



Tourism Reimagined: A Community Vision

KTIA
KENTUCKY
TRAVEL INDUSTRY
ASSOCIATION

CLARITY
OF PLACE 

Today's Topics



- A Different Perspective
- Community Alignment
- Opportunities
 - Funding
 - Branding
 - Engagement
 - Workforce
 - Talent/Relocation
- Adapting to Transform

Demands are Different

The role of tourism is being asked (or forced) to change



“The metrics have really changed,” said outgoing TTB Executive Director Kate Sollitt. “In the beginning, when I first became involved with the board, the metrics were ‘heads in beds,’ tax collections and really monetary. And what we’re seeing — especially as I go through these Destination Management proposals — is that’s changing. Tourism is changing throughout the world and destinations are ... using metrics that really align with the community and what the community values.”

Siloes Are So 2019



Move beyond traditional siloes



Tourism Promotion



Community



Econ Development



Community Alignment

Reframing how tourism provides value, engagement, and leadership for the entire community



Grow Value

Understand how the destination can add more value to its community



Engage Strategically

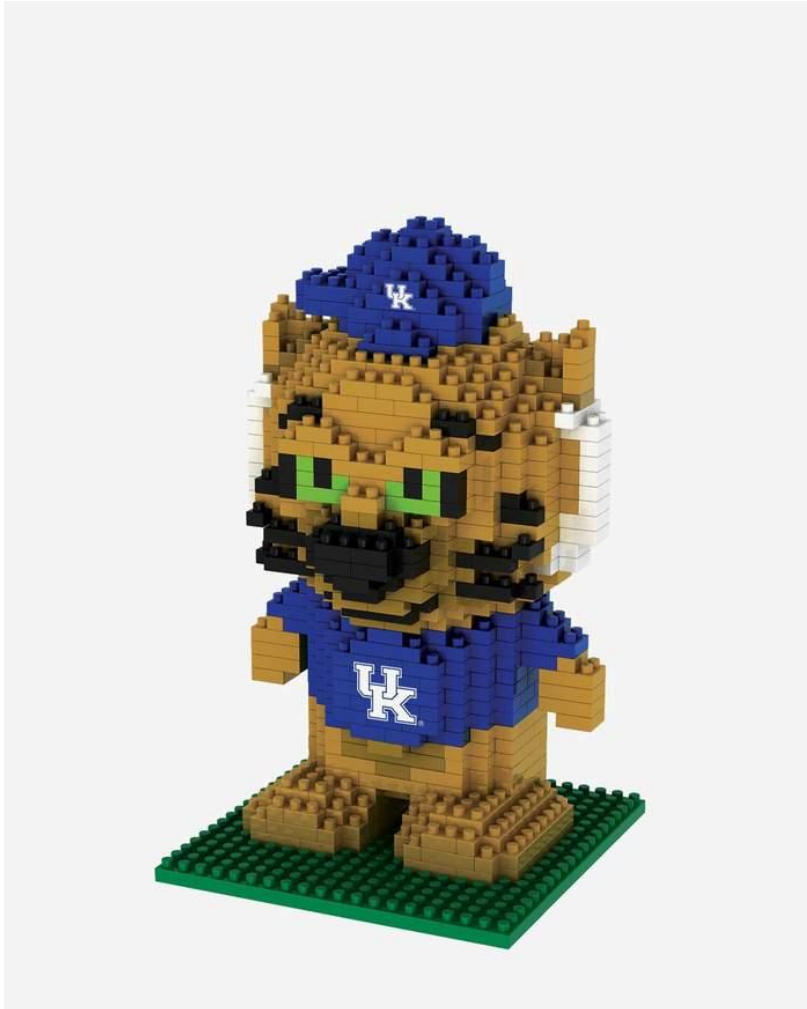
Identify and exploit key leverage points to accelerate impact



Lead for Resilience

Align community to capitalize on its quality of place

Building Blocks towards Alignment



Five Fundamental Principles

1. Sentiment
2. Relationships
3. Innovation
4. Impact
5. Monitor / Adapt



★
VISIT FORT
COLLINS
COLORADO

1. Understand Sentiment

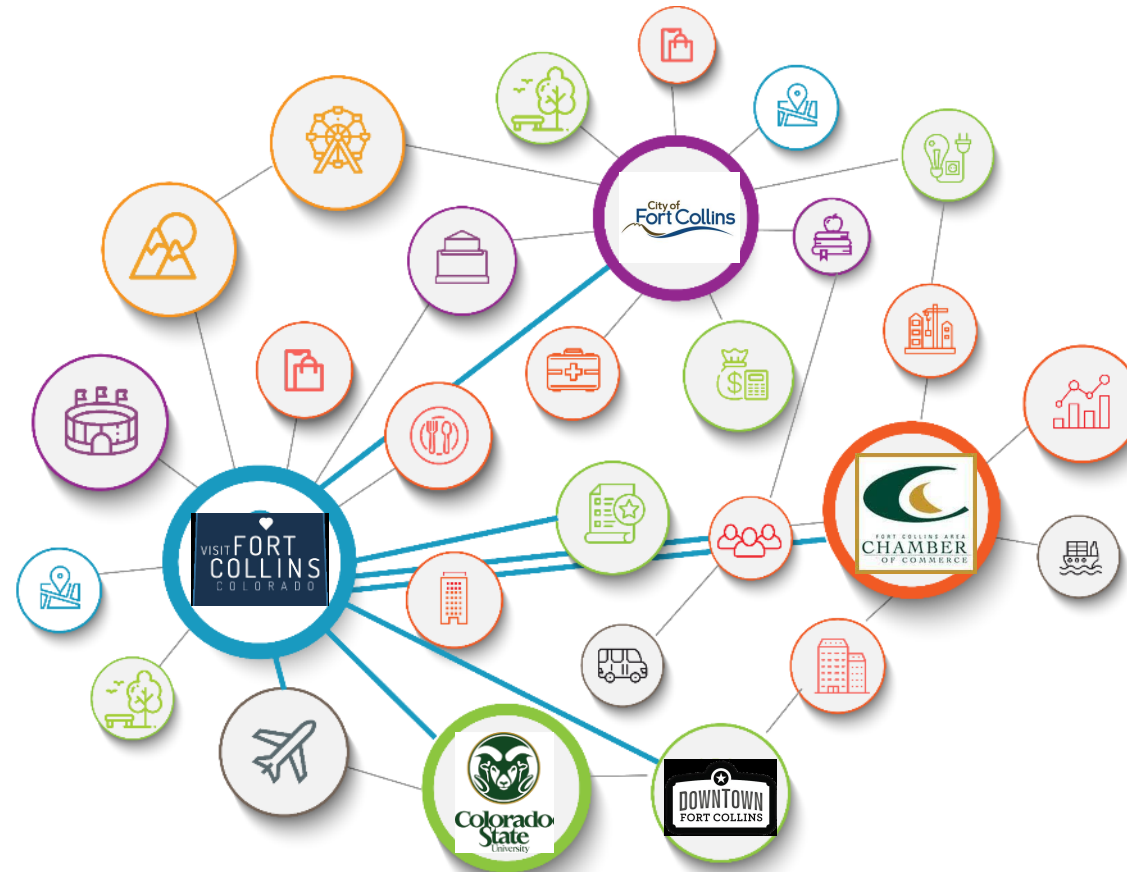
				
<ul style="list-style-type: none"> • Repositioned view of tourism • Advanced input into planning efforts • Opened channel for talent recruitment • Created unifying brand promise • Established relationship resource 	<ul style="list-style-type: none"> • Extended relationship beyond athletics • Shared facility interest • Advanced faculty & facility involvement • Leveraged diversity capital 	<ul style="list-style-type: none"> • Shaped event investment policy • Highlighted product development needs • Repositioned brand connection 	<ul style="list-style-type: none"> • Shared interest in Board & Committees • Advanced program involvement • Opened channel for talent recruitment • Created unifying brand promise 	<ul style="list-style-type: none"> • Repositioned view of tourism • Advanced input into planning efforts • Opened channel for talent recruitment • Created unifying brand promise • Established relationship resource

2. Map Relationships

Future tourism success exists in connecting economic development, community needs, and destination drivers



- Destination recovery
- Attract & retain talent
- Expand involvement & impact of diversity
- Develop & manage branding approach
- Construct & maintain quality venues



- Consider the entire community context
- Identify levers for most impact
- Align relevant goals and programming

3. Lead with Innovation



Accounting Firms Innovating at Unprecedented Pace



By Association for Accounting Marketing Jun 3, 2021 Updated Jun 3, 2021 0

"The 2021-2022 study, given the past year's events, uncovers how CPA firms transformed their business during a tumultuous year," said AAM President Becca Johns. "The findings reveal the central role marketing teams played in helping their firms adjust to new client needs and priorities, launch new service lines, and keep their firms on buyers' minds in the digital marketplace. Although the industry is known for slow-going change, this year's results prove that firms can reinvent themselves and be better prepared for whatever comes next with the right marketing investments."

Lead with Innovation

Create channel for retail



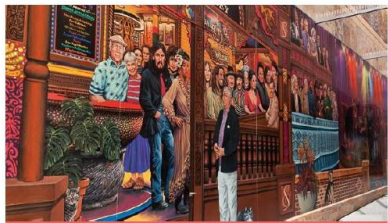
“Re-event” a long-standing media relations program



4. Deliver Impact

Actions that Contribute to the Community's Recovery

Visit Fort Collins is the official destination marketing organization for Fort Collins and is responsible for marketing Fort Collins to travelers from around the world. In addition to the focused strategies and tactics outlined above to encourage increased visitation and help the city's tourism and hospitality sector recover, Visit Fort Collins should also support activities in the medium- and long-term that help other areas of the community rebuild. Rebuilding the entire Fort Collins community is important as it will strengthen the city's quality of place and ensure that Fort Collins remains a competitive destination for visitors, talent, and residents.



Creative Community

The negative impact to creative providers requires many organizations to help with recovery. Visit Fort Collins will serve as a resource to this group and will support initiatives that contribute to the recovery of the creative community.



Visitor-facing Business Segments

Recovery looks different for each business segment based on their needs. Visit Fort Collins will remain attuned to challenges faced by each segment and lend support where appropriate.



Configuring Events

Events will continue to be important activities for the city. Visit Fort Collins will work with destination partners to reposition events to better support community needs, seasonality, and sustainability.

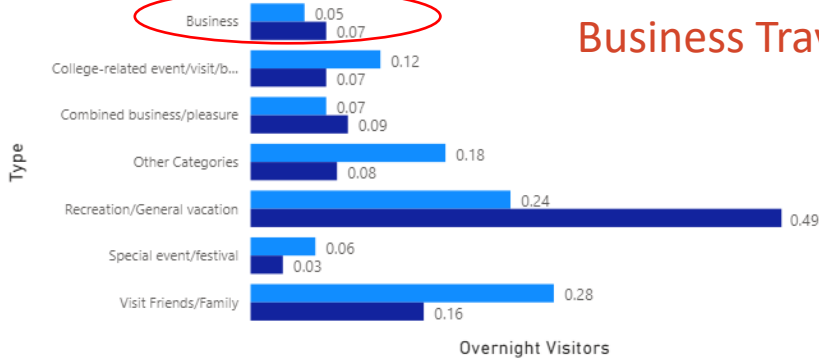
Community Segment	Need/Opportunity
Retail	Marketing outreach E-commerce platform
Hotels	Boost by day and season Build traveler confidence Support displaced residents
Restaurants	Marketing outreach Shift to outdoor dining Shift to delivery/takeout Alcohol to go
Parks/Outdoors	Enhanced maintenance Increased education
Cultural/Museum	Exhibitions Staying open & operating Visitation & patronage
Cultural/Performing	Program offerings (within Health Dept. guidelines)
Liquid Arts	Closures & Pivots
Events	New business models
Colorado State University	Reengaging students and community Adding to the attraction and appeal of Fort Collins
Infrastructure	Traffic & parking
Social Needs	Food programs Homelessness

5. Monitor then Adapt



Overnight Visitors

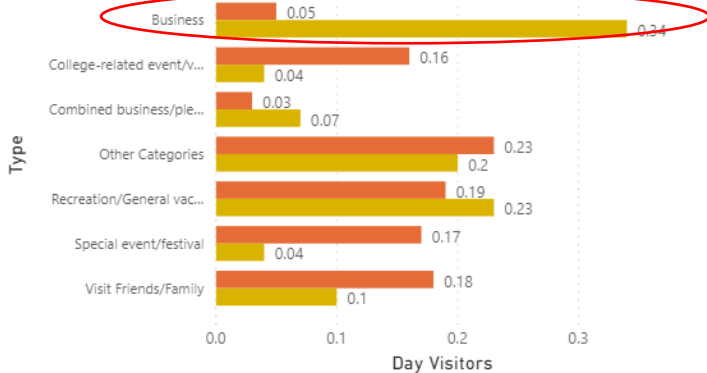
Year ● 2016 ● 2019



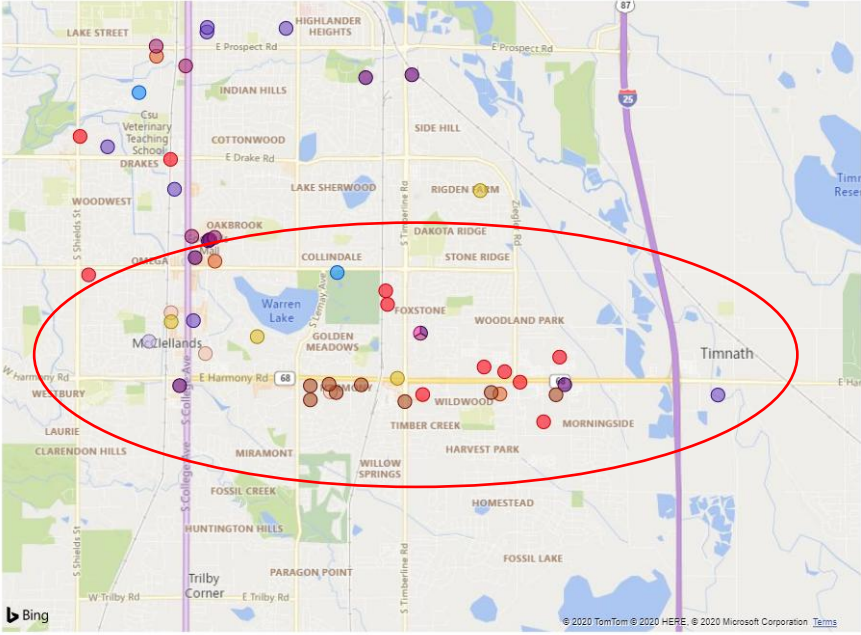
Increase in Business Travel

Day Visitors

Timeframe ● 2016 ● 2019



Geographic Proximity



- Lodging (by type)
- Corporate presence
- Service Provider
- Breweries and Activities
- Retail and Restaurants

Monitor then Adapt

CRM Colorado Entries

COLORADO SPRINGS MSA	7%
DENVER MSA	56%
FORT COLLINS	27%
LARIMER COUNTY	3%
WELD COUNTY	1%
Unmarked	5%

NEWS

Colorado State receives \$10 million for equine hospital

Rob White rwhite@coloradoan.com
Published 4:26 p.m. MT Jul. 21, 2015 | Updated 5:14 p.m. MT Jul. 21, 2015

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Colorado State University announced Tuesday a gift of \$10 million from the Helen K. and Arthur E. Johnson Foundation toward a state-of-the-art equine hospital.

Donations over the last year, including Tuesday's announced \$10 million, boosts the donation total to the College of Veterinary Medicine and Biomedical Sciences to \$75.9 million, which is nearly half of the \$172 million raised for all of CSU.

The Helen and Arthur E. Johnson Family Equine Hospital is expected to total 180,000 square feet with a price tag of \$47 million.

Mark Stetter, dean of the College of Veterinary Medicine and Biomedical Sciences [told the Coloradoan in April](#) the facility would be paid for by philanthropy and donations.

The timeline for hospital construction is unclear, pending further donations.

CSU said the new equine hospital and the planned Institute for Biologic Translational Therapies (IBTT) highlight South Medical Campus expansion plans. Construction and renovation costs are expected to total \$150 million to \$175 million for multiple facilities in the next two to five years. The equine hospital and IBTT will be built near CSU's established veterinary facilities off of West Drake Road.

 **VetMeasure Inc.** @vetmeasure · Oct 3, 2019

Follow along with our travels! Click the link below to learn more about our trip to the **Veterinary Innovation Summit** in **Fort Collins**, Colorado.

vetmeasure.com/take-aways-fro...

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 **Amanda Landis-Hanna** @DrLHVet · Sep 27, 2019

Excited to be back in #ftcollins for the #vis #veterinary #innovation #summit at @csuvethospital

[@vet_innovation](#) [@the_navc](#) [avmavets](#) [@PetSmartChariTs](#) [vetpartners](#) [@tamucvm](#) @ **Fort Collins**, Colorado instagram.com/p/B25zoGkAEfK/...

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Opportunities for Alignment



Find operational and program areas that encourage alignment

Funding

Branding

Engagement

Workforce

Talent/Relocation

Alignment Opportunity: Funding

Pursue funding to expand or alter programming to meet community priorities

Alternative Sources

- Tourism Business Improvement Districts
- Corporate Partnerships

Government Grants

- Government Investments
- Economic Development grants

Tourism Improvement Districts

Funding



Analysis by Region

Region	# of Cities	States	Average Rate	Median Rate	Mode Rate
Pacific	15	AK, CA, WA, HI, OR	15.25%	15.30%	16.70%
West	8	CO, ID, MT, NV, UT, WY	11.58%	12.11%	N/A
Southwest	13	AZ, NM, OK, TX	15.54%	15.26%	17.00%
Midwest	18	ND, SD, IL, IN, IA, KS, MI, MN, MO, NE, OH, WI	15.59%	15.72%	17.50%
Southeast	31	AL, AR, NC, FL, GA, KY, LA, MD, MS, TN, VA, WV, DC	15.19%	14.95%	13.00%
Northeast	15	CT, DE, ME, MA, NH, NJ, NY, PA, RI, VT	14.33%	14.00%	14.00%
United States	100	47 States	14.92%	15.00%	13.00%

Tourism Improvement Districts

Funding

LOVELAND
REPORTER-HERALD

BUSINESS

Fort Collins City Council to consider proposal for new tourism authority

Tourism business improvement district would double city's 3% lodging tax rate



Destination	Budget	Lodging Tax	Total Tax	Assessment Rate
Visit Denver	\$ 38,800,000	10.8%	14.75%	1%
Snowmass Tourism	\$ 7,200,000	2.4%	12.40%	
Breckenridge Tourism Office	\$ 5,682,000	3.4%	10.90%	
Visit Colorado Springs	\$ 4,862,747	2.0%	10.25%	
Visit Aurora	\$ 4,065,000	8.0%	12.50%	\$2
Visit Estes Park	\$ 3,001,283	2.0%	10.70%	
Aspen Chamber Resort Assoc.	\$ 2,900,000	2.0%	11.30%	
Visit Grand Junction	\$ 2,890,000	6.0%	14.02%	
Gunnison/Crested Butte	\$ 2,300,000	4.0%	9.00%	
Telluride Tourism	\$ 2,300,000	2.0%	12.65%	
Boulder CVB	\$ 2,021,315	7.5%	12.49%	
Visit Fort Collins	\$ 1,293,582	3.0%	10.55%	
Visit Durango	\$ 1,212,954	4.0%	10.40%	
Visit Loveland	\$ 1,107,524	3.0%	9.70%	
Visit Glenwood Springs	\$ 1,019,242	2.5%	11.10%	
Steamboat Springs Chamber	\$ 850,000	3.0%	11.40%	
Visit Pagosa Springs	\$ 800,000	4.9%	11.80%	
Alamosa Conv. & Visitors Bureau	\$ 739,620	5.9%	13.90%	

Government Investment

Funding

Kentucky tourism officials want \$75 million kickstart

Steve Bittenbender | The Center Square contributor
Jun 3, 2021



View of Galt House Hotel in downtown Louisville, Kentucky.
Alexey Stiop / Shutterstock.com

TownNews.com Content Exchange

(The Center Square) – Representatives from Kentucky's tourism industry want \$75 million from the state's American Rescue Plan funding to help restart a key contributor to the state's economy.

Officials from the Kentucky Travel Industry Association and three of the state's largest markets testified Wednesday before the Interim Joint Committee Budget Review Subcommittee on Economic Development, Tourism and Environmental Protection with a plan on how that funding request would be spent.

EDA FUNDING FOR DMOs ACTION ITEMS TODAY:

- ▶ Obtain **DUNS Number & SAM Registration**
- ▶ Contact your **Economic Development Representative**
- ▶ Review your region's **Comprehensive Economic Development Strategy (CEDS)**
- ▶ Finalize plans for **Tourism-Related Capital Improvements**

CIVITAS
PARTNERSHIPS · PROGRESS · PROSPERITY

Alignment Opportunity: Branding



Reexamining brand positioning is emerging as not just an opportunity, but a need

Experiences

Extensions

Emotions

Personalize

Reexamine the Brand

Reconnect with community and consumers



SALT LAKE

WEST OF CONVENTIONAL

“This is the perfect time to launch a new brand,” said Salt Lake County Associate Deputy Mayor Kimberly Barnett, “as we really have been forced to rethink the way that we do business and the way that we live life.”

Leverage Experiences

Branding

Extending experiential tourism to create community connections with visitor activity

Visit
Vacaville
Small. In a Big Way.



Extend the Brand

Utilizing the brand to address community needs



- Delivering return on investment
- Targeting offseason uses
- Differentiating from others
- Narrowing to focused target markets



Connect to Emotions

Weaving the authentic and genuine brand promise that captures the appeal and mystique of Fort Collins



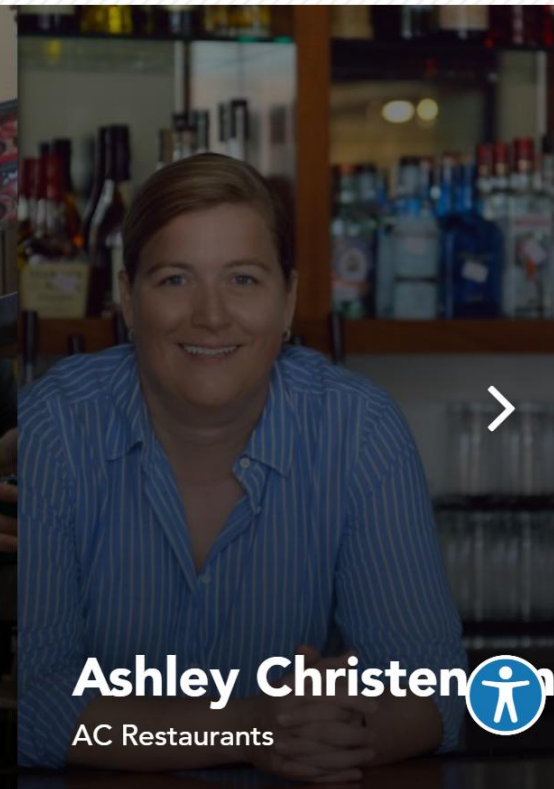
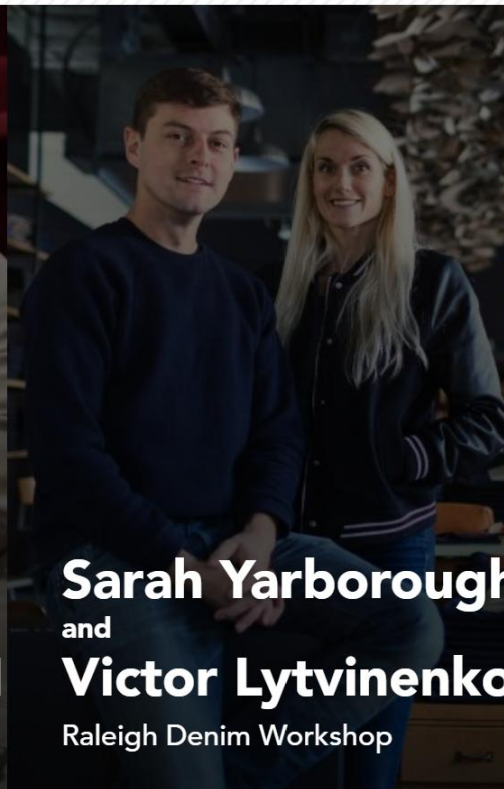
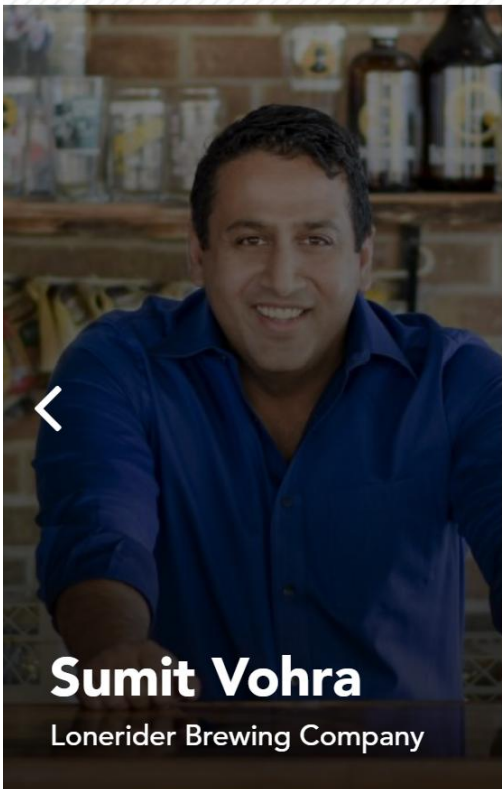
- Fostered elements of brand promise:
 - Appreciation of one another
 - Genuine love of community
 - Hunger to share with guests and
 - A need for nurturing respect of place by those guests



Personalize the Brand

Branding

Meet Raleigh's Passionate Minds



Alignment Opportunity: Engagement

Balancing **destination management** with marketing is fundamental to strategic direction

Residents

Demand drivers

Visitors

“We want the money to build and approve the trails but then we tend to want them for ourselves. That’s the irony of living in one of these places,” Steamboat Springs City Manager Gary Suiter

Destination marketing versus destination management

In order to ensure visitors come to town and support the economy, Steamboat relies on forms of advertising such as social media, spot radio and consumer print ads. The community survey, which the city sends to randomly selected residents every few years, consistently shows tourism is, in fact, important to community members. However, according to some city officials, many locals feel tourism has more negative impacts than positive.

Management - Marketing

Interpreting resident sentiment helps determine strategic direction and opportunities



Travel and Tourism Board pivots from luring to managing visitors

By Timothy J. Woods
Jun 5, 2021



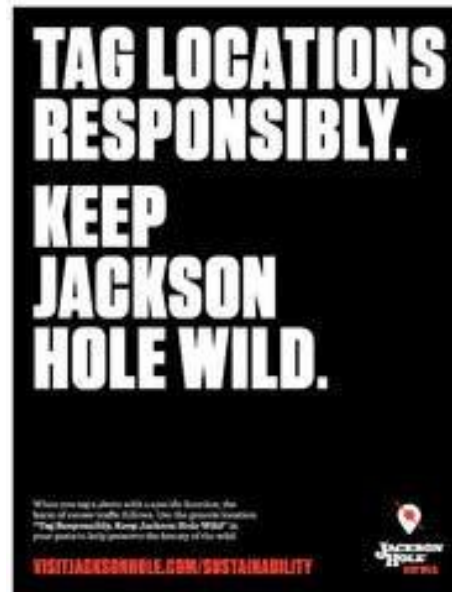
Jackson Hole Travel and Tourism Board Treasurer Erik Dombroski, flanked by TTB Executive Director Kate Sollitt and Chair Brian Gallagher, speaks to town councilors and county commissioners on May 24 during a Joint Information Meeting at the county administration building.

RYAN DORGAN / NEWS&GUIDE

Management Investment

Engage

Transparently investing to improve quality of place



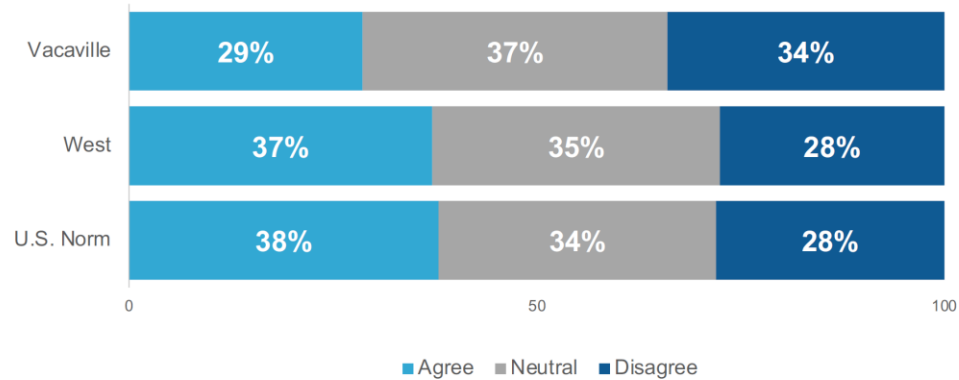
Utilize Sentiment Findings

Engage

Direct investment to fill resident needs while driving visitor demand

Quality of Life

The quality of public services has improved due to more tourism here

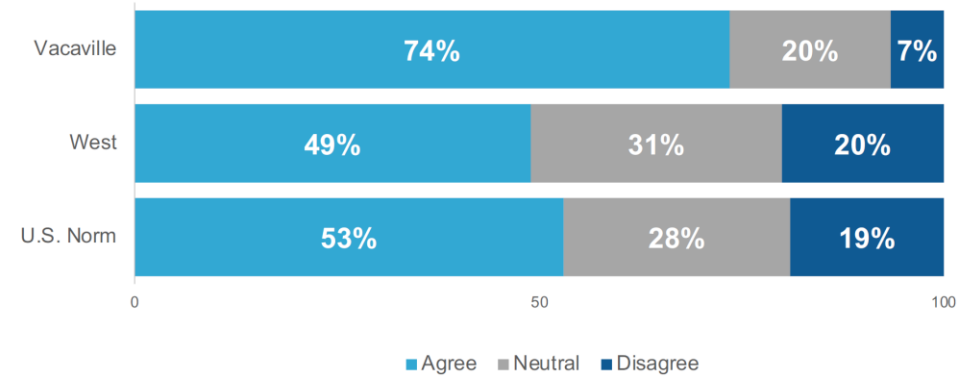


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Longwoods INTERNATIONAL

Sporting Events

Hosting youth and amateur sporting events benefits the local economy



70

Longwoods INTERNATIONAL

Different Types of Destination

Engage

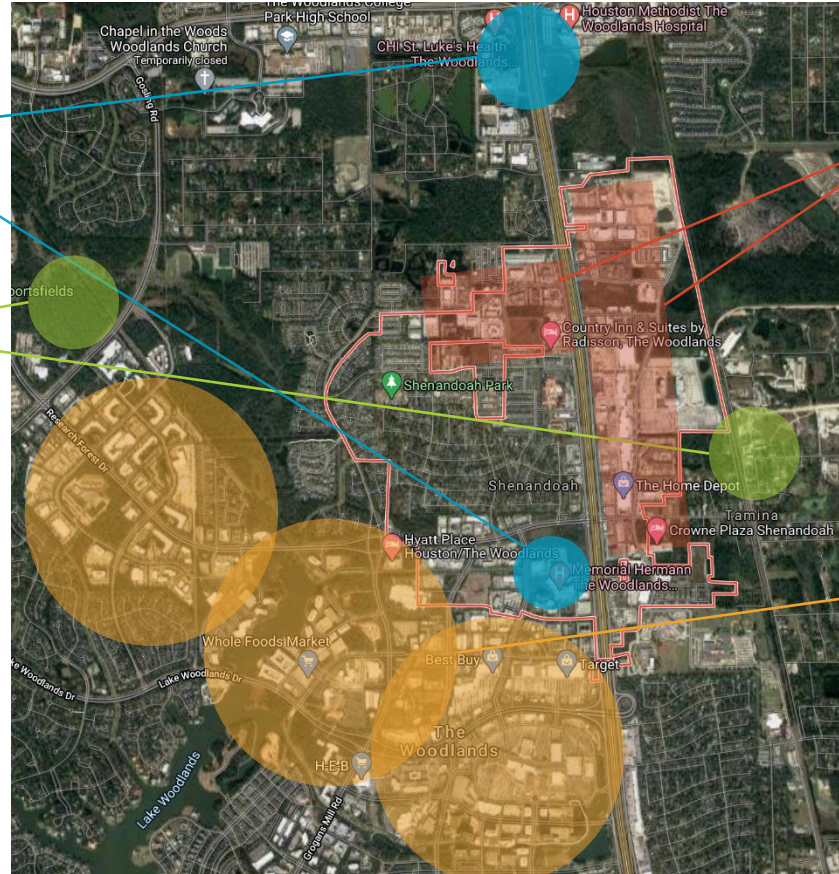
Connect with demand drivers to support hospitality infrastructure

DEMAND DRIVER

Medical campuses serve local & visiting guests

DEMAND DRIVER

Youth and collegiate sports create weekend business



Hospitality Infrastructure (e.g., Retail, Restaurant, Entertainment) enhances the visitor experience

Corporate activity creates overnight business transient need and visitor spending

SUPPORT SERVICES

DEMAND DRIVER

Alignment Opportunity: Workforce



Demand for hospitality workforce is altering recovery and operating practices

Convene the Industry

Manage Expectations

Help

MONEY

Leisure travelers are returning to Wisconsin hotels, tourism spots. Workers are not.

Jeff Bollier Green Bay Press-Gazette

Published 6:51 a.m. CT May 6, 2021 | Updated 10:17 a.m. CT May 6, 2021

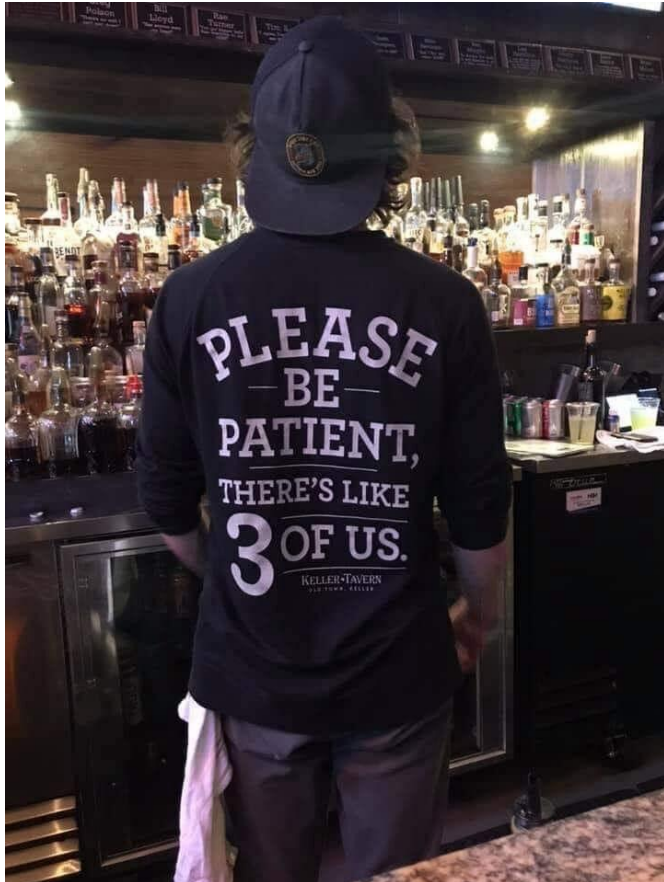
Convene to Understand

Facilitate conversations to prioritize needs and determine possible options



Set Expectations

Utilize programs and outreach to help guests anticipate service level



Alabama's Beaches Are Worth the Wait

You've waited all year for your trip to Alabama's beaches and we know you're anxious to get on with the fun.

Like many cities across the country, our destination is experiencing a shortage in available workforce which has caused longer than usual wait times at area businesses. We apologize for the inconvenience but sincerely appreciate your patience and understanding.

We've put together a list of ways you can get the fun started early and tips on how to beat the wait during your Gulf Shores and Orange Beach vacation.

DELAYED AT CHECK-IN? VISIT THESE POPULAR AREA ATTRACTIONS!



ALABAMA GULF COAST ZOO

Lions and tigers and lemurs...oh my! The Alabama Gulf Coast Zoo is a "wild" spot for beginning your vacation. The zoo opened a new location in spring 2020 that's truly larger than life. At the zoo you'll find hundreds of animals from all over the world, animal encounters with kangaroos, lemurs and more, theme park rides, and several dining options.

Deliver Help

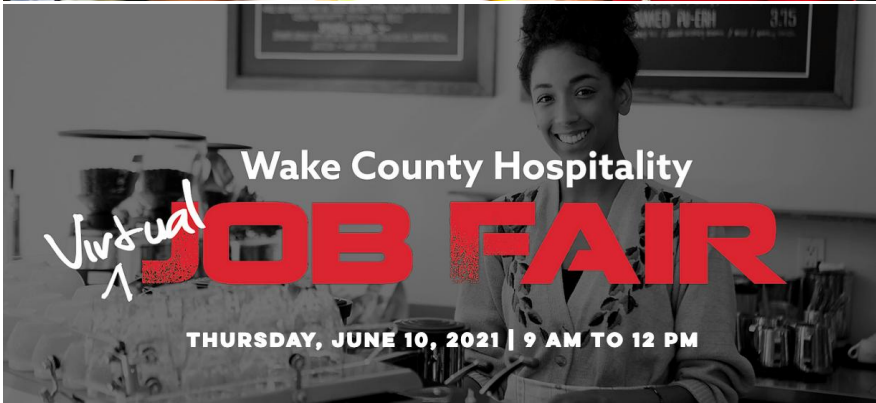
Deliver new programming to help address hospitality employee shortage

Carowinds forced to delay opening its water park because of a worker shortage

BY CATHERINE MUCCIGROSSO
MAY 10, 2021 10:41 AM



Carowinds will reopen next month after being closed for the year because of the coronavirus pandemic. But a reservation is required. The amusement park will reopen for select dates Nov. 21-Dec. 20 for a Taste of the Season outdoor event. BY DAVID T. FOSTER III



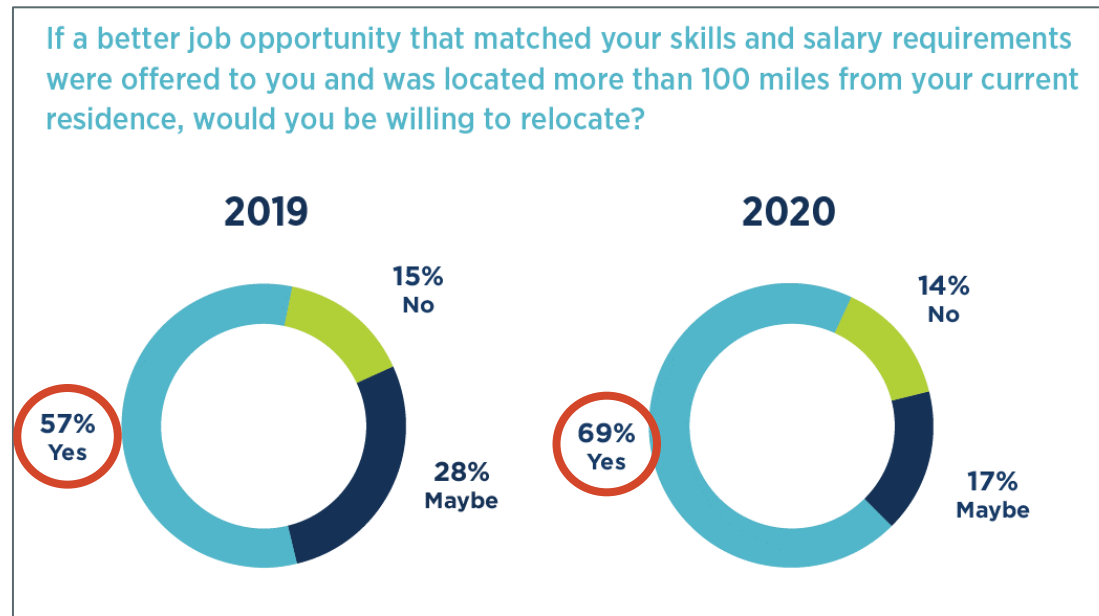
Alignment Opportunity: Talent/Relocation

Remote work & ongoing demand for **skilled professions** creates destination opportunity

Work Remote

Relocation Drivers

Targeting with Programs

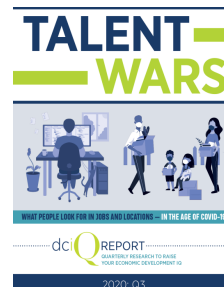


Source: DCI Talent Wars Report (Q3 2020)



Forming Location Impressions

Talent



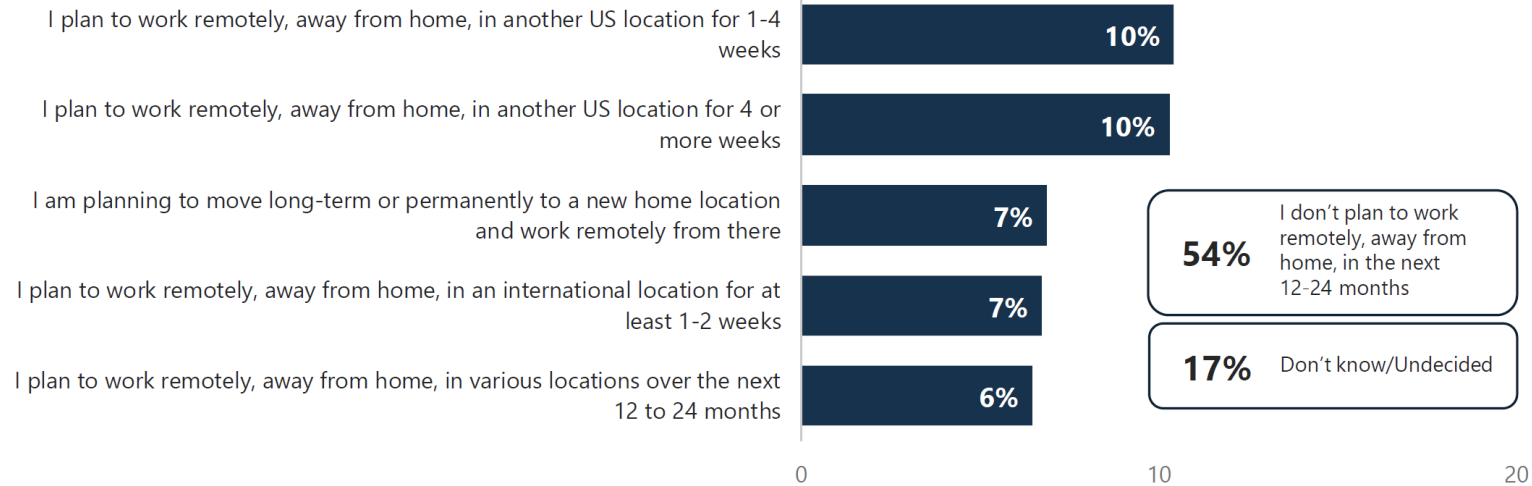
dcj REPORT
QUANTIFY RESEARCH TO RAISE
YOUR ECONOMIC DEVELOPMENT IQ
2020: Q3

Work Remote

Work is not always tethered to a specific location

IMPACT ON TRAVEL PLANS

Which of the following describes your remote work plans within the next 12-24 months?



Travel Sentiment Study Wave 38

Work Remote

Talent

TALENT INCENTIVE

The Northwest Arkansas Council is investing more than \$1 million over six months to attract top talent to the region through the Life Works Here initiative, which brings to light the lifestyle and career benefits offered by the region.


EXPLORE TRAVEL+ LEISURE

Arkansas Will Give You \$10,000 and a Mountain Bike to Move There

Online applications are open now for those interested in making the move.

BY JESSICA POITEVIEN | NOVEMBER 12, 2020

Save
Pin
FB
More



Arkansas Will Give You \$10,000 and a Mountain Bike to Move There

00:01 / 01:09



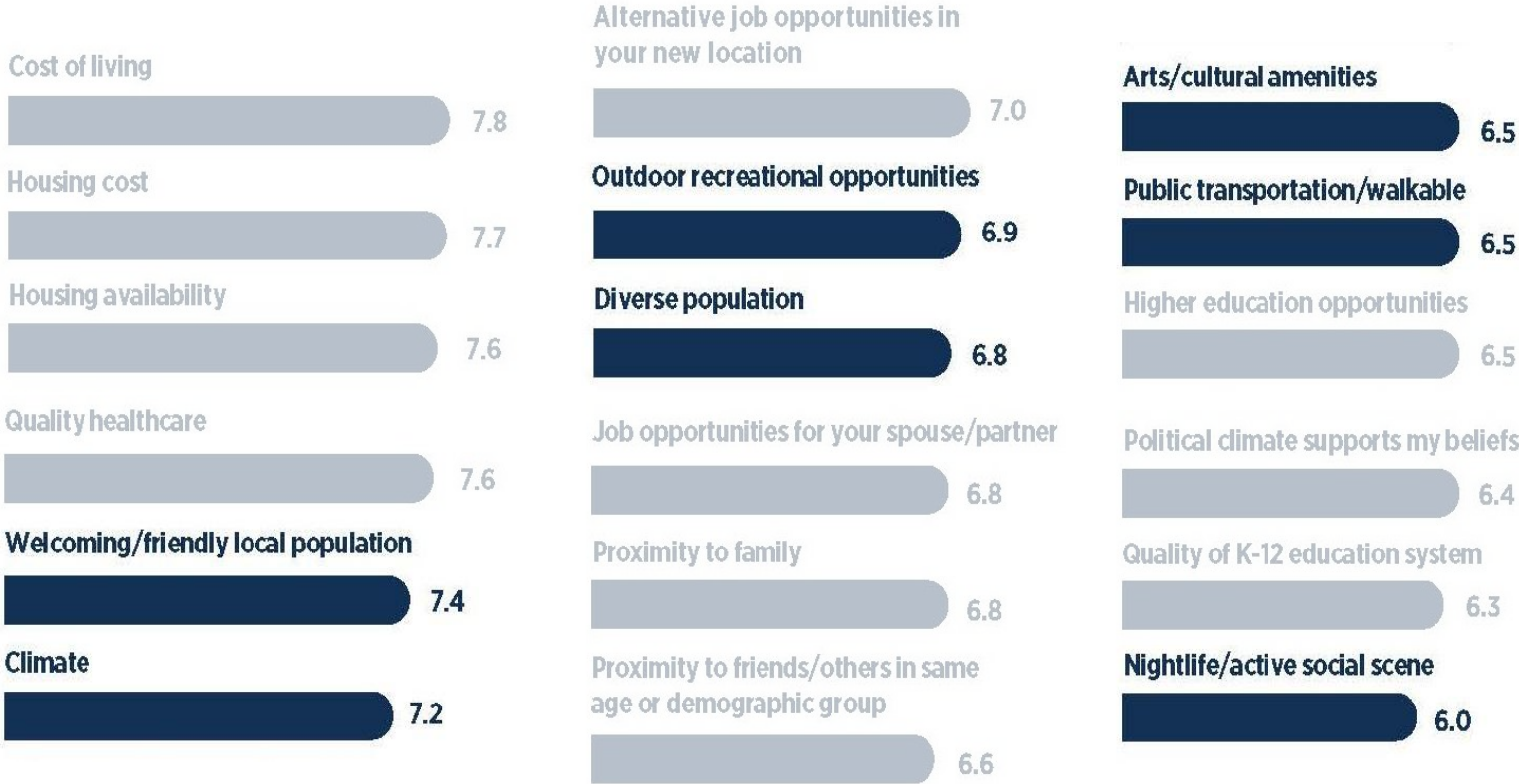
Tulsa Remote and Airbnb Help Remote Workers “Try Before They Buy” in Tulsa

By [Airbnb](#) · February 23, 2021 · [Stays](#)

Relocation Drivers

Destination attributes are playing a more vital role in relocation decisions

Of the top attributes job seekers consider in relocation, **one-third** relate to destination characteristics.



Source: DCI Talent Wars Report (Q3 2020)

Building on Existing Expertise

Talent

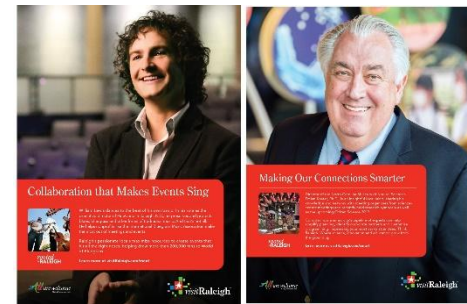
Calibrating destination marketing expertise to focus on the individual first, industry second



RELOCATING TO GREATER DES MOINES

Looking to relocate to Greater Des Moines? We're ready for you! As you plan your move, utilize the tools and resources below to make it an easy process. From maps to realtors and banks, you can find it all here. Once you arrive, start exploring! Or come visit before you move and see what Greater Des Moines is all about.

For more information on relocating to Greater Des Moines, also check out [The Greater Des Moines Partnership](#).



Recognizing Need

Applying Resources

Active Programming

Individual POV

Shared Talent Targets

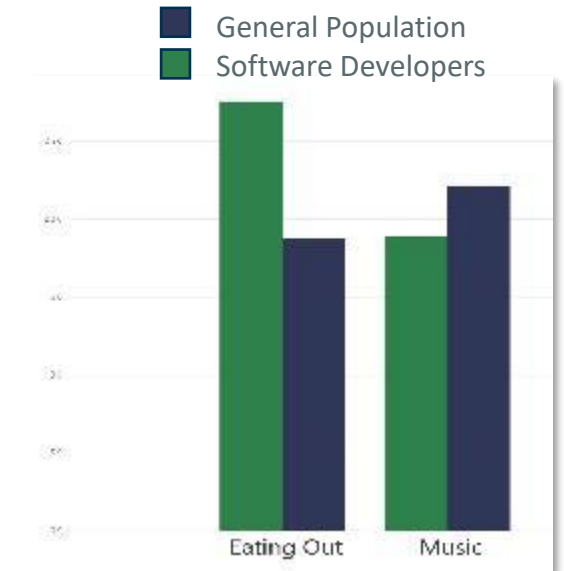
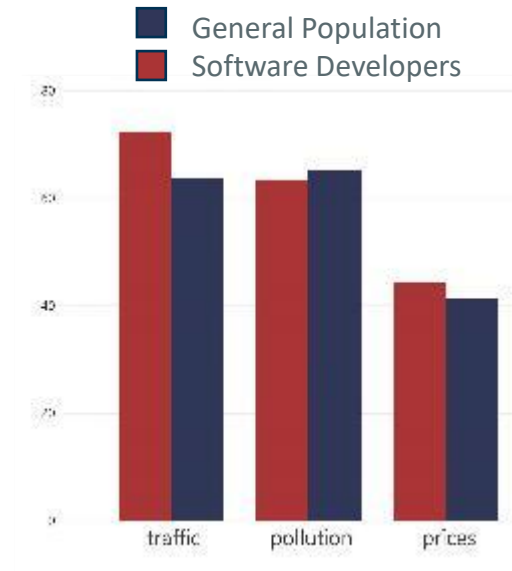
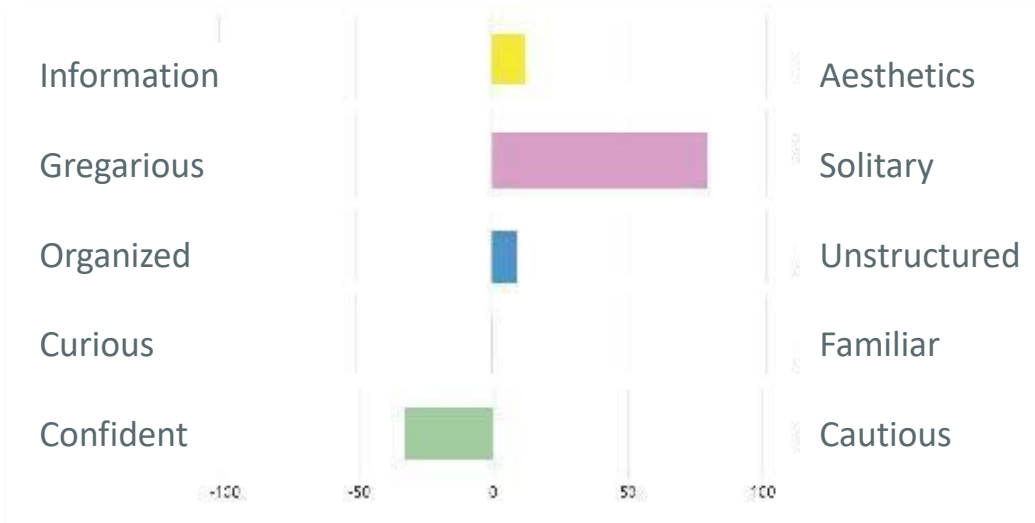
Identify shared goals and targets for talent/visitor attraction

- Community goals
- Economic development/
corporate need
- Destination strengths



Targeting Example

Winnipeg recognized the need to understand and target Software Developers



- The Software Developers *Skill Persona*SM exhibits greater **negative emotion towards traffic congestion** issues.
- **Eating out is popular** with this cohort. Our more detailed analysis can provide insights on attitudes to organic food, vegan, and fine dining.
- Also found a **higher interest in sports and outdoor recreation**.

Applying Insights

Potential Uses for Yes Winnipeg

Reposition promotional placement



Develop Quality of Place assets



Winnipeg's Enoteca named one of Canada's best new restaurants
 By Geoff Erickson
 Posted: 1:08 AM CDT Thursday, Oct. 25, 2019
 Last Modified: 12:17 AM CDT Friday, Oct. 25, 2019 | Update



Anish Kapoor's Winnipeg Warming Hut

Despite snowstorms, sun, slush, and wildly fluctuating temperatures, Winnipeg's Warming Huts had its best year yet, with installations by Anish Kapoor, Atelier ARI and Houdini Design Architects.

Source: Erin Donnelly
 Photo: Stephanie Photographic
 Date: Mar 3, 2017
 Links: Twitter, Facebook, LinkedIn, Pinterest, Email



Things got off to a good start this year for Winnipeg's favourite winter attraction. A January deep freeze had covered ideal conditions at the Forks for harvesting over 72 tons of ice for Warming Huts, an annual competition that sees artistic interpretations of warming shelters installed along the frozen Assiniboine and Red rivers. Steadhouse, designed by renowned former artist Anish Kapoor, was built from ice plucked right from the Red River, with help from Norway-based ice sculptor Luca Roncato.

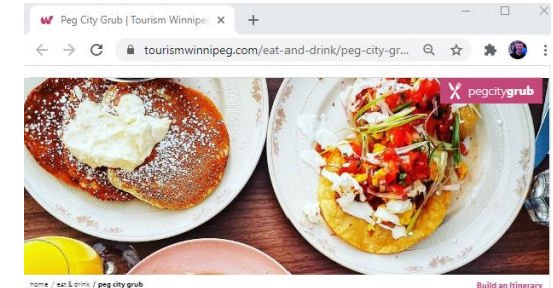
3 restaurants open in 2 months to bring together a Winnipeg Nigerian population that's doubled in size

The city needs it, says owner of Akai's African Restaurant and Bar on Sargent
 Ian Prosser - CBC News - Posted: Jan 26, 2019 6:00 AM CT | Last Updated: January 26, 2019



Flourish Leland and her designer Anne Ogden with a plate of jollof rice, served with chicken, salad and droids (fried plantains), at their new Nigerian-inspired eatery Akai's African Restaurant. (Ian Prosser/CBC)

Expand online presence



Adapting to Improve Tourism

Recalibrating destination programs to help support community needs and priorities

Visitor Marketing

Group Sales

Visitor Experience



Choose Winnipeg

Plan Your Meeting

RBC CC Winnipeg

Service Your Meeting



PASSION IN THE PEG

Love shines year round in Winnipeg, whether it's cozying up at a candlelit dinner, relaxing at one of our world-class spas or trying out a new activity together, such as cross-country skiing or tandem bikes.

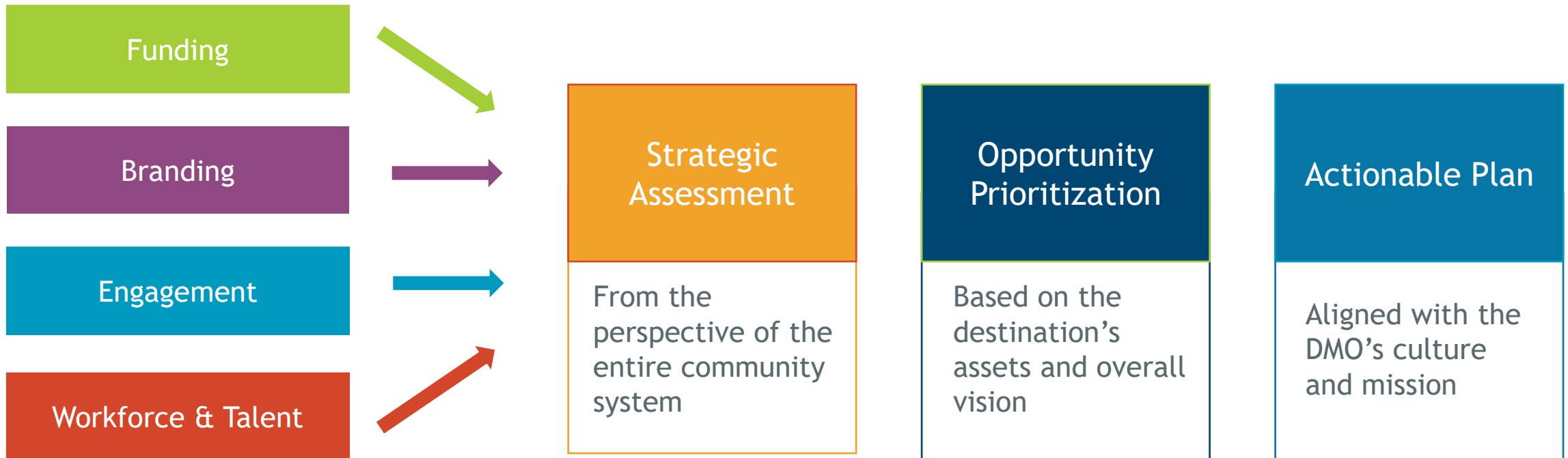
In a city this vibrant and diverse, there's certainly no shortage of date ideas for you and your sweetheart to share you care. Use this handy guide as you explore the city hand in hand.

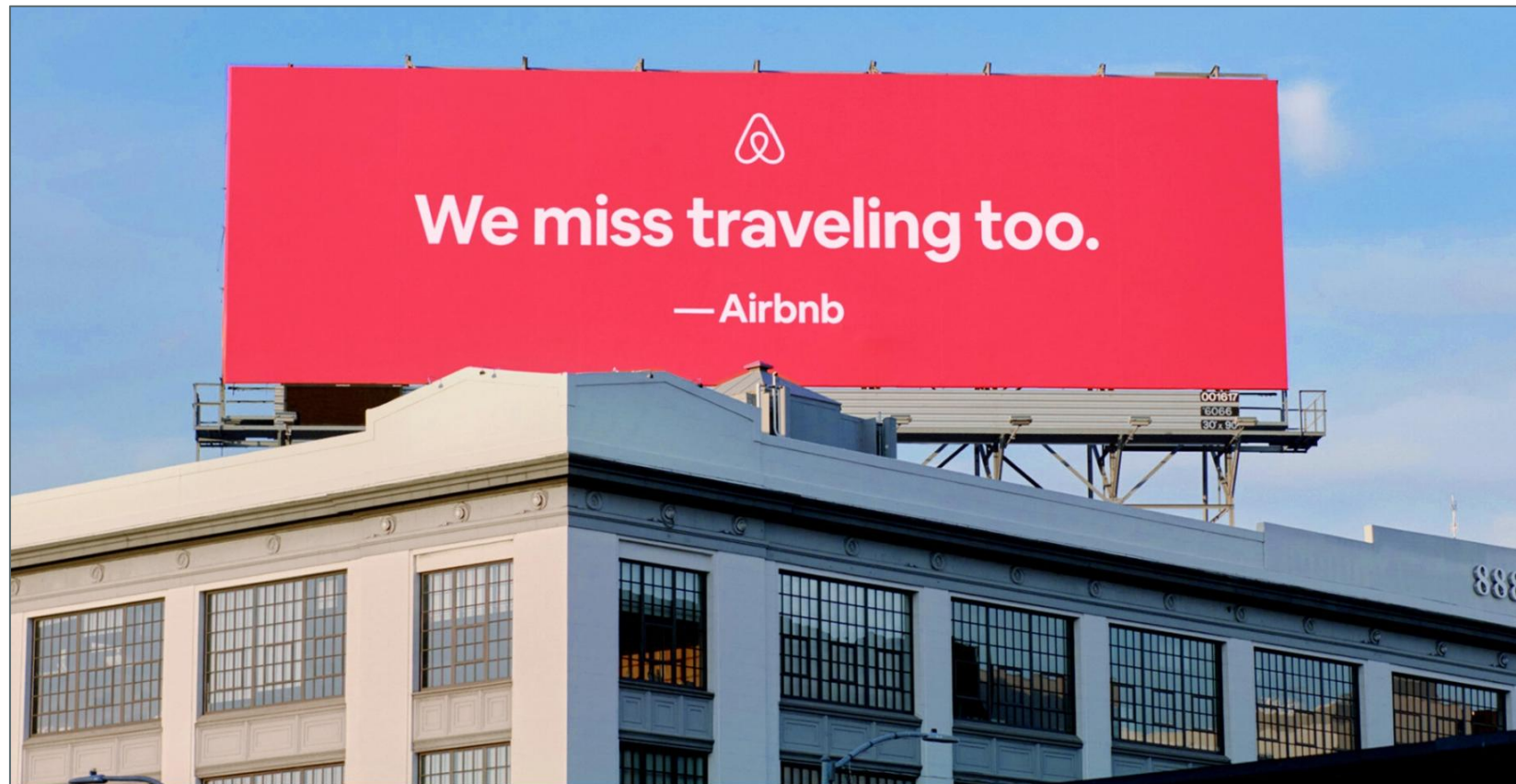
Set the tone for your romantic getaway with a stay at one of Winnipeg's charming hotels like the Fairmont Winnipeg, a luxury hotel with elegant decor and spacious suites, or The Fort Garry Hotel, Spa and Conference Centre, a historic grand railway hotel whose luxurious rooms have been spotted whilst preserving the building's original romantic charm. On the 10th floor of the Fort Garry you'll find Five Sigs, a refuge high above downtown Winnipeg where you and your honey can get hammam treatments, an ancient Turkish hot air bathing ritual sure to relax and rejuvenate. The Riverside Spa at Inn at the Forks also offers a uniquely serene spa experience with its aroma detox and chakra balancing massages.

winnepeg.com 31

Priority Paths

Regardless of the alignment opportunity, the planning process is similar



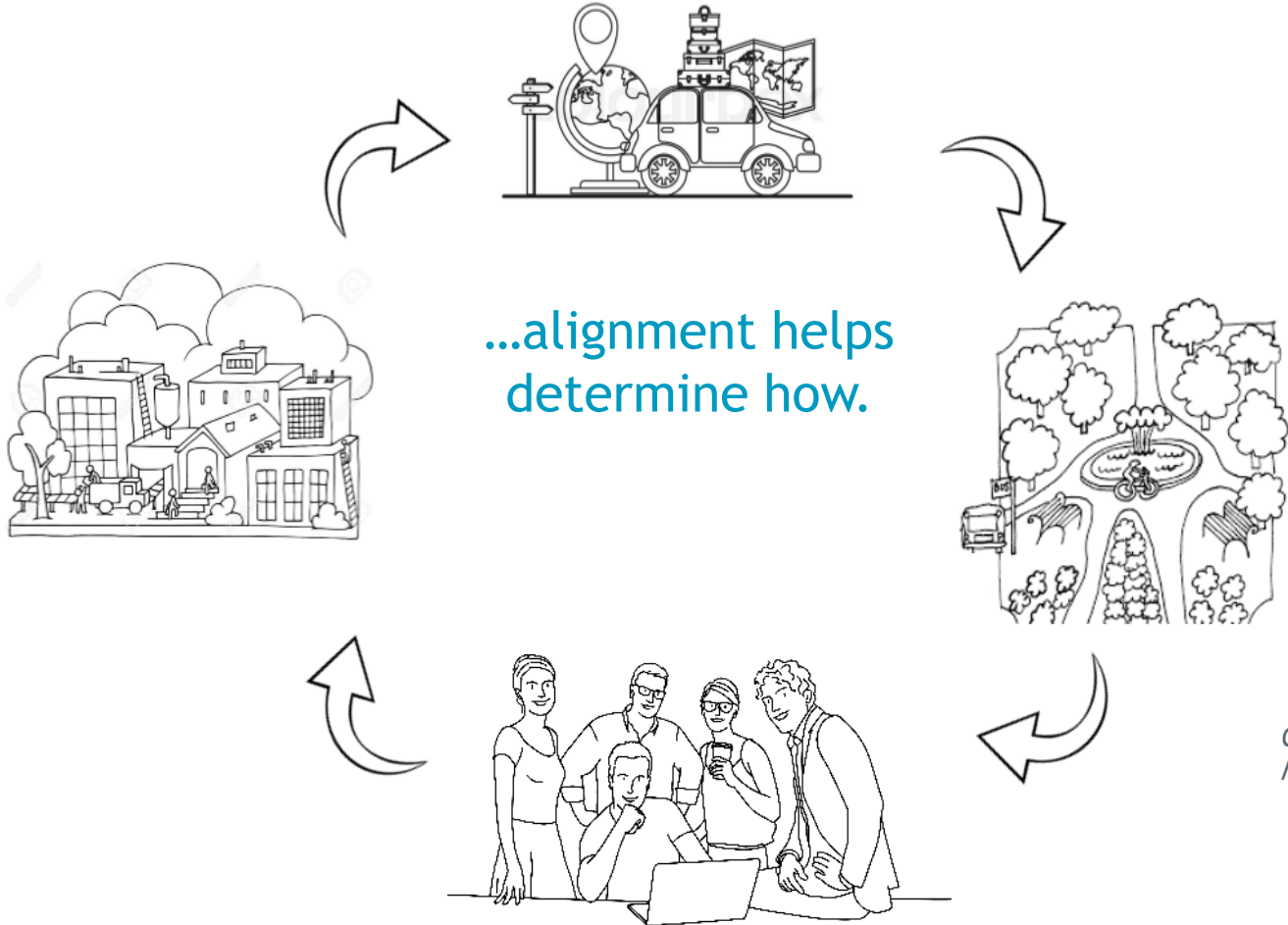


Report: 2021 Will Be the Year of Meaningful Travel

By [Airbnb](#) · January 28, 2021 · [Community](#), [Company](#), [Destinations](#)

It Starts with a Visit

Communities are transformed by travel...



Graciously shared by
Maura Gast, FCDME



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