



**February 12, 2026 Agenda  
& Meeting Materials**

## Agenda

**DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL MEETING AGENDA**

**Thursday, February 12, 2026, 10:00 a.m.**

**City Hall - Lynwood Roberts Room**

**TDC Members:** City Council President Carrico (Chair), City Council Vice President Howland (Vice Chair), City Council Member Randy White, Jitan Kuverji, Dennis Chan, Dennis Thompson, Mark VanLoh, Michael Jenkins, Shawn LaNoble

**TDC Staff:** Carol Brock (Executive Director), Brett Nolan (Administrator), Phillip Peterson (Auditor), Daren Anderson (Office of General Counsel)

- |   |                                |
|---|--------------------------------|
| I. Welcome and Call to Order  | Chair Carrico                  |
| II. Public Comments Including Action Items  | Chair Carrico                  |
| III. Approval of Minutes <ul style="list-style-type: none"><li>December 11, 2025 – TDC Regular Meeting*</li></ul>   | Chair Carrico                  |
| IV. Tourism Strategic Plan Update   | Dennis Thompson                |
| V. Florida’s First Coast of Golf Annual Report  | David Reese                    |
| VI. FY 26-27 Budget Request <ul style="list-style-type: none"><li>TaxSlayer Gator Bowl*</li></ul>   | Chair Carrico<br>Greg McGarity |
| VII. Visit Jacksonville Update <ul style="list-style-type: none"><li>Audit Report</li><li>Budget Reallocation Request*</li><li>Quarterly Report</li></ul> | Michael Corrigan               |
| VIII. Financial Report  | Phillip Peterson               |
| IX. New Business  | Chair Carrico                  |
| X. Closing Comments and Adjournment   | Chair Carrico                  |

**\* Denotes motion may be needed**

**Informational Material Included in Meeting Packet:**

- 2016 – 2025 Monthly Trends (Occupancy, ADR, TDC Revenue Data)

**Next Meeting:**

**Thursday, April 16, 2026, 10:00 a.m., City Hall – Lynwood Roberts Room**

## Meeting Minutes

**DUVAL COUNTY TOURIST DEVELOPMENT COUNCIL MEETING MINUTES**

**Thursday, December 11, 2025, 3:00 p.m.**

**City Hall - Lynwood Roberts Room**

**TDC Members:** City Council President Carrico (Chair), City Council Vice President Howland (Vice Chair), City Council Member Randy White, Jitan Kuverji, Dennis Chan, Dennis Thompson, Mark VanLoh, Michael Jenkins, Shawn LaNoble (*excused*)

**TDC Staff:** Carol Brock (Executive Director), Brett Nolan (Administrator), Phillip Peterson (Auditor), Daren Anderson (Office of General Counsel)

**I. Welcome and Call to Order**

**Chair Carrico**

Chair Carrico called the meeting to order at 3:00 p.m. and asked the attendees to introduce themselves for the record.

**II. Public Comments Including Action Items**

**Chair Carrico**

*John Nooney*

Mr. Nooney referenced City Council Resolution 2023-0819-A and discussed marketing Jacksonville's waterways as a tourist destination. He shared his interest in promoting public access to the city's waterways and referenced Hogans Creek.

**III. Approval of Minutes**

**Chair Carrico**

The minutes of the October 23, 2025 Regular TDC meeting were **approved unanimously as distributed.**

**IV. Tourism Strategic Plan Update**

**Dennis Thompson**

Dennis Thompson presented the Tourism Strategic Plan update, developed with TDC staff and Visit Jacksonville. The plan is built around four pillars: (1) showcasing Jacksonville as a destination for visitors; (2) awarding grants for entertainment and cultural events; (3) amplifying sports-related events and tourism; (4) and championing tourism-focused infrastructure investments. Goals were outlined for each pillar, including investing in Visit Jacksonville's marketing, bolstering meetings and conventions, deploying neighborhood campaign content, expanding digital reach, deepening audience segmentation, supporting event development, scaling grant funding for small-scale events, creating a framework for signature events, enhancing post-event tracking, funding marketing efforts for sports, recruiting sporting events, investing in year-round sporting events, identifying construction-ready projects, investing in citywide projects, and establishing a formal capital grant process. Mr. Thompson proposed establishing an advisory group of possibly eight industry experts to review and validate the plan twice annually. He requested approval of these next steps, including exploring ways to implement "low-hanging fruit" initiatives using existing funds. Mr. Dennis will report updates to this process at the February meeting.

**Motion (Carrico / 2nd Howland):** Approve the Tourism Strategic Plan as presented. – **approved unanimously.**

**V. TDC Reserve Discussion**

**Carol Brock/Phillip Peterson**

Ms. Brock and Mr. Peterson lead a discussion on establishing a designated emergency reserve line for the TDC. Ms. Brock referenced that currently there is a policy that the contingency and development accounts have a \$2 million cap but nothing defined as reserves in the event of a downfall in the tourism economy. Mr. Peterson mentioned the city's general government reserve policy of 14-17% (two months of operating expenditures). He noted that TDC revenues are solely reliant on tourism with no backstop. Mr. Peterson stated that the projected year-end fund balance is just over \$5 million, but this is dependent on all budgeted expenditures being spent and all budgeted revenue coming in. The current year is about \$100,000 behind budget. Ms. Brock mentioned that the annual budget is built on projections that are 18 months out.

Council Vice President Howland asked about the current reserve balances. Mr. Peterson suggested basing the reserve on operating expenditures, which are a little over \$12 million this fiscal year. Approximately \$8.9 million is budgeted for Visit Jacksonville FY 25-26. Mr. Kuverji agreed with the reserve, noting that the hospitality industry is also doing the same. He mentioned that Jehovah's Witnesses conference won't be here in July and the stadium is going down next year for construction, which will impact TDC dollars.

The chair passed the gavel to Vice Chair Howland in order to make a motion.

**Motion (Carrico / 2nd White):** Establish a 15% threshold policy for a TDC reserve fund based on annual operating expenses. – **approved unanimously.**

The gavel was returned to the chair.

**VI. Visit Jacksonville FY 2024-2025 Annual Evaluation**

**Carol Brock/Michael Corrigan**

Ms. Brock presented the Visit Jacksonville annual evaluation, noting that 207 out of 209 deliverables were met. The evaluation covers four categories: (1) Amplify Brand Marketing – 99% A+; (2) Upgrade Visitor Experiences – 100 A+; (3) Elevating Sports and Meetings – 100 A+; and (4) Community Outreach and Engagement – 98% A+.

Under *Amplify Brand Marketing*, the only deliverable that was not met was the Westhelm and Carlisle sponsorship program due to much higher cost than expected and budget. Additionally, she shared that there was a focus on leisure travel including an activation and advertising campaign in London. A surfing campaign, partnering with GoPro and Catch Surf, reached over 12 million people. The new visitor magazine highlighted the food scene. Under *Upgrade Visitor Experience*, the theme was customization, targeting, and personalization. The Seymour Jax mobile visitor center was on the road for 138 events over 167 days. *Seymour Jax* gained a new mobile partner that will be integrated into the coming year's activities. Marketing platforms were enhanced and Visit Jacksonville received the blue checkmark on Instagram and Facebook. Efforts were made to highlight the distinct characteristics of each neighborhood. *Elevating Sports and Meetings* achieved increased bookings for meetings, conferences, and sporting events. The sales team exceeded room nights by almost 4,700 rooms. Efforts were made to bring the AAU, ASUN, NCAA, and other college conferences, securing multiyear commitments for many of the events. A bid was submitted for the Association of Chief Executives in Sports (ACES) 2027 Conference that Visit Jacksonville is waiting to hear back from. *Community Outreach and Engagement* saw the Tourism Ambassador Program graduating 74 new ambassadors. Ms. Brock shared that locals are being educated on the impact of tourism. National Travel and Tourism Week included several events, ending with a community beach cleanup. The Visit Jacksonville "Trail Mix" program featured distinct themed itineraries, including the Jax Ale Trail, the Coffee & Donut Trail, the Mayport Shrimp Trail, and the Black Heritage Trail. Approximately \$8.4 million of the fiscal budget goes to Visit Jacksonville, which contributed to a \$7.4 billion local economy impact and 57,000 direct and indirect jobs.

Mr. Corrigan responded by expressing pride in the team's performance. Mr. Kuverji discussed a program with Expedia that generated \$70,000 in TDT dollars and \$1.15 million for hotels in three months. Mr. Thompson noted that the strategic plan being implemented builds off Visit Jacksonville's previous fiscal year successes.

**Motion (Howland / 2nd White):** Approve the Visit Jacksonville FY 24-25 Annual Evaluation as presented – **approved unanimously.**

**VII. Visit Jacksonville Update**

**Michael Corrigan**

Michael Corrigan reported on the organization's fourth quarter and year-end activities. He highlighted the positive impact of TDC investments on city outreach and visitor engagement. The "Win a Trip to Jax" contest garnered over 38,500 entries, significantly expanding their reach. The 10th anniversary of the Ale Trail was celebrated with a transition to electronic formats for all three trails. A partnership with Chancho King facilitated a culinary exchange with St. Louis, boosting visitor knowledge in both cities. The Visitor Magazine continues to focus on Jacksonville stories, and there's a renewed emphasis on engaging with neighborhoods and neighborhood organizations. Sixty-one site tours were conducted for groups considering Jacksonville for meetings and conferences, with a focus on unique venues due to the University of Florida potentially taking control of the convention center in the next 5-10 years. Group sales booked 101,397 room nights, a 31% increase over last year. The second mobile visitor center, a trailer, is nearing completion and aims to provide flexible outreach capabilities. Mr. Corrigan concluded by sharing that six Explorer programs were held to expose residents and visitors to Jacksonville's attractions.

Mr. Corrigan raised a concern about the reserve balance and sought advice from the board on handling potential major events or tourism assets. Citing past instances, such as the potential use of TDC reserves for the 2020 RNC, he emphasized the need for available funds to secure such opportunities with input from the TDC. Given that these requests are often confidential in nature, the TDC chair said he can work with Mr. Corrigan on such requests when they arise.

Mr. Corrigan thanked the board for their support this past year.

**VIII. Short-Term Rental Tourist Development Tax Update**

**Carla Miller/Jeff Clements**

Carla Miller with the Mayor's Office provided an update on short-term rental tax collection, recalling a previous presentation at the September TDC meeting outlining three options: (1) maintaining the status quo; (2) implementing a "computer model" (hiring an IT company to identify rentals); and (3) adopting a "platform model" (contracting with booking platforms, such as Airbnb and VRBO, for direct tax remittance). She shared that Jeff Clements was hired to investigate these options. The research focus was narrowed by the TDC chair at the October meeting to capturing lost bed tax revenue, as regulation of short-term rentals was deemed outside the TDC's purview. After extensive

research, including consulting with other Florida cities, the Mayor's Office and Tax Collector's Office recommend negotiating Voluntary Collection Agreements with the platforms and the best model. Mr. Clements' analysis, including survey results and legal reviews, supported this recommendation. Many Florida counties, including Alachua, Broward, Clay, Hillsborough, Tampa, Lee County, Fort Myers, Miami-Dade, Orange County, Orlando, Pinellas, and Sarasota, successfully use the platform model. The State of Florida also has used this approach and has contracted with these platforms to help smaller counties collect their tourist development tax.

Ms. Miller highlighted the positive outcomes reported by counties using the platform model, including increased revenues at no additional cost. Several counties using the computer model express dissatisfaction. The next step is for the Mayor's Office and Tax Collector's Office, working with the Office of General Counsel and Council Auditor's Office, to draft agreements with the platforms, which will then be submitted to City Council for approval. She emphasized that the issue of regulating short-term rentals is separate from tourist development tax collection. While state law preempts certain regulations and short-term rentals, she said that an ordinance by City Council could address other aspects if there is a desire to do so from the City Council. A previously written ordinance (ORD 2019-0238-W) was withdrawn by City Council but could be revisited. However, the state legislature adopted Senate Bill 180, according to Dylan Reingold, with the Office of General Counsel, which may prevent enacting new regulations deemed over-burdensome until 2027. Ms. Miller suggested the TDC could provide a resolution supporting the recommended suggestion to utilize platform agreements.

Mr. Kuverji expressed extreme reservations about the platform model, emphasizing that it's not just about the money but should also be about regulation. He said that signing agreements without addressing regulations could hinder future access to crucial information, such as owner identification in case of incidents. Mr. Kuverji highlighted existing ordinances that could be enforced and suggested that short-term rentals should be regulated similarly to hotels, including life safety and permitting requirements. He also questioned the claim of potentially doubling revenue from the adoption of the platform method, attributing increased TDT dollars to the overall rise in tourism in Florida during the COVID-19 pandemic. Mr. Kuverji suggested that short-term rentals should be considered part of the hospitality industry and regulated accordingly.

Carla Miller responded by clarifying that tourist development tax collection and regulation are separate issues. Tourist development tax collection can proceed now without precluding future regulatory efforts by City Council. The previously mentioned ordinance (ORD 2019-0238-W) exists but faced controversy and was withdrawn. Any new regulations would require an ordinance process, subject to potential challenges and the freeze imposed by Senate Bill 180 until 2027. She emphasized that pursuing tax collection now doesn't preclude future regulation and that the Mayor's Office and Tax Collector's Office recommend starting the collection of bed tax via an agreement with the various platforms immediately.

The chair asked for clarification on Senate Bill 180 and its prohibition on new regulations. Dylan Reingold from the Office of General Counsel explained that Senate Bill 180 prohibits local governments from adopting more burdensome or restrictive comprehensive plan amendments, land development regulations, or procedures concerning site plans and development permits until at least October 1, 2027. Vice Chair Howland asked if Senate Bill 180 applies to life safety regulations. Mr. Reingold responded that it would apply if the regulation were a form of land development or permitting regulation. Mr. Kuverji questioned the enforcement of existing regulations, citing a notice from the Tax Collector's Office stating that short-term rentals of less than a week violate zoning codes in residential areas. Mr. Reingold clarified that state law prohibits regulating the duration of short-term rentals, referencing past litigation on the issue. Mr. Kuverji suggested additional meetings to discuss the various regulations. He reiterated the need to consider existing businesses and the hotel industry. Mr. Kuverji asked Mr. Jenkins about his experience with short-term rentals. Mr. Jenkins noted the disadvantage of paying taxes when competitors don't and questioned the TDC's role versus the City Council's in the regulatory aspect of this topic.

Chair Carrico asked if the platform agreement would level the playing field by automatically collecting the 6% tax. Ms. Miller confirmed that the agreement would ensure that all listings on participating platforms pay the tax, eliminating the voluntary aspect. The chair asked for clarification on how the platform would handle the tax collection and remittance process. Ms. Miller estimated that the agreement could capture 90-95% of short-term rentals, acknowledging that some may still evade taxes.

Mr. Kuverji suggested correlating business licenses with short-term rental listings on platforms like Airbnb, referencing Airbnb's website stating that some cities require a license or registration number. He stated that requiring business licenses would ensure accountability and facilitate enforcement. Ms. Miller said that the Tax Collector's Office considers registration for tax payment as registration under local code, but it's not a license. Implementing licensing numbers would require an ordinance, which would be subject to the regulatory constraints under state law and Senate Bill 180. Mr. Kuverji insisted that a business license is already required and suggested the Tax Collector's Office should obtain business licenses from short-term rentals, leveraging Airbnb to notify its users. Ms. Miller confirmed that all points raised have been researched and checked with OGC and state law, reiterating the need for a comprehensive ordinance.

Vice Chair Howland asked if booking platforms already collect the 6% bed tax from property owners. Ms. Miller clarified that they collect it then remit it to those they contract with, which would be the city if an agreement is in place. Currently, without an agreement, the tax is not coming to the city. Vice Chair Howland asked where the bed tax is going now, suggesting that some owners may be keeping it. Ms. Miller confirmed that the short-term rental owner is responsible for voluntarily paying the tax each month to the Tax Collector's Office.

Vice Chair Howland referred to a line about transient rental tax being reported and remitted to the Department of Revenue. He asked if the supposition is that the tax is not being collected at all from property owners. Ms. Miller clarified that Airbnb is not involved unless there is a city agreement. Mr. Clements confirmed that Airbnb does not currently collect the tourist development tax in Jacksonville. The owner is responsible for collecting and remitting the tax, but some do not. With an agreement, the platforms would collect and remit the tax on behalf of the owner.

The vice chair asked if there were property owners who are doing short-term rentals of their property that have been paying the tax, and annually, what is that amount? The answer was approximately \$2 million. The Tax Collector's Office recently reported they have about 900 people who have been paying their TDT. A motion to support the City and Tax Collector's Office to enter into an agreement with these short-term rental platforms was discussed.

**Motion (Howland / 2nd White):** Approve support from the TDC for the City and Tax Collector's Office to enter into an agreement with short-term rental platforms to remit the TDT to the Tax Collector's Office.

Additional discussion included that OGC will be consulted to determine when an ordinance can be introduced, considering state law limitations and Chair Carrico, as a Council Member, committed to help introduce legislation when appropriate to address regulating short-term rentals for public safety.

Mr. Thompson expressed support for the motion, provided existing city ordinances can be enforced and new changes created without contract prohibitions. It was confirmed that contracts cannot negate existing ordinances. Mr. Clements has compiled contracts negotiated by other Florida cities, which will be used for negotiation.

Mr. Kuverji agreed with the recommendation with conditions, emphasizing the importance of enforcing existing ordinances while negotiating contracts with short-term rental companies to ensure the tourist tax payments from all listings. Mr. Jenkins inquired about data ownership and access related to Airbnb. While Airbnb maintains confidentiality on owner names, identifying them by numbers, Miami-Dade has made progress in identifying participants, though direct identification is not provided.

The motion on the table was to show TDC's support for the City and Tax Collector's Office to enter into contracts with various platforms for collections and remittance of the TDT from short-term rentals. Agreements will be drafted and then presented to the City Council for approval, with Chair Carrico offering to sponsor the legislation. Ms. Miller stated that the work on the agreements will begin immediately.

**Motion unanimously approved.**

## **IX. Financial Report**

**Phillip Peterson**

Assistant Council Auditor Phillip Peterson gave the financial report. TDC tax revenues for the 12 months ending September 2025 were \$10,831,564.27, a 3.90% increase over the 12 months ending November 2024. Revenue from the start of FY 24-25 to date, ending in November 2025, was \$1,624,634.25, down 2.66% compared to the start of FY 23-24 to date, ending in November 2024. Revenue for November 2025 was \$871,377.51, down 5.53% from the same month in 2024. Actual collections for the fiscal year to date was under the average monthly budgeted amount by \$94,245.87.

Mr. Peterson reviewed the budgetary balances as of October 31, 2025 remaining in the TDC's contractual and operating accounts, they are: Destination Services - \$1,508.52; Marketing - \$0; Convention/Group Sales - \$0; Convention Grants, Sponsorships, and Promotions - \$603,267.54; Planning and Research - \$87,826; Event Grants - \$710,000; Development Account - \$2,121,077.63; Contingency Account - \$956,061.00; Equestrian Center Promotion - \$26,985.05; Remaining to be Spent in Accordance with the TDC Plan – TDC Operations - \$ 564,331; TDC Administration - \$320,995.57; and the Special Revenue Fund - \$2,767.50.

Council Member Howland inquired about the \$3 million allocated to the University of North Florida for Hodges Stadium improvements from Bill 2025-0781-E. There were concerns among some TDC members about usurping funds from the TDC. Vice Chair Howland invited the board to share their concerns about this process. Mr. Kuverji supported the idea for capital improvements. Mr. Thompson noted that the board wasn't consulted on the details. Mr. Jenkins suggested Visit Jacksonville should have priority for naming rights on any opportunity under these improvements. Mr. Thompson hopes to see future fund balance allocations aligned with the strategic plan initiatives with the exception of the emergency reserves.

**X. New Business**

**Chair Carrico**

Mr. Kuverji asked about creating a group to assist with short-term rental regulation and contract negotiation. He inquired about including industry professionals in the review process. The chair and Mr. Anderson shared that the next steps in this process will involve initial drafts from the Mayor's Office and Tax Collector's Office for each of the platforms. City Council Member(s) can sponsor legislation to enter into the agreements after they are drafted. The contract negotiation process will be led by the Mayor's Office. The chair confirmed that Mr. Kuverji would have an opportunity to provide his input for the platform agreements. Mr. Kuverji shared that attorneys with the Asian American Hotel Owners Association and the Florida Restaurant and Lodging Association are also working on this issue with other cities and are available for consultation if needed.

Mr. Chan shared information about the Culinary Institute of America (CIA) potentially establishing a campus in Jacksonville. The CIA president met with city officials and cited Jacksonville's health focus, growth, and military presence as reasons for choosing the city. Key dates include January for city and state approval/endorsements and June for community endowment creation for scholarships. He asked if the TDC could help make this happen, believing it would boost tourism and the area around the campus.

The chair confirmed the existence of "Project Caymus," which is related to the CIA campus. This project also holds significant personal meaning for the chair, given his family's experience with culinary school. There may be a time when the TDC can provide support through a resolution or incentives, as it could significantly impact tourism and the culinary scene, potentially attracting Michelin stars.

The vice chair, in his role as Council Vice President, confirmed involvement in Project Caymus, which would include the Southeast headquarters of a world-class secondary school, a restaurant, retail parcels, and a four-star hotel downtown. He felt that it aligns with the strategic plan and could generate \$1 billion in tourist revenue over 15 years, similar to other cities with a CIA campus. Veterans are a prime resource for students. Perhaps TDC funding could support design development, site location infrastructure, and placemaking associated with Project Caymus.

Ms. Brock stated that they still need to determine what the CIA is requesting from TDC and will work with the Office of General Counsel and Council auditors to determine if it is an allowable expense in accordance with the Florida Statutes. In the meantime, there was a discussion about a motion to send a letter of support.

**Motion (Howland / 2<sup>nd</sup> White):** Support the TDC Executive Director to identify and enumerate potential funding requests; and, detail the TDC's support of this project in a letter to the CIA President. – **approved unanimously.**

**XI. Closing Comments and Adjournment**

**Chair Carrico**

The chair reminded the board that the next meeting would take place at 10:00 a.m. on February 12, 2026, in the Lynwood Roberts Room of City Hall. Seeing no further business, the chair adjourned the meeting at 4:34 p.m.

# FFCG Annual Report

# 2026 Golf Tourism Marketing Update

## Florida's First Coast of Golf

Florida's First Coast of Golf, in partnership with 5 regional destination organizations and Aviation Authority, continues to position Northeast Florida as one of the premier golf tourism destinations in the United States. This update outlines the strength of the golf industry, Northeast Florida's competitive performance, and how golf tourism drives economic impact across the region

## A Regional Marketing Collective

FFCG operates as a regional collective representing five destinations: Amelia Island/Nassau County, Jacksonville/Duval County, Clay County, St. Augustine–Ponte Vedra/St. Johns County, and Palm Coast & Flagler Beaches. Together, this collective supports a **\$2.8 million regional marketing effort** targeting a **48.1 million golfer audience** nationwide. The audience skews toward higher household income travelers, ages 30–65, making golf tourism a highly valuable segment for Northeast Florida's lodging, dining, and attraction partners

## The Strength of Golf as an Industry

Golf participation continues to show sustained national growth. Four of the past five years have set all-time records for rounds played in the United States, and approximately **2 in 5 Americans** now play, watch, follow, or engage with golf in some form. Total golf participation has reached **48.1 million**, with overall reach exceeding **136 million Americans**. This momentum positions golf as a resilient activity even during economic uncertainty and reinforces its role as both a sport and a lifestyle travel motivator

## Northeast Florida Outperforms State and National Benchmarks

Indexed performance data shows that **Northeast Florida consistently outperforms both Florida and national benchmarks** for golf activity since 2019. While fluctuations occur year to year, Northeast Florida's long-term growth trajectory remains strong relative to peer destinations. This performance reflects not only course quality but also effective destination marketing and regional collaboration

## Why the Golf Audience Matters to Tourism

Golf travelers deliver outsized value to the regional economy. In 2025 alone, golf tourism generated approximately **487,000 rounds played** and more than **126,000 room nights** in Northeast Florida. Research conducted by the University of North Florida found that **27% of visitors were significantly influenced by Florida's First Coast of Golf marketing efforts** when choosing to visit the region. Golf tourists also tend to stay longer, travel during shoulder seasons, and spend more per trip than average leisure travelers, making them a critical audience for sustainable tourism growth

## A Truly Regional Golf Destination

Northeast Florida is richer in golf offerings than many travelers realize, with **59 publicly accessible courses** spread across five counties. Research shows golfers routinely stay **30–45 minutes away from where they play**, resulting in strong cross-county travel and economic benefit. UNF intercept research confirms significant “regional cross-pollination,” with golfers staying in one county frequently playing courses in neighboring counties. This reinforces the importance of marketing Northeast Florida as a **single, connected golf destination rather than isolated markets**

## Golf’s Momentum Is Built to Last

According to the National Golf Foundation, golf’s current growth cycle is expected to be more resilient than past booms. Female participation has surpassed **8 million on-course players**, total participation is projected to exceed **50 million**, and golf’s overall reach may soon approach half of the U.S. population. Golf is no longer viewed solely as a sport, but as a wellness-oriented lifestyle and travel experience, aligning well with Northeast Florida’s broader tourism offerings. Golf is at the doorstep of a Darling Decade!

## Turning Inspiration Into Travel Intent

FFCG’s year-round marketing strategy focuses on reaching golf travelers at the moment they begin planning. This includes:

- **New destination creative** designed to build emotional connection through relatable golf and lifestyle storytelling
- **Connected TV campaigns** reaching high-intent golfers on premium streaming platforms using deterministic targeting and QR-code matchback
- **YouTube video advertising** placed alongside golf content to inspire destination consideration at key moments of engagement

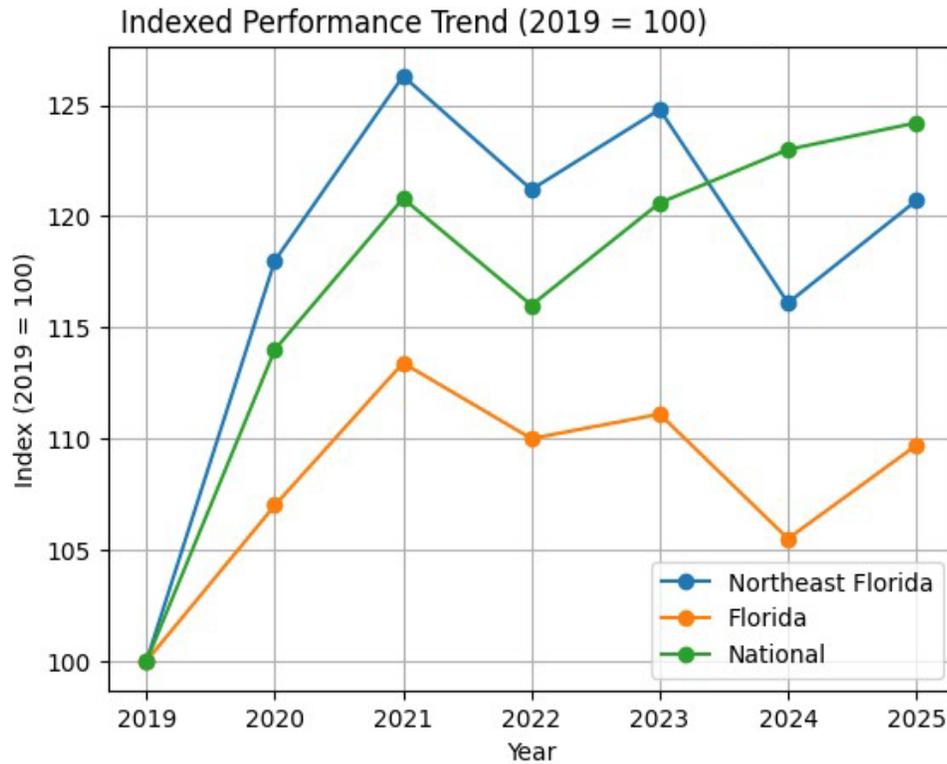
Together, these efforts ensure that interest generated by major events like THE PLAYERS is converted into real visitation throughout the year. FFCG’s consistent marketing efforts have positioned Jacksonville & NEFL well across all major search engines and up in coming AI citations as the lead source for golf travel in the State of Florida.

## Champion-Level Marketing Performance

While professional golfers deliver championship performance on the course, Florida’s First Coast of Golf delivers championship-level destination marketing **52 weeks a year**. Through regional collaboration, data-driven strategy, and consistent storytelling, FFCG continues to drive measurable tourism impact for its partners and stakeholders across Northeast Florida.

**FY27 FFCG** -- We look forward to sharing periodic KPI’s on the golf tourism market throughout FY26 and anticipate a budget neutral request for FY27 in continuing our marketing efforts.

## Northeast Florida Outperforms State & National Benchmarks



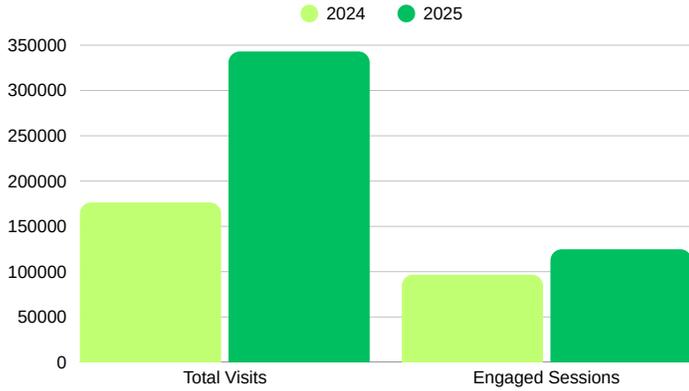
	2019	2020	2021	2022	2023	2024	2025
<b>Northeast Florida</b>	2%	18%	7%	-4%	3%	-7%	4%
<b>Florida</b>	1%	7%	6%	-3%	1%	-5%	4%
<b>National</b>	2%	14%	6%	-4%	4%	2%	1%

**YOY Data Chart**

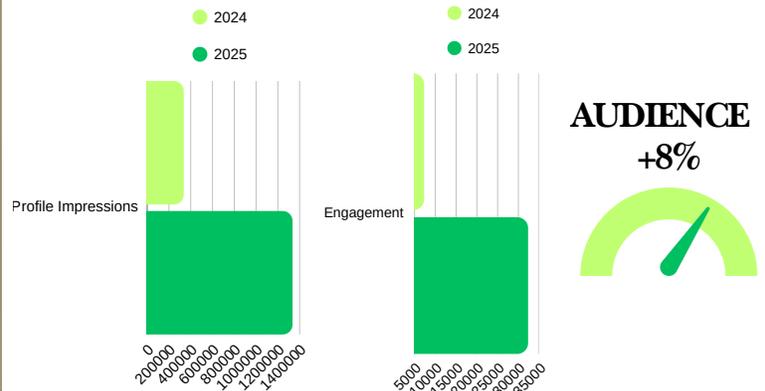
This chart indexes performance to 2019. Despite volatility, Northeast Florida consistently outpaces the state and finishes 2025 well above both benchmarks, showing stronger recovery and long-term growth compared to Florida and national trends

Indexed to 2019 (2019 = 100). Values show cumulative performance over time rather than single-year change.

## WEBSITE PERFORMANCE



## SOCIAL PERFORMANCE



## TOP GOLF TRAVEL MARKETS

### CITY

1. New York
2. Chicago
3. Miami
4. Boston
5. Philadelphia
6. Charlotte
7. Orlando
8. Los Angeles
9. Atlanta
10. Tampa

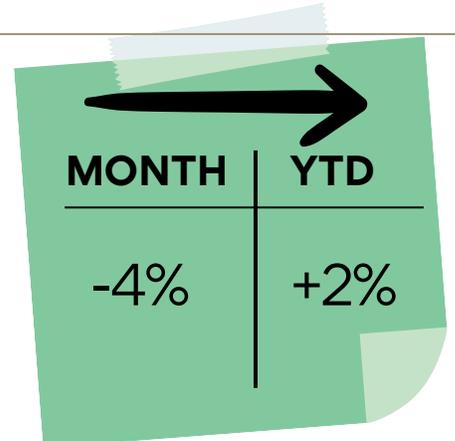
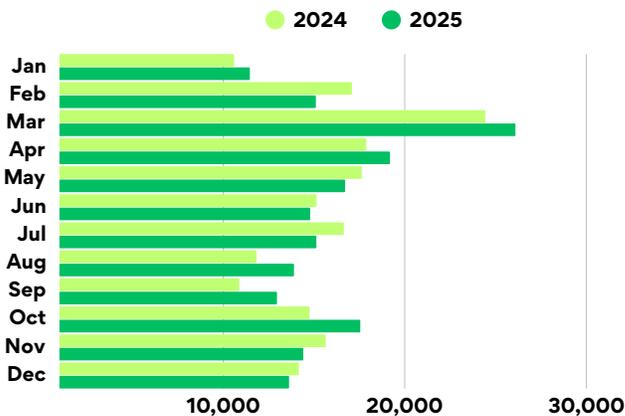
### STATE

1. Florida
2. New York
3. North Carolina
4. Texas
5. California
6. Georgia
7. Virginia
8. Pennsylvania
9. New Jersey
10. Massachusetts

### INTERNATIONAL

1. China
2. Germany
3. Canada
4. United Kingdom
5. Ireland

## TOURISM ROUNDS



## CLIMATE

### PRECIPITATION

MONTH SUM 1.2" YOY +1.2"

### TEMPERATURE

MONTH AVG 60°F YOY +1°F

## EARNED MEDIA

### VALUE

\$232,810

### IMPRESSIONS

7,037,000

## FY 26 - 27 Budget Request



## SCOPE OF WORK 2026 Football Season

**From:** Greg McGarity, President & CEO  
Gator Bowl Sports

**To:** Carol Brock – Executive Director  
Duval County Tourist Development Council

**Date:** February 4, 2026

### **OVERVIEW**

The TaxSlayer Gator Bowl is an annual post-season college football game that generates economic development through out of market team travel and national television advertising for Jacksonville. The game provides further impact to Northeast Florida through [Gator Bowl Charities](#), the philanthropic division of Gator Bowl Sports. This scope of work outlines the marketing and promotional assets received in conjunction with the grant award to offset the team payouts.

### **SINGLE SOURCE JUSTIFICATION**

Gator Bowl Sports d/b/a TaxSlayer Gator Bowl is a 501(c)(3) not-for-profit organization certified by the NCAA to host a post-season college football game annually generating promotion for Northeast Florida, fan travel to Jacksonville, and national television exposure for the area.

### **DELIVERABLES**

The funding is a crucial contribution to secure top quality teams from the Southeastern Conference (SEC) and Atlantic Coast Conference (ACC) to participate in the annual game. The marketing effort to capitalize on fan travel to Jacksonville includes a marketing effort in both respective team markets as well as regionally. Additionally, the City of Jacksonville will be showcased on ESPN for an average period of 4 hours during the annual national broadcast.

**Fan Promotion:** The marketing and promotional plan created by the Gator Bowl Sports Marketing Committee and approved by its Board of Trustees includes several categories including traditional advertising (print, television, radio) as well as digital and social advertising (email marketing, contesting, SEO/Retargeting, video pre-roll) strategically targeted at cities and fans representing alumni and affinity fans.

**National Television:**

- TaxSlayer Gator Bowl will provide airtime for one (1) 30 second in-game commercial spot and one (1) 15 second billboard message to Visit Jacksonville
- Visit Jacksonville logo is displayed on TaxSlayer Gator Bowl Field Wall on National television side

**Marketing Collaterals:**

- Permanent placement on TaxSlayer Gator Bowl website homepage
- Dedicated area information page on the TaxSlayer Gator Bowl website
- Full page ad in TaxSlayer Gator Bowl souvenir game program
- Name inclusion on scouting flip card distributed at football games throughout SEC & ACC
- Logo inclusion in-stadium on digital signage

**BUDGET OVERVIEW**

The below is an overview of the Gator Bowl Sports budget based on the average annual budget.

Total Operating Budget	\$8,648,195
▪ Total Admin Expense	17.28%
▪ Total Team Payout Expense	67.64%

TDC Request:

- FY 26-27: \$270,000

TDC Past Support:

- FY 21-22: \$420,000
- FY 22-23: \$390,000
- FY 23-24: \$360,000
- FY 24-25: \$330,000
- FY 25-26: \$300,000

**RETURN ON INVESTMENT**

Based on the past three years data, the below represents the ROI provided to the TDC by Gator Bowl Sports.

	<b>Dec. 27, 2025</b>	<b>Jan. 2, 2025</b>	<b>Dec. 29, 2023</b>	<b>Dec. 30, 2022</b>
	<b>Virginia vs Missouri</b>	<b>Duke vs Ole Miss</b>	<b>Clemson vs Kentucky</b>	<b>Notre Dame vs South Carolina</b>
<b>Attendance</b>	31,802	31,290	40,132	67,383
<b>Television Ratings*</b>	5,965,977	5,032,217	3,426,000	5,766,000
<b>Nielsen Value</b>	Report expected in March 2026	\$2,628,383	\$1,710,687	\$1,601,398
<b>Business Sales (Direct)</b>	Report expected in Feb. 2026	\$4,419,927	\$9,463,715	\$17,264,215
<b>Estimated Room Nights</b>	Report expected in Feb. 2026	8,803	20,473	33,629
<b>Total Visitor Days</b>	Report expected in Feb. 2026	21,259	49,130	95,229

*\*Reporting numbers based on annual Broadcast Exposure Analysis by Nielsen and Event Impact Summary by Visit Jacksonville.*

**REPORTING**

Gator Bowl Sports will report to the TDC on an annual basis following each years’ TaxSlayer Gator Bowl football game. The report will identify available data on attendance and television ratings, specifically including the % of ticket purchasers from outside 150 mile radius of Duval County.

Visit Jax Update



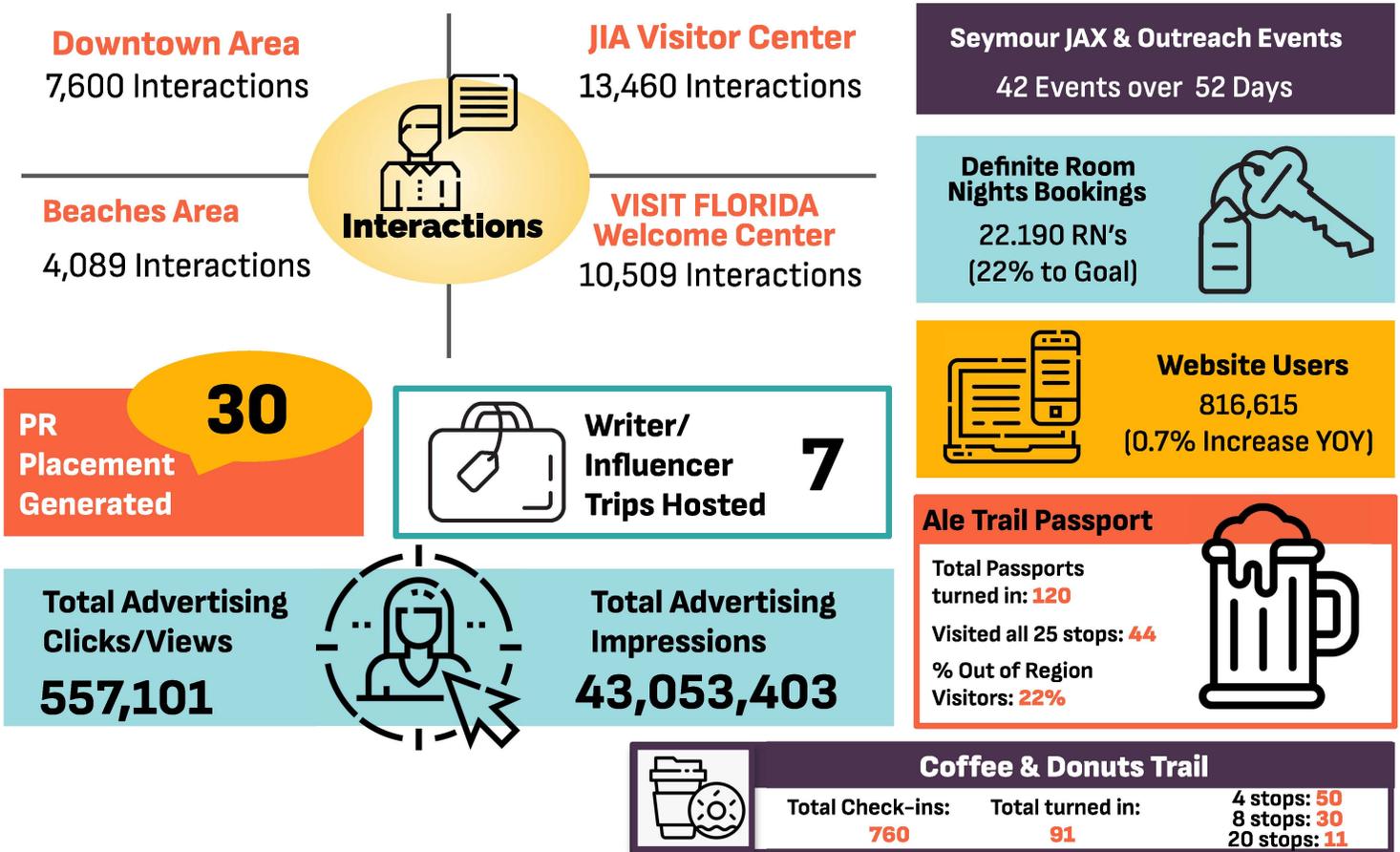
VisitJacksonville.com  
 100 N. Laura St., Suite 120  
 Jacksonville, Florida 32202  
 800.733.2668

**TO:** TDC Members  
**CC:** Carol Brock, TDC Executive Director  
**FROM:** Michael Corrigan, Visit Jacksonville President  
**DATE:** 2/12/2026  
**SUBJECT:** FY 24-25 Budgetary Reallocation Request

Per Visit Jacksonville’s contract with the City of Jacksonville, we may budgetarily exceed line items on an expense by up to 10%; however, any shifts in amounts needed larger than 10% must be brought before TDC for approval. This fiscal year, Visit Jacksonville has experienced cost variances higher than anticipated as detailed below. The total budget for Visit Jacksonville is not impacted by these shifts in funding.

Current Budget Line	Department	FY25-26 Budget Amount	Increase/ Decrease	Adjusted Budget Total	Explanation
Website Upgrades	Marketing & Comm	\$ 25,000	\$ (8,000)	\$ 17,000	Shift funding to cover needed improved app feature for AI.
Mobile App & Management Software	Marketing & Comm	\$ 10,000	\$ 8,000	\$ 18,000	Increase needed for AI upgrade.
Office Supplies	Marketing & Comm	\$ 42,000	\$ (2,000)	\$ 40,000	Shifting to cover overage in laptop expenses. Replacement laptop prices came in higher than budgeted.
Promotional Outreach Events	Marketing & Comm	\$ 7,000	\$ 2,000	\$ 9,000	
Postage/Shipping	Marketing & Comm	\$ 200,000	\$ (8,500)	\$ 191,500	Shifting to assist with postage overages. Shipping more visitor magazines and trail items due to an increase in advertising so this was under budgeted.
FAM Trips	Sales & Services	\$ 2,000	\$ 8,500	\$ 10,500	Determined we will not host a FAM this year.
Travel M&E - Local Convention Sales	Sales & Services	\$ 17,000	\$ (17,000)	\$ -	Shifting to Salaries to assist with reorganization.
Registration Fees	Sales & Services	\$ 80,000	\$ (4,000)	\$ 76,000	Shifting to Salaries to assist with reorganization.
Salaries/Wages/Benefits	Sales & Services	\$ 96,705	\$ (9,000)	\$ 87,705	Change in department reorg; services moved to Sales Department.
		\$ 684,348	\$ 30,000	\$ 714,348	

# Visit Jacksonville Q1 Stats (2025-2026)



## Quarterly Highlights:

- Hosted a **London activation** which included a two-day pop-up at Pop Brixton, hosted writers and travel trade reps for the game, and Brand USA's Travel Week.
- Participated in **(3) Downtown Artwalk events** hosting **(14) vendors** in the Downtown Visitor Center including (1) from the foodie scene and (1) interactive art experience.
- Partnered with Jax Tours to host a **Haunted Downtown Walking Tour**.
- Celebrated (2) unique holidays - **Plush Animal Lovers Day** and **National Sock Day** - bringing an additional **189 visitors/locals** to the **Downtown Visitor Center**.
- Hosted our first out of market activation by participating in the **Florida Coffee Festival in Orlando**, engaging with **210** out of town attendees.

Check out the Flip Side for more!



# Visit Jacksonville Q1 Report

## Quarterly Highlights:

- Hosted our first (3) Explorers events for the year – a **chocolate class with Makenu Chocolate**, a **beer & food pairing dinner with Intuition Ale Works**, and a **cocktail class with Sandbar Jax**.
- Secured meetings and site visits with **(6) new tourism businesses**.
- Held **(3) Tourism Ambassador trainings**.
- Participated in **(2) community parades**.
- Hosted an area hotel **DOS meeting** at the new **Hilton at Mayo Clinic**.
- The sales team conducted **13 site tours** for prospective meeting and sports planners.
- Generated **193 leads** for future business for Jacksonville.
- Presented to the **Central and North Florida Chapter of GBTA** (Global Business Travel Alliance).
- Hosted both a season long **Jaguars promotion** with Florida's First Coast of Golf and a **Win a Holiday to Jax Contest** that resulted in over **25,000** new entries.
- Filmed the new **Soul of Surf 2.0: Sea Gals and Board Stories**.
- Hosted a **community meeting** for **(1) restaurants** and **(2) neighborhoods** to further relationships within Jacksonville.
- Hosted **7 media and content creators**.
- Delivered **visitor magazines** and other **collateral giveaways** to all Jacksonville **hotels, attractions** and any other businesses that requested them.
- Launched a new **"Inside the Flip Side"** campaign with **1010XL** to focus on all the sporting events being hosted here in the City.



## TDC Financials

# Duval County Tourist Development Council Financial Report - January 31, 2026

## Summary of Amounts Remitted to Trust Fund

Collections Received In	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26
October	731,410.03	777,131.56	746,570.07	753,256.74
November	910,588.08	870,150.79	922,399.58	871,377.51
December	775,754.01	781,110.92	911,232.69	789,348.92
January	802,672.65	791,221.82	823,777.11	746,734.48
February	831,280.63	785,825.45	855,530.64	
March	898,033.42	923,150.02	882,907.53	
April	1,196,791.89	1,096,556.37	1,144,956.33	
May	969,070.87	940,633.54	980,902.40	
June	939,202.73	956,049.29	959,974.58	
July	886,091.39	813,752.69	906,640.50	
August	942,669.76	896,464.52	937,990.05	
September	779,666.00	771,697.24	803,018.19	
<b>Totals</b>	<b>\$ 10,663,231.46</b>	<b>\$ 10,403,744.21</b>	<b>\$ 10,875,899.67</b>	<b>\$ 3,160,717.65</b>

### Comparison of Collections, Last Twelve Months to Prior Twelve Months

12 months ending January 2026	\$ 10,632,637.87
12 months ending January 2025	10,588,108.57
Change over prior 12 months	<u>\$ 44,529.30</u>
Percentage change	0.42%

### Comparison of Collections, Fiscal Year to Date vs. Prior Fiscal Year to Date

4 months ending January 2026	\$ 3,160,717.65
4 months ending January 2025	3,403,979.45
Change over prior year to date	<u>\$ (243,261.80)</u>
Percentage change	-7.15%

### Comparison of Collections, This Month vs. Same Month Last Year

January 2026	\$ 746,734.48
January 2025	823,777.11
Change over prior year	<u>\$ (77,042.63)</u>
Percentage change	-9.35%

### Comparison of Actual Collections to Average Revenues Received

Actual Collections, January 2026	\$ 3,160,717.65
Average Revenues to Budget, January 2026	3,411,196.74
Average Revenues Difference	<u>\$ (250,479.09)</u>

**Duval County Tourist Development Council  
Financial Report - December 31, 2025**

	<b>FY 2025/26</b>
<b>(1) Tourism Marketing, Sales, Experiences and Promotion</b>	
<b>(A) Destination Services</b>	\$ 1,467,517.00
Disbursements	(567,399.80)
Obligations: Visit Jacksonville Contract	(898,608.68)
<b>Budgetary Balance Available</b>	<b>\$ 1,508.52</b>
<b>(B) Marketing</b>	\$ 5,429,453.00
Disbursements	(1,998,831.27)
Obligations: Florida's First Coast of Golf	(171,514.51)
Obligations: Visit Jacksonville Contract	(3,259,107.22)
<b>Budgetary Balance Available</b>	<b>\$ -</b>
<b>(C) Convention and Group Sales</b>	\$ 1,688,950.00
Carryovers	-
Disbursements	(518,541.32)
Obligations: Gator Bowl	(300,000.00)
Obligations: Visit Jacksonville Contract	(870,408.68)
<b>Budgetary Balance Available</b>	<b>\$ -</b>
<b>(D) Convention Grants, Sponsorships and Promotion*</b>	\$ 890,000.00
Prior Year's Balances	795,395.54
Disbursements	(33,834.00)
Commitments	(1,161,911.50)
<b>Budgetary Balance Available</b>	<b>\$ 489,650.04</b>
<b>(2) Planning and Research</b>	\$ 100,000.00
Transfer to Administration	\$ (12,174.00)
Disbursements	-
<b>Budgetary Balance Available</b>	<b>\$ 87,826.00</b>
<b>(3) Event Grants</b>	\$ 1,390,000.00
Carryovers	290,000.00
Disbursements	(50,000.00)
Obligations:	
2025-2026 MOCA Cultural Tourism Promotion	(80,000.00)
2025 Super Girl Surf Pro Special Event Grant	(240,000.00)
2026 Jacksonville Spartan Weekend Special Event Grant	(80,000.00)
2026 Springing the Blues Festival Special Event Grant	(80,000.00)
2025 Jacksonville Classic College Basketball Tournament	(40,000.00)
2026 Tropical Ice Challenge Volleyball Tournament	(70,000.00)
2026 DONNA Marathon Weekend	(70,000.00)
2026 FHSAA Girls and Boys State Basketball Championships	(80,000.00)
2026 Michelob ULTRA PBR	(50,000.00)
2026 Live Like Lou College Baseball Classic	(50,000.00)
2026 Gate River Run	(50,000.00)
2026 AAU College Ice Hockey National Championships	(80,000.00)
2026 East Coast Relays	(50,000.00)
2026 FHSAA State Championship Track & Field	(60,000.00)
2026 AAU Track & Field Primary National Championship & Club Championship	(80,000.00)
<b>Budgetary Balance Available</b>	<b>\$ 470,000.00</b>

**Duval County Tourist Development Council  
Financial Report - December 31, 2025**

<b>(4) Development Account*</b>	\$	500,001.00
Prior Year's Balances		2,121,076.63
Transfer from Fund Balance (Ord. 2025-781-E)		3,000,000.00
Disbursements		-
Obligations: MOCA Sculpture		(500,000.00)
Obligations: UNF Hodges Stadium capital repairs		(3,000,000.00)
<b>Budgetary Balance Available</b>	<b>\$</b>	<b><u>2,121,077.63</u></b>
<b>(5) Contingency Account*</b>	\$	1.00
Prior Year's Balances		2,506,060.00
Disbursements		(50,000.00)
Obligations: International Flight Marketing		(1,000,000.00)
Obligations: Future Europe Flight		(500,000.00)
<b>Budgetary Balance Available</b>	<b>\$</b>	<b><u>956,061.00</u></b>
<b>(6) Promotion of the Equestrian Center*</b>	\$	20,000.00
Prior Year's Balances		6,985.05
Disbursements		-
Commitments		(16,293.00)
<b>Budgetary Balance Available</b>	<b>\$</b>	<b><u>10,692.05</u></b>
<b>Remaining to Spend in Accordance with TDC Plan - TDC Operations</b>	\$	564,331.00
Carryovers		1,401,619.96
Disbursements		(380,109.83)
Obligations: Visit Jacksonville Sports Tourism		(916,938.12)
Obligations: Visit Jacksonville UK Marketing Plan 2025		(4,572.01)
Obligations: Visit Jacksonville Unified Marketing Plan		(100,000.00)
<b>Budgetary Balance Available</b>	<b>\$</b>	<b><u>564,331.00</u></b>
<b>TDC Administrative Budget</b>	\$	336,354.00
Transfer from Planning and Research		12,174.00
Disbursements		(95,467.76)
<b>Budgetary Balance Available</b>	<b>\$</b>	<b><u>253,060.24</u></b>
<b>Tourist Development Special Revenue Fund*</b>		
Prior Year's Balances	\$	32,767.50
Disbursements		-
Obligations: 2026 Golden Hour Invitational Track & Field Special Event Grant		(30,000.00)
<b>Budgetary Balance Available</b>	<b>\$</b>	<b><u>2,767.50</u></b>

\*Indicates accounts that carryforward each year

<b>Tourist Development Council Fund Balance</b>	<b>10301</b>	<b>10304</b>
Current Available Fund Balance	\$ (3,689,033)	\$ (200,816)
Plus Remaining Budgeted Revenue	8,831,477	1,062,737
Projected Year End Fund Balance	\$ 5,142,444	\$ 861,921

## Informational Materials

2016-2025 MONTHLY TRENDS

Occupancy (%)

	January	February	March	April	May	June	July	August	September	October	November	December	Year Avg
2016	66.4	74.5	78.6	76.2	75.2	73.5	74.4	67.6	64.9	74.0	68.6	62.9	71.4
2017	66.9	76.0	80.3	76.1	73.8	72.0	73.0	69.4	73.7	78.8	72.0	66.3	73.2
2018	72.1	79.5	81.9	79.4	75.8	75.7	73.7	74.9	71.9	74.0	66.5	62.7	74.0
2019	66.6	78.1	85.7	77.8	76.4	76.1	76.2	70.4	65.9	72.1	70.5	62.7	73.2
2020	71.7	78.2	22.0	29.7	43.6	53.7	54.5	53.8	57.3	56.1	55.1	52.5	52.4
2021	61.8	67.5	78.2	80.7	76.5	76.8	76.5	66.7	65.1	70.8	70.2	65.1	71.3
2022	65.4	74.2	82.5	79.3	73.4	74.7	73.7	71.6	65.7	72.7	68.9	67.7	72.5
2023	69.4	77.1	81.6	73.5	69.6	70.2	68.9	65.0	66.1	68.7	66.8	64.3	70.1
2024	66.3	73.4	74.9	71.1	71.4	66.6	67.1	63.7	63.2	70.9	71.0	67.8	69.0
2025	66.8	72.6	74.9	69.5	69.7	65.5	69.2	63.5	62.2	63.9	62.2	60.9	66.7
10 yr Avg	67.3	75.1	74.1	71.3	70.5	70.5	70.7	66.7	65.6	70.2	67.2	63.3	69.4

ADR (\$)

	January	February	March	April	May	June	July	August	September	October	November	December	Year Avg
2016	\$82	\$87	\$89	\$90	\$93	\$88	\$88	\$84	\$84	\$93	\$86	\$85	\$87
2017	\$88	\$92	\$95	\$94	\$98	\$91	\$91	\$88	\$92	\$97	\$92	\$88	\$92
2018	\$93	\$98	\$99	\$103	\$104	\$97	\$96	\$94	\$96	\$102	\$92	\$89	\$97
2019	\$92	\$99	\$111	\$102	\$104	\$98	\$99	\$94	\$95	\$97	\$100	\$89	\$98
2020	\$97	\$101	\$80	\$65	\$76	\$82	\$82	\$79	\$79	\$78	\$78	\$75	\$81
2021	\$79	\$81	\$91	\$100	\$105	\$106	\$113	\$98	\$98	\$105	\$100	\$97	\$98
2022	\$98	\$106	\$126	\$121	\$115	\$114	\$114	\$107	\$107	\$120	\$109	\$113	\$112
2023	\$110	\$119	\$137	\$123	\$123	\$116	\$115	\$109	\$112	\$119	\$111	\$112	\$117
2024	\$111	\$120	\$131	\$118	\$120	\$111	\$112	\$107	\$107	\$115	\$116	\$108	\$115
2025	\$113	\$119	\$132	\$121	\$121	\$112	\$113	\$107	\$107	\$114	\$109	\$104	\$114
10 yr Avg	\$96	\$102	\$109	\$104	\$106	\$101	\$102	\$97	\$98	\$104	\$99	\$96	\$101

TDC Revenue/Collections

	January	February	March	April	May	June	July	August	September	October	November	December	Total Year
2016	\$453,379	\$551,386	\$626,218	\$712,789	\$675,913	\$679,850	\$662,553	\$675,029	\$581,582	\$541,605	\$587,941	\$699,596	\$7,447,841
2017	\$530,509	\$592,967	\$653,411	\$769,115	\$710,688	\$723,941	\$656,112	\$713,000	\$610,751	\$668,044	\$637,037	\$763,527	\$8,029,102
2018	\$602,791	\$664,396	\$708,907	\$804,786	\$786,615	\$785,964	\$720,412	\$715,962	\$710,094	\$661,289	\$769,617	\$559,640	\$8,490,472
2019	\$592,677	\$630,201	\$707,493	\$949,015	\$793,963	\$791,225	\$716,940	\$768,698	\$656,739	\$590,918	\$680,003	\$648,659	\$8,526,530
2020	\$614,776	\$705,145	\$626,965	\$372,295	\$279,311	\$434,139	\$430,792	\$502,107	\$418,715	\$466,407	\$416,221	\$446,841	\$5,713,714
2021	\$429,325	\$475,348	\$503,963	\$730,334	\$799,299	\$799,026	\$856,827	\$877,610	\$749,120	\$668,070	\$760,461	\$795,585	\$8,444,968
2022	\$749,480	\$667,143	\$775,853	\$1,042,102	\$1,083,987	\$910,004	\$896,077	\$924,781	\$817,773	\$731,410	\$910,588	\$775,754	\$10,284,952
2023	\$802,673	\$831,281	\$898,016	\$1,196,808	\$969,071	\$939,203	\$886,091	\$896,240	\$776,666	\$777,132	\$870,151	\$781,111	\$10,624,442
2024	\$791,222	\$785,825	\$923,150	\$1,096,556	\$940,634	\$956,049	\$813,753	\$896,465	\$771,697	\$746,570	\$922,400	\$911,233	\$10,555,554
2025	\$823,777	\$855,531	\$882,908	\$1,144,956	\$980,902	\$959,975	\$906,641	\$937,990	\$803,018	\$753,257	\$871,378	\$789,349	\$10,709,681
Monthly Differential	\$32,555	\$69,705	\$40,242	\$48,400	\$40,269	\$3,925	\$92,888	\$41,525	\$31,321	\$6,687	\$51,022	\$121,884	\$154,127
10yr Average	\$639,061	\$675,922	\$730,688	\$881,876	\$802,038	\$797,938	\$754,620	\$790,788	\$689,615	\$660,470	\$679,711	\$663,016	\$730,479



## Tourism Strategic Plan

The Duval County Tourist Development Council and Visit Jacksonville are dedicated to growing a thriving tourism economy through a strategic plan built on four key pillars. This plan outlines investment goals to position Jacksonville as a premier destination.\*

### SHOWCASE JACKSONVILLE AS A DESTINATION FOR VISITORS

- + Invest in Visit Jacksonville as our Destination Marketing Organization
- + Bolster meetings, conventions, and group tourism
- + Expand marketing efforts through digital, social and traditional efforts
- + Deepen engagement by visitors with a focus on neighborhoods

### AWARD GRANTS FOR ENTERTAINMENT AND CULTURAL EVENTS

- + Support event development to enhance Jacksonville's activity calendar
- + Scale grant funding to include small-scale events
- + Create framework for supporting existing and new signature events
- + Enhance post-event tracking to measure visitor impact

### AMPLIFY SPORTS-RELATED EVENTS AND TOURISM

- + Fund marketing efforts to promote Jacksonville as a sports destination
- + Identify and recruit regional, national, and international sporting events
- + Invest in year-round sporting events to level seasonal spikes
- + Prioritize sporting events with high visitor draw and media exposure

### CHAMPION TOURISM-FOCUSED INFRASTRUCTURE ENHANCEMENTS

- + Identify construction-ready tourism enhancement projects
- + Invest in citywide publicly-owned infrastructure projects that will boost tourism
- + Coordinate interagency upgrades that will enhance visitor experiences
- + Establish formal capital grant process

*\*Investments must align with FL Statute 125.0104.*



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**ORGANIZATIONAL REALIGNMENT**

As our organization has reached new levels of success and awareness within the City, we need to strategically adjust to continue our growth. We have hit new levels of revenue, business and community outreach and have become an essential resource for the community. We are the TOURISM AUTHORITY so it is time to rethink Visit Jacksonville's structure!  
Welcome to VJ 3.0!

**Jacksonville**  
**THE FLIP SIDE**  
**of FLORIDA**

2

## DEPARTMENT NAME CHANGES

### ❖ MARKETING & COMMUNICATIONS

### ❖ OUTREACH & ENGAGEMENT

### ❖ SALES & SERVICES



3

3

## NEW DEPARTMENT NAMES & RESPONSIBILITIES

### MARKETING & COMMUNICATION:

- Advertising & Promotion
- Website, App
- Social Media
- Public Relations & Activations
- Trails

### OUTREACH & ENGAGEMENT:

- Visitor Centers
- Community Outreach
- Tourism Ambassador & Volunteers
- Explorers
- Events, Community Meetings & Activations

### SALES & SERVICES:

- Group Sales Efforts
- Sports Sales
- Servicing ALL Groups
- Welcome Tables & Concessions
- Grant Offers/Tracking/Pickup/Payment



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## TEAM UPDATES AND TITLE CHANGES

### MARKETING & COMMUNICATION

Katie Mitura, Chief Marketing Officer

Andrea Mestdagh, Assistant Director of Marketing & Communication

Autumn Leach, Social Media Manager

Lauren Hickox, Marketing Manager

Tess Chalifour-Drahman, Meetings Marketing Manager

Vacant, Planned position TBD in FY 2026-27



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## TEAM UPDATES AND TITLE CHANGES

### OUTREACH & ENGAGEMENT

Courtney Gumbinger, Director of Outreach & Engagement

Paloma Martin, Senior Outreach & Engagement Manager

- Explorers
- Volunteers

Jorie Allinson, Engagement Manager

- Center Coordination & Operation
- Retail

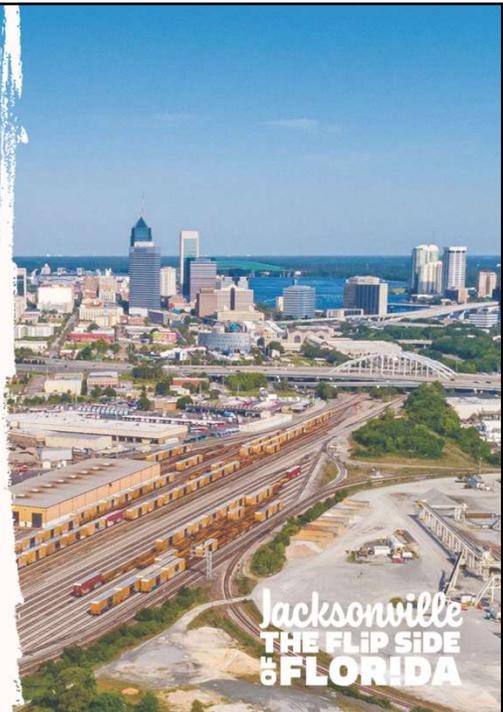
Hana Ferguson, Outreach Manager

- Tourism Ambassador
- Community Outreach & Speaking Engagements

Paige Shrewsbury, Engagement Assistant Manager

- Artwalk
- Coffee Socials, Holiday & Special Events

Other: Part-time and Volunteer staff for JIA and Events



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# TEAM UPDATES AND TITLE CHANGES

## SALES & SERVICES

**Jeanne Goldschmidt, Director of Sales & Services**

**Bob Doering, Senior National Sales Manager**

**Sydney Lindblad, National Sports Manager**

- Will now be performing both sales as well as servicing all Sports groups

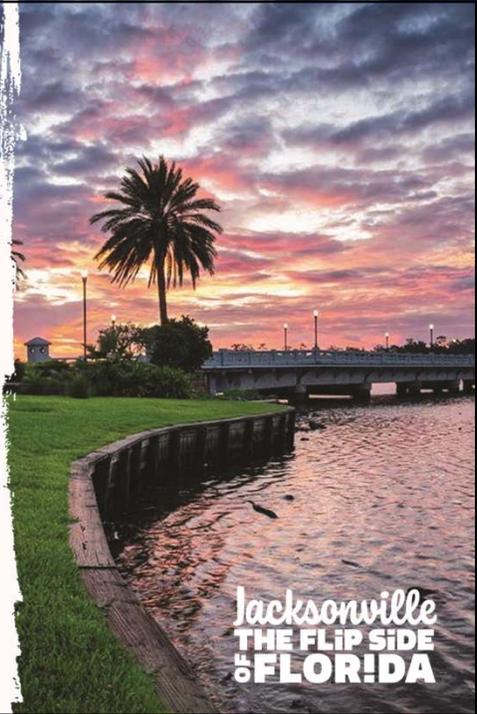
**Katie Quackenbush, National Sales Manager**

**Emma Carlo, Services Manager**

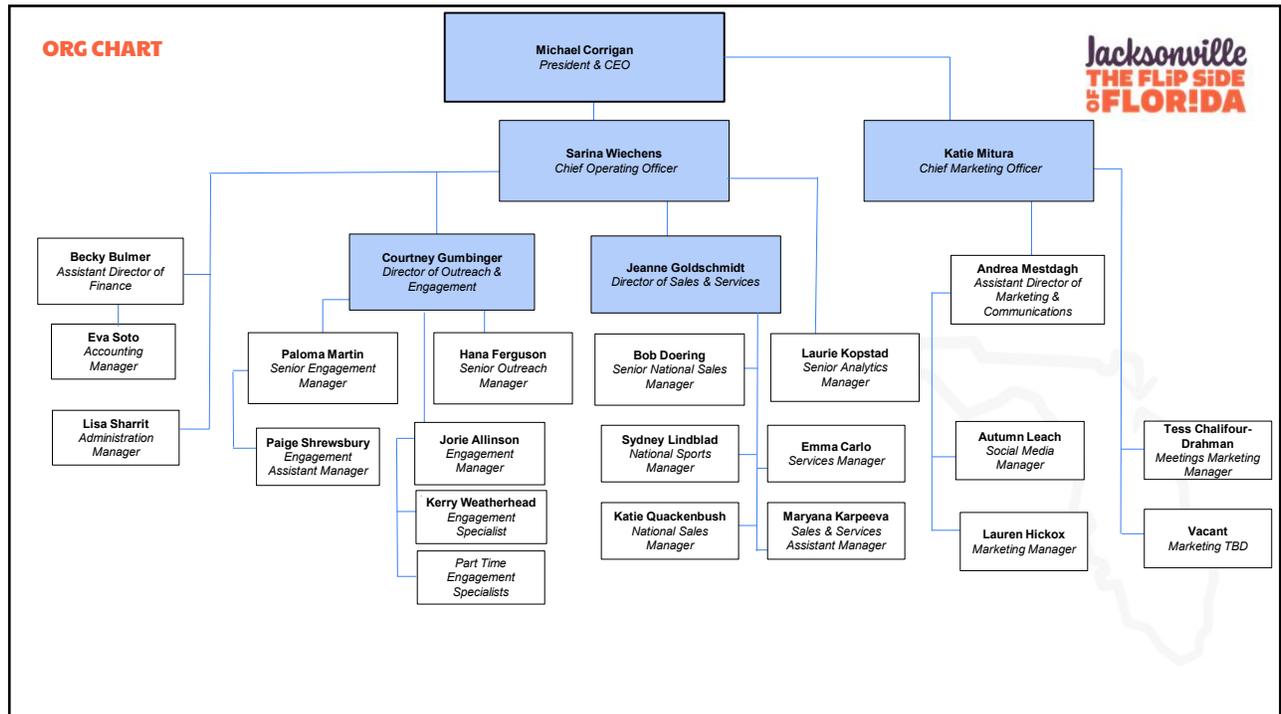
- Will be servicing groups over 150 RN

**Maryana Karpeeva, Sales & Services Assistant Manager**

- Selling to groups 10-149 RN & servicing groups



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8

**To:** The Honorable Kevin Carrico, Chair: Tourist Development Council (TDC)  
**From:** Carla Miller, Advisor to the Mayor  
**Date:** February 10, 2026  
**Subject:** Update on Short-Term Rental Voluntary Collection Agreement (VCA) Implementation

## **Background**

On December 11, 2025, the Tourist Development Council (TDC) unanimously approved a motion supporting the Administration's and the Tax Collector's recommendation to contract with short-term rental (STR) booking platforms and establish Voluntary Collection Agreements (VCAs). These agreements are designed to facilitate the voluntary collection and remittance of tourist development taxes by STR platforms operating within Duval County.

## **Actions Taken**

### **1. Review of Existing Florida Agreements**

We completed a review of VCAs currently in effect in other Florida jurisdictions to identify effective models and assess which STR platforms maintain active agreements in Florida. This analysis was necessary to develop the terms of Jacksonville's agreements.

### **2. Evaluation of Agreement Terms**

A comparative review of VCA terms used by other Florida counties was conducted to ensure consistency with statewide standards.

### **3. Engagement with STR Platforms**

The appropriate contacts have been identified at Airbnb and HomeAway (VRBO). Communication has begun to initiate next steps toward negotiation. Draft contracts from both companies are expected within the next week. Once received, the proposed agreements will be forwarded to the Tax Collector and the Office of General Counsel (OGC) for review.

### **4. Development of a Local Short-Term Rental Ordinance (optional)**

Research continues into the potential policy elements that should be incorporated into a comprehensive local STR ordinance. Areas under consideration include registration, reporting requirements, enforcement measures, and coordination with existing zoning and licensing frameworks. Special recognition is extended to Jitan for his thorough research and policy analysis supporting this process.

### **5. Coordination with Fire Safety Inspections**

The Mayor's Office is coordinating with the Jacksonville Fire and Rescue Department to initiate fire safety inspection requirements. This collaboration ensures that fire safety considerations remain integral to the emerging STR framework.

## **Next Steps**

- Receive and review draft VCA agreements from Airbnb and HomeAway (VRBO).
- Submit agreements to the Tax Collector and OGC for legal and administrative review.
- Continue ordinance development work, integrating research findings and stakeholder feedback.
- Maintain coordination with the Fire Department on safety inspections.

2/12/2026 - TAKE PICTURES

TDC - TOURIST DEVELOPMENT COUNCIL - TOURISM

I'M IN. I'M WEARING MY <sup>UNOFFICIAL</sup> FWC <sup>KEY AMARO</sup> HAT - FWC - FISH WILDLIFE COMMISSION - WHICH IS THE STATE OF FLORIDA. I'M WEARING MY BROOKS REHABILITATION SHIRT - FWC - FISHING WITH CARE.

HERE IS THE MDC - MAYOR'S <sup>2/13/2026</sup> DISABILITY COUNCIL ADAPTIVE RECREATION + MEDICAL ACCESS SUBCOMMITTEE MTG AGENDA + MINUTES. CHAIR IS RAY PRINGLE VICE CHAIR - DOMINIQUE DEWITT

THEY APPROVED THE <sup>OCT</sup> 10/7/2025 MEETING, 4 MONTHS AGO. IN THE MINUTES RECOGNIZING NOONEY'S EFFORTS IN ADVANCING THE FIND POTENTIAL LAND ACQUISITION PROJECTS 158833-0000 THAT'S BOYLAN, 134059-0000 THAT'S AMARO; 137044-0000 THAT'S CARRICO, THAT WOULD BENEFIT ALL THE CITIZENS OF DUVAL COUNTY.

IT HAS BEEN RECOGNIZED BY THE PARKS DEPT. WATERWAYS COMMISSION AND THE ENTIRE CITY OF JACKSONVILLE.

SO AT THE 2/10/2026 THE CITY COUNCIL PASSED 2026-0004 CREATING A NEW PARKS, RECREATION SPECIAL REVENUE TRUST ACCOUNTS. WOW! AND THIS IS ALL COUNCILMAN AMARO - THE CHAIR OF WATERWAYS. HE IS ALSO ON THE BOARD OF THE NEFRE THAT IS 7 COUNTIES.

WE ARE MARKETING TO THE WORLD. WE'RE COMING OUT WITH OUR NEW FWC LINE OF FISHING SHIRTS + HATS. VISIT JACKSONVILLE! FWC - FISHING WITH CORRIGAN. FWC - FISHING WITH CAROL, FWC - FISHING WITH THE CHIEF! YOU WANT TO BE ON HIS BOAT.

FWC - FISHING WITH CARRICO - FWC - FISHING WITH CARLUCCI, FWC - FISHING WITH CONGRESS. FWC - FISHING WITH COUNCIL.

ALSO AT THE 2/10/2026 OUR CITY COUNCIL APPROVED AGENDA ITEM 2026-0032 THAT IS OUR FIND GRANTS - FIND IS THE FLORIDA ASSOCIATED DISTRICT, MILLIONS + MILLIONS OF DOLLARS - 12 COUNTIES

