

2020-2022 STRATEGIC PLAN

FLAGLER COUNTY TOURIST DEVELOPMENT OFFICE



Palm Coast
AND THE *Coast*
FLAGLER BEACHES

Beverly Beach • Bunnell • Flagler Beach
The Hammock • Marineland

CONTENTS



2

FORWARD

3

STAKEHOLDER
ENGAGEMENT

4

STRATEGIC
RECOMMENDATIONS

5

DESTINATION DEVELOPMENT
OBJECTIVES

9

VISITOR EXPERIENCE
OBJECTIVES

12

ORGANIZATIONAL
EXCELLENCE OBJECTIVES

The marketing of destinations has been occurring for centuries...but the stakes have never been higher nor the opportunity greater than right now. In American cities and counties, the latest iteration of Destination Marketing began sweeping the nation in the 1980s and 1990s as revenues from hotel occupancy taxes became available to virtually every community.

Today, however, the mandate has grown significantly larger as it is increasingly obvious that communities need effective marketing for more than just attracting visitors; destinations need to be marketed to attract investment, workforce, entrepreneurs and future residents. Every community is in a competition to attract the best and brightest as a way to enhance quality of life and long-range sustainability.

The realization that a Destination Marketing Organization's (DMO) role has grown stems, in part, from a 2015 study by Longwoods International that proves that tourism advertising has a marked effect on consumer interest in communities as a place to live, go to college and start a business. That means DMOs are far more than just "Heads in Beds." DMOs help plow the road for Economic Development agencies.

It is with these concepts in mind that the Flagler County Tourism Development Council (TDC) met on September 18th, 2017, to map out a strategy for the evolution of the organization over the next three years. No longer content to continue with traditional destination marketing strategies, the TDC looks to re-imagine the role of the DMO within the greater community development imperatives throughout the county.

The Strategic Plan for the Flagler County TDC follows on the next pages.



In preparation for the Strategic Planning Workshop with the Flagler County TDC, DMOproz fielded an online survey and personally interfaced with a broad range of community and industry stakeholders. Among the key takeaways gleaned from this intel:

Dreams for the Future

A strong desire to maintain the destination's Culture, Ambiance and Environment while Sustainably Growing the Economy

An interest in the Tourism Office increasing its Focus on and Promotion of our Environmental Strengths

A desire that the Tourism Office more aggressively celebrate the destination's Arts and Culture Scene

Support for more hotels and resorts that do not veer from the destination's current vibe (e.g., the return of the Flagler Hotel)

An interest in a greater appreciation of the destination's Heritage Assets and Stories

Support for a more intentional attraction of Young Professionals to the county

Support for the restoration of The Pier

A desire for a Signature Event & more Festivals

Interest in the development of an Arts District

A desire for more evening Entertainment options

The need for a more supportive citizenry

A desire for an enhanced relationship with the Office of Economic Opportunity

A desire for the Tourism Office to target a more Up-Scale Consumer

The need for a centralized (daily) Calendar of Events

Infrastructure Enhancements

The need for enhanced Public Transportation

The need for enhanced Wayfinding Signage

Support for the development of a Cultural Arts Center / Performing Arts Center

A desire for more Sports Complexes and Entertainment Venues

Interest in the development of a Visitor Center

Issues to be Addressed

Need to enhance the Image of the TDC in the Community (e.g., more Community Outreach)

Need to re-design the Grant Program

Ascertain the TDC's Role in Destination Sustainability

Ascertain the Tourism Office's role in Events & Festivals

Ascertain the Tourism Office's role in Convention & Sports Group Sales

Three strategic pillars serve to organize the goals, objectives, and tactics of the Plan.

For each pillar, a goal statement and associated objectives and tactics were developed.

DESTINATION DEVELOPMENT



The TDC and TDO must become more active and collaborative in advocating for vital destination improvements and enhancements in order to remain competitive and improve quality of place.

VISITOR EXPERIENCE

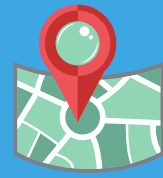


Cultivate an authentic, positive experience that highlights our values and environmental practices.

ORGANIZATIONAL EXCELLENCE



The TDC and TDO's commitment to community, excellence and fiscal responsibility.



OBJECTIVE A

Increase the Exposure of Eco-Tourism Magnets

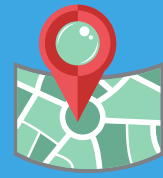
Key Targets:

- | | | | |
|----------|------------------------------------|----------|--|
| 1 | TRAILS | 4 | MARINELAND |
| 2 | BEACH
Sea Turtle Nesting | 5 | FLORIDA
AGRICULTURAL
MUSEUM |
| 3 | ESTUARIES | 6 | CONSERVATION
AREAS
Princess Place Preserve |

Recommended Tactics:

A1. Advocate future expansions, improvements, events and programs of the key targets.

A2. Explore the creation of visitor experiences and packages for promotional and advertising opportunities.



OBJECTIVE B

Improve Destination Signage and Environmental Messaging

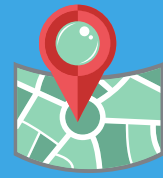


Recommended Tactics:

B1. Partner with the City of Flagler Beach to address aesthetic improvements (facade, curb appeal).

B2. Partner with the City of Flagler Beach for possible environmental messaging opportunities.

B3. Enhance wayfinding signage throughout the county to create strong quality of place.



OBJECTIVE C

Strengthen the County's Arts & Culture Offerings

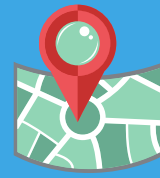
Recommended Tactics:

C1. Support the Arts Alliance in its ongoing efforts to build an Arts culture in Flagler County.

C2. Encourage the development of an Arts Festival during the Shoulder Season thru the Arts Alliance.

C3. Explore the creation of an Arts, History & Culture Council.





OBJECTIVE D

Enhance Event Facilities



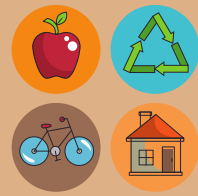
Recommended Tactics:

D1. Utilize recent facility audit to identify destination deficiencies and opportunities.

D2. Based on results through research and feasibility studies determine which project(s) would have the greatest potential for increased visitation and economic impact to Flagler County.

D3. Strategically guide efforts to enhance or develop facilities as to their viability, costs/ROI, and means of implementation.

D4. Work with community leaders to identify resident needs vs. group event opportunities.



OBJECTIVE A

Advance Flagler County's Festival Culture

Recommended Tactics:

A1. Determine organizations and agencies that possess an interest in staging destination-defining events. Events would be a point of differentiation from other regional events and somewhat unique in concept, such as:

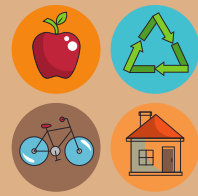
- Arts Alliance
- Local Service Clubs
- Others, as identified



A2. Build upon the region's culture as an arts and music destination.

A3. Consider working with nationally known artists to design festivals around their mediums.

A4. Partner to develop and grow a signature event every quarter once identified.



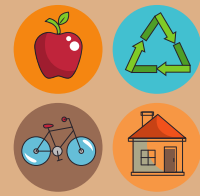
OBJECTIVE B

Support the Sustainability of Flagler County's Beaches & Environment



Recommended Tactics:

- B1. Continue to appropriately guide TDT revenues towards beach renourishment efforts.
- B2. Work to extend the “Dodge the Dunes” program to future beach conservation/educational campaigns.
- B3. Consider future TDO participation in the Blue Community Consortium, or similar initiatives for environmental sustainability.



OBJECTIVE C

Target Efforts to Lure Meetings and Sports Events from Sectors and Affinities that mirror the County's Strengths

Recommended Tactics:

C1. Target Meeting Planners that represent industries being pursued by the Department of Economic Opportunity.

- Manufacturing
- Agricultural
- Aviation/Aerospace
- Life Sciences
- Environmental

C2. Increase target markets for sports tournaments and competitions that do not require dedicated fields or courts.

- Running Events
- Non-Field and Court events (such as Quiddich, Disc Golf, Tough Mudder, etc.)
- Dance, Cheer, Forensics, etc.





OBJECTIVE A

Redefine TDC Grant Programs and Capital Projects Fund to Achieve a Higher ROI



Recommended Tactics:

- A1. Develop new Policies and Procedures for awarding grant funds.
- A2. Create a numeric “scorecard” to award funds based upon merit.
- A3. Consider a time limitation on funding (e.g., 3-years).
- A4. Consider a policy in which eligibility ends upon an event’s profitability.



OBJECTIVE B

Develop a State-of-the-Art Visitor/Destination Center to Increase Awareness and In-Market Experience

Recommended Tactics:



B1. Establish a Task Force of Community Leaders to research best practices in today's Visitor Center mission and design.

B2. Identify opportunities to expand Center utilization to business, resident and student acquisition.

B3. Consider opportunities to expand beyond information distribution (performance space, tasting station, etc.).

B4. Work with other organizations that may have an interest in developing their own Visitor Centers to collaborate on one exceptional facility.

B5. Explore expansion/partnership with Flagler Beach Historical Museum.



OBJECTIVE C

Expand Community Outreach to Communicate the Value of a Visitor Economy

Recommended Tactics:

C1. Utilize the completion of A1A reconstruction to reintroduce the TDC to the community:

- The TDC is dedicated to community sustainability and beach re-nourishment
- The TDC helps keep resident taxes low through attracting visitors to the county
- The TDC should be a shared community value

C2. Develop a personal contact strategy to communicate with the top 100± thought leaders in the community:

- TDC Board to divide the list for personal conversations about the future of Flagler County
- Consider opportunities to present the TDC message to area service and social clubs

C3. Develop a video on the TDC and its ROI for distribution online and on FCTV.



OBJECTIVE D

Optimize Staff and Operational Responsibilities

Recommended Tactics:

- D1. Align staff job responsibilities and adequately assign roles with the strategic plan.
- D2. Determine the need for and related responsibilities for any outsourcing, in-house staff, and fixed assets.
- D3. Establish organization core values including a mission and vision statement.
- D4. Establish departmental policies that ensure consistency and budgetary transparency.
- D5. Continue to build collaborative and cooperative efforts with community partners and stakeholders.

THANK YOU

