



it's a
good
day

fort
MYERS
ISLANDS, BEACHES & NEIGHBORHOODS

FY21/22 Sales & Marketing Plan



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Introduction



It's a good day.

What a difference a year makes.

Last year at this time, we faced a 10.4% drop in bed tax collections –the worst in Lee County history. This year, we broke records. Since April we have shattered every previous monthly record. And for the fiscal year, we received the highest bed tax collections in the bureau's history – up nearly 25% when compared to our previous best year (FY19).

We have a lot to celebrate. There are so many reasons for this exceptional year. I want to acknowledge a few indicators that continue to fuel our overall success.



© saraheyman

Traffic numbers are sky-high

Southwest Florida International Airport (RSW) has been the #1 airport in the nation for recovery of passenger traffic. Each month, RSW sees more arrivals than in 2020. Year-to-date for 2021, passenger traffic is up 69.5% compared to last year.

New airlines are arriving

Practically every week, the Lee County Port Authority announces the debut of new nonstop flights to RSW, including airlines that are brand new to the area. Just recently, Air Transat announced weekly seasonal service from Montreal beginning Dec. 16. Avelo Airlines kicks off weekly year-round service from New Haven, Conn., on Nov. 11, and Eurowings Discover begins weekly passenger service from Frankfurt, Germany, beginning in March 2022.

West Coast carriers

We've got new direct flights to the West Coast. United Airlines begins new, nonstop flights from Los Angeles and San Francisco to RSW in mid-December. And Alaska Airlines resumes its daily Los Angeles and Seattle flights on Nov. 19.

International visitors returning

On Nov. 8, the U.S. reopened its borders to vaccinated international travelers from more than 30 countries. This includes the reopening of land borders with Canada and Mexico. The return of global visitors positively impacts our local economy as these visitors often stay longer and spend more.

New branding and marketing initiatives

The team at the VCB has been busy working with MMGY on a new branding effort that began nearly two years ago with input from stakeholders around the county. Additional data-gathering included surveys of local citizens and both past and prospective visitors. The objective was to build a strong destination brand reflective of our destination today, boost local pride, and increase our collective sense of community while enhancing tourism, economic development and sports development.

We are launching a fun “It’s a Good Day” marketing campaign built on the belief that it’s time for more good days, and there’s one place that always delivers! We’ll encourage new and repeat visitation by highlighting our best qualities and the emotional benefits we offer.

We are rolling out a new website, which features enhanced search capabilities and offers a higher volume of inspirational content. Additionally, a fresh new Visitor Guide debuts in 2022 with expanded storytelling that whets the appetite for all there is to see and do here.





Cautious Optimism

While I am optimistic about the strength of tourism, the impact of COVID-19 and ongoing shifts in traveler behavior suggest there may be a few more bumps in the road. It's also been a challenging year for staffing and many in our industry have worked long hours. It has not been easy.

Together, as a seasoned team of tourism professionals, we will continue to work hard. Our focus on data-driven marketing allows us to quickly adjust to changes in market conditions or consumer sentiment. We are poised to keep our industry moving forward as an economic engine for Lee County and a must-see slice of paradise where everyone deserves a Good Day.



With much hope and warm regards,

Tamara Pigott

Tamara Pigott

Executive Director, Lee County Visitor & Convention Bureau



Our Mission

To serve the broader social and economic interests of Lee County by marketing the destination, facilitating travel to the area, and showcasing its unique attributes for the continual benefit of residents and the travel and tourism industry.

Our Values

To continue to build Lee County's reputation as one of the most naturally beautiful and sought-after tourism destinations in the world.



A sunset beach scene with silhouettes of people and stylized wave graphics at the bottom.

New County Branding

2



© lfranklin19

New County Brand

The evolving role of destination marketing organizations (DMO's) in recent years presented the opportunity to refocus the Lee County brand by way of a refresh. The objective of the branding process was to build a strong destination brand, boost local pride, and increase our collective sense of community within one identity while unifying tourism, economic development and sports development.

To achieve this, we first engaged residents as well as industry, business and elected officials to understand the goals of the community. We believe that those who are allowed to observe will critique, those who are engaged will defend. When people feel like they are being heard and included, they want to be involved. Being able to quickly articulate who we are, what we stand for and why people should want to be a part of it gives our residents something to rally around, and helps determine the right type of opportunities for our destination.

For a brand to be embraced as the voice of our destination, it must be diverse and inclusive of all voices. And most importantly, it has to be accepted by those who call it home. That's what gives it the authenticity that residents and travelers are looking for. We conducted a series of individual, group and town hall listening sessions with a wide variety of stakeholders throughout Lee County. The purpose of these listening sessions was twofold: first, to learn about Lee County from each of their perspectives, and second, to make them an integral part of the process. Resident surveys were also deployed, garnering more than 1,100 responses.

We also began to identify overarching themes related to Lee County's brand. In addition to the insights gained from stakeholder interviews, we collected and analyzed the facts and data related to the Lee County experience. We looked at key markets and audience personas. We looked at traveler and resident social sentiment. We also conducted a product assessment.

From there, we connected the insights gained from our community engagement with traveler data from our proprietary research. Understanding how these motivations are so closely tied allows us to create one brand that we know will speak to and emotionally connect residents and travelers, as well as the business and economic development communities.

Our process culminated with the creation of Lee County's brand architecture. Fueled by the insights we've gained along the way, the architecture is an articulation of what the Lee County brand stands for, how it is positioned against the competition, and how it emotionally connects with and motivates our audience(s). This new brand allows tourism, economic development and sports development to showcase their own personality while portraying the balanced lifestyle found in Lee County.

Brand Architecture

BRAND VALUES	BRAND PURPOSE	BRAND EXPERIENCE	BRAND VOICE
<div>Active</div> <div>Connecting</div> <div>Inspiring</div> <div>Fresh</div> <div>Fun</div>	<div>We are a change of pace from the regular world.</div> <div>We create an environment that inspires you to take time to pursue your passions and make the most of every moment.</div>	<div>This is our time.</div> <div>Always at our own speed.</div> <div>Connected to the water.</div> <div>More Time, more living.</div>	<div>Comfortable</div> <div>Confident</div> <div>Refreshing</div> <div>Empowering</div> <div>Passionate</div>

Despite the instability of the past 21 months, Lee County enters the post-pandemic period in an advantageous position just by being what it always has been. At its core, the new county brand combined the fundamental need all travelers share with what Lee County naturally provides: the gift of time. More than ever, people need time to relax but also require time to actively pursue their passions with the people they love most. Above all else, this balance is what Lee County offers.

The logo for Fort Myers Islands, Beaches & Neighborhoods is displayed in white text. The word "fort" is in a large, elegant script font, while "MYERS" is in a bold, uppercase sans-serif font. Below this, the tagline "ISLANDS, BEACHES & NEIGHBORHOODS" is written in a smaller, uppercase sans-serif font. The logo is superimposed on a background image of a wooden boardwalk leading to a beach, with a blue sky and ocean in the distance.

fort
MYERS
ISLANDS, BEACHES & NEIGHBORHOODS



The Travel Landscape



© theharrellstravel

The Travel Landscape

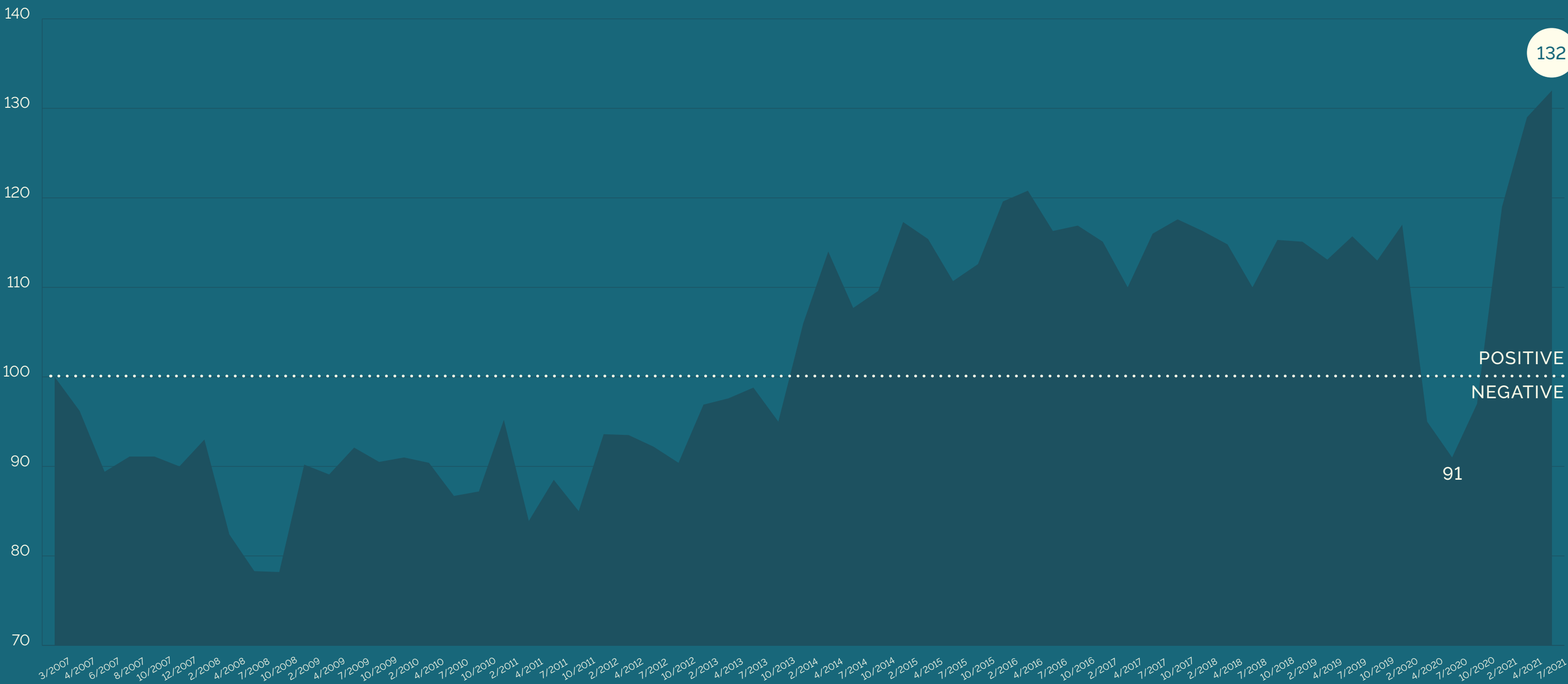
The COVID-19 pandemic created many lasting ripple effects on the world, including massive shifts in travel behaviors and media consumption habits. While Lee County's tourism economy fared much better through this time compared to other domestic and international destinations (particularly in the last two quarters of FY20-21 where record-breaking visitation was recorded), it will

be even more important to command the attention of travelers at a time when demand is peaking. Current data indicators give us an idea of where traveler sentiment lies, which guides the development of our strategies and executions, ultimately to inspire travelers with our emotional benefits and convert visits to Lee County.

Travel Indicators

TRAVEL SENTIMENT

+41 points since July 2020



53% of U.S. adults intend to take a vacation in the next six months.

3.6 average number of overnight leisure trips travelers intend to take in the next 12 months.

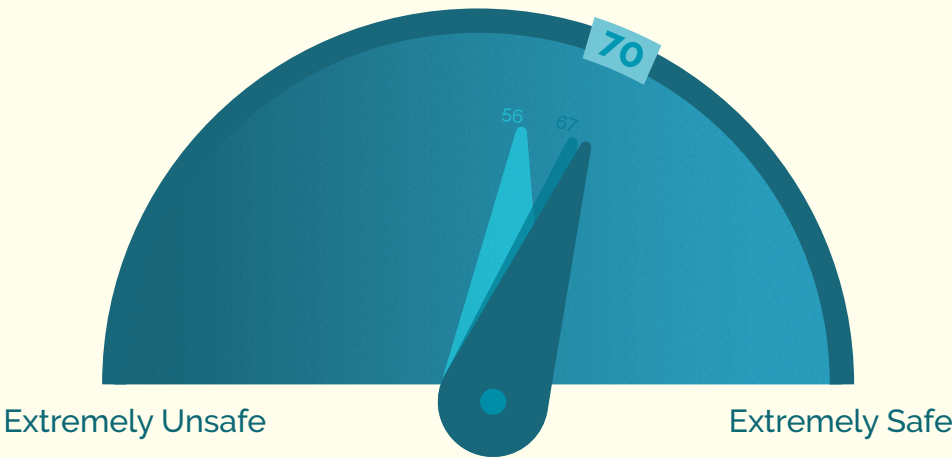
\$2,758 average amount travelers intend to spend on overnight leisure trips in the next 12 months.

Source: MMGY Global's *travelhorizons™/2021 Portrait of American Travelers®*

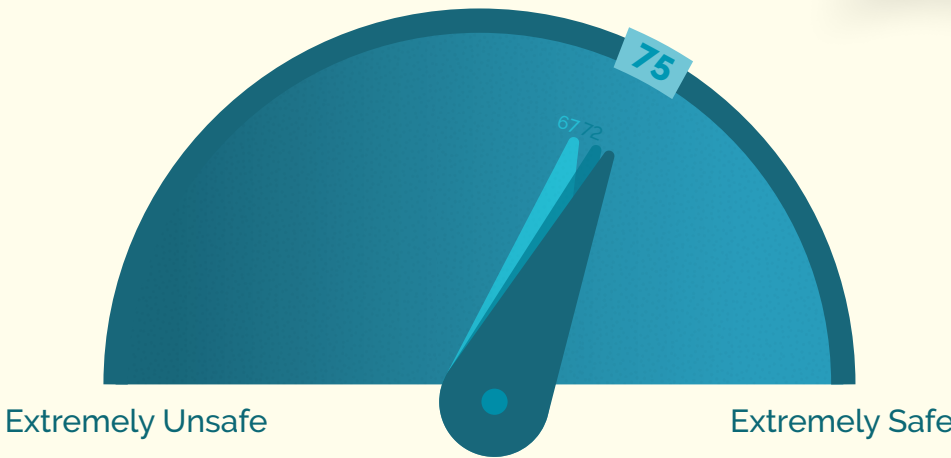
TRAVEL SAFETY BAROMETER

Overall perceived safety

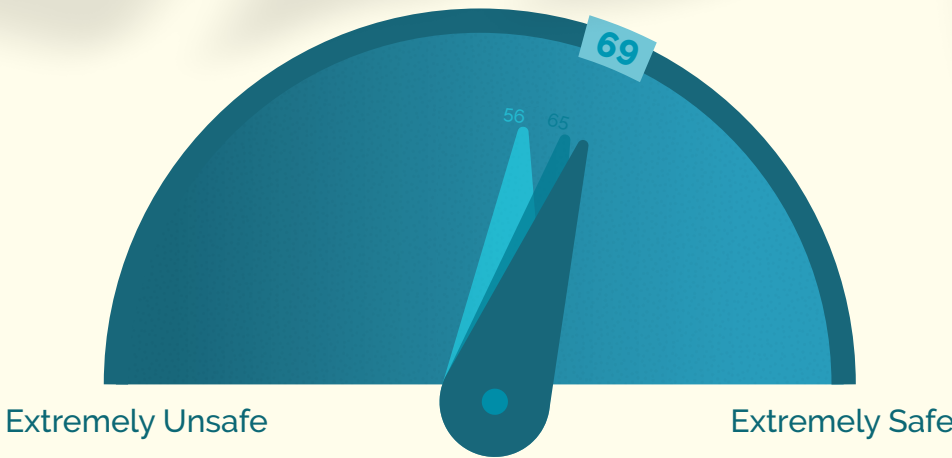
■ Q1 2021 ■ Q2 2021 ■ Q3 2021



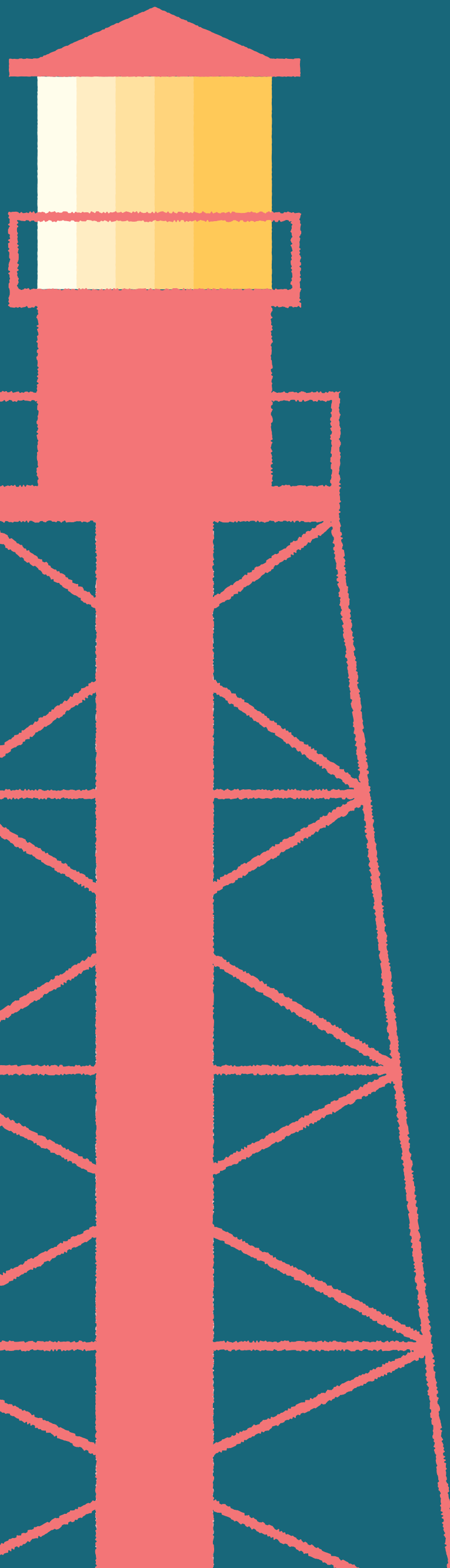
DOMESTIC TRAVEL



TRANSPORTATION

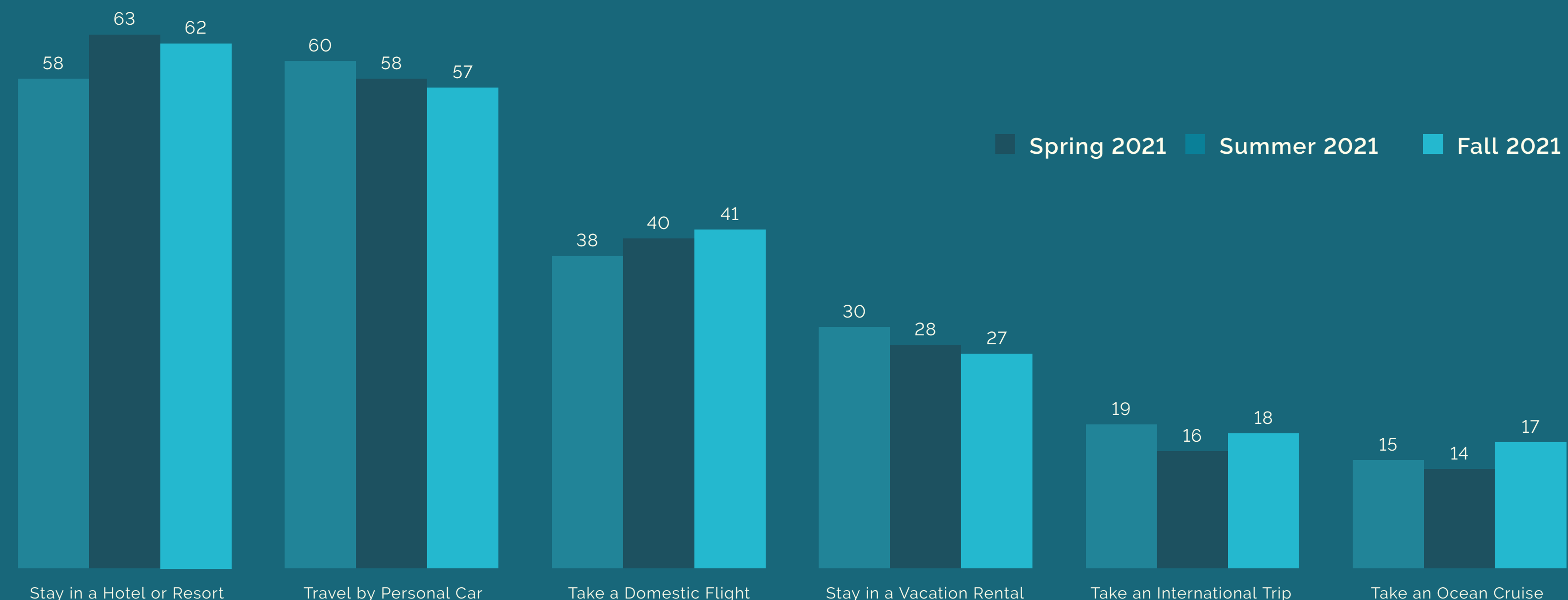


LODGING



According to the Fall 2021 edition of the *Portrait of the American Travelers*® (POAT) study, interest in visiting Lee County is up from past years. Nearly half of U.S. Leisure Travelers (45%) are interested in visiting our destination, up from 30% one year ago. Millennials (67%) and those with higher household incomes (\$100,000-\$149,999: 54%, \$150,000 or more: 51%) are driving this increase.

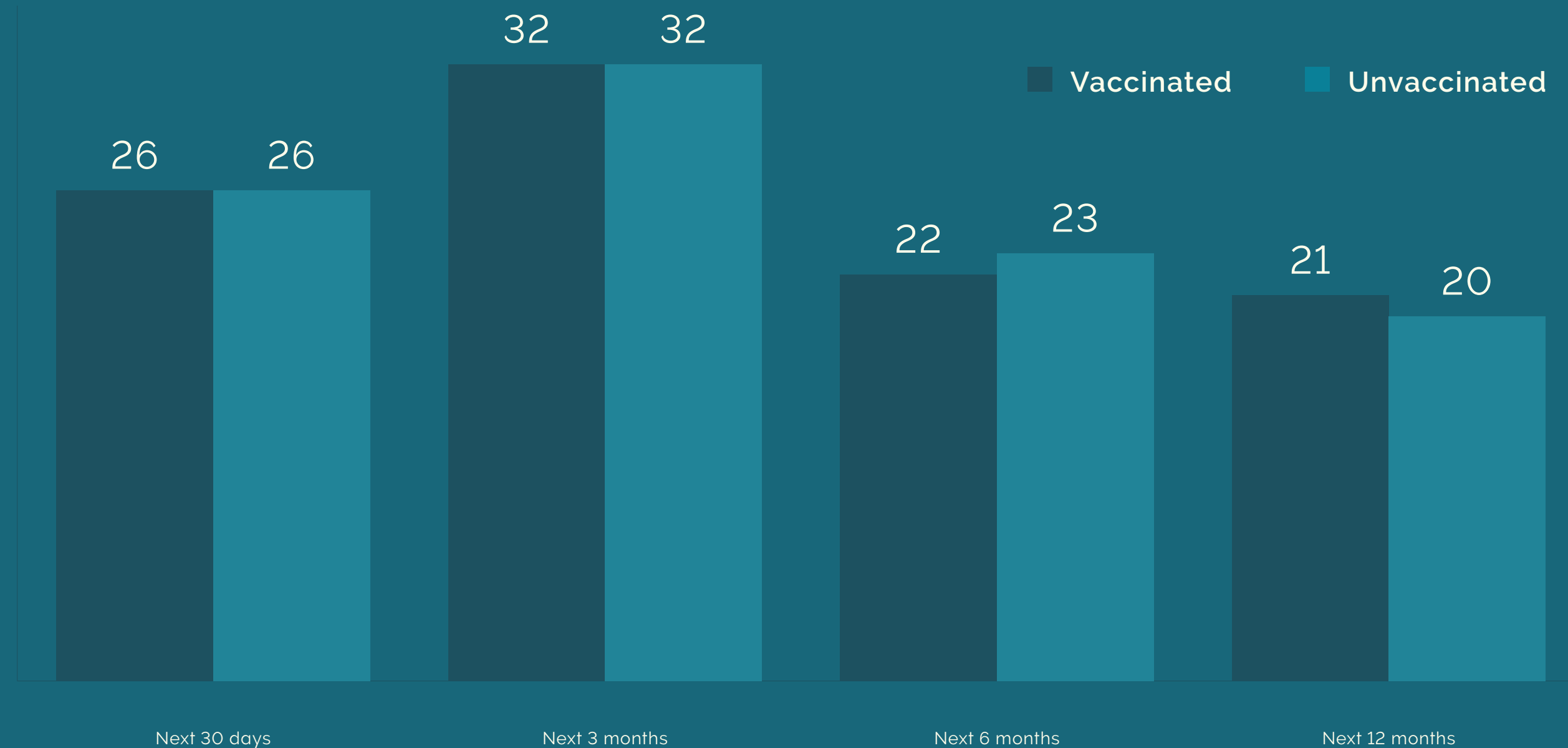
**TRAVEL
INTENT**
Percent of
travelers who
expect to do each
of the following



When asked what their vacations in the next six months would look like, more than half of those interested in visiting Lee County are planning to stay in a hotel or resort (55%) and travel by personal car (52%). Six in ten of these travelers are planning to travel with their significant other (59%, down from 65% in Summer), followed by about one-third who are traveling alone (36%) or traveling with children (34%).

EARLIEST EXPECTATION TO TAKE NEXT VACATION

Vaccinated and unvaccinated travelers have similar travel intentions



54%

of leisure travelers have received the COVID vaccine.

Perceived Safety of Travel, Interest in Travel, and Time Available for Travel to Lee County: these indicators saw the largest increases from last year. The Perceived Safety of Travel score among those interested in visiting Lee County stands at 145, up 61 points from April 2020 (84), followed by Interest in Travel (164) and Time Available for Travel (154), both displaying 46-point increases from April 2020 (Interest: 118, Time: 108).

65%

of travelers who are motivated to travel by a sense of exploration value the exposure to new perspectives and ways of life.

51%

explore themselves through self-discovery

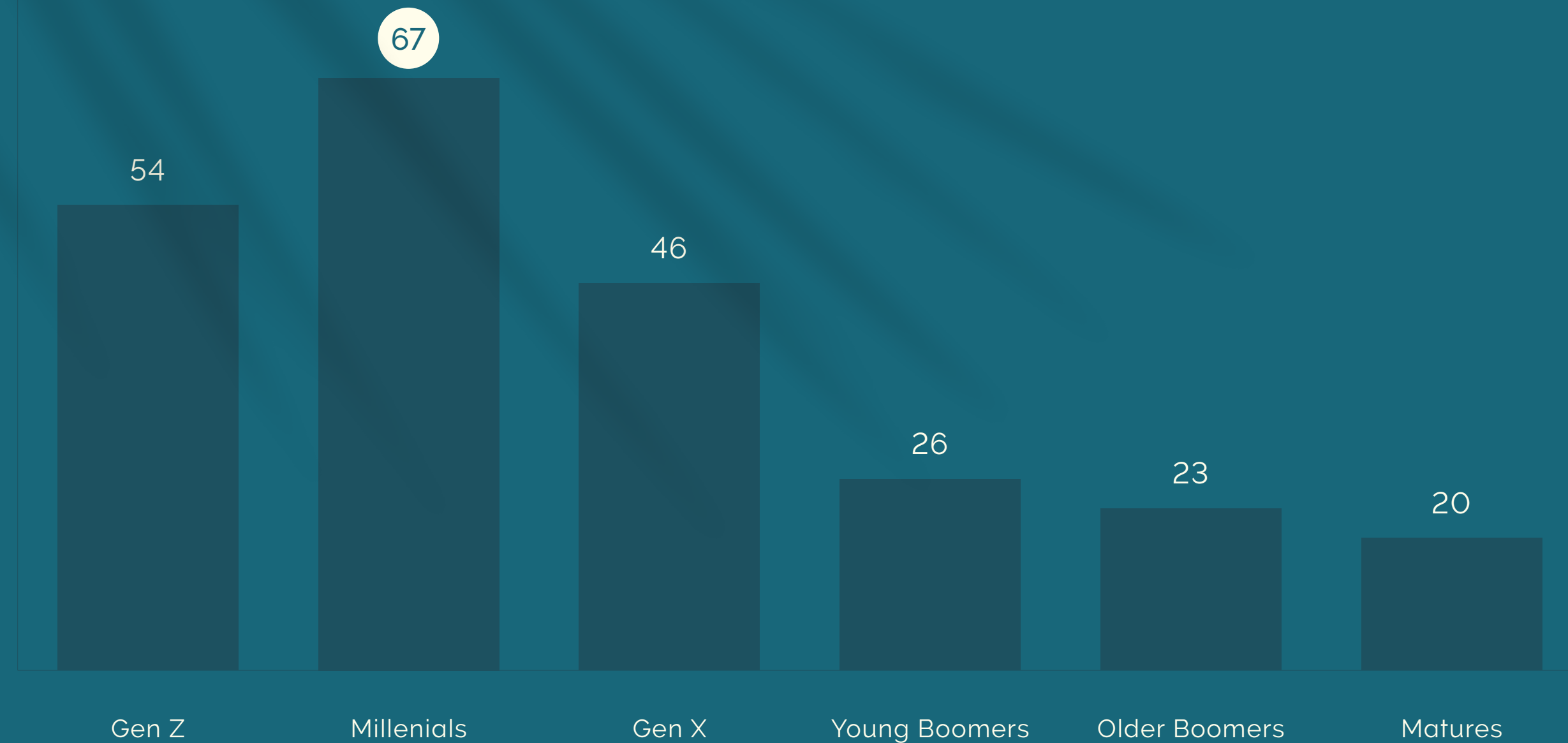
45%

explore the great outdoors

Significantly more of those interested in visiting Lee County versus U.S. Leisure Travelers are motivated to travel for relaxation (83% vs. 80%), exploration (76% vs 65%), to experience new and different cultures and cuisine (72% vs. 60%), and enhancing existing relationships (71% vs. 57%).

INTEREST IN VISITING LEE COUNTY

is highest among millennials



Traveler Spending

U.S. households have seen a 19.6% increase in net worth during Q2 2021 (Source: CNBC 9/23/21) vs the prior year. Related, the average dollar amount travelers intend to spend on leisure trips in the next 12 months continues to rise, according to Fall POAT results, compared to summer and spring 2021 data.

Shorter Booking Windows

ADARA Impact data continued to show shortened booking windows in 2021 over 2019. ADARA Impact flight bookings shortened to 58 days in 2021 vs. 80 days in 2019. Similar compression occurred with hotel bookings shortened to 43 days in 2021 vs. 53 days in 2019.

Expedia data continues to show nearly half of all bookings are completed within 30 days of travel and the second highest volume (26.1%) occurring 31-60 days out. As of August 2021, activity continues to reflect a return toward historical booking windows.

Consumers are searching for travel farther out than booking, though. According to recent Sojern ecosystem data, the highest booking demand is for the current and upcoming month that the search takes place in, with the upcoming month showing the highest share of bookings.

Meetings & Events

46% of event professionals have hosted an in-person event in the last 6 months.

79% of event professionals are currently planning in-person events.

55% of event professionals are planning smaller events for now.

40% of event planners said lack of quarantine requirements is now the top criteria for destination selection.

40% of event planners are still planning on holding larger events at this point in time.

43% of event planners agree that virtual events only work if you have proper sponsorship as the primary source to fund.



FY21-22

Marketing Plan

4



Core Objectives and Strategies for FY 2021–22

As the media landscape continues its rapid evolution, our marketing approach remains data-led. We closely monitor where consumers are dedicating their time and ensure our campaigns are deployed in the appropriate channels with the latest targeting technology applied. This focus on data allows campaigns to deliver efficiently while maintaining expectations for measurable results.

The Core Pillars of Our FY 2021–22 Plan

Data-Led Strategies

Refine the Lee County audience and seek efficient, high-quality media tactics for activation

Purposeful Planning

Utilize full-funnel approach aligning media, message and audience with travel motivators, organizational objectives and evolving brand

Power of Partners

Take advantage of buying power, value-adds and exclusive access

Uplift partners

Support consumer and group brand messaging with co-op programming featuring conversion tactics

Defined Measurement Strategy

Provide clear purpose for each objective and associated measures of success to match the consumer journey

Be Ready

Allow for nimbleness, knowing changing conditions may require ongoing pivots in strategy and execution



Media Overview

Seasonality/Budget Allocation

Approach to Seasonality

- Maintain seasonal approach as travel windows remain consistent but searching and booking patterns continue to shift
- Continue to assess macro and micro indicators related to booking windows; monitor for return to pre-pandemic norms and ongoing stabilization
- Align campaigns with variance in hotel and vacation rental booking windows; further nuance targeting to match booking patterns of in-state and out-of-state visitors
- Select market-level media mix based on a tactic's efficiency

Seasonality

Domestic Seasonality

Season	Travel Periods	Media Flighting
Winter	Dec 1—Mar 14	Oct 1—Dec 31
Spring	Mar 15—May 31	Jan 1—Mar 13
Summer	June 1—Aug 31	Apr 1—July 4
Fall	Sept 1—Nov 30	July 5—Sept 30

Domestic Vacation Rental Out-of-State Seasonality

Season	Travel Periods	Media Flighting
Winter	Dec 1—Mar 14	May 15—Sept 30
Spring	Mar 15—May 31	Oct 15—Dec 31
Summer	June 1—Aug 31	Feb 1—Apr 30
Fall	Sept 1—Nov 30	Mar 15—May 14

Domestic Vacation Rental In-State Seasonality

Season	Travel Periods	Media Flighting
Winter	Dec 1—Mar 14	July 1—Oct 14
Spring	Mar 15—May 31	Nov 15—Jan 31
Summer	June 1—Aug 31	Feb 1—Apr 30
Fall	Sept 1—Nov 30	Apr 15—July 14

FY 2021/22 Domestic Seasonal Weighting

Season	FY21/22 Allocation
Winter	15% + \$1M Visit Florida ATV
Spring	29%
Summer	36%
Fall	19%

Key Markets

Approach to Markets

- Identify seasonal key markets based on volume, visitation index and visitation opportunity
- Assign investment and media mix by market tier

Target audiences/visitor profiles and how our approach is evolving

Approach to Audiences

- Reaching people in the right mindset is more important than ever before
- Leverage addressable audiences for 1:1 messaging
- Weight addressable audience delivery seasonally based on visitation propensity
- Utilize contextual, behavioral, purchase, search and social targeting to capitalize on demonstrated intent; deploy competitive conquering to shift share



Seasonality and Target Markets

	Winter	Spring	Summer	Fall
Travel Periods	Dec 1—Mar 14	Mar 15—May 31	June 1—Aug 31	Sept 1—Nov 30
Media Flighting	Oct 1—Dec 31	Jan 1—Mar 31	Apr 1—July 4	July 5—Sept 30
Market-Specific Targeting <i>Utilized for brand messaging to generate awareness and consideration in key target markets</i>				
Market/In-State	Jacksonville, Miami, Orlando, Tampa, West Palm	Jacksonville, Miami, Orlando, Tampa, West Palm	Jacksonville, Miami, Orlando, Tampa, West Palm	Jacksonville, Miami, Orlando, Tampa, West Palm
Market/OOS* Tier 1	Boston, Chicago, Cincinnati, Cleveland, Columbus, Detroit, Grand Rapids, Indianapolis, Minneapolis, New York	Boston, Chicago, Cincinnati, Cleveland, Detroit, Grand Rapids, Indianapolis, Milwaukee, Minneapolis, New York	Atlanta, Chicago, Cincinnati, Cleveland, New York	Chicago, Cleveland, Indianapolis, Minneapolis, New York
Market/OOS* Tier 1	Flint, Fort Wayne, Green Bay, Hartford, Milwaukee, Peoria, Philadelphia, Pittsburgh, South Bend, Toledo	Buffalo, Columbus, Flint, Fort Wayne, Green Bay, Philadelphia, Portland, South Bend, St. Louis, Toledo	Cleveland, Columbus, Indianapolis, Philadelphia, Youngstown	Atlanta, Boston, Cincinnati, Detroit, Philadelphia,
Market/OOS* Tier 1	Atlanta, Buffalo, Champaign, Dayton, Lima, Madison, Providence, Rochester, St. Louis, Washington DC	Albany, Atlanta, Dayton, Hartford, Lansing, Louisville, Madison, Peoria, Pittsburgh, Rochester	Chattanooga, Detroit, Lexington, Peoria, St. Louis	Grand Rapids, South Bend, Milwaukee, Hartford, Rockford
National Targeting <i>Utilized for brand and co-op messaging to leverage intent and drive conversion</i>				

*Out-of-State (OOS)

Target Personas



Williams R. Able

Active, affluent families

Cooperative decision-makers

Between 30–51

\$125K+ HHI

16% Hispanic ♦ 50% Married

86% Full-Time Employed

52% Graduate School Degrees



Going For It

Active, no kids

Primarily male decision-makers

Average Age: 47

\$75K+ HHI

28% Non-Caucasian ♦ 61% Unmarried

71% Full-Time Employed

33% Graduate School Degrees



Free Birds

Active, empty nesters

Primarily female decision-makers

Between 55–65

\$100K+ HHI

43% Grandparents ♦ 76% Married

41% Part-Timers or Retired

42% Graduate School Degrees

Audience Profiles

Paddles @ Play	Together & Traveling	Seafoodies
<i>Includes all personas</i>	<i>Includes all personas</i>	<i>Includes all personas</i>
Destination Passion Points:		
<ul style="list-style-type: none">• Kayaking the Great Calusa Blueway at locations such as Lovers Key State Park, Mound Key, Buck Key, and Pine Island• Visiting J.N. "Ding" Darling National Wildlife Refuge for natural hikes, paddleboarding, kayaking and wildlife viewing• Boating and island hopping throughout the destination, exploring more than 100 barrier islands	<ul style="list-style-type: none">• Married couples traveling without children who are looking to get away• Interests include exploring area beaches, swimming, sunbathing, golf, shopping, historical attractions and dining• Enjoying the laid-back atmosphere of the destination, feeling at peace with the charm of authentic Florida	<ul style="list-style-type: none">• Seeks unique dining experiences and one-of-a-kind cuisine as a focal point of their vacation• Consumes culinary-specific content such as books, magazines, etc.

Audience Profiles

Theme Park Survivors	Snap Happy	Fido in Tow
<i>Includes all personas</i>	<i>Includes all personas</i>	<i>Includes all personas</i>
Destination Passion Points:		
<ul style="list-style-type: none">• Soft adventure family activities, such as fishing, kayaking, swimming, sunbathing, collecting seashells and getting on the water• Visiting attractions, such as Times Square, Edison & Ford Winter Estates, J.N. “Ding” Darling National Wildlife Refuge and charter cruises• Exploring different parts of the county, looking for family-friendly activities suitable for older children	<ul style="list-style-type: none">• Discovering the area's most beautiful locations to capture the best selfies• Watching the sunset from the Fort Myers Beach Pier, photographing wildlife at the Six Mile Cypress Slough Preserve or Audubon Corkscrew Swamp Sanctuary, early morning shell walks on the area's best beaches, capturing the iconic landmarks throughout the destination	<ul style="list-style-type: none">• Visiting Dog Beach Park located on the south end of Fort Myers Beach• Dining at a selection of dog-friendly restaurants• Enjoying outdoor activities, such as collecting seashells, hiking and nature parks where pets are allowed to accompany their owners

Channel Mix

Consumer Approach

- Maximize efficiencies and reach through high-impact, integrated partnerships with premium publishers
- Maintain always-on presence with proven partners while testing new inventory, devices and data sources
- Ensure varied use of targeting and placement types to reach consumers at all stages of the trip-planning journey
- Leverage digital extensions to enhance broadcast executions
- Tailor targeting tactics with customized creative to best intersect with consumer mindset

Key Vendors

- Condé Nast
- Meredith
- Outside
- The New York Times
- Amazon
- Sojern
- SXM (Pandora, Stitcher)
- Matador
- USA Today
- Expedia, Vrbo
- Tripadvisor
- Facebook
- Instagram



Channel Mix

Group Approach (Meeting Planners, Travel Trade, Weddings)

- Maintain always-on presence as planning trends and timing shift
- Target markets with a history of and propensity to plan group events in Florida and in the Southeast U.S.
- Maintain presence with proven performers while expanding the volume of distribution channels to increase media efficiency and reach
- Explore placements featuring custom content and educational focus for deeper destination engagement and knowledge

Key Vendors

- **Meeting Planner:**
EproDirect, Florida Trend, FSAE, Meetings Today, Northstar, Skift/EventMB, The Meetings Magazines
- **Travel Trade:**
Questex, Recommend, Travalliance, Travel Weekly
- **Weddings:**
Bridal Guide, The Knot

Channel Mix

International Approach

- Focus on established markets of Canada, Germany, U.K., and Scandinavia
- Maintain observation of macro and micro indicators as international travel reopens
- Monitor booking windows and travel periods for return to pre-pandemic norms
- Maintain strong presence with travel intent partners to drive future bookings
- Reach new audiences with engaging mobile rich media placements across non-endemic sites
- Leverage in-market contractors to maintain presence in local publications and social platforms

Key Vendors

- Expedia, Vrbo
- Sojern
- Tripadvisor



Media Mix/International

Consumer Market Mix and Seasonality

Market	Flight	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Canada	Media															
	Travel															
Germany	Media															
	Travel															
United Kingdom	Media															
	Travel															

Overall

Integrated media approach

Condé Nast

Approach: Extend FY 2020-21 campaign concept by having a *Condé Nast Traveler* editor travel to the destination to actualize the trip planned in 2020. Custom content will feature fun and relaxing moments while inspiring readers and viewers to book their getaway. Reach will be expanded through sponsorship of the Women Who Travel podcast, *Condé Nast Traveler* print placement(s), and high-impact digital across the Condé Nast network.

Outside

Approach: Leverage ongoing consumer enthusiasm for outdoor activities through a partnership with *Outside*. Content will promote our unspoiled, natural landscape and encourage readers to actively explore the destination like a local. Messaging will run across *Outside*'s print, digital and social channels.



© 13n1443

The New York Times

Approach: A series of short first-person essays will feature three locals who pivoted their careers for happier, brighter workdays by choosing to live and work in Lee County. These features will showcase the people, the water, the weather and the moments that make Lee County the right destination for today's travelers. Content will be distributed via native, high-impact display and podcast.

USA Today

Approach: Utilize USA Today's namesake media inventory to deploy custom content, high-impact digital, and to promote summer sweepstakes in key seasonal markets.

Vrbo

Approach: Partner with Vrbo, Expedia's vacation rental platform, on a first-to-market, interactive campaign with a sweepstakes component. Position the destination as a must-see among vacation rental enthusiasts.

SXM Stitcher Podcast

Approach: Deploy producer- or host-read spots during premium podcasts. Contextually align podcasts with addressable audiences for greatest relevance and impact.



Owned Channel Overviews

Digital Experience Platform (DXP)

- Implement omni-channel platform to create connectivity across owned and paid channels
- Enrich 1st party data records to better understand brand engagement, consumer behavior and preferences
- Use machine learning to identify new consumer segments and automate marketing efforts based on preferences and motivators

Email

- Update existing email creative to tie in with the “Good Day” campaign
- Develop a “Good Day” email series highlighting what makes a good day in the destination
 - *Explore expanding the series by tailoring “Good Day” concepts to our audiences*
- Develop a “Good Day” modal welcome series based on user-location sign up
 - *Depending on what landing page a user signs up for emails on, they will receive “Good Day” messaging aligned with that content via a welcome email*
- Test removing partner offers and events from monthly eNewsletters in order to execute unique dedicated content emails based on user engagement
- Replace the inclusion of events in monthly eNewsletters by creating quarterly dedicated events emails to subscribers with a future intended travel date
- Develop an ongoing re-engagement campaign targeting at-risk, unengaged subscribers
- Explore lead generation options including organic and promoted social media posts, utilizing Facebook look-a-like audiences, monthly Bandwango lead opt-in imports, and Salesforce Marketing Cloud Advertising Studio



Captiva Island

Social

- Curate unique, engaging content that drives an increase in meaningful engagement across our owned social media channels
- Focus organic content efforts on current trends and social media consumption patterns: emphasize video efforts across Facebook and Instagram to include new opportunities such as live content, Instagram Reels, IGTV and Stories
- Develop large-scale social media and influencer campaigns focusing on road trips, weddings, Island Hopper Songwriter Fest, and arts and culture
- Own the “Good Day” message across all social media channels
- Prioritize social-first and vertical video (IGTV/Reels/TikTok) and new social lives
- Utilize UGC and social media influencers/content creators in new creative ways while highlighting diversity

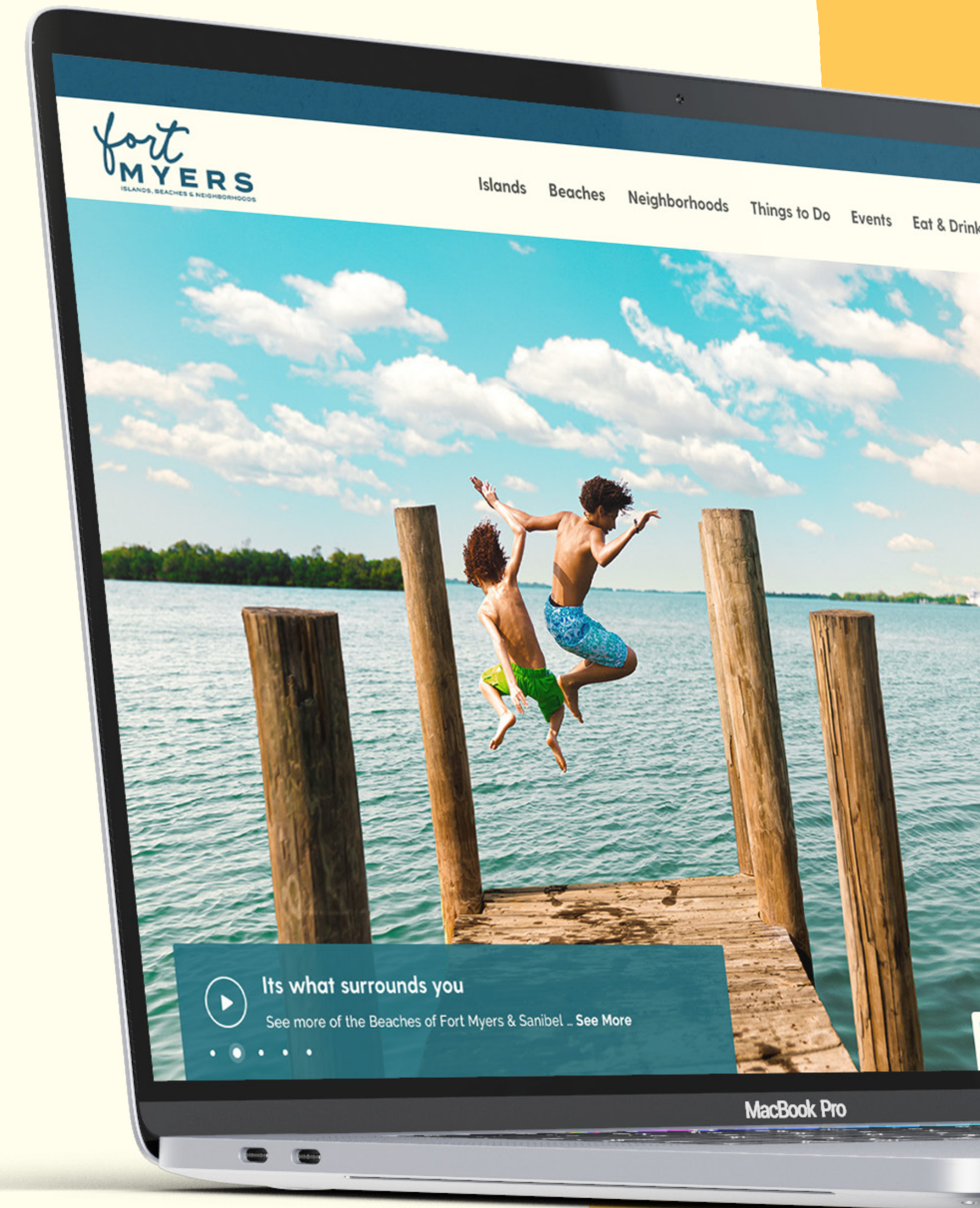


New Website

- Maintain and optimize new VisitFortMyers.com website and microsites for technical and marketing performance
- Elevate editorial content to increase website engagement metrics with a focus on mobile users

Web Personalization

- Redevelop web personalization templates, content and targeting strategy from the ground up for our new consumer website
 - *Persistent profiling of interest and media exposure across sessions*
- Reintroduce media optimizer with addressable audiences and tailor homepage and supporting content to media exposure (e.g. featured articles, banners, etc.)
- Geotarget colder climates during the winter with getaway messaging
- Raise visibility of editorial for mobile visitors
- Increase UGC use and leverage for creative versioning
- Continue email subscriber growth momentum with newsletter signup modals and new feature of signup location tracking





© ivarbosa

Chatbot

- Develop a vacation-planning resource on the Facebook messenger platform
- Work closely with creative and social teams to create 2-3 self-contained chatbot experiences for launch with social extensions
- Drive additional goal conversions through chatbot
- Leverage chatbot for audience insight:
 - *What questions are being asked?*
 - *What content should we create?*
 - *What are people interested in and how do we qualify and quantify that interest?*

User Generated Content (UGC)

- Identify and secure usage rights to new images based on new brand standards and story pillars
- Incorporate new UGC images into owned marketing channels: email, social media and website

Messaging Strategy

New VCB Brand: Campaign Overview

Building a new tourism campaign alongside the new county brand helps us capitalize on what travelers want now and in the future. Because life has seemingly been happening one day at a time for all of us, it's easy to only see the bad, not the good. Lee County has the opposite effect. We have the opportunity to prove that we're ready to make every day a good day.



it's a
good
day

Under sunny skies. In the right place with the right people. Having a good day, every day, just feels natural. This has endeared people to Lee County for so long. This is what will drive new visitors to the destination. This is what people need right now. The simple belief that more good days are ahead. And there's one place that always delivers.

New Visitor Guide

Print publications continue to be a valued resource for travel planning, with 20% of all audiences using Destination Marketing Organization visitor guides to help them plan their travel (Destination Analysts State of the American Traveler 2020). For several years, Lonely Planet has been our editor and publisher, producing a pocket-sized guide full of information and listings.

This year, however, marks a new direction for the guide, with the VCB taking full editorial control and adding more inspirational content. Our new guide's big, beautiful photos bring the beauty of the destination to the forefront. And with expanded storytelling, a slightly larger size, and high-quality paper and finishes, the new guide showcases all there is to see, savor, experience and enjoy here.





This strategic direction also leverages new opportunities that have risen throughout the pandemic. Interest in outdoor activities, connecting with nature, relaxation, and being able to find an uncrowded beach are more important than ever for today's travelers. With streamlined listings, the new guide is much more topical – allowing in-depth articles that speak to visitor interests like island-hopping, fishing, paddling, arts and culture, craft beer, observing wildlife, and much more.

The guide also leverages the strengths of our destination website, which has always been an excellent resource for information about all of the attractions and accommodations throughout our area. As a more effective “companion piece” with expanded interest-based content, the guide gets readers excited about all there is to see and do, and then drives to the website through convenient QR codes for further inspiration, trip-planning tools and more detailed information.

Domestic Sales Overview

Essential to the VCB's mission is the sales effort. The sales department has the objective to position Lee County as a preferred destination to meeting professionals, the travel trade and leisure visitors thereby positively influencing visitor volume. In addition, the VCB sales team provides resources to industry partners and travel influencers who in turn help grow meeting, business and leisure travel to our destination.

During the worst year for tourism in memory, the VCB sales team never stopped preparing existing and new travel planners for when they and their clients could hit the road again. For many, that time has already begun.

Core to the domestic sales team's success is the creating and growing of travel trade and group planner relationships. This happens traditionally through face-to-face initiatives. However, due to the pandemic, we developed innovative ways to stay connected. Through technology, we've cast a wider net and creatively reached more clients.

Our sales team is back on the road selling and promoting our great destination to consumers, travel trade and group planners across the U.S. We know our hotel and other business partners have lost personnel over the last year and we are committed to being on the front lines to accelerate the travel and tourism recovery effort to our area.



Core Objectives

In this ever-changing landscape, our approach continues to be nimble and data driven. By monitoring and swiftly taking action through the most up-to-date data and trends, we maintain focus on the following core objectives:

- Increase visitation and yield from domestic leisure travelers
- Provide value-added activities to meeting professionals to grow group business length-of-stay
- Increase sales efforts in territories of the expanded and new direct flight air service
- Develop destination messaging for “beyond the beach” activities
- Research, prospect and produce new group and transient visitation to the area



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Strategy #1

Drive Demand and Optimize Yield

- Cultivate new and existing travel trade and group planner relationships in-person and virtually through participation in industry trade shows, sales calls, client events, destination education training classes, webinars, podcasts, FAMs and site tours
- Promote our non-traditional outdoor spaces as potential meeting and event venues, providing fresh air and open spaces
- Develop and promote lesser-known experiences and activities within the destination with a focus on “beyond the beach” areas (i.e., farm-to-table dining, wellness experiences and breweries)
- Provide our Destination Specialist certification logo to all travel advisors who complete our travel academy or destination education training so they can more effectively promote our area to their clients

- Prospect new group business with a targeted destination need approach using the new MINT+ platform
- Specifically target high-volume producers of small to midsize events with live and/or virtual sales engagement, enhanced sponsorships and greater visibility (i.e., FSAE and AAA annual conferences)
- Expand awareness of direct flight air service to RSW and PGD
- Target feeder states that have restrictions on group gatherings and meetings
- Target key vertical markets as identified in collaboration with the Lee County Economic Development department (technology, life sciences/biotechnology, medical and manufacturing fields)
- Promote the Island Incentive Offer in order to grow and secure new group events
- Enhance growth of affinity groups such as LGBTQ, multicultural, faith-based and military markets



@ blooktalk

Strategy #2

Brand Engagement

- Launch our new destination website
 - *Stay current and remain flexible to communicate COVID-19 partner health and safety protocols utilizing destination education, meeting planner presentations, and placement on the site's new travel trade and meetings pages*
 - *Roll out the meeting planner tool kit to enhance VCB conference services and assist planners in building event attendance*
 - *Create and promote custom conference landing pages (microsites) with links to the new website. This new conference service for planners will help build attendance and help educate attendees on the destination thereby enticing participants to extend their stay*
 - *Utilize post meeting surveys to continually update planner endorsements and testimonials on the new site*
 - *Expand the sales library of authentic video shorts that can be sent to planners or viewed on new website meetings page*
- Promote travel, group and meeting news through social media channels
- Expand quarterly sales eNewsletters for meeting planners to other group market segments as a way to keep travel planners engaged and informed of destination updates and new experiences
- Optimize travel trade and group planners destination tools and presentations with Threshold 360 virtual tours and custom map functionalities

Strategy #3

Industry and Community Alignment

- Engage with and educate industry partners about VCB activities and resources through the accommodations and attractions outreach program
- Engage with local businesses and organizations through participation in community meetings and events to forge new relationships for the benefit of our community and our residents' quality of life
- Facilitate partner participation in co-op trade shows and out-of-state sales missions
- Provide amenities, promotional materials and support through our conference services program to meetings, conferences and events taking place in the area
- Provide updates in the monthly industry stakeholder e-newsletter citing sales activities results and future intentions
- Continue to leverage resources and work cohesively with Lee County economic development to utilize local business and community organizations' existing relationships to attract new conferences to Lee County (i.e. Bring Your Meetings Home)
- Protect and help preserve the area's natural assets by educating others about Lee County's conservation efforts



Global Tourism Overview

The Global Tourism teams oversee all targeted consumer marketing, key international travel trade influencers, tour operators, travel advisors, and international inbound operators. Due to the pandemic, we have reimagined how to best stay connected through technology and by leveraging key relationships with travel consortia and travel associations.

Our approach to international sales and marketing is focused on more traditional markets looking to mitigate loss of share in our top producing countries – Canada,

Germany, and the U.K. After 600 days, the U.S. borders reopened on Nov. 8, 2021. We remain committed to pursuing the international visitor since the average stay for this guest is longer and spend is significantly more, providing revenue to every community they visit.

We will monitor our international activities quarterly and utilize flexibility given the fluid nature of the global tourism environment. This allows us to adjust quickly to consumer sentiment, travel trade opportunities and airline connectivity.



Core Objectives

In this ever-changing landscape, we continue to monitor the most up-to-date trends and inbound travel data. We will maintain focus on the following core objectives:

- Increase visitation for international leisure travelers
- Increase length-of-stay in paid accommodations
- Develop destination messaging for “beyond the beach” activities
- Research, prospect and grow new international visitation to the area

Strategy #1

Drive Demand and Optimize Yield

- Provide our Destination Specialist certification logo to travel advisors who complete our travel academy or destination education training to create multi-day sample itineraries that include our destination for at least two nights to assist with building new programs and packages
- Cultivate new and existing travel trade relationships through participation in industry e-learning, collaborating with trade associations, enhancing our first trade-specific U.K. website, virtual FAMs and site tours
- Participate in travel trade shows and events to remain top of mind and continue to provide sales tools to trade professionals
- Develop and promote lesser-known experiences and activities within the destination with a focus on inland areas (i.e., farm-to-table dining, wellness experiences and breweries)
- Promote our non-traditional outdoor activities, providing fresh air and open spaces
- Target areas to strongly promote the new direct flights from Frankfurt to RSW
- Collaborate with niche U.S. specialist tour operators versus large volume-based operators to ensure a targeted approach
- Assist U.S.-based receptive tour operators to re-establish hotel contacts and update Lee County lodging inventory
- Work in partnership with specific tour operators, online travel agencies and travel agent associations to create integrated campaigns in our core markets
- Conduct virtual events, engaging travel agents and product managers with interactive content, sweepstakes and local hospitality representatives

Strategy #2

Brand Engagement

- Target visitors who are likely to visit Florida and push the destination as a twin-center vacation
- Strengthen consumer-direct channels and campaigns in Canada, Germany and the U.K.
- Continue to shift brand awareness campaigns from print to digital
- Enhance social media efforts on our owned channels that are specifically created for and geared toward each country
- Stay current and remain flexible to communicate COVID-19 partner health and safety protocols in destination education sessions and on travel trade brand website page
- Optimize travel trade destination tools and presentations with Threshold 360 virtual tours and custom map functionalities
- Use third-party social media channels (i.e., tour operators, trade publications, travel sites, influencers and online travel agencies) to leverage our reach and share our message to targeted audiences
- Integrate prospects and clients into the distribution system to receive e-newsletters and social media updates
- Maximize vacation home rental platforms
- Coordinate cross-branding initiatives with non-travel related brands
- Explore partnerships and promotions with new and key airline partners to support service into the destination

Strategy #3

Industry and Community Alignment

- Engage with and educate industry partners through accommodations and attractions outreach program
- Engage with local businesses and organizations through participation in community meetings and events to forge new partnerships for the greater good of our community and residents' quality of life
- Partner with Visit Florida and Brand USA on international co-op campaigns, media receptions and sales missions in Canada, the U.K. and Germany, leveraging opportunities with industry partners as appropriate
- Collaborate with other Florida DMO's to leverage sales and marketing efforts internationally, reach a wider audience, and jointly create a more competitive product to regain market share lost to non-U.S. destinations
- Provide updates in monthly industry stakeholder e-newsletters citing international sales activities results and future intentions
- Strengthen advocacy and stewardship of the destination's natural assets through engagement with local preservation and sustainability organizations
- Protect and help preserve the area's natural assets by educating others about Lee County's conservation efforts.





Sports Development Overview

Sports Development's mission is to attract, promote and retain amateur athletic events and sports-related conferences for Lee County. As the premier destination for leisure tourism and sporting events, the team's goal is to foster growth and economic development for the local community through new and repeat events.



Core Objectives

- Work closely with internal and external business partners to maintain the safe return of sports events and stimulate growth in the number of participants and the families attending these events
- Maximize the ROI of sports events through room nights, event retention, event growth and attracting new events to Lee County

Strategy #1

Diversify Lee County's Economy Through Sports Events

- Produce at least 150,000 hotel room nights through sports tourism event and business activities
- Enhance the sports tourism initiative by identifying and diversifying markets of opportunity
- Identify and host a new sports association meeting annually
- Attract a minimum of 10 international teams to participate in Lee County sports tourism events
- Retain 92% of our sports business as repeat business
- Identify opportunities with VCB brand integration to promote Lee County domestically and internationally as a premier sports destination
- Evaluate ROI of current and future local events



Strategy #2

Stakeholder Engagement

- Increase communication of sports activity to the hospitality industry and local community
- Collaborate with newly formed Horizon Council Sports Taskforce in identifying ways to engage local business leaders with sports tourism activities
- Report regularly to the local lodging and hospitality industry; educate on past and future sports activity, business development, and economic impact derived from Lee County sports events
- Identify the need for new shared-use facilities within our community
- Work with the county and municipal parks & recreation to ensure residents have access to local amateur Lee County sports venues
- Expand collaboration with the Lee County VCB, Economic Development and Parks & Recreation

Strategy #3

Customer Service Excellence

- Create strong internal and external customer-focused relationships through communication, efficiency, best practices and ongoing customer satisfaction efforts
- Make the customer experience a priority to build loyalty and improve the experience among sports associations, event organizers and internal clients
- Create a culture and environment for sustained excellence and quality customer service



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Public Relations Overview

The VCB begins a new fiscal year as the destination experiences high occupancy levels due to pent-up demand for vacations, natural attractions, space that allows for distancing and the area's well-known hospitality that encourages repeat business. The goals going forward will be managed against a backdrop of the pandemic. This will impact communication targets and present challenges as we continue to navigate through a worldwide pandemic and the effect it is having on our efforts.

The communications team will continue to support the marketing of the destination with proactive, results-oriented strategies that follow the best practices of tourism communications. Each goal ties back to the VCB's overarching objectives for FY21-22.



Core Objectives and Strategies for FY21–22

- Increase visitation for domestic and international leisure travelers
- Increase length-of-stay in paid accommodations for leisure travelers
- Encourage repeat visitation for leisure travelers
- Attract meetings/groups/weddings
- Identify and act on opportunities to promote “beyond the beach” activities/attractions/hotels
- Increase “net new” visitors to the destination by reaching new audiences

Strategy #1

Position the area as a go-to destination for travelers seeking a positive reprieve during the ongoing pandemic by focusing on our unique selling points and the well-being of our visitors. This strategy and the tactics below will enable us to have an impact on increasing visitation as it comes back. It also offers potential to increase the length-of-stay in paid accommodations by offering fresh and new options for visitors to enjoy.

- New and fresh story starters that create media opportunities that include promoting diversity and support minority businesses, wellness, accessibility and inclusion
- Highlight the destination as a place to de-stress and rejuvenate by featuring wildlife and nature, variety of accommodations and space to distance
- Host individual and small group press trips annually to include fly fishing, boating, wildlife and nature, romantic getaways, honeymoons, weddings, arts, culture, spring training and history
- Focus pitching and press trip itineraries that tell the destination's inclusivity and accessibility stories



@ chloecaroline

Strategy #2

Influence media and consumer perceptions about Lee County. Through placement of articles and other coverage in specific consumer and travel media outlets in target markets, our goal is to generate 3.2 billion impressions. There is an opportunity to increase “net new” visitors to the destination as we focus on fresh audiences through coverage in our recently added airlift markets.

- Coverage in top markets and secondary markets
- Coverage in new airlift markets: L.A. and San Francisco, Milwaukee and Seattle; Montreal and Frankfurt
- Monthly calendar of news releases
- Publicize festivals and events
- Target specific niche markets with a focus on trend inclusions, round ups, and thought leadership opportunities

Strategy #3

Maximize exposure through the new and fun marketing campaign as everyone is looking for a “Good Day.” It will encourage new and repeat visitation and provide opportunities to promote inland activities, accommodations and attractions. It will allow us to increase overall visitation by suggesting fresh and new ways to have a “Good Day.”

- Develop a media campaign that focuses on the unique selling points of the destination in relation to what makes a “Good Day”
- Work with specific media who have been to the destination to invite them for a return visit and a chance to write about “Good Day” activities
- Once the campaign is launched, interview local personalities about their “Good Day.” Use these in our target markets for TV and print
- Create and publicize “Good Day” itineraries for various topics: wellness, nature, island hopping, shopping, biking, bookshops, history, etc



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Visitor Services Overview

Visitor Services embraces community and volunteer relations efforts to provide a positive experience for visitors and residents throughout the Fort Myers area. We assist travelers with tourism information and guidance, and we honor our tourism partners through the Elaine McLaughlin Outstanding Hospitality Service Awards (E Awards) along with the annual Lee County Travel Rally.

The Visitor Services team is based at the Southwest Florida International Airport. In addition to the Tourism Ambassador

program outlined here, we serve as an emergency liaison to travelers, providing support to airport and airline partners with programs such as Project Cookie for stranded or delayed passengers. Additionally, our Visitor Assistance Program supports travelers during an emergency or crisis by working with accommodations, law enforcement, transportation, government and medical personnel to provide assistance to short-term vacationers and their families.

Tourism Ambassadors

- Based mainly at the Southwest Florida International Airport (RSW), our team consists of a 120-person Tourism Ambassador volunteer corps that greets and provides information to visitors and the traveling public, including VCB representation at special events
- Five visitor information booths offering information about accommodations, attractions, things to do, transportation and other resources are located on both the departure and arrival levels at RSW
- Booths staffed by Tourism Ambassadors are open year-round (excluding major holidays) from 10am to 9pm in January to April, and 10am to 6pm in May to December
- Tourism Ambassadors provide tourism information at mobile kiosks during spring training games at JetBlue Park and Lee County Sport Complex/Hammond Stadium
- Trained Tourism Ambassadors also support conference and special event programming through the VCB Sales department and Lee County Sports Development



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Strategy #1

Continue to nurture and grow a team of 120 well-trained volunteer Tourism Ambassadors to assist visitors at the Southwest Florida International Airport

- Train volunteers about specific areas of the county by scheduling familiarization tours with beachfront and inland accommodations and attractions partners
- Provide annual refresher training which includes coaching on how to engage with the traveling public, hotel reservation assistance, and ways to suggest attractions, parks and beaches to enhance a visitor's stay
- Create a monthly volunteer newsletter that features pertinent tourism and airport updates, as well as recaps of familiarization tours
- Celebrate special occasions at RSW such as National Seashell Day, Talk Like a Pirate Day, National Travel & Tourism Week, National Dolphin Day, National Manatee Day and National Beach Day. Volunteers will hand out shell necklaces or similar gifts to the traveling public on those days, bringing enhanced awareness to the destination.

Strategy #2

Increase E Awards awareness with industry partners.

- Prepare a tool kit for partners to let guests know about the E Awards, and add the E Awards QR code to promotional flyers
- Schedule personalized visits by Visitor Services staff to hotel and attractions partners to provide information about the E Awards
- Increase the number of E Awards attraction sponsors who donate gift certificates for hospitality employees to experience their attraction, and in turn, share those experiences with their guests

Strategy #3

Provide assistance with sports tourism-related events and conference assistance in close cooperation with Lee County Sports Development and the VCB Sales Department.

- Collaborate with Sports Development staff to identify sporting events where Tourism Ambassador assistance would enhance the experience. Volunteers are able to assist at visitor information tables, with event registration, welcome bag assembly, and more
- Highlight sporting events and conferences on the display screens in RSW visitor information booths



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Guests First Program

The start of a positive visitor experience begins with a warm smile and friendly welcome. This customer service behavior not only generates goodwill, but often results in an extended stay or a return visit to the place of business.

In partnership with the American Hotel & Lodging Educational Institute, the Guests First (GF) program is a nationally recognized certification training program for Lee County hospitality employees. Through Guests First, front line staff and management professionals learn how to anticipate guest

needs, deliver memorable experiences, and turn around difficult situations.

No job experience is required to earn the certification, giving individuals a marketable edge when applying for a job within the hospitality industry. The complimentary learning sessions are interactive, original, and provide a unique opportunity to understand customer expectations and how to exceed service standards. Participants learn how to build consumer loyalty through quality customer experiences, which leads to repeat business and ultimately, positive revenue.

At its core, the Guests First program centers around three key elements—communication, emotional intelligence and problem solving. New employees need training that teaches them how to listen, be proactive, recognize opportunities, and understand when they are empowered to create an excellent customer experience.

The VCB looks forward to adapting the knowledge we have learned during the pandemic to our training and education curriculum.

Core Objectives

- Increase visitation and length-of-stay in paid accommodations by providing consistent and superior customer care to all visitors
- Secure repeat visitation by training local businesses to adopt a strong service culture
- Reach new audiences by educating local residents to serve as ambassadors for positive experiences in the community



Strategy #1

Promote the value of Guests First to achieve greater customer satisfaction, increased revenue, and repeat visitation for Lee County businesses

- Communicate the benefits of improved employee competence and a more satisfying workplace culture
- Ensure GF customer service training is accessible to all Lee County hospitality businesses
- Using the GF education modules, prepare participants for the Certified Guest Service Professional (CGSP®) exam. Recognized worldwide, the CGSP is the highest acknowledgement of guest service excellence for hospitality and tourism employees.

Strategy #2

Keep Guests First educational content up-to-date, relatable and relevant

- Engage participants through technology and other digital tools to improve reach and engagement
- Develop new GF educational content in the wake of COVID-19
- Tailor and customize training as needed

Strategy #3

Manage and analyze results.

- Establish clear goals and expectations annually
- Testing measures include successful passing of CGSP exams
- Monitor and measure results

FY21–22 Targets Summary

Source		FY21–22 Targets
OVERARCHING		
Bed Tax	Audited Returns	FYQ1: up 25% YoY
PAID MEDIA		
Impressions	Ad Services	452,191,332
Total Engagement	Google Analytics/DoubleClick/Paid Social	55,199,474
Total Inquiries	Google Analytics/DoubleClick/Paid Social	1,286,778
CPM	Contracts	\$13.03
Added-Value Placements	Contracts	\$3,250,000
SOCIAL MEDIA		
Channel Growth	Facebook, Twitter, Instagram, Pinterest, YouTube	25,000
Website Referrals	Google Analytics	300,000
Total Social Media Engagements	Facebook, Twitter, Instagram, Pinterest, YouTube	6,500,000
Total Social Impressions	Facebook, Twitter, Instagram, Pinterest, YouTube	130,000,000
WEBSITE		
eNews Sign-Ups	Google Analytics	20,000 leisure signups

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	Source	FY21–22 Targets
WEBSITE <i>(cont.)</i>		
Weddings Newsletter Sign-Ups	ExactTarget	1,250 weddings signups
Average Pages/Visit – Current Site	Google Analytics	1.75 pages per visit, excluding COVID-19 landing page sessions
Average Pages/Visit – New Site	Google Analytics	1.9 pages per visit, excluding COVID-19 landing page sessions
Guidebook Conversions – Current Site	Google Analytics	0.90% conversion into physical guide only, excluding COVID-19 landing page sessions
Guidebook Conversions – New Site	Google Analytics	0.95% conversion into physical guide only, excluding COVID-19 landing page sessions
Average Visit Duration – Current Site	Google Analytics	1:30 average session duration, excluding COVID-19 landing page sessions
Average Visit Duration – New Site	Google Analytics	1:45 average session duration, excluding COVID-19 landing page sessions
Partner Referrals – Current Site	Google Analytics	8% conversion rate, excluding COVID-19 landing page sessions
Partner Referrals – New Site	Google Analytics	8.75% conversion rate, excluding COVID-19 landing page sessions
eCRM		
Website Leads		
Unique Open Rate	ExactTarget/Google Analytics	Increase open rate to 22%
Click-to-Open	ExactTarget/Google Analytics	Increase click-to-open rate of 25%
Reader Service Leads		
Unique Open Rate	ExactTarget/Google Analytics	Increase open rate to 18%
Click-to-Open	ExactTarget/Google Analytics	Maintain click-to-open rate of 21%
Digital Lead Generation Leads		
Unique Open Rate	ExactTarget/Google Analytics	Maintain open rate of 10%
Click-to-Open	ExactTarget/Google Analytics	Maintain click-to-open rate of 18%

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Source		FY21–22 Targets
eCRM (cont.)		
All Leads		
Unique Open Rate	ExactTarget/Google Analytics	25,000
Click-to-Open	ExactTarget/Google Analytics	3,300
PRODUCT DEVELOPMENT		
Event Development	Events/Venues	5% increase in events funded (3 new) / 5% increase in room night generation and media impressions
Attractions Marketing	Applications	33 attractions funded / 7 new bookable experiences to be created by May of 2022 / 5% increase in media impressions
Attractions Marketing	Bandwango	Arts/Cultural site 'Check-in Challenge' to promote 30+ locations by Spring, 2022
INDUSTRY RELATIONS		
Guests First Participants	VCB Count	Administer 75 Guests First sessions for 1,125 participants
Guests First Training	VCB Count	Graduate 150 Certified Guest Service Professionals (CGSP's)
Team Tourism Events	VCB Count	Host a minimum of 2 events
Award Recognition	VCB Count	Encourage 800 E Awards nominations
Tourism Ambassadors	VCB Count	Add 12 new Tourism Ambassadors
MEDIA RELATIONS		
Media Impressions	Ad Services	Maintain impressions at 3.2 billion
Group and Individual Media FAMS	VCB Count	Organize at least 30 individual and group media trips around current travel trends

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Source		FY21–22 Targets
MEDIA RELATIONS <i>(cont.)</i>		
Top-Tier Editorial Coverage	Meltwater	<ul style="list-style-type: none"> Top domestic markets: New York, Chicago, Minneapolis-St.Paul, St. Louis, Indianapolis, Washington, D.C., Boston, Detroit, Cleveland Akron-Canton, Cincinnati, Columbus Secondary domestic markets: Atlanta, Albany, Dallas, Green Bay, Greensboro, Philadelphia, San Antonio, Baltimore, Houston, Louisville, Nashville, Albany, Greensboro, Pittsburgh Top international markets: Germany, Canada, United Kingdom and Scandinavia Target market media with circulation/unique visitors per month (UVM) over 100,000 National lifestyle/travel/niche outlets with circulation/UVM over 100,000 Target-market glossies (city magazines) with circulation over 50,000, including Southern Living, Coastal Living, NatGeo Traveler, Travel + Leisure, Midwest Living, Garden and Gun, AFAR Travel trade publications relevant to the destination Target-market national and international broadcast Target top national newspapers with circulation and UVM over 500,000
SALES – DOMESTIC & INTERNATIONAL		
Meeting/Conference Conversion	Simpleview	Grow number of VCB leads contracted to 80 (+5%)
Meeting Leads	Simpleview	Increase number of leads generated by VCB to 546 (+5%)
FAM Trips/Site Inspections (Virtual or In-Destination)	VCB Count	100 domestic & international travel professionals
Wedding Leads	Simpleview	Increase leads generated by VCB to 463 (+3%)
Destination Education & Client Events (Live Webinars, Podcasts, Training Classes, Events)	VCB Count	Conduct 40 destination education events
Meeting Planner Newsletter Engagement	Simpleview	Increase open rate to 20%
New Meeting Planner Signups	Simpleview	45 new meeting planner signups for eNewsletter



FY21-22 Performance

FY21–22 Goals Reporting

	Source	FY20–21 Targets	FY20–21 Results
OVERARCHING			
Bed Tax	Audited Returns	FYQ1: up 25% YoY	Bed Tax FY through August 2021: \$50,330,872.09 up 39.8% YoY (2020) up 24.9% YoY (2019)
PAID MEDIA		Q1 Targets	
Impressions	Ad Services	Q1: 171,178,358 FY: 600,499,871	633,889,585
Total Engagement	Google Analytics/DoubleClick/Paid Social	Q1: 16,604,961 FY: 56,917,006	73,556,538
Total Inquiries	Google Analytics/DoubleClick/Paid Social	Q1: 401,444 FY: 839,306	1,041,449
CPM	Contracts	Q1: \$13.09 FY: \$12.95	\$11.99
Added-Value Placements	Contracts	FY: \$3,250,000	\$3,553,195
SOCIAL MEDIA			
Channel Growth	Facebook, Twitter, Instagram, Pinterest, YouTube	Increase channel growth by 30,000 new followers	30,447
Website Referrals	Google Analytics	Drive 200,000 visit to fortmyers-sanibel.com	371,115
Total Social Media Engagements	Facebook, Twitter, Instagram, Pinterest, YouTube	Generate 5M engagements	5,823,791
Total Social Impressions	Facebook, Twitter, Instagram, Pinterest, YouTube	Generate 120M impressions	195,492,321

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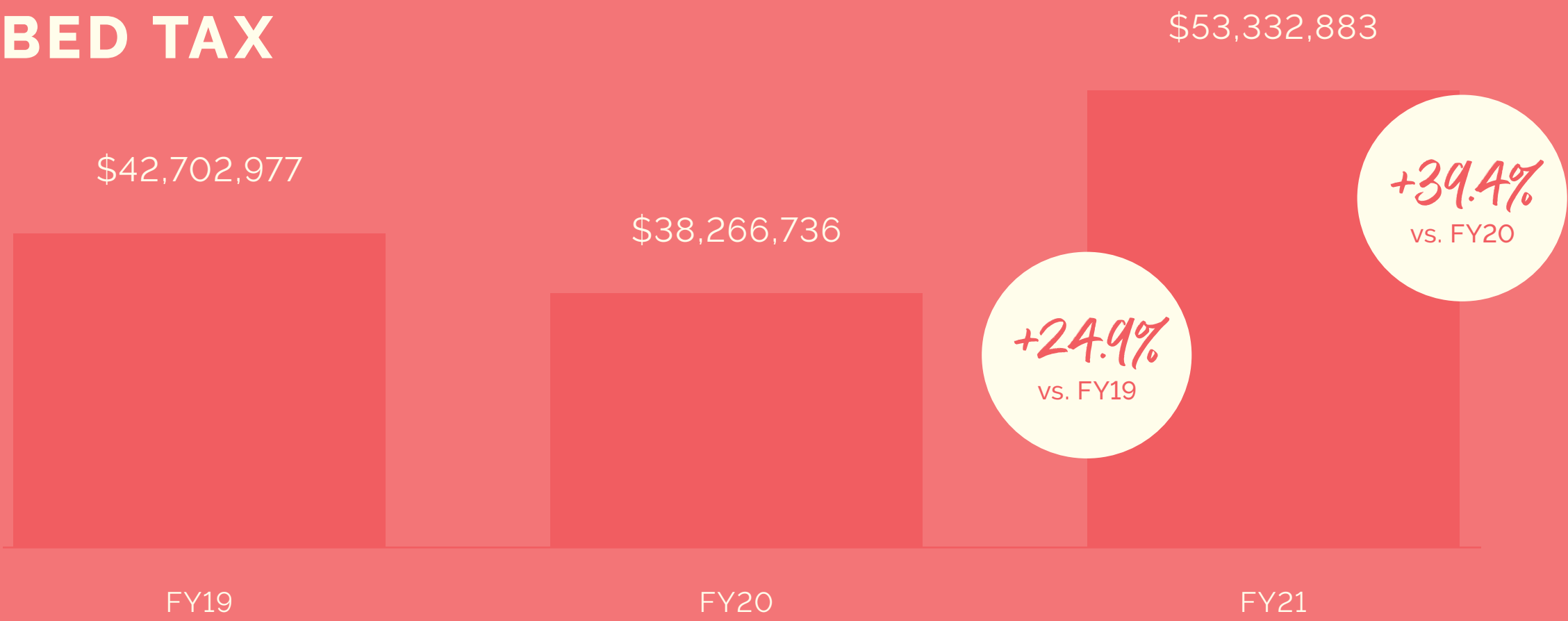
	Source	FY20–21 Targets	FY20–21 Results
WEBSITE <i>(current site)</i>			
Average Pages/Visit	Google Analytics	1.75 pages per visit, excluding COVID-19 traffic.	1.65
Guidebook Conversions	Google Analytics	1.35% conversion into physical or digital guide, excluding COVID-19 traffic.	0.63%
eNewsletter Sign-Ups	Google Analytics	21,000 signups	21,677
Average Visit Duration	Google Analytics	1:35 average session duration, excluding COVID-19 traffic.	1:19
Partner Referrals	Google Analytics	7.5% conversion rate, excluding COVID-19 traffic.	8.74%
eCRM			
Website Leads			
Unique Open Rate	ExactTarget/Google Analytics	Increase open rate to 22%	22%
Click-to-Open	ExactTarget/Google Analytics	Increase click-to-open rate of 25%	22%
Reader Service Leads			
Unique Open Rate	ExactTarget/Google Analytics	Increase open rate to 17%	22%
Click-to-Open	ExactTarget/Google Analytics	Maintain click-to-open rate of 20%	26%
Digital Lead Generation Leads			
Unique Open Rate	ExactTarget/Google Analytics	Maintain open rate of 10%	14%
Click-to-Open	ExactTarget/Google Analytics	Maintain click-to-open rate of 18%	15%
All Leads			
Partner Referrals	ExactTarget/Google Analytics	22,000	28,868
Guidebook Requests	ExactTarget/Google Analytics	3,000	3,311
PRODUCT DEVELOPMENT			
Event Development	Events/Venues	Revive room night generation and media by 5%	Flat YOY

	Source	FY20–21 Targets	FY20–21 Results
PRODUCT DEVELOPMENT <i>(cont.)</i>			
Attractions Marketing	Applications	Increase requests and applications by 10%	Down 5%
Attractions Marketing	Bandwango	Increase visitation by at least 5% / increase media impressions by 10%	70 partner deals with 5684 passport sign ups and 534 redemptions
INDUSTRY RELATIONS			
Guests First Participants		Participants – 150; CGSP graduates – 25	—
Guests First Training	VCB Count	16 sessions	—
Team Tourism Events	VCB Count	Host a minimum of 2 events	2
Award Recognition	VCB Count	Encourage 800 E Awards nominations	627 nominations
Tourism Ambassadors	VCB Count	Add 5 new Tourism Ambassadors	6 new Tourism Ambassadors
MEDIA RELATIONS			
Media Impressions	Ad Services	Maintain impressions, as a result of pandemic, at 3.2 billion	3,133,952,057
Group and Individual Media FAMS	VCB Count	Organize individual media trips around current travel trends promoting key pillars, with focus on revitalization of downtown Fort Myers	20 total media
Media Engagements	VCB Count	<ul style="list-style-type: none"> Implementation of virtual desksides in new gateway and other key markets Media mailers and virtual engagements that support local partners 	100
Top-Tier Editorial Coverage	Meltwater	<ul style="list-style-type: none"> Greater focus on local and regional drive markets to encourage “nearcations” Target market newspapers with circulation over 100,000. National lifestyle/travel/niche outlets with circulation or (UVM) over 100,000. Target market glossies (city magazines) with circulation over 50,000. Travel trade publications relevant to the destination. National and target market broadcast. Top national newspapers with circulation and UVM over 500,000. Stories that speak to emerging trends: road trips, remote/wildlife trips and socially distanced vacations 	Boston Globe, Southern Living, USA Today, Forbes, National Geographic, U.S. News & World Report, TravelPulse, MSN, Miami Herald, Men's Journal, Country Living, Yahoo! Life, Travel + Leisure

	Source	FY20–21 Targets	FY20–21 Results
MEDIA RELATIONS <i>(cont.)</i>			
Top-Tier Editorial Coverage <i>(cont.)</i>	Meltwater	<ul style="list-style-type: none">• Stories that promote diversity and support minority owned businesses• Top markets 2021: New York, Chicago, Minneapolis-St.Paul, St. Louis, Indianapolis, Washington,D.C., Boston, Detroit, Cleveland Akron-Canton, Cincinnati, Columbus• Secondary markets 2021: Atlanta,Albany, Dallas, Green Bay, Greensboro, Philadelphia, San Antonio, Baltimore,Houston, Louisville, Nashville, Albany, Greensboro, Pittsburgh• New airlift markets: Seattle, Los Angeles, Milwaukee	
SALES – DOMESTIC & INTERNATIONAL			
Meeting/Conference Conversion	Simpleview	Grow number of VCB leads contracted to 76 (+3%)	76 leads; 100% of target attained
Meeting Leads	Simpleview	Increase number of leads generated by VCB to 420 (+3%)	520 leads; 124% of target attained
FAM Trips/Site Inspections (Virtual or In-Destination)	VCB Count	25 domestic & international travel professionals	92 travel professionals; 368% of target attained
Wedding Leads	Simpleview	Increase leads generated by VCB to 286 (+3%)	450 leads; 157% of target attained
Destination Education (Live Webinars, Podcasts, Training Classes)	VCB Count	Conduct 20 destination education events	52 events; 260% of target attained
Meeting Planner Newsletter Engagement	Simpleview	Increase open rate to 15%	19.5% open rate; 130% of target attained
New Meeting Planner Signups	Simpleview	30 new meeting planner signups for eNewsletter	30 signups; 100% target attained

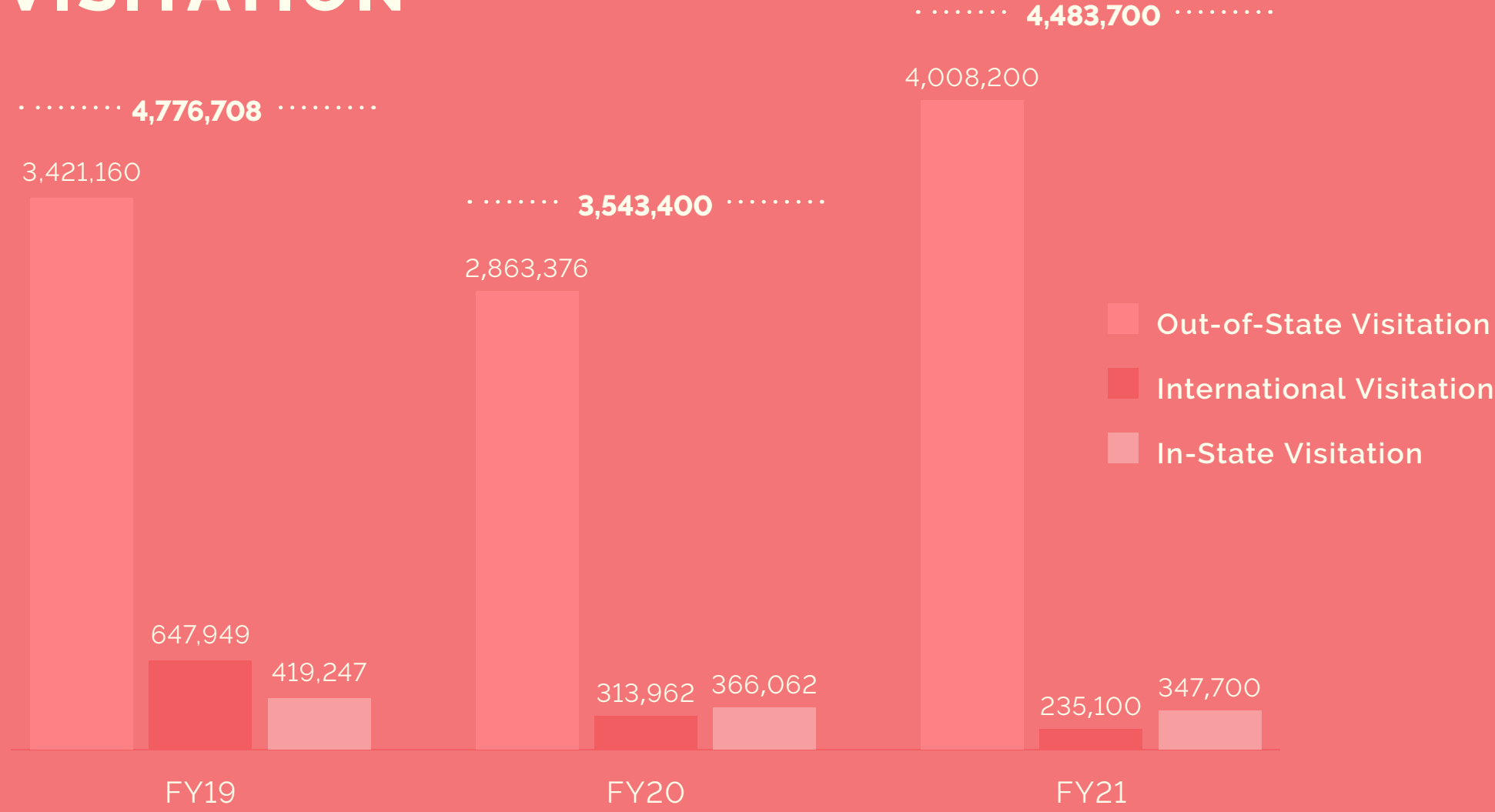
Performance Metrics

BED TAX

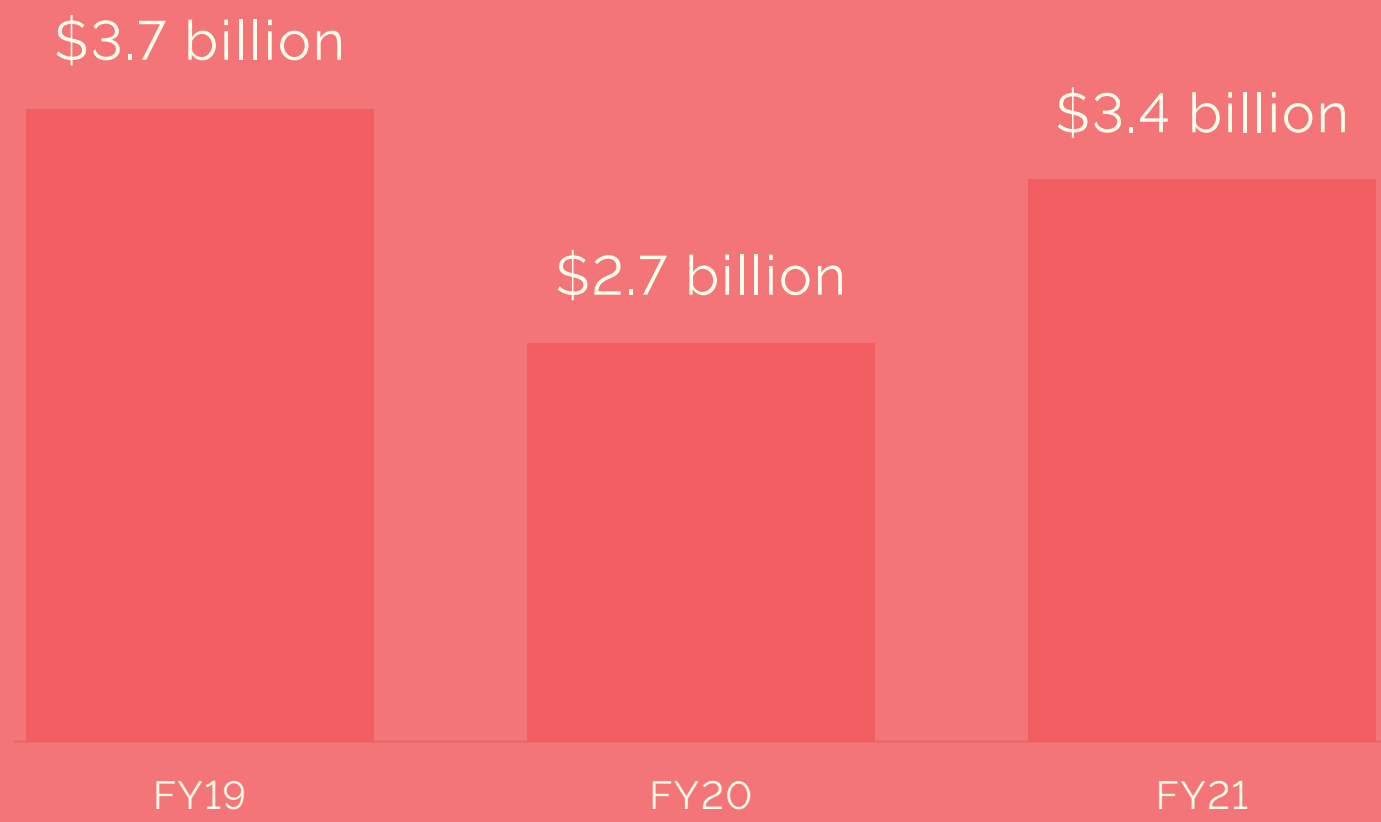


Source: Lee County Clerk of Court

VISITATION



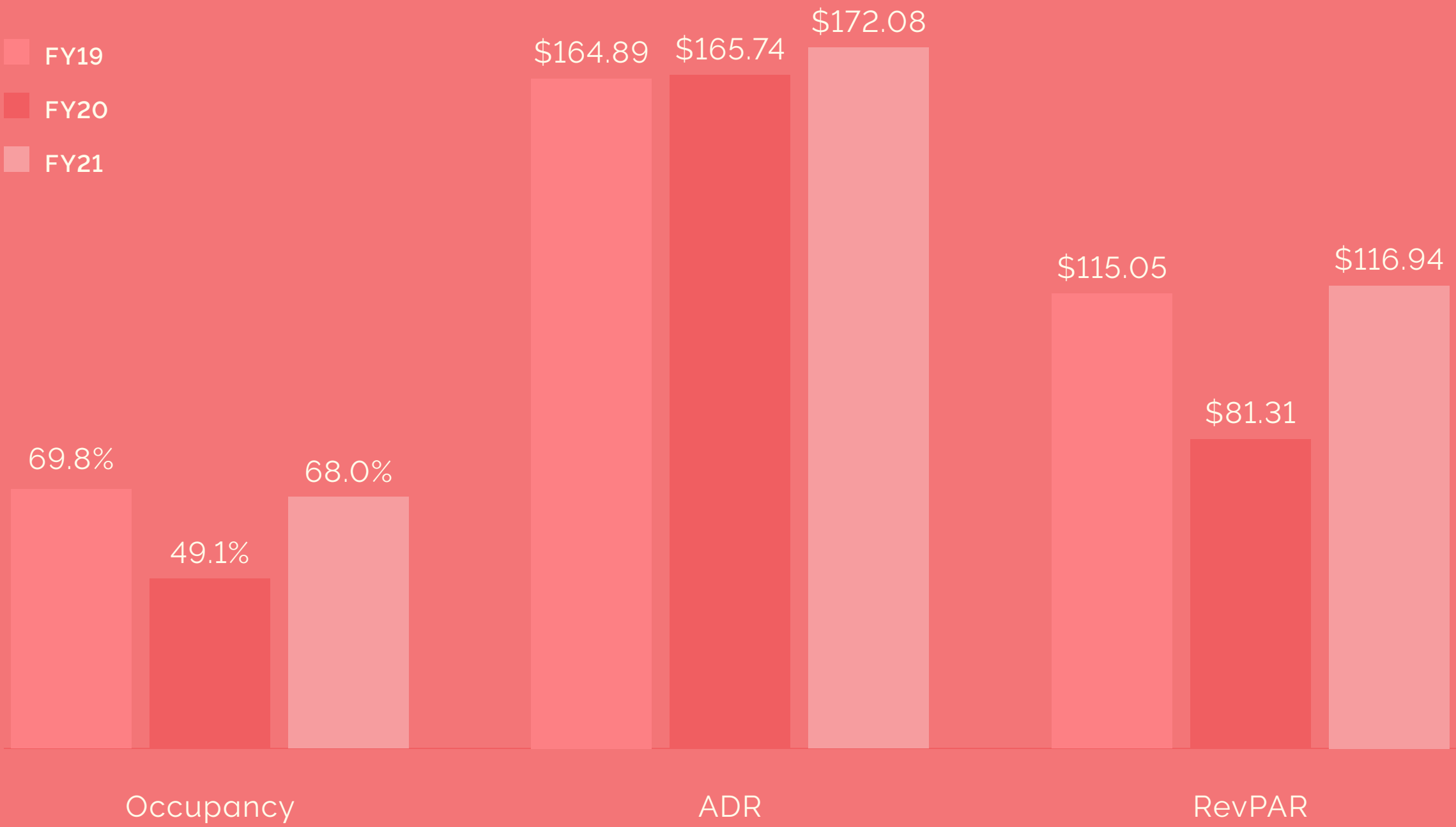
VISITOR EXPENDITURES



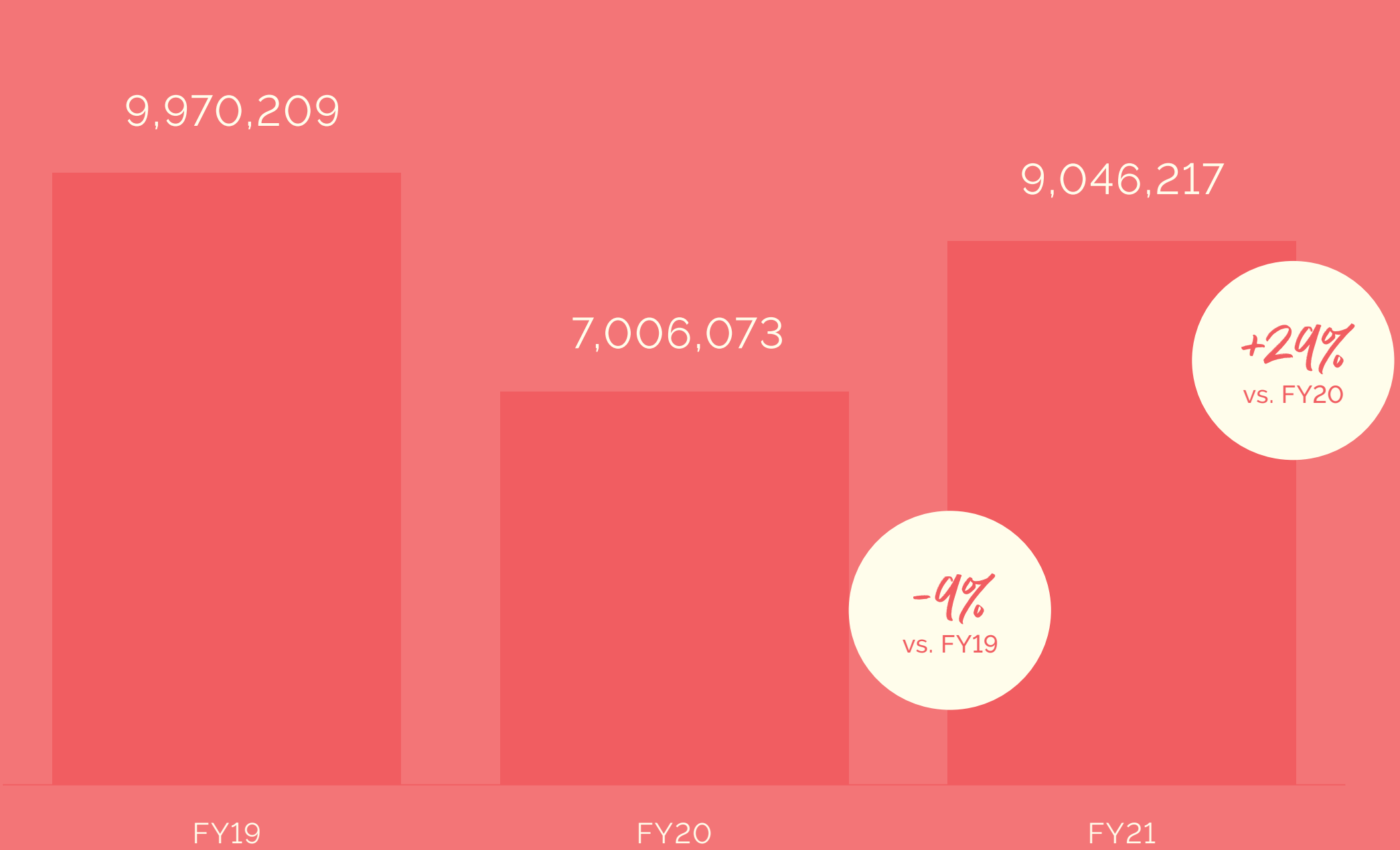
Source: Downs & St. Germain Research

LODGING PERFORMANCE

January through September



SOUTHWEST FLORIDA INTERNATIONAL AIRPORT (RSW) TRAFFIC





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Awards

Flagler Awards 2021 — Creativity in Public Relations
Silver Award for Shellcast Podcast

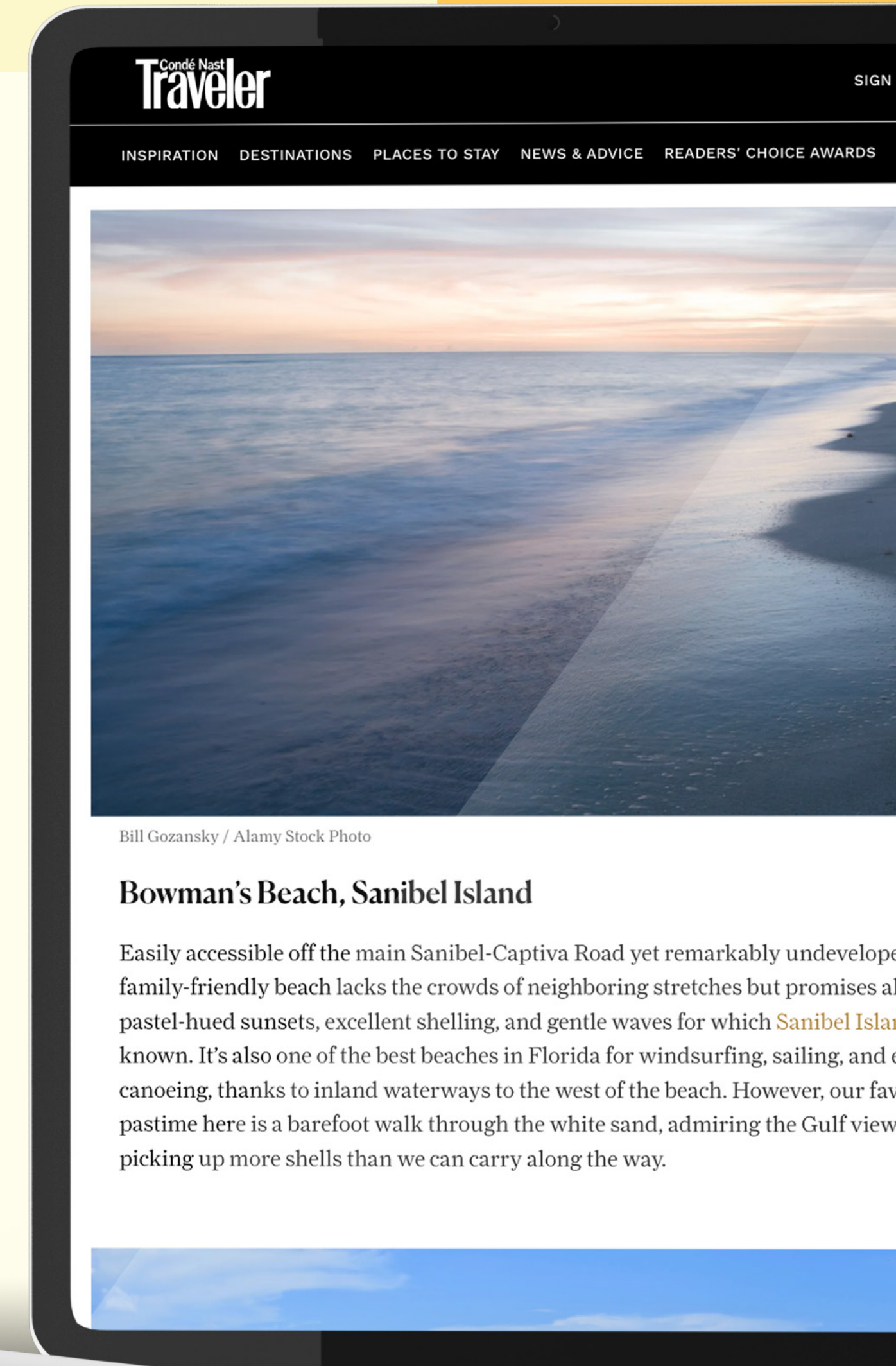
Flagler Awards 2021 — Social Media Marketing for Beach
Ready Spirit Week

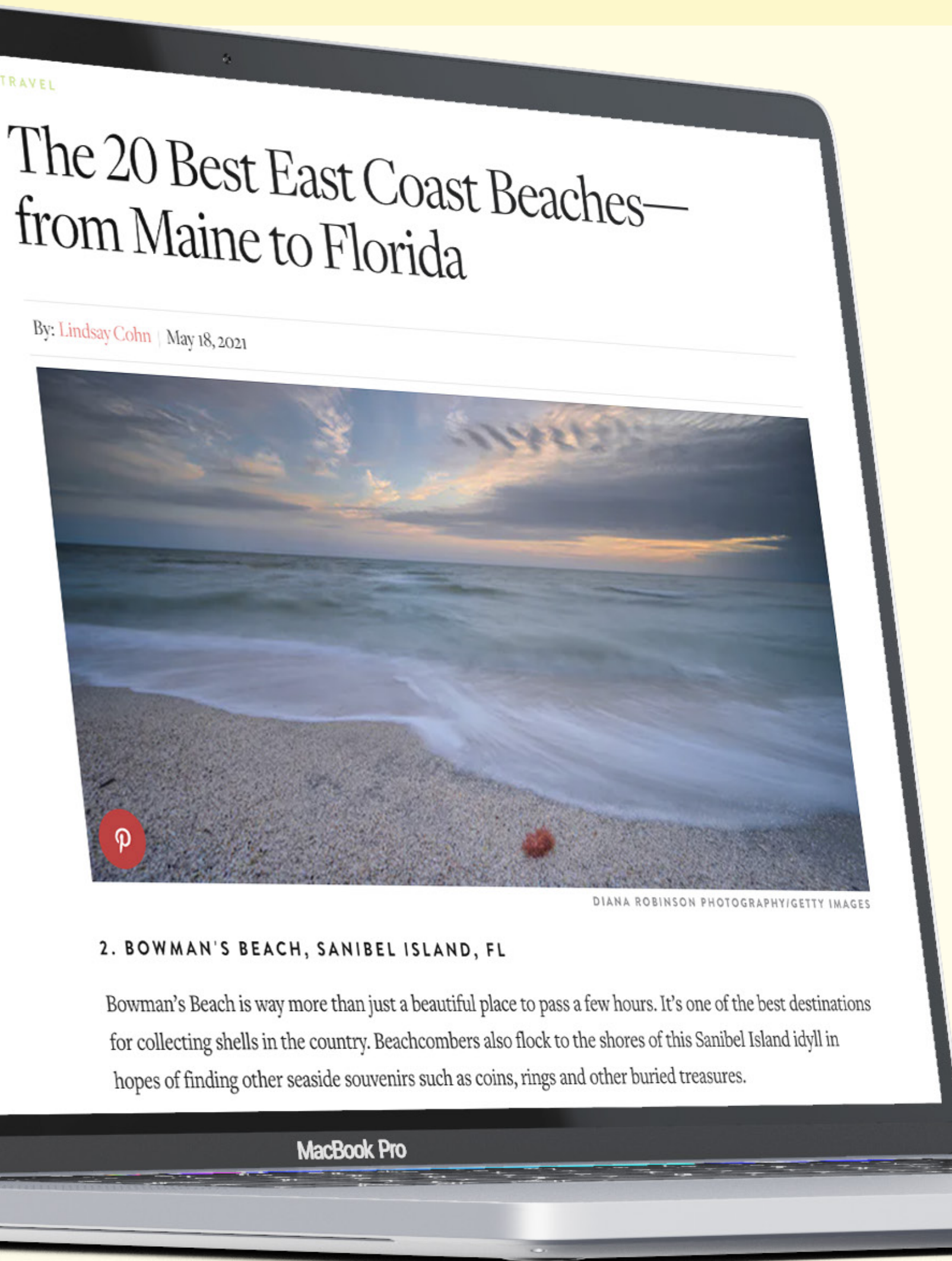
Condé Nast Traveler's 2021 Readers' Choice Awards
ranked within the Top 30 Resorts in Florida category;

- #9 Pink Shell Beach Resort & Marina
- #11 South Seas Island Resort
- #16 Gasparilla Inn & Club

Accolades

- “The 15 Best Islands in the U.S.” – *Business Insider*
- “15 Beautiful US Islands That’ll Make You Forget All About Traveling Abroad” – *BuzzFeed*
- “16 Top Romantic Getaways in Florida” – *U.S. News & World Report*
- “Five Idyllic American Small Towns To Visit In 2021” – *Forbes*
- “Prepare for travel’s comeback: The 12 hottest destinations of 2021” – *The Points Guy*
- “The 17 Best Beaches in Florida” – *Condé Nast Traveler*
- “18 Surprisingly Cool Small Towns In The USA” – *BuzzFeed*
- “Best Places to Travel in February” – *Travel + Leisure*
- “16 Best Weekend Getaways in Florida” – *Condé Nast Traveler*
- “15 Cutest Seaside Towns in the South” – *Country Living*





- “7 Best Beach Destinations in the U.S.” – *Smarter Travel*
- “The Best US Destinations for Outdoor Sites and Attractions” – *MSN Lifestyle*
- “25 Best Family Friendly Beaches” – *HGTV*
- “The South’s Best Beach Towns 2021” – *Southern Living*
- “The 10 Best Beach Towns in Florida” – *PureWow*
- “15 Top Memorial Weekend Getaways” – *U.S. News & World Report*
- “The 10 Best East Coast Beaches - from Maine to Florida” – *NewsBreak*
- “The Most Charming Small Towns in Florida” – *Travel + Leisure*
- “The Best Staycation in Florida” – *House Beautiful*

Staff Directory + Contractors

6



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A stylized, layered graphic of a palm frond in various shades of green, positioned on the left side of the image.

fort MYERS

ISLANDS, BEACHES & NEIGHBORHOODS