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 2010-2011 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.
2010-2011 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.

The information in the four links to the left provide key examples of the ways in which VISIT FLORIDA implemented the Marketing Principles to achieve our overall strategic goals and priorities set forth for the 2010-2011 fiscal year.
For the 2010-2011 fiscal year, five strategic priorities 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.
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 strive 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 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.
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. In order to accomplish this, it is important for VISIT FLORIDA to position itself as a thought leader and valuable resource to key Florida tourism stakeholders.

Expanding and increasing industry engagement is a key component for providing leadership, and buy-in and participation from Florida tourism businesses and industry leaders are essential for the success of VISIT FLORIDA’s marketing objectives. In order to better educate and engage Florida’s tourism industry, VISIT FLORIDA hosted two key events in 2010-2011. Held in September, the 43rd Annual Florida Governor’s Conference on Tourism offered the opportunity for more than 800 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 challenges. To prepare for the upcoming fiscal year, VISIT FLORIDA hosted its annual Marketing Retreat in December 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 on the upcoming year’s strategic and budgetary planning process and solicit valuable input and feedback from attendees.
Providing Leadership continued

Another way VISIT FLORIDA serves as a thought leader and valuable resource to the industry is through the production of its “Log-In & Learn” educational webinar program. This effort is designed to provide Florida tourism businesses with access to industry trends and marketing expertise, as well as resources to assist in maximizing their partnership with VISIT FLORIDA. During the 2010-2011 fiscal year, the Industry Relations team conducted 23 webinars on 14 topics, attracting nearly 1,500 participants. Topics for the program are selected based on suggestions from VISIT FLORIDA staff, as well as input from tourism business Partners and information requests that come through our Industry Hotline. A special subset of the Log-In & Learn program is a series of webinar topics of specific interest to our Small Business Partners. The webinars, which are free of charge, are recorded and archived in our Learning Library.

Through a leadership role in the Partnership for Florida’s Tourism, VISIT FLORIDA joins with the Florida Association of Convention & Visitor Bureaus, the Florida Attractions Association, the Florida Restaurant & Lodging Association and the Florida Association of RV Parks & Campgrounds to engage with Florida legislators on issues pertaining to Florida travel and tourism. In March, VISIT FLORIDA helped organize the 2011 Florida Tourism Day at the Capitol, where nearly 200 members of the Partnership for Florida’s Tourism traveled to Tallahassee to educate the legislature, media and Floridians about the importance of Florida’s tourism industry and the rationale for public funding.

To share the Florida tourism message with meeting and incentive travel professionals, VISIT FLORIDA hosted the 30th Annual Florida Encounter – our premier appointment-based tradeshow showcasing Florida destinations. In order to assist world-wide travel agents with learning more about Florida, VISIT FLORIDA hosts the Florida Specialist Program – a series of four seminars, the successful completion of which qualifies them to be placed on our website as an official “Florida Specialist.”

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 travel destination in the world.
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 in 2010-2011 in response to the Gulf oil spill. Providing strategic thinking and leadership in relaying information to consumers regarding the impact of the oil spill on Florida became a top priority and responsibility for VISIT FLORIDA. With the entire world focused on the crisis and its potential impacts, VISIT FLORIDA emerged as one of the most important and reliable sources 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. Providing real-time, transparent information to Florida’s visitors so that they could make the most informed travel planning decisions possible became the guiding theme for all our projects and programs. On the heel of two down economic years and faced with the oil spill impact, VISIT FLORIDA’s traditional advertising and promotions efforts – combined with a host of special projects outlined on the following page – allowed Florida to actually achieve a 4% increase in visitor numbers for the 2010-2011 fiscal year.
Being the Trusted Source continued

Florida Live – Florida Live was created to counter sensational news coverage, incorporate hyper-local information and create a transparent visual resource for consumers. The social media platform includes date-stamped photos, live webcams, Twitter feeds, daily videos, blog posts and fishing reports. Florida Live is now a permanent and highly popular feature of our website, receiving more than 6.7 million visits.

Mobile Website – VISITFLORIDA.com, the most visited destination marketing organization website in the country, now has a mobile version. The site includes “Near Me Now” functionality with GPS-enabled capabilities and video displays. It also offers featured cities and deals, plus “favorites” that allow users to save information for putting together their own Florida vacation plans. The site has received more than 474,000 visits resulting in over 1.1 million page views.

FishingCapital.com – In partnership with the Florida Fish & Wildlife Conservation Commission, VISIT FLORIDA created the ultimate microsite for boating and fishing enthusiasts. Users will find tips on all the best fishing hot spots, information on fishing events and deals, and hear daily fishing reports from local captains. The site’s rich content also includes a dedicated Fishing & Boating Insider with more than 320 blogs posted.

Share a Little Sunshine – VISIT FLORIDA’s social media based advocacy platform that encourages Florida residents to take an active role in increasing visitation grew exponentially. Governor Rick Scott championed the cause by traveling to several key markets as part of the “Share a Little Sunshine Tour.” On the strength of a targeted ad buy and themed invitations, Share a Little Sunshine Facebook “likes” grew to 36,749, an increase of nearly 14,000 over the previous year.

Great VISIT FLORIDA Beach Walk – The Great VISIT FLORIDA Beach Walk may well have been the biggest beach rally and photo fest ever held. In one morning, more than 3,700 Florida volunteers in 34 coastal counties covered the Sunshine State’s 825 miles of beaches in a celebratory event documenting – in more than 5,200 real-time photos – the great conditions of Florida’s sandy shores.

Sunshine Moments – VISIT FLORIDA created the Sunshine Moments Facebook-based photo contest to increase awareness of Florida as a summer vacation destination by promoting family travel in our key markets. Through a hyper-targeted Facebook ad buy, we were able to increase our VISIT FLORIDA Facebook fan base by 900% in just five weeks. We received 5,800 photo entries, 11,525 opt-ins, 18,481 contest entries and the application received over 260,000 views. Additionally, a Nielsen study found that the campaign helped to drive a directional increase of over 10 percentage points in the number of respondents who were more likely to consider Florida as their next vacation destination.
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. Once silo-ed departments within VISIT FLORIDA now became integrated teams focused on bringing the Florida tourism industry together to assist our visitors. In addition, VISIT FLORIDA established an increased level of visibility within state government, and was recognized as a vital part of the discussion and a resource for providing information to government officials on statewide and national levels. Below are two special projects VISIT FLORIDA conducted related to serving our industry and legislative stakeholders.

**Oil Spill Crisis Management Response** – VISIT FLORIDA established an internal cross-departmental crisis response team that met twice daily to strategize on communications efforts and action plans to support the statewide tourism industry. Projects included conducting weekly conference calls and messaging with industry Partners, preparing a toolkit of response materials and staffing the Public Information and Business & Industry desks at the State Emergency Operations Center.

**Florida Seafood Celebration** – VISIT FLORIDA hosted a reception at the Florida House on Capitol Hill that highlighted three celebrity chefs preparing their signature seafood dishes on site using fresh caught Florida ingredients and providing their endorsement of the safety of the seafood product visitors could enjoy on their next Florida vacation. This event allowed invited legislators, media and other dignitaries to sample the fresh seafood for themselves, hear reports first-hand from the chefs and Florida officials in attendance, and then share that message with their constituents back home all across the country.

While the economic and environmental impacts of the Gulf oil spill may continue to be an issue for many years to come, the crisis 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 state and federal 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 our marketing initiatives have on consumer behavior.

Strategic, integrated and targeted marketing campaigns are the cornerstone of VISIT FLORIDA’s marketing efforts for maximizing market share. Our 2010-2011 domestic advertising campaign, now in its second year, used the proven “Your Florida Side” creative and utilized an increased budget quite efficiently. The advertising budget this year increased 23 percent overall, and 35 percent within our top six feeder markets of Atlanta, Boston, Chicago, New York, Philadelphia and Washington, D.C. The campaign used multiple media channels to reach a wider audience and create synergy through exposure with a mix of television, radio, online, print and outdoor (transit) advertising. The result was a significant increase in advertising recall – from 35% to 52%. The campaign produced nearly 268,000 trips that are directly attributable to the advertising, a 47% increase from last year. It also generated $177 in traveler spending in Florida, up from $147 in 2009-2010, and $11 in new sales tax revenue, up from $9 last year, for every $1 spent on advertising.
Maximizing Market Share continued

With nearly one million Floridians employed in the tourism industry, VISIT FLORIDA recognizes the importance of engaging Florida residents in helping boost the state’s economy. In 2010-2011, VISIT FLORIDA ramped up our in-state social media advocacy platform, “Share a Little Sunshine,” that encourages Floridians to take an active role in protecting jobs and creating revenue in their communities by sending a personal invitation to friends and family to visit the Sunshine State. This platform was the basis for several of VISIT FLORIDA’s successful marketing efforts, including the “Share a Little Sunshine Tour,” the “Great VISIT FLORIDA Beach Walk” and “Sunshine Moments.”

VISIT FLORIDA is proud to have the No. 1 trafficked state destination marketing organization website in the country and, as the state’s official source for travel planning, drawing visitors to the website is the call-to-action for all domestic and international consumer-facing marketing efforts. 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. VISIT FLORIDA continually upgrades and improves the site to ensure that the most innovative travel planning tools are available to consumers. The 2010-2011 fiscal year was no exception, with VISIT FLORIDA launching a host of new user-friendly travel resources for visitors, including:

- A mobile version of VISITFLORIDA.com;
- Micro-sites for specialized content relating to weddings, trails and fishing in Florida;
- Adding Microsoft tags to our print publications that allow readers to see related content on our website via their mobile device;
- The ability to upload and share vacation images directly from Facebook and Flickr, as well as get travel advice from Facebook friends, from any page on the website; and
- Significantly increasing the amount of content on the site by providing information from more than 10,000 Florida tourism businesses.

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 also strives to leverage resources through cooperative marketing programs that create and add value for Partners within and outside the Florida tourism industry. While wise financial stewardship is critical, VISIT FLORIDA focuses on not sacrificing quality in order to initiate a new program or continue an existing program without dedicating the resources necessary to make the program a success.

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 tourism businesses 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 allow VISIT FLORIDA to leverage the resources of these key tourism-related organizations and unite marketing efforts in driving visitation to Florida. In addition, VISIT FLORIDA expanded innovative corporate partnerships with major brands such as Kodak and Mazda to further extend Florida’s brand identity and attract new visitor segments.
Leveraging Resources continued

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 Partners through our Co-op Marketing Planner, which includes more than 150 advertising, sales, promotions and public relations options from which to choose. In 2010-2011, VISIT FLORIDA added new search and information features to the Planner and released the first issue of our dedicated Co-op Monthly Newsletter spotlighting new and upcoming marketing opportunities. Collectively, these efforts generated more than $15 million in industry investment in our co-op marketing programs.

Human resources play a key role in VISIT FLORIDA’s overall success. The leadership team regularly evaluates the organization’s internal structure and implements changes to improve and foster integration between departments while maximizing operational efficiencies. In 2010-2011, new positions, such as a brand planner and senior editor, were added to ensure the organization remained in step with global marketing trends and was best positioned as the authoritative source for Florida travel content.

VISIT FLORIDA’s success as a destination marketing organization is ultimately dependant on the 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.
2010-2011 Annual Highlights

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 2010-2011 fiscal year. From 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.
Rolled out a new initiative that offered all Florida tourism businesses the opportunity to take advantage of a free web listing on VISITFLORIDA.com

Discovery Channel premiered new “Florida Travel + Life: Affordable Luxury” television series, sponsored by American Express and VISIT FLORIDA, which features a different Florida destination in each episode.
Co-sponsored new reality fishing show Florida Bass 2 Billfish with Peter Miller showcasing travel and the diverse fishing environment in the Sunshine State.

Welcomed 2.3 million visitors to the five Official Florida Welcome Centers, which hosted festivals, public awareness campaigns and other themed events.
Debuted the mobile version of VISITFLORIDA.com, allowing the more than 4 billion mobile users around the globe to access all the content on our consumer site from any mobile device.

Brought more than 800 industry professionals together for the 43rd Annual Florida Governor’s Conference on Tourism to share best practices and learn the latest trends from travel experts.

Added new search and information features to the co-op program Marketing Planner, home to the constantly expanding list of more than 150 officially-sanctioned VISIT FLORIDA marketing opportunities.

Launched weddings.VISITFLORIDA.com for couples who want to plan all aspects of their perfect Sunshine State wedding and honeymoon on one easily searchable site.
Launched **Mi Sol Es Tu Sol website and Facebook page**, the Hispanic version of our Share a Little Sunshine campaign that encourages Florida residents to invite friends and family to visit the Sunshine State.

Debuted **trails.VISITFLORIDA.com**, America’s first state trails-tourism website offering comprehensive information about more than 100 of the Sunshine State’s trails and greenways.

Released the first issue of our dedicated **Co-op Monthly Newsletter** spotlighting new and upcoming marketing opportunities that resulted in more than $15 million in industry investment in VISIT FLORIDA co-op marketing programs.
Hosted the 30th Annual Florida Encounter, our premier appointment-based tradeshow showcasing all the Sunshine State has to offer meeting and incentive travel professionals.

Held the Florida Seafood Celebration in Washington, D.C. with three celebrity chefs to show Congress and the nation that Florida’s seafood is as wonderful as ever by letting them taste it for themselves.

Organized the Great VISIT FLORIDA Beach Walk, perhaps the biggest one-day beach rally and photo fest ever held, to document the beautiful conditions of Florida’s sandy shores.
Held annual Marketing Retreat for industry experts and VISIT FLORIDA staff to present the upcoming year’s strategic planning process and solicit input from the event’s more than 120 attendees.

Released annual Florida Visitor Study, an in-depth report providing a comprehensive overview of travel patterns and tourism trends in the Sunshine State.
Produced 2011 VISIT FLORIDA and Florida Insiders magazines with new Microsoft tags feature that allows readers to snap tags with their smartphone’s camera to see related videos, photos, deals and more via their mobile device.

Extended best-in-class strategic marketing partnership with Mazda to include title sponsorship of Patrick Dempey’s No. 40 Share a Little Sunshine/VISITFLORIDA.com race car in the GRAND-AM Rolex Sports Car Series.

Named “Best U.S. State Tourism Bureau” by Performance Media Group’s 2010 Leisure Travel Leaders awards.

Launched year two of the award-winning “Your Florida Side Is Calling” advertising campaign which generated more than $177 in tourism spending and $11 in new sales tax collections for every $1 spent.
Launched **Groundhog Day campaign**, just one of many innovative public relations efforts that resulted in $4.9 million in advertising equivalency and more than 50 million media impressions.
Carried out the **Share a Little Sunshine Tour**, a highly-visible, three-day, four-city trip to Florida’s key markets with Governor Scott leading the charge to extend a personal invitation to visit the Sunshine State.

Hosted **Florida Tourism Day** at the Capitol with nearly 200 representatives of the Partnership for Florida’s Tourism educating the legislature about the importance of the state’s tourism industry and the rationale for public funding.

Concluded **“So You Think You Know Florida”** sweepstakes with more than 97,000 mobile entries, which was the largest mobile participation ever received by CBS for a promotion.
Achieved milestone of having more than 10,000 tourism industry business listings on our award-winning consumer website.

In partnership with the Florida Fish & Wildlife Conservation Commission, launched FishingCapital.com, the ultimate website for boating and fishing enthusiasts offering tips on hot spots, deals and daily fishing reports.

Held grand opening of the “Remembering Paradise: Souvenirs of Historic Florida Attractions” exhibit at the Florida Historic Capitol Museum, which showcases an extensive one-of-a-kind collection of travel treasures.

Unveiled new social media features on VISITFLORIDA.com, including the ability to upload and share vacation images directly from Facebook and Flickr, as well as get travel advice from Facebook friends from any page on our website.
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Launched the Sunshine Moments Facebook-based photo contest to increase awareness of Florida as a summer vacation destination by promoting family travel in our key markets.

Hosted a pre-Memorial Day weekend satellite media tour to share the message of sun, fun and the diversity of the Sunshine State’s unique destinations to family vacationers planning their summer travel.

Received the Travel and Tourism Silver SABRE Award, recognized as the largest public relations awards competition in the world, for our “Tourism Crisis Management – Gulf Oil Spill Response”.

Concluded highly-successful annual media receptions program with events in Atlanta, Boston, Chicago, New York and Washington, D.C. attended by more than 80 industry partners who met with over 70 media guests.
Concluded impressive annual sales program that included missions to Brazil and China, two emerging international markets who spent more than $2 billion traveling in Florida in 2010.
2010-2011 Measures of Success

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.

82.3 million ....... Total number of out-of-state and international visitors to Florida*
14.7 million ....... Total number of in-state travelers*
$62.7 billion ...... Total spending infused into Florida’s economy by visitors*
974,700 ............. Number of Floridians directly employed by tourism*
10,334 ............... Number of VISIT FLORIDA Partners and web affiliates
$15.1 million ..... Industry investment in VISIT FLORIDA co-op programs
2.3 billion .......... Consumer impressions generated through co-op and dedicated VISIT FLORIDA advertising in domestic and Canadian markets

5.5 million .......... Visits to the consumer website, VISITFLORIDA.com
399,923 ............. Visits to the mobile version of VISITFLORIDA.com (launched September 2010)
13,356 ............... Followers on VISIT FLORIDA consumer Twitter account, @VISITFLORIDA
199,650 ............ Fans on VISIT FLORIDA consumer Facebook account, Facebook.com/VISITFLORIDA
36,769 ............... Fans on Share a Little Sunshine Facebook account, Facebook.com/ShareaLittleSunshine
195 .................... Number of Partnership for Florida’s Tourism representatives who met with lawmakers on Tourism Day at the Capitol to advocate for tourism marketing public funding

*Reflects calendar year 2010
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Number of VISIT FLORIDA “Insiders” who are blogging, Tweeting, posting videos, answering questions and offering Florida travel tips to potential visitors all around the world:

- 9

Number of questions asked of the VISIT FLORIDA “Insiders”:

- 2,396

Blogs posted by VISIT FLORIDA “Insiders”:

- 1,994

Travelers who visited VISIT FLORIDA’s five Official Florida Welcome Centers:

- 2.3 million

Travelers who participated in six monthly themed celebrations hosted at the Official Florida Welcome Centers:

- 1.2 million

Travelers who were assisted with Florida travel through our live operator:

- 3,161

Number of room nights booked through Official Florida Welcome Centers for reservations at hotels, state parks, campgrounds and attractions totaling $256,615:

- 3,873

Number of VISIT FLORIDA’s five Official Florida Welcome Centers for reservations at hotels, state parks, campgrounds and attractions totaling $256,615:

- $14 million

Number of VISIT FLORIDA’s five Official Florida Welcome Centers for reservations at hotels, state parks, campgrounds and attractions totaling $256,615:

- 390.1 million

Number of VISIT FLORIDA’s five Official Florida Welcome Centers for reservations at hotels, state parks, campgrounds and attractions totaling $256,615:

- 97,162

Number of opt-ins generated through dedicated splash page for “Free Your Florida Side” sweepstakes, which received more than 124,000 unique visitors, 141,000 contest page views and 99,313 entries:

- 5,373

Domestic media impressions of publicity generated through public relations, corporate communications and promotional activities:

- 1.16 billion

Domestic impressions generated through online articles by public relations and corporate communications activities:

- 7.2 million

Advertising equivalency generated as a direct result of public relations and corporate communications media activities:

- $4.9 million

Media value/ equivalency generated from $452,766 spent on the execution of 47 paid promotional programs:

- $18.8 million

Consumer impressions generated from 47 paid promotional programs:

- 730.2 million

Number of mobile entries in the “So You Think You Know Florida” sweepstakes with CBS, which was the largest mobile participation ever received by CBS for a promotion:

- 97,162

Number of opt-ins generated through dedicated splash page for “Free Your Florida Side” sweepstakes, which received more than 124,000 unique visitors, 141,000 contest page views and 99,313 entries:

- 5,373

Domestic media impressions of publicity generated through public relations, corporate communications and promotional activities:

- 1.16 billion

Domestic impressions generated through online articles by public relations and corporate communications activities:

- 7.2 million

Advertising equivalency generated as a direct result of public relations and corporate communications media activities:

- $4.9 million
1,742 .................The number of one-on-one business appointments conducted during VISIT FLORIDA’s 30th Annual Florida Encounter tradeshow, representing an increase of 8.3 percent from the previous year

82 ......................Total number of suppliers that attended VISIT FLORIDA’s 30th Annual Florida Encounter tradeshow

3,700 .................Number of Florida volunteers in 34 coastal counties who participated in the Great VISIT FLORIDA Beach Walk, perhaps the biggest one-day beach rally and photo fest ever held

5,200 .................Number of real-time photos taken by Great VISIT FLORIDA Beach Walk participants who came together to document the beautiful conditions of Florida’s 825 miles of sandy shores

705,657 .............Number of travel trade, meetings professionals and consumer attendees reached collectively by 548 Florida tourism Partners who participated in VISIT FLORIDA’s 49 domestic and international sales programs

$167,376 ...........Amount awarded to 44 recipients through the Cultural Heritage and Nature Tourism Grant program, the Minority Convention Grant program and the Advertising Matching Grant program

3,648 .................Number of “hot deals” and special offers posted by 808 Partners on VISITFLORIDA.com and meetings.VISITFLORIDA.com

361 ....................Number of marketing consultations held by VISIT FLORIDA Business Development Managers with marketing Partners throughout Florida

1,500 .................Number of attendees who participated in VISIT FLORIDA’s 24 tourism industry or Partner webinars on 14 various topics

15.5 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 40 tourism clients
2010-2011 Financial Overview

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 2010-2011 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 2010-2011 financial position.

Actual Revenue: 2004-2011
(in millions of dollars)

Actual Expense: 2010-2011

Note: For fiscal year 2009-2010, Public Funds of $28.5 million includes $6.6 million in Deepwater Horizon Recovery Proceeds.

Note: For fiscal year 2010-2011, Public Funds of $31.9 million includes $5.2 million in Deepwater Horizon Recovery Proceeds.
Serving Our Stakeholders

VISIT FLORIDA, the official tourism marketing corporation for the State of Florida, is responsible for serving a wide variety of stakeholders. The audiences that VISIT FLORIDA serves can be divided among three categories: 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 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 and Florida Insider magazines, 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 in Campbellton, I-75 in Jennings, I-95 in Yulee and the Florida Capitol in Tallahassee.

VISIT FLORIDA markets the destination as a top locale for meetings, conventions and incentive travel, and provides assistance to professional planners at all stages of the process. A dedicated website at meetings.VISITFLORIDA.com, an annual appointment trade show known as “Florida Encounter,” and individual planning assistance are all 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 trade shows 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’s marketing efforts are highly effective. In 2010-2011, thirty-seven 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 an industry-driven 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 provide a substantial return on investment. Through strategic 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.
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 charged with 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 2010, Florida welcomed 82.3 million visitors who spent $62.7 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.

(Note: Recent changes affecting the Florida Commission on Tourism and the creation of the Department of Economic Opportunity will be reflected in the 2011-2012 VISIT FLORIDA Annual Report. To learn more, please click here.)
Messages from Leadership

LETTER FROM GOVERNOR RICK SCOTT

LETTER FROM CHAIR ED FOUCHE

LETTER FROM VISIT FLORIDA PRESIDENT & CEO CHRIS THOMPSON
Dear Friends,

Florida welcomed 82.3 million visitors to our state in 2010 – a testament to the strength of VISIT FLORIDA and the Florida tourism industry’s innovative marketing efforts. On behalf of the State of Florida, I would like to thank everyone who dedicates themselves to driving visitation to our state and for the hospitality you provide our visitors.

Essential to the growth and sustainability of our economy, tourism has long been the Sunshine State’s leading industry – generating more than $62 billion in taxable sales revenue and employing nearly one million Floridians. VISIT FLORIDA, acting as the state’s official tourism marketing corporation, is tasked with generating a 1-to-1 match of private industry investment against the public funding it receives from the legislature. Historically, the Florida tourism industry has invested nearly $2 in VISIT FLORIDA marketing programs for every $1 the state invests. Over its 15-year history, VISIT FLORIDA has been a $1.1 billion destination marketing cooperative, matching $350 million in public funding with $776 million of private investment by thousands of Florida tourism businesses and strategic partners.

For more than 100 years, Florida has worked to cultivate its legacy as a world-renowned tourism destination with great success. However, in today’s highly competitive global marketplace, it is imperative that we continue to position our state as a top-of-mind destination to consumers. VISIT FLORIDA is able to champion that effort through the implementation of responsive and innovative marketing strategies that resonate with our visitors.

This annual report shares the challenges, triumphs and ongoing efforts of VISIT FLORIDA and Florida’s tourism industry over the past year. Building on that strong foundation, and with your continued support, Florida is certain to achieve the goal of establishing itself as the No.1 travel destination in the world.

Sincerely,

Rick Scott
Governor
Dear Partners and Friends,

For the past two years, I have had the honor of serving as chair of VISIT FLORIDA’s Board of Directors. On their behalf, I am pleased to present the 2010-2011 VISIT FLORIDA Annual Report. This was a year marked by strategic and innovative projects that expanded the reach and relevance of the Florida brand to new audiences. While 2010-2011 certainly presented 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.

In 2010-2011, VISIT FLORIDA implemented a number of programs that were a part of the strategic plan. Those included the launch of a mobile version of the award-winning VISITFLORIDA.com website, several specialty sites for weddings, fishing and trails, and year-two of the award-winning “Your Florida Side Is Calling” advertising campaign. A host of other successful projects that were carried out this past year were in response to the continued misperception by consumers that Florida’s beaches and coastline had been negatively impacted by the Gulf oil spill. This challenge required quick response times and flexible, innovative approaches to ensure Florida’s key summer and winter travel seasons remained healthy. VISIT FLORIDA’s ability to rise to the occasion and provide exemplary leadership during a time when our state’s top industry was in jeopardy, while still accomplishing our core strategic objectives, may well be the organization’s crowning achievement.

For the industry, VISIT FLORIDA rolled out a new initiative that offered all Florida tourism businesses the opportunity to take advantage of a free web listing on VISITFLORIDA.com. The response was overwhelming, with more than 10,000 Florida destinations now represented on the site, providing an incredibly robust amount of content for our visitors to explore. For consumers, VISIT FLORIDA engaged Florida residents in sharing real-time images of the state’s current conditions so that visitors could make the most informed travel planning decisions possible. The transparency and visual nature of this information being provided by those living closest to the coast was crucial for Florida to counter the oil spill’s sensational and often misinterpreted news coverage.

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 this year. 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. As I pass the leadership torch to Tony Lapi, this year’s Chair of the Board of Directors, I ask you all to support VISIT FLORIDA as they continue to rise to the challenge of establishing Florida as the No. 1 travel destination in the world.

Sincerely,

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

As I look back on the past twelve months, I am exceedingly proud of the results we have achieved. Facing challenges that could easily have set us back, VISIT FLORIDA and the Florida tourism industry worked together to actually increase travel to the Sunshine State. VISIT FLORIDA introduced innovative new programs, expanded co-op marketing opportunities and promoted the Florida tourism product across the U.S. and around the globe. It was also an award-winning year for our crisis response efforts, national advertising campaign and Share a Little Sunshine in-state advocacy program.

This Annual Report highlights many of the accomplishments and successes that VISIT FLORIDA achieved last year. By creating it 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 of 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 was 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.

To follow up an extraordinarily challenging year with one so robust tells me 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!

Regards,

Chris Thompson, CDME
President and CEO, VISIT FLORIDA
Corporate Information

SENIOR MANAGEMENT TEAM

DEPARTMENTAL LISTINGS

BOARD OF DIRECTORS

FLORIDA COMMISSION ON TOURISM

PAST BOARD OF DIRECTORS CHAIRS

COMMITTEES
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 and visitor services programs both domestically and internationally.

VISIT FLORIDA has 100 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

Christopher L. Thompson, CDME
President and Chief Executive Officer

J. William Seccombe
Chief Marketing Officer

Vangie McCorvey, CPA
Chief Financial Officer

Susannah Costello
Vice President of Brand

David Dodd
Vice President of Visitor Services

Eileen Forrow
Vice President of Sales and Marketing
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.

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Current Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ed Fouché</td>
<td>Chair, Disney Destinations</td>
</tr>
<tr>
<td>Tony Lapi</td>
<td>Chair-Elect, ‘Tween Waters Inn Island Resort</td>
</tr>
<tr>
<td>Ty Christian</td>
<td>Member at Large, TRC Consulting Group, LLC</td>
</tr>
<tr>
<td>Dennis Doucette</td>
<td>Secretary, The Biltmore Hotel</td>
</tr>
<tr>
<td>Carol Dover</td>
<td>Vice Chair of Government Relations, Florida Restaurant and Lodging Association</td>
</tr>
<tr>
<td>Richard Goldman</td>
<td>Immediate Past Chair, Saint Augustine, Ponte Vedra and The Beaches VCB</td>
</tr>
<tr>
<td>Glenn Hastings</td>
<td>Treasurer, St. Johns County Tourist Development Council</td>
</tr>
<tr>
<td>Andrew Hertz</td>
<td>Vice Chair of Marketing, Miami Seaquarium</td>
</tr>
<tr>
<td>Robert Skrob</td>
<td>Vice Chair of Industry Relations, Florida Association of Convention &amp; Visitor Bureaus</td>
</tr>
</tbody>
</table>
Members

Walter Banks
Lago Mar Resort & Club

Thomas E. Barnette
EA Tours

Harvey Campbell
Columbia County Tourist Development Council

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Victoria L. Freed
Royal Caribbean International

Nicki E. Grossman
Greater Fort Lauderdale Convention & Visitors Bureau

Tammy Gustafson
Universal Orlando

Kevin Healy
AirTran Airways

Brad Little
Brad Little Consulting, Inc.

Charles Mares
Columbia County Tourist Development Council

Harvey Campbell
EA Tours

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Victoria L. Freed
Royal Caribbean International

Nicki E. Grossman
Greater Fort Lauderdale Convention & Visitors Bureau

Tammy Gustafson
Universal Orlando

Kevin Healy
AirTran Airways

Jean Austin
American Express Establishment Services

Kurt S. Browning
State of Florida

Paul Catoe
Tampa Bay & Company

Pamela Dana
Sure Lure Charter Company

Lucia M. Fishburne
Governor’s Office of Film & Entertainment

Donald Forgione
Florida State Parks

Jan Gautam, CHA
GL Hotels Group

Nancy S. Halford
Naval Aviation Museum

Malinda Horton
Florida Association of Museums

Bill Johnson
Florida Airports Council

Robert Kamm
Sandcastles Hotel & Resort

Bill Lupfer
Florida Attractions Association

Kerry Morrissey
Ocean Properties, Ltd. Hotels and Resorts

Keith Overton, CHA
Island Grand - TradeWinds Island Resorts

Larry Pendleton
Florida Sports Foundation

Jorge Pesquera
Palm Beach County Convention & Visitor Bureau

Abraham Pizam
University of Central Florida Rosen School of Hospitality Management
Ex Officio Members (cont)

David W. Reese
Florida’s First Coast of Golf

Gary C. Sain, CTC, CHME
Visit Orlando

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

Frank Usina
North Beach Camp Resort

Honorary Members

Peter Guptill

Jack B. Healan, Jr.
Omni Amelia Island Plantation

Arthur H. Hertz
Miami Seaquarium/Wometco Enterprises

Donna Ross, CAE

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

Tom Staed
Staed Family Associates

Thomas Waits

as of June 30, 2011
Florida Commission on Tourism

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 32 tourism industry members appointed by the Governor and two legislators appointed by the Senate President and the House Speaker.

The Honorable Rick Scott
Chair
Governor, State of Florida

Ed Fouché
Vice Chair
Disney Destinations

Members

Walter Banks
Lago Mar Resort & Club

Thomas E. Barnette
EA Tours

Harvey Campbell
Columbia County Tourist Development Council

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
Saint Augustine, Ponte Vedra and The Beaches VCB

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 Island Resort

(Note: Recent changes affecting the Florida Commission on Tourism and the creation of the Department of Economic Opportunity will be reflected in the 2011-2012 VISIT FLORIDA Annual Report. To learn more, please click here.)
Members (cont)

Brad Little
Brad Little Consulting, Inc.

Charles Mares

Carol McQueen
Levy County Visitors Bureau

John Perez
The Wyvern Hotel

Scott Rose
The Florida Aquarium

Robert Skrob
Florida Association of Convention & Visitor Bureaus

Thom Stork
The Florida Aquarium

John Tomlin
AAA Auto Club South

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

Harold D. Wheeler
Florida Keys & Key West Tourist Council

Ex Officio Members

The Honorable Nancy C. Detert
Florida Senate

The Honorable Ritch Workman
Florida House of Representatives
Past Board of Directors Chairs

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 acumen 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
Jack B. Healan, Jr. 2000-2001 President Omni Amelia Island Plantation
Fred Lounsberry 2001-2002 Fred Lounsberry & Associates

Peter Guptill 2002-2003
Walter Banks 2003-2004 President Lago Mar Resort & Club
Thomas Waits 2004-2005 Retired
Thom Stork 2005-2006 President/CEO The Florida Aquarium
Donna H. Ross, CAE 2006-2007 Retired
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

Note: The 2009-2010 Chair, Ed Fouché, served consecutive year terms and will not appear as a Past Board of Directors Chair until next year.
Committees

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 and committees: Advertising/Internet, Audit, Communications, Cultural/Heritage/Rural/Nature, Finance, Governmental Relations, Industry Relations, International, Marketing Council Steering, Promotions, 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
COMMUNICATIONS
CULTURAL/HERITAGE/RURAL/NATURE
FINANCE
GOVERNMENTAL RELATIONS

INDUSTRY RELATIONS
INTERNATIONAL
MARKETING COUNCIL STEERING
PROMOTIONS
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 and digital marketing.

Harold D. Wheeler  
Chair  
Florida Keys & Key West Tourist Council

Peter Cranis  
Vice Chair  
Visit Orlando

Members

Dennis Doucette  
The Biltmore Hotel

Eric Eimstad  
Miami Seaquarium

Tammy Gustafson  
Universal Orlando

Deldre D. Jackson  
Florida’s Space Coast Office of Tourism

Mark Jackson  
Central Florida Visitors & Convention Bureau

Deborah A. Meihls, CDME  
Bradenton Area Convention and Visitors Bureau

Trisha Rothman  
Tampa’s Lowry Park Zoo

Jim Wood  
Florida Department of Environmental Protection - Office of Greenways and Trails
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

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB

Arthur H. Hertz
Miami Seaquarium/Wometco Enterprises

Thom Stork
The Florida Aquarium
Communications Committee

The 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.

Andrew A. Newman  
Chair  
Newman PR  

Jessica Taylor  
Vice Chair  
Greater Fort Lauderdale Convention & Visitors Bureau  

Members  

Tangela Boyd  
Daytona Beach Area Convention & Visitors Bureau  

Ashley Chisholm  
E. W. Bullock Associates  

Jennifer Diaz  
Greater Miami Convention & Visitors Bureau  

Erin Duggan  
Sarasota & Her Islands Convention & Visitors Bureau  

Shonna K. Green  
Central Florida Zoo and Botanical Gardens  

Mary Haban  
Visit St. Petersburg/Clearwater  

Laura Lee  
Pensacola Convention & Visitor Information Center  

Susan Lomax  
Visit Orlando  

Tracy Louthain  
South Walton Tourist Development Council  

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

David Naranjo  
Estefan Enterprise  

Lyndsay Rossman  
Visit Jacksonville  

Nicole Steinman  
Holiday Inn Resort - Panama City Beach  

Angie L. Vennerstrom  
St. Augustine Premium Outlets  


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.

Virginia Haley
Chair
Sarasota & Her Islands Convention & Visitors Bureau

John Scherlacher, TMP
Vice Chair
Highlands County Visitor Convention Bureau

Members

Carmen Ackerman
Broward Center for the Performing Arts

Jean Austin
American Express Establishment Services

Becky Bragg
Canoe Outpost - Peace River

Debi Clark
Spirit of the Swamp Airboat Rides

Donna Creamer
Pure Water Wilderness

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB

Nancy S. Haltford
Naval Aviation Museum

Peggy Heiser
Flagler County Tourism Development Council

Herbert L. Hiller

Christine Machen
University of Florida

Bob Wattendorf
Florida Fish and Wildlife Conservation Commission

Ron Woxberg
St. Johns River Cruises
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.

Glenn Hastings
Chair
St. Johns County Tourist Development Council

Members

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.
Omni Amelia Island Plantation

Kevin Healy
AirTran Airways

Andrew Hertz
Miami Seaquarium

Tony Lapi
‘Tween Waters Inn Island Resort

Thom Stork
The Florida Aquarium

Thomas Waits
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

Sheilah Bowman

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Jacob DiPietre
Walt Disney World Company

Michael Eurich
Florida Trail Association, Inc.

Elliot Falcione
Bradenton Area Convention and Visitors Bureau

Jay Galbraith
SeaWorld Adventure Park Orlando

Richard Goldman
Saint Augustine, Ponte Vedra and The Beaches VCB

Gil Langley, CAE
Amelia Island Convention & Visitors Bureau

Tony Lapi
‘Tween Waters Inn Island Resort

Bill Lupfer
Florida Attractions Association

John McReynolds
Universal Orlando

Stephen W. Metz
Metz, Hauser & Daughton

John Perez
The Wyvern Hotel

Robert Skrob
Florida Association of Convention & Visitor Bureaus

Jim Snyder
Public Policy Associations Inc.

Thom Stork
The Florida Aquarium

Jim Tillman
Florida Legislative Consultants, Inc.

Richard Turner
Florida Restaurant and Lodging Association

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

Jim Wood
Florida Department of Environmental Protection - Office of Greenways and Trails
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.

Robert Skrob  
Chair  
Florida Association of Convention & Visitor Bureaus

Steve Hayes  
Vice Chair  
Tampa Bay & Company

Members

Donna Creamer  
Pure Water Wilderness

Jan Gautam, CHA  
GI Hotels Group

Peggy Heiser  
Flagler County Tourism Development Council

Malinda Horton  
Florida Association of Museums

Jennifer Huber  
Charlotte Harbor Visitor & Convention Bureau

Karen Hutchings  
Kissimmee Convention & Visitors Bureau

Kimberly Morgan  
Visit Jacksonville

Kerry Morrissey  
Ocean Properties, Ltd. Hotels and Resorts

Cecilia Orbegozo  
Hilton Miami Airport

Jorge Pesquera  
Palm Beach County Convention & Visitor Bureau
International Committee

The International Committee 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.

Jay Santos  
Chair  
Visit Orlando

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

Members

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

Gisela Marti  
Greater Miami Convention & Visitors Bureau

D.T. Minich  
Visit St. Petersburg/Clearwater

Stacey Mitchell  
Florida Keys & Key West Tourist Council

Robert Varley  
Florida’s Space Coast Office of Tourism

Harold D. Wheeler  
Florida Keys & Key West Tourist Council
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 six discipline-based committees, including Advertising/Internet; Communications; Cultural, Heritage, Rural and Nature; International; Promotions; and Sales.

**Andrew Hertz**  
Chair  
Miami Seaquarium

**Members**

- **Peter Cranis**  
  Visit Orlando

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

- **Virginia Haley**  
  Sarasota & Her Islands Convention & Visitors Bureau

- **Andrew A. Newman**  
  Newman PR

- **Craig Parsons**  
  Disney Destinations

- **David W. Reese**  
  Florida’s First Coast of Golf

- **Jay Santos**  
  Visit Orlando

- **John Scherlacher, TMP**  
  Highlands County Visitor Convention Bureau

- **Jessica Taylor**  
  Greater Fort Lauderdale Convention & Visitors Bureau

- **John Tomlin**  
  AAA Auto Club South

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

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

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

Susan Estler
Vice Chair
Panama City Beach Convention & Visitors Bureau

Members

Harvey Campbell
Columbia County Tourist Development Council

Shelley Maccini
Kissimmee Convention & Visitors Bureau

Susan Mayer
Homewood Suites By Hilton Bonita Springs

Carol McQueen
Levy County Visitors Bureau

Deborah A. Meihls, CDME
Bradenton Area Convention and Visitors Bureau

Philip Schwartz
SchwartzCom Communications

Nicole Steinman
Holiday Inn Resort - Panama City Beach

Mya Surrency
Visit Jacksonville

Jennifer Trevino
Travelocity
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.

Craig Parsons
Chair
Disney Destinations

John Tomlin
Vice Chair
AAA Auto Club South

Members

Kelly DeFebo
Sarasota & Her Islands Convention & Visitors Bureau

Lisha Duarte
Busch Entertainment Corporation

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

Debby Rivera, CMP
Kissimmee Convention & Visitors Bureau

Christine Tascione, CMP
Greater Fort Lauderdale Convention & Visitors Bureau

Pamela Watkins, CTIS
South Walton 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.

Susan Rupe
Chair
Hernando County Tourism Bureau

Bill Lupfer
Vice Chair
Florida Attractions Association

Members

Mary Altman
World Golf Hall of Fame At World Golf Village

Bobby Cornwell
Florida Association of RV Parks & Campgrounds

Wayne Gales
Wyndham Deerfield Beach Resort

Tony Lapi
‘Tween Waters Inn Island Resort

Hank Longo
Central Florida Visitors & Convention Bureau

David W. Reese
Florida’s First Coast of Golf

Frank Usina
North Beach Camp Resort
About VISIT FLORIDA

As the state’s No. 1 industry, tourism was responsible for welcoming 82.3 million visitors in 2010 who spent $62.7 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 $177 in tourism spending and $11 in new sales tax collections, paid by visitors, not residents. Thirty-seven percent of all Florida visitors are significantly influenced in their decision to visit Florida by one or more VISIT FLORIDA marketing initiatives. VISIT FLORIDA promotes tourism to Florida through sales, advertising, promotions, public relations and visitor services programs. As a public/private partnership, VISIT FLORIDA serves more than 10,000 tourism industry businesses, including nearly 3,000 invested Partners, more than 7,000 web affiliates and 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, please go to www.VISITFLORIDA.org or follow our corporate blog at www.SunshineMatters.org
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

VISIT FLORIDA Facebook:
Facebook.com/VISITFLORIDA

VISIT FLORIDA Twitter:
@VISITFLORIDA

Industry Website:
VISITFLORIDA.org

Media Website:
media.VISITFLORIDA.org

Meetings Website:
meetings.VISITFLORIDA.com

Viva Florida Website:
VivaFlorida.org

Fishing Website:
FishingCapital.com

Trails Website:
trails.VISITFLORIDA.com

Weddings Website:
weddings.VISITFLORIDA.com

Golf Website:
golf.VISITFLORIDA.com

Florida Live Website:
VISITFLORIDA.live.com

Florida Live Twitter:
@VisitFLive

Share a Little Sunshine Website:
ShareALittleSunshine.com

Share a Little Sunshine Facebook:
Facebook.com/ShareALittleSunshine

Number of Full-Time Employees:
As of June 30, 2011
Corporate Headquarters: 62
Welcome Centers: 38
2010-2011 VISIT FLORIDA Awards

2010 Florida Monthly Magazine Best of Florida Award for Best Florida Website – VISITFLORIDA.com
2010 Recommend Magazine Reader’s Choice Award for Best Selling Destination in the USA/Canada – VISIT FLORIDA
2010 Hospitality Sales & Marketing Association International Gold Adrian Award for Advertising – “Your Florida Side Is Calling”
2010 Hospitality Sales & Marketing Association International Silver Adrian Award for Integrated Marketing – “Florida Live”
2010 Hospitality Sales & Marketing Association International Bronze Adrian Award for Integrated Marketing – “Share a Little Sunshine”
2010 Shop America Salutes Innovation (SASI) Award of Merit for Florida Reflections Culinary Campaign
2010 Performance Media Group Leisure Travel Leaders Award for Best U.S. State Tourism Bureau – VISIT FLORIDA
2011 American Advertising Federation Gold ADDY Award for Interactive Media – Great VISIT FLORIDA Beach Walk
2011 TravelCom Network Most Social State Award – VISIT FLORIDA
2011 Web Marketing Association Internet Advertising Competition Award for Best Travel Social Media Campaign – “Florida Live”
2011 Holmes Group North America SABRE Award for Travel and Tourism – Crisis Management Response to the Gulf Oil Spill