

RESOLUTION NO. 2022-

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF NASSAU COUNTY, FLORIDA, AUTHORIZING THE USE OF TOURIST DEVELOPMENT TAX DOLLARS TO ENGAGE JONES LANG LASALLE AMERICAS INC. (JLL) TO DEVELOP A COUNTY-WIDE TOURISM STRATEGY AND DESTINATION DEVELOPMENT STRATEGIC PLAN; FINDING THE STRATEGIC PLAN AND USE OF TOURIST DEVELOPMENT TAX DOLLARS WILL ENHANCE VISITOR EXPERIENCES, PROMOTE TOURISM ON AMELIA ISLAND, IN NASSAU COUNTY, AND IN THE STATE OF FLORIDA, AND GROW THE TOURISM MARKET; APPROVING THE PROPOSAL FROM JLL; PROVIDING CERTAIN LEGISLATIVE FINDINGS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Tourism is a critical component of the Nassau County economy generating over \$850 million in economic impact; supports 1 in 4 jobs; and contributes 36% of all sales taxes collected; and,

WHEREAS, the Board of County Commissioners (BOCC) is authorized under FLA. STAT. 125.0104, to perform those acts, including the expenditure of Local Option Tourist Development Act tax monies for (1) the marketing of Amelia Island tourism ; (2) to increase Tourism Development Tax, herein referred to as the “TDT”, revenues; (3) to increase Local Optional Sales Tax revenues; (4) to increase gas revenues; (5) to increase job growth; all of which further the public good for the people of Nassau County, and as such is in the best interest of Nassau County; and

WHEREAS, the BOCC has by Ordinance No. 88-31, as amended by Ordinance No. 89-8, established the Amelia Island Tourist Development Council (AITDC), adopted a strategic tourism plan; has levied and imposed a two percent (2%) Tourist Development Tax Development Plan for the use of funds derived from such tax; and pursuant to Florida Statutes and the recommendation of the AITDC, the BOCC, in Ordinance No. 2008-16 increased the TDT to three percent (3%); and in Ordinance No. 2010-02 increased the TDT to four percent (4%); and in Ordinance No. 2018-16 increased the TDT to five percent (5%); and

WHEREAS, the AITDC is an advisory board to the BOCC as provided by Fla. Stat. 120.0104; and

WHEREAS, the funds received by the County from the TDT are restricted tax funds and the expenditure of those funds shall comply with Ordinance No. 88-31 as amended, and Ordinance No. 89-8, as amended, and Florida Statutes and the Florida Administrative Code, and AITDC Policies as approved by the BOCC; and

WHEREAS, pursuant to Fla. Stat. 125.0104, the BOCC may engage county tourism promotion agencies and has determined that, based on the recommendation of the AITDC, the BOCC shall contract with the Amelia Island Convention and Visitors Bureau (AICVB); and

EXHIBIT A

**JLL PROPOSAL FOR A NASSAU COUNTY TOURISM STRATEGY AND
DESTINATION DEVELOPMENT STRATEGIC PLAN**

Nassau County Tourism Strategy & Destination Development

Strategic Plan Facilitation and Plan Development
Prepared for Nassau County, Florida
November 22, 2021





Contact

Jones Lang LaSalle Americas Inc.

Contact Information:

Daniel Fenton
Executive Vice President
One Front Street Suite 2100
San Francisco, California 94111
T +1 831 298-7215
M +1 408 309-3450
dan.fenton@am.jll.com

Bethanie DeRose
Senior Vice President
M +1 609 457 5361
bethanie.derosé@am.jll.com

November 19, 2021



Taco Pope
County Manager
96135 Nassau Pl.
Suite 1
Yulee, FL 32097

RE: Nassau County, Florida Tourism Strategy and Destination Development Strategic Plan.

Dear Taco:

Jones Lang LaSalle Americas, Inc. (JLL) is pleased to present our proposal to support Nassau County's efforts to augment, grow, and strategically evolve the tourism economy to expand the value-adding benefits of tourism to the community by creating new products and revenue streams that will create jobs, expand the economy, and improve the quality-of-life/place for visitors and citizens through the development of a County-wide Tourism Strategy and Destination Development Strategic Plan to address the next five to 10-years.

JLL's Tourism and Destination Advisory practice brings national expertise in destination development, tourism and DMO planning. From large destinations like San Francisco and Miami, to smaller, niche communities like Fort Collins, Colorado and Waco, Texas, where we have developed custom solutions and strategic plans to guide smarter tourism investment for counties and convention and visitors' bureaus across the country.

We will deliver a Destination Strategic Plan that is actionable with tangible priorities and clear implementation strategies for the County. Our process for Nassau County ensures that the resulting plan will build on the success of Amelia Island and focus on the key need areas across the five-districts of the County including increasing the tourism economy off island and into new areas of Nassau County. This will include strategies to increase current and future visitor flow and spending across all tourism sectors, identifying what additional or new infrastructure may be needed and assess the current tourism product to determine market strength for future development opportunities. Additionally, JLL understands that the success of Amelia Island brings with it new challenges with the sustainability and capacity of the existing tourism ecosystem. JLL will address these issues as part of the County-wide planning effort.

We pride ourselves on our thoughtful and tailored approach we bring to destinations at the city and county levels. Our entire process is centered around gathering useful insight from a variety of sources, consensus among key stakeholders and merging that with our combined years of experience – resulting in new, innovative strategies, ready to support Nassau County's vision for the future.

We are confident that our approach will exceed the expectations of the County and enable the expansion of tourism into a county-wide landscape with tangible recommendations for new product. We understand this is more than a marketing plan and JLL's approach to Nassau County will deliver on the needs of the County to develop off-island while exponentially adding to the value of the tourism ecosystem. Thank you for allowing us the opportunity to present our proposal.

A handwritten signature in black ink, appearing to read 'Daniel Fenton', with a stylized flourish at the end.

Daniel Fenton
Executive Vice President
Director of Global Tourism Practice.
T +1.408-309-3450 | dan.fenton@am.jll.com

**We would be honored
to be your partner.**

Qualification & capabilities



JLL firm profile

Jones Lang LaSalle Incorporated, incorporated in 1997, is a Maryland corporation. References to “JLL,” “the Company,” “we,” “us” and “our” refer to Jones Lang LaSalle Incorporated and include all of its consolidated subsidiaries, unless otherwise indicated or the context requires otherwise. Our common stock is listed on The New York Stock Exchange (“NYSE”) under the symbol “JLL.”

JLL is a leading professional services firm that specializes in tourism strategy advisory. We shape the future of tourism for a better world by creating solutions, building relationships and most of all, using data to recommend tailored strategy approaches to every destination. JLL is a leader in enhancing destinations. As a practice, the Hotels and Hospitality Group maintains 49 global offices. In the last five years, the group’s 350-strong global team has helped solve nearly 5,300 unique client challenges by completing advisory, valuation and asset management assignments. We have worked with more than 50 cities, regions, states and international destinations – partnering to attract visitors and make their destinations more competitive.



JLL is a Fortune 500 company with annual revenue of \$18.0 billion, operations in over 80 countries and a global workforce of over 93,000 as of December 31, 2019. We provide services for a broad range of clients who represent a wide variety of industries and are based in markets throughout the world. Our clients vary greatly in size and include for-profit and not-for-profit entities, public-private partnerships and governmental (“public sector”) entities looking to outsource destination development services.

JLL provides a full range of tourism strategy services for both public and private clients seeking to maximize the impact of tourism on their destinations. Our team has extensive experience in providing not only destination development services, but also a full range of advisory services that enhance the destinations in which we work. Our global platform and diverse service and product offerings position us to take advantage of the opportunities in a consolidating industry and to successfully navigate the dynamic and challenging markets in which we compete worldwide.

As per the request of the RFQ, JLL does not have any pending litigation and is in good standing.



Team facilities and resources

Cities, states and countries across the globe are leveraging the tourism industry to drive new growth, expansion of industry and long-term sustainability for their communities on the world stage. Our team provides the expertise to drive new destination thinking in a globally competitive landscape.

Top firm

No. 1 in Forbes Best Employers for Diversity in America for 2021

Named to Bloomberg Gender-Equality Index for second year in a row

Score of 100 for Best Places to Work for Disability Inclusion

JLL has the resources to analyze Nassau County's tourism assets on behalf of Nassau County and the Board of County Commissioners and the to deliver a more sustainable and balanced destination for the future.



JLL is globally leading reentry into the workforce. Our policies and procedures as a fortune 500 company are setting the standards for others. We will bring that expertise to Nassau County CVB for this project. Additionally, we are globally connected, conducting remote work seamlessly for clients for over the last 16 months. The supporting work of this project will be managed from JLL's New York office. JLL's Hotels & Hospitality Group is made up of 35 full-time staff, four of which will be dedicated to directly assisting Nassau County.

47 Offices

23 Countries

350 Global specialists



Who we are

We know destinations

With a 20+ year track record in helping destinations identify strategic advantages, JLL's Global Tourism and Destinations team is uniquely positioned to partner with destinations to build and enhance their tourism infrastructure. We serve as guides in the strategic management of tourism in a sustainable manner consistent with economic goals and cultural values shaped by preservation of natural resources, community desires and visitor industry needs.



Proven methods

We are practitioners and are thought-leaders in the tourism industry and apply that expertise to build destination strategic plans.



Leveraging expertise

To date, JLL has advised over 50 destinations on destination strategic plans, organizational assessments, asset optimization strategies, and visitor profiles worldwide.



Outcome oriented

We pride ourselves on partnering with clients to produce implementation focused results. Why undergo a strategic planning effort, if you can't implement it?

Award and accolades



Fortune
Fortune 500 Company list
(2015-2020)



World's Most
Admired Companies
Fortune Magazine
5th year in a row



100 Best Companies
Working Mother
3rd year in a row



A LinkedIn Top
Company
(2016 - 2018)



Perfect Score on the Human
Rights Campaign Foundation's
Corporate Equality Index
6th year in a row



Best Places to Work in
Money Management
Pensions and
Investments
4th year in a row



A 2019 Military
Friendly® Employer
Victory Media



Top 70 Companies for
Executive Women
National Association for
Female Executives
4th year in a row



100 Best Corporate Citizens in
the United States
CR Magazine
5th year in a row



Drucker WSJ Management
Top 250
(2017-2018, 2020)



Dow Jones Sustainability
Index North America
4th year in a row



50 out Front: Best Places for
Women and Diverse Managers
Diversity MBA Magazine
2018



America's Most Just
Company in the Real Estate
Industry
Forbes
4th year in a row



World's Most Ethical Companies
Ethisphere Institute
13th year in a row



Energy Star Sustained
Excellence Award
U.S. Environmental
Protection Agency
8th year in a row



JLL Tourism

Past Clients:



The JLL clients above are a representative sample that has received a broad base of tourism support.

Current Clients Include:



Tourism Strategy Services

JLL provides a full range of tourism strategy services for both public and private clients seeking to maximize the impact of tourism on their destinations. Our team has the breadth and depth of experience in providing not only destination development services, but also a full range of advisory services that enhance the destinations in which we work. Tourism strategy services include:

- Industry Research
- Destination Strategic Planning
- Visitor Surveys
- Governance
- Sales Team Deployment
- Accountability
- Goal Setting
- CVB & Convention Center Coordination
- Event Prospecting
- Enhancing Citywide Events
- Marketing Strategy
- Target Markets
- Branding
- ROI Based Campaigns
- Sports Development
- Creating New Signature Events
- Current Events Metrics
- Event Strategy



We know *seaside* destinations

The JLL team collectively brings ample experience and knowledge of a variety of seaside destinations. Our team has completed projects for the following destinations:

Carlsbad, CA

Tourism Study & Strategic Plan



Broward County, FL

Culture Tourism Plan



Jacksonville, FL

Tourism Asset Research & Analysis



Sarasota County, FL

Destination Strategic Plan



Miami Beach, FL

City & CVB Sales and Marketing Plan



Volusia County (Daytona Beach), FL

Tourism Marketing Study



Walton County (Santa Rosa Beach), FL

Strategic Plan



In addition to –



We understand *county* dynamics

The JLL team has worked across complex geographical localities and multiple jurisdictions to complete strategic planning processes for urban and rural communities. Our team has completed projects for the following destinations:

Wake County, NC

10-Year Destination Strategic Plan



Louisville–Jefferson County Metro, KY

10-Year Destination Master Plan



Lake County, CA

Tourism Research & Analysis



St. Mary's County, MD

Tourism & Hospitality Master Plan



Greater Des Moines, IA

Destination Strategic Plan



Pierce County, WA

Tourism Funding & Asset Plan



In addition to –



International Tourism Readiness & Planning

JLL knows that cities are global hubs accelerating business, innovation and job creation all around the world. That is why our team is committed to global partnerships to further this industry's impact. JLL has worked with leading global think tanks to advise on policy and operationalize it into practice.



In 2019, JLL released a joint research report with the World Travel & Tourism Council (WTTC) on global tourism readiness. The research indexed 50 global cities and their positioning for a successful tourism industry based on 75+ data points using JLL & WTTC's joint expertise in the field. Our methodology developed five-typologies of destinations.

Our team works closely with Destinations International to support destination marketing organizations in achieving their ambitions. Our practice lead, Dan Fenton, was a former chair of this international organization. Bethanie DeRose and Juliet Velazquez currently sit on the Global Leadership and Convention Sales and Services Committees for Destinations International to support JLL's global reach and are instrumental in providing strategic recommendations influencing policy change in the industry.

Through our work with the World Economic Forum (WEF), JLL is able to be a leading advisory voice on issues related to emerging markets, sustainability and competitiveness. JLL & WEF understand the importance of tourism to drive the health and success of adjacent industries i.e., retail, restaurants, transportation and overall quality of place.

Team organization



Dan Fenton

Executive Vice President
Project Oversight



Project Management



Bethanie DeRose

Senior Vice President

Project Role:
Day to day project management
Liaison to AITDC
Manage all stakeholder engagement
Lead research initiatives
Manage project deliverables



Project Support



Mitchel Anzivino

Associate



Juliet Velazquez

Associate

Project Role:
Market research support
AITDC resource
Project deliverable support

Project team resumes



Dan Fenton

Executive Vice President
Director of Global Tourism
Project Oversight

T: +1 831.298.7215
M: +1 408.309.3450
dan.fenton@am.jll.com

Current responsibilities

Dan heads up the Global Tourism Team within JLL's Hotels & Hospitality Group specializing in research, tourism strategy and destination planning. He is the past Chairman of the Board of Destinations International where he launched several initiatives designed to drive more effective practices across Destination Marketing Organizations. Dan also served as President and CEO of Team San Jose for 15 years and was a Principal in the Strategic Advisory Group. Prior to that, Dan was in general management and sales/marketing leadership positions with hotel companies.

Experience

Dan blends his knowledge of trends in the national and international tourism and hospitality sectors to bring a "big picture" view to what makes destinations more competitive and how communities can set themselves apart. This knowledge was thoroughly applied to help develop the Meet Hawai'i brand and direction. With this perspective, he understands what questions need to be asked and uses that context to evaluate and leverage the resulting data.

- Hawai'i Tourism Authority
- Miami Beach Convention & Visitors Bureau
- Visit Sarasota County
- Philadelphia Convention & Visitors Bureau
- Visit Denver
- Houston Convention & Visitors Bureau
- Greater Raleigh Convention & Visitors Bureau
- Charlotte Regional Visitors Authority
- World Travel & Tourism Council – Tourism Readiness Research
- Destinations International
- Rochester Convention & Visitors Bureau, Minnesota
- Finger Lakes Regional Tourism Council, New York
- Walton County Florida
- St. Mary's County, Maryland

Prior experience

Before joining JLL, Dan was a Principal for Strategic Advisory Group, which was acquired by JLL in early 2016, for five years. Prior to joining Strategic Advisory Group, he served as President and CEO of Team San Jose for 15 years.

Education and affiliation

Dan is a graduate of Cornell University where he received a Bachelor's degree, with distinction, in hospitality administration and management. He also serves on the York School Board of Trustees as an advisor to the Philanthropy Committee and is the chair of the Diversity Committee.

About Dan

Dan is a passionate professional who is currently leading efforts with past graduates of prominent hotel schools like Cornell, NYU and Miami to intentionally seek and educate diverse candidates about the potential in hospitality careers. That is a recent initiative of Dan's, but not the only one. Dan has been on the Board of Trustees for his high school, the York School, in California for several years. Dan is the chair of the Diversity Committee and helped launch a program called "Fenton scholars" that is an intentional recruiting plan to identify and support lower social economic African American and LatinX students to attend an internationally recognized independent school.

When Dan is not leading these passion projects, you can find Dan in his favorite role of all, uncle and now grand uncle to his nieces and nephews and when concerts resume, he will be front row at the next Tower of Power show.

Project team resumes



Bethanie DeRose

Senior Vice President

M: +1 609.457.5361
bethanie.derose@am.jll.com

Current responsibilities

Based in New York, Bethanie DeRose is a Senior Vice President with JLL's Hotels & Hospitality Group specializing in tourism strategy, destination development and management. She assists clients with destination strategic planning, tourism readiness and sustainability, convention center asset management, public facility feasibility and overall destination positioning.

Experience

Bethanie has extensive experience in long-term destination and tourism planning efforts having completed over 50 projects domestically for destinations including Miami Beach, Florida; Philadelphia, Pennsylvania; Houston, Texas; and Denver, Colorado among many others. Internationally, Bethanie has been involved in convention center planning in Central America and global tourism readiness planning in Europe and Asia.

Bethanie has also worked closely with industry associations including the World Travel and Tourism Council on a Global Tourism Readiness project as well as Destinations International on the conventions and meetings product audit. She also serves on various Destinations International committees.

In addition, Bethanie's experience includes hospitality operations management, sales planning, goal setting and capital project management. Bethanie personally oversaw and managed the renovation and capital improvement plan of a 334-room hotel in Atlantic City following Hurricane Sandy's impact in New Jersey.

She's worked in the hotels and convention industries for nearly 10 years and is an expert at strategy and planning.

Prior experience

Before joining JLL, Bethanie was an Associate Consultant with Strategic Advisory Group, which was acquired by JLL in early 2016. Bethanie was with Strategic Advisory Group for nearly three years. Prior to that position she was in the General Manager's office at the Chelsea Hotel in Atlantic City.

Education and affiliation

Bethanie has a bachelor's degree from Rutgers University and recently graduated with Certified Destination Management Executive (CDME) courses through Destinations International.

About Bethanie

Bethanie grew up in Atlantic City, NJ and worked in tourism since she was old enough to walk. Bethanie's parents ran a PR and marketing firm together where the casinos were their client base, and she was their helper. Watching her mom lead a company taught her a lot about the power of leadership and the importance of women in lead roles. When Bethanie wasn't at the Parker and Partners office, she started out waiting tables and worked her way up to running a 330-room boutique hotel on the beach as an AGM. Servicing visitors is something that she has been doing since childhood. Tourism planning is something Bethanie grew up in and innately understands as critically important to a destination's ecosystem.

When Bethanie isn't traveling for client work, you can find her in Atlantic City coaching middle school girls basketball with her former coach from 8th grade. Bethanie is passionate about giving young girls the opportunity to learn leadership through sport. Additionally, Bethanie and her husband volunteer with Field of Dreams and Hoops for All programs focused on providing opportunities for the physically and mentally disabled to participate in sport.

Project team resumes



Juliet Velazquez

Associate, Tourism and
Destination Development

M: +1 305.778.1272
juliet.velazquez@am.jll.com

Current responsibilities

As part of the Strategic Advisory and Asset Management team with JLL's Hotels & Hospitality Group, Juliet Velazquez assists clients with developing strategic plans for destination growth, developing ways to optimize the effectiveness of tourism assets and overall destination positioning.

Experience

Juliet joined JLL in June 2021, with over eight years of tourism experience at the Greater Miami Convention and Visitors Bureau, one of the U.S.'s primary International destinations. As a marketing strategy professional, she is proficient in identifying and organizing high-level strategies into actionable steps. Her most recent experience in long-term destination and tourism planning efforts includes work with domestic projects for Las Vegas, Nevada; and Dallas, Texas.

She has also worked closely with industry associations including the World Travel and Tourism Council, through the Global Tourism Readiness project as well as Destinations International on the Global Leadership Committee, Convention Sales and Services Committee, and Event Impact Calculator Product Development Committee. As a recipient of the Destinations International 30 Under 30 Award in 2019, Juliet is also involved with Destinations International's 30 Under 30 Alumni council.

Prior experience

In her previous roles, Juliet served at the Greater Miami Convention and Visitors Bureau (GMCVB) providing business analytics expertise to the Convention Sales team utilizing her strong analytic, research, organizational, and presentation skills. Prior to The GMCVB, she served as a Public Information Specialist for the City of Miami Beach focusing on Marketing and Communications as Editor of MB Magazine.

Education and affiliation

Juliet has a bachelor's degree from Florida International University, where she completed her studies in 2011 in Communications and Public Relations, as well as a certificate in Tourism & Hospitality Marketing.

About Juliet

Juliet is a first generation American of Bolivian and Peruvian descent and comes from a large family. She is the middle child of three but was raised with an additional six first cousins which are like brothers and sisters.

Her earliest memories were in hotels and restaurants, since many of her family members started their careers in hospitality. Because of that, one of her passions is ensuring that everyone has a voice and a seat at the table within the Tourism & Hospitality Industry. This led her to be actively involved and spearheading the Diversity, Equity and Inclusion efforts for the Greater Miami CVB. Through her work with Destinations international, she is also an advocate for young professionals and is a strong proponent for mentorship in the industry.

During her free time, Juliet loves exploring all things design related and spending time doing water activities with her family.

Project team resumes



Mitchell Anzivino

Associate, Tourism and
Destination Development

O: +1 212 377 2826
M: +1 603-772-7433
mitchel.anzivino@am.jll.com

Current responsibilities

Based in New York, Mitchel Anzivino is an Associate with JLL's Hotels and Hospitality Group since June 2021, specializing in tourism strategy, destination development and management. His role includes collaborating with clients to organize data to build strategy and produce optimized recommendations. In addition, he assists clients with tourism readiness and sustainability, public facility feasibility, convention center asset management, overall destination strategic planning and destination positioning.

Experience

Joining the JLL team in June 2021, Mitchel brings multiple years of hospitality and tourism experience. He has comprehensive knowledge in asset utilization, capital planning and due diligence support having recently completed domestic projects for Las Vegas, Nevada; and Dallas, Texas. Internationally, Mitchel has improved financial and operational performance of luxury hotels throughout Riyadh, Saudi Arabia; Amman, Jordan; Kuwait City, Kuwait and London, England by enhancing management operating systems, forecasting strategies, and brand positioning.

Mitchel also continues to collaborate with the World Travel and Tourism Council on creating a standard for Global Tourism Readiness. He is skilled in interpreting and organizing data from several sources to deliver analytics that both build strategic insights and drive optimizations for clients.

Prior experience

Before joining JLL, Mitchel was a consultant at Carpedia Hospitality for 2 years, an implementation-based consultancy focused on improved profitability and asset management within the hospitality sector.

Education and affiliation

Mitchel graduated from New York University in 2018 with a bachelor's degree in Hospitality and Tourism Management.

About Mitch

Mitch grew up in southern New Hampshire as a 3rd generation American with Italian roots. He has always had a passion for the hospitality and tourism industry and thoroughly enjoys immersing himself in new communities or cultures. Whether traveling for leisure or business he will always take time to seek out an authentic activity or food and beverage experience. In his free time, he enjoys spending time with family and friends, trying new restaurants in New York City, and can often be found on a golf course weekend mornings

Mitch is also an active ally in many of JLLs Business Resource Groups including: GenAll, Asian Business Professionals Network, Building Pride, Black Professionals Network, and Latino Empowerment. These networks have provided him a great resource for making meaningful connections while learning about the importance of inclusivity.

Key Phases

We pride ourselves on the inclusive, research-based approach with an outcome that creates a new exciting path for Nassau County.

JLL's four-phase approach will address all aspects of the tourism ecosystem in Nassau County both on and off-island to develop a strategic roadmap to sustainably expand the tourism economy across the County.



Phase 1 **Listen | Meet**

- Meet with County leadership and establish the AITDC as the steering committee
- Align with County and BOCC priorities for tourism, existing plans and objectives for visioning Nassau County's future
- Conduct County-wide stakeholder and resident Interviews, Focus Groups & Survey
- Conduct County-wide site visits
- Establish County-wide zones/districts for the Study's focus
- Continued stakeholder engagement



Phase 2 **Research | Gather**

- Initiate data gathering
- County-wide Market Study aligned with zones/districts
- County-wide Lodging Inventory Analysis
- Competitive Positioning Benchmarking by zone/district for the County
- County-wide Demand Driver Scorecard
- County-wide tourism Readiness and Ecosystem Assessment
- Leisure Event Valuation across the County



Phase 3 **Vision | Strategize**

- County-wide Priority Identification
- County-wide Product Development Plan
- Value Map across the County for expansion of TDT
- Organizational Positioning for expansion of tourism support across the County



Phase 4 **Activate | Recommend**

- Final Plan Development
- County-wide Metrics
- County-wide Plan Deliverable with Milestone Timeline

Phase 1



Listen | Meet

Outcome:

Bringing together all levels of involvement from Nassau County from the Board of County Commissioners to the rural business owners and established tourism stakeholders to ensure that all input is considered, and all lines of communication remain accessible.

Alignment Meeting & Review Existing/Ongoing County Plans

JLL meets with County leadership including the BOCC to kick-off the planning process

JLL will meet with County leadership to set the foundation for the priorities of the plan. JLL will evaluate and discuss the priorities of the County Commission to include in this planning process including:

- Expand the Tourist Development District to be county-wide, and identifies new/expanded revenue generation models.
- Create new products, opportunities, and revenue streams across the whole of Nassau County
- Explore sports-tourism, agri-tourism, eco-tourism and similar other opportunities
- Other priorities as appropriate for a county-wide tourism development strategy

JLL will work with the County leadership to develop a target list of stakeholders including existing relationships with the AICVB and its partners at the municipalities across the county.

Meet with Tourist Development Council

JLL has had great success utilizing an inclusive steering committee for planning process to work as a sounding board for implementation

The steering committee for the strategic planning process will be the existing Tourist Development Council (AITDC) with additional members as appointed by County leadership. The group will meet monthly throughout the planning process to provide input, refine messaging act as a sounding board for the team, in addition to helping focus concepts into priorities and measurable strategies for implementation across the county.

JLL will meet with the consultant teams for the Environmental Branding and EDSA Harmonizing Plan, the County Recreation Plan as well as the initiatives to understand the focus and confirm opportunities for alignment.

Integrated JLL Advantages for Nassau County:

- ✓ Continued meaningful engagement with the Steering Committee. The meetings are not just “reporting out” sessions.
- ✓ Broad based collection of input from key stakeholders, resident, and strategic partner organizations.
- ✓ Input from nontraditional community thought leaders extends the feedback and provides guidance into the areas of the County that are positioned for growth.

Phase 1



Listen | Meet

Outcome:

Bringing together all levels of involvement from Nassau County from the Board of County Commissioners to the rural business owners and established tourism stakeholders to ensure that all input is considered, and all lines of communication remain accessible.



Countywide Stakeholder Engagement: Interviews, Focus Groups & Survey

Broad-based multi-platform outreach creates buy-in and enhances the chances of successful plan implementation.

Engaging stakeholders, thought leaders, developers and community residents across the county in a thoughtful discussion of local assets, needed direction, concerns, opportunities and potential involvement in the destination's future.

JLL will work with the project leadership to identify tourism stakeholders that will be impacted by the project county-wide. JLL will conduct:

- Focus groups allocated by County district/zone (multiple groups per district)
- Town Hall input sessions across the County
- Individual community leader interviews across the County
- County-wide stakeholder survey with smart questions designed to probe respondents based on their interest areas for opportunities

The JLL project team is dedicated to this proven process of "engagement-driven" results. Our stakeholder survey is meant to live on past inception of the project, and ideally being done annually or bi-annually moving forward.

While this engagement will be comprehensive in the front-end of the planning process, stakeholder engagement will continue throughout the duration of the project.

JLL will work to ensure the incorporated and unincorporated areas across all five county districts have an opportunity to participate in the process.

JLL prides itself in creating meaningful monthly stakeholder communication, designed to gain ongoing input throughout the process

Phase 2



Research | Gather

Outcome:

Gathering all data points, trends, and current inventory assessments to get a picture of the current state of tourism across the County including both mature tourism localities and localities that may be new to the tourism economy in the destination.

Current Positioning Market Study

Identify all current destination assets in Nassau County

Assembling a comprehensive list of the tourism product and assets that comprise the destination's landscape. Including all private and public assets, hotels, resorts, attractions, amusements, event facilities, parks, golf courses, etc. In addition to identifying demographic data, supportive destination infrastructure, trends, and demand drivers. JLL will review all past reports to gain an understanding of historic results as well as the current internal and external reporting packages. This is an important indicator of successes and opportunities as well as the current breakdown of market segments. JLL will prepare a SWOT analysis that will help the County adjust for new opportunities and prioritize destination improvements that are needed to improve the overall group and destination experience. This review and analysis will include how the area utilizes its many assets as well as how Nassau County currently positions itself as a destination. This will include both existing destination brands of Nassau County, Amelia Island as well as Jacksonville and the western areas of the County that may be new to tourism development. The SWOT analysis will be a key point in the evaluation process because of the ability for all of the stakeholders to review the objective research laid out in a simple platform for discussion about the County's future.

Lodging Inventory Analysis

Evaluate the county-wide hotel market to include class, scale, and performance

Surveying hotel operators throughout the destination to conceptualize their sources of business most accurately. The results of which will assist in guiding categorization of business drivers influenced by the destination organization or by other sources. This evaluation provides clarity on key market segments and develops projections for future business demands. JLL will use proprietary information on hotel performance gathered from our global hotel database. We will assess the core hotels performance as well as current business mix. JLL will make recommendations related to specific hotel types that MAY be important for future planning.

The lodging analysis will be conducted county-wide and therefore also take into consideration the existing TDT collection and potential expansion if the District were to grow to encompass all of Nassau County. This will impact funding considerations in a later phase.

Integrated JLL Advantages for Nassau County:

- ✓ As part of completing **Phase Two**, Nassau County will have exclusive access to JLL's proprietary tools, continuing the on-going work of destination enhancements.
- ✓ JLL's exclusive tools include:
 - ✓ Demand Driver Scorecard
 - ✓ Lodging Inventory Analysis and annual hotel survey platform
 - ✓ Tourism Readiness Sustainability Assessment

Phase 2



Research | Gather

Outcome:

Gathering all data points, trends, and current inventory assessments to get a picture of the current state of tourism across the County including both mature tourism localities and localities that may be new to the tourism economy in the destination.

Competitive Position Benchmarking

Identifying the tourism assets of current competitors and aspirational destinations

JLL will study comparable and competitive destinations with like assets and geographies to Nassau County. JLL will consider the dynamics of the mature destination with the districts/zones for the tourism economy's expansion across the county when surfacing potential benchmarks for study with County leadership.

Once identified, preparing a side-by-side comparison of all the tourism product and assets that comprise each destination's landscape. JLL's research will include benchmarking successful competitive destinations based on comparable assets, landscape and overall positioning. JLL will also study the destination management and marketing organization structure to help determine the best path forward for a county-wide tourism effort.

JLL will work with Nassau County project team to understand additional information that would help in understanding future opportunities based on successful destinations in the region and across the country. We will evaluate how Nassau County compares with its competitive destinations in areas to include airlift, transportation, hotel package, specialty spaces, amenities and assets in the different districts/zones across the county. JLL will identify the most strategic investment opportunities for the areas of the County that are in the early stages of a tourism development plan.

Tourism Readiness Ecosystem Assessment

Utilize the JLL Tourism Readiness Index to provide assessment of key infrastructure & policies influencing tourism readiness

The Tourism Readiness Index was developed through a partnership between JLL and WTTC to understand direction, needs and ramifications of tourism policy and development. Taking into consideration the following factors: Environmental Health, Tourism Infrastructure, Connectivity, Air Quality Index, Stability and many more.

The approach to tourism readiness will benefit both the mature and new areas of the tourism economy across Nassau County. This approach will also highlight community needs to welcome visitors and be "ready" for tourism. Growth in the tourism economy and expansion of the overall tourism ecosystem will drive new benefits to new areas of Nassau County but the ability to connect to the industry through new product, potential infrastructure needs and the overall visitor experience will need to be considered in order for the tourism economy to have the desired impact.

Additionally, being "ready" for tourism expansion across the county can positively impact a resident's quality of life by improving the overall quality of place. JLL's approach will make recommendations on expanding the tourism ecosystem into the county to benefit a broader community while ensuring those communities are ready to receive new tourists.

Phase 2



Research | Gather

Outcome:

Gathering all data points, trends, and current inventory assessments to get a picture of the current state of tourism across the County including both mature tourism localities and localities that may be new to the tourism economy in the destination.

Demand Driver Scorecard

Score current destination demand drivers on JLL's proprietary assessment tool on assets county-wide

This rating of destination assets helps determine marketing opportunities, content development and future resource investments for each individual asset. It also provides a relative understanding of how each asset can potentially work within the destination ecosystem.

The Demand Driver Scorecard will assess existing assets across the county. Outcomes will not only lead to recommendations related to those existing assets as stated above, it will also identify product gaps. By understanding the existing demand drivers and the potential product gaps, i.e., hotel inventory, sports field inventory, off-island attractions, etc. JLL will be able to make recommendations to positively expand the tourism ecosystem, particularly off-island.

This assessment approach will live past this planning effort to be an ongoing tool available to the destination and its partners. JLL will conduct a review of the specific tourism assets that will increase Nassau County's competitiveness. These may include new or improved venues including those that relate to enhancing the ability to attract different kinds of events including sporting events. In addition, JLL will recommend new assets that are needed to enhance Nassau County's competitiveness in key markets.

Leisure Event Valuation

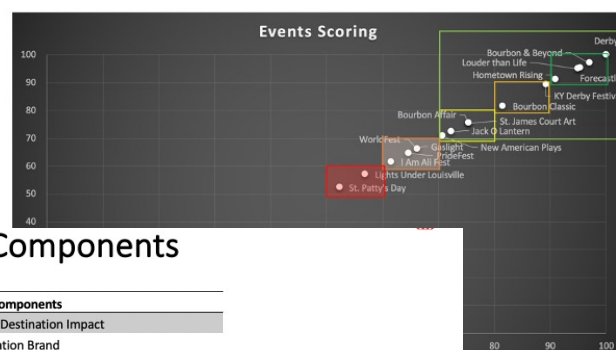
Help county-wide events visualize their role in driving overnight business

Events can be important contributors to destination business. JLL's proprietary Leisure Event Valuation tool can help event planners, civic leaders, and destination leadership make important investment decisions about programming and messaging to deliver greater levels of visitation across the county.



★ Exclusive JLL Product

Event Matrix – Draft Outcomes



Program Components

Event Matrix Program Components	
Tourism Promotion – Destination Impact	
Benefit to the Destination Brand	
Innovation – uniqueness	
Evidence of Partnerships	
Organizational Structure & Management Capability	
Economic Impact (Direct Spending)	
Quality of Research – understanding of audience	
Suitable Target Market (s)	
Comprehensive Marketing Plan/Approach	
Funding plan	
Evaluation/Measurement Plan	
Room nights	
Scale of Project – future potential	

Max Score of 65 Points
5 points per category max

Phase 3



Vision | Strategize

Outcome:

Develop county-wide destination priorities and values. Determine a county-wide tourism mission and vision that aligns with the existing vision for Nassau County's future growth and in parallel recommend organizational structure to manage implementation of the plan to include expansion of TDT.

County-wide Priority Identification

Vetting outcomes from first half of phased approach to identify focus areas

JLL will use the information and feedback gathered from Phases One and Two to classify destination priorities and key focus areas. These areas will address short and long-term programs, tactics, and investments that address the needs of residents, visitors, business owners, employees, and customers. JLL will also propose key economic and qualitative visitor metrics that will complement the desire for long term sustainability. The resulting priorities will be included as part of the implementation Strategic Business Plan.

Organizational Positioning & Recommendations

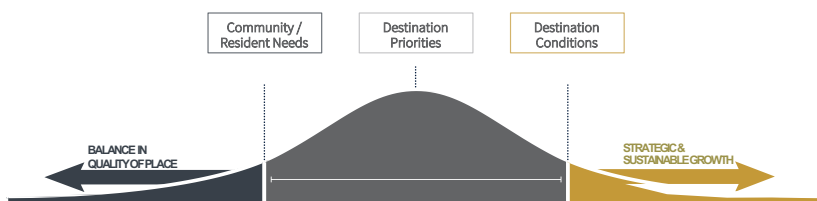
Review of existing AITDC & AICVB organizational structure and functions, marketing and sales plan direction, brand architecture, and other operational topics to ensure implementation can be successful through one or multiple destination marketing organizations

Conduct assessment on organizational operations, process, procedures, resources, etc. JLL will work with key partners who are involved in tourism to gain an understanding effectiveness of the current structure. JLL will make recommendations where there are opportunities to strengthen current models or propose changes. JLL will work with the County to determine strategic organizational recommendations for implementation of the plan county-wide and if that could or should stay with the existing organization or if additional organizations will need to be created to support implementation across the County.

Value Map

Establish desired destination conditions and sets goals for long-term impact
JLL will plot the County values against the priorities identified above to establish wants and needs for the destination ecosystem including stakeholders and visitors. JLL will recommend and propose shared values, desired conditions, and expected visitor and use behavior. JLL will develop a desired economic model for a more sustainable tourism future. In essence "growth in visitation without proactive sustainability practices is not desirable".

Destination Planning Achieves Balance



Integrated JLL Advantages for Nassau County:

- ✓ Uniquely identified focus areas and priorities, tailored to the destination.
- ✓ Tangible recommendations with metrics to ensure accountability and a communication plan for all stakeholders to understand success.
- ✓ Suggestions for upgrades to achieve suggested managed growth.
- ✓ Sets a long-term vision with values based on broad based consensus.

Phase 4



Activate | Recommend

Outcome:

Provide final recommendations and plan development for county-wide implementation, in addition to milestone timeline and deliverables. A Tourism Strategic Plan document/report will be developed and delivered in collaboration with the steering committee and project partners.

Final Plan Development

Provide direction and recommendations on operational refinements

Producing a recommended multi-year tourism strategic plan that is both unique to the County and capable of inspiring action and implementation across the community to reach the prescribed vision. This will range from established demand generators to developing plans to begin investment in the visitor economy.

Metrics

Implementation of a multi-year tourism plan requires clear measurement and reporting of results

JLL has developed an effective and clear system for categorizing reporting standards for destinations. As we conduct this planning work, concepts for metrics will be captured and developed to ensure the destination efforts deliver effective methods for reporting overall destination performance, indicators of future travel opportunities and direct impacts from programming. We will look at metrics from the vantage point of driving destination awareness and conversion to new business. JLL will evaluate the current methodologies used and validate the approach and suggest new approaches where applicable. We will take the information gained in the project immersion phase and gain agreement on the specific sales and marketing activities that will be evaluated to determine current metrics and reporting. As a key component of ongoing success, we will work with the County project leadership to create a manageable and effective measurement plan and a stakeholder communication plan to keep the industry informed. This will include key metrics that will be reported to a broad base of tourism and hospitality stakeholders. We are firm believers in accountability and driving measurable results and will work with the region on key metrics to measure success.

Deliverables

Critical milestones and actions to start implementation across the County

At the completion of this planning work, a full comprehensive Tourism Strategic Plan will be presented to the destination leadership. The Plan will include a series of recommendations with a timeline and implementation plan. JLL will review the draft with the County leadership, town managers key stakeholders, and elected officials. The deliverables will include:

- Outline
- Draft
- Final plan, including: Executive Summary, Goals, Objectives, & Tactics
- Town/District sub plans highlighting connection points to the overall county Plan

Integrated JLL Advantages for Nassau County:

- ✓ Actionable plan with new metrics to measure and guide milestones of implementation.
- ✓ Milestones that are agreed to by the project leadership and understood by stakeholders. JLL's approach is to create a roadmap that is aspirational and will require focus, however, is also achievable and motivational to the internal teams.
- ✓ The JLL team will be available to answer questions and provide clarification to support a successful implementation of the Plan. We are committed to not just create the plan, but support success of the recommendations and the future of the destination.

Similar Projects

Galveston, Texas Destination Sustainability Study

The goal of the Destination Sustainability Planning process that was undertaken by the Galveston Island Park Board (GIPB) and the Galveston Island Convention & Visitor Bureau (GICVB) was to analyze the destination's current positioning and identify and recommend direction for the sustainable growth of the Island's tourism industry. The focus areas included: generating offseason or shoulder season growth, creating management policies to support the sustainable growth of the industry and positioning the Island to increase its capture of high value visitors who engage deeply with the destination's offerings, become ambassadors and return in the offseason.

A thorough evaluation of the destination's assets and amenities were conducted as part of the research plan. Additional research was conducted among residents of the Island to assess the sentiment of the local community when it comes to the tourism and hospitality industry. Furthering the local research, focus groups were conducted with key stakeholders and community leaders to dig in further on the local resident's goals as well as pain point for the study's focus. The study found that overwhelmingly, the local community is supportive of the industry. At the core of the community's concerns are areas of traffic and congestion, home sharing policies and the environmental protection of the island's natural assets.



*We Move Destinations **Forward***

- Delivered in 2020, Galveston's plan included Milestones, New KPI's and Resource Considerations.
- JLL was invited to the Galveston Island Tourism Summit in 2021 to discuss the strategic plan outcomes.
- Our team is being invited back to facilitate a panel discussion on plan implementation & progress.



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Galveston Tourism Summit

galvestonsummit.com • 1 min read



Similar Projects

Destination Planning for Raleigh/Wake County, North Carolina

The Greater Raleigh Convention and Visitors Bureau selected JLL to orchestrate a 5-year Destination Strategic Plan. The planning initiative sought to provide a unified vision for the destination's future across the entire county. All 13 municipalities were engaged along with input from over 1,800 stakeholders to help construct the final plan.

The process analyzed convention center optimization, product development opportunities and funding priorities. The assessment highlighted the need for expansion of the Convention Center and creation of new facilities – adding a multi-use indoor sports complex and possible multi-use MLS Stadium. JLL worked with the marketing team to assess current activities and ensure that the plan results could be directly leveraged to enhance marketing efforts going forward.

The Destination Strategic Plan included clearly stated recommended action steps within the identified priorities designed to grow total visitation to the destination. Each town was presented a separate tourism mini-plan related to where the municipalities' assets aligned with the plan's priorities. The future path to business success and renovations/expansions were highlighted for Raleigh's major public-use.



We Move Destinations *Forward*

- Delivered plan in 2019
- Presented plan at GRCVB's Annual Meeting to over 500 attendees
- A year later the CEO presented on outcomes
- 3-years later, Destinations international is using our plan as a case study of an organization making progress on planning process

Similar Projects

Destination Master Plan for Louisville, KY

Louisville Tourism selected JLL to develop a 10-year Destination Strategic Plan. The plan's process looked across the entirety of the destination landscape to identify new opportunities for future positioning and development. This kind of initiative had never been done in Louisville before.

The outcome unified stakeholders and the broader industry on the key priorities as well as set the vision for the destination's development. The Plan made recommendations in seven priority areas each with action steps and milestone achievements for the Louisville Tourism team to target for success in implementation.

In addition to the Destination Strategic Plan, JLL was also engaged to conduct an organizational review and a convention center optimization analysis in parallel with the primary study. The outcomes of the organizational review aligned the Louisville Tourism team with the recommendations of the Plan to manage a successful roll out. It also identified where there might be additional needs for team resources. Additionally, the convention center optimization analysis set goals for a 5–7-year period to grow the Kentucky International Convention Center's production and impact on the business community and grow revenues to \$10 million. These initiatives complemented each other for implementation.

These initiatives complemented each other for implementation.

Here: <https://www.gotolouisville.com/about-us/destination-strategic-plan/plan/>



*We Move Destinations **Forward***

- Delivered a 10-year plan, mid pandemic that was widely accepted by destination stakeholders
- Plan interfaced with multiple research partners
- The Plan was CEO's legacy project, allowing the organization to transition to a new CEO seamlessly
- A year later, plan implementation is underway and on track.

References

JLL is proud of our work history and encourages you to contact our past clients. We have included four contacts that we believe align most closely with the Nassau County Convention & Visitors Bureau Project. We would be happy to provide more project contacts as needed.



Greater Raleigh CVB (Wake County)

Dennis Edwards

President & CEO

919.645.2656

dedwards@visitraleigh.com

Project Type: 10-Year County-wide Destination Strategic Plan

Project Completed: August 2018



Louisville Tourism

Cleo Battle

President & CEO

(502) 560-1464

cbattle@gotolouisville.com

Project Type: Destination Master Plan

Project Completed: October 2020



Broward County, Florida

Earl Bosworth

Cultural Department Director (former)

(954) 786-4602

Earl.Bosworth@copbfl.com

Current Assistant City Manager with Pompano Beach

Project Type: County-wide Tourism & Culture Plan

Project Completed: October 2015

Current Project: City of Pompano Beach Tourism Strategic Plan

Project Complete: pending City approval, December 2021

Project Timeline and Cost Proposal

JLL proposes the following 10-month timeline and cost proposal for completing the Tourism Strategic Plan for Nassau County. JLL assumes a December start to kick the process off.

The timeline and fees below include time for six JLL team visits with the first being kick-off meetings throughout the County, four trips for working sessions during the process and a final presentation session. JLL's project team can be available for additional site visits as needed and is committed to being in Nassau County as often as the project demands.

JLL has proposed a fee schedule below to complete the four-phased planning process. JLL estimates applicable travel expenses at 10% of the total project costs.

Nassau County Timeline Proposal										
Scope Step / Month	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Phase 1 - Listen Meet										
Phase 2 - Research Gather										
Phase 3 - Vision Strategize										
Phase 4 - Activate Recommend										

Nassau County Cost Proposal		
Scope Step	Fee by Phase Completed	
Phase 1	\$	55,000
Phase 2	\$	45,000
Phase 3	\$	45,000
Phase 4	\$	50,000
Total:	\$	195,000

plus applicable travel expenses



We would be honored to be your partner.

About JLL

JLL (NYSE: JLL) is a leading professional services firm. JLL shapes the future of Tourism for a better world by using the most advanced technology to create rewarding opportunities, amazing destinations and sustainable solutions for our clients, our people and our communities. JLL is a Fortune 500 company with annual revenue of \$18.0 billion, operations in over 80 countries and a global workforce of over 92,000 as of September 30, 2020. JLL is the brand name, and a registered trademark, of Jones Lang LaSalle Incorporated.

About JLL Hotels & Hospitality

JLL's Hotels & Hospitality Group is a 350-strong global team in over 20 countries also closed more than 7,350 advisory, valuation, tourism strategy and asset management assignments. Our hotel valuation, brokerage, asset management and destination strategy consultancy services have helped more hotel investors, owners and operators achieve high returns on their assets than any other real estate advisor in the world.

To find out more, talk to [JLL](#).

jll.com/hospitality

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WHEREAS, the AICVB performs tasks recommended by the AITDC and approved by the BOCC in its capacity of administration and research; and

WHEREAS, the BOCC, based upon the recommendation of the AITDC, finds that the engagement of JLL is tourism-related and assists in the development of a County-wide Tourism Strategy and Destination Development Strategic Plan; and

WHEREAS, pursuant to Section 5.8 of Nassau County Ordinance 2009-09 professional service contracts such as planning, creative services, and design are exempt from the competitive purchasing method of the Nassau County Purchasing Policy; and,

WHEREAS, at the request of the AICVB, on November 22, 2021, JLL provided a proposal attached hereto as Exhibit A; and

WHEREAS, this project will provide a comprehensive study of future options for County-wide tourism development which may include eco and sports tourism; and

WHEREAS, the utilization of Tourist Development Tax dollars to fund new and enhanced products, including strategic plans for the County-wide tourism economy is an integral aspect of successful tourism development both on and off-island; and

NOW, THEREFORE, BE IT RESOVLED by the Board of County Commissioners, as follows:

SECTION 1. FINDINGS. The above findings are true and correct and are hereby incorporated herein by reference.

SECTION 2. USE OF TOURIST DEVELOPMENT TAX DOLLARS.

- a. The Nassau County Board of County Commissioners (BOCC) authorizes the use of Tourist Development Tax dollars to execute the Nassau County Tourism Strategy and Destination Development Strategic Plan, recommending approval of the Project Proposal from JLL as a means to develop a County-wide tourism strategic plan and evolve the tourism market by creating a strategic roadmap to tourism sustainability both on and off-island.
- b. The BOCC finds that the use of Tourist Development Tax dollars to fund the Nassau County Tourism Strategy and Destination Development Strategic Plan is consistent with §125.0104, Florida Statutes and with local Ordinances 88-31, as amended, and 89-8, as amended.
- c. The BOCC approved the appointment of the Amelia Island Convention & Visitors Bureau (AICVB) to manage the project as provided by Agreement CM2698 and utilize such resources necessary for success as recommended by the AITDC and approved by the BOCC.
- d. The recommended Tourist Development Tax dollars to fund the Nassau County

Tourism Strategy and Destination Development Strategic Plan is \$195,000. Said amount, pursuant to Ordinance 88-31, as amended, shall be funded from the Amelia Island Tourist Council budget set aside to develop a County-wide tourism strategic plan which will directly benefit the visitor industry and attract group businesses.

SECTION 3. SCOPE. The Nassau County Board of County Commissioners approves a contract with JLL based on the November 22, 2021 scope of services as set forth in Exhibit A.

SECTION 4. EFFECTIVE DATE. This Resolution shall take effect immediately upon its passage.

DULY ADOPTED this 14th day of March, 2022.

**BOARD OF COUNTY COMMISSIONERS OF
NASSAU COUNTY, FLORIDA**

Aaron C. Bell
Its: Chairman

Attest as to Chairman's
Signature:

JOHN A. CRAWFORD
Its: Ex-Officio Clerk

Approved as to form by the
Nassau County Attorney:

MICHAEL S. MULLIN