



**TOURIST DEVELOPMENT COUNCIL (TDC)**  
QUARTERLY MEETING  
*December 10, 2019*

**ESCAMBIA COUNTY**  
**TOURIST DEVELOPMENT COUNCIL**

Quarterly Meeting – December 10, 2019

3:00 p.m. – 5:00 p.m.

BOCC Chambers

**AGENDA**

- 1) Call to Order - Chairwoman Shirley Cronley
- 2) Welcome New TDC Member James J. Reeves – Chairwoman Shirley Cronley
- 3) Public Comment - Chairwoman Shirley Cronley
- 4) Approval of September 2019 Tourist Development Council Meeting Minutes - Chairwoman Shirley Cronley
- 5) Status of Funds Available, TDC Collections and Receipts - Stephan Hall, Office of Management and Budget
- 6) New Business
  - a. Bob Sykes Bridge Rehabilitation Project – Stephan Hall, Office of Management and Budget
  - b. Impact of Recent Event at NAS Pensacola – David Bear
  - c. TDT Workgroup Report – Steve Hayes, Visit Pensacola
  - d. Visit Pensacola Updates – Steve Hayes, Visit Pensacola
- 7) Election of TDC Chair/Vice Chair for FY 2020
- 8) Other Business



**BOARD OF COUNTY COMMISSIONERS**  
**ESCAMBIA COUNTY, FLORIDA**

221 Palafox Place, Suite 420  
Pensacola, Florida 32502

Telephone (850) 595-3935  
Telefax (850) 595-4908

Janice P. Gilley  
County Administrator

October 30, 2019

James J. Reeves  
730 Bayfront Parkway, Suite 4B  
Pensacola, Florida 32502

RE: Appointment - Tourist Development Council

Dear Mr. Reeves:

The Board of County Commissioners, in a regular session held on Thursday, October 17, 2019, approved your appointment as a "Hotel/Motel Industry" appointee on the Escambia County Tourist Development Council, for a four-year term, effective October 17, 2019, through October 16, 2023.

As a member of this Board, you are subject to the Sunshine Law. Please review the following enclosures: GUIDE TO THE SUNSHINE AMENDMENT and CODE OF ETHICS for Public Officers and Employees, 2019 Edition, Escambia County Code of Ethics Policy and the Government-In-The-Sunshine Manual, 2019 Edition. If you have questions, please call our Legal Office at 595-4970.

Also enclosed is a required Reporting Form. Please fill out the form and return it to the Human Resources Department at the address noted at the bottom of the form.

Your willingness to serve our community and the Board in this capacity is appreciated.

Sincerely yours,

A handwritten signature in cursive script that reads "Janice P. Gilley".

Janice P. Gilley  
County Administrator

JPG:ab

Enclosures

pc: Paulette Stallworth, Interim Human Resources Department Director  
Pensacola Bay Area Chamber of Commerce

# BOARD OF COUNTY COMMISSIONERS ESCAMBIA COUNTY, FLORIDA



Jeff Bergosh  
District One  
Douglas B. Underhill  
District Two  
Lumon May  
District Three  
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District Four  
Steven Barry  
District Five

221 Palafox Place, Suite 400  
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## TOURIST DEVELOPMENT COUNCIL

The Tourist Development Advisory Council was created in accordance with Florida Statutes through County Ordinance 77-34, later revised by County Ordinance 89-7 to be known as the Tourist Development Council. The Ordinance provides that prior to making recommendations to the County Commission; the Council shall review each proposal for expenditure of funds to determine that the expenditure complies with the tourist development plan of the Ordinance. The Ordinance provides that the Council is to review all expenditures of revenue from the trust fund; expenditures that the Council believes to be authorized are to be reported to the County Commission and the Florida Department of Revenue. Upon receiving such notification, the County Commission is to review the Council's findings and take such administrative or judicial action as it sees fit under applicable law. The Board shall consist of nine members who shall be appointed by the Governing Board. The Chairman of the Governing Board of Escambia County or any other members of the Governing Board as designated by the Chairman shall serve on the Council. Two members of the Council shall be elected municipal officials, one of whom shall be from the most populous municipality in the county or sub-county special taxing district in which the tax is levied. Per the County Attorney on August 26, 2011, of the six members set out in Florida Statutes, no more than four members of the Council shall be owners or operator of motels, hotels, recreational vehicle parks, or other tourist accommodations in the county and subject to the tax. No less than two members of the Council shall be persons who are involved in the tourist industry and who have demonstrated an interest development, but who are not owners or operators of motels, hotels, recreational vehicle parks, or other tourist accommodations in the county and subject to the tax. All members of the Council shall be electors of the county. The members of the Council shall serve for staggered terms of four years.

### Members:

### Term of Office:

Board of County Commissioners  
Doug Underhill

2019

Interested in Tourism  
Nan Harper  
David M. Bear  
Ronald D. Rivera

05/24/07 - 01/05/21  
12/01/18 - 11/30/22  
02/03/17 - 02/02/21

Hotel/Motel Industry  
Shirley K. Cronley  
James J. Reeves  
Naresh (Nash) Patel

03/05/09 - 11/30/21  
10/17/19 - 10/16/23  
05/01/07 - 04/30/23

Pensacola City Council Appointees  
Sherri Myers  
P.C. Wu

12/13/18 - 11/24/20  
12/08/16 - 11/24/20

Revised: 11/2019

Per the Inter-Office Memorandum dated November 16, 2011, Alison P. Rogers, County Attorney, advised the reallocation of the members, in regard to whether the members should be designated as hotel/motel members or members interested in tourism.



**TOURIST DEVELOPMENT COUNCIL (TDC)**  
QUARTERLY MEETING  
*December 10, 2019*

***TDT Minutes / TDT Collection Report***



**ESCAMBIA COUNTY  
TOURIST DEVELOPMENT COUNCIL**

Monday, September 16, 2019  
Meeting Minutes  
BCC Chambers, 221 Palafox Place  
3:00 p.m. – 5:04 p.m.

TDC Members Present

Shirley Cronley, Chair  
David Bear, Vice-Chair  
Commissioner Doug Underhill  
Councilman P.C. Wu, PHD  
Councilwoman Sherri Meyers  
Pat Sidler  
Ronnie Rivera

TDC Members Absent

Nan Harper  
Nash Patel

1. **Call to Order**- Chairwoman Shirley Cronley called the meeting to order at 3:00 p.m. The meeting was duly advertised in the Pensacola News Journal on Saturday, September 14, 2019.
2. **Public Comment** –
3. **Approval of the June 2019 Tourist Development Council Meeting Minutes**- Commissioner Doug Underhill called for the approval of the June 2019 meeting minutes. The motion was seconded by Ronnie Rivera. The meeting minutes were approved by unanimous vote.
4. **Status of Funds Available, TDC Collections and Receipts**- Stephan Hall, Manager, Office of Management and Budget  
TDC collections through July were up 11.77% for the same time period last year. We are at 91% of our revenue projection through July. The collections are up 26.38% above the expected budget for July.



5. **Proposal to Replace Pensacola Bay Center** – Rick Kozuback from International Coliseums Company for Jay Patel

Mr. Kozuback gave a power point presentation to the Council. The primary development team consists of Hunt (Developer/Financier), ICC (Co-developer), Structured Parking Solutions (Parking Consultant/Developer), Core Construction (Design Builder) and Orcutt/Winslow (Architect of Record). The proposal contents include 80,000 s.f. field house, 6,500 fixed seat arena, mixed use parcels, pedestrian plaza/festival area and parking. They are going to ask the Board of County Commissioners for the \$1.3M that was previously used for the Bay Center debt. PADP has received project endorsement from Pensacola Ice Flyers, Ice Flyers Youth Hockey Association, Pensacola Adult Hockey League, Pensacola State College and the City of Pensacola. Once they are up and running, they would ask for the \$1.5M that is given to the Bay Center for operations, which would give them \$2.8 million yearly for 30 years.

Commissioner Underhill expressed concern over the large expenditure that will be made for essentially job creation. He asked that Mr. Kozuback inform the team that is meeting with Commissioner Underhill later in the week to be prepared to answer questions along those lines.

Ronnie Rivera asked if we committed to supporting the \$1.3M for the project in our previous letter of endorsement. Commissioner Underhill confirmed that we did not commit any funding of any kind – it was a letter of endorsement for the project that was sent to Triumph.

Chairwoman Cronley asked about the funding mechanism. Was there \$1M a year that you were asking from Visit Pensacola? Mr. Kozuback responded that it was from a Triumph marketing fund application. Triumph potentially has a fund that is available for marketing, with the match coming from Visit Pensacola.

Co-chair Bear asked if the County is the grantor, are they also the guarantor? Mr. Kozuback said no, they are not.

There were no other questions. Mr. Kozuback thanked the Council for their time.

6. **FY 2020 Unified Tourism Budget** - Steve Hayes

Mr. Hayes presented a detailed outline of the Unified Tourism Budget. The unified budget is for Visit Pensacola, Pensacola Sports and Arts, Culture and Entertainment. The total available dollars are estimated to be \$11,250,000. The BOCC/County Administration will take \$3,165,455 or 28.1%; Outside Agencies will take \$330,000 or 2.9%; and the Unified Budget will take \$7,754,531 or 68.9% of the budget. For the Unified Budget, ACE will receive \$930,544; Pensacola Sports \$1,008,089; and Visit





Pensacola \$5,815,901. Of the supplemental dollars estimated at \$2,800,000, ACE should receive \$700,000 and Visit Pensacola \$2,100,000. This number fluctuates based on actual collections – it could be either higher or lower.

Unified private and public revenue projections total \$10,653,955, with total unified expenses at \$10,624,201.

Visit Pensacola only private and public revenue projections total \$8,016,572, with total expenses of \$7,986,818.

Council members were provided copies of the detailed line items that include FY 17 and FY 18 actuals as well as FY 19 projected and budget, along with FY 20 proposed budget. Steve brought to the Council's attention the line item for Perception Study – Steve has added a line item for Local Perception Study to gather information from locals.

Commissioner Underhill asked about Destination 2020 and if we met the goals or if it was used. Steve explained that a lot of what was on the list was more than could be accomplished with the resources available. Commissioner Underhill asked if it will be Visit Pensacola, ACE and Pensacola Sports coming together to bring future direction to the Council? Steve responded by stating that he is already working on Destination 2025. The Commissioner stated that he will be very supportive provided it is brought by all parties of the unified budget. Steve said that we will be adding Historic Preservation as another entity in the unified budget process. Commissioner Underhill asked that the four parts of the unified budget (Visit Pensacola, Pensacola Sports, Historic Preservation and ACE) bring a plan to the Council.

Regional Partnerships – On July 1 the counties in Northwest Florida came together to take on operation of a regional welcome center that was slated to close by Visit Florida. A new GL code was created to set aside dollars for items that will have a major impact on residents or visitors.

Steve asked for a motion to approve what he has presented. Sherri Meyers stated that upon looking at our website, she is pleased we mention accessibility on the beach. Steve reported we have had travel writers visit and enjoys all aspects of Pensacola. Councilwoman Meyers asked Steve to send her some of the stories/blogs because of Project Universal Access. They will be holding public outreach events regarding what the public would like to see regarding accessibility. Steve said they have reached out to him and he is currently working with them.

Commissioner Underhill had questions regarding Majority Opinion. Are we where we need to be there? It began as a low-cost thing, but now has increased to \$300K. Steve replied we have increased events by adding the Pensacola Bay Center impact. Commissioner Underhill stated the information they provide is very important.





David Bear seconded the motion.

Melissa Pino gave public comment regarding comments made on Restore. She stated that it's not true that projects are being held up in Restore. As Councilwoman Meyers knows, the Universal Access Project has nothing to do with County staff holding it. That is a disservice to Tim Day and David Forte and the others who are working diligently on this project. This is a contract problem that Councilwoman Meyers is aware of. A lot of us who are working on it are so excited about that project. We are hoping to gain more and more momentum.

The Outside Agencies when Commissioner Underhill brought the recommendation last year to bring them all into the universal ask – it gained no momentum. In the interest of fairness, yes, it probably needs to happen, but she asked the TDC to be very sensitive to events that are very dear to Pensacola. The cemeteries and Naval Museum need funding on a perpetual basis.

Co-chair David Bear recused his second, due to him being a part of the unified budget. Councilman Wu seconded the motion. The vote was unanimous for approval, with David Bear abstaining from the vote.

7. **Discussion on 5<sup>th</sup> Penny** – Co-chair David Bear led a discussion on a 5<sup>th</sup> cent tax.

The group met last Friday to continue their ongoing discussion of how current TDT is being spent and to come up with a plan for a possible 5<sup>th</sup> cent. Mr. Bear will continue bringing the conversation to this Council. As opportunities arise, a 5<sup>th</sup> cent would be very beneficial – whether it be used to assist in bridge replacement or an replacing the Bay Center with a new venue. We are looking at creating projects that could be funded though an additional room tax. We should stop subsidizing things that should be supporting themselves.

Pat Sidler commented that before we have talks about adding a 5<sup>th</sup> cent, we need to make sure we are being good stewards with the current 4 cents.

Commissioner Underhill voiced his agreement with Pat Sidler.

Chair Shirley Cronley commented that when she sold hotel rooms, she would be asked what the tax is, but never was she told they would refuse to stay here due to the tax. She feels we are being good stewards of the tax and that we should raise it another cent.

Councilwoman Meyers agreed with Commissioner Underhill. If people know where the money is going and it's going where it is supposed to, then they do not have a problem with it. As a resident of Escambia County, she wants to know how the money is being spent.



David Bear commented that tourism is booming, and we are doing very well, so the tourism marketing is working.

Ronnie Rivera stated that people do want to know where the money is going. The interest, he thinks, is the Bay Center.

Steve Hayes reported that in 2009 there was \$5.3M collected in TDT. In 2013 that rose to \$7.8M. In FY 2019 if we finish as projected, it will be at \$12M. Back then we were looking at how to get through the year. Now we are talking about changing that look to a 5-year basis. If you had average growth in 2020, over the next 5 years you would be collecting close to \$70M from TDT. In increments of 1 year, it doesn't look like a lot, but in 5-year increments, it is substantial. As a group that is what we are looking at long-term. What are we using it for related for tourism promotion, or quality of place, or a dedicated reserve for a future project. We want to develop a 5-year plan that we present to the TDC and then to the County Commission. It would look at existing revenues and how it could be allocated to best utilize the intent of the TDT and how does it maximize the ROI. If you added another cent, then what does that bring to the table. It could be used as a dedicated reserve or to help in recovery from a natural disaster. This 5-year plan is simply how to maximize the return on investment.

8. **Visit Pensacola Updates** – Dickie Appleyard gave a Showcase update. We recently had United Newark Flight promotion that targeted New York and surrounding areas. Historic Black Colleges & Universities did a photo shoot for Ebony Magazine. We had press visits from Travel Pulse, Travel & Leisure and Mommy Bloggers. We also had media visits through Visit Florida in the Southeast (Nashville, Atlanta, Birmingham) and Canada (Toronto and Montreal). We assisted with the CMA Fest promotion in Nashville where the Flora-Bama was recreated in Whiskey Bent. A trip for two to the Frank Brown Songwriter's Festival was given away. We are targeting the Dallas and Pensacola drive market for a facebook trip giveaway promotion. We did a direct mail campaign in the Atlanta area where a series of 6 postcards are sent over 14 days to our top 10 Atlanta zip codes. We are doing a Dallas TV promotion and trip giveaway with the Dallas ABC affiliate. A 3-minute package was shot with Dallas crew on location in Pensacola. Radio promotions in select drive markets combined with trip giveaways in August and September. We recently completed a niche campaign in Baton Rouge and Birmingham to drive fall traffic to Perdido Key. We reached over 169K people in Birmingham and over 123K in Baton Rouge.

Commissioner Underhill asked how we attract people to stay in Perdido Key rather than in Alabama. Mr. Appleyard stated we are working on running specials with the



condos in Perdido Key to attract the people to stay there rather than crossing the state line into Alabama.

9. **Other Business** – Melissa Pino addressed the Council. Ms. Pino began to address the situation of no hotels in Perdido Key but received an objection from Commissioner Underhill stating it was not an appropriate use of the meeting. Chairwoman Cronley agreed and asked Ms. Pino to move to her next point. Ms. Pino then stated she wanted to comment on the use of the 5<sup>th</sup> cent. Chairwoman Cronley asked her to hold her comments for a future meeting. The item was only up for discussion today among the Council members. Ms. Pino thanked the Council and returned to her seat. Ronnie Rivera stated that 15 years ago Hurricane Ivan hit the Pensacola area. Councilwoman Meyers asked if we do any projects in conjunction with Alabama. Commissioner Underhill said any mutual benefit projects are done with private organizations like Frank Brown. We cooperate, but try to keep the tax dollars in Escambia County.

The next meeting will be held in December 2019.

The meeting was adjourned by Chairwoman Shirley Cronley at 5:04 p.m.

Respectfully submitted,

*Barbara Williams, Administrative Assistant, Visit Pensacola*



850.434.1234  
800.874.1234



fax:  
850.432.8211



1401 E. Gregory St.  
Pensacola, FL 30504



VisitPensacola.com

[illegible]

**ESCAMBIA COUNTY OFFICE OF MANAGEMENT AND BUDGET  
REVENUE CYCLES-TOURIST PROMOTION TAX**

<b>MONTH of COLLECTION</b>	<b>MONTHLY COLLECTIONS FY 2019</b>	<b>FY 2019 CUMULATIVE</b>	<b>CUMULATIVE BUDGET FY 2020</b>	<b>MONTHLY COLLECTIONS FY 2020</b>	<b>FY 2020 CUMULATIVE</b>	<b>CUMULATIVE % VARIANCE FY 020 vs. FY 19</b>	<b>CUMULATIVE % VARIANCE BUDGET/ACTUAL</b>
OCTOBER	634,980.00	634,980.00	532,543.72	675,150.00	675,150.00	6.33%	26.78%
NOVEMBER	686,080.00	1,321,060.00	1,015,692.67	638,167.00	1,313,317.00	-0.59%	29.30%
DECEMBER	426,808.00	1,747,868.00	1,369,973.93		1,313,317.00	-24.86%	-4.14%
JANUARY	340,212.00	2,088,080.00	1,670,742.41		1,313,317.00	-37.10%	-21.39%
FEBRUARY	349,778.00	2,437,858.00	1,971,256.92		1,313,317.00	-46.13%	-33.38%
MARCH	420,651.00	2,858,509.00	2,350,858.02		1,313,317.00	-54.06%	-44.13%
APRIL	805,865.00	3,664,374.00	3,016,541.63		1,313,317.00	-64.16%	-56.46%
MAY	768,484.00	4,432,858.00	3,669,825.31		1,313,317.00	-70.37%	-64.21%
JUNE	951,378.00	5,384,236.00	4,490,862.95		1,313,317.00	-75.61%	-70.76%
JULY	1,440,623.00	6,824,859.00	5,696,354.61		1,313,317.00	-80.76%	-76.94%
AUGUST	1,520,689.00	8,345,548.00	7,075,083.38		1,313,317.00	-84.26%	-81.44%
SEPTEMBER	906,223.00	9,251,771.00	7,874,999.82		1,313,317.00	-85.80%	-83.32%

**FOUR PERCENT TOURIST DEVELOPMENT TAX COLLECTION DATA**  
**REPORTED IN FISCAL YEAR FORMAT**  
**ESCAMBIA COUNTY FLORIDA**  
**AS OF NOVEMBER 2019**

<b>Zip Code</b>	<b>Fiscal Year 2020 YTD Collected</b>	<b>Fiscal Year 2019 YTD Collected</b>	<b>Difference</b>	<b>% Change</b>
32501	77,142	67,018	10,124	15%
32502	84,475	69,256	15,219	22%
32503	19,493	18,494	999	5%
32504	231,086	279,962	(48,876)	-17%
32505	60,125	45,804	14,321	31%
32506	30,853	51,003	(20,150)	-40%
32507	270,967	293,788	(22,821)	-8%
32514	104,080	112,481	(8,401)	-7%
32526	53,827	63,736	(9,909)	-16%
32534	28,213	32,690	(4,477)	-14%
32535	439	209	230	110%
32561	790,322	726,840	63,482	9%
32562	-	-	-	0%
32577	\$ 67	132	(65)	-49%
<b>Total</b>	<b>\$ 1,751,089</b>	<b>\$ 1,761,413</b>	<b>\$ (10,324)</b>	<b>-1%</b>



FOUR PERCENT TOURIST DEVELOPMENT TAX COLLECTION DATA  
 ESCAMBIA COUNTY FLORIDA  
 FISCAL YEAR 2020  
 AS OF November 2019

Month of Collection	Zip Code									
	32501		32502		32503		32504		32505	
	Downtown Area	% OF Total	Other Downtown Area	% OF Total	Cordova Mall & South Area	% OF Total	Davis & Scenic Hwy South of I-10 including Airport Area	% OF Total	South of Michigan Av East of Mobile Hwy West of Pace Blvd	% OF Total
10/19	\$ 38,864	4%	\$ 43,390	5%	\$ 10,319	1%	\$ 115,910	13%	\$ 18,785	2%
11/19	\$ 38,278	4%	\$ 41,085	5%	\$ 9,174	1%	\$ 115,176	14%	\$ 41,340	5%
Total	\$ 77,142	4%	\$ 84,475	5%	\$ 19,493	1%	\$ 231,086	13%	\$ 60,125	3%

Month of Collection	Zip Code									
	32506		32507		32514		32526		32534	
	Lillian Hwy & Highway 98 Area	% OF Total	Bayou Chico to Perdido Key South of Sorrento Area	% OF Total	Palafox & Scenic Hwy North of I-10 Area	% OF Total	Mobile Hwy North of Michigan Avenue Area	% OF Total	I-10 & Pensacola Blvd North Area	% OF Total
10/19	\$ 15,041	2%	\$ 140,739	16%	\$ 53,089	6%	\$ 27,938	3%	\$ 15,692	2%
11/19	\$ 15,812	2%	\$ 130,228	15%	\$ 50,990	6%	\$ 25,889	3%	\$ 12,521	1%
Total	\$ 30,853	2%	\$ 270,967	15%	\$ 104,080	6%	\$ 53,827	3%	\$ 28,213	2%

Month of Collection	Zip Code								Total Month	% OF Total
	32535		32561		32562		32577			
	Century (Other) Area	% OF Total	Pensacola Beach Area	% OF Total	Other	% OF Total	Molino Area	% OF Total		
10/19	\$ 174	0%	\$ 420,258	47%	\$ -	0%	\$ -	0%	\$ 900,200	100%
11/19	\$ 265	0%	\$ 370,064	43%	\$ -	0%	\$ 67	0%	\$ 850,890	100%
Total	\$ 439	0%	\$ 790,322	45%	\$ -	0%	\$ 67	0%	\$ 1,751,089	

FOUR PERCENT TOURIST DEVELOPMENT TAX COLLECTION DATA  
 ESCAMBIA COUNTY FLORIDA  
 FISCAL YEAR 2019  
 AS OF November 2018

Month of Collection	Zip Code									
	32501		32502		32503		32504		32505	
	Downtown Area	% OF Total	Other Downtown Area	% OF Total	Cordova Mall & South Area	% OF Total	Davis & Scenic Hwy South of I-10 including Airport Area	% OF Total	South of Michigan Av East of Mobile Hwy West of Pace Blvd	% OF Total
10/18	33,060	4%	29,038	3%	8,340	1%	120,568	14%	16,401	2%
11/18	33,959	4%	40,218	4%	10,154	1%	159,394	17%	29,404	3%
Total	67,018	4%	69,256	4%	18,494	1%	279,962	16%	45,804	3%

Month of Collection	Zip Code									
	32506		32507		32514		32526		32534	
	Lillian Hwy & Highway 98 Area	% OF Total	Bayou Chico to Perdido Key South of Sorrento Area	% OF Total	Palafox & Scenic Hwy North of I-10 Area	% OF Total	Mobile Hwy North of Michigan Avenue Area	% OF Total	I-10 & Pensacola Blvd North Area	% OF Total
10/18	23,343	3%	148,106	17%	47,657	6%	25,767	3%	13,922	2%
11/18	27,659	3%	145,682	16%	64,824	7%	37,969	4%	18,767	2%
Total	51,003	3%	293,788	17%	112,481	6%	63,736	4%	32,690	2%

Month of Collection	Zip Code								Total Month	% OF Total
	32535		32561		32562		32577			
	Century (Other) Area	% OF Total	Pensacola Beach Area	% OF Total	Other	% OF Total	Molino Area	% OF Total		
10/18	209	0%	380,137	45%	-	0%	92	0%	846,640	100%
11/18	-	0%	346,703	38%	-	0%	40	0%	914,773	100%
Total	209	0%	726,840	41%	-	0%	132	0%	1,761,413	



# **Visit Pensacola Financial Statements**

## *December 10, 2019*



Oct 31, 19

**ASSETS**

**Current Assets**

**Checking/Savings**

1025 · EFT TDT #4196	522,636.81
1010 · Visit Pensacola #2290	108,330.02
1030 · VP Partnership #2177	31,501.72
1035 · Reserves #3955	65.07
1050 · Petty Cash	165.00

**Total Checking/Savings** 662,698.62

**Accounts Receivable**

1200 · Accounts Receivable	
1200-98 · ACE Advance	2,868.09
1200-3 · HRT Receivable	40.00
1200-4 · Tourism Receivables	2,360,078.20
1200-5 · Membership Receivable	380.00

**Total 1200 · Accounts Receivable** 2,363,366.29

**Total Accounts Receivable** 2,363,366.29

**Other Current Assets**

1500 · Gift Cards 1,770.00

1405 · Prepaid Misc. 212,225.21

1410 · Prepaid Insurance 8,326.94

1999 · Merchandise Inventory 1,193.39

1400 · Prepaid Postage 4,441.85

**Total Other Current Assets** 227,957.39

**Total Current Assets** 3,254,022.30

**Fixed Assets**

**1350 · Equipment**

1361 · iMac Pro	5,757.91
1998 · Acc Depr - Equipment	-3,692.58
1359 · Apple laptop	1,449.00
1352 · Flag & Flagpole	683.00
1351 · Laminator & case	409.00

**Total 1350 · Equipment** 4,606.33

**Total Fixed Assets** 4,606.33

**TOTAL ASSETS** 3,258,628.63

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Credit Cards**

2000 · Visit Pensacola P-Card	23,528.00
2002 · Regions Membership PCard	581.65

**Total Credit Cards** 24,109.65

**Other Current Liabilities**

2700 · Unearned Revenue	2,000,000.00
2999 · Salaries payable	34,840.63
25500 · Sales Tax Payable	365.92

**Total Other Current Liabilities** 2,035,206.55

**Total Current Liabilities** 2,059,316.20

**Total Liabilities** 2,059,316.20

**Equity**

32000 · Unrestricted Net Assets 1,143,298.25

**Net Income** 56,014.18

**Total Equity** 1,199,312.43

**TOTAL LIABILITIES & EQUITY** 3,258,628.63



**Visit Pensacola**  
**Profit & Loss UNIFIED, VPI, PSA, ACE, ALL FUNDING SOURCES**

	Oct 19 MTD	Oct 19 YTD	Annual Budget	Remaining of Budget	% Remaining of Budget
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
4500 · Grant Income	0.00	0.00	50,000.00	50,000.00	100%
4640 · Event Income	4,485.00	4,485.00	20,000.00	15,515.00	78%
4000 · Tourism Development Tax-TDT	129,031.41	129,031.41	6,449,534.00	6,320,502.59	98%
4050 · TDT Supplemental	27,145.89	27,145.89	2,800,000.00	2,772,854.11	99%
4100 · Membership Dues	52,270.97	52,270.97	100,000.00	47,729.03	48%
4150 · Advertising Income					
4155 · Partner Co-Ops	2,000.00	2,000.00		-2,000.00	#DIV/0!
4150 · Advertising Income - Other	0.00	0.00	102,000.00	102,000.00	100%
Total 4150 · Advertising Income	2,000.00	2,000.00	102,000.00	100,000.00	98%
4300 · Consignment Sales	429.44	429.44	1,821.00	1,391.56	76%
4400 · Gifts in Kind - Goods	0.00	0.00	225,000.00	225,000.00	100%
4600 · Misc Income	0.00	0.00	600.00	600.00	100%
Total Income	215,362.71	215,362.71	9,748,955.00	9,533,592.29	98%
Gross Profit	215,362.71	215,362.71	9,748,955.00	9,533,592.29	
<b>Expense</b>					
<b>1 · Direct Programming</b>					
5090 · Marketing Research	10,000.00	10,000.00	522,000.00	512,000.00	98%
5100 · Advertising/Media	0.00	0.00	115,100.00	115,100.00	100%
5110 · Public Relations	1,262.26	1,262.26	58,500.00	57,237.74	98%
5120 · Advertising Production	2,987.84	2,987.84	18,700.00	15,712.16	84%
5130 · Internet Site Production	14,577.68	14,577.68	243,451.00	228,873.32	94%
5140 · Festivals & Events Granted	0.00	0.00	600,000.00	600,000.00	100%
5141 · Festivals & Event Local Support	3,871.65	3,871.65	143,550.00	139,678.35	97%
5142 · Festival & Event Mini Grants	1,500.00	1,500.00	42,000.00	40,500.00	96%
5150 · Consumer Promotions	580.00	580.00	46,500.00	45,920.00	99%
5160 · Sales Promotions	11,792.99	11,792.99	49,900.00	38,107.01	76%
5170 · Brochures and Collateral	0.00	0.00	154,400.00	154,400.00	100%
5180 · Film Promotions	0.00	0.00	1,750.00	1,750.00	100%
5190 · Showcase	0.00	0.00	3,000,000.00	3,000,000.00	100%
5210 · Regional Partnership	0.00	0.00	80,000.00	80,000.00	100%
5215 · Tourism Development Projects	0.00	0.00	40,000.00	40,000.00	100%
5220 · Registration	284.48	284.48	93,006.00	92,721.52	100%
5230 · Dues and Subscriptions	1,689.00	1,689.00	38,113.00	36,424.00	96%
5400 · Business Travel & Entertainment					
5400-1 · Disallowed Travel Expense	216.53	216.53	2,006.00	1,789.47	89%
5400 · Business Travel & Entertainment	2,826.57	2,826.57	68,467.00	65,640.43	96%
Total 5400 · Business Travel & Entertainment	3,043.10	3,043.10	70,473.00	67,429.90	96%
5540 · Grant Expense	0.00	0.00	50,000.00	50,000.00	100%
5500 · Visitor Awareness Education	8,333.27	8,333.27	77,593.00	69,259.73	89%
7000 · PSA Sporting Events	0.00	0.00	519,840.00	519,840.00	100%
7400 · ACE - DP	27,145.89	27,145.89	1,473,944.00	1,473,944.00	100%
Total 1 · Direct Programming	87,068.16	87,068.16	7,438,820.00	6,799,467.83	91%
<b>2 · Operating Costs</b>					
5520 · Committee Expenses	0.00	0.00	14,772.00	14,772.00	100%
5450 · Auto/ Local Travel	258.82	258.82	14,281.00	14,022.18	98%
5600 · Building Maintenance & Repair	1,302.69	1,302.69	81,861.00	80,558.31	98%
5610 · Computer&IT Maintenance&Repair	2,643.38	2,643.38	46,287.00	43,643.62	94%
5630 · Insurance Building & Content	0.00	0.00	15,000.00	15,000.00	100%
5640 · D & O and Liability Insurance	0.00	0.00	6,000.00	6,000.00	100%
5650 · Audit	0.00	0.00	25,000.00	25,000.00	100%
5660 · Legal Services	0.00	0.00	10,800.00	10,800.00	100%
5670 · CPA/ Financial Services	0.00	0.00	5,380.00	5,380.00	100%
5690 · Depreciation Expense	0.00	0.00	100.00	100.00	100%
5700 · Postage	562.61	562.61	53,227.00	52,664.39	99%
5710 · Supplies Coffee/Sodas	342.71	342.71	6,000.00	5,657.29	94%
5720 · Office Supplies	1,264.22	1,264.22	18,540.00	17,275.78	93%
5730 · Storage and Delivery	255.14	255.14	9,960.00	9,704.86	97%
5750 · Rent	0.00	0.00	10.00	10.00	100%
5760 · Telephone Service	997.22	997.22	12,900.00	11,902.78	92%
5770 · Utilities	2,925.87	2,925.87	37,955.00	35,029.13	92%
5780 · Copier	733.56	733.56	11,040.00	10,306.44	93%



**Visit Pensacola**  
**Profit & Loss UNIFIED, VPI, PSA, ACE, ALL FUNDING SOURCES**

	Oct 19 MTD	Oct 19 YTD	Annual Budget	Remaining of Budget	% Remaining of Budget
5790 · Capital Expenditures	0.00	0.00	19,500.00	19,500.00	100%
5900 · Miscellaneous Expenses	6,772.87	6,772.87	600.00	-6,172.87	-1029%
5920 · Bad Debt Expense	0.00	0.00	1,500.00	1,500.00	100%
6000 · Consignment Sales Expenses	531.31	531.31	1,496.00	964.69	64%
6001 · Bank Service Charge	47.00	47.00	504.00	457.00	91%
6010 · Credit Card Processing Fee	506.13	506.13	4,416.00	3,909.87	89%
6500 · Taxes	365.92	365.92	2,915.00	2,549.08	87%
6940 · In Kind Expense	0.00	0.00	225,000.00	225,000.00	100%
7001 · PSA Operations	0.00	0.00	67,067.00	67,067.00	100%
<b>Total 2 · Operating Costs</b>	<b>19,509.45</b>	<b>19,509.45</b>	<b>692,111.00</b>	<b>672,601.55</b>	<b>97%</b>
<b>3 · Personnel Costs</b>					
5800 · Salaries	44,548.63	44,548.63	1,072,104.00	1,027,555.37	96%
5810 · Commissions	0.00	0.00	21,000.00	21,000.00	100%
5830 · Auto	296.70	296.70	6,000.00	5,703.30	95%
5840 · 401K Contribution Match	1,229.18	1,229.18	50,159.00	48,929.82	98%
5850 · Employee Insurance	2,073.80	2,073.80	122,400.00	120,326.20	98%
5870 · Drug Testing	131.00	131.00	600.00	469.00	78%
5880 · Payroll Expense	4,491.61	4,491.61	88,476.00	83,984.39	95%
5890 · Staff Education	0.00	0.00	4,758.00	4,758.00	100%
7002 · PSA Personnel	0.00	0.00	251,532.00	251,532.00	100%
<b>Total 3 · Personnel Costs</b>	<b>52,770.92</b>	<b>52,770.92</b>	<b>1,617,029.00</b>	<b>1,564,258.08</b>	<b>97%</b>
<b>Total Expense</b>	<b>159,348.53</b>	<b>159,348.53</b>	<b>9,747,960.00</b>	<b>9,548,327.46</b>	<b>98%</b>
<b>Net Ordinary Income</b>	<b>56,014.18</b>	<b>56,014.18</b>	<b>995.00</b>	<b>-9,498,327.46</b>	
<b>Net Income</b>	<b>56,014.18</b>	<b>56,014.18</b>	<b>995.00</b>	<b>-9,498,327.46</b>	





# **Tourist Development Council (TDC) Quarterly Meeting**

**December 10, 2019**

## **Sales & Services**



850.434.1234  
800.874.1234



fax:  
850.432.8211



1401 E. Gregory St.  
Pensacola, FL 32502



[VisitPensacola.com](http://VisitPensacola.com)



## ACTIVITY REPORT OVERVIEW

Groups Booked: 1  
 Sales Leads: 2  
 Group Assists: 15  
 Partner Referrals: 0  
 Room Night Leads: 875  
 Service Requests: 5  
 YTD Leads: 5  
 YTD Bookings: 1  
 YTD Room Nights Booked: 105  
 YTD Partner Referrals: 0

### October Group Leads

- 2020 Small Business Conference and Expo
- FAMU Rattler Bowling Invitational and Conference

### October Bookings

- SAFDE April 2020 Association Board Meeting

### October Service Highlights

- United Way's Day of Caring, October 4, 2019
- NCUR Accommodations meeting – October 22, 2019 @ Holiday Inn/Davis Hwy.
- Visit Pensacola's Annual Meeting & Luncheon – October 23, 2019
- Beach O-Ween w/SRIA & Pensacola Beach Chamber – October 25, 2019
- October HRT Event canceled due to weather

### October Trade Events:

In October, Visit Pensacola shared a booth at the International Sailboat Show in Annapolis, MD with the Pensacola Yacht Club and the Premiere Sailing League to promote the league's upcoming PSL Winter Exhibition Series to be held in Pensacola between January and April 2020. During the boat show we met with hundreds of consumer-sailors who were excited about the concept of pay-to-play sailing. For many, the PSL will provide them the opportunity to experience the fun and excitement of sailing and competing on and against other RS21s while others said they were on sailing leagues in college but have few opportunities to sail because they don't own a boat. The non-sailing public will be able to watch the teams as they race on courses set just off the Pensacola waterfront at either Maritime Park or Plaza de Luna and is known as stadium sailing.

### New Partners

- Flora Bama Marina and Watersports
- Kramer Kreation: Murbles
- 5 Eleven Event
- Center Civic Community, LLC

### Partner Promotions

- **Marketing Bar**- Offering all partners 20% off any printed material to Visit Pensacola Partners
- **Gulf Coast Shades and Blinds**- 10% discount on all orders before December 31.

### Upcoming November EVENTS

- John Appleyard: History Lectures November 12
- Mike Hartsaw: First Person Presentation, William Bartram, November 19

### Experience HRT- 2019 Chair: Marty Stanovich

#### Thanksgiving and Farewell to Steve Hayes Luncheon and Manna Food Drive

Tuesday, November 19, 11:30 a.m.  
 Holiday Inn Resort Pensacola Beach

### November Meetings:

**Finance Committee**, November 19, 1:30 p.m.  
 Pensacola Sports, 101 W. Main St.

**Marketing/Sales & Services Committees**,  
 November 19, 3:00 p.m., Holiday Inn Resort Pensacola Beach

**Board of Directors Meeting**, November 20, 3:00 p.m.  
 Hilton Garden Inn, 1144 Airport Blvd.

### VIC News:

#### Visitor Information Centers

Number of daily Visitors: **4,536**

Direct assists: **2,189**

Phone assists: **439**

Group Packages assembled: **1,187**

Guest sign in states: **IN, TX, FL, GA, TN, WI, AL**

International Sign ins: **Ireland, Germany, Canada, France, Netherlands**



### Recently Held Meetings/Groups

Account Name	Meeting Name	Arrival Date	Staff	Attendees	Room Nights	Direct Spending	Definite or Assist
Blue Wahoos	Southern League Conference	10/6/2019	LC	120	200	\$64,500.00	Definite
2019 Weddings	The Murphy Wedding	10/7/2019	LW	100	189	\$84,000.00	Assist
Mike Company 1969 Reunion	Mike Company 1969 Reunion	10/8/2019	LO	40	85	\$30,000.00	Definite
USMC Class 1-68	USMC Class 1-68	10/8/2019	LO	44	82	\$33,000.00	Definite
IBFI Conference	IBFI Fall Fellowship Conference	10/9/2019	LW	125	150	\$39,375.00	Assist
Gulf Coast Texans	October 2019 Blue Angel Classic Soccer	10/11/2019	LC	1,700	1,000	\$405,000.00	Definite
HMM 163	HMM 163	10/13/2019	LO	44	102	\$27,500.00	Definite
Escambia County School District	2019 Daytona, FL's Mainland High School ROTC	10/13/2019	LW	61	69	\$22,875.00	Assist
USS AGERHOLM (DD826) 2019 REUNION	USS AGERHOLM (DD826) 2019 REUNION	10/15/2019	LO	80	155	\$70,000.00	Definite
Select Medical	National Medical Advisory Board	10/15/2019	LC	35	54	\$12,750.00	Definite
Univ of WFLCda - Early American Studies	2019 Gulf South History and Humanities Conf.	10/17/2019	LC	90	220	\$54,000.00	Definite
2019 Weddings	Coward Wedding	10/18/2019	LW	100	80	\$21,000.00	Assist
2019 Weddings	Bush - Joyce Wedding	10/18/2019	LW	75	60	\$16,250.00	Assist
USS ORISKANY 2019	USS ORISKANY 2019	10/19/2019	LO	90	185	\$78,750.00	Definite
USS JOHN R PIERCE 2019 reunion	USS JOHN R PIERCE (DD 753) 2019 reunion	10/20/2019	LO	50	134	\$50,000.00	Definite
Baptist Health Systems	Training / Clinical Education	10/20/2019	LW	8	32	\$6,400.00	Assist
Cirque Du Soleil AXEL	Cirque Du Soleil AXEL 2019	10/20/2019	LW	56	378	\$78,400.00	Definite
USS TALLAHATCHIE LST-1154/AVB-2 2019	USS TALLAHATCHIE COUNTY LST-1154/AVB-2	10/21/2019	LO	100	200	\$87,500.00	Definite
USS TALLAHATCHIE COUNTY	USS TALLAHATCHIE COUNTY	10/22/2019	LO	60	145	\$52,500.00	Definite
PBR FORCES	PBR FORCES	10/22/2019	LO	60	131	\$37,500.00	Definite
USMC Basic 6-67 Company N and O	USMC Basic 6-67 Company N and O	10/24/2019	LO	58	101	\$36,250.00	Definite
Gulf Breeze 74	Annual Fall Meet-up	10/25/2019	LC	35	40	\$14,000.00	Definite
Studer Education	Destination High Performance	10/29/2019	LW	100	100	\$30,000.00	Assist
US Navy Optical and Instrument Men	US Navy Optical and Instrument Men	10/30/2019	LO	80	160	\$50,000.00	Definite
Navy Federal Credit Union	2019 Annual Conference	10/31/2019	LW	125	795	\$219,375.00	Assist
<b>TOTAL:</b>				<b><u>2,439</u></b>	<b><u>2,306</u></b>	<b><u>\$843,000.00</u></b>	



### Upcoming Meetings/Groups

Account Name	Lead Name	Arrival Date	Staff	Attendees	Room Nights	Direct Spending	Definite or Assist
USS MULANEY	Folds of Honor Golf Tournament 2019	11/01/19	LW	200	100	\$ 40,000.00	Assist
Blue Angels Airshow	2019 Blue Angels Homecoming Show	11/02/19	LW	120	525	\$ 90,075,000.00	Definite
AOCS CLASS 36-69	AOCS CLASS 36-69	11/05/19	LO	35	135	\$ 26,250.00	Assist
West Florida Literary Federation	2019 Pensacola Writing and Book Festival	11/08/19	LW	50	60	\$ 22,500.00	Assist
Pensacola Sports	2019 Gulf South Conference(GSC) Soccer Champio	11/14/19	LC	500	278	\$ 177,000.00	Definite
<b>TOTAL:</b>				<b><u>905</u></b>	<b><u>1,098</u></b>	<b><u>\$90,340,750.00</u></b>	



## **Tourist Development Council (TDC) Quarterly Meeting**

**December 10, 2019**

# **Marketing & Communications**



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## EXPERIENCE CAMPAIGN ACTIVITY

### WHAT RAN

Digital display, native content, social media, and pre-roll video.

### MESSAGING

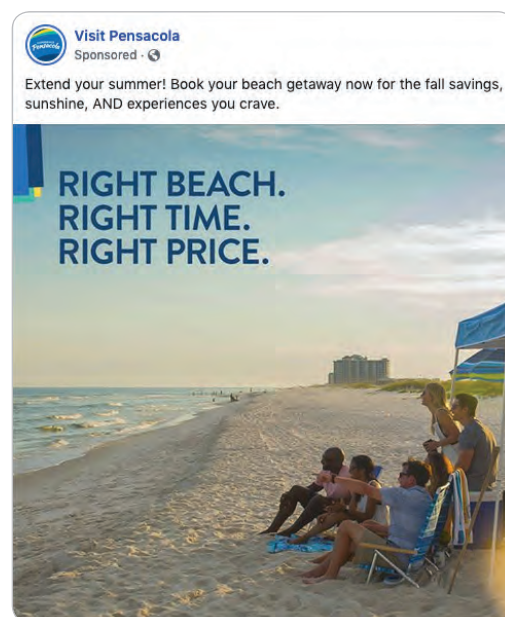
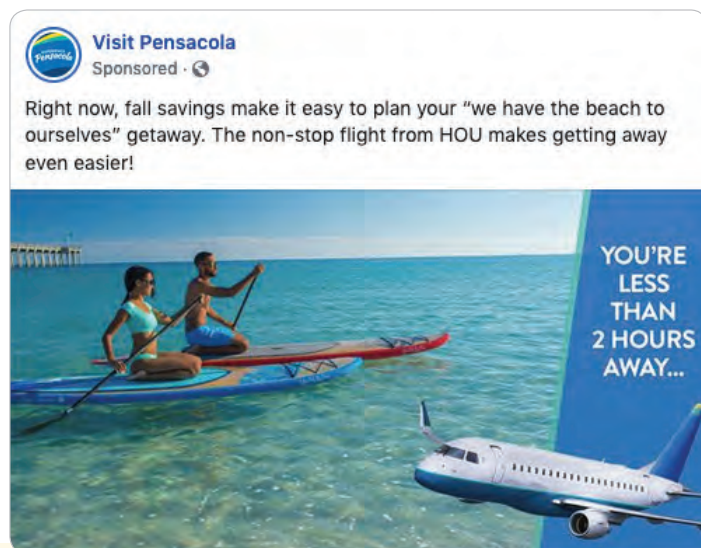
- Brand-focused and value-focused messages targeted at couples
- Direct-flight convenience and value messaging in Charlotte, Dallas, Houston, Nashville and Washington DC
- Experience-focused messages touting options beyond the beach like adventure, local charms and dining.
- Events ads showcasing upcoming happenings like Greek Fest, Taste of the Beach, the Women's Half Marathon and others.

### WHO SAW IT

Audiences targeted by behaviors, interests, geography and intention to travel.

### WHERE IT WAS SEEN

Primary markets: 350 mile radius around Pensacola Bay Area, (includes Atlanta, Baton Rouge, Biloxi, Birmingham, Gulfport, Hattiesburg, Huntsville, Jackson, Lafayette, Meridian, Montgomery, and New Orleans), plus Nashville, Dallas, and Houston



## ASSET DEVELOPMENT

- Work through multiple upcoming asset development, campaign, and promotion projects
- Continue work on Destination Video, VisitPensacola.com, and campaign analytics/reporting



## TRACKABLE DATA OVERVIEW – OCTOBER 2019

These figures account only for those people who saw an ad on their phone, tablet, laptop or home computer and then booked or traveled into our market. They do not represent all flights, hotels or arrivals.

### FLIGHT BOOKINGS



Data from Adara, Expedia, Sojern, StackAdapt, Facebook, Instagram, Airlines: Recorded flights booked during the month associated with trackable ad views.

### TOP FLIGHT ARRIVALS BY MARKET

Dallas-Ft Worth	16.0%	Charlotte	4.2%
Houston	8.6%	Tampa	4.1%
Miami	6.2%	Orlando	4.0%
Washington	4.4%	Philadelphia	3.4%

### HOTEL ROOM NIGHTS



Data from Adara, Expedia, Sojern, StackAdapt, Facebook, Instagram, Airlines: Recorded room nights booked during the month associated with trackable ad views.

### TOP HOTEL ARRIVALS BY MARKET

Atlanta	12.4%	Jacksonville	4.6%
Tampa	10.0%	Tallahassee	4.4%
Orlando	8.2%	San Francisco	4.3%
Mobile	5.9%	Nashville	3.6%

## DIGITAL IMPACT – OCTOBER 2019

### SOCIAL MEDIA

People Reached	859,891
Link Clicks	24,574
Landing Page Views	18,934

Data based only on paid social media advertising.

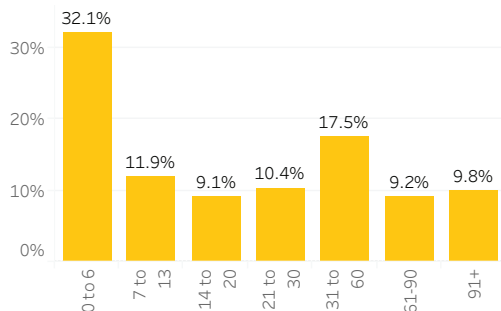
### WEBSITE TRAFFIC



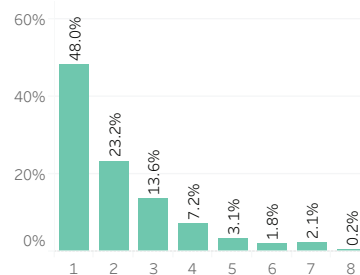
Native advertising drove 29.8% of campaign traffic.

## EXPEDIA INSIGHTS – OCTOBER 2019

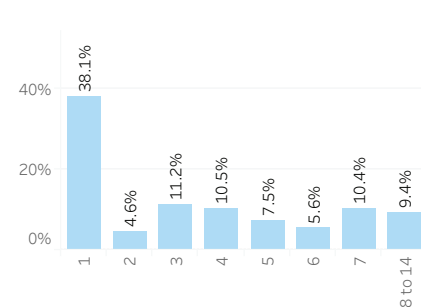
### TRAVEL WINDOW (air & hotel)



### LENGTH OF STAY (hotel)



### TRIP DURATION (air)



## WHAT'S NEXT?

- White Christmas promotion with Hallmark Channel
- Winter travel campaign



## OUTREACH



**Highlight:** Visit Pensacola President Accepts CEO Position with Visit St. Pete/Clearwater



**Highlight:** Best Places to Spend Winter Vacations



**Highlight:** 10 Fall Activities You Must Do in Pensacola



## SOCIAL MEDIA 7,090 sessions via social referral • 4,384 total social conversions



### 4 NEW SUBSCRIBERS • 804 TOTAL SUBSCRIBERS

1. Pensacola Stories Introduction
2. Pensacola Stories Episode I: Braden Smith, Gulf Coast Surf School
3. Pensacola Stories Episode II: Jerry Fisher, Alger Sullivan Historical Society



### 441 TOTAL SOCIAL CONVERSIONS

Total Engagement: 2,582 Replies, retweets and likes +137 followers, engaged 66 unique people, 227K Impressions



### 3,503 TOTAL SOCIAL CONVERSIONS

#### 745 New Page Likes

82K Engaged Users with the potential of 3.7 million total impressions (all generated from likes, shares and comments on posts)



### 161 TOTAL SOCIAL CONVERSIONS

Engaged 57 people, 1,243 pins



### 42 TOTAL SOCIAL CONVERSIONS

#### 853 New Followers

Total Engagement: 23k (likes and comments)

#### INSTAGRAM STORIES

116 total social conversions  
98k story impressions  
81k story interactions



## ASSET REQUESTS

1. Images used in "5 Reasons to Visit Pensacola" article on Tripveel.com
2. Image used to promote destination travel during the holidays in BRAVA Magazine
3. Images used in PowerPoint presentation to promote the location
4. Images used on website Above360.com and brochure promoting Pensacola to the Australian travel agent market



## E-MARKETING CONSUMER eNEWS

**390** new sign-ups

**9.7%** open rate

**83.6%** conversion rate

**1.2%** click throughs



## EARNED MEDIA

### ACTIVE COVERAGE – SECURED BY VISIT PENSACOLA TEAM

#### PRESS RELEASES

- Visit Pensacola President Accepts CEO Position with Visit St. Pete/Clearwater
- November Events Release

#### MEDIA ASSISTS

- Foo Foo Pensacola Events
- Best of NW Florida – Destination Florida Submission
- Quick Trip Submission
- Visit Florida B-Roll and Images for WTM
- Visit Florida Editorial Lead
- Perdido Key Chamber of Commerce
- Beach O Ween
- City of Pensacola
- Pensacola News Journal
- USA Business Radio

#### MEDIA ASSISTS

- Nassau County Clerk of Courts Office
- Bella Magazine
- Downtown Pensacola
- Holiday Inn Express Pensacola Beach
- Pensacola International Airport
- Trip Saavy Editors Choice
- AAA
- Visit FL Canada FAM
- Emerald Coast Magazine
- 850 Magazine
- Innisfree Hotels
- Bham Now
- South Fulton Magazine
- National Geographic
- Southern Hospitality Magazine
- Garden and Gun
- CNN Travel



## PRESS MENTIONS – STORIES MENTIONING PENSACOLA



#### STORIES MENTIONING PENSACOLA

##### Highlights:

- Here are the Affordable Cities Where Everyone Wants to Live Right Now



##### 175 stories

##### Highlights:

- The Revitalization of Downtown Pensacola
- The Most Popular National Park Sites in Each State



##### 7 Accolades

##### Highlights:

- The 25 Most Desirable Places to Live in the US in 2019
- Trips to Discover Ranks Florida's Friendliest Cities