



Tampa Bay Regional Collaboration Committee Regional “Branding” Roundtable Minutes

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October 19, 2012
11:30 a.m.

Committee Members Present:

Commissioner Larry Bustle, Chair
Commissioner Victor Crist, Vice Chair
Mr. Robert Kersteen
Council Member Janice Miller
Mayor Bob Minning
Councilman Wengay Newton
Mr. Tim Schock
Ms. Barbara Sheen Todd

Committee Members Absent:

Commissioner Neil Brickfield
Council Member Doreen DiPolito
Commissioner Bill Dodson
Commissioner Jack Mariano
Mr. Andy Nunez

Staff:

Manny Pumariega, Executive Director
Wren Krahl, Director of Administration/Public Information

Others:

Beverly Birkitt, President, Birkitt Environmental
Dave DiMaggio, Aqua Marketing & Communications

The TBRCC meeting was called to order at 1:38 p.m.

1. The minutes from the September 10, 2012 meeting were approved. (Kersteen/Newton)
2. **Mission of the Regional Collaboration Committee** - Chair Bustle

The mission of the Regional Collaboration Committee (RCC) is to develop a process for assessing opportunities to collaborate on regional endeavors within the Tampa Bay area. Anticipated outcome is a *Findings and Recommendations Report*. The report will identify and recommend regional assets and activities that the committee determines could significantly benefit from improved regional collaboration. When feasible, specific steps to collaboration will be identified. Otherwise, the issue will be identified for action by the appropriate stakeholders. The report will be distributed to the Governor, Bay Area Legislative Delegation, local

governments, and other appropriate stakeholders. The Committee will address issues in a roundtable format at a separate time from council meetings with Stakeholders, RCC members, interested council members, and interested parties in attendance. The six issues currently scheduled to be addressed by year end are: Seaports; Airports; Sports; Area Branding; Transportation; and Health Insurance. The ultimate goal of this committee is to improve the quality of life and services for the citizens of Tampa Bay by creating a more cooperative community.

3. **Presentations:**

Kelly Miller, President & CEO, Tampa Bay & Company & Doug McClain, Vice President of Marketing & Communications, Tampa Bay & Company

The mission of Tampa Bay & Company is to create positive economic development for the Tampa Bay area by promoting, developing and standing united. We are funded in part by the Hillsborough County Board of Commissioners through a tourism development council. We get about 43% of the room tax, about \$20 million a year and we think we spend those dollars efficiently. We were formally known as the Tampa Bay Convention Visitors Bureau. We are the official organization for doing the tourism and promotion marketing, sales and service for Hillsborough County. We do that three ways - convention, film, and tourism.

Dwayne Nap describes branding this way, *It is the internalized subject of all impressions received by customers and consumers resulting in a distinctive positioning in the minds eye based on perceived emotional and functional efforts.* If we do our jobs well we can take the functional efforts - the beaches, Ybor City, all of those things and all these demos work on it and blend it with perceived emotions by visiting a destination then we will truly become a genuine brand. And we compete not as a commodity does on price, but we compete on what the experience is and those memories that are created when people come to visit, particularly with the onslaught of 5-6,000 media messages people get a day. We do an affective job that way.

As we go through this process and try to figure out who owns what space in the minds and hearts of people there are several expectations we do when planning. We ask ourselves, is it truly distinctive and different in a manner that's important, or of value to the target audience? Is it permitted to provide certain emotional and functional benefits to the consumer and customer? Does it consistently fulfill its promise and deliver on its commitment? You can say you are one thing, you can position your destination as one thing, but if you can't deliver on that in today's world with word of mouth and social media the world will know you are not delivering on that promise.

What is the brand of Hillsborough County? What's our promise? What's our positioning? What's our platform? What's our distinctive DNA that separates us from other places? If you were to ask that to people right now you would get a variety of answers. It's not what we think, its about what other people think. We are going through a planning process. We are trying to ask people outside this area what they think of us. We are doing our homework, we are doing the due diligence on the inside as well. Come May next year, we will be launching a new plan platform. Our process is very similar to Aqua. We are in the process of doing a brand assessment, and we are doing brand promise - what can we promise to people? Twelve years in Nashville we went through this process and we used to compete on attributes like the mountains, etc. There are a lot of places in the world that have the same attributes. When we went through that process in Nashville we came up with brand promising. If you visit that destination your life will be enriched. If you think about that, you decide where you want to go on holiday, you say you want your life to be enriched. That's another decision plan that you are on. And that

experience up there right now is about \$125 to \$130 for a room, surpassing Charleston, Savannah and other various popular destinations along that coastal area. A brand blueprint is the third phase and where we lay the architecture. Like this table. Below is a piece of this architecture. How we talk to meeting planners, how we talk to media, what we talk about when we are in social media channels all comes back to that brand platform and positioning. Then we do the brand culturalization where we take that out and tell it to the masses. Its one thing to say it internally, its another thing to go out there and make sure the taxicab drivers, your park superintendents, the people in retail, the hotels, the amusement parks are delivering on that brand promise. That is really a lot of heavy lifting. That's culturalization. We just finished training 300 people to deliver a different experience. The last piece we want to go in to several years is the brand data where you take a great brand and you partner with other major consumer products in such a way that you give a lot of attraction.

We hired the company Spark to walk us through this branding process which is being funded out of the general fund to allow us to do this. To give you an example, New Zealand. Big place, a couple of islands off the coast of Australia. When you thought about New Zealand this is probably what you thought about - lots of sheep. "X" number of people and 20 million sheep. They were faced with a challenge. Their research showed that when people came there they wanted perhaps more than just the beauty and landscape. If you read the test case story, they were really looking for other experiences centered around adventure, people and culture. When we travel its one thing to just go look at something in a museum, and its another thing to get out there and experience a destination. They came up with adventures for people and with the culture. When they distilled all that down, talked about that platform, did all the research, they came up with the idea "100% Pure New Zealand." That's pretty powerful. Smart branding people go out there and test, and ask, did we get this positioning and we will tweak if need be. You can take the destination brand "100% Pure New Zealand" and on the right hand side is there Trade Commission. It is a vibrant business culture. Destination promises, it is a holiday experience. The beauty is unique. Interbrand is a huge company in a recent survey, the 21st most recognized brand in the world. The number of visitors increased in exposure. Kansas City went through the same process. After all the research was done, Kansas City is branded as fun, friendly, mid western hospitality. It has diversity and a lot of culture.

What are we doing? We are doing secondary research and primary research right now. We are going into what we call the deep dive to find out what it is people think about. We are going out throughout the country and the world and asking specific questions. Once we do that we are going to craft a very cohesive brand, a brand promise, a positioning statement. This is where it gets fun. You can't overreach so we will go out and ask the same people if they think this is how we can be positioned. Then we will take that information and do the logo and the worldwide identity and brand guidelines, the activation plan and we will do some more concept testing of that new credo and then we will roll this out. The month of May will be the positioning grand promise of some of those things. The creative will probably be throughout the rest of the year. Those are the stakeholder groups that we are dealing with. We have generated almost 400,000 units and our goal next year is 440,000. We want to be smart and attract domestic travel as well as international travel.

Why can't we all get together and have just one brand? I would answer that this way, the Tampa Bay is the over arching umbrella brand and beneath that are a variety of sub-frames. One of the most perfect examples of that and how we can work together is San Francisco. I say San Francisco wineries and NAPA and Sonoma and you think of all those places. There are six active market places trying to get people to come. You have the San Francisco Travel Association, Sonoma County, Sonoma Valley, Santa Rosa, Santa Rosa Visitors Bureau, Sonoma Valley Pickers and Growers. All of those own a little bit of different space. Go to Sonoma and they say they are the real wine growers. They all have links to one another.

To that point I thought it would be wise to point out that some of you might not know the number of cooperative programs we do with D. T. Minich, St. Pete/Clearwater CVB which pulls in over \$300,000. Given our different government models it is working. In advertising we work on the international side. Brazil, New York City, Visit Florida Latin America Vacation Guide, public relations, trade missions to Argentina and Brazil and media. We just met with another airline, looking at TransAmerica flights. We were there and the group said, after they heard us speak at the St. Petersburg Chamber, and the airport and the EVC at the Tampa Chamber, they said they had never seen this type of collaboration. And these were the airline route developers. The RNC is a perfect example of a lot of heavy lifting but at the end of the day I think we were very successful. We were just up in Washington, DC with 140 meeting planners watching the Redskins come from behind to beat the Tampa Bay Bucs. With limited resources we do a lot together.

I mentioned some of the collaboration that is done and I think there are other things we can do. One of those things is that we have to figure out the transit issues. We are losing conventions to places like Charlotte and Salt Lake City because of transit. People don't want to pay heavy shuttle fees anymore. They want to be able to experience the destination easily. Citywide for us is \$50,000-\$100,000 for shuttle services. Today's world is more focused in keeping those costs down, particularly in government. It is essential that we figure this out. The St. Pete Chamber is working on this side of the bay and we need to figure out how to get the taxi service easier. It is expensive right now and I don't think we are doing a very good job of social media and traditional. I think there is a great opportunity for us to work even closer together and I would like to come over to Pasco County. I would like to do the light rail we talked about. I would love to go up to Inverness.

The downside to collaboration - I think it is important that we fully understand all the funding models that are out there. There's some things that some counties can do and some counties can't do. There are things that we can do that the counties can't. Someone said why don't you and Visit St. Pete/Clearwater get together and be one organization? I think with all those different funding models and expectations by stakeholders and two county governments combined, it's important to understand that people come to certain areas for specific reasons and we just need to do a better job of telling those people when they come to Hillsborough County what there is to do on the other side.

Elliott Falcione, Executive Director, Manatee CVB and Dave DiMaggio, Aqua Marketing & Communication, Agency of Record

I have been in this position for 2 ½ years so we are still learning a lot. I have been with the county for 19 years. The Bradenton Area CVB is a part of Manatee County government. I report to the county administrator. Obviously we have to have a Tourist Development Council and they make recommendations to the Board of County Commissioners. We levy 5 pennies on the dollar, and are capped out for our size destination. We put about \$2.2 million into the marketplace, ending this fiscal year the last day of September. We have 6,200 rooms in the short term rental pool. We are the small one in the middle. We have a strong leisure segment with Anna Maria Island and Longboat Key which are really popular. Where we are excited is that we have gained a strong sports segment. You have ING in the heart of downtown Bradenton, the premier sports campus in Lakewood Ranch bringing in 10,000 athletes during non-peak times of the year for soccer, lacrosse. You have the Nathan Benderson Park and Bike Center on the south side of University Parkway that sits in Sarasota that caters to both communities. Ellenton Ice is bringing in world class figure skaters, and you have the Anderson Grace Park near Port Manatee. The sports segment is so important and it has allowed us to sustain an influx of new dollars on a

year round basis. Bradenton/Anna Maria Island is the over arching brand and Longboat Key, the destination. Our sub-frames are the Bradenton Area Film Commission, Bradenton Area Sports Commission, Bradenton Area Convention Center with 65,000 sq. foot. facility that sits in the City of Palmetto and that just completed a \$6.5 million renovation.

Some of the partnerships that exist right now, we partner a lot with Visit Sarasota County, mainly in Europe. The European visitor really looks at the Bradenton/Sarasota market as one destination because of their length of stay. We share a UK representative in London and she sends travel riders to us and they tour both communities two or three times a year. The German representative we hired a few months ago is Vera Summer and she has a lot of experience. I think she worked with D. T. in Lee County and she will help us with the German market. Even though we have two separate reps in the Sarasota Bradenton area we still partner. We partnered at ITB, one of the largest travel trade shows in the world, and shared a booth as well as the pow-wow, which is the travel trade show in the United States. Where we compete is the drive market. We feel like there is good competition there and we both compete for business. We do work with Sarasota/Bradenton International Airport (SRQ) and they are strong partners. The Sarasota CVB and our bureau partner with SRQ and those non-stop cities. We did a good initiative when Boston launched their non-stop into SRQ and we are working together on the United launch November 5th and we will all go to Chicago and do a promotion and work together on those initiatives. I don't think we've done a good job focusing on the non-stop flights that come into SRQ. Compare the two airports, Tampa International, visitation to our county - 70% of the planing that comes out of Tampa International. 20% comes out of SRQ and the rest are from the Orlando Airport or Miami. Why do we want those percentages to shift? I'm a community servant and we want nothing more than to create more jobs in our airport and obviously more dollars falling into SRQ. However, there were times when we have an international flight courting Tampa International, SRQ or RSW in Fort Myers and you are careful in how you want to engage. It's a juggling act sometimes because if the airline is saying they are going to consider all three airports, well we are only going to put money down for our airport. And we say, if you commit to one airport we will work together. A prime example is there was a UK based airline that said they weren't going to consider Tampa. It was a geographical decision. They were looking at SRQ as one of their top destinations. So D. T. was part of the dialogue with us because he sees value in that. If there were an airline that said they are only going into Tampa or RSW and we are not considering SRQ, we would be working with Kelly and D. T. to see how we could put a package together to work together. So far it has worked out really well.

Our brand over the past ten years changed four or five times. One of the things we felt was there was too much brand erosion with our destination so we hired a company and Dave went through a five to six month due diligence process where we interviewed well over 50 stakeholders in the community. We looked at a lot of our research for the past ten years, the type of visitor profile, where they come from - and then we went into the marketplace four times with focus groups to make sure we clearly defined who we are, and how does that perspective customer look at our destination, and how could we present the cleanest most simplistic brand that we could put in the marketplace? Kelly said over 3,000 advertises plus that we face daily living in this society. How could we keep it simple and get them engaged enough to want to drive them probably to our website because 87% of the people that find our destination find us on-line? We went to the Board of County Commissioners and our TBC and told them we want to go through this process and we are going to come back and tell you the truth of what we hear, and we hope you believe in the truth. We want to stay away from any kind of political ordeals based on tweaking the brand. I give the Board of County Commissioners and the TBC a lot of credit, there was no push back at all. The brand launched October 1st and we are excited about it. One of the big things that we changed was, we were Florida's Gulf Islands for a while, and then we were Florida's Gulf Coast but our consumers told us Florida's west coast helped zero in for the people that may

not really know where Bradenton is, may not know where Anna Maria Island is, and we are thrilled about getting quick traction in the marketplace.

We belong to an association called FADMO (Florida Association of Destination Marketing Organizations) and we get together certain times of the year, all the west coast CVBs, to talk about what might be considered partnering with. Kelly initiated it his first day on the job. His mind was already thinking, how can we work together from a regional perspective? We had a pow wow last year in Los Angeles and kicked around a lot of initiatives that we may work together on. Not just the three of us, but all the way down to Naples. We are working on that a little. Eco tourism was one of the subjects that we talked about. One of the best initiatives, when I wasn't in this role, is the writer's cove where they have travel writers coming in to the west coast of Florida and writing about all the unique golf courses along the west coast. That was a really good initiative and we have all talked about bringing that initiative back. We talked about markets of opportunity over the years, where we can't put money into advertisement. There are certain parts of the world that we may just do a PR initiative together. Latin America, for us, is some years off. We've done some due diligence. The only tie right now with Latin America is ING, they are bringing in tons of students from South America so we may partner with them on some initiatives.

Eric Keaton, Public Communications Manager, Visit Pasco County

A lot of folks ask me what does a Public Communications Manager have to do with tourism? I am the liaison to our Tourist Development Council. My office is not only tourism, but it is also a number of different items that our county is involved in. The first would be the county brand of Bringing Opportunities Home. That is a campaign that actually received awards and recognition from the Tampa Bay Regional Planning Council at the Future of the Region Awards. That was a great public outreach campaign that had to deal with the county's strategic plan and not the tourism plan. I also represent the Board of County Commissioners in our office when it comes to media relations and public relations, and also a spokesperson for the current Penny for Pasco that is up for vote on November 6th. Pasco television is also our brand, where we operate the government television and we have monthly programming along with airing our important county commissioners meetings. Pasco County FL, the nice Florida gator logo is a brand developed for the web site. We also update the county news. Then you have the lower quadrant with "Pasco County, it's only natural." That's how most people know our tourism brand. Eco-tourism has been the message for a number of years. Three or four years ago I was following behind a convoy with the Lieutenant Governor at the time, and Chris Thompson who was the CEO at that time with Visit Florida and when we exited the vehicles he looked at my van that had the big logo on top of it and he said he helped create that logo. We tried to take it to another place, as you can see, with Pasco County Florida, it's only natural trying to incorporate the look of the brand as we started to enter the 21st century. We also have "Sport is our nature." We operate as a sports convention and my office operates as the film commission. When it comes to competition and how we're funded at only 2%, our office sometimes competes with itself. We do more with less, and we do bring in business to the county and the economic impact whether it be through sports, eco-tourism, or some of the additional duties when we are out promoting the county.

The county's strategic plan actually will end this year in 2012. They are looking at branding the county and that's something our county commissioners have been involved with, with the Economic Development Council. They have been involved with our planning growth management. They went out for many focus groups within the community in developing the west coast. They have involved the Urban Land Institute to come in and diagnosis us, where

does it hurt? Where do we need assistance? This is what you are good at, your strengths, weaknesses, your opportunities, and your threats. That coincided at that time with our Tourism Development Plan in 2010. The county never had a Tourist Development Plan until 2010. They basically had a direction of copying the state statute and spending the money that way, whether it be administrative wise, promotion, and also construction. Fortunately they were able to adopt this plan in 2010 and it is based on the eco-tourism and creating a travel experience through sports and outdoor recreation. If there's one thing our county has a lot of, that's land. Unfortunately we don't have the beaches, much like St. Pete/Clearwater all the way down to Sarasota. We don't have a convention center or a Tampa Bay Times Forum or Raymond James Stadium. We do have land and ranches and we also like to work with our youth groups in order to bring in sports tournaments.

Some of the strategies mentioned earlier for bringing opportunities home and also working with One Bay has won a number of awards through the Tampa Bay Regional Planning Council. Obviously our Mobility Fee and Transportation is big for Pasco County. A lot of folks live in Pasco and work in Hillsborough and Pinellas. I'm the oddball because I work in Pasco but I live in Pinellas. I'm one of the few that travels the opposite way and transportation is no problem for me.

Our Tourist Development Plan relies heavily on spending \$11.5 million in construction funds. That's all we have in construction funds. Our budget annually ranges anywhere from \$620,000 to \$800,000. This year we are having a great year at \$800,000+. For a lot of folks in this room that's a bad month, but that's how we operate on a staff of 2.5 folks that try to compete and complete the mission for those two strategic plans and also the Tourist Development Plan. The county has looked at constructing a multi-purpose or tennis stadium or a softball/baseball complex since 2001-2002. Unfortunately, our county Administration/board of County Commissioners were not able to bring in spring training although they danced a few times with the Bluejays and the NY Yankees. Unless another team decides to move and we increase our funding and our resources, we probably will not be able to play. The number of events that we do host, the Tough Mudder Event has brought in more endurance athletes than any other endurance event in the history of the State of Florida. That's more than any of the Ironman events. There's been another great event that we had at the Ranch, it's moved on to Tallahassee, but that brought in a number of visitors from across the state. We've had Powerman Duathlon and we still have the Big Sporting Goods Tournament of Champions. That is one of our signature events every New Year's Eve and we have soccer events where we work with the Tampa Bay Sports Convention with the Super Y Soccer and Score at the Shore. The Tampa Bay Sports Convention ran out of field space and they have been able to use our facilities in Land O Lakes and Wesley Chapel in order to bring economic impact through sports. We also have brought in the Ragnar Relay and Dances with Dirt. We've been able to recruit some national events.

Currently our county administration has instructed our leadership development team and they've assigned tasks to new leadership of Pasco County to gather all of the little bits of logos and the message and the customer experience for Pasco County. Internal, external, customers working with tourism and the stakeholders that we have from Saddlebrook Resort all the way over to Catches Restaurant and Hooters and the number of hotels that we have on U.S. 19. They have instructed them to work together in order to brand the county. I don't think the county's resources are in shape to hire an external firm. I would like to see that because I would like to see more research about our destination, not just the research that our county is conducting as staff but research that somebody else, like ULI can tell us where it hurts and where we are doing better.

We are finally catching up to the 21st century. Sometimes I don't feel I'm a very good salesman to our TVC, but I finally have them convinced that we need out of home marketing and working with the nature coast in Citrus and Hernando County and also some of our county bus stops and our mobile site that's finally on line and working. We measured our success on line and we found that a lot of folks are using the mobile devices and searching information for Pasco County. With the RNC and a number of sports that come to the area we've been able to work with Pinellas County and also Tampa Bay & Company, maybe not directly, but with their offices and the host committee and offering to be listed on their business services. We try to encourage our stakeholders and private businesses to work with these organizations whenever these big events come into town. As far as TBARTA and One Bay, one of our ideas is "trails and tourism." If there's one thing where all of our counties can work together, it's trails and tourism. I think Tampa Bay promoting itself as a healthy area to visit, whether you put on a pair of shoes or get on a bicycle there's obviously some connections there that are in the works now where you can go from Hernando all the way down the Pinellas Trail or the Upper Trail. I think this is an area where all of us can work better together.

When it comes to Pasco County we would love to work more with St. Pete/Clearwater and Tampa Bay & Company and Manatee. We have our social media, our cooperative advertising. We aren't able to have a staff but we can send someone to Chicago. I would be happy if we could have somebody in New Port Richey and Dade City for extra staff or Zephyrhills. We have partnered on FAM Tours with Hernando and Citrus County last year bringing in outdoor riders from California, Massachusetts, all over and we think the next step in that is to have an extreme FAM Tour where we would like to partner with the Jet Packing at St. Pete/Clearwater because we can definitely take them on the four wheelers and sky diving in Zephyrhills.

Even though we may play a small part because of our small budget, I think that's the only fallback when you look at Pasco County. Pasco County obviously needs to have some brand awareness and we need to have some change in our branding and come together as we look to join everyone here at the table.

D. T. Minich, Executive Director, St. Pete/Clearwater CVB

We are very similar in structure to Elliott's organization. We are a county department of Pinellas County and are funded 100% by the bed tax. We actually pay the county for services such as HR, Legal, Purchasing. We do not take any funds from the general fund or any other tax other than the bed tax. This year I am pleased to announce that we will have our best year ever in terms of tax collections. 2008 was the benchmark year and we are \$700,000 ahead of 2008 with the entire month of September collections to add on top of that. We will be somewhere between 12-14% of that tax collection this year.

We went through a very similar procedure that Tampa Bay & Company is going through right now a couple of years ago when I came on board. What we found was that Pinellas County unfortunately was still viewed as a place where you went to retire. The Cocoon movie did us no good. Our job was, and continues to be, to change that perception. With everything that has happened in Pinellas County over the last few years in terms of the addition of the Dali Museum and Winter the dolphin and all of the activities that are going on in downtown St. Pete and with Beach Walk in Clearwater it's making it very easy for us to convey that message. You will see in our imagery and things it tends to be young. The number one aspect of the destination is the beach. We were marketing ourselves as "Florida Beach," much like Elliot was "Florida Gulf Coast." When I was a kid I would go to the Panhandle or Miami Beach so when you said "Florida's Beach" that's the beach to me, not St. Pete/Clearwater. We are now "Visit St.

Pete/Clearwater” and no longer “Florida’s Beach.”

This year’s budget will be \$18.8 million. We have a staff of 36 and we run international offices in London, Frankfurt, joint offices in Chicago and an office in Washington D.C., and joint offices in South America and Brazil and Argentina. The course strategies for this year are to continue strengthening the brand in content and context. We take a personal approach. We attend 400 consumer and trade shows and sales calls and client events a year. One on one is so important in this business to maintain those relationships. Social media has become very important in the last few years with Facebook, Trip Advisor, Twitter - we want those guests to go home and tell the world what a fantastic destination this is. The beaches are incredible, the Dali Museum is mind blowing. We really want to fuel that with our past visitors. One of the important things that we bring to the table for our hotels and attraction parks is that we do things that they aren’t able to do. For example, the Pow Wow Show is an international show. We had nine hotel partners go to the show with us and rather than everyone having their own trade show booth and everyone having a different look, this time we had 100 linear feet at the show and you could see each of the booths looked the same and you had all of our branding message behind it and those visuals that were lit. We create branding programs, we want the hotels to participate with us in building this brand together so that we’re not building one brand and the hotels and attractions are building another one. We are more than just marketing the destination, we think of ourselves as destination managers. I get very involved in protecting and preserving the tourism assets in hotel development, in hotel infrastructure and things like that, that are going to affect the tourism product and experience. We are involved in a lot of different areas, not just marketing. All of that helps build and maintain this brand. We want to be America’s number one best beach destination and so we are constantly protecting that brand, working with the communities, working with the municipalities making sure that our beaches are re-nourished, that we continue to maintain that we are the number one beach destination in the U.S.

What are some of the out of the box things we are going to do to build this brand next year? In the month of January we are taking over the entire Union Station in Chicago. This is the main and only train station in downtown Chicago. There will be signage throughout the station saying Visit St. Pete/Clearwater during the months of January & February, the coldest months in Chicago, and they will be seeing beautiful beaches, kids building sand castles, and it will entice folks that they need to come down. We will be purchasing the rights to wrap the El Train in Chicago that runs from O’Hare all the way around the loop, which runs 24 hours a day, 7 days a week. The entire exterior of that train will be wrapped with messaging with beach imagery and Visit St. Pete/Clearwater. In the months of February and March we are taking over a train in New York City. We have never done this before. The History Channel took over this train and they wrapped the outside of the “S” train that runs from Times Square to Grand Central. We have four cars that we will be wrapping the outside with imagery but it gets better yet, because when you get in the train we are going to be taking over the entire inside. The History Channel made this into an old saloon style to promote Deadwood. The seats that look like they are upholstered are actually the fiberglass flat seat in the subway and they put film on it to make it look like it is upholstered. We are looking at concepts of making those look like Adirondack beach chairs, sunshine on the windows when you are looking out. That will be in the dead of winter in New York City. We are taking over 571 cars in the New York Metro Subway system that will be branded. We will be in the subways and down in the subways throughout Manhattan. Last year’s campaign was “chill out” “put yourself in a warmer state” “great getaways are getting warmer” “white sand just the thing” - you can see how we are building the brand. We also take these messages and put them specifically for New York so we are talking Empire State, put yourself in a warmer state. Then we have 19 urban panels throughout New York. These are big lit panels folks see as they enter the subway station. They will be

throughout the Metro network. There is a Metro newspaper that is free and is handed out as you are leaving work going into the subway to go home at night. We will have the Metro guys that are handing out the newspaper dressed in sweatshirts with our brand logo on them. They will hand them a Metro and we will have a full page in the Metro. Then you see this message as you go into the station. Then you get into the station and see all of the signage down in the station and when you get on the train you will see the signage inside the train. Then you open the Metro newspaper and you see us inside. We are also doing the commuter trains. Last year the message was “wouldn’t you rather be riding a wave?” We are taking over four commuter lines that run from New York City out to Connecticut and Long Island and one other upscale location outside of New York City. We also have four double decker buses in the height of winter running around New York City in the major tourism area of Times Square and Manhattan with the message “call in sick for winter” and “wouldn’t you rather be riding a wave?” We will also have two in Chicago running at the same time. We are doing a newspaper campaign in Chicago much like the New York campaign. That’s 459 million media presence in those two markets alone. We will partner to do trip giveaways in Chicago with Southwest Airlines, and in New York City we will partner with Jet Blue Airlines.

Other things we are doing outside the box is partnering with Emeril for his TV show and he will be producing a series of TV shows centered around Florida and Florida cuisine. We will have our own St. Pete/Clearwater show about all of the best food, the best experiences in St. Pete/Clearwater tied to the cooking channel. We are talking to the cooking channel about doing trip giveaways surrounding this campaign as well. The great thing about these shows is that they don’t run once, they run multiple times at different times of the day, different days for about a seven month period on the cooking channel.

We did some research and found that in the summer a big portion of our business is right here in the Tampa Bay area. You can talk to the Tradewinds and on any given weekend sometimes the majority of their guests are right here from Tampa Bay for weekend getaways. We did some research on our Tampa Bay resident that does beach vacations and getaways and we found that they have a much much higher propensity to attend concerts than your average American or the average visitor. We are working a deal with the 1-800AskGary amphitheater and if you have been out there to a concert you know they call the area where you sit the lawn. Next year that will not be called the lawn, that will be called the beach. We will take over the VIP area and it will be totally branded St. Pete/Clearwater. We will have access so we can go to radio stations. I’m telling you all of this so you can see how you layer the brand on top of each other. We will go to the radio stations in the Tampa Bay area for the big concerts and say, we can give your listeners access to this VIP area in return for you talking about Visit St. Pete/Clearwater and we are going to give away fifteen tickets to whatever concert in the Visit St. Pete/Clearwater beach VIP area. When we host meeting planners, and sports people who are coming to look at the destination, we will schedule them around major concerts. That’s another example of how we are building this brand, building the beach, building the St. Pete/Clearwater message.

We are revamping parts of the web site. We will have inspirational. This helps with the social media, building inspirational. Instead of searching by hotel category or attraction you are going to be searching by romance, relaxation, playful, refined, upscale, adventurous. It will bring in all of those components to you so you don’t have to shop all over the web site to find all of these different things that fit that type of inspiration. We will also be doing user experience so that they can also use it in terms of neighborhoods so they can find out all there is to know about Dunedin, all that’s unique about Gulfport with one click. This is an example of user experience, we will be doing photo essays where people can post their photos of their vacations. Again, this is a social media network. It also helps us in content and the more photos and content that we

can plug in, the higher up we rank on the search engine optimization so when you type in St. Pete or you type in Clearwater our web site is going to come to the top on Google search. Our web statistics are through the roof. We are not going to be changing the look or feel of the web site. This past July had the highest visitation to the web site ever. It is continuing to grow. The bounce back rate is the lowest its been and time on the site is maintaining, and in some cases increasing.

All bureaus, all destination working organizations produce what they call visitor value. It used to be that you would get a visitor guide in the mail and you would look at the pictures and read the stories and then you would go to the listings and start planning your vacation. No one uses those listings anymore. You aren't going to go through and call hotels. The visitor guide is the inspiration. You look at the pretty pictures, you read the stories to get inspired. Once you decide that's where you want to go, you're not going to use those listings to plan your trip. Your going to go to the internet and do searches to do your itinerary. Tell me which hotels are Gulf front with swimming pools. You move from the visitor guide to the planning, which is the internet. When you get here it used to be you would bring your visitor guide with you. We are pushing all of our customers over to the mobile app. So you look for things around you in the destination either on your mobile phone or your Ipad, that's that way things are going. You leave the visitor guide at home and when you get back from vacation you start reminiscing and you start posting to Facebook, Twitter, Trip Advisor. Then they can share the visitor guide with their neighbors. What we are creating, I believe we are the first destination in the U.S. to do this, is we have a new partner, the Tampa Bay Times, they have incredible resources, if you are familiar with their Bay Magazine that is produced six times a year it's beautiful, 11 ½ x 12 ½. We are using that as a base. Our magazine will be 11 ½ x 12 ½ and there's no visitor guide in the marketplace today that size. It will not have the listings in the publication. It is going to be incredible photography, it's going to have an incredible editorial, inspirational stories, and it will showcase the destination. It will have a heavier cover than the Bay Magazine. The ads will be formatted so it's a nice clean look throughout. We will be producing 275,000 of these and with our partnership with the Tampa Bay Times comes a unique opportunity. They drop Bay Magazine in April and they drop it in June. There is not a May Bay Magazine. May is the kickoff of Tampa Bay's summer vacation season. In May the 50,000 customers that get a Bay Magazine will get our magazine to kick off the summer travel season. Then 25,000 of these will be distributed at Tampa International Airport. High impact, big imagery. Nowadays with the internet, people don't want to read - they want to get the info. They want to see bulleted points. Bay Magazine has won all of these coveted awards throughout the industry and we think this will be another award winning publication that many destinations are going to look for. This is reiterating our brand. I've had some meetings over the past few weeks with some folks and they wanted to know why our numbers in terms of bed tax were higher than Orlando, the percentages. Why are we doing better than Orlando? Part of it is that the average household income for the Orlando customer is \$55,000. A lot of people stay in those \$29-\$49 rooms in Kissimmee. Our average household income in Pinellas for a typical visitor is \$110,000. It's double what Orlando's is. It's an upscale market, it's an upscale customer and that's why all of these things are geared towards that. This is the best beach destination in Florida and we want to portray it that way. Those are just some of the ideas and some of the ways that we're portraying the brand.

I agree totally with everything that's been said on how we can partner. I have to tell you the partnership between Tampa Bay & Company with Tampa International with the service and we have some other hot irons in the fire with additional services, but that partnership is doing extremely well. We were at the International Routes Conference a couple of weeks ago. All of the airlines converge in one place each year and we had one on one meetings with these airlines. We are getting a lot of buzz out there in the industry with the Tampa International Incentive

Program and our air service development. We have dedicated dollars now in our budget for air service development. There was a lot of buzz out there and a lot of worried looks about Tampa International, Tampa Bay, Visit St. Pete/Clearwater. We are making headway in that realm. 70% of our customers arrive by air. That is our direct link to business for St. Pete/Clearwater as well as for Tampa.

4. **Questions and Answers:**

- Q. I'm impressed by each of you. As I listen to the things that each of you are doing, has there ever been an opportunity for you to sit down and do a pro-active, this is what we want to focus on? Would there be an opportunity for you all to say, why don't we see if there is a way that we could focus on sports in the Tampa Bay area? Or the trail as was mentioned, or some of the wonderful cultural activities, or the eco-tourism opportunities, or the history and any other title and do a pro active approach? I think every one of us from different backgrounds respects the fact that you each have unique identity. Would there be an opportunity that you guys could do something like that? Maybe it would be a calendar, a publication, but something that you could focus on. For folks coming from the west you could show some of the things they could see in Pinellas, Hillsborough, Manatee and Pasco.
- A. Back in May Elliot mentioned at a meeting we had with folks from Naples all the way up and one of the things we had done in the past was the Golf program where we featured all of the golf courses all the way up and down the coast. We brought in top golf writers in and that was a big success. What we talked about at our meeting in May was that eco-tourism is a great opportunity for us. We are going to continue that talk and look at how we can brand and promote the entire region. One of the other things is that right now we have a joint web site that's promoting arts and culture. It is a calendar of events for the arts organizations throughout the Tampa Bay area. That might be something that we go and talk to Elliot as well because of the Ringling and everything that's going on there. There might be an opportunity for Elliot to become a part of that web site and that calendar of events. People are traveling down to Sarasota to attend concerts and to visit the Ringling Museum and vice versa. People coming from Sarasota to St. Petersburg for the Dali and for the Tampa Museum of Arts. I think the dialogue is there.
- Q. The purpose of our getting together is not just to meet but for you to let us know how we, as a regional group, can be supportive. We would like to see whenever there's an opportunity, collaboration for helping people understand the importance of Tampa Bay, that's really where we're coming from.
- A. We have centered on eco-tourism because that is the one thread that flows through all counties and it's important to get that information out.

We acknowledged that geographically we're sitting pretty because research tells us that our visitors will go to St. Pete and enjoy the Dali, Busch Gardens, etc. We are letting visitors know of all the amenities that are around us. They will know that we are 90 miles from Disney World as well. We are a low rise, low key, more environment, get away from the hectic everyday of work and society and go chill out on Anna Maria Island. Or Longboat Key. The big step we made yesterday was the ribbon cutting of the almost two mile Riverwalk Park in downtown Bradenton. That urban core redevelopment is vital to future product development. Palmetto has some great initiatives going on as well. We also have a great agri-tourism niche market. You can go from Anna Maria Island and no more than 30 minutes away are some of the neatest farms with storefronts, an educational component, wineries. We are cross promoting in our destination office the amenities we have north of us.

- Q. I haven't heard one word about horse racing. People come down and want to enjoy the

- sun, go to the races. The meet starts in December and goes to May.
- A. We used to have a very successful steeple chase event. We didn't talk about dog racing either. We live and die on research. We have the dog track on University Parkway. Leaders in the community say, your visitor goes to the Red Barn Flea Market. And what they are getting skewed a bit because those are the snowbirds. The horse surfing that we have on Palm Sola Bay has been popular. I couldn't tell you how many travel writers come to our destination because they want to write about it. We list the meets on the web site. That brings people to Oldsmar.
- Q. We can all agree that the diversity of the environment is our collective strength. Dick Greco said many times through the years that we need each other. We need the industrial base, the marine base in Tampa. But conversely, Tampa needs the beaches, needs Pinellas County. The sooner we get together and pool our resources the more money will be in that bucket. We have to figure out a way to do that. The Rays Stadium now seems to be separating us. We have to get over that somehow.
- A. Just as an example of how this is working, D. T. just came back from a big new show called Imax and he said we need to have a booth there next year. We are expanding, not contracting these opportunities. This is a situation where you have several CVBs in the same region, in a very tight space. All of the destinations compliment, we aren't competing, we are complimenting. We've got beaches, Tampa doesn't have beaches. Elliot has surf horse riding and none of the others have that. There are so many different areas - cultural with all the museums between Tampa and St. Pete/Clearwater and the Ringling. I think we are complimenting not competing. We have one major convention center in the area and between the Forum and the Convention Center. We have been joined at the hips the last eight months gearing up for the RNC. I was going over to Tampa so much that I needed office space. There were days when I was in Tampa in the morning and they were in Pinellas at the Tropicana. We are going to be looking at another Super Bowl and Tampa can't do the Super Bowl without us. Any of these big types of community things that we can bid on brings us closer together.

We will struggle with the World Rowing Championships without everyone. It touches on partnerships and working together. The one thing that we can do to showcase is keep clean cities. I was on Anna Maria Island this morning and I saw so many election signs, and I said to myself that I can't wait for this election season to be over because it has cluttered up the island. Don't you hate it when a business closes, whether it's Checkers or a gas station and that sign just sits there. It looks bad. They took Checkers out but now you have framework that sits there for months and months and years. That's the first impression that we are sharing with our visitors. If there is an initiative that we could all work together in the Tampa Bay regional area, let's work to get rid of that. The governments need to help us do that. You have the Nathan Benderson Park Water Center on University Parkway and in about six months they will finish that and it will be ready for a world championship. It will be the best venue in the western hemisphere. I've been to London where they just hosted the Olympics, and I was in Bulgaria with a team that hosted the world junior and senior rowing championships and this is a big train that we all need to get on. They just submitted paperwork to bid on the 2017 World Championships that will bring over 100 countries to this region. We will know by September in South Korea if we will be awarded those championships. When we get the World Championships in 2017, they will give us two test events, one in 2015 and one in 2016 that will be pretty big. A lot of these athletes will be coming in through Tampa International. We will need bed stock in Pinellas and Hillsborough. We are going to Switzerland in a couple of weeks to meet with the folks who dictate where the championship games are played and then we will come back with marching orders of

who we need to collaborate with, how often, and what we need to get done. It's going to take more than CVBs to get this done. We will need good government support. The Chairman, who lives in France said, before we award a city these championships we want to see strong government support. I know we will have that.

- Q. I think we are hearing a theme going around this table that we are looking to expand on collaboration. I think each one of you did an outstanding job of sharing the outstanding work that each of you are doing to compete and bring new business to your respective counties. I heard a comment that collaboration is important and that each of you are including various attributes of other parts of the region in your marketing. I think the 900 lb. gorilla in this room is going to be timely transportation connectivity. I think all of you would agree that when you are in Pasco, Ringling is a draw. If you are in Sarasota or Manatee a balloon ride in Pasco is a draw, if you are in Pinellas Busch Gardens is a draw, if you are in Hillsborough the beaches of Pinellas are a draw. But how quickly can we get you out there so you can experience that and grow that emotional spirit and experience and for us as public servants and elected officials we have to wrestle with some very sensitive subjects, one being transportation. The path of least resistance is to harness the resources we have. Today, you are a group of resources. If there is a way that we can work better and closer together it makes our job easier to bring you the additional tools that you will need. I know for years you heard the term, Suncoast. I don't know if it was just used in Pinellas or if Sarasota/Manatee used it but if there was a way that we could develop a brand identity for our region that each of you individually can adopt into what you are doing so that collective regional identity has captured all of the attributes that make the experience of coming to this part of the world even better. I work in the advertising business, I have for over 30 years. Two of my clients over the years, one was in Sarasota out on the beach and the other is out on the beach in Pinellas, market Europeans. We used everything within a 50 mile radius to draw them here. Because there are attributes that one particular county may not have that's strong as a collective attributes. My question to you is, what happened to Suncoast? And, could it be expanded so that we have a brand that is something like "a Florida Suncoast Regional Experience?" A tag line could be incorporated into what each of you are doing that draws the bigger picture together.
- A. First of all I think Suncoast was gone before any of us were here. I think that Suncoast goes back to what we were doing in the past which we were Florida's beach and no one really knew where Florida's beach was. When you say Suncoast that really doesn't mean anything, it doesn't tell you where. I hear what you're saying.
- Q. It doesn't have to be that, but something that draws the parts together as a brand that could be brought into each of your individual identities that captures the wonderful experience of this part of the world. Keeping Busch Gardens is important to you in Pinellas and in Sarasota/Manatee. Keeping our hotels on the beaches are important to us in Hillsborough. Whether we like it or not we have parimutuels, whether its dogs or horses, we also have a casino, the largest in the State of Florida. There has to be a way that we can pool our resources, maybe partition a little money from each of your initiatives for collective marketing of the region that all of you could share. And not just you but each of the private sector ad budgets such as Busch Gardens or any of the other marketing efforts that are happening.
- A. It's funny that you say Busch Gardens because two things: First of all, I came directly here from there and met with their senior sales marketing team and as soon as I got here I told Kelly that we talked about some stuff for the Florida market and the three of us need to get together to talk about it. There is a lot of that we do. Before, the current President of Busch Gardens Denny was there and we held numerous workshops. Busch wanted us to develop some sort of a tag line that each of the CVBs could use. Exactly what you are

talking about. They brought their ad agency in from Las Vegas and we brain stormed and came up with some ideas. It's not as easy as it sounds. It was a very difficult process, we were getting there but we weren't there yet. They now have a new ad agency and Kelly came on board. There's been some changes throughout the region. I think it probably would be a good time to revisit.

- Q. There's always been a push to use Tampa Bay as part of that identity. Frankly, Clearwater/St. Petersburg and Sarasota/Bradenton don't want the name "Tampa" in there. That's why something, and not necessarily Suncoast, but something that can be shared among everyone that isn't part of anyone's current identity.
- A. When we are working with Tampa International we are referring to the airport as the Gateway to the West Coast of Florida. We are using that kind of tag line to talk about the airport and that this Tampa Bay area is the gateway to the west coast of Florida.
- Q. I serve on the Board of Directors for Tampa International Airport. And I respect the wonderful work that Sarasota/Bradenton is doing with their airport. We are looking to have our Director work more closely with your director and also with Pinellas County so that the three can work together. There may be a flight that is a connecting flight that would fly into your airport, jump on an express bus to Tampa, or to St. Pete/Clearwater and go to another destination, but we need to find a way that we can work together to go after more expanded businesses. Same thing with the Ports. What can we do to harness the resources we have so that it makes it easier for us to meet with our constituents and look at how we can then better connect? You already have budgets. You are already out there marketing the region. You are already trying to go after the business. Can a piece of what you do be a part of the bigger picture?
- A. We did not have a good brand in the marketplace two years ago. What is exciting is that D. T. has an awesome brand that's now in the marketplace. We feel that we also have an awesome brand in the marketplace and Kelly will have an awesome brand in the marketplace. I'm shocked everyday how geographically challenged society is. We were in Chicago for a focus group and they said they were in Anna Maria Island and they pointed out that wasn't Florida. I asked them if we were serving them beer before because it was mind boggling. We have three clear brands and we are all out in the marketplace and as long as we get that visitor in one of our destinations, dollars are going to flow into the other destinations. D. T.'s \$110,000 household income, ours is \$104,000 and Sarasota is around \$106,000 to \$108,000. They have disposable money to take the drive up to the Dali or Busch Gardens and maybe hang their hat on Anna Maria Island or if they are in Clearwater they come down to do an agri-tour. There's that adage in advertising that you have 3 seconds to convince that consumer to get it or they are going to move on. It's that 3,000 advertisements we face daily in society. It's almost like we have to keep it so simple, get them engaged, and like D. T. said, get them right to your web site. And close the deal there. I know where your heart is, I think our hearts are in the same place, we just talk a little bit of a different language. To throw money into a pot together, well his \$18 million and my \$2.2 million I'd be embarrassed to say I can give you \$25,000 and he's going to put up \$2.5 million. I'm not sure the numbers would work. If we have these initiatives: eco-tourism, the Golf Travel Writers, etc., the wealth is spreading in the region. There's no doubt about that. At the Imax meeting last week we had a planner come up to us and she said, St. Pete/Clearwater - now where is that in Florida? And we said it's the Tampa Bay area, and she said oh, I just had a meeting down in Tampa. We asked what hotel and she said the Don Cesar. She was in St. Pete Beach but she referred to it as Tampa. Anna Maria Island is known to some as Sarasota.
- Q. From Hillsborough's perspective it would be a lot easier for us to market the idea of a hover like they have in Seattle to Vancouver to Victoria and back where the hotels can

share the convention opportunities between Anna Maria Island, The Tampa Convention Center and downtown St. Petersburg. Stay over at the Hilton or Vinoy and attend conventions at the Tampa Convention Center and get across the bay in 5-10 minutes would be a strong opportunity. Technology is there. You have to give us the leverage to be able to do this. That means coming together and having a regional brand to do that. I have to say to Eric that his placement statement, Natural Destination, it's the truth. You ask anybody in Scandinavia about Florida and they know Pasco County because it's the world's capital for nudism. That's the most profitable resort in the Tampa Bay area. It made \$29.6 million last year.

- Q. I think you all did a really great job. One of the things we missed in the first two presentations was the discussion of comparative advantages, not competitive advantages because you all seem to have quite a bit of coordination happening between the agencies. Each one of you though talked about your comparative advantages, for example, eco-tourism in Pasco County. Eric mentioned that they have land. That's the comparative advantage. That's something that Pasco County can really leverage. Nudist resorts is a draw, that's something that certainly isn't happening in Hillsborough. You talked to someone who thought they were in Tampa and they were actually at the Don Cesar, well that's the over arching Tampa Bay regional area which is how we are actually positioned as a planning council. I think there is some way to leverage that. When I was a child, I grew up in Minnesota, and I remember because the Vikings and the Bucs were in the same conference at the time. I remember sitting in Minnesota in the middle of December watching the Vikings play in Tampa Bay thinking, holy cow, doesn't that look amazing. We were sitting in minus 15 and 5 feet of snow and it's beautiful watching Tampa. You see things like Chicago, New York, and the big draw there. I am curious with that advertising spectrum because it seems to be focused on Chicago and New York, what percentage of your visitors actually come from those areas?
- A. New York, Boston and Chicago are typically the top three destinations. These were just examples. There is a broad campaign for the mid west and the northeast in the winter. In the summer we shift and primarily are focused on the in-state market.
- Q. Kelly mentioned that the big challenge is, in his perspective, transit. I'm curious, what are the things that are holding you back and how can this Council help facilitate a resolution?
- A. 20% of our customers are European. I'm not sure if that's similar for Elliot. They are asking all the time, do I have to rent a car? And yes, they pretty much have to. I had my meeting at Busch Gardens this morning. I allowed an hour and twenty minutes because sometimes it takes me that long but this morning it took me 47 minutes to travel there. My brother lives in south Denver and what a great thing to jump on that train and go into downtown and go to a Broncos game or do whatever and take the train back to Littleton. I think transit, if we had a great transit system that connected the different areas and the airports that would be huge, especially for the European visitors. We have a free trolley on the island and that is appealing not only to the European visitor but you can fly into SRQ, take a taxi to the island, and you are done. You don't have to rent a car. Just use the free trolley. We have private development in the urban core, big houses being restored, so we would love to see the trolley go from downtown Bradenton to the island. Coquina Beach is a nice stretch of public beach and has a lot of parking. Quietly there has been discussion in getting a ferry from Fort Desoto to Anna Maria Island. Surprisingly, at our focus groups, people who fly into Tampa International from the northeast come to Anna Maria Island and they want to go over that Skyway Bridge. Then they come back for a vacation to our destination or our people might stay in Anna Maria one year and then go up to Clearwater the next year. People coming into Tampa International love to go across the bridges. We were surprised by that. They love the

Skyway Bridge, and even the bridges over Palma Sola Bay, they are detoxing and every bridge is one step closer to paradise. Our average visitor stays 7 nights at our destination. Many people come into Tampa International and its like once they arrive they are on their own. You have to make the rental connection or have relatives pick you up.

Q. I like what Kelly said about the mass transit. That is the key. If you didn't see what happened with the RNC versus the DNC you are blind. People riding buses had to walk almost 2-3 blocks. Once they got in it was OK. But its all about the ambiance of the destination. People remember that. Mass transit is great. You talk about the trolley and St. Petersburg has that. The trolley goes from the Pier in downtown St. Pete all the way out to Pass A Grille. It started out slow but now rider ship is up. I know the BRT (Bus Rapid Transit), another mass transit from Pasco, is \$30 a month to go from Pasco to downtown Tampa. I like what you are doing in Chicago with the buses and the UPC codes. Using the technology is huge. Also I wanted to ask D. T. about packaging. It would be neat if you had some way you could bring in certain things and add to them. It would be like registering and then confirm them from the app. The impact with the eco-tourism with the Rays from Boston and New York. I was sitting next to a man from Boston at a Rays game and he explained to me how they came down, flew into TIA for a 3 game series and are eating in our restaurants, staying in our hotels, visiting our museums, visiting our beaches, watching the games for less than they could buy a ticket from where they came from. Blue Chip is a lot of development areas that we are trying to encourage eco-development in. They have prices and acreage and all of that. Sometimes people come down for vacation but they also look to relocate to this area. If you could have a link where they could go out and look at some of the real estate or big parcels that might be huge. There are opportunities for shared links.

Q. What does your marketing tell you, what does your data tell you about people who come to your destinations who spend time in the other destinations?

A. A lot of people who come to our destination from outside of Florida believe that they would say that Clearwater/St. Pete is to built up. They want that escape feeling. That's from outside the state. Our number one theater market that comes to our destination is Tampa/St. Pete. We are doing marketing in his backyard and Kelly's backyard. Research will prove that people in our area will go up and enjoy the amenities across the Skyway Bridge. The European business moves around a lot. The Dutch come for two weeks and they will stay 3 days with us, 3 days with Elliot and then they will go down to Naples. We do major co-op in Europe with Orlando because of what they call a two center holiday. We are marketing ourselves in Europe as Orlando's beaches. We have a partnership with the CVB where we do co-op marketing with two operators so that they go to Orlando for all the craziness at the theme parks and then they come over here to chill on the beaches. Another thing that I failed to mention is, everyone in this room knows who Winter the dolphin is and the movie. That movie has spawned seven new major movie productions and a lot of those are going into other areas. There has been some scouting down in Manatee and Sarasota. Magic Mike was filmed on both sides of the bay. There is a lot of collaboration going on with the film industry. That's huge business for us. We are very successful in hosting these production companies. The producers of Dolphin Tale said it was the best experience they ever had because of the cooperation with law enforcement, the county and city governments, and they film all over the world. We are becoming known as a film destination in the State of Florida and its all because of Winter the dolphin. Mr. Falcione said they are talking about partnering with Sarasota County. About competition - our job is community service to partner when we can in a manner that will bring additional dollars to both partners. But where we compete is, we have customers, our stakeholders, our accommodations who are

collecting the bed tax. Kelly has more of a challenge because he has the membership bureau and that has special interest possibilities. We are trying to serve our internal customers, the hotel that is collecting that money, so when we share our marketing and advertising plans they know we are working for our destination that brings dollars into their business. If we properly articulate, if we had this initiative regionally its going to help with the small amount of money. That's why we collaborate. We see each other probably more outside the state than inside, but every time we go to an international trade show or an association we always get together and huddle and see what's going on and how can we work together.

5. **Wrap-up:**

Chair Bustle: We've had the same conversation with the airports, and to a certain extent from the transportation folks. I have to compliment all of you because you didn't hold back anything. You were candid with your comments. Thank you for that. You have raised a lot of thoughts in our minds and provided us with something that we can get our teeth into as far as maybe coming back with some findings and recommendations.

Meeting adjourned at 3:42 p.m.

Larry Bustle, Chair

Lori Denman, Admin. Assistant