



**Jason P. Davis**  
**County Chair**

**JASON P. DAVIS**  
COUNTY CHAIR

April 15, 2013

**JOYCE CUSACK**  
Vice-Chair  
AT-LARGE

**PAT PATTERSON**  
DISTRICT 1

**JOSHUA J. WAGNER**  
DISTRICT 2

**DEBORAH DENYS**  
DISTRICT 3

**DOUG DANIELS**  
DISTRICT 4

**PATRICIA NORTHEY**  
DISTRICT 5

**JAMES T. DINNEEN**  
COUNTY MANAGER

Renee Wentz, Executive Director  
West Volusia Tourism and Advertising Authority  
116 W. New York Ave.  
DeLand, FL 32720

Dear Renee:

As a follow-up to the county's now completed study on the effectiveness of tourism marketing, I have attached the study's final recommendations and the actions taken by the Volusia County Council at its April 4, 2013 meeting in DeLand. It now is time to begin work on implementation of the recommendations.

Recommendations 1-4 relate directly to the county's three tourism authorities. By action of the County Council, I would expect the three tourism authorities to begin collaboration and to report progress this summer during your budget presentations to the County Council. Please be aware the County Council intends satisfactory implementation of these four recommendations as a condition of future budget approval.

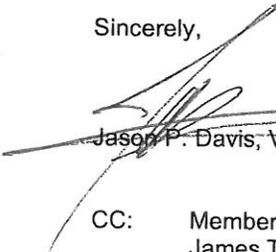
The county will take the lead initially on the implementation of Recommendation 5. Recommendation 8 will be discussed during an upcoming combined meeting of the Halifax Area Advertising Authority and the Volusia County Council.

On behalf of the County Council, I very much appreciate the spirit of cooperation you have shown to the study's consultant during the time this report was being assembled. I know I can count on further collaboration on the implementation of these recommendations which, to a degree, leave the specifics up to the three authorities.

If you have questions, please contact Dave Byron, director, Community Services Department, the staff liaison for the tourism study. He can be reached at [dbyron@volusia.org](mailto:dbyron@volusia.org) or 386-943-7029. The final report can be accessed on the county's website: [volusia.org](http://volusia.org).

Again, thank you and let's make our tourism promotion efforts even better through teamwork.

Sincerely,



Jason P. Davis, Volusia County Chair

CC: Members of the Volusia County Council  
James T. Dinneen, Volusia County Manager  
Daniel D. Eckert, Volusia County Attorney  
Charlene Weaver, Deputy County Manager  
✓ David Byron, director, Community Services Department



## County Council final action on report April 4, 2013

### *New directive for inclusion in annual budgets/marketing plans for tourism authorities*

1. Support the recommendation; direct the ad authorities, as part of their annual budget presentation, to submit research results, initiatives that include key partners and an annual event sponsorship plan that uses the recommended metrics for evaluation.

*Approved Wagner/Denys 7-0*

### *Shared services*

2. Support the recommendation in concept and direct the ad authorities to develop a shared service model with a report in six months on the status of implementation.

*Approved Denys/Northey 7-0*

### *Stakeholder communications*

3. Support the recommendation and direct the ad authorities to create a monthly combined report using agreed upon metrics to update the County Council and stakeholders.

*Approved Cusack/Northey 6-0 (Denys out of the room)*

### *One-to-one marketing*

4. Support the recommendation and direct the ad authorities to develop and implement one-to-one marketing strategies for the upcoming fiscal year using the New Smyrna Beach and West Volusia campaigns as a template.

*Approved Wagner/Denys 7-0*

### *Sports tourism*

5. Support the formation of a countywide sports commission that is focused on bringing new sporting events to Volusia County and provide direction on implementation.

*Approved Wagner/Cusack 7-0. County staff to take lead.*

### *Governance appointment process*

6. Approve the development of the recommended annual nominating process in conjunction with the ad authorities.

*Denied Denys/Daniels 7-0*

*Tourism product development*

7. Seek the input of the CEO alliance on the need to analyze Volusia's "tourism product" and, if so, provide suggestions on how to go about such a review.

*Modified Daniels/Denys 6-1 (Cusack opposed).*

*The County Council voted to send a letter asking the CEO Alliance to add tourism, particularly the building of hotels and improvements to the tourism industry, to its list of priorities, and make it a priority.*

*Ocean Center - New group sales plan*

8. Provide direction on the recommendations related to Ocean Center/CVB group sales and future groups sales functionality and structure.

*Modified Daniels/Denys 6-1 (Cusack opposed). The County Council voted to ask the Halifax Area Advertising Authority to help support marketing of the Ocean Center, and move two or three of the CVB employees to the Ocean Center.*

*Conduct a brand evaluation*

9. Ask Team Volusia to discuss this recommendation and make recommendations on potentially engaging a branding consultant to evaluate the current value of the Daytona brand and the most effective uses within the county.

*Approved Wagner/Cusack 6-1 (Patterson opposed)*

*New tourism funding possibilities*

10. Consider additional funding options.

*Tabled*



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**JAMES T. DINNEEN**  
COUNTY MANAGER

Mr. Jeffrey Hentz, President/CEO  
Daytona Beach Area Convention and Visitors Bureau  
126 E. Orange Avenue  
Daytona Beach, Florida 32114

Dear Jeff:

As a follow-up to the county's now completed study on the effectiveness of tourism marketing, I have attached the study's final recommendations and the actions taken by the Volusia County Council at its April 4, 2013 meeting in DeLand. It now is time to begin work on implementation of the recommendations.

Recommendations 1-4 relate directly to the county's three tourism authorities. By action of the County Council, I would expect the three tourism authorities to begin collaboration and to report progress this summer during your budget presentations to the County Council. Please be aware the County Council intends satisfactory implementation of these four recommendations as a condition of future budget approval.

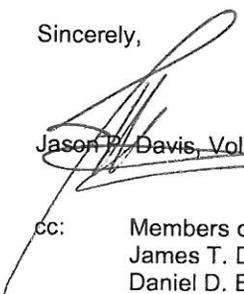
The county will take the lead initially on the implementation of Recommendation 5. Recommendation 8 will be discussed during an upcoming combined meeting of the Halifax Area Advertising Authority and the Volusia County Council.

On behalf of the County Council, I very much appreciate the spirit of cooperation you have shown to the study's consultant during the time this report was being assembled. I know I can count on further collaboration on the implementation of these recommendations which, to a degree, leave the specifics up to the three authorities.

If you have questions, please contact Dave Byron, director, Community Services Department, the staff liaison for the tourism study. He can be reached at [dbyron@volusia.org](mailto:dbyron@volusia.org) or 386-943-7029. The final report can be accessed on the county's website: [volusia.org](http://volusia.org).

Again, thank you and let's make our tourism promotion efforts even better through teamwork.

Sincerely,



Jason P. Davis, Volusia County Chair

cc: Members of the Volusia County Council  
James T. Dinneen, Volusia County Manager  
Daniel D. Eckert, Volusia County Attorney  
Charlene Weaver, Deputy County Manager  
✓ David Byron, Director, Community Services Department



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*Approved Wagner/Denys 7-0*

### *Shared services*

2. Support the recommendation in concept and direct the ad authorities to develop a shared service model with a report in six months on the status of implementation.

*Approved Denys/Northey 7-0*

### *Stakeholder communications*

3. Support the recommendation and direct the ad authorities to create a monthly combined report using agreed upon metrics to update the County Council and stakeholders.

*Approved Cusack/Northey 6-0 (Denys out of the room)*

### *One-to-one marketing*

4. Support the recommendation and direct the ad authorities to develop and implement one-to-one marketing strategies for the upcoming fiscal year using the New Smyrna Beach and West Volusia campaigns as a template.

*Approved Wagner/Denys 7-0*

### *Sports tourism*

5. Support the formation of a countywide sports commission that is focused on bringing new sporting events to Volusia County and provide direction on implementation.

*Approved Wagner/Cusack 7-0. County staff to take lead.*

### *Governance appointment process*

6. Approve the development of the recommended annual nominating process in conjunction with the ad authorities.

*Denied Denys/Daniels 7-0*

*Tourism product development*

7. Seek the input of the CEO alliance on the need to analyze Volusia's "tourism product" and, if so, provide suggestions on how to go about such a review.

*Modified Daniels/Denys 6-1 (Cusack opposed).*

*The County Council voted to send a letter asking the CEO Alliance to add tourism, particularly the building of hotels and improvements to the tourism industry, to its list of priorities, and make it a priority.*

*Ocean Center - New group sales plan*

8. Provide direction on the recommendations related to Ocean Center/CVB group sales and future groups sales functionality and structure.

*Modified Daniels/Denys 6-1 (Cusack opposed). The County Council voted to ask the Halifax Area Advertising Authority to help support marketing of the Ocean Center, and move two or three of the CVB employees to the Ocean Center.*

*Conduct a brand evaluation*

9. Ask Team Volusia to discuss this recommendation and make recommendations on potentially engaging a branding consultant to evaluate the current value of the Daytona brand and the most effective uses within the county.

*Approved Wagner/Cusack 6-1 (Patterson opposed)*

*New tourism funding possibilities*

10. Consider additional funding options.

*Tabled*



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DISTRICT 5

**JAMES T. DINNEEN**  
COUNTY MANAGER

April 15, 2013

Tim Hamby, Executive Director  
Southeast Volusia Advertising Authority  
2238 State Rd. 44  
New Smyrna Beach, FL 32168

Dear Tim:

As a follow-up to the county's now completed study on the effectiveness of tourism marketing, I have attached the study's final recommendations and the actions taken by the Volusia County Council at its April 4, 2013 meeting in DeLand. It now is time to begin work on implementation of the recommendations.

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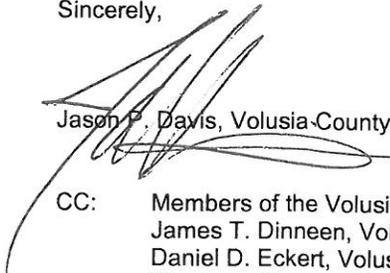
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Again, thank you and let's make our tourism promotion efforts even better through teamwork.

Sincerely,

  
Jason P. Davis, Volusia-County Chair

CC: Members of the Volusia County Council  
James T. Dinneen, Volusia County Manager  
Daniel D. Eckert, Volusia County Attorney  
Charlene Weaver, Deputy County Manager  
✓ David Byron, director, Community Services Department



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*Approved Wagner/Denys 7-0*

### *Shared services*

2. Support the recommendation in concept and direct the ad authorities to develop a shared service model with a report in six months on the status of implementation.  
*Approved Denys/Northey 7-0*

### *Stakeholder communications*

3. Support the recommendation and direct the ad authorities to create a monthly combined report using agreed upon metrics to update the County Council and stakeholders.  
*Approved Cusack/Northey 6-0 (Denys out of the room)*

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4. Support the recommendation and direct the ad authorities to develop and implement one-to-one marketing strategies for the upcoming fiscal year using the New Smyrna Beach and West Volusia campaigns as a template.  
*Approved Wagner/Denys 7-0*

### *Sports tourism*

5. Support the formation of a countywide sports commission that is focused on bringing new sporting events to Volusia County and provide direction on implementation.  
*Approved Wagner/Cusack 7-0. County staff to take lead.*

### *Governance appointment process*

6. Approve the development of the recommended annual nominating process in conjunction with the ad authorities.  
*Denied Denys/Daniels 7-0*

## County Council final action on tourism report April 4, 2013 – Page 2

### *Tourism product development*

7. Seek the input of the CEO alliance on the need to analyze Volusia's "tourism product" and, if so, provide suggestions on how to go about such a review.

*Modified Daniels/Denys 6-1 (Cusack opposed).*

*The County Council voted to send a letter asking the CEO Alliance to add tourism, particularly the building of hotels and improvements to the tourism industry, to its list of priorities, and make it a priority.*

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8. Provide direction on the recommendations related to Ocean Center/CVB group sales and future groups sales functionality and structure.

*Modified Daniels/Denys 6-1 (Cusack opposed). The County Council voted to ask the Halifax Area Advertising Authority to help support marketing of the Ocean Center, and move two or three of the CVB employees to the Ocean Center.*

### *Conduct a brand evaluation*

9. Ask Team Volusia to discuss this recommendation and make recommendations on potentially engaging a branding consultant to evaluate the current value of the Daytona brand and the most effective uses within the county.

*Approved Wagner/Cusack 6-1 (Patterson opposed)*

### *New tourism funding possibilities*

10. Consider additional funding options.

*Tabled*



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April 15, 2013

**JOYCE CUSACK**  
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**PAT PATTERSON**  
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Keith Norden, President /CEO  
Team Volusia Economic Development Corporation  
One Daytona Rd., Ste. 240  
Daytona Beach, FL 32114

**JOSHUA J. WAGNER**  
DISTRICT 2

**DEBORAH DENYS**  
DISTRICT 3

Dear Keith:

**DOUG DANIELS**  
DISTRICT 4

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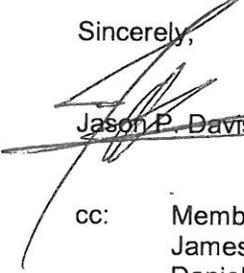
Recommendation 8 relates directly to Team Volusia. The County Council would most appreciate Team Volusia's consideration of this recommendation and suggestions on how it can be implemented.

On behalf of the County Council, I very much appreciate the spirit of cooperation you have shown to the study's consultant during the time this report was being assembled. I know I can count on further collaboration on the implementation of these recommendations which, to a degree, leave the specifics open ended.

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*Approved Wagner/Denys 7-0*

### *Shared services*

2. Support the recommendation in concept and direct the ad authorities to develop a shared service model with a report in six months on the status of implementation.

*Approved Denys/Northey 7-0*

### *Stakeholder communications*

3. Support the recommendation and direct the ad authorities to create a monthly combined report using agreed upon metrics to update the County Council and stakeholders.

*Approved Cusack/Northey 6-0 (Denys out of the room)*

### *One-to-one marketing*

4. Support the recommendation and direct the ad authorities to develop and implement one-to-one marketing strategies for the upcoming fiscal year using the New Smyrna Beach and West Volusia campaigns as a template.

*Approved Wagner/Denys 7-0*

### *Sports tourism*

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*Approved Wagner/Cusack 7-0. County staff to take lead.*

### *Governance appointment process*

6. Approve the development of the recommended annual nominating process in conjunction with the ad authorities.

*Denied Denys/Daniels 7-0*

*Tourism product development*

7. Seek the input of the CEO alliance on the need to analyze Volusia's "tourism product" and, if so, provide suggestions on how to go about such a review.

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*Conduct a brand evaluation*

9. Ask Team Volusia to discuss this recommendation and make recommendations on potentially engaging a branding consultant to evaluate the current value of the Daytona brand and the most effective uses within the county.

*Approved Wagner/Cusack 6-1 (Patterson opposed)*

*New tourism funding possibilities*

10. Consider additional funding options.

*Tabled*



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JAMES T. DINNEEN  
COUNTY MANAGER

Kent Sharples, President  
CEO Business Alliance  
825 Ballough Rd., Ste. 420  
Daytona Beach, FL 32114

Dear Kent:

As a follow-up to the county's now completed study on the effectiveness of tourism marketing, I have attached the study's final recommendations and the actions taken by the Volusia County Council at its April 4, 2013 meeting in DeLand. It now is time to begin work on implementation of the recommendations.

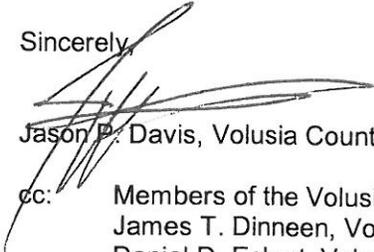
Recommendation 7 relates directly to the CEO Alliance. The County Council would most appreciate the Alliance's consideration of this recommendation and suggestions on how it can be implemented.

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### *Stakeholder communications*

3. Support the recommendation and direct the ad authorities to create a monthly combined report using agreed upon metrics to update the County Council and stakeholders.

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*Approved Wagner/Denys 7-0*

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5. Support the formation of a countywide sports commission that is focused on bringing new sporting events to Volusia County and provide direction on implementation.

*Approved Wagner/Cusack 7-0. County staff to take lead.*

### *Governance appointment process*

6. Approve the development of the recommended annual nominating process in conjunction with the ad authorities.

*Denied Denys/Daniels 7-0*

## County Council final action on tourism report April 4, 2013 – Page 2

### *Tourism product development*

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*Approved Wagner/Cusack 6-1 (Patterson opposed)*

### *New tourism funding possibilities*

10. Consider additional funding options.

*Tabled*