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Department of Parks, Recreation, and Tourism  
Annual Accountability Report 1996-97

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# South Carolina

Department of Parks, Recreation & Tourism

William R. Jennings, Director

Office of the State Budget  
Attention: Donna Capps  
1122 Lady Street, 12<sup>th</sup> Floor  
Columbia, SC 29201

Dear Ms. Capps,

I am pleased to provide you with the FY 1996-1997 Accountability Report for the Department of Parks, Recreation and Tourism. The report reflects activity in programs for the period and, where applicable, assigns program outcome measurements.

The mission statement and program goals and objectives are the result of extensive staff input as well as external communications with tourism industry partners. Operational plans have now been developed for each of the programs and will be implemented and monitored during FY 1997-1998.

The agency contact person is Ron Cunningham and he can be reached at 734-0114. Please contact us if we can provide anything additionally.

Sincerely,



William R. Jennings

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STATE DOCUMENTS

South Carolina Department of Parks, Recreation and Tourism  
Annual Accountability Report  
For the Fiscal Year Ended June 30, 1997

**Executive Summary**

The period July 1, 1996 through June 30, 1997 was successful and extremely interesting for the South Carolina Department of Parks, Recreation and Tourism. While operating on "earned revenues" through the Admissions Tax and State Park generated revenue, we weathered two hurricane threats, a slight downturn in business activity due to the Olympics and a reduction in dollars. Despite these factors, we were able to carry out our mission in an efficient and effective manner by marketing our state as a global destination and improving the quality of life for our citizens through the operation of the State Park System and programs directed externally to assist in developing and promoting local areas and facilities.

Highlights for the year include the 32 million visitors to our State that spent more than \$6 billion, a banner year for the State Park System with 9.5 million in attendance and the attraction of major motion picture production activity through the South Carolina Film Office. In addition, we developed and installed multimedia kiosks at the Welcome Centers to enhance the visitor's experience and increase business activity, initiated and completed a comprehensive study of our State Park System that will lead us into the 21<sup>st</sup> Century and worked with the Department of Transportation on a Scenic Byways Study that will enable our rural communities to maintain their quality of life while benefiting from heritage and cultural based tourism growth.

We look forward to the future and the role we can play in the economic development arena. We will continue to aggressively market our beaches and golf courses, our outlet shopping venues and our natural resources and historic sites across the United States and in countries around the world. We will also remain stewards of our State Parks and work to improve these valuable resources and to improve the delivery of visitor services.

South Carolina Department of Parks, Recreation and Tourism  
Annual Accountability Report  
For the Fiscal Year Ended June 30, 1997

**Mission Statement**

The agency's mission is to improve the economic well-being and quality of life of South Carolinians by promoting state, national, and international tourism, developing tourism/entertainment businesses, and conserving our unique community, cultural and physical environments.

**Program Structure, Priority Ranking and Cost**

In addition to executive and administrative functions, the South Carolina Department of Parks, Recreation and Tourism is comprised of three major programs: Tourism Marketing, State Parks and Development. Within these major programs are sub-programs, each with a set of goals and objectives. The following is a listing in order of priority ranking of the sub-programs as well as the cost broken down by funding source:

Sub-Program	State Funds	Federal Funds	Other Funds	Total Funds
1. Tourism Marketing: Advertising, Fulfillment, Printing and Promotion	\$	\$	\$ 7,104,752	\$ 7,104,752
2. State Parks System	777,066	90,817	18,474,942	19,342,825
3. Tourism Marketing: Visitor Services			1,342,002	1,342,002
4. Tourism Marketing: International Marketing			631,157	631,157
5. Tourism Marketing: Domestic Marketing			421,657	421,657
6. Development: Film Office			390,145	390,145
7. Development: Heritage Tourism		4,299	419,701	424,000
8. Development: Business Development			143,590	143,590
9. Tourism Marketing: Marketing Technology			928,333	928,333
10. Tourism Marketing: Market Research		27,573	180,335	207,908
11. Tourism Marketing: Marketing Partnership Program	1,206,552		2,558,577	3,765,129
12. Development: Recreation, Planning and Design	358,875	566,599	2,225,321	3,150,795
Executive and Administrative			2,017,406	2,017,406
Employer Contributions	476,620	4,460	3,201,293	3,682,373
Supplemental Appropriations	133,115			133,115
<b>TOTAL AGENCY</b>	<b>\$ 2,952,228</b>	<b>\$ 693,748</b>	<b>\$40,039,211</b>	<b>\$43,685,187</b>

## Program Goals, Objectives, and Performance Measures

**Program Name:** Tourism Marketing

**Program goals** (*by sub-program*):

Advertising, Fulfillment, Printing and Promotion:

To effectively position and promote South Carolina as a major travel destination for both business and pleasure through the coordination and management of the agency's advertising, public relations and other promotional activities, and through the production, use and distribution of any collateral materials needed for those purposes.

Visitor Services:

To market South Carolina as a broad-based vacation destination for increased sales and economic impact by capturing the visitor base when they are in South Carolina and successfully "closing the sale", extending stay, encouraging repeat business and promoting side trips and non-traditional tourism destinations through the State's network of 10 Welcome Centers and the State House Tour Desk.

International Marketing:

To attract visitors from specific international markets which provide the greatest positive economic impact for South Carolina as a destination.

Domestic Marketing:

To increase the economic impact of tourism marketing in South Carolina to the Travel/Trade industry as a meeting and convention destination, a group tour destination, and through travel agents as a vacation destination and to maintain South Carolina's competitive edge by participating in select consumer travel shows.

Marketing Technology:

To establish and maintain a competitive edge for the agency's marketing and development efforts through the innovative use of information technology to attract visitors, maximize visitor experience and track the development and use of the tourism product in South Carolina.

Market Research:

To provide consumer and business information on the tourism industry in South Carolina towards marketing the state, strategic intelligence for program development, and economic impact analysis to monitor the benefits of tourism expenditures and tourism-related capital expenditures.

Marketing Partnership Program

To assist in the development of innovative and effective tourism promotion projects at the local level. These local activities, in combination with the national and regional efforts of PRT, are intended to maintain a strong tourism industry throughout South Carolina.

### Domestic Marketing:

Market to key trade audiences which serve as tourism "brokers" for the business and leisure prospect. Marketing objectives include:

- a. Participate in select national trade shows targeted to meeting planners, travel agents and group tour operators.
- b. Advertise in trade publications
- c. Implement direct mail campaigns.
- d. Develop broad-based marketing programs utilizing special events, public relations, familiarization tours and other promotional strategies.
- e. Produce collateral materials such as brochures, videos and slides to enhance travel agent, meeting planners and group tour operators marketing package.
- f. Respond to travel trade inquiries with fulfillment materials, proposals, and general account management and follow-up.

### Marketing Technology:

Develop database of South Carolina's tourism product so as to market South Carolina to consumers and travel professionals;

Develop multimedia consumer kiosks to enhance Welcome Center visitor experience;

Develop "point of sale" systems for accommodations Welcome Centers and State Parks which would increase customer service and satisfaction with "one-call" or "one-stop" reservations;

Develop a visitor inquiry database to target current and potential visitors for increased tourism, and

Develop geographic information systems for marketing and planning trip itineraries.

Support the Tourism Marketing and Development programs by providing systems to track projects, clients, grant activity, and visitor profiles.

### Market Research:

To provide economic impact analysis of the tourism industry to include visitor and business development impacts;

To provide profiles of visitors to South Carolina attractions, including state parks, welcome centers, festivals, etc.;

To provide competitive market research on potential visitor markets so as to increase South Carolina's market share of the travel and tourism industry;

To provide program accountability research, such as advertising inquiry conversion studies and visitor satisfaction studies;

To provide business statistics as a barometer of the tourism industry in South Carolina; and

To conduct policy research and provide general assistance on tourism data.

### Marketing Partnership Program

Leverage resources at both state and local levels to market South Carolina aggressively for increased tourism, especially out-of-state visitor expenditures for economic growth; and

Establish and maintain methodologies for the most effective use of these funds including:

- A scoring system to determine priority and eligibility.
- Determination of economic impact of specific projects.
- Development of cooperative advertising programs.
- Prioritization of product development projects.
- Education of recipients on using resources to maximum benefit.
- Targeting towards current priorities such as the Olympics and market research.

### **Performance measures:**

#### **Workload:**

Inquiries Fulfilled:

Domestic	535,771
International	23,084
Welcome Center Visitors	7,388,903
Welcome Center Reservations	64,835

#### **Outcomes:** *(Calendar Year 1996)*

Number of Visitors to South Carolina	32.0 million
Average Length of Visitor Stay	3.4 days

Economic Impact of Visitor Spending:

#### Expenditures:

Direct	\$6.1 billion
Total	\$13.1 billion

#### Employment:

Direct	113,000 jobs
Total	290,000 jobs

#### Payroll:

Direct	\$1.6 billion
Total	\$4.1 billion

<u>State and Local Taxes</u>	\$469 million
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**Program Name:** State Parks

**Program goals:**

As an integral part of the tourism industry, the goal of the South Carolina Park System is to improve the quality of life and the economic well being of the citizens of South Carolina by providing natural resource based recreational opportunities with emphasis on conservation, education and interpretation of the natural, cultural and historic resources of the State.

**Program objectives:**

1. Provide attractive, functional and efficient facilities and amenities to enable the public to have opportunities to experience outdoor recreational and educational activities.
2. Serve as major destination sites to the visitor.
3. Interpretation of South Carolina's natural and cultural history through exhibits, literature and educational programs.
4. Resource development and management through scientific analysis and extensive planning.

**Performance measures:**

**Workload:**

Facilities maintained:	3,272
Acres Managed:	82,075

**Efficiency:**

Total Cost Per Visitor:	\$2.20
Park Revenue % to Total Funding Sources:	69.7%

**Outcomes:**

Revenues generated:	\$14,629,589
Visitors:	9,525,832

**Program Name:** Development

**Program goals (by sub-program):**

Film Office:

To recruit and facilitate motion picture, television and commercial production. To promote South Carolina as a competitive site for location filming. To provide leadership in developing the entertainment industry in the state.

Heritage Tourism Development:

Development and Coordination of programs designed to extend the full benefits of heritage tourism and the corridor concept to all areas of South Carolina, and prove its value as a rural economic development initiative.

Business Development:

To promote South Carolina as a competitive location for tourism-related capital expenditures and job creation for increased economic growth and wealth creation.

Recreation, Planning and Design:

To provide leadership, coordination and support services to the conservation and utilization of South Carolina's unique recreation resources.

**Program objectives (by sub-program):**

Film Office:

1. Proactively recruit the film industry for increased economic impact through:
  - \* **Trade show attendance and sales calls;**
  - \* **Advertising and public relations; and**
  - \* **Marketing materials and production manual.**
2. **Project management to respond effectively to film prospects with information packages, prospect visits and other follow-up services.**
3. **Coordinate and facilitate film production in South Carolina.**
4. **Promote an indigenous film/entertainment industry in South Carolina through the evaluation of incentives and development of a proactive strategy.**

Heritage Tourism Development:

**Show substantive progress on the Heritage Corridor through effective planning and implementation of key elements. Create process for development of other heritage areas in the state. Area Program for rural economic development.**

**Explore market opportunities for business growth within related niches statewide. Assist communities in process of product identification and support.**

**Package like or related resources through marketing. Provide infrastructure such as signage to link resources.**

**Develop awareness within targeted communities. Tie funding efforts to long-term sustainability of resources.**

Business Development:

1. Recruit national and international tourism businesses to invest and create jobs in South Carolina through:
  - \* Targeted marketing;
  - \* Advertising and public relations;
  - \* Proactive proposals; and
  - \* Responsive collateral materials.
2. Assist new tourism companies and existing South Carolina tourism businesses to expand in South Carolina through a full range of project management services, including market analysis, site location, proposals, incentives, and general coordination.
3. Serve as central information service for tourism business, especially for tourism related incentives.

Recreation, Planning and Design:

1. Statewide Recreation Planning and Design.
2. Recreation Planning and Design Technical Assistance.
3. Education and Outreach.
4. Support Services.

**Performance measures:**

**Outcomes:** *(Calendar Year 1996)*

Economic Impact of Film Making	
Direct Expenditures	\$21.3 million
Economic Impact of New Capital Investments	
Direct Expenditures	\$804.3 million
Direct Employment	8,232 jobs