FY 2019 ANNUAL ARTS, CULTURE AND HERITAGE STRATEGIC MARKETING PLAN

June 1, 2018
TABLE OF CONTENTS

1 – OBJECTIVES ......................................................... 3
Overall Program Objectives, Strategies and Other considerations that impact the Plan’s content

2 – ACTIONS ............................................................. 10
Specific actions to support the ACH tourism industry to generate room nights and incremental economic activity in the County

3 – PLAN ................................................................ 12
The Annual Arts, Culture and Heritage Strategic Marketing Plan, including the following aspects of ACH marketing: *

A. Marketing Communications .......................................................... 15
B. Advertising ........................................................................ 17
C. Branding ........................................................................ 21
D. Customer Relations Management (CRM) ........................................ 24
E. Direct Marketing .................................................................. 24
F. Event Planning ..................................................................... 26
G. Digital Marketing ................................................................. 26
H. Loyalty Marketing .................................................................. 29
I. Market Research .................................................................... 29
J. Media Relations/Publicity (earned media) ..................................... 34
K. Promotion Sales Management and Support ................................. 36
L. Search Engine Optimization (SEO) ............................................ 37
M. Strategic Planning .................................................................. 38
N. Travel Trade/Consumer Direct ................................................. 38
O. Social Media Marketing and Promotion ....................................... 39
P. Website Design and Maintenance ............................................. 44
Q. Videos ............................................................................... 45
R. Collateral Materials ............................................................... 47
S. Familiarization ...................................................................... 50
T. Tour Programs ..................................................................... 50
U. Festival/Event Promotion ....................................................... 50
V. Product Development ............................................................. 51
(including Grant Programs & Motion Picture & TV Promotion)

4 - BUDGET ................................................................. 64

*Each section above includes specific: Objectives, strategic goals and quantifiable performance measures that will be reported regularly by SJCC
OVERALL PROGRAM OBJECTIVES, STRATEGIES

The St. Johns Cultural Council’s (SJCC) 2019 Marketing Plan includes four components in addition to background information. The four components are:

1. Cultural Tourism Marketing Program
2. Annual ACH Grant Funding Program
3. Services to the Cultural Industry
4. Development of New Products and Promotion

These four components were part of the 2013 thru 2018 Plans and have been updated and revised to reflect changes in the Arts, Culture and Heritage (ACH) industry. The fourth component has been enhanced in Cultural Tourism programming and promotion in view of the TDC Strategic Plan to develop and plan “Signature Events” and a Museum Support Component.

All four components reflect the findings from the TDC Visitor Profile Research and the 2017 TDC Strategic Plan, which recommended opportunities that offer new “experiences and program opportunities that would have greater impact through enhancing the cultural tourism offerings and the overall tourist experience.”

In addition, with the request by the City of St. Augustine to provide enhanced visitor experiences through History On The Streets (HOTS) or “saunters,” this Plan emphasizes the need to balance (cultural) tourism impact, with Livability, Authenticity, Character and Vitality, throughout St. Johns County including the communities of Ponte Vedra Beach, Hastings, and the northwest area of the County.

The 2019 Plan includes programs and services that address those components while still focusing on the core goals noted below. Therefore, there is a need to:

1. Enhance Visitor Experience
2. Respond to tourist demand for high-quality events
3. Design programs on research based on what visitors want
4. Identify opportunities for geographic disbursement of arts, culture and heritage assets to showcase areas of St. Johns County not currently benefitting from tourist-related economic activity.

New or substantially enhanced programs and services in addition to continued development of current efforts are summarized as follows:
CULTURAL TOURISM MARKETING PROGRAM

- **Develop and plan for two FY 2019/20 “Signature Events”** with greater impact that will enhance St. Johns County cultural offerings while laying the groundwork to become key annual events during low-demand months.

- **Continue to ensure our “separate and distinct voice” for Arts, Culture, and Heritage Tourism and the ACH constituency** through SJCC’s overall advertising and marketing plan to target “down the funnel” cultural and heritage tourists.

- **Utilize the Artsopolis web platform and network** for increased national awareness by continually optimizing content that includes “itineraries” with multifaceted stops to showcase experiences of art, history, and culinary opportunities.

- **Continue to expand and enhance digital and social media marketing** through the Visit Florida Digital Marketing Partnership Initiative (contingent on funding).

- **Expand the regional and national advertising reach** with specific targeting to Chicago, Washington DC, New York and Atlanta markets where we have modest but surprising engagement.

- **Continue to grow the “Gilded Age Initiative”** launched in August 2016 to attract cultural tourists during low-occupancy periods. Capitalize on the exposure of the Lightner Museum’s Dressing Downton Exhibition, October 2017-January 2018.

ACH ANNUAL GRANT PROGRAM

The ACH Grant Program Guidelines approved by the BOCC in April 2018 are essentially the same as 2017. The Guidelines address the recommendations of the TDC Strategic Plan and include changes that better reflect the goals of the TDC Plan. These include combining what has been termed Enhancements and Reenactments into Visitor Experiences and are for free events and programs for tourists already in the market. Product Development and Annual Events have been combined into Annual and Special Events and are focused on supporting high-impact, high-quality events that attract visitors. The Physical Facilities Category has been renamed Marketing Support and is for organizations open year-round and have a minimum budget size. A new Category termed Resource Development was added as a “pilot project,” with the goal of funding upgraded presentation capability of County arts, culture, and heritage institutions and is continued for FY 2019. The 2019 ACH Grant Pool has been increased by 6% to $660,000 to reflect the TDC projected increase in collections. Note: the 2012 Grant Pool prior to the Cultural Council contract with the County amounted to $450,000.
SERVICES TO THE CULTURAL INDUSTRY

- **2019 continued support of the Castillo de San Marcos and Ft. Matanzas** through a partnership project with WJCT and the NPS Accessibility Project

- **Complement Division of Cultural Affairs and Visit Florida Grants** with enhanced Organizational Development Workshops

- **Co-op support for constituents for the National Arts Marketing Conference** and an expanded “Co-op Consulting and Guidance Program” with the Shepherd Agency providing guidance to constituent groups, both ACH Grantees and non-grantees

DEVELOPMENT OF NEW PRODUCTS AND SERVICES – SIGNATURE EVENTS / PERSONALIZED EXPERIENCES

During Winter and Spring of 2018, the Cultural Council in partnership with the Shepherd Agency hosted a series of stakeholder workshops and focus groups to determine the most effective strategy to fulfill the TDC Strategic Plan Goal of promoting significant ACH events that move the needle in attracting the high-spending cultural tourists during low-occupancy periods – tourists who stay longer, spend more, tell others and become repeat visitors.

We have identified four concept areas that will 1) complement and enhance product development currently underway by constituent organizations through the ACH Grant Program in FY 2019 and FY 2020, or 2) be developed by the Cultural Council and funded through a process encompassing multi-year support, and/or direct production and presentation through the Council and Shepherd partnership.

The Signature Events concepts currently being discussed are:

1. **Pedro’s Birthday**
2. **Arts St. Johns**
3. **Town & Country Culinary Festival**
4. **Spring Illuminations**

**Two of the four event concepts will be fully planned.** These event concepts will require additional research and discussion with the field following the submission of FY 2019 ACH Grants. Concepts will be evaluated based on potential scale. Criteria will involve the number of potential visitors the event may attract, the number of organizations the event could involve, whether the event can occur annually, etc.
In addition, the following components will be budgeted and implemented in FY 2019 as continuation of highly successful projects from FY 2018.

- **Continue to leverage the success of the Lightner Museum’s FY 2018 “Dressing Downton” Exhibition** by promoting the ongoing, unique Gilded Age experiences available on Florida’s Historic Coast in tandem with the Gilded Age itinerary.
  
  *Note: There are currently five downloadable itineraries and five guides on HistoricCoastCulture.com. They are included later in this plan.*

- **Create a “general” Arts, Culture and Heritage Guide** by distributing the revised Tapestry Passport. Now named “Tapestry Guidebook,” it is available on the web at [https://tapestrystaugguide.com](https://tapestrystaugguide.com) and will soon be available via a mobile app.

- **Strengthen the Arts, Culture and Heritage “Encounters”** through support of the HOTS (History on the Streets) program with the Historic Florida Militia and other reenactment events such as Florida’s Living History event on the Founding of the Castillo.

- **Increase awareness and interest in St. Johns County and the St. Augustine Film Office** among the Film Industry.

**OTHER CONSIDERATIONS THAT IMPACT THE PLAN’S CONTENT**

**WHAT ART, CULTURE AND HERITAGE MEANS TO ST. JOHNS COUNTY**

**Art.** “An area of tourism that is often overlooked is the question of the arts and tourism. One of the reasons for this consistent overlooking may be the fact that it is hard to define the term ‘the arts.’ In popular parlance the term usually means what is technically called the ‘plastic arts.’ That is, those forms of the arts that are restricted to paintings, sculpture and other visual concepts. Of course, the term can mean much more, from musical and dance performances to theater, from architecture to poetry readings all are art forms. In fact, anywhere that we find that the embodiment of the soul in a communication with other souls we find art. As such we may also think of both athletics and religious expression as a form of art.

“To simplify matters, this ... essay will restrict itself to an expanded version of what the public generally calls art. Even with this restricted definition there are still at least two forms of art in tourism: (1) the cultural side, such as the placing of statues, monuments, and/or murals or art exhibits for reasons of community beautification and (2) the commercial side in which the public views/hears some form of artistic expression in exchange for payment. Many cities have not taken advantage of either the cultural side of the arts or the commercial side.”

- Dr. Peter Tarlow
The following definitions are from a report from the Tourism office of Western Australia and other recent sites on the characteristics of a cultural tourism destination.

**Cultural tourism** gives visitors the opportunity to understand and appreciate the essential character of a place and its culture as a whole, including its:

- History and archaeology
- People and their lifestyle (including the ways in which they earn a living and enjoy their leisure)
- Cultural diversity

**WHAT IS CULTURAL TOURISM?**

- Arts and architecture
- Food, wine and other local produce
- Social, economic and political structures
- Landscape

It gives access to information, experiences and activities that can help the visitor feel involved with a place, its people and their heritage. Creating a relationship between the visitor and the host community is an important feature of cultural tourism. Concepts of sustainability, authenticity, integrity and education are as central to cultural tourism as they are to ecotourism.

Cultural tourism puts emphasis on the content of what people do when they’re travelling, rather than how they actually get there and where they stay while they are there.

**DISTINGUISHING CHARACTERISTICS OF CULTURAL TOURISM**

The following list of some distinguishing features of cultural tourism has been adapted from *Cultural Tourism - the Rewarding Experience*.

- **Builds** on and markets cultural strengths
- **Emphasizes** the quality and authenticity of the visitor’s experience
- **Aims** not simply to describe, but to convey meaning and understanding of broad contexts
- **Needs** personal contact and specialist knowledge so that it:
  - Meets the visitor’s demand for knowledge
  - Conveys the richness and diversity of a place or culture
  - Is active and involving for both visitors and host communities
- **Creates** new tourism product from people - it does not depend on high levels of new capital investment
- **Recognizes** the dynamic and changing nature of culture
- **Develops** visitor and site management programs
- **Develops** interpretation programs designed to inform, educate and interest visitors
- **Minimizes** the environmental degradation and cultural exploitation which accompany some forms of tourism
- **Targeted** to meet the interests of particular market segments

**CULTURAL HERITAGE TOURISM**

The National Trust’s (NT of Historic Preservation) definition of cultural heritage tourism is “traveling to experience the places and activities that authentically represent the stories and people of the past and present. It includes historic, cultural and natural resources.”

**The following information is from the National Trust:**

*Developing cultural heritage tourism is an incremental process, and communities will repeat the four steps described in this section at each stage of development. Keep in mind that developing a strong cultural heritage program will require an investment and a commitment—an investment of financial resources and a commitment of human resources including strong leadership.*

Not every community can have a successful cultural heritage tourism program. Communities that have lost too much of their heritage, or not nurtured their cultural potential may not have the historic, cultural and natural resources it takes to develop a program that will attract cultural heritage visitors.

Tourism is a powerful economic development tool. **Tourism creates jobs, provides new business opportunities and strengthens local economies. When cultural heritage tourism development is done right, it also helps to protect our nation’s natural and cultural treasures and improves the quality of life for residents and visitors alike.**

*Linking tourism with heritage and culture can do more for local economies than promoting them separately. That’s the core idea in cultural heritage tourism: save your heritage and your culture, share it with visitors, and reap the economic benefits of tourism.*

**THE BENEFITS OF CULTURAL HERITAGE TOURISM**

Cultural heritage tourism can have a tremendous economic impact on local economies. Besides the economic benefits like new businesses, jobs and higher property values, tourism adds less tangible—but equally important—payoffs. A well-managed tourism program improves the quality of life as residents take advantage of the services and attractions tourism adds. It promotes community pride, which grows as people work together to develop a thriving tourist industry. An area that develops its potential for cultural heritage tourism creates new opportunities for tourists to gain an understanding of an unfamiliar place, people or time. With the arrival of visitors in turn come new
opportunities for preservation. Well-interpreted sites teach visitors their importance, and by extension, the importance of preserving other such sites elsewhere. Perhaps the biggest benefit of cultural heritage tourism is that opportunities increase for diversified economies, ways to prosper economically while holding on to the characteristics that make communities special.

For example, in 2016 the National Park Service (NPS) celebrated its 100th Anniversary Find Your Park across the country’s 410 park units. Capitalizing on this event, the St. Johns Cultural Council presented America’s Parks, a national exhibition featuring 50 original paintings about the breadth and depth of our country’s large and small parks, running from June and through August at the Lightner Museum. In addition the Cultural Council presented a complementary Find Your Park Plein Air Paint Out during National Parks Week in April, 72 artists from four states visited St Augustine to paint and 18 works from the Plein Air Paint Out were juried and exhibited as part of the America’s Parks exhibition. Continued promotion of the iconic Castillo and Ft. Matanzas represent significant opportunities for cultural tourism attraction as the NPS, VCB, and the Cultural Council understand that attracting cultural tourists that have a greater “spend” is now a higher priority than simply more people. The success of this project was realized in April 2017 and again in May of 2018 with the St. Augustine Art Association taking on the Paint Out as an annual event.

THE CHALLENGES OF CULTURAL HERITAGE TOURISM

When a community’s heritage is the substance of what it offers visitors, protecting that heritage is essential. So a major challenge in cultural heritage tourism programs is ensuring that increased tourism does not destroy the very qualities that attract visitors in the first place.

Because tourism is a highly sophisticated, fast-changing industry, it presents its own challenges. Tourism is generally a “clean” industry; no smokestacks or dangerous chemicals. But it does put demands on the infrastructure—on roads, airports, water supplies, and public services like police and fire protection.

These problems—travelers increasing in numbers and adding stress and strain to infrastructure and heritage sites—are, as Safer says, only beginning, and the travel industry is already addressing them. But a challenge results not only from visitor impact, but also from visitor expectations of quality products and services. Tourism is essentially a service industry, which means it depends on the competence of people in many different jobs and locations. Tourism, while not a panacea, is an attractive form of economic development.
SPECIFIC ACTIONS TO SUPPORT THE ACH TOURISM INDUSTRY
TO GENERATE ROOM NIGHTS AND INCREMENTAL ECONOMIC ACTIVITY IN THE COUNTY

The Value of Promoting and Advertising of ACH Tourism

The 2015 Mandala Research Report “Tapping into the Cultural and Heritage Traveler” findings:

- 129.6 Million Adult Leisure Travelers take advantage of Cultural and Heritage activities when they travel
- 76% of U. S. Adults participate in Cultural and Heritage Tourism
- C&H Travelers spend more - $1198 for general, leisure, $1319 for C&H
- The report asked “What do C&H Travelers want”
  - Interested in and preference for destinations and experiences that have retained their historical character
  - Explorers of different culture and learning about history
  - Like to stimulate their minds and be intellectually challenged
  - Want an educational experience when traveling for leisure
  - Prefer trips with a variety of activities
  - Like to bring back local/regional memorabilia

* Full report available upon request

The SJCC Plan, therefore, reinforces a partnership strategy through close, non-duplicated, cultural tourism advertising and promotion with the VCB, the City of St. Augustine, Visit Florida, and the lodging and hospitality industry through these examples:

- 2013 COSA Picasso and 2014 Journey, Tapestry, 2015 450th and 2016 NPS Advertising Campaigns and the 2017-2018 Gilded Age Campaign
- El Galeon advertising and promotion as part of the Great Lakes and Northeast US Port Tours
- Visit Florida Advertising Matching Grants
- Shepherd Agency Media and Public Relations workshops and hands-on consultancies
- Inclusion of specific ACH Grant criteria for constituent lodging and hospitality partnerships as a requirement for funding support

As noted in the 2018 SJCC Marketing Plan and the continued emphasis on partnership with the VCB, active engagement with local, regional and statewide tourism-related organizations such as Visit Florida and Brand USA, has and will continue to keep St. Johns County tourism connected to the latest trends and in a position to influence them. SJCC will have active engagement with state and regional arts, culture and heritage organizations to learn and share best practices in cultural tourism development.

With the contracting of the St. Johns County Cultural Council to manage the Arts, Culture & Heritage category of tourism development by the TDC/BOCC, the VCB will have a reliable partner with which to collaborate on event-oriented destination marketing.
Strategies:

- Continue to develop and implement a broad-based cultural tourism advertising and marketing plan to “brand” St. Johns County as a national and international cultural tourism destination.

- *Culture Around Every Corner - St Augustine/ Ponte Vedra/ Florida’s Historic Coast*

- Promote and support current events, festivals, and programs that already have ACH “brand Identity.”

- Develop and support targeted cultural tourism marketing of events, festivals and programs to culturally specific demographics that have an integral place in the history of St. Johns County but are relatively unknown outside of St Johns County.

As noted in the FY 2012-2018 SJCC strategic plans, this Annual Marketing Plan for Cultural Tourism includes the following tactics:

- **Paid advertising** (print, radio, digital and social media)

- **Public relations** – locally, regionally, nationally and internationally

- **Marketing & Promotion**

- **Cooperative Marketing** with the VCB, ST. JOHNS COUNTY Cultural Events Division, Visit Florida, and tourism associations and cultural organizations

- **Encourage and incubate visitor-related research** intended to optimize media opportunities, tourism marketing techniques, and event management best practices

- **Technical Assistance to stakeholders** to enhance content, production and presentation delivery, and create cultural collaborations and partnerships

- **Specific funds designated for “Opportunities and Special Events”** outside the ACH Grant Program that “move the needle”
THE 2019 FISCAL YEAR ACH STRATEGIC MARKETING PLAN:
MARKETING CAMPAIGN OVERVIEW: “CULTURE AROUND EVERY CORNER”

Our Arts, Culture and Heritage (ACH) focus is attracting cultural heritage travelers outside St. Johns County to this unique cultural destination. Cultural Travelers are a valuable audience. Research shows they have a greater economic impact on the places they visit. They look for places that offer deeper, richer experiences. As a result, they stay longer and spend more.

Our cultural destination website, HistoricCoastCulture.com, provides these travelers with a wealth of information about the unique cultural happenings and experiences available to them in St. Johns County: visual arts, performing arts, festivals, many cultures, living history and culinary. In St. Augustine, Ponte Vedra and the Beaches there is no shortage of “Culture Around Every Corner.”

This year’s cultural destination marketing campaign will focus our marketing and advertising on two signature events and an inclusive social media/public relations brand campaign.

**Plan two Signature Annual Events in FY 2019**

This year as part of its objectives, SJCC will plan two major cultural events that raise the bar in quality and value for the cultural traveler target audience. In addition, these impactful programs will have a greater ROI on ACH funds. The ultimate goal is to create two Major Annual Events that result in increased overnight stays during low-demand periods (Jan/Feb, May/June, and Mid-August/October).

To develop initial event ideas, SJCC held a brainstorming session with ACH leaders that resulted in numerous event ideas. Those ideas were culled down to four signature Event Concepts. At this time, these four event ideas are being evaluated. Ultimately, two will be chosen to produce in FY 2019.

The development and implementation of these events also depends on creative and production partnerships with ACH organizations and grantees. While the Cultural Council has the expertise and capacity to produce events we must be careful to be viewed as a “partner” versus “competitor.” In the past, some ACH organizations have expressed concern that, as a funder through the TDC, it should not be a producer/presenter as funding may be viewed as a zero sum situation.

The four Event Concept Ideas currently being considered are as follows:
Pedro’s Birthday

**February 10-16, 2019**

This weeklong February celebration honors the 500th birthday of Pedro Menendez de Aviles, the Spanish explorer and founder of St. Augustine. A week of activities and revelry include a parade featuring large papier mache sculptures, reenactment saunters, encampments, wine and food tastings, musical performances and more. There are city-wide activities and events throughout the week with a Sunday Kickoff Event culminating in a Friday/Saturday Celebration centuries in the making.

Arts St. Johns

**May/June 2019**

Celebrate the art, culture and spirit of the city where America began. This one-of-a-kind year-long celebration culminates in the Arts St. Johns Festival spread over eight festive weekends during May/June. Each weekend features local musicians, artists, craftsmen, performers and culinary artisans that highlight the culture of St. Augustine — America’s first melting pot. Plaza de la Constitución and King Street are filled with artist and crafts booths and two performing stages. Includes a Kid Zone, a Farmers Row, and Adult Zone with wine and food tastings, craft beer and local spirits.

Spring Illuminations

**May/June 2019**

A two-month celebration “illuminating” the arts and culture of St. Johns County. An engaging nightly projection “experience” artistically showcases the many faces of history of the nation’s oldest city, and may be intertwined with works from local artists. Special illuminations allow visitors to become part of the projection — butterflies, a fairy garden and more. The springtime event kicks off with a weekend celebration of the arts and culture that thrive in the city and closes with fireworks.

Town & Country Culinary Festival

**Spring or Fall 2019**

This unique culinary celebration combines farm tours, intimate chef dinners and food tasting festivals into one, month-long tribute to centuries of food history in St. Johns County, Florida. Great opportunity for visitors to dine and explore the unique flavors of Florida’s Historic Coast. There are “Hastings Tastings” — hands-on farm tours and chef dinners at Hastings farms and “In-Town Tastings” with local restaurants, farmers, goods makers, distilleries and breweries. (Can be held at Spring or Harvest time.)
Plan an innovative Social Media Campaign in FY 2019: #CultureAroundEveryCorner.

We are also recommending an inclusive social media campaign to run in addition to or in conjunction with the two signature events. The social media campaign would bring top media, ACH organizations, local artists and community leaders together under the banner, #CultureAroundEveryCorner.

Evolving the successful 2016 initiative in San Diego called “Find Art, Share Art”, our campaign would engage both visitors and residents, enhance media and influencer partnerships and raise awareness for the unique arts and culture of St. Johns County.

**Phase 1** includes a public “contest,” asking residents and visitors to submit photos of art and culture in St. Johns County using the #CultureAroundEveryCorner hashtag on social media. Submissions will be curated into a dedicated online gallery. As an incentive, participants would be entered into a drawing to win an arts-and-culture vacation/staycation package to Florida’s Historic Coast.

**Phase 2** repurposes the Phase 1 photo content into editorial pieces to be distributed in a regional/national media campaign using the user-generated content that showcases St. Johns County as a uniquely distinctive arts and culture destination.

**Leveraging Social Media to promote “Culture Around Every Corner”**

In addition, our cultural destination marketing will continue to promote the “Culture Around Every Corner” brand via the region’s ACH events during the year via our Historic Coast Culture (HCC) social media properties.
OVERALL MARKETING CAMPAIGN OBJECTIVES:

- Develop and implement the FY 2019 ACH strategic marketing plan, in accordance with the 2017 TDC Strategic Plan, to continue building awareness of ACH activities in St. Johns County thus attracting overnight visitors and extended stays via:
  - Paid and earned media plan execution
  - Social media engagement
  - Cultural destination website – HistoricCoastCulture.com

- Generate statewide and national awareness as a unique cultural destination during low-demand periods

TARGET AUDIENCES (RESIDING OUTSIDE ST. JOHNS COUNTY)

Key decision makers: affluent women from key segments who are interested in culture and experiential travel

- **Couples**  | $75K HHI+ (spend more and stay longer)
- **Multigenerational families**  | $75K HHI+
  Who want their children, grandchildren to experience culture

Our advertising will reach across generations (Baby Boomers and Millennials) and ethnicities (African-American & Hispanic populations).

GEOGRAPHY

Markets have been tiered based on visitation data, proximity to St. Augustine/St. Johns County and media market cost. Key markets include: Jacksonville DMA, Orlando DMA, Gainesville, Daytona Beach, Tallahassee DMA, Savannah, Tampa, Miami DMA, Atlanta, and Charleston.

<table>
<thead>
<tr>
<th>TIER I MARKETS:</th>
<th>TIER II MARKETS:</th>
<th>TIER III MARKETS:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jacksonville including Southeastern GA (Brunswick) and Fernandina Beach/Amelia Island</td>
<td>Gainesville; Daytona Beach including Palm Coast; Orlando including suburban areas, e.g., Winter Park, The Villages, etc.; Tallahassee, Savannah including St. Simons Island; and Augusta</td>
<td>Tampa; South Florida including Miami, West Palm Beach, Boca Raton; Atlanta; Charleston, SC</td>
</tr>
</tbody>
</table>
### CAMPAIGN PERFORMANCE MEASUREMENT:

<table>
<thead>
<tr>
<th></th>
<th>FY 2015 450th</th>
<th>FY 2016 NPS Centennial</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Projected</th>
<th>Goal FY 2019 Branded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Media Impressions</td>
<td>365,966,038</td>
<td>242,777,066</td>
<td>302,739,109$^+$</td>
<td>500,000,000$^*$</td>
<td>600,000,000</td>
</tr>
<tr>
<td>Media Placements</td>
<td>261</td>
<td>157</td>
<td>244</td>
<td>828</td>
<td>900</td>
</tr>
<tr>
<td>Paid Media Impressions</td>
<td>52,085,877</td>
<td>54,070,330</td>
<td>60,102,604$^*$</td>
<td>42,880,603$^*$</td>
<td>41,262,650</td>
</tr>
<tr>
<td>Website Visits</td>
<td>61,063</td>
<td>82,425</td>
<td>130,162</td>
<td>200,000</td>
<td>232,855</td>
</tr>
</tbody>
</table>

**Notes:**
- Included FAM tour
- * Earned media impressions contain social media impressions
- ** Paid Media impressions include Public Radio, Print and Paid Digital performance impressions
- *** Paid Media impressions include Public Radio, Print and Paid Digital performance impressions

### Website Traffic Sources:
The term “traffic” refers to visits to HistoricCoastCulture.com. Traffic Sources indicate what channel these visitors came from. For example, “Display” indicates visits to the website from Display advertising.

![Website Traffic Sources Chart]

**Notes:**
- As outlined in the last year’s plan, Social Media has again contributed greatly during FY2018 in expanding awareness and engagement
- April – Since April is considered a peak season, no media was placed
PAID MEDIA ADVERTISING REVIEW

- Maintained and performance-optimized the precisely targeted digital components of the media plan to enhance awareness of the St. Johns County cultural destination brand within the primary target audience in the high-interest, high-visitation geographic market areas.

- Focused geo-targeting on Tier I and Tier II for the bulk of traditional media campaigns, using Pandora to extend reach of Public Radio message to affluent women and families.

- Significant boost to Paid Social and Native advertising to target travelers as they are beginning their search for destination options.

- Used Pre-roll Video targeted to specific sites and pages based on contextual relevancy to the target audience, to increase awareness of Historic Coast Culture brand and events in St. Johns County.

- Implemented new market testing via Paid Social with Facebook Carousel ads in primary feeder markets for Florida.

FY 2019 PAID MEDIA OBJECTIVES

Grow awareness of St. Johns County as a cultural travel destination outside of the area. Continue to encourage repeat visits to the destination and motivate increased number of overnight stays from the core target audience group.

PAID MEDIA STRATEGY

Media partners will be selected based on their ability to reach the identified target audience in the most cost-effective manner, while driving increased visits to historiccoastculture.com, where users can find more information about cultural events happening throughout the year.

Build a prioritized level of media schedule continuity for each tiered market group:

- Traditional media at key periods throughout year in Tier I and II, using Tier III markets during low occupancy periods (Jan-Feb and May-Jun).

- Predominantly digital due to efficiency, effectiveness and measurability. Nearly half of all time spent with Media is now on desktops/laptops, mobile devices or tablets (Mary Meeker KPCB, USA 2016)
  - Use a combination of Behavioral, contextual and search re-targeting campaigns to target people, rather than content.
- Paid Social **Sponsored Ads/Videos** to promote quarterly themes, Cultural Pennants, and specific high-profile events

- Redistribute media weight based on low occupancy periods, with an emphasis on key time frames to promote two signature events

- Paid ads on **Pinterest**

- **Visit Florida Co-op** opportunities that align with New Market Testing

### 2018-19 HCC Projected Media Mix

![Pie chart showing media mix]

### PAID MEDIA STRATEGY

<table>
<thead>
<tr>
<th>PUBLIC RADIO</th>
<th>PANDORA</th>
<th>PRINT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on key time frames to drive awareness for high profile events</td>
<td>Align with Public Radio campaigns to extend overall reach</td>
<td>Focus on Tier I and Tier II Markets</td>
</tr>
<tr>
<td>Run fewer number of weeks in Tier I and II as last year</td>
<td>Run in Tier I and Tier II Markets only</td>
<td></td>
</tr>
<tr>
<td>Layer in Tier III markets in Jan-Feb and May-Jun to promote two signature events</td>
<td>Represents 12% of all Radio listening regionally</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pandora has higher listenership than iHeart, Spotify, and iTunes combined</td>
<td></td>
</tr>
<tr>
<td></td>
<td>50% of all Pandora mobile listening is done in car</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Can target by geography, age, gender, genre</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Select publications with dedicated arts and culture content</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ad placement will align with editorial content when it is relevant and complements SJCC event themes and timing</td>
<td></td>
</tr>
</tbody>
</table>
According to a recent comScore study of the traveler’s path to purchase, more than 60% of all US adults consume travel content online. Most research information on an average of 140 sites, nearly 45 days prior to booking. Advertising is most effective at the beginning of that search, to provide inspiration and recommendations on where to stay, what to do at a destination.*

*comScore Path to Book analysis, weekly visits per user (Dec ’15-Feb ’16). Average number of travel site visits per week.

PAID DIGITAL MEDIA

- **Distribute impressions** across Tier I, II and III

- **Target users across relevant local sites** like: Jacksonville.com, WJXT.com, WESH.com, OrlandoSentinel.com, AJC.com, MiamiHerald.com

- **Add in local placements** on national sites like: NYTimes.com, WashingtonPost.com, FoxNews.com, CNN.com, etc.

- Run **Display and Native Ads** with messaging across relevant categories, to drive visits to HistoricCoastCulture.com:
  - Arts and Entertainment, Travel Destinations: Florida, Family Travel
  - Interest: Culture, History, Events, etc.
  - Layer in page-level targeting by keywords related to specific events

- **Pre-roll Video** targeted to specific sites and pages based on contextual relevancy to the target audience, to increase overall awareness of the brand

PAID SOCIAL MEDIA

- Paid Social will amplify the reach of organic content (see Section “O” for more information)

- Run in Tiers I and II. Begin testing in Tier III to highlight specific high-profile events during the year

- Promote posts, photos and video with call-to-action text and links, aimed at generating likes, comments and shares that convert to online engagement
VISIT FLORIDA CO-OP

Visit Florida provides ample opportunity to test for response in new markets with access to new advertising products from key stakeholders in the digital space, for a fraction of the cost. Co-op opportunities are shared by Visit Florida monthly, so dollars are earmarked out of the Paid Digital Media budget to incorporate as needed. The Cultural Council is evaluating renewing the Visit Florida Partner Membership to take further advantage of the co-op once final clarity is known as a result of the Legislative restrictions placed on Visit Florida and all agencies that receive Tourist Development Tax funds.

KPI
Focus on high-impact Paid Media Advertising impressions to contribute to an estimated 230,855 visits to historiccoastculture.com.

Measurement
(Data sourced by Google Analytics, Site direct data, Nielsen Audio, Advertising Audit Alliance, Facebook Ads Manager, and Visit Florida Co-Op post performance reports.)

Campaigns will be evaluated based on their ability to deliver the agreed-upon number of impressions, increased efficiency in driving qualified traffic to the website, which convert to actionable engagement (content downloads and visits to organization sites Historic Coast Culture represents).

Reporting
- **Frequency**: Monthly to the TDC.
- **Purpose**: Provide an overview of content performance, screenshots and online engagement metrics, as they relate to our goals and KPI.

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements.
**Branding: The St. Johns County Cultural Destination Brand**

These are the assets we have to work with in establishing a regional, national and international cultural tourism destination.

The various pennants represent the cultural assets of the region:

<table>
<thead>
<tr>
<th>VISUAL ARTS</th>
<th>PERFORMING ARTS</th>
<th>CULINARY</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Visual Arts Pennant" /></td>
<td><img src="image2.png" alt="Performing Arts Pennant" /></td>
<td><img src="image3.png" alt="Culinary Pennant" /></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FESTIVALS</th>
<th>LIVING HISTORY</th>
<th>MANY CULTURES</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image4.png" alt="Festival Pennant" /></td>
<td><img src="image5.png" alt="Living History Pennant" /></td>
<td><img src="image6.png" alt="Many Cultures Pennant" /></td>
</tr>
</tbody>
</table>

Research shows that Cultural and Culinary Travelers are one in the same. *Therefore, for FY 2019, a new “Culinary” tab has been created for the home page of HistoricCoastCulture.com. The purpose of this tab is to generate awareness and interest for culinary travel experiences and itineraries.*

*Tapping into the Cultural and Heritage Traveler, Mandala Research, March 2016*

**BRAND CREATIVE RECOMMENDATIONS 2019 FISCAL YEAR**

Shepherd will continue to drive visitors to the St. Johns County cultural destination website, HistoricCoastCulture.com, where they can find ACH information, plan their trip with downloadable itineraries and maps, search upcoming ACH events that link to ACH organization sites. In addition, Shepherd will continue to leverage new and existing ACH videos in social media, advertising and on the HistoricCoastCulture.com “Spotlight” page.

In FY 2019, we will continue to implement the following:

- Digital display banners, native ads, video pre-roll ads and Facebook/Instagram ads
- Social media
Radio spots for NPR and Pandora

Additional videos, content and creative as needed

Print ads

It is essential to build a strong brand image for St. Johns County as a unique arts and cultural and heritage destination to attract cultural travelers to Florida’s Historic Coast. During the October 2017-January 2018 Lightner Museum “Dressing Downton” exhibit, there were multiple opportunities to promote other rich Gilded Age experiences available to cultural travelers while they were here. Likewise, in FY 2019, we anticipate similar opportunities with our two Signature Events and the #CultureAroundEveryCorner Social Media campaign.

BACKGROUND OF THE ACH DESTINATION BRAND

The Shepherd Agency launched the new destination brand in FY 2014. The tagline “Culture Around Every Corner” emphasized the breadth and depth of St. Johns County arts, culture and heritage offerings in St. Johns County. The goal of the new HistoricCoastCulture.com website was to become the ACH sister site to the VCB’s general tourism site, FloridasHistoricCoast.com.

The focus of the FY 2015 Plan was to emphasize individual ACH programs and events, particularly those leading up to the COSA 450th Celebration. The year-long campaign line was: “There is so much Cultural Heritage to tell, we’re taking a whole year to do it.”

In FY 2016, the plan focused ACH programs and events leading up to the 100th Anniversary of America’s National Parks. The campaign in FY 2017 focused on promoting the Culture Around Every Corner brand culminating with the Gilded Age itinerary/map in preparation for the Oct 4, 2017 launch of the Dressing Downton Exhibit.

In FY2018, we’re promoting four quarterly ACH themes: FY-Q1 “Experience the Gilded Age”, FY-Q2 “Explore Many Cultures”, FY-Q3 “Performing Arts around Every Corner, and FY-Q4 “Culture Around Every Corner.”

For 2019, the Plan will further refine its focus with specific emphasis as noted on the two chosen Signature Events and the innovative Social Media campaign, #CultureAroundEveryCorner.

Addressed in the Technical Assistance section, it is important that any agency engaged in this effort has experience in marketing nonprofit arts, culture and heritage programs and events, and experience working with boards and volunteers of nonprofit organizations. Building these relationships is essential in moving the field forward in a mutually advantageous manner.

Note on the Shepherd Report from 2014 and borne out through 2018: The findings of the workshops and focus groups revealed (no surprise) that St. Augustine is the “hub” for arts, culture, and heritage events and programs in St. Johns County.
This, then, highlights the dilemma of developing a county-wide Cultural Tourism Industry in that there are few presenting and producing organizations outside the City of St. Augustine. The Cultural Council’s Strategic Plan recognized this aspect of ACH development with sections on both “product development” and “organizational capacity building.” Further the ACH Funding Panel recommendations for 2019 support an emphasis on “delivering a quality experience.” This recommendation was included in the ACH Grant Guidelines but also informs our proposed efforts in professional development and technical assistance.

Additional physical, programmatic, and organization inventories are ongoing. The SJCC maintains a web-based event calendar, organization and artist directory, and has an active information resource program through its weekly e-newsletters, Facebook and other social media, email notifications as needed and telephone referrals and information sources. These activities are further enhanced through links to regional and national industry websites and newsletters such as Visit Florida, Americans for the Arts, Florida Division of Cultural Affairs, National Trust for Historic Preservation and many more.

<table>
<thead>
<tr>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
Other than direct interactions with newsletter, social media, advertising targets, the Cultural Council does not have a specific CRM program. However, we do handle communications with artists, travelers and ACH organizations on a daily basis. Our focus in this area is to provide the tools to the ACH constituency that have a direct sales/membership or other contact with customers and patrons through the workshops and consultancies noted in other sections of this Plan.

**E  Direct Marketing**

**OBJECTIVE**

Not only are travelers turning to the Web for booking, they are also using the Web for ideas and inspiration when planning a trip. Online travel planning has increased through recent years, and this behavior is not expected to decrease. According to one study, online travel planning is expected to grow to $762 billion.°

As this activity increases, Marketers also need to shift to an online approach. The objective of Direct Marketing for the 2018-2019 FY will be to deliver travelers with relevant and personalized content across different channels and devices.


**STRATEGY**

Nearly half of all time spent with Media is now on desktops/laptops, mobile devices or tablets. (Mary Meeker KPCB, USA 2016) According to the latest *comScore Path to Booking Visitation Analysis*, conducted from Dec 2015 - Feb 2016, US adults visit an average of 140 travel websites leading up to purchase.

The primary method for Direct Marketing is currently Email communication. The St. Johns Cultural Council utilizes *Constant Contact* to manage and distribute weekly emails. These messages communicate information about upcoming events and highlight arts, cultural and historic destinations within St. Johns County.

The Digital Marketing plan for the 2018-2019 FY will continue to leverage Email but also expand the audience reach with Social Media. These Digital tactics will allow for a broader reach at a lower cost per acquisition.
The following Digital tactics will be included:

- Social Media (see section “O” for details)
- Email Marketing
  - Continue to promote Cultural events through the weekly newsletter
  - Leverage the existing newsletter to promote Social content
  - Promote Cultural travel itineraries and guides

<table>
<thead>
<tr>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Referring Traffic from Email</strong></td>
</tr>
<tr>
<td>Current: 6.17% of total traffic</td>
</tr>
<tr>
<td>Goal: Increase to 7% of total traffic</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Newsletter Sign-ups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current: 3,268 Active</td>
</tr>
<tr>
<td>Goal: Increase by 480</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Email Open Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current: Avg. 18%</td>
</tr>
<tr>
<td>Goal: Increase to 20%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Email Click-through Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current: Avg. 10%</td>
</tr>
<tr>
<td>Goal: Increase to 12%</td>
</tr>
</tbody>
</table>

**Measurement**

Increases in the following metrics will be used to measure the performance of all Direct Marketing efforts:

- Increase in referring traffic from email to HistoricCoastCulture.com
- Increase in newsletter signups
- Open rates and click-through rates of each email

*See section “O” for specific measurements related to Social Media.

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements
Event Planning

As referenced earlier, in order to reduce potential conflicts of interest with the ACH constituency, the Cultural Council has been very careful to make sure any specific events produced or presented with TDC funds are viewed as “noncompete” with ACH Grantees and other county-based ACH groups. Examples include the America’s Parks exhibit and the Find Your Park Plein Air events, Dressing Downton and ongoing support for the St Augustine Amphitheatre’s Sing Out Loud series. These events were of high quality, high impact, and attracted out-of-county visitors and were not events that would have normally been produced by other groups. As noted in the FY 2012-18 Strategic Plans, the Cultural Council reserved the option to take advantage of “Special Opportunities” that were not included in grant programs or within the production and administrative capacity of smaller ACH organizations.

Indeed, this option was identified in creating the Product Development Category within the Grant Guidelines, and the Special Event Budget line.

While no comparable projects to “Dressing Downtown” have been identified at this date, SJCC reserves the option to take those on as appropriate, with the aforementioned Signature Events. Funds have been allocated in the Special Events line item for this.

Digital Marketing

PERFORMANCE REVIEW

Website visits have continued to increase. Overall both users and sessions have increased over the past year. The percentage of returning visitors also increased.

This increase was driven by the addition of new press releases and the creation of the spotlight area on the home page. The spotlight area increased awareness of the Spotlight articles. The purpose of these articles as well as the press releases was to develop new content for the site in order to increase inbound traffic and enhance visitor engagement.
### Website Performance from October 1, 2017 through April 30, 2018

*Source: Google Analytics*

#### Sessions by Browser

<table>
<thead>
<tr>
<th>Browser</th>
<th>Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Android Webview</td>
<td>54,499</td>
</tr>
<tr>
<td>Safari (in app)</td>
<td>26,578</td>
</tr>
<tr>
<td>Chrome</td>
<td>16,914</td>
</tr>
<tr>
<td>Safari</td>
<td>14,009</td>
</tr>
<tr>
<td>Firefox</td>
<td>3,507</td>
</tr>
</tbody>
</table>

#### Users

- Oct 1, 2017 - Apr 30, 2018: 100,810
  - % of Total: 100.00% (100,810)
- Oct 1, 2016 - Apr 30, 2017: 53,247
  - % of Total: 100.00% (53,247)

#### Geometry

<table>
<thead>
<tr>
<th>City</th>
<th>Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orlando</td>
<td>14,017</td>
</tr>
<tr>
<td>Chicago</td>
<td>11,450</td>
</tr>
<tr>
<td>Jacksonville</td>
<td>8,087</td>
</tr>
<tr>
<td>Washington</td>
<td>3,855</td>
</tr>
<tr>
<td>(not set)</td>
<td>3,702</td>
</tr>
</tbody>
</table>

#### Total Events by Event Category

<table>
<thead>
<tr>
<th>Event Category</th>
<th>Total Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outbound Links</td>
<td>8,878</td>
</tr>
<tr>
<td>Downloads</td>
<td>454</td>
</tr>
</tbody>
</table>

#### Campaigns

<table>
<thead>
<tr>
<th>Campaign</th>
<th>Users</th>
<th>Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>gilded-age</td>
<td>21,644</td>
<td>25,169</td>
</tr>
<tr>
<td>(not set)</td>
<td>19,849</td>
<td>22,161</td>
</tr>
<tr>
<td>DMA-carousel</td>
<td>13,454</td>
<td>18,450</td>
</tr>
<tr>
<td>event</td>
<td>12,733</td>
<td>14,911</td>
</tr>
<tr>
<td>dma-carousel</td>
<td>7,986</td>
<td>9,597</td>
</tr>
</tbody>
</table>

#### Sessions

- Oct 1, 2017 - Apr 30, 2018: 127,233
  - % of Total: 100.00% (127,233)
- Oct 1, 2016 - Apr 30, 2017: 64,066
  - % of Total: 100.00% (64,066)

#### Pages / Session

- Oct 1, 2017 - Apr 30, 2018: 1.37
  - Avg for View: 1.37 (0.00%)
- Oct 1, 2016 - Apr 30, 2017: 2.20
  - Avg for View: 2.20 (0.00%)

#### Avg. Session Duration

- Oct 1, 2017 - Apr 30, 2018: 00:00:33
  - Avg for View: 00:00:33 (0.00%)
- Oct 1, 2016 - Apr 30, 2017: 00:00:50
  - Avg for View: 00:00:50 (0.00%)
DIGITAL MARKETING OBJECTIVE/STRATEGY FY 2019

This year the purpose of all Digital Marketing efforts will be to continue to drive awareness and grow engagement within HistoricCoastCulture.com. There will be a greater emphasis on content development specifically for Social Media and Search Engine Marketing (refer to sections “L” and “O” for details). The objective of the new content will be to increase intent-driven actions such as travel itinerary downloads.

KPI
Using the performance numbers detailed on page 16 as a benchmark, the metrics listed below will be used to determine effectiveness.

Measurement
The success of all Digital Marketing efforts will be measured as follows:

Growing Engagement ........................................ Page Views
Frequency of Website Visits
Return Visits
Time Spent on Site
Content Sharing

Conversion ......................................................... Website Click-through
Downloads
Outbound Link Clicks

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements
The Cultural Council uses limited loyalty programs as part of its social media engagement, but like other components SJCC assists the ACH constituency in developing and implementing appropriate Loyalty Marketing for their own organizations and customer bases.

The TDC’s Visitor Profile research and the 2016 Analytics Report demonstrate a need to enhance the visitor experience. This research that serves as the “voice of the visitor” recommends a series of programming and promotions by focusing on priorities such as:

- Authentic and educational “cultural and historic experiences”
- Improved “way finding” including parking, signage and directional assistance for ACH events and activities
- Accessibility including but beyond the minimal ADA requirements
- Providing “added value” to existing price points

This research also reveals a need for continued evaluation and enhancement of the full range of ACH offerings in St. Johns County. To that end, the SJCC, in partnership with the VCB and TDC, as appropriate, will develop and implement a series of ACH-related programs and promotions not currently available or of sufficient quality standards necessary to meet the visitor profile demand.

Further, the 2017 TDC Strategic Plan report recommends new or enhanced visitor experiences that include agritourism, sports and recreation opportunities, and upgraded or enhanced visitor experience opportunities in the heritage area.

The good news is survey respondents have 85% brand awareness of both “Florida’s Historic Coast” and “Culture Around Every Corner.” However, the report also revealed a “been there, done that” attitude. This provides opportunities for development of content, presentation, and messaging that inspires repeat visits to the destination.

Coincidently, Google Statistics reveals that 85% of travelers have not determined their complete itinerary after “booking” their trip. Therefore there are opportunities to “divert” travelers from the mega attractions to the South, extend visitation stays, and encourage repeat visitation.

COMPETITIVE RESEARCH

As we develop our FY 2019 Strategic Marketing Plan, it is important to track how our regional cohort markets are branding their destinations and what they say about themselves to attract cultural travelers. They represent the largest competitive segment for the “passives.”

The majority of destinations in our regional cohort have made significant changes to the content on their websites since 2013. These 2017 changes can be summarized into four key insights:

“A picture is worth a thousand words”

“Less is more”

“Planning is everything”

“When in doubt, listen to a peer”

Here’s why. Some members of the cohort have:

- Added more engaging visual ACH content on each page – graphics, photos, videos
- Significantly reduced the amount of “text” per page, used hyperlinks in remaining text
- Added planning tools to their sites: Maps, Itineraries, Plan Your Trip recommendations and Trip ideas
- Added reviews and ratings such as TripAdvisor and Yelp ratings to events/venue pages hyperlinked to reviews

The following is a snapshot of each of our regional cultural tourism competitors pulled from their respective websites with more detail.

DESTINATION SUMMARIES

Orlando, FL – “Visit Orlando, The Official Source for Orlando Travel Planning”

Arts, Culture and History:
“From the best of independent film at the Florida Film Festival to thought-provoking collections at the Orlando Museum of Art and the Cornell Fine Arts Museum, cultural options in Orlando offer a mix of traditional and modern entertainment for visitors. The state-of-the-art Dr. Philips Center for the Performing Arts brings in renowned national and international performers for Broadway, pop, rock, jazz, dance and more. The Orlando Ballet showcases a combination of
classical ballets and contemporary pieces, and the Orlando Science Center engages visitors with interactive and informative exhibits. With some of the world’s most creative theme park settings, it’s no surprise Orlando has such a vibrant local arts scene.”

**Tampa, FL - “Visit Tampa Bay. Treasure Awaits.”**  
https://www.visittampabay.com/things-to-do/tampa-arts-culture/  
http://www.artstampabay.com/

**Arts & Culture**  
“Find the treasures you seek, and get a view to match. In Tampa Bay, cultural gems mingle with authentic history to create an atmosphere that inspires awe and adventure. Whether your quest is for art spanning antiquity to the modern era, sensational live entertainment or other untold delights, imaginative and inspiring thrills await around every corner.”

Note: **Arts Tampa Bay**, a project of the Arts Council of Hillsborough County, is an Artsopolis site. Cultural “assets” listed on the site include Art, Film, Festivals, Music, Theatre, and Literary. Site also features an Arts Calendar for locals and visitors alike.

**The Florida Keys and Key West, FL - “Come as you are”**  
http://www.florida-keys.com/arts-culture/

**Arts & Culture in The Florida Keys:**  
*Florida Keys & Key West attract people interested in heritage and cultural tourism and who want to experience the arts, with events ranging from an annual literary seminar to a professional symphony orchestra series.*

- **Art in Public Places**  
- **Film**  
- **Galleries & Visual Arts**  
- **Literary**  
- **Museums, History & Nature**  
- **Performing Arts**

**Sarasota, FL - “Florida’s Cultural Coast”**  
http://www.visitsarasota.com/things-to-do/arts-culture

Get more culture with your beach vacation from world-class visual and performing arts, events, and venues. Sarasota County is enriched by its Arts & Culture offerings. Known as Florida’s Cultural Coast, it’s where you can enjoy museums, art galleries and performing art venues all around town. No matter when you visit, there’s always an art attraction with something new to see! Sarasota is known as Florida’s Culture Coast for its abundance of arts and artists packed into a relatively small geographic area.

**Sarasota Arts & Culture Trip Ideas: Starters’ guide to the Ringling**  
http://www.visitsarasota.com/article/starters-guide-ringling

- **Discovering Plein Air Painting in Sarasota**  
  http://www.visitsarasota.com/article/discovering-plein-air-painting-sarasota
- **The Local’s guide to the Sarasota County art scene**  
  http://www.visitsarasota.com/article/locals-guide-sarasota-county-art-scene
- **Four attractions for art lovers in Venice**  
  http://www.visitsarasota.com/blog/four-attractions-art-lovers-venice
- **36 hours of Arts in Sarasota**  
  http://www.visitsarasota.com/article/36-hours-arts-sarasota
Savannah, GA – “Visit Savannah, Est. 1773”

- You call them expert tour guides {We call them locals}
  - Watch My Savannah video series: http://www.thisismysavannah.com
- You call them legendary musicians {We call them regulars}
  - 2017 Savannah Music Festival: http://www.savannahmusicfestival.org
- You call it a sightseeing tour {We call it a joy ride}
  - Come aboard the NEW Georgia Queen

Savannah Arts and Culture

Arts & Culture category links:
- Architectural Landmarks
- Art Galleries, Historic Sites
- Theatre/Symphony and All

Each individual event listing includes TripAdvisor and Yelp rating links to reviews. Visitors can sort each arts & culture category by these ratings.

Charleston, SC - “Everything you heard is true.” Discover
http://www.charlestoncvb.com/plan-your-trip/arts-entertainment-culture~206

Arts, Culture & Entertainment
Cobblestone, sand and water provide endless opportunities. Famous golf courses, top-rated tennis courts, pristine beaches, monumental battleships and beautifully preserved architecture barely scratch the surface of attractions in Charleston. You can be as adventurous or as tame as you like. Multiple pages showcase two “Featured Offers” that click through to ACH sites for adventures, tours, beach, shops and events. Site has searchable Arts and Culture categories and searchable locations/venues.

Charleston Arts, Culture & Entertainment categories:
- African-American/Multicultural
  Celebrate a diverse culture.
  The history of African-American contributions to the vibrant arts and culture scene of Charleston, SC is rich.

- Arts Galleries
  Experiencing art is a way of life here.
  There’s no shortage of art in Charleston. See for yourself by stepping inside a few of our many galleries. You will not be sorry you did.
Festivals & Events
*Celebrate with us.*
Charleston is buzzing with events and festivals year-round. Join us.

Music
*Charleston has many different sounds and tempos.*
We invite you to take a listen. Charleston’s music scene is more alive-and diverse-than ever. It’s jazzy, funky, soulful, classical and contemporary.

Theater & Theater Venues
*We have magic waiting for you behind our curtains.*
Even after the arrival of movies and television, there is still a sort of magic that comes from watching live acting and seeing a story come alive right before your very eyes.

Charleston VCB Blog
http://www.charlestoncvb.com/blog/
Newsletter "Insider Updates" sign up screen

- Artsy Adventure: a hip three-day Charleston getaway
- Two Fork Safari: three days to dine your way through
- Girlfriend Getaway: 3 days to sip, shop, & selfie
- Guide to Romantic Charleston
- Pet-friendly Getaway
- Luxurious Getaway
- Tranquil Retreat
- Modernist Getaway
- Family Playcation

The cities mentioned above are our regional cultural tourism competitors. If we broaden the vision to include national and international cultural tourism destinations as noted in the SJCC Strategic Plan, we then add Santa Fe, Austin, Monterrey, Stratford (Ontario) to name just a few.
OBJECTIVE FY 2019

Shepherd and the St. Johns Cultural Council will continue to publicize Historic Coast Culture in 2018-2019. The Shepherd public relations department will elevate awareness of the arts, culture and heritage tourism activities and events in the county to audiences outside the St. Johns County market through targeted media relations’ efforts.

Specific to public relations, the challenge is to develop media relationships that result in key media placements, driving visitors to St. Johns County to experience arts, culture and heritage activities and events.

TARGET AUDIENCE

Travel and tourism domestic media with specific interest placed on travel media in the state of Florida and Southeast, as well as national travel-focused publications.

Niche publications reaching the following audience segments: Hispanic, African-Americans, nature, family, women, culinary, history, arts and culture and music/entertainment. Other niche audiences as assigned by the St. Johns Cultural Council and/or for targeted pitches.

STRATEGY

- Gain positive media coverage of the arts, culture and heritage events and activities that fall under Historic Coast Culture
- Partner with VISIT FLORIDA to leverage media receptions and networking opportunities and/or attend influential travel writer conferences and/or niche travel marketplaces with travel media networking opportunities
- Publicize the arts and culture prevalent in St. Johns County tied to primary events and themes outlined in the introduction
- Generate publicity for major special events and partners, as designated by the SJCC
- Continue to increase awareness and use of the Historic Coast Culture media page
- Create and distribute Historic Coast Culture media kits
TACTICS

- Generate regular news releases and/or media pitches about Historic Coast Culture. Become the definitive Florida cultural tourism destination
- Communicate regular messages and/or press releases about this year’s focus on primary produced events
- Seek out networking opportunities with travel media
- Generate regular special event announcements to media contact list
- Respond to media leads as appropriate
- Develop targeted media contact lists; maintain and update regularly
- Maintain and update Historic Coast Culture media page frequently
- Build print media kits, as well as kits on flash drives for regular distribution
- Generate ACH familiarization (FAM) trip opportunities to showcase Historic Coast Culture and partner with the St. Augustine VCB in planning and executing media to gain placements from regional and national high-profile travel writers as needed
- Partner with VISIT FLORIDA and St. Augustine VCB to include arts, culture and heritage offerings to media visiting/researching the destination
- Leverage the #CultureAroundEveryCorner social media and public relations campaign to gain positive media attention and added-value editorial media content.

In order to build stronger relationships with travel media and influencers, it is recommended that a SJCC media relations representative attend/execute one or more of the opportunities described below.

- Attend influential travel writer conferences and/or niche travel marketplaces with travel media networking opportunities
- Partner with VISIT FLORIDA to attend conferences, media receptions and networking opportunities
**KPI**
To reach 600,000,000 earned impressions through 900 media placements.*

*KPIs have been increased compared to 2017-2018 data due to significant successes from greater efficiency and implementing new media distribution tactics, such as being more strategic with media lists and event calendars.

**Measurement**
Public Relations efforts will be evaluated based on their ability to generate impressions through key media placements. *DataSource: Cison PR Reporting*

**Reporting**
- **Frequency:** Monthly to the TDC
- **Purpose:** To provide an overview of the content and types of media placements earned, and key metrics such as circulation and YTD impressions

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements

---

**K Promotion Sales Management and Support**

Currently the only direct Sales Promotion is a project under discussion to present a revised Cultural and Heritage Tourism Marketing Conference (originally presented in 2013 with 72 delegates) under the NAMP Regional Conference of Americans for the Arts. The National Arts Marketing Project (NAMP) is looking to create diverse geographic distribution of its major professional development workshops. NAMP staff and the Cultural Council have identified the last week of January as a target window – after all, who from the frozen North would not want to come to Florida in January. Last year NAMP did a conference in the Brevard area and attracted more than 200 delegates. See other sections for similar projects.
Online travel is projected to increase annually over the next 10 years at a rate of 3.8% per year.


As travelers progress in their planning, they will seek information related to their destination, such as things to do or places to eat. They will read reviews and research suggested itineraries. The objective of all Search Engine Optimization (SEO) strategies will be to attract the online travelers at different stages of their planning journey.

STRATEGY

In the 2017-2018 FY, there was emphasis placed on content generation to increase Organic Search. Spotlight articles and itineraries have contributed to the increased site content. In the next fiscal year, the SEO strategy will be to continue to develop new content that is relevant to the traveler. New content will speak to specific topics for a more personalized experience.

KPI
Increase referring Search traffic from 4,100 to 5,125

Measurement
Metrics that will be used to determine success include:
- Referring traffic from Search
- Travel Itinerary Page Bounce rates
- Time spent on page
- Downloads
- Outbound Links Clicks

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements
TDC STRATEGIC PLANNING PROCESS

The TDC Strategic Planning process launched in Fall 2016 further informed the development of the ACH Grant Program. While no decisions for revisions beyond 2019 can be determined at this time, the Cultural Council, in response to input from the field did revise the Grant Guidelines and subsequent awards include:

- Grant funding indexed to increases in tourist development tax collections
- That the funding cap on multiple applications with a category be addressed;
- That the current percentage allowed reenactor stipends be eliminated as there is not a restriction on guest artists or performer stipends or fees in other categories.
- Two Categories (Product Development and Annual) were combined into one category, “Annual and Special Events”
- A new Resource Development Category created a pilot project to assist in the presentation/production of events and programs.
- A Marketing Support Category was added to support annual marketing of organizations open throughout the year.

A major concern, expressed by the field, in the TDC Strategic Plan workshops, was how TDT dollars can be allocated to better support “content” versus the emphasis on advertising and promotion. This is an issue for the TDC, the County, and ultimately the Legislature to address as the current Statute maintains the main purpose of the TDT is attracting tourists.

SJCC, while sympathizing with the field, recommends analysis and evaluation of how to provide “foundational support” for content and quality development while still complying with FS.125.0104. This should occur during the 2019 period as the TDC also addresses other developmental concerns identified in the Plan such as sports, agritourism, and pier replacement.

Travel Trade/Consumer Direct

The Cultural Council does not have programs in this area. We leave that to the VCB.
SOCIAL MEDIA REVIEW

- During the first seven months of FY 2018, social media was used to promote the Historic Coast Culture/“Culture Around Every Corner” destination brand, along with key cultural events.

- Measurement moved beyond ancillary metrics tied to likes, shares and comments to generating intent-driven actions like website visits, content downloads on-site, and traffic to cultural event sites.

- Paid ads were incorporated into overall Social Media strategy to amplify the reach and exposure of Historic Coast Culture’s content.

- New market testing with Facebook Carousel ad units, targeting high profile feeder markets for the state of Florida, contributed greatly to expanded awareness and engagement.

- Fan Sentiment: we encourage the reader to visit the Historic Coast Culture Facebook page and view the many positive comments about the events posted and the destination overall.

SOCIAL MEDIA OBJECTIVES FY 2019

Continue to grow awareness of and engagement with Historic Coast Culture across its various social media properties, using a mix of “organic” and “paid” tactics. “Organic” is defined as content created for traditional posts used to create engagement and interest. “Paid” content refers to boosted posts or sponsored content.

SOCIAL MEDIA STRATEGY

The Historic Coast Culture strategy plans for the production, management and maintenance of strategic editorial calendars that effectively showcase “Culture Around Every Corner” with exciting, compelling content. A combination of photography, video, and storytelling will be used.
that wraps around the usual tasks of promoting individual events to our “Cultural Tourist” target market, in areas surrounding St. Johns County.

Overarching themes that will guide our work and resonate throughout the strategy include:

- Promote the #CultureAroundEveryCorner social campaign with Itineraries and Guides
- Monthly “People of Culture” series to highlight an individual artist, musician, or cultural icon relevant to each monthly theme
- Showcase two signature events through unique, behind-the-scenes, first glimpse experiences captured with images, video and Facebook/Instagram Stories

**PAID SOCIAL MEDIA**

Paid content is based on a “bidding” system, which determines the cost-per-click by target demographics. Each Social Media platform has its own proprietary algorithm for this calculation. Therefore, costs will vary per channel as well as per audience.

- Paid Social will amplify the reach of organic content
- Run in Tiers I and II. Use Tier III to highlight specific high-profile events during the year
- Promote posts, photos and video with call-to-action text and links, aimed at generating likes, comments and shares that convert to online engagement

**SOCIAL MEDIA PROPERTIES**

These are the main social media properties that Historic Coast Culture maintains and how we use them to accomplish our goals for social media.

**Facebook**

*Post frequency:* 3-4xs per week.

*Outline:* Facebook is our primary platform for reach and engagement.

*Goals:* Connect with new and repeat visitors to St. Johns County, and convert social engagement into web traffic and downloads.

*Content Engagement:* Post a combination of photos and videos with call-to-action text and links, aimed at generating likes, comments and shares that convert to online engagement.
**Instagram**

*Post frequency:* 3-4xs per week.

*Outline:* Instagram is our primary platform for telling the Historic Coast Culture story through locations, or people, of cultural and historic significance to the area.

*Goals:* Tell the story through photos and guide follower participation to share photos of their experiences that support our narrative.

*Content Engagement:* Post a combination of photos and videos with relevant hashtags (#HistoricCoastCulture, #LoveFL, #StAugustine, #CultureAroundEveryCorner) that generate likes and comments. URLs do not become links on Instagram so should not be included in text, rather using/updating the “Link in bio” as the primary call-to-action.

**Pinterest**

*Post frequency:* 1-2xs per week.

*Outline:* Leverage the different “boards” to showcase the various Itineraries and Guides. Scenic pictures will attract more pinning activity and are more likely to be “re-pinned” or shared within the social circles of Pinterest users.

*Goals:* Build community and influence around sharing food, events and location itineraries or guides.

*Content Engagement:* Pin and re-pin pictures of venues or even recent events that foster Pinterest community engagement around a specific pennant/category. Each photo on the boards could link to either a short video about the area, the website itself, or other source of information to excite potential guests to learn more.

According to a 2016 study by Pew Research Center, approximately 21% of all US Adults use Twitter compared to 79% who access Facebook. Twitter users are predominately male and younger, falling outside of our primary target audience.
Twitter

Post frequency: as needed.

Outline: Twitter is used on a limited basis, primarily for real-time engagement during Visit Florida Twitter Chats and customer service.

Goals: Reach as many people as possible through followers and travel writer/influencer engagement.

Content Engagement: Post photos and text with calls-to-action in response to questions posed during Visit Florida Twitter Chats, aimed at generating clicks and retweets.

YouTube

Post frequency: 1-2xs monthly.

Outline: YouTube is our primary platform for sharing longer-form video.

Goals: Generate video views and web traffic through hotspot links in video clips.

Content Engagement: Leverage videos posted to Historic Coast Culture’s YouTube on other social media and marketing/advertising platforms. Post video clips with call-to-action hotspot links, encouraging viewers to visit the website and download an itinerary to plan their trip.

COMMUNITY MANAGEMENT

- Daily Monitoring: All social media properties are monitored by SJCC Monday-Friday 8:30am-5:30pm Eastern Time.

- Customer Service & Response: When an issue arises, response is evaluated by SJCC and the Shepherd Team as needed.

- Escalation: Depending on the issue, we may need to further escalate questions or comments through the corresponding organization/business groups as needed.
KPI

The top priority strategic goals we strive for across our social media work are outlined in the measurement section below. Each goal connects to one or more specific KPI that measure success for that goal. In FY 2019, we estimate an increase in overall engagement with intent-driven social interaction and referring traffic to historiccoastculture.com from 5% in FY 2018 to 7.5% in FY 2019.

Measurement

The following metrics are used to gauge success of our social media efforts:

<table>
<thead>
<tr>
<th>Reach</th>
<th>KPI → Total volume of connections across social media channels.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>KPI → Percentage of new connections compared to previous periods.</td>
</tr>
<tr>
<td>Engagement</td>
<td>KPI → Actions taken, including: clicks, shares, comments, likes, video views, influencer and organization participation, and email subscribes via social</td>
</tr>
<tr>
<td>Intent</td>
<td>KPI → PDF Downloads and Outbound Links converted from traffic directed to historiccoastculture.com. Visitors download an itinerary, or click on an event link to get more information about an event, or to buy a ticket.</td>
</tr>
<tr>
<td>Sentiment</td>
<td>KPI → Ratio of positive to negative comments and mentions.</td>
</tr>
</tbody>
</table>

Data Sources: APIs for Facebook, Instagram, Twitter, Pinterest, and YouTube; Sprout Social Listening API, and Google Analytics

Reporting

- **Frequency:** Monthly to the TDC
- **Purpose:** Provide an overview of content performance, best and worst examples, and trends in social media engagement as they relate to our goals and KPI

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements
OBJECTIVE FY 2019

HistoricCoastCulture.com will continue to support the ACH organizations of St. Johns County by creating more engaging content. The intent of the content will be to attract potential travelers as well as engage current visitors to the area. Website content will be updated on a regular basis to emphasize specific themes or highlight significant events.

One area of focus will include the Culinary Traveler. New content will be created around this category including itineraries, online maps, landing pages, social posts and articles. Local Businesses will also be encouraged to populate the Business/Eats and Drinks Directory section of the Website.

In a recent study, about 62% of respondents said they would recommend a destination based only on its food.


As always, there will be a constant effort to optimize the user experience by continually optimizing site performance. These efforts include decreasing bounce rates and increasing time spent on site as well as the percentage of return visitors.

KPI

As noted on page 16, the goal for HistoricCoastCulture.com will be to increase annual Website visits to 230,855. The quality of this traffic will be evaluated using the metrics listed below.

Measurement

The following metrics will be used to gauge performance:

Content Generation

Total Visits
New vs Returning Visitors
Frequency of Website Visits
Return Visits
Time Spent on Site
Content Sharing
User Comments
Downloads
Outbound Link Clicks
Website Click-through
Site Performance

Bounce rates by device
Average time on site

NOTE: Proof of Performance – Affidavits and coded invoices are submitted per TDC payment requirements

“The Artsopolis Network supports a growing number of licensees dedicated to promoting Arts, Culture, and Entertainment in their communities. Network members benefit from our years of experience in culture marketing and Web development, as well as the collective wisdom and best practices of other Network members.”

– ArtsopolisNetwork.com

FY2019 Videos

In FY 2015, the Shepherd Agency created four approximately 2-minute videos along with a Brand 30-second PBS TV spot. The footage used to create these videos came from existing St. Augustine film shoots, along with minor pickup B-Roll footage. From these assets, Shepherd was able to create five original videos:

- Cultural Heritage/History
- Music/Concerts/Festivals
- The Neighborhoods
- Visual Arts
- Culture Around Every Corner (general brand video)

In November 2016, the Shepherd Agency leveraged the five videos to create Pre-Roll spots by repurposing the content from the 2-minute videos into :30/:15s (per video) for media advertising purposes. In 2017, a sixth video was created on the Gilded Age along with :30/:15s Pre-Roll versions. These Pre-Roll videos were used very successfully in our FY 2017 and FY 2018 Advertising Media Buys.

Now, for FY 2019, the Shepherd Agency recommends a "complete refresh" of the existing six videos, adding in Title Cards that call out the name of each individual video up front so the audience experiences a deeper connection to them. We also plan to revamp the current animation and edit the music and voiceover for the six videos.

Lastly, we will also create two new 2-minute videos to showcase the new FY 2019 Signature Events.
SHEPHERD HISTORIC COAST CULTURE FY 2019 ADVERTISING AND MARKETING BUDGET

Media Advertising
Recommended total media budget for FY 2019 fiscal ............................................. $382,500
Includes Visit Florida Digital Partnership/COOP $30,000
Note: See FY 2018 Media Advertising Flowchart draft on the next page

Creative
- Advertising banners, native ads, carousel ads, etc. ............................................. $28,000
- Videos/Pre-Roll for digital marketing/advertising ............................................. $18,000
Total Creative ........................................................................................................... $46,000

Digital
- Miscellaneous requests/maintenance
- Changes to site to coincide with FY 2019 signature events
- Monthly Analytics - 12 mos.
Total Digital ............................................................................................................ $17,000

Social Media
- Planning and execution of campaign (33 hrs./mo.) ............................................. $ 50,000
- Properties: Facebook, Instagram, Pinterest, YouTube (Twitter as needed)
  - Develop, execute and oversee Editorial Calendar
  - Management/measurement, reporting for 12 months
Total Social Media .................................................................................................... $50,000

Public Relations/ Media Relations
- 26 hrs. less 16 budgeted retainer hrs. = 10 add ‘l hrs./mo. or $1,250/mo. ...... $ 15,000
- Media Visits/Familiarization ............................................................................. $ 6,000
- Printing 20-30 Media Kits and 60 digital media kits ........................................... $ 500
Total Public Relations/ Media Relations ............................................................... $21,500

Coop Consultancy and Guidance Total ................................................................. $8,000
Contingency .............................................................................................................. $15,000

Budget Total FY 2019 ............................................................................................. $540,000

Optional, if desired:
- Full time social monitoring & response ............................................................... $18,000
  (Facebook, Instagram and minimal Twitter @ $1500/mo.)
For the past several years, the TDC and now the Cultural Council have budgeted advertising and promotional commitments that will be continued in 2019 and are included in this section.

PRINTED CALENDARS OF EVENTS

Printed Calendars of Events are a partnership program between the VCB and the Cultural Council. The VCB pays for collection, writing, layout and the Cultural Council pays for printing and distribution. Each year the demand for the three issues – Winter Nights of Lights, Spring/Summer and Fall has increased. In 2018 costs were over $27,000 and the calendars were reprinted multiple times. Budget $30,000.

KPI
Partnership with VCB continues with over three issues and 20,000 calendars printed. Reprints as demand warrants.

A1A SCENIC HIGHWAY MAP

For the past three years the TDC and now the Cultural Council has sponsored the A1A Scenic Highway Map. Budget $5,000.

KPI
Provide promotional advertising fee to the A1A Scenic Highway organization to print and distribute 50,000 maps. This is the same print run plus website listing as the FY 2018 budget level.

PRODUCT DEVELOPMENT
CASTILLO DE SAN MARCOS ACCESSIBILITY AND MARKETING

As a result of the partnership with the National Park Service and the Find Your Park Centennial campaign, we will continue to support the enhanced advertising and promotion of the visitor enhancement program noted in other sections. This targeted promotion will sync with the NPS Find Your Park national campaign that targets “35 and younger next generation of Park users.”

The current Cultural Council and Historic Coast Culture (Culture Around Every Corner) campaign target market is primarily affluent women, couples and families. As stated in the VCB State of the Tourism Conference in May 2017, MMGY that the “millennials” were a larger group than the
“boomers” at 84 million to 78 million population. The promotion campaign with the NPS Find Your Park national effort offers a terrific opportunity to support our local historic icon – the Castillo, at a very cost-effective level.

Included in this project is a “continuing partnership project” among the NPS, WJCT and the Cultural Council to enhance the visitor guides, orientation materials, through video, digital apps, and traditional print. The NPS on an agency level has required that NPS units update their “Accessibility” components. That is for physically disabled, blind, and deaf individuals and has awarded funds to the Castillo/Ft. Matanzas for this project. Recognizing an opportunity to assist both the NPS Accessibility project and the need for upgraded visitor materials, the Council agreed to fund the “360” video production through WJCT that will then be utilized by the NPS for their needs while creating advertising, digital apps and other promotions that highlight the importance of the Castillo and Ft. Matanzas. Total Project Budget was $125,000. The Cultural Council allocated $50,000 for video production, editing, and conversion to mobile apps. As of May 2018, three of the planned 360 Videos that serve as visitor orientation have been completed.

**KPI**

NPS, WJCT, and Cultural Council campaign with local guidance by Shepherd was initially launched in December 1, 2015 and began shooting in the Fall (cooler weather) of 2016, final edit and production was completed in March 2018. Three to four more videos will be produced during FY 2019. A modest $10,000 is budgeted for additional video shoots and editing if existing “B” roll is not adequate for quality production.

### TAPESTRY PASSPORT PROMOTION

Even with the closing of the Tapestry Exhibition, the passport “had legs,” offering a continuing opportunity to use the existing graphics and text (with minor post 450th editing).

The Cultural Council contracted with Seaspire Communications, the principal was the City staff person who managed the project during the 450th, to revise and update the materials for print, web and mobile. As of May 2018, rack cards have been printed and www.TapestryStAugGuide.com has been launched.

$10,000 is budgeted for planning and design only of a mobile-friendly version of the guide. Cost for execution will be determined once a format is agreed upon.

**KPI**

- ACH participating organizations and galleries
- 2,500 initial Passport print run
- Total number of new users of the mobile version
CULTURAL ENCOUNTERS

Cultural Encounters were initially planned as a Cultural Tourism “Road Show” and include high-quality, authentic performances, appearances, exhibitions, reenactments and “saunters” at appropriate venues. These will be coordinated and presented by the Historic Florida Militia.

Examples include:
- “Itineraries” and tours of the Flagler/Alcazar “Gilded Age” in the King Street District
- Spanish Heritage itineraries and tours
- Living History experiences with authentic costumed, historically accurate, trained reenactors, musicians, and other qualified artists engaged to interact with visitors on streets.
- During FY 2017, the St. Johns Cultural Council and the City of St. Augustine developed the History On The Streets (HOTS) with the Historic Florida Militia contracted for monthly “visitor encounters.” While the City no longer funds the program, the value has been demonstrated. Therefore, continuation of the $18,000 reimbursement pool is included.

KPI

Contract with Historic Florida Militia requires:
- Provide historical interpretation on at least one (1) weekend day per month (i.e., Friday, Saturday or Sunday) during peak visitor hours.
- Each historical interpretive activity must include at least three (3) hours of interpretation during the course of the day (do not have to be consecutive hours).
- During each historical interpretive activity, all participating interpreters must be present and actively engaging folks in the downtown areas for a minimum of two (2) hours per person.
- Provide a minimum of four (4) interpreters engaging the public for the entire duration of each interpretive activity (do not have to be the same four interpreters for the four-hour duration).
- Contractor must notify the St. Johns Cultural Council of a scheduled historical interpretive activity and submit the activity information into the Cultural Council event calendar, HistoricCoastCulture.com, at least five (5) business days prior to the activity. Historical Interpretive activities will begin at a time and place within the Historic District selected by the contractor and approved by the Cultural Council that will best serve the purpose of the program.
- The scheduled interpretive activity may not interfere with City events or other historical reenactments and must be in compliance with the City Ordinance related to public creative expression.
- Participants must willingly engage the public for the purpose of providing information and visual images of the lifestyle of the inhabitants of St. Augustine. This provides a means for interpreters to explain the difference between fact and fiction. Photographs with the public are encouraged.
The HOTS Program has been proven successful with submissions of photographs, social media posts of visitors and comments from the reenactors themselves.

As a follow-up to this program, the Cultural Council has discussed with and encouraged the Historic Florida Militia to submit an ACH Grant Proposal that would expand and formalize the School of the 16th Century program to provide immersive, authentic experiences that would attract visitors for a 2-3 day stay.

At the time of this submission to the TDC, the Cultural Council has not received confirmation of intent to submit an application. The St. Johns Cultural Council will continue discussions with the Militia about establishing this program for FY 2019.

S Familiarization

During 2016-18, the Council and the Shepherd Agency, in partnership with the VCB hosted multiple FAM tours for writers from Canada (2), Atlanta, Washington DC, Ohio, and several cities in Florida.

At this time, no large-scale media familiarization trips are planned for the 2018-2019 fiscal year. However, the Cultural Council may determine the viability of hosting individual media as needed, in conjunction with promotions for the signature events.

T Tour Programs

SJCC does not develop tours but supports the Lightner Museum, Flagler College and other organizations such as the ACCORD Civil Rights Trail, the Slow Food Farm Tour, Farm to Table Tour, Art and Architecture Tour, the Compassionate St. Augustine Obelisk public art tour, Uptown Saturday Night and the AGOSA First Friday Art Walks.

U Festival/Event Promotion

Promotion of St. Johns County festivals and cultural events is ongoing on HistoricCoastCulture.com. The ACH Marketing Communications Campaign promotes the “Culture Around Every Corner” destination brand and its six key assets – Visual arts, Performing arts, Festivals, Living history, Culinary and Many cultures – driving visitors to the website for more information. In addition, the Marketing Campaign also promotes key events unique to St. Johns County, with paid advertising, earned media (publicity) and social media. (See A. Marketing communications, B. Paid Media Advertising, G. Internet marketing, J. Earned Media/Media relations/Publicity)
For FY 2019, the two Signature Events will be a significant part of the year’s promotion along with the #CultureAroundEveryCorner Social Media Campaign.

**Two Signature Events – Planning/Production**

Once the Signature Events are chosen, Shepherd recommends the following steps take place to ensure the events run efficiently and are successful.

- Kick off planning meeting
- Define Roles / Responsibilities
- Securing Dates / Locations
- Identify Sponsors / Budget
- Pull together core teams
- Research & Development
- Event Execution
- End of event debriefing & evaluation

### ANNUAL ACH GRANT FUNDING PROGRAM - $660,000

The projected Grant Pool for FY 2019 is $660,000 and represents a 6% increase over the current grant level consistent with the projected increase in TDT collections. Suggestions have been made that unpaid grant funds from prior years be added to the pool, however, the BOCC has not adopted the policy therefore the projected pool has been outlined on the basis of current TDT collection projections.

**Strategies:**

- Focus funding on programs, festivals, and events occurring during non-peak periods
- Use events to build experiential cultural opportunities for visitors that will encourage repeat visitations
- Provide source for professional advertising and promotional assistance to cultural organizations
- Develop cooperative advertising programs for Programs/Festivals/Events occurring during non-peak periods
- Promote visitor participation through implementation of program(s) for dissemination of Program/Festival/Event information to visitor population staying in ST. JOHNS COUNTY lodging properties
- Encourage overnight stays through advertising and promoting Programs/Festivals/Events geographically outside of a 1-½ hour driving time to the event

- Establish benchmarks for program/festival/event visitor participation and spending in the grant application and reports

- Include incentives for Reenactments and Enhancement improvements by allowing in-kind match to value volunteer time along with goods and services

KPI

Performance measures below rely on the ACH grant recipients to meet the criteria outlined in the 2019 Grant Guidelines. 50 of the 100 points of the scoring relate to promotion, low and moderate peak programming, development of lodging partnerships along with 40 points related to quality of programs and management ability.

ACH GRANT ONLINE SOFTWARE - $9,000

In addition to the actual grant award fund, the completion and full implementation of the online grants management system is essential. Early in calendar year 2015, St. Johns County Purchasing Department issued an RFP for an online grants management software package that would include: online grant application; online scoring by the funding panel; post-award contract module; and interim and final report modules. A contract was awarded to a vendor whose platform was a specific format for very large grants such as those issued by state and federal agencies. For over a year, TDC and Cultural Council staff, along with input from the field, attempted to develop a user-friendly application appropriate for arts, culture, and heritage events and programs. In February 2016, a determination was made that in spite of the best efforts, the software was not usable.

The St. Johns Cultural Council and TDC are proud to state that the FY 2019 ACH Grant Program is now an Online Application based platform developed by Fluid Review, a subsidiary of Survey Monkey. The renewal fee for the online software is $9,000.

Special Note on the Special Event ACH Funding Program

For implementation no earlier than FY 2019, the SJCC and the TDC staff will continue to evaluate and revise changes in Grant Categories to reinforce the philosophy that this program of support is non-renewable except under contract conditions, requires specific scope of work to be accomplished, and removes any sense of entitlement or operational funding. This revision is a direct result of TDC-declared funding priorities to support programs and events that have significant measurable ROI and that “move the needle” in generating tourism dollars.

This plan takes a further step above and beyond 2017 and 2018 ACH Grant category of Product Development to offer a funding mechanism for event and program production and presentation if current ACH applicants are unable to meet the standards noted below for these “move the needle” events. Pilot projects have included a Find Your Park Plein Air painting event during National Parks Week in celebration of the National Park Centennial. In addition another NPS
program was launched with WJCT Public Broadcasting to produce expanded visitor guides for
the NPS Castillo and Ft Matanzas sites that will provide visitor orientation materials including a
smartphone app.

The link to the Approved 2019 ACH Guidelines and Criteria is: http://stjohnsculture.com/grants-
awards/tdc-grants.

The link to the Online Application form is: https://achgrantsprogram.fluidreview.com.

SPECIAL EVENTS/PRODUCT DEVELOPMENT - $150,000
OPPORTUNITIES NOT CURRENTLY IDENTIFIED

Strategies: Identify and evaluate unique and extraordinary cultural programming
opportunities with a high potential of serving as a tourism demand generator.

A prime example of this component was the development of the Sing Out Loud three-week
music festival in partnership with the St. Augustine Amphitheatre. This program that occurs in
the mid-August – end-September period will be continued contingent on funding and availability
of Amphitheatre production staff and facilities. Understanding that major national and
international concert artists provide substantial revenue to the Amphitheatre and therefore
receive booking priority.

Recommended Guidelines:
The SJCC, TDC, and VCB in partnership may identify ACH program and event “gaps” and
opportunities that would further meet the overall goals (generate overnight stays, incremental
income, greater awareness) and subsequently solicit significant Arts, Culture, and Heritage
proposals that:
  ▪ Offer high-quality events and programs
  ▪ Generate state, regional, national and international awareness of St. Johns County as an
    arts, culture, and heritage destination
  ▪ Encourage multiple-night lodging occupancy
  ▪ Occur outside of peak lodging demand periods
  ▪ Offer the maximum opportunity to generate additional revenues through ticket sales,
    corporate sponsorship, and incremental expenditures for area businesses
  ▪ Must wholly occur within St. Johns County
  ▪ Have a specific, limited time of presentation, exhibition, or production not to exceed
    18 months

Events and programs of this scope and scale have been identified by the Shepherd Agency as
having significant cultural tourism potential when offered in partnership and collaboration with
culinary (foodie), culturally specific (ethnicity), cross genre (music, art, theatre) organizations
and presented in a major festival setting. Such events produced 3-5 times annually would
parallel the Mumford, Picasso and El Galeon success and furthermore, raise the bar in quality
and value for the cultural tourist demographic. Such events would also follow suggestions by
TDC and hospitality industry representatives to fund fewer, but more impactful programs that
have a greater ROI on ACH funds.
For 2019, the Council, the VCB and the TDC staff would encourage “demonstration” projects that meet the guidelines and goals outlined in this section. Through these Opportunity Programs and Events ACH funds would provide incentives to develop quality programming in those areas outside and in addition to the main St. Augustine “hub” of ACH activity. This program may be implemented through a multi-year RFP process, a revision of the ACH Grant Program, or through direct production and presentation as appropriate to accomplish the “Signature Events – Personalized Experiences” goal of attracting cultural tourists who stay longer, spend more, tell others, and return often.

**Eligibility:**

- St. Johns County creative industry arts, culture, and heritage organizations and producers/presenters with the capability of managing the scale of events projected

- Other St. Johns County nonprofit organizations serving as fiscal sponsors for event/program producers as long as the event/program has a significant arts, culture, and heritage priority focus, e.g., a major music festival that also offers distinct food and beverage options versus a food or other festival that simply includes a local music or art component

- Units of government or higher education as long as the event/program has an arts, culture, and heritage focus

- Contracts for services and specific program implementation by or within the existing SJCC, TDC, VCB umbrella may be considered including industry business partners

**KPI**

The quality of the proposed program and the ability to meet the same criteria and data collection requirements as in the annual categories:

- Projected Event/Program Cost and Income Generation, i.e., budget
- Projected attendance – Out-of-County attendance
- Projected Room Nights
- Reputation and Experience of the event/program producers
- Marketing and Advertising Plan to attract tourists
MUSEUM SUPPORT
FROM F.S. 125.0104 STATUTE AUTHORIZING COLLECTION OF TOURIST DEVELOPMENT TAX

(5) AUTHORIZED USES OF REVENUE —
(a) All tax revenues received pursuant to this section by a county imposing the tourist development tax shall be used by that county for the following purposes only:
1. To acquire, construct, extend, enlarge, remodel, repair, improve, maintain, operate, or promote one or more:
   a. Publicly owned and operated convention centers, sports stadiums, sports arenas, coliseums, or auditoriums within the boundaries of the county or sub-county special taxing district in which the tax is levied; or
   b. Aquariums or museums that are publicly owned and operated or owned and operated by not-for-profit organizations and open to the public, within the boundaries of the county or sub-county special taxing district in which the tax is levied;

During FY 2019, the Cultural Council will evaluate and develop a plan for supporting County Not-for-Profit Museums as noted in 5.1.b above and that meet the statutory requirements of tourism promotion. This evaluation will include a survey of how other counties support museums, gain stakeholder input, develop funding criteria, and provide an implementation plan as part of the FY 2020 ACH Grant Cycle. Or, as the findings reveal, a separate funding plan and budget line item may prove to be the most effective means. Considerations may require a legal ruling on the part of the County Attorney as to what is the definition of a “not-for-profit museum.” This plan will be presented to the TDC no later than the January 2019 TDC meeting for approval and subsequent recommendation to the County Commission.

GEOGRAPHIC ASSET DISTRIBUTION AND SUPPORT

The majority of Arts, Culture, and Heritage events and programs supported through the ACH Grant Program and Council promotion are focused in two areas: the City of St Augustine and especially the Historic District; and Ponte Vedra. The TDC Strategic Plan identified several program “niches” that are appropriate for other geographic areas of the County and that have tourist development potential that would enhance the economic activity of those areas. Agritourism and the Culinary program noted earlier are appropriate for the Elkton- Hastings and West Central parts of the County. The Northwest area (Julington Creek, St. Johns, Switzerland) while shy on appropriate presentation facilities, do have potential arts, culture, and heritage assets.

During FY 2019, the Council will evaluate and develop a plan to create programming activity that meet the Statute. These programs may likely involve partnerships with other County agencies such as Parks and Recreation, the St. Augustine Amphitheatre, and private developers. While this planning may be launched in FY 2019, at this time the complexities and priorities of other partners may preclude a final Plan by September 2019.
SING OUT LOUD DIRECT SUPPORT – $125,000

The FY 2019 Budget allocates $125,000 to support the Amphitheatre’s Sing Out Loud artist and production fees. These funds are from the Special Events/Product Development budget noted above.

FISCAL SPONSORSHIP MATCHING FUNDS – $5,000

As long as local organizations keep passing the same dollars back and forth among them, there is no real economic growth – new money from outside is the key. Fiscal Sponsorship leverages TDC funds by providing incentives for ACH Constituents to apply for and receive matching grants and sponsorships from out-of-market funders to support advertising, marketing, and product development.

Local arts councils, community foundations and other nonprofits are increasingly involved in Fiscal Sponsorship or designated/restricted grants and funding. In 2013 and again in 2014 the SJCC served as the fiscal sponsor for two Visit Florida Cultural Tourism Marketing Grants. The grants supported a marketing program targeting African-Americans in preparation for the 2014 Civil Rights Anniversary.

The St. Johns Cultural Council will continue to provide this service as it generates new money coming to St Johns County and is critical in developing new cultural tourism opportunities in growing culturally specific demographics such as African-American and Latino markets.

At submission the actual grant budget (if any) of Visit Florida is not known. However a modest $5,000 in matching funds is included contingent on Visit Florida maintaining some version of the Tourist Marketing Grant Program that has assisted County ACH organizations.

KPI
- Hold at least one workshop on the Visit Florida (VF) Grant Program
- Encourage and provide matching fund commitments for at least three St. Johns County organizations
- Announce at least two VF Grants to St. Johns County organizations

HYBRIDIZATION OF NONPROFIT MODELS
NO FUNDS DIRECTLY ALLOCATED FOR FY 2019

ACH-defined events and programs are often produced and presented by non-501c3 corporations (i.e., private businesses) and associations (i.e., affiliations or groups of individuals united in a common ACH cause) that neither need nor desire to formally incorporate under IRS-exempt statutes. These programs and events are often of high quality, attract diverse audiences
appropriate for cultural tourism support, and are or can be an important cultural asset to St Johns County.

This component has both tourism attraction benefits as well as meeting the goals for new product/content development.

Throughout the U.S., this specific cultural and economic issue is currently being evaluated by arts councils, foundation and government funders and private sector and corporate funders and sponsors.

In 2013, the St. Johns Cultural Council identified specific programming opportunities for the appropriate role ACH TDC funding and promotional assistance can play in supporting these events and programs. How best to respond to the question, “what are the differences between a grant application and an RFP like that for advertising or other private sector services?” Opportunities under this program were evaluated during 2017 and as part of the TDC Strategic Plan. The result was to revise the FY 2018 ACH Guidelines to allow eligibility for “for-profit” businesses to apply in the Visitor Experiences and Annual/Special Events Categories. Therefore no funds are budgeted for this component for FY 2019. However, the component will be re-evaluated during the year to determine if the Grant process created the desired outcomes of new or upgraded events and programs that have met the significant tourist attraction goal of the TDC Strategic Plan.

SERVICES TO THE CULTURAL COMMUNITY
“INNOVATION IS CREATIVITY MONETIZED” AMERICANS FOR THE ARTS ANNUAL CONFERENCE

Through funding from the Florida Department of State, Division of Cultural Affairs Grant Program, the St. Johns Cultural Council has been awarded a $6,800 (approx. as of June 1) grant to support technical assistance, professional development and in-county organizational support, not permitted under FS. 125.0104 or current TDC Policies.

In order to develop and implement the TDC Strategic Plan for FY 2012-2018 and to meet the goals noted in the SJCC Mission Statement, it was first necessary to assess the current capacity of those organizations that applied for FY 2016 and 2017 ACH grants and then determine the most effective short- and long-term support options.

This Report reveals both a need for continued TDC Organizational Development of content, external marketing and administrative capacity as it relates to tourist attraction to be funded from TDC dollars, plus basic internal capacity building, volunteer and board development, and administrative growth funded through the DCA grant. One cautionary note is that the DCA Grant is a one-year commitment from legislative budgeting and this budget support may not be continued.

The first component in Services to the Cultural Industry is developing a comprehensive Technical Assistance and Professional Development program to increase and enhance both
the artistic and administrative capacity of the ACH Constituency in St Johns County through non-grant programs.

“Give a man a fish he’ll eat for a day. Teach a man to fish and he’ll eat for a lifetime” — Chinese Proverb

Costs for the following Services to the Cultural Industry are budgeted in various line items in the FY 2019 Budget.

**Strategies:**

- Support programming content development and administrative skills that create understanding and the ability to compete in the regional, national and international cultural tourism marketplace
- Identify, evaluate and develop programming content not currently available through existing providers of ACH events, festival, and programs

**KPI**

Workshops and seminars/webinars noted earlier in this plan offer specific marketing, business development, and content awareness.

The St. Johns Cultural Council will review all projected offerings and with input from the field, may develop specific learning sessions not currently identified.

The Cultural Council strongly recommends that Technical Assistance and Professional Development skills building workshops and programs be implemented through TDT dollars that assist the constituency to effectively plan, manage and evaluate the increased demand for high-quality, impactful events that are requested by the TDC Strategic Plan. Indeed, nationally qualified cultural planning consultants who have participated in Cultural Council meetings and workshops have suggested that this component be treated as important as the constituent request for more “content” dollars. After all, if more dollars are allocated to content development and presentation, will the actual financial and administrative requirement match up?

**CO-OP CONSULTANCY AND GUIDANCE PROGRAM**

In FY 2019, Shepherd will continue the very valuable “consultancy program” with the St Johns Cultural Council to work with local ACH groups on their grant project marketing. The meetings will focus on out-of-county marketing topics chosen by local groups (developing a marketing plan, advertising, public relations, social media, digital & analytics, etc.).

This program was developed at the direct request of the TDC staff and is designed to help educate and teach local groups how to execute their own marketing communications campaigns.
effectively. Establishing an “institutionalization” of internal advertising and marketing skills for both paid and volunteer staff of area organizations will further assist them in non-TDC grant advertising, such as corporate sponsorships, membership development, organization branding, and evaluation. This TDC-supported effort speaks to the need for more foundational support among the St. Johns County arts, culture, and heritage constituency. The program will, of course, be open and available to any arts, culture, and heritage organization whether or not they have received a TDC grant.

In FY 2019, the consultancy and guidance program will begin with a full-day conference offering group sessions on selected marketing topics desired by the local ACH groups, such as:

- “How to Demystify Creating Marketing Plans”
- “Getting More ROI From Your Advertising”
- “Using your Website and Google Analytics to Improve Sales and Grow Audience”
- “Growing Your Audience (and Profits) with Social Media”
- “Using Public Relations to Grow Your Brand”

Additional small group breakouts to talk further on a topic will be considered at the conference as well. All local ACH groups will be invited to attend.

Once completed, Shepherd’s one-on-one consultant-in-residence meeting days with ACH Groups would be scheduled as needed. Appointments are scheduled through the St. Johns Cultural Council. Shepherd will meet individually with local ACH groups on the appointed day.

**ACH MARKETING WORKSHOPS**

In addition to the Consultancy and Guidance program above, SJCC will host other workshops on the following topics:

- Attracting and Implementing Marketing Sponsorships
- Enhancing Quality of Product
- Developing Appropriate Evaluation Tools

Workshops may be repeated to ensure broad participation in the case of stakeholder conflicts.

These workshops will, through contracts for services, engage experienced professionals in the tourism industry, ACH-related leaders of comparable organizations to share best practices, and have a regional and national understanding of cultural tourism marketing as keynote speakers, workshop breakout session leaders and also serve as individual hands-on consultants to the field as needed.
• Workshop Consultant/Speaker Services $7,500

• Workshop Materials and Research Development @ $1,600 (example: Out-of-Market Media Kits developed for ACH Grant Applications)

**ARTS U - CULTURAL AND HERITAGE REGIONAL TOURISM MARKETING CONFERENCE – FEBRUARY 2019 - $12,000**

In partnership with the United States Cultural and Heritage Tourism Marketing Advisory Council and Shop America, the Cultural Council sponsored a three-day conference in October 2013. The proposed 2018 Conference will be in partnership with the NAMP Program of Americans for the Arts. This conference will focus on developing program content in conjunction with significant events – Case Study on the 100th Anniversary of the National Park Service (NPS) and the 50th Anniversary of Flagler College and the Flagler Era. Keynote Speakers may include NPS and Flagler leadership along with speakers from the 2013 conference such as the President and CEO of Visit Florida, Randy Cohen, Vice President Research Americans for the Arts, along with cultural tourism industry leaders from across the country. This conference is intended to become a biannual event in St. Johns County. SJCC will allocate $24,000 to support meeting room commitments and marketing support, and speaker fees.

SJCC will also offer additional marketing support to the St. Augustine Film Festival that is planning a “How to Produce a Film Festival in Your Community” (working title) as part of the January 2019 film festival in St Augustine. The Film Festival has applied for an ACH Product Development Grant and this component will support additional national advertising through Americans for the Arts, the Cultural Council’s national association.

<table>
<thead>
<tr>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 100 conference registrations for the 2.5-day (three overnight stays) Cultural Tourism conference</td>
</tr>
<tr>
<td>• National advertising through Americans for the Arts to 5,000 local arts councils</td>
</tr>
</tbody>
</table>

**FILM INDUSTRY TECHNICAL/PRODUCTION DEVELOPMENT – $10,000 (ADVERTISING)**

Several research reports on the impact of the film/television/fashion industry local “shoots” have demonstrated a significant impact on tourism. First, production companies bring large crews of talent and technicians and stay in local lodging and support restaurants. Second, and longer reaching, tourists come to visit locations they have seen on television and in films. Savannah (*Midnight in the Garden of Good and Evil*) and Estes Park (*The Shining*) are just two
examples. Indeed, recently New Zealand announced a countrywide tourism strategy based on *The Hobbit* and *The Lord of the Rings*, recognizing the increased visitation due to those films. St. Johns County has a long history, recently forgotten, with the film industry. Henry Flagler actively recruited the nascent film industry in the early 1900s with fine weather, multiple locations and easy access – St. Augustine was Hollywood before Hollywood was Hollywood.

Recently, individuals involved in the industry noted that the Jacksonville Film Commission took credit for hosting many films and television shows when they were actually shot in St. Johns County. Research and Development Funding is needed to support creative industry growth by developing an industry database of labor, facilities, equipment, labor and other information to create an industry development plan.

To support increased Film, Television, Fashion Industry Development this Plan proposes to formalize a St. Johns County Film Commission with the assistance of the SJCC 501c3 umbrella (see fiscal sponsorship above) to assist in the recruitment of industry shoots. The budget funds a Locations and Production Guide, joins Film/TV industry Associations as appropriate, and supports attendance at meetings and conferences with the goal of increased recruitment.

Several reports from the State of Florida and other communities are available through the SJCC on the impact of the Film/TV Industry on both economic development and cultural tourism.

The St. Augustine Film Office was established under the SJCC in 2013 and will continue to be supported through this plan and budget.

As evidence of success, the Film Florida Association held their semi-annual meeting in St. Augustine on June 28-30, 2016. The Film Office through its members in Film Florida has undertaken a priority to gain legislative support for film production incentives for production companies. This has raised both the profile and the financial need for advocacy engagement and activism on the part of the Film Office. Membership dues, inclusion in national industry production guides, attendance at industry conventions and recruitment events is now an economic development program. This is also an opportunity for St. Johns County and the St. Augustine Film Office to broadly promote the area as part of the Flagler era promotional program. Henry Flagler was a key leader in bringing the early film industry to St. Augustine. Perhaps we can rightfully say, "St. Augustine was Hollywood before Hollywood was Hollywood." The Film office, the St. Augustine Film Festival and the Cultural Council will create targeted tourist development programs during the 2019 fiscal year.
### KPI
- Website developed – updated by December
- 1,000 web keys (flash drive) reproduced as needed and distributed directing traffic to website – completed
- Henry Flagler’s Film Star Friends reenactment/social program
- Renew the ad in the Hollywood Reporter
- 50 personal contacts made with production companies
- Two or more Film and Media association memberships
- Two Conference attendance at film/media industry associations
- At least three Site visits by industry contacts or potential producer

### ARTS, CULTURE, HERITAGE INVENTORY AND DATABASE DEVELOPMENT – STAFF/CONSTITUENCY

Revise and enhance the countywide inventory of appropriate arts, culture, and heritage physical facilities appropriate for presentations, performances, exhibitions, and other related uses. Facilities may include those spaces available from nonprofits, civic associations and governments, faith-based, and commercial owners. The inventory should include seating capacity, square footage if appropriate, costs, available equipment, contact information and other information as needed. The inventory may be made available in print form as a brochure with locations noted and in an electronic or web-based version with Google map locations for easy revision as needed.

Through the HistoricCoastCulture.com website, we have established this directory of ACH organizations. This self-entry directory is available at no charge to both for-profit and nonprofit ACH organizations and businesses.

Revise and distribute a St. Johns Gallery Guide in partnership with AGOSA (Art Galleries of St. Augustine). This Gallery Guide has been partially funded through a private donation but the demand for the guide has increased and new galleries added necessitating additional print runs during the year. Similar to the ACH Grant support of the year-round nonprofit organizations that operate physical facilities, it is appropriate that the 2019 Plan allocate funds.

### CREATIVE INDUSTRY ACH MEETINGS AND CONFERENCE PARTICIPATION - $15,000 (TRADE SHOWS/TRAVEL/PER DIEM)

In addition to attracting conferences and meetings, regular staff attendance at travel and industry conferences is appropriate to continue to develop networks, learn best practices and better understand local, regional, and national trends. Examples include but are not necessarily limited to:
• Visit Florida/Governor’s Conference on Tourism – $1,000
• AFTA National Arts Marketing Conference – 2 @ $1,500
• Southeast Festivals and Events – 2 @ $1,000 depending on location
• USCHT Conference – 1 @ $2,000
• ACH Industry Co-op Participation – $2,200

CO-OP PROJECT: NATIONAL ARTS MARKETING CONFERENCE (NAMP), NOVEMBER 2019

The Cultural Council will again offer this “co-op” funding for up to 5 representatives of the ACH field to attend the NAMP Conference. Funds will support conference registration fees with each representative responsible for travel and lodging. Following the conference, the representatives will be required to share the learning with the field through one or more workshops and distribution of conference materials. Attendees will be selected through a questionnaire that asks: Why is this conference important to your position in your organization; what are your learning objectives; how will this improve your organization’s cultural tourism marketing program?

This program is separate from the regional NAMP conference scheduled for February 2019 and will offer local ACH leaders to attend, meet, network and learn from other ACH leaders from around the country.

This co-op project proved beneficial in 2014, ‘15, ‘16 and ‘17 as representatives from the Limelight Theatre, St. Augustine Lighthouse and Museum, the Lightner Museum, the Ponte Vedra Cultural Center and the St. Augustine Ballet were part of the team. Team members voiced how important this was in their administrative and artistic training. Budget $5,000

As part of cultural industry recruitment and marketing, the SJCC will maintain memberships in appropriate industry associations. These include Americans for the Arts, Visit Florida, SE Festivals and Events, the Florida Cultural Alliance and others. It will be difficult to attract conferences and meetings if SJCC does not hold memberships in the prospective organizations and associations. $5,000 is budgeted for memberships in addition to the recruitment costs above.

KPI
• Six ST. JOHNS COUNTY ACH Leaders registered for the NAMP Conference
• One “what we learned” workshop for the field following the conference
• Mentoring sessions as needed for participants to advise other ACH organizations
In response to the TDC Strategic Plan, St. Johns Tourism and Visitor Profile Report findings and the major anniversaries of the City of St. Augustine 450th, the National Park Service 100th and the National Trust for Historic preservation 50th, the Cultural Council in consultation with TDC staff believes it is appropriate to expand marketing and product development.

The budget below understands that the level of expenditures cannot be sustained in future years unless a dramatic increase in overnight stays occurs. However, given the nation’s current economy and the cultural tourist profile of higher income, more available time, and greater interest in authentic experiences, a determination was made that the time was right for this level of marketing and promotion campaign. Moving “passives” to “promoters” will require increased awareness of the ACH offerings, additional value-added options both in and out of market, and the anticipated collaboration with the NPS and NTHP campaigns. The “conservative projection of a 5% increase in collections coupled with new lodging coming online, and a bright future for travel” (MMGY Presentation to the VCB Industry Showcase in May 2017), offer an optimistic view of future collections.

See detailed budget on the following page.
## SJCC ARTS/CULTURE & HERITAGE FY 2019 PROPOSED BUDGET

<table>
<thead>
<tr>
<th>EXPENSE BUDGET</th>
<th>LINE</th>
<th>BCC APPROVED FY 2018</th>
<th>Projected FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROFESSIONAL SERVICES</td>
<td>51000</td>
<td>$213,750</td>
<td>225,065</td>
</tr>
<tr>
<td>PROFESSIONAL FEES</td>
<td>53100</td>
<td>$175,000</td>
<td>188,000</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
<td>53120</td>
<td>$15,000</td>
<td>3,500</td>
</tr>
<tr>
<td>CONSULTING SERVICES</td>
<td>53150</td>
<td>$18,000</td>
<td>3,000</td>
</tr>
<tr>
<td>ACH GRANTS (CAT 2)</td>
<td>53728</td>
<td>$618,000</td>
<td>660,000</td>
</tr>
<tr>
<td>TRAVEL AND PER DIEM</td>
<td>54000</td>
<td>$12,000</td>
<td>11,000</td>
</tr>
<tr>
<td>TRADESHOWS/CONVENTIONS</td>
<td>54010</td>
<td>$10,000</td>
<td>6,000</td>
</tr>
<tr>
<td>COMMUNICATIONS</td>
<td>54100</td>
<td>$1,900</td>
<td>2,300</td>
</tr>
<tr>
<td>POSTAGE</td>
<td>54110</td>
<td>$300</td>
<td>500</td>
</tr>
<tr>
<td>INQUIRY SERVICES/MAIL FULFILLMENT</td>
<td>54112</td>
<td>$1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>54300</td>
<td>$2,800</td>
<td>2,500</td>
</tr>
<tr>
<td>LEASE/RENTAL OF EQUIPMENT</td>
<td>54400</td>
<td>$1,200</td>
<td>1,300</td>
</tr>
<tr>
<td>BUILDING RENTAL/LEASE</td>
<td>54401</td>
<td>$28,080</td>
<td>26,150</td>
</tr>
<tr>
<td>INSURANCE (COUNTY LIABILITY)</td>
<td>54500</td>
<td>$0</td>
<td>0</td>
</tr>
<tr>
<td>SPECIAL EVENTS</td>
<td>54801</td>
<td>$150,000</td>
<td>140,000</td>
</tr>
<tr>
<td>PUBLIC RELATIONS</td>
<td>54804</td>
<td>$3,000</td>
<td>2,000</td>
</tr>
<tr>
<td>IN HOUSE/PUBLIC RELATIONS</td>
<td>54805</td>
<td>$4,500</td>
<td>1,500</td>
</tr>
<tr>
<td>SALES MISSIONS</td>
<td>54806</td>
<td>$1,900</td>
<td>1,500</td>
</tr>
<tr>
<td>ADVERTISING</td>
<td>54900</td>
<td>$645,036</td>
<td>640,000</td>
</tr>
<tr>
<td>OFFICE SUPPLIES</td>
<td>55100</td>
<td>$1,800</td>
<td>1,200</td>
</tr>
<tr>
<td>SOFTWARE</td>
<td>55102</td>
<td>$800</td>
<td>800</td>
</tr>
<tr>
<td>COMPUTER SUPPLIES</td>
<td>55103</td>
<td>$1,500</td>
<td>600</td>
</tr>
<tr>
<td>OPERATING SUPPLIES</td>
<td>55200</td>
<td>$250</td>
<td>250</td>
</tr>
<tr>
<td>DUES AND MEMBERSHIPS</td>
<td>55405</td>
<td>$5,500</td>
<td>4,500</td>
</tr>
<tr>
<td>COMPUTER EQUIPMENT</td>
<td>56403</td>
<td>$0</td>
<td>600</td>
</tr>
<tr>
<td><strong>OPERATING SUBTOTAL</strong></td>
<td></td>
<td><strong>$1,911,316</strong></td>
<td><strong>1,923,265</strong></td>
</tr>
</tbody>
</table>