



STRATEGIC TOURISM PLAN

PHASE TWO: 5-YEAR PLAN

AUGUST 2013



TOWN OF SURFSIDE
TOURIST BOARD



305-864-0722

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1. Town of Surfside Tourist Board



 Eli
Tourgeman –
Chair



 Ricardo Mualin
– Member



 Barbara Cohen
– Vice Chair



 Joe Graubart –
Commission Liaison



 Randi MacBride
– Member



 Duncan
Tavares – Tourism,
Economic
Development &
Community
Services Director



 Barbara
McLaughlin –
Member

Established in Section 69-A of the Town Charter, the Surfside Board has the following enumerated powers and duties:

- (1) To adopt and/or amend procedures as it relates to publicity, advertising, promotional events, tourist board activities.
- (2) To expend resort tax funds collected pursuant to Chapter 70 of the Town Code. Specifically, those amounts allocated by the commission during their annual budgetary process, the minimum being 34 percent of the resort tax collected, to advertising, promotion and special events as part of the tourist bureau budget.
- (3) To employ or retain an advertising and/or public relations consultant and/or firm as it relates to specific tourist board activities. The tourist board shall designate a member to assist the town manager, upon request, in the process of selecting a director for the department.
- (4) To authorize placement of advertising in various media.
- (5) To organize special events for the promotion of Surfside as a tourist destination.
- (6) To submit an annual report to the town commission every May as part of the budgetary process.

In 2013, the Tourist Board worked with CJF Marketing International and Redevelopment Management Associates, Tourist Bureau staff, and the Town Administration to create this 5-Year Strategic Tourism Plan. The plan will provide the Town of Surfside and its Tourist Board with a blueprint for implementation, guiding the Board's future efforts and resort tax expenditures.

For more information, please contact the Town of Surfside Tourist Bureau staff at 305-864-0722.

2. Executive Summary

Nestled within the Greater Miami and the Beaches metropolis is a quaint oasis known as the Town of Surfside. With the world-famous Bal Harbour Shops bordering on the north and Miami Beach just to the south, somehow the Town of Surfside has escaped the limelight and, in fact, has very limited recognition outside of the immediate area of Miami-Dade County and South Florida.

With a small community of approximately 5,000 residents and a two-block Downtown, the Town once had just enough two- to three-star hotel product and subsequent resort tax revenue to give it some exposure to the travel and tourism world. In the past, there was representation by the Town of Surfside at some key travel trade shows, typically partnering with the Best Western. This representation decreased at the time when much of the hotel product was converted to residential condominiums.

Currently the Town has 172 hotel rooms:

Best Western	91 rooms
Solara (timeshare)	62 rooms
Sun Harbour	<u>19 rooms</u>
Total = 172 rooms	

However, in the near future new hotels will open in Surfside bringing an exciting new opportunity to position the Town, as never before, in the international and domestic tourism markets:

Grand Beach	341 rooms
Marriott Residence Inn	175 rooms
Surf Club	approximately <u>100 rooms</u>
Total New = 616 rooms	

The Best Western Hotel will close in the near future, so the total number of hotel rooms will be 697.

In response to this opportunity, the Surfside Tourist Board commissioned this 5-Year Strategic Tourism Plan.

This report will provide recommendations that will define how the Town of Surfside, through its Tourist Board, should move forward to create a tourism brand. Specific strategies and tactics that tie back into the increased budget will become the roadmap for both pre-arrival and post-arrival visitor programs targeted to the travel trade and consumer over the next five years, beginning in Fiscal Year 2013/14.

3. Situation Analysis

Beginning in January 2013, the first phase of the Strategic Tourism Planning process was to conduct an audit of tourism activities. While the initial purpose of this audit was to explore and analyze what had been done in the past to attract the visitor market to Surfside, the dramatic change in new hotel product immediately focused analysis on future opportunities.

Years ago, signature events such as “Jazz on the Beach” and “Shakespeare on the Beach” were held, but in recent years resort taxes have been spent primarily on special events for local/regional markets.

The travel industry has changed significantly over the last decade and will most likely continue to change and transform. It is important to keep up with the research, statistics and trends, and have a plan that is not only strategic, but also flexible.

The Phase One: Audit Report was completed in March 2013. The report analyzed the opportunities for the Town of Surfside with new hotel product coming online. The findings are summarized below with the full report included as Appendix H:

Tourism Marketing Opportunities for the Town of Surfside

As stated in the Audit Report, there are some “givens” with the travel and tourism industry that are important to understand and adhere to:

- An effective Travel and Tourism Sales and Marketing program is a long-term commitment. Do not expect overnight results.
- Tourism strategies and tactics fit under the umbrella of the overall economic development plan for a community. After all, “tourists want to go where the locals go.” In the case of the Town of Surfside, as with many smaller communities, the economic development and tourism initiatives fall under the same office and staff.
- Tourism Sales and Marketing are based on two key strategies: partnerships and leveraging.
- Tourism Marketing = ROR - Return on Relationship.
- The “P’s” of Tourism – Product, Packaging, Partnership and Promotion.

The Global Tourism Perspective

Travel and tourism on an international perspective continues to grow in a positive direction. As noted in the Audit Report, with an additional 39 million international tourists, arrivals worldwide surpassed one billion (1,035 billion) for the first time in history in 2012. The Americas saw an increase of six million arrivals, reaching 162 million in total representing a 4% increase. The future looks bright with a projected 4.4% growth over the next couple of years, averaging out to 2.8% over the next 20 years. If the projections hold, that would equate to approximately 2.8 billion arrivals by 2030.

National Tourism Perspective

A November 30, 2012, report from The Office of Travel & Tourism Industries (OTTI) offered a relative bullish forecast for the U.S. calling for a 3.6 - 4.3% annual growth over the next five years and 28% total growth from 2011 through 2017. In 2012 alone, over 66 million international travelers are projected to have visited the U.S., representing a 6% increase over the 2011 visitor volume.

The largest growth potential to the U.S. over the next five years will come from:

- China - 198% growth rate
- Brazil - 70% growth rate
- Argentina - 46% growth rate
- Australia - 45% growth rate
- Korea - 35% growth rate
- Venezuela - 35% growth rate

The following press release of current economic data was just released on June 18, 2013. It continues to demonstrate the strength of the travel and tourism industry:



TI News: *An information service from the Office of Travel & Tourism Industries (OTTI)*

June 18, 2013

YEAR-TO-DATE U.S. TRAVEL AND TOURISM EXPORTS CONTRIBUTE \$57.9 BILLION TO THE U.S. ECONOMY

WASHINGTON – U.S. Under Secretary for International Trade Francisco Sánchez highlighted new data today that show spending by international visitors to the United States in April 2013 totaled nearly \$14.5 billion, an increase of more than 5 percent when compared to April 2012. International visitors have spent an estimated \$57.9 billion on U.S. travel and tourism-related services year to date in 2013 (January through April), an increase of 8 percent when compared to the same period last year.

“The latest data confirm the positive impact that travel and tourism is having on our economy,” said Under Secretary Sánchez. “An increase in international visitor spending is helping us reach the goals of the President’s National Export Initiative, by increasing both exports and export-supported jobs. In addition, we are making progress toward our goal to welcome 100 million international visitors annually to the United States. This administration is committed to making America the number one tourist destination, which will further support millions of American workers who are employed by the travel and tourism sector.”

Purchases of travel and tourism-related goods and services by international visitors traveling in the United States totaled \$11.2 billion during April. These goods and services include food, lodging, recreation, gifts, entertainment, local transportation in the United States, and other items incidental to foreign travel. Fares received by U.S. carriers (and U.S. vessel operators) from international visitors totaled nearly \$3.3 billion for the month. The United States enjoyed a favorable balance of trade for the month of April in the travel and tourism sector, with a surplus of nearly \$4.2 billion.

Travel and tourism-related industries as a whole support nearly 7.7 million American jobs. President Obama’s [National Travel and Tourism Strategy](#), which was announced last year, aims to attract more than 100 million international tourists per year by 2021, visitors that would spend an estimated \$250 billion per year, supporting more jobs and spurring economic growth in communities across the country.

Increasing U.S. travel and tourism will not come at the expense of national security. The President’s plan for common sense immigration reform includes a number of proposals to support his commitment to increasing U.S. travel and tourism while maintaining our nation’s security. Specifically, the President’s [immigration proposal](#) reforms the Visa Waiver Program to strengthen law enforcement cooperation while facilitating more efficient trade and tourism to the United States, securely streamlines visa and foreign visitor processing, and strengthens and improves infrastructure at ports of entry. These priorities are reflected in recently introduced bipartisan immigration reform legislation, which the entire U.S. Senate is currently debating.

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International Trade Administration

The International Trade Administration (ITA) is the premier resource for American companies competing in the global marketplace. ITA has 2,400 employees assisting U.S. exporters in more than 100 U.S. cities and 72 countries worldwide. For more information on ITA visit www.trade.gov.

The Office of Travel and Tourism Industries (OTTI) is responsible for collecting, analyzing, and disseminating international travel and tourism statistics for the U.S. Travel and Tourism Statistical System. For more monthly travel and tourism-related trade data dating back to 1992, please visit: < http://tinet.ita.doc.gov/outreachpages/download_data_table/Monthly_Exports_Imports_Balance.xlsx >.

State of Florida Perspective

Over 87 million international and domestic visitors came to Florida in 2011 with the top international markets as follows:

- Canada - 3.3 million
- Brazil - 1.5 million
- United Kingdom - 1.3 million
- Mexico - 387,000
- Argentina - 375,500

The top domestic markets are as follows:

- Georgia - 10.6%
- New York - 8.9%
- Texas - 5.7%
- Illinois - 5.6%
- New Jersey - 4.5%

A webinar offered by Visit Florida on June 18, 2013, provided new insight on the growth of the visitor market to Florida. The past two years have seen record visitation and employment growth in the visitor industry. The first quarter of 2013 already saw 36 million visitors, and by 2020, Visit Florida projects a growth of the current 91.4 million visitors to over 100 million.

The webinar also provided an overview of the 2013/14 Marketing Plan which offers strategies for the following platforms: international, domestic, in-state and meetings. Among their goals is to bring more value to all their partners, to be the industry leader and to remain relevant.

One of the markets that Visit Florida is keeping a close eye on is China due to their predicted tremendous growth in travel over the next five years, as they will produce the largest number of travelers worldwide. Visit Florida has been active in the China market for four years now. However, at this time, this market remains a challenge simply due to the lack of efficient airlift to Florida, which, of course, is being addressed.

In addition to this annual plan, Visit Florida is working on a 5-Year Plan that will be introduced at the Florida Governor's Conference this September in Orlando and then again presented in more detail this December.

Economic Impact of Tourism to Greater Miami

As noted in the Audit, a 2011 study by Ipsos Loyalty determined that a record estimated 13.4 million visitors who stayed at least one night in Miami resulted in a record spend of \$20.7 billion. Both the direct and indirect impact was \$31 billion added to the economy of Greater Miami and the Beaches. International visitors alone accounted for 70% of total spend.

Total tourist-related tax revenue collected in 2011 by Miami-Dade County was \$108,179,050, up 15.6% from the previous year. The City of Miami Beach collected \$51,289,024, up 16.4%, and the Village of Bal Harbour collected \$1,725,400, which was a decrease of 7.6% from 2010.

Profile of the Visitor Market to Greater Miami & the Beaches

As detailed in the Audit, the top international and domestic markets for Greater Miami and the Beaches are as follows:

TOP 10 INTERNATIONAL MARKETS	2011 VISITORS	% CHANGE 2011 VS. 2010
Brazil	634,155	14.2%
Canada	627,931	6.9%
Argentina	417,981	9.5%
Colombia	394,395	8.5%
Venezuela	354,311	8.3%
Germany	338,785	2.0%
England	285,592	(1.8%)
Bahamas	229,752	1.4%
France	192,004	3.5%
Costa Rica	181,063	2.8%

TOP 10 DOMESTIC MARKETS	2011 VISITORS	% CHANGE 2011 VS. 2010
New York	1,758,046	5.4%
Chicago	409,586	6.6%
Philadelphia	397,463	5.0%
Boston	301,428	8.2%
Atlanta	264,542	8.6%
Washington, DC	193,419	4.9%
Dallas/Ft. Worth	183,931	9.0%
Detroit	148,660	6.6%
Los Angeles	136,190	6.8%
Houston	121,665	8.4%

Target Markets Identified for the Town of Surfside

The following are the target markets for the Town of Surfside as identified in the Audit. They are the markets that will be the focus throughout the Plan. However, it should be noted that since the Audit Report was completed, the VFR (Visiting Friends and Relatives) market was added to the "Types of Traveler" due to its strength of that market for the Town of Surfside.

1. The International Markets – trade and consumer
 - a. The following are the international markets to target:
 - i. Brazil - #1 growth market – 634,155 visitors in 2011
 - ii. Canada – 427,931
 - iii. South America (Argentina, Colombia, Venezuela) – 1,166,687
 - iv. Germany, UK, France and Italy – 971,269
 - v. Central America – 537,600
 - vi. Bahamas – 229,752
 - b. Destination Marketing Organizations (DMOs) are responsible for encouraging economic development by promoting towns, cities, states, regions, or countries in order to increase the number of visitors to their destination by focusing on convention sales, tourism marketing, and services. Common DMOs are Convention and Visitor Bureaus (CVBs) such as the Greater Miami Convention & Visitors Bureau (GMCVB), state tourism offices such as Visit FL as well as BRAND USA. All of these are potential partners for the Town of Surfside. For more information on DMOs, visit www.destinationmarketing.org/
 - c. RSAA-Receptive Tour Operators (RTOs) are defined as U.S.-based companies that specialize in creating, marketing, and selling U.S. travel products to International Inbound travelers. RTOs have unique knowledge of the countries they serve and of the destinations they sell. A Tour Operator shall be considered a Receptive when the majority of its revenue is derived from Inbound International travelers to the United States. www.Rsana.com (website for Receptive Services Association of America)
 - d. International Tour Operators
 - e. Online travel partners such as thetouropoperator.com
 - f. International Travel Media for PR (trade and consumer)
2. Domestic Markets – trade and consumer
 - a. The following are the domestic markets to target:
 - i. New York – 1,758,046 visitors in 2011
 - ii. Chicago – 409,586
 - iii. Philadelphia – 397,463
 - iv. Boston – 301,428
 - v. Atlanta – 264,542
 - vi. Washington, DC – 193,419
 - b. DMOs (GMCVB, Visit Florida, BRAND USA) – as partners for the Town of Surfside sales and marketing outreach programs
 - c. Group leisure travel tour operators
 - d. Meeting Planners for smaller meetings
 - e. Affinity groups

- f. Destination Management Companies (DMCs) are specialists in the organization of incentives, meetings, conferences and events for incoming groups to a destination by offering unique local knowledge. For more information, visit Association of Destination Management Executives International at <http://www.adme.org/dmp/adme-in-focus.asp>
 - g. Destination events (wedding, ceremonies, etc.)
 - h. Domestic Travel Media for PR (trade and consumer)
3. Types of Travel - International and Domestic
- a. Leisure – FIT and Group
 - b. Business and small Meetings/Conventions
 - c. VFR – ambassadors for Surfside
 - d. Cruise ship Passengers – pre- and post- visitations
 - e. Destination Weddings and other celebrations

Travel and Tourism Trends

It is important to stay on top of travel trends not only during the planning phase but also in the implementation phase. The Audit Report identified the current trends and their significance to the Town of Surfside. A summary of travel trends from the Audit is as follows:

- Travelers are interested in “good deals” for the investment and value.
- Social Media and Mobile Marketing must be part of the tourism-media mix.
- Culinary travel continues to be hot, as does cultural tourism and health and wellness.
- VFR and multi-generational travel continue to be important target markets.

Competition

Competition to the Town of Surfside can be viewed in several ways. From a global perspective, any place in the world that offers a beautiful beach environment could be considered competitive. However, to try and “compete” with other international and domestic beach destinations would be cost prohibitive and should be left to the sales and marketing efforts of the Greater Miami Convention and Visitors Bureau (GMCVB).

From a local perspective, any of the barrier island municipalities could be considered competitive. However, instead of trying to go head-to-head with them, it is much smarter to work with them in a cooperative effort through the GMCVB. Additionally, there are communities that are very active in the travel trade industry who are willing to work with Surfside in some cooperative efforts. The term used is “**co-opertition**” and this should be pursued with communities such as Sunny Isles, whose Tourism and Marketing Council might partner with the Surfside Tourist Bureau on projects with the GMCVB. Special effort should also be undertaken to create a partnership with the Village of Bal Harbour and the Bal Harbour Shops.

Expansion of the Bal Harbour Shops

Just north of 96th Street and Downtown Surfside are the world-famous Bal Harbour Shops. The International Council of Shopping Centers last year deemed the Bal Harbour Shops the most productive luxury shopping center in the world. In 2012, the 450,000- square-foot mall hit a record with sales of nearly \$2,730 per square foot — more than six times the national average.

A plan for expansion in the near future would create another 225,000 square feet including more small luxury retail, a potential department store and a luxury movie theater.

Shopping and dining activities at the existing and expanded Bal Harbour Shops will not directly impact resort tax receipts in the Town of Surfside as the restaurants there do not pay resort taxes to the Town. However, indirect benefits include increased visitation to Surfside hotels and to Downtown Surfside restaurants and businesses, which will positively impact the Town's resort taxes. The proximity of the Bal Harbour Shops is an enormous asset to all future tourism efforts.

If a Business Improvement District (BID) is created by Downtown Surfside property and business owners, the new organization could identify marketing and business recruitment programs that complement those of the Bal Harbour Shops. Given the luxury market of the Bal Harbour Shops, Downtown Surfside is not likely to directly compete for retail tenants, but if complementary programs are created, existing and new tenants – perhaps with an “affordable luxury” strategy – could benefit from customers that would visit both the Bal Harbour Shops and Downtown Surfside.

4. Goals & Objectives

Overall Goal of the Strategic Tourism Plan

The overall goal of the 5-Year Strategic Tourism Plan is to provide the Surfside Tourist Board with recommendations for the most effective and efficient way to spend the future resort tax funds. These funds will significantly increase due to the new hotel product coming on line, beginning in FY 2013/14.

Plan Objectives

1. Determine what the “tourism brand” will be for the Town of Surfside.
 - a) To develop a tourism marketing program that will showcase and support the new tourism brand.
 - b) To communicate the brand to the travel and tourism industry as a year-round travel destination.
 - c) To communicate the brand to the traveling consumer.
 - d) To position Surfside as the “one-stop” vacation destination for travelers looking for sun, beach, cuisine and shopping in a relaxing environment.
 - e) Provide consistency in all messaging.
2. Identify marketing efforts to support the efforts of the new hotels coming online by identifying their target markets and type of traveler they intend to reach.
3. Develop programs to expand top producing in-bound markets.
4. Build upon Third Thursdays to create future regular and signature events.
5. Encourage continuation and expansion of the Surfside Turtles Project.
6. Assist the Tourist Board in becoming an advocacy group for tourism-related needs for the community.
7. Recommend research to establish a benchmark for future measurement of success.

5. Tourism Branding, Taglines, and Slogans

The Town of Surfside has many amenities that appeal to international and domestic travelers as well as to local/regional markets.

From the Visit Florida website:

The Town of Surfside encompasses the area from 87th Terrace to 96th Street, and it is situated between the City of Miami Beach to the south and the Village of Bal Harbour to the north. Surfside has earned a truly superb reputation as a family community and destination, offering a wide range of accommodations, resort facilities, shopping opportunities and leisure activities.

Surfside is also within easy range of all of South Florida's world renowned attractions. Surfside is also close to the excitement and action of South Beach, to downtown Miami, to Oleta State Park, Haulover Park and Beach, North Shore Open Space Park, area golf courses, marinas with rental boating and fishing expeditions, and to all area seaports and airports.

For the very best in a community and destination for all of the amenities and activities available under the sun - and the moon - discover the wonders of Surfside, Florida. Surfside has about a mile of public beach that will rival any beach in the world. Surfside's beaches are peaceful, clean, pleasant, safe, and free of commercial intrusion.

Surfside has its own wonderful business and commercial district with fine restaurants, all reasonably priced, and a great variety of stores and services. Hotels and resorts provide accommodations for all tastes and budgets.

All the facts are there, yet Surfside does not have a recognizable brand within the travel and tourism industry, likely due to the fact that there has not been a "tourism product" for several years. However, with the addition of new hotels this is changing, and Surfside will once again become a destination for international and domestic travelers.

There needs to be a clear and distinct brand to effectively communicate the amenities above. What differentiates Surfside from the rest of Miami-Dade and South Florida?

- A very relaxing and low-key environment
- Unique mix of hotel product coming online
- Quaint, historic Downtown area along Harding Avenue
- Amazing location, between Miami Beach and the Bal Harbour Shops
- Central proximity to all Miami-Dade and South Florida attractions

To achieve the tourism marketing strategies and tactics included in this 5-Year Strategic Tourism Plan, the Town of Surfside must create and promote its own unique tourism

brand. The brand must communicate a clear image that identifies Surfside as a distinct destination from other beachside communities in Miami-Dade and South Florida.

Currently, the Tourist Bureau uses a brand, tagline and slogan for its programs:



- SHOP. DINE. STAY
- *Discover the Secret Charm of the Beautiful Beachfront Community*

This is an attractive message, and yet many beachfront communities in South Florida could deliver this promise. The emphasis on shopping might emphasize the proximity to the Bal Harbour shops, but it certainly does not focus on primary amenities that distinguish the Town itself.

The Tourism Brand Discussion

During the planning process, hoteliers, business owners, property owners and residents were asked, “What do you LOVE about Surfside?” Unusually, the response was nearly the same from everyone, including:

- Quaint, small town feeling
- Great walking/pedestrian-friendly experience
- Relaxed, beachy environment
- Feels like a resort – distinct from other areas of Miami-Dade
- Location between Aventura and South Beach
- Personal service at Downtown businesses – long-time clientele
- “Affordable Luxury”

One word jumped out immediately and has been used as a working example of a brand throughout the planning process – the verb, *relax*.

RELAX, YOU'RE IN SURFSIDE

During meetings at which this possible tourism brand was presented with example graphics and photography, attendees were asked to imagine the following:

- Relax, you're in South Beach
- Relax, you're in Aventura
- Relax, you're in Downtown Miami



The result was laughter, every time. If the primary purpose of the tourism brand is to distinguish Surfside from other destinations, it may be time to just – *relax*.

During a meeting held on June 26th for Downtown Surfside property and business owners to discuss the opportunities that could result from creating a Business Improvement District (BID), an attendee questioned whether or not Surfside could deliver on that brand “promise”. “I love it, but is it *relaxing* when my customers have to fight with a broken parking machine before they get to me?”

Great question! A destination must deliver on its brand promise. Similar questions might come to mind:

- Is it relaxing to find parking in Downtown Surfside?
- Is it relaxing to walk across Collins Avenue from the beach to Downtown Surfside?
- Is it relaxing to cross Harding Avenue?
- Does current signage make it relaxing to find the restaurant or retail shop you're looking for?

Perhaps not in every way, but Surfside is a relaxing destination with a beautiful beach and charming Downtown, offering the amenities above and an amazing location right in the center of all Miami-Dade and South Florida attractions. A strong tourism brand makes a promise, and Surfside can deliver on this one.

Interestingly, if that promise immediately provokes discussion of how the destination might be made more *relaxing*, this could prove a powerful tool in prioritizing future improvements to the physical environment as well as to future programming, special events and other activities.

Tagline and Slogans

Once a tourism brand has been identified, the Tourist Bureau can plan programs that promote that brand and activities that ensure the destination lives up to the brand promise.

A very general or institutional version of the “relax” brand strategy could be:

SURFSIDE
... South Florida's most relaxing destination

During a June 26th Downtown Surfside meeting, attendees also questioned this tourism brand by pointing out that the Surfside Tourist Bureau will be marketing to international and domestic markets that “don’t know where ‘South Florida’ is. That could mean Fort Myers.”

Given the importance of the Town’s relationship with the Greater Miami Convention and Visitors Bureau for tourism marketing, and GMCVB’s focus on marketing ‘Miami’ as a destination, it is an interesting point – possibly leading to:

SURFSIDE
... Miami's most relaxing destination

In the examples above, Surfside is the brand, and *South Florida's* or *Miami's most relaxing destination* is a tagline.

In “Destination Branding for Small Cities” (Bill Baker, 2nd edition, © 2012), Bill Baker discusses taglines:

A tagline is a word or short phrase that captures the spirit of the *Destination Promise* and brand essence. The tagline can be a tease, a short descriptor, a call to action or an explanation, and succinctly stated in no more than five words. You may choose to create one to support the destination or place name and logo, although this is not essential. That’s right. A tagline is optional.

A stronger statement of brand would be the one introduced in the section above:

RELAX, YOU’RE IN SURFSIDE

This tourism brand is complete – the “call to action” is included in the brand statement itself – guests are encouraged to relax. There is no need for a tagline. This brand could, however, be enhanced and targeted for more effective marketing by introducing a slogan.

Again from “Destination Branding”:

. . . a slogan differs from a tagline in that a slogan is typically developed specifically for an advertising campaign and has a limited use.

During public meetings and group discussions regarding a tourism brand for Surfside, possible slogans were introduced, including example graphics and photography (not from Surfside). The first one reflects the desire stated by almost everyone to position Surfside as a very distinct destination in the Greater Miami and the Beaches market:



This accurately reflects branding discussions during the Strategic Tourism Planning process. However, it could be seen as negative to the destination of Greater Miami.

A more general or institutional version of the brand:



This might, however, prove too dull for a tourism marketing campaign. Perhaps a more effective (and diplomatic) brand and slogan might be:



As future marketing programs are developed, other slogans might be used to promote the brand and specific activities such as dining and shopping in Downtown Surfside:



As the examples above demonstrate, graphics and photography are key to the development of any marketing campaign. (Above photography is used as an example only and is not from Surfside.) The Tourist Bureau staff should work with future graphic design and marketing resources to finalize the tourism brand and create first- and future-year tourism marketing campaigns.

Finally, it is important to understand that the tourism brand developed as a result of implementation of this 5-year Strategic Tourism Plan is not a "place brand" for the Town of Surfside.

Once again, from "Destination Branding", developing a place brand may be based on a need to:

- Redefine and strengthen the city's competitive identity.
- Foster a more accurate contemporary and positive image.
- Provide a unifying and strategically focused decision-making framework to guide how the place presents itself.
- Generate improved results for tourism, investment and recruitment ROI.
- *Stimulate pride in the Town and a renewed sense of purpose*

The tourism brand fulfills, at least in part, the first four needs, but a place brand would need to resonate not only with the visitor market but also with Surfside residents, business and property owners, employees, and visitors from the local/regional market. Adopting a place brand would require a concerted effort by the Town to review the tourism brand and identify the potential benefits of creating a brand for the community as a whole.

6. Five-Year Budget

The budget projections on the following page assume that the Grand Beach Hotel begins operations in January 2014 and that the Marriot Residence Inn at 92nd Street begins operations in October 2014.

Roll out of the travel and tourism marketing program from a financial perspective is detailed on the spreadsheet above with the costs associated with each category. This will be presented in two formats:

- Projected budget for five years in spread sheet format
 - In the Town of Surfside format (below)
 - In a more detailed format for the Tourist Board – Appendix A
- Tourism Plan Tactics Flowchart – details the fiscal year, tasks, costs, and who is responsible. (Appendix B)

	FY11/12 Actual	FY12/13 Adopted	FY12/13 Projected	FY13/14 Projected	FY14/15 Projected	FY15/16 Projected	FY16/17 Projected	FY17/18 Projected
Line Item Prefix 102-0000-								
312-1200 Two Percent Resort Tax	\$ 108,624	\$ 90,152	\$ 90,152	\$ 108,205	\$ 110,152	\$ 115,152	\$ 120,152	\$ 120,152
312-1400 Four Percent Resort Tax	\$ 68,438	\$ 81,940	\$ 81,940	\$ 142,266	\$ 331,940	\$ 381,940	\$ 406,940	\$ 431,940
Total Resort Tax (34%)	\$ 177,062	\$ 172,092	\$ 172,092	\$ 250,471	\$ 442,092	\$ 497,092	\$ 527,092	\$ 552,092
361-1000 Interest Earnings	\$ 27							
366-1400 Developer Contributions				\$ 34,000				
369-8500 Resort Registration Fees	\$ 2,300	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
369-9000 Other Miscellaneous Revenues	\$ 5,804	\$ 28,530	\$ 28,530					
392-0000 Use of Restricted Fund Balance		\$ 27,189	\$ 101,039	\$ 35,941				
Total Other Funds	\$ 8,131	\$ 58,719	\$ 132,569	\$ 72,941	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TOTAL FUNDS	\$ 185,193	\$ 230,811	\$ 304,661	\$ 323,412	\$ 445,092	\$ 500,092	\$ 530,092	\$ 555,092
Line Item Prefix 102-8000-552								
1210 Regular Salaries	\$ 18,623	\$ 38,720	\$ 42,858	\$ 39,882	\$ 41,078	\$ 42,310	\$ 43,580	\$ 44,887
1410 Overtime	\$ 68							
2110 Payroll Taxes	\$ 1,419	\$ 2,963	\$ 3,279	\$ 3,052	\$ 3,143	\$ 3,238	\$ 3,335	\$ 3,435
2210 Retirement Contribution	\$ 754	\$ 1,801	\$ 1,801	\$ 1,855	\$ 1,911	\$ 1,968	\$ 2,027	\$ 2,088
2310 Life & Health Insurance	\$ 1,484	\$ 4,428	\$ 4,428	\$ 4,561	\$ 4,698	\$ 4,839	\$ 4,984	\$ 5,133
2410 Workers Compensation	\$ 53	\$ 111	\$ 111	\$ 114	\$ 118	\$ 121	\$ 125	\$ 129
Total Personal Expenses	\$ 22,401	\$ 48,023	\$ 52,477	\$ 49,464	\$ 50,948	\$ 52,476	\$ 54,050	\$ 55,672
3110 Professional Services	\$ 17,592	\$ 13,600	\$ 13,600	\$ 6,800	\$ 6,800	\$ 6,800	\$ 6,800	\$ 6,800
3410 Other Contractual Services		\$ 25,000	\$ 94,000	\$ 63,000	\$ 96,000	\$ 114,000	\$ 126,000	\$ 126,000
4110 Telecommunications	\$ 245	\$ 780	\$ 780	\$ 803	\$ 828	\$ 852	\$ 878	\$ 904
4111 Postage	\$ 1,505	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159
4403 Equipment/Vehicle Leasing	\$ 3,970	\$ 2,495	\$ 2,891	\$ 2,570	\$ 2,647	\$ 2,726	\$ 2,808	\$ 2,892
4601 Maintenance Sery/Repair Contracts		\$ 1,500	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 1,739
4611 Miscellaneous Maintenance								
4810 Promotional Activities	\$ 146,677	\$ 108,913	\$ 108,913	\$ 172,500	\$ 223,500	\$ 284,500	\$ 366,500	\$ 366,500
4911 Other Current Charges	\$ 5,586	\$ 3,000	\$ 3,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
5110 Office Supplies	\$ 411			\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
5290 Miscellaneous Operating Supplies	\$ 395	\$ 1,500	\$ 1,500	\$ 2,000	\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,000
5410 Subscriptions & Memberships				\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
5420 Conferences & Seminars								
Total Operating Expenses	\$ 176,381	\$ 182,788	\$ 252,184	\$ 273,948	\$ 359,127	\$ 440,310	\$ 534,500	\$ 534,695
6210 Buildings								
TOTAL EXPENSES	\$ 198,782	\$ 230,811	\$ 304,661	\$ 323,412	\$ 410,074	\$ 492,787	\$ 588,550	\$ 590,367
NET	\$ (13,589)	\$ -	\$ -	\$ 0	\$ 35,018	\$ 7,305	\$ (58,458)	\$ (35,275)
FUND BALANCE	\$ 173,018	\$ 145,829	\$ 71,979	\$ 36,038	\$ 71,056	\$ 78,361	\$ 19,903	\$ (15,372)
"DISCRETIONARY FUNDS"		\$	\$ 124,013	\$ 240,000	\$ 325,000	\$ 406,000	\$ 500,000	\$ 500,000

A summary of recommendations is below:

Year One (FY 2013/14):

- Issue Requests for Qualifications (RFQs) to identify “Contractual Services” resources to work with the Tourism Bureau staff to implement the Strategic Tourism Plan. This includes a Graphic Designer, Marketing Resource, and a Tourism Sales Consultant.
- Select the firms or individuals who will work as a contracted service.
- Develop the tourism brand and graphics package. Plus, monitor production, printing and delivery of the graphics package.
- Develop the “infrastructure” to implement a tourism marketing program.
- Hire website company and redesign website.
- Initiate Public Relations, Social Media, and travel websites programs.
- Renew GMCVB membership.
- Work with the GMCVB to bring in FAM tours.
- Develop databases for E-newsletter communications.
- Form “networks” and develop partnerships to make things happen.
- Continue to advertise in the GMCVB Visitors Guide.
- Launch the tourism brand with the four trade shows and two sales missions identified in Appendix H.
- Continue to work with the Grand Beach Hotel to represent the Town of Surfside at Trade Shows for at least the first fiscal year.
- Update sales sheets and create sales and press kits.
- Schedule the reservation agent training programs and sales calls to tour operators.
- Work with the Downtown Surfside business owners and proposed BID, if created.
- Reprint the Downtown business directory.
- Develop future public programming and special events strategies and enhance Third Thursdays.
- Continue and expand the Surfside Turtles project and identify new and creative ways to promote it.
- Launch a street banner program.
- Attend the FL Governor’s Conference on Tourism.
- Work with the GMCVB on hosting an event for La Cita.
- Monitor the progress of DestinationMiami.org.
- Conduct annual evaluation and update to the Strategic Tourism Plan.

Year Two (FY 2014/15) – above, plus:

- Launch mobile media initiative (only in partnership with BID or Downtown businesses).
- Launch sweepstakes with key travel website.
- Develop booking incentives with key tour operators.
- Increase participation in appropriate travel trade shows, missions and events.
- Schedule Reservation Agent training programs.
- Develop packages.
- Continue to focus more on international – translation of sales sheets, signage.

Year Three (FY 2015/16) – above, plus:

- Launch the in-market/post-arrival ad campaign.
- Enhance trade show schedule.
- Start to build the niche market programs.
- Launch a concierge outreach program.
- Launch an annual seasonal event.

Year Four (FY 2016/17) – above, plus:

- Initiate a QR code program.
- Improve the trade show display.
- Design a new consumer brochure.

Year Five (FY 2017/18) – above, plus:

- Continue on-going enhancements and audit of programs.
- Consider full-time in-house staffing for programs.
- Conduct 5-Year evaluation and update to the Strategic Tourism Plan.

7. Strategies

The overall strategy of the 5-Year Strategic Plan is to promote tourism to Surfside through Owned, Earned and Paid media channels that promote a new tourism brand. As the budget continues to grow, so will the ability to promote the Town of Surfside to the target markets.

Owned, Earned, and Paid Media

A Tourism Plan for a destination includes many strategies and there can be significant overlap of programs. Therefore, there are many ways to divide the contents of the Plan. One way to separate strategies is into the categories of Owned, Earned, and Paid media channels:

Owned Media: Promotion channels that you control, such as your website, Facebook Page and Twitter account.

Earned Media: Positive publicity gained through public relations and promotional efforts other than advertising.

Paid Media: Positive publicity gained through paid advertising, participation in trade shows, and other promotional efforts that require expenditure on the part of the tourism organization.

5-Year Strategic Tourism Plan Strategies

- Utilize a combination of Owned, Earned and Paid media channels to maximize effectiveness of tourism marketing and sales programs.
- Maximize effectiveness of resort tax funds by reaching tourist markets through Owned media first, then Earned and Paid media.
- Utilize Owned and Earned media channels, including the Tourist Bureau and Town websites, Facebook, Twitter and any partner sites to distribute information about upcoming events, activities, retailers and specials.
- Continue to develop public programming and special events for the Town of Surfside.
- Develop campaigns, based on the new tourism brand and supporting message points, to market to international and domestic tourism trade and consumers, as well as to local/regional markets.
- Participate in and support programs to increase business in the restaurants and retail shops in Downtown Surfside.
- Encourage a high level of customer service in hotels and Downtown Surfside businesses.

8. [Tactics](#)

Introduction to Tourism Marketing Tactics

Tourism strategies are achieved through implementation of specific tactics. Owned, Earned and Paid media strategies, identified in the section above, will be presented here via “Pre-Arrival” and “Post-Arrival” tactics.

Pre-arrival tactics are important because travelers make most of their decisions about where they are going and what they are going to do in a destination before they actually make the trip. This is due, in part, to the high percentage of consumers researching their travel on line.

Seventy-five percent of travelers decide on activities before arrival (90% of which are researched online). These travelers are more lucrative as they stay 1-2 days longer and spend 25-50% more during their stay than those who did not arrive with a pre-determined itinerary. Consumers investigate travel websites, destination websites, online travel agents (OTAs), traditional travel agent sites and the supplier sites as well. While pre-arrival marketing is traditionally more costly, it is important to create brand recognition prior to a person taking the trip.

Post-arrival tactics target visitors after they arrive at the destination. These tactics work to ensure the visitor is aware of and takes advantage of all there is to do in the Town of Surfside. Travelers with a pre-awareness about Surfside will be more apt to respond positively when seeing something in a visitor publication or hearing about Surfside some other way.

Pre-Arrival Tactics – Trade and Consumer

Owned Media

[Website](#)

The website is the “voice” of the brand. Most sales efforts will direct both consumers and the trade to the site for more information. This is the most efficient and effective way to disseminate a large amount of information.

For the first fiscal year, continue with enhancements to the “Shop.Dine.Stay” site, which the Tourist Bureau staff and consultants have been maintaining. Enhancements should include a page dedicated to the trade. As the budget grows, there will be opportunity to launch a new, more content-rich dynamic site that will communicate the new tourism brand. Additionally, Search Engine Optimization (SEO) and Search Engine Marketing (SEM) strategies will need to be developed for increased visibility and presence.

Appendix C – This will provide the suggested outline for both the enhancements to the existing site as well as for the new website.

Social Media

Social Media is among the fastest growing and changing methods of reaching both the trade and consumer. In fact, social media and blogs reach 80% of the U.S. internet users. An integrated social media plan should be a part of any destination's marketing plan.

Research has shown that travelers are currently engaging in social media to plan their travel and are seeking advice and opinions of friends and destinations on social media. They are continually looking to build relationships with destinations by participating socially before, during and after their trip.

Tour Operators are harnessing the power of social media when they reach out to new travelers, as well as when communicating with other industry leaders (CVBs, DMOs, hotels, and attractions) during the planning and execution stage. Retail travel agents' use of social media is growing as they use the platforms to connect with clients. Also, nearly every travel and tourism trade show includes social media, and the Tourist Bureau can link to every show they may consider participating in to start the conversation. Links to some shows are provided in Appendix H, the list of trade shows.

Utilizing social media should be part of the first fiscal year's program and then should continue to grow and expand each year. Care must be taken to make sure the marketing efforts are quickly adapted to the new and ever-changing social media channels.

Due to public records requirements for municipal governments in Florida, the Tourist Bureau will need to work with the Town Attorney to create procedures for social media. Many communities in Florida currently use social media with great success to promote events and other activities.

For more information on social media marketing and stats, visit "More Social Media Marketing Facts and Stats" at: <http://goo.gl/eS0Xo>

Facebook

For both the trade and consumer, Facebook is still very active with the 25+ year olds who enjoy the conversation and who also travel. Travelers like to share their travel experience on Facebook. It is recommended to develop a Facebook strategy to reach these travelers and to start and maintain a conversation with them. Facebook tactics could include:

- Study key words to increase conversation and searchability.
- Design and implement a media calendar with engaging and relevant posts.
- Include tactics that increase awareness such as contests, giveaways, trivia, and questions that enhance brand involvement and excitement.
- Reach out to trade through the social pages of established organizations and trade shows.
- Interface with restaurants and retail shops in Downtown.
- Integrate with other forms of social media, thereby providing a broad-based, cohesive plan.

Twitter

Twitter is a way to communicate a great deal of information in a succinct way. It is important that all tweets have something that sets them apart so that the brand message comes through in the tweets. Twitter is useful for announcing events and reminders, such as public programming and special events, in a short and catchy style. It is helpful to think of one tweet, 140 characters, in two parts: the first half of a tweet is an enticement to get the reader to act on the second half of the tweet, which sometimes is a link to a page with more information on an event or place or a multimedia offering such as a picture or a short video.

The Tourist Bureau could use a Twitter account to not only promote events, but also restaurant and retail promotions, even weather updates to bring guests outside to the beaches. Hashtags for future festivals could be useful to promote the event and also track the public's interest and involvement in it. Re-tweeting from shops, organizations, and event attendees creates bonds between the Town and its vendors, locals, and tourists. Everyone likes a re-tweet, or even a favorite tweet; it shows that someone is reading – and you are likely to get the favor reciprocated.

LinkedIn

A LinkedIn strategy can ensure that all businesses and key staff are actively involved on LinkedIn and participate in group conversations, especially as they relate to tourism. Other tactics may include a robust Downtown business page as well as maximizing the use of this platform's special features. Reaching out to trade through group participation is imperative.

Pinterest

Eighty percent of Pinterest users are women, and research shows that women make 70 percent of the travel decisions. This makes Pinterest a perfect social media platform to reach consumers and drive awareness with trade buyers. Strategy: Build awareness of the shops, restaurants, hotels and general area.

Tactics potentially include:

- Post relevant shopping, dining, hotel development and general interest content, as well as photos and videos.
- Create boards that provide solutions and suggestions to travelers.
- Craft boards and content that speaks to trade solutions.
- Direct interest to other social channels providing a strategic circle of communication.

QR codes

Implement a Quick Response (QR) code strategy to drive business to shops during pre-arrival and during the visitor's stay. QR code tactics include:

- Assist in way-finding and scavenger hunts.
- Provide discounts, knowledge or assistance to visitors.
- Supplement contests and branding initiatives.
- Initiate the use of QR codes at trade shows, and in trade advertising and communication.

E-blasts

An aggressive e-blast campaign should be launched with the databases generated from trade shows. For appointment based shows, whenever possible, e-blasts are sent in advance to encourage tour operators to request an appointment time with Surfside, generating a "mutual request." Such mutual requests carry the greatest weight when organizers are prioritizing and setting appointment schedules. Also, it is important to send follow-up e-blasts after the show.

Recently, the Tourist Board funded participation in World Travel Market Latin America and a database was created, but this database will not be able to be built to any significant size until the trade show phase of this 5-year effort commences. As an alternative, when seeking the Professional Services resources to implement the Plan, one of the requirements could be an extensive database of tour operators and receptive operators.

Earned Media

Public Relations

Public Relations (PR) is one of the most important communication tools for tourism marketing of a destination. Increased competition for the visitor's attention and money, especially in a highly competitive market like South Florida, demands creating awareness of a destination. Images are created by PR through the Internet ("word of mouse"), traditional media, word of mouth and the attitude of the targeted audiences.

Tourism destinations are depending more and more on building their images in the travel and tourism industry through their on line presence. They are developing rich, interactive websites, ensuring their inclusion in free listings on the plethora of travel sites, and becoming first or second on search engines. This is critical because travelers are making decisions where to visit, shop and eat before arriving at their destinations. The Internet makes accessibility to a given market by the consumer incredibly easy and even enjoyable.

Some of the tools of tourism public relations are:

- Press Releases for story pick up “as written” or to generate a new story. Different release angles should be generated for the travel trade than for the travel writer who works for consumer publications and websites.
- Calendar Listing of Events/Promotions.
- Campaign to promote the Surfside Turtles Project.
- Creative e-mail “pitches” designed to persuade reporters to visit.
- Press Kits which provide a wealth of information including quality renderings and photographs as well as information on thumb drives for trade show distribution.
- Participate whenever possible in FAM tours offered by the GMCVB and Visit FL.
- Participate in the Media Marketplaces of national and international tradeshows.
- Special Events like press tours or on-site activities that would be of interest to the media, especially as hotels open, or even before. Hard-hat tours are a favorite.
- Maintain database of local, regional, national and international media contacts.

Implementation of public relations activities is a priority in FY 2013/14 to begin to promote the new tourism brand and refine message points for future Paid Media efforts.

[Travel Websites – Trade and Consumer](#)

There are a number of travel websites available, and they vary in reach and cost. Appendix D details available websites for consideration. The initial roll-out of the program in the first fiscal year should utilize only free to low-cost websites. As the budget grows, so will the opportunity to be more aggressive.

Of the first sites to consider will be the DMOs such as the GMCVB, Visit FL and discoveramerica.com. At the very least, there may be opportunities to upload events and descriptions at no cost. Obviously, the budget will have to be considered before initiating any tile and/or banner advertising programs.

There should also be some promotional opportunities on travel websites, such as sweepstakes that should be considered in future years. Sweepstakes on strategic websites is an excellent tactic to engage the target audience, be it the consumer or the trade. Contests such as “Win a trip to South Florida” can get world-wide visibility if it is compelling enough. Hotel partners should donate room nights and Downtown restaurants donate lunch and/or dinners. Gift cards for shopping sprees would need to be purchased. And to make it more exciting, donations from partner attractions in the area will enhance the overall package.

Partnerships

A key component of any Tourism Marketing Plan is the time dedicated to developing effective partnerships. The first step in any Industry Outreach Program is to identify those travel and tourism associations, attractions, Destination Marketing Organizations (DMOs), Destination Management Companies (DMCs) and other organizations that would make valuable partners.

This will be a Fiscal Year One effort and then continue. Key partnerships to target are as follows:

South Florida Area Industry Associations:

- Hospitality Sales and Marketing Association International (HSMAI):
<http://connect.hsmi.org/SouthFlorida/Home/>
Cost is \$415/year
- SKAL International – worldwide travel and tourism organization:
SKAL Miami Chapter - <http://www.skalmiami.com/>
Club details - location, chapter, etc. -
<http://www.siusa.org/ClubDetail.aspx?ClubID=229#>
Cost is \$495/year (includes 4 dinners)
- Florida Restaurant and Lodging Association
<http://www.frla.org/>
Miami Chapter - <http://www.frla.org/chapters/miami-dade>
Cost is \$400/year
- American Hotel and Lodging Association has a chapter in Florida that includes Miami, but there's not much info besides a contact. -
<http://www.ahla.com/content.aspx?id=28976>
Cost is \$1500/year
Benefits of membership - <http://www.ahla.com/allied/>
- Greater Miami and the Beaches Hotel Association - <http://gmbha.com/>
Cost is \$450/year
Benefits of membership -
http://gmbha.com/content.php?page=Allied_Membership

National Industry Associations:

- Brand USA – options of leveraging matching funds with Brand USA should be explored in future years. www.thebrandusa.com
- RSAA – Receptive Services Association of America
www.rsana.com
Cost is \$600/year

Destination Marketing Organizations (DMOs):

- Greater Miami Convention and Visitor Bureau (GMCVB)
www.miamiandbeaches.com
Cost is \$500/year
- Sunny Isles Beach Tourism and Marketing Association
www.sunnyislesbeachmiami.com/
- Visit Florida
www.visitflorida.com
Cost is \$395./year

Destination Management Companies (DMCs):

A DMC database has been created for South Florida and is included as Appendix E.

Convention Centers:

- Miami Beach Convention Center
www.miamibeachconvention.com
- New convention center at the airport
www.macc.com/

Develop off-site venue programs and spouse programs with the meeting planners who have smaller conventions scheduled.

Hotels:

Strong partnerships have already been established with the new hotels, as well as existing ones. Partnership means supporting each hotel's marketing efforts in order to promote the Town of Surfside, increase occupancy rates and Average Daily Rate (ADR) for the hotels and to increase the sales of restaurants and retail shops in Downtown.

The Tourist Bureau and Surfside hotels can share real estate on each other's websites and social media, participate in trade shows, sales calls and missions together, and participate in each other's e-blasts and more.

Transportation:

Visitors who fly into South Florida and do not rent a car are very likely to want to experience other areas of greater Miami. Taxis can be expensive, and public transportation may not be desirable. A Surfside Shuttle Service would be ideal but might not be practical from a financial perspective. An alternative might be to create a partnership with a transportation company that could become a "Preferred Transportation Company" for Surfside. This service could be available as an "on-

demand” basis for a fee to the traveler, and Surfside hotels could be aware of this service.

The Tourist Bureau should also maintain information regarding which hotels have their own transportation/shuttle busses. This service by hotels, with the possible exception of an airport shuttle, is seen less and less frequently due to high cost.

Cruise Lines:

A conversation has already been started with Intracruises, a company who handles a lot of pre- and post-cruise programs in South Florida. A list of cruise companies is found under Appendix F.

Paid Media

Advertising

There are a number of advertising opportunities: domestic vs. international and trade vs. consumer. The right mix is necessary to accomplish both pre-arrival and post-arrival goals within the existing budget. As the budget increases, the Tourist Bureau will be able to expand reach and frequency.

Attempting to reach the consumer in their market is usually cost prohibitive. Most consumer advertising should be part of the post-arrival strategies. There are, however, some trade possibilities outside the local market, and there may be co-op opportunities with the GMCVB and Visit FL to reach the consumer prior to their visit.

The local tourism publications for South Florida are available in Appendix F.

Trade Shows

Establishing the personal relationship with the tour operator, wholesaler and Receptive Tour Operator (RTO) through participation in the key trade shows will be a critical component of the Strategic Tourism Plan and outreach program. Additionally, trade shows will provide the Tourist Bureau with the most up-to-date information on market trends, including market growth, changing economies of key markets, and the emergence of new markets.

During fiscal year 2013/14, it will be important for the Tourist Bureau to launch the new tourism brand by aggressively participating in several key trade shows. As the budget grows so will the trade show schedule. When possible, the Tourist Bureau should take advantage of leveraging opportunities with the Greater Miami Convention and Visitors Bureau (GMCVB), the Sunny Isles Marketing and Tourism Council, Visit Florida and others.

For the first fiscal year, the Tourist Bureau should participate in four key international trade shows and two sales missions (see Appendix H), all in partnership with the GMCVB. However, there are insufficient funds in the budget to register for these shows

and send a representative. After discussions with the Grand Beach Hotel, it is proposed that the Tourist Bureau pay for only the registration of the four shows and two sales missions. The Grand Beach would send sales staff to represent both the Grand Beach and the Town of Surfside, covering all travel expenses.

The costs displayed in Appendix H for the recommended trade shows and sales missions for FY '13/14, are estimates from the GMCVB. These figures are for registration only and do not include travel expenses that would be covered by the Grand Beach.

This relationship, and future working relationships with other hotels, should be evaluated and explored in subsequent fiscal years as additional shows and sales missions are budgeted and scheduled.

Another opportunity is offered by La Cita, a new Latin American travel trade show to be held annually in the U.S. starting this year. The 2014 show will be in Miami at the Miami Airport Convention Center (MACC). La Cita will likely need to have one of its evening functions at a beach venue. Most delegates will have already been to South Beach a number of times. Hosting an event in Surfside would give the delegates the opportunity to experience a new destination. Conversations regarding this possibility have already been initiated with both the show promoter and with the GMCVB. (See Appendix B)

In addition to the trade show schedules, the following should also be considered:

- Sales calls to key tour operators – this can be done initially with the RTOs located in South Florida. Then, expand to Orlando and eventually NYC as the budget increases.
- Sales Missions – look at opportunities with the GMCVB and Visit Florida as the budget increases. (Several are listed in Appendix H)
- Reservation agent training – as the program progresses. This should be done on-site with a sales kit and PowerPoint as a leave-behind.
- Booking incentives with key operators, online travel agents (OTAs) and airline vacation clubs – offer hotel rooms, gift cards, win-a-trip promotions, etc. to encourage more clients to book in Surfside, especially during low-season times.

Packages

FY 2013/14 should begin with the outreach to Downtown Surfside businesses to develop an incentive program for the hotel concierge to distribute. If a BID is created, the new association can take the lead in this effort:

- Until there is participation by the proposed BID, an incentive piece will have to be a low cost piece, such as a flyer listing discounts and other offers.
- If a BID is created, part of their budget should include a more upgraded incentive piece.

- It will be the role of Tourist Bureau staff and future Professional Services resources to work with Downtown business owners to collect the offers, keep the piece up to date and to distribute to the businesses (hotel concierge and other businesses in the district).

Packages should be included on hotel, business and the Tourism Bureau's websites.

[Sales Tools](#)

Sales tools are a component of tactics for both trade and consumer. Consumer sales tools are covered in the Post-Arrival tactics section below. Sales tools for trade should include:

- Sales sheet – sales sheets are used at travel trade shows, missions and calls and as click-throughs in e-blasts. They can be given to Directors of Sales at hotels for them to include in their sales materials. To date, sales sheets have already been produced in English, Spanish and Portuguese. These should be posted on the Tourist Bureau's website as soon as a trade page is added. Once the new tourism brand is approved and graphics determined, then the sales sheet design should be converted appropriately. Also, additional languages should be considered.

Current sales sheet focuses on the new hotel product coming on line and also includes information on the restaurants and retail shops in Downtown Surfside.

Future sales sheets should focus on the new brand as well as other agreed upon message points.

- Thumb drive – logo thumb drives should be produced and two sets made, one for the travel trade including sales sheets and another for the travel media including press releases and images.
- Giveaways – for trade shows, sales missions and sales calls, “chotsky” items that are representative of the brand are good “leave behind” items as gifts. Ideally, there should be two-tiers of gifts...the everyday, lower cost item and then a higher quality item for the more important, higher producing tour operators and media.
- Sales kit – a sales kit is another “leave behind” with all materials packaged in a nice, custom folder. It includes the sales sheet, details about each hotel, brochures and a business card.
- Press kit – also in a branded folder, the press kit should hold press releases from the Tourist Bureau, hotels and Downtown businesses. As with the sales kit, the same information, including video and images, should be available on a branded thumb drive.
- Voucher – incentive piece to drive business to the town to pick up the fulfillment piece, packages, etc.

- Trade Show display – as the budget increases, participation in key trade shows such as IPW with the Tourist Bureau’s own booth vs. partnering with DMOs should be considered.
- Fulfillment Center – use of the Community Center as a Welcome Center.

Niche market programs

- Small Meetings and Conventions – for off-site venue programs. By working with the GMCVB and receiving the list of in-coming conventions, the smaller ones can be identified and targeted with a campaign that shows the venues that are available for meal functions and receptions. Referred to as off-site venues, meeting planners are given options available such as beach parties, the community center (charge a rental fee) and restaurants with either meeting space or who will agree to a “buy-out” and host a reception or dinner.
- VFR (Visiting Friends and Relatives) – From discussions with the Tourist Board, businesses and residents, there appears to be a fairly significant VFR business. The best way to reach this market is through outreach programs that could be created by the proposed BID. For example, a coupon/incentive piece that a BID might develop for the hotel guests can be offered to the local residents to utilize when they have friends and family in town visiting from more than 100 miles away.
- “Stay-Cation” – Typically this is defined as a period during which an individual or family stays home and participates in leisure activities and dining out within driving distance, but sleeps in their own beds at night. However, for the Town of Surfside, the Stay-Cation could be promoted as a mini two to three night holiday for South Floridians within easy driving distance from their home. This is a “shoulder-season” activity when the hotels are willing to drop their rate for the Florida resident. It is marketed just to the local community.
- Cruise Ship Passengers – pre- and post-visitation. The Tourist Bureau can work with tour operators who focus on the pre- and post-cruise business. Initial contact has already been made with Intracruises, a company who contracts with a number of cruise lines. By FY ‘14/15, it is recommended to attend Cruise3Sixty, which is an annual travel trade show that is targeted to the cruise line industry. <http://www.cruise3sixty.com/default.asp> As previously noted, a cruise line contact list is available in Appendix F.
- Destination Weddings and other celebrations – the Town of Surfside with the new hotel product, quaint downtown, fabulous beaches and prime location can become the perfect venue for destination weddings and celebrations. There could be co-op opportunities with the GMCVB and other partners to reach this market.

[Destination Miami 5-year Plan Update](#)

Last year, the GMCVB embarked on a five-year research study and strategic plan. Tourist Bureau staff attended one of the several public meetings. As of this writing, no additional information is available. When it is, it will be posted on:

<http://www.destinationmiami.org/>

Post-Arrival Tactics – Consumer

Owned Media

As with the pre-arrival strategies, Owned media such as the website and social media should be utilized.

[Mobile Media](#)

Fifty percent of all smartphone users use their devices to search the web, and 49 percent use them for social networking. ([HubSpot](#))

While an integral part of any travel experience is now mobile applications (apps), a mobile-friendly website and other initiatives are part of a well-planned social strategy. Tour Operators and professional tour directors are increasingly using mobile devices in the planning and execution stage. Integrate mobile trade initiatives with other social platforms.

[Foursquare](#)

Foursquare is an application for mobile devices that allows users to “check-in” at any locale. Users can add locations and categorize them if they are not already in the system. Users can then compete to be “Mayor” of certain locations and get a certain amount of points and be ranked among their friends who also use the app. Users also check-in to unlock badges in categories from types of restaurants to forms of transportation. Foursquare can be linked to Twitter, Facebook, and other sites as well, so the user’s check-in can be shared on other platforms. Users can also add photos of the location and text with each check-in.

Earned Media

[Concierge Outreach Program](#)

The Tourist Bureau should join the South Florida Concierge Association and develop a concierge outreach program that features the amenities of Downtown Surfside. From the database of association members, an e-blast campaign can be created and directed to the hotels along the beach, both north and south, conveying information about Downtown restaurants and shops, and a program might be created to incentivize concierge recommendations.

Paid Media

Advertising

For Surfside to reach visitors to the South Florida market after they arrive, there are a number of hotel in-room publications visitors look through as soon as they unpack. They range from pocket size guides, which visitors can take with them as they travel the city, to hard cover books which convey a more upscale image. Also, some of the publications are on the concierge desk and not in the hotel rooms.

Advertising in selected targeted South Florida publications allows Surfside to construct its image and message aimed at the tourist and can influence unplanned visits by them. The ads should include special visitor offers and incentives available after they arrive to the destination. The incentives also serve as a tracking mechanism.

Brochures are another form of advertising. They can be given to hotel concierges to present to their guests or inserted into tourist information centers at airports, auto rental facilities, and the GMCVB. The use of CTM Media Group's brochure distribution company is a very effective way to get the message out to the drive market. They should also be available at the community center.

As previously mentioned, local tourist publications are noted in Appendix G.

Sales Tools

While the majority of sales tools needed for an effective tourism sales and marketing program are found under the pre-arrival tactics, the following ones are also necessary for the post-arrival tactics:

- Tourism publications ads – once the tourism brand is determined, appropriate ads for the local tourism publications should be developed. This would phase in during the second or third fiscal year.
- A consumer rack brochure should be developed for local distribution at the hotels and Downtown businesses. This can also be used for the CTM Media Group distribution services.
- A Downtown business incentive piece should be developed, if a BID is created, for the concierge to distribute to drive as much business as possible from the hotel to Downtown Surfside, as opposed to going outside the area for all meals.

Public Programming/Special Events

One of the most challenging and labor intensive marketing activities can be creating and staging public programming and special events. The Tourist Board should plan existing and future events based on the objectives, strategies, and tactics identified in this 5-Year Strategic Plan and focus on programs and events that will best celebrate and reinforce the new tourism brand.

Third Thursday Events

The Surfside Tourist Board currently funds “Third Thursday” events in the Downtown Surfside area from November through April. These monthly events improved in quality and participation during the current fiscal year (2012/2013) and included the addition of food trucks.

Third Thursday events should be continued and enhanced in future years. This should include focused advertising efforts, beginning in FY 2013/2014, in local/regional media, such as New Times and Miami Herald, in keeping with the new brand.

Downtown restaurants and other businesses that are open in the evening should be encouraged to take a more active part in future events. If property and business owners create a Business Improvement District (BID) in the future, the BID could take the lead in encouraging restaurant and business participation in Third Thursday events.

Future Public Programming/Special Events

Future programming should include a unique signature event as well as regular quarterly and annual entertainment and festivals. Future events must support and promote the new Surfside tourism brand.

- FY 2013/14 – Tourist Bureau staff should create an RFQ or RFP to identify a roster of events management resources. The greatest emphasis for the next fiscal year should be the promotion and enhancement of Third Thursday events. Based on the final 5-Year Strategic Plan, the Tourist Board should develop an overall plan for programs and events that are likely to commence in future years.
- FY 2014/15 – Launch a new Season Kick-off Event (October/November) to fully integrate the new tourism brand into all aspects of the tourism sales and marketing program. This should include a street banner program along Collins and Harding Avenues.
- FY 2015/16 – Launch an annual Signature Event that will become an annual event known by the region to be owned by the Town of Surfside.

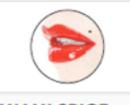
As with Third Thursday events, downtown restaurants and businesses should be encouraged to participate in future programs and events. If a BID is formed, the new association could take the lead.

“Miami Temptations” – Greater Miami & the Beaches Monthly Promotion Strategies

The GMCVB has created an annual calendar of promotions, from February through November, known as “Miami Temptations”. Working with the GMCVB, the Tourist Bureau could explore opportunities for future public programming and special events in the Town of Surfside.

Participating organizations create unique events according to a theme, such as the recent (June 2013) “Kisses in Miami” campaign. However, specific events that require special offers from local businesses, such as the upcoming Miami Spice (August/September) might better be seen as opportunities for Surfside hotels and Downtown businesses, especially if a Business Improvement District (BID) is created.

Shopaholic, film fanatic, golf nut, art buff, hopeless romantic, spa freak, foodie, kid at heart, music hound? No matter your vice, the Greater Miami Convention & Visitors Bureau organizes carefully crafted, money-saving programs to indulge your every whim.

<p>FEB</p>  <p>SHOP MIAMI MONTH Miami is known worldwide as a shopper's paradise. Shop Miami Month celebrates Greater Miami and the Beaches' leading retail destinations. Learn More</p>	<p>MAR</p>  <p>MIAMI FILM MONTH With a Miami Film Month pass experience spectacular film festivals and art cinemas at a great price. Learn More</p>	<p>APR</p>  <p>MIAMI GOLF MONTH Enjoy special offers at our renowned golf resorts and courses. Learn More</p>
<p>MAY</p>  <p>MIAMI MUSEUM MONTH Experience the area's inspiring museums while taking advantage of special offers. Learn More</p>	<p>JUNE</p>  <p>MIAMI ROMANCE MONTH The perfect month and place to celebrate a new romance, rekindle an old flame or tie the knot. Learn More</p>	<p>JUL- AUG</p>  <p>MIAMI SPA MONTH Miami is the perfect spot for pampering while enjoying special treatments for \$99 at Miami's premier spas. Learn More</p>
<p>AUG-SEP</p>  <p>MIAMI SPICE Savor some of Miami's most spectacular cuisine when top restaurants offer mouth-watering meals at incredible savings. Learn More</p>	<p>OCT</p>  <p>MIAMI ATTRACTIONS MONTH Experience the many unique attractions and enjoy special discounts on admission to Miami's top attractions. Learn More</p>	<p>NOV</p>  <p>MIAMI LIVE MUSIC MONTH Celebrate our live music scene as we promote our diverse live music venues and the musicians that play in them. Learn More</p>

Tales of the Surfside Turtles

January 2013 - June 2014



Tales of the Surfside Turtles is a whimsical and fun public art initiative produced by the Town of Surfside through its Tourist Board and resort tax funding. The “toure de turtle escapade” features 17 five-foot fiberglass turtles, designed by local artists. Turtles are sited at entrances to the Town, at beach ends, in front of the Community Center and throughout the Downtown business district to delight residents and visitors alike.

The project has been a success in attracting the attention of visitors to Surfside. A map of locations is available, and is included on the Tourist Bureau website. A public relations effort to promote the Tales of the Surfside Turtles should be undertaken as part of FY 2013/14 marketing efforts.

The Tourist Board is considering extending the life of the project, currently scheduled to end in 2014. If the project is extended, it is likely to continue to attract the attention of tourist and local/regional visitors to the Town.

Downtown Surfside Activities and Improvements

Streetscape Improvements

In June 2012, the Town of Surfside Commission approved streetscape improvements for the Downtown Surfside area. Improvements include planting of Medjool date palms along Harding Avenue and landscape improvements to sidewalks at mid-block pedestrian crossings.

This project will improve the appearance of the Downtown area, making it more attractive for tourists visiting the new hotels as well as for residents and visitors from the local/regional markets.

A Business Improvement District (BID) for Downtown Surfside

Property and business owners in the Downtown Surfside area are exploring the opportunities offered by a Business Improvement District (BID). A BID would be funded through an assessment on Downtown property owners and could fund district improvements and local/regional marketing efforts as well as other programs as identified by property and business owners.

If the BID moves forward, the Tourist Bureau should work closely with the new association formed to manage the BID. Many programs, especially marketing efforts, would overlap with those of the Tourist Bureau, and much could be gained by working together to reinforce the new brand.

A future BID could take the lead in encouraging Downtown restaurants and businesses to participate in Tourist Bureau events and activities.

Creating a Customer Service Environment

The friendliness of a community is important, as “customer service” has become a lost art in our society. The Town of Surfside could stand out in this area by offering customer service training to Town employees who are out in public wearing any kind of uniform and making this training available, as well, to area hotels and Downtown businesses.

The objective should be to create a customer friendly environment that encourages visitors in Downtown Surfside to stay longer and spend more money. In the future, a secret shopping and diner program in Downtown could be developed with the intent of improving customer service.

9. Operational Issues

Access

The Town of Surfside is conveniently served by both Miami International and Fort Lauderdale/Hollywood International airports. Access to the barrier island community is primarily from the Julia Tuttle Causeway (Miami/Miami Beach), John F. Kennedy Memorial Causeway (Miami/Miami Beach), and Broad Causeway (North Miami/North Bay Village/Bal Harbour-Surfside).

The primary highway is Florida State Road A1A, which operates as a north-south corridor through the Town in a “one-way-pair” configuration north along Collins Avenue and south along Harding Avenue. With three lanes of traffic in each direction, the corridor is challenging for pedestrians and inhibits the vitality of the Downtown area.

The Town should work with the Florida Department of Transportation to continue to find ways to slow traffic through the community and identify improvement projects to enhance the area as pedestrian-friendly. Future projects should strive to provide the sense that the community of Surfside is a “place you go to, not a place you go through.”

Transportation & Parking

The Town of Surfside is well served by public transit.

- Miami-Dade Transit
 - Route 107/G (Surfside – NW 163rd/165th Streets)
 - Route 108/H (Surfside – NE 191st Street)
 - Route 119/S (Downtown – Aventura Mall)
 - Rout 115 (Miami Beach/Mid-North Beach)
 - Route 120 (Beach Max: Downtown - Aventura)
- Town of Surfside Shuttle Bus/Circulator
- Future Shuttle/Trolley/Local Transportation

The Town of Surfside has conducted a thorough Parking Study of the Downtown area. The Town Commission has accepted the report. Adequate parking will be available for guests in existing and future hotel properties.

Parking for the local/regional market will be addressed by the Town Commission in the future. The Town is currently exploring the benefits of creating of a Business Improvement District (BID) for the Downtown area. Parking will be a high priority of future business owner and property owner discussions regarding efforts to improve the Downtown Surfside area.

Streetscape & Environment

As described above, the Town Commission has approved streetscape improvements for the Downtown Surfside area. The Town is moving forward to complete the improvements before the 2013/2014 tourist season.

The Town of Surfside and its Downtown district are generally considered safe, and the Town is working with business owners and property owners to improve the appearance of the district through Code Compliance, and Miami-Dade County Mom & Pop grants.

Town of Surfside Community Center

Recently constructed is the new multi-purpose Community Center for the Parks and Recreation Department. Through community input, the center was built with amenities to include a recreational pool with lap lanes, plunge pool and slide, children's activity pool, and Jacuzzi. Additional amenities include two multipurpose rooms to host a variety of activities and programs for all ages. In addition, the facility is equipped with locker room facilities, family restrooms, and a first aid station.

To the east of the center is a green space, the perfect setting for party rentals and community events. Enjoy a snack or bite to eat at the onsite snack bar and grill. Since the opening in June 2011, the Community Center is home to the Parks and Recreation and Tourist Bureau administrative offices.



The Community Center can act as a primary information and Welcome Center and can act as a venue for future events on the Beach. Currently there is discussion of using the Town's future resort tax revenues to expand or add a second floor to the Community Center.

10. Measurement

Since there is no current research that focuses on the Town of Surfside, there are no benchmarks to measure against. Therefore, the base year should be FY 2012/13 (current year). It is recommended that the following items be measured over the five year period of this plan:

- Resort tax revenue collected vs. projected. Break down between the 4% bed tax and 2% food and beverage tax. (The percent increase can be compared with the other municipalities that charge a resort tax as well as with Miami-Dade County resort tax collections.)
- Hotel Occupancy (requires accurate data).
- Average Daily Rate (ADR) (requires accurate data).
- Numbers of attendees to events and benefit to Downtown Surfside businesses as well as to awareness of the new Town of Surfside tourism brand.
- Trade show follow-up – number of shows attended, number of contacts made, number of leads for hotels, and, if hotels will share this information, the leads that turned into sales.
- Package development and sales (requires accurate data).
- Sweepstakes – number of entries each year.
- Voucher programs for FIT travel.
- Small group business, such as travelers coming in for a pre-cruise stay, resulting from leads (requires accurate data).
- Destination/Ceremonial bookings at the hotels (requires accurate data).

11. Annual Review/Plan Update

The Tourist Board, through Tourist Bureau staff, is required to submit an annual report to the Town Commission each year as part of the budgetary process. Beginning in FY 2013/14, the following schedule is recommended:

- March – Tourism Professional Services resources submit to Tourist Bureau staff a report which will include the following:
 - A narrative of what has been accomplished from the Strategic Plan to date, a status report of items in various stages of completion and what is left to do for the current fiscal year.
 - A graph or chart regarding the items identified in the Measurement section above– FY 2012/2013 will become the benchmark year.
 - A budget revision showing year-to-date expenditures within each category as compared to approved budget.
 - An analysis of the sales and marketing program to date and recommendations of any updates/revisions that need to be made to the Plan. This is where new and developing trends can be considered as well as changes in the economies and/or travel patterns from any of the target markets.
- April– Staff reviews and refines the report then submits to the Tourist Board in May.
- May – the Board submits the report to the Town Manager and Commission for review.
- June – Tourism Professional Services resources review a final report with the Tourist Board and propose updates to the 5-Year Strategic Tourism Plan.

12. Tourist Board Governance & Structure

Composition of the Tourist Board

As part of the Phase 1 Audit component of the 5-Year Strategic Tourism Plan, the Town of Surfside Charter and Resort Tax Ordinance and the Mission Statement of the Resort Tax (Tourist) Board were reviewed.

According to the Resort Tax Ordinance:

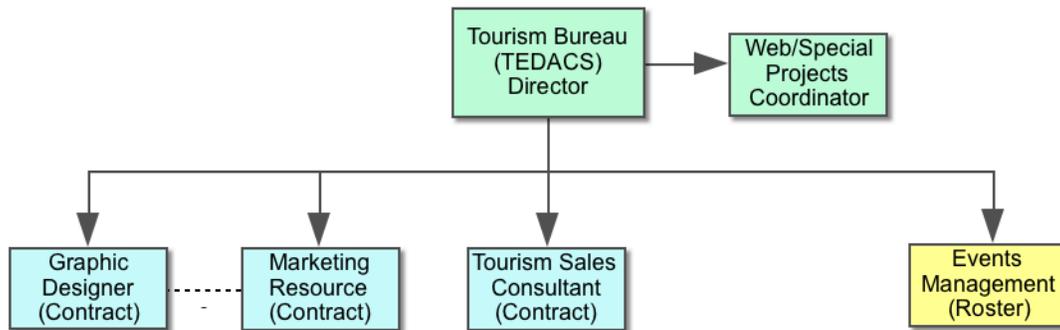
The board shall consist of five members. Each commissioner shall appoint one board member. All appointed board members must be ratified by a vote of the town commission. Any newly elected commissioner has the right to appoint a resort tax board member unless the corresponding appointment has yet to reach the end of their two-year term. Each of the five members shall be persons who either work or reside in Surfside and at least three of the five members shall be persons who have experience in tourism and/or tourism related activities. One town commissioner shall serve as a non-voting ex-officio member of the board.

Given the significant increase in resort tax income in future years and the ambitious tourism marketing strategies and tactics outlined in this 5-Year Strategic Plan, the Town Commission should strive to appoint members with as much tourism experience as possible. With new hotels coming online, it could be advantageous to appoint hotel representatives in the future. This could be achieved through the current structure or through designation of a new seat on the Tourist Board for a representative from a Surfside hotel.

In addition, the importance of a partnership with the Greater Miami Convention and Visitors Bureau (GMCVB) has been emphasized throughout this 5-Year Strategic Tourism Plan. The Town of Surfside should explore maximizing this relationship, which might be achieved in the future by creating a seat on the Board, probably non-voting ex-officio, for a representative from the GMCVB.

Other than these issues, we have no recommendations for possible changes to the resort tax ordinance.

13. Proposed Staffing/Contractual Services



Graphic Designer (contract)

Budget: \$12,000 to finalize the tourism brand, develop logo and complete graphics package.

Future creative expenses should be included within project budgets. For example, advertising design would be included in future budgets for advertising.

1st Quarter:

- Develop the tourism brand and create the logo / graphics package to include stationery, business cards, ad shell, templates for press release, sales sheets, e-blasts, etc. for the Tourist Bureau.
- Upon approval of the logo and graphics package, monitor production, printing and delivery.
- Design and produce the Street Banners (budgeted separately)

Future:

- As needed – include in advertising or other project budget, as above.

Marketing Resource (contract)

Budget: Retainer of \$2,000/month to a firm or freelancer to focus on on-going PR, social media and website enhancements. Retainer could increase in future years.

1st Quarter:

- Work with staff to identify a company to redesign/host the Bureau's website based on approved logo and graphics package:
 - Consumer
 - Events
 - Travel/Trade
 - Media
- Initiate PR, press releases and generate stories:
 - New hotel product
 - Tourist Board events
 - Tales of the Surfside Turtles
 - BID or Downtown restaurant/business activities
- Develop a social media plan and initiate implementation

2nd Quarter:

- Work with staff to expand and enhance Surfside Turtles project.
- Work with staff and Tourism Sales Consultant to support FAM tours to Surfside.
- Initiate tourism advertising, placement and design in order to best promote the tourism brand.

3rd/4th Quarter (ongoing):

- Be responsible for managing tourism related resources such as social media, website developers, graphics arts, etc. that are necessary to accomplish the tactics in the Plan.

Tourism Sales Consultant (contract)

Budget: \$27,000 for nine months, beginning in January 2014 or later, at \$3,000 per month. Retainer should increase in future years.

Tourism Sales Consultant, retained as an outside contracted service, shall report directly to the Tourism Bureau Director to assist with the implementation of the approved 5-Year Strategic Tourism Plan. The Tourism Sales Consultant should attend, whenever possible, the Tourist Board monthly meetings and give a verbal update report monthly and written report quarterly.

1st Quarter – Oct-Dec '13 (Staff only – no Consultant):

- Work with GMCVB to identify opportunities in future CBD missions and other programs.
- Prepare for the approved trade shows by handling the registration and getting the collateral material ready.
- Work with Graphic Designer as necessary, for collateral development and enhancement. Update sales sheets and create sales and press kits. Create additional sales tools as necessary and budgeted.
- Work with the organizers of La Cita and the GMCVB to consider hosting an evening function for their show when in Miami Sept. 30 – Oct 3, 2014.

2nd Quarter: Jan – March 2014 (Possibly with a Consultant)

- “Sell and market” the Town of Surfside tourism brand to the travel and tourism trade and consumer.
- Enhance the Tourist Bureau’s website by offering content suggestions to the Tourist Bureau staff.
- Research and recommend travel websites in which to be a part of and strive for as much free exposure as possible on the sites. (See Appendix D)
- Work with the GMCVB and Visit FL to identify appropriate FAM tours to host.
- Update travel and tourism statistics and trends and use both to the benefit of the Town of Surfside.
- Implement Constant Contact, or other e-blast/database management program.
- Monitor the progress of Destination Miami - <http://www.destinationmiami.org/>

3rd /4th Quarters: April – Sep. 2014 (ongoing)

- Coordinate all future trade shows, including registration, booth and material shipping, set up, appointment requests, delegate coordination, fulfillment, and follow-up reports.
- Establish communication with key domestic and international tour operators, online travel agencies and agents to introduce new Town of Surfside tourism brand, programs and amenities.
- Attend the FL Governor’s Conference on Tourism (usually in September).
- Schedule Reservation Agent training programs.
- Initiate sales calls to key Tour Operators.
- Review plan and budget for future initiatives:
 - Hotel packages
 - Sweepstakes with travel websites
 - Booking incentives with key operators
 - Niche market programs
 - Concierge program
- The company/individual must be self-supportive with all office equipment necessary such as computers, fax, printer, smartphones, etc.

Events Management (approved roster of events contractors)

Budget: Include events management expenses in budget for individual events.

- Coordination of Special Events permitting.
- Booking of talent for events.
- Logistics – event set-up and break down.
- Coordination with event vendors.
- Collection of and responsibility for all financial transactions.
- Coordination of sponsorship activation/fulfillment.
- Coordination of safety and security, as required.
- Coordination with local businesses, when required.
- Post-event reporting.

*** May not include marketing or securing event sponsorships.**

*** The Tourist Bureau will want to identify future opportunities for additional funding for future events through sponsorships and event grants.**

First Year Events:

Third Thursdays (December, January, February, March) - 4 events @ \$7,500 each

\$25k set-aside for Downtown/Other Event grants

- \$15k for BID upon approval of BID (January 2014) – or
\$15k for Downtown events upon application
- \$5k for Auto Show, upon application
- \$5k for Other, upon application

Surfside Turtles (Public Art + events + PR) work with Marketing Resource - \$12,500

Street Banner Program (January – soft brand launch: Turtles/Grand Beach) - \$10,000

Contingency – \$5,000

14. [Appendix](#)

Appendices are intended for reference only for the Tourist Bureau and are not specific recommendations, except as noted in the 5-Year Strategic Tourism Plan. Information is intended to provide a useful resource for the Bureau during the implementation phase.

All costs, statistics, contact information, dates, etc. are subject to change by the respective vendor without notice and at any time.

- Appendix A – Strategic Tourism Plan – Five Year Budget Projections, including recommended allocations for FY2013/14 (pages A-1 to A-2).
- Appendix B – Tourism Plan Tactics Flow Chart – This chart details the fiscal years, objectives, tasks, budgets, timelines, and persons responsible (pages B-1 to B-15).
- Appendix C – Possible Outline for future Website Enhancements – offered for discussion purposes only by the Tourist Bureau and Staff (pages C-1 to C-2).
- Appendix D – Travel Websites - This is a comprehensive list for reference only, not necessarily all are recommended for Surfside considering currently identified target markets. The initial rollout of the program in the first fiscal year will utilize only free to low-cost websites. As the budget grows, so will the opportunity to be more aggressive and gain greater exposure (pages D-1 to D-7).
- Appendix E – South Florida Destination Management Companies – These are specialists in the organization of incentives, meetings, conferences and events for incoming groups to a destination and handle local logistics for the travel industry (page E-1).
- Appendix F – Cruises into Miami Port – database of cruise line companies (page F-1).
- Appendix G – Tourism Advertising – list of local tourist publications and contact information for reference (pages G-1 to G-4).
- Appendix H – Potential Travel Trade Shows and Missions – highlighted shows are recommended for the first fiscal year (page H-1).
- Appendix I – Phase One: Audit Report – March 2013 (pages 1-33)