Together, we are VISIT FLORIDA

Successfully marketing a destination as diverse and expansive as the Sunshine State requires a vast array of people, talent, resources and commitment. As the official tourism marketing corporation for the State of Florida, VISIT FLORIDA is working constantly to improve the way we showcase all that this great state has to offer in order to establish Florida as the No. 1 travel destination in the world.

In this interactive online annual report, you will find a wealth of information about the programs and partnerships VISIT FLORIDA created or enhanced this past fiscal year. As you view this report, we hope that you will enjoy sharing in the successes that VISIT FLORIDA achieved in 2009-2010 because without the involvement of Florida’s residents and fans, the employees in the Florida tourism industry and all our other partners and supporters, none of these accomplishments would be possible.
2009-2010 STRATEGIC PRIORITIES

Established by the Florida Legislature in 1996 as the state’s official tourism marketing corporation, VISIT FLORIDA serves as the sole statewide destination marketing organization representing the entire Florida tourism industry. In this role, the VISIT FLORIDA team focuses our efforts on supporting the organization’s mission, vision and values which provide a roadmap for the strategic planning of all marketing goals and initiatives.

VISIT FLORIDA’s Mission is to promote travel and drive visitation to and within Florida.

VISIT FLORIDA’s Vision is to establish Florida as the No. 1 travel destination in the world.

VISIT FLORIDA’s Values are Integrity, Excellence, Innovation, Inclusiveness, Welcoming, Fun and Teamwork.
VISIT FLORIDA’s Marketing Principles

In order to maximize the impact of our marketing resources, VISIT FLORIDA has adopted a set of eight marketing principles to drive strategic thinking for this fiscal year and beyond. While each principle has value on its own merit, the greatest value for VISIT FLORIDA is in executing these principles consistently and in concert with one another.

1. **With Scarcity Comes Clarity** – Prioritization of limited resources continues to focus VISIT FLORIDA efforts on those programs that maximize impact, leverage our budget and create value for our industry Partners.

2. **Create Value & Add Value** – Every VISIT FLORIDA program or initiative must create value and add value for one or more of our stakeholder groups.

3. **Something for Everyone, But Not Everything for Everyone** – VISIT FLORIDA has made a strategic decision to provide valuable programs for all Partners, while recognizing and communicating that not all programs will be a good fit for every Partner.

4. **Quality vs. Quantity** – VISIT FLORIDA recognizes that it is not necessarily the number of people we reach that is most important, but rather it is the impact we have on consumer behavior.

5. **If It’s Worth Doing, It’s Worth Doing Right** – While wise financial stewardship is critical in all that we do, VISIT FLORIDA 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.

6. **Everything Is Connected** – VISITFLORIDA.com is the “Sunshine State’s Official Source for Travel Planning” and, wherever possible, it will be the call-to-action on all consumer-facing marketing efforts.

7. **Everything Is Co-op-able** – In order to maximize the reach of our shared Florida brand, VISIT FLORIDA is committed to exploring co-op arrangements in all of our marketing efforts. We continue to focus on expanding Florida’s presence in front of consumers by facilitating cost-effective advertising buys for our Partners through co-op negotiations and opportunities placed on our Co-op Marketing Planner.

8. **Best-in-Class Partnerships** – VISIT FLORIDA is committed to creating marketing partnerships with firms that match Florida’s brand strength and consumer focus. We have assembled a team of best-in-class partners with whom we are able to implement strategic co-op marketing programs that significantly leverage our budget and provide Partners with access to promotions on a scale not otherwise possible.
VISIT FLORIDA’s Strategic Priorities

For the 2009-2010 fiscal year, five strategic priorities were identified which defined all of VISIT FLORIDA’s marketing goals and efforts over the past year.

1. Provide leadership to ensure the Florida tourism industry is competitive and sustainable.

2. Become the trusted source of travel information that informs and inspires travel to and within Florida.

3. Protect and grow Florida’s share of destination travel through integrated sales and marketing programs that drive visitation to and within Florida.

4. Leverage VISIT FLORIDA’s resources through cooperative marketing programs that create and add value for Partners within and outside the Florida tourism industry.

5. Put all VISIT FLORIDA resources to their highest and most productive uses to maximize operating efficiencies and the impact of all organizational efforts.

The information in the four links to the left provides key examples of the ways in which VISIT FLORIDA implemented the new marketing principles to achieve our overall strategic goals and priorities set forth for the 2009-2010 fiscal year.
Providing Leadership

As the official tourism marketing corporation for the state, VISIT FLORIDA is committed to providing leadership that will ensure Florida’s tourism industry remains competitive and sustainable. Expanding and increasing industry engagement is a key component for providing leadership, and buy-in and participation from tourism businesses and leaders are essential for the success of VISIT FLORIDA’s marketing objectives. During the 2009-2010 fiscal year, VISIT FLORIDA revamped a number of events and programs, along with the overall Partner program, to better serve the industry. The driving force behind these changes was to focus efforts on programs that maximize impact, leverage VISIT FLORIDA’s budget, and add value for Partners wherever possible.

VISIT FLORIDA overhauled its 14-year-old partnership structure to provide a more efficient and economical way for Partners to participate in VISIT FLORIDA’s marketing initiatives. While recognizing that offering valuable programs for all Partners is essential, but that not every program will be a good fit for every Partner, the new structure allows businesses to determine their level of engagement based on individual staff, time, energy and dollars. This simplified approach enables VISIT FLORIDA to serve a wider range of tourism businesses by not limiting engagement to a “one size fits all” model, while ensuring that a variety of programs are available to meet the needs of every Partner.
Providing Leadership continued

The restructuring of VISIT FLORIDA’s partnership model required extensive education for both new and existing Partners. One-on-one marketing consultations were available for Destination Marketing Organization and Premier Partners to provide direction on the opportunities best suited for these businesses. Small business webinars were offered on eight occasions to provide information on programs and initiatives that are best tailored to fit the needs of our Small Business Partners. In an effort to help grow the tourism product and provide assistance to destinations in rural areas with severely limited financial and human resources, VISIT FLORIDA launched the Rural Tourism Marketing Co-Op Pilot Program to provide individualized, hands-on counseling for rural businesses that depend on tourism.

VISIT FLORIDA also hosted industry events throughout the year to educate and engage Florida’s tourism industry. The Florida Governor’s Conference on Tourism is an annual event held in the fall offering the opportunity for members of the travel industry from across the state to learn the latest in marketing strategies, obtain critical research data, share best practices and receive powerful hands-on marketing solutions for destination marketing.

To prepare for the upcoming fiscal year, VISIT FLORIDA hosts an annual Marketing Retreat each winter for Partners and other key influencers of the tourism industry in Florida. During this two-day event, industry experts and VISIT FLORIDA staff present information regarding the upcoming year’s strategic and budgetary planning process and solicit valuable input and feedback from attendees.

VISIT FLORIDA will continue to refine its marketing opportunities and programs, expand and increase industry engagement and provide valuable leadership to ensure that the best possible marketing strategies are in place to make Florida the No. 1 vacation destination in the world.
Being the Trusted Source

VISIT FLORIDA's commitment to being the trusted source of travel information that informs and inspires travel to and within Florida was brought to the forefront on April 22, 2010, when an oil leak was discovered in the Gulf of Mexico. Providing strategic thinking and leadership in relaying information to consumers regarding the effects of the oil spill on Florida became a top priority and responsibility for VISIT FLORIDA. Though during the early stages of the crisis, the oil did not present an imminent threat to Florida’s coastlines, refusing to acknowledge the situation would have been detrimental to the state as a whole. With the entire world focused on the crisis and its potential impacts, VISIT FLORIDA emerged as one of the most reliable and high-profile resources of information for all key audiences involved.

VISIT FLORIDA focused on ensuring that the reality of the oil spill's effect on Florida's tourism was accurately articulated to consumers. VISIT FLORIDA reached out to consumers directly through VISITFLORIDA.com and social media, providing real-time updates and a forum for visitors to ask questions and interact with VISIT FLORIDA staff. Advertising was another key component in the response, and VISIT FLORIDA launched a campaign utilizing television, radio, print and online with “Florida is open for business” as the key message. A specific emphasis was placed on the minimal impact to Florida's Northwest Gulf Coast, followed by a reminder of the expansiveness of Florida's coastline, much of which remained unaffected by the spill. An aggressive media outreach was also orchestrated to provide news outlets with timely information that represented the true impact of the situation to Florida, both physically and economically.
Being the Trusted Source continued

As the state’s official tourism marketing agency, it was essential for VISIT FLORIDA to also provide strategic leadership and information to Florida’s tourism industry and government officials in regard to the oil spill’s impact on Florida tourism. Partners looked to VISIT FLORIDA for assistance in minimizing the impact of the crisis on their individual businesses and destinations. VISIT FLORIDA recognized the importance of promoting the state as a whole and provided resources beneficial to all areas of the state, in addition to providing focused support to the most heavily affected Gulf coast regions. VISIT FLORIDA also established an increased level of visibility within the state government, and was recognized as a vital part of the discussion, as well as a resource for providing information to government officials on statewide and national levels.

Though the oil spill response continues to impact Florida’s tourism, the initial crisis response afforded VISIT FLORIDA the opportunity to prove its commitment to being the trusted source for Florida travel information regardless of the circumstances. Consumers, the media, the tourism industry and government officials now know that they can look to VISIT FLORIDA to provide accurate, timely and responsive information regarding Florida travel and tourism.
Maximizing Market Share

VISIT FLORIDA has a responsibility to protect and grow Florida’s share of destination travel and does so through integrated sales and marketing programs that drive visitation to and within Florida. VISIT FLORIDA also recognizes that it is not necessarily the number of people reached that is most important, but rather the overall impact that marketing initiatives have on consumer behavior. One of the biggest challenges faced by VISIT FLORIDA during the 2009-2010 fiscal year was the reclaiming of customers as the down economy began to show signs of improvement. The ideas of “staycations” and traveling locally were promoted heavily by many destinations during 2008 and, as the economy continued on the path to recovery, it became crucial for VISIT FLORIDA to re-engage travelers across the nation.

Strategic, integrated and targeted marketing campaigns are the cornerstone of VISIT FLORIDA’s marketing efforts for maximizing market share. In 2009-2010, VISIT FLORIDA launched “Your Florida Side,” a national brand campaign designed to unlock the power of the memories and experiences generated by nearly 100 million vacations taken in Florida each year. Research shows that nearly 94 percent of visitors to Florida have been to the state before, representing considerable brand loyalty and a personal connection to the destination. “Your Florida Side” featured vibrant imagery that combined both familiar and unexpected Florida scenery with action verbs encouraging consumers to “embrace,” “unleash,” “awaken” and “release” their Florida side.
Maximizing Market Share continued

With nearly one million Floridians employed in the tourism industry, VISIT FLORIDA also recognizes the importance of engaging Florida residents in helping to boost the state’s economy. VISIT FLORIDA launched a statewide viral integrated marketing campaign, “Share a Little Sunshine,” empowering Floridians to take an active role in protecting jobs and creating revenue in their communities by sending an e-vite to their friends and family. The campaign tapped into a huge resource using the most powerful tool in tourism marketing—a personal invitation.

VISIT FLORIDA is proud to have the No. 1 trafficked state destination marketing organization website in the country. Along with providing valuable travel resources and tools to consumers, VISITFLORIDA.com serves as a means for engaging new and repeat visitors to Florida. It also provides an interactive forum for Florida vacationers to share their experience with others, engaging consumers both pre- and post-trip. During the 2009-2010 fiscal year, VISIT FLORIDA launched a redesign of VISIT FLORIDA.com to provide a cleaner, more user-friendly interface. The site is continually upgraded and improved to ensure that the most innovative travel planning tools are available to consumers.

The need to engage consumers is an ongoing challenge highly influenced by outside factors, including technological advances and increased destination competition. VISIT FLORIDA’s marketing efforts will continue to evolve with new and innovative methods responsive to the shifts in global travel trends in order to maximize Florida’s market share as a premier vacation destination.
Leveraging Resources

To remain a competitive destination marketing organization, VISIT FLORIDA continues to improve and refine our business practices. These efforts ensure that resources are put to their highest and most productive uses while maximizing operating efficiencies.

VISIT FLORIDA is committed to creating marketing partnerships with firms that match Florida's brand strength and consumer focus. By assembling a team of best-in-class partners, VISIT FLORIDA is able to implement strategic co-op marketing programs that significantly leverage combined budgets and provide Partners with access to promotions on a scale not otherwise possible. Major strategic alliances with AirTran Airways, American Express Travel Related Services, Disney Destinations, Dollar Rent A Car, The Hertz Corporation, SeaWorld Parks & Entertainment and Universal Orlando were also established to leverage the resources of these key tourism organizations and to unite marketing efforts in driving visitation to Florida.

Every VISIT FLORIDA program or initiative must create and add value for one or more of our stakeholder groups. In order to maximize the reach of the shared Florida brand, VISIT FLORIDA is committed to exploring co-op arrangements in all of our marketing efforts. The focus on expanding Florida’s presence in front of consumers is facilitated by VISIT FLORIDA negotiating cost-effective advertising buys that are then offered to the Florida tourism industry through our Co-op Marketing Planner, which offers more than 200 advertising, sales, promotions and public relations opportunities from which to choose.
Leveraging Resources continued

Human resources play a key role in VISIT FLORIDA’s overall success. Leading into the 2009-2010 fiscal year, VISIT FLORIDA re-evaluated the organization’s internal structure and implemented changes to improve and foster integration between departments while maximizing operational efficiencies. New positions, such as a social marketing representative, were added to ensure that the organization remained in step with global marketing trends and were able to reach consumers through popular methods in today’s culture. Though the overall staff size was ultimately reduced, the integrity of the organization was maintained to guarantee that VISIT FLORIDA’s marketing goals and objectives would be carried out in the most resourceful manner possible.

VISIT FLORIDA’s success as a destination marketing organization is ultimately dependant on our ability to remain flexible and open to change. By re-evaluating past models and exploring innovative new opportunities, VISIT FLORIDA is strategically positioned to effectively leverage available resources to respond to the ongoing changes in the global marketplace. This forward-thinking approach is what enables VISIT FLORIDA to remain one of the most aggressive and pioneering destination marketing organizations in the world.
On behalf of the tourism industry in the Sunshine State, VISIT FLORIDA was focused on maximizing the impact of our marketing resources to attract visitors to the state during the 2009-2010 fiscal year. From the launch of a national campaign that reached millions of potential visitors to the highly personalized answering of individual visitor questions at the Official Florida Welcome Centers, VISIT FLORIDA’s efforts over the past year contributed significantly to making Florida the premier vacation destination for visitors from across the globe. The following “Annual Highlights” showcase just a few of the ways VISIT FLORIDA’s responsiveness and leadership helped grow the Florida brand during the past year.
Launched new integrated Marketing Planner tool, featuring VISIT FLORIDA’s officially-sanctioned co-op and marketing programs, which allows users to create their own customized marketing plan.

Upgraded VISITFLORIDA.com by adding BookDirect feature and rebranding “Insiders”.

Selected new advertising agency of record and expanded agency structure to provide a stronger and more creative messaging focus than ever before.
Hosted re-designed 42nd Annual Governor’s Conference on Tourism to allow industry members to learn the latest in marketing strategy, receive critical research data and share best practices in a shorter, more cost-effective format.

Launched corporate blog at SunshineMatters.org as a new way to educate, inform and engage the industry.

Concluded highly-successful 12-week initial “Share a Little Sunshine” campaign that generated more than one million impressions through social media efforts.
Co-hosted “Golden State Meets Sunshine State” congressional reception in Washington, DC to showcase unity within the national tourism industry.

VISITFLORIDA.com, the trusted travel planning site for millions of consumers, was named “Best Florida Website” by Florida Monthly magazine’s readers.
Launched Florida Reflections Culinary Campaign, an award-winning integrated co-op program reaching affluent consumers in partnership with American Express.

Assembled strong team of “best-in-class” partnerships with firms that match Florida’s brand strength and consumer focus, such as Kodak.

Established “State’s Official Source for Travel Planning” seal and created new VISITFLORIDA.com logo as call-to-action for all advertising.
Launched the “Destination Matters” meeting stimulus program to emphasize that “Meetings Mean Business for Florida”

Hosted 29th Annual Florida Encounter meeting professionals tradeshow designed specifically to bring meetings business to Florida

Participated in U.S.-China Tourism Summit to explore opportunities to grow travel between the two countries

Debuted new visitor estimates methodology to improve accuracy using a more statistically sound estimator
Unveiled new best-in-class 
marketing partnership with 
Mazda North America to leverage 
the power of both brands through 
joint marketing programs featuring 
national exposure

Hosted month-long media 
FAM trip for Brazilian 
journalists who traveled 
throughout Florida to report on 
all aspects of the destination 
to the Brazilian market

Held annual Marketing Retreat for 
industry experts and VISIT FLORIDA 
staff to present upcoming year’s 
strategic planning process and 
solicit input from attendees
Launched “So You Think You Know Florida” promotion with CBS, which had the most number of entries ever received by the network giant.

Produced first-ever in-house versions of the Official Transportation & Florida Attractions Maps.

Unveiled re-designed VISITFLORIDA.com home page to provide a cleaner, more user-friendly interface.
Re-launched enhanced integrated “Share a Little Sunshine” grassroots campaign with a kick-off rally, key partnerships, statewide public service announcements and promotions.

Launched “Your Florida Side” integrated marketing campaign to reach national audience with focus on key feeder markets for Florida.

Launched revamped Florida Tourism Counts website to raise awareness of the importance of the tourism industry to the state’s economy.

U.S. Senate passed Travel Promotion Act establishing a new national organization modeled after VISIT FLORIDA.
Showcased “Share a Little Sunshine” campaign before national and international audiences through a **celebrity endorsement with actor/Mazda racer Patrick Dempsey** during Grand Prix of Miami race weekend.

Increased awareness of the Florida brand through strong presence at key domestic and international **trade, meetings and consumer travel shows**.
Leveraged core marketing programs through media missions and receptions in ten major markets targeting general and niche travel media.

Welcomed 2.3 million visitors to the five Official Florida Welcome Centers, which hosted festivals, public awareness campaigns and other themed events.
Launched "Florida Live" on VISITFLORIDA.com including real-time photos, videos, webcams and blog posts

Maximized awareness of the Florida tourism product through 79 promotional programs generating more than 700 million consumer impressions

Initiated aggressive marketing response plan to counter misperceptions by the traveling public from media coverage of the Deepwater Horizon oil spill in the Gulf of Mexico.
Recognized for visionary leadership as the first-ever state destination marketing organization to receive accreditation by Destination Marketing Association International.

Launched “Florida Live TV” on VISITFLORIDA.com to enhance real-time travel planning resources for visitors by providing a mobile view of destinations across the state.

Leveraged partnerships with state agencies and associations to extend the reach of VISIT FLORIDA’s marketing response to the Gulf oil spill.
VISIT FLORIDA’s successes cannot always be measured in numbers. However, the following “Measures of Success” illustrate the impact of VISIT FLORIDA’s efforts to position Florida as the No. 1 travel destination in the world. Unless otherwise indicated, the numbers in this section represent totals for VISIT FLORIDA’s fiscal year, which runs July 1 to June 30.

80.9 million ....... Total number of out-of-state and international visitors to Florida*
16.8 million ....... Total number of in-state travelers*
$60.9 billion ...... Total spending infused into Florida’s economy by visitors*
968,400 ............. Number of Floridians directly employed by tourism*
3,402 ................. Number of VISIT FLORIDA Partners
$14.6 million ...... Industry investment in co-op programs provided by VISIT FLORIDA
1.09 billion ........ Consumer impressions generated through co-op and dedicated VISIT FLORIDA advertising in domestic and Canadian markets
5.31 million ....... Visits to the consumer website, VISITFLORIDA.com
6,177 ............... Followers on VISIT FLORIDA consumer Twitter account, @VISITFLORIDA
7,062 ............... Fans on VISIT FLORIDA consumer Facebook account, Facebook.com/VISITFLORIDA
22,451 ............. Fans on Share a Little Sunshine Facebook account, Facebook.com/FloridaSunshine
1,001 ............... Number of golf courses listed on the new VISIT FLORIDA golf site at golf.VISITFLORIDA.com, created in partnership with the PGA of America and the Florida Sports Foundation

*Reflects calendar year 2009
<table>
<thead>
<tr>
<th>Measures of Success</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of VISIT FLORIDA “Insiders” who are blogging, Tweeting, posting videos,</td>
<td>8</td>
</tr>
<tr>
<td>answering questions and offering Florida travel tips to potential visitors all</td>
<td></td>
</tr>
<tr>
<td>around the world</td>
<td></td>
</tr>
<tr>
<td>Travelers who visited VISIT FLORIDA’s five Official Florida Welcome Centers</td>
<td>2.3 million</td>
</tr>
<tr>
<td>Travelers who participated in six monthly themed celebrations hosted at the</td>
<td>1.2 million</td>
</tr>
<tr>
<td>Official Florida Welcome Centers</td>
<td></td>
</tr>
<tr>
<td>Number of room nights booked through Official Florida Welcome Centers for</td>
<td>3,653</td>
</tr>
<tr>
<td>reservations at hotels, state parks, campgrounds and attractions totaling $276,575</td>
<td></td>
</tr>
<tr>
<td>Media value/equivalency generated from the execution of 44 bartered promotional</td>
<td>$13.1 million</td>
</tr>
<tr>
<td>programs</td>
<td></td>
</tr>
<tr>
<td>Consumer impressions generated from 44 bartered promotional programs</td>
<td>460.1 million</td>
</tr>
<tr>
<td>Media value/equivalency generated from $241,000 spent on the execution of 35</td>
<td>$9.8 million</td>
</tr>
<tr>
<td>paid promotional programs</td>
<td></td>
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<tr>
<td>Consumer impressions generated from 35 paid promotional programs</td>
<td>257.3 million</td>
</tr>
<tr>
<td>Number of consumers who entered the “So You Think You Know Florida” sweepstakes</td>
<td>220,000</td>
</tr>
<tr>
<td>with CBS, which was the largest number of entries ever received by CBS for a</td>
<td></td>
</tr>
<tr>
<td>promotion</td>
<td></td>
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<tr>
<td>Number of opt-ins generated through dedicated splash page for “Free Your Florida</td>
<td>5,800</td>
</tr>
<tr>
<td>Side” sweepstakes, which received more than 108,000 unique visitors, 153,000</td>
<td></td>
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<tr>
<td>contest page views and 160,000 entries</td>
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<tr>
<td>Domestic media impressions of publicity generated through public relations,</td>
<td>54 million</td>
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<tr>
<td>corporate communications and promotional activities</td>
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</tr>
<tr>
<td>Domestic impressions generated through online articles by public relations,</td>
<td>7.5 million</td>
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<tr>
<td>corporate communications and promotional activities</td>
<td></td>
</tr>
<tr>
<td>Advertising equivalency generated as a direct result of public relations and</td>
<td>$2.9 million</td>
</tr>
<tr>
<td>corporate communications media activities</td>
<td></td>
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</tbody>
</table>
2.2 million........ Consumer impressions generated through Florida Reflections Culinary Campaign with American Express which resulted in $319,350 in co-op revenue and 6,000 qualified leads for VISIT FLORIDA Partners

$26.4 million..... Economic benefit to Florida as a direct result of 1,609 one-on-one appointments conducted between travel suppliers and meeting professionals during VISIT FLORIDA’s 29th Annual Florida Encounter tradeshow

730,128............ Number of travel trade, meetings professionals and consumer attendees reached collectively by 814 Florida tourism Partners who participated in VISIT FLORIDA’s 42 sales programs

$205,000.......... Amount awarded to 45 recipients through the Cultural Heritage and Nature Tourism Grant program, the Minority Convention Grant program and the Advertising Matching Grant program

4,122.............. Number of “hot deals” and special offers posted by 1,084 Partners on VISITFLORIDA.com and meetings.VISITFLORIDA.com

297 ................. Number of marketing consultations held by VISIT FLORIDA Business Development Managers with marketing Partners from 51 counties

12.5 million........ E-mails distributed for the Dialogue Program electronic magazines highlighting Florida destinations

600,000............ Total number of printed copies distributed of the VISIT FLORIDA Magazine and the Florida Insider Magazine

1.25 million....... Number of 2010 Official Transportation Maps produced in-house with support from 35 tourism clients
As a public/private corporation, VISIT FLORIDA adheres to stringent guidelines for the proper stewardship of the state and private funding we receive. Each year, a third-party audit is conducted on VISIT FLORIDA’s financial statements and compliance with our state contract. The annual audited financial statements for the 2009-2010 fiscal year received an unqualified opinion and were found to be in compliance with all state requirements. VISIT FLORIDA has received this finding every year since our founding in 1996. The following “Financial Overview” provides a brief snapshot of VISIT FLORIDA’s 2009-2010 financial position.

Actual Expense: 2009-2010

Actual Revenue: 2003-2010 (in millions of dollars)
SERVING OUR STAKEHOLDERS

VISIT FLORIDA is responsible for serving a wide variety of stakeholders. The audiences that VISIT FLORIDA serves include: customers, the Florida tourism industry and the State of Florida.

As the state’s official source for travel planning, VISIT FLORIDA implements integrated sales and marketing programs to protect and grow Florida’s share of domestic and international travel. These programs provide opportunities for the Florida tourism industry to reach prospective customers, which include consumers, travel trade professionals and meeting planners. The resources are offered directly to them through various outlets including specialized websites, major conventions and tradeshows, as well as advertising, public relations and promotions.

Through relationships with best-in-class strategic alliance, marketing and media partners, VISIT FLORIDA is able to leverage our budget and develop cooperative marketing programs that create and add value for the Florida tourism industry. VISIT FLORIDA Partners, and the industry as a whole, benefit not only from the promotional marketing opportunities we are able to provide at a significant cost savings, but also through the representation and advocacy we offer at the state and national levels.

VISIT FLORIDA’s ability to successfully market the Florida tourism product and bring in more visitors helps the state of Florida and all our residents by building and growing businesses, creating jobs and providing family-sustaining wages. These efforts to attract more visitors also generate increased tourist spending that provides funding to help build roads, support schools and pay for vital programs.
Customers

VISIT FLORIDA serves our customers by providing resources, information and assistance to a variety of visitor segments.

As the state’s official source for travel planning, VISIT FLORIDA implements a number of marketing and travel planning initiatives targeted at leisure travel consumers. VISITFLORIDA.com, the No. 1 destination marketing organization website in the country, serves as a consumer portal inclusive of all aspects of travel planning. Consumer publications, including the VISIT FLORIDA Magazine and the Florida Insider Magazine, as well as a variety of special interest e-newsletters, provide visitors with relevant information on an ongoing basis. VISIT FLORIDA also operates the state’s five Official Florida Welcome Centers at I-10 near Pensacola, U.S. 231, I-75, I-95 and the Florida Capitol in Tallahassee.

VISIT FLORIDA markets the state as a top locale for meetings, conventions and events, and provides assistance to professional planners at all stages of the process. A dedicated website at meetings.VISITFLORIDA.com, an annual destination tradeshow known as “Florida Encounter,” and individual planning assistance are all complimentary services provided by VISIT FLORIDA to meeting and event professionals. Meeting and convention-specific newsletters and updates are also distributed during the year to a growing database of professionals who specialize in these areas.
Customers continued

Travel media provide consumers with an unbiased review of Florida’s tourism products. VISIT FLORIDA serves these media outlets by delivering timely and newsworthy information on destinations throughout Florida, invites travel writers from top publications to experience the state for themselves, and partners with them to offer consumer promotions that attract potential visitors and generate awareness of all there is to see and do in the Sunshine State.

The travel trade industry plays a vital role in bringing visitors to Florida, and VISIT FLORIDA works to actively engage this sector by attending showcases and tradeshows across the globe that cater to those who sell travel. By hosting booths, receptions and special events during domestic and international travel trade and consumer shows, VISIT FLORIDA actively works to promote the Florida brand in an increasingly competitive marketplace.

While independently each of these programs is valuable, the collective impact of VISIT FLORIDA marketing is significant. In 2009-2010, 27 percent of all Florida visitors were significantly influenced in their decision to visit the Sunshine State by one or more of VISIT FLORIDA’s marketing programs.
Florida Tourism Industry

VISIT FLORIDA serves the Florida tourism industry by providing leadership and resources that contribute to the growth and development of tourism business in the Sunshine State.

When issues arise that affect Florida’s tourism industry, VISIT FLORIDA serves as the main source for distributing information and key messages both to and on behalf of the industry. VISIT FLORIDA works diligently with Partners and state officials to provide the most accurate and up-to-date information in a timely manner to ensure that our destination is positioned correctly to other key stakeholders.

VISIT FLORIDA is also responsible for aiding in the development of tourism products, particularly with under-funded and emerging segments. Annual grants for nature-based, historical and cultural tourism initiatives are awarded each year for projects that will enhance the Florida tourism product within these individual segments.

As a Partner-based organization, VISIT FLORIDA relies on private investments from tourism businesses across the state to aid in the funding of our marketing objectives. By partnering with VISIT FLORIDA, tourism businesses and professionals are connected to a vast network of resources that provides a substantial return on investment. Through alliances forged with companies such as Mazda and American Express, VISIT FLORIDA Partners receive access to a variety of benefits, opportunities and programs that allow them to market themselves more effectively and affordably.
State of Florida

VISIT FLORIDA serves the State of Florida and the Florida Legislature as the operating company for the Florida Commission on Tourism. The Commission is comprised of the Florida Governor and a volunteer Board of Directors made up of tourism industry professionals. VISIT FLORIDA serves the Commission as the direct support organization enabled for marketing Florida’s tourism industry as a whole. The organization carries out these directives under the supervision and leadership of the VISIT FLORIDA Executive Staff.

Each year, the Florida Legislature appropriates public funding to be allocated for tourism marketing. VISIT FLORIDA is responsible for leveraging these public dollars to implement the marketing goals and initiatives set forth by the Florida Commission on Tourism.

VISIT FLORIDA is ultimately responsible for serving the citizens of Florida through the growth and development of the tourism industry. The public funds provided by Florida taxpayers are reinvested in the state through tourism assets including visitor spending, taxable tourism-related revenue and jobs for Florida residents.

In 2009, Florida welcomed 80.9 million visitors who spent $60.9 billion, generating 22 percent of the state's sales tax revenue and employing nearly 1 million Floridians, making tourism the No. 1 industry in the Sunshine State.
MESSAGES FROM LEADERSHIP

LETTER FROM GOVERNOR CHARLIE CRIST

LETTER FROM CHAIR ED FOUCHE

LETTER FROM PRESIDENT & CEO CHRISTOPHER L. THOMPSON
Dear Friends,

In 2009, Florida welcomed more than 80.9 million visitors to our state, which is a testament to VISIT FLORIDA and the Florida tourism industry’s ongoing marketing efforts. On behalf of the State of Florida and the Florida Commission on Tourism, I would like to thank everyone who works tirelessly to drive visitation to our state and for the hospitality you provide to our visitors.

As the state’s leading industry generating more than $60 billion in taxable sales revenue and employing nearly one million Floridians, tourism is essential to the growth and sustainability of our economy. From the Legislature that appropriates funding for tourism to the family-owned businesses providing first-class services to our visitors, your collective support and hard work is the key to making Florida the No. 1 travel destination in the world.

Florida’s legacy as one of the best known tourism locations in the world continues to be our greatest asset. However, with increased competition from new and emerging destinations across the globe, it is essential that we remain in the forefront with accurate and aggressive marketing efforts. As the state’s official tourism marketing corporation, VISIT FLORIDA actively embraces responsive and innovative marketing strategies that position our state as a top destination in the mind of consumers.

With new challenges arising every day, I encourage you to join me in the continued support and dedication to our tourism industry. From sunny, white sand beaches and lush natural preserves, to expansive golf courses and great family attractions, there really is no better place to spend a vacation than in Florida.

This annual report will share the challenges, triumphs and ongoing efforts of VISIT FLORIDA and Florida’s tourism industry over the past year. Building on that strong foundation, I look forward to another successful year of providing our visitors with memories that will last a lifetime.

Sincerely,

Charlie Crist
Dear Partners and Friends,

Over the past year, I have had the honor of serving as chair of VISIT FLORIDA’s Board of Directors and I am pleased to present the 2009-2010 VISIT FLORIDA Annual Report. In difficult and prosperous times alike, every industry faces struggles and obstacles that must be overcome in order to progress. While 2009 presented a number of unique challenges, it is the manner in which VISIT FLORIDA worked to rise above these challenges that will be remembered as the cornerstone of this year’s success.

Often times, certain challenges can be identified early on, where strategic planning can be implemented to minimize the overall effects on the organization. The reduction in VISIT FLORIDA’s annual funding for the 2009-2010 year is a prime example of a challenge where an in-depth plan was orchestrated to ensure that key objectives would still be carried out. Other times, challenges present themselves without warning, and though VISIT FLORIDA is positioned to handle a variety of potential situations, these challenges require a quick response time and a flexible, innovative approach. The Deepwater Horizon oil spill crisis off the Gulf coast is an example of VISIT FLORIDA’s ability to rise to the occasion and provide exemplary leadership during a time when one of our state’s most important industries was in jeopardy.

The 2009-2010 year was one of numerous triumphs where great strides were made in the ways in which VISIT FLORIDA markets our great destination and provides services to our key stakeholders. For our Partners, an integrated Co-op Marketing Planner was launched to better serve the needs of individual Florida tourism businesses. This interactive marketing tool allows Partners to select the VISIT FLORIDA programs and services that best fit the marketing objectives and goals for their organizations. For consumers, a redesigned VISITFLORIDA.com was launched as an improved and innovative travel planning tool based on visitor needs. The “State’s Official Source For Travel Planning” seal was created to enhance the VISIT FLORIDA brand and to ensure visitors that information marked with this seal is the most reliable information provided by the state’s official agency. VISIT FLORIDA also revised its methodology of calculating visitor volume to the state, which provides a more precise estimate of visitation numbers by utilizing data from a number of independent, third party research firms. The accuracy of this information is crucial for the State of Florida and the Florida Legislature to understand the economic impact of tourism in Florida.

The support of the tourism industry plays a vital role in the success of VISIT FLORIDA’s mission, and on behalf of the Board of Directors, I would like to thank those who have dedicated their time and expertise to further the goals of VISIT FLORIDA. The VISIT FLORIDA partnership is the foundation and driving force of our overall marketing strategy and initiatives. From serving on committees to participating in VISIT FLORIDA programs, your contributions have a major impact on Florida’s tourism industry as a whole.

With deepest respect, I commend the staff of VISIT FLORIDA for their dedication and perseverance over the past year. The leadership demonstrated by the hardworking professionals that comprise the VISIT FLORIDA team speaks to the service-focused nature of the organization. I look forward to another year serving as chair of the Board of Directors as VISIT FLORIDA continues to rise to the challenge to establish Florida as the No. 1 travel destination in the world.

Sincerely,

Ed Fouché
Chair
VISIT FLORIDA Board of Directors
Dear Partners and Friends,

Last year was truly transformative for VISIT FLORIDA. In the past 12 months, VISIT FLORIDA implemented a new strategic plan, optimized the organization to be more impactful and efficient, re-invented both our Partner program and our cooperative marketing program to better suit the needs of the industry, and established and implemented eight marketing principles to guide our integrated efforts. In addition to these planned projects, VISIT FLORIDA also established new levels of responsiveness as we dealt with an unprecedented threat to Florida’s tourism industry.

This Annual Report highlights many of the accomplishments and successes that VISIT FLORIDA achieved last year. By creating this year’s report in an online interactive version, we hope you will have the opportunity to learn much more about the organization and our programs.

VISIT FLORIDA’s success is a direct reflection of the incredible engagement and support shown by the entire Florida tourism industry. From the industry’s powerful advocacy in the state’s capital, to the dedicated leadership on our industry committees and Board of Directors, as well as the support of cooperative sales and marketing partners, VISIT FLORIDA is a model for destination marketing efforts on a local, state and national level. In fact, VISIT FLORIDA has become the first state tourism office to be awarded accreditation from Destination Marketing Association International for excellence in quality and performance.

I am also extremely proud of the VISIT FLORIDA staff and hope that you will join me in thanking them for their commitment and hard work this year in an extraordinarily challenging environment.

While the past year presented a number of unique challenges, I believe that the state, our industry and VISIT FLORIDA are all well positioned to meet our vision of establishing Florida as the No. 1 travel destination in the world.

Thank you for your continued support.

Together, we are VISIT FLORIDA!

Sincerely,

Christopher L. Thompson, CDME
President & CEO, VISIT FLORIDA
VISIT FLORIDA, the state’s official source for travel planning, is the premier sales and marketing organization that promotes tourism to Florida through sales, advertising, promotions, public relations, new product development and visitor services programs both domestically and internationally.

VISIT FLORIDA has 99 full-time employees in Florida and an international team of contracted staff covering Canada, China, Germany, Latin America and the United Kingdom. All of these individuals work hard year-round to promote Florida tourism.

**SENIOR MANAGEMENT TEAM**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christopher L. Thompson, CDME</td>
<td>President and Chief Executive Officer</td>
</tr>
<tr>
<td>Eileen Forrow</td>
<td>Vice President of Sales and Marketing</td>
</tr>
<tr>
<td>J. William Seccombe</td>
<td>Chief Marketing Officer</td>
</tr>
<tr>
<td>David Dodd</td>
<td>Vice President of Visitor Services</td>
</tr>
<tr>
<td>Vangie McCorvey, CPA</td>
<td>Chief Financial Officer</td>
</tr>
</tbody>
</table>
DEPARTMENTAL LISTINGS

Executive Operations
The Executive Operations department supports the President and CEO’s office through administrative, public affairs and corporate communications activities.

Finance/Administration
The Finance and Administration department includes the activities of human resources, information technology, network and database management, finance, accounting, contracts supervision, warehouse oversight and office administration.

Industry Relations
Responsible for the recruitment and retention of VISIT FLORIDA Partners, the Industry Relations team works to keep our Partners informed of marketing opportunities and program benefits.

Marketing/Brand
The Marketing and Brand department oversees the areas of advertising, co-op, internet, social marketing and creative services.

New Product Development
The New Product Development department develops and promotes vertical markets, such as the growing segments of nature-based tourism, cultural heritage tourism and rural tourism.

Promotions
The Promotions team extends VISIT FLORIDA’s brand messaging by coordinating Florida vacation packages, which are provided on an in-kind basis, in exchange for promotional media exposure.

Public Relations
The Public Relations department assists our Partners with extending their individual PR plans by offering programs and resources that include in-market domestic media missions and receptions, editorial leads, a dedicated website where Partners share destination information with the media, and a coordinated PR presence in key international markets.

Research
The Research department studies global consumer trends and travel patterns to learn more about Florida’s visitors and their preferences, as well as compiles the state’s official air and auto visitor numbers and conducts surveys to assess the effectiveness of VISIT FLORIDA’s advertising and marketing efforts.

Sales
The Sales team reaches out to key travel professionals in both domestic and international arenas utilizing trade and consumer shows, as well as tour operator, travel agent and meeting planner relationships to keep visitors coming to Florida.

Visitor Services
Responsible for operating the five Official Florida Welcome Centers, our Visitor Services team greets millions of visitors each year, offering them travel tips, vacation planning information and even a glass of fresh Florida orange juice.
BOARD OF DIRECTORS

The Board of Directors is the private sector governing board of VISIT FLORIDA, which is the primary tourism marketing organization for the state of Florida. The Board members are drawn from the private sector membership of the Florida Commission on Tourism.

Executive Committee

Ed Fouché
Chair
Disney Destinations

Tony Lapi
Chair-Elect
‘Tween Waters Inn

Dennis Doucette
Vice Chair of Industry Relations
The Biltmore Hotel

Carol Dover
Vice Chair of Governmental Relations
Florida Restaurant and Lodging Association

Richard Goldman
Immediate Past Chair
St. Augustine, Ponte Vedra & The Beaches VCB

Tammy Gustafson
Vice Chair of Marketing
Universal Orlando

Glenn Hastings
Secretary
St. Johns County Tourism Development Council

Andrew Hertz
Treasurer
Miami Seaquarium

Jack Wert
Member at Large
Naples, Marco Island, Everglades Convention & Visitors Bureau
Members

Walter Banks  
Lago Mar resort & Club

Thomas E. Barnette  
Euro-American Tours

Harvey Campbell  
Appointed November 2009

Ty Christian  
TRC Consulting Group, LLC

Bobby Cornwell  
Florida Association of RV Parks & Campgrounds

Victoria L. Freed  
Royal Caribbean International

Richard Gonzmart  
Columbia Restaurant Group  
Resigned

Nicki E. Grossman  
Greater Fort Lauderdale Convention & Visitors Bureau

Kevin Healy  
AirTran Airways

Daniel LeBlanc  
Cape Leisure Corporation  
Resigned

Brad Little  
Brad Little Consulting, Inc.

Charles Mares

Carol McQueen  
Levy County Visitors Bureau

Thomas O’Brien  
AAA Auto Club South  
Retired

Robert N. O’Day  
The Hertz Corporation  
Resigned

John Perez  
Wyvern

Scott Rose  
SeaWorld Parks & Entertainment

Robert Skrob  
Florida Association of Convention & Visitors Bureaus

Thom Stork  
The Florida Aquarium

John Tomlin  
AAA Auto Club South

Harold D. Wheeler  
Florida Keys & Key West Tourist Council

Ex Officio Members

Charlotte Audie  
Florida Outdoor Advertising Association

Jean Austin  
American Express Establishment Services

Kurt S. Browning  
Secretary of State

Mike Bullock  
Florida State Parks

Paul Catoe  
Tampa Bay & Company

Terry Dale  
Cruise Lines International Association

Lucia M. Fishburne  
Florida Film Commission

Jan Gautam  
Appointed May 2010

Nancy S. Halford  
Naval Aviation Museum

Malinda Horton  
Florida Association of Museums

Bill Johnson  
Florida Airports Council

Robert Kamm  
Appointed May 2010
Bill Lupfer
Florida Attractions Association

Kerry Morrissey
Ocean Properties, Ltd. Hotels and Resorts

Max Osceola, Jr.
Florida Seminole Tourism

Keith Overton
Appointed May 2010

Larry Pendleton
Florida Sports Foundation

Jorge Pesquera
Palm Beach County Convention & Visitors Bureau

Abraham Pizam
Rosen School of Hospitality Management

David W. Reese
Florida’s First Coast of Golf

Dawn Roberts
Appointed May 2010

Gary C. Sain, CTC, CHME
Orlando/Orange County Convention & Visitors Bureau

William D. Talbert, III
Greater Miami Convention & Visitors Bureau

Frank Usina
North Beach Camp Resort

Honorary Members

Peter Guptill

Jack B. Healan, Jr.
Amelia Island Plantation

Arthur H. Hertz
Miami Seaquarium/Wometco Enterprises

Donna Ross, CAE
Retired

Bill Sims
Ripley’s Believe It or Not! – Key West

Tom Staed
Staed Family Associates

Thomas Waits
Retired

as of June 30, 2010
VISIT FLORIDA is not a government agency, but rather a not-for-profit corporation that carries out the work of the Florida Commission on Tourism, which was created as a public/private partnership by the Florida Legislature in 1996. The Florida Commission on Tourism is the public body that oversees VISIT FLORIDA in its marketing of Florida tourism. The Commission is chaired by the Governor and is composed of 33 tourism industry members appointed by the Governor and two legislators appointed by the Senate President and the House Speaker.

The Honorable Charlie Crist  
Chair  
Governor, State of Florida  

Ed Fouché  
Vice Chair  
Disney Destinations  

Members  
Walter Banks  
Lago Mar Resort & Club  

Thomas E. Barnette  
Euro-American Tours  

Harvey Campbell  
Appointed November 2009  

Ty Christian  
TRC Consulting Group, LLC  

Bobby Cornwell  
Florida Association of RV Parks & Campgrounds  

Dennis Doucette  
The Biltmore Hotel  

Carol Dover  
Florida Restaurant and Lodging Association  

Victoria L. Freed  
Royal Caribbean International  

Richard Goldman  
St. Augustine, Ponte Vedra & The Beaches VCB  

Richard Gonzmart  
Columbia Restaurant Group  
Resigned  

Nicki E. Grossman  
Greater Fort Lauderdale Convention & Visitors Bureau  

Tammy Gustafson  
Universal Orlando  

Glenn Hastings  
St. Johns County Tourist Development Council  

Kevin Healy  
AirTran Airways  

Andrew Hertz  
Miami Seaquarium
Tony Lapi
'Tween Waters Inn

Daniel LeBlanc
Cape Leisure Corporation
Resigned

Brad Little
Brad Little Consulting, Inc.

Charles Mares

Carol McQueen
Levy County Visitors Bureau

Craig S. Miller
Resigned

Thomas O'Brien
AAA Auto Club South
Retired

Robert N. O'Day
The Hertz Corporation
Resigned

John Perez
Wyvern

Scott Rose
SeaWorld Parks & Entertainment

Robert Skrob
Florida Association of Convention & Visitors Bureaus

Thom Stork
The Florida Aquarium

John Tomlin
AAA Auto Club South

Jack Wert
Naples, Marco Island, Everglades Convention and Visitors Bureau

Harold D. Wheeler
Florida Keys & Key West Tourist Council

Ex Officio Members

The Honorable Kevin C. Ambler
Florida House of Representatives

The Honorable Nancy C. Detert
Florida Senate
At VISIT FLORIDA, experience and leadership are the foundation for everything we do. VISIT FLORIDA’s past chairs of the Board of Directors provided the guidance and tourism that broke new ground in Florida tourism. These tourism experts are an integral part of VISIT FLORIDA’s past, present and future.

**Bill Sims**  
1996-1997  
President  
Ripley’s Believe It or Not!-Key West

**Tom Staed**  
1997-1998  
Chairman  
Staed Family Associates

**Arthur H. Hertz**  
1998-1999  
Chairman of the Board and CEO  
Miami Seaquarium/Wometco Enterprises

**Edward Litrenta***  
1999-2000  
Fred Lounsberry & Associates

**Jack B. Healan, Jr.**  
2000-2001  
President  
Amelia Island Plantation

**Fred Lounsberry**  
2001-2002  
Fred Lounsberry & Associates

**Edward Litrenta***  
1999-2000  
Fred Lounsberry & Associates

**Donna H. Ross, CAE**  
2006-2007  
Retired  
Greater Fort Lauderdale CVB

**Nicki E. Grossman**  
2007-2008  
President and CEO  
Greater Fort Lauderdale CVB

**Richard Goldman**  
2008-2009  
St. Augustine, Ponte Vedra and The Beaches VCB

* deceased
COMMITTEES & TASK FORCES

Industry members play a major role in the evolution of VISIT FLORIDA programs and opportunities. VISIT FLORIDA Partners, including some of the industry’s foremost experts, serve on the board committees, which meet on a regular basis to recommend strategic actions. To enhance industry involvement, VISIT FLORIDA’s Board of Directors established the following councils, committees and task forces: Advertising/Internet, Audit, Cultural/Heritage/Rural/Nature, Finance, Governmental Relations, Industry Relations, International, Marketing Council Steering, Promotions, Public Relations/Communications, Sales, and Visitor Services. The purpose of these committees is to maximize industry input toward fulfilling VISIT FLORIDA’s commitment to being “industry-led.” Committee members are volunteers dedicated to putting the industry above their own interests as they interact with VISIT FLORIDA’s staff.

ADVERTISING / INTERNET
AUDIT
CULTURAL / HERITAGE / RURAL / NATURE
FINANCE
GOVERNMENTAL RELATIONS
INDUSTRY RELATIONS
INTERNATIONAL
MARKETING COUNCIL STEERING
PROMOTIONS
PUBLIC RELATIONS / COMMUNICATIONS
SALES
VISITOR SERVICES
Advertising/Internet Committee

The Advertising/Internet Committee provides the primary source of industry input, feedback and counsel on strategic matters related to VISIT FLORIDA’s dedicated and cooperative efforts in advertising and direct marketing, including the internet.

Members

David W. Reese
Chair
Florida’s First Coast of Golf

Scott Rose
Vice Chair
SeaWorld Parks & Entertainment

Mary Altman
World Golf Hall of Fame at World Golf Village

Charlotte Audie
Florida Outdoor Advertising Association

Becky Bragg
Canoe Outpost – Peace River

Peter Cranis
Orlando/Orange County Convention & Visitors Bureau

Eric Eimstad
Miami Seaquarium

Glenn Hastings
St. Johns County Tourist Development Council

Wayne Hrydziusko
Florida State Parks

Mark Jackson
Central Florida Convention & Visitors Bureau

Phil Malcolm
AAA Auto Club South

Charles Mares

Patty Register
Gatorama Alligator and Crocodile Adventure

Vickie Warner
ResortQuest Northwest Florida

Harold D. Wheeler
Florida Keys & Key West Tourist Council
Audit Committee

The purpose of the Audit Committee is to assist the Board of Directors in review of the annual audited financial statements, oversight of systems of internal controls, and review of the annual tax return.

Thomas Waits
Chair

Members

Walter Banks
Lago Mar Resort & Club

Arthur H. Hertz
Miami Seaquarium/Wometco Enterprises

Thom Stork
The Florida Aquarium
Cultural, Heritage, Rural and Nature Committee

The Cultural, Heritage, Rural and Nature Committee works with VISIT FLORIDA to develop and promote the growing segments of nature-based tourism, cultural heritage tourism and rural tourism, to increase Florida visitors and promote extended stays for greater economic benefit and quality of life for all areas of the state.

Jack Wert  
*Chair*  
Naples, Marco Island, Everglades Convention & Visitors Bureau

Jackie Harder  
*Vice Chair*  
Key Largo Chamber of Commerce

<table>
<thead>
<tr>
<th>Members</th>
<th>Members</th>
<th>Members</th>
</tr>
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<tbody>
<tr>
<td>Jean Austin</td>
<td>Caroline Barrett</td>
<td>Debi Clark</td>
</tr>
<tr>
<td>American Express Establishment Services</td>
<td>Florida State Parks</td>
<td>Spirit of the Swamp Airboat Rides</td>
</tr>
<tr>
<td>Brenna Daniels</td>
<td>Marjorie Ferrer</td>
<td>Sandra Friend</td>
</tr>
<tr>
<td>Nature &amp; Heritage Tourism Center</td>
<td>Delray Beach Downtown Development Authority</td>
<td>Genuine Florida</td>
</tr>
<tr>
<td>Marcheta Cole Keefer</td>
<td>Virginia Haley</td>
<td>Nancy S. Halford</td>
</tr>
<tr>
<td>Alachua County Visitor &amp; Convention Bureau dba VisitGainesville</td>
<td>Sarasota &amp; Her Islands Convention &amp; Visitors Bureau</td>
<td>Naval Aviation Museum</td>
</tr>
<tr>
<td>Catherine Culver, MS</td>
<td>Herbert L. Hiller</td>
<td></td>
</tr>
</tbody>
</table>
Finance Committee

The purpose of the Finance Committee is to assist the Board of Directors in the review of the annual budget in detail, oversight of the company’s accounting and financial reporting processes and the adequacy of the systems of internal control established by management, oversight of the company’s financial statements and the independent audit and oversight of processes and procedures established by management to provide compliance with legal and regulatory requirements.

Andrew Hertz
Chair
Miami Seaquarium

Members

Thomas E. Barnette
Euro-American Tours

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Nicki E. Grossman
Greater Fort Lauderdale Convention & Visitors Bureau

Tammy Gustafson
Universal Orlando

Jack B. Healan, Jr.
Amelia Island Plantation

Tony Lapi
‘Tween Waters Inn

Daniel LeBlanc
Cape Leisure Corporation
Resigned

Thomas O’Brien
AAA Auto Club South
Retired

Thom Stork
The Florida Aquarium
Governmental Relations Committee

The Governmental Relations Committee provides expertise and assistance with legislative and governmental activities. The committee works to develop VISIT FLORIDA's legislative agenda and implements strategies to ensure that the importance of tourism marketing funding is fully addressed and communicated. The committee also responds to and initiates opportunities to interact with government officials on matters of travel and tourism.

Carol Dover  
*Chair*  
Florida Restaurant and Lodging Association

Members

- **Charlotte Audie**  
  Florida Outdoor Advertising Association
- **Bobby Cornwell**  
  Florida Association of RV Parks & Campgrounds
- **Jacob DiPietre**  
  Walt Disney World Company
- **Jay Galbraith**  
  SeaWorld Adventure Park Orlando
- **Richard Goldman**  
  St. Augustine, Ponte Vedra & The Beaches VCB
- **Tony Lapi**  
  ‘Tween Waters Inn
- **Bill Lupfer**  
  Florida Attractions Association
- **Frederick Martin**  
  Fred Martin & Associates
- **John McReynolds**  
  Universal Orlando
- **Stephen W. Metz**  
  Metz, Hauser & Daughton
- **John Perez**  
  Wyvern
- **Robert Skrob**  
  Florida Association of Convention & Visitors Bureaus
- **Jim Tillman**  
  Florida Legislative Consultants, Inc.
- **Richard Turner**  
  Florida Restaurant and Lodging Association
Industry Relations Committee

The Industry Relations Committee participates in the development and implementation of partnership recruitment, customer service and retention activities. Targeted and meaningful activities are designed to serve the tourism industry’s needs while broadening industry participation in cooperative destination marketing programs with VISIT FLORIDA.

Members

Dennis Doucette
Chair
The Biltmore Hotel

Robert Skrob
Vice Chair
Florida Association of Convention & Visitors Bureaus

Jean Austin
American Express Establishment Services

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Sandy Craig
Tour Saint Augustine

Donna Creamer
Pure Water Wilderness

Judy Erickson
Hollywood Office of Tourism, City of Hollywood Community Redevelopment

Sophie Gaeta
Palm Beach County Convention & Visitor Bureau

Malinda Horton
Florida Association of Museums

Carol McQueen
Levy County Visitors Bureau

Kerry Morrissey
Ocean Properties, Ltd. Hotels and Resorts

John Perez
Wyvern

Debra Cesare
Florida’s First Coast of Golf

Jack Wert
Naples, Marco Island, Everglades Convention & Visitors Bureau

Ron Woxberg
St. Johns River Cruises

2009-2010 ANNUAL REPORT
International Task Force

The International Task Force provides feedback and counsel on strategic matters related to VISIT FLORIDA’s international advertising, sales, public relations and promotions programs. These activities cover trade and consumer shows, along with meeting professionals, tour operators and airline relationships.

**Members**

- **D.T. Minich**  
  *Chair*  
  Visit St. Petersburg/Clearwater

- **Susan Estler**  
  Panama City Beach Convention & Visitors Bureau

- **Sophie Gaeta**  
  Palm Beach County Convention & Visitor Bureau

- **Alfredo Gonzalez**  
  Greater Fort Lauderdale Convention & Visitors Bureau

- **Steve Hayes**  
  Tampa Bay & Company

- **Tom Lang**  
  Kissimmee Convention & Visitors Bureau

- **Charles Mares**  
  Greater Miami Convention & Visitors Bureau

- **Gisela Marti**  
  Greater Miami Convention & Visitors Bureau

- **Tamara Pigott**  
  The Beaches of Fort Myers & Sanibel

- **Jay Santos**  
  Orlando/Orange County Convention & Visitors Bureau

- **Robert Varley**  
  Florida’s Space Coast Office of Tourism

- **Jack Wert**  
  Naples, Marco Island, Everglades Convention & Visitors Bureau

- **Harold D. Wheeler**  
  Florida Keys & Key West Tourist Council
Marketing Council Steering Committee

The purpose of the Council structure is to maximize strategic input from the Florida tourism industry toward fulfilling VISIT FLORIDA’s commitment to being “industry-led.” The Marketing Council Steering Committee consists of the chair and vice chair of five discipline-based committees, including Advertising/Internet; Cultural, Heritage, Rural and Nature; Promotions; Public Relations/Communications; and Sales.

Tammy Gustafson
Chair
Universal Orlando

Jack Wert
Vice Chair
Naples, Marco Island, Everglades Convention & Visitors Bureau

Members

Ty Christian
TRC Consulting Group, LLC

Erin Duggan
Sarasota & Her Islands Convention & Visitors Bureau

Jackie Harder
Key Largo Chamber of Commerce

Steve Hayes
Tampa Bay & Company

Daniel LeBlanc
Cape Leisure Corporation
Resigned

David W. Reese
Florida’s First Coast of Golf

Scott Rose
SeaWorld Parks & Entertainment

Christine Tascione, CMP
Greater Fort Lauderdale Convention & Visitors Bureau
Promotions Committee

The Promotions Committee provides input on strategic matters related to VISIT FLORIDA’s paid and bartered promotional programs which target consumers on a market specific, regional and national basis.

Ty Christian
Chair
TRC Consulting Group, LLC

Daniel LeBlanc
Vice Chair
Cape Leisure Corporation
Resigned

Members

Harvey Campbell
Columbia County Tourist Development Council

Victoria A. Chouris
South Florida Fair

Kelly M. DeFebo
Sarasota & Her Islands Convention & Visitors Bureau

Susan Estler
Panama City Beach Convention & Visitors Bureau

R. Dean Fowler
Steinhatchee Landing Resort

Shelley Maccini
Kissimmee Convention & Visitors Bureau

Rozeta Mahboubi
Martin County Convention & Visitors Bureau

Jennifer Trevino
Travelocity
Public Relations/Communications Committee

The Public Relations/Communications Committee serves as the primary source of industry feedback and counsel on strategic matters related to VISIT FLORIDA’s public relations and communications activities, including media relations and crisis communications.

Members

Erin Duggan
Chair
Sarasota & Her Islands Convention & Visitors Bureau

Jessica Taylor
Vice Chair
Greater Fort Lauderdale Convention & Visitors Bureau

Lisa Humphrey
Tampa Bay & Company

Tangela Boyd
Daytona Beach Convention & Visitors Bureau

Laura Lee
Pensacola Convention & Visitor Information Center

Marcheta Cole Keefer
Alachua County Convention & Visitors Bureau dba VisitGainesville

JoNell Modys
Naples, Marco Island, Everglades Convention & Visitors Bureau

Jessica Grace
Bradenton Area Convention & Visitors Bureau

Andrew A. Newman
Newman PR

Mary Haban
Visit St. Petersburg/Clearwater

Lyndsay Rossman
Visit Jacksonville

Sharon Sears
Seminole County Convention & Visitors Bureau

Joel Staley
Disney Destinations

Gina Stouffer
Lou Hammond & Associates

Peyton Taylor
World Gold Hall of Fame at World Golf Village
Sales Committee

The Sales Committee provides counsel on strategic matters related to VISIT FLORIDA’s sales activities, such as those addressing trade and consumer shows, as well as tour operator, travel agent and meeting planner relationships.

Steve Hayes
Chair
Tampa Bay & Company

Christine Tascione, CMP
Vice Chair
Greater Fort Lauderdale Convention & Visitors Bureau

Members

Steve Crist
Palm Beach County Convention & Visitor Bureau

Debi DeBenedetto, CHA
Naples, Marco Island, Everglades Convention & Visitors Bureau

Kelly M. DeFebo
Sarasota & Her Islands Convention & Visitors Bureau

Lisha Duarte
Busch Entertainment Corporation

Chris M. Ellis
Kennedy Space Center Visitor Complex

Anne Hamilton
Walt Disney World Resorts

Brad Little
Brad Little Consulting, Inc.

Bob Meyer
Wingate Inn – Southpoint

Craig Parsons
Walt Disney Parks and Resorts

Rosemarie Payne, CHME
Visit St. Petersburg/Clearwater

Debby Rivera, CMP
Kissimmee Convention & Visitors Bureau

Jay Santos
Orlando/Orange County Convention & Visitors Bureau

Pamela Watkins, CTIS
Walton County Tourist Development Council
Visitor Services Committee

The Visitor Services Committee is an advisory group comprised of Florida tourism industry representatives dedicated to guiding the marketing efforts of VISIT FLORIDA’s five Official Welcome Centers and frontline operations.

**Bobby Cornwell**  
*Chair*  
Florida Association of RV Parks & Campgrounds

**Bill Lupfer**  
*Vice Chair*  
Florida Attractions Association

**Members**

**Keith Charlton**  
Pirate’s Dinner Adventure

**Sandy Craig**  
Tour Saint Augustine

**Malinda Horton**  
Florida Association of Museums

**Tony Lapi**  
‘Tween Waters Inn

**Roland Loog, CDME**  
Alachua County Convention & Visitors Bureau dba VisitGainesville

**Susan Rupe**  
Hernando County Tourist Development Council

**John Scherlacher**  
Highlands County Visitor Convention Bureau

**Frank Usina**  
North Beach Camp Resort

**Donna Zemo**  
Miami Beach Chamber of Commerce/Visitors Center
ABOUT VISIT FLORIDA

As the state’s number one industry, tourism is responsible for welcoming more than 80 million visitors each year who spend more than $60 billion, generating 22 percent of the state’s sales tax revenue and employing nearly 1 million Floridians. For every $1 spent on tourism marketing, VISIT FLORIDA – the state’s official tourism marketing corporation – generates more than $147 in tourism spending and $9 in new sales tax collections, paid by visitors, not residents. Twenty-seven percent of all Florida visitors were significantly influenced in their decision to visit Florida by one or more of VISIT FLORIDA’s marketing initiatives. VISIT FLORIDA promotes tourism to Florida through sales, advertising, promotions, public relations, new product development and visitor services programs. As a public/private partnership, VISIT FLORIDA served more than 3,400 tourism industry businesses in 2009-2010, including major strategic alliance partnerships with AirTran Airways, American Express Travel Related Services, Disney Destinations, Dollar Rent A Car, The Hertz Corporation, SeaWorld Parks & Entertainment and Universal Orlando. To learn more about VISIT FLORIDA, go to www.VISITFLORIDA.org.

VISIT FLORIDA Strategic Alliance Partners

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<th>AirTran</th>
<th>American Express</th>
<th>Dollar Rent A Car</th>
<th>Hertz</th>
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<tr>
<td>Universal Orlando</td>
<td>Disney World</td>
<td>Worlds of Discovery</td>
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Company Information

How to Contact VISIT FLORIDA:

By mail:
VISIT FLORIDA
2540 W. Executive Center Circle
Suite 200
Tallahassee, FL 32301

By phone:
(850) 488-5607

Consumer Website:
VISITFLORIDA.com

Industry Website:
VISITFLORIDA.org

Media Website:
media.VISITFLORIDA.org

Meetings Website:
meetings.VISITFLORIDA.com

Golf Website:
golf.VISITFLORIDA.com

Viva Florida! Website:
VivaFlorida.org

Number of Full-Time Employees
As of June 30, 2010
Corporate Offices: 61
Welcome Centers: 38
2009-2010 VISIT FLORIDA AWARDS

2009 Florida Monthly Magazine Best of Florida Award for Best Florida Website – VISITFLORIDA.com
2009 Agent @ Home Magazine Reader’s Choice Award for Best State Tourism Bureau – VISIT FLORIDA
2009 Shop America Salutes Innovation (SASI) Award for Florida Reflections Culinary Campaign
2009 Hospitality Sales & Marketing Association International Adrian Award for VISIT FLORIDA Traffic Generation SEM/SEO
2009 Hospitality Sales & Marketing Association International Adrian Award for VISIT FLORIDA Meetings Program
2009 Hospitality Sales & Marketing Association International Adrian Award for VISIT FLORIDA Video Program
2009 Web Marketing Association Internet Advertising Competition Best of Show for VISIT FLORIDA E-newsletter
2009 Recommend Magazine Reader’s Choice Award for Best Selling Destination in the USA/Canada – VISIT FLORIDA
2010 American Advertising Federation Suncoast Chapter Gold ADDY Award for VISIT FLORIDA Magazine
2010 American Advertising Federation Suncoast Chapter AMY Award for VISIT FLORIDA Magazine
2010 American Advertising Federation Tallahassee Chapter Silver ADDY Award for “Destination Matters” Ad
2010 American Advertising Federation Tallahassee Chapter Silver ADDY Award for VISIT FLORIDA 2008-2009 Annual Report
2010 American Advertising Federation Tallahassee Chapter Silver ADDY Award for “Florida Makes You Shine” Ads
2010 American Advertising Federation Tallahassee Chapter Silver ADDY Award for “Florida Makes You Shine” Postcards
2010 American Advertising Federation Tallahassee Chapter Silver ADDY Award for “VIP Event – Atlanta” Invitation
2010 American Advertising Federation Tallahassee Chapter Silver ADDY Award for “Selling the Sunshine” Governor’s Conference Table Display
2010 Visit USA, Argentina Top Destination Management Organization – VISIT FLORIDA
2010 Southeast Tourism Society Shining Example Award for Visual Excellence – “Your Florida Side” Television Campaign