



ST.PETE
CLEARWATER

2022 Strategic Planning Summary

Presented By : HCP Associates

What is Strategic Planning?

- Community and staff-driven reevaluation of VSPC
- Clarifies the mission and vision of the organization
- Provides guidance for changes to the organization's structure and service focus
- Three different roles that VSPC can play:
 - **Own** – VSPC is primarily responsible
 - **Partner** – VSPC supports through partnerships
 - **Advocate** – VSPC speaks in favor of and points to supportive organizations
- Emphasis placed on
 - Increasing the economic impact of each visitor
 - Developing the assets of the region
 - Increasing the economic benefits of tourism to the local community
 - Deepening partnerships across Pinellas County



Strategic Planning Collection Phases



Phase Name	Description
Stakeholder Telephonic Interviews	Individual interviews with key figures in government, attractions, lodging, and other core tourism-related industries <ul style="list-style-type: none">• 46 interviews conducted
Online Stakeholder Survey	Supplemental online survey provided to a broad swathe of players not included in stakeholder interviews <ul style="list-style-type: none">• 233 responses gathered
Community Sentiment Survey	A telephonic survey of Pinellas County residents about their perceptions of and desires for tourism and VSPC <ul style="list-style-type: none">• 1,300 residents surveyed• Sample balanced to match US Census for Pinellas County
Industry and Visitor Analysis	Secondary review of existing research and local, regional, and national trends affecting VSPC

Strategic Planning

Planning Phase



Phase Name	Description
Stakeholder Workshops	A series of three half-day workshops to bring together key stakeholders and provide unified recommendations to VPSC leadership
Strategic Planning Workshop	An all-day workshop in which critical decisions are deliberated and made in advance of completing the plan
Strategic Plan Creation	The drafting, review, and finalizing of the formal strategic plan document
Presentation	The creation and delivery of presentation materials outlining the outcomes of the strategic workshop and details of the new strategic plan

Top-line Findings from Stakeholders



Pinellas County's **primary appeal is as a beach-focused, family-friendly, welcoming destination** that has so much more to do once you are done with the sand – **like arts and culture – “beaches plus”**

- Stakeholders agree that few or no destinations offer the same experience bundle as Pinellas
- Protecting the area's **historically hospitable culture** and “vibe” is essential
- **Arts & Culture** seen as a strong growth area

Dunedin, Tarpon Springs, Safety Harbor, and eco-tourism / outdoor adventure tourism are **hidden gems worth exploring** further in messaging



Transportation (including parking), Red Tide, Affordability, and finding out about all the **unique experiences in the county** are all cited as challenges facing the area

Broad consensus that VSPC needs to **message more internally – to residents on the value of tourism**, but also to **visitors on the different experiences** at their fingertips



Top-line

Findings from Stakeholders (continued)



General support for **sponsoring more distinctive events** within the County that would **draw outside visitors** – **more signature festivals, parades, etc.**



Strong but not unanimous consensus that a **convention center is not the best call** for boosting meetings & conventions; instead, **focus on new hotel inventory** that can support on-premise meetings



Agreement that **county-operated sport facilities** would be an important **boost to sports & events**



Agreement that VSPC should **do more to coordinate** with local industry on a wide variety of topics – from **workforce to promotion**

Differing opinions **on capital vs. marketing use** of TDC funding; however, broad agreement that the **district requires robust marketing** (“the place doesn’t sell itself”)



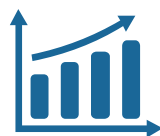
High-level Findings from Residents

Residents broadly support tourism within Pinellas County:



91%

believe that tourism is important for the future of Pinellas County



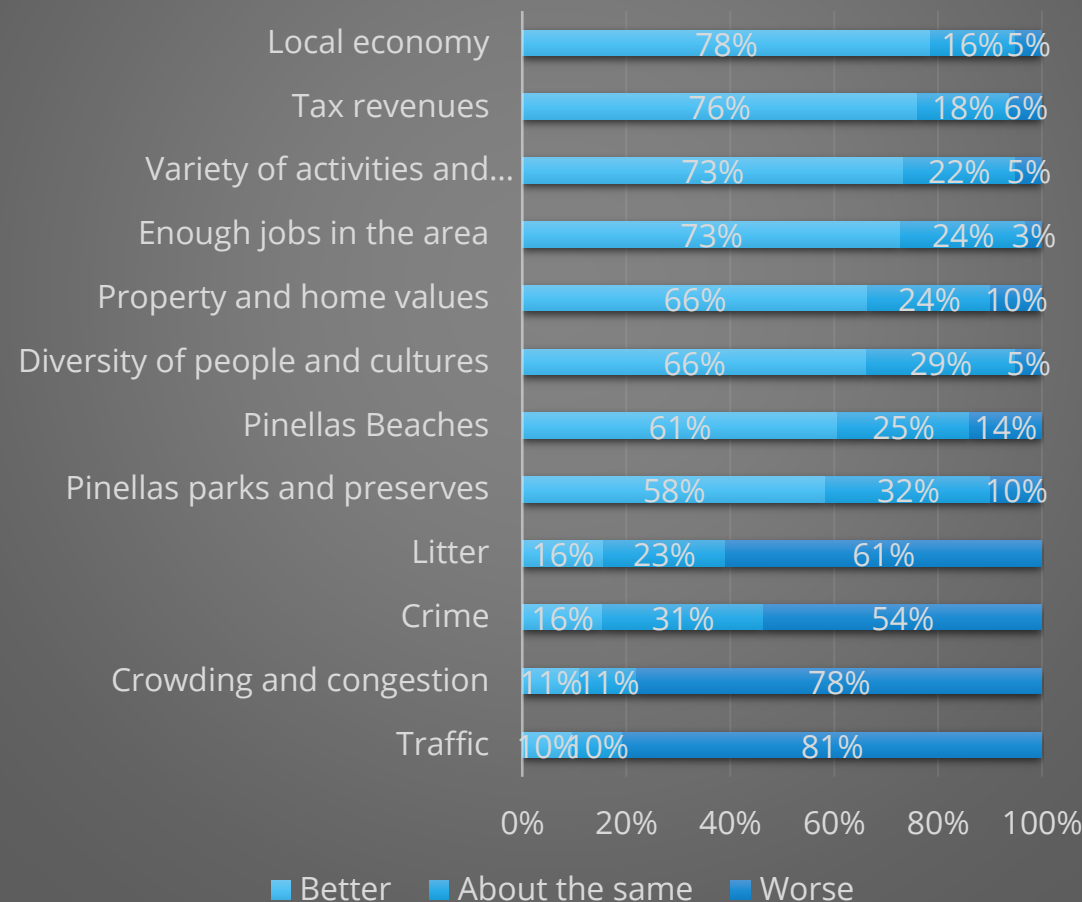
85%

believe that tourism benefits everyday residents of Pinellas County

However, residents do believe that tourism brings some drawbacks – especially regarding **litter, crime, crowding, and traffic**

92% of Pinellas residents say that they experience noticeable changes in their commute on a seasonal basis

Would you say that tourism makes these aspects of life better, worse, or about the same for Pinellas County?



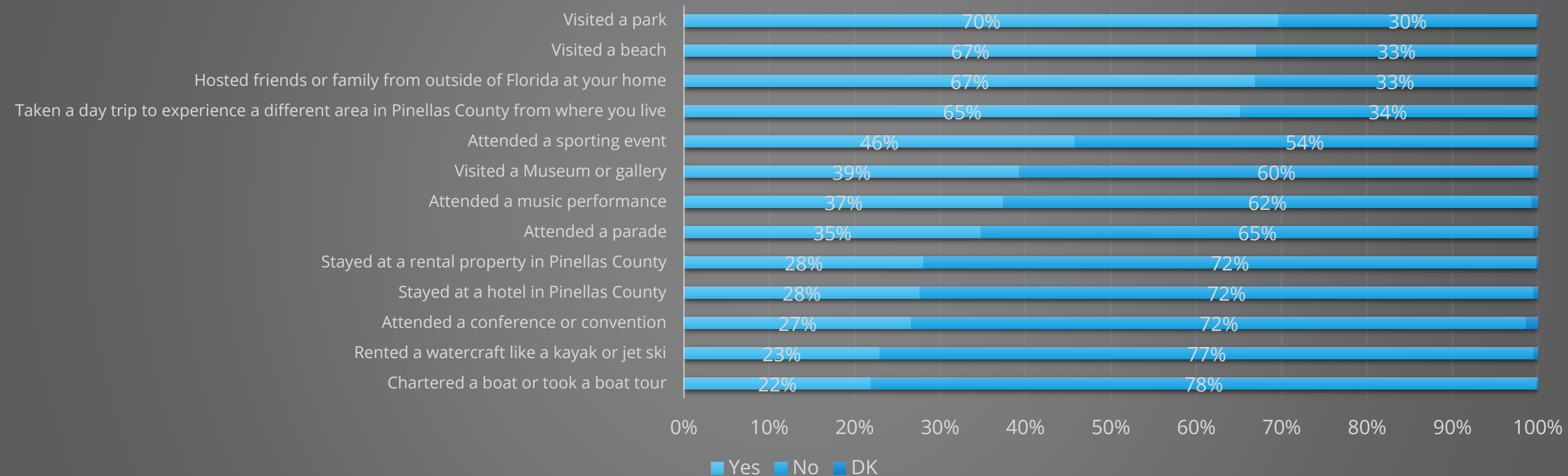
High-level Findings from Residents (continued)

In fact,
88% of residents recommend Pinellas County as a place to both **live and vacation**



Residents don't just believe that tourism contributes to the breadth of activities in Pinellas County – they utilize these amenities and attractions themselves

In the last year, have you done any of the following in Pinellas County?



Strategic Outcomes



Ownership

Ownership is the highest level of responsibility for the organization. Ownership strategies are those over which VSPC should have direct leadership. Based on these strategic priorities, VSPC should consider how it changes to incorporate them.



Ownership Objectives

- **Emphasize** the Marketing and Storytelling Focus of the Organization
- **Explore** More Bold, Targeted, and Innovative Storytelling Strategies and Channels with High ROI
- **Be** the Liaison Between Hoteliers and the Destination to Drive Increased Tourist Capacity
- **Deepen** Engagement with Visiting Friends and Relatives Market
- **Increase** Engagement with Locals to Raise Awareness of Tourism's Benefits
- **Improve** Working Relationships with Local Media to Highlight The Destination's Successes
- **Deepen** the Level of Services Provided to Meeting Planners and Event Promoters
- **Raise** Awareness of Pinellas County's Nature Preserves and Promote Ecotourism
- **Maintain** Film as a Major Driver to Pinellas County and Strengthen the Benefits of Film-Induced Tourism to the Region
- **Create** and Maintain a Master Calendar of Events and Activities Across Pinellas County
- **Foster** Working Relationships with Domestic and International Media to Highlight Pinellas as a Destination
- **Emphasize** Quality Over Quantity of Visitors in Promoting the Destination
- **Encourage** More Large-Scale Cultural and Sporting Events
- **Study** the Capacity of Pinellas' Sports Facilities and Fields to Determine Residential and Tourist Needs
- **Increase** Information Sharing with Stakeholders and Community Leaders
- **Coordinate** with Municipalities and Attractions to Better Broaden the Tourist Experience
- **Fight** for Beach Renourishment

Partnership & Advocacy

Partnership involves VSPC providing support – whether resources, staff time, or membership – to organizations that are leading the way for causes within Pinellas County. Although VSPC may play a key role, it is not the primary responsibility.

Advocacy means that Visit St. Pete-Clearwater will not have direct ownership or support functions, but that the organization should speak in favor of these causes which will ultimately, indirectly help tourism in the area.



Partnership & Advocacy Objectives

Partnership

- **Encourage** Respect for the Environment Among Tourists and Residents
- **Coordinate** Between Hotels and Cultural Attractions to Promote Events and Feature Local Artists
- **Continue** Supporting and Providing Resources to Arts and Culture in Pinellas County
- **Contribute** to Placemaking Efforts Across the County to Highlight Different Areas' Uniqueness
- **Commit** to Partnering with Organizations to Help Keep Pinellas' Natural Environments Pristine
- **Increase** Cross-Bay Partnerships in Marketing, Especially Internationally
- **Collaborate** to Increase Airline Routes to the Area to Improve Destination Access
- **Work** with Attractions, Hoteliers, and Transportation Providers to **Simplify** the Transit Experience for Pinellas Visitors
- **Partner** for Workforce Development for the Local Hospitality Sector

Advocacy

- **Advocate** for an Increase in Meeting and Convention Space Emphasizing On-Premise Events
- **Advocate** for Environmental Protections Including Shoreline Resiliency, Red Tide, and More
- **Advocate** for Improved Transportation, Especially for Workers and Tourists
- **Advocate** for Workforce-related Issues Including Housing and Affordability



ST.PETE
CLEARWATER

THANK YOU HCP

Research | Strategy | Marketing



1101 Channelside Dr., Ste301
Tampa, FL 33602



813-318-0565



rallen@hcpassociates.com