



**MM  
GY** NextFactor

DAYTONA  
BEACH®  
Area Convention & Visitors Bureau

2025-28 Strategic Plan

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# Introduction

The Daytona Beach Area CVB reached out to MMGY NEXTFactor to update their strategic plan for 2025 – 2028. A DestinationNEXT survey was subsequently launched to update local stakeholder perceptions and critically assess how the destination is performing since the 2022-25 plan was launched.

The plan provides a new purpose statement, revised mission and vision statements, and revised strategic goals, actionable initiatives and KPIs. Following a review of stakeholder feedback, MMGY NextFactor engaged DBACVB's leadership and the Halifax Area Advertising Authority members in an exercise to envision the ideal future of the destination, and prioritize initiatives to achieve success. The plan was ratified by the HAAA board on September 17, 2025.

This strategic plan was produced by:

- Cassandra McAuley, Managing Director, MMGY NextFactor
- Shelly Green, Executive Consultant, MMGY NextFactor
- Je-Vonna Sampson, Director, Destination Planning, MMGY NextFactor





# Background





# Key Takeaways from DestinationNEXT

The Daytona Beach Area is in the Trailblazers quadrant with above average scores for Destination Strength and Community Alignment. This is a dramatic improvement from their 2022 result in the Explorers quadrant.



## Destination Strength Highest Performing Variables

	Variable	Performance ▾
1.	Outdoor Recreation	3.85
2.	Attractions & Experiences	3.82
3.	Events & Festivals	3.79
4.	Conventions & Meetings	3.69
5.	Accommodation	3.66

## Community Alignment Highest Performing Variables

	Variable	Performance ▾
1.	Economic Development	4.04
2.	Organization Governance	3.89
3.	Regional Cooperation	3.87
4.	Emergency Preparedness	3.87
5.	Business Support	3.83

Full DestinationNEXT results can be found on page 15.

# Purpose, Mission & Vision



# Updated Purpose, Mission & Vision

## Purpose

To accelerate business growth and shared prosperity through the transformative power of travel

## Mission

To drive sound economic growth and community vitality through tourism sales and marketing

## Vision

To be world-renowned for iconic beaches and authentic experiences that create unforgettable memories

DAYTONA  
BEACH®

# **2025-26 through 2027-28**

## **Goals & Initiatives**



# Strategy Map

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## 4 Strategic Goals



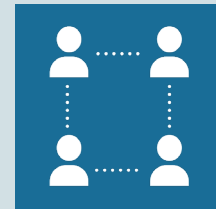
**Sales &  
Marketing**



**Destination  
Alignment**



**Destination  
Management**



**Effective  
Organization**

# Sales & Marketing



<b>Targets:</b> <ul style="list-style-type: none"> <li>• Increase group business to 35% of total overnight visitation.</li> <li>• Establish benchmarks for corporate, incentive, and group markets; set goals and measure progress annually.</li> <li>• Increase sports tourism economic impact targets.</li> <li>• Set goals for content engagement growth by top audience segments.</li> <li>• Increase technology and AI literacy by assessing/ launching tools and applications to increase measurable results by 2028.</li> </ul>	Strategic Initiatives	Lead	2025-2026	2026-2027	2027-2028
	a) Increase midweek group business	Sales			
	b) Expand corporate and incentive market reach	Sales			
	c) Grow sports tourism event portfolio	Sales			
	d) Expand multi-channel content and adapt to evolving digital platforms	Marketing			
	e) Expand visual portfolio	Marketing			
	f) Harness emerging intelligence and analytics to deliver personalized engagement that increases visitor connection	Marketing			



# Destination Management



Targets:	Strategic Initiatives	Lead	2026	2027	2028
	a) Champion sports facility development through data, business intelligence and client insights	Sales			
	b) Advocate for visitor infrastructure improvements that also benefit the broader community	Executive Director			
	c) Develop a vision for the future visitor economy that aligns public and private sectors interest to better serve the community's needs	HAAA			

# Destination Alignment



<b>Targets:</b> <ul style="list-style-type: none"> <li>Track government briefings, interactions, and feedback; set targets to increase annually.</li> <li>Conduct quarterly resident listening sessions and measure resident sentiment biannually to track effectiveness.</li> <li>Increase # of active ambassadors by 10%; set goals to increase ambassador volunteer hours annually.</li> <li>Develop criteria for brand partnerships including shared values, success metrics and potential partners by 2026.</li> </ul>	Strategic Initiatives	Lead	2026	2027	2028
	a) Improve outreach to local governments to facilitate awareness of visitor industry needs and benefits	Executive Director & Communications			
	b) Build resident understand of the benefits of a thriving visitor economy	Communications			
	c) Strengthen the volunteer ambassador program	Communications			
	d) Explore strategic alignment with a lifestyle brand to amplify and personify Daytona Beach.	Marketing			



# Effective Organization



<b>Targets:</b> <ul style="list-style-type: none"> <li>• Increase data collection tools; set goals to track and enhance distribution</li> <li>• Complete Tourism Improvement District(TID) feasibility and strategy by 2028; identify and pursue alternative revenue streams if warranted.</li> <li>• Identify and implement multiple AI tools for process automation by 2028; track efficiencies.</li> </ul>	Strategic Initiatives	Lead	2026	2027	2028
	a) Enhance data collection and management and share intelligence broadly	All Departments			
	b) Diversify revenue streams beyond traditional funding to effectively increase resources	HAAA & Executive Director			
	c) Deploy AI for workflow automation and operational efficiency	Executive Director & Finance/HR			

# Appendix

# Visioning Priorities



# HAAA Voting Results

Ranking	Accomplishment	Score
1	Increase group business to 35% of overnight stays through midweek targeting	10.0
2	Pursue new corporate and incentive markets	9.5
3	Continue data collection and market intelligence	9.4
4	Provide market intelligence to support sports facility development	9.1
5	Explore revenue diversification	9.0
6	Advocate for visitor and resident-supporting infrastructure	9.0
7	Diversify sports markets and events	9.0
8	Expand municipal partnerships to advocate for visitor and resident needs	8.9
9	Expand multi-channel content creation and adapt to evolving digital platforms	8.7
10	Strengthen cross-sector collaboration to promote tourism value	8.7
11	Develop stakeholder vision for the future visitor economy	8.6
12	Partner with lifestyle brands for brand amplification	8.3
13	Evaluate major events for economic sustainability and brand alignment	8.3
14	Diversify visual content portfolio	8.2
15	Expand partner engagement through enhanced management sessions	8.0
16	Build resident support for the benefits of the visitor economy	8.0
17	Enhance the volunteer ambassador program	7.4
18	Leverage new technologies to enhance customer reach	7.3
19	Increase resident engagement in quarterly listening sessions	6.8
20	Integrate AI strategically as a supporting tool while monitoring industry developments	6.0
21	Update resident sentiment tracking to improve program effectiveness	6.0

# DestinationNEXT Results



# Multi-User Diagnostic Assessment

## Daytona Beach

Apr 7, 2025



DESTINATIONS  
INTERNATIONAL

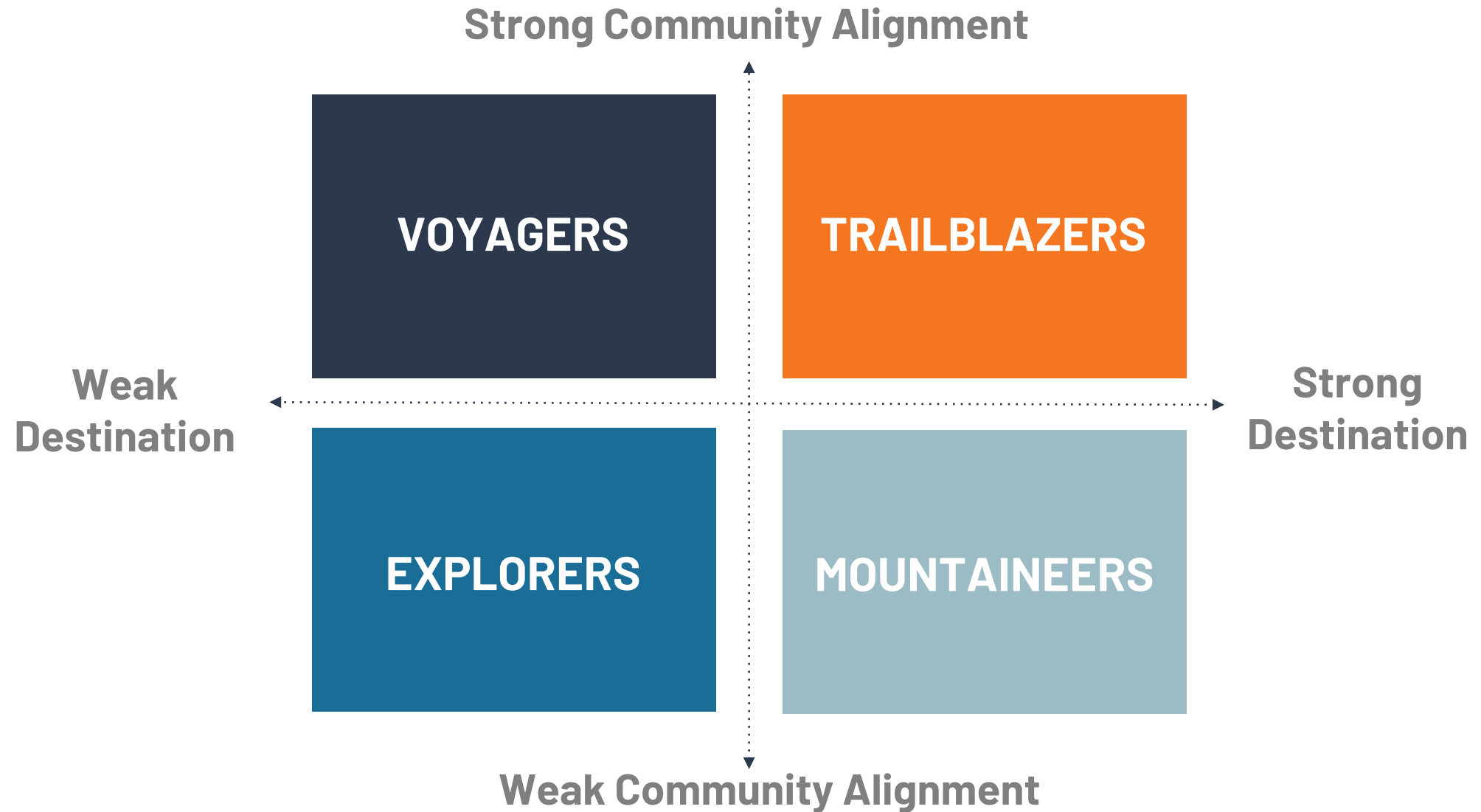


NextFactor

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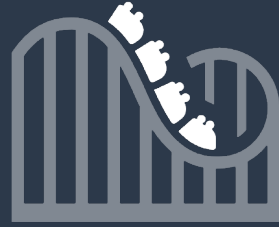
# Scenario Model





# Destination Strength Variables

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**Attractions &  
Experiences**



**Arts, Culture &  
Heritage**



**Dining, Shopping &  
Entertainment**



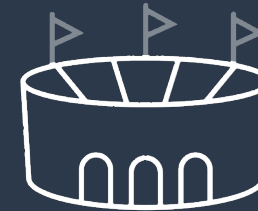
**Outdoor  
Recreation**



**Conventions &  
Meetings**



**Events &  
Festivals**



**Sporting  
Events**



**Accommodation**



**Local Mobility  
& Access**



**Destination  
Access**



**Communication  
Infrastructure**



**Health &  
Safety**

# Community Alignment Variables

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**Business  
Support**



**Community Group &  
Resident Support**



**Government  
Support**



**Organization  
Governance**



**Workforce  
Development**



**Hospitality  
Culture**



**Equity, Diversity  
& Inclusion**



**Funding  
Support & Certainty**



**Regional  
Cooperation**



**Sustainability  
& Resilience**



**Emergency  
Preparedness**



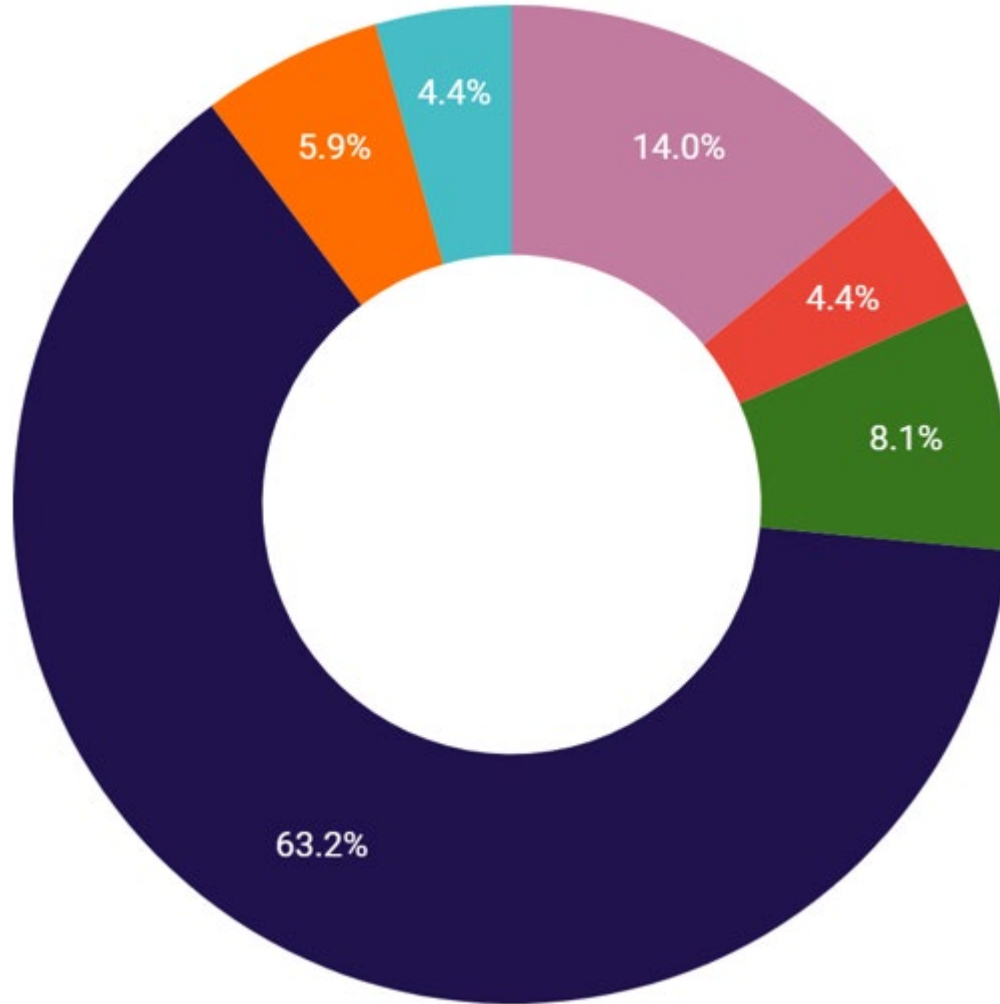
**Economic  
Development**

# Stakeholders



Total Respondents

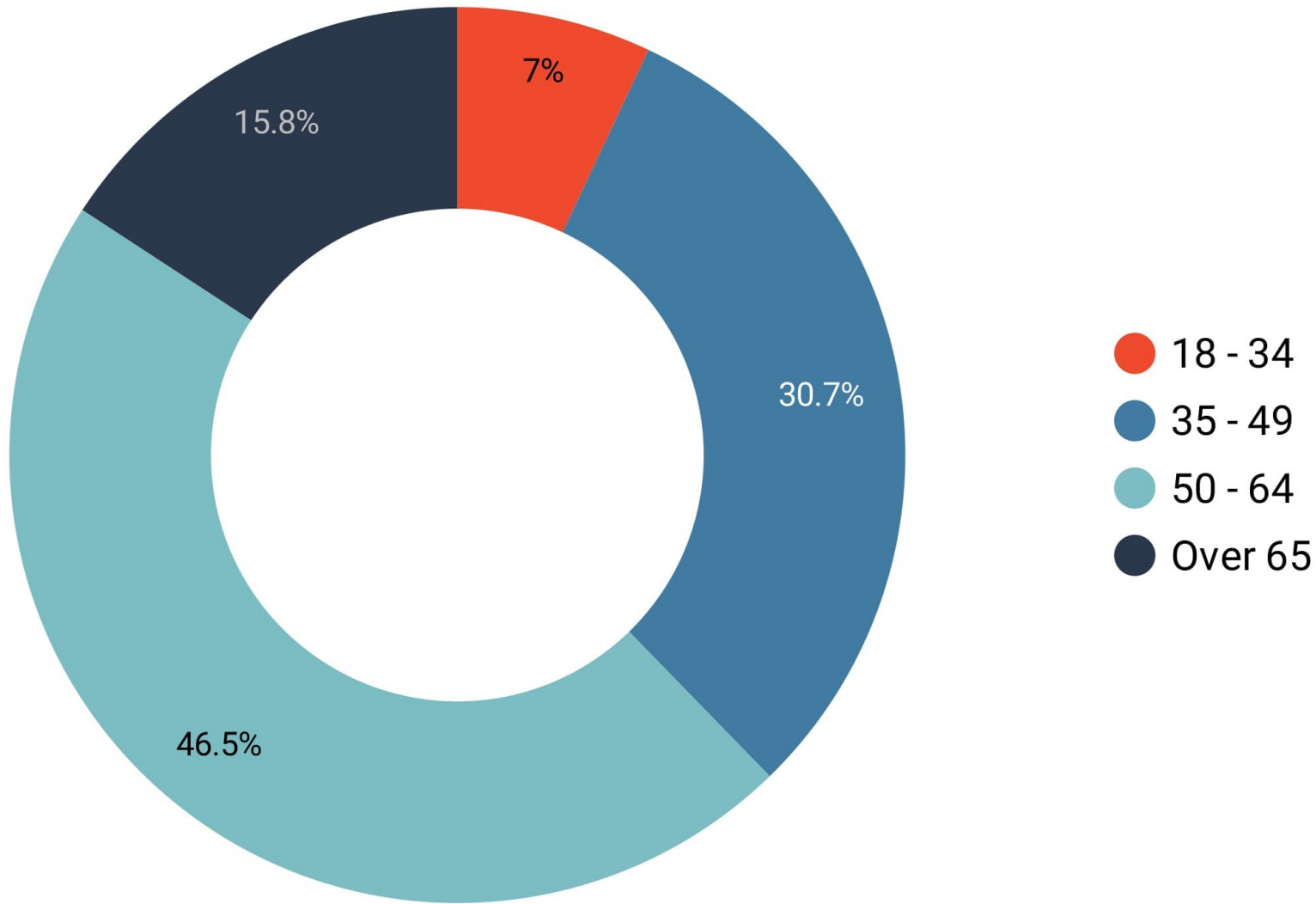
114



- Community Leaders
- Customers
- Daytona Beach Area CVB Team
- Daytona Beach Area Tourism Leaders
- Government Leaders
- Halifax Advertising Authority Board Members

Total Respondents

114





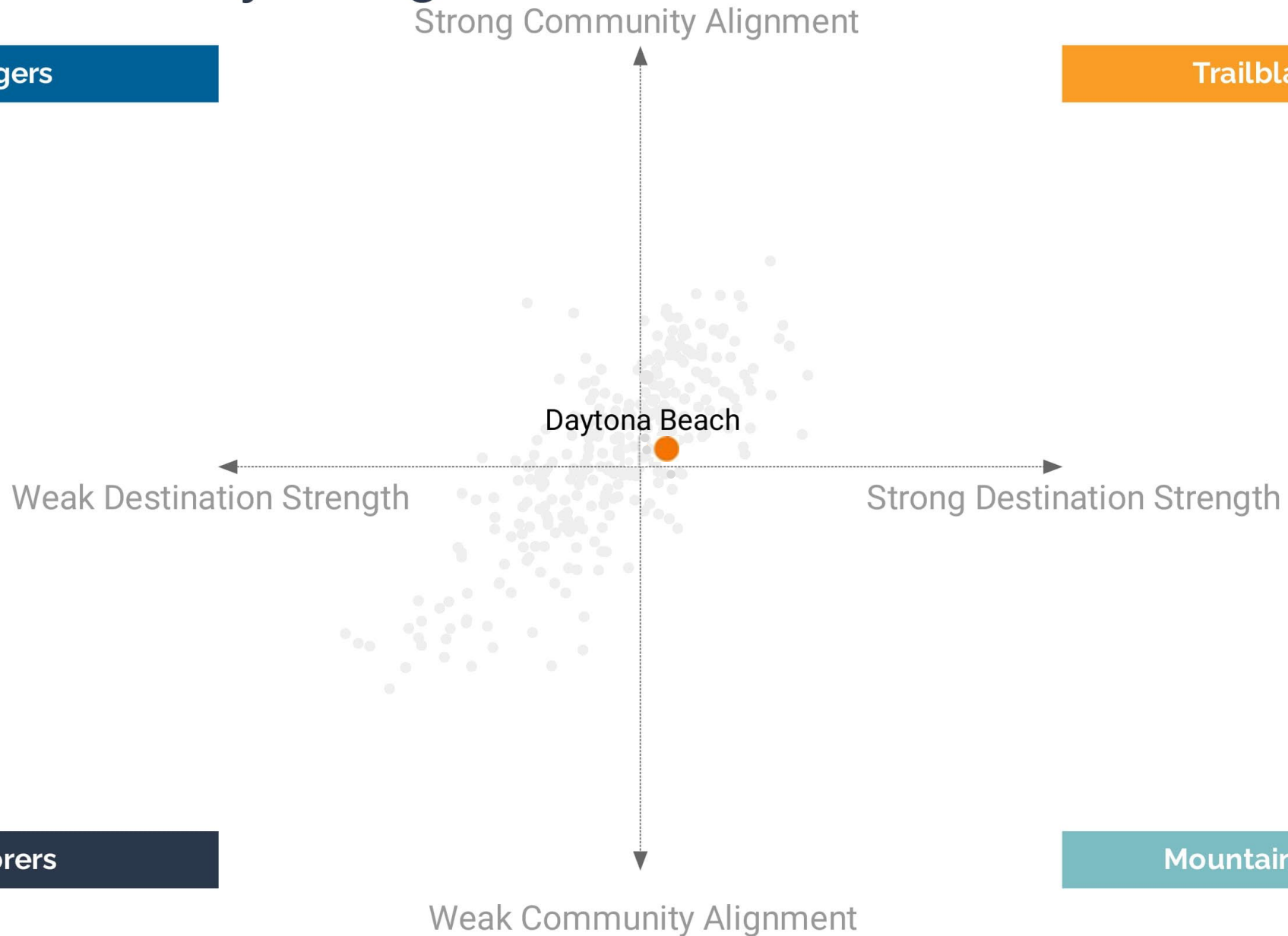
# Overall Assessment



# Destination vs. Industry Average

Voyagers

Trailblazers



Explorers

Mountaineers

Weak Community Alignment

# Change Since Last Assessment

Voyagers

Trailblazers





# Destination Strength

Variable	Relative Importance (0-100%)		Perceived Performance (1 - 5 scale)	
	All DNEXT Communities	Daytona Beach	All DNEXT Communities	Daytona Beach
Attractions & Experiences	9.00%	9.56%	3.72	3.82
Accommodation	8.71%	9.41%	3.60	3.66
Dining, Shopping & Entertainment	8.75%	8.96%	3.50	3.39
Events & Festivals	8.28%	8.89%	3.62	3.79
Outdoor Recreation	8.63%	8.62%	3.71	3.85
Sporting Events	7.99%	8.49%	3.41	3.21
Destination Access	8.11%	8.45%	3.24	3.59
Conventions & Meetings	7.88%	8.24%	3.38	3.69
Health & Safety	8.13%	8.18%	3.33	2.84
Local Mobility & Access	8.23%	7.78%	3.00	3.04
Arts, Culture & Heritage	8.34%	7.41%	3.67	3.51
Communication Infrastructure	8.21%	6.00%	3.27	3.55

Green indicates destination performance +5% above industry average; red indicates -5% below.

Destination Strength		Industry Average	Destination
		3.47	3.48

Scenario: Trailblazers



# Destination Strength: Performance Change

	Variable	Destination Avg	Prior
1.	Attractions & Experiences	3.82	3.58
2.	Accommodation	3.66	3.70
3.	Dining, Shopping & Entertainment	3.39	3.20
4.	Events & Festivals	3.79	3.92
5.	Outdoor Recreation	3.85	3.88
6.	Sporting Events	3.21	3.54
7.	Destination Access	3.59	3.39
8.	Conventions & Meetings	3.69	3.68
9.	Health & Safety	2.84	2.80
10.	Local Mobility & Access	3.04	2.85
11.	Arts, Culture & Heritage	3.51	3.40
12.	Communication Infrastructure	3.55	3.46

Green indicates performance more than 5% above prior destination average, red indicates more than 5% below.

# Destination Strength: Highest & Lowest Variable Scores

## Highest-scored Variables

	Variable	Performance ▼
1.	Outdoor Recreation	3.85
2.	Attractions & Experiences	3.82
3.	Events & Festivals	3.79
4.	Conventions & Meetings	3.69
5.	Accommodation	3.66

## Lowest-scored Variables

	Variable	Performance ▲
1.	Health & Safety	2.84
2.	Local Mobility & Access	3.04
3.	Sporting Events	3.21
4.	Dining, Shopping & Entertainment	3.39
5.	Arts, Culture & Heritage	3.51

# Destination Strength: Highest & Lowest Statement Scores

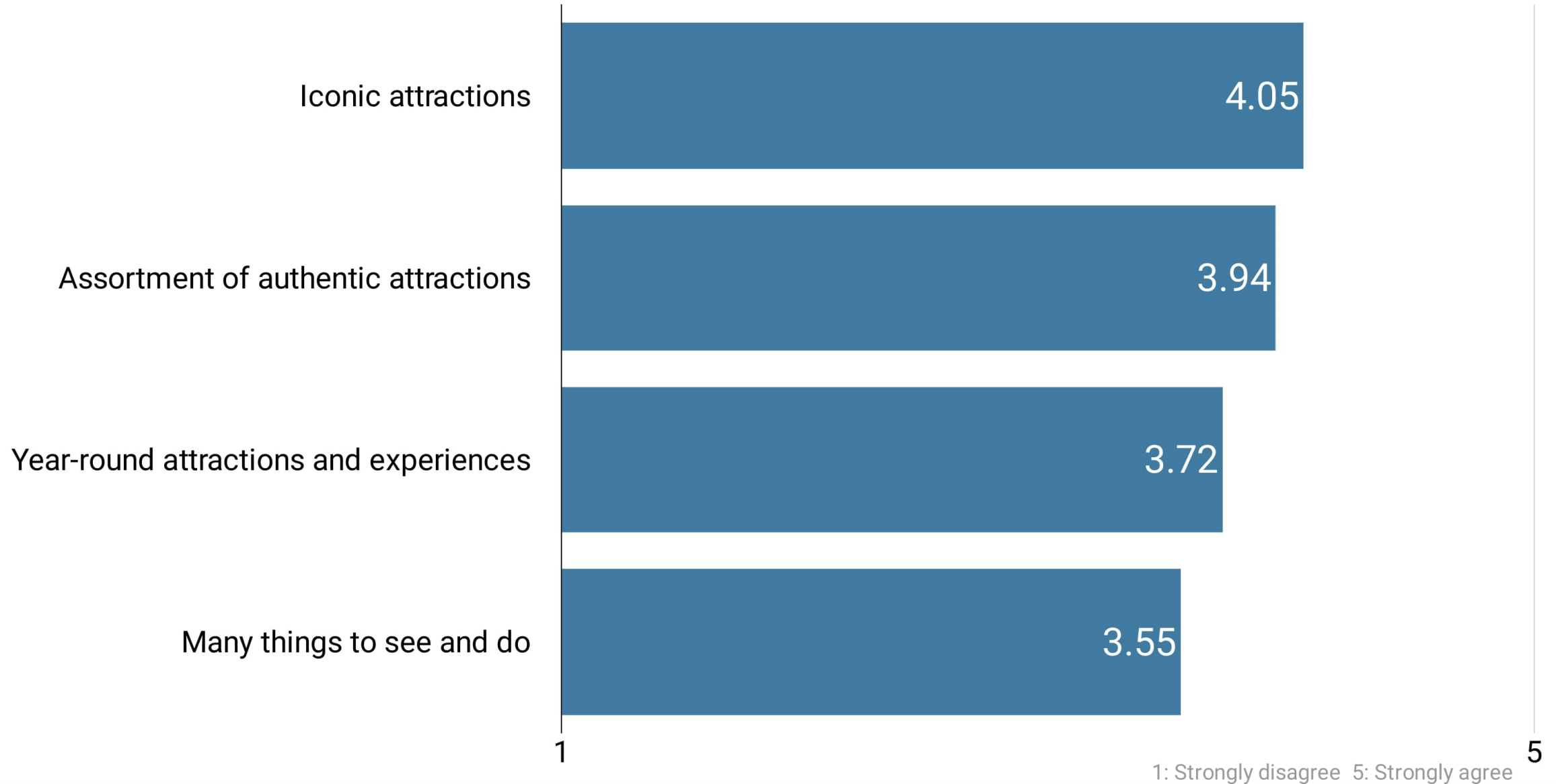
## Highest-scored Statements

	Statement	Performance ▼
1.	Iconic events	4.13
2.	High-quality outdoor recreation experiences	4.08
3.	Iconic attractions	4.05
4.	Year-round outdoor experiences	4.05
5.	Easy for visitors to plan a vacation to the destination	4.02

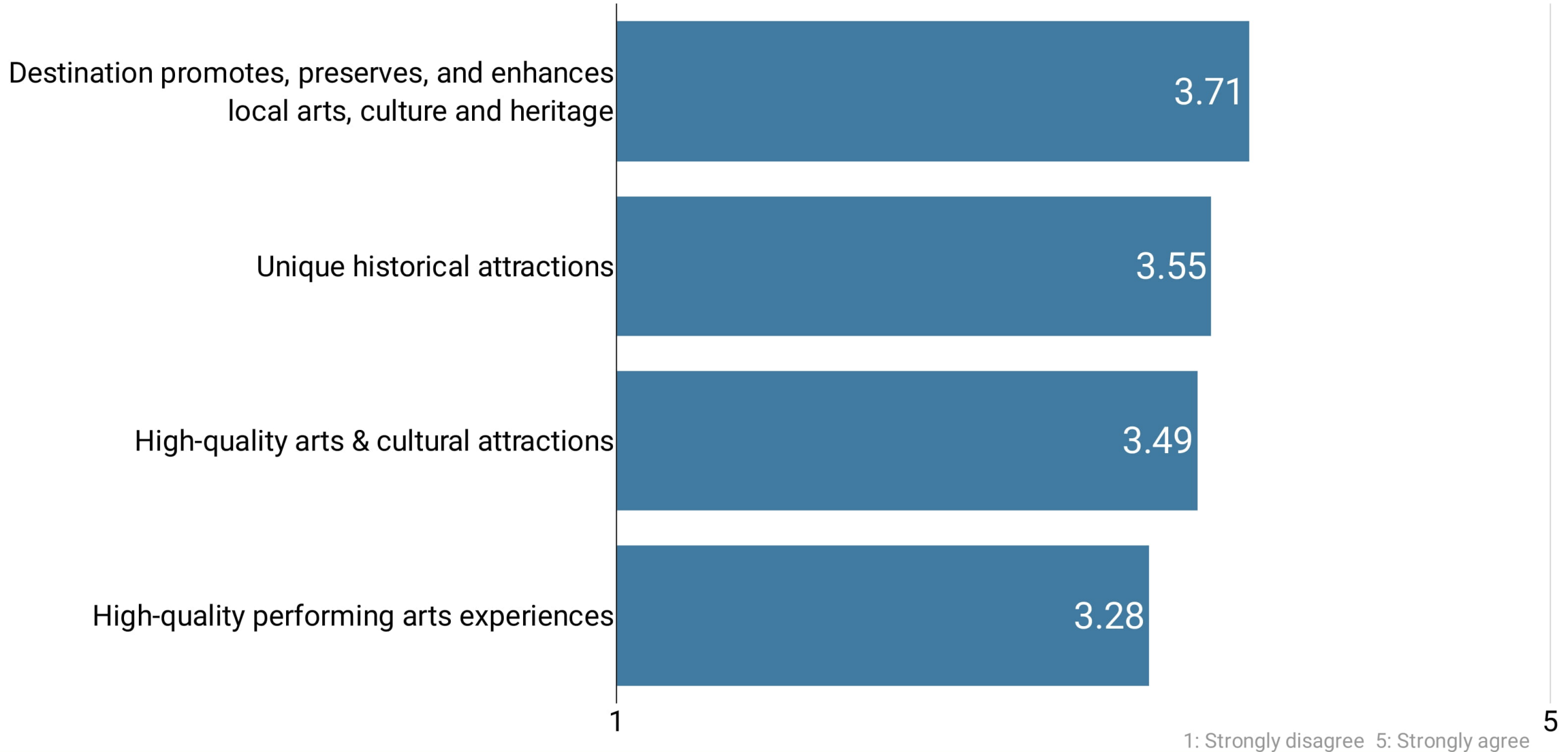
## Lowest-scored Statements

	Statement	Performance ▲
1.	Limited issues with homelessness	2.24
2.	Safe from crime	2.62
3.	Multi-language directional signage	2.65
4.	Known as a walkable destination	2.66
5.	Roads can easily handle traffic year-round	2.89

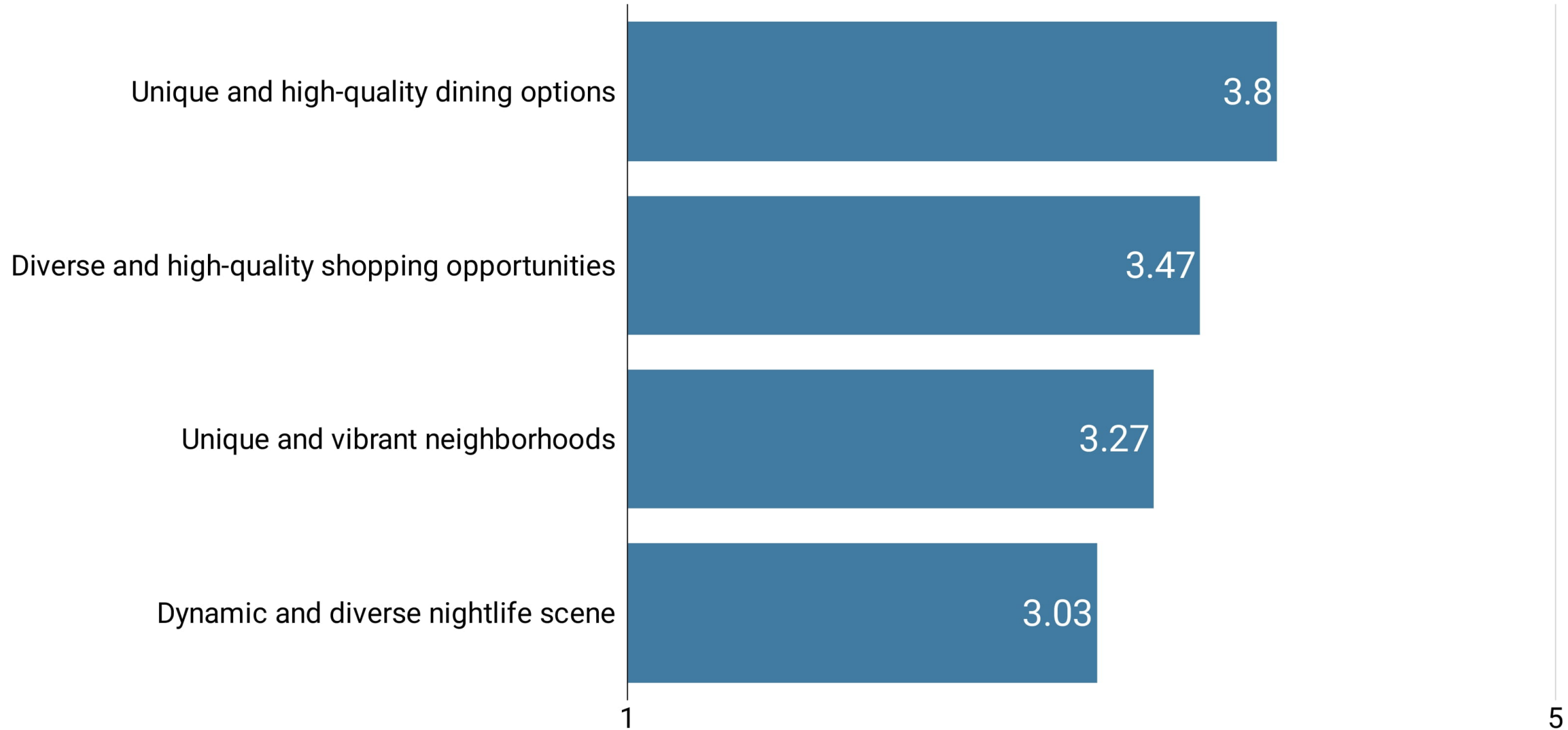
# Attractions & Experiences



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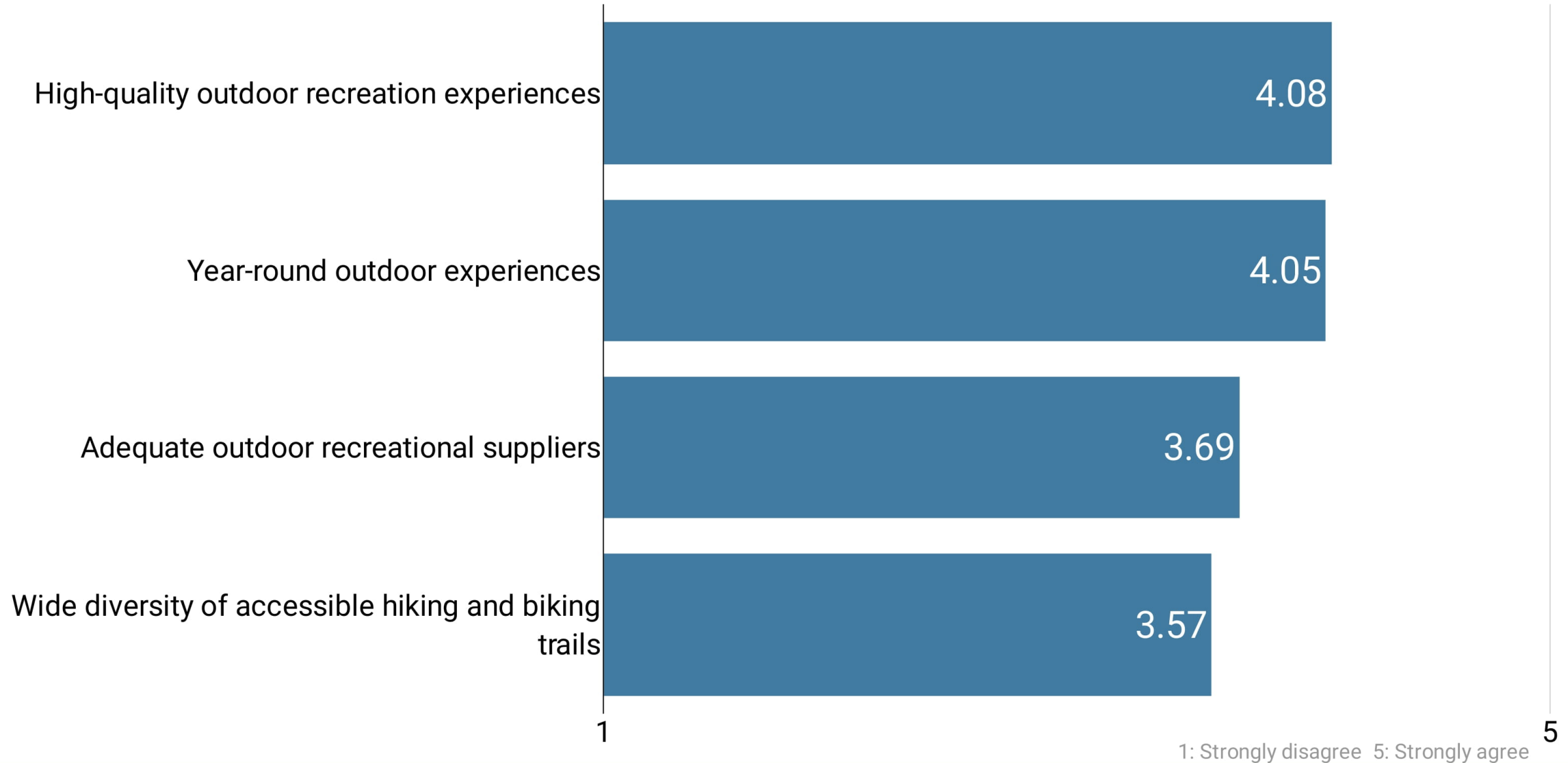


# Dining, Shopping & Entertainment

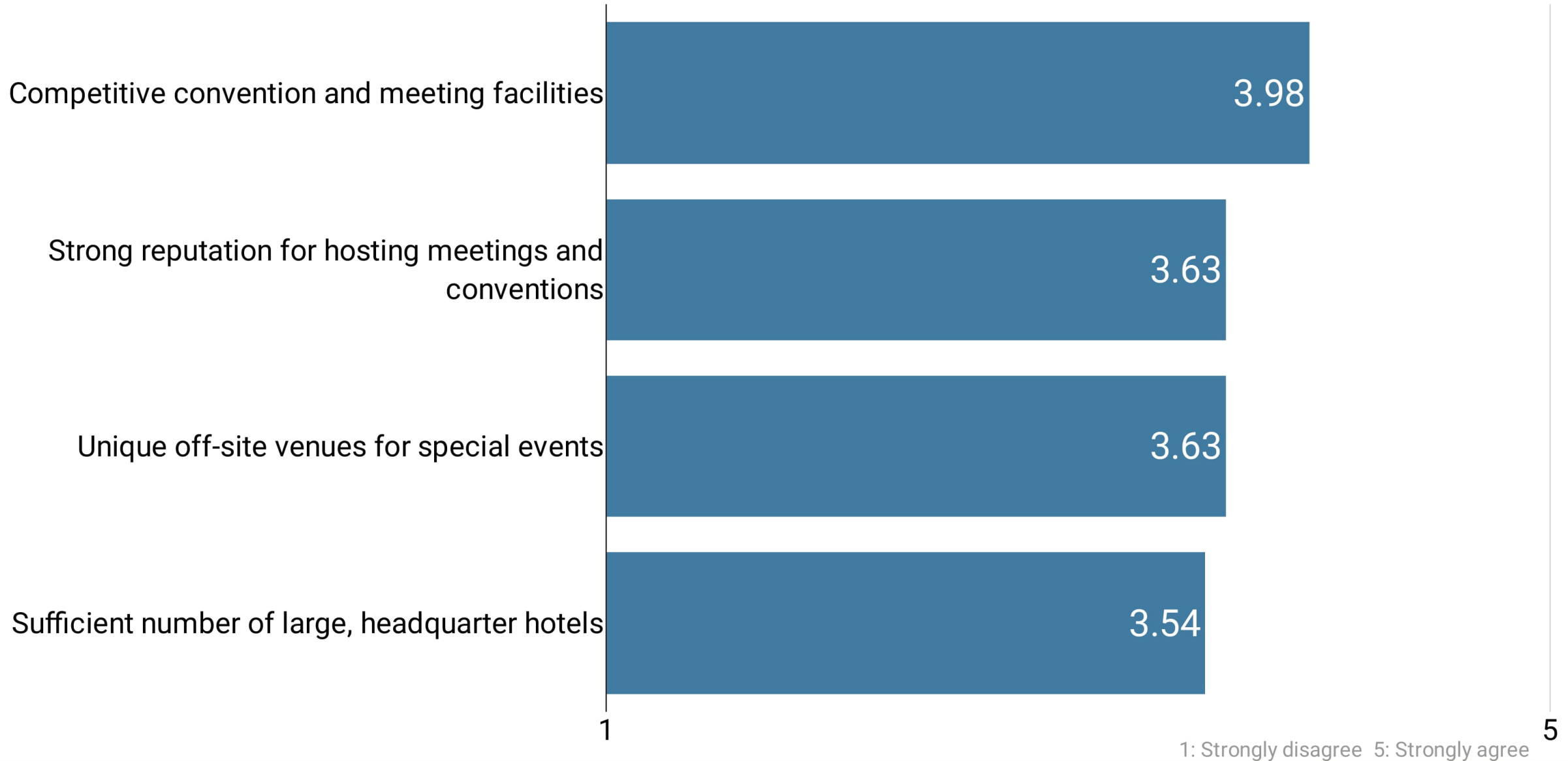




# Outdoor Recreation

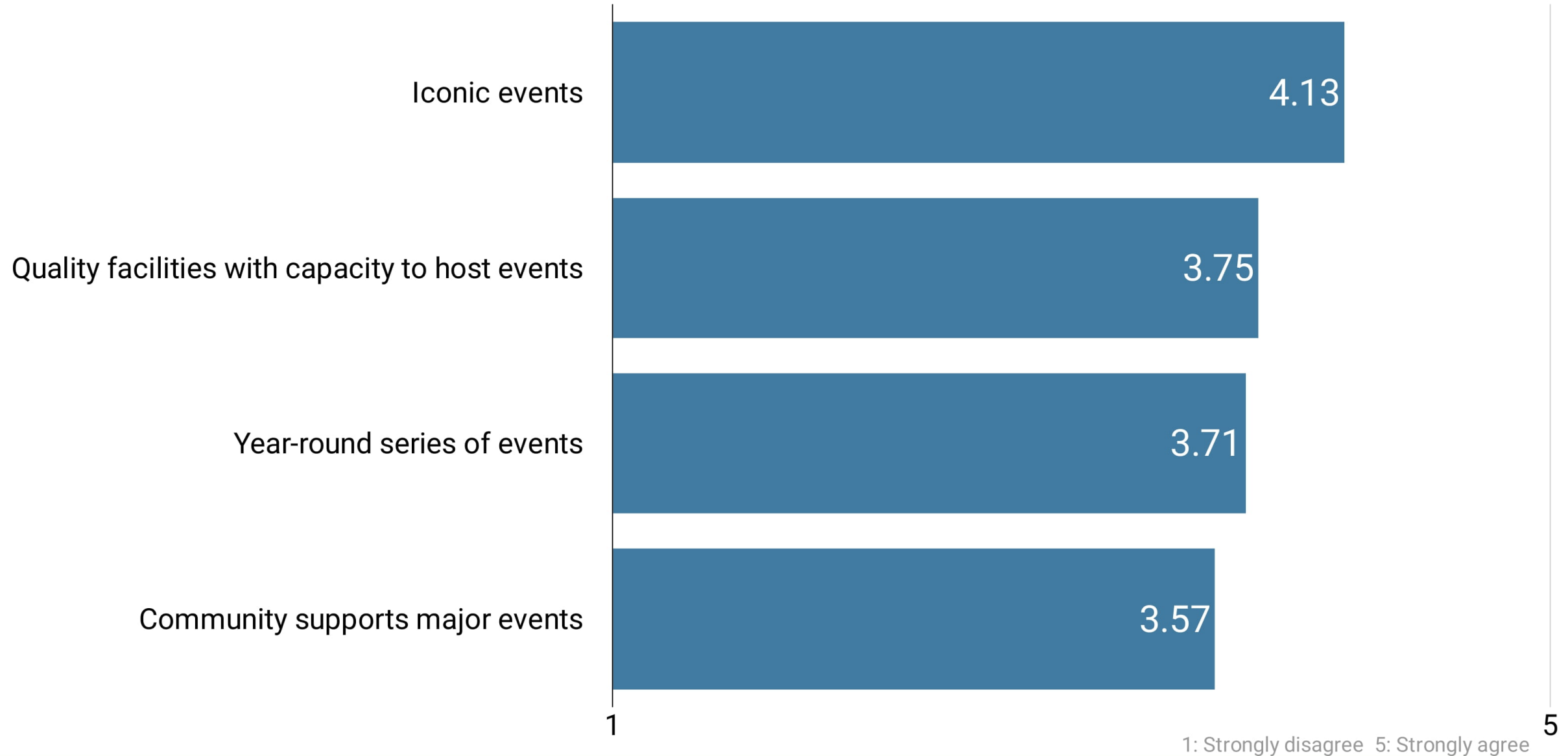


# Conventions & Meetings



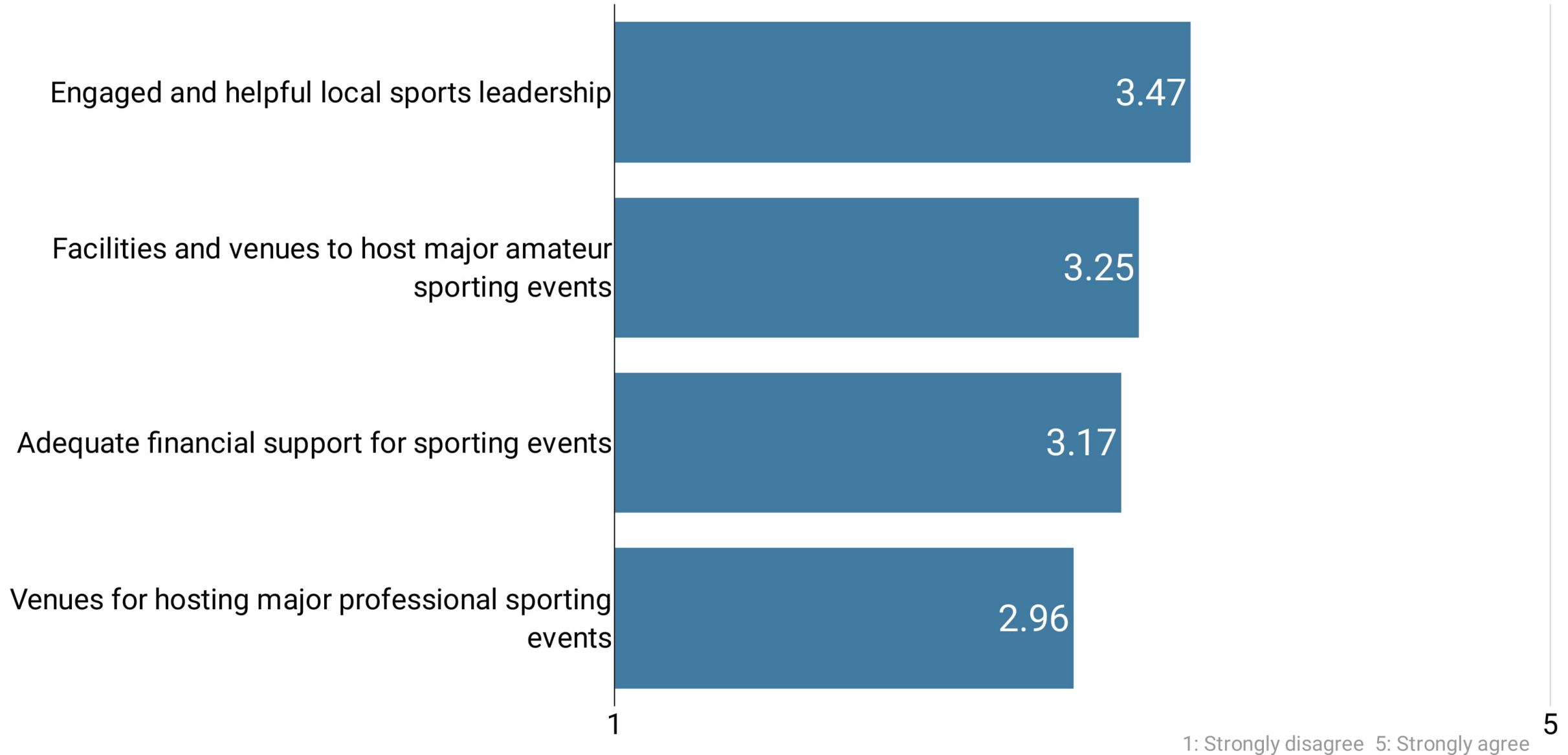
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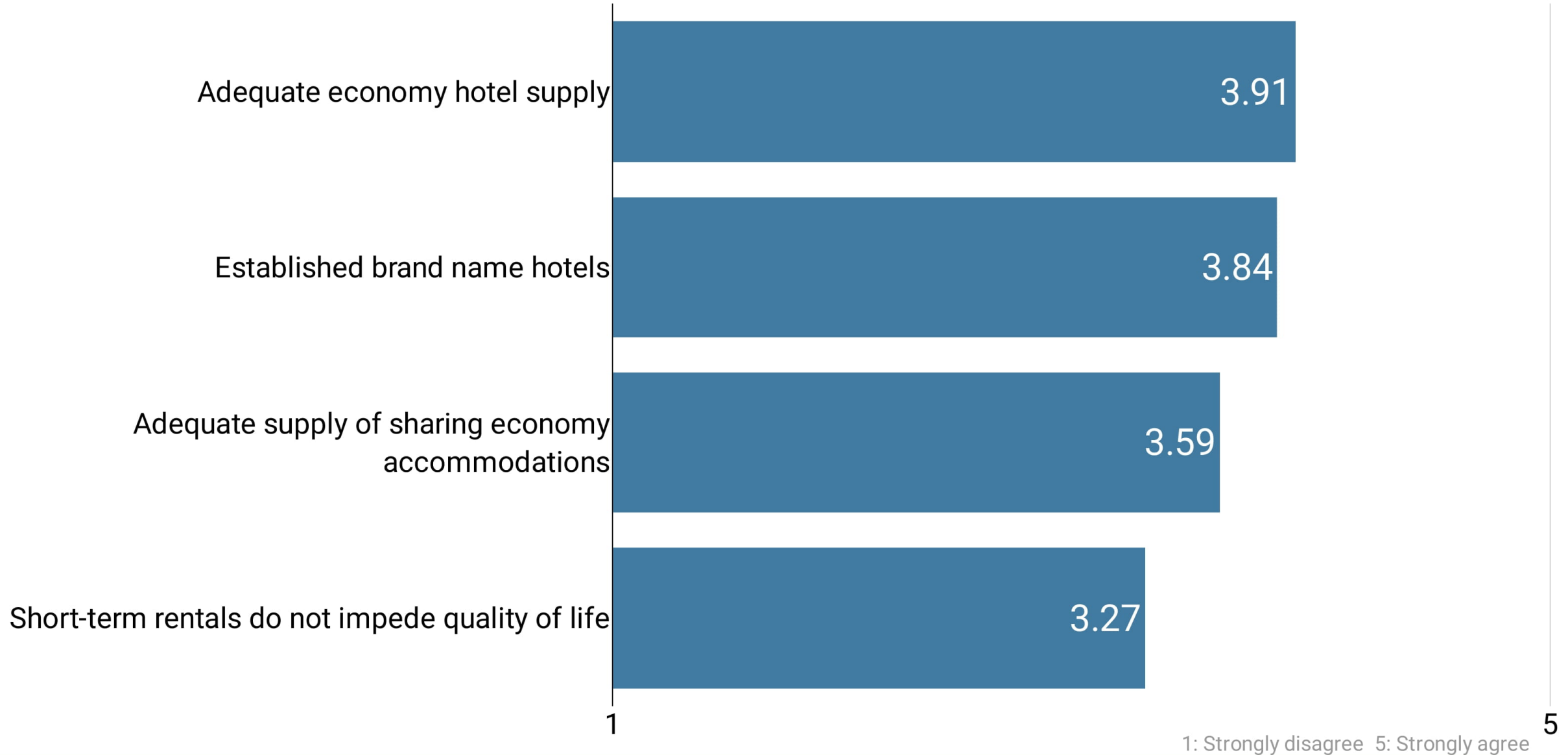
# Events & Festivals



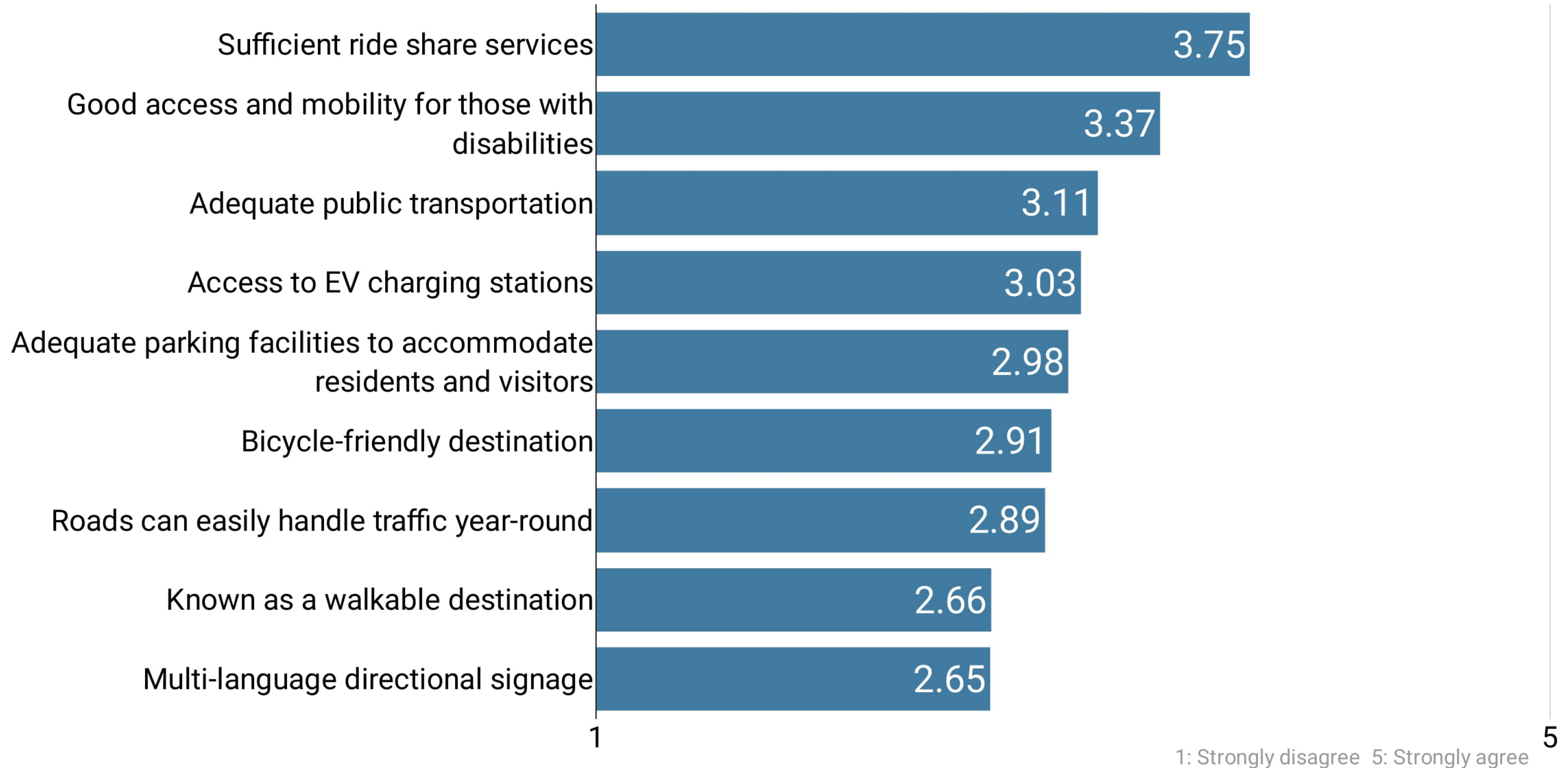
1: Strongly disagree 5: Strongly agree

# Sporting Events

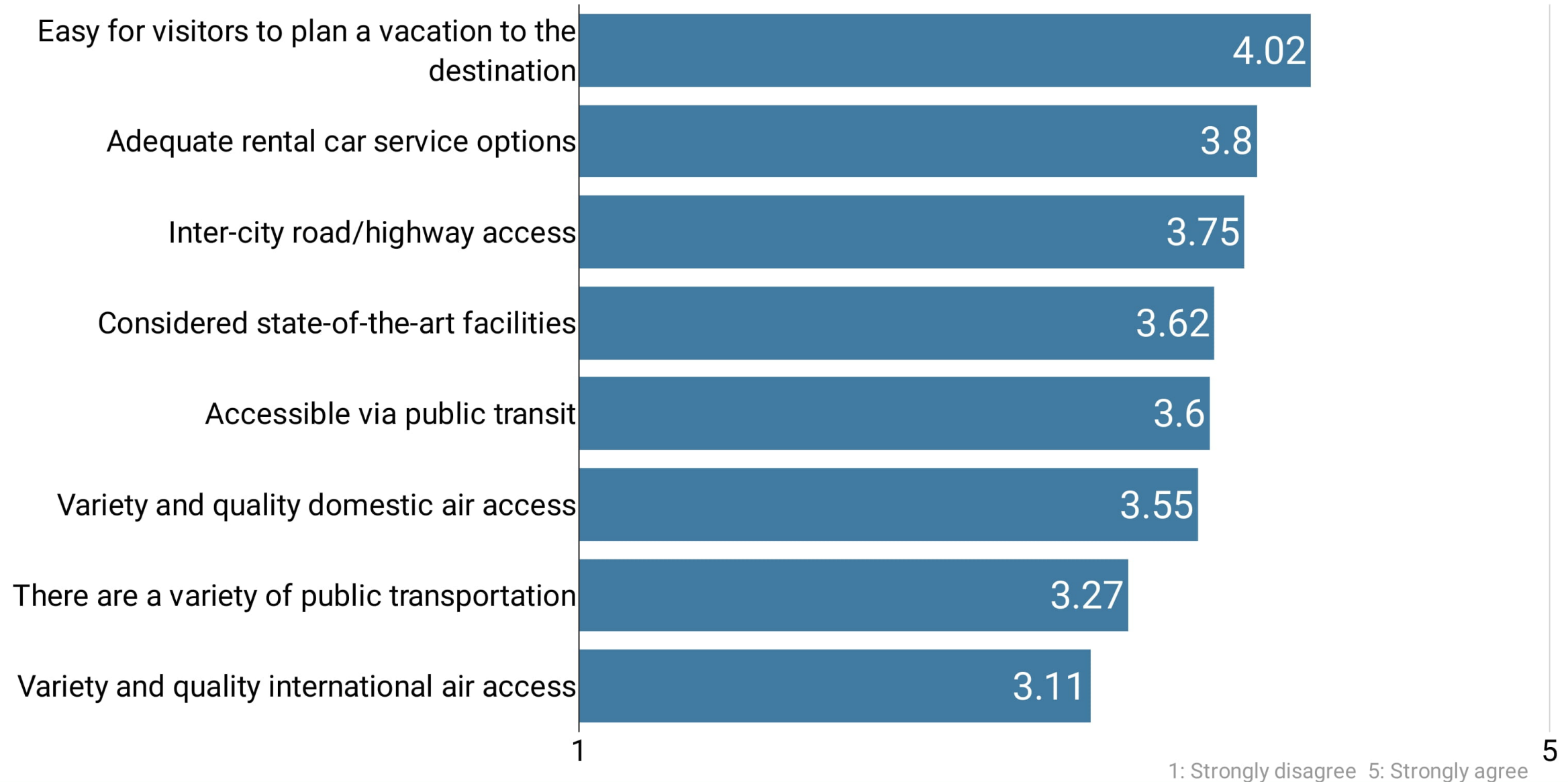




# Local Mobility & Access

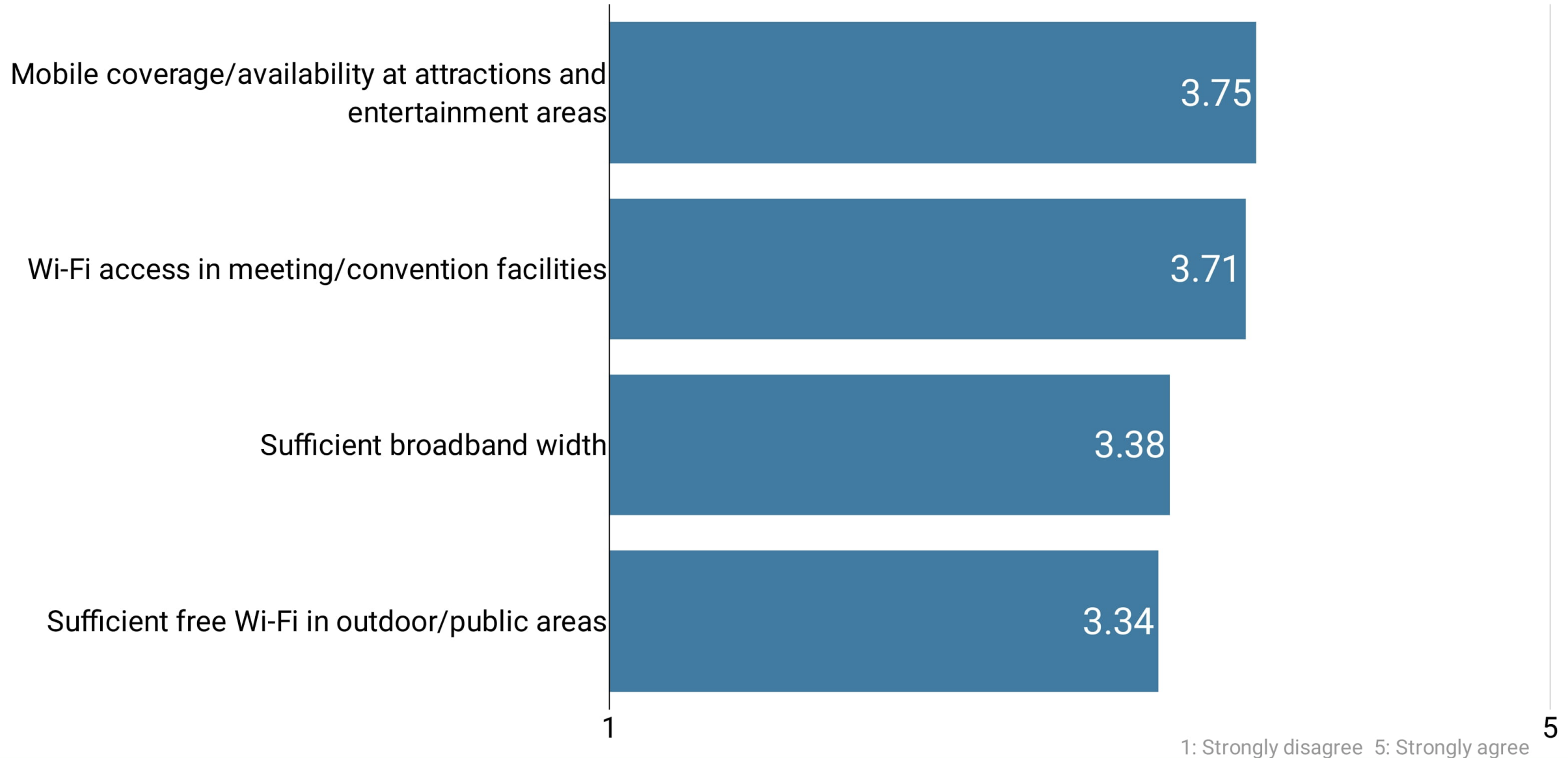


# Destination Access

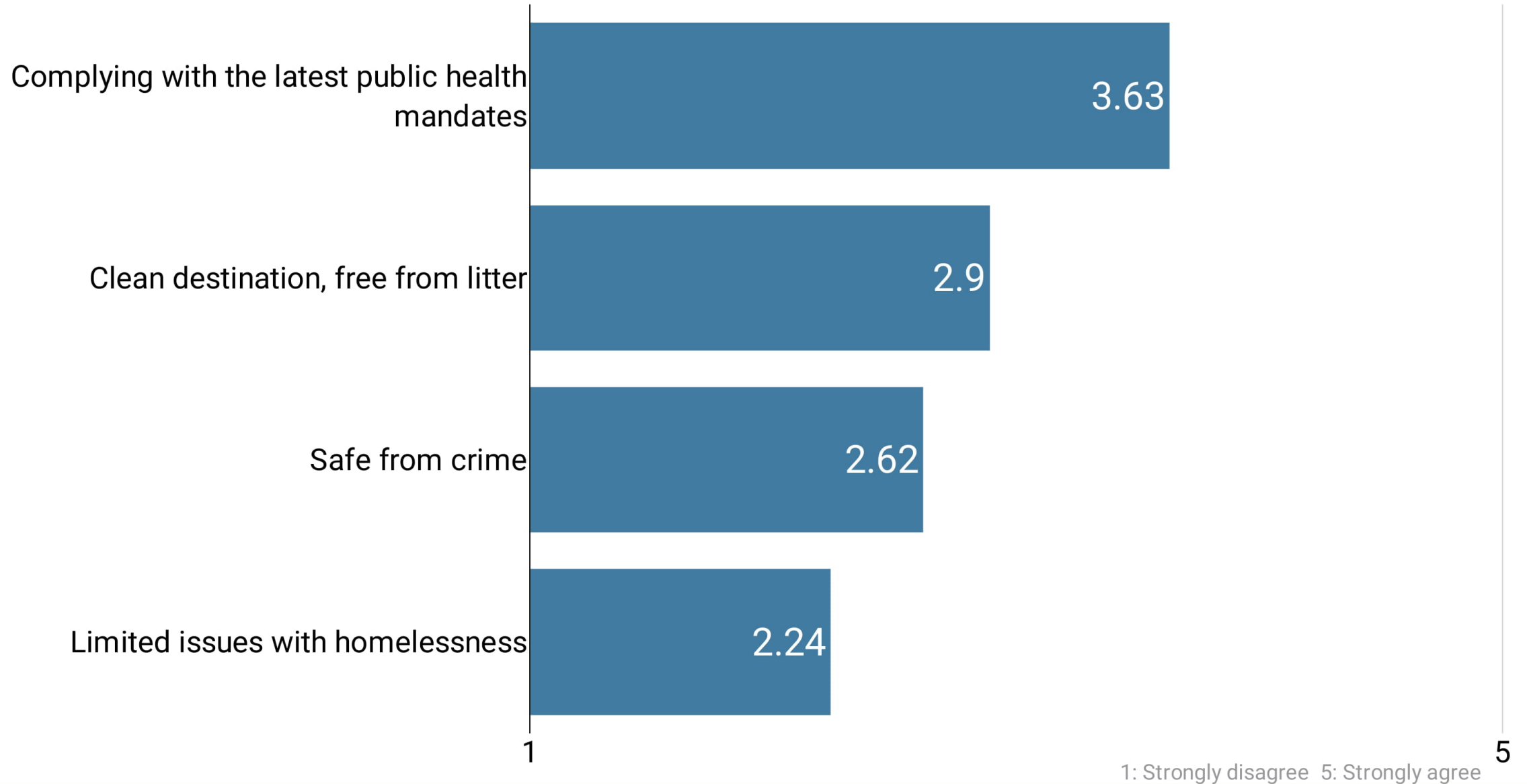




# Communication Infrastructure



1: Strongly disagree 5: Strongly agree



1: Strongly disagree 5: Strongly agree

# Community Alignment

Variable	Relative Importance (0-100%)		Perceived Performance (1 - 5 scale)	
	All DNEXT Communities	Daytona Beach	All DNEXT Communities	Daytona Beach
Business Support	8.56%	9.18%	3.85	3.83
Community Group & Resident S...	8.27%	9.05%	3.57	3.61
Funding Support & Certainty	8.36%	8.92%	3.31	3.55
Workforce Development	8.55%	8.72%	2.92	3.08
Emergency Preparedness	8.17%	8.66%	3.48	3.87
Organization Governance	8.03%	8.65%	3.79	3.89
Economic Development	8.34%	8.38%	3.93	4.04
Regional Cooperation	8.30%	8.11%	3.75	3.87
Hospitality Culture	8.52%	8.08%	3.65	3.53
Government Support	8.47%	7.74%	3.70	3.79
Sustainability & Resilience	8.34%	7.44%	3.66	3.56
Equity, Diversity & Inclusion	8.00%	7.02%	3.63	3.78

Green indicates destination performance +5% above industry average; red indicates -5% below.

	Industry Average	Destination
Community Alignment	3.59	3.64

Scenario: Trailblazers

# Community Alignment: Performance Change

	Variable	Destination Avg	Prior
1.	Business Support	3.83	3.68
2.	Community Group & Resident Support	3.61	3.16
3.	Funding Support & Certainty	3.55	3.61
4.	Workforce Development	3.08	3.01
5.	Emergency Preparedness	3.87	3.92
6.	Organization Governance	3.89	3.68
7.	Economic Development	4.04	3.89
8.	Regional Cooperation	3.87	3.65
9.	Hospitality Culture	3.53	3.44
10.	Government Support	3.79	3.53
11.	Sustainability & Resilience	3.56	3.53
12.	Equity, Diversity & Inclusion	3.78	3.59

Green indicates performance more than 5% above prior destination average, red indicates more than 5% below.

# Community Alignment: Highest Variable Scores

## Highest-scored Variables

	Variable	Performance ▼
1.	Economic Development	4.04
2.	Organization Governance	3.89
3.	Regional Cooperation	3.87
4.	Emergency Preparedness	3.87
5.	Business Support	3.83

## Lowest-scored Variables

	Variable	Performance ▲
1.	Workforce Development	3.08
2.	Hospitality Culture	3.53
3.	Funding Support & Certainty	3.55
4.	Sustainability & Resilience	3.56
5.	Community Group & Resident Support	3.61

# Community Alignment: Highest & Lowest Statement Scores

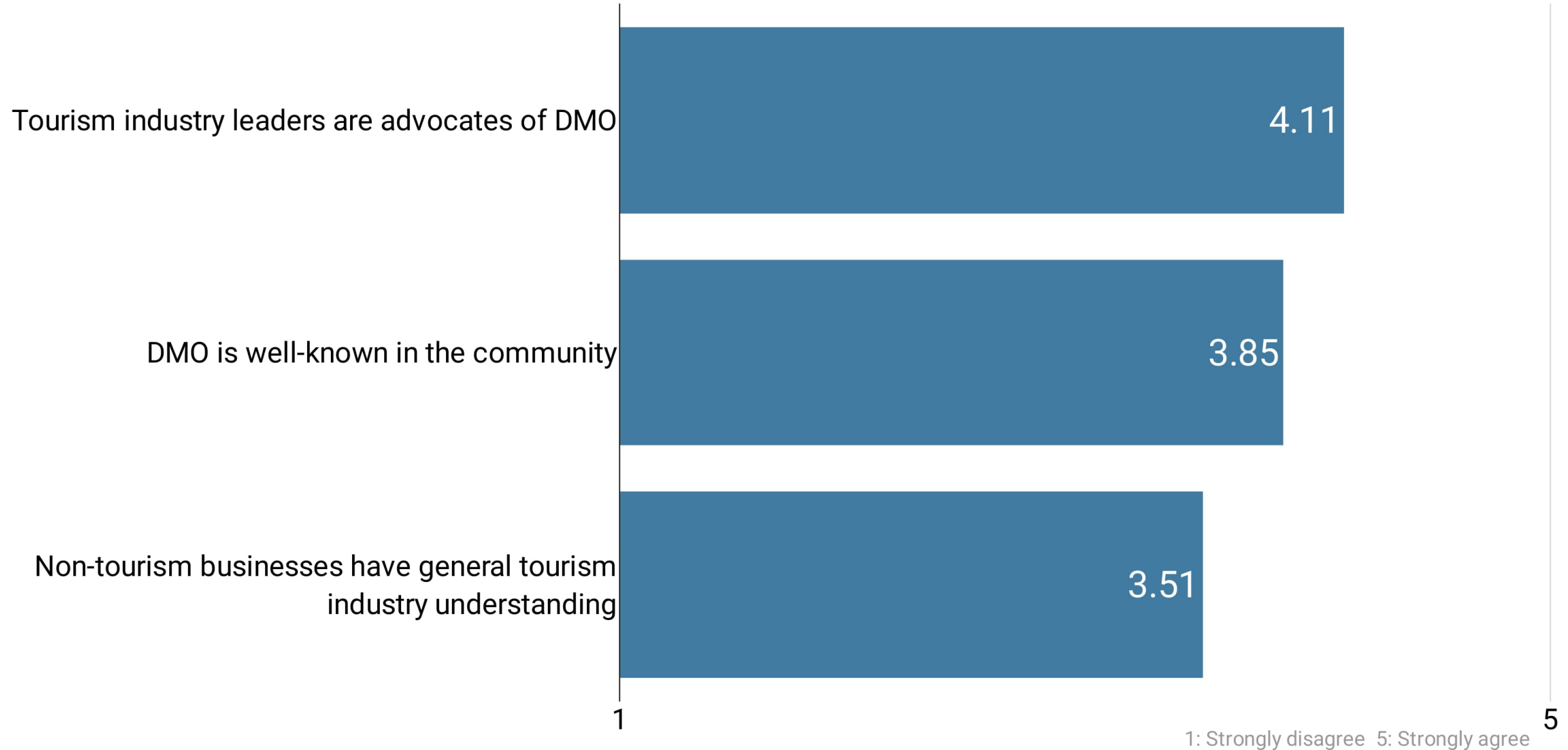
## Highest-scored Statements

	Statement	Performance ▼
1.	DMO and tourism industry play a critical role in long-term economic development	4.36
2.	Tourism industry leaders are advocates of DMO	4.11
3.	Comprehensive emergency plan for natural disasters	4.10
4.	DMO's efforts generate broad economic benefits	4.08
5.	DMO measures and tracks tourism industry performance	4.05

## Lowest-scored Statements

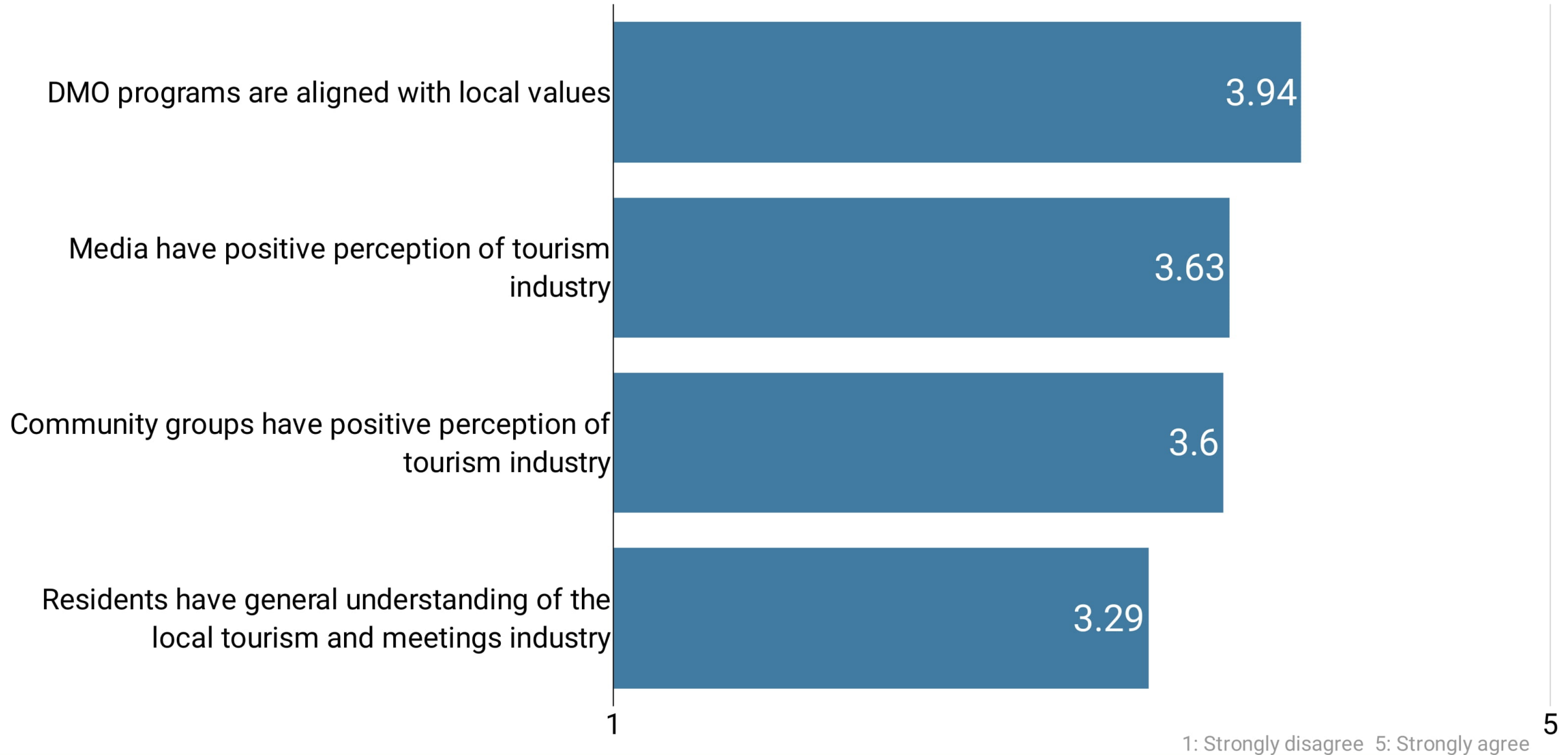
	Statement	Performance ▲
1.	Adequate affordable housing for workers	2.67
2.	Affordable daycare options for workers	2.72
3.	Adequate healthcare options for workers	2.87
4.	Public transportation for workers	3.17
5.	Adequate workforce for frontline hospitality jobs	3.21

# Business Support

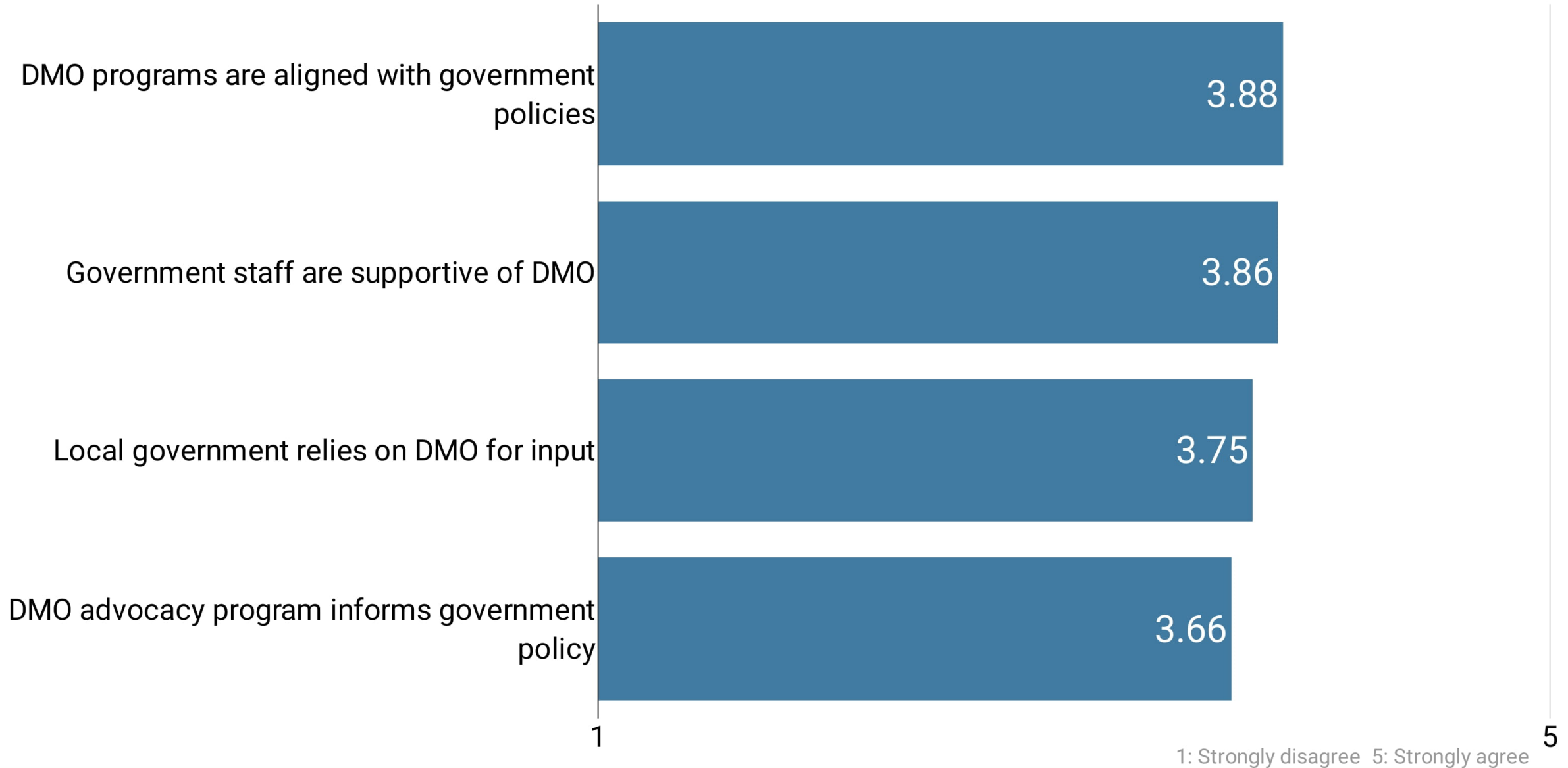




# Community & Resident Support

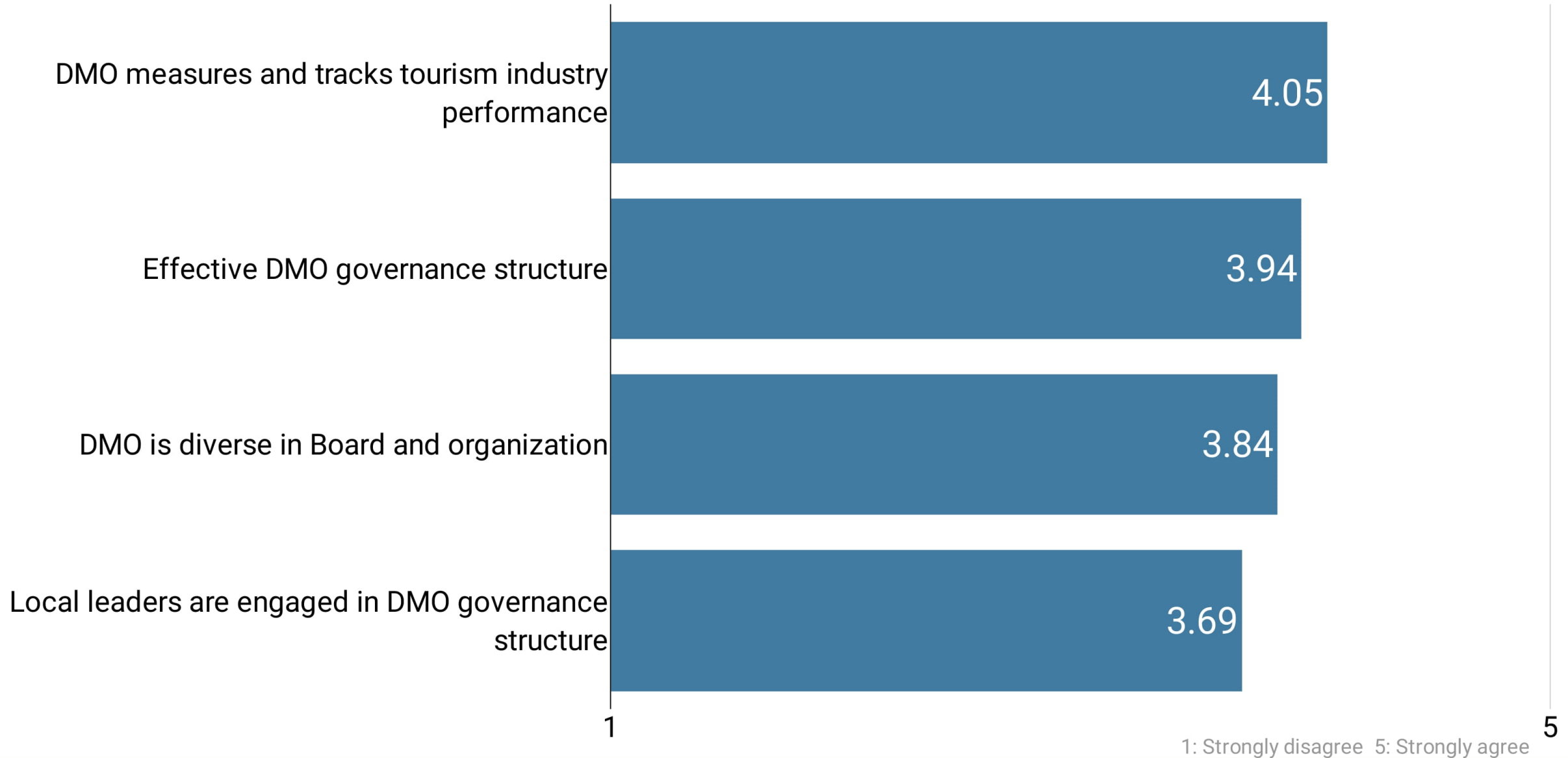


# Government Support



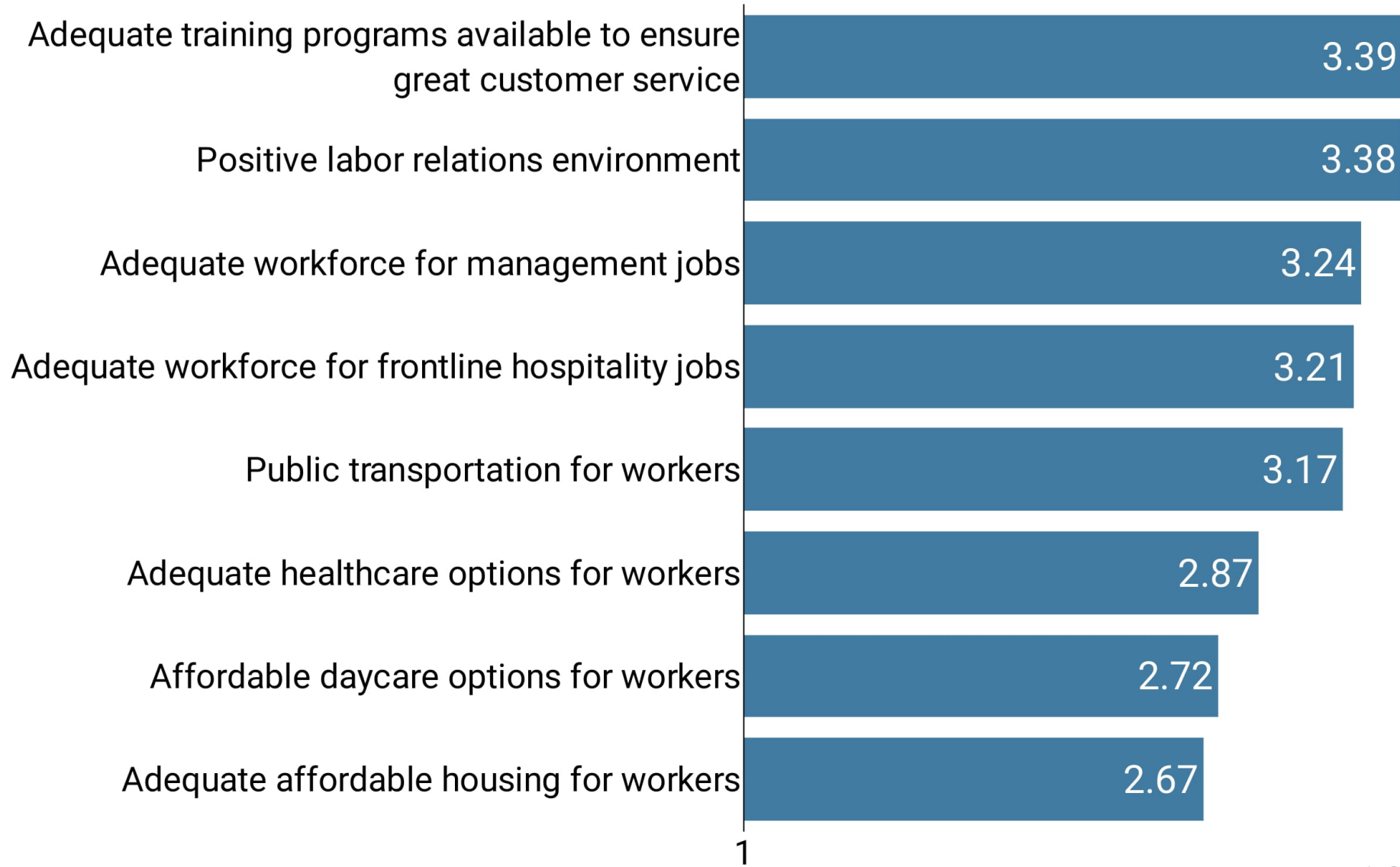
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# Organization Governance Model



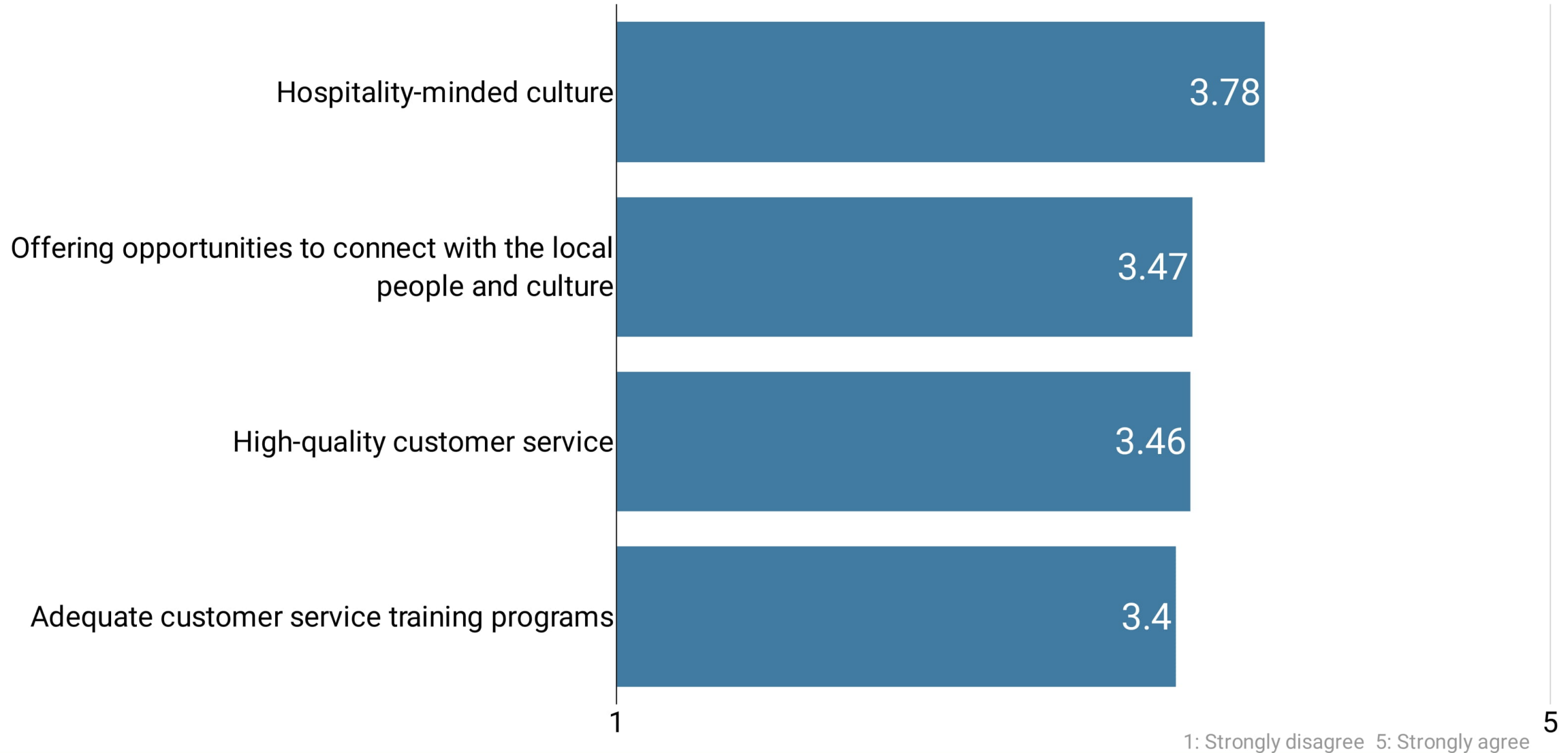
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# Workforce Development

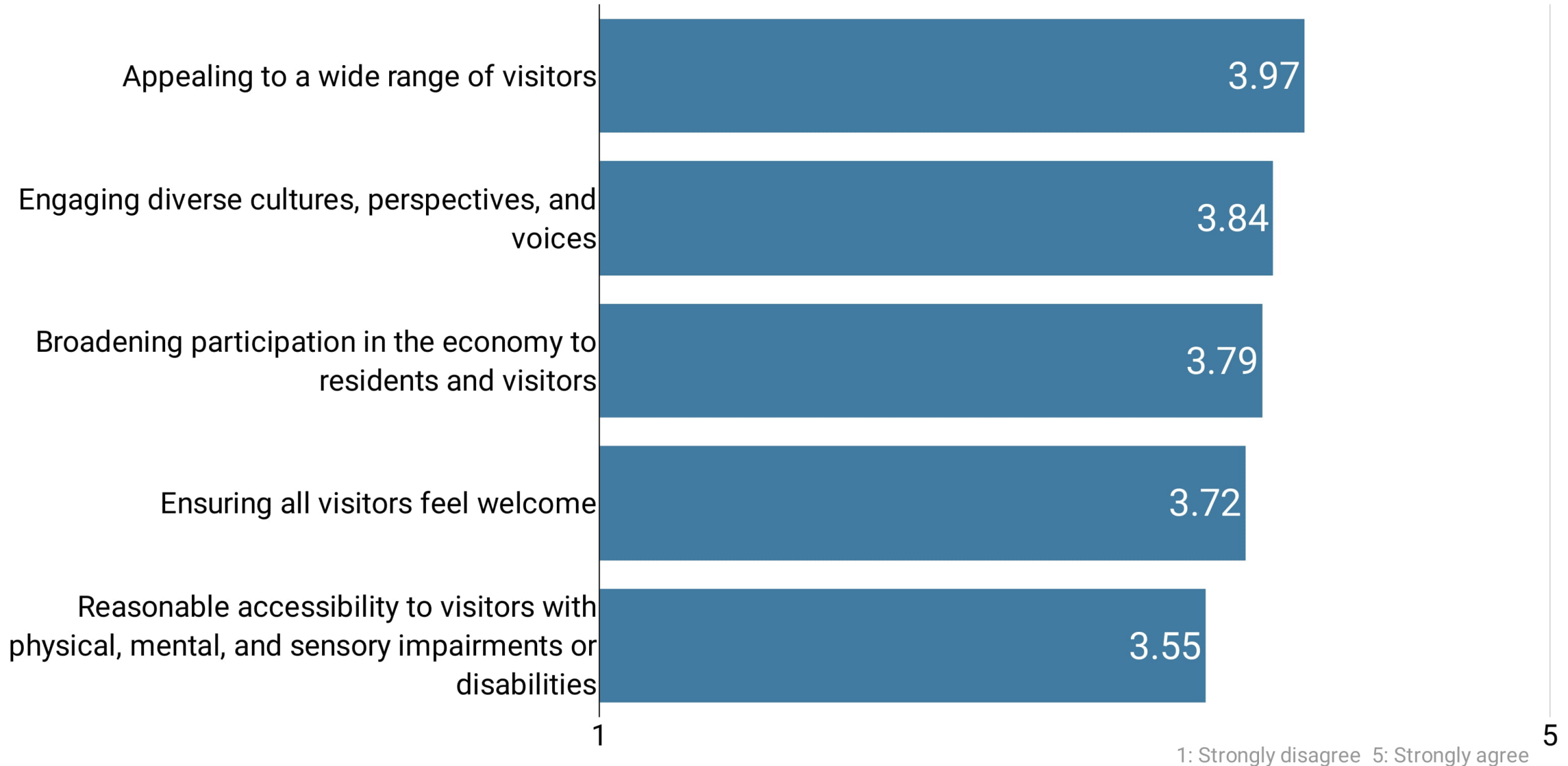


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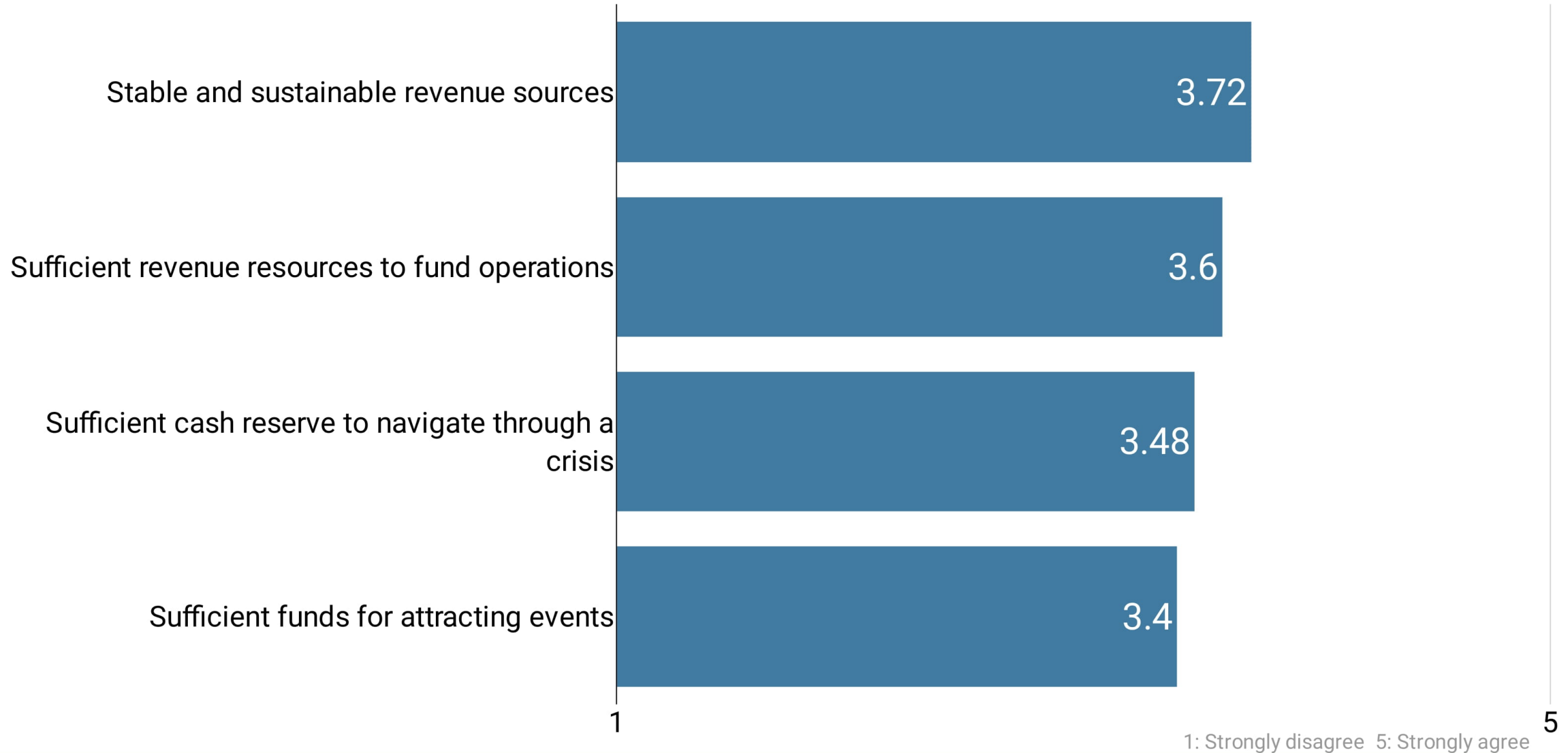
# Hospitality Culture



# Equity, Diversity & Inclusion

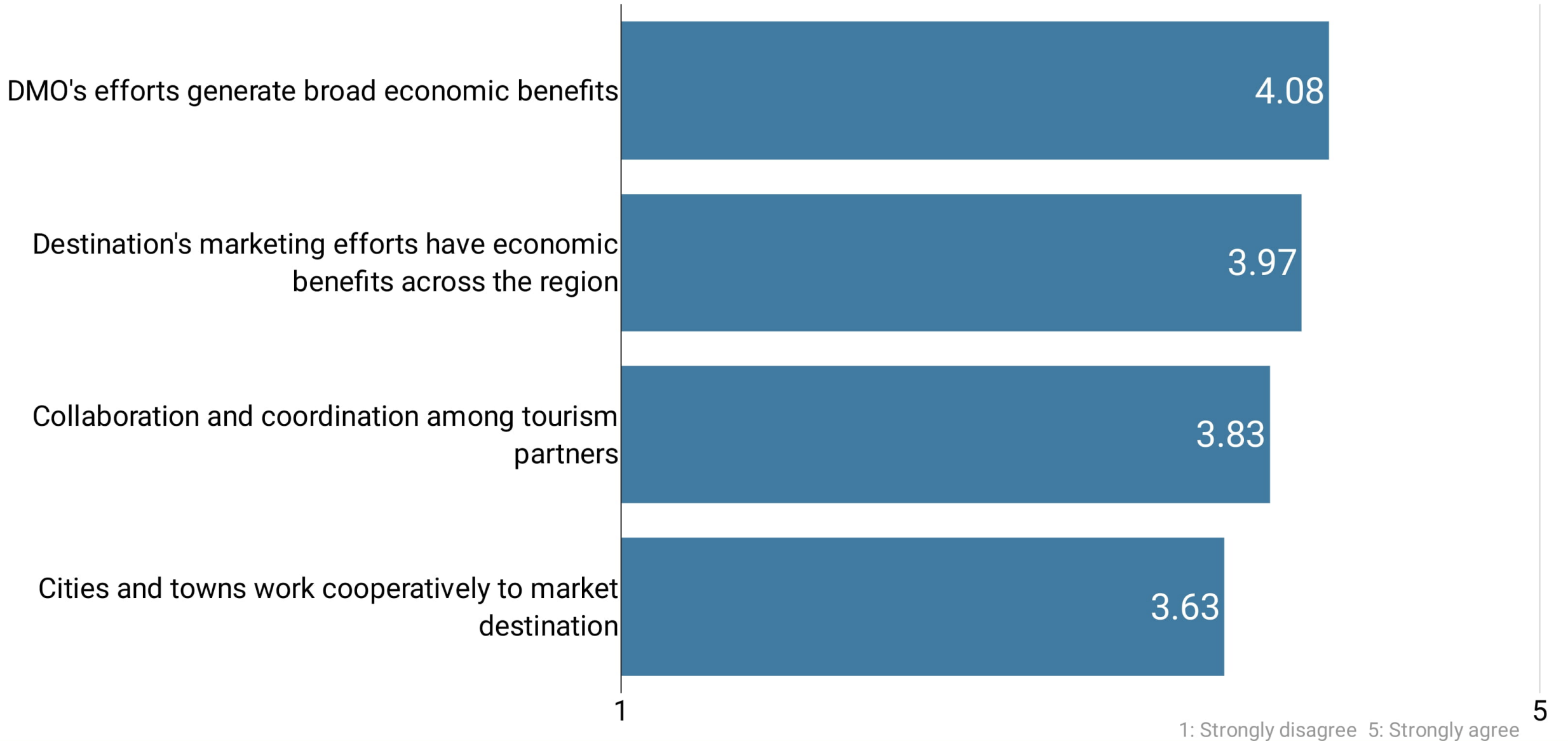


# Funding Support & Certainty

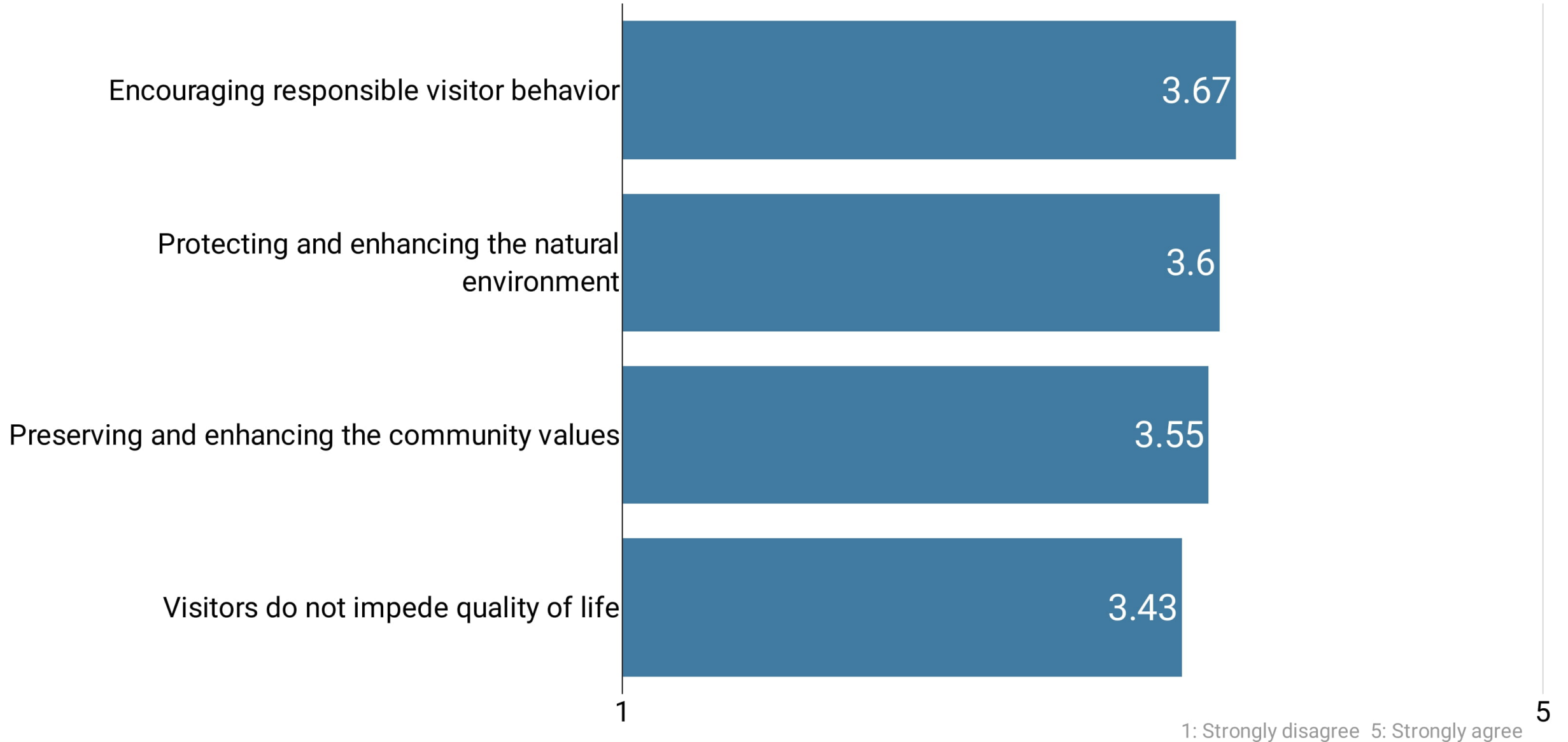




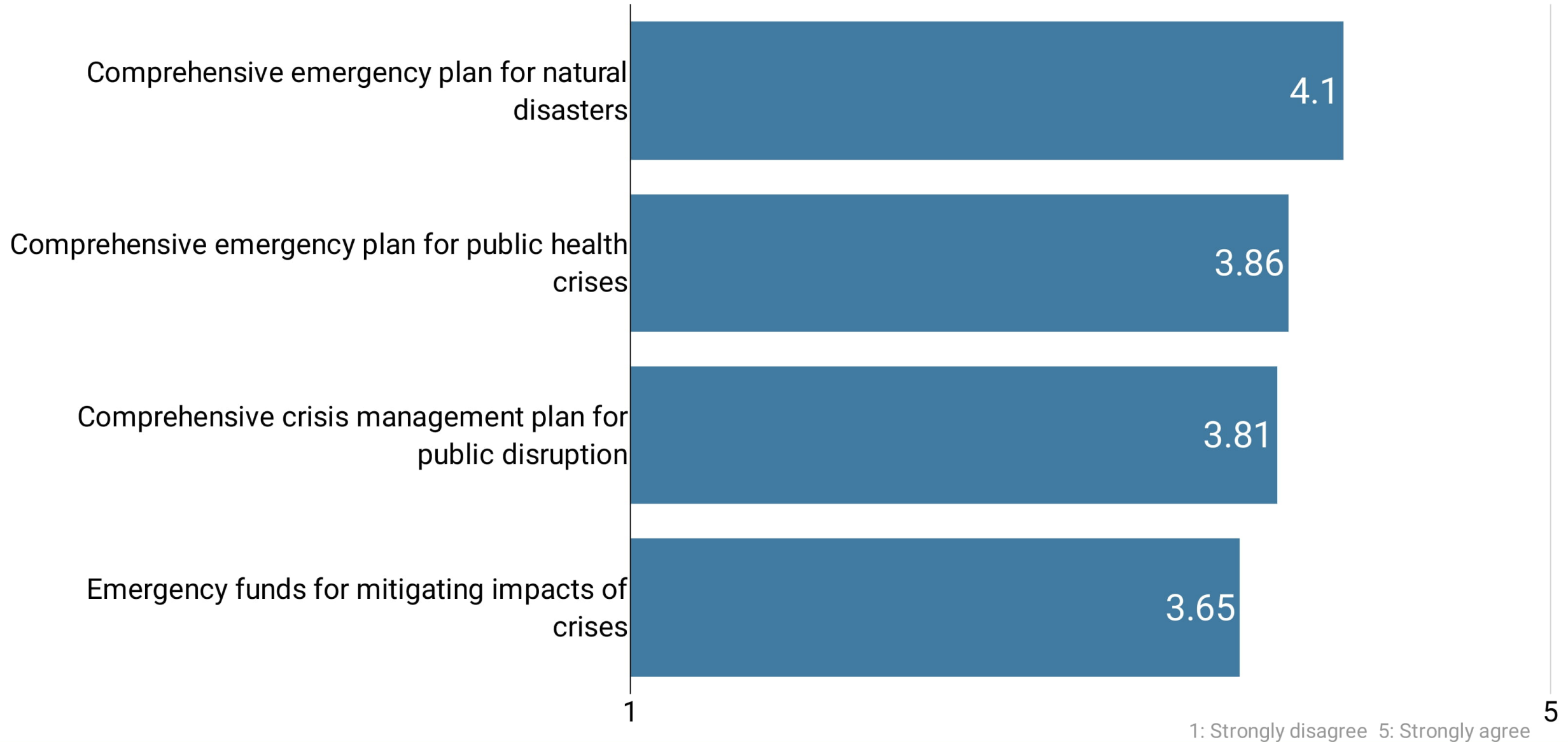
# Regional Cooperation



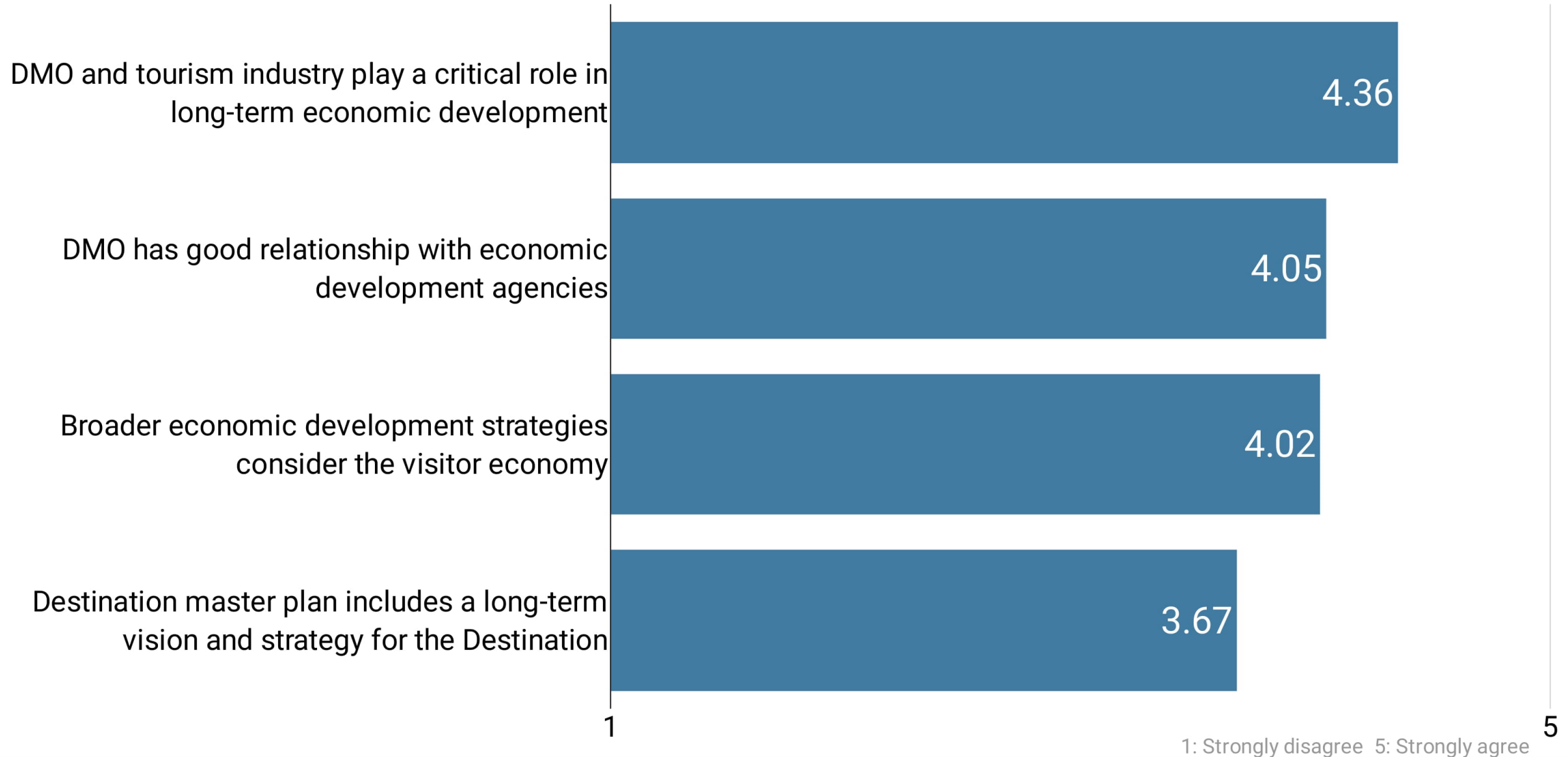
1: Strongly disagree 5: Strongly agree



# Emergency Preparedness



1: Strongly disagree 5: Strongly agree



# Open-Ended Questions

## Q 1. Are there certain issues that DBACVB should specifically address?

### Attractions & Infrastructure

- "We need more things to do that are not outside or at the beach."
- "Development of our beachside area – especially the west side of Atlantic Ave – and enhance the boardwalk area by making it a safe place to visit. This would make the area appeal to residents and visitors."
- "Advocate for more high-quality, off-beach attractions to enhance visitor experience between special events."
- "Making Main Street more family friendly."
- "Major sports complex that offers multiple sports in one central location."
- "Enhanced arts and cultural experiences."

### Events & Festivals

- "The future of Daytona Beach needs to include high-quality, year-round events that protect and enhance neighborhoods and stimulate increased business and commercial success. Daytona Beach needs to be a place people want to live as well as visit."
- "Find more family friendly options for special events and activities that will attract visitors year-round."
- "Focusing on other events in addition to racing, bike week, jeep beach."

### Community & Resident Support

- "I believe if we went back to the 'I Love Daytona Beach' idea for our locals (not for tourism branding), we could get the community to do a better job in cleaning up blighted areas and taking more of a role in the beautification of our city."
- "I think the CVB staff and leadership do a great job in trying to reach out to the community and promoting our area."
- "Strengthen partnerships with community organizations that can be a player in the tourism space."
- "We need to replace any negative perceptions with positive stories and family friendly activities."

## Q 2. What one thing could our community do to become a better visitor destination?

### Health & Safety

- "We need to clean up the entire community. Must deal with homelessness issues and crime. This can't be a city-by-city issue—it must be addressed in the entire area."
- Eliminate the panhandling – guests frequently complain about how unsafe they feel walking throughout our area."
- "Right now, things look very dirty, run down, and sketchy. Not a place I would be drawn to for a vacation with my family."
- "The homeless problem, the drug problems... We need private security on the boardwalk—not just at the Bandshell area. This MUST be a priority."

### Arts, Culture & Heritage

- "Add in Ocean Center indoor exhibitions of historic automobiles, luxury planes, etc...base shows particular to our history."
- "The dead space between the Hilton and amusement on the boardwalk could be utilized for a temporary market fuelled with local artists, food trucks, entertainment."
- "Increase promotion of the arts and culture to a higher level. I understand the arts are second to racing and bike week, based on audience size and economic impact. But there is room for improvement in the amplification of other cultural activities here."

### Regionalism

- "One visitor's bureau not 3."
- "The City and the County need to work together for Beach sand restoration purposes before a major catastrophe happens"
- "Share consistent branding that is used for the external audiences internally to the community as local residents have friends and relatives that live elsewhere."
- "The lack of cooperative law enforcement when it pertains to homeless. When they are kicked off the beach they go up to the sidewalk/boardwalk and city parking and parks. That's Daytona City jurisdiction. Sand is Sheriff."

# Summary

- The Daytona Beach Area is in the trailblazer quadrant with above average scores for destination alignment and destination strength.
- Different stakeholder groups have different perceptions of the area.
- There are several key takeaways to consider:

## Key Takeaways

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- Homelessness and panhandling are seen as out of control, particularly in key visitor areas like the beachside, boardwalk, and downtown. This, along with blight, impacts perceptions of safety.
- Stakeholders believe the current brand perception is overly focused on Spring Break, NASCAR, and Bike Week. They would like that to shift toward promoting cultural, historic, family-friendly, and high-end experiences.
- There's a desire for investment in revitalization, both in public spaces and private properties. Stakeholders want more to do beyond the beach and outside peak seasons, such as cultural events, indoor attractions, family-friendly activities, and arts promotion. They also want DBACVB's support in economic development efforts.
- Multiple respondents praised the DBACVB's staff, professionalism, and progress. However, several cautioned against the CVB being distracted by issues outside its mandate (e.g. homelessness), while others urged it to lead more boldly on those very issues.