

Three-Year Strategic Tourism Plan Schematic: 2018–2020

<p style="text-align: center;">Our Purpose and Direction</p> <p>Mission The Howard County Tourism Council serves as the lead organization to market and develop the county as a premier leisure and business travel destination.</p> <p>Vision We are an energetic and innovative organization of talented and dedicated professionals who fulfill our mission by integrating the organization’s work with our partners and serving as a credible advocate for Howard County’s tourism industry.</p> <p style="text-align: center;">Our Culture</p> <p>Values</p> <ul style="list-style-type: none"> • Collaborative • Accountable • Transparent • Passionate <p>Partner Promise We commit to collaborating with the Howard County tourism industry and communities and facilitating opportunities in new visitor demand, promotion, product development, education and advocacy.</p> <p>Visitor Promise We commit to providing quality information and advice on Howard County’s brand experiences.</p> <p style="text-align: center;">Our Destination/DMO Challenges</p> <ul style="list-style-type: none"> • To know and apply a compelling destination/community brand presence with aligned identity platform • To determine current and growing tourism markets for appropriate targeted destination marketing programming • To understand the DMO role and strategy in supporting meeting, event, sports facility and public transportation development and related services • To proactively undertake tourism advocacy and partner relationship building • To investigate and prepare an increased DMO funding business case proposal 	Our Mission Focus			
	Drive New and/or Current Demand	Strengthen the Visitor Experience	Communicate Relevancy and Viability	
	Our Strategic Goals			
	Increase Destination Brand Awareness and Conversion	Support Destination Product Development	Engage Community Audiences	Ensure Financial and Administrative Effectiveness
	Our Priority Initiatives			
	<ul style="list-style-type: none"> • A formalized targeted, partner-vested and measurable destination marketing/sales plan execution (FY18–FY20) • Impactful destination brand strategy with identity, messaging and partner usage platform (FY18–FY19) • Supportive multi-year pre- and post-marketing research program (FY19–F20) • New special interest/niche tourism market partnerships, e.g., adventure travel, agritourism (FY18–FY20) 	<ul style="list-style-type: none"> • Tourism product development strategy formulation (FY18) • Sports facility assessment and recommended directions (FY18) • Conference center and hotel development board support position (FY18) • Countywide visitor services and upsell strategy formulation (FY18) • Branded visitor service training program development and delivery (FY20) 	<ul style="list-style-type: none"> • A targeted audience community relations plan development and execution (FY18–FY20) • Tourism importance and value messaging collateral (FY18) • Ongoing community and visitor industry proponent communications and issue advocacy (FY18–FY20) 	<ul style="list-style-type: none"> • DMO funding business case analysis and strategy development (FY19–FY20) • Strategic plan priorities determination and associated budget allocations (FY18–FY20) • Engaged board committee/task force set up investigation (FY18) • DMAP accreditation achievement (FY19)
	Our Destination/DMO Outcomes			
<ul style="list-style-type: none"> • Enhanced county/community brand awareness • Increased meeting and leisure visitors and spending • Higher attraction and event recognition • Retained existing and increased new attractions and events 		<ul style="list-style-type: none"> • More integrated marketing with visitor industry partners • Increased government, business and resident engagement • Stronger advocacy voice on a state and local level • Credible entity with increased partners and effective programs 		