



NORTH MYRTLE BEACH

Our mission is to advance the prosperity of North Myrtle Beach

STRATEGIC PLAN

2020-2023



VISION: Destination North Myrtle Beach is an inclusive, future-focused organization promoting the North Myrtle Beach area as a must visit destination that is as a great place to live, work, and play. North Myrtle Beach, with its distinctive collection of seaside communities, is a sustainable, year-round destination inspiring visitors and residents to embrace its natural beauty and relaxing environment.

GUIDING PRINCIPLES

- 1 Grow the North Myrtle Beach visitor and destination market**
- 2 Communicate our story**
- 3 Serve as the voice of business**
- 4 Focus on our customers**



STRATEGIC PILLARS



Destination
Promotion



Destination
Development



Advocacy



STRATEGIC DIRECTION

Destination North Myrtle Beach is a vital partner of the North Myrtle Beach community. Destination NMB concentrates on programming to fulfill our mission “To Advance the Prosperity of North Myrtle Beach”. We are the place where area businesses and residents come together under the common bond of prosperity and responsible development of our community.

Based upon the DestinationNEXT community assessment and review of best practices the Destination NMB board of directors identified six strategic initiatives that are big-picture, community focused, and inclusive:

1. Destination Promotion

- The staff will implement an on-going, aggressive, research-based tourism marketing program with annual Key Performance Indicators to track ROI.

2. Visitor Experience and Economic Development

- On-going consumer and resident research will identify destination opportunities for improvement and development to keep our travel economy growing.

3. Advocacy & Community Relations

- Close partnership with the City and other public entities to advocate for a positive business environment and the continued improvement of North Myrtle Beach and its resident’s quality of life.

4. Diversifying Funding Sources

- Growth in programs and tourism promotion will come from securing sustainable long-term funding. Fundraising for specific initiatives and restricted funding for tourism promotion will be established.

5. Workforce Development

- Destination NMB will provide plans and programs to support a stable, high quality workforce that is essential to economic growth.

6. Destination Master Plan

- A destination master plan will provide the roadmap to sustain the destination through planning and development for residents and visitors.

STRATEGIC INITIATIVES

1. Destination Promotion

The staff will implement an on-going, aggressive, research-based tourism marketing program with annual Key Performance Indicators to track ROI. Brand Position - North Myrtle Beach is a special collection of classic seaside communities, unexpected adventures and relationship-fostering accommodations that make for the most relaxing beach vacation for the whole family.

- a) **Update research and marketing strategy annually** as part of an annual plan that is supported by the local travel industry. Research will track ROI and effectiveness of advertising programs, monitor visitor profile and economic impact of visitation. Monitor changes in destination preferences among the different target demographics.
- b) **Differentiate North Myrtle Beach** as a unique coastal experience unlike other destinations on the Carolina Coast. Competition is intense among coastal destinations and NMB must stand out as a unique experience.
- c) **Update the successful brand identity**, develop a new website and advertising campaign for North Myrtle Beach as a unique coastal destination drive year-round growth.
- d) **Redefine and increase participation in the SMILE Marketing Co-Op and LEADS program** to drive increased ROI for partnering businesses.

- e) **Drive shoulder and off-season travel** as a year-round destination focusing on leisure getaways, special events, group sports.
- f) **Target specific demographic lifestyle personas** that are best suited to the North Myrtle Beach destination experience.
- g) **Market to singles and empty nesters of all ages** when school calendars limit family visitation.
- h) **Group sales** will attract team sports and small/midsized conference and meeting groups.

Action Items:

1. Destination Marketing Committee provides oversight to staff who use research and analytics to guide the program of work and provides reports back to the full board.
2. Staff implements research, sales and marketing programs.

Success Measurement:

- Annual visitor research to refine target personas
- KPIs, tracking metrics & analytics – website, inquiries, conversion, economic impact/ROI, occupancy, length of stay, travel party spending, big data, attribution data.

STRATEGIC INITIATIVES

2. Visitor Experience and Economic Development

On-going consumer and resident research will identify destination opportunities for improvement and development to keep our destination thriving. The findings of the DestinationNEXT community assessment identified that North Myrtle Beach is a Trailblazer destination and enjoys strong destination strength and community support. The assessment tool identified opportunities for improvement in both areas.

- a) **Visitor and resident research** to identify unmet needs and opportunities for growth and improvement of the destination to remain a great place to live and visit.
- b) **Reinvent the Destination NMB visitor center** as a dynamic and interactive destination sales center to engage visitors and drive increased engagement and spending in-market.
- c) Identify new ways to **“go mobile”** and engage with visitors throughout the destination. Mobile optimized website, social media monitoring, mobile information vehicle, information kiosks, information services at events and gathering spots.

d) Identify **new activities and facilities** and improve existing facilities to drive increased visitation and deeper engagement/spending. Increase the size of the sports park with

indoor multi-purpose facility and explore the acquisition of part of Tilghman Point and Waites Island for a state park.

Action Items:

1. Ad hoc committee established to oversee redesign of visitor center as a destination sales center.
2. Establish a sub-group to investigate sports facilities to drive the slower seasons. Prepare for expanded sports facilities.
3. Define staff roles for recruiting tournaments, build broader support and participation from accommodation partners to fulfill overnight lodging requirements.

Success Measurement:

- Annual visitor research
- KPIs, tracking metrics & analytics – website, inquiries, conversion, economic impact/ROI
- Increased sports tournaments, increased group room sales

STRATEGIC INITIATIVES

3. Advocacy & Community Relations

Close partnership with the City and other public entities to advocate for a positive business environment and the continued improvement of North Myrtle Beach and its resident's quality of life. The Community Relations and Advocacy Committee cultivates strategic partnerships within the community to enable solid communications, understanding, and where possible a shared community vision.

- a) **Underwrite civic, cultural, scientific, and educational programs** through The North Myrtle Beach Chamber Foundation.
- b) Support an **aggressive public relations and communications program** at Destination NMB as the "voice of business".
- c) **Align our sustainable practices with business and residents** in concert for the community of the future.

Action Items:

1. The Community Relations and Advocacy Committee will work with staff related to advocating for pro-business positions on issues at the local, state and national level. Support SCPRT in its policy and funding objectives at the state level.
2. The same committee will support staff in implementing Destination NMB programs that will bring together different groups within the community to work toward common goals.

Success Measurement:

- Active Community Relations and Advocacy Committee with non-board members engaged in the committees' programs.

STRATEGIC INITIATIVES

4. Diversifying Funding Sources

Growth in programs and tourism promotion will come from securing sustainable long-term funding. Fundraising for specific initiatives and restricted funding for tourism promotion will be established.

- a) **Conduct a competitive market analysis** related to funding for tourism promotion. Establish if North Myrtle Beach is competitive in its advertising and promotion budgets compared to other Atlantic coast beach destinations. If needed, secure new sources of sustainable **funding directly tied to tourism promotion** to guarantee a long-term focus on travel industry jobs and investment.
- b) **Increase local fundraising efforts for Building North Myrtle Beach** to implement economic development and destination initiatives.
- c) **Increase local fundraising efforts for The North Myrtle Beach Chamber Foundation** to support more civic, cultural, scientific, and educational programs.

Action Items:

1. Conduct competitive funding study and identify new funding sources if necessary.
2. Engage non-board members in Fundraising and program initiatives of Building North Myrtle Beach.
3. Engage retirees and residents in Foundation fundraising efforts to fund programs that improve the quality of life for residents.

Success Measurement:

- Competitive Funding Assessment - Increased tourism advertising
- New funding sources established - New programs from funding
- New volunteers & members participating in fundraising efforts

STRATEGIC INITIATIVES

5. Workforce Development

Destination North Myrtle Beach will provide plans and programs to support a stable, high quality workforce that is essential to economic growth.

- a) Track the number of open full-time and part-time positions. Develop a **job vacancy/employment rate monitoring tool** and work to have every job filled as this provides the maximum revenue generation from visitors who receive the best service.
- b) **Partner with secondary and vocational schools** – programs should be offered to 1) generate interest in hospitality industry careers and 2) provide training and skills for careers in hospitality.
- c) **Monitor and address affordable housing and transportation.** The cost of housing and transportation to work are two of the issues behind lack of workforce to fill vacant positions at local hospitality industry businesses.
- d) **Recruit active adults** who are in the early stages of career development to relocate to North Myrtle Beach and join the workforce.

Action Items:

1. Develop a local jobs index to identify the number of vacant positions each quarter.
2. Recruit active adults to relocate and join the North Myrtle Beach workforce. Recruit military families.

Success Measurement:

- Full employment - All jobs filled
- Students completing training programs in schools.

STRATEGIC INITIATIVES

6. Destination Master Plan

A destination master plan will provide the roadmap to sustain the destination through planning and development for residents and visitors alike. A true master planning process must be embraced by the City and County in engagement with Destination NMB (business community) and residents to focus on a great place to live, work and visit. Elements of the plan should include:

- a) **Resident and visitor research to guide the plan.**
- b) **Improved road infrastructure** to move visitors and residents efficiently including Improved storm water drainage system will improve mobility during rainy periods.
- c) **Improved pedestrian and bicycle paths and trails** -will make it easier for visitors to engage with the destination without using a motorized vehicle. Access to rental bikes, golf carts, etc. will increase use of non-motorized transportation.
- d) **Improved and expanded sports and group facilities** to provide an active lifestyle for residents and additional motivation for travelers to visit such as golf related activities, pickle ball and team sports facilities.
- e) Focus on “gathering hubs” within the destination to enhance a neighborhood-walking scale environment with improved and expanded activities, dining and attractions.

Action Items:

1. Economic development committee will lead the planning process on behalf of Destination NMB and seek partnership with the City and County.
2. Retention of a planning firm to develop the Master Plan

Success Measurement:

- Destination Master Plan created by early 2021
- New and improved attractions by 2023
- Increased visitor engagement each year

COMMITTEE STRUCTURE

The work of the Board takes place at the committee level. Committees are assigned specific tasks by the full board of Directors. Committees complete their work and come to the full Board meeting with recommendations for action in the form of a motion. The Board can review and discuss the committee work before taking a vote.

Executive Committee

- Comprised of officers and committee/commission/board chairs tasked to establish strategies and commitments that ensure sound governance structure and long-range organizational leadership stability. Help initiate efforts to ensure and protect long range funding stability for marketing and program initiatives on behalf of the community and its stakeholders. Examine finance reports, forecasts, audits, and key performance indicators of all program areas.

Economic Development

- Tasked to consider big ideas, ensure the economics of business development are understood including the current status of the business community, gaps and opportunities, and the ability to lead, partner, and pursue economic development opportunities in NMB.

Public Policy

- Advocate on behalf of business and ensure that NMB remains supportive of economic development growth.

Destination Marketing

- Concentrate on how tourism and economic development intersect and ensure that policies and projects support the destination experience while identifying economic development pursuits that will expand visitation to NMB. Evaluate, prioritize, and recommend marketing strategies and initiatives for tourism promotion and development. Support NMB as a viable and distinct sports and group destination.

Community Relations & Advocacy Committee

- Cultivate strategic partnerships within the community to enable solid communication, understanding, and where possible a shared community vision

Nominations/Bylaws

- Determine a long-range Board nominating process that insures the attraction and recruitment of the “best and brightest”. Recruit for board service, oversee and review annual board performance, and monitor potential conflict of interest issues. Develop a slate for board member and officer elections.
- Annually review the Bylaws and prepare recommendations for any adjustments as needed.

COMMITTEE STRUCTURE

The work of the Board takes place at the committee level. Committees are assigned specific tasks by the full board of Directors. Committees complete their work and come to the full Board meeting with recommendations for action in the form of a motion. The Board can review and discuss the committee work before taking a vote.

Executive Committee

- Comprised of officers and committee/commission/board chairs tasked to establish strategies and commitments that ensure sound governance structure and long-range organizational leadership stability. Help initiate efforts to ensure and protect long range funding stability for marketing and program initiatives on behalf of the community and its stakeholders. Examine finance reports, forecasts, audits, and key performance indicators of all program areas.

Nominating Committee

- Determine a long-range Board nominating process that insures the attraction and recruitment of the “best and brightest”. Recruit for board service, oversee and review annual board performance, and monitor potential conflict of interest issues. Develop a slate for board member and officer elections.

Destination Marketing

- Concentrate on how tourism and economic development intersect and ensure that policies and projects support the destination experience while identifying economic development pursuits that will expand visitation to NMB. Evaluate, prioritize, and recommend marketing strategies and initiatives for tourism promotion and development. Support NMB as a viable and distinct sports and group destination.

Community Relations & Advocacy Committee

- Cultivate strategic partnerships within the community to enable solid communication, understanding, and where possible a shared community vision

COMMITTEE STRUCTURE

The work of the Board takes place at the committee level. Committees are assigned specific tasks by the full board of Directors. Committees complete their work and come to the full Board meeting with recommendations for action in the form of a motion. The Board can review and discuss the committee work before taking a vote.

Economic Development

- Tasked to consider big ideas, ensure the economics of business development are understood including the current status of the business community, gaps and opportunities, and the ability to lead, partner, and pursue economic development opportunities in NMB.

Public Policy

- Advocate on behalf of business and ensure that NMB remains supportive of economic development growth.

Business Development (Membership)

- Member/Partner representatives engaged in advancing the value proposition of dues investments and contributing to the benefits developed to support the membership base and NMB's quality of life.
 - Subcommittees include:
 - **Member/Partner Recruitment** to support the review and development of recruitment tools, membership blitz, membership campaign, and membership benefits.
 - **Events** to assist in the planning, registration, and execution of Destination NMB events
 - **Education/Learning** to help develop the educational programming topics and secure speakers
 - **Ambassadors** to interact as a member-to-member representative extending peer support and helping with partner retention while attending Destination NMB events and making individuals calls on partners

STRATEGIC INITIATIVE TIMELINE:

DESTINATION PROMOTION

Destination Promotion				
Strategic Initiatives:	2020	2021	2022	2023
Update research and marketing strategy	XX	XX	XX	XX
Differentiate North Myrtle Beach	XX	XX	XX	XX
Update the successful brand		XX	XX	
Redefine and increase participation in the SMILE Marketing Co-Op and LEADS program	XX	XX		
Drive shoulder and off -season	XX	XX	XX	XX
Target specific demographic lifestyle personas	XX	XX	XX	XX
Market to singles and empty nesters of all ages	XX	XX	XX	XX
Support group sales to attract team sports	XX	XX	XX	XX
Support group sales to attract small meetings and groups	XX	XX	XX	XX
Support group sales to attract small meetings and groups		XX	XX	XX

STRATEGIC INITIATIVE TIMELINE:

VISITOR EXPERIENCE & ECONOMIC DEVELOPMENT

Visitor Experience and Economic Development				
Strategic Initiatives:	2020	2021	2022	2023
Conduct visitor and resident research	XX	XX	XX	XX
Reinvent the Destination NMB visitor center			XX	
Identify new ways to “go mobile”		XX		
Identify new activities and facilities and improve existing facilities			XX	XX

STRATEGIC INITIATIVE TIMELINE:

ADVOCACY & COMMUNITY RELATIONS

Advocacy & Community Relations				
Strategic Initiatives	2020	2021	2022	2023
Underwrite civic, cultural, scientific, and educational programs	XX	XX	XX	XX
Support an aggressive public relations and communications program as the “voice of business”	XX	XX	XX	XX
Align our sustainable practices with business and residents		XX	XX	XX

STRATEGIC INITIATIVE TIMELINE:

DIVERSIFY FUNDING SOURCES

Diversify Funding Sources				
Strategic Initiatives	2020	2021	2022	2023
Conduct a competitive market analysis		XX	XX	
Increase local fundraising efforts for Momentum (formerly Building North Myrtle Beach)		XX	XX	XX
Increase local fundraising efforts for the North Myrtle Beach Chamber Foundation		XX	XX	XX

STRATEGIC INITIATIVE TIMELINE:

WORKFORCE DEVELOPMENT

Workforce Development				
Strategic Initiatives	2020	2021	2022	2023
Track the number of open full-time and part-time positions		XX		
Partner with secondary and vocational schools to generate interest in hospitality industry careers		XX	XX	XX
Monitor and address affordable housing and transportation			XX	XX
Recruit active adults		XX	XX	XX

STRATEGIC INITIATIVE TIMELINE:

DESTINATION MASTER PLAN

Destination Master Plan				
Strategic Initiatives	2020	2021	2022	2023
Resident and visitor research to guide the plan	XX	XX	XX	
Improved road infrastructure to move visitors and residents			XX	XX
Improved pedestrian and bicycle paths and trails			XX	XX
Improved and expanded sports and group facilities			XX	XX
Focus on “gathering hubs” within the destination				XX