



Panama City Beach

REAL. FUN. BEACH.

2020 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

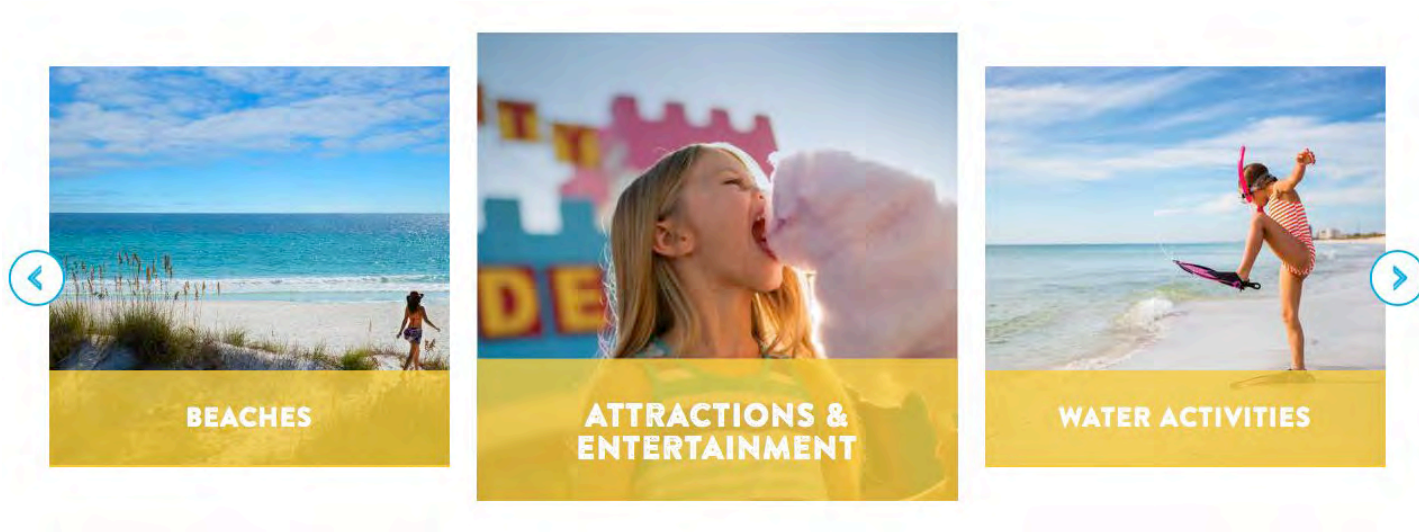


About Visit Panama City Beach

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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 2021. The plan, developed 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 August 25, 2020.



SITUATIONAL OVERVIEW GUIDING STRATEGY – COVID



Situational Overview & Guiding Strategy

Panama City Beach's tourism industry is not immune from the impacts and uncertainty The COVID-19 pandemic. The FY 2021 Program of Work is built around the need to quickly, efficiently, and effectively adjust strategies, tactics, and activities as the pandemic evolves. The need to be adept may allow us to take advantage of opportunities that present themselves during the year, but also to suspend and/or cancel programs as conditions dictate. The importance, approach, and tactics articulated in the Program of Work support the need to remain agile.

Given the scope and nature of the challenges the destination has faced over the past 12-years, the TDC is experienced and well-positioned to operate in this chaotic environment.



ORGANIZATIONAL PRINCIPLES



Organizational 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**



Organizational 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.



Organizational Principles

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. 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



FY 2021 Goals

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- Ensure awareness of Panama City Beach remains high among key target audiences throughout the COVID-19 pandemic.
- 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, support the brand position of REAL. FUN. BEACH., and maintain market share.
- Continue development and support of sports tournaments to generate tourism demand for Panama City Beach.
- 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
- Exceed state and national industry averages in recovery from the COVID-19 pandemic



OPERATIONS STRATEGY



IMPORTANCE

APPROACH

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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

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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.



Operations Overview

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- 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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MARKETING OVERVIEW

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 2021, Visit Panama City Beach 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 2.0,” will continue to build loyalty and brand evangelism among current visitors, as well as attract new visitors to the market all the while pushing “getaways” during the time of COVID-19.



Marketing Overview

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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.

This creative is especially appropriate during COVID-19 as our visitors can continue to personalize their vacation preferences along with how comfortable they feel during the pandemic.

ECO ADVENTURE | ADRENALINE | FAMILY BEACH | ROMANCE | FOODIE | ENTERTAINMENT

- Personas will continue to be promoted 2021 (post COVID-19)
- New Itinerary Building and Persona Itinerary Creative for all 6 personas will be implemented on the Visit PCB website, Rack Cards/brochures and app
- Continue putting the consumer at the center of our brand by extending and enhancing the use of UGC throughout our 2021 campaign
- Expand the use of more personalized messages with our audience to increase engagement with the brand

Marketing Overview

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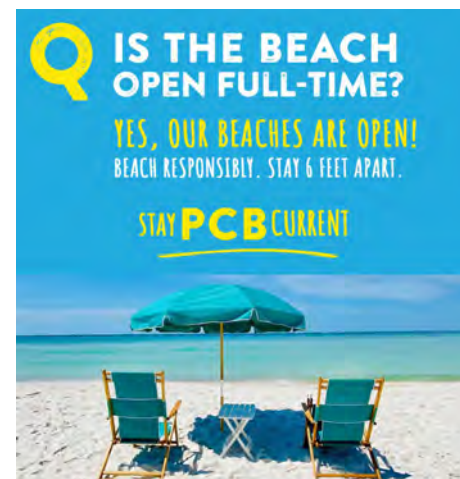
IMPORTANCE

APPROACH

TACTICS

VISIT PANAMA CITY BEACH CREATIVE | COVID 19 CREATIVE

- Stay PCB Current will continue to provide informational updates on the evolution of the COVID-19 situation in Bay County/Panama City Beach.



STAY **PCB** CURRENT

IMPORTANCE

APPROACH

TACTICS

MEDIA OBJECTIVES & STRATEGY | COVID-19

- Implement a strategy and media objective based on COVID-19
- Continue to be a “Digital” first destination (specifically during COVID-19) so the media may be easily paused if needed.
- Tactics will include relevant media that performs filling “quick getaways” for visitors encouraging them to “Make It yours – Today!”
- Heavy up to drive visitation quickly if needed
- Geo-targeting is flexible to exclude COVID-19 Hot Spots
- Broaden audience targeting to reach larger, travel/beach interested audience

ONCE TRAVEL RETURNS TO NORMAL, THE STRATEGY WILL BE UPDATED AND FRESHENED TO:

- Address all segments and stages of vacation planning
- Target based on dynamic segmentation modeling
- Customize against seasons, geography, events and annual support
- Utilize all data and metrics available to maximize strategies
- Introduce key learnings from the prior year
- Execute last year’s strategies that remain relevant
- Media partner selection based on historic results



Marketing Overview

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IMPORTANCE

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MARKETING PARTNERS - With the support of Luckie & Co., Watuga Media Group, 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 continue to be made on mobile platforms, Visit PCB 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.

Digital tactics will include Display, Pre-roll, Social, Native, Streaming Audio and Video along with Custom Display and Video.

NEW FOR 2021

- Bandwango will be added into the mix. An online foodie passport will launch this fall highlighting and encouraging visitation to local area outdoor restaurants. The foodie trail will be incentivized by offering a PCB prize item after the completion of the trail, as well as special offers from the restaurants. This initiative also allows us to capture visitor demographic and spending data.



IMPORTANCE

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INTERACTIVE MARKETING - Search engine optimization, marketing for VisitPanamaCityBeach.com, deployment of 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.

- Dynamic Content Module will continue to 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) and interests. This allows us to display targeted content built for various User Profiles.
- (When Special Events Resume) Special Event App platform will continue to enable Visit PCB to deploy a full featured app for special events allowing for push notifications, in app message center, special offers and more.
- Conversion Rate Optimization will continue through 2021 as a high priority within our digital marketing strategy (leads, visitor guide downloads, eNewsletter sign Ups, increased engagement, etc.).
- Updated Email Automation with new Act-On Platform through Simpleview will continue to be refined and allow Visit PCB to streamline marketing automation efforts. Marketing automation will incorporate systems, workflows and machine learning to increase engagement with our visitors.



IMPORTANCE

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SOCIAL MEDIA

Goals: 1 Million Facebook Followers | 75k Instagram Followers

Visit Panama City Beach's website is a conduit for visitors to connect with the destination, easily plan their vacation and experience user-generated content across a variety of social media platforms.

Grow the love and passion our Facebook and Instagram followers have for PCB.

Engagement on Facebook remains high, with 833k likes and 68,000+ followers on Instagram.

Continues to be a key platform during COVID-19.

Plays an important role in keeping Panama City Beach Top of Mind among visitors and locals; drive positive brand sentiment.

Continue to create and enhance organic social campaigns like: #This is MY PCB, The 12 Stays of Christmas, PCB Through Our Eyes,

NEW FOR 2021:

- The Sweet Sounds of PCB
- Cinematography approach – 'make it your fun beach' (motion in a still photograph)
- Keep It Going (PCB Beach Ball)
- Hyper-lapse videos



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IMPORTANCE

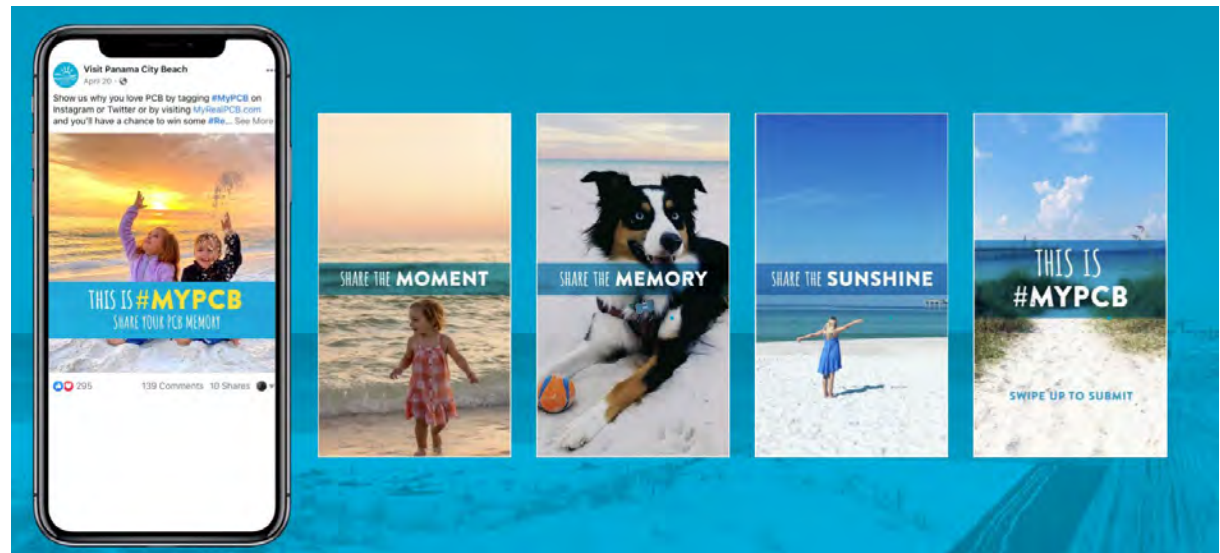
APPROACH

TACTICS

SOCIAL MEDIA

FACEBOOK, INSTAGRAM, TWITTER, GOOGLE, YOUTUBE, PINTEREST AND SNAPCHAT continue to see marked growth. Visit PCB will set goals for each platform and continue to expand the platform mix, driving greater reach on existing platforms and expanding into new platforms.

- Watuga is our new Paid Social Media Strategy Partner
- Crowdriff Platform will continue to be utilized for User Generated Content
- Utilize existing influencer/PR talent to create content for paid social
- Incorporate AR into the PCB experience using Snapchat Lenses and Branded Experiences (Instagrammable locations)
- Chasin' the Sun Social Media Support will continue to be supported by the Visit PCB Marketing Team



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.

However, due to COVID-19 traditional media will be limited so the marketing team can pause and resume media as needed.

The campaigns, based on the brand position of REAL. FUN. BEACH., will continue highlight how Panama City Beach offers consumers authentic, fun experiences with friends and family on vacation and highlight our “Make It Yours” copy and call to actions.



IMPORTANCE

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Panama City Beach

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 and special events (once resumed) sales segments like family reunions, weddings etc., along with scenic/inspirational videos and Instagram Stories.

Videos will be a mix of authentic/organic, 360 and targeted creative.

- A plethora of Platforms will be utilized: YouTube VR, Vimeo and Facebook
- Proven engagement
- Hyper-lapse videos
- Cinemographs to show a bit of interested motion in an otherwise still photo

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 Release distribution
- Press Visits – Group and Individual Trips | Influencers | Mommy Bloggers etc. Continue to target Niche Influencers like Diving, Fishing, Foodie, etc.
- Media Missions/Deskside visits in key markets like Dallas, Houston, Atlanta, Birmingham, Chicago and New York (post COVID-19)
- Promotions | Broadcast Outreach
- Proactive pitching
- Reactive news bureau
- Integrated strategic planning with the team (Make It Yours Campaign)
- Brand messaging (Real. Fun. Beach. Tees/promo items) and storytelling
- Public awareness (COVID-19, Beach Flags, Leave Only Footprints Ordinance, etc.)
- Community Education and Outreach | Local Brand Ambassadors
- Public relations support for Chasin' the Sun Fishing Show and the Panama City Beach Sports Complex
- Crisis Communication



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

REAL. FUN. EVENT. SUPPORT

During the time of COVID-19 the Marketing team will continue to support the Special Events team with innovative virtual events like Pirates of the High Seas Fest and Beach Home for the Holidays.

Post COVID-19, 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.

- 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 will continue for 2021



Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

REAL. FUN. SPORTS. SUPPORT

The Marketing Department will continue to support the Real. FUN. Sports. team 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.

- A dedicated strategic media plan will be implemented to promote Panama City Beach as a world class destination for all sports and facilities in the destination
- Continue with Promotions to present the Panama City Beach Sports Complex as the premier, all purpose outdoor venue in the southeast with the primary focus on amateur sports events that will economically impact Panama City Beach
- Support with creative and collateral development, social media, public relations, etc.



Marketing Overview

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IMPORTANCE

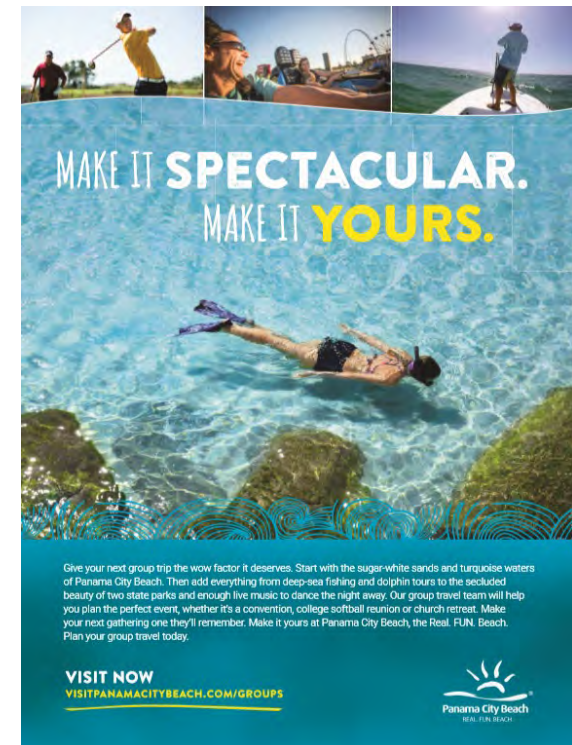
APPROACH

TACTICS

Sales Department Marketing Support | International Marketing & Public Relations

Due to COVID-19, all international efforts have been suspended

Support for the sales department/team will continue through creative assets, website (updating the weddings and Group pages for 2021), and domestic advertising.



Marketing Overview

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IMPORTANCE

APPROACH



TACTICS

PANAMA CITY BEACH PARTNER SUPPORT

Our partners will need us more than ever once we get on the other side of the Pandemic. Co-ops will resume next spring.

- Continue to develop a robust series of co-op marketing selections to our partners. Analyze campaign results, gather partner feedback and adjust the programs as necessary to make it the most successful.
- Facebook Lives | Promoted Posts | Print | Radio | Email Sweepstakes | Targeted Digital Display etc.
- Partner Toolkits will be provided to partners to effectively communicate the Visit PCB brand and special event collateral support
- Crisis Communications support for partners will continue via Closed Facebook Group to allow for update to date and real time information to be communicated.
- Partner Marketing and PR Roundtables will resume via zoom or in person once the pandemic is over.



 **Visit Panama City Beach** was live — at Shipwreck Island Water Park.
Published by Michaellean Stewart [?] · August 6 at 2:40 PM · Panama City Beach · 

We're live today at Shipwreck Island Water Park - named one of the top 3 water parks in the country by TripAdvisor!



Visit Panama City Beach

Published by Michaellean Stewart [?] · July 18 at 1:46 PM · 

It's not too late to book your summer vacation! Enjoy this beautiful view from these 2 bedroom condos, located right on the beach at Summerhouse Condominiums Rentals of Panama City Beach --> <http://bit.ly/SummerhousePCB>



Marketing Overview

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IMPORTANCE

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

APPROACH

TACTICS



SALES STRATEGY



Sales Overview

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IMPORTANCE

APPROACH

TACTICS

The sales team has shifted their strategy to focus on regional group meetings and conventions as a means to preserve the progress we have made in this segment over the past three years. The intention is to foster existing and new relationships with meeting planners and industry influencers so when the pandemic passes we will have created the right scenario for the advent of face-to-face meetings.

Visit PCB has taken an innovative approach to build sales momentum at a time where most DMOs have paused sales altogether. Through continued concentration on sales training, partner and planner engagement, and maintaining/growing the current client base the sales team will be ahead of the rebound.



IMPORTANCE

With the team's strategic shift to sustain planner relationships for the group meetings and conventions market, segments have been redistributed:

APPROACH

[Renee Wuerdeman, Vice President of Sales](#)

201+ Rooms on Peak night

Association

Third Party Planners

TACTICS

[Helen Adami, Director of Destination Sales](#)

76-200 Rooms on peak night

Domestic Group Tour Travel

Association

Corporate

[Harrison Moon, Sales Coordinator](#)

75 Room on Peak Night Family Reunions

Social – Weddings, Fraternal, Family and Military Reunions

Religious



IMPORTANCE

APPROACH

TACTICS

Primary Initiatives

Sales Marketing Plan

Digital marketing through banner ads, industry newsletters and magazines will be the primary method of reaching the meeting planner audience, especially for virtual conferences.

The group sales portion of the website is being redesigned to further promote the market segments and a more dynamic response to planner needs.

Virtual industry tradeshow participation and industry memberships

54% of meeting planners are moving towards virtual conferences. This has provided another opportunity for the team to promote PCB.

Partner Engagement Meetings

Virtual, quarterly Partner Engagement Meetings will create a larger audience providing convenient access to partners working remotely.

Hosted Buyer Conferences

PCB will host two buyer conferences in February and May 2021 with an estimated 350+ planners and travel influencers attending.



IMPORTANCE

APPROACH

TACTICS

Marketing

We will partner with the marketing team to maintain a group sales presence in the marketplace :

- Digital coverage with tradeshow and membership organizations
- Revamp the group meetings webpage
- Content for digital programs and collateral
- Upgrade digital platform content

Digital Programs

Update digital programs used for lead generation, sales progression, and follow-up

- Cvent – a digital platform used by meeting planners destination searches and RFP delivery directly to the CVB and partners who participate in the program. Cvent is the most widely used program of this type
- SendSites – a digital design format allowing us to create and send visually compelling sales information to clients
- Simpleview – CRM used by the CVB. The sales department utilizes the sales and membership/partner modules for sales follow through with potential bookings and account and partner maintenance



IMPORTANCE

APPROACH

TACTICS

Virtual attendance at tradeshows and hosted buyer conferences – We will dramatically reduce that number of tradeshows we attend shifting to the select few to continue to receive RFPs and strengthen relationships.

Domestic Travel Tradeshows – Group travel shows provide opportunities to interact with domestic tour operators and other group travel organizers.

- Partner with Visit Florida on co-ops
- We will host two hosted buyer programs in 2021

Memberships

American Bus Association

Christian Meetings & Conventions Assn.

Florida Society of Association Executives

Destinations International

Group Tour Family

Your Military Reunion Connection

Georgia Society of Association Executives



IMPORTANCE

APPROACH

TACTICS

Partner Engagement Meetings

The purpose of the meeting is to foster partner relationships through meaningful communication that positions Visit PCB as the leading tourism resource in the area by creating a strong, cohesive sales force, something the meeting planners look for when selecting conference sites

Hosted Buyer Conferences

These conferences provide face to face appointments between meeting and travel influencers from all market segments and hospitality suppliers. We have a goal to host 6 of these meetings in 3 years (we have booked 5) bringing approximately 335 influencers to PCB with opportunities to host familiarization tours.

Current hosted buyer conferences:

SPORTS, The Relationship Conference – 100 Influencers September 9-12, 2019

Visit Florida, Florida Encounter - 60 Influencers November 20-22, 2019

Small Market Meetings Summit – 25 Influencers

Select Traveler Conference – 75 Influencers

Going on Faith Conference – 75 Influencers

Paused - Arrowhead Conferences & Events –hosting the 21 Meeting planners who work for this organization



SPECIAL EVENTS STRATEGY



Special Events Overview

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IMPORTANCE

Special events are an important part of our year around visitation strategy in Panama City Beach. 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.

APPROACH

TACTICS

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.

Due to the COVID-19 pandemic, mass gatherings and large events are not permitted. However staff feels that keeping the established branded events relevant is important for the destination as things return to normal.

We will continue to foster, and advise, 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.



Special Events Overview

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APPROACH

TACTICS

The TDC operates several high-profile events throughout the year. These events include: Pirates of the High Seas Fest, Beach Home for the Holidays, the Panama City Beach Mardi Gras Music Festival featuring the Krewe of Dominique Youx Parade, and the award winning UNwined Festival.

This year Pirates of the High Seas Fest and Beach Home have been converted over to virtual events in order to maintain the social distancing guidelines set by city and state officials. Staff believes that hosting these virtual events will keep the event relevant and keep the visitor engaged in Panama City Beach. We will continue to modify events to conform to the guidelines as the need presents itself.

The TDC will collaborate with outside organizations on festivals, concerts and special events that take place throughout the year. This collaboration includes: sponsorships, in-kind or paid advertising support and events operations assistance. Additionally, the TDC will continue to develop, manage, host and publicize signature events designed to increase visitation to the destination. These events include: New Year's Eve Beach Ball Drop, Food Truck Festivals of America, Emerald Coast Boat & Lifestyle Show, Oktoberfest, PCB Scottish Festival, Emerald Coast Cruizin' (Fall & Spring), Seabreeze Jazz Festival, Florida Jeep Jam, Thunder Beach (Fall & Spring), SandJam and Pepsi Gulf Coast Jam.

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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APPROACH

TACTICS

- Maintain relationships with existing events, as well as work together to enhance the events through available resources including sponsorship, advertising/marketing, venue/barricade support 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 and engage in Industry tradeshow and conferences to reach industry decision leaders; attend educational event seminars; and showcase the destination's venue to potential event partners.
- Continue to be involved with Board's and Committee's of special event conferences.
 - Florida Festivals & Events Association
 - International Festivals and Events Association
 - Pollstar
 - International Entertainment Buyers Association (IEBA)
- Foster relationships with national artist agencies such as WME, Live Nation, UTA, Paradigm, AEG Live, etc. and explore opportunities to enhance current events or produce new events.
- Coordinate annual events calendar of events taking place in Panama City Beach.
- Look for creative and engaging ways to host events during this COVID-19 Pandemic by staying in contact with the health department, and staying up to date on the latest guidelines and trends related to the pandemic.



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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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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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 major tournaments at the Sports Complex, major special events and city-wide conferences, provide off-site visitor information services to extend the reach of the Visitor Information Center.
- Handle fulfillment of Visitor Guide requests.
- Rotate free-standing kiosk displays in Visitor Information Center to highlight events, eco-tourism, and other unique and memorable aspects of Panama City Beach.
- Create and maintain an Instagram location outside of the Visitor Center.
- Expand and enhance retail items available for sale in the Visitor Center.
- 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
- Enhance the visitors' lobby experience with Photo Booth Mirror, to provide additional services such as printing beach information, itineraries, and activity calendars.



SPORTS MARKETING STRATEGY



Sports Marketing Overview

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IMPORTANCE

APPROACH

TACTICS

As evidenced by the TDC's \$39 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 2021, 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, flag football and sporting events, including road races, beach, water and indoor sports that support this goal while staying with industry trends.

A centerpiece of our efforts will be the new sports complex. With existing overflow, we expect the facility to operate near capacity during the summer months, in addition the complex will focus on hosting tournaments that occur outside our peak travel season. 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. There has been a proven demand on rectangular fields for a variety of sports such as soccer, lacrosse, football, ultimate Frisbee, rugby and field hockey. With the addition of the new sports complex, 12 month use and business for the destination will be created.

Visitors coming to Panama City Beach to participate in or experience a tournament or sporting event continues to generate over \$100,000,000 in direct visitor spending with a total economic impact in excess of \$170,000,000. Sports has continued to prove to be resilient when the destination is faced with natural disasters or pandemics, proving to be an important strategy to drive visitor demand.



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. Special attention must be given to the recommendations of the CDC as well as City and State Government as we navigate through the COVID-19 Pandemic. It is our goal to provide a clean and safe environment in which to host world class tournaments.

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.

In addition staff continues to foster relationships with event right holders for potential large scale indoor events that could take place in the future indoor special event center.



IMPORTANCE

APPROACH

TACTICS

- Attend tradeshows and conferences as appropriate, including:
 - Sports ETA, TEAMS, Connect, SPORTS-The Relationship Conference are sports conferences where attendance is vital for national exposure and networking. The Florida Sports Foundation Annual Summit attendance keeps us up-to-date on the State's sports initiatives and grant funding opportunities. Due to complications with COVID-19 and its impacts to the industry, the Sports and Events team will focus more efforts on one on one relationships with rights holders, engaging them in site visits as opposed to meetings at the annual tradeshows.
 - We will make sure that staff maintains the highest industry accreditation and engages in conference committee opportunities.
- Provide assistance in terms of sponsorships, bid fees and host fees:
 - Sponsorships – paid to the event right holders, conferences and conventions: NSA/ISA/USSSA Convention Outings/Booth, Gulf Coast Collegiate Classics, WSL, Arnold High Basketball Classic, Sports ETA/TEAMS/Connect/SPORTS Relationship conferences, 9/11 Stair Climb, flag football, and other sporting events – such as Gymnastics, Cheer, Dance, & Golf - occurring in Panama City Beach
 - Bid Fees – paid to the event right holders to secure events: baseball - Grand Slam World Series and USSSA; softball – NSA Worlds, USSSA Worlds, USFA, and WSL, Beach Volleyball, Soccer Tournaments, Visit Panama City Beach IRONMAN Florida and the Visit Panama City Beach IRONMAN Gulf Coast 70.3.
 - Host Fees – paid to local public athletic venues, including Frank Brown Park and other local overflow facilities 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.



IMPORTANCE

APPROACH

TACTICS

- Conduct workshops to facilitate communication between current and potential events right holders with local tourism 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.
- Continue to pursue grant opportunities to offset cost of events.
- Remain current with trending sports opportunities such as e-sports and International events.
- Continue working with other local facilities/entities that may have inventory not available in Panama City Beach ex; Tommy Oliver Stadium, to increase visitation and developing County-wide events.
- Work with local facilities and event right holders to ensure that we are adhering to the guidelines put out by the Florida Department of Health and The CDC.
- Maintain and develop strategic relationships with national publications to insure the destination has maximized exposure.



COMMUNITY SUPPORT STRATEGY



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.



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 an annual 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 the TDC 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, showcased in the TDC’s Make it Yours personas, that extend beyond the traditional activity of “hanging out on the beach.” In FY 2021, the TDC will assist partners on strategies to showcase these experiences that can be incorporated into our targeted marketing campaigns.



Community Support 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



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS

Tourism Development Department projects have allowed the TDC to expand the channels available to market Panama City Beach as a tourist destination. These projects include development of the Panama City Beach Sports Complex, “Chasin’ the Sun” television program, *Visit Panama City Beach* visitor magazine and Celebration Tower. In addition, post-Hurricane Michael destination marketing and public relations support for Mexico Beach are directed through this department.

Ultimately, tourism development activities help drive incremental visitation and awareness through corporate relationships, cutting-edge media and new tourism products. Its goals are to:

- Generate additional sources of revenue and offset production costs through sponsorship sales and grants;
- Develop new venues to support the TDC’s strategic plan, Hurricane Michael recovery efforts and COVID-19 response;
- Respond to developments regarding COVID-19 impacts on tourism to ensure appropriate messaging and sponsorship sales strategies;
- Support Mexico Beach until such time as its tourist development tax receipts are sustainable;
- Assist local entities, e.g., City of Panama City Beach, Bay County Chamber of Commerce, PCB Chamber of Commerce, Bay Economic Development Alliance) 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.



Tourism Development Overview

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IMPORTANCE

In FY 2021, we will continue to aggressively pursue corporate investment (sponsorship) as a means to enhance existing tourism assets and drive revenue for the CVB and Panama City Beach Sports Complex.

APPROACH

TACTICS

Triumph Gulf Coast has not acted on the TDC's Indoor Sports Center grant application (originally submitted March 2018) and our efforts remain focused on securing this and other grant-based funding. Meanwhile, the PCB Sports Complex offers excellent opportunities to generate sponsorship revenue via naming rights, signage, activations and cost-saving vendor agreements.

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 addresses sponsorship hierarchy, pricing and target categories. Nationwide, corporate sponsorship sales have decreased in the wake of COVID-19; however, Panama City Beach's sustained popularity as the *REAL. FUN. BEACH.* and the reliability of sports tourism help mitigate these effects and, in fact, offer sales opportunities.

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; and,
- Sourcing and applying for grants offered by governmental agencies, private corporations, foundations or other entities for the express purpose of promoting tourism-related activities.



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 – *inshore, offshore, bay, pier, surf, backwater creeks.*
- Episodes feature popular species – *redfish, pompano, grouper, snapper, tarpon, kingfish.*
- Highlights recreational diving – *artificial reefs, near shore shipwrecks.*
- Focuses on the coastal lifestyle and outdoor recreation.
- All full episodes available for viewing on demand at ChasinTheSunTV.com, Amazon Prime, Vudu, Outdoor America, Youtube and Over-The-Top (OTT) platforms.
- Related programming includes monthly fishing report, event activations, local media appearances, outdoor journalist FAM trips, social media, e-newsletters, contests, public relations, industry involvement and *Visit Panama City Beach* magazine articles.



2021 SEASON SIX

Air Dates	January – June
Broadcast Weeks	26
Original Episodes	13 (each airs 2x)
Day/Time	Saturday Mornings (Time TBA)

IMPORTANCE

APPROACH

TACTICS



DISTRIBUTION PLATFORMS

100,000,000+ HOUSEHOLDS

Network & Local Affiliate TV • On-Demand Streaming Services
Over-The-Top (OTT) Platforms



Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS



KEY METRICS

BROADCAST TELEVISION

Discovery Channel	3.6 million viewers
Outdoor America	1.5 million viewers

STREAMING & OVER-THE-TOP

Streaming Services	39,062 episodes viewed
O-T-T Platforms	400,000 hours viewed

FACEBOOK

Followers	30,361
Impressions	1,522,935
Engagement	63,933

INSTAGRAM

Followers	1,232
Impressions	138,486
Engagement	8,307

YOUTUBE

Subscribers	1,457
Video Views	31,194
Watch Time (Hours)	4,134
Impressions	194,280

DATABASE E-BLASTS

Frequency	14
Total Quantity	171,004
Open Rate	10.8%



Metrics were measured from January, 1st – June 30th, 2020

Tourism Development Overview

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IMPORTANCE

APPROACH

TACTICS

In FY 2021, the Tourism Development Department will:

- Leverage brand relationships through cross-promotions, event activations and sharing of digital content across media platforms.
- Identify sources of tourism-related grant funding and submit applications as appropriate.
- Grow the “Chasin’ The Sun” brand via social media engagement using video, contests and strategies to encourage User Generated Content (UGC).
- Develop a website strategy to drive digital sponsorship revenue by matching visitor interest categories with companies operating in those market segments.
- Expand relationships with existing rights holders to develop co-op sponsorship programs.
- Identify cross-promotional opportunities involving multiple sponsors and facilitate 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



TOURISM DEVELOPMENT STRATEGY – SPORTS COMPLEX BUDGET & PROGRAM OF WORK



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Income

Total 40300 Soccer	\$ 11,667	\$ 8,467	\$ 11,667	\$ 1,267	\$ 1,267	\$ 1,267	\$ 11,667	\$ 22,067	\$ -	\$ -	\$ 2,500	\$ 12,967	\$ 84,803	7.2%
Total 40400 Football	\$ -	\$ 4,000	\$ 4,000	\$ 55,000	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ 7,500	\$ 7,500	\$ 90,000	7.7%
Total 40500 Lacrosse	\$ 2,600	\$ 10,400	\$ -	\$ -	\$ -	\$ -	\$ 10,400	\$ -	\$ 17,000	\$ -	\$ 5,200	\$ -	\$ 45,600	3.9%
Total 40600 Baseball	\$ 9,100	\$ 6,500	\$ 8,000	\$ 27,600	\$ 6,500	\$ 18,000	\$ 13,000	\$ 25,000	\$ 39,131	\$ 29,750	\$ 13,000	\$ 10,400	\$ 205,981	17.6%
Total 40700 Softball	\$ 15,000	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ 8,000	\$ 3,000	\$ 4,800	\$ -	\$ 21,000	\$ 6,000	\$ 13,500	\$ 77,300	6.6%
Total 40800 Youth & Rec Programs	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	0.2%
Total 40900 Adult Recreation	\$ -	\$ -	\$ -	\$ -	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500	0.4%
Total 41000 Other Field Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total 41500 Food and Beverage	\$ 30,250	\$ 16,000	\$ 21,000	\$ 38,700	\$ 30,000	\$ 26,300	\$ 32,000	\$ 56,000	\$ 79,500	\$ 101,500	\$ 23,000	\$ 25,500	\$ 479,750	41.0%
Total 41600 Merch Shop	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Total 41900 Other Revenues	\$ 5,301	\$ 5,625	\$ 7,750	\$ 23,000	\$ 5,975	\$ 4,750	\$ 4,750	\$ 9,000	\$ -	\$ 4,000	\$ 5,500	\$ 4,000	\$ 79,651	6.8%
41910 Sponsorship Income	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 100,000	8.5%
Total Income	\$ 82,251	\$ 62,325	\$ 60,750	\$ 153,900	\$ 66,075	\$ 66,650	\$ 83,150	\$ 125,200	\$ 143,964	\$ 172,583	\$ 71,033	\$ 82,200	\$ 1,170,085	

Total 50000 Part-Time Contract Labor	\$ 16,262	\$ 11,878	\$ 11,532	\$ 31,431	\$ 12,703	\$ 12,324	\$ 16,460	\$ 25,711	\$ 29,509	\$ 35,805	\$ 13,794	\$ 15,701	\$ 233,109	23.5%
Total 50800 Youth & Rec Programs COGS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Total 50900 Adult Recreation COGS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Total 51500 Food & Beverage COGS	\$ 12,100	\$ 6,400	\$ 8,400	\$ 14,400	\$ 12,000	\$ 9,600	\$ 12,800	\$ 22,400	\$ 31,200	\$ 40,000	\$ 9,200	\$ 9,200	\$ 187,700	39.1%
Total 51600 Merch Shop COGS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	
Total 51900 Other Revenue COGS	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 1,667	\$ 20,000	11.1%
Total Cost of Goods Sold	\$ 30,029	\$ 19,945	\$ 21,539	\$ 47,497	\$ 26,370	\$ 23,590	\$ 30,926	\$ 49,777	\$ 62,375	\$ 77,472	\$ 24,661	\$ 26,567	\$ 440,809	37.7%

\$ 52,223	\$ 42,380	\$ 39,152	\$ 106,403	\$ 39,705	\$ 43,060	\$ 52,224	\$ 75,423	\$ 81,589	\$ 95,112	\$ 46,373	\$ 55,633	\$ 729,276
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Total 60000 Advertising / Marketing	\$ 1,495	\$ 5,500	\$ 500	\$ 1,750	\$ 1,500	\$ 1,500	\$ 1,495	\$ 500	\$ 500	\$ 500	\$ 1,500	\$ 1,495	\$ 18,235	1.7%
Total 60400 Bank & Other Service Charges	\$ 1,464	\$ 860	\$ 860	\$ 2,151	\$ 860	\$ 860	\$ 2,588	\$ 860	\$ 860	\$ 4,047	\$ 860	\$ 860	\$ 17,131	1.6%
Total 61000 Legal and Professional Fees	\$ 0	\$ 0	\$ 811	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 811	0.1%
Total 62000 General & Administrative Expenses	\$ 3,175	\$ 984	\$ 2,318	\$ 2,939	\$ 1,818	\$ 1,634	\$ 3,068	\$ 1,634	\$ 2,918	\$ 2,089	\$ 1,818	\$ 2,484	\$ 26,879	2.5%
Total 63300 Insurance	\$ 17,409	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 17,409	1.7%
Total 64000 Supplies and Services	\$ 3,882	\$ 3,882	\$ 4,382	\$ 3,882	\$ 3,882	\$ 3,882	\$ 4,382	\$ 3,882	\$ 4,214	\$ 4,714	\$ 3,882	\$ 3,882	\$ 48,745	4.6%
Total 65000 Contract Labor & Management Fee	\$ 59,048	\$ 45,169	\$ 45,169	\$ 45,169	\$ 45,169	\$ 45,169	\$ 59,048	\$ 45,169	\$ 45,169	\$ 45,169	\$ 45,169	\$ 59,048	\$ 583,668	55.3%
Total 66000 Other Payroll Expenses	\$ 930	\$ 930	\$ 930	\$ 930	\$ 930	\$ 930	\$ 930	\$ 930	\$ 990	\$ 990	\$ 930	\$ 930	\$ 11,280	1.1%
Total 67200 Repairs and Maintenance	\$ 17,366	\$ 14,866	\$ 14,866	\$ 17,366	\$ 14,866	\$ 14,866	\$ 17,366	\$ 14,866	\$ 14,866	\$ 17,366	\$ 14,866	\$ 14,866	\$ 188,392	17.9%
Total 68600 Utilities	\$ 15,250	\$ 9,380	\$ 9,880	\$ 8,680	\$ 12,480	\$ 11,343	\$ 11,674	\$ 11,780	\$ 14,780	\$ 12,480	\$ 12,480	\$ 11,780	\$ 141,987	13.5%
Total Expenses	\$ 120,019	\$ 81,571	\$ 79,716	\$ 82,867	\$ 81,505	\$ 80,184	\$ 100,551	\$ 79,621	\$ 84,297	\$ 87,355	\$ 81,505	\$ 95,345	\$ 1,054,537	

-\$ 67,797	-\$ 39,191	-\$ 40,564	\$ 23,536	-\$ 41,800	-\$ 37,124	-\$ 48,327	-\$ 4,198	-\$ 2,708	\$ 7,757	-\$ 35,132	-\$ 39,712	-\$ 325,260
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\$ 325,260

\$ 18,800

Panama City Beach Sports Park Business Plan

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2020-2021 BUSINESS & OPERATING PLAN



Year 1 has proven to be a year of new opportunities, as well as a challenging, yet educational year due to the recent pandemic and dealings with COVID-19. With new staff and fresh eyes, the leadership team is focused on developing a reputation of excellence that Panama City Beach Sports Complex will be known for. The management team continues to identify areas that will affect continued growth and development of the sports complex including

- Continued synergy with the Visit Panama City Beach CVB to collaborate on tournament bids/referrals while maintaining focus on economic development resulting in tax growth;
- Focus on Rectangle Field programming/event development;
- Development of sustainable and measurable sponsorship opportunities;
- Work with SFM partners for long term contract deals;
- Expansion of PCBSC owned events for local league play and tournaments.

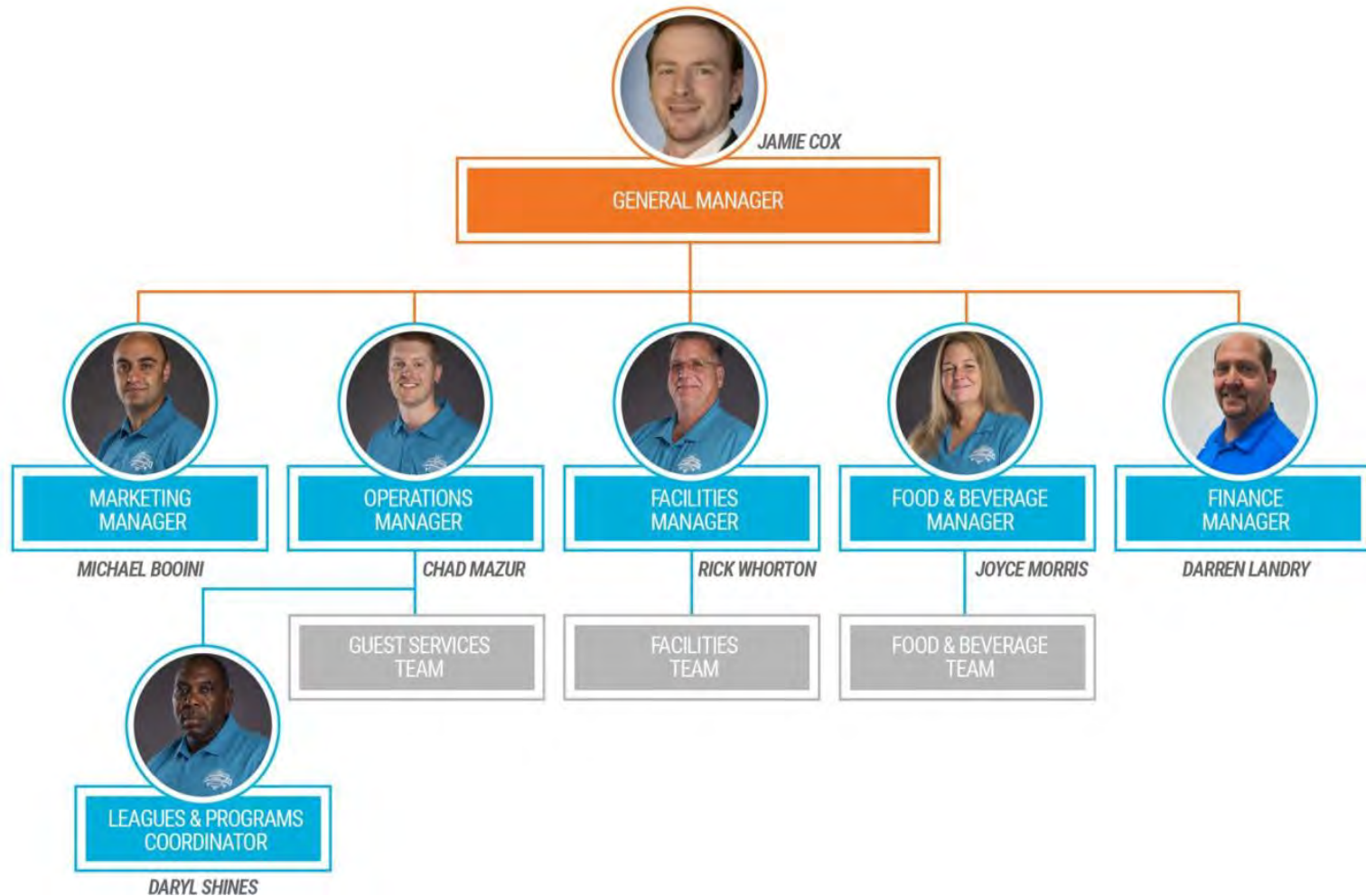
With a firm commitment to long-term partnerships and a focus on our new relationships, we feel that our current group of partners and event organizers will continue to grow in attendance, and that PCBSC will continue to mature as a venue. These relationships have already proven successful in gaining valuable input from coaches, event planners and officials in development of future events/programs. With this foundation, we are better prepared to book long term, multiyear events as well as generate and sustain our own series of leagues/events.

The staff at Panama City Beach Sports Complex is an energetic and caring group. This group identifies opportunities and looks for ways to get better every time. The management team has tremendous patience, are energetic and very loyal. The leadership team continues to work with staff in evolving internal processes and policies to continue their development. Senior management continues to work with SFM home office to review risk management and human resource laws and updates, sports industry trends and contract opportunities.

The Panama City Beach Sports Complex recognizes the importance of our role in the community and will continue to do our part to ensure that Panama City Beach and Bay County prosper.

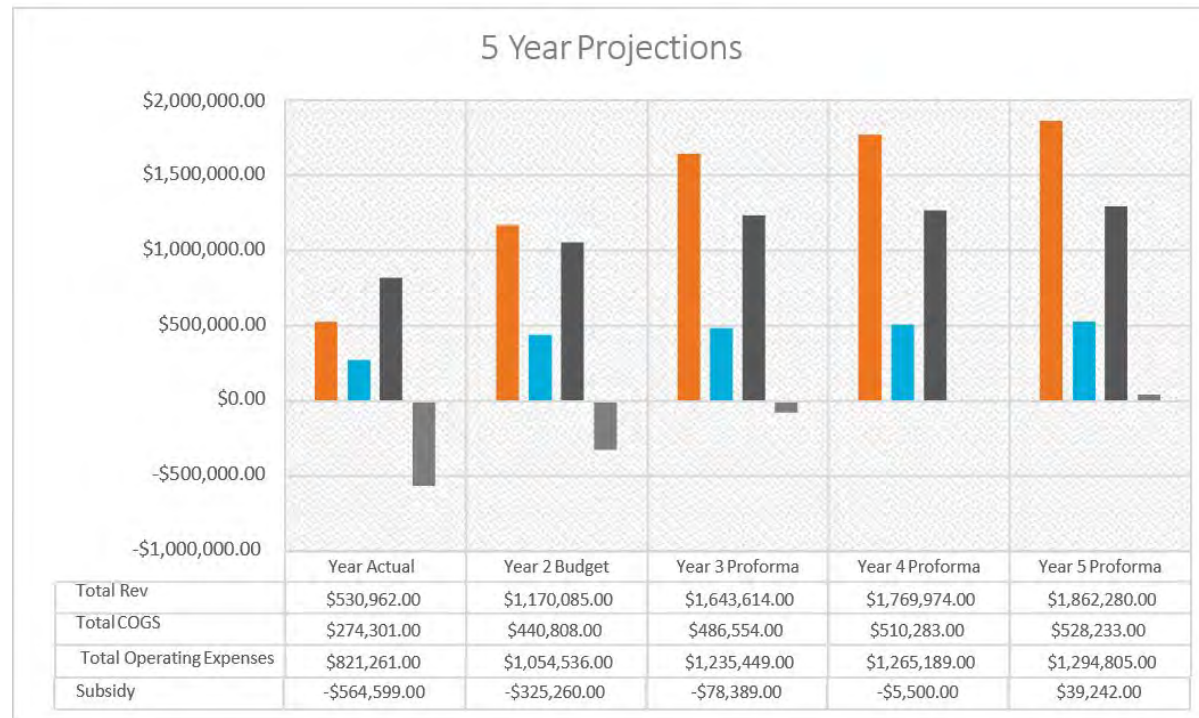
PCB Sports Park - Organizational Chart

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PCB Sports Park - Business & Operating Plan Revenue

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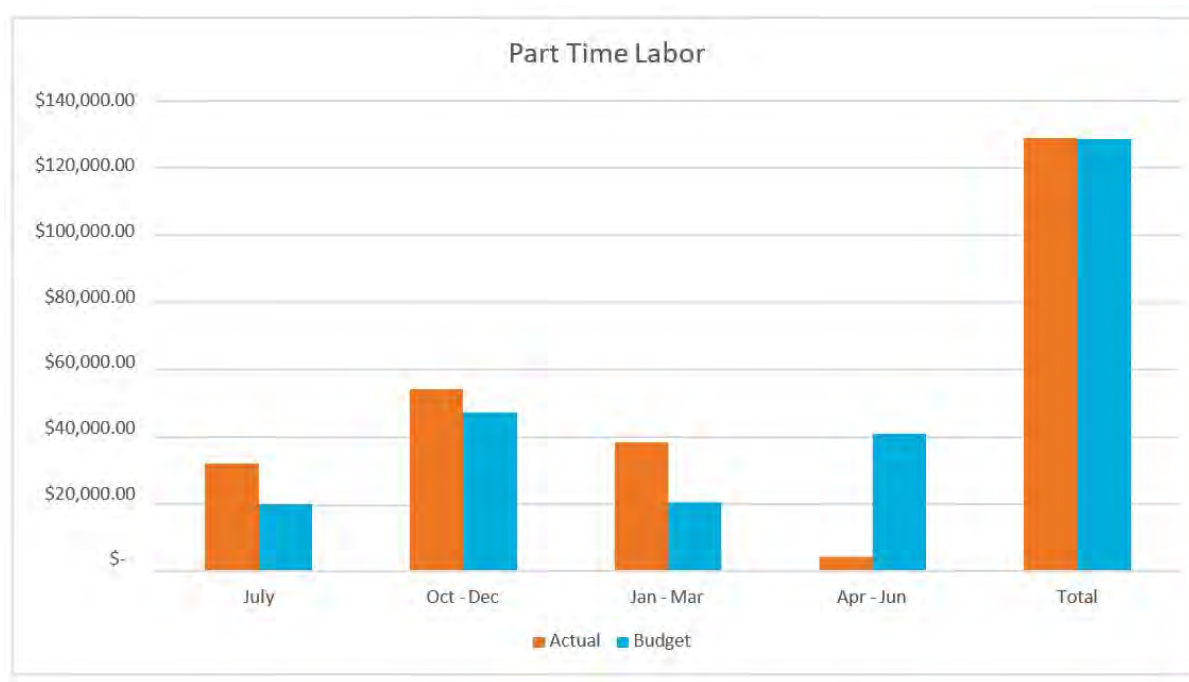


Maintain focus on driving revenue while improving efficiencies to lower subsidy over 5-year goal. Strategy to reach FY20-21 Revenue goals:

- Continued development of rectangle field events
- Focus on long term contracts with established event organizers
- Expand local programming and community events
- Targeted sponsorship deals
- Food & Beverage persist on efficiencies, high margin items and expanded menu

PCB Sports Park - Employment

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PT Labor costs should decrease throughout fiscal year 2 following improved operations

- Continued event support by salaried employees
- Clear production standards/expectations
- Improved processes
- Cross-training of staff to operate at a high level of efficiency

Strategy to Reach FY 20-21 Goals

- Filled open General Manager and Finance Manager position
- Continue aggressive hiring/retention plan that will utilize the local part-time workforce
- Continue and expand our staff training programs to produce a better customer experience
- Be efficient with PT labor hours for events and cross-train staff to have knowledge of multiple departments and job duties

Forty tournament events highlighted the Panama City Beach Sports Complex calendar since opening in July 2019, and more than fifty events are scheduled for the remainder of 2020 and 2021. We are continuing to develop long term event owner relationships that have helped us establish a variety of both diamond and rectangle athletic events.

2019-20 Event Highlights

Baseball

- Perfect Game Deep South Championship (June 4-9, 2020) – 86 teams
 - Economic Impact (EI): \$4,559,509
- Grand Slam World Series (4 events) – 239 total teams
 - Total EI: \$12,167,859

Kickball

- Battle of the Thrown (June 6-7, 2020) – 18 teams
 - Total EI: \$294,243

Softball

- USFA World Series (2 events) – 160 total teams
 - Total EI: \$6,667,879 total

Soccer

- USYS National League (2 events) – 212 total teams
 - Total EI: \$13,187,254
- Soccer YTH All-American Series (July 30-Aug 2) – 25 teams
 - Total EI: \$541,173

Football

- NUC Sports All American Showcase (Dec 27-30, 2019) – 250 athletes
 - Total EI: \$570,333

Flag Football

- World Championship Tour Battle PCB (Oct 26-27, 2019) – 44 teams
 - Total EI: \$613,336

PCB Sports Park - Tournaments & Events (cont'd)

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Economic Impact FY 1 (projected v. actual)

Projected: \$77,568,317

*Includes events during Covid-19 from March 12-May 28 Actual:
\$48,177,527

Number of Teams FY 1 (projected v. actual)

Projected: 2,229

*Includes events during Covid-19 from March 12-May 28 Actual: 1,154

Number of Athletes FY 1 (projected v. actual)

Projected: 39,420

*Includes events during Covid-19 from March 12-May 28 Actual: 18,415

Bay United Soccer Club

The Panama City Beach Sports Complex has established a relationship with the local Bay United Soccer Club. The soccer club rents two fields at the sports complex year-round, specifically from September-May and during the summer when available (\$15,200 in rental revenue per year). This relationship has allowed PCBSC to host the FYSA Presidents Cup in February and the FYSA/Bay United Qualifying League event in Aug/Sept.

Middle/High School games

PCBSC has also hosted several middle school and high school games in multiple sports.

Soccer: North Bay Haven high school and middle school girls soccer games and practices (Jan-Feb 2020), Bay Haven middle school girls soccer games (Jan-Feb 2020)

Lacrosse: North Bay Haven boys lacrosse games and practices (Feb-March 2020)

Other field rentals

Baseball practices, softball practices, SLAM Stroller Moms

Strategy to Reach FY 20-21 Goals

- Develop partnerships with nationally recognized sport organizations that are interested in hosting multiple events at PCBSC
- Continue to increase local programs and leagues by building relationships within the community (coaches, business owner/managers)
- Utilize SFM developed program models
- Continue to focus on weekends to operate diamond and rectangle field events simultaneously
- Develop relationships with local and regional universities and athletic conferences to offer multiple events for collegiate level competition
- Focus on client relationships through higher communication frequency and excellent level of customer service
- Expand types of events at PCBSC by researching and hosting non-traditional sporting events “between seasons” at our complex

The key strategy for our second year is to present and reinforce the concept of the Panama City Beach Sports Complex as a leader in youth sports. Our continued focus on producing high quality social media content while developing and growing followers across all platforms will revolve around positive engagement with our audience and thoughtful interaction. This increased social media following can be further utilized to appeal to potential sponsors seeking to gain exposure of their brand to our audience.

The increased demand for information to be delivered in a quick and effortless manner to event organizers, sponsors, guests, and athletes has highlighted a need for digital refinements. Ongoing projects include:

- Website audit and review (improved content, layout and design, user experience and search engine visibility considerations)
- Conversion of existing press section to a functional blog, in order to drive organic traffic and increase brand awareness

Strategy to Reach FY 20-21 Goals

- Seek out online training to build graphic design/website/video skills and increase efficiency in collateral development
- Develop an effective, branded e-newsletter template for a regularly scheduled email campaign
- Where possible, maintain national exposure at tradeshow events
- Develop relationships with relevant industry publications who are willing to provide us with a free platform to brand ourselves in exchange for high quality content
- Continue to create high quality, branded content across all social media platforms
- Seek out online training to develop effective sales techniques for sponsorship
- Sell sponsorship opportunities and establish long-term relationships with relevant local and national brands

PCB Sports Park – Food & Beverage (cont'd)

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In FY 19-20 F & B Food COG were not in line with budget with the positive exception of Q4. The variances were primarily driven by:

- First year events that canceled or underperformed compared to initial projections
- COVID-19 shutdown (March-May)
- Reflection of increased sales and events from May 29-Aug 2
- Spoilage, waste, and institution of a par value inventory system
- Improving inventory process and controls for product waste
- Phasing out products that no longer sell at an acceptable margin

Strategy to Reach F&B COG 20-21 Goals

- Utilize technologies to refine our order processing and inventory control
- Expand food purchasing power to minimize GP%
- Track COG per event
- Streamline or menu to eliminate labor/time intensive products
- Continue to ensure we are meeting industry standards on pricing
- Establish a more efficient layout/process for F&B Operations to reduce customer transaction times – resulting in more sales

In FY 19-20 all new technology was added to PCBSC

- DASH is the new POS system for F&B, Local League/Tournament registrations and any programming owned by PCBSC
- Added external and internal security cameras around the Administration Building and in the following locations: vault, server room, all concession stands and maintenance building
- WiFi was recently added to Maintenance Building
- Earth Networks Lightning Alert System has been installed and activated. Staff will need to be trained on the new system

PCB Sports Park – Capital Investment Projects

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We identified two key areas for growth;

- Storage space
- Enhanced guest experience via transportation to all fields.

Based on the projected growth in revenue from F&B, we anticipate an increase in demand for on-site storage space for supplies.

Many events utilize all 13 fields, including the grass fields located at the back of the complex. The distance from the parking lot to these fields presents a challenge for some guests. The addition of an extra six-passenger golf cart would have a significant positive impact on our ability to maintain high levels of customer service.

Project	Projected cost
Additional Climate Controlled Storage	\$8,800
Six Passenger Golf Cart	\$10,000
Total	\$18,800

PCB Sports Park – Equipment Inventory

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EQUIPMENT INVENTORY 2020

LARGE EQUIPMENT

QUANTITY	DESCRIPTION	UNIT PRICE (\$)	TOTAL PRICE (\$)
1	MAGNETIC DRAG GREENSGROOMER	5,700.00	5,700.00
2	P-REX TURF PAINT REMOVER	40,538.00	81,076.00
2	TITAN POWERLINER	3,650.00	7,300.00
5	318-G COPPER TURF PORTABLE PITCHING MOUNDS	7,670.00	38,350.00
10	1010 COPPER TURF PORTABLE PITCHING MOUNDS	1,670.00	16,700.00
20	402 COPPER TURF PORTABLE PITCHING MOUNDS	1,000.00	20,000.00
10	202-6 COPPER TURF PORTABLE PITCHING MOUNDS	2,420.00	24,200.00
2	UTILITY VEHICLE - GATOR	12,085.91	24,171.82
1	PRESSURE WASHER	1,625.69	1,625.69
			219,123.51

PCB Sports Park – Ongoing Facility Maintenance

85

Project	Cost
Landscaping	\$129,996
<ul style="list-style-type: none">\$10,833 monthly fee for Southern Turf & Fields	
Turf Field Paint	\$10,000
<ul style="list-style-type: none">\$2,500 quarterly fee for robotic paint machine	

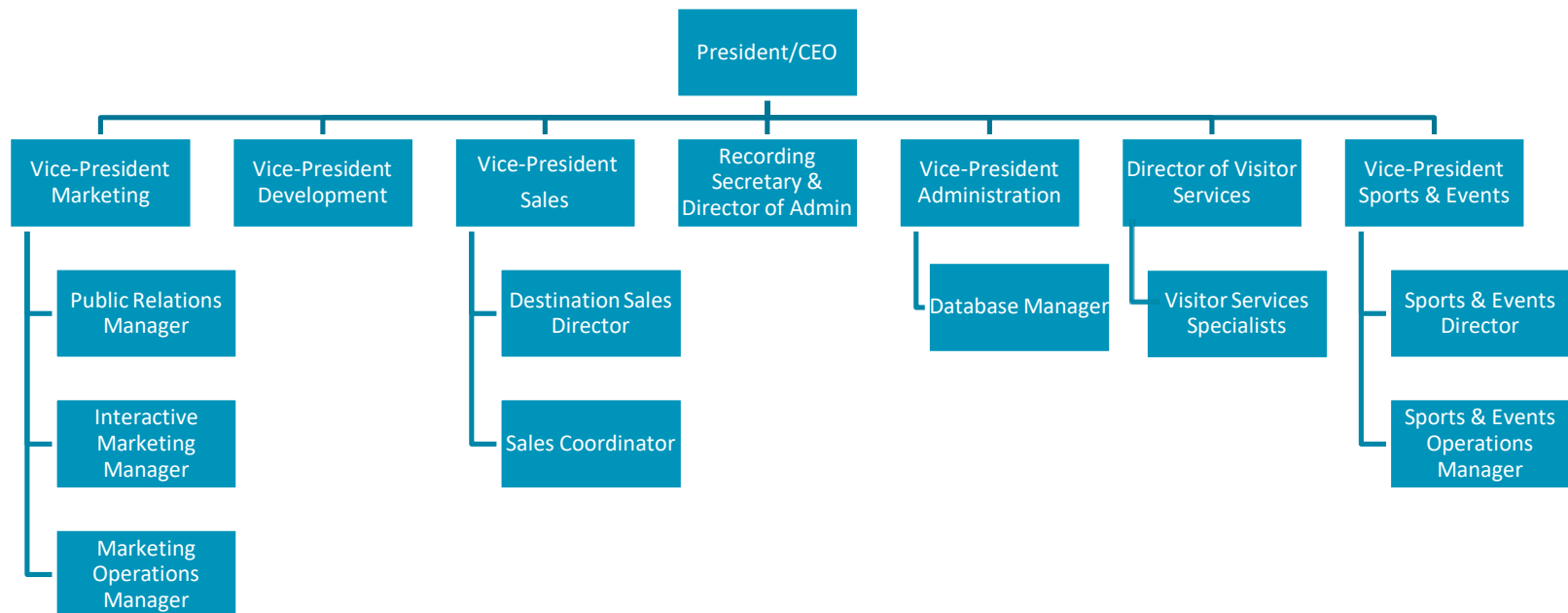


ORGANIZATIONAL CHART



Organizational Chart

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THANK YOU

