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We entered 2021 with great promise for the recovery of our industry and with the hopeful expectation we would be putting the pandemic behind us soon. The Destinations International team continued to pivot and make changes to programming to accommodate the ever-changing challenges the pandemic presented. Destinations International’s primary goal is to provide our members with the tools they need to be successful, and the small but mighty team continued to make great progress.

The team continued with industry update webinars, focusing on what our members needed most in that moment and encouraging engagement across the Online Community so members across the world could share new best practices or seek advice for an unforeseeable challenge.

Since the pandemic began in 2020 we have learned that when we come together as an industry, we can get through anything.

Thank you for all your support this year. We look forward to continuing to work together to make our industry stronger than it has ever been.

Sincerely,

GRETCHEN HALL, CDME
President & CEO,
Little Rock Convention and Visitors Bureau

BUTCH SPYRIDON
CEO
Nashville Convention & Visitors Corp.
Letter from the President & CEO

First and foremost, thank you for all your support throughout 2021. I want to especially thank the dedicated group of board, committee and task force volunteers who help lead our association. It is because of your unwavering support that Destinations International continues to grow and impact communities around the world.

We entered 2021 with a renewed confidence and a guarded optimism for a return of our industry in key market segments. We saw collaboration, best practices and thought leadership continue to be present throughout the year — values that will be essential to harness the power and collective knowledge we have in our industry. We embarked on major steps to advance our industry on recovery during the most trying times.

In 2021, we truly started to put the “international” in Destinations International. We hired our first Canadian staff member, Julie Holmen, to lead our membership engagement. Through our dedicated board of directors and members in Canada, we grew our membership in Canada by seven percent. We formed the Destinations International Canadian Alliance, conducted our first Canadian Resident Sentiment Study with Longwoods International and released the Canadian Lexicon. In Latin America, we continued to engage with industry leaders and present important information at industry events in Mexico, Colombia and Panama.

In products and tools, we celebrated the 10th anniversary of the Event Impact Calculator (EIC). This product continues to be a catalyst for membership opportunities for states and countries. Special thanks to Adam Sacks, President & CEO of Tourism Economics, and the entire team for their dedication to growing this important product.

We also continued our commitment to equity, diversity and inclusion by hosting three EDI Leadership classes. More than 130 attendees took part in monthly courses to learn more about leading diverse organizations and communities. We look forward to continuing this work in 2022 and beyond.

Last but not least, we could not have accomplished these great successes nor weathered the challenging days without a great team. I would like to take this opportunity to thank my extremely talented, dedicated, motivated and hardworking team at Destinations International. We are so fortunate to work in this industry and serve such a wonderful group of members and partners.

On behalf of our entire team, thank you again for your unwavering support and commitment to Destinations International and our industry.

Best regards,

DON WELSH
President & CEO, Destinations International
Our Pillars

Community
Destinations International is a hub connecting associations and industries to create trusted partnerships invaluable to our members.

Advocacy
Destinations International is the collective voice of destination organizations, empowering destinations on issues big and small.

Research
Destinations International is obsessed with what’s next for destination management through forward-focused research and relevant data.

Education
Destinations International is the definitive resource for professional development and career advancement for the destination management community.

2021 Strategic Goals

Industry Advocacy Leadership
Become the recognized advocate for the destination marketing and management industry.

International Impact
Expand Destinations International’s global footprint to grow membership, non-dues revenue and industry impact.

Strategic Partnerships
Transform Destinations International’s partnership business model to create beneficial solutions for destination organization members and partners.

Next-Generation Professional Development
Become the premier source for destination marketing and management education and professional development.

Equity, Diversity & Inclusion
Lead and engage diversity initiatives and opportunities within the destination marketing and management industry.
**Revenue & Expenses**

**Revenue:** $7,946,090  |  **Expenses:** $7,132,225

### Association Board

- **Sonya Bradley**
  - Visit Sacramento
  - Executive Committee
- **Leslie Bruce**
  - Barff & Lake Louise Tourism
  - Executive Committee
- **David Burgess**
  - Visit Orlando
- **Julie Calvert**
  - Visit Cincy
- **Craig Compagnone**
  - MMGY Global
- **Craig Davis, CDME**
  - Visit Dallas
- **Chuck Davison, CDME**
  - Visit SLO CAL
- **Brad Dean**
  - Discover Puerto Rico
- **Fred Dixon**
  - NYC & Company
  - Secretary/Treasurer
- **Kyle Edmiston, CDME**
  - Visit Lake Charles
- **Beth Erickson, CDME**
  - Visit Loudoun
- **Dario Flota Ocampo**
  - Mexican Caribbean
- **Erin Francis-Cummings**
  - Destinations Analysts, Inc.
- **Maura Gast, FCDME**
  - Visit Irving Texas
- **Ryan George**
  - Simpleview
- **Gretchen Hall, CDME, CMP**
  - Little Rock Convention and Visitors Bureau
  - Chair
- **Al Hutchinson**
  - Visit Baltimore
  - Chair Elect
- **Barbara Jamison-Woods**
  - London & Partners
- **Sherrif Karamat, CAE**
  - PCMA
- **Nan Marchand Beauvois**
  - U.S. Travel Association
- **Tom Noonan**
  - Visit Austin
- **Paul Nursey**
  - Destination Greater Victoria
- **Melyssa Reeves, CDME**
  - Visit Vacaville
- **Brian Ross**
  - Experience Columbus
- **Val Ross**
  - STR
  - Foundation Chair Elect
- **Richard Scharf**
  - Visit Denver
- **Milton Segarra, CDME**
- **Monica Smith, CASE, CDME, CMP**
  - Southeast Tourism Society
- **Butch Spyridon**
  - Nashville Convention & Visitors Corporation
  - Immediate Past Chair
- **Rickey Thigpen, Ph.D., MCTP**
  - Visit Jackson
  - Executive Committee
- **Chris Thompson, CDME**
  - Brand USA
  - Executive Committee
- **Ellie Westman Chin, CDME**
  - Destination Madison
  - Foundation Secretary/Treasurer
- **Scott White**
  - Greater Palm Springs CVB
  - Executive Committee

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**Revenue & Expenses Chart**

**REVENUE**

- **Revenue:** $7,946,090

**EXPENSES**

- **Expenses:** $7,132,225
<table>
<thead>
<tr>
<th>Category</th>
<th>Total Destination Organization Members</th>
<th>Countries</th>
<th>New Destination Organization Members</th>
<th>Business Members</th>
<th>Total Destination Organization Engaged Employees</th>
<th>New Business Members</th>
<th>Membership Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>570</td>
<td>10</td>
<td>53</td>
<td>37</td>
<td>5,675</td>
<td>19</td>
<td>94.3%</td>
</tr>
</tbody>
</table>
Membership Milestones

**Strategic Alliances**

- $1,596,664 generated across the Association and Foundation
- $797,853 in-kind support
- 90% retention rate for Destinations International Partnerships

Executed member re-engagement campaign to increase email deliverability and email engagement.

Formed the Destinations International Canadian Alliance for destination organization executives to meet regularly throughout the year to coordinate on key industry issues including advocacy, resourcing, policy and marketing.
Partners

Pinnacle Partners

Premier Partners

Principle Partners

Corporate Partners

Industry Partners

New in 2021: Bandwango, Clarity of Place, Cruise Lines International Association, Inc. (Principle Partners); Development Counsellors International (DCI), Zartico (Corporate Partners); Association of Australian Convention Bureaux Inc., Meeting Professionals International (MPI), Sports Events and Tourism Association, Travel and Tourism Research Association (TTRA) (Industry Partners)
Destinations International is committed to transforming destination communities through thought leadership, best practices and tools based on equity, diversity and inclusion (EDI) principles through an anti-racist lens that empowers our members, so their destinations are true reflections of their communities.

EDI MASTERCLASS
EDI Leader series. Three classes, each comprised of six 90-minute virtual sessions.
DI staff also completed the class.

EDI WEB PAGE
Includes resources, tools and case studies.

EDI PLEDGE
366 CEOs and executive leaders signed the EDI Pledge.
## Education

**CDME**
- **379** Total Certificants
- **6** Earned CDME in 2021

**PDM**
- **127** Certificates of Completion Awarded
- **69** Certificates Awarded in 2021

### Milestones
- Administered 16 Industry Update webinars focused on leading insights and research.
- Partnered with Temple University to offer our members a scholarship on their Master’s Degree program.
- Launched Professional in Destination Management (PDM) Certificate program online.

### April
- Convention Sales & Services Summit
  - 246 Attendees
- Marketing & Communications Summit
  - 186 Attendees

### July
- Annual Convention
  - 1,138 Attendees
- Membership Summit
  - 62 Attendees
- Visitor Services Summit
  - 86 Attendees
- Finance, Operations & Technology Summit
  - 100 Attendees
- Marketing & Communications Summit
  - 135 Attendees

### May
- CEO Summit
  - 273 Attendees

### October
- Convention Sales & Services Summit
  - 138 Attendees
- Advocacy Summit
  - 78 Attendees

**Total Certificants**
- **379**

**Certificates of Completion Awarded**
- **127**

**Certificates Awarded in 2021**
- **69**

**50 Signs of Distinction Awarded**
- **38**

**Recognition Opportunities**
- **12**

**2021 Annual Convention**
- **1,138 Attendees**

**Membership Summit**
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**Visitor Services Summit**
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**Finance, Operations & Technology Summit**
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- Launched Professional in Destination Management (PDM) Certificate program online.
Advocacy & Research

Engaged in over 25 hours of conversation with Advocacy Committee members on committee calls.

Facilitated first-ever US and Canadian resident-sentiment study in partnership with Longwoods International (report was released in February 2022).

Hosted in-person Advocacy Summit & Funding Forum in Houston, TX.

Engaged 700+ destination leaders from 52 countries to develop 2021 DestinationNEXT Future Study.

Facilitated 2021 EDI Survey for individuals.

Published 57 advocacy- and research-related blog posts.

Released 2021 editions of the Australia and United States Tourism Lexicons.

Partnered with NYU to produce advocacy-related projects and five student-led destination case studies.

Released Architects of Destination Advocacy podcast with over 260 minutes of inspiring conversation.

Becoming a Community Shared Value roadmap and workbook released at Annual Convention.

COMMUNITY
SHARED VALUE
BECOMING A
Values Based Roadmap for Destination Organizations
A DESTINATIONS INTERNATIONAL ADVOCACY WORKBOOK
JULY 2021

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.Products

DESTINATION NEXT

280 Total Assessments Completed to Date
- Ascension Parish, LA
- Bentonville, AR
- Blue Mountain Visitors Association
- Daytona Beach Area
- Discover Lancaster
- Discover San Angelo
- Experience Grand Rapids
- Explore Edmonton
- Frontenac County
- Great Lakes Bay Regional CVB
- Highlands, NC
- JTTA (Chichibu / 2 regions)
- JTTA (Sado / 2 regions)
- Lafayette Travel, LA
- Reno-Sparks CVB
- Sheridan County
- Travel Santa Ana
- Visit Anaheim
- Visit Aurora
- Visit Buffalo Niagara
- Visit Dallas
- Visit Frisco
- Visit Orlando
- Visit Phoenix
- Visit Roseville
- Visit Santa Ana
- Visit Spartanburg
- Visit Tri-Cities

29 Assessments Completed in 2021 (Locations below)
- Experience Olympia & Beyond
- Florida Sports Foundation
- Georgia Department of Economic Development
- Kansas Department of Wildlife Parks and Tourism Division
- Louisiana Office of Tourism
- Tennessee Department of Tourist Development

197 Total Accreditations in Good Standing
- 10 2021 Accreditations Approved
- 16 4-Year Renewals Approved
- 4 8-Year Renewals Approved
- 9 Organizations with Accreditation with Distinction

280 Total Assessments Completed to Date
- 244 Meetings
- 243 Sports
- 124 Festivals
- 22 Local & Public Events

- 10-Year Anniversary of the product launch with the meetings module
- 541 registrants attended seven Event Impact Calculator (EIC) webinars with over 400 minutes of education across 2021.
- Produced four case studies highlighting how destinations are using the EIC to tell their stories.
- Facilitated 13 threads in dedicated EIC discussion group in the Online Community.
- Subscribers ran nearly 89,000 event impact calculations in 2021.

5 Statewide Models
- Florida Sports Foundation
- Georgia Department of Economic Development
- Kansas Department of Wildlife Parks and Tourism Division
- Louisiana Office of Tourism
- Tennessee Department of Tourist Development

Subscribers in 12 Countries
- Australia
- Belgium
- Canada
- Estonia
- Lithuania
- Malaysia
- Norway
- Panama
- Slovenia
- South Africa
- United Arab Emirates
- United Kingdom
- United States
Foundation
Letter from the Foundation Board Chairs

The Destinations International Foundation continues to dedicate energy toward empowering destinations globally to excel through innovation and resource incubation.

We believe that destinations around the world are the cornerstone of their communities. This concept is at the core of all the work our foundation does. Through programs such as Cision and Quroum, we track legislation and media chatter so that we can better prepare to advocate for our members. We also know that words matter; therefore, we simultaneously use these tools to update our Tourism Lexicons in the United States, Canada and Australia so that our members can better communicate with their local community and stakeholders.

The foundation continues to invest in the future of the industry by developing the leaders of tomorrow who represent a diverse set of backgrounds and perspectives. The 30 Under 30 Program continued with its 11th year of helping future leaders gain valuable networking opportunities and leadership throughout the year. In 2021, the 30 Under 30 class attended the Annual Convention in person in Baltimore and participated in numerous virtual educational opportunities throughout the year. Support of the foundation also helps fund critical research for equity, diversity and inclusion and other industry insights.

Thank you to everyone who helped make this challenging and unprecedented year a success, especially our Board of Trustees, committee members, staff and investors.

Sincerely,

JOHN PERCY
President & CEO,
Destination Niagara USA

JOHN LAMBETH
President & CEO,
Civitas
The Foundation Board

Rolando Aedo, CDME
Greater Miami CVB

Jerad Bachar, CDME, MBA
VisitPittsburgh

Adam Burke
Los Angeles Tourism & Convention Board

Amir Eylon
Longwoods International Executive Committee

Jayne Deluce, CDME
Visit Champaign County

Fred Dixon
NYC & Company Association Secretary/Treasurer

Cara Frank
Simpleview

Bill Geist
DMOProz

Kellie Henderson
SearchWide Global

Leonard Hoops
Visit Indy

Al Hutchinson
Visit Baltimore Association Chair Elect

Linda John, CDME
Linda John Consulting

Cheryl Kilday, CDME
Destination North Myrtle Beach

John Lambeth
Civitas Immediate Past Chair

Yoshiko Maruyama, CDME
World Business Associated Co., Ltd.

Michelle Mason, CAE, FASAE, CAE
ASAE

Angela Nelson, CTA
Travel Portland

Katherine O’Donnell, CDME
Richmond Region Tourism

John Percy, CDME
Destination Niagara USA Chair

Jorge Pesquera, CDME
Discover The Palm Beaches

Stacy Ritter, CDME
Visit Lauderdale

Vail Ross
STR Chair Elect

Annette Rummel, Ph.D., CDME
Great Lakes Bay Regional CVB

Will Seccombe
Connect Travel

Martha Sheridan
Greater Boston CVB

Ellie Westman Chin, CDME
Destination Madison Secretary/Treasurer

About
Investment in the Destinations International Foundation directly supports strategic initiatives to further the association’s goals. The Foundation ensures that our people are supported with knowledge, programs and powerful tools so that they can continue driving essential growth in their community, creating opportunities for their residents and building our destinations. Together, the association and foundation set the stage for connections that will impact the quality of life for people in destinations on a global scale.

The Unique Role of the Foundation
The foundation seeks to provide innovative thought leadership, tools and solutions for the Destinations International association membership and incubate future products or programs that will help the industry and eventually reside within the association. Our current focus is in the areas of advocacy and research; equity, diversity and inclusion; talent and workforce development and global outreach.
Core Guiding Principles

Research
The foundation takes aim at the issues destinations face daily. As one of the largest funders of research to develop a better understanding of our industry and the environment we operate in, we are committed to exploration. We set industry standards through Destination Organization Performance Reporting, Compensation and Benefits Study, and Standard Performance Reporting studies. We identify trends and opportunities through our DestinationNEXT Futures Study, as well as current threats through our Weaponization of Travel Study. We demonstrate the catalytic impacts of our efforts through the Destination Promotion: An Engine of Economic Development study; and we build the foundations for products such as the Event Impact Calculator by funding baseline calculations.

Advocacy
The foundation works diligently to help destination organizations better advocate for the outcome of their efforts. We monitor political conversations and track legislation that impacts our industry utilizing the world’s most comprehensive database of legislative information. We develop policy briefs and threat-analysis reports to help destination organizations mitigate current threats and get ahead of issues on the horizon. We assembled a team of industry leaders and crisis-management experts to help destination organizations assess a crisis and set them on the path to creating an effective response strategy.

Talent Development
The foundation invests in preparing the leaders of tomorrow through professional development and mentorship opportunities. Through programs like 30 Under 30 and the Apprenticeship Program, we are developing future industry leaders who represent a diverse set of backgrounds and perspectives.

Global Engagement
The foundation believes that destinations learning from each other will only help each community grow. By fostering the opportunity for exchange and global engagement, organizations will be able to be on a world stage in promoting their destination.

Together we will create new knowledge.
Together we will raise the voice of the industry.
Together we will develop the leaders of tomorrow.
Together we will foster a passion for learning.
This year’s class of 30 Under 30 includes young leaders from around the world who are making a difference in their destinations. Each month, the 30 Under 30 class heard from guest speakers who shared their insights on topics that included destination branding, sales and marketing, information and research, developing the destination experience, human resources and talent development, advocacy and leadership.

Program Participants from 3 Countries:

- Bermuda
- Canada
- United States

Revenue & Expenses
