

# *STRATEGIC PLAN* *2015 → 2020 → 2030*

## EXECUTIVE SUMMARY

Ocean City Tourism Commission



Ocean City, Maryland  
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Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137-3373

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)

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# ***STRATEGIC FRAMEWORK***

## **VISION 2030**

***“Desired Destination for the Town of Ocean City”***

## **PLAN 2020**

***“Map to Ocean City’s Destination”***

## **EXECUTION**

***“Route for Next Year”***

## **MISSION**

***“Responsibilities of Town Government”***

## **BELIEFS**

***“Expectations of Town Government Employees”***

## **Tourism Vision 2030**

**OCEAN CITY 2030** *is a* **YEAR ROUND SEASON  
FAMILY-FRIENDLY RESORT COMMUNITY**  
*which is a* **DESTINATION FOR THE  
MID-ATLANTIC REGION**

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**OCEAN CITY 2030** *is the ideal destination for:* **WATER  
BASED ACTIVITIES, AMATEUR SPORTS,  
CONFERENCES/CONVENTIONS CULTURAL ARTS  
AND PERFORMANCE** *and* **SPECIALTY WEEKEND  
CELEBRATIONS AND EVENTS.**

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**OCEAN CITY 2030** *offers:* **WORLD CLASS BEACH AND  
BOARDWALK; ATTRACTIVE, WELL MAINTAINED  
AND MODERN HOTELS AND CONDOS, a CHOICE OF  
QUALITY, AFFORDABLE RESTAURANTS**  
*and* **ABUNDANCES OF LEISURE CHOICES**

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*In 2030, our OCEAN CITY Tourists leave with* **TRULY  
ENJOYABLE EXPERIENCES AND LIFELONG  
MEMORIES** <sup>(M)</sup> *and look forward to their return visit.*

## **Ocean City Tourist Market Targeted Geographic Areas**

**Baltimore/Maryland**

**Washington, D. C. Metro Area (including Northern Virginia)**

**Philadelphia And Suburbs**

**Central Pennsylvania**

**New Jersey**

**New York**

**Pittsburgh Metro Area**

# **Ocean City Tourist Market Targeted Population**

## **Tier 1**

**Traditional Families**

**Extended/Nontraditional Families**

**Conference Attendees**

**Sports Tournament Participants**

## **Tier 2**

**Special Event Attendees**

**50 + Oriented Special Events**

**Golf Groups**

## **Town of Ocean City: Tourism Mission**

**Our Primary Mission is to**

***MARKET OCEAN CITY FOR TOURISM,  
MAINTAIN/ENHANCE THE BOARDWALK,  
MAINTAIN A TOP QUALITY BEACH,  
PROVIDE FREE/PAY FOR EVENTS/ACTIVITIES,  
BUILD/MAINTAIN AN ATTRACTIVE CITY,  
OPERATE/MAINTAIN/PROGRAM CONVENTION CENTER, and  
DEVELOP/PROVIDE RECREATIONAL  
PROGRAMS/CAMPS/ACTIVITIES.***

**Our Secondary Mission is to**

***BUILD FACILITIES THAT SUPPORT TOURISM,  
GATHER TOURISM RELATED DATA,  
ASSURE A SAFE TOURIST EXPERIENCE,  
PROVIDE TRANSPORTATION AND PARKING and  
PARTNER WITH OTHERS FOR  
RECREATIONAL/SPORTS FACILITIES.***

# **Ocean City Tourism Goals 2020**

**OVERARCHING: MAINTAIN STATUS AS MARYLAND'S  
NO. 1 TOURIST DESTINATION BY INCREASING  
THE NUMBER OF TOURISTS WHO STAY IN OCEAN CITY**

**EXPAND TOURISM YEAR ROUND PRIMARY SEASON  
AND 2<sup>nd</sup> SEASON**

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**IMPROVE THE " CURB APPEAL" OF OCEAN CITY – MORE  
ATTRACTIVE, MORE INVITING**

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**ENHANCE THE TOURISTS' EXPERIENCES – MORE  
ENJOYABLE, MORE MEMORABLE**

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**BECOME A MAJOR SPORTS DESTINATION – MORE  
TOURNAMENTS AND COMPETITIONS**

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**MAINTAIN/ENHANCE THE BEACH AND BOARDWALK –  
WORLD CLASS DESTINATION**



<b>GOAL 1</b>	<b>EXPAND TOURISM YEAR ROUND PRIMARY SEASON AND 2<sup>nd</sup> SEASON</b>
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► **Objectives**

1. Increase room occupancy for all seasons
2. Increase the number of tourists during the mid week Summer Season
3. Increase spending per visitor
4. Increase length of stay
5. Increase the number of tourists during the 2nd Season
6. Increase the number of return tourists during each season and overall during the year

► **Short-Term Challenges and Opportunities**

1. Events that may create a negative image and increased demand for public safety resources for Ocean City
2. Trend for shorter vacations: less than a week
3. Poor weather during winter, uncertain weather during shoulder seasons
4. Increased competition for leisure dollars
5. Teen/young adult events that may create a negative image for Ocean City
6. Summer competition from other resorts: Delaware, Virginia Beach, New Jersey
7. Competition for non-traditional locations/destinations for tourism

<b>GOAL 2</b>	<b>Improve The "Curb Appeal" Of Ocean City – More Attractive, More Inviting</b>
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► **Objectives**

1. Maintain reputation as a "safe beach" and "family safe community" for all
2. Well maintained Boardwalk and Beach
3. Well maintained public infrastructure: streets, parking lots, sidewalks, streetscape and signage
4. Non-smoking Beach and Boardwalk
5. Strict enforcement of inappropriate business activities on the Boardwalk and throughout the community
6. Free of litter and trash

► **Short-Term Challenges and Opportunities**

1. Town funding for maintenance and upgrade of infrastructure: streets, parking, sidewalks, streetscapes and signage
2. Property owners who neglect the maintenance of buildings and homes, and are not investing in upgrading their properties
3. Private sector signs: amount, appearance, the message, and location
4. Tourists in a "throw away" society
5. Achieving compliance with Town codes and regulations
6. Role of Town government in regulating appearance and personal property rights

<b>GOAL 3</b>	<b>Enhance the Tourists' Experiences – More Enjoyable, More Memorable</b>
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► **Objectives**

1. Have every tourist leave with positive, lifelong memories
2. Enhance/expand free tourist activities and experiences
3. Develop public-private partnership to enhance the tourists' experience
4. Develop new tourist venues, events and activities
5. Focus on "family friendly" venues, events and activities
6. Keep tourist venues "fresh" and feeling new

► **Short-Term Challenges and Opportunities**

1. Consistent culture of “top quality” customer service
2. Deteriorating older apartments, motels and hotels
3. Improving mobility during the visit: bus, bikes, etc.
4. Developing new venues, events and activities to experience and enjoy
5. One negative experience could ruin Ocean City for a family and a lifetime
6. Different generations having different leisure and recreational preferences and expectations

<b>GOAL 4</b>	<b>Become a Major Sports Destination – More Tournaments and Competitions</b>
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► **Objectives**

1. Expand facility capacity for sports tournaments through partnerships with other governments
2. Increase the number of sport tournaments on the beach
3. Develop reputation as “Sport Resort” and Champion Events
4. Increase the number of non-traditional or emerging sports tournaments: Quidditch, etc.
5. Increase the number of golf tourists
6. Develop an indoor sports facility
7. Develop a reputation as "Maryland's No. 1 Amateur Sport Resort Capital"

► **Short-Term Challenges and Opportunities**

1. Expanding partnerships to promote and expand sports tourism
2. Limited land available in Ocean City for sports facilities or fields
3. “Stay to Play” housing agreement
4. Lead time to establish relationship and secure a major tournament
5. Lack of County indoor facility during winter months or for indoor competitions or tournaments
6. Working in partnerships for additional sporting venues
7. Attracting new and emerging sports that do not have tournament destinations

<b>GOAL 5</b>	<b>Maintain/Enhance the Beach and Boardwalk – World Class Destinations</b>
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► **Objectives**

1. Maintain reputation and receive national/international recognition as a "World Class Beach and Boardwalk"
2. Well maintained, free clean beach and Boardwalk
3. Maintain a safe beach and Boardwalk
4. Non-smoking beach and Boardwalk
5. Maintain bayside and channel for recreational purposes
6. Extend the Boardwalk around to the bayside
7. More successful businesses on the side streets leading to the beach and Boardwalk
8. Continued beach replenishment initiative

► **Short-Term Challenges and Opportunities**

1. Expanding business activities on the side streets leading to the Boardwalk: type of businesses
2. Working with property owners to extend the Boardwalk around to the bayside
3. Role of Town government in regulating businesses and activities
4. Different perspectives on smoking and a smoke-free beach and Boardwalk

# **Ocean City Tourism Actions for 2015**

## **TOP PRIORITY**

**Tourism Marketing Plan**

**Planning Convention Center Expansion Phase III**

**State Tourism Dollar Advocacy**

**Tourist Data Collection System/Media Purchase Evaluation Report**

**School Year Advocacy (Start of School Year After Labor Day)**

**Model Block Development**

## **HIGH PRIORITY**

**Halloween Event Expansion**

**Sport Tournaments Expansion Strategy and Action Plan**

**New York/New Jersey Marketing Program**

**New Smoking Policy For Beach and Boardwalk**

**Northside Park Report**

## **MODERATE PRIORITY**

**3<sup>rd</sup>/4<sup>th</sup> Streets Public Lot Parking/Beach Area: Maintenance**

**Boardwalk Enhancements**

**50 + Events Expansion**