



The
Florida Keys
& Key West
... come as you are®

Visit Florida Keys & Key West

Strategic Plan FY2026 – FY2028

Last Updated: October 2025

MM
GY NextFactor

Project Objective

**Create a FY2026 - FY2028
Strategic Plan
for Visit Florida Keys**

Strategic Plan Elements

| | |
|--------------------|--------------------------------------------------|
| Vision | Inspirational, aspirational, clear priorities |
| Mission | Unique purpose and identity for the organization |
| Goals | Required to achieve vision |
| Initiatives | Actions to achieve goals |
| Targets | Objective and measurable results |
| Values | Review organizational values |



**Research
&
Background**

DESTINATION
NEXT

2025

DESTINATIONS INTERNATIONAL
FUTURES STUDY



Global Advisory Committee



★ USA

- | | |
|-------------------------------------------------|-----------------------------------------------------|
| Melvin Tennant Martha Sheridan | Meet Minneapolis Meet Boston |
| Scott White | Visit Greater Palm Springs |
| Kyle Edmondson | Visit Lake Charles |
| Stacy Brown | Visit Shreveport-Bossier |
| Angela Val | Visit Philly |
| Tammy Canavan | Visit Seattle |
| Marcus Carney | Visit Yuma |
| Sarah Howard | Visit Pleasant Prairie |
| Vicki Cimino | Discover Newport |
| Bennish Brown | Visit Augusta |
| Julie Coker | New York City Tourism |
| Kathleen Davis | Texas Association of Convention and Visitor Bureaus |

★ South/Central America & Caribbean

- | | |
|-------------------------------------|---------------------------------------|
| Dario Flota Ocampo | Yucatan Travel |
| Jacqueline Mora | Tourism Ministry Dominican Republic |
| María José Abuabara | ProColombia |
| Francisco Moreno Villafuerte | Ciudad Juárez |
| María Clara Facionline | Cartagena de Indias CVB |
| Boris Iraheta | Central America Tourism Agency - CATA |
| David Manllo | Latin Association of CVBs |
| Mauricio Magdaleno | Cluster de Turismo Monterrey |
| Toni Sando | UNE Destinos & Visit Sao Paulo |
| Bruno Reis | EMBRATUR - Brazilian Tourist Board |
| Silvana Gomes | EMBRATUR - Brazilian Tourist Board |

★ Europe, Middle East, Africa

- | | | | |
|-----------------------------------|--------------------------|-----------------------------|--------------------------------------------|
| Yrjötäpio (Y.T.) Kivisaari | Visit Oulu | | |
| Peter de Wilde | Visit Flanders | Adrien Genier | Geneva Tourism & Convention Foundation |
| Rory Archibald | Visit Scotland | Rosa Bada | Barcelona Turisme |
| Bettina Reventlow-Mourier | Wonderful Copenhagen | Sam Johnson | Dublin Convention Bureau |
| Matthias Schultze | German Convention Bureau | Jonathan Gomez | Málaga Tourism Authority |
| Maya Janssen | Amsterdam & Partners | Eric van Essen | Rotterdam & Partners |
| Patricia Yates | Visit Britain | Christine Schoenbuer | Tourismus Marketing GmbH Baden-Württemberg |
| Petra Stusek | Ljubljana Tourism | Anders Nyland | Visit Bergen |
| Florenza Lipparini | Milano & Partners | Ross McAuley | Play Qiddiya |
| Daniela Kolesa | Vienna Tourist Board | | |
| Kerstin Bock | Visit Berlin | | |

★ Canada

- | | |
|----------------------------------------------|-------------------------------------------------------|
| Nancy Small Victoria Clarke | Tourism Richmond Tourism Mississauga |
| Michael Crockatt | Tourism Ottawa |
| Stephanie Clovechok | Discover Saskatoon |
| Terry Smith | Destination Cape Breton |
| Andrew Weir | Destination Toronto |
| Royce Chwin | Discover Vancouver |
| Paul Nursey | Discover Greater Victoria |
| Paul Bugge | Destination St John's |
| Alisha Reynolds | Tourism Calgary |
| Leslie Bruce | Banff & Lake Louise Tourism |
| Barrett Fisher | Tourism Whistler |

★ Asia Pacific

- | | |
|-------------------------|------------------------------------------------|
| Peter Lee | Goyang Convention & Visitors Bureau |
| Leonie Ashford | Tourism New Zealand Business Events |
| Nichapa Yoswe | Thailand Convention & Exhibition Bureau |
| Shin Nakamura | ANA Research |
| Shin Osuka | Japan Travel & Tourism Association |
| Tetsuya Katajima | Japan Travel & Tourism Association |

2025

5 Global
Advisory
Panels

1 Community

2 Industry

3 Customers

4 New! Unusual Suspects

5 New! Investors & Developers

2025 Global Industry Survey

537
Participants

36
Countries

8 forces defining the next era of destination leadership

**Securing
Investment
Through Advocacy
and Impact**

**Navigating
Economic and
Geopolitical
Uncertainty**

**Scaling
Organizational
Capacity to Meet
Expanding
Expectations**

**Shaping Places
for People and
Prosperity**

**Reimagining
Destination
Marketing in the
Age of AI and
Authenticity**

**Driving Impact
Through
Intentional Event
Strategies**

**Advancing
Regeneration
and Building
Long-Term
Resilience**

**Building a
Future-Ready
Industry
Workforce and
Organization**

How the Industry is Responding

TOP 10 STRATEGIES

- 1** **+3** Develop the destination brand rooted in the community's goals, values and creative energy to deliver authentic experiences for the customer
- 2** **+15** Lead destination advocacy by strengthening government relations to shape supportive policies
- 3** **+15** Strengthen local community engagement and sentiment to build sustainable support for the visitor economy
- 4** **-3** Safeguard existing revenue streams while exploring diverse funding sources to maintain and expand financial stability
- 5** **-2** Better align tourism and economic development
- 6** **NEW** Develop and lead a comprehensive destination master plan that defines long-term strategy while integrating product development initiatives
- 7** **+9** Establish multi-dimensional data-driven KPIs to measure and enhance both economic and social impacts of a sustainable visitor economy
- 8** **+35** Leverage data management capabilities and innovative technologies, including generative AI, to enhance business intelligence, marketing, and community engagement
- 9** **NEW** Embrace adaptability by developing strategies with flexible initiatives that can adjust to a range of potential futures and disruptions
- 10** **+4** Develop and support new events that enhance destination brand, attract visitors, and support the local economy

**Destination Organizations are
fundamentally transforming.**



84%

**Number of global
Destination Organizations
actively involved in
destination development**

Defining Destination Development

Destination development is the strategic art of shaping and enhancing places to deliver exceptional visitor experiences, foster local pride, and drive economic vitality.

It prioritizes creative placemaking, meaningful community collaboration, and innovative tourism investments to build vibrant and resilient destinations.



Core functions of destination development:

**Data
intelligence**

**Government
relations +
advocacy**

**Community
partnerships**

**Investment
readiness**

2025 FUTURES STUDY

4 Critical Actions

1

Secure Your Future Through Advocacy

**Build
government
relationships
proactively**

**Demonstrate
community
value
consistently**

**Diversify or
augment funding
while protecting
public investment**

2

Scale Your Organizational Capacity

Define core mandate clearly to avoid scope creep

Build cross-sector partnerships strategically

Leverage AI strategically to achieve organizational goals

3

Master the Technology-Authenticity Balance

**Develop AI
usage
policies and
team fluency**

**Ground
brand
strategies in
local identity**

**Measure
connection,
not just
impressions**

**Enable
community-
driven
storytelling**

4

Build for Long-Term Resilience

Embrace adaptability as core capability

Invest in talent development and retention

Lead regenerative tourism initiatives

Prepare for ongoing uncertainty

The slide features a dark blue central rectangle containing the text "Stakeholder Engagement". This rectangle is set against a light gray background that has two horizontal orange bars, one above and one below the blue area. The text is centered and rendered in a bold, white, sans-serif font.

Stakeholder Engagement

Stakeholder Engagement

- **Dozens of in-depth interviews**
- **12 focus groups with 104 participants**
- **198 responses to assessment survey**



Questions:

1. What are the biggest opportunities for the Florida Keys in the next 3 years?
2. What are the most critical issues facing the destination?
3. What suggestions do you have for the TDC / Visit Florida Keys?



- Eco-tourism: Capitalize on sustainability/renourishment efforts that provide an immersive visitor experience
- Abundance of cultural assets including historic homes, landmarks, museums and art galleries
- Diverse experiences from water sports to golf and world class fishing
- Create a “responsible traveler” campaign to educate visitors
- Reef is rapidly degrading despite efforts to restore and protect it
- Seasonality and visitor disbursement are opportunities
- Lack of consensus on cruise

“Tourism touches everyone who lives in the Keys.”

“Focus on quality of visitor vs quantity.”

Key Takeaways

Destination Stewardship

- Traffic congestion throughout Monroe County
- Lack of public transportation
- Affordable/workforce housing
- Impact of short-term rentals on housing stock, neighborhoods
- Perceived bureaucracy and red tape for permits (events, development, etc)
- Negative resident sentiment/lack of understanding about tourism
- Airport expansion and additional air service offer improved accessibility
- Concerns about State funding and Federal policies including potential de-funding of FEMA

"Focus on quality of visitor NOT quantity."

"We must attract and retain an experienced workforce to deliver the caliber of service visitors expect or they will be disappointed."

Key Takeaways

Community

- Website redesign needs to ensure content is easy to search/locate and not overwhelming
- Promote diverse experiences (arts/history and culinary) throughout the Keys that are unique to each community
- Customize campaigns toward target audiences and focus on shoulder seasons
- Expand co-op offerings for stakeholders to participate in (influencers, travel writers, trade shows)
- Consider expanding into new international and domestic markets
- Continue providing traditional marketing materials & services (maps, brochures, visitor centers)
- Welcoming community for ALL

“Even younger travelers appreciate personalized service and quality collateral pieces, not just older folks!”

“Our only export is the memories people make during their visit.”

Key Takeaways

Stakeholder Alignment

- Consider updating criteria to make grants accessible to more organizations (expand eligibility)
- Provide training to community members and businesses to ensure a broader understanding of grant requirements
- Create a PR campaign to share to the significant positive impact grants have on Monroe County residents
- Ensure the evaluation process is transparent to enhance trust and encourage new applicants
- Provide data/analytics to assist with the application process and accountability

"The grant process is in need of an overhaul. It's outdated and too restrictive."

Key Takeaways

Grant Process

- Ongoing and consistent communication is critical to building trust in the team and the new processes – off to a good start and please continue providing updates
- Many new faces – need clear direction on correct TDC team member to contact with questions
- Moving meeting locations throughout the Keys and providing virtual options is greatly appreciated
- Continue building relationships through outreach and being visible in the community – it's being noticed
- Continue exploring methods to unite the Keys as one world-class destination

“Change and transition are difficult, even when it’s positive. Make sure you aren’t moving too fast to deliver on what’s promised.”

“I commend the team – they’re delivering!”

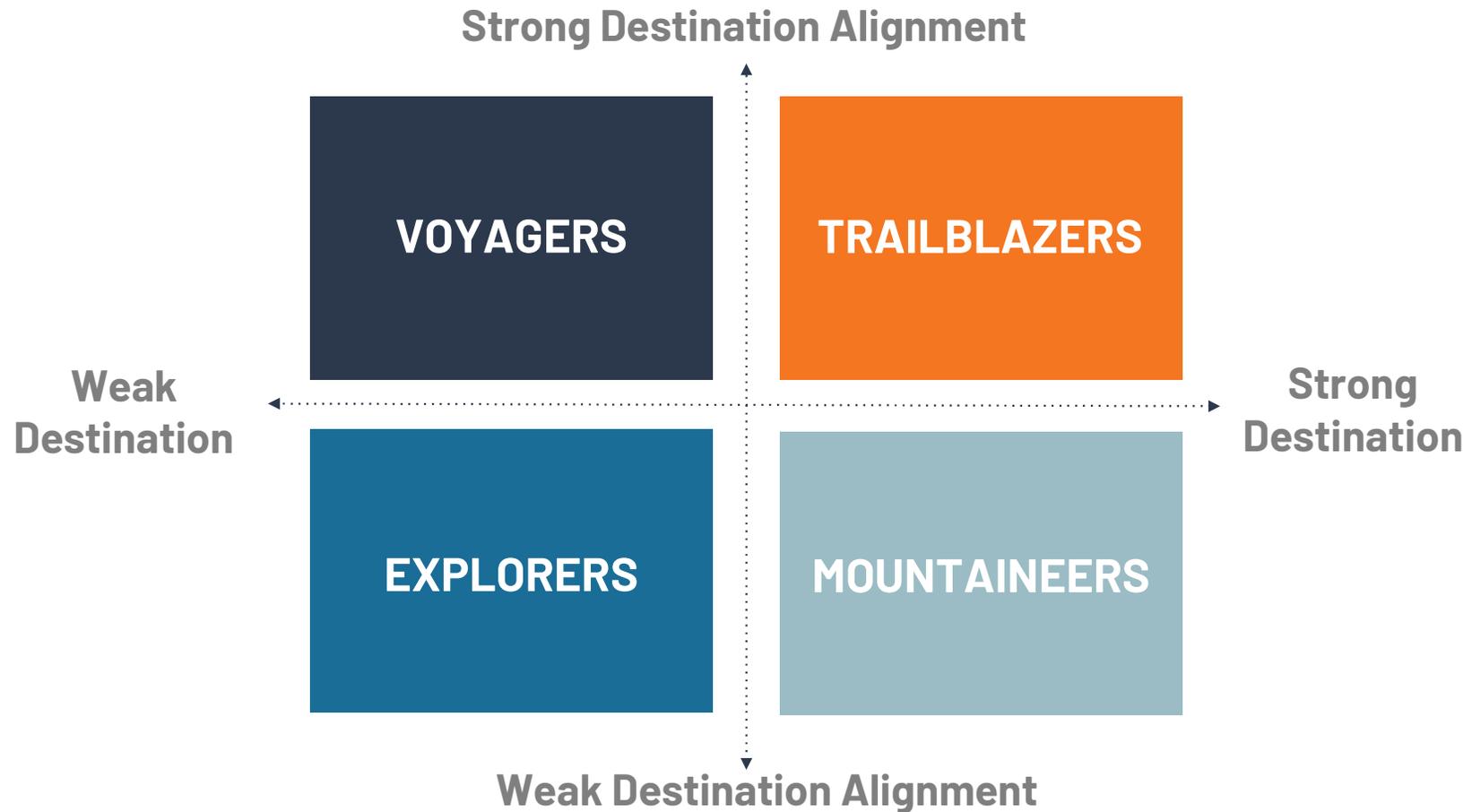
Key Takeaways

Feedback for Visit Florida Keys & Key West

The logo features a dark blue rectangular background with the text "DestinationNEXT" centered in white. Above and below this rectangle are two horizontal orange bars. The entire design is set against a light gray background.

DestinationNEXT

Scenario Model



Destination Strength Variables



Attractions & Experiences



Arts, Culture & Heritage



Dining, Shopping & Entertainment



Outdoor Recreation



Conventions & Meetings



Events & Festivals



Sporting Events



Accommodation



Local Mobility & Access



Destination Access



Communication Infrastructure



Health & Safety

Destination **Alignment Variables**



**Business
Support**



**Community Group &
Resident Support**



**Government
Support**



**Organization
Governance**



**Workforce
Development**



**Hospitality
Culture**



**Equity, Diversity
& Inclusion**



**Funding
Support & Certainty**



**Regional
Cooperation**



**Sustainability
& Resilience**



**Emergency
Preparedness**



**Economic
Development**

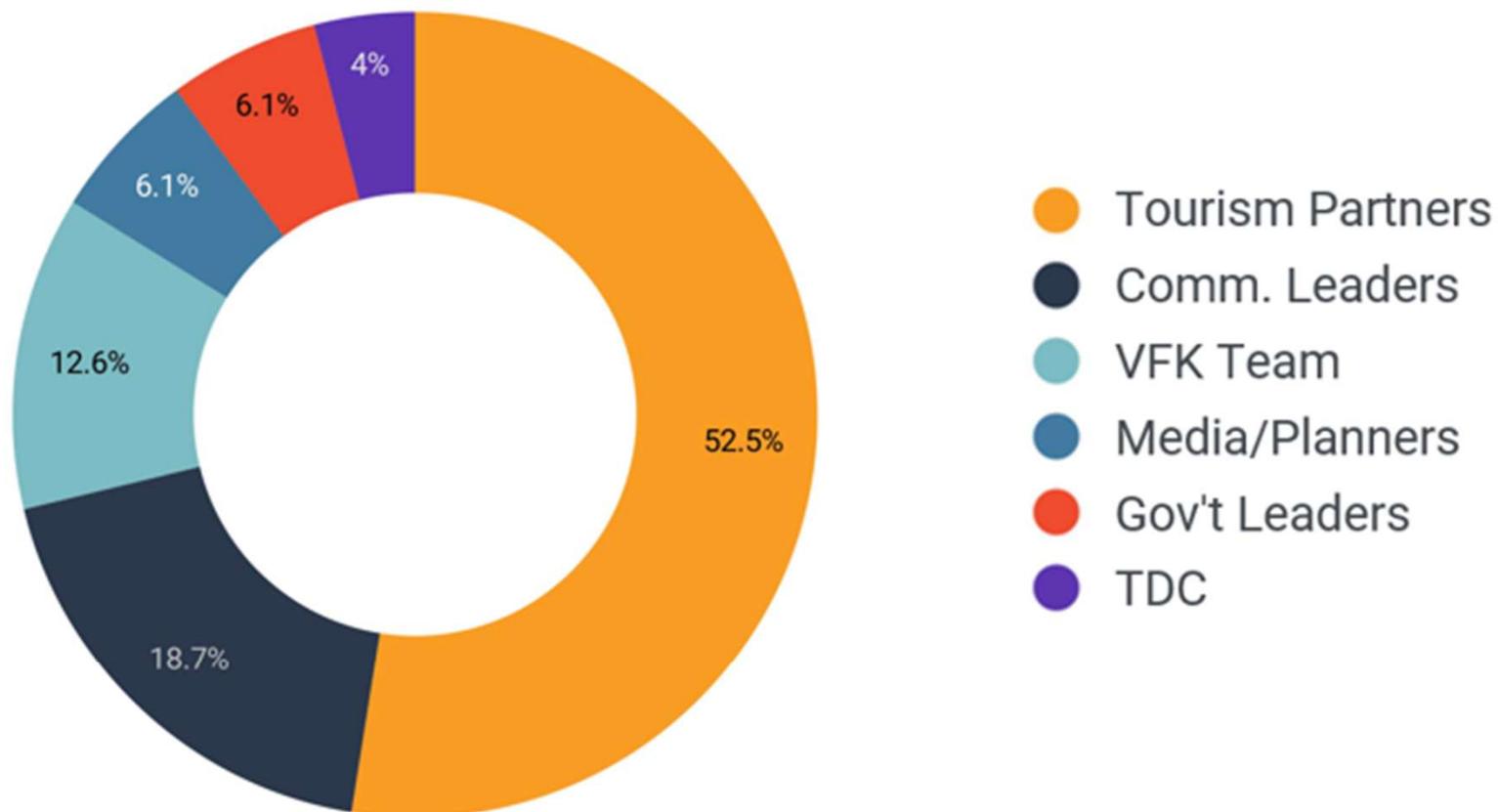
Stakeholders



Stakeholder Groups

Total Respondents

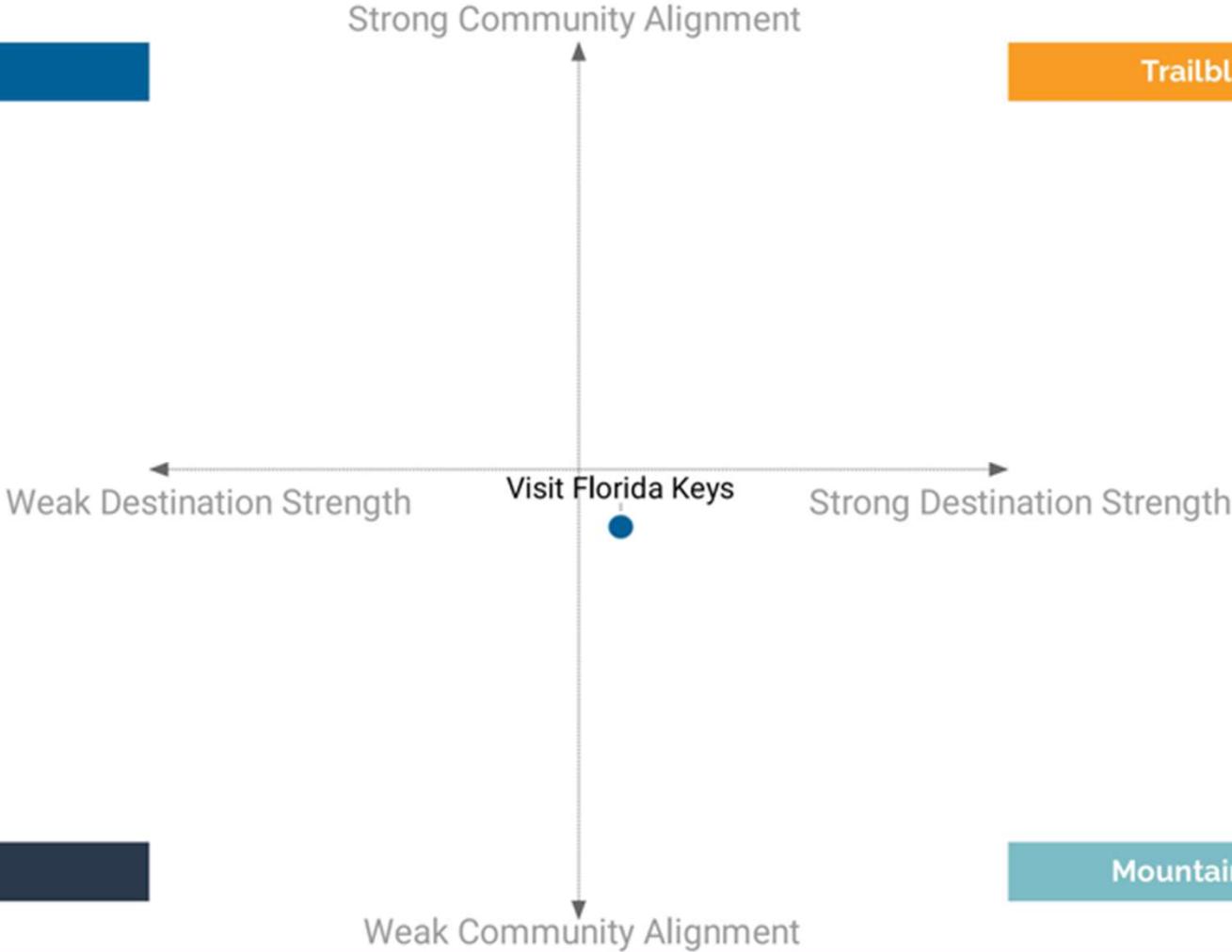
198



Overall Assessment

Voyagers

Trailblazers



Explorers

Mountaineers

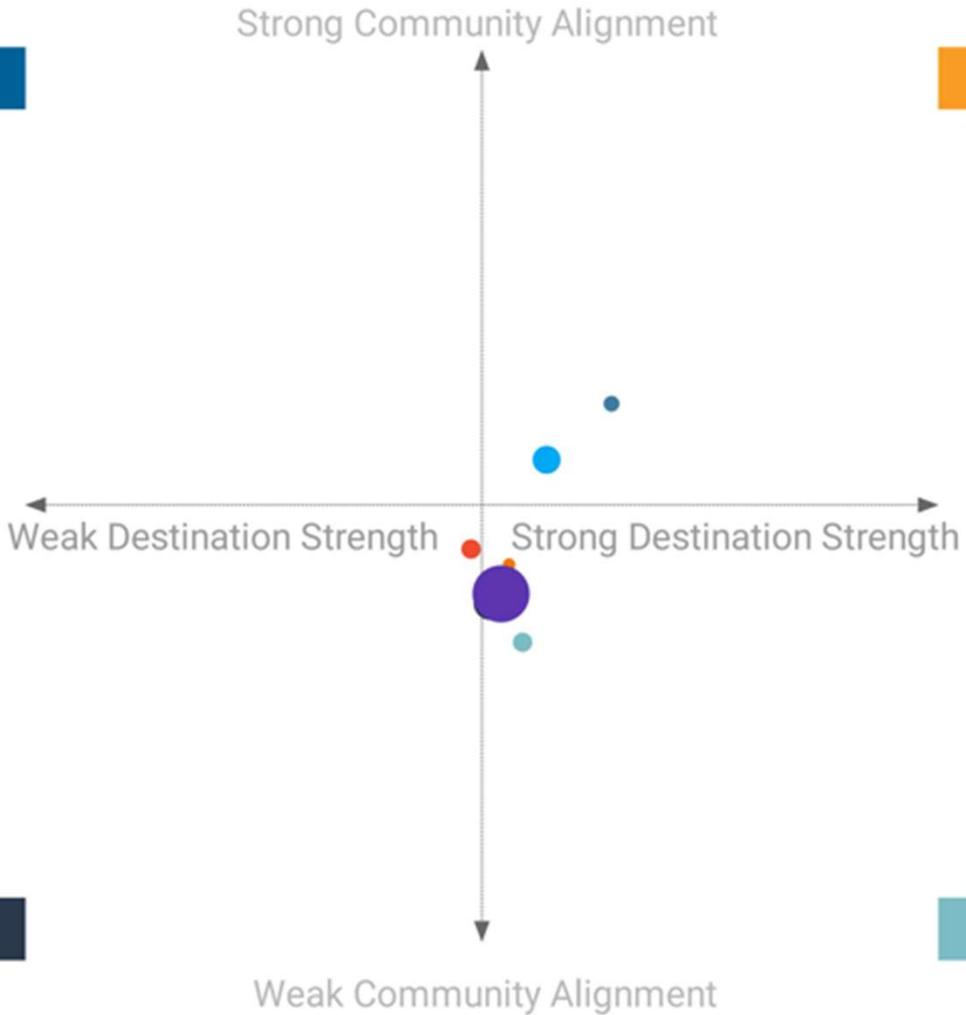
Stakeholder Groups

Voyagers

Trailblazers

Explorers

Mountaineers



- Comm. Leaders
- Gov't Leaders
- Overall
- Media/Planners
- TDC
- Tourism Partners
- VFK Team

An aerial photograph of a long, multi-lane bridge spanning a large body of water. The bridge is supported by numerous piers and extends into the distance. The water is a deep blue-green color. The sky is a clear, light blue. The text "Destination Strength" is overlaid in the center of the image in a large, white, sans-serif font. A thin orange horizontal line is positioned below the text.

Destination Strength

Destination Strength

| Variable | Relative Importance (0-100%) | | Perceived Performance (1 - 5 scale) | |
|---------------------------------|------------------------------|------------------------|-------------------------------------|------------------------|
| | All DNEXT Communities | The FL Keys & Key West | All DNEXT Communities | The FL Keys & Key West |
| Attractions & Experiences | 9.00% | 9.54% | 3.73 | 4.41 |
| Outdoor Recreation | 8.64% | 9.53% | 3.72 | 4.24 |
| Events, Festivals, & Live Music | 8.29% | 8.86% | 3.62 | 3.94 |
| Dining, Shopping, Entertainment | 8.75% | 8.78% | 3.50 | 3.58 |
| Accommodations | 8.71% | 8.62% | 3.59 | 3.37 |
| Destination Access | 8.11% | 8.34% | 3.24 | 3.27 |
| Health & Safety | 8.14% | 8.28% | 3.34 | 3.53 |
| Sporting Events & Fishing | 7.99% | 8.24% | 3.41 | 4.05 |
| Arts, Culture & Heritage | 8.34% | 8.19% | 3.67 | 3.91 |
| Communications Infrastructure | 8.21% | 7.75% | 3.27 | 3.45 |
| Local Transportation & Mobility | 8.22% | 7.50% | 2.99 | 2.84 |
| Meetings & Groups | 7.87% | 6.34% | 3.38 | 3.86 |

Green indicates destination performance +5% above industry average; red indicates -5% below.

| Destination Strength | Industry Average | Destination |
|----------------------|------------------|-------------|
| | 3.47 | 3.62 |

Scenario: Mountaineers

An aerial photograph of a coastal area, likely a barrier island or a narrow strip of land. A long, straight road or bridge runs across the land, connecting different sections. The water is a vibrant turquoise color, and there are patches of green vegetation and sandy areas. The sky is a deep blue with some light clouds. The overall scene is serene and scenic.

Community Alignment

Community Alignment

| Variable | Relative Importance (0-100%) | | Perceived Performance (1 - 5 scale) | |
|----------------------------------|------------------------------|------------------------|-------------------------------------|------------------------|
| | All DNEXT Communities | The FL Keys & Key West | All DNEXT Communities | The FL Keys & Key West |
| Inclusion | 8.01% | 9.19% | 3.63 | 3.78 |
| Emergency Preparedness | 8.19% | 9.18% | 3.49 | 3.84 |
| Government Support | 8.47% | 8.69% | 3.70 | 3.60 |
| Hospitality Culture | 8.52% | 8.67% | 3.64 | 3.32 |
| Economic Development | 8.35% | 8.47% | 3.93 | 3.84 |
| Community & Resident Support | 8.27% | 8.36% | 3.57 | 3.38 |
| Business Support | 8.55% | 8.24% | 3.85 | 3.72 |
| Sustainability & Resilience | 8.34% | 8.06% | 3.66 | 3.42 |
| Workforce Development | 8.54% | 8.00% | 2.91 | 2.16 |
| Organizational Governance | 8.03% | 7.79% | 3.79 | 3.60 |
| Funding & Operational Efficiency | 8.35% | 7.72% | 3.31 | 3.84 |
| Regional Cooperation | 8.30% | 7.64% | 3.75 | 3.87 |

Green indicates destination performance +5% above industry average; red indicates -5% below.

| | Industry Average | Destination |
|---------------------|------------------|-------------|
| Community Alignment | 3.58 | 3.42 |

Scenario: Mountaineers



Vision & Mission Review

Vision

To be the trusted, fully integrated destination leader that drives sustainable economic prosperity while preserving the unique character and vitality of The Florida Keys.

Mission

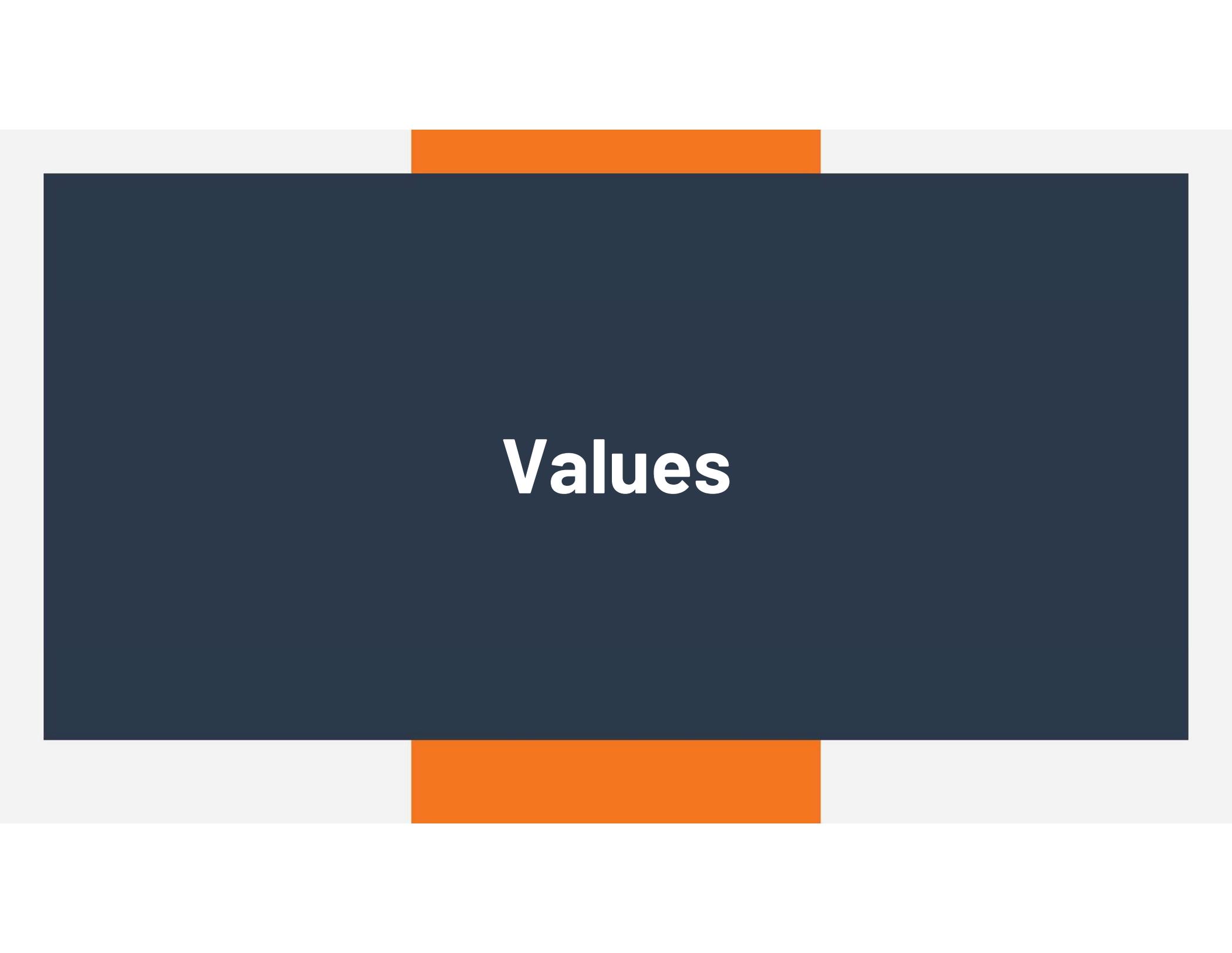
Visit Florida Keys delivers exceptional service, strategic marketing, and ethical stewardship to support Monroe County's tourism industry, enrich visitor experiences, and benefit the local community.

Florida Keys
& Key West

Purpose

Visit Florida Keys drives sustainable economic growth as the trusted, community-integrated steward and marketer of the destination, providing ethical, high-quality service and resources to support Monroe County's tourism industry, visitors, and residents.

Florida Keys
& Key West



Values

VFK Values

- We **INSPIRE** visitors to explore the natural wonders of The Florida Keys
- We **RESPECT** protecting and preserving the unique environment and culture
- We **COLLABORATE** with residents and businesses to sustain our visitor economy
- We **WELCOME** through fostering an open and inclusive community for all
- We **INNOVATE** by embracing new ideas to enhance the visitor experience



Goals & Initiatives

Strategic Goals



Florida Keys
& Key West

Destination Stewardship



| Internal Targets: | Strategic Initiatives | Lead | FY 26 | FY 27 | FY 28 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------|-------|-------|-------|
| <ul style="list-style-type: none"> • Create an editorial calendar and visitor campaign materials by Sept 30, 2026 • Develop and launch “Key Lime Academy” with 5-8K participating travel professionals, by Jan. 1, 2026. Add 500-1K additional professionals by end of FY26. Set FY27 goals by July 2026. • Develop and launch ambassador training program by January 1, 2027 with 3-6 classes trained by end of FY27. | Develop a framework for a long-term Destination Stewardship Plan | CEO / Sr. Director of Strategy | | | |
| | Enhance visitor education to create awareness of our sensitive environment | Sr. Director of Marketing | | | |
| | Develop programs and initiatives to increase industry alignment with stewardship and regeneration efforts | SVP Partnerships & Technology | | | |
| | Create a Frontline/Ambassador Service Training Program | SVP Partnerships & Technology | | | |
| | Develop and launch modernized “Key Lime Academy” travel trade program | SVP Partnerships & Technology | | | |

Community Alignment



| Internal Targets: | Strategic Initiatives | Lead | F | FY | FY |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------------|----|----|----|
| | | | Y | 27 | 28 |
| | | | 26 | | |
| <ul style="list-style-type: none"> Complete a plan for the governance of the Umbrella programs by Dec. 31, 2026. Develop a searchable/sortable centralized calendar of events on visitfloridakeys.com including event submission form for partners. Set engagement goals for calendar for FY27 by July 2026. By Jan. 1, 2026, establish and deliver on multi-faceted stakeholder engagement strategy. Set engagement targets with the development of the program. | Review umbrella programs to determine allocations and impact | Sr. Director of Grants & Budget | | | |
| | Enhance the centralized calendar of events | SVP Partnerships & Technology | | | |
| | Develop a resident engagement and education program | SVP of Public Relations | | | |
| | Develop a strategic engagement plan for the tourism industry | EVP Chief Sales Officer | | | |
| | Develop a data resource strategy for industry and community | Sr. Director of Market Research | | | |
| | Review and revise/simplify grant process to make it more efficient | Sr. Director of Grants & Budget | | | |

Marketing & Sales



| Internal Targets: | Strategic Initiatives | Lead | FY 26 | FY 27 | FY 28 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------|-------|-------|-------|
| <ul style="list-style-type: none"> Develop a need-period strategy by Q1 2026 and implement and adapt through FY27 and FY28. Develop and unveil new brand at May 2026 National Travel/Tourism Week Enter and effectively work partnerships with leading group providers such as Lamont Co, HelmsBriscoe, and others to grow group business to 10% of market mix by Dec. 2026 and to 12% by end of FY28. | Develop a need period strategy for both group and transient markets | EVP Chief Sales Officer / Sr. Director of Market Research | | | |
| | Develop a destination brand backed by data | CEO / Sr. Director of Marketing | | | |
| | Continue AI and technology adoption to serve visitors and community | SVP Partnerships & Technology | | | |
| | Continue growth in bed tax revenue | EVP Chief Sales Officer | | | |
| | Develop a cohesive marketing strategy that highlights assets of the entire island chain | Sr. Director of Marketing | | | |
| | Develop organizational measurement strategy and benchmarks | EVP Chief Sales Officer | | | |

Organizational Resilience



| Internal Targets: | Strategic Initiatives | Lead | FY 26 | FY 27 | FY 28 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------|-------|-------|-------|
| <ul style="list-style-type: none"> • Create an employee satisfaction program by end of FY26. | Review funding sources, including reviewing and analyzing the tourism management plan | CEO / Comptroller | | | |
| <ul style="list-style-type: none"> • Develop and submit initial DMAP application by Feb. 1, 2026 | Develop a talent retention plan including profession development and compensation study | HR Director | | | |
| <ul style="list-style-type: none"> • Set market wide TDT growth goals for FY26 by Dec 31 and develop organization wide incentive to reward achievement of such goals in FY 27 by Oct 1, 2026 | Develop comprehensive governance review | Sr. Director of Strategy / Mgr of Compliance & Contracts | | | |
| <ul style="list-style-type: none"> • Develop governance review process by end of Q1 2026. | Achieve official DMAP accreditation | Sr. Director of Strategy | | | |
| | Create a compliance and operational efficiency strategy | CEO / Comptroller | | | |



STRATEGIC GOALS



ORGANIZATION VALUES

**We Inspire.
We Respect.
We Collaborate.
We Welcome.
We Innovate.**

PURPOSE

Visit The Florida Keys drives sustainable economic growth as the trusted, community-integrated steward and marketer of the destination, providing ethical, high-quality service and resources to support Monroe County’s tourism industry, visitors, and residents.

Visit The Florida Keys STRATEGIC PLAN – FY2026-FY2028

Destination Stewardship Community Alignment Marketing & Sales Organizational Resilience

KEY INITIATIVES

- | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> a. Develop a framework for a long-term Destination Stewardship Plan b. Enhance visitor education to create awareness of our sensitive environment c. Develop programs and initiatives to increase industry alignment with stewardship and regeneration efforts d. Create a Frontline/Ambassador Service Training Program e. Develop and launch modernized “Key Lime Academy” travel trade program | <ul style="list-style-type: none"> a. Review umbrella programs to determine allocations and impact b. Enhance the centralized calendar of events c. Develop a resident engagement and education program d. Develop a strategic engagement plan for the tourism industry e. Develop a data resource strategy for industry and community f. Review and revise/simplify grant process to make it more efficient | <ul style="list-style-type: none"> a. Develop a need period strategy for both group and transient markets b. Develop a destination brand backed by data c. Continue AI and technology adoption to serve visitors and community d. Continue growth in bed tax revenue e. Develop a cohesive marketing strategy that highlights assets of the entire island chain f. Develop organizational measurement strategy and benchmarks | <ul style="list-style-type: none"> a. Review funding sources, including reviewing and analyzing the tourism management plan b. Develop a talent retention plan including professional development and compensation study c. Develop comprehensive governance review d. Achieve official DMAP accreditation e. Create a compliance and operational efficiency strategy |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

TARGETS

- | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Create an editorial calendar and visitor campaign materials by Sept 30, 2026 • Develop and launch “Key Lime Academy” with 5-8K participating travel professionals, by Jan. 1, 2026. Add 500-1K additional professionals by end of FY26. Set FY27 goals by July 2026. • Develop and launch ambassador training program by January 1, 2027, with 3-6 classes trained by end of FY27. | <ul style="list-style-type: none"> • Complete a plan for the governance of the Umbrella programs by Dec. 31, 2026. • Develop a searchable/sortable centralized calendar of events on visitfloridakeys.com including event submission form for partners. Set engagement goals for calendar for FY27 by July 2026. • By Jan. 1, 2026, establish and deliver on multi-faceted stakeholder engagement strategy. Set engagement targets with the development of the program. | <ul style="list-style-type: none"> • Develop a need-period strategy by Q1 2026 and implement and adapt through FY27 and FY28. • Develop and unveil new brand at May 2026 National Travel/Tourism Week • Enter and effectively work partnerships with leading group providers such as Lamont Co, HelmsBriscoe, and others to grow group business to 10% of market mix by Dec. 2026 and to 12% by end of FY28. | <ul style="list-style-type: none"> • Create an employee satisfaction program by end of FY26. • Develop and submit initial DMAP application by Feb. 1, 2026 • Set market wide TDT growth goals for FY26 by Dec 31 and develop organization wide incentive to reward achievement of such goals in FY 27 by Oct 1, 2026 • Develop governance review process by end of Q1 2026. |
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