

AMELIA ISLAND

COME MAKE MEMORIES®

STRATEGIC PLAN | 2021-2024

MISSION

Maximize the positive economic impact of a sustainable tourism industry that enhances the quality of life on Amelia Island.

VISION

Inspire targeted travelers to Come Make Memories™ on Amelia Island as well as to return, and to share their experiences.

GOAL

Generate visitation to Amelia Island, its attractions and special events, thereby increasing tax revenues which encompass sales tax and those imposed on the hospitality industry. Those tax revenues may be used to improve the quality of life for the citizens of the community, provide the support necessary for beach renourishment, and ensure a viable hospitality industry.

GUIDING VALUES

- Protect natural, historic, and economic resources
- Cultivate collaboration - and be open to acting on inspiration
- Stay ready and willing to evolve with disruptive technologies
- Continually experience the community through visitors' eyes
- Take responsible risks to improve performance
- Expect excellence as a standard, not as an exception
- Focus on outcomes, solutions, and achievements

LEADERSHIP



OBJECTIVES & GOALS | 2021-2024

VISITATION

1.1 MANAGE VISITATION THROUGH YIELD: build sustainable tourism industry by focusing on the value of visitors over the volume of visitation.

- Increase economic impact from visitor spending by 10% over the next 3 years
- Boost tourist development tax collections/taxable room sales by 5% year over year
- Grow occupancy by 1% while growing revenue per available room by 3% year over year

1.2 FLATTEN SEASONALITY: create year-round tourism by increasing occupancy in need months by 3% year over year.

1.3 DIVERSIFY ORIGIN MARKETS: increase visitation from target flight markets by 5% year over year.

1.4 BOOST RETURN VISITATION: maintain a minimum visitor "plan to return" sentiment of 90%.

1.5 DEVELOP NICHE MARKETS: identify markets of opportunity and develop niche markets such as sports marketing, group/business, weddings/celebrations, special events, travel trade, etc.

MARKETING ENGAGEMENT

3.1 COMMUNICATE DESTINATION BRAND IDENTITY: execute brand campaigns that boost brand awareness and generate loyalist engagement. Increase exposure to and influence by destination messaging by 3% each year.

3.2 DEVELOP ENGAGING MARKETING: continuously develop and communicate marketing content which promotes the destination throughout owned, earned and paid media to engage both loyalists and prospects. Develop an annual marketing plan to direct destination marketing efforts.

3.3 BOOST LOYALIST ENGAGEMENT: generate engagement with loyalists to drive intent to travel and create brand advocates. Execute plans which drive positive indicators of marketing performance.

3.4 EXECUTE BRAND PARTNERSHIPS: establish annual partnerships with aligned brands to extend consumer reach.

3.5 DATA-DRIVEN DECISIONS: utilize research sources to review and optimize marketing programs to ensure positive return on investment from tourism.

VISITOR EXPERIENCE

2.1 DELIVER POSITIVE VISITOR EXPERIENCE: deliver quality, in-market communications and visitor services. Maintain minimum visitor satisfaction sentiment of 95%.

2.2 CREATE WORLD-CLASS BEACH DESTINATION: support development of an island-wide, long-term beach plan.

2.3 ENHANCE COMMUNICATIONS: develop and execute plans to enhance visitors communications through environmental branding.

2.4 EXPAND PRODUCT DEVELOPMENT: identify opportunities to create hub and spoke experiences to extend visitor length of stay and review infrastructure improvement opportunities to boost tourism experience.

2.5 OPTIMIZE DESTINATION ASSETS: balance visitor impact by communicating points of interest across Nassau County.

INDUSTRY & COMMUNITY

4.1 BUILD TOURISM WORKFORCE: build and support a sustainable tourism industry to create jobs providing stable employment opportunities throughout Nassau County.

4.2 SUPPORT TOURISM INDUSTRY PARTNERS: be regarded as a trusted resource and advocate for tourism businesses. Provide leadership in crisis communications. Continue consistent communications and launch partner engagement program in 2022.

4.3 IMPROVE QUALITY OF LIFE FOR LOCALS: execute visitor programs which increase the quality of life for local residents such as Leave No Trace clean beach initiatives, beach renourishment and special event development.

4.4 ENGAGE WITH LOCAL COMMUNITY: Increase the awareness of the positive aspects of tourism and the communities' dependence on visitation. Present to 9 community groups each year.

4.5 MAXIMIZE RETURN ON INVESTMENT (ROI): execute programs which maximize visitor spending, evaluate ROI of marketing, and generate visitor related tax revenue to reinvest into the local community.

- Maintain a three-year rolling average of \$185 ROI per \$1 of marketing spend
- Boost direct visitor spend by 10% over the next 3 years
- Increase sales tax revenues generated from tourism related business by 1% year over year