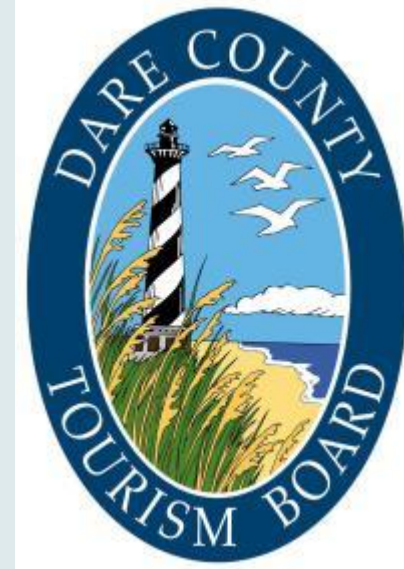




SPECIAL COMMITTEE MEETING

**OUTER BANKS LONG-RANGE
TOURISM MANAGEMENT PLAN**

February 7, 2024



The Outer Banks®
VISITORS BUREAU

AGENDA – 2/7/24

Call to Order

Chairman's Welcome

Committee Member Introductions

How We Got Here + Where We're Going

Review Strategic Goal #1

Next Steps

Adjournment



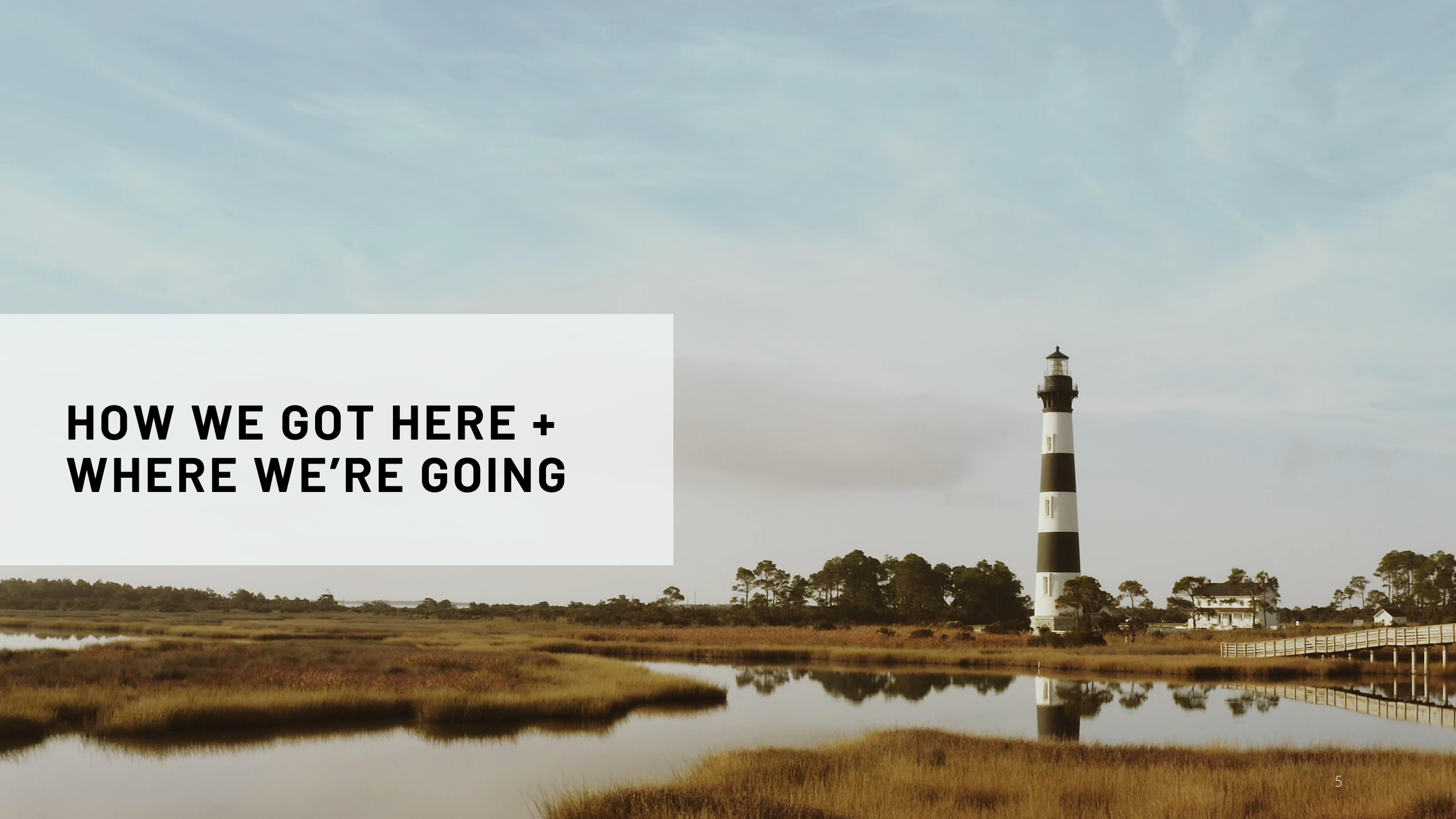
**SPECIAL COMMITTEE
CHAIRMAN'S WELCOME:
DENNIS ROBINSON**





SPECIAL COMMITTEE MEMBER INTRODUCTIONS

HOW WE GOT HERE + WHERE WE'RE GOING



TOURISM'S ECONOMIC IMPACT ON DARE COUNTY

45.5% of all **Dare County jobs** are in the
leisure and hospitality sector (**\$444.3 Million labor income**)
*Accommodations · Arts & Entertainment ·
Food Service · Recreation · Retail · Transportation*

\$1.97 Billion

Dare County visitor spending in 2022

- All-time high
- Up 8% YOY (\$1.83 Billion in 2021)

#4 in North Carolina

1. Mecklenburg 2. Wake 3. Buncombe

\$3,696

Tax savings per Dare County resident

- Highest per resident savings of any county in NC**
2. Swain (\$1,611) – Bryson City, Great Smoky Mtns
3. Currituck (\$1,208)

Accommodations Revenue

\$814 Million – 2022 (+5.6% YOY)

\$771 Million – 2021 (+33.5% YOY)

\$536 Million – 2020

Sources: Tourism Economics, U.S. Travel Association, Visit NC,
The Outer Banks Visitors Bureau

MEASURING SUCCESS & THE NEED TO FIND BALANCE

Traditional Tourism Models:

Success = Jobs, business growth and development



Sustainable (Long-Range) Tourism Model:

Success =

- Preserving the unique history and culture of the OBX
- Sustaining our delicate natural environment
- Ensuring that residents also have a strong quality of life and experience

"Tourism with a Conscience"



How do we balance the "head" of tourism with the "heart" of tourism?

LONG-RANGE TOURISM MANAGEMENT PLAN – MAY 2023

18 Month Process

4,538 Resident survey responses

179 Stakeholder surveys

19 Task Force members

15 In-depth 1-on-1 interviews with community leaders

7 Focus groups

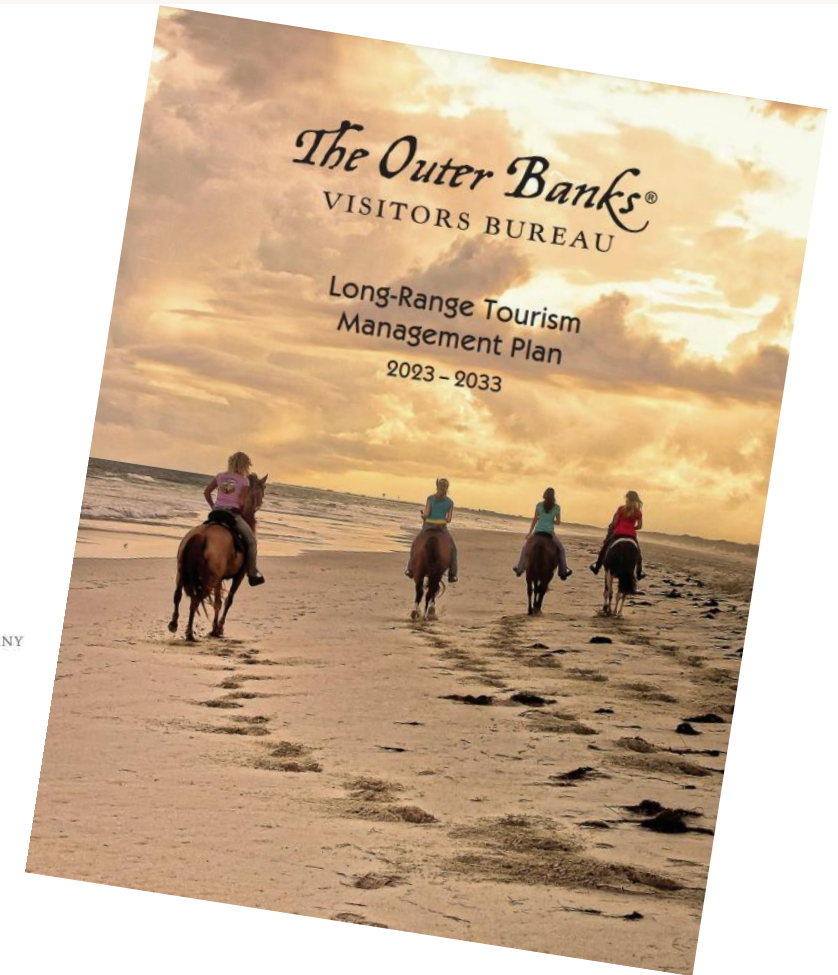
2 Resident town halls



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MM
GY NextFactor

 **TOURISM
ECONOMICS**
AN OXFORD ECONOMICS COMPANY



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LRTMP: VALUES & VISION

Through the work of the Task Force, the core values and key differentiators of the Outer Banks were examined, while a shared vision provided an **inspirational** and **aspirational** look ahead.

VALUES:

A **historically significant coastal community** rooted in **tradition**, shaped by its **dynamic natural environment** and celebrated for its quality experiences for locals and visitors.

10 YR. VISION:

In 2033, the Outer Banks will be idyllic island communities where **residents and visitors coexist and thrive** thanks to **thoughtful efforts to balance and sustain quality of life with quality of place.**



COMMUNITY PLAN: COLLABORATION & COMMUNICATION

As the Outer Banks Visitors Bureau doesn't own many of the assets and experiences related to the visitor economy, **we cannot single-handedly move the LRTMP forward without community collaboration, communication and support.**

ADVOCATE:

Advocate for the advancement of strategic initiatives that will advance the area for the benefit of visitors and residents.

CONVENER:

Conveners of groups and those in positions to advance initiatives.

OUTER BANKS LRTMP

LEADER:

Take the lead as the organization to advance initiatives.

SUPPORTER:

Support or partner with other leading organizations on advancing important initiatives outside their mission and scope of work.

SPECIAL COMMITTEE: A SHARED VISION



We all love this place we call home.

The work of this committee is to be meaningful, productive and impactful.

Long-term tourism sustainability on the Outer Banks is finding a balance between the economic benefits that tourism delivers and the needs of and quality of life for our residents.

We agree to respect the perspectives of other committee members and conduct business in a courteous and professional way. We need to be aligned as a group to realize progress.



**REVIEW OF LRTMP
STRATEGIC GOAL #1:
STRENGTHEN RESIDENT
AND VISITOR ENGAGEMENT**

LRTMP: 4 STRATEGIC GOALS



1. Strengthen resident and visitor engagement

2. Adopt an integrated approach to improving environmental stewardship

3. Support infrastructure development that benefits the vitality of the community for residents and visitors

4. Collaborate to advocate for an increase in housing diversity for all residents

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

- Hire a Community Engagement Manager to champion the implementation of this plan
- Convene a Task Force to help implement the plan
- Continue to partner with local non-profit organizations to support and elevate their work
- Lead investment in the development of a voluntourism strategy
- Lead a resident engagement program
- Develop a Visitor Pledge to communicate the important values of responsible behavior to visitors



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.e - Hire a **Community Engagement Manager** to champion the implementation of the plan

OBVB Role: Lead

Timeline: Immediate (2023 and Ongoing) – *Jeff Schwartzenberg hired August 28, 2023*

Success Metrics: Time to hire, creation of stretch-but-achievable goals, and effectiveness of the new hire to achieve these goals.

Considerations: This is a key position that you will want to get on board sooner rather than later.

Desired Result: Optimizing execution of the plan to ensure community awareness and participation.

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.d - Convene a **Task Force/Special Committee** to support the Visitors Bureau in the ongoing implementation of the plan

OBVB Role: Lead

Other Organizations: A group representing many sectors and community interests

Timeline: Immediate (2023 and Ongoing) – *Committee selected Nov. 2023; Meeting 2/7/24*

Success Metrics: Annual report card showing success and progress, completion of a triennial review and update to the plan as things change.

Considerations: Although the board may wish to have this as a separate task force, make sure the task force meets at least annually with the board to get feedback and direction so the two do not become disjointed.

Desired Result: Broad community-led support for the long-term success of the plan.

DARE COUNTY TOURISM BOARD SPECIAL COMMITTEE

Special Committee Roles:

- Evaluate the strategic goals of the plan
- Make recommendations to the DCTB
- Work to further implement the plan

Dare County Community Representation:

Attraction · Dare County/Board of Commissioners · DCTB ·
Education · Environmental Agency or Group · Hatteras Island
Business · Healthcare · Infrastructure (Transportation &
Housing) · Lodging Business · Municipality · National Park Service
· Non-Profit Organization · Outer Banks Chamber of Commerce ·
Residents (4, including HI and NRPO) · Restaurant Business

109 Applications for open Task Force seats
(October/November 2023) 77% residents, 23% NRPO

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.a – Continue to partner with non-profit organizations (NPOs) to support and elevate their work

OBVB Role: Lead

Other Organizations: Local non-profit organizations

Timeline: Immediate (2023 and Ongoing)

Success Metrics: Number of nonprofit partners, completion of an annual update meeting with each partner to discuss their goals and upcoming initiatives.

Considerations: When you meet annually, look for mutually beneficial ways to partner and advise each other. Be strategic about engaging with nonprofits that intersect with the work in this plan.

Desired Result: Enhance awareness of and support for NPOs; Improve diversity, equity and inclusion.

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.a – Continue to partner with **non-profit organizations (NPOs)** to support and elevate their work

The DCTB sponsors several grant opportunities each year for **local non-profits** and **government entities**.

- **Event Grants** – drive non-peak visitation
- **Tourism Impact Grants** – projects that are needed **due to the impact of tourism** (multi-use paths, beach accesses and improvements to key attractions)

Community Grants at Work

Cumulative totals since the onset of the programs.

\$22 Million in funding to benefit the community

700+ grants awarded

150+ grant recipients

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.a – Continue to partner with **non-profit organizations (NPOs)** to support and elevate their work

Recent Tourism Impact Grant Awards

Frisco Native American Museum

Ecotourism Destination Nature Trail – **\$39,300**

NC Aquarium Society

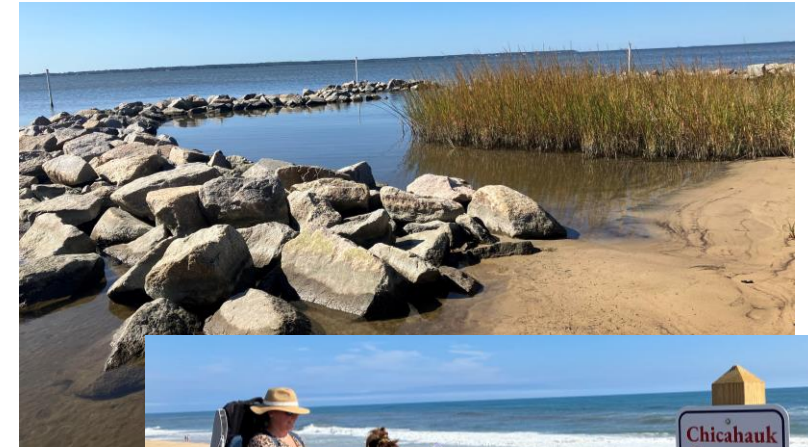
Fish, Filter, Food: The Human-Oyster Connection Exhibit – **\$121,845**

NC Coastal Federation

Jockey's Ridge Shoreline Stabilization & Public Access – **\$127,500**

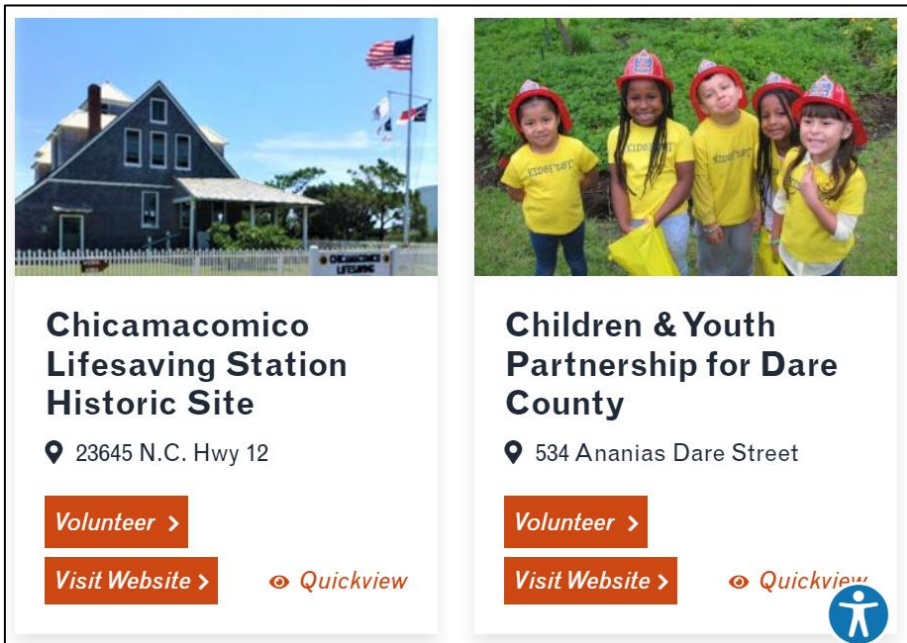
Outer Banks Forever

Cape Hatteras Lighthouse Pathway – **\$132,000**



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.a – Continue to partner with **non-profit organizations (NPOs)** to support and elevate their work



PROGRESS TO DATE:

- Grants: Event and Tourism Impact
- Non-Profit Directory on OuterBanks.org
- OBVB Non-Profit/Community eNewsletter (monthly)
- NPO Strategy Meetings w/ OBCF + OBX Forever
 - NPO Mission Mixer (April 11, 2024 @ OBBS)
 - NPO Knowledge Series (September TBD)
 - 'OBX Gives Back' concept (*in development*)
- NPO Workshops (DEI & Beyond); goal = inspire more!
- Proactive marketing (blogs, social, email) and PR efforts to highlight local NPOs

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.c – Lead investment in the development of a **Voluntourism strategy**

OBVB Role: Lead

Other Organizations: Local non-profit organizations who already have a volunteer program that could be adapted for visitors.

Timeline: 2024 and Ongoing

Success Metrics: Number of organizations participating in the program, volunteer hours generated by hospitality workforce and/or visitors.

Considerations: Consider using software to manage the volunteers in the program.

Desired Result: Attracting conscientious visitors.

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.c – Lead investment in the development of a **Voluntourism strategy**

WHY VOLUNTOURISM?

- Raises visitor awareness for our non-profit groups and shines a light on the important work they are doing within our community
- Strengthens engagement with visitors and connects them with ways to get involved

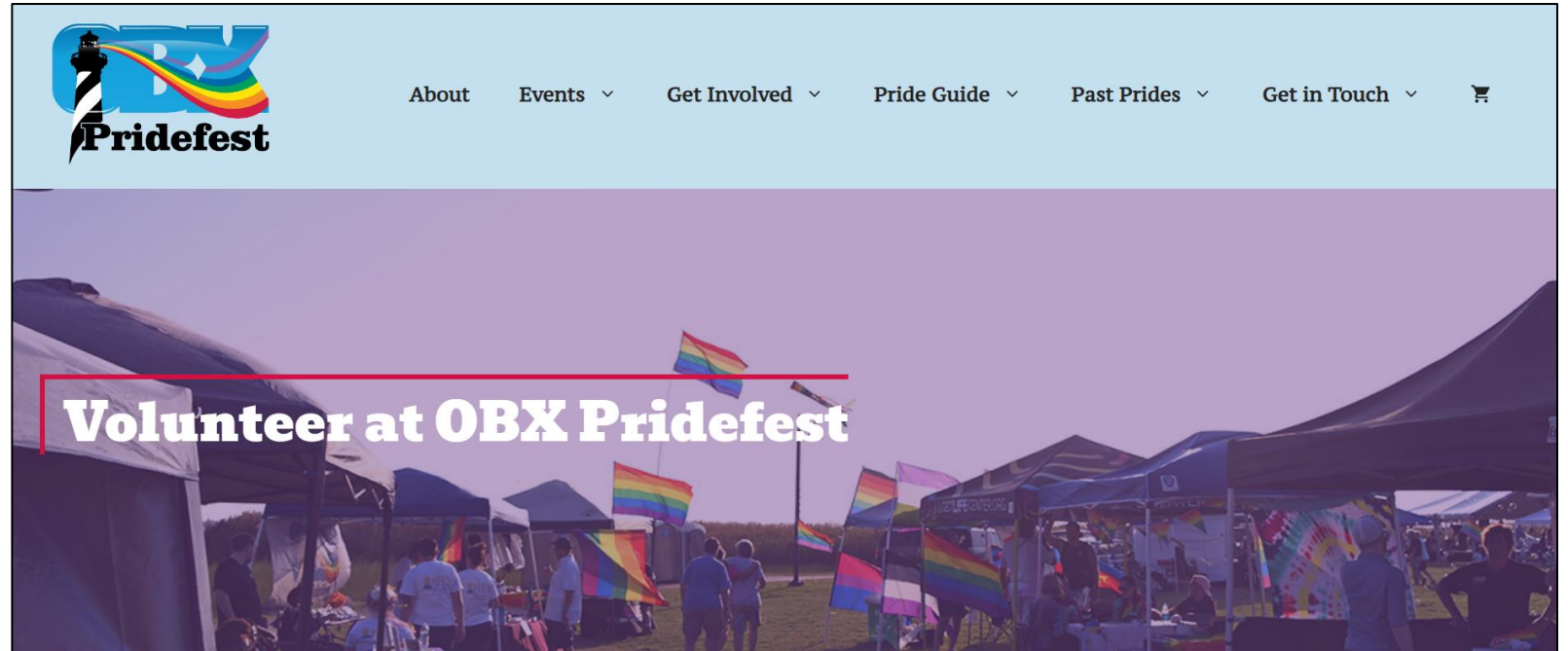
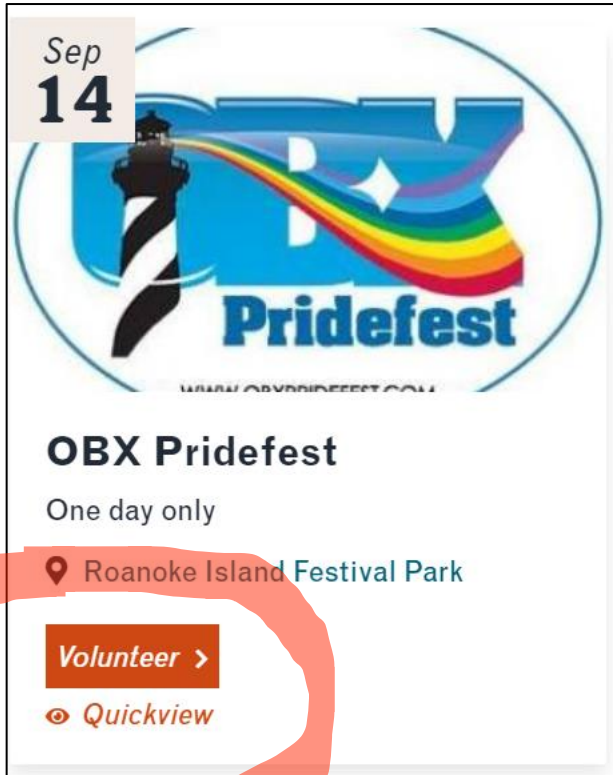
PROGRESS TO DATE:

- Non-profit section/directory created in collaboration with Outer Banks Community Fndtn
OuterBanks.org/Voluntourism
- PR/Media Relations efforts
- Group Sales initiatives



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.c – Lead investment in the development of a **Voluntourism strategy**



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.b – Lead a **resident engagement program**

OBVB Role: Lead

Timeline: Immediate (2023 and Ongoing)

Success Metrics: Resident Satisfaction surveys with improved scores, self-evaluation done by the advisory/ambassador members.

Considerations: Consider asking each board member and/or committee member to recommend a few candidates from their community to serve or get more involved.

Desired Result: Ensure effective two-way communication between residents and industry that will result in positive benefits for all. Provide support for VFR and short-term rental markets for a better visitor experience.

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.b – Lead a **resident engagement program**

*“Communities are not going to be spectators to their own future. **Communities are going to become extremely engaged**, and shaping the future of tourism is a big component of that.”*

John De Fries
CEO, Hawaiian Tourism Authority

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.b – Lead a **resident engagement program**

LRTMP RESIDENT ENGAGEMENT:

- 4,500+ resident survey responses
- 179 stakeholder surveys
- 7 focus groups
- 2 town halls
- 4 resident seats on the LRTMP committee
- 109 applications submitted in 1 week for committee consideration



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

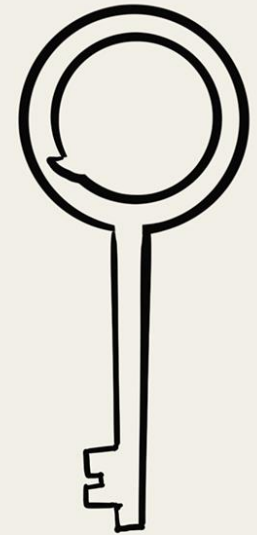
1.b – Lead a **resident engagement program**

COMMUNICATION:

Transparent, two-way communication is essential!

- Communicating tourism's value to residents, and the roles that the DCTB and OBVB play within the community, is critical to stakeholder management
- Engaging the community to be part of that value proposition – and to help define how tourism contributes to resident quality of life – is important

COMMUNICATION
IS THE KEY



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.b – Lead a **resident engagement program**

COMMUNICATION:

*“Communicating **tourism’s value** will become a crucial aspect of stakeholder management. ACRA needs to create a new definition of the value that **tourism goes beyond economics**. It must **work with residents and stakeholders** to consider **how tourism contributes to resident well-being and quality of life** ... and ensure that the true value it (tourism) generates is **known to all**.”*

Aspen (CO) Chamber Resort Association
Aspen Destination Management Plan (2022-2027)



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.b – Lead a **resident engagement program**

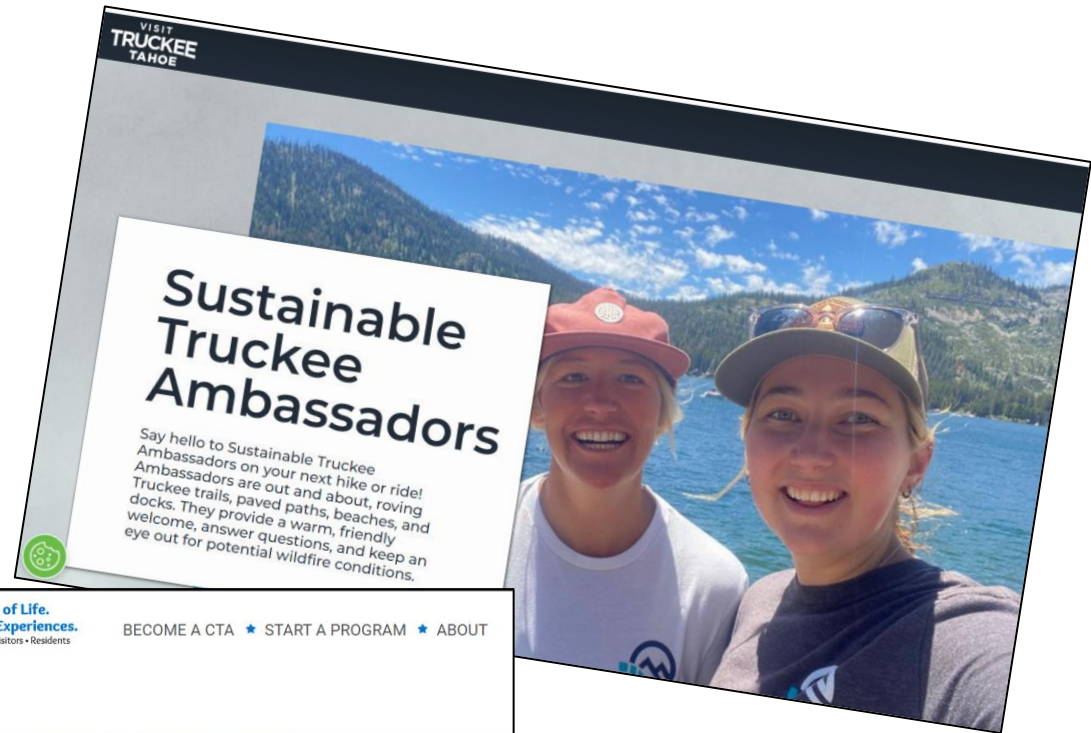
RESIDENT/COMMUNITY – OBVB COMMUNICATION PLAN TACTICS:

- LRTMP Microsite (Progress/meeting updates, Latest News, Feedback opportunities)
- PR/Media outreach and partnerships (communicate progress and opportunities)
- Email updates to community (OBVB lists, Partner lists? Municipalities? County?)
- Social Media
- LRTMP “Road Shows” w/ civic and interest groups, associations, municipalities
- Community Town Halls
- Outer Banks Tourism Summit (November)
- Property Management partnerships – Homeowner events
- State of Dare County Tourism Report

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.b – Lead a **resident engagement program**

OTHER IDEAS?



GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.f – Develop a **tourism pledge to communicate the values of responsible behavior**

WHAT IS A TOURISM PLEDGE?

Initiatives that **encourage** visitors to commit to responsible behaviors when they travel.

WHAT ARE TOURISM PLEDGES TRYING TO ACCOMPLISH?

- Engage visitors' emotions to **inspire** them to care about the destination
- Require visitors to take **action** rather than passively reading a list of guidelines
- Make their promises **public** by signing the pledge and submitting

WHAT IS THE LONG-TERM GOAL OF SUCH A PLEDGE?

Ultimately, the long-term goal of a destination pledge is to **positively influence behaviors**, including inspiring greater respect for the **natural environment** and **local culture** as well as ensuring **visitor safety**.

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

1.f – Develop a **tourism pledge to communicate the important values of responsible behavior**

OTHER DESTINATION PLEDGES:

- Sedona, AZ
- Truckee (Tahoe), CA
- **Aspen, CO**
- Telluride, CO
- Big Sur, Bend, OR
- **Maui, HI**
- Finland
- Iceland



Video: <https://aspenchamber.org/pledge>

GOAL 1: STRENGTHEN RESIDENT AND VISITOR ENGAGEMENT

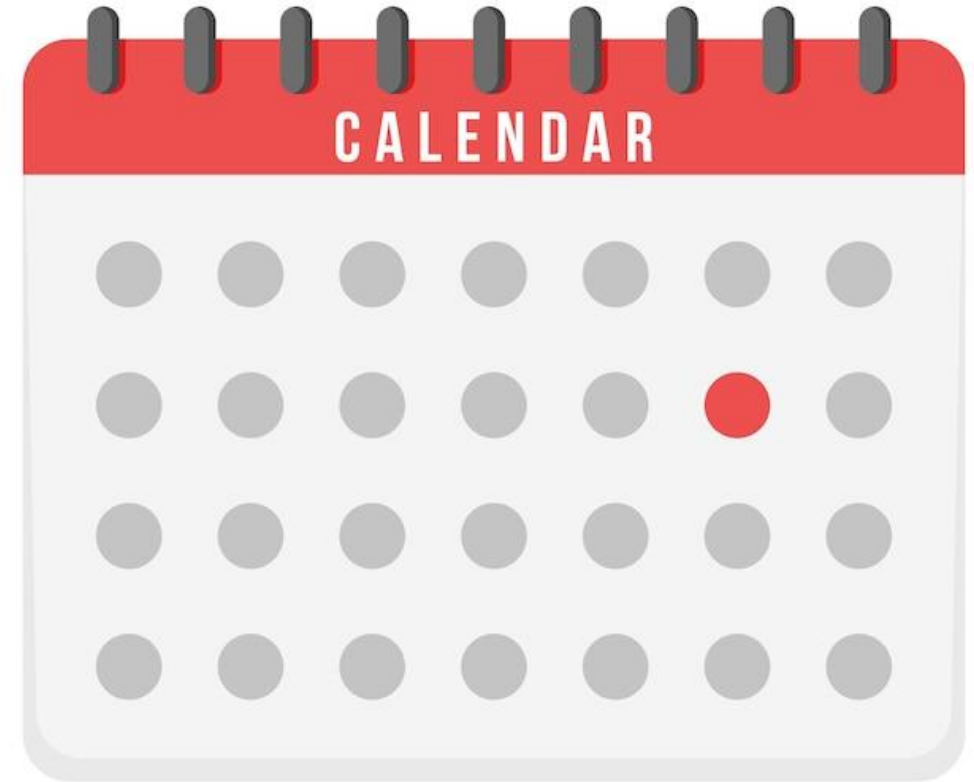
1.f – Develop a *tourism pledge to communicate the important values of responsible behavior*

REVIEW OUTER BANKS PLEDGE DRAFT:

- Do we agree that creating an Outer Banks Pledge is a good idea?
- Pledge audience: Visitors? Visitors and Locals?
- Is there anything that is missing from this draft ... or that doesn't belong?
- Next steps

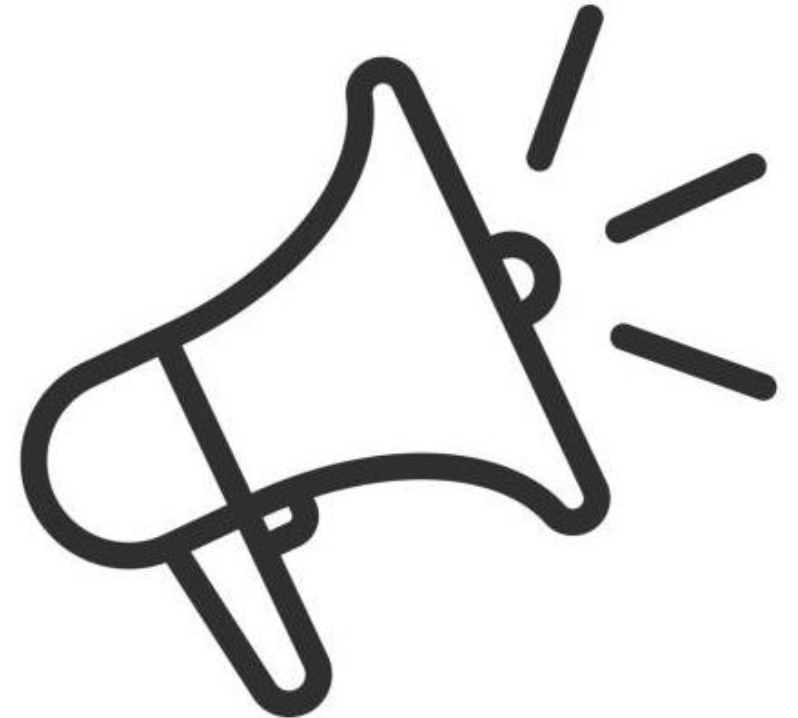
NEXT STEPS: SET DATE/TIME/PLACE OF NEXT MEETING(S)

- Review results from Committee Poll (Days/Times)
- How many meetings make sense for 2024? How frequent?
- Meeting locations based on topics?



NEXT STEPS:

- Meeting recap / video update / community outreach
- Continue development and communication of LRTMP Microsite
- Continue LRTMP “Road Shows”
- Schedule 2024 Town Halls
- Next steps with Outer Banks Pledge
- Additional next steps from Committee meeting





THANK YOU!

