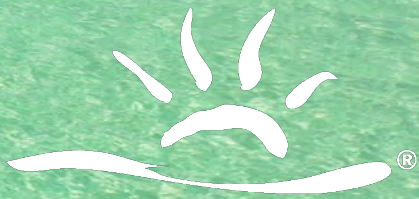


2023 PROGRAM OF WORK



Panama City Beach

REAL. FUN. BEACH.

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 Panama City Beach Sports Park. 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

This program of work and budget is the road map that guides all Visit Panama City Beach marketing and sales efforts for FY 2023. 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 11, 2022 and updated on April 11, 2023.



SITUATIONAL OVERVIEW



Situational Overview & Guiding Strategy

The resiliency and strength of Panama City Beach has been demonstrated throughout the COVID-19 pandemic. Like all resort destination at the onset of the pandemic, our visitation and visitor spending levels fell by upwards of 90% from the prior year. However, as soon as the beaches reopened and the Governor opened up vacation rentals, visitation and visitor spending immediately rebounded to begin exceeding pre-pandemic levels. During FY 2021, revenues for the year had risen 50% from pre-pandemic levels. In FY 2022, the rate of increased spending moderated, but we were able to retain the majority of the increases from the prior year. As we approach FY 2023, inflation and the potential for a recession are the biggest risks we face. Therefore, the Program of Work is built around the need to quickly, efficiently, and effectively adjust strategies, tactics, and activities as economic forces evolve. 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, 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 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.

Being a Good Neighbor & Asset for the Community

As local residents, the staff and board of the TDC are part of the Panama City Beach Community. We live here, send our kids to school here and take advantage of the benefits of living in a dynamic seaside community. We understand the sustained success of our community is achieved when local residents and visitors share common goals and aspirations. The TDC is focused on ensuring it is a trusted civic partner that supports the local community while driving economic opportunity for the families whose livelihoods are dependent on a vibrant tourism industry.



Panama City Beach – our point of difference

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. A number of very successful family-owned businesses offer quintessential Floridian activities and products that 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



- Ensure awareness of Panama City Beach remains high among key target audiences.
- 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.
- Implement work force development initiatives to strengthen the tourism industry and enhance the level of customer service the destination provides its visitors.
- 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 following the COVID-19 pandemic



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

IMPORTANCE

APPROACH

TACTICS

The TDC takes its responsibility for managing and expending tourist development tax funds very seriously. We have implemented polices, 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



IMPORTANCE

APPROACH

TACTICS

MARKETING OVERVIEW

Marketing Panama City Beach as a visitor destination is the primary activity of the TDC, accounting for 40 percent of the entire budget.

For FY 2023, Visit Panama City Beach will continue to grow the REAL. FUN. BEACH. brand by tying the marketing, sales and public relations campaigns directly to the brand.

The primary campaign, “Make It Yours” will continue to evolve and build loyalty and brand evangelism among current visitors, as well as attract new visitors to the market.



REAL
FUN
BEACH



IMPORTANCE

APPROACH

TACTICS

MARKETING PARTNERS

For FY 2023, Visit Panama City Beach 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.

Below is a list of Visit Panama City Beaches Agencies of Records:

- Luckie & Co.
- Watauga Media Group
- Lou Hammond Group
- Simpleview
- Gosh PR (International)



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.

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

- Personas will continue to be promoted in 2023
- Continue putting the consumer at the center of our brand by extending and enhancing the use of UGC throughout our 2023 campaign
- Expand the use of more personalized messages with our audience to increase engagement with the brand
- A new focus on the “Real” part of the Make It Yours. In Panama City Beach, you can always be yourself!
- **STAY PCB CURRENT** will continue to provide informational updates on the evolution of the COVID-19 situation in Bay County/Panama City Beach, and for additional messaging related to other informative campaigns.



IMPORTANCE

APPROACH

TACTICS

MEDIA STRATEGY

Visit Panama City Beach will build brand awareness and perception of Panama City Beach across key audiences in core and new markets while remaining flexible and innovative in our strategies and executions.

We will drive preference and visitation by:

- Competitive Conquesting
- Securing repeat visitation among new visitors in FY 22
- Engaging and holding on to PCB loyalists
- Continuing to target and raise awareness with new audiences

Audience

We will target our segments by identifying those with travel intention – those who have visited PCB in the past as well as prospecting new visitors

Channel:

We will use a digital first approach as it allows for flexible flighting, frequent messaging optimization and drives more personalization by segment

Message:

“Make It Yours” will continue as the overarching platform while also utilizing shorter pulse campaign messaging to encourage “getaways” with shorter booking windows



IMPORTANCE

APPROACH

TACTICS

INTERACTIVE MARKETING

Visit Panama City Beach will utilize and grow interactive marketing elements including social media channels, e-mail marketing campaigns and websites, while incorporating new and innovative projects for 2023. Visit PCB will remain vigilant in looking for new ideas, technology and resources to assist in the promotion of the Real. Fun. Beach.

- New VisitPanamaCityBeach.com website design for 2023 (last redesign was 2017)
- Publix Sports Park Website Refresh to incorporate more of the new brand
- Threshold 360 will provide 360 views of top locations in the destination
- Shopify/E-commerce will enhance our shopping platform
- LinkedIn will have a strategic plan to showcase the business/community side of the destination
- 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.
- Conversion Rate Optimization will continue through 2023 as a high priority within our digital marketing strategy (leads, visitor guide downloads, e-Newsletter sign Ups, increased engagement, etc.).



IMPORTANCE

APPROACH

TACTICS

SOCIAL MEDIA

FACEBOOK, INSTAGRAM, TWITTER, YOUTUBE, PINTEREST, TIK TOK

Goal: 1 Million Facebook Followers | 100k 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. Continue to grow the love and passion our Facebook and Instagram followers have for PCB. All Visit PCB social media platforms play an important role in keeping Panama City Beach top-of-mind among visitors and locals and drive positive brand sentiment.

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.

- Watauga will continue as Visit PCB’s Paid Social Media Strategy Partner
- Crowdriff Platform will continue to be utilized for User Generated Content
- Chasin’ the Sun Social Media Support will continue to be supported by the Visit PCB Marketing Team via Social Media Content Calendar Creation as well as dedicated media dollars toward paid social

NEW FOR 2023:

- TikTok Goal: to hit 20k followers and 100k likes and 500k views
- LinkedIn Goal: 1k followers
- Instagram Reels Goal: 100k views
- Trip Advisor Goal: 1k followers



IMPORTANCE

APPROACH

TACTICS

TRADITIONAL MEDIA

Television, radio, and print advertising will comprise the majority of the traditional media campaigns.

The campaigns, based on the brand position of REAL. FUN. BEACH., will continue to 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

APPROACH

TACTICS

VIDEO

Visit PCB has developed an extensive library of b-roll video content that can be re-purposed and edited into short, compelling videos to reach highly targeted consumers looking for the experiences 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 as well as special events 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
- Tik Tok Video
- Grow You Tube followers as well as video views on the platform
- Threshold 360 Platform will offer 360 degree Virtual Tours of specific locations in Panama City Beach
- Virtual/augmented Reality (Sea Turtle Project)



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 | Continue to target Niche Influencers
 - Media Missions/Deskside in key markets like Dallas, Houston, Atlanta, Birmingham, Chicago and New York
 - 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 (Beach Flags, Leave Only Footprints Ordinance, etc.)
 - Community Education and Outreach | Local Brand Ambassadors
- Support the following:
- Chasin’ the Sun Fishing Show
 - Publix Sports Park
 - Crisis Communication
 - Community Shared Values
 - Accessibility (FUN FOR ALL)
 - Co-brand Partnerships and Collaborations
 - Thought Leadership, Executive Insight
 - Creative Campaign Implementation



IMPORTANCE

APPROACH

TACTICS



REAL. FUN. EVENT. SUPPORT

The Marketing Department will be nimble in supporting 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

- Mardi Gras & Music Festival
- UNwineD
- Real Fun Fourth
- Pirates of the High Seas & Renaissance Fest

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 2023

- Emerald Coast Cruizin
- Thunder Beach
- Florida Jeep Jam
- Emerald Coast Boat & Lifestyle Show
- Oktober Fest
- Seabreeze Jazz Fest
- Gulf Coast Jam

Marketing Overview



Give your tournament the ultimate game plan – the new world-class, 160-acre Panama City Beach Sports Complex. Nowhere else combines sugar-white beaches and turquoise waters with the Southeast's best state-of-the-art facilities. Which explains why when the game's over, the fun is just getting started.

BOOK NOW



**WHEN THE GAME'S OVER,
THE FUN IS JUST GETTING STARTED.**

Book your event now.



PLAYPANAMACITYBEACH.COM or contact Chris O'Brien,
Director of Sports Marketing & Special Events, at 850.233.5070

REAL. FUN. SPORTS.

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 Publix Sports Park 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, promoting long form sports
- Support with creative and collateral development, social media, public relations, etc.



IMPORTANCE

APPROACH

TACTICS

REAL. FUN. SALES

Support for the sales department/team will continue through creative assets, press releases, website (updating the weddings, Group, Celebrations pages for 2023), and domestic advertising.

Panama City Beach
REAL. FUN. BEACH.

BROADEN YOUR AGENDA

Your group has many different interests. Delight them all with the unforgettable experiences at Panama City Beach – everything from dolphin tours and eclectic shopping to championship golf and local seaside delicacies. Our group travel team will help you plan the perfect event. Make your next gathering one they'll remember. Make it yours at Panama City Beach.

EXPLORE THE FUN

MAKE IT YOUR REAL. FUN. BEACH.

Plan your fun now.
f i @

1-800-PCBEACH (800-722-3224) | Info@Vie@PanamaCityBeach.com
VisitPanamaCityBeach.com/Groups



IMPORTANCE

APPROACH

TACTICS

PANAMA CITY BEACH PARTNER SUPPORT

- 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 up-to-date and real time information to be communicated.
- Monthly informational destination newsletter (Real. FUN. Beach. News)
- CRM Support for the destination website listings



IMPORTANCE

APPROACH

TACTICS

COMMUNITY SHARED VALUES & BEACH RESPONSIBLY SAFETY MESSAGING

- Beach Safety promotions of double red flags (text messages, billboards in rotation, geo fencing display banners, etc.)
- Leave Only Footprints & Keep PCB Beautiful
- Covid Messaging (as needed)
- Stay It Forward Voluntourism



IMPORTANCE

APPROACH

TACTICS

2023 MARKETING PROJECTS

- FUN. FOR. ALL. PHASE 2
- Annual Report and Infographic
- Instagram Experience - Sign Design for the front of Visit PCB office
- T-Shirt Retail Experience , Real FUN BEACH STORE (pop up shop at events)
- Beach Boardwalk Redesign (working with the City & County)
- Website Redesign for Visit PCB
- Website Redesign for Publix Sports Park
- Augmented Reality Project with Sea Turtles
- Logo Refresh
- Tourism Video
- Threshold 360 (360 video project)
- Video Production
- In-house Production
- Community Shared Values Support



Marketing Overview

IMPORTANCE

APPROACH

TACTICS

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



SALES STRATEGY



Sales Overview

IMPORTANCE

FY 2023 brings a new look to the sales team under the leadership of Steve Bailey, who returns to the TDC in the role of Vice-President of Sales. The department will adapt its strategies and tactics to create value for our local tourism-related businesses, meeting planners and travel-trade partners.

APPROACH

TACTICS

Through continued tradeshow attendance, participation in industry organization committees and accreditations, and enhanced community engagement the TDC will be poised to gain their share of future meetings, conventions and leisure bookings.



IMPORTANCE

APPROACH

TACTICS

Assess, Align and Quantify PCB Sales Assets

PCB’s lodging product has continued to evolve with the construction of new hotels and vacation rentals. To ensure we are providing value for our stakeholders, both industry partners and customers, conducting an inventory of new and existing lodging assets is critical.

Sales Marketing Plan

Digital and print marketing in industry newsletters, digital platforms, virtual meetings and magazines will be the primary methods of reaching the meeting planner audience.

Industry tradeshow, memberships, committees, and accreditations

The sales team will become more involved in industry organizations by committee participation, committee positions and recognized accreditations.

Enhanced Community and Partner Engagement

The sales team will actively participate the Community Shared Values program initiated by Visit Panama City Beach, and continue to build strong partnerships within the Northwest Florida Beaches Tourism Council sales initiatives. The sales team will also initiate the inaugural Panama City Beach Ambassador program, where we will form a committee of hospitality partners and introduce them to all of the services we provide. The Ambassadors will understand the impact we make on our local tourism industry and be encouraged to play a hands-on role with the promotion of future tourism opportunities in our destination.



IMPORTANCE

APPROACH

TACTICS

Marketing

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

- Create an annual meetings and travel marketing message
- Digital coverage with tradeshow and membership organizations
- 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 – 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

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

Indoor Sports & Event Center Pre-Sales

As the Indoor Sports & Events Center enters the design and construction phases in FY 2023, it is imperative for the TDC's Sales Team to work with Conference Planners and other organizations that have the potential to utilize the Center's conference and event space for meetings, conventions, trade shows, exhibitions and other similar activities.



SPECIAL EVENTS STRATEGY



Special Events Overview

IMPORTANCE

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

APPROACH

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.

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. The positive PR, word of mouth and social media content are important to our mission.

Aaron Bessant Park (ABP) Amphitheater is of special interest to the TDC. Using funds from its claim against BP for economic damages related to the Deepwater Horizon Oil Spill, the TDC funded a series of enhancements to ABP. These enhancements include: the construction of the current amphitheater structure, improving the festival lawn to be used as soccer fields, as well as parking for special events at the park and the construction of an additional restroom facility.

As the home for many of the special events that the TDC owns, operates or sponsors, further development of the park is a priority for the TDC. Upgrading the fencing along West Pier Park Drive, the construction of a Welcome Pavilion and the replacement of sound baffling panels are projects which the TDC intends to partner with the City of Panama City Beach to complete in FY 2023. Additionally, the TDC intends to partner with the City of Panama City Beach to make improvements – upgraded LED lighting and enhanced power grid - to the Festival Site at Frank Brown Park to increase public safety, enhance festival operations and reduce costs.



Special Events Overview

IMPORTANCE

We will continue to stay informed to trends and latest technology to help strengthen special events for attendees. Staff feels that keeping the established branded events relevant is important for the destination as things return to normal.

APPROACH

TACTICS

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. Good examples are the PCB Fishing Rodeo at the Grand Lagoon, Thunder Beach and the Emerald Coast Car Show, Scottish Fest, Food Truck Festivals and Oktoberfest.



Special Events Overview

IMPORTANCE

APPROACH

TACTICS

The TDC operates several high-profile events throughout the year. These events include:

Pirates of the High Seas Fest and Renaissance Festival

Beach Home for the Holidays

The Panama City Beach Mardi Gras Music Festival featuring the Krewe of Dominique Youx Parade

UNwined – Celebrating Craft Beer, Wine and Spirits



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), 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/should strengthen, extend, and leverage the brand of Real.Fun.Beach.



IMPORTANCE

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. Conduct site visits to similar size festivals for best practices of current events.
- 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.



VISITOR SERVICES STRATEGY



Visitor Services Overview

IMPORTANCE

The Visitor Services staff provides an important role for visitors with their informative and engaging experience for our visitors. 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.

APPROACH

TACTICS

During FY 2023, the TDC will explore expansion of the Marcia Bush Visitor Information Center Building to bring to life post-pandemic best practices for information sharing, office operations and organizational meetings.



Visitor Services Overview

IMPORTANCE

APPROACH

TACTICS

The Visitor Services staff will focus on providing a welcoming, courteous, approachable service and be the first point of contact for our visitors. They are knowledgeable, friendly, and confidently engaging while encouraging visitors to utilize CVB resources – Visitors Magazine, website, etc. – as the preferred source of information throughout their stay in Panama City Beach.



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 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 Magazine 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.
- Expand and enhance retail items available for sale in the Visitor Center, including in lobby sales, online sales and shipping of retail items ordered through the website.
- Handles all administrative inter-office UPS, FEDEX, and USPS shipments.
- Organize the TDC's National Tourism Day events.
- Ensure visitors are aware of the Flag Warning System and Leave No Trace ordinance
- Raise visibility within the community by having a presence at community events.
- Conduct themed events/activities to highlight upcoming events/seasons.



IMPORTANCE

APPROACH

TACTICS

- Organize Winter Resident Appreciation Days.
- Organize Winter Resident Events
- Maintain entire bulk mail database in the CRM, including fulfillment of Visitor magazine requests, making changes to/deleting/adding customer entries to database, and overseeing weekly bulk mail requests weekly sent to our publishing warehouse. Maintain Winter Resident database, oversee the distribution of Winter Resident email newsletter. Handles administration side of prize giveaways, and Winter Resident volunteer programs.
- Actively participate in local familiarization tours of attractions and accommodations.
- Assist in Stay It Forward program



SPORTS MARKETING STRATEGY



IMPORTANCE

APPROACH

TACTICS

As evidenced by the TDC’s investment in the Publix Sports Complex, amateur athletic tournaments are a central component of the TDC’s strategy to generate incremental visitor demand. In FY 2023, 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, once again, will be the Publix 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, flag football, 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 140,000 room nights and a direct visitor spending total economic impact in excess of \$85,000,000. 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 along with the Bay County Skate Park to further diversify our product offerings and our ability to drive incremental year-round visitor demand.



Sports Marketing Overview

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 other venues and public spaces.

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, conventions and conferences as appropriate, while coordinating efforts with SFM when possible. These include:
 - 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. National Governing Body conventions will be attended, as well as, national lacrosse and soccer meetings. Recently added conferences include Esports and Sports Congress. The Sports and Events team will focus more efforts on one on one relationships with rights holders, engaging them in site visits.
 - 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/USSSA Convention Outings/Booth, Gulf Coast Collegiate Classics, WSL, Arnold High Basketball Classic, Sports ETA/TEAMS/Connect/SPORTS Relationship conferences, 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 Perfect Game; softball – USSSA Worlds, USFA, WSL, Beach Volleyball, Soccer Tournaments, Visit Panama City Beach IRONMAN Florida and the Visit Panama City Beach IRONMAN Gulf Coast 70.3 to name a few.
 - 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, NAIA, Gameday USA, SNAP Soccer, GCSC Fastpitch-Basketball-Basketball Classics, USSSA Worlds, USSSA Fastpitch , Grand Slam Baseball, USFA and WSL World Series.



IMPORTANCE

APPROACH

TACTICS

Other strategies:

- 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 and Gulf Coast State College, to increase visitation and developing County-wide events.
- Maintain and develop strategic relationships with national publications to insure the destination has maximum exposure in print and online opportunities.
- Work actively with SFM to expand and develop events.
- Stay active in national associations committees and the local parks and recreation board.



COMMUNITY SUPPORT STRATEGY



IMPORTANCE

APPROACH

TACTICS

Panama City Beach is a large beach destination generating approximately of \$3.1 billion in economic impact (direct, indirect and induced), with over 17,500 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.



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



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, including the Publix Sports Park and a new indoor sports center; “Chasin’ the Sun” television program; *Visit Panama City Beach* visitor magazine; and, workforce development initiatives. 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 and Hurricane Michael recovery efforts;
- 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, and Northwest Florida Tourism Council that are actively involved in funding and 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;
- Improve the visual appeal of Panama City Beach through an enhanced landscape maintenance plan at community gateways and other strategic locations; and



Tourism Development Overview

IMPORTANCE

APPROACH

TACTICS

- Help address industry staffing issues through workforce development initiatives, including the funding of seasonal, Sunday bayway trolley service. This service will provide a mass-transit alternative for Bay County residents employed in Panama City Beach’s tourism industry to get to work seven-days per week.



Tourism Development Overview

IMPORTANCE

In FY 2023, we will continue to aggressively pursue corporate investment (sponsorship) as a means to enhance existing tourism assets, including the Publix Sports Park, and drive incremental revenue.

APPROACH

We continue to evolve plans for a new indoor sports and events center adjacent to the outdoor fields complex. In the wake of Hurricane Michael, opportunities to utilize the facility during “gray sky” conditions have led to design enhancements that positively impact the community’s resilience to disasters. This resulted in a federal disaster mitigation grant of \$7.7 million to partially fund the project.

TACTICS

Since originally submitting an application for funding of the indoor center by Triumph Gulf Coast in 2018, we have maintained a close relationship with the agency as the project has evolved. Efforts remain focused on finalizing our revised application and obtaining TGC funding to bring the project to fruition.

Nationwide, corporate sponsorship sales have rebounded from the chilling effects of the COVID-19 pandemic. Panama City Beach’s popularity as the *REAL. FUN. BEACH.* and the reliability of sports tourism offer outstanding sales opportunities. In 2022, the CVB and Publix Super Markets entered into a five year agreement for entitlement to the outdoor fields facility at the Panama City Beach Sports Complex. Re-branding of the facility as “Publix Sports Park” brings new opportunities for cross-promotion and partnership with one of America’s most beloved companies.

We will continue to 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.



IMPORTANCE

APPROACH

TACTICS

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

- Leveraging opportunities to monetize assets of the Publix Sports Park;
- 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 that offset production costs; 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.



IMPORTANCE

APPROACH

TACTICS

Continued Development of Breakfast Point East

The TDC transformed the east end of Panama City Beach with the development of the Publix Sports Park. To address unmet community needs, as well as further diversify Bay County’s economy – both within tourism and across the larger community – a top priority for the TDC is further developing the Panama City Beach Sports Complex, located within the Breakfast Point East neighborhood.

BREAKFAST POINT EAST MIXED USE DEVELOPMENT - overview

The Breakfast Point East Mixed Use Development is transforming the east end of Panama City Beach. As a result of public and private sector collaboration driven by the development of the Panama City Beach Sports Complex, this area is helping to strengthen two pillars of Bay County’s economy – tourism and the military – while stimulating economic growth and diversification. Additionally, the development’s public sector facilities will address critical community needs whenever the region faces a catastrophic storm event or other disaster.

The first phase of the sports complex included construction of Chip Seal Parkway and the Publix Sports Park, a 13-field outdoor fields facility at its northern terminus. Since the initial phase was opened to the public, Bay District Schools constructed the A. Gary Walsingham Academy, a K-5 school to serve Panama City Beach residents, and The St. Joe Company built a 150 room Homewood Suites hotel that opened in March 2022.

Future phases of the project area include development of a multi-purpose indoor events center; a mixed-use town center featuring commercial, retail, hospitality establishments; multi-family and



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single-family residential housing; and, a technology park. Planned enhancements to the Publix Sports Park include the Skills Building that encompasses locker rooms, athletic training rooms, a press box and additional concessions.

This project is driven by the commitment of public and private sector stakeholders in the project area to expand the economic development, educational and housing opportunities for Bay County’s citizens. Through this broad coalition of stakeholders, a number of the recovery projects articulated in the *Bay County Long-term Recovery Plan (LTRP)* can be accomplished with a series of investments by state and federal agencies using funds allocated for recovery from Hurricane Michael and other disasters that have plagued the community. The full LTRP can be reviewed at www.recoverbaycounty.com.

BREAKFAST POINT EAST VILLAGE CENTER

Prior to collaboration between the Bay County Tourist Development Council, Bay District Schools and other public sector partners, Breakfast Point East was slated to be developed as a future phase of the larger Breakfast Point subdivision. As a result of this collaboration, however, The St. Joe Company made a strategic decision to capitalize on expanded development opportunities resulting from construction and operation of the sports park. The company’s amended master plan and planned unit development for the area incorporates a mixed-use town center with up to 750 hotel rooms, 75,000 square feet of commercial office space and 160,000 square feet of retail, dining and amenity development. Due to the close proximity to Naval Support Activity-Panama City (NSA-PC), a U.S. Navy installation for research and innovation, St. Joe determined the best use



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for its commercial development within Breakfast Point East would be a technology and innovation-driven office park.

APPROACH

TACTICS

As part of the community's steadfast commitment to support the U.S. armed services and the missions of the military installations located in Northwest Florida while leveraging the local community's research ecosystem that includes institutions of higher education, technology incubators, and marine-focused government contractors, the technology park will serve as a hub for innovation, job training, system development and entrepreneurship.

GULF COAST TECH BRIDGE: Advancing Naval Technology

Within the Department of the Navy (DON), the Naval Sea Systems Command (NAVSEA) Warfare Centers are the hubs of research, development and technological advancement. Naval Support Activity – Panama City (NSA-PC) is home to the Naval Surface Warfare Center, whose mission is to conduct research, development, test and evaluation (RDT&E) and in-service support of the following core mission areas: mine warfare systems, naval special warfare systems, diving and life support systems, amphibious/expeditionary maneuver warfare systems and other missions that occur in the littoral (coastal) regions.

The 2018 National Defense Strategy was a call to the Department of Defense to find ways to harness innovation in private businesses and academia to better serve and protect our country. In response, then Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RDA), the Hon. James "Hondo" Geurts, established NavalX in February 2019 to expand DON capabilities.



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As a vehicle to foster collaboration between naval labs, industry, academia, and other military branches, and to make innovation more scalable, a NavalX Tech Bridge utilizes space in a commercial business environment rather than on base. Off-base locations offer more easily accessible landing spots to foster collaborative ecosystems that build productive partnerships and accelerate delivery of dual use solutions to the warfighter. NavalX Tech Bridges offer access to state and local government and academic agencies, thereby creating a richer regional innovation ecosystem and further supporting economic development.

Established in December 2020, the Gulf Coast Tech Bridge at NSA-PC is part of a network of fifteen (15) Tech Bridges located at naval research and development facilities across the United States and the United Kingdom. Inclusion in this network highlights the importance of tech-centric facilities within Bay County to support local military missions.

The purpose of the Gulf Coast Tech Bridge is to enable greater collaboration with non-traditional partners and develop partnerships that will help naval forces execute their missions. Divisions of NSA-PC are leading this mission throughout the region spanning from Tallahassee, Florida to New Orleans, Louisiana. Supported by NavalX, Gulf Coast Tech Bridge will act as a stimulus for potential development of a technology accelerator and innovation/collaboration hub for academia, defense contractors, military personnel and local entrepreneurs.

As outlined on the Navy’s NavalX website, “The Department of the Navy is proud to introduce our way of increasing collaboration, knowledge sharing, and innovation with leading-edge tech companies and innovation partners to accelerate solutions to the warfighter. The NavalX Tech



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Bridges are a connected network that enhances collaboration between Naval Labs, industry, academia, and other military branches.”

APPROACH

Local communities support the Tech Bridge mission by developing collaboration space in commercial business settings located off base. These facilities typically include a mixture of conference, briefing, collaboration and laboratory spaces.

TACTICS

This need exists in within our local community as well. The Commanding Officer of the Naval Surface Warfare Center, Panama City Division has identified three capability gaps that currently exist within the Gulf Coast Tech Bridge. These gaps are as follows:

Off-Base Meeting and Conference Space. Space to meet and collaborate with NavalX Gulf Coast Tech Bridge partners on-base is both limited and hard to access due to base security requirements. Off-base meeting and collaboration space would facilitate interactions between Tech Bridge partners.

Classified Meeting Space. Space for classified meetings, especially for large groups, is extremely limited in NSWC PCD facilities. A large classified meeting space would facilitate Tech Bridge Work.

Enclosed Unmanned Aerial Vehicle (UAV) Testing Space. NSWC PCD has a growing UAV program and significant outdoor space; however, there is almost no controlled, indoor space appropriate for testing of UAVs by the Navy or its industry partners in the local area.



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In each community where demonstrated support for Naval Warfare Centers and Tech Bridges that foster off-base collaboration and help address the capability gaps, a marked increase in technology transfers, innovation and investment has occurred. In meetings with local defense industry partners, the belief is that Bay County can expect similar outcomes.

SABRE CENTER COMPLEX: Spurring Economic Opportunity

A centerpiece of the next phase of development within Breakfast Point East is the construction of a mixed-use special event center complex which will foster economic development opportunities as well as address several of the community’s unmet needs related to disaster response. Understanding the importance of developing the technology sector of the local economy, the facility has the working title of the SABRE (St. Andrew Bay Research Ecosystem) Center Complex. The Complex will consist of two buildings, an Indoor Sports & Event Center (100,000 square feet) and a 17,000 square foot Conference & Collaboration Center. The facilities will be designed to serve the local community during normal times (“Blue Skies”) and during times of crisis (“Gray Skies”). During Blue Skies, the facility will expand and diversify the tourism industry through indoor sports tournaments, expositions, trade shows, social celebrations and conferences. In addition, the facilities will support expansion of the local innovation and entrepreneurship sector, as well as a hub for defense industry collaboration in support of the region’s military missions. During Gray Skies, the Center will be utilized for disaster response.

BLUE SKY OPERATIONS - SPORTS

The Indoor Sports Center will include eight (8) basketball courts or sixteen (16) volleyball courts, 5, concessions, catering facilities, locker rooms, training/physical therapy rooms and 5,000 square feet of conference space. To maximize use and efficiency of public resources, two of the courts



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will be jointly used by Bay District Schools. In addition to court sports, the center will accommodate indoor activities such as wrestling, gymnastics, pickleball, cheerleading competitions and eSports. After the initial ramp up period, SABRE Sports is forecasted to host 35 events with 51,932 out-of-town attendees, generate \$18,202,048 of incremental annual visitor spending, create an annual economic impact of \$28,994,900 and support 285 jobs.

BLUE SKY OPERATIONS – JOINT USE GYM

The Joint-Use Gymnasium (JUG), encompassing approximately 19,240 square feet of the SABRE Center, has been purposefully designed to support the Walsingham Academy, a STEM-focused K-5 public school operated by Bay District Schools. When not in use by the District for school activities, the JUG will be utilized by the Center for its events. The long-term goal of the District is to transition Walsingham Academy into a K-8 school; however, the District would be required to fund and construct a gymnasium to complete the conversion. A collaborative partnership between the Center and school eliminates this additional capital expenditure for the District, thereby benefitting taxpayers and accelerating the K-8 transition.

As a K-8 institution, the Walsingham Academy will increase the capacity for Bay District School students to study and gain proficiency in science, technology and related fields.

BLUE SKY OPERATIONS - EVENTS

With a collaborative layout, the Complex’s conference rooms, court space, common areas and café will be available as a venue to host a variety of expositions, trade shows, meetings, wedding



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receptions and other social celebrations to expand the community’s ability to attract year-round visitation. After the initial ramp up period, SABRE Events is forecasted to host 12 conference events with 1,950 out-of-town attendees, generate \$946,344 of incremental annual visitor spending and create an annual economic impact of \$1,507,476.

BLUE SKY OPERATIONS – TECH

Fostering innovation, entrepreneurship and technology development is critically important to the economic success of the region. As documented in *Northwest Florida Forward: A Regional Strategy for Economic Transformation*, the 2017 study commissioned by Florida’s Great Northwest, expanding the region’s tourism sector presents opportunities to diversify the economy. Among the methods cited to achieve this goal is establishment of a conference and meeting strategy.

The Conference & Collaboration Center, will include space dedicated to providing support, work, maker, and collaboration spaces for local colleges and universities, technology-based tenants and visiting research and development professionals engaged in the community’s innovation ecosystem.

Given the security and public health protocols imposed on military installations, much of the collaboration involving personnel associated with Gulf Coast Tech Bridge is anticipated to occur in a convenient, secure location “outside the wire.” For Tech Bridge, other commands headquartered at NSA-PC, as well as FSU-PC, the Complex can provide needed office, collaboration, engineering lab and conference space to facilitate discussions ranging from one-on-one ad hoc meetings to conferences and classified-level activities. The areas designated to host



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classified-level activities will be constructed, operated, managed and maintained in a manner consistent with the National Industrial Security Program Operating Manual (NISPOM), DoD 5220.22-M.

In addition to the development of submersible autonomous vehicles, Bay County’s tech community is heavily engaged in research and development of aerial drones. The SABRE Center’s 70,000 square feet of athletic courts will provide a controlled indoor environment resulting in unparalleled opportunities to conduct aerial drone testing and development.

GRAY SKY OPERATIONS – WESTERN REGION RESILIENCY CENTER

The pivotal role the SABRE Center Complex could play in the community’s future became abundantly clear in October 2018 when Hurricane Michael made landfall in Bay County. This unprecedented disaster caused widespread property damage and disrupted essential services – communications, transportation, healthcare, schools, businesses – and exposed weaknesses in the county’s response infrastructure. In addition to massive cleanup and recovery efforts, the storm’s aftermath prompted a coordinated, cross-jurisdictional endeavor to identify opportunities to mitigate future disasters.

As a result, original plans for the Complex were modified to “harden” the Indoor Sports & Event Center building in order to utilize the facility as a post-disaster command center (“Western Region Resiliency Center”) for out-of-town responders and secondary shelter for disaster victims – one of four “resiliency centers” included in the *Bay County Long-Term Recovery Plan*. By concentrating



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these resources in a central location, the county will realize significant cost savings, improve inter-agency communications and ensure efficient deployment of assets. One important aspect that cannot be overstated is that development of the facility will help ensure local schools will not be utilized for post-storm response and will, therefore, enable the school district to get kids back into classrooms as quickly as practicable.

The Bay County Division of Emergency Management’s incident response plan identifies task forces and alternate Emergency Operations Center (aEOC) staff to be assigned to safe rooms throughout the county. Ten EOC staff members and two task forces have been assigned to the Western Region Resiliency Center. Each task force consists of 25 members encompassing law enforcement, fire, emergency medical services (EMS), public works and utility partners and their respective equipment. This project will allow the task forces to answer emergency calls and clear roadway debris (including safeguarding against downed power lines) immediately upon de-escalation of the event. When not in use for emergency operations, the aEOC will serve as a host location for classified meetings and briefings.

SABRE Center’s proximity to the Hathaway Bridge and eventual eastern terminus of the new east-west Philip Griffiths Parkway makes it an ideal location for staging and deployment of personnel and equipment. Access to the command center site can be tightly controlled at Chip Seal Parkway and U. S. Highway 98, while temporary conversion of the Philip Griffiths Parkway to a limited access thoroughfare during emergencies will enhance security and allow unimpeded travel by recovery personnel.



IMPORTANCE

Parking areas are developed to serve as a Point of Distribution (POD), allowing for more than 20 semi-trailers to be staged and utilized for POD operations. The public's ingress/egress can be controlled to allow access to only the POD location. Additional parking areas will be utilized as designated staging locations and base camps for mutual aid teams and equipment.

APPROACH

TACTICS

The conference space, as well as a portion of the athletic courts, will provide space for Federal Emergency Management Agency (FEMA) individual assistance programs and other services by offering adequate parking and operational space for the public to access federal resources available within the individual assistance recovery center. Additionally, the county's Family Reunification Plan identifies the location as ideal due to the ability to control ingress/egress and provide private re-unification areas.

Under the direction of the Emergency Support Function (ESF) for economic recovery, ESF-18, a portion of the collaboration space or eSports space will be converted into a business resource center. This use will foster information sharing, collaboration and the resources necessary to help stand up business impacted by the storm.

The SABRE Event Center will also include a fully-equipped commercial kitchen. Importantly, the facility's ability to withstand a natural disaster will ensure it quickly returns to Blue Sky functionality and plays a key role in post-disaster economic recovery.



IMPORTANCE

APPROACH

TACTICS

PUBLIX SPORTS PARK - ENHANCEMENTS

In order to continue elevating the operation of the Publix Sports Park and its reputation as one of the hottest new sports tournament facilities, as well as further build momentum coming out of the COVID-19 Pandemic, additional facilities are critical to hosting high profile and collegiate-level tournaments. The amenities needed to host the elite amateur soccer, lacrosse, field hockey, fastpitch and baseball tournaments team locker rooms, athletic training rooms, press boxes and other support functions. With the addition of the Skills Building, we anticipate hosting a minimum of four new elite events each year.

Additionally, the facilities included in the Skills Building will further expand the project's emergency management response support during Gray Sky operations.



IMPORTANCE

APPROACH

TACTICS

Elevating Education, a workforce development initiative to enhance tourism

Panama City Beach is not immune from the challenges of attracting and maintaining a trained, qualified workforce that are plaguing communities across the nation. Instead of lamenting these difficulties, the TDC is partnering with local educational institutions to provide short and long-term solutions to this endemic problem

The goals for this initiatives are to:

1. Provide opportunity for local tourism businesses to hire a qualified workforce,
2. Enhance the customer service visitors to Panama City Beach receive,
3. Introduce students to the tourism-related fields, and
4. Provide students with skill sets to obtain and maintain a job in their chosen career field successfully.
5. Increase visitor spending within Panama City Beach by promoting this program to current and potential visitors.

Bay District Schools

Provide Bay District Schools (BDS) with \$175,000 annually to support a career academy focused on Hospitality & Tourism Management (HTM) and an academy focused on Culinary Arts (CA).

Each academy will follow the approved Florida Department of Education Curriculum Framework.

Within the HTM academy, the program offers a sequence of courses that provides coherent and rigorous content aligned with challenging academic standards and relevant technical knowledge



IMPORTANCE

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and skills needed to prepare for further education and careers in the Hospitality & Tourism career cluster; offers technical skill proficiency, and includes competency-based applied learning that contributes to the academic knowledge, higher-order reasoning, and problem-solving skills, work attitudes, general employability skills, technical skills, occupation-specific skills, and knowledge of all aspects of the Hospitality & Tourism career cluster.

The content includes, but is not limited to coursework that prepares students for employment in the hospitality & tourism industry, as well as supplemental training for those previously or currently employed in these occupations. This program features components on planning, management, finance, technical and production skills, underlying technology principles, labor issues, community issues, and health, safety, and environmental issues.

Within the CA academy, the program offers a sequence of courses that provides coherent and rigorous content aligned with challenging academic standards and relevant technical knowledge and skills needed to prepare for further education and careers in the Hospitality & Tourism career cluster; provides technical skill proficiency, and includes competency-based applied learning that contributes to the academic knowledge, higher-order reasoning, and problem-solving skills, work attitudes, general employability skills, technical skills, occupation-specific skills, and knowledge of all aspects of the Hospitality & Tourism career cluster.

After an initial three-year pilot project, the TDC and BDS will determine if the program should be expanded to underwrite additional academies.



IMPORTANCE

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TACTICS

Haney Technical College

Provide \$75,000 annually in scholarship funds to Haney students engaged in trades that support the tourism industry. The types of programs funded must have a clear nexus with the needs of the tourism industry, as demonstrated by local companies doing regular and ongoing business with tourism industry partners.

After an initial three-year pilot project, the TDC and HTC will evaluate the performance and future viability of the program.

Gulf Coast State College (GCSC)

For three years, fund \$50,000 in Gulf Coast Guarantee Scholarships for students pursuing degree programs in the tourism industry. The programs include hospitality, marketing, tourism, culinary, event planning, and sports medicine.

The TDC funds are challenge grants specifically matched by new donors supporting tourism-related fields and/or non-tourism degree programs of fields of interest to the TDC. These fields include marine technology, innovation, entrepreneurship, sports medicine, and healthcare.

GCSC believes the Gulf Coast Guarantee will be fully endowed within the three years of this matching grant program. At the end of this cycle, the program will be evaluated to determine if it must be continued.



IMPORTANCE

APPROACH

TACTICS

Florida State University, Panama City Campus (FSU - PC)

Provide \$50,000 annually to FSU-PC for students pursuing degree programs in the tourism industry. The programs include hospitality, marketing, recreation & tourism, and sports medicine. The scholarship funds may be utilized to fund the FSU-PC Promise Scholarship Program and/or provide limited incentive scholarships to encourage enrollment at the Panama City Campus for out-of-town students that have been accepted into the FSU's Dedman School of Hospitality Management or the Moran School of Entrepreneurship.

The TDC funds are challenge grants specifically matched by new donors supporting tourism-related fields and/or non-tourism degree programs of fields of interest to the TDC. These fields include marine technology, engineering, innovation, entrepreneurship, sports medicine, and healthcare.

The term for the initial pilot project is three years. At the end of this cycle, the program will be evaluated to determine if it should be continued, expanded or modified.

Local Legacy Scholarships

To encourage local students to pursue higher educational opportunities within Bay County, the TDC will provide enhanced scholarship programs at GCSC and FSU-PC.



Tourism Development Overview

IMPORTANCE

Students graduating with the tourism career academy designation from a local participating high school may receive \$500 per semester if they enroll in a qualifying degree program (hospitality, marketing, tourism, culinary, event planning, or sports medicine) at GCSC or FSU-PC.

APPROACH

TACTICS

Additionally, students who graduate from GCSC with a qualifying degree and enroll in a qualifying program at FSU-PC may receive \$500 per semester.

The total amount available for this program is \$50,000 per year. The initial term of this project is three years. It will be continued if a direct correlation exists between the scholarship programs and an attributable increase in tourism-related studies at GCSC and FSU-PC.



IMPORTANCE

APPROACH

TACTICS



A unique program of the Tourism Development Department efforts is the award-winning 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 episodes available for viewing on demand at ChasinTheSunTV.com and more than 30 digital platforms.
- Related programming includes monthly fishing report, event activations, outdoor journalist FAM trips, social media, e-newsletters, contests, industry involvement and print articles.



Tourism Development Overview

IMPORTANCE

APPROACH

TACTICS



Highlights of “Chasin’ The Sun” 2022 episodes include:

- The deployment of industrial cable spools in a joint project of the Bay County Board of County Commissioners, Oceaneering, University of Florida/IFAS Florida Sea Grant Extension, Port Panama City, Florida Fish and Wildlife Artificial Reef Program and the U.S. Army Corps of Engineers;
- The pursuit and landing of an International Game Fish Association world record amberjack;
- An extended offshore trip to the oil rigs in search of pelagic fish such as tuna and marlin; and,
- The annual tarpon migration along Panama City Beach.



IMPORTANCE

APPROACH

TACTICS



DISTRIBUTION PLATFORMS

On Demand Streaming Services • Digital Platforms • Local TV Affiliates



Tourism Development Overview

IMPORTANCE

APPROACH

TACTICS



KEY METRICS

NETWORK BROADCAST

Discovery Channel	3.4 million viewers (HH)
-------------------	--------------------------

DIGITAL PLATFORM

Waypoint TV	2.4 million minutes watched
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SOCIAL MEDIA (Facebook & Instagram)

Fans	55,711	+46.8%
Impressions	2,764,615	+135.6%
Engagement	182,309	+196.8%

WEBSITE

Sessions	36,243	+528.0%
New Users	31,545	+613.2%

YOUTUBE

Subscribers	2,025
Video Views	23,747
Watch Time (Hours)	3,347
Impressions	218,545

DATABASE E-NEWSLETTERS

Frequency	17
Total Quantity	179,442
Open Rate	19.7%

Metrics were measured for the network broadcast season (January 1 – June 30, 2022)



IMPORTANCE

APPROACH

TACTICS

In FY 2023, 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.



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
- Promoted as a part of the paid social media campaign to targeted audiences





BUDGET &
PROGRAM OF WORK

Publix Sports Park – FY '23 Budget

	October	November	December	January	February	March	April	May	June	July	August	September	Total
Income													
Soccer	\$ 3,500	\$ 13,810	\$ 3,775	\$ 2,590	\$ 7,575	\$ 7,350	\$ 2,850	\$ 19,850	\$ 11,850	\$ 10,900	\$ 7,300	\$ 7,800	\$ 99,150
Football	\$ 0	\$ 3,250	\$ 5,250	\$ 2,000	\$ 2,800	\$ 0	\$ 0	\$ 0	\$ 2,000	\$ 0	\$ 0	\$ 0	\$ 15,300
Lacrosse	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000	\$ 0	\$ 8,000	\$ 1,000	\$ 0	\$ 0	\$ 13,000
Baseball	\$ 7,800	\$ 0	\$ 49,000	\$ 8,000	\$ 19,089	\$ 45,000	\$ 7,000	\$ 26,079	\$ 141,368	\$ 46,000	\$ 22,079	\$ 13,168	\$ 384,584
Softball	\$ 20,750	\$ 6,000	\$ 6,000	\$ 3,000	\$ 0	\$ 0	\$ 3,000	\$ 6,000	\$ 0	\$ 50,000	\$ 5,000	\$ 10,500	\$ 110,250
Adult Recreation	\$ 7,800	\$ 0	\$ 0	\$ 0	\$ 6,250	\$ 9,300	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,000	\$ 2,500	\$ 29,850
Other Field Income	\$ 0	\$ 0	\$ 250	\$ 0	\$ 11,500	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 11,750
Food and Beverage	\$ 55,000	\$ 22,000	\$ 75,000	\$ 19,000	\$ 26,500	\$ 40,000	\$ 25,000	\$ 65,000	\$ 195,000	\$ 180,000	\$ 37,000	\$ 40,000	\$ 779,500
Other Revenues	\$ 6,068	\$ 14,073	\$ 8,850	\$ 10,817	\$ 10,024	\$ 5,778	\$ 6,465	\$ 10,631	\$ 25,991	\$ 20,985	\$ 5,381	\$ 8,991	\$ 134,034
Sponsorship Income	\$ 7,550	\$ 1,000	\$ 1,000	\$ 750	\$ 3,000	\$ 3,000	\$ 3,000	\$ 85,000	\$ 6,000	\$ 70,850	\$ 8,000	\$ 15,000	\$ 204,150
Total Income	\$ 108,468	\$ 60,133	\$ 149,125	\$ 46,157	\$ 86,737	\$ 110,428	\$ 51,315	\$ 212,580	\$ 390,209	\$ 379,715	\$ 88,760	\$ 97,959	\$ 1,781,568
Cost of Goods Sold													
Part-Time Contract Labor	\$ 13,750	\$ 5,500	\$ 18,750	\$ 4,750	\$ 6,625	\$ 10,000	\$ 6,250	\$ 16,250	\$ 48,750	\$ 45,000	\$ 9,250	\$ 10,000	\$ 194,875
Adult Recreation COGS	\$ 3,000	\$ 750	\$ 350	\$ 0	\$ 0	\$ 0	\$ 3,300	\$ 3,500	\$ 250	\$ 2,050	\$ 2,250	\$ 0	\$ 15,450
Food & Beverage COGS	\$ 19,800	\$ 7,920	\$ 27,000	\$ 6,840	\$ 9,540	\$ 16,900	\$ 9,000	\$ 24,650	\$ 70,200	\$ 64,800	\$ 13,320	\$ 14,400	\$ 284,370
Commissions & Other Revenue COGS	\$ 2,560	\$ 1,625	\$ 3,250	\$ 4,400	\$ 1,875	\$ 1,350	\$ 3,950	\$ 9,775	\$ 6,600	\$ 20,270	\$ 2,200	\$ 3,750	\$ 61,605
Total Cost of Goods Sold	\$ 39,110	\$ 15,795	\$ 49,350	\$ 15,990	\$ 18,040	\$ 28,250	\$ 22,500	\$ 54,175	\$ 125,800	\$ 132,120	\$ 27,020	\$ 28,150	\$ 556,300
Gross Profit	\$ 69,358	\$ 44,338	\$ 99,775	\$ 30,167	\$ 68,697	\$ 82,178	\$ 28,815	\$ 158,385	\$ 264,409	\$ 247,595	\$ 61,740	\$ 69,809	\$ 1,225,268
Expenses													
Advertising / Marketing	\$ 12,000	\$ 1,750	\$ 500	\$ 1,450	\$ 3,800	\$ 2,000	\$ 600	\$ 2,100	\$ 1,900	\$ 550	\$ 2,050	\$ 2,000	\$ 30,700
Bank & Other Service Charges	\$ 1,765	\$ 1,264	\$ 2,069	\$ 1,468	\$ 1,582	\$ 1,587	\$ 1,310	\$ 1,917	\$ 3,890	\$ 3,662	\$ 1,492	\$ 1,537	\$ 23,543
General & Administrative Expenses	\$ 3,685	\$ 1,250	\$ 3,349	\$ 1,705	\$ 939	\$ 1,940	\$ 2,050	\$ 3,150	\$ 2,600	\$ 1,450	\$ 2,250	\$ 3,450	\$ 27,818
Insurance	\$ 22,525	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 22,525
Supplies and Services	\$ 2,175	\$ 1,185	\$ 2,925	\$ 1,085	\$ 1,320	\$ 2,325	\$ 1,875	\$ 2,885	\$ 7,605	\$ 7,020	\$ 1,985	\$ 1,725	\$ 34,120
Management & Admin Contract Labor	\$ 40,434	\$ 39,802	\$ 40,816	\$ 41,245	\$ 40,105	\$ 40,470	\$ 40,183	\$ 41,025	\$ 43,511	\$ 44,725	\$ 40,876	\$ 40,973	\$ 494,164
Management Fee	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500	\$ 18,938	\$ 19,398	\$ 183,336
Other Payroll Expenses	\$ 500	\$ 450	\$ 500	\$ 450	\$ 450	\$ 610	\$ 525	\$ 1,025	\$ 800	\$ 625	\$ 525	\$ 535	\$ 6,995
Repairs and Maintenance	\$ 19,775	\$ 16,823	\$ 19,425	\$ 18,525	\$ 18,525	\$ 19,275	\$ 17,975	\$ 20,186	\$ 23,325	\$ 22,325	\$ 18,836	\$ 19,794	\$ 234,788
Utilities	\$ 24,202	\$ 21,802	\$ 24,702	\$ 16,225	\$ 23,103	\$ 20,403	\$ 21,505	\$ 19,005	\$ 21,805	\$ 19,005	\$ 19,008	\$ 16,208	\$ 246,973
Other Misc Expenses	\$ 2,500				\$ 2,500								\$ 5,000
Total Expenses	\$ 144,080	\$ 98,826	\$ 108,786	\$ 96,663	\$ 106,824	\$ 103,110	\$ 100,522	\$ 105,792	\$ 119,937	\$ 113,862	\$ 105,959	\$ 105,620	\$ 1,309,962
Net Operating Income	(\$74,702)	(\$54,488)	(\$9,010)	(\$66,496)	(\$38,127)	(\$20,931)	(\$71,707)	\$52,593	\$144,472	\$133,733	(\$44,219)	(\$35,811)	(\$84,694)
Subsidy Required	\$84,694												



2022-2023 FY PROGRAM OF WORK

PUBLIX SPORTS PARK





2022-2023

BI – ANNUAL BUSINESS PLAN





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EXECUTIVE SUMMARY

As we embark upon the 2023-2024 fiscal year we move into a new phase of operations and business development for the facility.

In 2023 and 2024 we will take on a new strategic approach to the operation of the facility. This approach will feature refinement of the venue focusing on **profitability and excellence of overall operation**. Another major focus will be the development of events that we will own and operate. This strategy will increase the profit margin, as well as filling the dates needed in our overall schedule during shoulder months. These events will primarily be sporting events, but we will also develop non-sporting events.

New **owned sporting events** will include two major initiatives; collegiate baseball and softball February targeted events for teams from the north to get early non-conference games to kick-off their seasons. A collegiate Lacrosse tournament (January), and two collegiate women's flag football dates (February and March) will be added.

We will aggressively pursue **rectangular field** opportunities to grow Women's flag football, soccer, lacrosse and 7 on 7, tackle and other flag football.

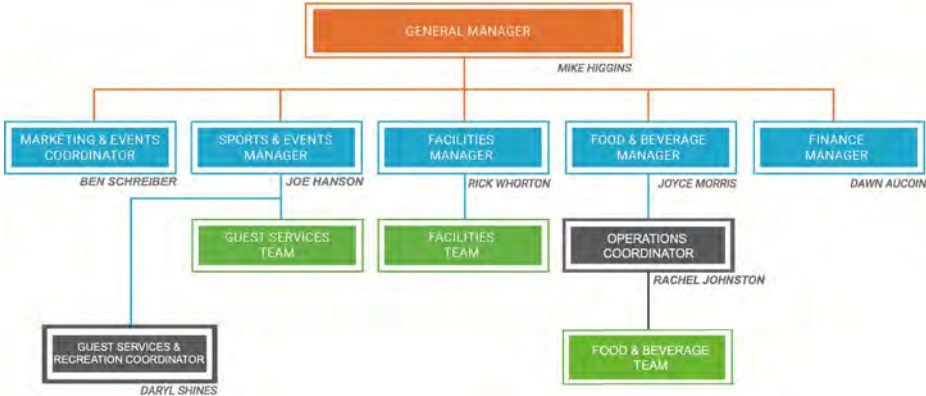
With covid-19 appearing to be much less of a factor for event participants, we expect more robust bookings and more visitors to the park per event. Other major strategic changes include more **rigid booking procedures**, which will reduce the risk of event cancellation.

A major area of focus will also be the development of the **indoor facility** and working on gaining public relations and sponsorship synergy as the facility is developed. Growing sponsorship dollars will be a key initiative.

While sports will remain the focus, we will also launch development of **non-sporting events** as well as pursuit of corporate event usage of the facility.

We will continue to **collaborate** with Visit Panama City Beach CVB, the sports and dedicated events team and the SF Network to aggressively pursue sports and event opportunities.

ORGANIZATIONAL CHART



BUSINESS & OPERATING PLAN

We will continue our focus on driving revenue while improving efficiencies to lower the subsidy over the five-year period. The strategy to reach FY 2022-23 goals will be:

- Provide excellent service to current event clients. Analyze each event (post-event) and offer opportunity to re-book to events with higher profitability and revenue potential. Work with Visit Panama City Beach to align sales efforts.
- Secure “anchored” events for each weekend throughout the calendar year.
- Establish minimum revenue thresholds for each “anchored” weekend, maximizing revenue opportunity.
- Focus on event development during the remaining times of the year, such as January, November and April where additional anchored events are either needed, or continued development needs to happen.
- Continued focus on rectangular field sports. Specifically pursue rectangular events concurrently during prime times, when the turf fields are booked (June/July).
- Prioritize renewals of events with the highest profitability.
- Tighten and enforce booking policies to protect from cancellation.
- Develop PSP owned events to increase profit margin.
- Continue development of food & beverage options and phase out use of outside food options (food carts) during peak periods to increase profit margin.
- Continued focus on operating efficiencies to reduce expenses.
- Continued development of Sponsorship revenue.

Personnel

The full-time management team will be **reorganized slightly**. The major change will feature the former Marketing Manager position. We will change this position's job duties. While it will continue to focus on marketing, the position will take the lead on marketing and booking the facility owned events.

The position will now be **Marketing and Events Coordinator**. This position will take a lead role in sports and non-sports events that we own and produce. It will still focus on sponsorship, public relations, and digital marketing.

Mike Higgins, General Manager, will also take a significant role in community relations and sponsorship pursuit.

We anticipate that hiring part-time staff will continue to be a challenge in the current economy. We will implement a new "**Culture**" designed to show current employees appreciation and focus on retention of both full-time and part-time staff.

Controlling **part-time labor costs** will continue to be a focus. We will maintain a strong level of customer service for our guests and those who book the facility.

Development of shift lead positions in maintenance, guest services and food & beverage.

Staff Culture will be a priority to develop a strong, experienced and loyal workforce. Leadership will work to implement programs designed to create a better staff culture and to increase overall job satisfaction and loyalty to the park.

Implement and reinforce SFC Guest 1st training.

Tournaments & Events

Refinement and continued development of our Tournament and Events schedule will be a major focus of our overall operations during 2023 and 2024.

Events will be categorized as follows:

Existing Events

Community Events

New Tournaments or Sporting Events

New Non-Sporting Events

New Sporting Events (Owned Events)

New Non-Sporting Events (Owned Events)

Existing Events: We have implemented a system of analyzing each event following its completion to evaluate its financial performance in relation to the popularity of the date on our event calendar. Events who meet goals will be offered renewal contracts for the following year, and in some cases, we will seek long-term contracts for events.

We will continue to look at the schedule and refine the schedule to layer other events along with the current schedule to maximize opportunities.

Community Events: Our Community Events schedule will continue to be a strong performer for the park. Community Events offer both a revenue opportunity as well as a community service element, which meets several overall park goals. These events will include our co-ed softball, men's softball and co-ed kickball. We will also launch new events; a corporate kickball league and individual sports lessons (football, softball and baseball).

We will continue to solidify local sports relationships with Bay County Schools, Bay United Soccer Club, Florida Roots Soccer Club, and other frequent community users of the park.

We will launch a new Corporate Outing package targeting Bay County business who would like to conduct a "summer picnic" or other corporate outing at the park.

Another new community program that we will be launching are sports lessons and fitness classes using the park. We will work to hire instructors who can work as independent contractors to give lessons while sharing the profits with them.

New Tournaments & Sporting Events: We will continue to aggressively market the park to tournament organizers in all sports, but with a special emphasis on those who produce rectangular field sports. In addition we will also focus strongly on events in April, November, and January.

Tournaments & Events (cont.)

New Non-Sporting Events: We will also seek potential non-sports event promoter uses of the park.

New Sports Events (Park Owned) Events: We will be launching a series of events owned and produced by the park. These events will be launched during a period when we have open availability on our event calendar.

Including:

College Baseball Spring game program (February and March)

College Softball Spring game program (February and March)

College Women's Flag Football game program (February and March)

College Lacrosse Tournament (January)

NAIA and D2 baseball tournaments (February)

NAIA and D2 softball tournaments (February)

New Non-Sports Events (Park Owned): We will work to explore non-sports events that make financial sense to add to the park's event calendar.

2021-2022 Event Summary

- 52 total events (Includes 2022 completed events and those booked through 2022)
- 2428 Teams
- 6 events were booked with over \$1 Million in estimated economic impact
- Baseball was the leading event in the facility, followed by softball and soccer, with lacrosse as one of the growing sports.

Local Programming

Bay United Soccer Club

The Park has established a relationship with the local Bay United Soccer Club. The soccer club will increase their rental from two to three fields at the sports complex year-round, specifically from September-May and during the summer when available. We have extended this relationship contractually through September 2024.

Florida Roots Soccer Club

We will continue to develop the relationship with the Florida Roots soccer club. Our goal is to develop an on-going agreement for the park to serve as their home beginning in the fall of 2023.

Lacrosse Development

We will assist with efforts to launch a local Panama City Beach lacrosse club. Every effort will be made to develop a partnership with the park as the home facility.

Middle/High School games

The Park has 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 (University Academy middle school girls' soccer games

Baseball: Arnold High, Bay High, Mosley High, Rutherford High, and South Walton High.

Local Adult Sports Leagues

The Panama City Beach Sports Complex has offered several adult sports leagues starting in the fall season of 2020. First season of Men's Softball and Coed Kickball had a total of 17 teams participate. The registration period for Spring 2022 concluded with a total of 38 teams registered for both Men's and Coed Softball, and Coed Kickball. Fall season will be limited to kickball only, as not to compete with Frank Brown Park's established fall softball leagues. In addition to league play, it is our goal to identify several dates to host local kickball and softball tournaments to drive additional interest for leagues and events.

We will also look to enhance this program by launching a "PCB Corporate Kickball League". Another league made up of teams sponsored and paid for by corporations paying for players to play for their company.

Other field rentals

Youth Baseball practices, Adult and Youth Softball practices, SLAM Stroller Moms.

MARKETING & SPONSORSHIPS

The marketing strategy for 2022-2023 will consist of maintaining a constant blend of social media, digital media, and public relations as the primary methods. Our target audience will be tournament organizers, coaches, and local individuals in Panama City Beach. Our owned events will be a main focus in the coming months. College baseball, college softball, and college lacrosse will be some of our key events to kick off the new year. Other non-tournament events such as the any non-sports events, the Corporate Challenge, and local recreation leagues will be important to advertise through our marketing methods.

SOCIAL MEDIA:

Social Media will continue to be a major component of our marketing plan. We will maintain a strong presence on social media platforms such as LinkedIn, Instagram, Twitter, Tik Tok, and Facebook. Since our followers have increased steadily in the past year, we will focus on increasing engagement across our social media pages. Social media will be used for big announcements, information on the park, sponsor exposure, upcoming events, event details, and much more.

PUBLIC RELATIONS:

We will develop public relations with several targets in mind. First will be national public relations targeting our key tournament organizer clients. We will develop and release news to industry publications and associations as well as on LinkedIn. These publications will include Sports Business Journal, Connect, Sports ETA, TEAMS, and SPORTS the relationship conference. The second target group will be local Panama City Beach PR. Our local media has been receptive to PR efforts, and we will continue to focus on these efforts to increase the image and interest in the park and our local programs.

At minimum, our goal would be to release at least (6) national press releases each year, as well as (9) local releases. We will also issue a minimum of (12) releases on the indoor complex updating the public on various milestones and updates to create excitement and synergy for overall campus efforts.

Marketing (Cont.)

DIGITAL MEDIA:

Growing in importance in our marketing efforts will be digital media. We will work in 2023 to develop a database of collegiate coaches in the sports of softball, baseball, women's flag football, lacrosse, and soccer. We will directly market this list using email blasts.

We will also develop customer email lists for additional direct marketing, especially potential customers whom we have yet to do business with.

Another important piece of digital media will be paid social media. We will use this medium at times when needed for marketing some of our local leagues and programs.

Our website remains another major digital focus. With more "owned events" using it as a registration portal for these events will become very important as well as integrating with the Clover system. We will also conduct a full website audit and make any needed functional and operational changes.

We will intentionally use more video in our social posts to encourage more engagement.

EMPLOYEE COMMUNICATIONS

Marketing will also be charged with working with our Finance Manager to develop a monthly employee communications newsletter to align employees on happenings, key policy reviews, as well as culture items (birthdays, term of service anniversaries, award shout outs).

SALES EFFORTS

We will continue to partner with the Panama City Beach CVB in our collective sales efforts. Our two staffs will coordinate in a monthly sales meeting to go over upcoming opportunities and efforts.

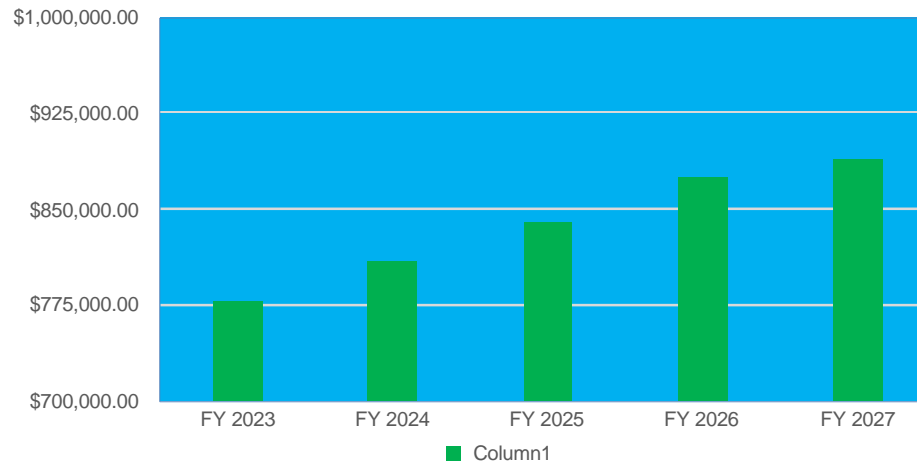
We will also attend DMO trade selling events such as Connect, Sports ETA, S.P.O.R.T.S (The Relationship Conference) and TEAMS. We also will attend or work closely with ABCA and NFCA on our new softball and baseball programs.

SPONSORSHIP

We will integrate the sales of the new indoor facility with efforts for the outdoor facility. We will work with SFM, the CVB to finalize the rate card and sales materials. We will identify the top sales categories and identify (5) targets in each category. This list of partners will be our initial target list. We will aggressively work on increasing sponsorship sales.

FOOD & BEVERAGE

Food & Beverage Goals



Food & Beverage sales continues to be a major revenue driver at the park. Working in synergy with our efforts to increase event bookings, we will also work to increase overall per capita spending on food & beverage with each guest who enters the park.

Initiatives for 2023-2024 are:

- Addition of Increased development of kiosks operated by our team to increase points of sale, maintain margin and increase food offerings during summer and other busy seasons. Use of food carts when self operation of kiosks is not an option.
- Utilize data from Clover POS system to better manage inventory and continue to develop items that become top selling and most profitable items.
- Continue to enhance options for local event programming, in addition to major event bookings.
- Participation in SFM best practice forums.
- Continue to monitor pricing and increase prices where needed.



Strategy to Reach Food & Beverage COGS Goals

- Utilize CLOVER system to refine our order processing and inventory control
- Expand food purchasing power to maximize GP%
- Streamline our menu to eliminate labor/time intensive products
- Continue to ensure we are meeting industry standards on pricing
- Phase out products that have low volume sales or decreased profit margins
- Establish a more efficient layout/process for F&B Operations to reduce customer transaction times – resulting in more sales
- For larger events, utilize food vendors to enhance customer experience and provide additional revenue stream.

Facility Maintenance & Capital Improvements

As the park grows older routine maintenance will become more necessary. We will continue to make preventative and routine maintenance a priority at the facility, as well as begin scheduled equipment replacement.

As we lead into 2023, we are requesting the following:

- 15 new mounds for baseball (5 full-sized and 10 smaller).
- 10 cleated softball pitching rubber/mats.
- Astroturf around the front area outside of the main gate (high-traffic area where grass is unable to grow).
- Concrete pad in front of concessions building #2 and #3 (high-traffic area where grass is unable to grow. Also, it will enable an additional food and beverage point of sale at building #2).
- Installation of streaming cameras on fields 1-6. Opens an additional revenue opportunity for pay-per-view and sponsorship).
- Purchase of one additional six-passenger golf cart and one additional four-passenger golf cart. Also, purchase one trailer to transport carts. These are needed to transport guests.
- Purchase 24 security cameras.
- Purchase additional 5 sets of softball/youth baseball fences.
- Paint and repair all three pavilions at the park.
- TOTAL COST = \$350,000

Ongoing Facility Maintenance Contractual Agreements:

- Landscaping- \$129,996 annual agreement Southern Turf & Fields. This agreement will be under review. We will bid out options and also look at the viability of taking field care in-house.
- Turf Field Paint - \$10,000 for the robotic field paint machine.

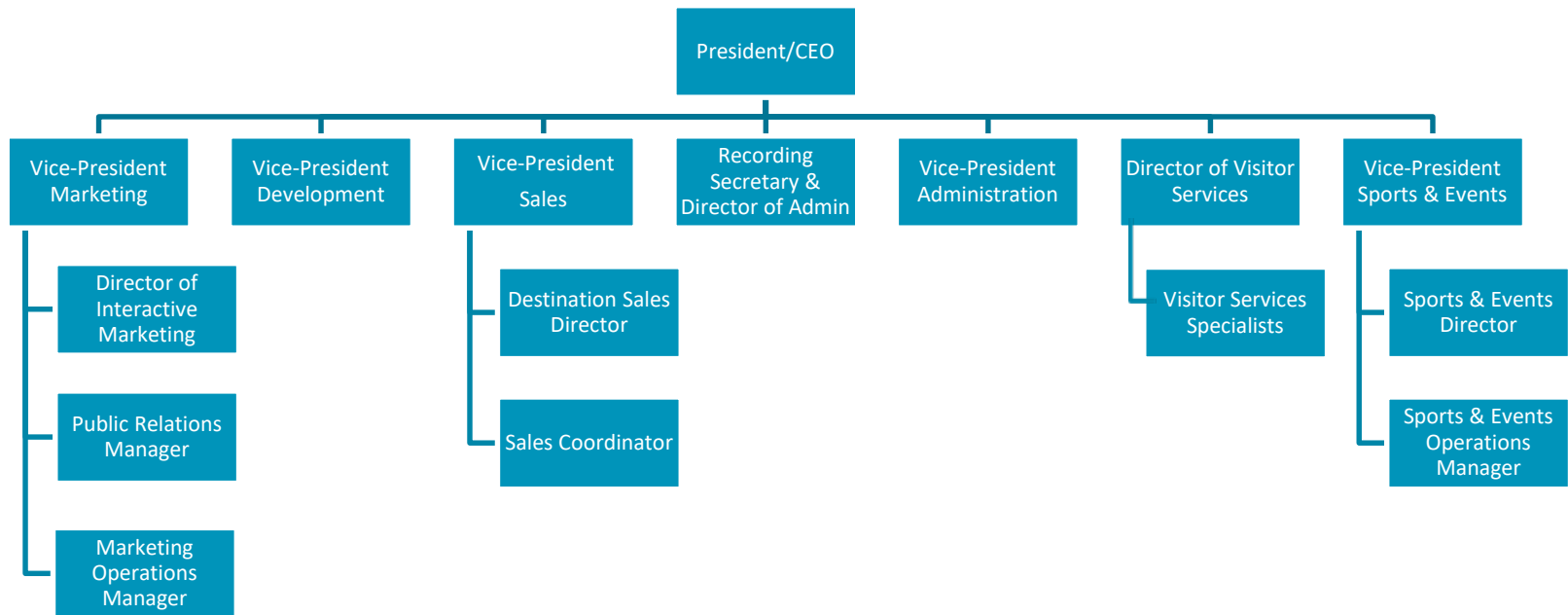
INVENTORY

EQUIPMENT INVENTORY 2022			
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
1	YAMAHA FOUR PASSENGER GOLF CART	10,995.00	10,995.00
1	YAMAHA SIX PASSENGER GOLF CART	14,795.00	14,795.00
1	YAMAHA UMAX GOLF CART	9,195.00	9,195.00
1	ECHO CS 590 CHAINSAW	400.00	400.00
2	ECHO SRM 2620 WEED EATERS	360.00	720.00
2	ECHO PG 2620 EDGERS	400.00	800.00
2	ECHO PB 770T BLOWER	530.00	1060.00
2	ECHO SHC 2620 HEDGE TRIMMER	540.00	1080.00
1	ECHO PPT 2620 POLE SAW	600.00	600.00
2	SCAG CHEETAH ZTR MOWERS	15,000.00	30,000.00
1	TORO PRO FORCE PULL BEHIND BLOWER	5,000.00	5,000.00
1	INTELLIGENT ONE TURF TANK GPS LINER	30,000.00	30,000.00
			314,768.51

ORGANIZATIONAL CHART



Organizational Chart



THANK YOU

