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Visit Pensacola Tactical Plan 2015 - 16

**Asset & Product
Development**

**Infrastructure &
Community Development**

**Community Collaboration,
Connection & Partnerships**

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Destination 2020 is a community initiative led by Visit Pensacola, Inc. to engage community members from Pensacola, Pensacola Beach and Perdido Key in identifying opportunities to enhance our community and assets in a way that positions us as a great place to live and visit.

About Visit Pensacola, Inc.

Visit Pensacola, Inc. is a destination management organization (DMO) dedicated to positioning the Escambia County Communities as a world-class travel destination.

 **REAL. RELAXED.
SIMPLE**





Table of Contents

01	Introduction	04
02	Asset & Product Development	06
03	Infrastructure & Community Development	12
04	Community Collaboration, Connection & Partnerships	20

TACTICAL PLAN 2015-16

As part of the on-going Destination2020 planning process, community members were invited to participate in a series of tactical planning workshops.

Work groups explored each of the strategic areas of focus defined in the Destination 2020 plan which included: Product Development, Infrastructure, Collaboration and Partnership. Each group was tasked with producing recommended tactics and action plans for 2015-16. The tactics were prioritized through a community survey and vetted by the Visit Pensacola Board of Directors, the Destination 2020 Planning Team and Visit Pensacola President, Steve Hayes.

The tactics were assigned to one of three categories: **Own, Collaborate, Advocate** or **Hold until 2016-17 planning**. This categorization defines the role Visit Pensacola will play in each area.

- **Own:** Visit Pensacola will be responsible for making this tactic happen by supplying necessary human and financial resources.
- **Collaborate:** Visit Pensacola is not responsible for making things happen, but should work jointly with others who own this project. Visit Pensacola partnerships can range from contribution of ideas to the contribution of human and financial resources.
- **Advocate:** Visit Pensacola will help move this forward by publicly supporting or recommending this action.
- **Hold until 2016-17 planning**

01

Asset & Product Development

02

**Infrastructure & Community
Development**

03

**Community Collaboration,
Connection & Partnerships**

01

Asset & Product Development

GOAL. Develop destination assets that attract visitors while contributing to the quality of life of community residents.

OBJECTIVES

Create public gathering spaces that increase marketability of our communities.

Develop additional niche experiences

Development of restaurants, hotels and shopping



Community Priorities & Categorizations

RANK	TACTIC	CATEGORY
1	Develop educational tourism via cultural, heritage, historic and agricultural experiences and attractions	COLLABORATE
2	Further development of eco-tourism experiences and attractions	COLLABORATE
3	Promote special interest tourism via development of sporting events, festivals and music	<i>HOLD UNTIL 2016-17 PLANNING</i>
4	Protecting and preserving our natural environment	ADVOCATE
5	Build a new convention, conference or multi-use indoor public center	COLLABORATE
6	Greater development and utilization of public spaces for events and festivals	COLLABORATE
7	Development of products/experience that are harmonious with the community and environment	<i>HOLD UNTIL 2016-17 PLANNING</i>
8	Develop additional experiences that address diverse groups (gen x, family, elders, etc.)	<i>HOLD UNTIL 2016-17 PLANNING</i>
9	Grow Downtown Pensacola and Palafox District	COLLABORATE
10	More tours that highlight community assets	<i>HOLD UNTIL 2016-17 PLANNING</i>
11	Attract large scale world class events	<i>HOLD UNTIL 2016-17 PLANNING</i>
12	Increased diversity of restaurant, food and culinary products	COLLABORATE
13	Build the music scene	ADVOCATE
14	More hotels/lodging	<i>HOLD UNTIL 2016-17 PLANNING</i>
15	Improve first impressions of our community via airport experience	COLLABORATE

COLLABORATE.

(Tactics are listed in order of priorities)

- **Develop educational tourism via cultural, heritage, historic and agricultural experiences and attractions**

Year 1 action items:

- Explore potential for year-round historic trolley tour and small bus transportation
- Work with the UWF Historic Trust to expand hours and opportunities for growing the cultural, heritage and historic tourism segment

- **Further development of eco-tourism experiences and attractions**

Year 1 action items:

- Expand idea of Pensacola Beach eco-trail to other areas
- Consolidate all "tours" on a Visit Pensacola app for phones, tablets, etc.

- **Build a new convention, conference or multi-use indoor public center**

Year 1 action items:

- Conduct market and feasibility study
- Identify target markets
- Study to determine if the Bay Center is adaptable for other uses

- **Greater development and utilization of public spaces for events and festivals**

Year 1 action items:

- Form a committee to develop a plan
 - » Define “public space”
 - » Compile list of venues in the area and indicate what type of events are already being held (venue examples: Seville Square, Maritime Park, etc)
 - Music
 - Meetings
 - Work with city, community and neighborhoods department to see what they are working on

- **Grow downtown Pensacola and the Palafox District as a vibrant, yet quaint urban core**

Year 1 action items:

- Inventory and survey needs for wayfinding (signage, online, in DIB), throughout the Pensacola Bay area
- Inventory and survey needs for wayfinding at main points of entry into the communities

COLLABORATE.

(CONTINUED)

- **Increased diversity of restaurant, food and culinary products**

Year 1 Action Items

- Inventory current restaurants: determine which are locally owned
- Survey what people want regarding cuisine: type of food, experience, etc.
- Share our findings with local businesses

- **Improve first impressions of our community via airport experience**

Year 1 action items:

- Collaborate with state and local government to unify the look of wayfinding to/from the airport
- Add local art and culture exhibits in airport
- Provide information about attractions in Pensacola, Pensacola Beach, and Perdido Key in the terminal

ADVOCATE.

(Tactics are listed in order of priorities)

- **Protecting and preserving our natural environment**

Year 1 action items:

- Educational awareness campaigns (through social media and in lodging)

- **Build the music scene**

Year 1 Action items:

- Online app of local venues and music events
 - » Survey users' interests
 - » Create measurable results

02

Infrastructure & Community Development

GOAL. Collaborate with governmental entities and others to improve infrastructure and natural assets essential for the development of tourism and quality of life for community residents.

OBJECTIVES

Advocate for construction that supports access and connectivity

Advocate for development that is harmonious with the community and the environment

Create connections and accessibility through expanded modes of transportation



Community Priorities & Categorizations

RANK	TACTIC	CATEGORY
1	Economic development: jobs, improved wages, attract new businesses	COLLABORATE
2	Greater community collaboration and connectivity between groups associated with tourism and community development.	OWN
3	Walkable/bikeable communities	COLLABORATE
4	Development that is harmonious with the community and environment: zoning, regulations, etc.	COLLABORATE
5	Development of downtown waterfront as walkable boardwalk area	COLLABORATE
6	Improved community curb appeal/beautification	COLLABORATE
7	Expanded mass transit options: public and private sources (bus, trolley, ferry, taxi, Uber, etc.)	ADVOCATE
8	Transportation connectivity between communities (Pensacola, Pensacola Beach and Perdido Key)	ADVOCATE
9	Improved access through air travel: flights and connections	<i>HOLD UNTIL 2016-17 PLANNING</i>
10	Environmental stewardship: policies regulation, attitudes, etc.	ADVOCATE
11	Road and highway development to improve access to different areas of the community	ADVOCATE
12	Improved signage/wayfinding	COLLABORATE
13	Increased accessibility for handicapped throughout our communities	ADVOCATE



OWN.

(Tactics are listed in order of priorities)

- **Advocate for our viewpoint** *(added during tactical session)*

Year 1 action items:

- Appoint advocate(s) to attend all meetings relating to infrastructure and community development to represent our viewpoint

- **Greater community collaboration and connectivity between groups associated with tourism and community**

Year 1 action items:

- Re-engage and restructure the Hospitality Round Table
- Implement hospitality orientation and training days presented by Visit Pensacola



COLLABORATE.

(Tactics are listed in order of priorities)

- **Economic development: jobs, improved wages, attract new businesses**

Year 1 action items:

- Improve employee workforce through tourism training (wage enhancement)
- Tell the story of successes
- Share impact studies relating to tourism's impact on economic development

- **Walkable/bikeable communities**

Year 1 action items:

- Identify the walkable and bikeable areas we currently have and indicate where improvement is needed

- **Development that is harmonious with the community and environment: zoning, regulations, etc.**

Year 1 action items:

- Advocate from Visit Pensacola Board to sit on zoning and planning board



COLLABORATE.

(CONTINUED)

- **Development of downtown waterfront as a walkable boardwalk area**

Year 1 action items:

- Study what is needed

- **Improved community curb appeal/beautification**

Year 1 action items:

- Develop beautification awards to recognize commercial and residential excellence

- **Improved signage and wayfinding**

Year 1 action items:

- Unified visual appearance of signage and landmarks
- Building on current projects addressing this need (Leadership Pensacola)
- Fun and playful signs that get attention



ADVOCATE.

(Tactics are listed in order of priorities)

- **Expanded mass transit options: public and private sources (bus, trolley, ferry, taxi etc)**

Year 1 action items:

Explore and research the following ideas:

- Park n ride (map current lots available)
 - Expand private shuttle
 - Mass transit service from ECAT
 - » Attach to app
 - » Incentives
 - Rent-a-bike services
 - Increase ECAT stops and frequency (extend to NAS; advertise extension)
 - Ferry system shuttle/trolley
 - Recruit businesses that provide multiple-size buses
 - » Options for lease (start communication)
- **Transportation connectivity between communities (Pensacola, Pensacola Beach and Perdido Key)**

Year 1 action items

- More and improved signage



ADVOCATE.

(CONTINUED)

- **Environmental stewardship: policies regulation, attitudes, etc.**

Year 1 action items:

- Community education and visitor education through Visit Pensacola

- **Road and highway development to improve access to different areas of the community**

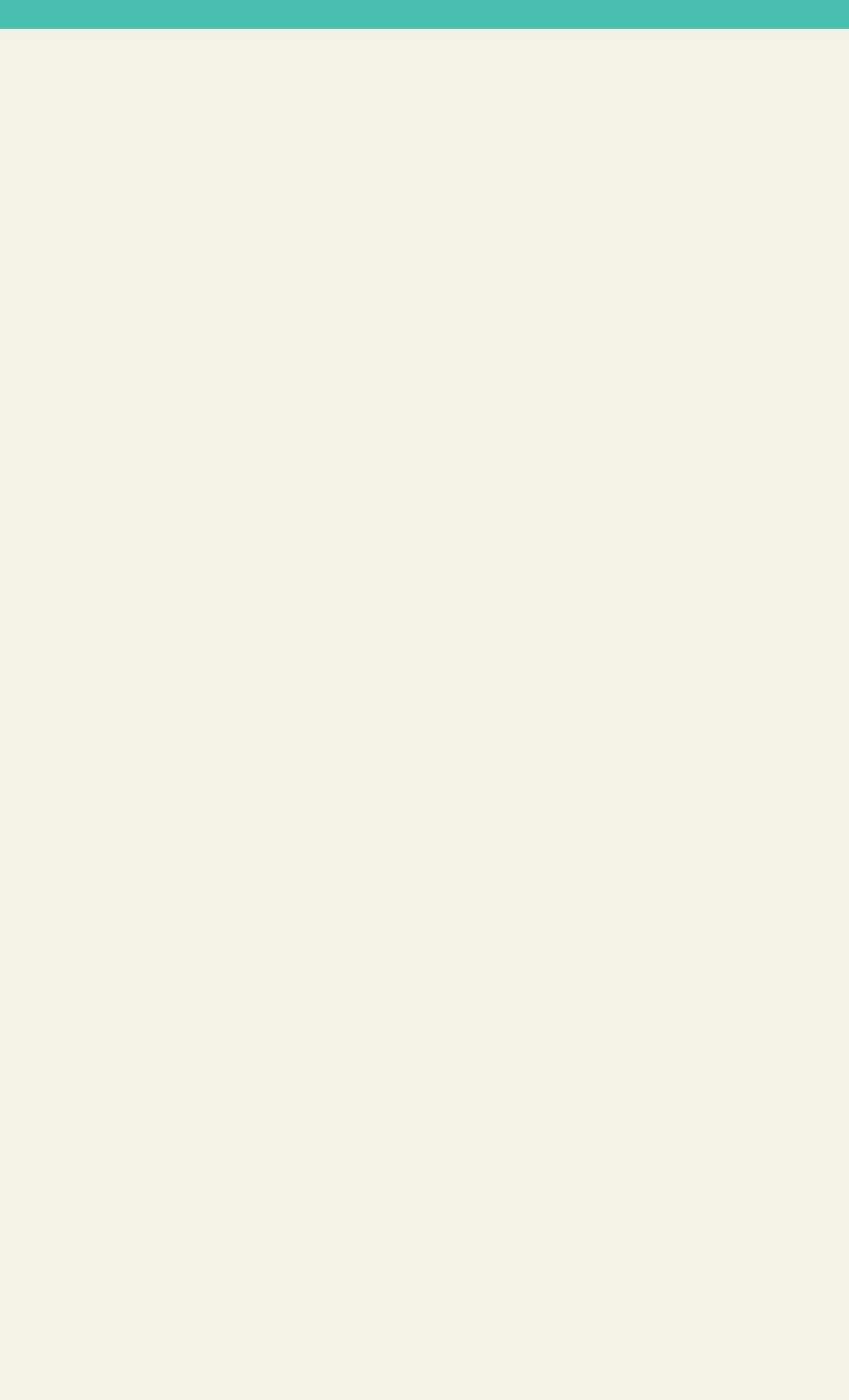
Year 1 action items:

- More descriptive signage on I10 exits to Pensacola
- Pelican storyboards/Pelican landmarks (or some creative way to direct people)

- **Increased accessibility for handicapped throughout our communities**

Year 1 action items:

- Survey the body of citizens that would use the access: What do they want/need?



Community Collaboration, Connection & Partnerships

GOAL. Foster a collective community esprit de corps among organizations, government entities and community members.

OBJECTIVES

Two objectives defined during the strategic planning process did not have tactics and action items. These items were identified during the tactical planning workshops.

1 Create structures and processes to improve communications between groups, residents and government officials.

2 Work together across silos to ensure highest and best use of funding in order to grow the number and quality of visitors to our area.



OBJECTIVE 1

Create structure and processes to improve communications between groups, residents and governmental officials

** The following tactics were developed during the tactical planning workshop so were not part of the Community Priority Survey.*

OWN.

- **Adjust the Hospitality Round Table**

Year 1 action items:

- Expand to include more individuals
- Expand terms to 2 years
- Create a strategic plan to increase effectiveness
- Develop this as an open forum for collaboration

- **Develop frontline toolkit for tourism partners**

Year 1 action items:

- Explore best practices
- Engage industry partners in implementing the program
- Create Visit Pensacola "Secret Service Team": A secret shopping program that reviews businesses and creates rankings, awards and recognition that is communicated to the marketplace

- **Create a social presence for stakeholders**

Year 1 action items:

- Curate information to more effectively tell the story of tourism partners

- **Use VisitPensacola.org as a portal for information**

OBJECTIVE 2

Work together across silos to ensure highest and best use of funding in order to grow the number and quality of visitors to our community

**The following tactics were developed during the tactical planning workshop so were not part of the Community Priority Survey.*

OWN.

- **Finalize information Hub**

Year 1 action items:

- Streamline the information funnel and process for applying for funding. Finalize process and ensure it is user-friendly. Educate people about process, inside and outside of the community.
- Expand interactive social media to increase communication and information sharing related to funding opportunities.

- **Expand Visit Pensacola staff to include vetting of proposals and development of ideas and opportunities**

Year 1 action items

- Alignment of funding
 - » Create committee structure
 - » Create single application process
 - » Education of Community
 - What money is available?
 - What is the application process?
 - What additional services are available? (PR, advertising, promotions)
 - » Accountability:
 - Develop follow-up metrics
 - Create hub for evaluation
 - Engage Haas Center to assist with economic impact measures



COLLABORATE.

- **Stakeholder cross-marketing and cooperation**

Year 1 action items:

- Convince the stakeholders to engage/help each other on all levels.

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