Becoming a Community Shared Value/Living the Lexicon
11 Years of FinOPS.
October 28th, 2008
Colorado Springs @ The Broadmoor
Our Cornerstone
Every community must compete with every other community for their share of the world’s attention, customers and investment.

To compete, people need to be aware of a community, have a positive impression, and want to visit to experience the community and meet its people.
This is achieved through clearly developing, articulating and managing the community’s brand.

Efforts must be made to promote, market, sell and engage potential visitors. And all of this must be reinforced again and again. Destination organizations are uniquely positioned to do this.
Addressing this need for destination promotion is for the benefit and well-being of every person in a community. It is a common good.

It is an essential investment to develop opportunities and build quality of life to benefit all the residents of a community.
Becoming A Community Shared Value
attack
unprepared
accountability
“Does not ensure that public funds are being used effectively and efficiently.”

“Deficient procurement and contracting practices undermine accountability and does not ensure best value.”

“Disregarded its own procurement procedures.”

“Does not meet even the minimal level of prudence required…when disbursing public funds.”

“Does not consistently follow…established policies and procedures and laws.”

“Missing receipts.”

“No signatures.”

“Commingled funds.”
“Used vague metrics that made it hard…to tell how or how well or where it spent…millions of dollars.”

“They talk about industry standards and we don’t understand them.”

“Do not give any meaningful information pertaining to ROI.”

“Council delays marketing vote amid transparency concerns.”

“City spends millions a year on its tourism agency, but we have no idea if that’s money well spent.”

“How did a festival lose $2.3 million?”

“Plead guilty to 7 counts of felony theft.”

“Beginning to question the…convention and visitors bureau model.”
Observations and Conclusions
Despite our collective efforts, every year destination organizations continue to be under attack.
The attacks seem to be getting worse and more often.
And too often we are our worst enemy.
Destination organizations are too often finding their relevance in a community is weak or non-existent.
The civic & political ground on which we stand seems to have shifted.
We need to acknowledge that we have experienced a paradigm shift.
We need to understand the paradigm shift.
We need to figure out what is the most basic thing we need to be doing over and over.
The 4 questions we need to answer
#1

What is the community need that must be filled?
Every community must compete with every other community for their share of the world’s attention and investment.
What is the solution required to fill the need?
People need to...

...be aware of a community.

...be shown that a community is a destination and have a clear and defined impression of it in their mind.

...understand that destination and want to visit that destination to experience the community and its people for themselves.
#3

Why are destination organizations the solution to filling this need?
Strategies to achieve awareness, positive impressions and the desire to travel and share that experience include brand development and management, promotion, marketing, sales, visitor engagement.
#4

Who are we helping - who is our customer?
Support of destination promotion is for the benefit and well-being of every person in a community. It is a common good, a public good. It is an essential community investment to develop opportunities and build quality of life to benefit the people of a destination.

We help the people in our community. They are our customer.
Benefits -
1. Your need, your existence is not challenged.
2. Regular and greater access to public monies.
3. Recognized as a community expert, a leader.
4. A seat at the economic development and civic planning table.
5. A stronger brand value.
Responsibilities - Your need to...
1. ... interact with residents and their elected officials regularly and often and you need to speak their language.
2. ... know your community inside and out.
3. ... reflect your community and all its diversity.
4. ... operate in a transparent manner.
5. ... be a proper fiduciary of public monies and proactively prove it.
6. ... include community stakeholders in your decision making process and the rollout of any major initiatives.
7. ... have a strategic plan that incorporates this approach and have an advocacy & community engagement plan.
8. ... operate without arrogance.
Interact with residents and their elected officials regularly and often speaking their language.
Use of the term

“Corporate Welfare”
Top 10 Most Vocal Governors on Tourism

Number of mentions in statements or on social media

CUOMO (D-NY)  215
SCOTT (R-FL)   95
WALKER (R-WI)  88
MCAULIFFE (D-VA)  73
HOGAN (R-MD)  39
IGE (D-HI)    39
DEAL (R-GA)   35
HUTCHINSON (R-AR)  35
JUSTICE (R-WV)  30
BULLOCK (D-MT)  28
# Top Keywords When Mentioning Tourism by Party

*Frequency of terms mentioned in tourism statements*

<table>
<thead>
<tr>
<th>Keyword</th>
<th>Frequency</th>
<th>Keyword</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Democrats</td>
<td></td>
<td>Republicans</td>
<td></td>
</tr>
<tr>
<td>jobs</td>
<td>186</td>
<td>tax</td>
<td>371</td>
</tr>
<tr>
<td>community</td>
<td>184</td>
<td>budget</td>
<td>329</td>
</tr>
<tr>
<td>industry</td>
<td>175</td>
<td>funding</td>
<td>294</td>
</tr>
<tr>
<td>public</td>
<td>165</td>
<td>community</td>
<td>222</td>
</tr>
<tr>
<td>economy</td>
<td>164</td>
<td>economy</td>
<td>221</td>
</tr>
</tbody>
</table>
Tourism

- Program
- People
- Community
- Work
- Local
- Support
- Provide
- Opportunity
- Need
- Public
Economic Development

- Program
- Community
- Work
- Support
- Local
- Need
- People
- Provide
- Opportunity
Education & Teachers

- Program
- Community
- Public
- Provide
- Work
- Support
- Local
- Need
- Opportunity
Hospitals & Firefighters

- Public
- Community
- Program
- Work
- Provide
- Need
- Support
- Local
Neighborhoods & Downtown

- Community
- People
- Work
- Program
- Need
- Support
- Local
- Public
- Provide
2018 Key Words In The New Tourism Vocabulary

- Community
- Local
- Need
- Opportunity
- People
- Program
- Provide
- Public
- Support
- Work
What Is a Destination Organization?

“An organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism marketing, and services.”

~ Wikipedia
A destination organization is responsible for promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, they strengthen the economic position and provide opportunity for people in their community.

~ From Destinations International’s “The New Tourism Lexicon: Rewriting Our Industry’s Narrative”
Destination marketing organization

A destination organization, often referred to as a destination marketing or management organization, convention and visitors bureau or tourism board, is responsible for promoting a community as an attractive travel destination and enhancing its public image as a dynamic place to live and work. Through the impact of travel, they strengthen the economic position and provide opportunity for people in their community.

Such organizations are essential to the economic and social well-being of the communities they represent, driving direct economic impact through the visitor economy and fueling development across the entire economic spectrum by creating familiarity, attracting decision makers, sustaining air service and improving the quality of life in a place. Destination promotion is in fact a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to the community’s future economic and social well-being.
2019 Updated Key Words
In The New Tourism Vocabulary

- community
- family
- funding
- help
- information
- investment
- job
- local
- need
- opportunity
- people
- program
- project
- provide
- public
- service
- support
- thank
- neighbor
- work
Living the Lexicon

Visit Phoenix

Visit Champaign County
The Original ‘Ten’
The Original ‘Ten’

Community  Local  Need
Opportunity  People  Program
Provide  Public  Support
Work
Applying the ‘Ten’ – Visit Phoenix
“Visit Phoenix (previously known as the Greater Phoenix Convention & Visitors Bureau) is a private, not-for-profit organization that markets Greater Phoenix to a global audience of travelers and books conventions into the Phoenix Convention Center and area hotels and resorts.

Visit Phoenix cultivates and maintains relationships with meeting planners, travel journalists, travel agents and tour operators. We produce advertising campaigns promoting leisure travel and meetings, coordinate site visits, conduct media tours and maintain the official tourism website for Greater Phoenix.

Visit Phoenix brings business to Phoenix that would not otherwise come—from leisure visitors to group meetings to mega sports events. Why? Because visitors to Greater Phoenix create jobs and sustain local governments by generating massive revenues for the city, county and state. Put simply: Visitors help keep Arizonans’ taxes lower.”
Applying the ‘Ten’

DI Remix – About Us/Vision/Mission

Vision Statement: *(Want we want to be)*
Destination promotion is a public good for the benefit and well-being of all. Visit Phoenix provides this investment, enhancing our future economic and social well-being for the Greater Phoenix area.

Mission Statement: *(What we do)*
Visit Phoenix welcomes the world to our local community through the impact of travel. Visit Phoenix works to tell our story, invest in our brand and help create quality of place to the Greater Phoenix area.

About us: *(How we do it)*
Visit Phoenix (previously known as the Greater Phoenix Convention & Visitors Bureau) is a private, not-for-profit organization that promotes Greater Phoenix to people through the following opportunities:

- Cultivating and maintaining relationships with our industry and community stakeholders.

- Produce marketing programs that promote Greater Phoenix through means of leisure, meetings and sports.

- Advocate for Greater Phoenix’s assets to invite people that would not otherwise come.
### ABOUT US

Visit Phoenix is a non-profit organization that promotes the Greater Phoenix community to a global audience of travelers and books conventions into the Phoenix Convention Center and area hotels and resorts. Visit Phoenix cultivates and maintains relationships with convention and meeting planners, journalists and influencers, travel agents and tour operators.

We produce marketing and brand campaigns promoting leisure travel and meetings, coordinate site visits, conduct media tours and maintain the official tourism website for Greater Phoenix. In partnership with our more than 1,000 member businesses, Visit Phoenix brings business to Greater Phoenix that would not otherwise come—from leisure visitors to group meetings to popular sports events. Through this, Greater Phoenix can compete in today's globalized, networked world for its share of the world's consumers, businesses, investment, capital, respect, and attention.

### MISSION STATEMENT

Visit Phoenix's mission is to enhance the lives of our neighbors, support people at work within our community and contribute to the creation of economic opportunity in Greater Phoenix through brand development and promotion of the destination.

### VISION STATEMENT

Greater Phoenix will be on the top of travelers and meeting planners' consideration lists for both leisure and business travel. With Visit Phoenix's efforts, Greater Phoenix will achieve a healthy and sustainable visitor industry for the enjoyment of the visitor and the benefit of the local community.
Applying the ‘Ten’ – Visit Champaign County
Applying the ‘Ten’

Visit Champaign – Externally Focused

“Thank you to our destination management partners who support VCC efforts and we look forward to your continued involvement. It takes a unified effort to invest in a destination’s economic growth and quality of life. We are making good progress!”

Jayne Deluce – 2017 – Quarterly Report
“Thank you to our partners who support destination promotion, which benefits the well-being of every person in our community. As a public good, it is an essential community investment to develop opportunities and build quality of life for the people of our outside of ordinary community.”

Jayne Deluce – 2019 – Quarterly Report
Applying the ‘Ten’
Visit Champaign – Externally Focused

“We drive business to this community through destination sales and marketing efforts. We’re here to support business, especially locally-owned, and we work hard to champion the greater Champaign County area as a memorable, authentic outside of ordinary destination.”

Jayne Deluce – 2017 – City Council Meeting
Applying the ‘Ten’
Visit Champaign – Externally Focused

“We promote this community as an outside of ordinary destination to visit, work and live.”

Jayne Deluce – 2019 – City Council Meeting
Looking ahead TO FISCAL YEAR 19
FROM THE CEO
JAYNE DELUCE

Our purpose is simple: Be a champion for travel and tourism in our destination. How we get there can be complex. We work in a world of advanced technology, funding challenges, politics, generational travel needs and competition.

In a recent policy brief by Destinations International, “The New Tourism Lexicon: Rewriting our Industry’s Narrative” indicated that our success starts with a values-based approach. We need to talk with stakeholders in a manner that is simple and emotional, and connects their values to our organization.

In developing a sense of place, we must frame our industry message effectively by keeping it simple and saying it often and sincerely.

We promote this community as a great travel destination and enhance our public image to want to live and work here. These efforts fuel economic growth and provide opportunity for people in this community.
Old Sayings/New Expressions
‘The U.S. travel market grew 4% in 2014. Domestic travel to X grew by 2.5% to reach 24.5 Million visitors.

‘Our Nation’s travel economy increased 4% in 2014. In X, we experienced a growth of 2.5%, providing 24.5 million people to experience our community.’

‘Driving business and revenues by booking and servicing city-wide conventions, meetings and sporting events in the X Convention Center, at city hotels and at other venues.’

“Providing business opportunities and needs to our local hotel, meetings and events facilities”
Old sayings/New expressions

‘Not only did more people visit X in 2014 – each visitor spent on average 1.5% more per trip. In total, X’s visitors spent $5.2 Billion at local businesses or on local services (+3.7% from 2013).’

‘more people experienced X in 2014, our guests invested X greater per experience over recent years. In total, our local visitor economy put $5.2 billion back into our local and neighborhood assets.

‘Saving $630 in tax contributions PER X HOUSEHOLD’

‘Providing each local households tax relief of approx. $640’

‘And visiting is important - because tourism and meetings mean business, economic prosperity, and, most importantly, jobs’

‘Experiencing our community is paramount, tourism provides opportunity, investment, and work to our local families, friends, and neighbors.’
Living the Lexicon Series
Q: Describe the public support for your promotional efforts?

Our primary funding stakeholders generally understand the benefits of the visitor industry and are supportive of our efforts. With those large-scale events I mentioned previously, our organization has been incredibly involved which has helped create a level of trust between the County, City and our DMO that allows us to work without unbearable – and often unproductive – oversight.

Q: Describe the public support for your promotional efforts?

We take our jobs seriously as stewards of public financial support, as well, as the opportunity to enhance that public support with private business support. Advocacy is one of our core values in educating stakeholders and residents our role within the community to strengthen economic growth and truly improve the quality of life living here. It's always a work in progress!
Living the Lexicon

Inspired by our policy briefs, *Advocacy in the Face of Ideology* and *The New Tourist Lexicon*, please enjoy this latest content series brought to you by the Destinations International Foundation.

"Living the Lexicon" is an in-depth Q&A with destination organizations that find creative ways to bring both a public good towards the community they serve and subtle nod to how they speak about destination promotion. All destination organizations are essential investments no community can afford to ake and are for the good and well being of all.

If you would like to be featured and feel your destination organization is living the lexicon, please reach out to us at [advocacy@destinationsinternational.org](mailto:advocacy@destinationsinternational.org).

---

[Visit Frederick](https://destinationsinternational.org/living-lexicon)
Contact

• aweissenborn@destinationsinternational.org
THANK YOU

communications@destinationsinternational.org