

The 2012-2017 Michigan Tourism Strategic Plan

Prepared for

Travel Michigan, the Michigan Economic
Development Corporation and the
Michigan Travel Commission

by

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List of Acronyms

CVB	Convention and Visitor(s) Bureau
MDARD	Michigan Department of Agriculture and Rural Development
MDNR	Michigan Department of Natural Resources
MDOT	Michigan Department of Transportation
MEDC	Michigan Economic Development Corporation
MLTA	Michigan Lodging and Tourism Association
MSU	Michigan State University
ROI	Return On Investment

Foreword and Acknowledgements

Completion of this strategic plan would not have been possible without the assistance and input of hundreds of industry members around the state. The planning team – Dr. Nicholls, Travel Michigan/Michigan Economic Development Corporation (MEDC), the Michigan Travel Commission and the Strategic Plan Advisory Council – greatly appreciates the participation of each and every industry member in the various online and in-person activities held throughout the year. One of the most critical guiding philosophies of this process was to develop a plan “by the industry and for the industry,” and the level of industry involvement in the process has been truly reflective of this ideal.

The sponsors of the overall planning process and of the twelve summer industry stakeholder meetings are highlighted below. A heartfelt thank you to each and every individual and entity listed for your financial and organizational support. All twelve stakeholder meetings were immensely successful, due in no small part to the contributions and consummate hospitality provided by the meeting sponsors.

A similarly heartfelt thank you goes to the members of the Strategic Plan Advisory Council who worked tirelessly throughout the year to hone the process and condense hundreds of pages of industry input into the final documents presented here. Advisory Council members each contributed dozens of hours of time and effort into this process and provided countless pearls of wisdom and words of encouragement over the course of the year. This was a truly wonderful and inspiring group with which to work. The members of the Strategic Plan Advisory Council are listed below.

Many individuals volunteered their time and expertise to facilitate the planning process, whether at the visioning and goal-setting session held in Grand Rapids in March or at one or more of the twelve summer industry stakeholder meetings. Sincere thanks to every individual who facilitated at one or more of these sessions. Special thanks to Ginger Hentz and Yvonne (Bonnie) Wichtner-Zoia from Michigan State University Extension for their expert assistance with development of meeting protocols and materials. And an extra special thank you to my student assistant, Alyssa Peterson, who worked tirelessly throughout the year, often at short notice and at all times of the day and night, to keep us on time and on task.

Finally, I would like to thank George Zimmermann (Travel Michigan/MEDC) and the entire Michigan Travel Commission (members listed below) for the opportunity to lead this planning effort. It has been an immense pleasure and honor to be involved in what is a critical activity for our industry and our state, and I very much look forward to continuing to serve the industry during the forthcoming implementation phase of the process.

Dr. Sarah Nicholls
Michigan State University
December 2012

Strategic Plan Sponsors (alphabetical by name of organization)

Amway Grand Hotel Group (Rick Winn)
Ann Arbor CVB (Mary Kerr)
Detroit CVB (Larry Alexander)
Discover Kalamazoo (Greg Ayers)
Experience Grand Rapids (Doug Small)
Frankenmuth CVB (Jamie Furbush)
Grand Hotel/Mackinac Island (Ken Hayward)
Great Lakes Bay Regional CVB (Annie Rummel)
Holland Area CVB (Sally Laukitis)
Jackson County CVB (Mindy Bradish-Orta)
Livingston County CVB (Barb Barden)
Michigan Lodging and Tourism Association (Steve Yencich)
Petoskey Boyne CVB (Peter Fitzsimons)
The Henry Ford (Patricia Mooradian)
Travel Michigan/MEDC (George Zimmermann)
Traverse City CVB (Brad Van Dommelen)
Upper Peninsula Travel Association (Tom Nemacheck)

Summer Industry Stakeholder Meeting Sponsors

Region One – Sault Ste. Marie (Tuesday July 10th 2012)

Meeting space and AV equipment: Best Western Sault Ste. Marie

Refreshments: Sault Area Convention & Visitor Bureau

Region One – Houghton (Wednesday August 13th 2012)

Meeting space, AV equipment and refreshments: Franklin Square Inn and Shelden Grill

Region One – Mackinac Island (Wednesday August 15th 2012)

Meeting space, AV equipment and refreshments: Grand Hotel

Region Two – Bellaire (Monday July 23rd 2012)

Meeting space and AV equipment: Shanty Creek Resorts

Refreshments: Cadillac Area Visitors Bureau, Charlevoix Convention & Visitors Bureau and Traverse City Convention & Visitors Bureau

Region Three – Hillman (Wednesday June 27th 2012)

Meeting space and AV equipment: Thunder Bay Golf & RV Resort

Region Four – Grand Rapids (Thursday August 2nd 2012)

Meeting space and AV equipment: Department of Hospitality and Tourism Management, Grand Valley State University

Refreshments: Experience Grand Rapids and Kent County Lodging Association

Region Five – Frankenmuth (Tuesday July 31st 2012)

Meeting space and AV equipment: The Bavarian Inn Lodge Hotel & Conference Center

Region Six – Kalamazoo (Monday July 30th 2012)

Meeting space and AV equipment: Holiday Inn West Kalamazoo

Refreshments: Discover Kalamazoo

Region Seven – Lansing (Thursday July 26th 2012)

Refreshments: Greater Lansing Convention & Visitors Bureau

Region Eight – Port Huron (Wednesday July 18th 2012)

Meeting space, AV equipment and refreshments: Blue Water Area Convention and Visitors Bureau and Acheson Ventures

Region Nine – Ypsilanti (Monday July 16th 2012)

Meeting space: Department of Geography & Geology, Eastern Michigan University

Refreshments: Monroe County Convention & Tourism Bureau

Region Ten – Dearborn (Thursday July 19th 2012)

Meeting space and AV equipment: The Henry Ford

Refreshments: Detroit Metro Convention & Visitors Bureau

Strategic Plan Advisory Council Members (alphabetical by last name)

Donald Coe, Managing Partner/Co-owner, Black Star Farms and Member, Michigan Commission of Agriculture and Rural Development
Rick Hert, CEO, West Michigan Tourism Association
Patty Janes, Associate Professor, Grand Valley State University
Chris MacInnes, Senior VP/President Crystal Properties, Crystal Mountain Resort & Spa
Gordon Mackay, President, Indian Trails
George A. Moroz, Special Assistant to the President, The Henry Ford
Jim Northup, Superintendent, Pictured Rocks National Lakeshore
Mike O'Callaghan, Executive VP/COO, Detroit CVB
Barry Owens, General Manager, Treetops Resort
Bill Quiseng, Customer Service Speaker & Blogger, BillQuiseng.com (through August 2012)
Christine Rector, Director of Regional Strategies, Northern Initiatives
Annette Rummel, CEO, Great Lakes Bay Regional CVB
Dan Sippel, former Travel Advertising Category Manager, mlive/Booth Newspapers
Maia Stephens, Recreational Programmer, MDNR Parks and Recreation Division
Brad Van Dommelen, President, Traverse City CVB
Rick Winn, VP/Managing Director, Amway Hotel Corporation
Steve Yencich, President/CEO, Michigan Lodging and Tourism Association
Jennifer Zieger, General Manager, Fairfield Inn & Suites by Marriott Livonia

Advisory Council Meeting Sponsors

June 5 meeting at the Amway Grand Plaza, Grand Rapids
Rick Winn, VP/Managing Director, Amway Hotel Corporation

August 27 meeting at Alger County Heritage Center, Munising
Gordon Mackay, President, Indian Trails
Jim Northup, Superintendent, Pictured Rocks National Lakeshore

October 29 meeting at Crystal Mountain Resort & Spa
Chris MacInnes, Senior VP/President Crystal Properties, Crystal Mountain Resort & Spa

Travel Commission Members

Chair: Patricia Mooradian, The Henry Ford

Vice Chair: Judy Zehnder Keller, The Bavarian Inn

Mike Busley, Grand Traverse Pie Company

Rochelle Cotey, ALTRAN Transit Authority (through August 2012)

Roger Curtis, Michigan International Speedway

Frank Ettawageshik

Ken Hayward, Grand Hotel (through August 2012)

Sally Laukitis, Holland Area CVB

Jon Nunn, Grand Action

Jerry Preston

Susan Sherer, Sherer Inc.

Lawrence Schuler, Schu's Hospitality Group (new member as of September 2012)

Julie Sprenger, Laurium Manor Inn (new member as of September 2012)

Art Tebo (through August 2012)

Jerome Toney, Grand Hotel (new member as of September 2012)

Elizabeth Workman, Vacation Trailer

The Purpose of the Plan

Tourism is one of the largest industries in Michigan, generating \$17.7 billion of direct spending, \$995 million in state taxes and 200,000 jobs in 2011. In addition to the attraction of more visitors, an engaging and enjoyable travel experience can also be a critical first step in attracting new residents, entrepreneurs, and businesses to move to Michigan. The intent of the 2012-2017 Michigan Tourism Strategic Plan is to lay the foundation upon which tourism will continue to grow and prosper over the next five years, further contributing to the overall economic development of the state. The laying of this foundation is predicated on the desirability of the continued unification of the tourism industry; as such, while the planning process was facilitated by Dr. Sarah Nicholls of Michigan State University under the leadership of the Travel Commission, the contents of the plan itself were generated based on input from hundreds of industry members, from multiple industry sectors and from all areas of the state. As such, the contents of this document truly represent a plan developed by Michigan's tourism industry and for Michigan's tourism industry.

The fundamental purpose of the 2012-2017 Michigan Tourism Strategic Plan is to define the Michigan tourism industry's desired future state and identify the actions necessary to move the industry towards that ideal future state. As such, the planning process concentrated on answering three key questions:

1. Where is the industry and how is the industry performing at the present time?
2. Where and how would the industry like to be by 2017?
3. How can the industry achieve this desired future state?

The Key Components of the Plan

Development of the plan centered on identification of four key components:

1. A vision;
2. A set of goals;
3. A set of objectives underlying each goal; and
4. Suggested strategies for each objective.

The Vision: The vision represents the guiding light of the planning process and document. The purpose of generating a vision was to create a shared picture of how Michigan's tourism industry would like to look and feel by 2017. As such, the vision gives Michigan's tourism industry a commonly-agreed upon model state to move towards over the next five years. A vision can be emotive and should be a source of inspiration, offering the possibility of fundamental industry change. Progress towards the vision does not need to be measurable.

The Goals: The goals represent the primary outcomes the industry will need to achieve in order to realize the vision it has set for itself. Goals should be broadly applicable (in this case, to all elements of the industry and to all parts of the state). Goals should strike a balance between being lofty enough to inspire commitment and action, yet also strategic enough to anchor objectives and strategies. Good goals are action-oriented (i.e., they begin with a verb) and are specific, concise and brief. The 2012-2017 Michigan Tourism Strategic Plan contains eight goals.

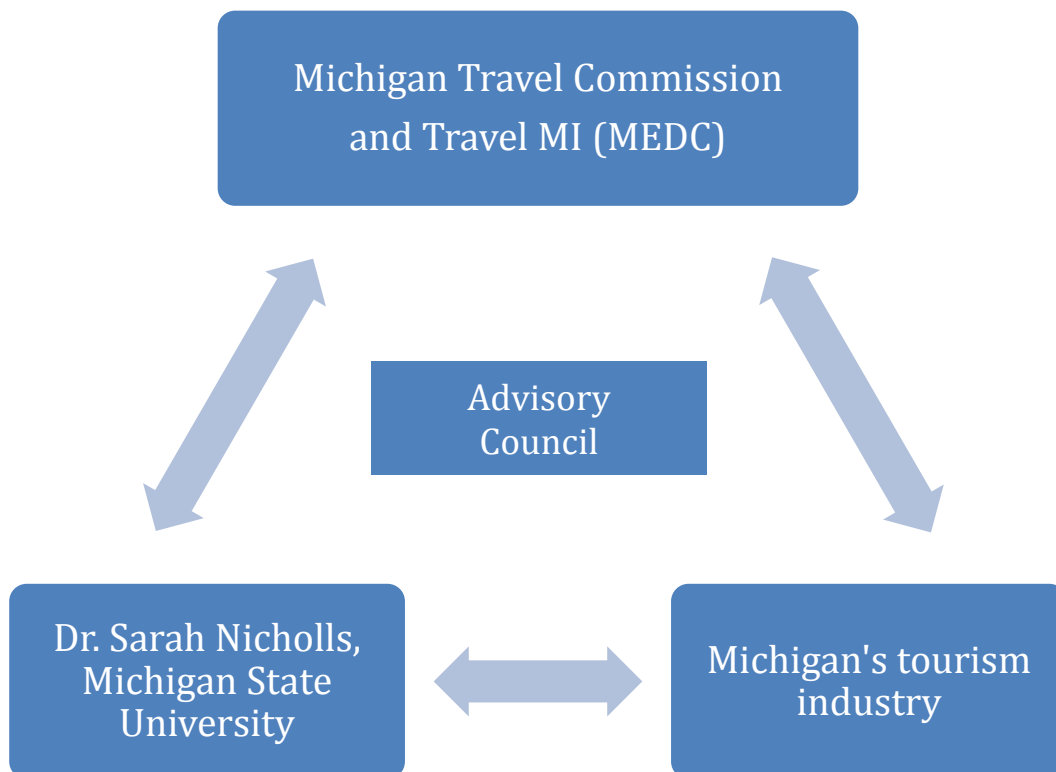
Objectives: Objectives are subsets of goals that reflect broad action categories. They answer the question of *what* needs to be accomplished to reach the goal and, ultimately, realize the vision. Objectives should ideally be specific, measurable, attainable, results-oriented and time-sensitive. Each of the eight goals in the 2012-2017 Michigan Tourism Strategic Plan is underpinned by two or more objectives.

Suggested Strategies: Strategies represent the activities or actions required to fulfill the objectives, i.e., they answer the question of *how* each objective is to be accomplished via identification of *who needs to do what and when*. Strategies are the most specific element of the plan. Like objectives, strategies should be measurable, attainable, results-oriented and time-sensitive. Rather than prescribing any one or particular set of strategies for each objective, a series of suggested strategies is offered for each of the objectives presented in the plan. Decisions regarding the particular strategies to be deployed to achieve each objective will be made during the implementation phase of the planning process.

The Planning Process

Development of the 2012-2017 Michigan Tourism Strategic Plan took place over the course of calendar year 2012. The founding philosophy of the strategic planning process was, as with the previous plan, one of “by the industry and for the industry.” Participation was sought throughout the year and via a variety of in-person and on-line channels. These activities are described in more detail below. Figure 1 illustrates the relationships between the three core sets of individuals and organizations involved in the planning process: the Michigan Travel Commission and Travel Michigan (MEDC), Dr. Sarah Nicholls and Michigan State University, and the tourism industry. Members of the industry were invited to participate in multiple in-person and on-line planning activities and were also represented throughout the process by the Strategic Plan Advisory Council, an eighteen person group of individuals from across the industry and around the state that advised and assisted Dr. Nicholls, the Michigan Travel Commission and Travel Michigan throughout the planning process.

Figure 1. Stakeholders in the Strategic Planning Process



Planning is an on-going process. As shown in Figure 2, development of the current plan began with evaluation of the degree of success associated with implementation of the previous (2007-2011) plan. An assessment of current industry conditions was then conducted, and updated over the course of the year, as appropriate. Results of these first two activities were then employed in development of the current plan, which will be implemented over the years 2013-2017. Preparation of the next strategic plan should then commence with evaluation of the current plan's implementation.

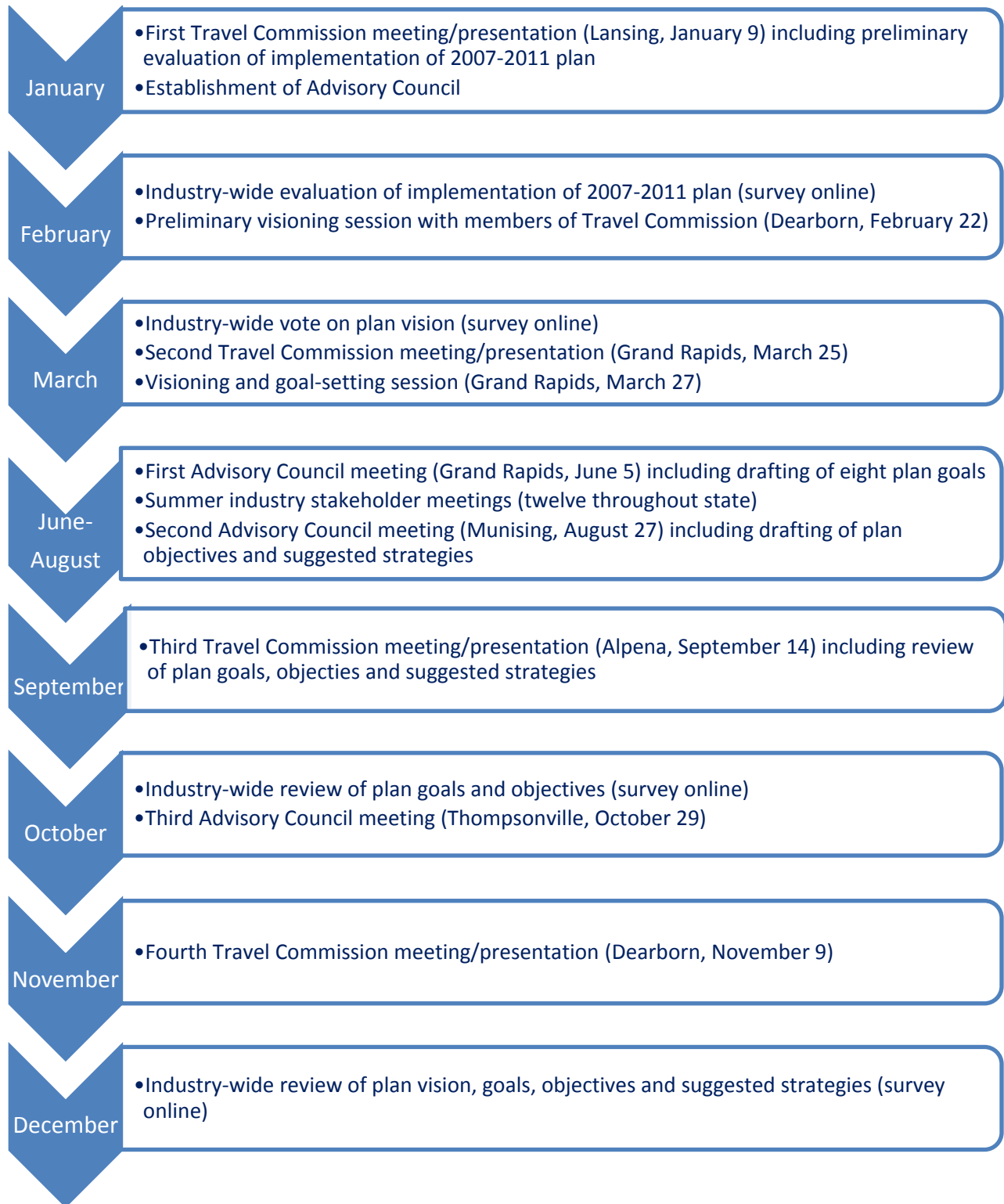
Figure 2. The Four Key Stages of the Planning Process



Timeline of the Planning Process

A timeline of key milestones in the planning process is presented over the page (Figure 3). Each component of the process is then described in more detail in the pages following.

Figure 3. A Timeline of the Planning Process



Evaluation of the 2007-2011 Plan

Evaluation of the previous plan and of the extent of its implementation was a critical first step in the planning process. First, it provided an opportunity to identify and celebrate the achievements and successes of the industry over the past five years. Second, it helped in the identification of ongoing needs and concerns within the industry. Third, it helped in the establishment of where and how to build on previous work, and where to start afresh. Fourth, the evaluation served as a preliminary step in the next stage of the plan, the visioning process.

Preliminary evaluation of the 2007-2011 plan took place at the Travel Commission meeting held January 9 in Lansing. Members of the 2007-2011 planning team were in attendance to provide a review of their activities during the development of the plan and to present short summaries of the progress made over the 2007-2011 period. Attendees were each then asked to assess the extent to which they thought various items identified in the 2007-2011 plan had been accomplished using a simple scale from 'fully implemented' to 'no progress.' These evaluations and the ensuing discussion were then used to inform development of a more extensive survey which was sent out to industry stakeholders in February.

One hundred forty industry members completed the evaluation survey. A full set of numeric results is included in Appendix One A and open ended comments are listed in Appendix One B. Key findings of this survey are summarized below:

- In response to the question, "In your opinion, what has been the Michigan tourism industry's greatest achievement over the past five years?," the Pure Michigan campaign was clearly perceived to be the greatest achievement. Sixty-four percent of respondents mentioned the campaign and its success, and another 20% referred more specifically to the securing of funding for the campaign.
- In response to the question, "In your opinion, what is the one most critical need or issue currently facing Michigan's tourism industry?," results were much more mixed, with many more and a more diverse set of items identified. The four issues mentioned by at least 10% of respondents were as follows:
 - (i) Securing long term funding for Travel/Pure Michigan (mentioned by 26% of respondents);
 - (ii) Gas prices (16%);
 - (iii) Raising the awareness of Michigan as a destination (11%); and
 - (iv) The economy (10%).
- When asked to rate a specified set of items in terms of their importance for the development of tourism in Michigan over the next five years, the following items were rated as 'extremely important' by at least 50% of respondents:

- Continued funding for the Pure Michigan campaign (rated 'extremely important' by 82% of respondents);
- Improvement of Michigan's image as a vacation destination (74%);
- Elevated status of tourism in the eyes of state leaders and officials (67%);
- Improvement in the level of customer service throughout the industry (58%);
- Increased collaboration and partnerships within the industry (56%);
- Establishment of the economic impact of tourism within the state (50%).

Establishment of the Vision

The vision represents the shared picture of how Michigan's tourism industry would like to look and feel by 2017. It gives the industry a commonly-agreed upon model state to move towards throughout the implementation phase of the strategic plan period, in this case the five years 2013-2017.

A preliminary visioning exercise was completed with members of the Travel Commission on February 22, 2012. Participants were asked to imagine their ideal state for Michigan tourism, and to identify what was different about this ideal state compared to current conditions and what changes would have to be made to achieve this ideal (see Appendix Two A for a copy of the visioning exercise). Facilitated discussion of the results of this exercise eventually generated a set of four potential vision statements.

Between March 19 and March 26, 2012, a poll of the industry was conducted to assess reaction to these four potential vision statements. Respondents were given the opportunity to: (i) rank the four options from most to least preferred; (ii) indicate that they had no strong preference between the four options, i.e., that they liked all four of them; or (iii) indicate that they did not like any of the given options. Respondents were also given the opportunity to provide comments about the four options provided, as well as to make suggestions regarding additions, changes, etc. A total of 261 individuals took part in this voting process. Over 91% of respondents were supportive of the vision statement that was ultimately adopted. Full results of this voting process are presented in Appendix Two B.

Setting of Goals

Goals represent the primary outcomes Michigan's tourism industry will need to achieve in order to realize its vision. The intent of the goals is to be broadly applicable – to all elements of the industry and to all parts of the state.

Evaluation of the 2007-2011 plan – in particular the questions regarding critical issues and needs – and discussion with the Travel Commission and various other industry members led to the identification of eight recurring themes around which specific goals were eventually set. The final versions of these eight themes are as follows (minor wording changes were made throughout the course of the process, thus, the list below differs slightly from the materials presented in the corresponding appendices):

- Collaboration, Cooperation and Partnerships
- Funding
- Product Development
- Promotion, Marketing and Communications
- Public Policy and Government Support
- Research and Technical Assistance
- Resources and Environment
- Service Excellence

On March 27, a Visioning and Goal-Setting Session was held in Grand Rapids, immediately following the concluding luncheon of the 2012 Governor's Conference on Tourism. Approximately one hundred industry members attended this facilitated session. Participants selected one of the eight themes and worked through a series of exercises that encouraged them to identify the importance of the theme, assess its current status, and identify how the situation with respect to the theme could or should improve in the future. A full set of session materials is presented in Appendix Three A, and the input received during this session is reported in Appendix Three B. A summary of the process and the input received appears in Appendix Three C.

The input received at the March 27 session was examined in fine detail and used to draft a set of preliminary goal statements for each theme. The full set of input and these draft statements were then reviewed by the Advisory Council at their June 5 meeting. Teams of Advisory Council members worked to craft single statements from the multiple options generated. These were then presented to, and discussed and edited by, the full advisory group. Once consensus had been reached regarding a goal statement for each theme, these statements were submitted to the Travel Commission for their review. With some minor wording changes the final set of goal statements – one per theme – was finally reached.

Development of Objectives and Suggested Strategies

Objectives are subsets of goals that reflect broad action categories. They answer the question of *what* needs to be accomplished to reach the goal and, ultimately, realize the vision. Strategies represent the activities or actions required to fulfill the objectives, i.e., they answer the question of *how* each objective is to be accomplished via identification of *who needs to do what and when*. The suggested strategies are the most specific element of the plan.

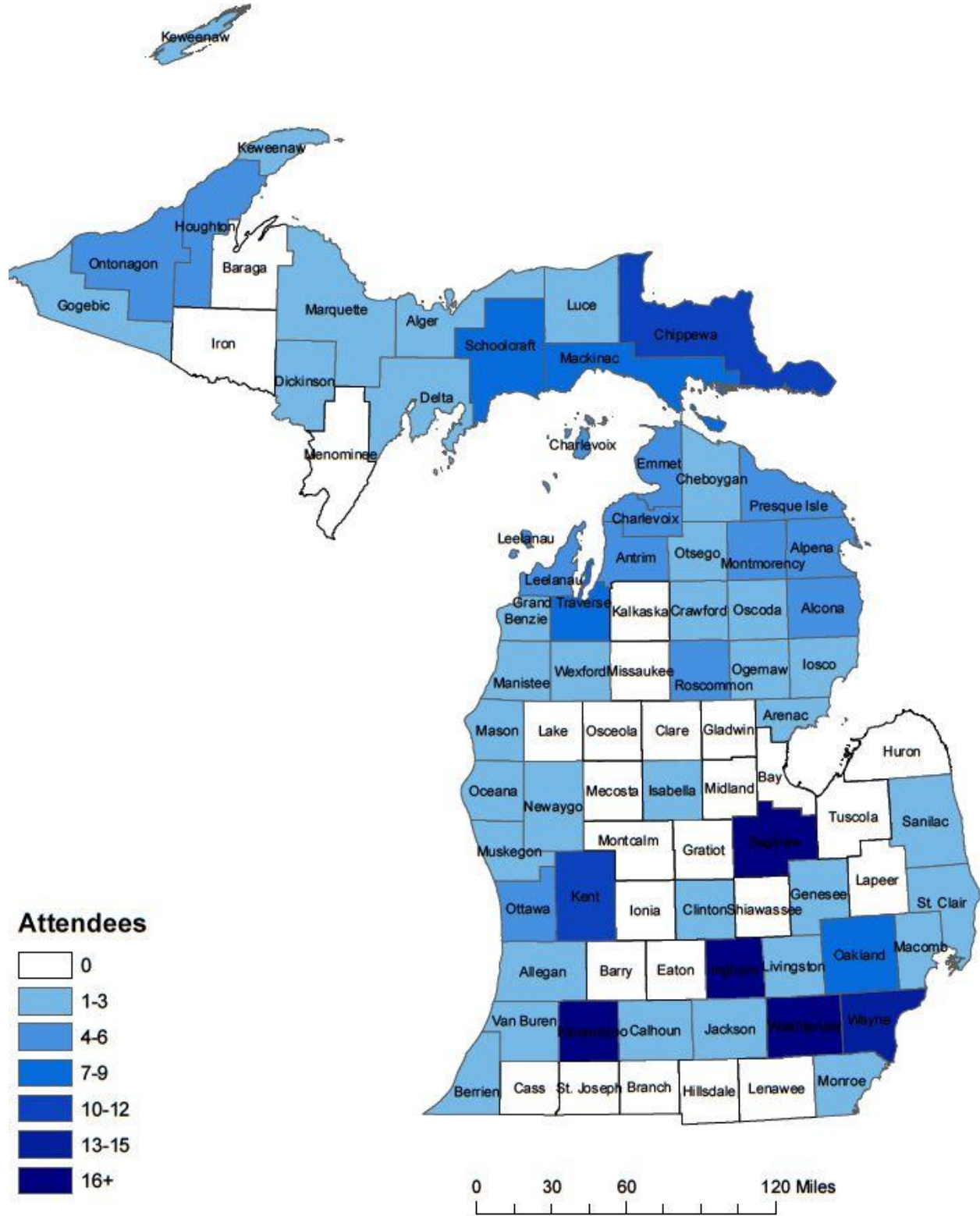
The development of objectives and suggested strategies was the most intensive in terms of interaction with industry members and the volume of input received. A series of twelve facilitated industry stakeholder meetings was held throughout the state between late June and mid-August. Locations were selected so as to ensure at least one meeting in each of MEDC's ten service delivery regions, with an additional two meetings in the Upper Peninsula. Each meeting lasted four and a half hours, and a total of 264 industry members participated (Figures 4 and 5). Meetings consisted of a combination of formal presentations and round-table working sessions. Each participant selected two of the eight goal themes on which to focus during the round-table portions. The working portions of the meeting enabled participants to deliberate on the specific objectives and associated strategies that they believed necessary to achieve in order to accomplish the goal that had been set for each theme. The materials used during the working portions of each session are available in Appendix Four A. Copies of the formal presentations made to attendees are provided in Appendix Four B. Meeting sponsors are acknowledged in the preliminary portion of this document.

A vast amount of input was received from industry members at the summer stakeholder meetings. A full copy of this input is provided in Appendix Four C. Attendees' ideas regarding each theme were reviewed in depth and on multiple occasions. The intent of each iteration of review was to condense the input provided into a set of objectives and associated suggested strategies for each goal. During this process, similar suggestions were combined and clearly unattainable or impractical ideas were eliminated. A considerably abridged set of potential objectives and suggested strategies was presented to and discussed by the Advisory Council at their August 27 meeting and the Travel Commission on September 14. A survey of industry stakeholder meeting attendees was then conducted to seek additional feedback on selected items. Based on input from these three activities, much additional reviewing and editing was then conducted. A further abridged set of objectives and suggested strategies was presented to and discussed by the Advisory Council at their October 29 meeting and the Travel Commission on November 9. The final set of objectives and suggested strategies was then integrated with the existing vision and goals and these items distributed to industry stakeholder meeting attendees for a final review. The final vision, goals, objectives and suggested strategies follow in the next portion of this document.

Figure 4. Industry Stakeholder Meeting Attendance by Meeting Location

Location	Date	Number of Attendees
Hillman	6/27/12	29
Kalamazoo	7/30/12	28
Bellaire	7/23/12	27
Grand Rapids	8/2/12	27
Lansing	7/26/12	25
Dearborn	7/19/12	22
Frankenmuth	7/31/12	22
Ypsilanti	7/16/12	21
Sault Ste. Marie	7/10/12	18
Houghton	8/13/12	18
Mackinac Island	8/15/12	15
Port Huron	7/18/12	12
TOTAL		264

Figure 5. Industry Stakeholder Meeting Attendance by Attendee Origin



Michigan Tourism: Strengths, Weaknesses, Opportunities and Threats

A SWOT analysis identifies and appraises the internal **s**trengths, internal **w**eaknesses, external **o**pportunities and external **t**hreats currently or potentially impacting a business or industry. Internal strengths and weaknesses refer to issues or factors that the business or industry has some control over, whereas external opportunities and threats refer to issues or factors over which the business or industry has little or no immediate control. The Michigan tourism SWOT analysis was prepared in light of historical and current tourism data as well as the input received from industry stakeholders over the course of the year. Items identified in the SWOT analysis are reflected in the goals and objectives of the plan itself, with the intent of capitalizing or continuing to capitalize on the industry's identified opportunities and strengths while to the greatest extent possible mitigating the industry's identified weaknesses and preparing to counteract identified threats.

Strengths

- Michigan enjoys an abundance of natural resources, including borders with four of the five Great Lakes; the longest freshwater coastline in the country; 11,000 inland lakes and 36,000 miles of rivers and streams; over 100 state parks; the largest state forest system in the nation; and, five National Park Service sites.
- Michigan's temperate latitude creates four distinct seasons, offering tourism opportunities all year round. Summers are especially pleasant in comparison to the temperatures and humidity levels experienced in the southern states. Fall colors are comparable to those in New England. For winter sports enthusiasts there are some 6,470 miles of groomed snowmobile trails in Michigan as well as the second highest number of ski areas in the nation after the state of New York.
- Michigan enjoys a distinctive visual geography – two peninsulas surrounded by four of the Great Lakes.
- Michigan enjoys a rich and vibrant cultural history, particularly in terms of its Native American population, its automotive heritage and its musical roots.
- Michigan is home to Mackinac Island – a truly unique destination.
- Michigan is the second most diverse agricultural state in the nation in terms of crop productivity (after California), offering tremendous potential for the continued growth of the agricultural and culinary tourism niches.
- Michigan hosts a range of regionally and nationally acclaimed annual festivals, e.g., National Cherry Festival, Tulip Time, The Woodward Dreamcruise.
- Detroit Metropolitan Wayne County Airport (DTW) is one of the busiest airports in the United States and among the world's largest air transportation hubs. It is the second-largest hub and primary Asian gateway for Delta, the world's largest airline, as well as a major base of operations for Spirit Airlines. Combined with its fourteen other passenger airlines – including four foreign flag carriers – DTW's airlines and their regional partners offer service to more than 160 non-stop destinations around the globe, all of which represent potential inbound traffic.

- Michigan is home to four major league national sports teams, a significant draw for the Detroit area.
- The nationally acclaimed Pure Michigan brand – Pure Michigan has been awarded at least one Mercury Award by the United States Travel Association every year since its inception in 2006, and Pure Michigan appeared in the number six position of the Forbes (2009) ranking of the ten best tourism promotion campaigns of all times.
- The current administration (2011-2014) is committed to continued funding of Pure Michigan at the \$25 million level.
- The advertising partnership program continues to expand – in 2012, the program generated \$3.9 million in additional Pure Michigan funding from 42 private-sector partners.
- Established partnerships with nationally recognized brands and celebrities such as Coca Cola, NASCAR, the Detroit Tigers, and Mario Batali.
- The Travel/Pure Michigan site is the most visited state tourism website in the nation (8,646,540 web visits in 2011) and Travel/Pure Michigan has more Facebook likes than any other state tourism Facebook site.
- The industry has coalesced considerably since 2006 (the development phase of the last strategic plan). For example, attendance at the Governor’s Conference on Tourism has increased from 478 in 2008 to 930 in 2012, and grassroots legislative and lobbying activities have led to passage of various legislation favorable to tourism (e.g., post Labor Day schools, funding for Pure Michigan).
- All geographic areas of Michigan are represented by a Convention and Visitors Bureau and/or a regional tourism association, providing a "constituent voice" to elected officials across the state.
- Legislators, media outlets and the public are increasingly aware of the tourism industry and its contributions to Michigan’s economy.

Weaknesses

- Michigan’s location and shape limit drive-through leisure traffic.
- Despite increases in the absolute volume and relative proportion of out-of-state visitation, Michigan remains a regional destination – 54% of domestic visitors in 2010 originated within Michigan, with another 18% originating from neighboring states.
- Public transportation options are very limited, particularly in terms of inter-destination travel.
- Air lift is limited (besides into/out of Detroit).
- Transportation options from Detroit Metro to popular destinations are quite limited and not always well publicized.
- Communications service (in terms of cell phone service and internet access) is not consistent across the state.
- Michigan is somewhat lacking in terms of the number and variety of (inter)nationally-recognized tourism attractions.
- Michigan is somewhat lacking in terms of five-star accommodations and restaurants.

- The image of urban areas such as Detroit and Flint remains problematic.
- Sense of pride about their state is lacking among some Michiganders, thereby limiting their positive interactions with potential and current visitors.
- The quality of customer service is inconsistent across the state. There is no standard customer service training or approach within the tourism/hospitality sector.
- Michigan's temperate latitude combined with the lake effect combine to generate unpredictable weather conditions – this reduces the ability of tourism entities to plan effectively and can disrupt signature events, e.g., Tulip Time 2012.
- Funding for Pure Michigan is not dedicated and therefore never guaranteed beyond the commitments of the current state government/Governor's term. To dedicate such funding would require a constitutional amendment.
- The current Governor's support for Pure Michigan funding – and the apparent absence of the need to lobby for that funding during his term – could reduce contact and rapport with legislators and lead to undue complacency.
- Michigan legislators are term-limited (six years for the House, eight years for the Senate). Institutional memory is short and new members may not be aware of or understand the importance of the industry.
- Funding for many elements of the tourism product, e.g., state and national parks, cultural and heritage venues, is inadequate. This limits both maintenance/renovation activities and marketing potential.
- Tourism activity is unevenly distributed across the state – 45% of leisure person days occurred in the southeast Lower Peninsula in 2011, compared to only 7% in the Upper Peninsula. There is (perceived to be) somewhat of a disconnect between the peninsulas in terms of support for tourism development and growth. Levels of communication between the various regions are also sometimes low.
- Fine scale, statewide data are lacking – with the demise of MSU's Travel, Tourism and Recreation Resource Center, consistent and timely data collection and analysis no longer takes place below the level of the state, whereas most entities seek data at the city, township or county level.
- Though significant progress has been made in the last few years, the tourism industry is ill-defined and fragmented, reducing its presence and lobbying power vis-à-vis more well-defined and cohesive industries such as agriculture.
- Communication of activities and accomplishments is sometimes lacking, e.g., awareness of the Governor's Awards for Innovative Tourism Collaboration is low.
- There are some concerns about the partnership program – including oversaturation in some markets, the inability of smaller destinations to buy into the program, and actual or measurable returns to partners.

Opportunities

- Educate all residents and business owners of the importance of tourism to the state, thereby instilling greater awareness of and respect for the state's tourism industry and

resources, and encouraging a statewide sense of hospitality and pride. Tie to the definition and implementation of “The Pure Michigan Promise.”

- Continue to capitalize on the local and natural/organic foods movements, both in urban centers and in rural areas, e.g., culinary routes, the microbrew phenomenon.
- Continue to capitalize on Detroit’s reputation (particularly outside of the US) as a leader in auto innovation and music.
- Develop regional transportation initiatives which would ease travel to and within destinations (and especially appeal to Asian and European visitors used to a wide array of public transportation options).
- Establish Michigan as “The Trails State” (in partnership with agencies including the Department of Natural Resources and organizations such as the Michigan Trails and Greenway Alliance and the Michigan Snowmobile Association).
- Capitalize on the new Brand USA initiative to increase potential international visitors’ awareness of Michigan as a destination. Brand USA was recently ranked first by Bloom Consulting in its 2012 Country Branding Ranking for tourism, ahead of Spain, France and China.
- Increase Pure Michigan’s presence internationally, particularly in established markets such as Canada (especially Toronto), the UK, Germany, Switzerland and Austria.
- Launch the Pure Michigan campaign in new and growing international markets such as Japan, China, Korea and Brazil.
- Utilize existing and generate new sister city partnerships to increase international awareness of Michigan as a tourism destination.
- Capitalize on the large number of international students at Michigan’s colleges and universities, particularly those from target inbound markets in Asia, and on the potential for visitation to Michigan by their friends and relatives.

Threats

- Economic recession or uncertainty, whether in the US or at the global level.
- Rising gas prices (nearly four-fifths of Michigan tourism activity is by car).
- Political insecurity and unrest, e.g., in the Middle East.
- Perceived dilution of the Pure Michigan brand as the partnership program continues to expand and the brand is adopted by non-tourism agencies and entities.
- Excessive and/or overly rapid tourism-related growth, which could generate negative impacts for local people, e.g., rising property prices and taxes, congestion, etc.
- Excessive and/or overly rapid tourism-related growth, which could generate negative impacts on the environment, thereby tarnishing the Pure Michigan image.
- Climate variability and change: Climate variability can negatively influence conditions at short notice and at any time of the year, e.g., the success of scheduled outdoor events. Climate change could influence the quality of the fall leaf viewing season and could also negatively impact the feasibility and the long-term sustainability of some segments of the winter sports/recreation sector.

- Invasive species such as Asian carp, zebra mussels and Eurasian watermilfoil, which threaten the pristine image of the state and have negative implications for a range of outdoor recreation and tourism activities.
- Disease and pests such as the emerald ash borer, West Nile virus and epizootic hemorrhagic disease, which threaten the pristine image of the state and have negative implications for a range of outdoor recreation and tourism activities.

The Vision

The vision statement developed as a result of the visioning process described earlier in this document is as follows:

Michigan is one of America's favorite four seasons travel experiences.

The Goals

Goals were established around eight critical issues or themes:

- Collaboration, Cooperation and Partnerships
- Funding
- Product Development
- Promotion, Marketing and Communications
- Public Policy and Government Support
- Research and Technical Assistance
- Resources and Environment
- Service Excellence

A brief description of the intended emphasis of each of these themes is as follows:

Collaboration, Cooperation and Partnerships: The tourism industry is fragmented in nature, involving a wide variety of types and size of public and private entities. It is hard for any one entity to succeed in isolation. Informal and formal collaboration and cooperation between these entities is increasingly recognized as vital to the success of both individual tourism businesses and entire tourism destinations.

Funding: Adequate funding of the Pure Michigan campaign, other promotional and marketing efforts and all other strategic plan initiatives was the most fundamental and critical issue identified during the planning process.

Product Development: An adequate, accessible and interconnected supply of tourism products and services such as accommodations, public and private transportation, and attractions and events is an essential characteristic of a successful tourism destination. Visitors who enjoy a satisfying and seamless stay are more likely to return and to recommend the destination to others based on these positive experiences.

Promotion, Marketing and Communications: The Pure Michigan campaign has experienced phenomenal success since its inception in 2006. Nevertheless, many more opportunities exist to strengthen and diversify the Pure Michigan brand and to increase the volume and extend the reach of the Michigan tourism industry's promotional, marketing and communications efforts.

Public Policy and Government Support: Despite being one of the largest contributors to the state's economy, the fragmented nature of the tourism industry often limits its effectiveness in the policy and governmental arenas. Given the widespread distribution of visitors, and their interactions not only with hospitality employees but also non-tourism businesses and the general population, better understanding of and support for the industry is needed among state legislators, county and local officials, businesses and residents.

Research and Technical Assistance: The availability of accurate and timely research at appropriate spatial resolutions is critical to the planning and long-term development of individual tourism entities and the broader tourism industry. Currently, the industry lacks access to affordable, relevant, reliable and consistent industry data and research.

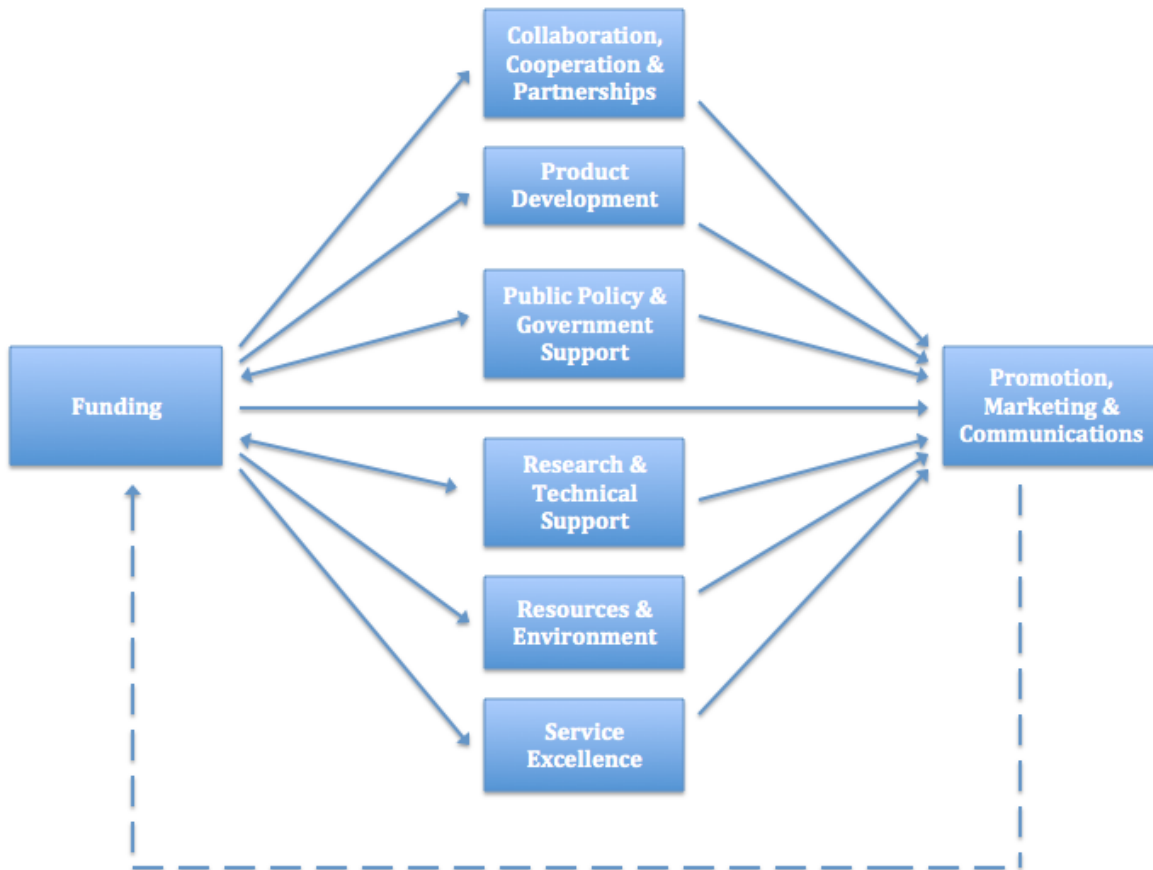
Resources and Environment: Michigan offers a rich variety of high quality natural, cultural, agricultural and built resources. These resources serve as attractions for both Michigan residents and visitors. However, these resources are not limitless and they are sensitive to a variety of naturally occurring and human-induced threats. Maintaining access to these resources, while simultaneously preserving their integrity, is critical to their long-term sustainability and integral to conserving the quality of life that makes Michigan a great place to live and a premier travel destination.

Service Excellence: As all hospitality employees well know, Michigan and its tourism industry has only one opportunity to make a positive first impression on its guests, whether these encounters occur at traditional tourism locations or with any individual or business throughout the state. What can the tourism industry do to foster a welcoming atmosphere throughout the state, among all residents and employees? The notion of "southern hospitality" is well-established; what is Michigan's equivalent ethos of service?

While all eight themes are inter-related to some extent, the most significant relationships between them are illustrated below (Figure 6). Funding is clearly critical to all seven of the other themes since all require some level of financial support to enable their realization. Of these seven, appropriate public policy, adequate government support and the execution and sharing of accurate and reliable research have the most direct influence on levels of funding. The quantity, quality and form of promotion, marketing and communications conducted are dependent on all seven of the other themes. Promotion, marketing and communications obviously necessitate funding; however, the content of that messaging, and its ultimate effectiveness, is also influenced by the degree of attention afforded the other themes. Expenditure on promotion, marketing and communications is essentially meaningless unless the experience delivered to visitors meets or exceeds their expectations; these experiences are directly impacted by the appropriateness and the quality of the product provided, where product includes not only traditional tourism infrastructure but also natural, cultural and other kinds of tourism and amenity resources as well as interactions with hospitality employees and Michigan businesses and residents. In turn, effective promotion, marketing and communications – of tourism products and

tourism experiences that meet or exceed expectations – generate higher levels of visitation and spending and are, ultimately, likely to precipitate increased levels of funding for tourism.

Figure 6. Relationships between the Eight Goal Themes



The eight specific goals established as a result of the goal-setting process described in the process portion of this document are as follows:

- **Collaboration, Cooperation and Partnerships:** Foster a culture of public-private collaboration, cooperation, and partnerships – across the state and beyond – to continue to unify the tourism industry and help grow Michigan’s economy.
- **Funding:** Secure adequate and stable funding for all strategic plan initiatives.
- **Product Development:** Enhance infrastructure to support the delivery of a world class Pure Michigan travel experience.
- **Promotion, Marketing and Communications:** Strengthen and grow the Pure Michigan brand through effective mediums at the regional, national and international levels to attract first-time and repeat visitors.
- **Public Policy and Government Support:** Empower the industry to encourage policy-makers at all levels to support the travel industry.
- **Research and Technical Assistance:** Establish a central, easily accessible and inclusive information system to capture and share timely, relevant and reliable industry research.
- **Resources and Environment:** Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and heritage resources.
- **Service Excellence:** Foster a culture of service excellence that allows us to deliver on the Pure Michigan promise.

The Goals, Objectives and Suggested Strategies

The objectives and suggested strategies identified for each of the eight goals are detailed below. As described in the process portion of the document, the list of suggested strategies is intended to be illustrative rather than exhaustive. Additional ideas regarding potential strategies that might be employed to help achieve the objectives stated can be found in Appendix Four C, which documents the entirety of input received at the twelve industry stakeholder meetings held across the state during summer 2012.

Collaboration, Cooperation and Partnerships

Goal: Foster a culture of public-private collaboration, cooperation, and partnerships – across the state and beyond – to continue to unify the tourism industry and help grow Michigan’s economy.

Objective One

Grow and strengthen partnership programs and communicate their success to the industry.

Suggested Strategies

- *Find ways to increase participation in partnership programs, e.g., in terms of numbers of participants in and reach of the advertising partnership program.*
- *Continue to assess the status and effectiveness of the advertising partnership program using clear and consistent metrics, and share these findings with the industry on an annual basis.*
- *Investigate potential tax incentives for participation in partnership programs.*

Objective Two

Establish an online statewide toolbox or clearinghouse to support collaboration, cooperation and partnerships.

Suggested Strategies

- *Solicit volunteers to establish and manage the system.*
- *Use system to list potential partners, ideas, and resources.*
- *Showcase success stories and best practices, e.g., via a best practices e-library.*

Objective Three

Support the establishment or revitalization of regional tourism development organizations.

Suggested Strategies

- *Identify regions where a new or revitalized regional tourism development organization is desired by industry members.*
- *Seek broad representation from federal, state, county, and local government, non-profits, associations and the private sector.*
- *Encourage regional organizations to host annual tourism forums – for both industry members and elected officials.*

Objective Four

Increase the number and diversity of participants in the annual Governor's Conference on Tourism and in the associated industry awards programs.

Suggested Strategies

- *More widely publicize Governor's Conference, e.g., to local, county and state government, to other industry associations.*
- *Make attendance more affordable for smaller entities and/or first-time attendees.*
- *Encourage/challenge CVB Directors to recruit one new attendee each year.*
- *More widely distribute submission materials for awards programs such as the Stars of the Industry Awards and the Governor's Awards for Innovative Tourism Collaboration, e.g., on michigan.org and all other Travel Michigan media channels, via all industry associations and state agencies.*

Funding

Goal: Secure adequate and stable funding for all strategic plan initiatives.

Objective One

Increase funding for the Pure Michigan tourism campaign to \$50 million by 2017 and establish Michigan in the top five highest funded states for tourism marketing.

Suggested Strategies

- *Lobby, lobby more, lobby more effectively.*
- *Continue to commission Longwood's ROI study and disseminate findings to the industry and to all levels of government.*
- *Estimate additional spending, jobs and tax generation associated with incremental increases in Pure Michigan spending and disseminate findings to the industry and to all levels of government.*

Objective Two

Identify sources of and raise sufficient funds to meet costs of other (*non-promotion/marketing*) strategic plan initiatives.

Suggested Strategies

- *Determine base costs of other (non-promotion/marketing) strategic plan initiatives.*
- *Prioritize objectives (and their costs, both within and between goals) as necessary.*
- *Solicit funding from public and private entities including CVBs, Chambers of Commerce, industry associations, foundations, etc.*

Product Development

Goal: Enhance infrastructure to support the delivery of a world class Pure Michigan travel experience.

Objective One

Support the improvement and increased awareness of the quality, connectivity and diversity of tourist transportation options into and throughout the state.

Suggested Strategies

- *Encourage the establishment of a statewide transportation taskforce to:*
 - *Inventory current transportation options both in to the state and between major gateways and major destinations.*
 - *Identify gaps in service provision and connectivity.*
 - *Investigate options to fill said gaps using existing private and public service providers.*
 - *Advocate for transportation improvements that could enhance the visitor experience, e.g., road repairs, mass transit, regional airports, etc.*
- *Encourage the creation of a transportation page on michigan.org.*

Objective Two

Support the establishment and showcasing of Michigan as a state with a diverse, extensive and high quality network of motorized, non-motorized and water-based routes and trails.

Suggested Strategies

- *Collaborate with federal and state agencies and other organizations in their efforts to :*
 - *Inventory existing routes and trails.*
 - *Identify key gaps/opportunities (by mode and theme).*
- *Encourage communities and niche markets to develop more themed routes/trails and submit them for posting on michigan.org (e.g., bicycling routes, culinary routes, etc.).*

Objective Three

Enhance the visitor's in-state travel experience.

Suggested Strategies

- *Support adequate/increased funding of public tourism resources, e.g., state and national parks, cultural attractions.*
- *Support the establishment of consistent communication service across the state, e.g., cell service and wireless access.*
- *Work with MDOT to standardize and improve the Welcome Center experience.*
- *Work with MDOT to open selected rest areas year-round.*
- *Work with appropriate authorities to place Pure Michigan kiosks in high visitor traffic areas, e.g., Welcome Centers, airports, train stations, convention centers, etc.*
- *Expand standardized Pure Michigan signage to all public areas, e.g., Welcome Centers, airports, train stations, convention centers, etc.*
- *Continue/accelerate switch from Great Lakes to Pure Michigan signage.*

Objective Four

Increase access to capital for travel-related businesses.

Suggested Strategies

- *Identify and communicate sources of capital for travel-related projects including incentives, matching funds and grant monies.*

Promotion, Marketing and Communications

Goal: Strengthen and grow the Pure Michigan brand through effective mediums at the regional, national and international levels to attract first-time and repeat visitors.

Objective One

Increase regional and national awareness of the Pure Michigan campaign from 70% and 36%, respectively, in 2011, to 80% and 50% by 2017.

Objective Two

Increase visitor spending from \$17.7 billion in 2011 to \$21.5 billion in 2017.

Objective Three

Increase the return on investment on the Pure Michigan campaign from \$4.90 in 2011 to \$6 by 2017.

Objective Four

Improve Michigan's desirability as a place to visit (per the Portrait of the American Traveler Report) from 28th in 2010 to 15th or better by 2017.

Suggested Strategies for Objectives One – Four

- *Continue to develop national campaigns for all four seasons, highlighting Michigan's unique strengths.*
- *Identify and target the most lucrative niche markets across all four seasons.*
- *Increase promotional/marketing activity in Delta hub cities (in US) and in cities with direct flights to Detroit Metro (internationally).*
- *Encourage the development of additional partnerships with national brands, teams, personalities and events.*
- *Develop joint communication strategies with allied industries, e.g., the transportation sector.*
- *Create more/new promotional events to encourage Michigan residents to "sell" Michigan.*
- *Create a "Pure Michigan Passport" loyalty program.*

Objective Five

Increase the Pure Michigan campaign's presence in international markets.

Objective Six

Increase Canadian visitation to Michigan from 1.54 million in 2011 to 2.15 million by 2017.

Suggested Strategies for Objectives Five and Six

- *Launch Pure Michigan in Toronto.*
- *Translate michigan.org into relevant languages such as German, Portuguese, Chinese and Korean.*
- *Encourage CVBs to translate their websites.*
- *Continue to partner with Brand USA.*
- *Increase the number of participants in International Pow Wow.*
- *Expand Michigan's presence at international sales shows such as ITB and WTM.*
- *Create a program for international students at Michigan colleges and universities to become "Pure Michigan Ambassadors" to their home countries.*
- *Establish a statewide forum focused on international tourism issues and task this forum with development of internationally-oriented items as identified under the Service Excellence goal.*

Public Policy and Government Support

Goal: Empower the industry to encourage policy-makers at all levels to support the travel industry.

Objective One

Improve understanding of the value of tourism and support for the tourism industry among state legislators, county and local officials, businesses and residents.

Suggested Strategies

- *Continue to develop clear and unified state and regional lobbying efforts.*
- *Increase attendance at industry-related legislative events.*
- *Invite all state legislators, county/local elected officials and representatives of entities such as Chambers of Commerce to the Governor's Conference.*
- *Continue to identify and develop relationships with lobbyists whose agendas complement those of the tourism industry.*
- *Identify and implement new strategic partnerships with related industries and entities, e.g., gas station owners, retail, restaurants, etc.*
- *Work with Travel Michigan/MEDC to establish the potential impact of increased Pure Michigan funding on tourism spending, tax receipts and jobs.*
- *Develop a short presentation highlighting key tourism statistics/impacts; work with MSU Extension, associations and CVBs to share with every County Commission once per annum.*
- *Work with CVBs to encourage more "Be a Tourist in Your Own Town" events.*
- *Encourage the development of an internal Pure Michigan advertisement that highlights the importance (i.e., economic impact) of tourism in Michigan.*
- *Encourage MEDC to consider tourism as an economic development tool in the same way as high-tech and manufacturing, and to add tourism to their (inter)national missions.*

Objective Two

Improve existing and develop new organizational structures to enhance public sector interaction with and support of tourism policy and planning activities.

Suggested Strategies

- *Continue to work with/support the work of the Travel Commission.*
- *Continue to work with/support the work of the House Natural Resources, Tourism, and Outdoor Recreation Committee and the Senate Natural Resources, Environment and Great Lakes and Outdoor Recreation and Tourism Committees.*
- *Support the establishment (or revitalization) of a system of regional tourism organizations (per Objective Three under the Collaboration, Cooperation and Partnerships goal).*
- *Establish a "Tourism Leadership Academy" to support development of a cadre of tourism industry leaders.*

Research and Technical Assistance

Goal: Establish a central, easily accessible and inclusive information system to capture and share timely, relevant and reliable industry research.

Objective One

Define and prioritize the research and technical needs of the other seven plan goals.

Suggested Strategies

- *Inventory all existing sources of tourism data and identify gaps, to answer/address questions such as:*
 - *What pieces of data are most critical to the plan's success and at what spatial resolution?*
 - *Which of these data exist already, and which require primary data collection?*
 - *For existing data, how/from whom/at what cost could they be acquired?*
- *Charge each goal committee with identifying the research needs related to the accomplishment of their goal's objectives and strategies.*

Objective Two

Develop a financially sustainable online information system to capture and share relevant industry research.

Suggested Strategies

- *Determine developer and manager of the system, e.g., using an RFP system.*
- *Determine fee structure for access to the system.*
- *Work with system developer/manager to develop standards for data collection and sharing.*
- *Develop a list of desired data and associated reports.*
- *Maintain consistency of data collection and publication, i.e., focus on the development of comparable, longitudinal datasets.*
- *Require successful bidder to publish an annual report highlighting key activities and findings.*
- *Continue to inform the industry why tourism research is important and a worthwhile investment.*

Resources and Environment

Goal: Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and heritage resources.

Objective One

Support and expand efforts to inventory resources critical to Michigan tourism and communicate results to relevant entities.

Suggested Strategies

- *Identify a subset of resources to be included in the inventory.*
- *Develop a standard format for the inventory, to ensure consistency and minimize duplication.*
- *Identify partners to assist with the inventory process (federal, state, non-profit, etc.).*
- *Identify and assign primary responsibility for each county (or appropriate spatial unit) to a single individual or entity, e.g., local CVB, college or university.*
- *Encourage posting of results on CVB websites and on michigan.org.*

Objective Two

Identify key issues facing and threats to the integrity of Michigan's tourism resources and raise awareness of and support for these issues.

Suggested Strategies

- *Partner with natural resource entities/advocacy groups with similar concerns/agendas to raise awareness, lobby, etc.*
- *Develop position statements with regards to issues and share with the industry.*
- *Include presentations on these topics at the Governor's Conference and on industry legislative days.*
- *Cross-reference this objective with the Public Policy and Government Support goal.*

Objective Three

Raise the profile of Michigan's tourism industry as a national leader in resource quality and stewardship.

Suggested Strategies

- *Develop a "Keep Michigan Pure" campaign – in concert with other state and national resource agencies – that highlights stewardship practices and encourages residents and visitors to treat resources respectfully. Incorporate activity rules and regulations including explanation of why these are in place. Identify and dovetail with existing programs/schemes.*
- *Raise awareness at all levels of existing stewardship standards and highlight examples of stewardship excellence. Start by inventorying current standards and certifications, including green programs such as LEED. Track and publish key indicators such as water quality, and highlight these indicators in promotional efforts.*
- *Actively support other agencies' and organizations' programs and campaigns focusing on stewardship practices that protect Michigan's resources.*
- *Develop and distribute a list of Michigan resource records and (inter)national certifications, designations and awards to all CVBs and industry associations.*
- *Highlight and encourage attendance at conferences related to tourism, resources and the environment, e.g., in 2013, the National Outdoor Recreation Conference, the National Extension Tourism Conference and the National Association of State Park Directors Conference will all be held in Michigan.*

Service Excellence

Goal: Foster a culture of service excellence that allows us to deliver on the Pure Michigan promise.

Objective One

Define “service excellence” and “The Pure Michigan Promise” and share these definitions with the industry.

Suggested Strategies

- *Identify key words that define “service excellence” and “The Pure Michigan Promise,” e.g., via an online survey of or focus groups with industry members.*
- *Identify and analyze the service statements/models of other states and countries with excellent service records (the leading states for satisfaction according to D.K. Shifflet include New Hampshire, South Dakota and South Carolina).*
- *Identify and analyze service statements/models of Michigan tourism businesses known for their exceptional service, e.g., based on visitor reviews on Trip Advisor, etc.*
- *Post “The Pure Michigan Promise” on michigan.org and on/in all other Travel Michigan (social) media.*
- *Ask all tourism entities to post “The Pure Michigan Promise” in prominent places (front and back of house).*
- *Distribute “The Pure Michigan Promise” to all CVBs, Chambers, County Commissions and other elected officials (local and state).*
- *Ask all Michigan colleges/universities to incorporate “The Pure Michigan Promise” into their introductory tourism and hospitality courses, e.g., via MLTA’s Education Committee.*
- *Encourage the creation of an external Pure Michigan ad that showcases “The Pure Michigan Promise,” i.e., that focuses on our service and people.*
- *Encourage the creation of an internal Pure Michigan ad that showcases the Pure Michigan promise and explains its importance to all residents. Link to return on investment data or the amount by which tourism revenue reduces personal taxes.*
- *Develop a short “This is Pure Michigan” video or webinar and encourage/require all state and tourism employees to watch it, e.g., when hired, during staff meetings, etc.*

Objective Two

Improve our D.K. Shifflet leisure visitor satisfaction scores and maintain a ranking in the top five states.

Suggested Strategies

- *Develop an ongoing state-wide certification program focused on “Delivering the Pure MI Promise.” Use the CTA program that Lansing and Kalamazoo participate in as a model, or look at the American Hotel & Lodging Educational Institute’s new Guest Service Gold program. Establish a target number of graduates per annum.*
- *Develop a “Delivering the Promise” chat-board where employers/ees can share success stories, best practices and training resources (books, classes, etc.).*
- *Develop a “Delivering the Promise” e-newsletter – short, statewide, weekly – containing service tips and statistics.*
- *Continue to include service-related sessions at Governor’s Conference.*

Objective Three

Establish and increase satisfaction and intention to return/recommend levels among national and international visitors.

Suggested Strategies

- *Determine who will develop and implement the survey (cross-reference this task with work on the Research and Technical Assistance goal).*
- *Develop the survey. Suggested items to include: (i) basic socio-demographics and trip characteristics; (ii) level of satisfaction (on a scale out of 5 or 10); (iii) intent to revisit MI (on a scale out of 5 or 10); (iv) intent to recommend MI to a friend or relative (on a scale out of 5 or 10); and (v) open-ended section for comments.*
- *Track and publish responses by month, region and entity type (lodging, attraction, etc.).*
- *Establish an annual awards program for entities that receive the highest scores, e.g., at the Governor’s Conference.*
- *Establish a statewide international tourism forum to create a set of service pointers/primers for tourism businesses regarding international travelers, with specific guidelines by country or region of origin (cross-reference with suggested strategies relating to Objectives Five and Six of the Promotion, Marketing and Communications goal).*
- *Establish a statewide international tourism forum to develop an online diversity training related to high target nations including customs, basic phrases, etc. (cross-reference with suggested strategies relating to Objectives Five and Six of the Promotion, Marketing and Communications goal).*

Implementation of the Plan

Implementation of the 2012-2017 Michigan Tourism Strategic Plan will commence early in 2013 and should continue throughout the 2013-2017 period. The planning team recommends the formation of working groups around each of the eight plan goals. Given the especially intensive involvement of the Advisory Council throughout the planning process, it is suggested these working groups be Co-Chaired by a Travel Commissioner and an Advisory Council member. Additional membership should be sought from throughout the industry.

First steps in the implementation process will likely include prioritization of the various objectives underlying each goal, and identification of private, public and not-for-profit partners who might assist with implementation. These partners might include CVBs, industry associations, state and federal agencies, and educational institutions. It is important to recognize that no one organization or entity will enjoy the ability to successfully implement any of the items identified in this document – rather, the achievement of the goals and objectives listed here will require concerted and coordinated effort on the part of many organizations and entities across the state and over an extended period of time. Much like the development of the plan and the planning process itself, involvement, commitment and collaboration will be essential. Identification of funding sources for those items that require financial support is also clearly critical.

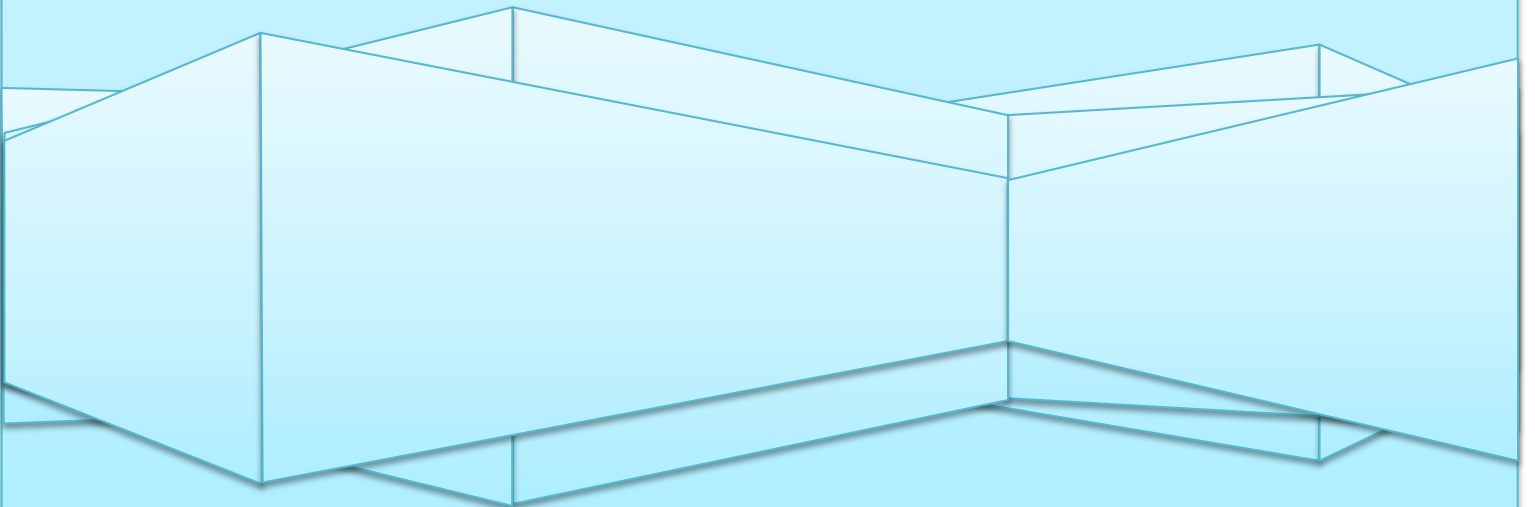
A general session regarding the plan and its implementation is scheduled to take place at the 2013 Governor's Conference on Tourism, to be held April 14-16 in Detroit.

Appendix One A

Evaluation of the 2007-2011 Plan – Numeric Summary of Findings

Results of the Evaluation of the 2007-2011 Michigan Tourism Strategic Plan

Dr. Sarah Nicholls and Alyssa Peterson
Department of Community, Agriculture, Recreation & Resource Studies
Michigan State University
March 2012

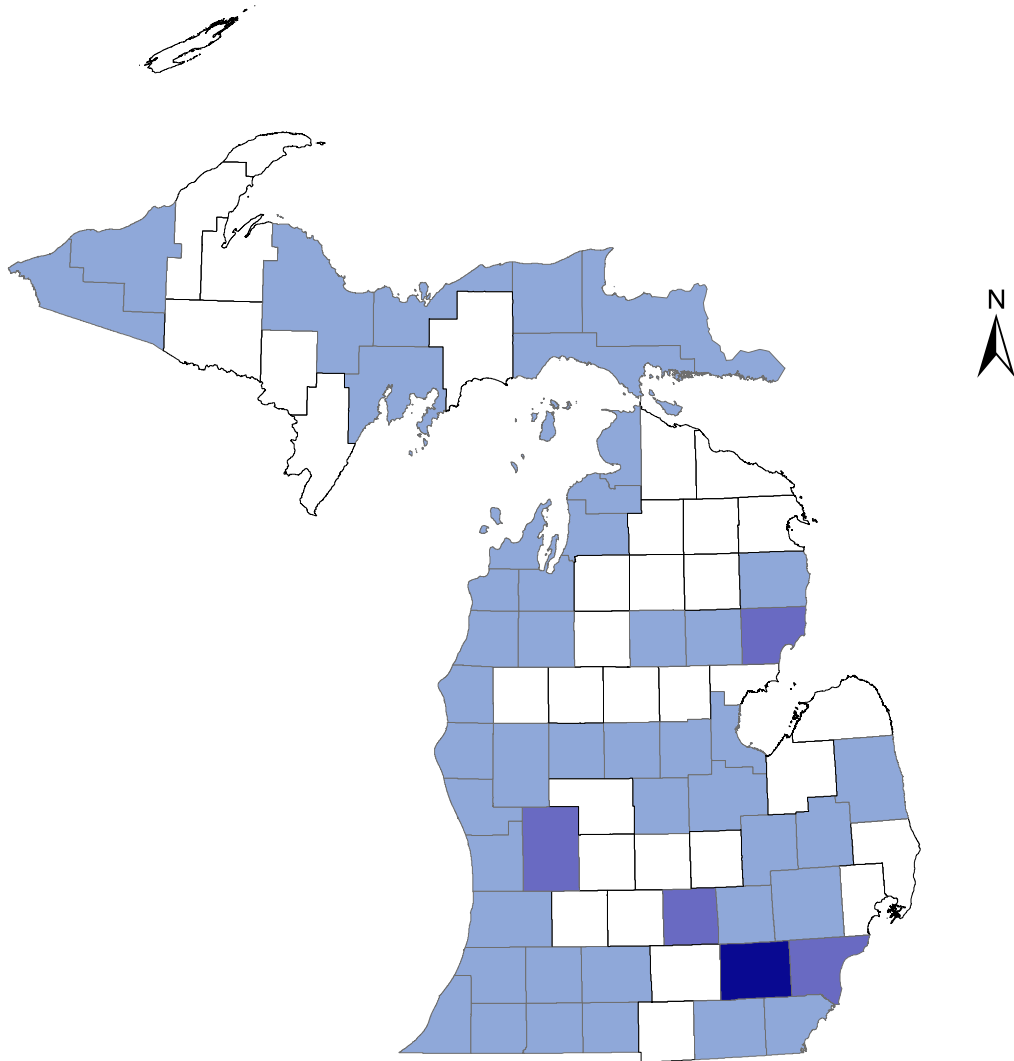


About The Respondents

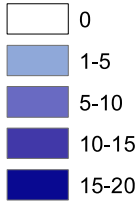
Respondents were first asked a series of questions about themselves and their role within the tourism industry. Respondents had worked in the tourism industry for an average of 19 years, up to a maximum of 50 years. In terms of the sector(s) in which the respondents work or are involved, the most commonly represented sector was lodging (49% of respondents), followed by restaurants/culinary tourism (36%) and attractions (32%). The two other sectors represented by at least 20% of respondents were festivals/special events (27%) and Convention and Visitors Bureau (24%). Respondents represented 52 (65%) of the state's 83 counties.

Sector	Number of Respondents	Percent of Respondents
Lodging	68	48.6
Restaurant/Culinary	51	36.4
Attraction	45	32.1
Festival/Special event	38	27.1
Convention and Visitors Bureau	34	24.3
Golf	28	20.0
Winter sports	27	19.3
Boating	24	17.1
Hunting/Fishing	24	17.1
Transportation	21	15.0
Agriculture	20	14.3
RV/Camping	18	12.9
Local government	15	10.7
Vineyard/Winery	13	9.3
Education	11	7.9
Casino	8	5.7
State government	6	4.3
Federal government	0	0.0
Other	32	22.9

Responses Per County



Number of responses



0 40 80 160 Miles

Achievements and Needs

The next two questions asked respondents to identify the greatest achievement of Michigan tourism industry over the past five years, as well as the one most critical need or issue currently facing the tourism. One hundred forty individuals responded to each of these questions. The full listing of responses may be found in Appendix One. Summaries of these responses are presented below (note: only items that were mentioned by at least two different respondents are included in these summary tables).

The Pure Michigan campaign is clearly perceived to be the greatest achievement made by the Michigan tourism industry over the past five years, with 64% respondents mentioning the campaign and its success, and another 20% referring more specifically to the securing of funding for the campaign.

Achievements	Number of Comments	Percent of Respondents
Pure Michigan campaign	90	64.3
Securing funding for Pure Michigan campaign	28	20.0
Increased/improved national awareness of the state	21	15.0
Greater industry collaboration/cooperation/cohesion	12	8.6
Recognition of economic importance of tourism to state	8	5.7
Post Labor Day schools legislation	5	3.6
Stronger Travel Commission	3	2.1
2007-2011 Strategic Plan	2	1.4
Raise in assessment rate/occupancy tax	2	1.4
Total Number of Respondents	140	-

Concerns	Number of Comments	Percent of Respondents
Securing long term funding for Travel/Pure MI	37	26.4
Gas Prices	23	16.4
Raising awareness of Michigan as a destination	16	11.4
The economy	14	10.0
Continuing/evolving Pure MI (funding not mentioned)	9	6.4
Improving image of Michigan	9	6.4
Collaboration	7	5.0
Improving infrastructure, e.g. signage, roads	5	3.6
Improving michigan.org	5	3.6
Invasive species	5	3.6
Raising awareness of economic importance of industry	5	3.6
Research on return-on-investment	5	3.6
Access to credit to startup/renovate/expand	4	2.9
Maintaining natural resources environmental quality	4	2.9
Assistance in the UP	3	2.1
Product development	3	2.1
Tourism/hospitality education training	3	2.1
Improving DTW airport	2	1.4
The weather	2	1.4
Total Number of Respondents	140	-

Evaluation of the Previous Plan

The next fifteen items in the survey pertained to implementation of the various recommendations made in the 2007-2011 Michigan Tourism Strategic Plan. For each item, respondents were asked to rate the level of implementation achieved on a three, four or five point scale. Options “Do not know” and “Prefer not to answer” were also provided.

In the tables that follow, two sets of data are presented for each question

- the number and percent of responses across all response categories (in the left hand pair of numeric columns)
- the number and percent of responses across the meaningful response categories (i.e., excluding respondents who indicated “Do not know” or “Prefer not to answer”); these are labeled as ‘valid responses’ and are listed in the right hand pair of numeric columns).

In each table, the most commonly selected response is highlighted in bold font.

At the end of each question, space was provided for respondents to add additional thoughts or comments. Many respondents did add such comments, and the full listing of responses may be found in Appendix One. Summaries of these open-ended responses are presented below the relevant table (note: only items that were mentioned by at least two different respondents are included in these summary tables).

To what extent do you think the current membership of the Michigan Travel Commission is representative of the Michigan tourism industry?

Response	All Responses		Valid Responses	
	n	%	n	%
Not at all representative	5	4.3	5	4.6
Somewhat representative	44	37.9	44	40.0
Very representative	55	47.4	55	50.0
Extremely representative	6	5.2	6	5.5
Do not know	0	0.0	-	-
Prefer not to answer	6	5.2	-	-
Total	116	100.0	110	100.0

Comment	Frequency	Percent of Respondents
TC membership has improved broadened	5	11.6
Need to add affiliations or short bios of all TC members to online listing	4	9.3
TC membership needs to be improved/broadened (how not specified)	3	6.9
TC needs more power/oversight abilities	2	4.7
CVBs	6	14.0
Small businesses	4	9.3
The UP	4	9.3
The NE	3	7.0
Hotels	2	4.7
Restaurants	2	4.7
Rural Areas	2	4.7
RV/camping	2	4.7
Agritourism	1	2.3
Boating	1	2.3
Business travel	1	2.3
Cultural/heritage attractions	1	2.3
Inland areas	1	2.3
Parks, public lands	1	2.3
The SE	1	2.3
TICOM	1	2.3
Tourism education	1	2.3

To what extent do you feel that the level of collaboration between Travel MI and other relevant state agencies has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Decreased significantly	0	0.0	0	0.0
Decreased somewhat	3	2.1	3	2.9
Neither increased nor decreased	21	14.8	21	20.6
Increased somewhat	47	33.1	47	46.1
Increased significantly	31	21.8	31	30.4
Do not know	38	26.8	-	-
Prefer not to answer	2	1.4	-	-
Total	142	100.0	102	100.0

Comment	Frequency	Percent of Respondents
Inter-agency collaboration has increased/is increasing	11	35.6
Need more inter-agency collaboration (general)	5	16.1
Don't know how to assess/such collaboration is not visible	3	9.7
Concerned about transfer of Welcome Centers to MDOT	2	6.5
Don't see how such inter-agency collaboration helps	2	6.5
Need more collaboration between...		
Travel MI and MDARD	1	3.2
Travel MI and MDNR	1	3.2
Travel MI and MDOT	1	3.2
Travel MI and MFEA	1	3.2
CVBs and Chambers of Commerce	1	3.2

To what extent do you feel that the level of collaboration and communications between members of the tourism industry has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Decreased significantly	0	0.0	0	0.0
Decreased somewhat	4	2.9	4	3.6
Neither increased nor decreased	12	8.6	12	10.8
Increased somewhat	61	43.9	61	55.0
Increased significantly	34	24.5	34	30.6
Do not know	27	19.4	-	-
Prefer not to answer	1	0.7	-	-
Total	139	100.0	111	100.0

Comment	Frequency	Percent of Respondents
Industry collaboration has increased/is increasing	12	40.0
Industry collaboration has increased/is increasing but we still need more	6	20.0
Small/local entities need more/better ways to connect	3	10.0
Need better communications from Travel MI	2	6.7

To what extent do you feel that industry-wide knowledge of best practices in collaboration and partnerships has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Decreased significantly	0	0.0	0	0.0
Decreased somewhat	3	2.2	3	2.8
Neither increased nor decreased	24	17.5	24	22.4
Increased somewhat	63	46.0	63	58.9
Increased significantly	17	12.4	17	15.9
Do not know	30	21.9	-	-
Prefer not to answer	0	0.0	-	-
Total	137	100.0	107	100.0

Comment	Frequency	Percent of Respondents
There is no such website as referred to, such a site is needed	4	15.8
Need improved industry communication/collaboration	4	15.8
Collaboration awards at conference have promoted collaboration	3	11.1
Conference could improve collaboration	2	11.1
Conference too expensive for smaller entities	2	7.4
Regional meetings have declined in frequency	2	7.4

To what extent do you feel that the annual statewide tourism conference has improved over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Not improved at all	6	4.4	6	8.7
Improved somewhat	33	24.3	33	47.8
Improved a lot	33	24.3	33	47.8
Do not know	57	41.9	-	-
Prefer not to answer	7	5.2	-	-
Total	136	100.0	69	100.0

Comment	Frequency	Percent of Respondents
Lodging presence is still (too) strong	6	18.8
Would like to see conference (planning/involvement) broadened	6	18.8
Conference has improved thanks to Steve Yencich, CPC and/or MLTA	5	15.6
Conference is too expensive	5	15.6
Drive time to conference is too long/need more central location	2	6.3
Governor support of the conference increased	2	6.3

To what extent do you feel that the status of tourism as a vital component of the state’s economy has been altered in the eyes of state leaders and officials over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Declined significantly	0	0.0	0	0.0
Declined somewhat	2	1.5	2	1.6
No change	13	9.6	13	10.4
Elevated somewhat	38	28.2	38	30.4
Elevated significantly	72	53.3	72	57.6
Do not know	9	6.7	-	-
Prefer not to answer	1	0.7	-	-
Total	135	100.0	125	100.0

Comment	Frequency	Percent of Respondents
Better but still work to do	6	19.4
Better thanks to Governor Snyder	5	16.1
Better thanks to work of the entire industry	4	12.9
Better thanks to Governor Granholm	3	9.7

To what extent do you feel that the level of the tourism industry's direct engagement in the political process in Michigan has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Decreased significantly	0	0.0	0	0.0
Decreased somewhat	2	1.5	2	1.8
Neither increased nor decreased	17	12.6	17	15.2
Increased somewhat	44	32.6	44	39.3
Increased significantly	49	36.3	49	43.8
Do not know	22	16.3	-	-
Prefer not to answer	1	0.7	-	-
Total	135	100.0	112	100.0

Comment	Frequency	Percent of Respondents
Credit goes to MLTA	2	13.3
Individual and collective advocacy have worked	9	60.0

To what extent do you feel that access to relevant and timely tourism industry research has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Decreased significantly	7	5.2	7	7.1
Decreased somewhat	12	8.9	12	12.2
No change	27	20.0	27	27.6
Increased somewhat	39	28.9	39	39.8
Increased significantly	13	9.6	13	13.3
Do not know	35	25.9	-	-
Prefer not to answer	2	1.5	-	-
Total	135	100.0	98	100.0

Comment	Frequency	Percent of Respondents
Need better access to relevant/timely research	7	30.4
Not aware of any industry research	4	17.4
Changes at MSU have diminished access to such research	3	13.0
Travel MI is a source of research	2	8.7
Mechanism to fund such a clearinghouse exists but needs funding	1	4.4
Research exists but is hard to find	1	4.4
Research exists but is too expensive	1	4.4

To what extent do you feel that the economic impact of tourism within the state has been clearly and credibly established?

Response	All Responses		Valid Responses	
	n	%	n	%
Not at all	8	5.9	8	7.3
Partially	77	57.0	77	70.6
Completely	24	17.8	24	22.0
Do not know	22	16.3	-	-
Prefer not to answer	4	3.0	-	-
Total	135	100.0	109	100.0

Comment	Frequency	Percent of Respondents
Good work but room for improvement, e.g., impact beyond ROI, contribution to employment	7	25.9
Studies such as Longwood's ROE are critical to maintaining legislative support for the industry	3	11.1

To what extent do you feel that the industry’s understanding of current and prospective Michigan travelers has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Declined significantly	2	1.5	2	1.8
Declined somewhat	4	3.0	4	3.6
No change	18	13.3	18	16.4
Improved somewhat	65	48.2	65	59.1
Improved significantly	21	15.6	21	19.1
Do not know	22	16.3	-	-
Prefer not to answer	3	2.2	-	-
Total	135	100.0	110	100.0

Comment	Frequency	Percent of Respondents
Industry needs more of this kind of information	5	18.5
This information exists but only Travel MI has access- needs to be shared	4	14.8

To what extent do you feel that a culture of exceptional customer service currently exists throughout the tourism industry in Michigan?

Response	All Responses		Valid Responses	
	n	%	n	%
Not at all	15	11.2	15	13.4
Partially	92	68.7	92	82.1
Completely	5	3.7	5	4.5
Do not know	19	14.2	-	-
Prefer not to answer	3	2.2	-	-
Total	134	100.0	112	100.0

Comment	Frequency	Percent of Respondents
Need a year-round, state-wide program/certification	9	24.3
Service has improved but there is still room for improvement	5	13.5
Improvement have been destination/site/sector specific rather than industry-wide	4	10.8
Easier for brands to implement than independents	2	5.4

To what extent do you feel that access to hospitality/customer service training opportunities has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Declined significantly	2	1.5	2	2.2
Declined somewhat	2	1.5	2	2.2
No change	38	28.4	38	40.9
Improved somewhat	44	32.8	44	47.3
Improved significantly	7	5.2	7	7.5
Do not know	40	29.9	-	-
Prefer not to answer	1	0.8	-	-
Total	134	100.0	93	100.0

Comment	Frequency	Percent of Respondents
Not aware of any such situations	8	25.0
Such opportunities are a good idea but are difficult to implement industry-wide	4	12.5
Such opportunities are needed	4	12.5
Such opportunities have increased but only in the lodging sector	2	6.3
Such opportunities have increased but participation in them has not	2	6.3
There aren't any such opportunities	2	6.3

To what extent do you feel that the image of Michigan as an engaging and memorable vacation destination has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Declined significantly	0	0.0	0	0.0
Declined somewhat	2	1.5	2	1.5
No change	1	0.8	1	0.8
Improved somewhat	30	22.4	30	23.1
Improved significantly	97	72.4	97	74.6
Do not know	3	2.2	-	-
Prefer not to answer	1	0.8	-	-
Total	134	100.0	130	100.0

Comment	Frequency	Percent of Respondents
Yes it has, thanks to Pure Michigan!	20	74.1
Still need increased service standards	2	7.4

To what extent do you feel that the funding situation for Michigan tourism has changed over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Declined significantly	1	0.8	1	.8
Declined somewhat	4	3.0	4	3.4
No change	5	3.7	5	4.2
Improved somewhat	37	27.6	37	31.1
Improved significantly	72	53.7	72	60.5
Do not know	14	10.5	-	-
Prefer not to answer	1	0.8	-	-
Total	134	100.0	119	100.0

Comment	Frequency	Percent of Respondents
Still need to make it permanent	11	39.3
Still need to increase amount	5	17.9

Overall, to what extent do you think that the goals and recommendations of the 2007-11 MTSP have been successfully implemented over the past five years?

Response	All Responses		Valid Responses	
	n	%	n	%
Fully implemented	9	6.8	9	8.5
Partially implemented	94	70.7	94	88.7
Not implemented	3	2.3	3	2.8
Do not know	23	17.3	-	-
Prefer not to answer	4	3.0	-	-
Total	133	100.0	106	100.0

Comment	Frequency	Percent of Respondents
Implementation has been partial	5	29.4
Greatest success has been Pure Michigan	4	23.5
Have done well but still room for improvement	3	17.7
Greatest need/weakest area is research	2	11.8
Industry has come a long way	2	11.8
Wasn't aware of much of the first plan, needed better communication	2	11.8

Important Issues

Respondents were then asked to rate the importance of ten items or issues with respect to the development of tourism in Michigan over the next five years. Importance was rated from “not important” to “extremely important,” and a “not sure” option was also provided. Results are presented below.

Items	Not Important	Somewhat Important	Very Important	Extremely Important	Not Sure	Total
Continued funding for the Pure Michigan campaign	0 0.0%	4 3.0%	16 12.1%	108 81.8%	4 3.0%	132 100.0%
Improvement of Michigan's image as a vacation destination	2 1.5%	4 3.0%	23 17.4%	97 73.5%	6 4.6%	132 100.0%
Elevated status of tourism in the eyes of state leaders and officials	2 1.5%	4 3.0%	31 23.5%	89 67.4%	6 4.6%	132 100.0%
Improvement in the level of customer service throughout the industry	4 3.0%	5 3.8%	39 29.6%	77 58.3%	7 5.3%	132 100.0%
Increased collaboration and partnerships within the industry	2 1.5%	8 6.1%	42 31.8%	74 56.1%	6 4.6%	132 100.0%
Establishment of the economic impact of tourism within the state	3 2.3%	12 9.1%	45 34.1%	66 50.0%	6 4.6%	132 100.0%
Increased collaboration between Travel Michigan and other state agencies	3 2.3%	13 9.9%	49 37.1%	59 44.7%	8 6.1%	132 100.0%
Establishment of a statewide tourism research entity	5 3.8%	28 21.2%	43 32.6%	44 33.3%	12 9.1%	132 100.0%
Procurement of industry funding for activities besides the Pure Michigan campaign	1 0.8%	25 18.9%	52 39.4%	40 30.3%	14 10.6%	132 100.0%
Reconfiguration and revitalization of the annual statewide tourism conference	12 9.0%	35 26.3%	39 29.3%	21 16.0%	26 19.6%	133 100.0%

Do you have any other comments or suggestions you would like to make with regards to the 2007-11 Michigan Tourism Strategic Plan, or the next Michigan Tourism Strategic Plan?

Comments	Frequency	Percent of Respondents
Need to involve the entire industry in the plan	7	15.2
Positive/encouraging comment about upcoming planning process	5	10.9
Thanks- keep up the good work!	5	10.9

Appendix One B

Evaluation of the 2007-2011 Plan – Open Ended Comments

APPENDIX ONE B – OPEN ENDED COMMENTS

Many of the questions asked in the 2007-2011 Michigan Tourism Strategic Plan evaluation survey included the option for respondents to make open-ended comments in addition to the more quantitative items previously addressed. These responses are listed in their entirety below. Note that comments are transcribed verbatim – no alterations were made to capitalization, wording, spelling, etc. This document is organized by question, in the order that questions were presented in the original survey. Where individuals identified themselves by name or business, these references have been blanked out so as to maintain their anonymity.

In your opinion, what has been the Michigan tourism industry's greatest achievement over the past five years?

Increased collaboration/convergence around the Pure MI campaign, and the success of that campaign.

A stable funding source for advertising Pure Michigan across the nation

Stronger influence/value of the Michigan Travel Commission as a representative body of the industry.

The Pure Michigan Campaign has been Michigan's greatest achievement in the Tourism Industry. It has created significant new demand from visitors from throughout the US.

The very successful Pure Michigan ad campaign.

The Pure Michigan brand and funding the national television advertising campaign.

Funding of the Pure Michigan advertising campaign.

Collaboration within the industry.

Awareness around the country, thru billboards, radio, television.

To collaborate as a whole to accomplish funding for the Pure Michigan campaign, get legislation passed for Post Labor Day schools and show the importance of our industry more.

Fully funded state tourism department allowing a national campaign.

The relationship, recognition and rapport our industry has established with the Michigan Legislature. It has allowed us to win such issues as Post Labor Day Schools and funding for Pure Michigan.

The Pure MI campaign's outreach and recognition.

Awareness of Michigan and its offerings on a National Level.

The hiring of Tim Allen to represent the Pure Michigan advertising.

Continuing to do well in a down economy.

Pure Michigan campaign.

Pure Michigan campaign.

The Pure Michigan campaign.

I believe that the Pure Michigan Campaigns has been Michigan's tourism industry's greatest achievement. Reaching out to the tourism industry's CVB's and hotels in our county was a HUGE initiative. By increasing our occupancy tax through our county's hotels, we have been able to create more awareness of what Michigan has to offer! This has given us extra money to put towards showcasing our state which we could not afford to do much of in the past. Creating awareness and what Michigan has to offer to our neighboring states (and hopefully nationally) is moving forward on the right path in order to be competitive with other destinations.

Marketing Michigan as a destination state through its TV advertisements.

Pure Michigan ads.

I think the Pure Michigan website has been an outstanding achievement.

Pure Michigan Campaign.

Pure Michigan campaign.

The 'Pure Michigan' Advertising campaign was terrific. I have heard from business colleagues and friends about how good the ads have introduced tourists to our state.

Advertising.

I have notice a change in our customer base. It appears that we receive more traffic from out state. Many customers will make the comment "it's the first time I have been in this area", also many favorable comments about Iosco County.

The creation and implementation of the Pure Michigan ad campaign
Pure Michigan Slogan and watching it grow in scope growing in a National Way...

Pure Michigan Campaign.

Collaborating as an industry to achieve outcomes that create a stronger industry. Specifically, funding the Pure Michigan Campaign at approximately \$25MM puts Michigan's travel product on the national map, with potential to be an international destination.

State identity "Pure Michigan". AND funding for same...industry cooperation and communication.

I would have to say the PURE MICHIGAN advertising.

To secure permanent funding to promote the State of Michigan by Travel Michigan with the Pure Michigan campaign.

The ads on TV.

Economy.

Securing funding for the Pure Michigan campaign. It wasn't just getting the funding – It was successfully selling the tourism concept as an economic base in the state.

Marketing Michigan to domicile markets.

Pure Michigan ads and the economic contributions through successful tourism.

The Pure Michigan branding and advertising.

The Pure Michigan campaign, which stems from the strategic plan.

The Pure Michigan Campaign.

No opinion. I have no idea.

An effort to brand the area.

River front and Restaurants. Casinos.

The best achievement is knowing Michigan is a wonderful place to vacation at with your family and forming PURE MICHIGAN. THE AUTO INDUSTRY WILL NEVER BE THE BIG INDUSTRY EVER AGAIN AND NEVER WILL PROVIDE MASSIVE GOOD PAYING JOBS. Tourism promoted properly will bring dollars from outside our state and employ millions of workers across the entire state. The history of Michigan, like the KINGDOM period in the middle 1800s on Beaver Island is an important historic period that no other state can offer, period. The island sits out in Lake Michigan and the ferryboat ride alone makes it a start of a wonderful vacation back in time.

Recognition of its relevance to revival for the State.

Regional and nationwide awareness that Michigan is not Flint. That there is year-round beauty and recreation throughout the state.

The Pure Michigan National TV Ad with Tim Allen.

Just tweaking people's interest in checking out their own backyards with the beautiful Reed Photography... But I really think you should play up the American Historical aspect and aid people in finding paths within our area that reflect remembrances back to a time

more than just a beach. People want to have something to theme their trips on. They are not the Hampton and Martha vineyard type we attract here. We need the family Spirit of National information and progress. For example the White-Pine Village should get more play more people know where to buy Christmas and eat Chicken more than viewing areas that have maintained the towns original charm as Ludington now is and it's row of beautifully maintained B&B's along the avenue that takes you through the many newly refurbished restored to their original elegance store fronts. People do Lighthouse tours and find more than they knew was even here until after they get here.

The Pure Michigan campaign.

The Pure Michigan brand and execution of the brand through radio and television ads. The brand and the way it was executed through radio and television, with Tim Allen's voice, the background music, scripts and compelling images evoked a sense of nostalgia, respect for the place, majesty and an almost spiritual sense of place that rallied Michigan residents to fall in love with Michigan again, and convinced visitors to fall in love with Michigan for the first time. More than anything, I think the commercials and radio spots instilled a badly-needed sense of pride in our state at a time when we needed it the most. This accomplishment in nurturing a sense of state pride, I believe, makes us much more convincing as we try to sell our state to visitors.

The Pure Michigan branding. Even though we are not a featured destination, all areas of Michigan can grab hold of the apron strings of the Pure Michigan website, billboards and other means of advertising.

Pure Michigan campaign.

Secure funding finally.

Securing funding for the Pure Michigan campaign which has helped propel Michigan's occupancy.

The Pure Michigan Campaign.

The Pure Michigan promotion.

1.) Increased funding for Pure Michigan 2.) Increased collaboration with tourism groups.

I do not know. I have not seen much tourism information from the state in our area of the Western U.P.

Investing in a solid marketing plan through Pure Michigan. And finding a source of sustained funding, to see this plan into the future.

Marketing to people outside of Michigan.

Gaining legislative support for the Pure Michigan campaign.

Promotion of many of the existing and natural attractions in our State.

The Pure Michigan Campaign and getting it funded.

The promotional ads on TV have been a big asset in getting the word out. Previously we lived outside the State and the ads did catch our attention as a destination to visit. Now that we are residents we can see that the promotional efforts have been very effective and customers have stated such.

The Pure Michigan campaign and the growing recognition of the Western Upper Peninsula.

Recognizing the value of the tourism industry. It's one of the few things the state does where you can actually see a return for the money invested. We have seen a great influx of tourists from all over the US and many more foreign travelers. Letting people know what the beauty Michigan has to offer.

For our area, it's more advertising exposure which has brought more tourists to the area in the past couple of years.

More cohesion within the industry in difficult economic times to lobby for continued funding of the Pure Michigan campaign.

Marketing the statewide tourism product.

Advertising, billboards, and ads.

They came together and developed a plan. The result of coming together was a united front with the same purpose of promoting tourism and traveling in Michigan. The success of the Pure Michigan campaign both within the state and externally. It promotes the natural beauty and wide range of activities that our state has to offer. It has been a very effective, clear in message, well executed campaign.

Pure Michigan campaign and funding.

Increased reach via advertising to potential visitors of Michigan as a tourism destination

Adequate funding that allows the Pure Michigan campaign to run national advertising.

Funding of the Pure Michigan campaign.

Retaining the Post Labor Day Start to the school year.

The funding support from the legislature.

Pure Michigan promotion has been very successful.

Implementation of the Pure Michigan campaign.

Pure Michigan campaign.

The success of the award-winning Pure Michigan campaign and the ability to go "national" with it.

The very successful implementation of a national advertising campaign to marketing Michigan's attractiveness using the Tim Allen narrated television and radio ads.

Not sure.

The Pure Michigan Campaign.

Developing and securing funding for the Pure MI campaign and brand, which also served to unite the fractured industry in a common cause.

Establishing more permanent funding of Tourism Promotion and the Pure Michigan Brand. Thus, greater awareness of our beautiful State to millions of potential guests.

The Pure Michigan campaign.

The emphasis on Pure Michigan. We do RV shows in Michigan, Illinois, Indiana, Florida and Georgia and constantly hear about the Pure Michigan ads.

Making people aware of the beauty of Michigan and the variety of recreational opportunities.

The Pure Michigan campaign has been a successful promotional campaign reaching beyond our own regional audience, also the Welcome Centers in our area are very well attended and essential in providing additional suggestions to visitors for activities, places to stay and eat etc.

IN HELPING INDIVIDUALS DISCOVER THE MANY HIDDEN TREASURES. WE HAVE ALOT OF "OFF THE BEATEN PATH" VENUES, PARKS, LIGHTHOUSES, MUSEUMS, HIKING TRAILS AND PATHS IN MICHIGAN THAT MANY WILL NEVER KNOW ABOUT WITHOUT THE HELP OF "PURE MICHIGAN". THE TRAVEL PROFESSIONALS WORKING THIS ARE ABSOLUTELY NECESSARY.

The branding of Pure Michigan and the National ads.

I am and always have been a firm believer in our state and the mission of Travel Michigan. I think that the collaboration is a great idea, but too expensive for the smaller companies. The only other thought is that the travel commission should include small companies.

I like the Pure MI champagne; however, I do not believe we need to buy as much advertising in MI. We need to get more out to our feeder states.

The Pure Michigan campaign is certainly the most visible and is certainly most successful. I believe improvements with infrastructure throughout the state cannot be ignored, however.

The amazing success of the Pure Michigan campaign.

The raising of the room assessments and the success of the Pure Michigan campaign.

Pure Michigan.

Pure Michigan Funding. However, we still need to develop a plan for permanent funding and NOW is the time to be working on that plan.

The Pure Michigan campaign in southern states.

Pure Michigan marketing campaign (funding for this).

Pure Michigan campaign.

The Pure Michigan Campaign.

Pure Michigan's national campaign. I would also say the industry's strategic plan and a more active and engaged travel commission have had a dramatic impact.

The Pure Michigan campaign.

Becoming more collaborative in addressing mutual interests, esp. funding for the Pure Michigan campaign.

Working with campgrounds in advertising.

Creating a brand, which calls attention to an expectation that many now have about Michigan. The brand was the necessary first step, but the expectation is the key. Many more people see Michigan in a much positive light, they see it as beautiful and not just industrial.

The Pure Michigan campaign.

Getting the word out about the UP.

The PURE Michigan Campaign.

Pure Michigan ads.

Establishing an award-winning advertising campaign that all destinations and segments of the industry can embrace, which conversely should showcase all the many assets of 'Pure Michigan.' Then securing funding for the campaign.

Getting families back out and exploring Michigan's resources available to them.

Post Labor Day School Legislation.

Pure Michigan Advertising campaign.

The Pure Michigan advertising campaign that has prevailed despite the economic downturn. This needs to be kept up especially in other market areas.

Keeping the word out about Michigan Lower and Upper. Without that our states tourism will die.

The continued funding of the Pure Michigan Campaign.

Establishing permanent funding for the Pure Michigan campaign and developing the marketing and advertising strategy currently employed.

Promoting the Pure Michigan campaign by partnering with Michigan D.M.O.'s and their communities.

Continuance of the Pure Michigan Brand and campaign.

In my honest, candid opinion, I couldn't tell you, as it has had no impact on my Saginaw Bay charter business. The Internet does far, far more for me than any medium out there.

The development of a great national marketing program - Pure Michigan and the integration with the Michigan Economic Development Corporation. Also the integration of the Pure Michigan Logo ID Brand into the private sector.

Pure Michigan.

Strengthening through crisis -- Success of the Pure Michigan Campaign. Other: Better collaborations with cross-industry partners (attractions, hotels, suppliers, media), securing significant funding during severe budget crisis, transitioning successfully with support from a democratic administration to a republican administration, excellent leverage of the

Pure Michigan campaign through the co-op program, the PURE MICHIGAN campaign and its local and national success both in recognition and in driving incremental business to Michigan, better mobilization of the Industry's power through the state association -- various strong CVB's and the Tourism Commission.

The development and growth of the Pure Michigan campaign.

The Pure Michigan campaign and the commitment to finance it.

The Pure Michigan campaign.

Changing the focus of government from manufacturing and more towards tourism.

Keeping their head above water during a very difficult time.

The Pure Michigan Program--by far!!

The Pure Michigan Marketing campaign has been a huge success for the state of Michigan.

Expanding marketing outside Michigan.

Later school start / / Pure Michigan Campaign.

Pure Michigan Campaign and Secured Funding.

In your opinion, what is the one most critical need or issue currently facing Michigan's tourism industry?

Bringing together all the players - from all around the state, all sectors (direct and indirect), all sizes of enterprise.

The lack of a fully integrated database and website that allows user-friendly information all in a one stop shop. The type of site that has been employed by the US Heritage Route 23 team. This site does not put heads in beds first but lays everything out on an equal basis. If the attractions to visit are fun and exciting, and the website portrays that, and the planning is easy to do online, then there will be "heads in beds".

Long term funding strategy for Travel Michigan.

Good quality roads.

Permanent funding for the Pure Michigan ad campaign.

The weather.

Continuation of a national campaign promoting Michigan tourism (even after Pure Michigan has run its course).

Leadership.

Getting other industries to understand the important role that tourism has on our economy. Why is tourism important for me to get involved in (i.e. I am in a different area, or well they will come anyhow, or I don't have time.)

Permanent funding for Pure Michigan.

Hospitality Training.

The need to avoid complacency and backsliding away from the maintenance of the pivotally important rapport we have established with the Michigan Legislature. / We've enjoyed great success in recent years and it's only human nature that we think we can rest on such legislative achievements, but we can't. Maintaining such rapport is especially important under term limits which sees the composition of the House entirely change every six years and the Senate every eight. We must remember that all House members who voted for the amendment providing initial funding for Pure Michigan in December of 2005 have been termed out.

Attraction of young upwardly mobile and physically active people.

Keep Pure Michigan going, it's working!

Making travelers realize what unique characteristics Michigan has over the surrounding states.

Detroit Metro Airport's landside services (the operation's department that runs ground transportation) are either comically incompetent or purposefully corrupt. No other major airport tries to give concessions to a single vendor, for taxis and limousines, raising costs on the travellers. Moreover, DTW is a brand-new airport with signs that get travellers lost. We pick up thousands of people going to U of M each year, and we have to explain to many of them that DTW's brand new airport has the worst signage in the country. We had to put directions on how to navigate DTW on our website's home page. It makes the state look like a bunch of idiots.

Changing outsiders' opinions of MI and Detroit.

Maintaining our natural resources and quality of life infrastructure.

Competing with other tourist states.

Since Michigan is not a "drive through" state, we must be pro-active in promoting our Attractions and getting the word out through aggressive advertising campaigns.

Raising the bar in standards of establishments and mindset of tourism destinations.

High gas prices.

Continued and increased funding for the Pure Michigan and similar campaigns. Tourism is one of the largest industries in Michigan, in particular northern Michigan that has been hit hardest by the economy. The Pure Michigan campaign has made Great strides in improving tourism statewide.

Fund it annually.

Negative impression of Michigan: Michigan = Rustbelt = Detroit = Grim.

All transportation shareholders need to coordinate their services, and provide a 'PURE MICHIGAN' welcome to visitors. Signage and information on how to get to their destination by not only using their automobiles, but access from airports and train/bus stations to all regions of our state need to be emphasized. Much more communication and working together between modes need to take place.

Poor economy.

I would imagine establishing a permanent funding source for the Pure Michigan campaign.

Conference/hotel space in some of our key cities like Ann Arbor.

Greater awareness in Midwest.

The age of our travel infrastructure (facilities, amenities and attractions) and limited access to equity and debt capital for renovation and expansion.

Continued source funding for advertising.... NOT annual begging to state gov't.

GAS PRICES!

To secure the funding for a long term thus insuring this doesn't go away with a new administration.

The price of gasoline.

Gas prices.

The state of the economy. I, for example, haven't traveled in or outside Michigan for about 5 years now. Our income has become too limited. / / On the other hand, there won't be much worth traveling to see if the Asian Carp menace materializes in the Great Lakes. / / Hard to decide which is the most critical issue.

Improved economic conditions, fuel prices.

Keeping the environment as pristine as possible.

Funding in local communities to keep the events going.

Sustained funding for a national campaign and continuation of finding ways for local and regional parties to find direct connection to and ability to use the Pure MI brand at their level to grow sales.

Getting the word out on how fabulous our State is for Tourism...

Fixing the Michigan.org website. The website is awkward and cumbersome and seems to cater to large corporations versus small local businesses. It seems also to cater to activities like hunting, casinos and such 'attractions' that I believe make Michigan look very 'unattractive'. The events section could be much better, too. There should be tons of events there. As it is, only large museums and some festivals get the publicity. Many small local businesses have events to encourage travelers and visitors into their stores and locations. It appears that whoever writes for the michigan.org website - has never been to some of the cities they are writing about! That is obvious. With so much taxpayer money, I think the website must be improved - make it easy to navigate, useful! And please promote everyone! Rather than an elite few.

Detroit is known as dangerous and when people think Michigan, they think Detroit.

Funding or new vendors, things to do in Michigan.

Money.

News Media most stop putting negative connotation to Winter Weather. When the weather is bad the skiing is good and we should recognize that snow and cold are good for winter activity. Enjoy it, embrace it, don't abhor it!

Driving tourists during the non-summer months. November through May. Fall color tours, spring winery tours, winter ski resort and other winter recreation. Of course, the critical need is the resources to carry this "year-round" message.

We need more out of State visitors. We must increase the spend that we do out-of-State to keep growing our tourism industry. As good as we are doing in the last couple of years with the National TV buy, we are still not to 2008 levels. We must find more money to get more national ads! We really need to double or triple our national ad buy. To introduce all of these people in the USA to our Great Michigan Product.

Because we are almost all small business owners that represent our local tourism, we REALLY should be offered the opportunity to get credit to be able to maintain our properties or find Grants that would serve the impossible job it is to keep up these Historic Properties, that are otherwise impossible to begin such projects without funds. / I have taken in homeless people with skilled Labor assets to barter in this economy with since no loans are available to hire regular contractors. I won't let my properties falter just because the year of 2008 marred our credit when income sharply dropped forcing us into urgent cash flow related situations. / Our only solution after that was to help out others that were having to walk away from their farms and (thinking I was going to move the homeless helpers we had staying with us out there at first) we used these and the other agricultural incentives to start our Petting & Fine Fiber Farm as tax write-offs to balance on back taxes due. It has become a fun and wonderful addition to our Family Vacationing groups and since all of our retirement was used to maintain these 3 businesses we had just gotten into before the credit crisis crashed on us. We are running On a shoestring a Coffeeshop in one of the towns historic buildings and our B&B The Inn at Ludington on the state Historic register could really use a new roof and sidewalk but our cash flow does not allow for it and nobody seems to be able to set in any positive direction, banks, CVB, SCORE or any such agencies as the SBA for assistance. We won't give -up though I did put everything up for sale this fall I won't give it away.

Gas prices and economic stability.

1 - There are unreasonable rules regarding the collection of lodging assessments that continue to shackle our industry. When a CVB is required to get an annual audit and that audit consumes 10% or more of the assessments collected each year, that money cannot be used to further advertise and promote our state and individual communities. There is no reason a compliant CVB that generates monthly financial statements should have a

complete audit performed annually. Speaking for our own CVB, NONE of our lodging members or associate members have EVER requested an audit, and they even question why we are distributing it annually when they can come in and check our books or request a financial report any time they want to. Some have questioned spending money annually on the audit-- this is not what they are collecting assessments for. The annual audit requirement is an unnecessary burden on CVBs, especially tiny ones like ours. / / 2 - Michigan.org needs to be cleaned up. The site has become cluttered and a little messy. I really appreciate having access to the site and statistics, however that access seems to be getting unfriendly to CVB members (tourism professionals) who need access to it. Entering events has become a nightmare. Information could be better organized. / / 3 - We need steady funding for tourism. It shouldn't be a question every year-- whether Pure Michigan will be funded or not and at what level. Also, there could be better accountability for the state tax dollars that go to fund Travel Michigan-- how much of the state's budget goes toward Travel Michigan, and what is their budget? What does the money get spent on if communities and CVBs are contributing funds to Travel Michigan through one or more of the various partnership programs?

Hospitality training.

Consistent marketing/promotional dollars and invasive species in the Great Lakes.

Gas prices prior to this summer.

Continued national exposure to markets that can drive tourism business into the state.

I think the need to communicate the diversity of activities that Michigan has to offer. I feel the state has so many niche small businesses that consumers are demanding. No one is coming to Michigan for McDonalds and Wal-Mart. Today's consumer is making travel decisions based on unique opportunities within their budgets. We have some of the best microbreweries in the world, great locally owned and operated restaurants, a lakeshore that goes on forever and a great mid-western hospitality.

Keeping Michigan's harbors open for Sport Fishing and Cruising the Great Lakes.

Recognition at all levels of public and private sector that tourism IS economic development, and solid research to back that up.

Tourism needs of the entire State need to be addressed, not just the needs in those regions of higher population and closer to the populated areas. The western U.P. is neglected by the state government as a whole, as well as its tourism campaign. People need to know about the attractions of our area specifically. In the Western Upper Peninsula, we need to connect with the markets that are closest to our area such as Duluth, MN; Minneapolis, MN; Madison, WI; Milwaukee, WI; and Chicago, IL. Markets that the rest of Michigan focus on are nearly irrelevant here.

Economic recovery - the nation is in trouble and tourism is taking a hit because disposable

income is down. Also - anything you can do about the weather? :) MORE SNOW next year.

To combine assets and use them effectively.

The fact that we still do not have a dedicated funding mechanism to sustain funding for Pure Michigan. We have a current governor and legislature that is supportive but the money must still be appropriated each year and the funding is subject to the whims of a political process and agenda that is not secure.

Invasive species in our Great Lakes that could critically affect our fishing industry and other water related activities.

Improvement in the economy.

Continued promotion within the state that it is economically possible to enjoy what the State has to offer on short or long trips. The greatest issue is improved economic growth all other areas to stop the flow of people leaving the State and thus to attract people to move to Michigan especially in the UP.

Making it know that the UP exists and it is not arctic terrain, but a four-season destination with acres and acres of unspoiled wilderness. / / That being said, the changes to the MEDC will dramatically affect the UP. While funds are being relegated to larger entities, many UP businesses are very small with 10 or fewer employees. It is difficult to find and maintain good help. And it will be even more difficult if we cannot make funding available for the small start-up businesses that are needed to keep the rural areas alive. Though many of these businesses may be seasonal, they are still a very vital part of the rural economy.

Fuel prices.

For the Upper Peninsula, it's staying connected to the whole region and working collectively to promote each other. Working together keeps advertising more cost effective and gives tourists more reasons to visit us.

Economic recovery in the U.S.

Continued marketing of the tourism experience.

Getting the word out what we have to offer.

Poor economic growth and closing of businesses. With the high unemployment Michigan residents do not have the money for tourism within their own state.

Continued financial support of the Pure Michigan campaign is the top priority, as well as keeping the team together that is executing this program so effectively.

Continued funding and industry integration and collaboration.

Continued funding to maintain if not increase the advertising for Pure Michigan.

Raising the profile of Michigan as a destination both nationally and internationally.
Continued funding support of Pure Michigan marketing efforts. Creation of Pure MI 2.0.

Transportation (access by air, road as well as looming high gas prices).

Ability to show results from funding support to continue to receive the fiscal support of the legislature. Also, what will come after the Pure Michigan brand? The campaign will need to be freshened to stay relevant.

Overcome the negative image of Michigan as a place to do business.

Continuing support of the Pure Michigan campaign by state government.

Do a better job uniting people geographically to work together.

A secure, stable, permanent revenue stream for funding Pure Michigan.

Sustainability of maintaining a national ad campaign promoting Michigan.

Economy.

The biggest issue would be of course the falling economy and gas prices, which causes less monies spent on travel.

Investment. In product development/enhancement, research and marketing/promotion.

Effective and measurable advertising & Promotion reaching the best demographics that can visit Michigan. Measuring ROI.

Due to the economy, local organizations are facing decreasing budgets and marketing outreach has been difficult and in some instances, impossible.

Don't let up on marketing we are gaining national exposure. Keep it up.

Drawing people from other states and changing the negative image people have of Michigan created by the image of Detroit.

Expanding the campaign to communities that have great potential for visitation, but can't afford to utilize Pure Michigan - more funding. Creating a single statewide calendar online for potential visitors to view, perhaps organized county-by-county or region-by-region. This would include dates of festivals, for museums and parks a listing of their exhibits, programs - in general what's going on in an area you are thinking of visiting. There is much more to Michigan and especially rural areas like the UP, than hiking, biking and skiing. Let's

advertise our heritage and cultural attractions. These are usually the non-profits that don't have large advertising budgets of their own.

MONEY FOR DEVELOPEMENT OF ASSETS IN TOURISM.

Marketing and cost of gas.

High cost of gas.

Our economy is in terrible shape. Gas prices will curtail travel to our parts of the state which are completely dependent on tourism to survive. Since the Fall of 08 we have seen a 30% drop in business. This relates directly to less spendable income. I also believe the casino in Standish has taken a great share of our income.

Gas prices relative to the fact we aren't a "drive through" state.

The need for additional resources to bring our message to an even wider audience. I am also a proponent of a statewide lodging tax to support a self-funding and sustainable tourism marketing program for the state.

Ongoing funding for tourism promotion and working on gas prices.

Seed money for events - high fuel prices.

Support from ALL areas of the industry and regions of our State.

Cheaper gas and promoting UP in Midwest and promoting Michigan in southern half of U.S.

Continuing to have funding toward tourism.

Gas prices.

Crumbling roads and infrastructure.

Permanent funding for Pure Michigan on a national level.

Sustainable funding for the Pure Michigan campaign.

Addressing the need to develop new product and upgrade existing product in order to meet growing global competition.

The price of gas.

Continued education on a national level about what to expect from a Michigan vacation. I wouldn't stop until Michigan is as well known nationally as a leading destination May-September as much as Florida is November-April.

Developing regional and national brand awareness.

Continue good advertising.

A dedicated on-going funding source for State Tourism Marketing.

Improving our state park facilities.

The effectiveness (or lack thereof) of michigan.org. We spend so much money on advertising campaigns all with a call to action of michigan.org which doesn't seem to be effective for visitors to quickly find what they need/want and most importantly, should get the visitor more directly to partner websites (rather than partner pages) to keep information current and relevant. The whole website should be evaluated by visitors.

The economy has played a factor in tourism since we have been a state devastated by the loss of our core manufacturing jobs which was a big part of Michigan jobs.

Too many government regulations.

Traveling in California, one of the most WELCOMING things to that state other than weather, is the way the highway medians are kept up. I realize Michigan's climate limits what can be planted, however bushes and flowers in the median on major highways gives a real sense of being happy you are there!

Cutting advertising spending and gas prices.

In the short term I think gas prices will affect tourism again.

The HIGH gas prices. People just cannot justify traveling when paying so much for gas.

Getting past the impression that Detroit represents all of Michigan.

Continue to secure funding beyond the current agreement and continue to raise the Profile of tourism throughout the state.

The continued financial support of the Pure Michigan campaign from Michigan legislatures. Nothing else compares to the economic impact this campaign has brought to Michigan businesses.

Funding to upgrade facilities due to the reduced funds caused by the recession (grants, loans, etc.).

As far as the charter fishing end of matters go, critically needed are knowledgeable Individuals that actually know how to promote our businesses. Many years ago we Were fortunate to have a couple men in the Michigan Travel Bureau, very accomplished

fishermen themselves, who brought in outdoor writers, TV crews, etc. That got us superb coverage and exposure. I had a number of writers and TV people on my boat every summer. To my knowledge, that is no longer there.

Assurance of a long term designate marketing budget. Industry partnerships and training. Education of elected officials and public as to the overall economic impact and multiplier factor or tourism.

Sustained long term funding.

Attracting TALENT. Sustaining state funds to support the Pure Michigan campaign. Also, collaboration between "in-state" (Metro Detroit) and "out state (rest of state), need tourism cabinet position.

Organizational and business development. I see a disconnect between the strength of Travel Michigan's promotional efforts and the ability of tourism based organizations and businesses to connect to today's changing market.

Continued funding for successful marketing, and coupled with that increased effort at the local level to draw attention to our unique assets. Collaboration with community organizations has worked well for our county to leverage our marketing abilities; it's a Good approach for all to consider.

More funding for education to ensure highly trained and educated professionals in the future.

Better oversight of local government's use of money derived from accommodations taxes. Improving image and spreading the word about all the great possibilities here.

Asian carp invasion.

The economy and gas prices certainly have an impact.

Becoming one dimensional to its marketing toward the internet.

Building out-of-state business.

1a) The lack of federal funds for dredging and port related issues like maintenance and repairs to infrastructure. If funding is not secured from the Harbor Maintenance Fund, over time Michigan ports will start closing. This will have an impact on both the tourism industry and the overall economy of Michigan. 1b) Environmentally, making sure there is control over invasive species of (all kinds), that we protect our land and waters and enforce and promote good stewardship among residents and visitors. The goal is to ensure all of our beautiful natural resources that are so important to the image of Pure Michigan are preserved, protected and restored for future generations.

To what extent do you think the current membership of the Michigan Travel Commission is representative of the Michigan tourism industry?

Keeping a CVB seat on the commission is very important.

Need to work with the current administration regarding the composition of the Travel.

Commission and to re-empower this group with oversight abilities regarding tourism within Michigan.

Would like to see a new CVB representative since Jerry is no longer in the industry.

We have many splinter groups including, CVB's, Regional organizations, Hotels, attractions, meeting, educational, international and domestic, UP and lower peninsula. Even our state tourism conference is run by a lodging organization. We need the state, and the state travel commission to be more inclusive, not exclusive.

You miss representation from organizations that deal with more business-oriented travellers and with people who are visiting southeast Michigan.

No one from Northeast Michigan on the Commission.

The majority of the representation is from western and southern Michigan. There is no representation north of Frankenmuth east of I-75 all the way to the Mackinaw Bridge. That is a large section of the state that depends heavily on tourism.

Need more/broader membership.

Unable to locate membership.

Sorry... but not sure since some of the members do not have the actual name of their business or affiliation. I would have someone from the restaurant world on the committee.

It is probably the best it has been in years.

Since you have a couple of people on the commission who do not have a company nor industry affiliation associated with their name, it is difficult to know what their contributions may or may not be.

Please make sure that small business owners are represented as well. They have a lot of insight on day-to-day contact with Tourism and are able to capture excellent feedback.

I guess you have to define 'tourism'. Hotels? Attractions? The list of members doesn't say what many of these people do.

Tourism is the last hope of recovery for the people of Michigan, everything else in manufacturing is gone for the workers and their families to other countries and will never be back.

Michigan Tourism has always focused on the Big Lakes/lake shore. There is much to be offered and marketed inland as well!

The Group is NOT representative of the Michigan Tourism Industry at ALL. It is a joke!

WE NEED MORE CVB people, more Hotel Owners, the best Hotel General Managers, etc. Not what we have right now! Please, please change this!

These are not what we call SMALL BUSINESS REPRESENTATIVES where are the small lodging facilities represented? and the Agrotourism really... Why aren't any billboards going up to spark National or at least State historical site interest You set up tours to follow the leaves and single day events why not conforming your thinking to coax locals to investigate their own heritage destinations.

Most of the members represent very LARGE state attractions with mega budgets, which would, by virtue of their position, make them out-of-touch with smaller CVBs working on the ground level at trying to attract people here and maintaining sustainable tourism economies. Some of the representatives appear to represent private consulting businesses, and I'm not sure what their role is on the commission. Short biographies of each member would be helpful. How does one get on the Travel Commission? Some of the representatives appear to be serving multiple-year, consecutive terms. Are there term limits?

Northeast Michigan and lacks representation.

No one represents the Western Upper Peninsula.

More Upper Peninsula representation is needed.

I don't think that the state does a good job of representing the U.P. of Michigan. I don't think the state does much to bring new business to the area such as tax incentives for business to grow or bring new business into the area.

It is unfortunate that these political appointments do not look at the travel commission make up before appointing new people.

As a current member, I feel the board has good representation across the Tourism spectrum.

I feel boating should have a larger presence. We are the Great Lakes State and have the

most inland lakes.

All the industries that could have been included are not included, such as the restaurant industry.

I think the state is definitely moving in the right direction to ensure broad industry representation on the Travel Commission.

The Commission should always include an executive officer from TICOM, as has the broadest and most diverse representation of any of the state tourism organizations.

Expand representation to include other "attractions" such as heritage and cultural venues, their economic contribution to tourism is often overlooked.

Need to include small business.

There should be a mandatory attendance requirement. There are people on the commission that aren't linked (closely enough) to tourism and these same people tend to have poor attendance at meetings. Also, if a commissioner no longer holds a job in the tourism industry, I believe they should resign from their commissioner seat.

I don't believe that they have any dialog with the people who are out in the trenches working the tourism industry, ex. CVB Directors, hotelier across the state and definitely are not in touch with the Upper Peninsula tourism players. They always seem remote.

Welcome additions in the CVB, attraction hotel industry have transformed the face of the commission and made it much more in tune with the tourism industry.

Need a greater voice from RV/Camping destinations. MI is the 3rd largest in registered RV's and a leader in numerous categories within what is evolving into the "Outdoor Lifestyle" (broader than camping or RV'ing). This broadening is attracting new visitors from over 40 US states from our records alone. MI is second only to FL in number of high end RV Resorts in the nation.

Various industry segments are represented as well as covering many geographic areas in our state, which are both important.

Although both ARVC and MARVAC are represented on the Tourism Industry Planning Council, I feel the emphasis of the Council leans more toward the Hotel and Resort Industries. I would welcome more inclusion for RV parks and campgrounds.

Do these Commissioners interact and understand their local DMO's?

The commission needs the authority it once had to influence decision making of travel Michigan.

There should be a handful of ex-officio positions from the major attractions and/or major hotels and/or convention bureau's. Also, needs a balance between large metro areas in Michigan and smaller rural areas.

Is there a balance between urban and rural, between public and private sector?

Needs representatives from Michigan's colleges, universities and community colleges involved in tourism education.

Representation from a park/conservancy/land trust.

To what extent do you feel that the level of collaboration between Travel MI and other relevant state agencies has changed over the past five years?

There seems to be a resistance to doing anything other than the way it's always been done.

Under the new MEDC leadership collaboration has increased in the past few years.

Great opportunity here that has by my knowledge not taken advantage of. BTW, film office is not mentioned who get as much money at tourism, \$25M with a mission to promote tourism in Michigan, and yet zero collaboration. To make matter worse, both are under the MEDC roof.

I see this vastly improved over recent years and momentum increasing further under the MEDC's new leadership.

Do not have direct knowledge but I do know there has been increased collaboration between different convention bureaus. Would encourage more interaction between chamber of commerce and convention bureaus.

How would one know what the department collaborations with Travel MI have been?

This should grow significantly under the MEDC leadership.

I don't see how this meets the objectives...? How is agriculture is related to tourism...?

HOW ???

I know that River Country could use more support and collaborative effort!

This has not Helped tourism. Why waist time and effort on these, when you can spend more time and effort on what is really working, our Pure Michigan Ads.

I thought that us 10 was going to open up a better travel option across the state Anything ever really in that direction on connecting the sides of the state with efficient travel other than 96? If you encouraged people to visit Petting Farms and Barn Tours and Alpaca or Elk Ranches Or Horse Ranches and Hydro electric plant facilities with a view and give them a little local history that goes with it they would be so refreshed to be guided into finding the kind of Vacation Destination they remember having as children themselves. You know why Sleeping Bear Dunes got its' recognition, not because of any advertising It's the Memories of retracing Indian folklore in our own state from our childhood memories.

I do not see much collaboration between Travel MI and MDARD, or Travel MI and MDOT (with the exception of signage). I have just started seeing more collaboration between the DNR and Travel MI in the past year or so.

Collaboration equals education. Pooling resources, ideas and cooperating with all agency programs can only enhance marketing Michigan's facets. The more we know, the better we can target our visitors.

The DNR's approach to their mission changed to be more customer friendly (a very good move) - and I think that those in all the state agencies need to remember they are SERVING the needs of the people of the state of Michigan. We have an economic need to increase tourism, which will benefit the residents of the state - and the employees of the state need to keep economics and customer service as a priority.

In our area the various departments seem to work well with each other and appear to be interested in the growth of tourism. Tourism is all that is left as an industry.

There may be more collaboration but it is not visible to the general public.

My impression is that the Governor, MEDC, and several of the departments mentioned above realize the prior success and future potential of collaboration. Key individuals have been added to the team and are taking this effort far beyond the prior administration.

Just beginning to see some traction in this area. More work is needed and the opportunities are endless.

Tremendous leaps have been made in just the last six months.

The collaboration has definitely increased!

Need to resurrect a group that regularly brings senior management from the various State departments together with a non-governmental representative of the industry to discuss tourism matters.

Getting back to regular cabinet level meeting participation between Zimmermann and the various Dept. Heads would be a positive move.

I think MTSP should work closer together with the MFEA (Michigan Festivals and Events Assn.) and other organizations to boost the promotion of the many wonderful festivals and events that take place in the very towns and areas that give Michigan its unique personality. Towns, events, topography are like the 'primary pillars' of what makes MI unique and appealing.

The two collaborations that come to mind are with the Department of Ag's Culinary Tourism Conference and initiative, which Travel MI was said to have been a partner, however, there was no Travel Michigan presence at the actual conference so it didn't appear very collaborative. The other one that comes to mind is Travel Michigan working

with MDOT to handle managing the Welcome Centers. I am not certain how well that is working out for the industry and/or visitors or either partner.

This year we had a survey concerning the DNR and how it can collaborate with the tourism industry. I thought that was significant and hope there will some results from that. It would have been better to implement this earlier.

I am concerned that the Welcome Centers have fallen under MDOT instead of the state tourism organization. They are a vital part of the experience when visitors come into Michigan.

Seems that the Travel Michigan group works tirelessly to collaborate and coordinate. I applaud them on their efforts.

Continued and expanded collaboration is needed.

We have made great headway -- particularly in the new administration (i.e. merging Pure Michigan brand over econ dev and tourism), strategy around the welcome centers is not fully embraced but the fact that there is a strategy and discussion is good. It is still too early in this state administration to tell.

Creation of Quality of Life Group consisting of MDARD, DEQ and DNR enables us to build upon our natural resources base.

To what extent do you feel that the level of collaboration and communications between members of the tourism industry has changed over the past five years?

I'm not sure that I would define the advertising partnerships as 'collaboration' but more an advertising buy to help promote michigan.org.

Off to a good start.

Love the dashboard and regular updates. Now we need to make it two-way communications.

Our industry is united like never before. Much of what we've accomplished legislatively has been because we're on the same page. The Pure Michigan Governor's Conference on Tourism has been a gathering point for the development of a sense of "self awareness" for an otherwise diverse industry that had little communication between segments in previous past. The synergy that has resulted has been a beautiful thing!

Still need to find more ways to connect locally.

Not sure about this either.

HOW ???

Once again, I do not believe we have seen the support in River Country that could be of benefit.

Members of the tourism industry are communicating better - not due to the appointed board at the MTSP, but because of places like the MLTA lead by Steve Yencich.

Please show me where you think it has increased to benefit these small seasonal tourist towns' survivals.

Though I don't have a 5 year history with Travel Michigan, the importance of collaboration and communication between organizations has increased with the Travel Michigan leadership.

In the past year, since the new governor took office, the communication between Travel Michigan and CVBs, and among members of the tourism industry, seems to be spotty and declining. Not sure if it's a result of transition or a state of flux, but there does seem to be a decline. Also, there seems to be no coordinated way to communicate with other members of the tourism industry, or at least no means to communicate with others as facilitated by Travel Michigan. Travel Michigan has an opportunity to be a leader in this field by fostering communication through newsletters or e-news or a news group. We have been directed to join the Travel Michigan Industry news on Facebook, but that does not seem to be updated regularly, and it's so easy to miss posts on Facebook. I would like

to see a direct e-mailing system that updates industry subscribers on a regular basis, or snail-mailed newsletters and updates-- whatever is most practical, but something, please!!! I feel like an island sometimes, and disconnected from Travel Michigan and other CVBs.

On a small model Roscommon County chambers of commerce and its CVB, along with the EDC, are in full cooperation and sharing in regional branding yet keeping their own identity and specialty.

The collaboration has definitely improved, but there is still an underlying competitiveness that can hinder overall momentum for the entire industry.

Pure Michigan Highlights has been a great communication tool.

I'm not sure - having been in this job for 3 year. I think the emails from Travel Michigan are good....

There was very little and so there is more now but there is still real needs for more communication.

It seems as this program has gained in recognition and momentum the collaboration and communications have improved, and as with many successful programs, when positive results are achieved (occupancy rates, room rates, etc.) increased collaboration ensues.

Agencies, organizations and tourism businesses working to keep the industry aligned.

Steve Yencich has been a big leader here.

Development of the Governor's Innovative Tourism Collaboration Awards, joint or consecutively scheduled meetings of tourism associations with the Travel Commission, have all helped in terms of shared communication & collaboration.

Some members of the industry do communicate well, particularly those for profit as they have the means to market and advertise themselves, others who provide the reasons for tourists to stay an additional night in an area, perhaps are not always involved in the dialog.

Dave Lorenz does an excellent job in this arena and I know the CVBs in particular are grateful to have his help out in the field.

I think there is more to grow. For example, the weekly/bi-weekly emails that go out should be easier and immediate in the ability for readers to take action and book lodging, acquire tickets, etc. We now live in a society of spontaneity (Groupon, LiveSocial, Facebook, etc.). Put it out there and expect immediate results. Also gets more businesses involved.

About 5 years ago, Travel Michigan was supplying the Industry with an email newsletter that included information on what the department was working on and how members of the Industry could be more involved, etc. That was migrated to Facebook and has not been effective. They said they were going back to a newsletter, but instead we received an email that simply shared news/PR links of Tourism-Related news from around the state. This didn't provide the information for earlier year and seems to be a duplication of news that we are already seeing from other sources.

I think that many business owners appreciate that there are common goals for all of us and are working to push that.

I know that the MACVB does an excellent job of keeping their members in the loop when other organizations send out tourism related information.

Seems to be many groups, no sure of the level of communication among them.

The awards were an important step to bring recognition and it also brought some visibility to the commission and increased participation and attendance. The economic crisis accelerated new relationships through survival -- but it was much needed.

Need buy in from local units of government.

To what extent do you feel that industry-wide knowledge of best practices in collaboration and partnerships has changed over the past five years?

I've not experienced a spike in regional meetings and previous 'task forces' (e.g. Ski and internet) have gone away.

In pockets of the industry.

I have noticed no change.

I cannot support this assessment but know that it's accurate. Put hundreds of industry people in the same place for a two day tourism conference and collaborations and partnerships will definitely take place!

Collaboration among organizations has increased significantly, but the caliber of the tourism conference and industry communication represents opportunity for improvement.

Which website?

Michigan has increased its awareness to the public sector by merging companies and commercials on tourism and new partnerships with existing companies to promote jobs and business.

Again, Why? When Steve Yencich at the MLTA travels the State attends hundreds of CVB meetings and meets with hotels, that is the best way!

Why Are you spending any more money on getting people that aren't working the everyday grind Or they would not have time for these conventions. USE your Money on Directive Incentive Provoking Billboards that everyone that Drives would be inspired by Our Agri-tourism and Local Heritage based stopovers along the way to an otherwise beach vacation. Ultraviolet rays shouldn't be our main focus to get people out to. Museums and The Badger Day trips unique things we have to offer PUT IT OUT THERE. We small businesses who can't get loans or collaborate on anything together since we are SO busy with our own maintenance can't afford any attention personal or general our biggest hope is to be on the path to these beach destinations you are so good at promoting to hope they will come back to and try next time they may choose our area now.

I have never seen regional meetings or conference presentations, other than the presentations at the Michigan Tourism Conference. Again, I think Travel Michigan seems somewhat isolated from CVBs, and it seems the only time you can connect with them or hear about industry-wide knowledge and best practices is the annual Tourism Conference. A site with recommendations, updates on the industry, Travel MI activities, learning opportunities, a list of conferences or tourism industry events, and a newsletter

to direct us there would be ideal.

Once again - regional meetings are probably the best because it's apples and oranges - between northeast/northwest/southeast/U.P. marketing.

Compared to where we were, there is a definite increase here.... i.e. the growth of the tourism conference over the last several years ...there still is room for this to improve.

Once again, I have been in this job for 3 years.... But I know that for small organizations such as our, conferences and regional meetings are often outside of our budget. Our CVB is involved in collaboration, and we are trying to promote this.

Collaboration awards have been helpful.

Having attended a few of these meetings I feel a real synergy occurring to address current issues and develop future plans. The Pure Michigan website is a huge improvement over prior websites as well, and reaches several million loyal Michigan fans.

Keep going, more work needed but progress showing. Collaboration awards a good example.

The Governor's Innovative Tourism Collaboration Awards spotlights best practices in collaboration. They are presented at the Annual Conference. However, many feel that the Annual Conference has too much of a lodging focus/bias.

Trying to directly train the industry is a difficult task. Perhaps focusing on a resource library and access to training tools or co-funding training via video and audio (podcasts) can be a more effective way to get knowledge to the working people of the industry.

Based on the outlets that were readily available and have solidified over the past 24 months, there are so many more opportunities. Michigan is a destination; it's selling an overall experience which goes beyond the beaches, golf and fishing trips. It includes the event, food and activity experiences as well.

Can't point to any example of this?

I think that these conferences are very helpful. They tell how the industry is doing and what is new. Information that is passed along helps businesses in the industry.

I think with the tough economic time that Michigan is coming through has made all has forced everyone to look outside of the norm and look for ways to keep the industry together through partnerships with other non-traditional "tourism" economic engines.

Am unaware of a best practice website...

The annual conference has improved significantly both in content and participation. It still has room to grow and it seems constrained by its past and the association driving the agenda. I think the commission meetings have become more focused and we are building better habits of follow up, deployment and expectations. Still some room to grow!

It exists for those who are proactive and know what to inquire about.

In Northern Michigan it seems that more and more collaborations are bringing attention to our region and our assets; this seems to be more a result of interested regional organizations and groups than a directive of the MTSP.

More joint promotional and marketing campaigns on a regional basis.

To what extent do you feel that the annual statewide tourism conference has improved over the past five years?

Still has a strong lodging association presence but it is getting better.

Credit Steve Yencich of the MLTA.

Would like to see MACVB and TICOM play more of a partnering role with MLTA in planning the conference. Why is it MLTA's conference?

Still a lodging meeting co-sponsored by the state. We need 1000 people to attend. \$280 for one and half days will keep the attendance small. This needs to be a state run, state supported, all inclusive tourism conference. Then we build communications, collaboration, attendance and create excitement. This should be an event and not an opportunity to fund one organization through fees, auctions and sponsorship's under the state name.

Thanks to the efforts of the Conference Planning Committee, the Travel Commission and combined staffs of conference partners, each year's program and attendance just gets better and better.

The improvement is dramatic. I believe most of the credit should continue to go to Steve Yencich and his committee. The hotel association takes all the risk and has done a great job to date.

Due to budget limitations, I've attended few conferences over the past five years and, when I have attended, it's been to participate in bits and pieces rather than a full conference.

It seems expensive and I don't feel included. I've never been nor had the desire to go.

It doesn't seem like a useful event. But I have no idea what happens there other than some speakers perhaps speaking about how great Pure Michigan is.

How about picking venues based on need and potential rather than political/financial influence.

The Statewide Michigan Governor's Conference on Tourism was a total failure in past years, until the MLTA lead by Steve Yencich took it over and saved it. Now it is one of the best events in the entire State. Steve has such backing of his board (the MLTA board of directors is the reason money is coming in to make it a good event as they all personally use connections with vendors or themselves donate money). Without the MLTA this Conference on Tourism would fail again, due to lack of funds.

Wouldn't Know I don't have the time or money to attend these events. Ever consider a

lottery of handing out ticket and invitations to businesses that might really represent local tourism. Some camping parks B&B owners who wouldn't otherwise get a voice.

This will be my first conference and I'm so excited to attend!!!

I have only been attending the Conference since 2009, and I have found it to be a great place to meet and network with others, and the speakers have usually been great and inspiring. I am looking forward to this year's conference, but it is always a struggle with my board to have them allocate the money for this conference because of the cost. I am told from other rural CVBs that cost is a limiting factor for the rest of them as well, and it often prohibits them from attending. I remain one of only a handful of Upper Peninsula CVB representatives to attend this conference, because the cost and distance to drive is so expensive for most of us. Increasing the cost of the conference as high as it was raised last year further prohibits rural and small CVBs from participating, and often, we are the ones who need education and networking the most. Please consider reducing the cost of this conference, and consider offering a better "early bird" discount or a better discount for group attendance. The conference costs could be significantly reduced by cutting the amount of food and beverages served at this event-- I often see a lot of excess food and beverage during the breaks, with a lot leftover. Does any of the state's funding for Travel Michigan augment the cost of this conference? It should.

2012 will be the best ever.

Not necessarily because of my involvement, but based upon attendance alone.

We can't afford to go...

The northern part of Michigan, the UP, is rather left out. The travel from the western end, where we are located to the conference is at least 12 hours. Something more centrally located would enhance our ability to attend. Say near the bridge?

Impossible to meet all the needs of a broad industry with different sized businesses with differing ability to pay to attend such a conference.

I regret to say that I have not attended one of the Statewide Tourism Conferences, so I cannot offer an opinion here.

More attendees coming now which is great, current governor has been responsive and showing up, topics better; still needs work such as more cohesive and integrated planning and better communication about the conference.

I've only attended one, last year. I didn't know about it before.

I feel that the conference has stayed pretty much the same. The conference vendors remain skewed to hoteliers; It would be nice to see vendors that are representative of

the entire industry.

See previous response.

Need to attract effective speakers to teach us to market more effectively with Social Media tools. Not how to be trendy, but be effective in spending your dollars. Don't want a speaker who is ultimately "pitching" their product.

I have not attended in two years.

Continued improvement in attendance (not counting students) and content while keeping the costs LOWER would be improvements for the conference.

With the number of tourism related business in our state this conference should be drawing thousands of attendees. We need to develop a plan that would increase attendance from all areas of our tourism industry. From the smallest seasonal business to the largest resorts and communities.

I look forward to attending this year for the first time.

The fact that the Governor actually attended last year and will attend this year is of great importance. The prior administration did not show much support for the tourism industry.

I liked it and felt it pertained to DMO's more when Travel Michigan was in charge. I have 6 board members from our organization joining me this year at the Governor's Conference.

First attended last year. Seems to be a great source of energy for the industry.

The annual conference has improved significantly both in content and participation. It still has room to grow and it seems constrained by its past and the association driving the agenda.

To what extent do you feel that the status of tourism as a vital component of the state's economy has been altered in the eyes of state leaders and officials over the past five years?

The legislators have jumped on the success of the Pure Michigan bandwagon and have received constant communication through the efforts of MLTA and the TIME Alliance. I would not be inclined to give credit to the Strategic Plan or the Travel Commission for this success but more to industry leaders and associations.

We are now being recognized as an important economic force within Michigan and by our Governor.

Proof that tourism's status has been elevated is to be found in the fact that we passed legislation cumulatively providing \$55M in Pure MI funding in spite of the worst (and most prolonged) state recessions since the Great Depression. That this was accomplished without the imposition of new taxes is further evidence of our industry's elevated status at the Capitol.

Snyder took away the movie incentive.

Thanks in part to the good fortune of having Gov. Snyder in office.

Kudos to all the fighters and their followers!

I have no idea. Only know our taxes went up by 1.5%.

Done a pretty good job, but the MTSP didn't do it at all. It was done by the MLTA! We still need to do more. \$25 million per year to fund Pure Michigan is a Joke. We need to double that. Why wouldn't the State want to invest in the only industry that is growing in the State? Give Tourism an extra dollar to spend out of State, get \$4.00 back in Sales taxes that same year. With those numbers the State should be DUMPING money into Tourism spending if they get a 4 to 1 return the same year. Not to mention all of the billions of more money being spent to business owners, gas stations, restaurants, etc. Tourism is SO BIG, the impact is bigger than building a new factory.

But that might be mostly since they actually saw the auto industry take a dive. Of course a lot of my fall in 2008 was auto workers losing there jobs or fear of unstable employment that took the form of cancellations and the \$4.+ gas prices didn't help that first year either.

I believe we're just starting to see the results of this philosophy, "tourism as economic development", and I expect we will further develop this success in the coming years.

Governor Granholm went miles to recognize tourism as an important part of our state economy, and I believe her approach to tourism in Michigan was ground-breaking.

Governor Snyder follows that legacy, however, promotion of increasing "private sector investment" in tourism and the Pure Michigan campaign suggests a belief that the state should not be funding the campaign at the level it does. I have heard other legislators repeatedly say the hotels, motels and tourism industry businesses should find a way to fund Pure Michigan sustainably-- on their own-- without state tax dollars, which also demonstrates that tourism is still not recognized as a component of the state's economy. Often it seems the only ones lobbying for state support of Pure Michigan are tourism industry leaders and the public. Legislators have yet to recognize tourism as a legitimate economic generator.

Tourism representation north of M57 - tough to spend so much energy on saying "see me!" to the "big guys" downstate. It would be nice to have the big boys say - "here's my little sister" and favor us with attention (programs/grants/\$\$\$\$). This would only enhance Michigan as a place to keep returning to.

Still work to do in this area.

This needs to be a priority for us.

However we have had a significant change in our legislature and we need to recommit to providing ongoing education to this new group.

I feel the positive ROI on the investment of Travel Dollars has been key in garnering additional support for future investment. I also feel that the Governor Snyder and his staff are much more supportive of this type of investment. I personally believe it is crucial to our positive "branding" of Michigan both with our residents and with those who live outside our beautiful state.

Funding support indicates this.

New governor recognizes the importance of the tourism industry more than the past governor.

Funding of the Pure MI campaign was deemed a "no brainer" and among the first bills signed into law by Gov. Snyder.

Difficult times have unfortunately caused state cuts in areas such as parks, recreation and the history division just on the internal side, externally organizations such as museums, sites, etc. need to do a better job of creating awareness of our role in the big picture and find some promotional incentives from state and local government.

Due to the work of several different lobbying firms/associations and the presence of George Zimmermann and Dave Lorenz at these hearings...positive.

Much improvement, but we still need our elected officials (primarily those in southeast

Michigan) to understand the economic impact tourism has on our entire state. That it's not just hotels and restaurants and not just woods and waters. It's cities that host conventions and events along with our transportation needs.

I was aware of Gov. Granholm's elevating tourism to a higher status. I am not aware of any additional awareness by Gov. Snyder - who is continuing w/ Pure Michigan and is not hurting any gains made.

I think there should be more programs for funding support for businesses tied to tourism. There are opportunities to grow, but many of these business types are on the "can't do business with" at many MI banks. These businesses not create jobs as they grow, but they 'support' jobs (construction, etc.) through their expansion. MI has an over-supply of retail centers and office space, but it NEEDS more tourism-based capacity. We can increase the amount of return captured from the same investment by accommodating more visitor demand. It's great having sell outs, but that is another way of saying we couldn't serve XX number of people. That is not what we want to continue to see happen.

I think the state leaders and officials can do more to promote tourism in the state and their respective counties and districts.

Getting state politicians to recognize the tourism industry as a vital part of Michigan's economy has been a battle for sure. I hope that we don't have to fight this battle every time new leaders are elected to office.

With this current administration.

I truly believe that the hard fact statistics from the Pure Michigan branding has caused Michigan leaders to see the importance of continuing the promotion of this campaign.

In speaking with my political contacts, seems that the b2b and b2c message is getting thru.

The previous Governor brought some critical attention through both a communications campaign and her support of the Pure Michigan branding which has mobilized a broad stakeholder group (govt, hosp, corp, other). Additionally, there has been in the last few years (even in crisis time) a focus on measurable data and outcomes.

Pure Michigan campaign is a winner. Traditional media needs to be further supported with experiential marketing initiatives to further face to face interactions and movement among the target audience, with a focus on potential customers (users) and secondary politicians and potential funders of the program.

To what extent do you feel that the level of the tourism industry's direct engagement in the political process in Michigan has changed over the past five years?

Once the Pure Michigan promotion funds were secured for the next few years I believe that the industry has again become complacent. I hope for leadership in keeping the industry engaged before the next crisis demands it.

Segments of our industry have been very successful in the legislative process and thanks to the MEDC for their leadership in securing the Pure Michigan tourism funding on our industry's behalf.

I like that MACVB is taking more of a political role.

Working through the collaborative efforts of MLTA and the Tourism Improving Michigan's Economy, (TIME) Alliance our industry retained a multi-client lobbyist (MHSA), public relations firm, (Martin Waymire Advocacy Communications), engaged in a statewide radio campaign (Pure MI Mondays) erected 12 billboards calling upon legislators to fund Pure MI, engaged in direct mailings, and organized representative testimony by tourism leaders at legislative hearings, facilitated tourism trade associations to engage their members in expanded grassroots lobbying efforts, and helped organize other efforts. But all this would have been wasted effort if tourism industry stakeholders had not stepped up their efforts across the board.

Have no idea.

WE STILL NEED MORE THAN THE \$25 million in tourism funding. The MLTA works more with the political process to help people understand the value of tourism to the State. The MTSP doesn't do much.

We have made great strides particularly with the funding of Travel Michigan, however we need to continue more collaboration regarding tourism issues that affect us all.

Being relatively new to this process, I have not had prior experience on the tourism industry's direct engagement in the past so I don't feel qualified to give this a rating.

There is more engagement now; we are in a more business friendly environment with the new regime in Lansing and this has been beneficial to our industries.

A lot of credit is due to the Michigan Lodging and Tourism Association.

Individual and collective advocacy efforts have been more frequent and effective. Tourism legislative hearings are well attended and ample testimony is provided. The two chambers' tourism committees are supportive of the industry.

Jim McBryde, George and Dave have done a nice job in this arena.

I think that when the need to speak up came, the industry was able to push for legislature that benefited them. Tourism definitely has to play a role in government, otherwise we will lose out.

I know that many organizations in tourism have groups in Lansing talking to legislators on their behalf, keeping tourism on everybody's minds. Also, these organizations encourage constant contact with the individuals Reps.

The crisis forged the industry together -- the outcome was more collaboration and a positive investment in a time of crisis!

To what extent do you feel that access to relevant and timely tourism industry research has changed over the past five years?

We need a relevant, ongoing system for industry research. We had a source many years ago, but it is gone.

Too bad, we need current research and very little is available.

There are numerous providers of such research and data, but are cost prohibitive for many tourism organizations and businesses to access. Working within the confines of copyright and contractual limitations its my perception that Travel Michigan, MEDC, and MSU have stepped up efforts to disseminate such research during the Tourism Outlook presentation and the Pure Michigan Update at each year's tourism conference, in newsletters, speeches, presentations and by making MEDC staff like Dave Morris and Lori Langone more accessible.

This is a critical void that reduces industry capacity to optimize its potential given its natural resource-based and built assets.

I think Dr. Holocek's retirement and the reorganization or the travel/tourism/rec and related departments at MSU were a detriment to this initiative.

Tourism research will not bring tourists...? I don't think. A productive website might.

The MLTA has to pick up the slack from the MTSP doesn't do for the State.

I really haven't seen any tourism industry research. Have you? With the exception of web site usage statistics, I have not seen any research, other than the annual tourism report conducted by MSU and reported at the Michigan Tourism Conference. And you have to attend that conference or request a copy of the report to see it. The researchers have even stopped requesting room occupancy statistics from our CVB. What's up with that?

The information is out there but direction as where to find it would really help.

The Research Committee of the MTSP presented options based on the results of a comprehensive RFP process. Progress was halted when it came to how to fund the research.

I feel improvements have been made and more information is available, but I don't think it is at the level that would satisfy the majority of tourism industry stakeholders. This should be a priority in future efforts, accurate and timely information leads to better business decisions.

Need to re-establish industry-wide research that will help spur new business growth in the tourism industry and assist the MEDC in economic development opportunities.

I'm not aware of this information.

Do not notice a difference.

The former key role played by MSU in providing research support for the industry has significantly diminished.

I feel there is a gap with the change in MSU's role. If Travel Michigan is getting stats from other sources (i.e. TTRA), I don't think they are doing an adequate job of communicating with the industry about these resources.

I have a very hard time finding relevant and current Michigan tourism research in a centralized location, but Travel Michigan is very responsive and can get me the information I'm looking for.

I have not seen any new research products.

Just the fact that there is more written about it makes it more accessible. Making data available, perhaps broken out for key segments like Lodging, service, entertainment, recreation, golf, RV/Camping, etc.

I'm not aware of industry research at least in the camping industry.

I think that much of the information is out of date and should be regarded as important, such as ROI tools, economic impact formulas, etc.

Unaware of such a resource...

Not sure who the keeper of the data (beyond star-report) is anymore -- specifically as it relates to the total of the hospitality industry (not just hotels). Travel Michigan continues to grow in its data mining and reporting but it is not comprehensive enough.

To what extent do you feel that the economic impact of tourism within the state has been clearly and credibly established?

Longwoods and STR already existed before the MTSP and skier days, golf rounds, watercraft permits, camper days, etc. may be available from different sources but I've seen no effort to do any 'benchmarking'. Even an update of Dan Stynes's Economic Impact Model would have been great.

We're making inroads but have a long ways to go. The Longwood's ROI study is a strong start but needs to be built upon with studies that reveal impact of occupancy increases on growth of primary, secondary and tertiary tourism industry jobs. People smarter than me can suggest other studies.

I don't know the vehicles in which this was communicated.

Receive such information at our annual Ann Arbor Convention Bureau meetings.

Not sure.

Study what, another study of a study, it's too late to not know what is wrong and how to fix it.

Do not become complacent!

There is no doubt in most everyone's mind that Tourism is the #1 industry in the State, and it is leading the charge as Michigan grows!

How would we know unless you advertise or get it out there?

Manistee County is looking for benchmark studies right now.

It seems each year; there is a report on the state's ROI for Pure Michigan spending (ads, commercials, etc.) I have yet to see an economic impact study that could make the case for tourism as an economic driver in Michigan. There should be something that connects "bricks and mortar" businesses to state spending-- such as: "Joe's Fudge Shop in Mackinac Island employs 15 people for 6 months and contributes \$20,000 in taxes to the State of MI, etc." It could go further to say that Joe's Fudge Shop saw a 10% increase in business over the past 2 years because of Pure Michigan campaign spending.

For those who are asking, "what are you doing for me" when asked to support the tourism industry, we need to provide a concrete answer. Facts and figures help with that. Also in encouraging entrepreneurship in the tourism field we need to provide real numbers to attract support businesses and destination marketing.

The Longwood's study clearly helped educate the state legislature and Tourism Outlook

provides key data that supports this as well.

Obviously the economic impact has grown and is clear and credible. There is always room for growth and improvement and more work can be done.

There is always room for improvement.

Good work has been done, more efforts to quantify and communicate the economic impact should also be a priority of the MEDC and Travel Michigan.

I believe a great deal of progress has been made on this issue and would like to see it continue!

It was the key selling point in securing funding for the Pure MI campaign.

This is not a clear question... sorry I don't quite get it. If you changed established to measured or benchmarked it would have made sense.

Continual process due to incoming/new legislators and the elections cycle...this process is continual and will never stop as long as term limits are in place.

This should be a top priority in the coming years. This information is the KEY to all of the other issues we face.

Sounds like a great idea.

I think that everyone now knows to what extent the tourism industry has on this state.

I still think that local impact is an underestimated segment of the studies. come a long way, still a lot of ground to cover... need to substantial the work force beyond hotel employment.

This is critical to move to the next level -- connecting the industry to jobs and attracting talent.

I suspect at the time this was specifically focusing on the economic impact of Pure MI. Which was important and is important. I would take that thought a step in slightly different direction. A statewide economic impact formula needs to be created that could be used in every community. It should be able to be used by CVB's and driven by tax/assessment data to project economic impact of visitors through overnight stays. I have one that is about 25 years old from the old Travel Bureau (Travel MI) but it is VERY outdated. Also, creating a formula that could be used by communities in regards to special event attendees (i.e. sporting events, festivals, concerts, etc.) that can include an overnight stays in the formula but the driver should be based on actual event attendees. I have one that I brought with me to MI from TN but it is outdated and is from a different state which

means I needed to modify it a bit to fit MI.

To what extent do you feel that the industry's understanding of current and prospective Michigan travelers has changed over the past five years?

Other than the number of 'click-throughs' to our site from michigan.org (which started several years before the MTSP) I can't honestly say that I understand prospective (or current) Michigan travelers and better.

I believe there have been improvements in this area but most have been vested in Travel Michigan staff who, in the process of continued development and expansion the Pure Michigan campaign, must have enhanced access to such data. This is significant albeit indirect benefit to the industry.

I believe that the MTSP is focused too much on leisure travellers, rather than business travellers/conventions.

Clearly this research is used to make excellent decisions to determine PM campaign investment but little useful research data is available to the private sector.

Michigan seems to attract hunters and gamblers, unfortunately.

I know we need more collaborative support from those States on our southern border. They gladly market into our state but will not reciprocate!

The MTSP has not helped much with this. Thank God for George Zimmerman, but his bosses (this appointed board) doesn't help at all. It gets in the way. It takes money out of George's hands and into other areas such as business development. Give George \$100 or \$50 million - let him advertise our State to the USA and the World - then sit back and count the revenue coming in! Trust in George. Do not get in his way. He is the best thing the State of Michigan Has!

But seriously are you sending census type people around to these small tourist towns and actually interviewing them? / I was interviewed once by a local news team on how I was coping in the off season and mentioned my boarder barter survival situation I used; and all of the others in this industry locally wanted us to put on a false face. Interview individuals not taking votes within the choir you have audience to preach to only.

Manistee County needs more information on consumer demographics and activity patterns to assist us in using our marketing dollars wisely. I expect most all of our CVB's need this information.

It would just be nice if Travel Michigan's staff would share its insights with the rest of us in the travel and tourism industry. It would be helpful in our efforts.

The people that I have heard from do not understand the extreme necessity to enter markets in WI, IL, and MN that are our primary visitors in the western U.P.

We have participated in two surveys within the last 12 months so the information is being gathered and evaluated. How effective the information is being used is by the individual stakeholder's is questionable.

Other markets such as MN, IA and SD are still waiting to be tapped. This is significant to the UP traveler.

Increased research of current travelers, and insight to future demands (international, etc.) will be a vital component of the plan moving forward.

Appears that the proper research has been done.

I'm not aware of any new significant contributions to that knowledge base. Little is done with regard to minority or international visitation.

I am not aware of shared demographical studies available for Michigan.

As statistical information has trickled down to the individual tourism oriented businesses, I think the understanding has increased.

Same answer as previous question.

Sounds like the group has figured out why people would come, what they are looking for, what we have that makes us unique, desirable. I think we (MI) know what we are and we aren't.

Other than the obvious, more out-of-state travelers because of the National Ad Campaign, I haven't seen any study or data in recent years. If there have been, I don't believe it is being shared with the Industry.

Tracking the demographics of travelers has improved quite a bit and could probably be better. I'm satisfied that they are trying to learn who is doing the traveling in Michigan.

I see that DMO's are doing a lot of their own research on local consumer demographics.

Benchmark studies of actual visitors and accumulation of relevant databases are needed.

Thanks to Travel Michigan we have shown great progress in this area. The deliberate move to focus on michigan.org, develop and implement Pure Michigan campaign -- with clear metrics and reporting has made the difference.

It would be helpful to bring forward a dashboard of the DK Shifflet data, the State and

National Parks data sets, and potentially data from the Forest Service.

Once they are here, we have them. Just need to get within their consideration set.

To what extent do you feel that a culture of exceptional customer service currently exists throughout the tourism industry in Michigan?

Destinations have taken on this initiative themselves rather than through a state wide initiative.

The customer service program seemed to start and end quickly.

Would like to see sovereign casinos having to contribute financially to their CVB's. Not to say we do not practice good customer service, but if we invite people to Michigan, we should make sure we are ready to host. We should be doing year around hospitality training all over the state. We need to be working with front line people, business owners. This should be a state priority.

This was one of the most important and most difficult to attain goals. Exceptional business operators always provide exceptional customer service. The challenge is how best to spread this across the expanse of incredibly diverse industry on a statewide basis. Making "Delivering on the Pure Michigan Promise" a theme of this year's conference acknowledges this need, but I believe our programming fell well short of that mark. I hope this objective is a part of the new strategic plan.

DTW staff is horrible. It is difficult to overcome a gateway problem like that. The rest of the tourism industry is very professional.

Everyone needs to practice the culture of exceptional customer service. This does not exist statewide. Every lodging facility should be required to become certified in this arena to ensure consistency and to develop a reputation for exceptional customer service.

We are fortunate that it's in Michigan's DNA to deliver exceptional customer service, but investment in programs to formalize how we actually accomplish this need to be supported and promoted throughout the state.

That was a very complicated sentence. Simpler wording please.

I disagree with a lot of the choices. The choice between partially and completely is represents a vast difference. Partially sounds like average and completely sounds like excellent. I think it's somewhere in-between.

This is a very difficult area to change, but I do feel that MTSP tried.

Hard to answer without a specific situation.

Needs more work!

Exceptional customer service is being covered by each of the many brands we have in Michigan. Most cities have also gone thru training (similar to what Detroit did prior to the Super Bowl). Don't waist your time on this.

This is going definitely in the right direction... But mostly because competition has it's incentives in this arena.

We just discussed this at our strategic planning session. How can the CVB establish a culture of exceptional customer service and collaborate with the Chamber of Commerce to educate our community on the import role they play in the economic vitality of tourism in our County.

I do not see customer service excellence encouraged throughout the industry. This is a place where Travel Michigan could take a strong leadership role and emphasize great customer service through a newsletter or by directing us to resources, or through educational seminars.

We need it! Recently visited Kentucky and did not have one unkind response at any establishment from the tourist traps, to gas stations, restaurants, hotel - any venue we visited. Our goal should be that every visitor to Michigan goes home with the same feeling.

Michigan is very welcoming.

I feel that the Hospitality Committee did a great job with the partners that engaged their help, but still room for improvement.

Depends on where you go. Some establishments understand the concept others do not and never will. If numbers of improvement by establishments who can track improved customer improvement changes could be shared maybe other will grasp how small no-cost attitude changes can improve the bottom-line.

Widespread training is still needed throughout the State.

Customer service levels still vary considerably between sectors and between regions.

This is a real area of opportunity. Prior efforts were not realized as effectively as expected. Tailoring a Pure Michigan Culture component via video, training, etc. that would be available to Michigan businesses to offer not as a complete training package, but as an adjunct component of their individual training and culture development programs would help integrate the Pure Michigan culture into these companies customer service agendas.

I would be interested to know what has happened in this arena; I'm not aware of any initiatives.

It would be great if there was a statewide training on customer service.

Very true in the private sector, but in the public sector with TSA, it is very poor. In dealings with the public sector, the Secretary of State office has gone backwards, such as obtaining travel visas, people coming into the city or airports need to feel welcome.

Apparently, not as many tourism organizations took advantage of the hospitality training program that was developed and offered as part of the previous strat plan as had been hoped.

Getting a State Tourism organization to "teach" hospitality to literally hundreds of thousands of people who touch hospitality isn't going to directly be effective in a large scale. This may need to be re-evaluated with an entirely different approach.

We can ALWAYS do better in this arena in EVERY community in the state.

An excellent program has been developed but we need to work on ways to get it in the hands of our front line employees. It must be available in cost effective ways so that business owners can easily access these tools to improve their customer service. This extends well beyond the "traditional" tourism business to all areas of business, government and non-profit groups.

There needs to be a permanent consistent affordable training mechanism for basic hospitality training. The former vehicle that came out of Detroit CVB is no longer available. Due to the constant turnover in hospitality training it is imperative this tool be available on a state wide level.

I think individual destinations or businesses have this culture, but I don't think it has been pushed as a priority by Travel Michigan, etc.

I think that most businesses know that customer service is a top priority but I still hear of some that don't follow along. I like that there are opportunities to develop these practices.

We still have a long way to go. We forget that our front line employees (fast foods, gas stations, housekeeping, etc.) should be our best-trained voices. Unfortunately they are usually the most untrained and underpaid.

By franchisee companies maybe, but lack of economic training resources for locally owned facilities is an issue

Ugh.

To what extent do you feel that access to hospitality/customer service training opportunities has changed over the past five years?

We did not do it. Shame on us. It is still needed.

An important, well intentioned, but difficult to achieve goal. Such training is offered through a variety of providers. It may well be that low occupancy and customer counts in recent years precluded investments in staff training more than anything else. In any economic downturn, the first thing to get chopped is staff training.

The only place I believe it may have changed is within the lodging facilities and their own training efforts.

I am a Hospitality person and I think this will be expensive and lack consistency. I also think the properties do extensive customer service training. To have a consistent message will be a waste of money.

Haven't heard of this program nothing to my knowledge has been offered in Ann Arbor but not in that loop???

It's a great program-- don't let it die!

The only effort I am aware of is driven by individual convention bureaus in Kalamazoo, Lansing and Detroit.

I didn't know this existed.

Our Local Ski Resort would benefit from Customer Service Training.

Most all hotels already do this within brands or the local CVB's do this. Don't waist your time

But how has it been proposed to the business owner.

YES!! I am all for this program.

I am not aware of any certified hospitality or customer service training programs available through the state.

If programs began in high school where they could follow up with local colleges for a certificate a higher bar could be set throughout the industry and training could be continuous.

This is an area that the local communities should attack as they see the need.

Did not know of this certification - will research as this could improve sales once certification is attained and publicized.

I have seen an increase in the availability of training opportunities, but unfortunately, in our area I do not see the majority of businesses are not taking advantage of the service.

Does not seem like traction has been achieved here, and this may be partly due to the fact that the program has not been conceptualized enough to implement. Like the prior question, I think we need to develop a program that could meet the needs of its customer, and therefore should seek more customer feedback (from Michigan tourism businesses). Once this has been done, a more effective program should be developed and more readily accepted by its customers.

It was established but not many organizations felt it would be of benefit to adopt the program. Most large organizations have their own program. However, this would still benefit smaller companies as well as cab drivers and other individuals who work in the industry.

I'm not aware that one exists.

There is easy access.

See previous question comment.

It is minimal.

MI Works/Community college programs are positive.

This is good in theory, but I have not seen it to be practical for the average small business owner.

I recently tried to find a trainer and was told through Michigan Works the training is no longer available.

If there is access to it currently, it is not something that the industry is reminded about or told where/when/how they can get involved. This problem might go back to a lack of communication since the newsletter went away.

I don't know if there is any such training in Michigan but if not there should be.

I like that these training programs exist and should help our industry.

I don't feel that the employees that really need the training are getting it.

Was unaware of the training...

This is a weak area for Michigan.

To what extent do you feel that the image of Michigan as an engaging and memorable vacation destination has changed over the past five years?

It's all about Pure Michigan!

Due to the Pure Michigan campaign, Super Bowl ads, major sporting events (Super bowl, Ryder Cup, Final Four, etc.), and auto industry turnaround I think the perception of Michigan has turned the corner. Although our service standards could always be higher I believe that it's already 'good enough' to have produced some great experiences.

Pure Michigan spots are the best.

Immensely improved thanks to Pure Michigan!

This is where I felt the survey was to long and answered "do not know" until the end. Make the survey shorter in the future.

Thank you Pure Michigan!

Pure Michigan.

Thanks to the Pure Michigan campaign.

Promoting casinos and hunting deer - seems a sad and frightening vacation!

We are still lacking in winter promotion.

George Zimmerman and his Travel Michigan supporting Pure Michigan! Give them MORE MONEY TO DO MORE!

I bought the website Ludingtonmemories.com with the hopes to combine some of the local experiences on a site you can order mementos from. For example cookbooks, Photography from local artists you may have seen at local coffeeshops you might want to order coffee from or order locally hand made Mitts or scarves from particular animals Alpacas by name or Shetland sheep Items with a picture of the animal and your custom design. Or get Some of that elk jerky you heard of but missed from the Elk Ranch or where you can buy gift certificates to encourage your family and friends to keep it in Michigan and buy Christmas presents from Any of these places you developed Ludington Memories from.... / But I have no money to do more than hold on to the domain name...HELP

Through the Pure Michigan campaign, I believe our state has finally been identified and emphasized as a memorable and engaging destination. I believe tourism destinations, lodging and businesses are responding in kind by rising to the challenge issued by the Pure Michigan brand campaign-- to make their own businesses better. I see where some businesses are taking more pride in their operations, and are reaching to have their

destinations identified as a "Pure Michigan" destination.

Pure Michigan marketing is the reason for the improvement.

The Pure Michigan campaign is a great success story.

Due to the Pure Michigan campaign.

Good ads.

Again, the Pure Michigan campaign has captured the natural beauty of our state so well, and has combined this with the many outstanding activities we have to offer.

In order to be truly successful, there has to be a friendly business environment, so business travelers feel encouraged to bring their families.

The Pure MI campaign has been terrific at revealing MI's abundant, varied and unique assets to a largely unknowing and unfamiliar national public.

PURE MICHIGAN WORKS!!!!

We see people from 40 states and multiple countries every year. The most common statements made by first time visitors: "This was not the MI I knew." And "We're coming back!"

I think the Pure Michigan ad campaign has helped this image quite a bit.

...Again the Pure Michigan campaign and that destinations in Michigan "deliver" the experiences that are promoted and expected.

Pure Michigan continues to deliver the perception, just need the trained individuals to maintain it...

Thanks to Pure Michigan and the products in Michigan -- particularly the resort (woods water) and large attractions

Pure Michigan campaign again.

To what extent do you feel that the funding situation for Michigan tourism has changed over the past five years?

Now we need to make it permanent!

Would like permanent funding!

25M plus partnerships means we are fully funded. Good for us.

I don't believe the plan ever called for "guaranteed" funding. It called for \$30 million annually without tax increase. We have "long term" funding but that will last only as long as the 21st Century Job Fund. In hindsight, I do not think pursuit of "permanent" funding is goal, especially under term limits. Short of a constitutional amendment, funding levels for Pure Michigan will always be dependent on the support of the Legislature on an annual basis. This is why we can never allow ourselves to become complacent and must maintain an active, ongoing program to keep Pure Michigan and the important role tourism plays in our economy in front of legislators, the media, the public, and industry stakeholders.

I don't know if it declined in real terms, but it seems like every year, there is a fight in the legislature about funding tourism campaigns, and they never seem to allocate the full amount.

Although I feel it has improved significantly, it needs to continue to improve and should receive increased funding, not cuts in funding.

I have no idea. I am sure Tim Allen gets paid well.

We should obtain our support through the tax revenue we generate, Keep your different pots separate!

The \$30 million goal is a failure. We have only got \$25 million, and that is by far not enough. We need the goal to be \$100 million a year, and be happy with \$75 or \$50, There is no time to waist. We need it now.

Hasn't affected me and God Knows I thought I tried I just don't belong to any of the right connections anymore and when I did pay to belong I didn't find assistance other than empathy maybe...

Travel Michigan has earned credibility within our state and increased statewide community pride. Michigan tourism is vital to our economy and the image it has created will bring new industry and jobs.

It seems that tourism funding is always in jeopardy, year after year.

The guarantee would help with planning - almost lost it a couple of years ago and the

resulting panic and scramble were almost debilitating - let the industry do its job and Michigan will get returns ten-fold.

However.... we still need a dedicated funding mechanism to secure it for the future and not be subjected to political support or lack thereof.

While not completely on solid ground, it has improved dramatically over the last 2 years.

Funding needs to stay intact and can increase for even better results.

I feel like the legislators understand the economic impact of tourism, which is invaluable as we move forward.

The current \$25 million that can support a national cable campaign is proof of this improvement.

We have more work to do but it has improved significantly thanks to a multitude of CVBs and other non-profit statewide associations (TICOM), MLTA, banning together.

We need to be working now on a permanent funding source(s).

It's a great investment and is still reaping big returns. Michigan had such a strong appeal that it can/should be able to draw ever increasing international interest. To the rest of the world, Michigan should look like 'Europe', a continent of diversity and cultural experience: beach towns, rural farming communities, city chic and so much to see/do. I think Michigan is as diverse as California, which are both much more diverse and intriguing than Florida. Florida's advantage was 2/3 of the population east of the MS river and I-75 accessibility.

Although there is still a need to work on future funding options, I think many of the other objectives took a back seat to this area in the past five years and we need to make sure the efforts of the industry remain diversified.

Only by fighting for the funding were we able to keep the Pure Michigan campaign going. The \$30 million level needs to be maintained in order to be competitive with other states, which already have that kind of funding.

Let's just hope that politics will not change the mentality for this supportive thinking in years to come.

The investment must increase to compete but in light of the crisis I give this space a high mark.

Due to the poor local economy, a lot of the money earmarked for tourism is being funneled into paying other obligations.

Too much internet and video. One dimensional to technology.

Let's keep up the good work and continue to celebrate our state through the Pure MI Campaign.

Overall, to what extent do you think that the goals and recommendations of the 2007-11 MTSP have been successfully implemented over the past five years?

Portions have been implemented by other organizations as previously mentioned.

Funding the Pure Michigan campaign is the greatest success; providing industry access to relevant research data is the least successful.

It seems like the goal of any marketing would be to get the word out about the product (which I believe is the Michigan.org website) and then offer a QUALITY product! The website is lacking. But based on this survey - the website doesn't seem to be part of any of the tourism industry 'goals'.

Don't break your arm patting yourself on the back. You've made improvements and progress, don't let up!

I like the beautiful yet vague Billboards and the pretty yet indirect commercials though...

Overall, I am surprised to read of some of these recommendations because I have not really seen evidence, or even hints, of their implementation-- a lot of this is news to me. I don't mean this as a total blanket statement, however-- Pure Michigan has been great, and it is wonderful that two consecutive Michigan governors are recognizing Michigan's tourism as a valid part of our state's economy. Travel Michigan is making efforts to work with other state agencies, and it seems they have really stepped-up efforts in collaborating with the DNR. But it seems there's a lot of work that needs to be done to execute the recommendations made 5 years ago. They are good recommendations, and it would be fantastic to see them completed! I think the biggest "lack" has been in communication between Travel Michigan and the individual CVBs, and among CVBs and tourism professionals. Not to beat a dead horse, but I think a newsletter directly e-mailed to a mailing list is the answer, as well as expanded training opportunities. It seems there's a lot of "come and get it," attitude from Travel Michigan. They will help you, but only if you ask for it or complain.

Overall, the industry has come a long way and the improved business is proof of it.

Much has been achieved, and with all aggressive plans, not 100% was possible. But by setting the bar high through a thoughtful Strategic plan more was accomplished than would ever have been possible without these efforts.

A lot has been accomplished and there's much more to do. If we are doing our job well, there will always be more to do! Keep plugging away. The plan is great because it gives us a focus and aligns the industry around common goals.

I think tremendous strides have been made and the tourism efforts have been a source of pride in the state when morale was low. Pure Michigan cemented our

love of Michigan and drives us to recover. For many it's become more than just a tourism campaign.

It was an ambitious and multi-faceted plan with no real financial resources to help implement many of its recommendations. Some good things were accomplished.

I am new to the industry in Michigan, so my answers are based on a short reference period.

We need to give more effort & resources to the research and the hospitality education areas this time around, since so much focus has been on the ad campaign. That doesn't seem to need more than tweaks for a little while so efforts can be diverted to help other identified areas excel to help build a stronger and healthier industry.

As we learn more and implement the ideas we will keep improving. So if we continue these programs I think we will achieve the goals we seek.

There is always room for improvement, but it is a start for everyone to begin pulling in the same direction.

I am unaware of some of the outcomes of the recommendations, so it seems it might have lost steam.

I would give a 40% implementation rate of the plan.

Do you have any other comments or suggestions you would like to make with regards to the 2007-11 Michigan Tourism Strategic Plan, or the next Michigan Tourism Strategic Plan?

I think we should dare to be different with the next tourism strategic plan and really put partnerships to the test.

Looking forward to working with MSU and Sarah.

KISS the next Strategic Plan. The 2007-11 plan had over 100 objectives and sub-objectives. This plan is only as achievable as it is easily understood and embraced.

No

Addressing our current road / highway conditions. They are not appealing as other states, and under construction often. This can make for unfriendly travel conditions and ultimately a hassle for travelers that do not want to deal, as time is precious when you are trying to get to your destination.

The 2007-11 plan has been a valuable road map for charting this industry's future and it's incredible how much has been accomplished, particularly considering it occurred during the Great Recession. Imagine what we can accomplish with the next generation of this plan as the Michigan economic engine begins to again roar!

We have come a long way this past 10 yrs...

Sorry we are not informed on these issues. We are a one-day-a week market run by volunteers. A large percentage of our customers are tourists, but we are not informed on what the Tourism industry is doing.

It seems it has grown to become very complicated and has lost its main objective of promoting the state and all the unique things in this state.

Great job with commercials for touring in Michigan.

Would appreciate reply explaining how you intend to address my input and concerns. Not at this time. Thank you.

Get rid of the board of directors that is appointed by the State, move to a system where you have more CVB leaders, Hotel ownership leaders, and the Best Hotel General Managers. Change this system, as this board had NO IDEA what tourism really is.

I think I might like to be contacted if you think any of my ideas have merit worth discussing.

Thanks for asking our opinion and giving us a forum to comment in! I really hope we can all

move forward together. I am impressed with what has been done so far, and most of the staff I have been in contact with at Travel Michigan are good people, and passionate about the state. I am sorry to see the public relations company change-- I thought the previous company was quite enthusiastic and personable.

Keep up the good work.

Remember the small guy.....smaller CVB's and Chamber of Commerce and small tourist attractions.

I hope to be able to participate with the process for the next strategic plan.

While the plan supports the Travel Commission identifying the key tourism issues and guiding the process, it is important that the industry as a whole continue to "fine tune" the MTSP.

No.

Keep up the good work, let's take it to the next level!

Increase more awareness of the Strategic Plan beyond those who directly participated. Without involvement there is no commitment. If hotel/resort properties or tourism affiliated businesses (car rental, airlines, DMC, etc.) are not made aware of key initiatives they simply cannot get involved nor are committed or having their businesses take steps in that direction.

Engage Chambers of Commerce in addition to CVBs about the economic impact of tourism, access to tourism data/statistics, roles chambers can play to advocate for tourism-related issues, etc.

Please include boating as a related industry. This is an area of opportunity, from bass tournaments to Great Lakes cruising, Michigan could benefit from an increased participation from this industry in our tourism efforts.

The thing that must happen is a global look at this, creating good work environments, diminishing the fear people have of union activities, creating a right to work state, creating a physically sound government, all going toward making the state desirable to visit. The focus is on tourism, but it is the state image that needs to be improved.

No.

It needs to be a living breathing plan....

Not at this time.

OFFER EDUCATIONAL SEMINARS (FREE) ON NATURE, CAMPING, HIKING, CANOEING, ALL

THE ACTIVITIES THAT SCOUTING USED TO PROVIDE 1000S OF KIDS. GET PEOPLE INTERESTED IN THIER HERITAGE AS MICHIGANDERS AND VISITORS. PROVIDE STIMULATING ACTIVITIES AND FESTIVAL, WORKSHOPS THAT ENCOMPASS TRAVEL/TOURISM AT NO CHARGE. THE INDUSTRY NEEDS A REAL BOOST AND RESURRECTION TO GENERATE A VIABLE MARKET ONCE AGAIN.

No.

I am concerned many people won't make the Tuesday session at the conference due to sheer timing issues. I think this information should be released asap after the conference via MLTA, MACVB, TICOM, etc. so associations can share the information electronically with their members and we can help "spread the word".

I appreciate very much the work of Travel Michigan, The Michigan Lodging & Tourism Association, MEDC and their respective staff.

We will never be the best at what we do until we can have a permanent source of affordable training for hospitality employees. This includes, hotels, retail, restaurants, attractions and more. If we are to enhance the visitor experience we have to have well trained people. Although some CVB's in the state have their own program, not every community has the tools or resources to do so. Why not empower our community colleges to offer this training on a regular basis with the existing training model and be available for groups to access.

Overall, I'd give it a B in terms of goals that were accomplished. I'd lower the grade to a C had the economy not taken a dive which surely distracted from the industry's ability to implement its plan.

Take a look at where you are going and what is going to be needed to get MI there. Make sure that the team going forward represents what is ahead and not what used to be.

Keep up the good work George and others. It has been a long and difficult road but we are coming back!

Just that when a tourism plan is activated, that we should stick to it and not try to tear it apart as was tried before.

I feel that it is important that this "road map" represent all Michigan tourism. The border counties have different issues than counties on the edge of the Great Lakes; internal counties have different issues than them.

ORV strategy, CVB tools for assessment collection, and fulfillment of the recommendations for industry training as before.

Start anew...do not follow old models but begin with open vision of what the industry and state should be and how to get there.

Metrics Metrics Metrics / Alignment behind some simple ideas (two or three broad initiative -- don't boil the ocean).

Not at this time.

A major draw to Northern Michigan has been the establishment of the International Dark Sky Park at the Headlands, near Mackinaw City. We have been inundated with phone calls and emails from people around the country and this is a very unique asset to the state that appeals to all generations. It demonstrates how protecting our resources can also become an economic development tool.

Keep it going. You have a tough road with all the other "priorities" in this state, but if you don't lead the charge--Who Will?

Not yet.

Enjoyed being involved in the Strategic Plan for 2007-11 and would welcome an invitation to be involved in some way with the next level of the Strategic Plan.

Appendix Two A

Travel Commission Visioning Exercise

Michigan Tourism

Visioning for the Future

February 22, 2012

In this exercise don't confuse "predicting" with visioning what the future might look like...

Imagine for a moment that you are suddenly called away from Michigan for 5 years. You return in the year 2017 to resume your life and work. You check in with the tourism scene and are thrilled to find an industry that is thriving and fits your vision of the ideal. Everything you see across the state—the products and services, the leadership, financial and political support, collaborations, and organizational structure—are strong and in perfect order.

In the space below, list 4 -6 things that you see and feel that immediately impress you and that bring you the most positive energy.

- *What is different in 5 years?*
- *What positive changes have been made?*
- *What are people saying about Michigan?*
- *What are relationships like?*
- *What has been achieved?*
- *How are businesses & people behaving differently?*
- *How is Michigan better off?*
- *What problems are solved or improvements made?*

Date: February 22, 2017

Place: Michigan

Appendix Two B

Results of the Vote on the Vision

The Vote on the Vision

The Process

Between March 19 and March 26, a poll was conducted to assess reaction to four potential vision statements. These four potential vision statements were as follows:

- (i) Michigan is known as one of America’s top travel destinations;
- (ii) Michigan is known as one of America’s leading travel destinations;
- (iii) Michigan is known as one of America’s favorite travel destinations; and
- (iv) Michigan is known as America’s premier travel destination.

Respondents were given the opportunity to:

- (i) rank these four options from most to least preferred;
- (ii) indicate that they had no strong preference between the four options, i.e., that they liked all four of them; or
- (iii) indicate that they did not like any of the given options.

Respondents were also given the opportunity to provide comments about the four options provided, as well as to make suggestions regarding additions, changes, etc. The results of the vote and the comments provided will be used to inform further discussion and development of the vision statement over the course of the summer, at the industry stakeholder meetings to be held across the state.

The Results

As indicated in the table below, of the 261 individuals who voted, over 73% chose to rank one of the four potential vision statements provided. Another 18% of respondents indicated that they had no strong preference between the four options, i.e., that they liked all of them, while a minority, less than 9%, indicated that they did not like any of the options provided to them.

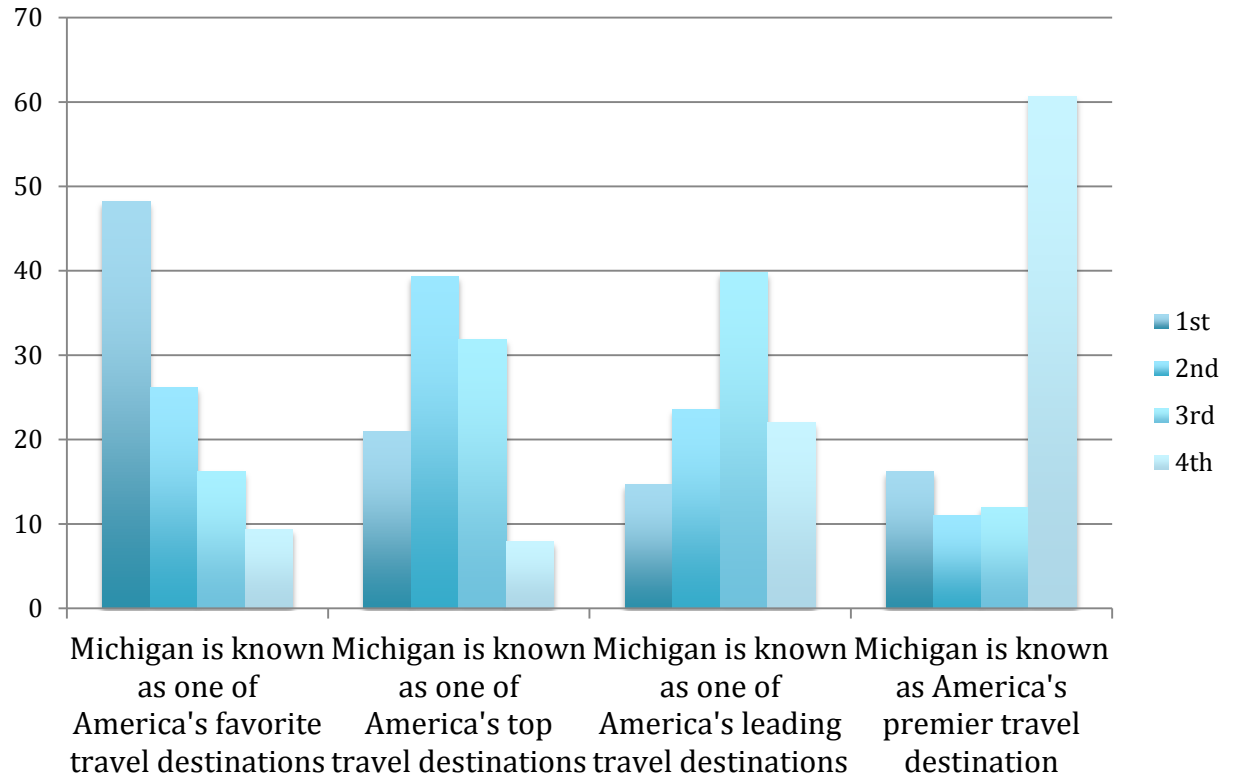
	n	%
Ranked one of the four	191	73.2%
No preference	47	18.0%
Did not like any	23	8.8%
Total	261	100.0%

Of the 191 (73.2%) respondents who chose to rank the four provided options, the preference for one option – *Michigan is known as one of America’s favorite travel destinations* – was clear. As shown in the table below and chart overleaf, nearly one half of these respondents placed this statement in the most highly ranked position and another quarter ranked it in second place, i.e., 75% of respondents ranked this statement as their first or second most preferred of the four options. The next most highly ranked statement – referring to Michigan as a *top* destination – was ranked as a first choice by nearly 21% of respondents and as a second choice by nearly 40% of respondents. In contrast, over 60% of respondents placed the statement pertaining to Michigan as a *premier* destination in fourth place.

	Rank 1	Rank 2	Rank 3	Rank 4	Mean*
Michigan is known as one of America’s favorite travel destinations	92 48.2%	50 26.2%	31 16.2%	18 9.4%	1.9
Michigan is known as one of America’s top travel destinations	40 20.9%	75 39.3%	61 31.9%	15 7.9%	2.3
Michigan is known as one of America’s leading travel destinations	28 14.7%	45 23.6%	76 39.8%	42 22.0%	2.7
Michigan is known as America’s premier travel destination	31 16.2%	21 11.0%	23 12.0%	116 60.7%	3.2

* Ranked by mean score where 1 indicates the highest ranking and 4 the lowest

Distribution of Vision Votes



Open Ended Comments

Forty-seven respondents chose to add a written comment in addition to participating in the voting procedure described above. A tabular summary of these comments is provided below. Only “constructive” comments are summarized, e.g., if the comment made was “no comment” this is not summarized. A full transcript of the comments is provided at the end of this document. A listing of suggested alternative vision statements is provided over the page.

Nature of Comment	Number of Mentions (n = 47)
Be more specific in terms of offering – i.e., top, leading in what?	10
Extend focus beyond US, to international market	2
Highlight year-round nature of offerings	2
Include reference to making memories, memorable, etc.	2
Like favorite the most because it sounds the most friendly, affordable and/or down-to-earth	2
Needs to be more exciting/energetic	2

Suggested Alternative Vision Statements

Tourism is the largest industry in the state of Michigan.

Michigan is one of America's top ten travel destinations.

Michigan is the premier travel destination of the Midwest.

Michigan is known as one of America's premier travel destinations.

Michigan is one of America's most beautiful travel destinations.

Michigan shines as one of America's leading travel destinations.

Michigan excels as one of America's leading travel destinations.

Michigan is an exceptional travel destination in the United States of America.

Michigan is one of America's best kept secret travel destinations.

Michigan is recognized globally as an attractive travel destination.

Michigan: a premier destination for travelers around the world.

Michigan is America's favorite travel destination offering activities to all people no matter what the season is---it's Pure Michigan!

By the year 2015, Michigan will be a premier American travel destination by achieving a top 10 ranking in the USTTAs travel destination report.

Comments Provided by Respondents (transcribed verbatim)

In my opinion, Michigan should keep promoting our beautiful state and all that it has to offer so that it does become the leading state for tourism.

I don't know if it is "known"

I like your vision suggestions too, but just for fun, how about this? "Tourism is the largest industry in the state of Michigan". I like it because it is measurable and because it and because I believe it is achievable. Tourism would then have the attention and respect it deserves from government, community and industry. You know, why not dream the dream.

Michigan is one of America's top travel destinations (delete "known as"). or consider... Michigan is one of America's top ten travel destinations.

Who states Michigan is the best, most, desired, etc. to use as a vision statement?? but if ... thanks

Michigan is America's most memorable travel destination.

"Michigan is the Premier Travel Destination of the Midwest"

Michigan is known as one of America's premiere travel destinations.

I don't think we are the premier, but "one of" is not taking a position. I believe we need to define our unique positioning in a stronger way. The premier what? The top what? Top travel destination for _____. We can't be everything to everyone and I do not think we will get the job done by being so open ended.

I don't think that the state can claim any of these statements. Michigan can play on its beauty and build on the sentiments of the Pure MI campaign for recognition.

I think the beginnings of a vision are here but more needs to be added about what we want MI to be known for - tourism in general, woods and water, urban areas, one of a kind attractions - or all of the above and more - perhaps a statement about being one of America's top ten tourism states known for its many one of a kind attractions as well as ... to be determined through the visioning session...

Michigan - where memories are made. Las Vegas has the - "what happens here, stays here" - so let's spin ours

All the statements are pretty much the same - the choice is which describes Michigan, top, leading, favorite or premier ... None seem very accurate or to be genuinely true ...

Michigan needs to promote the resources we have the most of - the Great Lakes for boating, swimming, fishing, etc. Boaters need to know there is a safe haven every 60 miles along the

shoreline in case they need to get off the water. There should be more articles about our communities on the water where boaters can get slips then walk to dinner, stores, etc. Reach out to this group. They will spend money.

Preferred alternative: Michigan is an exceptional travel destination in the United States of America. (we are exceptional: Great Lakes, auto industry, history, 4 seasons, mileage of shoreline, etc.)

I like the use of the word "favorite" because it sounds more friendly and down to earth than the other choices. I think that I would like to see our state hi-light our "midwestern" friendliness.

I reason I put the premier location at the bottom is because Michigan is so diverse in its attractions. NYC may be premier, but Michigan is pure, homespun beauty.

Michigan: it's where smart folks take vacations, and get more fun per dollar! You can count on it. Purely brilliant.

In my experience, and I've worked all over the USA, Michigan is a favored travel destination. Most people recognize the attraction of the Great Lakes, beaches, dunes, the longest shoreline in the nations and history associated with shipping, boating and of course, the lighthouses. Throw in the year around activities like golf, skiing, snowmobiling, fishing, and simple driving, and you've got a destination second to none! I believe it is THE favorite travel destination for those in the know.

Michigan needs to focus on its strengths: Great Lakes, Great Lakes Beaches, Forested landscape, and Upper Peninsula being a "Five Star Wilderness". Other features include lighthouses, waterfalls, and islands.

The first vision statement is the one I prefer.

I think Michigan is excellent destination whatever the choice of words are.

Excellent food and merchandise available in many outlying areas. Create your own tour go upper or go lower but no matter where you head you'll find a surprise in every corner, including the thumb!

we need to use our natural resources to bring people to Michigan premier fishing destinations / remote and rural/// premier hunting (if dnr get it together) Michigan has good canoeing and rafting rivers .. natural forests and many trails to explore and the u.p. abounds in new discoveries for the traveler let's get with it stop the overrun of the modern way and let the mom and pop joints flourish which is the charm to Michigan's backwoods adventures and travels ... we are killing a billion dollar industry that could bring revenue ... Get with it stop killing our resources and lets renew and use them.

There should be a statement added such as By the year 2015, Michigan will be a premier American travel destination by achieving a top 10 ranking in the USTTAs travel destination report.

Favorite sounds more like down to earth, affordable and family friendly. Put favorite first.

I think that it is a little bit of sales puffing to say that we are one of America's top travel destinations. Don't get me wrong. We should be. Our state is beautiful. I just don't think that we are there yet. How about: Michigan is one of America's best kept secret travel destinations?

The State of Michigan Welcome Centers are a wonderful resource for the State. They should be open everyday to help travelers find all the wonderful travel destinations. Understaffed centers need to be addressed as well.

Can what brings people here be incorporated?

Michigan has done a great job increasing its visibility in the US. In the next five years, people in the world should know Michigan has fine destinations. But to do so, we need to overcome the language barriers.

Should we include any niche info there? Like top travel destination for outdoor, year-round pursuits. Not sure if that's too limiting, but it seems our boating/golf/ski/natural resources set us apart from other states. Maybe we want to be the top destination for Eco-tourism, which would include the aforementioned recreation, as well as the wine and agriculture industries.

Michigan.....not so pure

Michigan IS one of America's favorite travel destinations.

Just a suggestion: Michigan is America's favorite travel destination offering activities to all people no matter what the season is---it's Pure Michigan!

no comments

Premier sounds too expensive and luxury oriented, top sounds like Myrtle beach/high volume oriented like Mackinaw City, I like leading travel destination which in my mind takes into account a lot of different interests.

Why limit us to "America" when the real growth is global? So, try something like: Michigan is recognized globally as an attractive travel destination.

Needs to be a little more EXCITING!!

Think outside the box, outside the state, outside the US. Michigan should be a global destination. Try this one on for size: Michigan: a premier destination for travelers around the world.

Something about how many people have not yet discovered Michigan as a top destination One of the U.S.'s travel gems of a state, natural beauty, the different types of scenes in MI. The other statements seem so generic and do not differentiate.

The premier travel destination (for what, for who)? The top travel destination (for what, for who)? I think if you have a vision, you need to have a solid position and these are very open ended. I think we should have a unique and understood identity and a way to measure what we are striving for. I also believe saying "one of" offers up the same problem. The state needs to choose and own its positioning.

Michigan is one of Americas most beautiful Travel Destinations

I am not sure of the point of this effort or why all of the vision statements suggestions seem to put us in competition with other states. Shouldn't our "common vision" be to communicate to the public (both nationally and internationally) what makes Michigan the amazing place that it is. I don't think we need to care about being the "top", "premier", "favorite", or "leader." I think we just need to recognize what makes us special and to make sure that others recognized it too.

Michigan is one of the world's top travel destinations given its world class fresh water sport fishery, world class golf destinations, world class beaches with 3000 miles of pristine shoreline with resorts that rival the best anywhere.

I don't like words such as "top" or "favorite" destination. They are mushy, over-used and attempt to describe too many other travel destinations. Let's face it: Michigan is not, for most people outside the state, a "destination". It is just another place to visit, like so many hundreds/thousands of others. We need to create an identity that is unique in the eyes of the jaded, under-financed, entitlement-demanding potential visitor looking for memorable good times. I still like the old "West Coast of Michigan", for example. That term is a grabber. How about a series of ads about discovering some of Michigan's "best-kept secrets," like old Singapore, the quaintness of the town of Marshall, the New England-like Great Lakes coastal areas all around the state?

It could have more energy to it. Something like Michigan shines as one of America's leading travel destinations or Michigan excels as one of America's leading travel destinations.

Michigan is a favorite travel destination. Logic: We attract travel from Canada, Mexico, South America, Europe and Asia. Everyone knows Michigan is in America.

Appendix Three A

Visioning and Goal Setting Session Materials

Michigan Tourism

Visioning for the Future

2012-2017 Goal Setting Session

March 27, 2012

Welcome! Today you are joining one of the first planning sessions for Michigan's Tourism Industry. It is a goal-setting session for the next five-year plan. As an industry stakeholder, your input is critical.

Please review the list of plan themes outlined below. Please join those at the table that is marked with the theme that most interests you and be ready to put your creative mind to work!

1. Collaboration, Cooperation and Partnerships (yellow)
2. Funding and Financing (grey)
3. Natural Resources and the Environment (green)
4. Product Development (pink)
5. Promotion, Marketing, and Communications (blue)
6. Public Policy and Government Support (lilac)
7. Research and Technical Assistance (red)
8. Service Excellence (orange)

Session Agenda

1:30 - 3:30 pm

Welcome	George Zimmermann, Travel Michigan Patricia Mooradian, Michigan Travel Commission
Where the Plan Will Take Us	Sarah Nicholls, Michigan State University (MSU)
Objectives for the Session	Bonnie Zoia and Ginger Hentz, MSUE Facilitators
Getting to Work: Setting Goals	All
Report Out	All
Next Steps	Sarah Nicholls

Michigan Tourism
Visioning for the Future

2012-2017 Goal Setting Session
March 27, 2012

Meet and Greet - Michigan Tourism Style !

Please introduce yourself (and meet someone else) by answering and asking each of the following three questions....each question with a new person! Wait for the chimes, then switch!

Question 1

When you can take a week off, where is your favorite place to go in Michigan?

Question 2

If you had to entertain a special business associate from out-of-town, where in Michigan would you take her/him for the day?

Question 3

For people who don't live in Michigan, what is it that they are missing?

1.

2.

3.

Michigan Tourism
Visioning for the Future

2012-2017 Goal Setting Session
March 27, 2012

Looking Around: Defining What Is

Write down the Plan theme you are working on: _____

Take a few minutes to write down your thoughts in answer to these questions:

1. What does _____ [your table's Plan theme] mean to the Michigan tourism industry? That is, what is its significance?
2. How do you see things now in Michigan related to _____ ?

Michigan Tourism *Visioning for the Future*

2012-2017 Goal Setting Session

March 27, 2012

Looking Ahead: Defining the Future

*Imagine for a moment that you are suddenly called away from Michigan and gone for five years. You return in the year 2017 to resume your life and work. You check into the tourism scene and are thrilled to find an industry that is thriving. In fact, Michigan has become one of America's top travel destinations. In particular, you notice that _____ [your table's Plan theme] was extremely instrumental in making this happen. In **general terms**, what do you notice is different in the area of _____ to create this flourishing tourism economy in 2017 Michigan? Record below 3-5 bullet points of what is different related to your table's theme.*

Michigan Tourism
Visioning for the Future

2012-2017 Goal Setting Session
March 27, 2012

Goal Statement Handout

Goal Criteria

1. Statewide application
2. Action statement - begins with a verb
3. Specific, concise and brief
4. Lofty enough to inspire commitment and action
(but not pie-in-the-sky)
5. Strategic enough to anchor objectives and strategies

In the space below, on your own, silently record some words or bullet point phrases that you feel should be part of a broad statement describing “what” the overall goal should be for your table’s plan theme area. If you have time, try to arrange those words into a goal statement that encompasses the above criteria.

Appendix Three B

Visioning and Goal Setting Session Input

Notes from March 27 Visioning and Goal-Setting Session

This document contains the notes recorded by participants at the March 27 2012 vision and goal-setting session. Materials have been transcribed verbatim from each set of materials. Eight sets of materials are presented, one for each of the eight goal themes.

The eight goal theme areas were identified based on evaluation of the previous plan and preliminary discussion with a subset of the Travel Commission. The eight theme areas are (in alphabetical order):

1. Collaboration, Cooperation and Partnerships
2. Funding and Financing
3. Natural Resources and the Environment
4. Product Development
5. Promotion, Marketing, and Communications
6. Public Policy and Government Support
7. Research and Technical Assistance
8. Service Excellence

Discussion was led by a team of trained MSU facilitators. There were three main activities, focusing on: (i) defining the theme and understanding its significance to Michigan's tourism industry; (ii) defining the future of the theme, i.e., how it would look in an ideal future state; and (iii) first drafts, or elements of a first draft, of a goal statement.

Notes from March 27 Visioning and Goal-Setting Session: Collaboration, Cooperation and Partnerships

Defining the Theme and its Significance

MEDC, Pure MI great partnership opportunity
MLTA, MEDC, MACVB great collaboration
Not much discussion of our loop to B to B (DT Association, DDA's, MML) chambers especially with smaller communities in rural areas
Now we all have a place in the tourism wheel

"On a good way"
Channels are open
Some good foundations *illegible*
Everybody is happy with PM campaign and enjoying profit from it

I believe we are moving in a great direction with industry partnerships, especially those offered by Travel MI. However, I also believe we sometimes highlight even more our state's best known destination rather than introduce new locations to current or potential visitors to MI> I also feel we are sometimes territorial (geographically) the visitor does not care about any of this- they want to go where the product is, nothing more, nothing less

Good start. Still have regional rivalries/competition. Some have stepped up to the plate in a big way others are not engaged
Regional partnerships strong, but partnerships outside region still not common
Need to fund partnerships based on verticals/interests rather than geography

Unification in messaging... somewhat disconnected

Very important- particularly in this day and age of limited resources that we all work together to avoid duplication and all speak from the same sheet of music

Strong chain of requires strong links- analog to auto industry- manufacturers, reps, equipment suppliers, all working together- apply to tourism- all facets of MI working to highlight the state by involving each geographical section with their strongest USP
Lots of concentration on SE MI needs to incorporate more areas- SW/central/north

Accomplishment
Solid, could see improvement

What one business doesn't have, I have seen many other businesses give (small business to business)
Pure MI with Coke

We are just scratching the surface
Haven't even identified many of the possible collaborators
Potential is much greater than the accomplished
Just beginning to get the word out to potential collaborators

Collaborating, cooperating, and partnering with organizations to promote our tourism industry

Partnerships- Coke

Cooperation- properties, CVBs, restaurants

Collaboration: all parts of the state are coming together for one purpose

Defining the Future of the Theme

Financial industry is instrumented by providing small business startups for attractions
MEDC and MDOT collaborated on community enhancement plans and incorporate a net aspect into system to ensure investment success (i.e. facades, business recruitment to help shape culture)

Rural and urban seamless info for experiences

Every group is well connected

Communication is open and well established

Illegible ... east to collaborate and synergize

The industry has a clear leadership

There are no losers in the industry

Themed tours/trails by interest, not geography

Dedicated funding support from legislative that incorporates private partnership dollars to increase

Infrastructure which is consistent throughout state (quality of roads, signage, welcomes)

Michigan is known as premier destinations, especially in the Midwest, for a whole host of activities. Focus on vertical

Have interests in geographic regions working together to promote a "MI" experience, making it easy for visitors to tailor their trip to their interests

Destinations talk outside of region on regular basis to see what is working, store successful ideas

More cooperation between promotional politics

Case in point Munising the "western gateway to world famous pictured rocks"

NL and Hinwathas?

COC

Explore Munising

More cooperation between state agencies

For whatever the incentives to come to MI (golf, fish, boat, snowmobile, attractions, etc.) you taken step by step on how to get to your destination and accomplish your goals easily

More technology opportunities to book a trip on one site. Complete with videos and virtual tours of specific points of interest

Synergy among industry cooperation among commercial interests and government/private sector

All destinations are connected/there is promotion to go from one leisure/urban area with tourism spots on the way

Visitors do not feel they have to sacrifice one activity for another

You would have to have a lot more/better of all
Better and more functional partnerships
A focused vision that takes all parties' thoughts and needs into account
More cooperation to a better tourism industry state whole and not just individual areas

There is wide understanding of the value of agritourism to Michigan's economy and fun
There is close linkage between where people want to go and providers of means to get there
There is the availability (online or however) to plan a varied Michigan experience on a regional basis

Urban destinations are promoted and partnered with leisure destinations
Multiple partnerships are collaborative

Elements of a Goal Statement

Tools, structures exist and are being used

Infrastructures

Duplications of services are eliminated

Public/private partnerships

Common understanding of mission

Clear understanding

Create multi-dimensional partnerships which increase visitation (visitor spending revenue)

Continued commitment to promoting an inclusive "MI experience"

Embracing commonalities to deliver a seamless travel experience

To reduce fragmentation and duplication among promotional entities

To encourage public and private, state and federal organization to work together and maximize their resources

Collaboration statewide with manufacturers, tourism, and agriculture- common industry goals to promote state at business and consumer level. Common messaging (not competitive)

True synergy

Cooperation

Financial success, measureable

Work as one

Adhere

Invest technology dollars- public, corporate, private sources- to broaden and deepen info on internet by personal interest categories

Who is travelling, how long, transportation method, trip budget, and specific interests?

Identify and categorize all potential parties of interest who could be part of the collaborative process

Identify the barriers to these potential parties becoming part of the collaborative process

Identify means to tear down the barriers

Being collaborating!

Bring in facilitators to brainstorm all over MI to ID synergies

Better infrastructure

More focus on technology

Synergy

Emerging
“Michigan Experience”

Notes from March 27 Visioning and Goal-Setting Session: Funding and Financing

Defining the Theme and its Significance

Job creation: goal to restore lost jobs and create more 220,000, quantify, equate to dollar volume of spending, equate to number of visitors, equate to PM budget needed to achieve goals

It is to our industry's future. First to fund promotion (public funding) to generate growth-then to generate research (private funding)

Survival-sustainability

Today: adequate but not good *illegible* for promotion

Inadequate for capital/infrastructure investment

Will allow for presentation of Pure MI (promotion, capital investment, development, education, hospitality training, and research

Recovery/repurpose/reinventing

Collaboration

Illegible... to legislative process and budget procedures

Better than the past 2 years

Illegible

Important to driving new business to MI

Important to maintaining infrastructure

Important to generating new venues, attractions to maintain existing venues

Long-term sustainability

Growth of an industry that contributes to growth

Positive (more than before) but not long term

Non stable, but directed by state

Politics or roadblock

Defining the Future of the Theme

PM funded at \$60 million/year since 2012
PM international at \$5 million/year + in kind + match
220K tourism jobs- increase of 58,000 since 2011
Dollar volume of tourism \$ up \$
Visitors up
Some additional funding for small communities that cant afford to *illegible*

Permanent TIF funding (no cap)
A minimum funded amount greater than 25 million, around 50 million
That was legislate until TIF reached that amount
Funding model places us at least #4 on list of state funding

A funded commitment for financial support of the tourism industry that allows us to compete with other states
A focus by government and members to build the industry

Non-political funding each year
Travel commission-planning campaigns 12-24 months out
Create jobs more than exported
Inclusive other businesses in tourism areas

“State funded”- hospitality training-info
PM campaign is known worldwide
Zones type of public/private partnerships developed- assist. Challenge areas- infrastructure and promotion
All regions work with PM to promote their areas
Thousands of new jobs/tax incomes from travel spending

Permanent tourism promotion is in place with indexing for inflation
MI has great roads
The full legislature understands and supports investment in promoting MI tourism product
MI is the envy of other states

Promising/exciting
Encouraging innovation
Collaborative (public/private sectors, political parties, etc.)
Well defined and organized
Sustainable
Opposite of some of the present negatives: *illegible*, growing rates then stalled, non volatile to volatile, dynamic vs. complacent

Legislative priority
Illegible funding mandate
Significantly increase funding

Collaborative public/private sector partnerships

Illegible awareness

Appreciation program

Corporate partnership Pure MI branding

Improved infrastructure

Promotion funding has increased to move MI from 14th in total spending to 5th or 6th

Jobs and tax revenues have followed suit creating more growth in MI's economy

Capital improvement have flourished with gross revenue increases- this increasing master

(?) satisfaction

Funding for industry research is now available from private sector (industry-trad- CVBs-

foundation

Elements of a Goal Statement

Consensus as priority
Measureable improvements/results

Create sustainable increases in total tourism spending (move MI from 14th to 5th)

Create 55,000 to 65,000 new tourism jobs by 2017 move to 5th place in total tourism rev
(among states)

Achieve 29 billion in tourism spending

Obtain legislative support for funding
Receive adequate funding to effectively promote MI
Employ more people in tourism industry
Provide unforgettable MI experiences
Generate measurable, verifiable data

Adequate and appropriate amount
Responsible/results

Consistent funding
Competitive funding
Provide sustainability
Promote tourism
A commitment to grow the tourism industry
Sustainability

Adequate, funding, secure, permanent, for all strategic plan initiatives

Notes from March 27 Visioning and Goal-Setting Session: Natural Resources and Environment

Defining the Theme and its Significance

It provides spectacular background but affords endless recreation. It helps us reconnect to what is important

Stressed- low budgets for promotions and preservation

Greatest tourism value

Our natural resources are a major contributor to our tourism

Uniqueness to MI sets us apart from most states- drive to Michigan

Great Lakes freshwater capital

They are being used, but not all showcased

Our natural resources are an attraction: great lakes

Michigan wouldn't be the same with polluted air and water. We need to take care of the environment

Slowly people are realizing the importance and starting to do things to help. Recycling going green

Natural resources and environment are the foundation of what make the MI experience unique or Pure. There needs to be an effective way to increase knowledge and understanding of natural resources without wrecking the, for future generations. From grapes which make wine or soybeans and beets we must educate people so they will learn to appreciate what we have.

Decent. Not enough awareness. Tourists don't cherish the resources. They don't know to recycle. Leave only footprints

MI's parks, trails, harbors, and boating access sites provide access to experiences in outdoor adventure, while improving quality of life and supporting local economies

MI needs to overhaul its communication pathways related to natural resources to improve access, quality of life and local economics

See it from the customer view, not funding

A balance between protection and preservation and exploitation and marketing

Future land use planning essential

Brownfield redevelopment into productive use

Agri tourism key component to strategy criticize exportation of agriculture and *illegible* to promote Pure MI brand globally

Natural resources- intact ecosystems are essential to the tourism business

People are looking for clean air, clean water, beautiful scenery, healthy vegetation, and healthy wildlife

Great deal of beautiful and relatively healthy ecosystem

But should be alert. Asian carp, invasive species, and impacts of *illegible*

Preservation, reservation (?) protection should be an important part of the Pure MI vision.
The image of PM is directly related to the national assets and the state's cleanliness, beauty,
and accessibility

Provide the visitor experience they expect more
Attention given to Asian carp

Passport program! Kayaking, camping, beaches

We have great natural assets that we want to promote via tourism (in state, out of state,
internationally) without having it be exploited

Show people what you have and how they can take advantage of it. Park and its activities
Environmental, agricultural, sustainable and diversity tourism

Differentiations are critical to win and Michigan natural resource are as good as anything
else in this country

I would hesitate to concentrate just on one aspect of these abundant resources other than
fresh water (focus groups)

Colorado has world class water resources, only think of skiing
Environmental tourism

Michigan has unspoiled nature, lots of natural resources, and a great outdoors

The summer temperature is comfortable and the winter offers exciting snow sports.
Snorkeling, skiing

The change in seasons is magnificent

Not just Detroit/urban area

Beautiful sites- national lakeshore, parks, outdoor recreation, trails

Memorable moments, making memories with family

Lakes and shoreline

Outdoor activities for everyone

Where they can find

Fall features/seasonal

Fishing, year round opportunities

Outdoor activities, usually within close proximity to urban activities (balance)

Need better promotion of natural resources

Need more funding for management and enforcement

Eco tourism, environmental tourism, uniquely MI

Heritage education

Diversity of activities

Heritage, image/brand-pure, by industry, multi-generational

Under appreciated/utilized by traveler

How does Michigan rank for NR diversity

Defining the Future of the Theme

People utilizing all of the areas including parks
People socially responsible

Every public place has “green” items: parks, hotels, restaurants, zoos, colleges, nursery homes, etc.
Toilets that use less water recycle bins, building with recycled products

People having taken pride in their natural surrounding and have an awareness. Farmer markets, breweries and wineries are thriving. There is no longer a stigma with country living rather an appreciation of country travel
Pride, awareness, no stigma with going natural/green, thriving wine and beer

There is a “tool” that provides one-stop access to all natural resources. It allows me to search by interest then shares info on the communities surrounding my chosen destinations
There is an entrepreneurial movement offering resource based products and services
The culture in MI is one that appreciates and utilizes natural resources

Local communities have collaborated on targets, regional assets to promote
Visitors have gained an appreciation for MI's nr
DNR and DEQ MDARD quality of life group have developed mutually beneficial public policies to protect and preserve MI's NR

The industry (including its partners) have been outstanding stewards of the state's natural and cultural heritage
The industry is a model of the best sustainable practices

Control of invasive species
Success with CSO identification and clean up
Strong recycle, reuse, and reduce program statewide

Outdoor activity inventory and marketing

Year-round recreation increase via residents and tourists
Sustainable tourism leader and residents practice it
World-class parks
Active state
Farm to table is common practice
People take pride in their resources

Recognized as the nation's leader in eco/environmental tourism practices and visitors
Recognized as having the greatest value and accessibility to its NR in the US
So much business to Sleeping Bear Dunes that the bear woke up!

Ski resorts are booming
#1 boater registration
New outdoor sport- "ski shoe" from Marquette Backcountry

Locations

More seasonal visitation
People love so much that they keep it clean and spread the knowledge
More education about our NR/tourism
Pure MI workshops
Seminar: "Become an active state" and incorporate NR into curriculum

Add NR to curriculum

Ski shoe
Comprehensive catalog of offerings with usage guidelines
Increased usage appreciation by locals and visitors
Award winning sustainable eco-recycling programs/systems
Increased programs focused on one of a kind heritage
Limitation of invasive species
Keep it local (agriculture/wine/beer)
International recognition as a destination
Resurrection of family farms/agriculture
Identify new recreational activities (freshwater surfing and ice sailing)

Elements of a Goal Statement

Preserving its entirety
Accessibility
Stewards

Use unique features
Implement
Accessibility
Stewardship

Acquire/foster/develop statewide awareness of the place
Natural resources and the environment play in our ID as a state
Educate, inspire
All season inclusive

Improved access through natural and ability based communications
Historic and cultural resources
Which positively impacts the image of

Resource stewardship
Raise awareness
Protect and preserve
Market
Recycle
Coordination

Outstanding stewards of natural and cultural resources (heritage)
Model of sustainable practice
Michigan great outdoors
Active
Preservation
Heritage
Cultural
Adventure tourism
All seasons, all inclusive awareness
Traditional America

Sustainable
Accessibility of NR
Cultural historic preservation
Increased emphasis on or between agriculture and tourism
Majestic-magnificent- unspoiled- Michigan will be recognized

Majestic
Unspoiled outdoors

Magnificent
Abundant resources

Stunning
Mesmerizing
Memories
Education, discover

To be recognized as an international steward in preserving sustainable natural and agricultural resources

Notes from March 27 Visioning and Goal-Setting Session: Product Development

Defining the Theme and its Significance

PD is important especially the way technology is changing the way we travel
Tech driven apps- initiating planning

New products mean new opportunities to attract visitors and get regulars to come back again

There are great products in MI- need to find ways to collaborate and cross promote with themes

Themed itineraries, immersive experiences, take what we have and repackage it

Transportation systems

Food destinations

Pure MI has started it

Art, gold, wine, beach, beer, outdoor, technology, electric car, global target

Pure MI as a product

Beer state

Festivals and events

Product= water (everyone wants it)

Encourage people to post video experiences

Ultimately, the industry is sustained by the attractiveness of the MI product offering

If we want to be a global player, we need globally attractive product. We have international upscale attractions

Product development- wind industry, trails, new upscale hotels and resorts, cuisine locally grown food and homemade products, art festivals

MI is the product

Change way we travel, electric car changes *illegible*

Beer and wine

Package things

People- ambassadors

Transportation

Fresh waters

Global connection- technology/leisure

Consumer

New upscale cuisine, become year round product, promotion

Elective green, *illegible*

Immersive experiences

Education standard, get experience

We need to continue to invest back into the state to build year round value
Getting much better, but need to work better together throughout the state

Pure MI is a product/brand that describes the water, parks, and attractions that they offer

Defining the Future of the Theme

Super rail system in place
All hotels and restaurants have charging stations
Businesses have properly trained employees in customer service

Real life, unique experiences
Simple/clear/consistent products and message
Cutting edge technology

Technology applications for all tourism products make it easy to get around and explore the state's offerings: destinations, food, retail, outdoor, urban, suburban etc.
I find many one of a kind immersion experiences
I can take rapid transit anywhere and connect to remote places via green transport systems including cars, *illegible*
Michigan citizens are excited and happy to speak positively of their state

Multilingual- diversify
Recreation, cultural, educational
Flow- good neighbors
Ease of travel from DTW to all corners of the state
Technology= consistent message from all areas of the state
Pure MI is a way of Pride in life

Technology
Michigan- go back in time with technology
City-wide families
International marketing
Rapid green transit
Awareness

Hands on experiences
Green- water- *illegible*
Tech based on individual wants
Simple, clear, consistence
Cutting edge tech, free Wi-Fi
Rapid transits, green tech, connect urban and rural
High level of awareness of MI
Pure MI a way of life
Microchip bracelet

Tech changes- parks Wi-Fi capable
CUB/FAM tours for tourism field
Better attitude

Transportation- buses, rail

Tech, apps
Customer service, MI pride

Elements of a Goal Statement

Creating a tech savvy and eco friendly MI with ease of access for visitors to our state (and the Michiganders will be proud to call home)

Deliver enhanced visitor expectations

Innovation, collaboration, deliver enhanced visitor expectations

Improve/focus on Pure MI's most important, or first, product: people

To create a unique and diverse program of experiences for tourists

To embrace *illegible* for improved visitor experience

Tech transportation: develop, create, plan, implement, advocate, lobby, prepare, re-invent, transform, expand, and improve

Advocate for a statewide transportation that services all tourists: trains, planes, all modes of transportation (autos, bikes, alternative, etc.) making travel in and around the state- from urban to rural areas- convenient and easy

Deliver enhanced visitor experience

Leader

Eco focused

Tech friendly

Enthusiastic and living attitude of pride in Pure MI

Educate diversity- ready for a global communication

Energetic, systematic, adventurous, transport, education, people, tech

Forward thinking with tech

State with service and unique experiences

Green, eco friendly

Forward thinking

Personable, friendly

Notes from March 27 Visioning and Goal-Setting Session: Promotion, Marketing, Communications

Defining the Theme and its Significance

Pure MI advertising campaign- national recognition
Feature natural resources, city destination, unique assets
Build Pure MI brand- player in Brand USA
Use of conversations to promote- blog, trip advisor

It is a core focus to truly create economic impact with a call to action focus
Very collaborative and broad- also very regional (in state, recently nationally, little internationally)

Michigan tourism has national recognition
Natural parks, unique destinations, culture ingrained
People want to experience uniqueness

It is how we communicate our brand. It sets the stage for the visitor (internal and external)
Pure MI has helped unify our industry and residents

Develop and communicate brand, brand awareness, attributes
Act as a stimulus, generate interest
Facilitate action
Great at the above for late start
How get better at all levels
International
More strategic branding in key US markets
How deliver brand promise all time at all levels
Some point- need actual leads

Within outflow of communication and news
Core flaws- *illegible*
Things are good, brand recognition is high, and more effort could be undertaken

This will create/provide a visual representation of what visitors “see” Michigan to be
The image needs to convey the beauty, excitement, arts, etc. Michigan has to offer
A picture is worth 1000 words
This creates a recognizable image for MI
Resurrect (?) roots

Share the experiences of MI
Share, educate, inform of what MI has to offer
Info sharing

A good start. The brand is out and people love the campaign. Now we need to share and communicate with those individuals less familiar with MI and the state's offerings. Travelers are focused on experience travel. There are so many experiences to share about MI

MPC means everything- we should excel at this and it should be one of the first things we think about. Spreading the word about MI and promoting the state. Communication among the org and all tourism industry people seems a little lacking- could be better
A little top heavy in getting the word out about MI. We also need to better develop/communicate better with the infrastructure (CVB directors, hoteliers, etc.)

PMC is the center piece of the tourism industry in terms of letting others know what MI has that is unique

MPC means everything-negative communications can kill momentum. Positive can take you anywhere. What communication cannot achieve, marketing and promotion can deliver a packaged idea, image, call to action, invitation, frame an experience in ways communication cannot do

Building a brand (identity)- communicating/selling and evaluating/measuring

Everything- ability to draw tourists is only as good as marketing that drives them here
PMC

Voice of the state- ability to execute what MI has to offer. From TV, brochures, to the customer experience on vacation. All elements through the channel
Customer service- what is the PM customer service/experience plan look like?

illegible... grow this industry PMC has to be utilized in all ways. Using all available resources to communicate to the public about Michigan's product
They have never been better with increased resources at local, regional, and state level.
Also a high degree of professionalism

It means getting the word out there; putting Michigan on the national and global it means communicating with audience sharing our "secrets" so they're not secrets anymore- they're things/experiences/adventures to be discovered. It means money for our area, putting a visual and story telling aspect to our state creating, participating in and being the focus of conversation

We can create a fabulous plan, without effective efficient, strategic MP and C we have need to create the plan
Continually improving... still a ways to go, but good

Creating interest and spurring the desires in people to explore MI and turning that into action. Discover, explore

Getting the word out to potential visitors to our state. Determining measurable objectives and strategies as we work toward the promotional efforts
Very and Pure MI brand still building momentum. The process is still on the rise of the curve

Defining the Future of the Theme

Embrace the use of peer recommendations (Social Media and Brand Ambassadors)
Collaboration within Michigan theme
Pillars themes (one of a kind) used to build brand
Win more awards
More to spend nationally and internationally

Easy, cool and interactive website to plan from (Michigan.org)
Trip planning resources on web and my phone
Awesome video content I can share with my family and friends for planning
Place to read amazing stories of other Michigan travelers

Stronger collaboration- mutual give and take
Building on the increased knowledge of tourism experiences
Social media has been used to full advantage
Marketing/promotion has built on peoples' brand loyalty
MCP nationally has brought people in

Stronger national reach
Delivering on Pure MI brand
Tourism conferences have increased attendance (diversified)

Different regions and destinations are part of PMC, but have distinct identities
Detroit does not drive the image of MI outside of MI
There is a tremendous mix of international travelers
The huge influx of travelers has not only increased travel economic impact but led to new business development

Pure MI still exists
Technology usage has helped bridge the gap between people unaware of MI's offerings
Extension of international advertising- specialization, advertising, outreach, specific
Video content?

More attention promoting local MI artist
Community support very strong
Wine industry now acknowledged as world class
Music unification- Interlochen, Motown, Jewel, other musicians including classical come together to show MI music- "the music of MI"
Film industry destination resulting in MI beauty and beautiful offerings display across the movie industry (translate into different languages)

Nationwide/international reach and media coverage
Easy access to state info (Michigan.org)
Not marketing: improved roadways, airfare prices
Social media- target non-MI residents

Collaborate on theme (art, beer, music, food)
Transition (brand loyalty, delivery on the Pure MI promise)

The entire state's service, lodging, attraction, etc. Employees are delivering the best service I've ever had because of travel MI led the industry wide change to give excellent customer service!

Everyone around the state talks about how great MI is because the collective self esteem of the state is awesome!

Service people and industry leaders are highly aware of everything MI has to offer

MI products are famous worldwide

MI has a worldwide recognition- known worldwide

Social media has allowed the tourist to get info from other tourist about their experience

International campaigns have inspired travelers globally

State speaks with one voice

Mantra adopted by residents and visitors

Influences are everywhere/everyone- brand ambassadors!

Welcoming and friendly residents

Synergistic message with evolving partners

Large mix (international) of repeat and new customers

80-90% of marketing is a choice based on consumer preferences

International visitors are in the majority

MI is ranked in the top 3 summer tourism destinations in America

All businesses are actively promoting the products and services in a positive way working with their communities

Education within leadership in keeping businesses on the cutting edge about trends

Everyone in the state is aware of the state's tourism

YouTube, Facebook, and Pinterest

Social media real people's experience shaping much of the industry. No longer is it us holding the microphone- it's the people themselves and they're looking to us for more second hand info- not first hand. Certain media will remain twisted (?)

Lots watching to see where we appear online to participate and share in conversation and reporting

Much more international driven marketing. Much more drive to be excellent in customer service

Social media/review sites/augmented reality... *illegible*... QR codes/interactive tours

Social media trends

Cohesive industry- awareness and reinforcement of state's brand/image

Visitors are more aware of statewide offerings as a result of a consistent campaign and connected messaging

No county is left behind- full representation district
And Implementation of the state brand (training)
More participation statewide
Welcoming and friendly residents and how great MI is
Aware of what the state offers

Expansion and explosion of social media outlets
Streamlining of social media as leaders such as Twitter and Facebook knock out competitors
Growth of visitors willing to share info such as checking in on FB or marketing are in Google places
Continued sharing of apps like flickr and YouTube of photos and videos

Elements of a Goal Statement

Deliver the Pure MI brand to all visitors

External: promoting the Pure MI brand with innovative energy in all channels. Nationally and internationally

Internal: build collaboration through creative funding and partnerships with a unified Pure MI focus

Enhance, create, develop, and deliver

Create and deliver initiatives and experiences that will build and grow

Grow the brand and deliver the promise

Create and deliver initiatives and experiences that will build and solidify

Experiences, ambassadors, passionate, collaborative, diversification, uniqueness, education (create and develop)

Increase the Pure MI brand for the state while enhancing regional/attributes and collaboration

Ensure that the state can deliver on our brand promise

Emphasize the pillars of this diversity from farm fresh to urban culture to outdoor adventuring

The state of MI's tourism industry will be a technology relevant organization reaching our regionally, nationally, and internationally to promote, market, and communicate the incredible diversity of Pure MI, emphasizing the diverse assets from culture to urban

Welcoming travelers from around the world

Come discover Michigan Wonders

Reach the national and international markets

Attract people to the state

Build the brand

Collaborate: build the brand with promotion and education within the national and international markets to attract travelers to MI

Inspire residents everyone to communicate and to proclaim the best of MI to the world, nation, state, and community

Inspire everyone to communicate the Pure MI experience

Inspire, experience, educate, and communicate

Explode myths (weather and accessibility)

Become model for a destination that delivers a complex experience- regardless of what of the visitor defines as the ideal experience

Increased financial resources (collaboration, partnerships, larger local/state funding)

Showcase, elevate the touch points and awareness of Michigan

Measure results

Effective measurability PMC

ID million advantages in state

Empower, educate our residents to all become advocates for our state

Promotional collaboration between the state and local DMO's without so much control at the state level (i.e. drive web traffic to local partners not just to Michigan.org)

Inspire travel to and within Michigan through effective marketing. Creative promotion and cohesive communications

Full implementation of the Pure MI brand throughout all counties, regions, and governmental agencies for tourism, economic development, and natural resources

Translate our web info into Chinese, Hindi, and Brazilian [Portuguese]

Create an environment, create a plan

Create, plan, market and promote, flexible, meet the customers' needs, Pure MI brand

Create a marketing/promotions/communication plan which meets the customer's need and inspires the Pure MI experience

Notes from March 27 Visioning and Goal-Setting Session: Public Policy and Government Support

Defining the Theme and its Significance

Illegible

Have government work to improve... *illegible*

Funding of tourism promotions

Fluid due to term limits

Public officials understand the economic significance *illegible*

They are starting to get it, but need more info and conviction to industry

Good public policy can help the industry advance and grow. Bad public policy can inhibit and diminish the industry's advancement and growth. Government support does not equal funding

Involve native Michiganders. Government should be offering incentives to Indian Tribes to invest into tourism (non gaming) infrastructure event related facilities such as outdoor agriculture entertainment abstracts, motorsports facilities and fair grounds

Creating and introducing policies that allow MI's natural resources to be accessible to all tourists

Current elected officials seemed to be embracing the fact that tourism is an economic driver. On the other hand state agencies are lagging in reducing unnecessary rules and regulations that deter tourists from engaging outdoor activities

Significant dangers can exist with Asian carp issues

Significance as source of funding

Support of change with ADA

Disappointing with not enough movement on Asian carp

Proud of funding

Government must commit and be held accountable for all levels to achieve agreed objectives

No feeling of responsibility by elected officials or appointed officials

Defining the Future of the Theme

Improved roads and pathways
Improved culture of hospitality with ambassador certification
Inclusive pricing of all goods

Visitors are king- everyone recognizes the value on tourism spending
Full state department of tourism with a cabinet level head

The state has significantly increased its financial investments in the industry (promotion, research, experience development)

The state has taken an active and leadership role in attracting international travelers/tourists

Tourism representatives accompany all economic development missions overseas

Future development tourism policies will have involved Native American participation

Tax incentives to tribes to create non-gaming tourist attractions, facilities, and infrastructure

Reinvestment of current and future gaming revenue of government back into tourism

Infrastructure using a casino

Elimination of an *illegible* on layer of government (i.e. township)

A central agency for all industry statistics that breaks down and makes comparisons of all segments of the industry

Tourism promotion funding is totally funded by revenue generated by all segments of the industry

Smaller less (directive) government layers

Actual awareness by legislators of Pure MI and true value

Business friendly policy

Every sector of government is Pure MI with their own color of MI

Snyder a second term

Regulations and taxes that hinder investment and job growth ruthlessly eliminated

Three questions: illegal or immoral, *last two are illegible*

Natural and cultural resources supported and enhanced

Michigan's sense of place the envy of all other American destinations

Elements of a Goal Statement

A concise description of the economic and social power of tourism that serves as a benchmark for public policy decisions

Focused policy

Public officials

Public *illegible* value on tourism

The state should take tangible steps to strengthen and grow the industry through investments in tourism. Promotions, tourism research, and visitor experience development and regulatory reform

Involve Native Michiganders- Everyone.

All Michiganders compete vs. the world for the discretionary cash of the global tourist. All Michiganders cooperate to attract money from elsewhere spent in hometowns across Michigan. Michiganders are hospitable people. Ecotourism, medical tourism, agri-tourism, spectator sports, motorsports, theme shops, state fairgrounds, outdoors, theme parks and tourist attractions

Knowledge of the Pure MI brand by legislators

Be a business friendly state

Regulatory reform

Data system

Michiganders can turn MI ecosystem around and job and *illegible* of investment

Get government needs to be committed fully involved in the industry

Notes from March 27 Visioning and Goal-Setting Session: Research and Technical Assistance

Defining the Theme and its Significance

Research needs in Michigan: the need for statewide database of customer with deep descriptions, creation of subsection of the same database of real visitors, over time, modeling and projecting, usable statewide and local (county level)

Data driven decisions, neutral party, funded, database of visitors/motives, workforce (what are our jobs)

Data driven reinforce actions provable metrics give us saleable sound bites and did you know

Weak, *illegible*, lose assumptions, accessible only to those who have resources

Research needs might include things like where tourism employees see future needs and what types of education is needed for jobs that may be available. What do international and domestic travelers want/expect of our tourism brand. Funding a model or stats that benefit all industry

Research and tech is vital to all tourism because technology is one of the primary ways people use to plan and integrate trips. This means seeking out and using emerging tech to help people help themselves. For instance, pointing tourist to Albright systems- a smart phone app that maps areas of accessibility for people with disabilities in participating locations and encouraging destinations to include their location in the database Making sure that research info needs of the industry is inclusive rather than selective- include needs tourists with disabilities, what their spending power is, where they want to spend money, etc.

Product, market research and marketing impact research. Along with assistance in treating benchmarks and best practice for the state. Ongoing assessment of the areas of research to maintain standards and to inform decision making (access- persons with disabilities, educational needs/economic impact studies)

Unsure of the current statutes. Individually businesses maintain information but a statewide consolidation of info is question and dissemination of info (lagging and leading indicators). Better metrics and key performance indicators

Ability to capture info that helps increase tourism to MI. Processes and key performance indicator processes and info systems. Better metrics/KPIs to indicate how we are doing at increasing tourism, both lagging and leading indicators

Current metrics/KPIs are not reliable and seem to be weighted in the direction of lagging indicators. Need to influence state process decisions to ensure better info collection for decision making

I believe research is one of the most important aspects of tourism programming, planning and advocacy. Research defines our audience, their needs and desires, and substantiates our work. It also gives us benchmarks for future planning and allows us to effectively explain tourism's benefits to our elected officials.

I am new to the industry in Michigan, and have worked in the industry in Illinois for 13 years. I find research statistics hard to find and there should be a central reporting for state and county research, and provide economic impact numbers.

Defining the Future of the Theme

Broad collaborative effort. Accessible, sustainable, used at all levels, for marketing

Clear understanding of the state's tourism assets region
Common language- story telling is provable and consistent
Clear statewide understanding of what success looks like-metrics understood by all- both lagging and leading

Local communities have info is relevant, recent, and accessible for them to make more sounds business decisions
As a state we know our visitors and are able to better communicate with them based on that data from a state perspective as well as on local levels
Public/privately funded and centrally located somewhere

Inclusive rather than selective
There is consumer facing data, rather than just internal to the industry
Data is dynamic, changing with emerging trends and shifting demographics

One portal that allows access to the data
Funded by Michigan public-private section- non profit
Data is mapped geographically and publicly disseminated
Public caucuses on tourism and development
Intentionally inclusive of persons with disabilities
Dynamics- information base (we know our guests)

Central, shared repository for tourism org's across the state (online)
Balanced set of reliable, leading and lagging key performance indicators
State-level org that influences process decisions to ensure collection of info to support decision making
Primary market research plan and org to feed central repository
Public/private sectors shared research mode

Greater research participation from individual DMOs
A central repository for state, county, tourism research
A strategic plan for the state's tourism efforts

Elements of a Goal Statement

Aggregation of community traveler info to a central point

Public-private

Organization models

Funded, accessible, online system that has accurate data about travel to MI. Also set and monitor aligned statewide tourism goals/metrics for success

Develop a statewide repository of research data (lagging and leading) through a public/private funding source that is available for the state as whole as well as locally available

Inclusive demographics

Dynamic

Leading and lagging indicators

Accurate

Accessible within and outside of the industry

Establish a set of balanced leading and lagging indicators, a set of processes and systems to capture and report this info

Supported by a private/public partnership

This should include both qualitative trend type info and consumer behaviors, as well as quantitative data

Pro-active

Informed decision making

Statewide accessibility

Sustainable

Reliable and valid

Leading and lagging indicators

Accessible and current

Notes from March 27 Visioning and Goal-Setting Session: Service Excellence

Defining the Theme and its Significance

Making Michigan a "Welcome" state. From the gas station attendant they encounter, to the maid that cleans their room; customer service should be a priority
In 5 years... being more welcome to international travel guests

Refers to all interactions the visitor has with people in the state. Gas stations- welcome centers and hotels. All sites and places when money is *illegible* or verbal conversation including law enforcement
Very average, those that realize the importance are great- the rest are average

Imperative. If a visitor has a bad experience- your chances of getting them back are slim to none. Competition is huge outside of the state. Pure MI will get them in the door. SE will get them in the drawer

Very important, must improve pastime image and share pastime highlights and features of our state.
Improving but have much more to *illegible* and improve, awareness, importance.

Big swings, variable. Good foundation to build from. A desire to secure and satisfy. Need for buy-in from ownership or person with the money. Genuine. Want the Disney experience. Speak one language. On the back of *illegible* and CVBs

Service excellence means first impression should be consistent. Only strong as weakest link. Finally attitude/ excellent service brings repeat visitors. Demonstrates pride
Lacks consistency, unified approach

Being very welcoming- helpful to all who walk through our doors or enter our state. The significance of service excellence is that can/should/will set us apart from all other states. It carries through on the tone and feeling set in the Pure MI commercials
I think we are good, but have room for improvement. I think we have the capability to set the standard of excellence for America's favorite vacation destination

If I say I'm great, that's advertising. If someone else says I'm great, that's the truth. Service excellence offers the conduit, which the value of word of mouth follows
Pockets of service excellence but not yet perceived as a component of the blend

Service excellence in the tourism industry means that every Michigander regardless of their position, if they provide a service, that they be educated and equipped *illegible*. The highest level of service that will set them apart from others which ultimately we *illegible*

A start. Need ongoing consistence program. Frontline employees. *Illegible*.

One of the top most important hospitality need to set yourself apart from competitive set
Improving

Defining the Future of the Theme

There is consistency in the way that our cities in Michigan are delivering on the Pure Michigan promise. Michigan is recognized as one of the friendliest states in the country.

Full time program- statewide. Consistent- workbooks- certificates- national recognition program. Funded state \$250,000/ year- full time staff. People trained, college courses

All employees that come in contact with guests are well educated on their area. All travelers are welcomed to the state and thanked for visiting. A positive attitude is evident by MI resident

Gas stations will welcome visitors. Welcome centers in Michigan will be *illegible*. Visitor numbers up because product and service

Places of business- both tourism and non-tourism display certificates of custom service training. People are truly welcoming to visitors. Hospitality program in place has been embraced by all types of businesses. *Illegible*

All people in Michigan are ambassadors and promoting their state enthusiastically. Service is being recognized throughout the state

Enforce and support the current standards with timeline and good dates. Put the money in the area of training and development of awareness starting with high school students, college, and all public works seek companies for sponsorships

Multi-lingual. One brand- delivery of the brand promise (needs to be defined). Across all touch points- gas stations, convenience store, retail shop make me feel special. A Pure Michigan "wow"

Consistency around the state has been established within service and hospitality. Employees within the hospitality industry are proud of their state as a travel destination. International

Customize PowerPoint presentation supported by video vignettes for small business orientation. Pure Michigan sticker on establishment certain criteria. Pure Michigan service excellence manifesto of service standards

Consistency across all areas. Visitors will know what to expect. Rave reviews. Return/loyal guests. Attitude of hospitality

Elements of a Goal Statement

Michigan Service Excellence can be obtained through a consistent desire to improve on delivering excellent service to those visiting Michigan

Funded full time, statewide program. Trained trainers. 10,000 people per year trained via certified program. Job to get done

Consistent training, educated, welcome, genuine, training, positive

Genuine welcoming spirit, infectious enthusiasm, culture of extreme hospitality, diversity, pride in Pure MI

Yes, I can! Positivity, what can I do for you? How can I add value? Incredible experience, beyond expectations

Create hospitality program that the hospitality industry adopts and implements... *illegible*

Experience, enjoyable, remember ability, every last, once in a lifetime, a wonder of the world, priceless, breathtaking, relaxing, refreshing, recharging

Consistency, one voice, unique, genuine, sustaining, demonstrate return money, put money where our mouth is, not cookie-cutter, not just front line, create a welcome that is "Pure"

Generate full appreciation of hospitality's commitment to service excellence to deliver the Pure Michigan Promise

Appendix Three C

Visioning and Goal Setting Session Summary

Summary of March 27 Visioning and Goal Setting Session

This document summarizes the process as well as the main findings of the Visioning and Goal Setting Session held upon the conclusion of the 2012 Pure Michigan Governor's Conference on Tourism, on the afternoon of Tuesday March 27, at the JW Marriott in Grand Rapids. This session represented the first major public stakeholder meeting of the strategic planning process. Approximately 100 industry members were in attendance at this event.

The Process

The session was introduced by George Zimmermann (Vice President of Travel Michigan) and Patricia Mooradian (Chair of the Michigan Travel Commission and President of The Henry Ford), and facilitated by Bonnie Zoia and Ginger Hentz (Michigan State University Extension) with assistance from Dr. Sarah Nicholls (leader of the strategic planning process).

Participants were asked to focus on one of eight theme areas during the session. These eight theme areas were identified based on evaluation of the previous plan and preliminary discussion with a subset of the Travel Commission, and they represent the topics that will form the basis of the eight preliminary goals of the next strategic plan. The eight theme areas are (in alphabetical order):

1. Collaboration, Cooperation and Partnerships
2. Funding and Financing
3. Natural Resources and the Environment
4. Product Development
5. Promotion, Marketing, and Communications
6. Public Policy and Government Support
7. Research and Technical Assistance
8. Service Excellence

Each theme was represented by a group of 8-12 individuals, other than the "Promotion, Marketing, and Communications" theme which was considered by two such groups. Each group was led through a series of exercises by a trained MSU facilitator. These exercises are summarized over the page.

First, participants were asked to consider two questions pertaining to their theme:

1. What does ... *your theme* ... mean to the Michigan tourism industry? That is, what is its significance?
2. How do you see things now in Michigan related to ... *your theme* ...?

Individuals recorded their responses in written format before reporting out to their group.

Next, participants were given the following instructions:

Imagine for a moment that you are suddenly called away from Michigan and gone for five years. You return in the year 2017 to resume your life and work. You check into the tourism scene and are thrilled to find an industry that is thriving. In fact, Michigan has become one of America's top travel destinations. In particular, you notice that ... your theme ... was extremely instrumental in making this happen. In general terms, what do you notice is different in the area of ... your theme ... to create this flourishing tourism economy in 2017 Michigan? Record below 3-5 bullet points of what is different related to your table's theme.

Again, individuals recorded their responses in written format before reporting out to their group.

Finally, participants were asked to consider development of a goal statement for their theme. Participants were instructed to consider the following preferred attributes of such a statement:

1. Statewide application
2. Action statement – begins with a verb
3. Specific, concise and brief
4. Lofty enough to inspire commitment and action (but not pie-in-the-sky)
5. Strategic enough to anchor objectives and strategies

Individuals' thoughts were collated by the group into one or a series of proposed statements.

The Main Results

A brief summary of the discussion of goal statements from each of the eight theme areas is presented below. Each group approached the exercises in different ways, thus, these brief reports vary in format from theme to theme. Full transcriptions of these discussions are presented separately.

Theme One: Collaboration, Cooperation and Partnerships

The group noted the need to encourage/facilitate less duplication and fragmentation within the industry, as well as the need to create multi-dimensional partnerships which maximize resource utilization and thereby increase visitor spending and revenue/profit.

Other key words or issues identified:

- the need to promote urban destinations as well as leisure destinations
- the need not to overlook smaller players/local communities
- the need for more cross promotion of leisure destinations with business travelers
- lack of collaboration between major transportation modes
- the need for tours/trails themed by interest area, not just geography
- the need to emphasis a total “MI Experience” versus being city or region specific
- greater emphasis on technology and provision of information to consumers in their preferred form
- greater consistency of built infrastructure throughout the state (roads, signage, etc.)

Theme Two: Funding and Financing

Words used to describe the current state of tourism funding and financing included: vital but inadequate, vulnerable, unbalanced, temporary, volatile, improving, dependent on the political process, proven (by ROI).

Discussion of the vision state for funding and financing included comments such as: \$60 million/year, permanent public, sufficient public, effectively leveraging Brand USA, sufficient funding for needed support assets, model for inclusive private contributions to tourism investment, funded hospitality training/education and research, and access to capital.

Terms recorded with regards to a goal statement included: obtain public legislative support, secure adequate and permanent funding for all strategic planning initiatives, consistent, competitive, sustainable, measureable results, verifiable, justifiable, and public/private partnerships.

Theme Three: Natural Resources and the Environment

Participants in this group talked about protection, legacy and stewardship, about (re)discovering and appreciating the diversity of what we have in our backyards, about agriculture and the role of agri/culinary/heritage tourism, about management, education and enforcement, about creating memorable moments with something for everyone of every skill level, and of how intact, healthy ecosystems are vital to tourism.

In the future they saw a state recognized as a leader in environmental issues, where the tourism industry is a model of sustainable practices, where people take pride in their surroundings and where invasive species are under control. With respect to linkages with agriculture, they saw a revival of the family farm, an active farm to table movement, and awareness among people of where their food comes from.

Facilitators of such a vision would include appropriate tools (technology), the right people at the table to plan/promote/develop programs, and agencies that develop policies that enforce sustainability and promote travel at the same time.

Goal statements noted the desire for MI to be recognized as an international steward in preserving sustainable natural and agricultural resources and to improve access to our natural, historic, and cultural resources through ability-based communications which positively impact the image of Pure MI. One comment spoke of coordinated and uniform laws and regulations among townships, cities, counties, regions and the state which encourage responsible and practical ways for citizens/small businesses to do business.

Theme Four: Product Development

The product development group talked about specific activities and niches (beer, wine, etc.) as well as the packaging of such activities/niches (e.g., using trails), in particular in light of technological advances/gadgets and the green/environmental movement. They emphasized the role of transportation systems and the need for year round promotion of product. They also talked about the value of hands-on, immersive experiences and the value of/potential for education.

In the future they saw that attitudes of people in the industry had changed, that MI offered real life unique experiences and adventures, offered a simple, clear, consistent theme, and travel was based on cutting edge technology and universal rapid (motorized) and alternative (non-motorized) transit. They saw a state where Pure MI had become a way of life for residents, where residents had a sense of pride, and where graduates chose to stay in MI rather than move away. They saw a technologically advanced state with free Wi-Fi and charging stations for electric cars everywhere. They emphasized the importance of frontline staff, and the need for them to be trained in customer service and proactive in their work, as well as the need for language training to enable communication with an increasing number of international visitors.

Preliminary goal statements discussed by participants in the product development theme group referred to Michigan as a leader in creating a technology savvy and ecofriendly state with ease of access for visitors and a place focused on Pure MI's most important or first product: its people.

Theme Five: Promotion, Marketing, and Communications

The two groups that focused on promotion, marketing, and communications discussed the need to define market demand and develop programs to meet this demand, and to create interest/desire for people to explore MI and to then turn that interest/desire into action. As the theme of this year's conference emphasized, the need exists to deliver on the Pure MI promise.

The groups talked about the importance of businesses and residents speaking with one voice, as well the importance of a statewide communication system via which marketing and trend data are shared with all businesses. The need to not leave any counties behind was mentioned, as was the need to communicate with other relevant state agencies. Potential synergies with Brand USA were discussed.

Multiple references were made to the importance of customer service, and to a future experience where visitors are taken care of "every step of the way." This includes the need for residents to be welcoming to tourists and proud of Pure MI. The term "brand ambassadors" was used, and the need to build brand loyalty was considered. The implications of the increasing diversity of tourists were discussed (of varying nationalities, language, age, race/ethnicity, etc.).

The existence of four seasons, and the need to focus on all four of them, was also emphasized, as was the uniqueness and diversity of the state and its offerings. Such aspects could be highlighted via social media and via a cool, interactive, accessible, video-rich website. The need to overcome negative images of places such as Detroit and Flint was highlighted.

Elements of potential goal statements included "inspire travel to and within MI through effective marketing, creative promotion and cohesive communication," "communications and synergy within the industry," "increased funding through public/private partnerships in order to ensure MI remains a pristine destination that a well-rounded, world-class visitor experiences," "full implementation of Pure MI brand through all regions and agencies," "inspire everyone to communicate the Pure MI experience" and "grow the brand, deliver the promise" with "innovative energy via all channels regionally, nationally, and internationally."

Theme Six: Public Policy and Government Support

This group focused on the need for public officials to not only understand the economic significance of industry but also commit to and be held accountable for building and meeting tourism industry objectives. The role of government was identified to include both funding and activities besides/beyond funding. The potential for a cabinet level position in tourism was discussed. The number of government units and regulations was suggested to be excessive. Governor Snyder's leadership in the business community and support for tourism was identified as a key asset.

The group identified the need for policies that enable natural resources to be accessible and that deal with Asian carp. The need for increased involvement of tribal communities was discussed, in both gaming and non-gaming contexts. Inclusive pricing of goods and services, without hidden fees, was identified as an attractive option. The need for a central collection point for all tourism data was highlighted, as was better road, paths, and tourism oriented directional signage.

Consideration of a goal statement emphasized the need for a concise description of the economic and societal power of tourism as a benchmark for public policy decisions, and the need for the state to take tangible steps to strengthen and grow the industry, with genuine investment in promotion, research, experience development, and regulatory and government reform.

Theme Seven: Research and Technical Assistance

Key needs identified by this group included: a single, accurate, reliable, centralized, accessible and comprehensive statewide database of visitors and other relevant tourism research, with county level subsets and the ability to model/project, and more work with universities to prepare students. Other critical aspects of research/technical assistance as identified by the group included the need for recent and relevant data to be publicly available to all local communities, and for research/technical assistance to be funded in a sustainable manner and to be of a dynamic and understandable nature that can be used to inform decision making. The group suggested that statewide goals/metrics for success be set and monitored.

Two goal statements were submitted: "Establish an accessible information system, containing a set of aligned indicators to capture and report on inclusive research, enabled by a public/private partnership" and "Establish a set of balanced indicators, a set of processes and systems to capture and report on the indicators, enabled by a public/private partnership."

Theme Eight: Service Excellence

The group discussed the need for consistency in service across the state; for the state to be set apart from other states via its service excellence; and for service training across all venues and at every touch point for visitors, i.e., not just for tourism workers but also for citizens and students. Currently the big players are likely to have a customer service program, but smaller enterprises typically do not. The need to deliver on the Pure MI promise was identified, via a consistent approach to service and a genuine desire to welcome and serve. The implications of increasing international and otherwise diverse visitors were noted.

In five years the group foresaw an ongoing and effective, customizable training program based on a manifesto of expected standards. They envisaged that Michigan would be recognized as the most friendly state in the US, based on a genuinely welcoming spirit and infectious enthusiasm, as well as Michigan being seen as a state that is welcoming to international visitors and demonstrates cultural understanding, both in terms of its tourism employees and its residents. The group discussed a Pure MI rewards program for visitors.

Elements of a goal statement included the following: “Develop and implement consistent excellence training that is ongoing and provided to workers and citizens alike” and “Deliver the service experiences the Pure MI brand promises.”

Appendix Four A

Summary Industry Stakeholder Meeting Materials

Michigan Tourism Strategic Plan 2012-2017 Summer Industry Stakeholder Meeting

Agenda

1:00 pm	Welcome Overview of Plan Process and Progress Review of the Tourism Industry in Michigan	Dr. Sarah Nicholls
2:20 pm	Speed Meet and Greet	All
2:30 pm	Break	
2:40 pm	Small Group Work (your two chosen goal themes)	At tables
	Objectives and Strategies for the Development of Tourism in Michigan	
	Two Sessions – Pick Two of:	
	<ol style="list-style-type: none">1. Collaboration, Cooperation and Partnerships2. Funding and Financing3. Product Development4. Promotion, Marketing and Communications5. Public Policy and Government Support6. Research and Technical Assistance7. Resources and Environment8. Service Excellence	
4:25 pm	Break	
4:35 pm	Brief Report on Each Goal Theme	Theme Leader
5:00 pm	Rotating Flip Charts (your chance for input on the other goal themes)	All
5:20 pm	Next Steps & Final Thoughts	Dr. Sarah Nicholls
5:30 pm	Adjournment – Thank You for Participating!	

The 2012-2017 Michigan Tourism Strategic Plan – Some Terminology

The strategic planning process and the resulting plan document will be centered upon four main elements: a vision, and a series of goals, objectives and strategies. This document defines these four critical elements.

The Vision

The vision represents the guiding light of the planning process and document. The purpose of generating a vision is to create a shared picture of how Michigan's tourism industry will look and feel in five years. A vision statement gives a group (in this case Michigan's tourism industry) a shared ideal state to move towards. The vision statement should offer the possibility for fundamental change in the tourism industry. It should also give the industry a sense of control over its destiny. Moreover, the vision statement should generate creative thinking and passion for change. Progress towards the vision does not need to be measurable.

According to an old proverb:

A vision without a plan is just a dream.

A plan without a vision is just drudgery.

But a vision with a plan can change the world.

Goals

Goals represent the primary outcomes the industry will need to achieve in order to realize its vision. Goals should be broadly applicable (to all elements of the industry and all parts of the state), and they should be lofty enough to inspire commitment and action yet also strategic enough to anchor objectives and strategies. Good goal statements begin with a verb and are specific, concise and brief. The 2012-2017 Michigan Tourism Strategic Plan will contain eight goal statements.

Objectives

Each goal will be further developed into one or more objectives. Objectives are subsets of goals that reflect broad action categories, i.e., they answer the question of *what* needs to be accomplished to reach the goal and, ultimately, realize the vision. Objectives should be specific and measurable.

Strategies

Each objective will be further developed into one or more strategies (or what we might also call actions). Strategies represent the activities required to fulfill the objectives, i.e., they answer the question of *how* each objective is to be accomplished via identification of who needs to do what and when. Strategies are the most specific element of the plan. Like objectives, strategies should be measurable, attainable, results-oriented and time-specific.

Michigan Tourism Strategic Plan

Work Teams by Theme

Collaboration, Cooperation and Partnerships

- Patricia Mooradian, President, The Henry Ford (TC)
- Gordon Mackay, President, Indian Trails (AC)
- Brad Van Dommelen, President, Traverse City Convention & Visitors Bureau (AC)

Funding and Financing

- Jon Nunn, Grand Action (TC)
- Mike O'Callaghan, Executive Vice President/COO, Detroit Convention & Visitors Bureau (AC)
- Rick Winn, Vice President/Managing Director, Amway Hotel Corporation (AC)
- Steve Yencich, President/CEO, Michigan Lodging and Tourism Association (AC)

Product Development

- Mike Busley, President, Grand Traverse Pie Company (TC)
- Matt Birbeck, Project Manager, High Impact Venture Action Team, MSU Product Center (AC)
- Chris MacInnes, Senior Vice/President of Crystal Properties, Crystal Mountain Resort and Spa (AC)

Promotion, Marketing & Communications

- Sally Laukitis, Executive Director, Holland Area Convention & Visitors Bureau (TC)
- Roger Curtis, President, Michigan International Speedway (TC)
- Tim Hygh, Executive Director, Mackinac Island Convention & Visitors Bureau (AC)
- Patty Janes, Professor, Central Michigan University (AC)

Public Policy and Government Support

- Jerry Preston (TC)
- Donald Coe, Managing Partner/Co-owner, Black Star Farms (AC)
- George A. Moroz, Special Assistant to the President, The Henry Ford (AC)

Research and Technical Assistance

- Susan Sherer, Sherer Inc. (TC)
- Annette Rummel, CEO, Great Lakes Bay Regional Convention & Visitor Bureau (AC)
- Dan Sippel, Travel Advertising Category Manager, MLive Media Group (AC)

Resources and Environment

- Frank Ettawageshik (TC)
- Jim Northup, Superintendent, Pictured Rocks National Lakeshore (AC)
- Christine Rector, Director of Regional Strategies, Northern Initiatives (AC)
- Maia Stephens, Recreational Programmer, MI DNR Parks and Recreation Department (AC)

Service Excellence

- Judy Zehnder-Keller, President/Owner, Bavarian Inn Lodge (TC)
- Rick Hert, CEO, West Michigan Tourism Association (AC)
- Bill Quiseng, Customer Service Speaker/Blogger, BillQuiseng.com (AC)

Note: TC indicates Travel Commission member, AC indicates Advisory Council member

Michigan Tourism
Visioning for the Future 2017
Summer Industry Stakeholder Meeting

Objectives Handout

Objectives Criteria

1. Subset of goal
2. Reflects broad action category
3. Impact statement - *what* needs to be accomplished
4. Simple and specific
5. SMART - Strategic, Measurable, Achievable, Realistic, Timely

In the space below, on your own, silently record some bullet point phrases or points of accomplishment that are needed to reach the stated goal and encompass strategies. If you have time, try to arrange those words into an objective statement(s) that encompasses the above criteria.

Michigan Tourism
Visioning for the Future 2017
Summer Industry Stakeholder Meeting

Strategies Handout

Strategies (or Actions)

1. Activities required to fulfill objectives
2. *How* the objective(s) will be accomplished
3. Who needs to do what and when
4. Time specific, measurable, and attainable
5. Results oriented

In the space below, on your own, silently record some words or bullet point phrases that encompass the strategies - or actions - that you feel are necessary to achieve this goal. If you have time, jot down who will be responsible for implementing the strategy and in what time frame.

Appendix Four B

Summary Industry Stakeholder Meeting Presentations

Michigan Tourism Strategic Plan Industry Stakeholder Meeting

Dr. Sarah Nicholls
Depts of CARRS & Geography, MSU



Preparing the next Michigan Tourism Strategic Plan

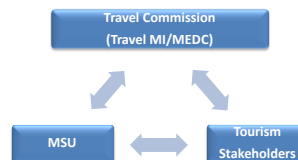
Today's Activities

- * Outline of process and progress
- * The vision and goals
- * Michigan tourism – an update
- * Developing objectives and strategies



Plan Process and Progress

Michigan's tourism strategic plan is developed with input by tourism stakeholders via a process facilitated by MSU and under the leadership of the Travel Commission.



*"For the industry,
by the industry."*

TRAVEL COMMISSIONERS

- Patricia Mooradian, Chair, The Henry Ford
- Judy Zehnder Keller, Vice Chair, Bavarian Lodge
- Mike Busley, Grand Traverse Pie Company
- Rochelle Cotey, ALTRAN Transit Authority
- Roger Curtis, Michigan International Speedway
- Frank Ettawageshik
- Ken Hayward, The Grand Hotel
- Sally Laukitis, Holland Area CVB
- Jon Nunn, Grand Action
- Jerry Preston
- Susan Sherer, Sherer Inc.
- Art Tebo
- Elizabeth Workman, Vacation Trailer



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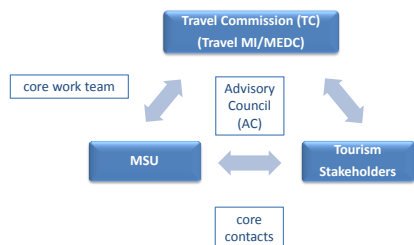
PLAN DONORS

- Amway Grand Hotel Group (Rick Winn)
- Ann Arbor CVB (Mary Kerr)
- Detroit CVB (Larry Alexander)
- Discover Kalamazoo (Greg Ayers)
- Frankenmuth CVB (Jamie Furbush)
- Grand Hotel/Mackinac Island (Ken Hayward)
- Experience Grand Rapids (Doug Small)
- Great Lakes Bay Regional CVB (Annie Rummel)
- Holland CVB (Sally Laukitis)
- Jackson County CVB (Mindy Bradish-Orta)
- Livingston County CVB (Barb Barden)
- MI Lodging and Tourism Association (Steve Yench)
- Petoskey Boyne CVB (Peter Fitzsimons)
- The Henry Ford (Patricia Mooradian)
- Travel Michigan/MEDC (George Zimmermann)
- Traverse City CVB (Brad Van Dommelen)
- UP Travel Association (Tom Nemacheck)



Preparing the next Michigan Tourism Strategic Plan

Structure of Participants/Participation



*"For the industry,
by the industry."*

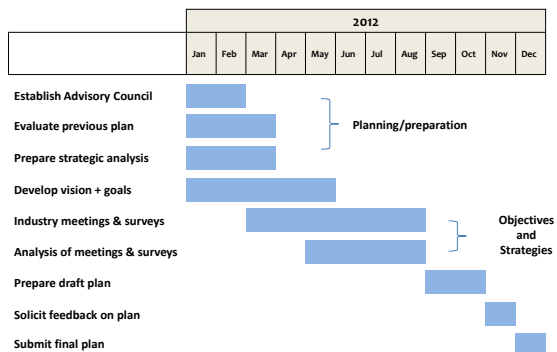
Advisory Council

- Matt Birbeck, MSU Product Center
- Donald Coe, Black Star Farms
- Heidi Dewald, Michigan Sunrise Tours
- Rick Hert, West Michigan Tourism Association
- Tim Hygh, Mackinac Island CVB
- Patty Janes, Central Michigan University
- Chris MacInnes, Crystal Mountain Resort and Spa
- Gordon Mackay, Indian Trails
- George Moroz, The Henry Ford
- Jim Northup, Pictured Rocks National Lakeshore
- Mike O'Callaghan, Detroit CVB
- Bill Quiseng, BillQuiseng.com
- Christine Rector, Northern Initiatives
- Annette Rummel, Great Lakes Bay Regional CVB
- Dan Sippel, mlive Media Group
- Maia Stephens, MI DNR Parks and Recreation
- Brad Van Dommelen, President, Traverse City Convention & Visitors Bureau
- Rick Winn, Amway Hotel Corporation
- Steve Yencich, MI Lodging and Tourism Association

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Timeline



The Four Main Components of the Plan

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* see tan handout

➤ VISION

➤ GOALS

~ increasing levels of specificity, measurability and time-sensitivity ~

➤ OBJECTIVES (what)

➤ STRATEGIES (how)

By Dec 31 2012

session on implementation at Governor's Conference in April

➤ IMPLEMENTATION + EVALUATION OF PROGRESS

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ACTIVITIES TO DATE

- Advisory Council
- Website: <http://tourismplan.anr.msu.edu/>
- Evaluation of previous plan
- Visioning – with TC, vote, March 27
- Goal setting – March 27

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Results of the Evaluation of the 2007-2011 Michigan Tourism Strategic Plan



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n = 140

In your opinion, what has been the Michigan tourism industry's greatest achievement over the past five years? (open ended)

Item	Number of Comments	Percent of Respondents
Pure Michigan campaign	90	64.3
Securing funding for Pure Michigan campaign	28	20.0
Increased/improved national awareness of the state	21	15.0
Greater industry collaboration/cooperation/cohesion	12	8.6
Recognition of economic importance of tourism to state	8	5.7
Post Labor Day schools legislation	5	3.6
Stronger Travel Commission	3	2.1
2007-2011 Strategic Plan	2	1.4
Raise in assessment rate/occupancy tax	2	1.4

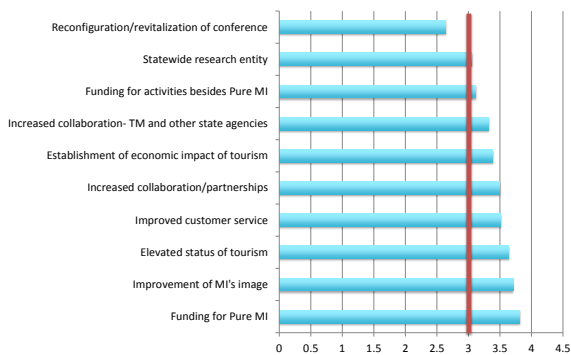


In your opinion, what is the one most critical need or issue currently facing Michigan's tourism industry? (open ended)



Item	Number of Comments	Percent of Respondents
Securing long term funding for Travel/Pure MI	37	26.4
Gas prices	23	16.4
Raising awareness of Michigan as a destination	16	11.4
The economy	14	10.0
Continuing/evolving Pure MI (funding not mentioned)	9	6.4
Improving image of Michigan	9	6.4
Collaboration	7	5.0
Improving infrastructure, e.g. signage, roads	5	3.6
Improving michigan.org	5	3.6
Invasive species	5	3.6
Raising awareness of economic importance of industry	5	3.6
Research on return-on-investment	5	3.6
Access to credit to startup/renovate/expand	4	2.9
Maintaining natural resources /environmental quality	4	2.9
Assistance in the UP	3	2.1
Product development	3	2.1
Tourism/hospitality education training	3	2.1
Improving DTW airport	2	1.4
The weather	2	1.4

How Important a Concern Do You Feel Each of These Items/Issues is for the Development of Tourism in MI Over the Next Five Years?



1 = not important, 2 = somewhat important, 3 = very important, 4 = extremely important

Results of the Vote on the Vision



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n = 261

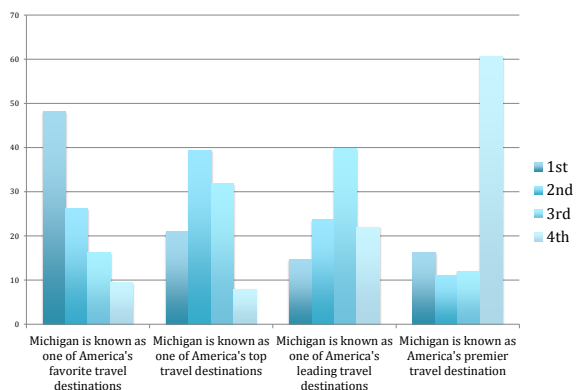
Characteristics of Vision

- * A **shared picture** of how Michigan's tourism industry will look and feel in five years
- * Gives Michigan's tourism industry a **shared ideal state** to move towards
- * Should offer the **possibility for fundamental change** in the industry
- * Should generate **creative thinking**
- * Does **not** need to be **measurable**



	n	%
Ranked one of the four	191	73.2%
Liked all four	47	18.0%
Did not like any	23	8.8%
Total	261	100.0%

Distribution of Vision Votes



Michigan is known as one of America's favorite travel destinations



Industry Comments on the Vision

- * Should be more specific in terms of offering
- * Should focus on national + international markets
- * Should emphasize four seasons/year-round nature
- * Focus on experiences/outcomes, not activities or regions
 - * As does Pure MI
 - * So as to be inclusive not exclusive
- * Plan and vision is for the industry, not consumers



Michigan is one of America's favorite four seasons travel experiences



The Goals

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Characteristics of Goals

- * Will represent the **primary outcomes** the industry will need to achieve in order to realize its vision
- * Should be **broadly applicable** (to all elements of the industry and all parts of the state)
- * Should be **lofty enough to inspire commitment and action** yet also **strategic enough to anchor objectives and strategies**
- * Begin with a verb
- * Specific, concise and brief

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EIGHT THEMES

- Process:
 - Evaluation of previous plan (outstanding issues)
 - Preliminary vision/goal-setting session with TC
 - Vision/goal-setting session on March 27
 - Follow-up vision/goal-setting session with AC
 - Approval of final goals by TC

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Preparing the next Michigan Tourism Strategic Plan

GOAL THEMES

- Collaboration, Cooperation and Partnerships
- Funding and Financing
- Product Development
- Promotion, Marketing, and Communications
- Public Policy and Government Support
- Research and Technical Assistance
- Resources and the Environment
- Service Excellence

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Preparing the next Michigan Tourism Strategic Plan

GOAL ONE

Collaboration, Cooperation and Partnerships

Foster a culture of public-private collaboration, cooperation, and partnerships – across the state and beyond – to help grow Michigan's economy.

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GOAL TWO

Funding and Financing

Secure adequate and stable funding and resources for all strategic plan initiatives.

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GOAL THREE

Product Development

Enhance infrastructure to support the delivery of a world class Pure Michigan travel experience.



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GOAL FOUR

Promotion, Marketing, and Communications

Grow the Pure Michigan brand and partnerships through effective mediums at the regional, national and international levels to attract and retain visitors.



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GOAL FIVE

Public Policy and Government Support

Empower the industry to encourage policy-makers at all levels to support the travel industry.



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GOAL SIX

Research and Technical Assistance

Establish a central, easily accessible and inclusive information system to capture and share timely and relevant industry research based on a public/private partnership.



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GOAL SEVEN

Resources and the Environment

Be internationally recognized for our stewardship of – and rich opportunities to experience – our natural, cultural, and historic resources.



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GOAL EIGHT

Service Excellence

Foster a culture of service excellence that allows us to deliver on the Pure Michigan promise.



Preparing the next Michigan Tourism Strategic Plan

Establishing Objectives and Strategies

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Characteristics of Objectives

- * Subsets of goals that reflect broad action categories
- * What needs to be accomplished to reach the goal
- * Should be measurable, attainable, results-oriented and time-specific

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Example Goals + Objectives Visit FL 2012-16 Strategic Plan

- * Goal: Provide leadership to ensure the FL tourism industry is competitive and sustainable.
- * Goal: Become the trusted source of travel information that informs and inspires travel to and within FL.
- * Goal: Protect and grow FL's share of destination travel through integrated sales & marketing programs that drive visitation to and within FL.

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Example Goals + Objectives Visit FL 2012-16 Strategic Plan

- * Objective: Increase VISIT FL's total annual budget to \$125 million by June 30, 2016.
- * Objective: Sustain engagement of Florida tourism industry with 10,000 or greater qualified business listings on VISITFLORIDA.com by June 30, 2016.
- * Objective: Generate a minimum annual ROI from VISIT FLORIDA advertising campaigns of > \$5 in new sales tax collections for every \$1 of public investment.
- * Objective: Increase share of international visitor spending to 20% by June 30, 2016.

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Characteristics of Strategies

- * The activities required to fulfill the objectives
- * How each objective is to be accomplished
- * Who needs to do what and when
- * Also called actions

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Michigan Tourism: A Review and Update

~ be thinking about developing measurable objectives for your two goal themes ~

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Preparing the next Michigan Tourism Strategic Plan

Establishing Objectives and Strategies

~ Working Sessions ~



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Objectives and Strategies

Objectives

- * What needs to be accomplished to reach the goal
- * Should be measurable, attainable, results-oriented and time-specific

Strategies/Actions

- * The activities required to fulfill the objectives
- * How each objective is to be accomplished
- * Who needs to do what when

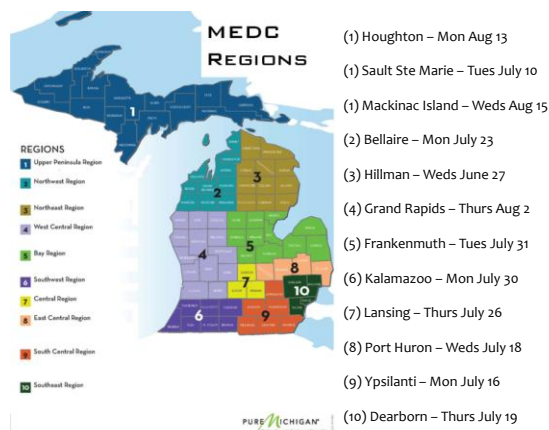


NEXT STEPS

- Statewide meetings (based on MEDC regions)



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NEXT STEPS

- Collation + analysis of input from meetings (Sarah + theme work teams, Aug) * see lilac handout
- Prioritization of objectives (online, Sept)
- Draft plan – input from industry (Nov)
- Final plan (Dec 31)



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Thank You For Your Participation!
Questions or Comments?



Preparing the next Michigan Tourism Strategic Plan

Save the Date: Pure Michigan Governor's Conference on Tourism, April 14-16 2013, Detroit Marriott at the Renaissance Center

Michigan Tourism: An Update

Prepared by Dr. Sarah Nicholls
Depts of CARRS & Geography, MSU



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MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
michigan.org

2010 Tourism Data

- Visitor spending: \$17.2 billion, up \$2.1 billion (14%) = biggest one-year increase ever!
- Business travel up 15.3%
- Resident leisure travel up 6.1%
- Non-resident leisure travel up 21.1%
- First time non-resident exceeded resident (leisure)
- 152,600 tourism jobs (up 10,000 from 2009)
- \$964 million in state taxes paid by visitors (up \$114 million from 2009)

Source: D.K. Shifflett



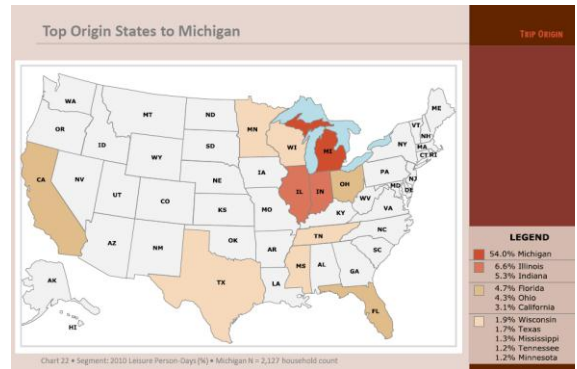
MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
michigan.org

Preliminary 2011 Tourism Data

- Visitor spending: \$17.7 billion, up \$0.5 billion (3%)
- Business travel up 0.4%
- Leisure travel up 4.2%



Source: D.K. Shifflett



Source: DK Shifflett & Associates, 2011

Michigan Origin States

LEISURE PERSON-DAYS

Michigan	54.0%
Illinois	6.6%
Indiana	5.3%
Florida	4.7%
Ohio	4.3%
California	3.1%

proportion of in-state travel ↓ from 61% in 2009

out-of-staters earn + spend more

attracting older, empty nest travelers

transportation
79% auto, 12% air

purpose
40% VFR, 34% vacation

accommodations
50% paid (↑ from 45% in 2009)
40% private home

Michigan's top five Leisure visitor activities are:

1. Dining
2. Shopping
3. Entertainment
4. Sightseeing
5. Gambling

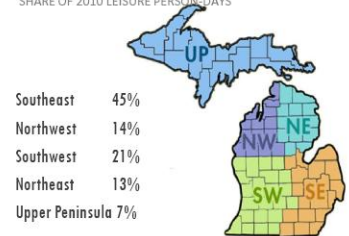
Source: DK Shifflett & Associates, 2011

Share of 2010 Leisure Person-Days by month

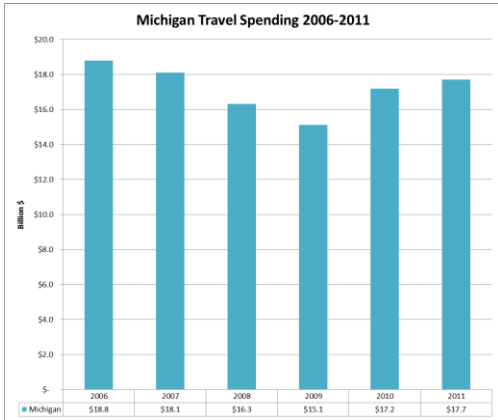


Michigan Destination Regions

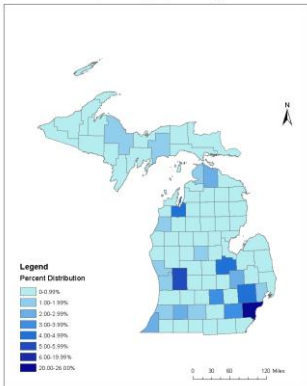
SHARE OF 2010 LEISURE PERSON-DAYS



Source: DK Shifflett & Associates, 2011



Total Spending by County 2010



- Grand Traverse = 4.0%
- Saginaw + Genesee = 6.8%
- Kent = 5.8%
- Ingham = 3.7%
- Washtenaw = 3.5%
- Wayne + Oakland + Macomb = 29.4%



TOP SEVEN COUNTIES FOR SPENDING (2010)

1. Wayne (\$4,408m, 25.6%)
2. Kent (\$1,004m, 5.8%)
3. Saginaw (\$804m, 4.7%)
4. Oakland (\$716m, 4.2%)
5. Grand Traverse (\$693m, 4.0%)
6. Ingham (\$639m, 3.7%)
7. Washtenaw (\$595m, 3.5%)

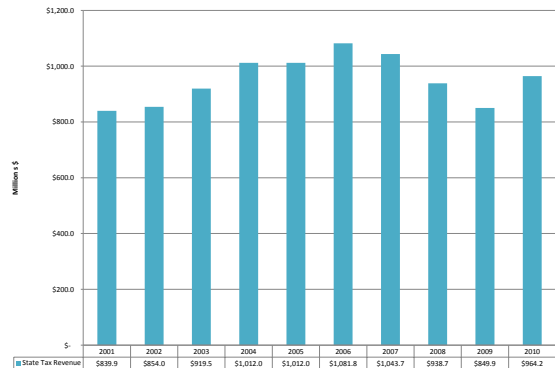
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Jobs Created by the Michigan Tourism Industry 2001-2010



State Tax Revenues Generated by the Michigan Tourism Industry 2001-2010



NEWS FROM TRAVEL MICHIGAN'S DIRECTOR, GEORGE ZIMMERMANN

WEDS JUNE 27, 2012

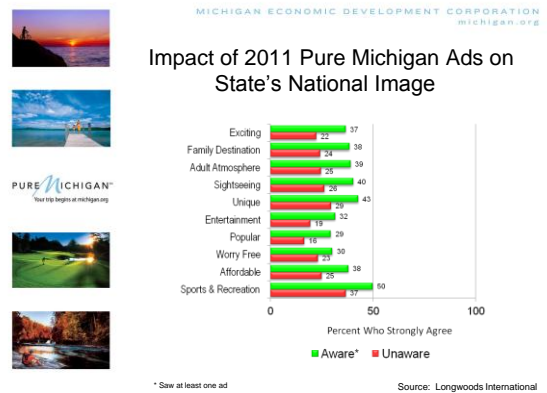
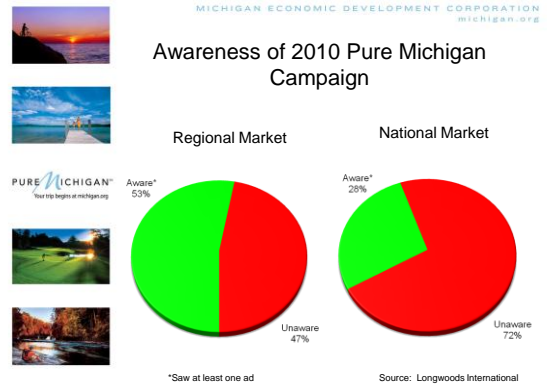
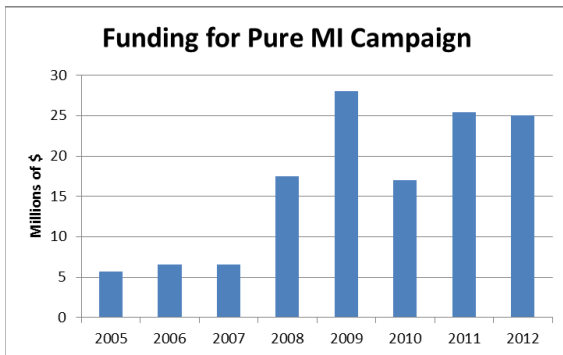
"Results for 2012 continue to be positive as we head into the 4th of July. According to Smith Travel Research, MI's hotel occupancy rate through May of this year is 50.7%, up 3.5% from the same period in 2011. The average daily rate (ADR) for Michigan hotels is \$79.18 through May, up 3.3% from 2011. And revenue per available hotel room (RevPAR) through May is \$40.14, up 6.9% over the first five months of 2011."

WEDS JULY 25, 2012

"Key hotel data continues to improve in Michigan, according to Smith Travel Research. Through June, Michigan's hotel occupancy rate was 53.4%, up 4% from the same period last year. Revenue per available hotel room (RevPAR) was \$43.01 through June, up 7.9% over the first six months of 2011."



Preparing the next Michigan Tourism Strategic Plan





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Pure Michigan Accolades

- Best State Tourism Advertising Campaign: 2007
- Best State Tourism Television Advertising: 2007, 2010
- Best State Tourism Radio Advertising: 2008-2011
- Best State Tourism Niche Advertising: 2009
- Best State Tourism Welcome Centers: 2010
- Best State Tourism Partnership Program: 2010



Mercury Awards presented by the United States Travel Association



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2011 David Ogilvy Award for Excellence in Advertising Research

- Presented by Advertising Research Foundation
- "Celebrate the extraordinary and/or creative use of research in the advertising development process"



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Forbes (2009): All-time Ten Best Tourism Promotion Campaigns

1. Las Vegas ("what happens here, stays here")
2. Incredible India
3. New Zealand
4. Australia (Paul Hogan, 1980s)
5. Jamaica
6. **Pure Michigan**
7. Alaska (B4UDIE billboards, 2005)
8. Canada
9. Oregon
10. Virginia (is for Lovers)



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2011 State of the State Address

"In our budget recommendations, we will include the funding of Pure Michigan



at an annual rate of \$25 million.....It's positive for our image and it's a positive return on our tax dollars.....I ask the legislature to recognize that return on investment and lend its full support."

Governor Rick Snyder, January 19, 2011



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Pure Michigan ROI 2011

- \$14.25 million in out-of-state spring/summer advertising
- Motivated 3.2 million trips to MI
 - 2 million from the region (IL, IN, OH, WI, MO, Ontario)
 - 1.2 million from outside the region
- Those visitors
 - spent \$1 billion at MI businesses
 - paid \$70 million in MI sales tax
- **ROI = \$4.90 for each dollar spent on Pure MI spring/summer advertising in 2011**



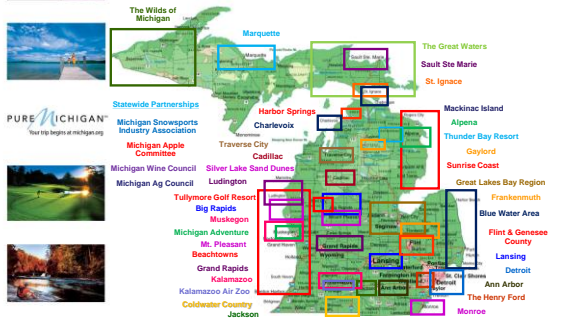
Source: Longwoods International

ROI was \$2.23 in 2009



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2012 Advertising Partners



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Pure MI Brand Promotion/Partnerships



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Most popular state tourism web site in US in 2011 (for fifth year in a row)

1. michigan.org 8,646,540 web visits
2. Arkansas 5,971,427
3. Virginia 5,408,223
4. Florida 5,313,552
5. Hawaii 4,764,513
6. Colorado 4,480,770
7. Texas 4,391,059
8. North Carolina 3,957,667
9. Utah 3,360,181

Source: Experian Hitwise

14,168 listings
as of June 2012

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Michigan Travel Ideas



1,000,000 printed

650,000 polybagged
with March/April
Midwest Living



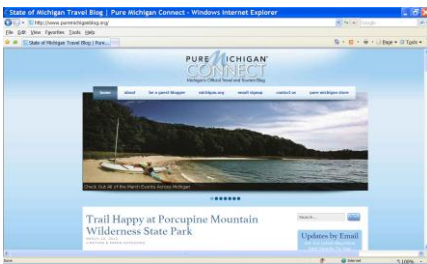
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Consumer newsletter



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Pure Michigan blog



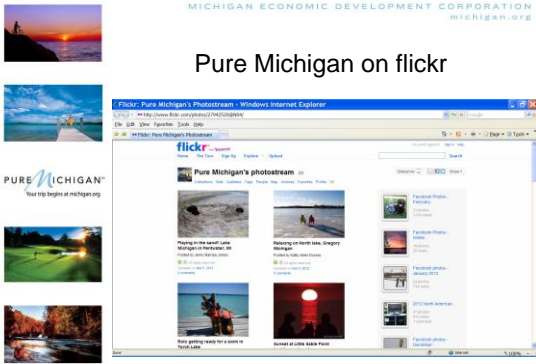
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Pure Michigan YouTube Channel



MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
michigan.org

Pure Michigan on flickr



MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
michigan.org

twitter.com/puremichigan



MICHIGAN ECONOMIC DEVELOPMENT CORPORATION
michigan.org

facebook.com/puremichigan.org



Most Facebook fans/likes of any state tourism Facebook site

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Pure Michigan Merchandise



However ...

MI ranked 28th in terms of desire to visit US states in 2010 *Portrait of the American Traveler Report*



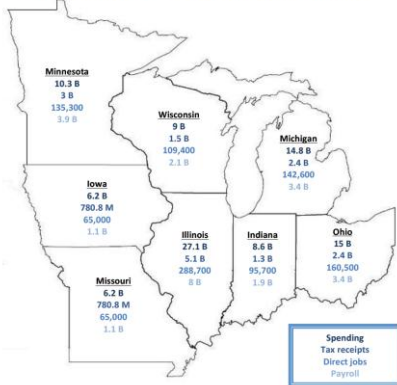
State and US Comparisons



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Economic Impact of Tourism in the Midwest



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Pure Michigan Budget vs. Other States (for 2012)

1. Hawaii -- \$75 million
2. California -- \$61 million
3. Illinois -- \$55 million
4. Florida -- \$38 million
5. Texas -- \$36 million
6. Michigan -- \$25 million

Average = \$14.5 million

MI ranked 34th in 2005



PURE MICHIGAN
Your trip begins at michigan.org

2010 Leisure Visitor Volume

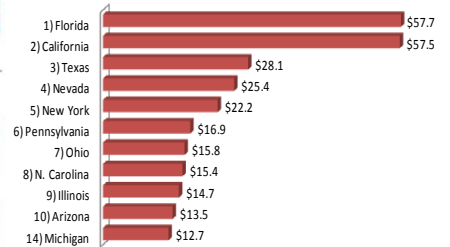
- MI ranked 11th in leisure visitor-days in the US in 2010 (2.6% of market, ↓ from 8th [3.0%] in 2009)
- Average spend per person per day = \$81 (↑ from \$75 in 2009 – US average = \$105)

Source: D.K. Shifflett



PURE MICHIGAN
Your trip begins at michigan.org

2010 Leisure Visitor Spending (in billions)



Source: D.K. Shifflett



PURE MICHIGAN
Your trip begins at michigan.org

2009-2011 Leisure Visitor Opinion

		US	MI
Satisfaction	2009	7.8	7.5
	2010	8.3	8.4
	2011	8.4	8.5
Value	2009	7.7	7.3
	2010	8.0	8.2
	2011	8.2	8.4

Note: on a 10-point scale, 10 = highest

Source: D.K. Shifflett, 2010, 2011

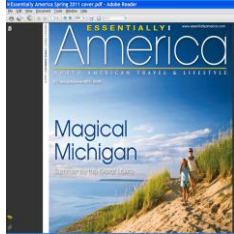
The International Dimension

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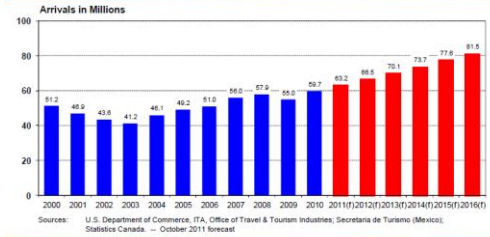
Great Lakes USA



- Markets the Great Lakes region in Europe
- Co-funded/managed by MI, OH, IL, WI and MN tourism offices
- Rep firms in UK + Germany
- State-level inbound int'l stats very poor



International Visitors to the U.S. and Projections (2000-2016)



Sources: U.S. Department of Commerce, ITA, Office of Travel & Tourism Industries; Secretaría de Turismo (Mexico); Statistics Canada. — October 2011 forecast
Office of Travel & Tourism Industries, International Trade Administration, U.S. Department of Commerce

Change in Top 15 Inbound Markets (US, 2011 vs. 2010)

1. Canada	+5%	9. China (ex. HK)	+36%
2. Mexico	0%	10. Australia	+15%
3. UK	0%	11. Italy	+6%
4. Japan	-4%	12. Spain	+9%
5. Germany	+6%	13. India	+2%
6. Brazil	+26%	14. Netherlands	+5%
7. France	+12%	15. Venezuela	+14%
8. South Korea	+3%		

Source: U.S. Office of Travel and Tourism Industries (OTTI)
http://tinet.ita.doc.gov/tinews/archive/tinews2012/20120307_2011_International_Visitation.html

GROWTH IN TRAVEL SPENDING WILL BE LED BY EMERGING MARKETS

Estimated growth in outbound international travel expenditures in 2012

- China +38%
- Brazil +32%
- India +32%
- Russia +21%

Source: UNWTO http://dtxsq4w6oqxpw.cloudfront.net/sites/all/files/pdf/unwto_barom12_01_january_en_excerpt.pdf



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Initial focus on: Canada, UK, Japan, Brazil and South Korea

Appendix Four C

Summary Industry Stakeholder Meeting Input

Collaboration, Cooperation, and Partnerships

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective 1: Devise a marketing plan for beneficial results for providing customer service and creating desire to visit region.
 - Strategies
 - Buy in to Pure MI program within state by recreation providers
 - Start changing rules. Small areas can't partner with Pure MI. Lack of funds, businesses, etc.
 - Use NEMCOG
- Objective 2: Increase visits/stays at local businesses along state trails and recreational lands.
 - Strategies
 - Create an easy way for local government and organizations to utilize state lands to increase local economies
 - Provide funding and structure to create trail tour plans to promote local businesses
 - Create a sign program to promote and access local businesses along state recreation lands
- Objective 3: Increase awareness of Pure MI and value of tourism by increased use of social media and tapping into various networks: schools, churches, civic groups, current collaborations, demonstrate marketing on these groups with specific cause and effect.
 - Strategies
 - Get word out through churches, civic groups
 - Tap into social media through cultural, recreational, and educational organizations
- Objective 4: Highlight existing larger professional associations/coalitions (i.e. historical, cultural, museums, golf trails, wine trails, and lighthouses) and connect them with smaller rural volunteer run groups for sharing mutual promotions and resources.
 - Strategies
 - Equal allocation of state resources to regional assets
 - Evolve sunrise side wine and hops trail to include culinary, arts, and lighthouses
 - Identify like-minded groups/activities/voices and collaborate with a common goal
 - Equal voice from all entities involved in collaborations

Individual Objectives and Strategies Sheets

- Objective: US 23 band concerts/coordinate agribusiness.
 - Strategy: Uniformity of R and D. Rip off, duplicate

Collaboration, Cooperation, and Partnerships

- Objective: Energize.
 - Strategy: Equal voice from all entities involved in collaboration
- Objective: Develop a demographic specific campaign including social media applications (resources) to draw people to their heart tug or activity interest specific goal. What makes you want to go or visit a place?
 - Strategies
 - Marketing of branding for regions via text, air, or vision (diversity of in areas of the state)
 - Determine target groups. Boating, camping, cultural arts, seasons, and attractions available for the seasons
- Miscellaneous Strategies
 - Identify like-minded groups/activities/venues around the state to collaborate with a common goal.
 - Travel MI should work with state created regional initiatives; for example, the MDOT heritage route program (now known as MI's scenic byways) should be jointly managed and funded through a partnership between Travel MI, MDOT and MDNR.
 - Increase awareness.
 - Buy into process and process.
 - Counties, towns, and areas working together to refer to another place in the state.
 - Define a common goal within the state that makes us unique and marketable.

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Increase awareness of what attractions/properties have to offer within a specific region.
 - Strategies
 - Stakeholders to educate local champions
 - Identify local stakeholders regionally
 - Make stakeholders accountable to state
- Objective 2: Annual meeting with partners to talk about opportunities (ex: MDOT carpool lots).
- Objective 3: Creating five non-traditional, non-tourism partnerships to foster tourism industry (Army Corp of Engineers, MDOT).
 - Include agriculture sector with tourism
 - Strategies
 - MEDC tourism and industry sectors coordinate to promote distinct landmarks.
 - More co-branding (Chrysler, Coke, Pure MI)

Collaboration, Cooperation, and Partnerships

- Identify benefactors to help sponsor co-branding (Kellogg, Amway, Kimberly Clark, Big 3, and Jiffy)
- Objective 4: Foster tourism culture among all residents and tourism partners not just tourism partners.
 - Strategies
 - Statewide education outreach program. Provide case samples of PPPs
 - Promote Pure MI through businesses and non traditional industries
- Objective 5: Reduce duplications of efforts and coordination between state, federal, and local agencies.
 - Strategy: Annual meeting with state, federal, and local agencies to reduce duplication of efforts

Individual Objectives and Strategies Sheets

- Objectives
 - Awareness
 - Money/resources
 - Provincialism
 - Globalization/nationalization paradox
 - Eliminate barriers/ideological divides
 - Integrate communication platform
 - Strategies
 - Place-making/heritage sites- money and resources
- Objectives
 - Coordinated, viable, affordable statewide transit system(s) for visitors
 - Develop place making in communities (i.e. heritage and history) viable
 - Develop tourism “culture” pride in people serving and living in MI (include youth, young adults)
 - Include agriculture industry in tourism efforts
- Objectives
 - Increase awareness within region of what attractions properties have to offer.
 - Promote willingness, or opportunities, to work within regions to foster partnerships (within strategic times of year)
- Objectives
 - Branching investments, buy-in, ROI
 - Communication
 - How can you make someone feel good about where they live?
 - Where are the heritage routes in MI?
 - Strategy: Promote state nationally

Collaboration, Cooperation, and Partnerships

- Objectives
 - Annual meeting with key personnel from state and/or federal agencies to encourage flexibility with regard to policy and rules
 - Strategy: Case examples

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts I

- Objective 1: Establish two new and ongoing relationships with state departments and/or small government agencies Pure MI umbrella build collaborative relationships among anyone involved in delivering travel experiences.
 - Strategy: Host local tourism-focused events for regional MEDC staff/offices
- Objective 2: Foster stay and play opportunities.
 - Strategies
 - Get information on local tourism (print or online) opportunities to businesses and lodging facilities that host business travelers
 - Communicating goal to travel agents, large corporations, partners, hotels, and branded item to website
 - Communicate goal via travel agents, large corporation MI hotels, attractions, website, out of state corporations, and out of state airports
- Objective 3: Partnerships between those in transportation and destinations.
 - Strategy: Increase transportation and create better signage
- Objective 4: Establish or build upon relationships with organizations that deal with international travelers.
 - Strategies
 - Work with consular corporations
 - Universities foreign student associations
 - Rotary international student exchange
- Objective 5: Strengthen recreation related national/state partnerships.
 - Strategies
 - Offer packages statewide i.e. venues combine from different regions
 - Regional organizations partnerships
 - Municipal recreation department relationship

Collaboration, Cooperation, and Partnerships

Individual Objectives and Strategies Sheets I

- Objectives
 - More federal communication between the different organizations
 - More ways to foster collaboration between new business and establish businesses/small business if you will help bring forth
 - More branding to the tourists to the Pure MI machine
 - More transportation
 - Stay and play

- Objectives
 - Greater coordination under and among all disparate groups involved any way with tourism in defined regions of state. I.e. CVBs, chambers, economic development corporations, parks, conservancies, and conservation districts. Restaurants, hotel associations, microbreweries, distilleries, and wineries. Farm markets, golf courses, performing and culinary arts centers to sell experiences

- Objectives
 - Establish new and ongoing relationships with state departments and agencies.
 - Host tourism focused events for regional MEDC staff/offices
 - Increase number of submissions/nominations for governor's awards for innovative tourism collaboration

- Objectives
 - Foster relationships with culinary tours and restaurants
 - Develop relationships with bicycle groups and rails and trails
 - Work within historical highways (i.e. US 12) to develop itineraries for tours and work in stops along the way
 - Develop work/play/tourist themes with cities for business travelers who would spend an extra day if interested
 - Work with colleges and universities to encourage parents of students to visit areas of interest in their locale

Flip Charts II

- Objective 1: Develop a collaborative toolbox for business partners to support the tourism industry.
 - Strategies
 - Develop online merchant space
 - Create business specific brands and offers
 - Build brand

- Objective 2: Create incentives for businesses to develop community involvement and programs for robust communities that are attractive.

Collaboration, Cooperation, and Partnerships

- Strategies
 - Spark and chamber with local business i.e. young professionals of chamber, have your friends visit
 - Create a market space to offer travel incentives
 - Identify business that can collaborate
- Objective 3: Establish one affordable membership organization for all stakeholders.
 - Strategies
 - Create non-profit organization to head umbrella corporation
 - Find government source to fund
- Objective 4: Establish a conversation (committee) that brings international stakeholders to the table.
 - Strategies
 - Appoint print person/organization to coordinate organization by year.
 - Contact Circle MI/ABA/Great Lake USA/ Brand USA/ASTA
 - Work with government immigration to ease entry visa to USA
 - Train and educate stakeholders on international issues
- Objective 5: Identify groups to partner with that would work with people who stay with friends and family.
 - Strategy: Create community connections for bay area events

Individual Objectives and Strategies Sheets II

- Objectives
 - Small businesses (jobs creation), local retail, restaurants, lodging, promotions, offers, packages, build awareness and support
 - Corporations within the state (national business), beverage groups (Coke, Pepsi, Vernors), and auto companies
 - Camping, parks and recreation. Natural and environmental resources, festivals and concerts, groups and symphonies
 - Partner with national brands, international stakeholders
 - Toolbox: jobs growth, promotions/offers, brand build, support and maintenance, and community involvement
 - Consolidation of stakeholders
- Objectives
 - Develop relationships with those in the legislature to improve border crossing experiences for all travelers to MI
 - Use traveling experiences as incentives for businesses to bring businesses here and keep them here
 - Help small business/non-profits identify ways to trade upon the Pure MI brand and benefit from its success

Collaboration, Cooperation, and Partnerships

- Transportation. This is a barrier to people looking to come to some areas of MI, work with legislatures, and private companies to make this easier on travellers
- Continue with targeted sponsorships of MI events and businesses who can attract travelers to MI, both from the drive market and beyond
- Help identify online/on land spaces and companies to do combined promotional packaging
- Objectives
 - Are states that are competitive (IL and OH) actually reciprocal? Can we increase travel between the two avenues?
 - International market: we need help reaching their folks. What do our buys look like right now? What messaging do we have right now, how can we make it applicable in international spaces? How does this tie into border experience?
 - Making ourselves more than a regional destination- how can we accomplish this without alienating the regional visitor?
 - We need to keep enforcing the Pure MI brand in national/international markets in ways that support its intention without making it seem stale. This will enhance purchasing in lower areas of engagement (arts, culture, etc.) and allow for more visits outside of summer months... hopefully longer visits from people not in the regional drive market. We need to increase our perception by travelers as proving a satisfying/valuable trip, and maintain contact with them after their visit concludes in order to inspire repeat, diversified visits
 - Strategy: create an ad based on a new genre- arts/culture, sports, heritage, etc.
- Objectives
 - Seminar on branding
 - Make accessible visitor data to various groups
 - Genre groups e.g. arts and culture, heritage, history, sports, etc.
 - Strategy: Great Lakes brand
- Objectives
 - Establish a Pure MI arts and culture sub committee invite stakeholders from segment to participate
 - Establish a Pure MI international committee to invite international stakeholders to table for input (to prepare stakeholders for influx of customers of stakeholders)

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Encourage private/public partnerships.
 - Strategies
 - Add...
 - Success roadshow to clubs, organizations, etc.

Collaboration, Cooperation, and Partnerships

- Objective 2: Improve communication between tourism entities.
 - Strategies
 - Encourage cross collaboration via Pure MI regional buddy system
 - Success road shows should be on website
- Objective 3: Create clearinghouse of potential partners, ideas, and resources.
 - Strategies
 - Using technology (24/7), create website where filling in what I need is... or what I can share is... i.e. match.com
 - Web portal for tourism best practices idea library
- Objective 4: Encourage collaboration between government and higher education.
 - Strategies
 - Web portal for tourism best practices idea library
 - Endowed tourism chairs
 - Partner with college to have projects in marketing classes or related programs and internships existing student organizations
 - Make “the ask”!
 - Focus on high schools and community college culinary arts students
 - Advisory board members to help influence curriculum with tourism culture
- Objective 5: Identify more collaborative opportunities with big business/corporations.
 - Strategies
 - Make “the ask” to big business
 - Create Pure business campaign that relates to Pure MI but focuses on bigger businesses
 - Partner with business for volunteers or interns
 - Utilize big business marketing departments. Pure MI on Celebrity Apprentice
- Objective 6: Leverage Pure MI campaign to foster economic development.
 - Strategies
 - Leverage non profit funding and grants to improve infrastructure “historic” venues
 - Encourage economic development corporations to use the Pure MI campaign when attracting, remembering and helping with expansion
 - Real estate collaboration
- Objective 7: Extend collaborative opportunities to individuals.
 - Strategies
 - Create awareness, show individuals the impact tourists create for them
 - Community campaign to residents to spread tourism education and the impact of tourism. We need resident support!
 - Utilize resources locally to get information out i.e. business news

Collaboration, Cooperation, and Partnerships

- Continue to educate the public to help them understand tourism benefit to them, so that they do not object to an additional tax for public support of tourism collaboration
- Objective 8: Identify and exploit collaborative opportunities with media outlets.
 - Strategies
 - Collaborate with MI talent/personalities to be an advocate/ambassador
 - Create video shorts demonstrating successful projects and highlighting benefits to stakeholders
 - Pure MI “shorts” to be shown on local cable stations

Individual Objectives and Strategies Sheets

- Objectives
 - Improve communication
 - Bring more organizations in on campaigns/projects regarding Pure MI- more invites to induce collaboration, cooperation, and partnerships
- Objectives
 - Develop policies to encourage public/private ventures and ease the process (local, Edison Inn)
 - Promote awareness of potential relationships and resources
 - Strategies
 - Promote MI facts with MEDC and Pure MI
 - Share news of collaborative efforts
- Objectives
 - MEDC collaboration with colleges and universities
 - Get MI talent to be an advocate for the state
 - Leverage community grants to improve infrastructure
- Objectives
 - All for one, one for all
 - Avoid territorial limits
- Objectives
 - Better educate public about benefits so that they will become ambassadors and supportive - not object to taxes - while at same time finding more ways to support tourism through state i.e., more transparency of CVBs utilization of money collected through hotel taxes

Collaboration, Cooperation, and Partnerships

Dearborn, July 19 2012, The Henry Ford

Flip Charts I

- Objective 1: Increase avenues and vehicles for stakeholders to become involved. Be inclusive of all stakeholders.
 - Strategies
 - Identify local or regional initiatives to be brought into statewide plan
 - Create methods for stakeholders to communicate with each other easily
 - Establish central database of resources
 - Schedule long term meetings calendar
- Objective 2: Establish a network of stakeholders and participants. Develop and foster regional collaborations.
 - Strategies
 - Determine partnership criteria
 - Establish partnership structure
 - Select partnership leaders
 - Create methods of communication
- Objective 3: Expand connections with non-traditional statewide initiatives and plans that advance tourism resources.
 - Strategies
 - Identify non-traditional initiatives/plans/coalitions and connect with management/leadership to begin aligning efforts
 - Identify initiatives in the state that support, protect, or advance resources
 - Develop standard language/communication to use when connecting with non traditional partners
 - Establish central recording database to track organizations and businesses connected and make available to all stakeholders
 - Identify action the industry can take to engage with and support identified initiatives
- Objective 4: Increase access to multiple destinations from primary tourism stop/site to make it easier for consumers.
 - Strategies
 - Develop theme tourism around specific activities (e.g. birding, lighthouses, waterfalls, and horseback riding)
 - Invite stakeholders to engage with access related issues through regular updates and communication
 - Develop regional themes for visits to a specific region of MI
 - Create sample language for organizations to promote themes at a regional or local level

Collaboration, Cooperation, and Partnerships

- Gather rail, train, bus, etc. transportation providers to explore partnership opportunities
- Identify gaps in linkage between access and transportation/travel modes
- Objective 5: Increase connections and partnerships internationally and nationally to develop tourism that focuses on MI's unique assets and features.
 - Strategies
 - Increase contacts with Chinese tourism
 - Develop relationships with other states to promote the regional assets internationally
 - Partner with national and international organizations that specialize in natural resources travel including non-profits
 - Fund the extension of Pure MI into more foreign countries, especially China

Individual Objectives and Strategies Sheets I

- Objectives
 - Increase avenues/vehicles for collaboration to take place
 - Increase avenues/vehicles for stakeholders to become a part of "something"
 - Develop regional (capacity building) teams/group to assist smaller more local entities to collaborate both locally and regionally
 - Utilize existing partnerships as pilot/demonstrations/examples
- Objectives
 - Be inclusive of all stakeholders. I am an equestrian and they have not been included in Michigan's unique features
 - Strategies
 - Identify local or regional initiatives to be brought into statewide institute
 - Develop themes for tourists - birding, lighthouses, waterfalls, horseback riding - suggested itineraries
 - Develop regional themes for visits to a specific region of MI
- Objectives
 - Network, participants, shareholders
 - Central repository/resources
 - Long term schedule/meetings
 - Partnership criteria/structure/leaders
- Objectives
 - The tourism industry will tie into, leverage, and support initiatives and statewide plans that bolster tourism resources such as the Great Lakes
 - Establish means to provide access to tourism destinations and attractions and promote visitation to multiple destinations during one visit (to go from city to city)

Collaboration, Cooperation, and Partnerships

and place to place) this to me is about how people can get to places (transportation rather than the destinations)

- Paint a picture of visitation across the state lines based on a theme such as birding or magnificent mile, stopping to draw people across state lines)

Flip Charts II

- Objective 1: Create an entity to facilitate partnerships among similar entities.
 - Strategies
 - Show players mutual benefit of collaboration
 - Define what collaboration/partnership for mutual benefit means for profit organizations
 - Provide incentives for collaboration
 - Foster network among partners
 - Sharing resources: meeting space, volunteers, contacts
 - Offer yearly opportunity to collaborate with tourist non-profits to volunteer on much needed projects and clean ups
 - Community information board for events
 - What happens after the plan is funded? Where to go from there? Yearly check ins? Progress?
 - Have funeral homes do live events and sponsor opportunities
 - Using old schools etc. for community events
 - Collaborate outside industry with non-traditional partners and identify who they are
 - Partnerships with the Arab community
 - Acknowledge role of small grassroots organizations in revitalization of communities
 - Hold public-private gatherings to share information about the goal and receive and develop ideas for achieving the goal
 - Identify and reserve if there are associations Michigan tourism but provide opportunities to collaborate

Individual Objectives and Strategies Sheets II

- Objectives
 - Provide opportunities for public/private gatherings to inform about the goal and secure and develop ideas for achieving the goal
 - After gatherings have concluded (over a period of time e.g. six months), create a committee to develop strategy based on the information called from the gatherings. It is key to show the “players” the benefit of collaboration
- Objectives
 - MI tourism act as a facilitator for potential partners

Collaboration, Cooperation, and Partnerships

- Identify potential partner to collaborate on program such as hotel properties and attractions. Facebook campaign website recognition
- Create packages for added value, combo package
- Reduced membership rates among associations
- State funding to help promote/implement partnerships
- Actively pursue potential partner. Be receptive to partnerships, referrals and cultural coalition

- Objectives
 - Build relationship with major corporations that have direct and indirect relationships with the tourism industry
 - Rebuild the film industry relationship

- Objective: Increase by 20% the number of Chinese tour operators that Travel MI has a partnership with
 - Strategies
 - Teach Chinese customs and culture to tourism providers
 - Teach basic Chinese language

- Objectives
 - Increase number of partnerships by 10% in state
 - Grow awareness by 10% of Pure MI brand internationally
 - Move MI to 5th in tourism spending

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts I

- Objective 1: Educate the public and private sectors on how to use MI.org to promote their business.
 - Cross educate between industries
 - Have single resource where different organizations can describe what they do, what their interests are
 - Educate about other areas of state awareness campaign, diversity of state
 - Enhancing entire state, customer service
 - Within next 2 years, have the single resource, database
 - Strategies
 - Customer service from the top down, lead by example
 - Media campaign to educate all media and associations
 - Increase awareness and understanding 2014
 - Customer service, learn from five year and seminars and move from there

Collaboration, Cooperation, and Partnerships

- Travel MI newsletter with tips for front desk and other personnel. What to do, hospitality newsletter for employees, e-news letter for redistribution, hospitality tips
 - Workshops, utilize the success stories
 - Make a Pure MI LinkedIn site to facilitate this
 - CVB/chamber begin “tourism” committee in area include restaurants, hotels, city government, attractions, and arts
- Objective 2: Educate on how to create regional collaborations (on general likenesses, similarities, offerings).
 - Statewide collaborations as well
 - Focus on larger collaborative, drill down into regional collaborations
 - Five regions already exist (county → communities)
 - Encourage positive cross collaborations by state government departments
 - Strategies
 - Fishing/hunting collaborating community
 - Promote organizational collaboration with state chamber of commerce and CVB organizations
- Objective 3: Triple partnership money with corresponding increase in state dollars by 2017.
 - Perceived value by CVBs/associations/private businesses
 - Assess campgrounds etc. for increased dollars, boat slips, marinas, RV parks, motor coaches
 - Strategies
 - More national campaigns. Get three more and you’re close!
 - Encourage smaller groups to increase co-ops
 - Assess other transient guests at campgrounds, RV parks, marinas, to support more participation in marketing MI
 - Target those with money, sell them
- Objective 4: By December 2013, develop Pure MI campaign for meetings. Industry recognition for meetings and conferences.
 - Strategies
 - Survey users of current destination MI program for satisfaction and needs survey those meeting properties that don’t use to find out why. Re-haul
 - Advertisements in large NH meeting pubs (smart meetings, connect, MPI) to promote Pure MI meetings done by Travel MI and McCann-Erickson
 - Travel MI establish baseline from public/private sectors, success stories
 - Collaborative campaign of partners participating to display Pure MI meetings handouts, signage, giveaways, etc.
- Objective 5: Develop buy in site through state government for cross state portal, MI products.

Collaboration, Cooperation, and Partnerships

- Expand Pure MI “made in USA” site to “made in MI” portal
- Ex: who makes MI fudge, apples, etc.?
- Ability to make specific to regional search
- Encourage cross collaboration by state government departments “positive spirit”
- Strategies
 - Review current sites, condense to “best of” offer as an incentive to Travel MI members to add to site
 - Coordinate different parts of government agriculture/DNR/Travel on this

Individual Objectives and Strategies Sheets I

- Objectives
 - Have a single resource for groups to go to in order to learn about other groups or organizations in order to form partnerships. Possibly a website
 - Specifically, for organizations and government, possible password protected so we’re not getting sales pitches (who would be allowed?)
 - Where we all put information in regarding our project and what we are looking to do
 - LinkedIn site for Pure MI to do (b)
 - Strategies
 - Develop a website for collaboration. Possible LinkedIn where associations/CVBs and companies can learn what each other is trying to do
 - Regional collaboration- unsure
 - Triple partnerships money. Get more groups that are larger to do national sponsorships. Encourage smaller associations (MSIA) to increase partnership money. This looks good to legislators!
- Objectives
 - Create public/private awareness/know-how on using the MI.org web to enhance their businesses (airport)
 - Build partnerships within the region to cross promote mission and objectives
 - State utilize CVBs to promote natural resources
 - Educate regions on the “Pure MI” programs
 - Strategies
 - Create regional tourism board (state→region→district) to assist/facilitate education
 - Assess other transit guests at campgrounds, marinas and RV parks to support more participation in Pure MI and area marketing
 - State Chamber and CVB organizations have a collaborative summit!
- Objectives
 - Training of Pride all over MI so that guests experience some enthusiasm and excitement about the state. Service excellence but the collaborative effort of public and private

Collaboration, Cooperation, and Partnerships

- Development of “buy MI” webpage so we can support each other within the state. Also available to conference planners looking to support the local/state economy
- Better representation/focus/efforts to go after meeting business. Pure MI for meetings
- Strategies
 - Is there a Pure MI LinkedIn group?
 - Pure MI meetings: Ads in larger meeting publications to promote “Pure MI meetings” and collaborative “Pure MI meetings” of those partners participating in shows
- Objectives
 - Education of the advantages
 - Awareness of “success stories”
 - Recognize and promote those areas doing this
 - Collaboration needs to be a household term. Need to have a program that recognizes these areas using this collaborative effort, promote them and create incentives to continue this
 - Strategies
 - LinkedIn for Pure MI group
 - Workshops and share success stories
 - Recognize areas
 - Meetings
- Objectives
 - Opportunities to cross educate i.e. restaurants to lodging
 - Increase attendance at state tourism conference by 3% each year. Share best practices
 - LinkedIn group for industry
 - Rank in top 10 by 2017
 - Not about me but us
 - Strategies
 - Statewide media campaign all avenues of media/trade associations
 - Increased collaboration and understanding
- Objectives
 - Triple CVB partnerships in dollars with Pure MI
 - 5X private partnerships in dollars with Pure MI
 - All CVBs at 5%
 - All CVBs under \$100,000 budget, all marketing through Pure MI
 - Strategies
 - Triple CVB partnerships
 - Travel MI
 - Establish baseline from public/private sector
 - Target CVBs with most success, use as an example (same for private sector)

Collaboration, Cooperation, and Partnerships

- Go sell them!
- Objectives
 - Better communicate for local entities to become aware of larger opportunities (state partnerships) and to support each other
 - Collaborate with other areas → knowledge of other areas will help to partner/cooperate
 - Strategy: tourism committee

Flip Charts II

- Objective 1: Commitment to use local products by lodging facilities and attractions with smaller family run business entities to capitalize on relationships.
 - Local farmers/products, restaurants and shops
 - Advertise
 - Helps MI state brand more unique and personal
 - Strategy: Commit to 21% of attainable products within a 100 mile radius
- Objective 2: Include budget (5%) media budget to create PSAs, educate citizens on all benefits of tourism (number of jobs, tax revenues) to local benefit, etc.
 - PSA will take politics out of message
 - Value of tourism will be apparent to general public and local municipalities/local government officials
 - Strategy: Seek grant funds from foundations for PSA/education
- Objective 3: Enhance collaboration between government departments and combine with tourism messaging.
 - Find connections to work more efficiently and more collaboratively to create better message
 - Ex: DNR and trail systems, merge with Pure MI messages to increase effectiveness of advertising
 - Strategy: Audit government departments for marketing initiatives
- Objective 4: Encourage public/private partnerships to participate through a possible tax break.
 - Follow Brand USA model (example)
 - Tie to tourism based end product (airline advertising, car rentals, film incentive)
 - Once people get here, they see the state
 - Add incentive for travel industries to create MI promotion programs
- Objective 5: Establish “sister cities” with BRIC cities to encourage travel between and to reciprocate promotions.
 - Leverage exchange students ties to home for visits, purchasing power, state universities

Collaboration, Cooperation, and Partnerships

- Objective 6: Revisit Travel MI partnerships program. 42 partners may dilute brand.
 - Value of partnership may be less than originally intended
 - Strategies
 - Provide incentive for regionalization of destinations
 - Survey return visitors to measure desirability from Pure MI success
 - Measure/survey return visitors on a 5 point scale on enticement from offering partners
- Objective 7: Identify more opportunities for commercial partnerships/collaborations (i.e. Coke rewards)
 - Strategy: MI based national brands (Ford, GM and Sara Lee)

Individual Objectives and Strategies Sheets II

- Objectives
 - Establish a sister city/state/province with international partner to encourage travel between the two areas
 - Use local products only promoting some entities with larger awareness i.e. vein, Swiss chocolate, Italian leather, Chinese silk suing Pure MI brand to elevate others. MI by train?
 - CVBs partner with BRIC nations to develop relationship awareness (?)
 - Strategy: Survey return visitors to measure desirability
- Objectives
 - Shift 5% media dollars into PSA to educate MI residents of state goals, economic goals tied to MI tourism
 - Educate MI citizens and consumers about “ESP” of tourism = jobs created, tax revenues that fund other government programs, number of business/towns who subsist on tourism
 - Lobby for tax breaks for companies (i.e. airline, auto rental, etc.) to co-op promotions with cultural and hospitality based small businesses or CVBs
 - Strategy: Pursue “MI based companies to co-op (akin to Coke Rewards) with Pure MI, Ford, GM, Chrysler, Sara Lee
- Objectives
 - Enhance government agency collaborative (DNR agriculture)
 - Collaboration between industry groups
 - More commercial collaboration i.e. Coke Rewards
 - More regional partnerships to reduce number of Pure MI partnerships (41 partners too many?)

Collaboration, Cooperation, and Partnerships

Lansing, July 26 2012, The Lexington Lansing

Flip Charts I

- Objective 1: More broadly expand and support the MI Innovative Collaboration Awards Program.
 - Strategy: Encourage CVBs and other tourism associations to encourage submission award nomination to make 2013 and all succeeding years set new records for submission

- Objective 2: Establish relationships with Michigan's economic development community (beyond MEDC).
 - Strategies
 - Invite local economic development personnel to annual MI Governor's Conference on Tourism
 - Develop co-host and combined MI economic development and tourism industry conference

- Objective 3: Expand and improve relationships with Michigan's agricultural/food industry.
 - Strategies
 - Create incentives for stores and businesses to stock MI brand products on their shelves
 - Increase by 40% the number of MI products on shelves of grocery stores by end of plan cycles
 - Grow membership and funding for MI culinary tourism alliance
 - Develop and distribute ideas for how tourism properties/attractions can advertise and promote use of locally grown products and services
 - Better collaboration with parks, recreation, and DNR

- Objective 4: Leverage opportunities to support advocacy/interests of the industry that overlap with those public sectors.
 - Strategies
 - Determine what the state department's strategic interests are
 - Exploit cross-talk opportunities by government departments and industry representatives

Individual Objectives and Strategies Sheets I

- Objectives
 - Double the number of Pure MI/destination/city partnerships by 2017
 - Create interest related partnerships to improve products, increase promotion, leverage tools and individuals (ex: trails, gourmet dining, you-pick/farm markets, fishing paddling)
- Strategies

Collaboration, Cooperation, and Partnerships

- Rally around an industry/interest trails for example
 - Identify a lead for an interest partnership they step forward
 - Organize a group of all potential partners
 - Create a strategic plan for industry

- Objectives
 - Increase awareness and value of partnerships
 - Create an inventory (database), who they are and what they have of who and what
 - Strategies
 - Four goals, what needs to happen to foster cooperation
 - Build relationships between public/private sector
 - Support each others industry have a common access area make the partnerships, easily accessed to the small, private businesses
 - Better communication between organizations
 - Create inventory of partnerships by 2013

- Objectives
 - Engage business to align with public resources such as associations
 - Educate the importance of our travel industry to our economy

- Objectives
 - Increase awareness of partnership opportunities and value of partnering
 - Expand opportunities for partnerships (different markets, interests, promotional items/niche areas (hunting, arts, etc.))
 - Dollars to help private industries and organizations have money to partner (legislation to remove over burdensome regulations, fees, taxes)
 - Strategy: create an easily accessible database of who and what potential partners and what they bring to the table

- Objectives
 - Get a handle on who the partnerships could be and what they bring to table
 - Think of partners before replicating at the state level. Think first of partners
 - Recognize partner contributions
 - Spread information at the state level to create awareness of partners

- Objectives
 - Better communication with organizations that promote MI recreational opportunities. Partner with those groups, MI Snowmobile Association, MI Trails and Greenways, other trail user groups, other internet groups

Collaboration, Cooperation, and Partnerships

Flip Charts II

- Objective 1: By 2017, focus on creating “community of interest” partnerships (trails, hunting, fishing, agritourism, statewide associations, etc. lodging, all aspects of infrastructure).
 - Strategies
 - Community partner champions need to help rally other partners (public/private) One organization by 2013 to identify champion
 - COR teams need to create strategic plan to unify goal to move forward
- Objective 2: Increase the awareness and value of potential partners.
 - Strategies
 - Increasing awareness of potential partners. Create inventory of potential partners and what they bring to table by 2013
 - Increase awareness. Create fully equitable and accessible website linking partners around a specific region e.g., US heritage route 23
 - Work with artists and art groups
- Objective 3: Help private industry and organizations have money to partner with Pure MI.
 - Strategies
 - Remove over burdensome fees, taxes, and legislation to free financial resources
 - Grants public/private
 - New grant opportunities will be available to support through (council of MI foundations etc.)
 - Increase foundation and corporation awareness of need to partner with this initiative

Individual Objectives and Strategies Sheets II

- Objectives
 - Invite local economic development personnel increase to MI tourism conference
 - Give tourism presentations at economic development conferences/meetings
 - More broadly support/expand MI innovative tourism collaboration awards program
- Objectives
 - How to increase public private partnerships pay non pay partnership
 - Locally grown and made in MI
 - More MI products in stores

Collaboration, Cooperation, and Partnerships

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts I

- Objective 1: Expand and diversify audience and attendance at governor's conference on tourism.
 - Strategies
 - Area CVB directors commit to being two new participants via direct marketing effort
 - Make attendance affordable based on size of organization or other measurable
- Objective 2: Develop and expand regionalism between CVBs and strategic tourism partners.
 - Semi annual regional meeting with finance at key state entrances to the area i.e., Contact SW Michigan via web links
 - Promotional partnerships collaborate on larger promotional activities to increase attendance for spending by X%
 - Regional plans to support state tourism plan
- Objective 3: Create better access to MI through high-speed rail and new bridge to Canada.
 - Strategies
 - Encourage individual communities to be involved in funding for high speed rail
 - Identify funds to complete high speed rail from Detroit to Chicago to open tourism

Facilitator Notes I

- Unifying bus tour promotional efforts statewide (Pure MI sports collaboration example)
- Completion of high speed rail (Chicago, southeast MI, Detroit)
- Partnership between tourism industry and universities to communicate to students the strong points of MI. The goal being to retain the student population post graduation
- Cooperate and partner with Canada
- Unifying customer service standards, standardized training program
- More communication between legislators and tourism professionals
 - Support for Pure MI funding
 - Support for tourism industry statewide
 - Expand attendance at governor's tourism conference beyond hotel/motel and CVB
- Develop better regionalism between CVBs (SW, SE, NW, NE, UP). Committees, websites, promotional partnerships (smaller venues and festivals)
- Increased awareness of winter activities and alternatives
- Continued support from top down (governor's office for tourism industry)
- How do you communicate the importance of Pure MI outside the tourism industry?

Collaboration, Cooperation, and Partnerships

Individual Objectives and Strategies Sheets I

- Objectives
 - Expand attendance at governor's conference
 - Market to key events/attractions/service providers to participate in Pure MI matching funds program
 - Expand bus tour marketing on a statewide basis

- Objectives
 - Cooperate and partner with Canada for easy access
 - Increase awareness of winter partnerships
 - Increased involvement of our student populations in partnership activities

- Objectives
 - Customer service training (unified cast) standards
 - Educate stakeholder on statewide/regional offerings (statewide success, not regional competition)
 - Regional promotional partnership (promote statewide success not individual success)

- Objectives
 - Cooperation between legislators and local tourism stakeholders in their districts
 - Governor who continues to relay the importance of tourism in this economy
 - Regional tourism forums two times a year and to encourage and help competing counties, municipalities join together to work on regional promotions and/or partnerships
 - Strategy: regionalism → communication, legislators, develop strategic partners

- Objectives
 - Regionalism between CVBs
 - Work with all stakeholders to maximize resources i.e., advertising
 - Develop sponsorships with corporations
 - Participation with Pure MI regionally/nationally
 - Create a great value region by states
 - Strengthen Detroit image
 - Move competition, high speed rail to bring visitors out via Chicago and Detroit

Flip Charts II

- Objective 1: Continue the growth of private non-state funding support for Pure MI campaign, explore option to create a foundation for future funding.
 - Strategies
 - Survey methods for securing private funding support for the Pure MI campaign
 - Membership dues tax-exempt donations

Collaboration, Cooperation, and Partnerships

- Partner with a hotel chain (e.g., Holiday Inn) to create a passport travel package that offers discounts/experiences for returning or visiting various MI destinations
- Licensing fee for Pure MI
- Objective 2: Expand awareness and value of governor's tourism collaboration awards.
 - Strategies
 - Promote collaborative partnerships for awards/recognition throughout industry at all times during the year
 - Media releases
 - Spot on Pure MI page
 - Free advertisement in travel ideas
- Objective 3: Build trust first, and then create a unified voice and message for the tourism industry to legislator.
 - Strategies
 - Develop common messages from network communications in number 2
 - Conduct symposium of leadership from industry association to create a unified voice to elected officials (MACVB, MLTA, TICOM, Travel MI)
- Objective 4: Encourage affordable regional networking opportunities for the tourism industry. Share goals and share success stories.
 - Strategies
 - Engage with MEDC regional groups attend meetings
 - Monthly webinars by Travel MI
 - Revitalize interagency tourism group within state government
 - Inventory educational opportunities for all aspects of the industry recognizing time and financial limitations exist for many

Facilitator Notes II

- Create a network in which you share common goals
- Some place to share success stories
- Provide seed money for initial project and expansion projects
- Create competition for best private/public collaboration awards and expand value or winery GTIC award (?) and free advertisement in MI travel ideas magazine
- Build trust first then create a unified voice and messaging for the tourism industry to the legislator
- Develop an inventory of public and private tourism attractions on both state and regional levels (print/online)
- Continue the growth of private non state funding support for Pure MI campaign, explore option to create a foundation for future funding
- Encourage more affordable regional networking opportunities for the tourism industry how do you foster

Collaboration, Cooperation, and Partnerships

- Data question: do measures association and other tourism association have national organizations or other mechanisms for crossing stakeholders

Individual Objectives and Strategies Sheets II

- Objectives
 - Develop inventory of public or private tourism attractions on both state and regional levels
 - Identify potential tourism opportunities to increase attraction to specific locations
 - Package tours of similar and compatible activities
- Objectives
 - Continue growth of private/non-state financial support for campaign
 - Develop marketing themes by niche and/or geographic area/region
 - Promote notion of tourism jobs can never be out sourced
- Objectives
 - Continue collaboration awards at tourism conference
 - Encourage more opportunities for affordable networking opportunities for those members of the tourism industry who are not hoteliers and develop partnerships
 - Allow people to engage at different levels
 - Revitalize interagency tourism group within state government and assist with these efforts

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Develop connection between tourism organizations.
 - Strategies
 - Mentoring program for tourism businesses
 - Develop local organization partnerships with state partner (reciprocal)
 - Develop two way to Travel MI
 - Develop connection to small businesses
 - Give access to (?) regions to each other for questions, mentoring, etc.
 - Chat room on MI.org for industry
 - Industry forum
 - Conference sessions at annual conference for idea generation
 - Travel MI comm^{on} piece to share insight and updates (like old newsletters did)
 - Needs assessment of what tourism business would like
 - Like notes (e.g. tourism industry marketer session vs. just hotels)
- Objective 2: Retain 42 partners and __ growth.

Collaboration, Cooperation, and Partnerships

- Strategy: Measure effectiveness of existing partnerships
- Objective 3: MI and Brand USA with state to increase local international promotion.
 - Strategies
 - Partnership opportunities with Brand USA and MI and include (not (?) Great lakes)
- Objective 4: Develop shared databases (e.g. recreation associations into one database to promote all recreation offerings to logical target market).
- Objective 5: Increase partners with MI based or MI interest corporations.
- Objective 6: Collaborate with state departments with tourism interest.

Facilitator Notes

- Develop mentor program for tourism businesses, give access to regional businesses to gain more ideas etc. (email, phones, chat rooms)
- Strategies
 - Tourism conference session on idea generation
 - Develop internal business to business piece (just for the 14,000 partners, like the old e newsletter)
 - Increase connectivity with Pure MI, communication
 - Needs assessment of what business would like in it
 - Develop a forum for feedback to Travel MI (more one way now)
 - Develop industry chat room
- Build conference further to address multiple tourism individuals and various roles within. May be intimidating to certain groups and cost increases
- Develop like “roles” meetings and conferences vs. MI tourism event planning conference, MI marketing directions
- Address needs of small businesses in tourism
- Connections in Pure MI association partnerships to local market
- Local community connection to MI agriculture council
 - CVB meeting by agriculture council local providers
 - Dairy industry
 - Foster partnerships with businesses that don’t see logical value
 - Themed itineraries by industry agritourism...
- Develop MI partnerships with state to do greater than international promotions
 - Brand USA to Travel MI, CVB partner to Travel MI to create a state vs. Great Lakes regional presence
 - MI s/b greater than representation in Brand USA
- Retain 42 partnerships (then grow to x number). Insure they are successful
 - Evaluate existing partner effectiveness and return of effectiveness. Are clicks up or down on MI.org?

Collaboration, Cooperation, and Partnerships

- Evaluate partnerships that have failed
- Continue to develop partnerships of value to partner (re-evaluate regularly)
- Advance the brand, core partnerships that buy value to each
- MI based or MI interest partnerships that seem greater than MI residents
 - Car industry, Chrysler advertisement with Eminem, Pioneer Sugar, DOW
- Collaborate with other state departments that impact tourist experiences (trails, roads, public health department)
- Develop a recruiter (share rec association) databases into due collective resource to communicate (develop partners)

Individual Objectives and Strategies Sheets

- Objectives
 - Cross marketing/promotion
 - Communication improvements if needed (meetings of marketing directors etc.)
- Objectives
 - Communicate the need to organizations
 - It's important that government organizations are approachable and understand the big picture of who is going to do what
- Objectives
 - Get everyone on the same page (communications)
 - Work with others not against them
 - Stay focused on the issue/problem
 - Finish everything you start (good or bad)
- Objectives
 - Foster collaboration culture of public-private cooperation to keep growing MI tourism economy
 - What is in it for me needs to be communicated effectively to the newcomer, the little guy. Show success story on collaboration effort
 - Think outside the box, how does agriculture impact your market? Does this go well with providing MI dinners?
 - MI.org needs to highlight regions and goal themes instead of those tourist destinations with deep potholes
 - Every business should have 3 partners to be accountable to throughout year, check in online
- Objectives
 - Develop MI destination partnership opportunities to market internationally (Brand USA)
 - Nurture the Pure MI partnerships that currently exist to continually improve the program and be prepared for managing growth of partnerships

Collaboration, Cooperation, and Partnerships

- Collaborate with other state departments to improve areas that impact the visitor experience (roads, trails, etc.)
- Objectives
 - Canadian dollars at par
 - Recreation associations share data buses with state to develop recreation database to market to
 - Encourage and increase matching funds
 - AAA collaborate communication from Travel MI and feedback

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Develop a coalition of all regional players by MEDC district to allow for networking and meeting community needs.
 - Strategies
 - Information proactively shared through communication
 - Build database of state agencies, associations, private business key to industry including local government agencies, chambers, CVBs, etc.
 - Create training component to explain and encourage networking and collaboration
 - “Sure MI”, fostering collaboration efforts with awareness raising

Individual Objectives and Strategies Sheets

- Objectives
 - Identify need then partner organic
 - Collaboration with construction schedules (local, county, state, federal)
 - Local ordinances with regard to signage, events
 - Partnerships between multiple agencies with ties to tourism (MRA, MLB, MBG, MAPP, MDARD, MEDC, MDOT, MDNR)
 - Better cohesion between businesses and lawmakers and local government and sharing
 - Awareness of collaboration with use of Pure MI
 - Cooperative advertising
- Objectives
 - Develop collaborative bodies in MEDC by region with a template structure and purpose incorporating state agencies, local governments, CVBs, chambers, and other? To meet a need
 - Sharing industry contact list to increase collaboration

Collaboration, Cooperation, and Partnerships

- Objectives
 - Cross-departmental, municipality, agency approaches to tie into tourism i.e., MDOT, MDNR, Grand Rapids, Ottawa county, west MI tourist association (like Pure MI branding to MEDC)
 - Cooperate campaigns with cross promotion that hybridize messages to confluence
 - Leveraging of regional efforts to couple with Pure MI campaign (basically increase in regional partners)
 - Cooperative multi-channel campaigns (no specific thoughts)
- Objectives
 - Identify a community need that enhances the economic well-being of the community while serving the interest of specific community members and then engage the stakeholders in the project

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Review partnerships for Pure MI to be better guardians of the brand (regional/local partnerships and commercial partnerships with national or signature MI brands).
 - Strategies
 - Establish a brand goal. Limit all partnerships that don't enhance goal
 - Establish board and criteria for use of Pure MI marque
 - Provide incentive to encourage larger geographic collaborations to reduce the dilution of the Pure MI brand
- Objective 2: Pursue partnerships that develop new types of collaborations around cultural and historical resources.
 - Strategies
 - Identify experts in cultural historic resources to help develop educational programs that get national and international attention
 - NPS and county, tribe and county, historical commission
- Objective 3: Increase number of partnerships and develop broader base of collaboration from other industry segments that benefit from strong tourism.
 - Strategies
 - Encourage county-level investment in tourism and recreation. Maybe they will stay (equals dollars in tax base)
 - Provide tax incentive for business that engage and contribute funding for Pure MI
 - Continue to celebrate best practice examples of collaboration
 - Educate industry sectors on how they benefit from a strong tourism economy (convenience stores, retail, gas stations)

Collaboration, Cooperation, and Partnerships

- Bring groups together to cost-share at promotion events (chambers, county, hoteliers at Chicago Boat Show)
- Objective 4: Create more collaboration between government departments.
 - Strategies
 - Trail tours, MDOT, DNR, counties trail groups, and users
 - MDOT heritage routes
 - Audit department initiatives to find common programs
- Objective 5: Develop cultural vision that inspires private investment and commitment that benefits the property and attracts tourism.
 - Strategies
 - Restore a historic resource to inspire investment in time and money
 - Provide resources and assistance to communities to develop and identify their cultural and historic resources

Facilitator Notes

- Partner with industries to make travel easy for state and county (i.e. Blue Cross)
- Create more collaboration between government departments (DNR)
- Pursue partnerships that develop new types of collaborations around cultural/historical. Park service, tube, Cranbook, service center, DIA exhibit on island
- Incentives private development of cultural assets (GT hospitality state theatre)
- Partnership between state and local agencies on strengthening infrastructure things like broadband
- Broaden base of collaboration from other industry segments that benefit from strong tourism economy (retail, convenience stores, gas stations)
- Develop culture/vision that inspires private investments and commitment that benefits the property and attracts tourism
- Commercial partnerships with national brands or signature brands to further Pure MI brand (developing more criteria)
- Expand geographic partnerships

Individual Objectives and Strategies Sheets

- Objectives
 - Create more collaboration between government departments (agriculture and DNR)
 - Develop more collaboration for funding from other business sectors that drive benefit from a strong tourism economy
 - More commercial engagement with Pure MI brand (similar to Coke Rewards program this summer)
 - Expand regional (geographic) collaboration to reduce brand dilution of Pure MI
- Strategies
 - Tax incentive for businesses that engage (contribute) funding

Collaboration, Cooperation, and Partnerships

- Educate other industry sectors on how they benefit from a strong tourism economy
- Do research to understand the value of tourism to other business sectors
- Provide financial incentives for developing geographic partnerships to reduce dilution of the Pure MI brand

- Objectives
 - Form a super lobby of all stakeholders that benefit from travel
 - Learn how travel can help and assist with other MI business
 - Partner with industries to make travel easy for out of non residents (national and international) (i.e. health insurance)
 - Strategies
 - Establish a brand goal. Protect brand by not extending it beyond goal
 - Identify what looks to be a loss and see how they can be converted into cultural assets

- Objectives
 - Pursue partnerships that develop new types of collaborations i.e. for cultural efforts that bring in tourism for instance county and NPS, county and tribe, county and Cranbrook, science center
 - Gather various organizations together to cost share at expos etc. for mutual gain, state gain i.e. Chicago boat show
 - Develop a cultural vision that inspires private investment to showcase MI's unique sources (historical commission)
 - Strategies
 - Identify experts in cultural and historical resources to help develop educational opportunities that can be widely promoted, state and nationally (county/NPS, county/tribe)
 - County-level participation and investment benefit in increase in tax base from tourists who end up buying property
 - Bring groups together to promote specific region/state (chambers, county, hoteliers, Chicago boat show)

- Objectives
 - Transportation mode incentives
 - Establish criteria to establish relationships between Pure MI and retail partners
 - Develop media relationships between Pure MI and regional media entities
 - Strengthen programs that incentivize private redevelopment of cultural assets
 - Partnership between state and local funds to increase connectivity in communities

Funding

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective 1: Create a statewide bed tax like UPTRA and include non-traditional lodging with proportionate share to each county. Get statewide buy in by 2014, statewide legislation to expand act by 2016, and enact act by 2017.
 - Strategies
 - Create a statewide bed tax like UPTRA
 - Expand bed tax to non-traditional forms
 - Educate business why they should do this
- Objective 2: Increase Pure Michigan funding by X% per year over the span of this 5 year plan by delegating a portion of existing revenues and establishing new sources.
 - Strategies
 - Portion of state sales tax
 - Reexamine DNR trust fund allocation limit for the development of present facilities (state parks)
 - Make better funding connections between state's own tourism programs, i.e.: Pure Michigan and Michigan's scenic byways (heritage routes)
 - Lobby Lansing for funding
 - State departments should work better together (Travel MI, MDOT, and DNR)
 - Increase Pure MI budget 5%/year through 2017
 - Special fee for promoting tourism
 - Portion of MDNR trust fund
 - Portion of auto registration
 - Target available DNR/MDOT funds for non-motorized trails connecting our state parks to each other and their neighboring communities
 - Use data
 - Find a way to get numbers for tourist visits then invest money into what is being visited most by population of where people live

Individual Objectives and Strategies Sheets

- Objective: Create a statewide bed tax like UPTRA. Convey strategies to lobbyists, increase Pure MI budget 5% a year through 2017, increase various state fees i.e. auto registrations, bed taxes, etc.
 - Strategy: lobbying, expand bed tax to non traditional forms, and create a statewide bed tax like UPTRA
- Objective: Create an overall bed tax like UPTRA
- Objective: 5% increase in Travel MI funding per year by 2017

Funding

- Objective: Add zeroes to amount spent on Pure MI. What programs are presently available?
 - Strategies
 - More support from legislature and funding Pure MI
 - Need set amount of increase each year. Could portion of MI trust fund be delegated to fund Pure MI since it regards tourism?
 -
- Objective: increase Pure MI funding by _____% per year over the span of this plan by delegating portion of existing revenues and establishing new sources
 - Strategy: continue funding Pure MI, make a portion of state sales tax to fund initiatives, portion of auto registrations, portion of MDNR trust fund

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Establish the needs and prioritize goals.
 - Who and where are the funding sources
 - Identify and exploit sources of funding from state and private sources
 - Obtain more specific data
 - Know what the targets are
 - Strategies
 - Poll all eight goals current and future funding (one month)
 - Develop process to prioritize initiatives
 - Build prospect list of sources assign responsibility (within 6 months)
 - Develop proposition script (within 6 months)
 - Direct marketing lobbying, gain money commitments (within 10 months)
- Objective 2: Increase funding to \$50 million to be devoted advertise and market (not to staff) this state as a tourist destination.
 - Promotion of financial success of Pure MI
 - Strategies
 - Travel industry check off to fund tourism on 70%...
 - Secure tourism economic development stakeholders buy in
 - Sell legislators
 - Break annual funding bills and develop incremental increases
- Objective 3: Michigan to rank within top 10 in tourist spending within 3 years.
 - Strategies
 - Increase the size of the regional destination ring
 - Encourage public officials to support Pure MI funding (spend money to make money)
 - Increase promotion international by identifying factors that drive tourism to the competitors

Funding

Individual Objectives and Strategies Sheets

- Objectives
 - Identify all current sources of funding and prospective future sources
 - Retain current funding sources by keeping stakeholders updated on ROI. Provide statistical proof
 - Increase funding by 2013 and 2014 by 25% each year
 - Identify public/private projects that are forthcoming and determine if monies are available for marketing (i.e. if Soo Locks to be rebuilt, how to market)
 - Strategies
 - List current money by source

- Objectives
 - Establish needs, dollars, and overall resources and priorities among goals
 - Timeframes- specific
 - Anticipated ROI
 - Baseline current funding and financing (inventory)
 - Strategies
 - Establish needs and prioritize goals. One for each of the 8 goals ask what current funding and future needs are
 - Poll 8 goal “teams” for needs
 - Develop process to prioritize initiatives
 - Build prospect list of *illegible*- assign
 - Develop value propositions

- Objectives
 - Travel Michigan is the only department that can actually generate revenue from 3 to 1 to 4.8 to 1 ROI
 - Packets to each member of state house and senate user fees can drive away business
 - Gas tax, utility tax, park taxes
 - What foundations, grants could be tapped
 - Travel tourism foundation

- Objectives
 - Secure stable and adequate funding and resource for all strategic plan initiatives
 - What are other states spending and what is their revenue return?

- Objectives
 - In the future, obtain more specific data for 2013
 - Promotion of financial success of Pure MI (which encourage continued and increased funding). This can be done locally, regionally, or statewide
 - Involve a wide array of stakeholders in decision process

Funding

- Objectives
 - Increase funding for Pure MI to 50 million
 - Move MI from 14th place nationally in total tourism spending
 - Identify and exploit sources of funding from state and private sources
 - Secure “buy-in” from tourism and economic development stakeholders. Mobilize and engage grassroots
 - Secure funding for Pure MI and other plan objectives
- Objectives
 - Identify long term funding that is not at the whim of the politicians
 - Statewide funding levy on businesses that stand to benefit from increased tourism
 - Educate tourism related businesses to work together. Cooperate. Will benefit all

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Objective 1: Identify and tap into experienced fundraising sources.
 - Private and in-kind contributions
 - Universities, chambers, trade associations, and public/private foundations
 - Strategies
 - Develop private and public partnership opportunities
 - Approach FR specialists to identify potential source
 - Toolkit marketing
 - For-profit business (campground, gas station, retail, toolkit)
- Objective 2: Identify existing and new sources of federal funding by using in-kind donations as leverage.
 - Strategies
 - Talk with politicians (congressmen, senators, D.C. reps)
 - Grant writing resources
- Objective 3: Increase Pure MI funding.
 - Strategy: build local grassroots support

Individual Objectives and Strategies Sheets

- Objectives
 - Work with federal government to obtain money to enhance environment and promote natural resources. Fishing, lakes, parks, for camping
 - Work strategically with all MI based universities to promote and develop revenue streams and best practices (i.e. U of M and talent to develop for free marketing campaign, product development)

Funding

- Objectives
 - Hotel fee= destination tax 2-5%
 - \$25 million Pure MI= 21st century jobs fund
 - Federal: promote natural resources, federal dollars
 - State: PACs and associations
 - Private: local organizations, schools, private interest groups, zoos
 - Identify and tap into experienced fundraising sources
 - Federal funding sources analyze and create new streams
 - In kind donations through schools, universities, chambers, trade associations, public and private
 - State sources
 - Co op dollars
 - Implement a target state gas tax

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Create a formula for funding increases to Travel MI based upon the % of tax revenues or economic impact of tourism spending.
 - Strategies
 - Determine the actual tax revenue by year for the decade to demonstrate trend
 - Determine percent of funding based on a minimum of 23\$ million
 - Write legislation to guarantee funding
 - Bring the industry together and get bill passed
 - Get statistical data from Pure MI and any agency/source that can provide the information
 - Compile information and call accurate data
 - Create an ad hoc committee to determine the financial formula
 - Funding increase; advertisement, radio TV
- Objective 2: Use a portion of the increased funding to fund the partnership portion of the strategic plan.
 - Strategies
 - Committee to work on partnerships
 - Consult additional persons- draw up a plan
- Objective 3: Determine greatest benefactor of tourism and ask them for a) volunteer contributions and b) special assessments.
 - Strategies
 - Greatest benefactors might participate in an assessment
 - Make a list of benefactors
 - Determine the benefits (income, publicity, goodwill)

Funding

- Take them to lunch to explain
 - Follow up to get buy in
 - Determine the benefactors through statewide data and how to approach them
- Objective 4: Government funding on all levels.
 - Strategies
 - Research to see what's out there
 - Research, contact proper authority
- Objective 5: Grants, international and domestic.
 - Strategies
 - Travel MI may act as vehicle to identify grant opportunities and notify potential recipients. For example, grants available to historic churches
 - Research opportunities for grants to which we are eligible for
 - Create a grant program through Pure MI funding to allow small entities successes
- Objective 6: Seek out in-kind services.
 - Strategy Research potential partners and offer opportunities
- Objective 7: Sponsorship opportunities.
 - Strategies
 - Sponsorship opportunities continue to seek sponsors repeating the Coke promotion
 - Show and determine benefits of sponsorship meet with potential sponsors
 - Research larger MI tourism destinations, determine best way to approach, and approach and offer ways to sponsor tourism
- Objective 8: Partner with Canada, specifically Ontario.
 - Strategies
 - Lobby with Canada
 - Create ad hoc committee with all applicable tourism
 - Brainstorm ideas for stronger partnerships
- Objective 9: Matching funds.
 - Strategy: Research and approach all avenues for matching funding
- Objective 10: Partner with non-tourism business to expand opportunities.
 - Free event tickets to non tourist businesses
 - Determine possibilities, create a strong strategy, and approach
 - Leverage partnerships to secure/unlock additional funding for large scale projects/initiatives
 - Approach companies like Ford Motor to create a national campaign highlighting MI ("Pure") destinations

Funding

- Objective 11: Encourage industry members to facilitate fundraising events to support strategic plan initiatives.
 - Strategy: Create an official committee and collaborate to work toward the goal
- Objective 12: Identify programs currently duplicated by Travel MI and the strategic plan and facilitate cost sharing.
 - Strategies
 - Identify duplications, create plan, execute
 - Expand the Longwood study and the Shifflet studies to be more inclusive and cost share
- Objective 13: Consolidate the fragmented funding for lobbying into a single tourism PAC.
 - Strategies
 - Explain benefits of scale by lobbying together
 - Work with state tourism bureau, secure meetings, create a plan and implement
- Objective 14: Creation of a statewide tourism incremental financial authority.
 - Strategies
 - Create a statewide TIF to prepay bid costs based on anticipated tax revenue

Individual Objectives and Strategies Sheets

- Objectives
 - Collaboration, cooperation, and partnerships must continue and grow with corporate partnerships
 - Product development
 - Promotion, marketing, and communication requires guaranteed funding of no less than \$25 million support local tie in legislation based on ROI
 - Public policy and government support- lobbying must continue by TICOM, Hotel Associations, MACVB and individual bureaus but there must be a champion
 - Research- engages more state universities. Involve CVBs to share
 - Resources and environment
- Objectives
 - Have matching funds
 - Meet with corporate exec
 - Have fundraising events
 - Seek grants
- Objectives
 - Government funding (national, state, and local)
 - Apply for national, international, and state grants

Funding

- Offer research (learning) opportunities to institutions of higher learning for research and technical assistance
- Financial support from larger MI tourism destinations in exchange for increased publicity
- Increased partnerships with Canada, in particular Ontario
- Objectives
 - Promotion, collaboration, service excellence, research and technical assistance, public policy and government support
 - Determine who benefits most (good source of funding)
 - Matching funds
 - Government special assistants

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: 5-8 private and public funding sources to fund plan initiative.
 - Strategies
 - Identify foundations for grant funds to support plan
 - Recreation agency dollars feed
 - License fee for Pure MI
 - Identify funding that is not election dependent (related)
- Objective 2: By 2017, reach \$50 million through a permanent funding mechanism.
 - Strategies
 - Develop 3-5 talking points to encourage policy makers to increase Pure MI funding
 - Reach outside of the traditional tourism industry for Pure MI support
 - Industry rally behind legislators that support Pure MI dollars
 - Reintroduce TIF funding for Pure MI
 - Keep investors happy, show good results they must want to re-give (show good results)
 - Identify opposition and plan to overcome
 - Don't cheapen the brand value. Be selective with partnerships
- Objective 3: Identify and target industry groups and businesses for voluntary funding support of plan initiatives.
 - Develop 3-5 talking points to encourage policy makers to increase Pure MI funding
 - Reach outside of the traditional tourism industry for Pure MI support
 - Keep investors happy, show good results they must want to re-give (show good results)

Funding

- Identify opposition and plan to overcome and inform public/industry who is coming in against funding
- Develop ROI mechanism/usable data by local destination
- Assessment to CVBs on campsites, boat slips, marinas, other transit “lodging” options

Individual Objectives and Strategies Sheets

- Objectives
 - What sources are there?
 - Tax, CVB, partnerships, local government
 - Are our investors happy with ROI results?
 - How do we get funding that is not “election driven”
 - Elect legislators who are pro Pure MI
- Objectives
 - Secure permanent funding mechanisms by 2014
 - Reach top 5 states for funding by 2017
 - Elect legislators that support Pure MI
 - Develop a broad based process for funding support (more private industry funding)
- Objectives
 - Adequate and stable funding
 - Legislative for budget line item
 - USDA statewide agritourism funding
 - Recreation agencies to line item collaborative funding (i.e. state forest, DNR, DOT)
 - Define adequate funding
- Objectives
 - Get positive feedback and educate people not to complain about person business numbers being down in front of the same people you are trying to get to keep budget going
 - Constant feedback and numbers from the “little people” not just the heavy hitters on why Pure MI is great for MI and their personal business

Lansing, July 26 2012, The Lexington

Flip Charts

- Objective 1: Determine costs of all strategic plan initiatives.
 - Strategies
 - Enlist the technical assistance of MSU to ascribe implementation costs to strategic plan initiative

Funding

- Define/devise consistent budget process (by theme)
- Objective 2: Change Pure MI funding formula. Baseline from legislature (\$50 million), incentive from legislature based on industry investment (\$1 from legislature for every \$2 from industry).
 - Strategy: Part of funding formula should include dollar percentage to partners so they can fulfill strategies from all goal areas
- Objective 3: New funding formula.
 - Strategy: Leverage government assets to commercial sponsors
 - Objective 3.1: Consumer based assessment (multi tourism entities) redistributed to Travel MI and CVBs based on regionalized performance (measured by tax revenue, SIC codes).
 - Strategies
 - Demonstrate value to state and local communities
 - Educate legislators and change law
 - Second home (in and out of state), boating, out of state hunters
 - Lodging, dining, rental fees, gas taxes, severance tax on mineral extraction
 - Objective 3.2: X % increase in ROI to fund initiatives.
 - Strategy: Set ROI baseline from average of first to years of ROI from Pure MI investment return 50% of any ROI increase above the baseline for funding strategic plan initiatives
 - Objective 3.3: Revenue stream to CVBs and other entities to fund service training.
 - Strategy: Establish Pure MI gold standard of hospitality training and charge to attend
 - Objective 3.4: X% of partnership dollars to fund plan initiatives.
 - Strategy: Survey industry i.e. suggested funding alternatives

Facilitator Notes

- Change to Pure MI funding formula
- Baseline by legislature \$50 million and incentive investment by legislature based on industry investment \$1/\$2
- Standardized method of Travel MI and CVBs. Consumer based assessments of (?) and redistribute based on regionalized performance based on sales tax generation (SIC codes)
- ROI instead of general fund. Some goes to strategic plan initiatives of increased, live TIF
- Funding plan. Identify revenue stream to CVBs, associations, etc. to fund hospitality (service excellence, Pure MI approved trainers/training)
- Partnerships to fund plan initiatives
- Determine cost of initiatives

Funding

Individual Objectives and Strategies Sheets

- Objectives
 - Determine component and collective (total) cost for implementing strategic plan initiatives
 - Identify reinvestments beyond Pure MI promotion, from Pure MI ROI for capital and research
 - Set up an endorsement fund to support industry fund to support industry strategic initiatives

- Objectives
 - Change Pure MI funding formula to: baseline and incentive determined by external industry funding sources/example. \$50 million baseline and \$10 million in addition for \$20 million industry investment (or \$1 for \$2)
 - Look to creating additional external funding sources i.e. cost rental tax, second home sales

- Objectives
 - Contributions from state association/tourism, CVBs, tourism suppliers and their associations, ad agencies, hotel suppliers, restaurants. Designated percentage of state tax and use tax
 - Partnership proceeds with Travel MI

- Objectives
 - Standardize, uniform method of funding to support Travel MI and CVBs marketing efforts
 - Strategies
 - Utilize consumer funded assessments from tourism based business components to generate revenue
 - Redistribute funds based on regional performance as reflected in sales tax of tourism based business

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Identify and educate relevant stakeholders to create support for funding.
 - Strategies
 - Regional and town hall meetings that educate and unite, increase stakeholder participation
 - Do we shout out about the investment our owners invest?

- Objective 2: Increase state funding for Pure MI by 10% per year through 2017.
 - Strategies

Funding

- Identify new funds like tax on campgrounds, rustic attractions, etc.
- Increase service tax to 2% on car rental, eateries, sports equipment, etc. businesses to pass on to consumer
- Increase financial relationships between Travel MI and businesses by 50% by 2017 (number of partnerships)
- Develop data/info base that supports ROI and other benefit of Pure MI campaign → promote to public
- Objective 3: Create revolving fund for infrastructure improvement.
 - Strategies
 - Look at Missouri sales tax as a successful funding model
 - Tax resource users, timber, gas, oil, water, air, use for tourism development
 - Increase room tax and broaden its core for all aspects of tourism
 - Invest in tourism for a return
 - Change airport fees
 - Tax all recreational equipment for use in conservation
 - Require cabinet departments to contribute line items to fix tourism infrastructure
 - Require convicted violators to pay a fee for decreasing the good MI experience
- Objective 4: Create revolving fund for low cost loans for small tourism businesses.
 - Strategy: Secure funding from MI Council of Foundations to help coordinate all non-profits grow tourism

Facilitator Notes

- Identify and educate relevant stakeholders to create support for funding. How will this benefit me, those who will benefit should pay
- Increase state funding for Pure MI by 10% per year through 2017
- Establish a minimum level of state funding and additional tax on all industry providers ("service tax" untapped markets)
- Broaden use of room tax and add new sources
- Create revolving fund for improvements, lower cost loans for small tourism businesses
- Charge resource users for what they use (gas, oil, etc.)

Individual Objectives and Strategies Sheets

- Objectives
 - Add percentage to accommodation tax for Pure MI
 - Increase key stakeholders to develop support with contribution
 - Attempt to establish a minimum level of support from state
- Objectives
 - Based on ROI, increase funding for Pure MI campaign by 10% each year for five years

Funding

- Increase regional financial partnerships with GL states
- Increase regional financial business partnerships with Travel MI by 50% by 2017
- Increase strategic accommodations tax by 2% to include car rentals, restaurants and create a story for use (kayak sales tax)

- Objectives
 - Education program to create support for any financial initiative (how will benefit me?)
 - Service tax
 - Invest in tourism for a return
 - Activities that are participatory that can improve tourism, improve individual corporations but are done for a fee

- Objectives
 - Re-prioritize MI from a corrections state to a natural resources and tourism state and reallocate existing resources
 - Partner long term emerging green industry and ask them to invest in natural resources and stewardship of environment
 - Connect industry to the effect of the industry on the environment and require industry to invest in effects
 - Seek billionaires to adopt MI and preserve its natural resources

- Objectives
 - Broaden the “room tax” to be used for all aspects of tourism
 - Tax recreational equipment for use in nature tourism
 - Create revolving fund for infrastructure improvements and to create a low cost revolving loan for private small business
 - Charge an airport fee
 - Those who will benefit should pay
 - Charge resource fund users for what they use and place into fund for tourism
 - Sales tax following the Missouri model for conservation

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Establish a tourism caucus legislature- a champion.
 - Strategies
 - Explore how other caucus systems are organized and work MI-US
 - Contact a lobbyist
 - Select top percentage destinations in state and target representatives in house and senate to gather for initial workings to establish caucus

Funding

- Find a champion, exploring past models for establishing tourism caucus.
Through social media
- Contact governor and let him know we need a caucus for the 3rd or 2nd largest industry in the state

Individual Objectives and Strategies Sheets

- Objectives
 - Have legislators/senate develop a tourism caucus
 - Partnerships, an amount from partner and public sector to government kitty, 10% from government
 - CVBs, oversee hospitality training and costs
- Objectives
 - Foundations, community, uniting universities for collaboration
 - Strategies: Identify other state methods, champion, and rally support
- Objectives
 - Car rentals, out of state works in all seasons
 - Sand tax
 - Beach tax, working together to keep all beaches clean could be federal cleanup
 - Toll roads
 - Increase border fees, Canada designate to plan
 - Strategies
 - Find a champion, explore past models for establishing tourism caucus
 - Contest
- Objectives
 - Pure MI slot machine. Can be put in all MI casinos and try to contact new casino called the D like for Detroit and place them there, 5 cents of every dollar in the machines go to funding the campaign
 - Strategies
 - Establish a tourism caucus
 - We need to get a legislator to want to form a caucus because he knows he'll get votes in the future
 - Or just call a few casinos and put in a Pure MI money-making machine! It's easier to do, simple is more!
- Objectives
 - Grants, legislators, Pure MI credit card, Pure MI license plates, promotion, proceeds go to x component of the plan
 - Partnership with MI based businesses
 - Strategies
 - Contact George Zimmerman to establish caucus

Funding

- Contact governor to make this a priority (caucus) since we're the third largest industry in the state
- Explore other caucuses on how they work
- Objectives
 - Working with recreational product providers, snowmobilers, ATV, UTV manufacturers to give
 - Working with MDNR, so much of a fees for licenses to go to Pure MI
- Objectives
 - Contact MEDC for a specific amount to be allocated committed to for
 - Contact CVBs to seek commitment
 - Contact chambers to make commitment
 - Work with universities and colleges to assist in research and development
 - All areas of goals would be part of universities' programs for new development
 - Contact large tourism related vendors i.e. Pepsi, Sysco, GFS, Coke
 - Strategies
 - Develop a committee to pick a person or a group of people to research what other caucuses have done to develop one for our tourism industry
 - Contact a lobbyist or firm to consult on developing a caucus
 - Hand pick a few representatives and senators to assist the process
- Objectives
 - Influence legislative process, official PAC
 - Fee on new developments for cultural or environmental development i.e. every new building or contract pays half towards state arts program, quarter not burden
 - Tourism or benefitting companies or agencies participate in loaned executive program, 6 month or more on the job to accomplish
 - Specific tasks
 - Strategies
 - Loan an executive
 - Follow CAs program at GE to develop and over see student teams to develop aspects of strategic plan
 - MEDC partners with uni programs to bring on college interns to provide manpower to administer strategic plan. Students earn college credit and pay

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Identify costs of all plan initiatives.
 - Strategies
 - After research, determine a base level of cost initiatives

Funding

- Hire outside source I.e., MSU to determine range of funding options for each plan initiative
 - Travel commission review and rank initiatives and costs
 - Determine funding pot for everything but advertising, determine what can be realistically be accomplished under each theme (seek partners to leverage funding)
 - Create a budget based on current data available
- Objective 2: Increase state government funding to \$50 million/year (or rank number four) with:
 - A) Any increase over \$25 million, half to Pure MI, half to other initiatives or;
 - B) Any increase in ROI greater than \$4.90 to fund other initiatives.
 - Strategies
 - Request support for tourism development from all affected and relevant state departments. Survey them all (MDARD and MDOT)
 - Legislative education, dedicated source of funds
 - Identify key legislators to work with and initiative budget plan to meet 50 million per year
 - Travel tax i.e., rental cars, gas line tax
 - Identify key private industry leaders to support lobbying efforts for funding in an outside of tourism industry
 - State lodging assessment
 - Fund a system of better state resources to work together
 - Pure MI tourism membership
 - Private ongoing funding, plate system, lotto card
 - Fund better travel experience
 - Objective 3: Identify new sources of funding (private and public).
 - Strategies
 - Continued education of business community beyond travel and hospitality
 - Partnerships as revenue generation
 - Work closely with national/local organizations on big joint projects e.g., visitor centers in Detroit may involve DMCVB, national park service
 - Greater business tie into Pure MI brand
 - Create a public/private task force to evaluate and present funding options
 - Make matching funds available for other than co-op advertisements, perhaps other partnerships like product development, etc.
 - Objective 4: Raise MI's leisure visitor spending greater than or equal to direct competitors e.g., Ohio (plus other metrics) 2010, MI 12.7, and OH 15.8.
 - Strategies
 - Develop strategies to best our direct competitors and support these initiatives (will business develop incentives via MEDC for example, consortium of films (?) etc.)

Funding

- Do research to see the difference between OH and MI in terms of leisure spending
- Keep all data updated to legislators

Facilitator Notes

- Increase government funding to \$50 million per year
- Half of increase over \$25 million, other initiatives
- Increase of ROI over \$4.9 to other initiatives
- Public/private partnership to Pure MI license plate, state assessment
- Not tied to general fund, dedicated
- Identify other government/new sources of funding, broader Travel MI partnership program
- Identify costs of plan initiatives
- Support research, trading of visitors and spending
- Raise MI visitor spending to match and exceed level of direct competitor e.g., Ohio

Individual Objectives and Strategies Sheets

- Objectives
 - Increase government funding to \$50 million by 2017
 - Use portion to fund other objectives
 - Lobby to secure long term funding that is not tied to general fund but self sustaining, self directed by industry
 - Reach/maintain number 4 status in state funding of tourism
 - Create private/public partnership to facilitate funding
- Objectives
 - Identify funding opportunities outside of Pure MI
 - Improve visitor experience, assist with funding of attractions
 - Increase international marketing, matching funds for advertisements
 - Increase dollars spent by visitors closer to US average
 - Develop additional partnerships similar to Coke
- Objectives
 - Increase funds, stabilize beyond Pure MI e.g., travel experience
 - Identify other potential funding source, private sector, ROI
 - Legislature and public education travel tourism industry
 - Education on other components of strategic plan initiatives besides Pure MI
- Objectives
 - Percentage of increased funds or ROI go to objective goals
 - Influence of partnerships should have a voice in the destinations
 - Continue to keep all informed of results and beat the drums!

Funding

- Objectives
 - Fund so all CVB work better together (internet)
 - Fund for better travel tracking, experiences
 - Pure MI license plates/lotto
 - State lodging assessment half
 - Tourism membership
- Objectives
 - Improve visitor experiences in MI
 - Support product development
 - Experiment and build in successes, have some support from Travel MI
 - Streamline Travel MI website
 - Make it easier for visitors to navigate and build their experience, be objective with best for friend in mind
 - Increase/broaden awareness of MI in key internal markets,
 - Better the metrics of objectives of Ohio, our closest competition
- Objectives
 - Increase state funding
 - Incorporate some type of financing from chambers the state to reach a goal (\$) to fund product development
 - Add a very small tax to some type of tourism or retail business regardless of the season, perhaps winter could be a smaller tax percent

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Increase funding to regional groups through an increase in collaboration.
 - Strategies
 - Outreach for all cities, townships, counties, and chambers
 - Keep government size to minimum, use dollars to get the Pure MI advertisements out
 - Pure MI coordinate with a regional entity on funding of marketing
 - Increase funding with proof of areas performance
- Objective 2: Create innovative ways for local organizations to partner with Pure MI.
 - Strategies
 - Use local tourism entities to create connector pipeline for partnership funding
 - Make Pure MI affordable for all to participate (grants, subsidies)
 - Structure proportionate funding options to smaller populated (less money) to be able to afford joining Pure MI

Funding

- Objective 3: Secure grants for a full time entity that would foster collaboration, cooperation, partnerships, and funding for the plan.
 - Strategies
 - Create a regional person to spearhead all efforts
 - Lobby legislators hire a lobbyist
- Objective 4: Reduce funding for marketing in non-BRIC countries.
- Objective 5: Re-target and reallocate funding for marketing in BRIC countries.
 - Strategies
 - Funding from Pure MI to help with local regional marketing campaigns
 - Pure MI reallocate international funds annually as appropriate for fruitful markets
- Objective 6: Secure 75% of funding for plan goals from tourism organizations (trade associations/CVBs/chambers).
 - Strategies
 - 100% of all groups give whatever amount they can

Facilitator Notes

- Secure grants through MEDC
- Enhancements of marketing funding for local promotion funds
- Ask for 10% increase
- Regional aid, market together
- Find a way to expedite fund requests for partnerships
 - Lower amount needed to match to \$15,000
 - Find new ways for smaller destinations to partner with Pure MI
- Increase UP tourism at incremental rates
- Max funding to regional markets. Define regions and allow partners to invest
- Collectively work together
- Expand public access to federal and private lands by 10%
- Joint effort between Pure MI and regional markets- funding and marketing increase by 10%
- 100% participation at all levels of government
- Secure grant for full time entity to foster communication, cooperation, partnerships, and funding for the plan
- Fund, earmark towards tourism then provide mechanism
- Revenue sharing to cities and municipalities
- Reduce international marketing funding in BRIC nations
- Reallocate and re-target funding in BRIC nations
- Create innovative ways for local organizations to partner with Pure MI
- Increase funding to regional groups through an increase in collaboration
- Secure grants for a full time entity that would foster CCP and FF for the plan

Funding

Individual Objectives and Strategies Sheets

- Objectives
 - Recognition that we are here. Small numbers that can carry much of MI tourist amenities. Ottawa National Forest = Federal control
 - Culturally and physically different than Lower Peninsula. Educate fundraisers that needs are different up here
 - Trails from east to west, events, volunteers, ideas
 - 10% gas tax
 - Working together, regions
 - Strategies
 - Person from each tourism organization to attend already established Pure MI meetings Ontonagon and Gogebic counties area
 - Grant expert

- Objectives
 - Be forward in advertisement and focus on newer markets partners
 - Strategy: Show proof of satisfaction or support

- Objectives
 - Target funding to focus tourism on regions outside of Wayne county, such as UP only at 7% increase the spending in tourism to 10% in next 3 years and 15% in next 5 years
 - Strategy: Create innovative ways for local organizations to partner with Pure MI. Grants available to fund smaller, less populated areas, with lots of funding proportionate to population

- Objectives
 - Pour most of the money into areas who visit MI (IA, IL, MN, IN, OH)
 - All activities all included in advertisements (motorized, non motorized, etc.)
 - Be sure other units of government are on board (DNR, DEQ, etc.)
 - Concentrate on US vs. international target areas
 - Strategies
 - Be sure advertisements cover all activities (golf, hunting, boating, winter, scenery)
 - Keep size to a minimum use money getting the word out!

- Objectives
 - Define regional products and markets
 - Increase funding to be directed to volunteer clubs and committees (Pure MI)
 - Pure MI grants to local regions
 - Improve signing for attractions
 - Strategies
 - Officer or individual to connect regions

Funding

- Use local tourism initiatives to create strategies
- Objectives
 - Secure funding through a grant from federal funds channels through the MEDC
 - Enhancements of marketing funding for cities to aid local marketing efforts for business and attractions
 - Ask for increase of 10% per year from legislature
 - Earmark land sales and leases for tourism
 - Regional aid partnerships all entities participate all in this together
 - Strategies
 - Out reach for all entities (cities, townships, counties, chambers)
 - Lobby legislators, hire lobbyist, seek grants, lobby compliance for funding from all levels of government
 - Create a regional person to spearhead activities and organize the work to be done
 - Funding from Pure MI to help with local and regional marketing campaigns
- Objectives
 - Secure \$50 million in funding for Pure MI with no new tax assessments or fees
 - Move MI from 14th to 6th place in total tourism spending
 - Secure 75% of funding for plan goals from tourism organizations (trade associations, CVBs, regional chambers, etc.)
 - Strategies
 - Attain \$50 million by demonstrating measurable ROI. Move incrementally over five years (25, 30, 35, 40, 45, 50)
 - Demonstrate how many job/tax revenues would be generated
 - All organizations (100%) of all tourism groups contribute in whatever amounts they can
- Objectives
 - Joint Pure MI and regional funding (chamber of commerce/local)
 - Strategies
 - Pure MI coordinate with regional entity (chamber) on joint funding and marketing
 - Pure MI reallocate international marketing funds to more fruitful countries (BRIC)

Funding

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Secure a permanent funding mechanism: \$50 million in increments of \$5 million per year.
 - Strategies
 - Mobilize grassroots (broad based) initiative to raise issue of permanent funding to top of mind issue with legislature
 - Return to TIF funding concept with legislative bills that had success a few years ago
 - Continue educating and lobbying legislature and use other lobbyists that benefit from tourism
 - Maintain contact and rapport with media, legislature, and voters and tourism employees
 - Contract with a second ROI assessment organization that is MI based
- Objective 2: Find alternative funding sources (other than government) to fund all plan initiatives.
 - Strategies
 - Convene tourism individual forum to include all business segments that benefit from a strong tourism economy (add to governor's conference)
 - Stores, gas stations, car repair shops, campgrounds, grocery stores, party stores annual stores, bowling alleys, theaters, restaurants and bars. Pledges and/or donations reach out to individuals for their small businesses
 - Use existing information and data to assist with our themes
 - State and federal grants (secure)
 - Donations from lodging, restaurants, gas stations, entertainment, etc. to show buy in. If company buys in, hopefully it will improve awareness and customer service. Restaurant \$5/chair, hotel \$10/room, gas \$5/person, and entertainment \$2/chair
 - Determine percentage of travel money back to efforts and form large lobby with agriculture and manufacturing
 - Recognize all contributors at all levels
 - 100% of tourism trades, CVBs and chambers, give annually what they can afford
 - Destination properties and attractions
- Objective 3: Maintain and grow ROI at a minimum of \$5 for every \$1 invested in promotion.
 - Strategies
 - Continue to use Longwoods for ROI analysis (consistent process)
 - Ensure accounting is comprehensive and complete so everything is complete
 - Train all employees to provide great service
 - Engage more tourism stakeholders in legislative process

Funding

- Better educate legislators on other factors that impact ROI i.e. weather, food, gas prices

Facilitator Notes

- Secure permanent funding mechanism. \$50 million in increments of \$5 million per year. Correlate spending with state budget
- Find alternative funding sources (other than government) for all plan initiatives to justify continued government support
 - From businesses that benefit from tourism
 - Engage those businesses and educate them
 - Invest to get more
 - More contributors, more money
- Maintain and grow legislative support (no support, no funding)
- Maintain ROI of \$5 invested in promotion
- Establish a collaboration with other 2 industries (agriculture and auto)

Individual Objectives and Strategies Sheets

- Objectives
 - Funding of promotion to \$50 million in annual increments of \$5 million
 - Strategies
 - Get 100% of tourism trade associations, CVBs, and regional chambers to commit to an annual contribution of an amount they can afford
- Objectives
 - Secure a permanent funding mechanism for Pure MI
 - Have funding set in the Top 5 states
 - Maintain and grow legislative support for Pure MI
 - Grow funding from other business sectors that benefit from a strong tourism environment (build a broader base)
 - Maintain an ROI of a minimum of \$5 for every dollar invested in Pure MI spending
 - Strategies
 - Tourism industry forum to convene other industry that benefit from strong tourism economy to gain financial and political support (possibly expand tourism conference to include)
 - Mobilize grass roots (broad based) initiative to raise issue (permanent funding) to top of mind issue with legislature
 - Return to the TIF concept legislative bill (without Bishop) MI promotion fund
 - Continue relationships with Longwood's for ROI analysis for consistent measurement

Funding

- Objectives
 - Alternative funding: stores, gas stations, car shops, medical field casinos, grocery, party stores, annual, bowling alley, music theater, restaurants and bars

- Objectives
 - We need to get permanent funding from the state for a certain time period or not to expire
 - Maintain and grow with legislative support

- Objectives
 - Fundraising to raise money for funding
 - Raise awareness
 - Strategies
 - Alternative funding source. Dollar donation from lodging, restaurants, convenience stores, gas stations, entertainment, boats, to show buy in to help improve awareness, customer service from the owners of the business
 - Return on investment. Have to have tourist (?) to keep this going. Make sure Pure MI is still bringing tourists to MI

- Objectives
 - Get state promise in writing, long term 5 years
 - Find alternative funding sources and keep up with other states. Industry. Try to self fund to show ownership with goal of being self-sufficient
 - Partner with stakeholders for resources (educate, market, state associations)
 - Strategies
 - Continue education, lobbying, and cross lobbying of legislature
 - Percent of travel money goes directly back to effort, approach agriculture and manufacturing to form a large customer effort, lobby
 - Identify experts in private industry to assist with each theme. Won't have to reinvent the wheel. Use existing research
 - Ensure our accounting is broad enough

Product Development

Ypsilanti, July 16 2012, Eastern Michigan University

Flipcharts

- Objective: Increase awareness of safe environment (clean waterways, public safety, parks, roadways) through positive examples.
 - Strategies
 - Identify tourism products, experiences MI currently lacks but could reasonable attract and develop
 - Expand Pure MI logo to public safety services and DNR
 - Create a list of those involved in product development (i.e. GLBRCVB a tourism economic development program)
 - Collect data, examples of MI stories and statistics to support Pure MI
 - Positive social network news feed of data and statistics
- Objective: Expand standardized signage to all public areas (airports, welcome centers) at state, community and private levels (attractions, hotels) e.g. electronic signage, updates, and events; universal for international travelers.
 - Strategies
 - Identify existing standards (universal or state) and communications
 - Allocate matched funds to meet standardized signage
- Objective: Roads, rails, and trails. Increase awareness of connected cross system transportation. Expand public transportation by connecting to existing infrastructure.
 - Strategies
 - Create dedicated transportation web page on MI.org
 - Award money funding for projects connecting existing transportation options

Individual Objectives and Strategies Sheets

- Objectives
 - Improve accessibility to institutions that serve the industry
 - Reach railway systems
 - Communication with other sectors
 - Improve systems (dining, local attractions, culture) that support a leisure/business visit
- Objectives
 - Making memories in MI
 - Increase safety awareness i.e. no sharks in water
 - No worries on the road, friendly people/state
 - If you're not busy living then you're busy dying
 - Generate experience ideas through actual stories
 - Create interactive check-in points, grassroots word

Product Development

- Objectives
 - Signage standardization parks, welcome centers, restrooms (carry over to private sector hotels, attractions) park system passport (open to out of state residents?)
 - Electronic billboards for traffic, events, etc.)
 - State website more internationally friendly

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Increase number and diversity of listing on MI. org (e.g. a transportation page).
 - Strategies
 - Incentives to communities or businesses to have their information listing on MI.org
 - Find emerging/new/unique attractions. Appeal locally to nominate favorite “unknown” destination attractions and accommodations
 - Use go to meeting to educate destination owners about what makes a good listing (quality diversity of site consistency)
 - Contact businesses with checklist to connect with MI.org and other sites
 - Enlist CVBs to check listings on MI.org for their area i.e. Accuracy, currency and diversity
 - Make it easier for anyone to report dead links or outdated information
- Objective 2: Increase number and diversity of transportation options in and out of major arrival points (DTW) and raise awareness of.
 - Strategies
 - Bring together needed transportation routes and entrepreneurs and VCs
 - Grant program for start up car rentals
 - Increase awareness of transfer points between transportation services
 - Fly in/ride the train we will get you where you want to go (shuttle services)
 - Local volunteers rate their communities point of arrival re. Transport friendliness to visitors
- Objective 3: Identify and promote two lane/backcountry routes and trails (with focus on emerging destinations/attractions).
 - Strategies
 - Have smartphone app that shows 2 lane routes (art trails)
 - Create link groups of like attractions to create packages
 - Encourage development bike/walking trails connecting communities (plan and fund)

Product Development

- Objective 4: Bring together compatible industry groups to develop packages (B and B group, bicyclists) e.g. sunrise, sunset package.
 - Strategies
 - Allow promotional posts and guest blogs if multiple businesses/attractions- not community owned- are features and if it meets the goal of keeping tourist in play
 - Book end events to increase length of hotel stay and spend rate

Facilitator Notes

- Signage along state highways (<10 miles), same as Great Lakes/Pure MI signage? MDOT
- Increase # of/diversity of listings on MI.org
- Increase #/variety of transportation options in and out of arrival points (DTW, etc.)
- Identify and promote two lane backcountry routes or trails
- Give visibility to packaging ideas that increase length of stay
- Emerging destinations/attractions (sunrise, sunset package)

Individual Objectives and Strategies Sheets

- Objectives
 - Can everyone be Googled? MI.org in your area a “self contained” sleep, eat, and shop. Golf cart communities
 - Bike paths connecting areas
 - Signage from MDOT
 - Old train beds? Where do they lead
 - If someone arrives by train, how do they go anywhere?
 - Strategies
 - Checklist
 - Beer/wine trails
 - Two lane road trips
- Objectives
 - Enhanced signage to tourist destinations (way finding signs)
 - Grants for mom and pop motels, B&Bs
 - Create statewide system of rating mom and pop, motels, B&Bs, etc. Rated during inspections
 - Smart phone apps
 - Checklist for businesses of what they need to have
- Objectives
 - Promote “two lane MI” or “back road MI” by developing the equivalent of beer/wine trails or culinary trails focusing on the route in between major destinations
 - Give visibility to packaging ideas that keep tourists “in play” such as B&Bs on east and west side of state developing a “sunrise, sunset package”
 - Identify emerging destinations

Product Development

- Strategies
 - Free entertainment program at welcome centers
- Objectives
 - Encourage and develop appropriate accommodations in emerging attractions
 - Strengthen and collaborate signage (this trail, that trail) efforts (attractions, etc.) along state highways?
 - Road improvements
 - Identify emerging/slowly developing attractions/destinations and provide “speed up” help
 - Transportation options

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective: Safety, piece of mind, traveler road assistance. Increase perception of MI as a safe travel destination.
 - Strategies
 - Deploy additional safety and visitor assistance personnel on travel routes
 - Develop application for locating closest help and or road assist and information (MDOT?)
- Objective: Develop the story and historic resources throughout the state (along MI historic highways, open ford highland park).
 - Strategies
 - Provide a factory heritage tour of Ford piquette and Ford Highland Park, rouge
 - More Pure MI focused ads on MI’s historic and heritage resources
 - Promote unique MI treasure historic and contemporary
 - Fund key public destinations at a sustainable level so they don’t have crumbling infrastructure when people arrive in MI especially state parks. Lean on help from MSU DNR sustainable park development team
 - Restoration, Elobe Building, MI DNR, adventure center and state welcome center. Direct visitors around state
 - Open an automobile heritage welcome center
- Objective: Develop enhanced statewide model transportation options.
 - Strategies
 - Tours industry advocate for enhanced transportation investment
 - MTWA partner with develop partnership
 - Establish regional transportation authority
 - Extend high speed rail connecting from Montreal through Detroit to Chicago and beyond

Product Development

- Objective: Create/promote themed itineraries, total tourism packages development.
 - Strategies
 - Use travel MI web platform to enable tourists to “build” their own customized comprehensive travel itineraries
 - Establish criteria for tourism themes
 - Post/list package or themes on Pure MI website
- Objective: More high-end attractions to meet interests of growing international market.
 - Strategies
 - Incentives to developer to build high end attraction
 - Develop some 5 star lodging properties and high end shopping experiences in metro Detroit
 - Promote MI fine art to international travelers

Individual Objectives and Strategies Sheets

- Objectives
 - Increase perception of safety
 - Exploit things people want to do and see
 - What’s unique? Strengths? Propriety
- Objectives
 - Package development. Bike around state (who caters, where to stay, repairs)
 - Automotive tours, all inclusive experiences, *illegible*
- Objectives
 - Open Ford Highland Park to a visitor experience
 - Provide a full auto heritage factory experience Piquette, Ford Highland, Park and Rouge
 - Develop the stay of each heritage route
- Objectives
 - Move high end attractions to meet interests of growing international tourism markets particularly Asian
 - Increased/enhanced statewide transportation options (trains, ships)
 - More innovation, focused attractions (themed) to help rebrand MI as center for American innovation
- Objectives
 - Fund state parks at least some of them, at sustainable park planning partnership
 - Support international preferences at our attractions. Not just language but also the appearance of the attractions
 - Strategies

Product Development

- Ensure there is adequate support for public destination MI i.e. parks, zoos, roads, et, don't present a crumbling infrastructure
- Higher speed rail to destinations

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Making travel easy and enjoyable (less stressful and desire to return).
 - Strategies
 - Get from point A to B with the trip being enjoyable not frustrating
 - Roads, flying, ground transportation
 - Finished polished look
 - Shortage of parking, lack of public restrooms and good signage
 - Signage and way finding
 - Accessibility
 - Public access
 - Welcome Centers that are open and staffed with kiosks
 - Mobile/electronic brochures
 - Uniform travel/attraction symbols
 - Seasonal routing (i.e. DC HOV lanes), 3 lanes north on Friday, 3 lanes south on Saturday
 - Internal transportation, method/plan- international market not used to renting cars, used to public transit
- Objective 2: Remove barriers for businesses. Job creation and investment working group on specifically in travel and tourism industry.
 - Strategies
 - In each MEDC region convene working group and agencies to address issues/barriers MDOT, MSHDA, MDARD, DEQ, DNR, MSUE, MLC, SBTDC, USDA-RD, HUD, DOL, Homeland Security, local units (chambers, EDC, CDG, WPS, municipal league)
 - Licensing/permitting agencies, 3Q, illegal or immoral? Create a job or money? How can I help
 - Improving windshield view on roads that approach resorts/destinations
 - Make a commitment to maintaining recreation based infrastructure (state's attractions)

Individual Objectives and Strategies Sheets

- Objectives
 - Booking business; after booked now arriving. How to get point A to B
 - Welcome- border signs and centers. Airport, welcome assistance
 - Drive, fly, bus, train, limo/taxi

Product Development

- Service arrival at towns
- Information on what to do in area. Options. Target group family, couples, businesses
- Parking locations
- Can traveler get from point A to B without feeling trip/travel was difficult but instead enjoyable and want to return
- Make the experience of travel enjoyable and easy through product (product meaning arrival experience and knowledge and help)

- Objectives
 - Expand hours/service
 - Welcome centers need to be staffed on weekends, move back under Travel MI
 - Rural areas near natural features on Pure MI campaign. Need to upgrade accommodations
 - Strategies
 - Checklists for inexpensive (relatively) and high impact improvements
 - Move welcome centers back under MEDC
 - Publicize adopt a welcome center program

- Objectives
 - Develop regional workgroups based on travel and tourism in cooperating federal and state departments, local units of government and related travel and tourism associations focusing on investment and jobs, regulations and infrastructure
 - Feds: USDA Rural Development, HUD
 - State: MEDC, MDARD, MDOT, MHSDA, DEQ, DNR, MSU, MI Works, SBTOC
 - Local: chambers, EDCs, council governments
 - Develop second home

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Create an equitable and accessible information channel by which visitors are able to plan their full trips: arrival to departure.
 - Strategies
 - App for objectives
 - Create website like the US heritage route 23 website
 - Develop a “make your own adventure” on Pure MI website travel (1. Where, 2. What, 3. How and when) and it gives you answers and ideas

- Objective 2: Create a way of connecting the visitor with the product in a more direct way (e.g. user revenues scoring certification) and more definition of MI products.
 - Strategies
 - Design a rating system for all products

Product Development

- Provide user input above section of website for open-ended reviews, pictures, etc. rather than rating
- Create more MI-based art near tourist entry points (e.g. airport)
- Objective 3: Promote recreational interacts and experience as a product.
 - Strategies
 - Advertise the experience using the web, TV, radio, Pure MI, etc.
 - Connect with USA national recreation association get spokesperson celebrity in spot
- Objective 4: Enhance transportation infrastructure.
 - Strategy: Provide directional signage along trunkliners to recreation resources (like WI does)
- Objective 5: Provide all levels of lodging facilities in close proximity to the recreation resources camping to B&B to hotels.
 - Strategies
 - Education for attainment of consistent product standards
 - Create inventory or GIS maps to locate the gaps in needed facilities
 - And determine how to address them

Individual Objectives and Strategies Sheets

- Objectives
 - Equitable and accessible website developed by region that enhances visitor experiences by offering one-step shopping, all information for all activities under one site with equal accessibility e.g., US heritage route 23
 - Improvements to transportation infrastructure throughout state
 - All levels of lodging facilities in close proximity to recreational assets trails need close campgrounds, hotels and B&Bs
 - On the ground directional signage to trails visible from main trunklines
- Objectives
 - Provide current product resources to current service industries such as hotel/motel/inn sector with resources and best practices to support our goal in increasing travel to MI
 - Utilize US heritage route 23 .com as a resource in providing an overall MI experience
- Objectives
 - Promote recreation interests (snowmobiling etc.) as a “product”. Experience in MI. In the promotion include businesses that support the interest or experience

Product Development

- Develop an integrated website by interest, that includes all the supporting businesses of that interest. Snowmobiling, gas stations, restaurants, motels, dealers, repair service, etc. Each interest has their own needs
- Strategy: Advertise about the experience as a product, use web, Pure MI, TV, radio, etc.
- Objectives
 - Create a system that defines the service, beauty, experience, difficulty of all products (hotels, streams, snowmobile trails)
 - Strategies: Maps, connect with American standard

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Create more and more vibrant welcome centers at key locations or entry points.
 - Strategies
 - Theme each welcome center around the local tourism attractions and place brand
 - Identify visitor routes
 - Located welcome center to access points
 - Renew/revitalize welcome centers
 - Connect welcome centers to current technology, visual emphasis
 - Use technology to stimulate/excite visitors and facilitate planning
- Objective 2: Refurbish travel routes to be quick and comfortable (road, rail, boat).
 - Strategies
 - State dollar match federal dollar for road improvement
 - Statewide assistance to increase air carrier
- Objective 3: More billboards to promote MI experience especially outside state.
 - Strategies
 - Try MI experience
 - How do we measure effectiveness?
 - Match out of state billboards with radio/TV advertisements
 - Increase industry sponsorship billboards
 - Find a different way to promote tourism applications, social media, etc., billboards are counter to the beauty of our state
- Objective 4: Cultivate storytellers to promote Pure MI.
 - Strategies
 - Identify and recruit MI expatriate celebrities to be the storytellers

Product Development

- Making memories
- Create blog
- Identify Michiganders who live out of state who love MI
- Can we utilize existing Pure MI blog?
- Teach how to story tell well
- Objective 5: Develop non-motorized transport throughout MI.
 - Strategies
 - Advocate for development of motorized/non-motorized transportation links e.g., bike racks on trains and busses
 - New cycle trails
 - Expand from just trails to the whole concept of “place making” see MI municipal league
 - Identify gaps of connectivity
 - Develop groups and drive connections
 - Offer incentives for private sector investment
 - Continue growing Kalamazoo River Valley trails and connect all trails throughout MI
 - Expand high speed rail
- Objective 6: Determine products/interests for international tourists.
 - Strategies
 - Through MI.org website send email blasts?
 - Have Travel MI develop and deploy a survey to determine international travelers experience interests and needs Detroit urban core is attracting young European tourists

Individual Objectives and Strategies Sheets

- Objectives
 - Develop RFP process to promote MI as the place for the event (i.e., family reunion, military reunion, classic auto show, etc.)
 - I like Pure MI because it tells our story, it is us- let’s get others to tell our story
 - Develop and enhance non motorized infrastructure
 - Pure MI count down
- Objectives
 - Install Pure MI signs for regions, attractions, go to channel, radio
- Objectives
 - Create and enhance quick, comfortable and safe travel routes (refurbish roads, air, boat, and rail)
 - Ensure safe experience, public safety, crime, food safety, travel safety
 - Regularly interact with well trained, good mannered staff

Product Development

- Unique experiences, travel tech connections
- Asset development
- Objectives
 - Determine product/experience interests of expanding international visitor markets
 - Support the development of the NITC (bridge to Windsor)
 - Support/advocate for developing more motorized, non-motorized transportation links
- Objectives
 - Locate welcome centers and access points
 - Develop more welcome centers/routes
 - Enhance welcome centers
 - Energize
 - Connect with technology and stimulate, execute visitors facilitate/assets with their planning
 - Renew, revitalize welcome centers locate welcome center to “busy” access points

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Improve effectiveness, consistency and comprehensiveness of welcome centers at key entry points.
 - Strategies
 - Determine director to lead and facilitator
 - Analysis and photos of each center
 - Determine ultimate look
 - Sectors out each center and determine which needs what and budget for each
 - Prioritize order of completion
 - Delegate and have renovation teams
 - Supervise progress
 - Follow up with photos and comparison of model
 - Celebrate a successful mission
 - Enhance welcome center experience with new technology such as iPad kiosks, interactive mapping, etc.
 - More rack cards at welcome centers
 - Audit attributes and benefits of all existing welcome and rest areas. Confirm strategic location, identify opportunities for improvement by December 2013
- Objective 2: Improve consistency and effectiveness of highway signage.
 - Strategies
 - Analysis of current signage in existence

Product Development

- Create and develop common signage theme MDOT agency
- Develop a plan for entrance signs that are consistent at all points of entrance
- Objective 3: Increase quality, effectiveness and emotiveness of MI.org.
 - Strategies
 - Online infrastructure, design website to promote same “good feeling” as Pure MI TV and radio ads. Web designers will review website and enhance online experience. Website will be a high quality, world class experience
 - Develop website to illustrate the beauty of our brand with social media focus and interaction
 - Use links to make site less cluttered, track tabs/pages to see why people are viewing site, work with CVBs/chambers for input, post YouTube videos
 - Develop process to gather input from destinations and visitors to incorporate continually plan site improvement or enhancement
 - McCann Erickson to develop industry communication portal for 2 way collaboration for MEDC to industry
- Objective 4: MEDC to add attraction of tourism businesses to its remit (in addition to manufacturing and technology, etc.).
- Objective 5: Expand MI’s trail system.
 - Strategies
 - DNR and MEDC to collaborate to audit and promote MI, the trail state (and other partners)
 - Expand motorized trails to 10,000 miles
 - Expand trail systems in and out of communities to promote accommodation, restaurants, and points of interest within communities
- Objective 6: Improve transportation infrastructure.
 - Strategies
 - Investigate feasibility of mass transit system
 - Should get a railway system that works from big cities out through the state! A European system, it’s proven it works

Facilitator Notes

- Continue and improve consistency and effectiveness and comprehensiveness of welcome centers staffing, key traffic entry points
- Improve effectiveness and consistency of highway signage, brand all signage
- Online infrastructure MI.org, increase quality and effectiveness and emotiveness of MI.org. Getting the feel of the ads on the site
- MEDC to add attraction of tourism businesses in addition to manufacturing and technology, etc.
- Expand and better connect the trail system

Product Development

- Investigate and develop mass transit system. Improve transportation infrastructure
- Back of house/internal communication, MDOT, ads

Individual Objectives and Strategies Sheets

- Objectives
 - Continue with effective and comprehensive welcome centers in key traffic inlets to MI
 - Promote and enhance free public web access that may open with travel splash at key state based locations and facilities
 - Back of house, effective two-way communication between travel industry and Travel MI and MEDC (blog, Facebook?)
 - Continue to improve brand via highway signage, intranet, Travel MI
 - MEDC plan to facilitate and promote tourism destination development
- Objectives
 - Better road repair so it's not constant
 - Increase lanes traveling north
 - Collaboration of MI attractions
 - Pure MI certified (similar to AAA) Angie's list concept without paid membership
 - Road cleanup
 - Guide with more specifics
 - Cleanup in downtown Detroit
 - Silver Dome? "Beautication" and awareness with children in schools
- Objectives
 - Work with MEDC to focus some of the economic development efforts on major tourism attractions or other tourism related developments
 - Expand biking trails throughout the state to corner destinations
 - Enhance welcome center experiences with new technologies (apps, etc.)
 - Create a mass transit connection for Detroit to Saginaw and Flint to Lansing and Lansing to Grand Rapids
- Objectives
 - Promote the experience and history of MI
 - Promote four seasons
 - Logo-promotion and branding
- Objectives
 - Common/consistency signage road program. Less on the highway system within the clutter
 - State improve physical road conditions
 - Road ambience/cleanliness

Product Development

- Objectives
 - Online infrastructure, MI tourism (people get website)
 - Easy to navigate website. Not a massive homepage that is so full of stuff you don't know what you're looking at
 - More highway signage, especially on country roads where there is no one to stop and ask if you are lost
 - World class equals highest quality experience no matter what it is. "Wow" factor. Fishing, opera, autos, urban, rural. It is never going to be better anywhere else
 - Customer service
 - Linking communities and other activities
 - MDNR the trail state, itinerary

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts I

- Objective 1: MI will have transportation infrastructure that allows visitors to easily access "Pure MI" experiences.
 - Strategies
 - Preservation and development of non motorized routes (hiking, biking, water, equestrian)
 - Coastline ferries, lakes MI and Huron
 - Greater support for regional airports to increase competition and lower the cost of flying
 - Development of affordable parking infrastructure
 - Road construction coordination
 - Trains throughout the state to high traffic tourist areas. Get people out of their cars, scenic trains, transporting trains
 - Rebrand Old US 23 to sunrise pkwy, rebrand scenic routes
 - Designate and identify with signage, historic scenic routes throughout the state
- Objective 2: Visitors to MI have easy access to travel information while in the state.
 - Strategies
 - Improve usability of MI.org and continue to utilize social media channels
 - Kiosks placed in high trafficked areas where travelers can find information about what is around them and in the state (roadways, campgrounds, downtowns, libraries, airports)
 - Improvements in signage
 - Develop creative memorable destination welcome centers in southeast MI. Detroit high-energy showcase to promote entire state!
- Objective 3: Visitors experience active, engaging, memorable MI.
 - Strategies

Product Development

- Shoreline hot spots increase amount of public shoreline
- Develop a MI heritage site designation similar to Unesco to preserve and promote sites of scientific and cultural interest

Individual Objectives and Strategies Sheets I

- Objectives
 - Parks, plazas, and places of large gatherings
 - Pathways/bike paths along water
 - Scenic routes of travel throughout state (signage)
 - Transportation, train, coastline ferry, regional airports (more competition)
 - Preserving historic places and areas (heritage and culture)
 - Travel information via kiosks, campgrounds, parks, etc.
- Objectives
 - Welcome maize for Detroit area
 - Hospitality international travel
 - US 23 as sunrise parkway, cool design. Au Gres north to Mackinac
- Objectives
 - Travelers need to know what is around and available to them
 - Travelers need to get to where they are going
 - Strategies
 - Kiosks to let people know where and what they can see and do around them. Strategically placed throughout the state
 - More transportation options, trains, ferries
- Objectives
 - Increase number of resident trips within MI through improvements to roads, ferries, railroads, highway, bridge
 - Bottlenecks, make regional airports more competitive
 - Preserve MI cultural/heritage attractions (similar to UNESCO world heritage sites)
- Objectives
 - Road construction management
 - Parking infrastructure, affordable
 - Regional airports
 - Alternative transportation planes, trains, ferries
 - Development of non-motorized options (waterways, trails, equestrian, bike/hike)
 - Preservation of historic/natural resources
 - Develop plans for community/downtown enhancements
 - Scenic
 - Public beaches

Product Development

Flip Charts II

- Objective 1: Travel MI provides leadership to support smaller organizations around three themes (i.e., MI made products, auto history).
 - Strategies
 - Support product development as identified more locally. Encourage/experience and build on success that can be applied statewide
 - Have a committee that works with certain entities to put different organizations/businesses together
 - Build and make better successful travel experiences, provide support and expertise
 - Encourage/support cross marketing/promotional efforts
 - Pure MI travel card? Offers discount admissions etc. might be a source of revenue, could also track visitor spending
- Objective 2: The MI product is packaged in a way that is more accessible.
 - Strategies
 - Making a website or having an off shoot of MI.org that is like “quirky” MI to show off the beaten path locations (ex: mystery spot)
 - Suggestions of partnerships
 - Objective outside assessment of attractions
 - Road improvement, train tickets making the product state accessible

Individual Objectives and Strategies Sheets II

- Objectives
 - Roads, tolls, etc. Working on making nice
 - The state as a whole what we have make people aware, beaches, rivers, fishing, etc.
 - Putting money into the old to make new to have people visit. Downtown Detroit, Fox Theater, etc.
 - Cruises of the lakes, promote and invest
- Objectives
 - Build on and support things that work well that could be taken to the next level
 - Critically assess in an objective what steps could be taken to improve and enhance visitor experiences (other support, consultants, etc.)
 - Make it easier for visitors and potential visitors to identify their travel objectives

Product Development

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Develop a network of high quality roads (improve existing, do not build more).
 - Strategies
 - Roads capturing a portion of the gas sales tax for roads
 - Modify gas sales tax
- Objective 2: Develop a signage/billboard plan that is consistent, attractive, and creative.
 - Strategies
 - Enforce all billboard laws
 - Consistent enforcement of sign laws
- Objective 3: Establish consistent communication service (cell, bandwidth) across state.
 - Strategies
 - Have MI be proactive with FCC making sure toll calls are able to connect
- Objective 4: Increase and improve trails and trail connectivity (DNR goal: “The Trails State”).
 - Strategies
 - Develop a state trail strategy (multi-jurisdictional and private land)
 - Increase miles of dedicated bicycle trails (Identify railroad beds for rails to trails)
 - MDOT and MDNR to collaborate on rail trail development market existing trails
 - Make full use of recreation trails federal highway
- Objective 5: Structure and process to help communities address visual blight (on public and private property).
 - Strategies
 - Ensure clean up on all state and federal lands as positive examples. Encourage local and private compliance
 - Enforce all blight laws
- Objective 6: Re-establish a network of 7 day, year round welcome centers.
 - Strategies
 - Dedicate funds required to extend visitor centers seasons and days of week by may 11, 2013
 - Train staff in state welcome centers
 - Open rest areas statewide year round

Facilitator Notes

- Develop a network of high quality roads (improve existing)

Product Development

- Develop signage/billboard plan (consistent, creative, attractive)
- Develop a program to link heritage sites throughout the state (byways, trails)
- Establish consistent communication service (cell phone) across the state
- Increase and improve trails (trail connections, partner with DNR). Safety
- Structure and process to help communities address visual blight (on public and private property)
- Reestablish a system of seven day, year round welcome centers
- Neighbor and state passport plan

Individual Objectives and Strategies Sheets

- Objectives
 - Signage, attractive, appropriate, specifically KNHP and parks work with MDOT
 - Visual blight, clean up public areas, encourage compliance with private areas
 - Expand seasons, rest areas/visitor centers, days of week to include weekends
 - Trails
- Objectives
 - Improve roads and maintenance smoother, fewer choke points (less congestion)
 - Improve and increase telecommunication, more bandwidth, more cell availability)
 - More or better recreational trails
- Objectives
 - Signage, bike trails, ORV trails, directions to next stop
 - No holidays for park service during tourism season
 - Broad itinerary throughout the state
 - Continue to improve website, don't let money drive the site, make it consumer friendly realizing many who enter know nothing about MI
 - Support for parks
 - Include park in LP and have an opt out instead of opt in
 - Offer neighboring states buy in to state parks
- Objectives
 - Knowledge of area other than regional (our own)
- Objectives
 - Roads and airports
 - High speed
 - Cell service
 - Paved bike paths
 - Community plans (look along coordinates) to revolve back (?)
 - A clear signage and billboard plan

Product Development

- Objectives
 - Good roads, maintain existing don't build more
 - Welcome centers, trained staff, better visibility, regionally specific focus more on opportunities for a specific area per state and highlight local instead of tending to enter state in center

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Improve communications connectivity (broadband, etc.).
 - Strategies
 - Increase bandwidth in communities (by some spatial unit)
 - Create mobile application to serve as Google of MI
 - Identify service providers and consider how hardware affects view scapes and night sky etc.
- Objective 2: Develop and implement best practice standards for all infrastructure additions and improvements.
 - Strategies
 - Conduct lighting inventory at welcome centers, identify major natural features to be considered, establish criteria for compliance with best practices, and cost estimates for
 - Conduct statewide inventory of "critical view shed"
- Objective 3: Improve quantity and quality of non-vehicular access to and through MI (air, rail, water, trails, etc.) (guest friendly logistics).
 - Strategies
 - Inventory inbound travel options and identify deficits (MDOT) and recreation developing units
 - Identify funding sources as needed
 - Opportunities for better organization and coordination of current resources
 - Always consider night sky friendly accessibility
 - Create budget for port maintenance
- Objective 4: Make MI a model for accessibility (multiple impairments).
 - Strategies
 - Conduct needs assessment for improvements, for accessibility, mobility, and sight impaired
 - Consider types of signage available for interpretation at natural sites
- Objective 5: Increase access to capital for travel-related businesses.
 - Strategies

Product Development

- Identify capital sources for travel industry
- Establish Pure MI credit union
- Identify partners that may have resources i.e. Coast Guard, International Dark Sky, local municipalities for coastal cities
- Continue and strengthen incentives for redevelopment of cultural assets
- Engage economic development resources in identifying and procuring capital
- Report on results as part of MI's overall economic development strategy
- Inventory condition/quality/value of key travel related inventory with emphasis on lodging, dining, and event venues (private and public sectors)

Facilitator Notes

- Improved communications and connectivity (information transfer) (broadband, cell phone, etc.). % of state covered
- Seven international dark skies, conduct lighting inventory at all welcome centers and on major interstates
- Develop and implement best practice standards for all infrastructure additions and improvements (lighting, view shed, etc.)
- Improve quantity and quality of non vehicular access to and through MI (air, rail, trail, ferries) guest friendly logistics
- Unified web presence via Pure MI
- Make MI a model for accessibility (physical, hearing impairments, etc.)
- Increase access to capital for travel related businesses (number of loans)

Individual Objectives and Strategies Sheets

- Objectives
 - Retrofit where necessary, all outdoor lighting and welcome centers to comply with international dark sky standards
 - Do the same on state and interstate highways as most traveled routes
 - Support collaboration between local municipalities, US coast guards, and international dark sky association to address lighting hazards in MI's coastal communities. First identify major cities, inventory light, create plan
 - Promote and celebrate energy and money saving consequences of not wasting light by spilling it up and spoiling the night. The position impact on natural resources in the state
 - Consider how negative image of tracking issue impacts state tourism
- Objectives
 - Improved connectivity/stronger/faster information transfer
 - Improved roads
 - Improved signage and messaging at transportation centers (Pure MI)
 - Ensure efforts are maintained
 - Encourage cultural renovation in city centers

Product Development

- Ban plastic bags in retail
- Objectives
 - Continue to fund and support a unified web presence for the MI tourism industry
 - Support a statewide attractive way finding-system for MI tourist destination
 - Pursue additional scenic byway destinations throughout the state
 - Make sure infrastructure incorporates state of the art best practices. Don't ruin the authentic and what we are trying to present
 - Make MI a model for accessibility (mobility improved)
- Objectives
 - Improve visitor experience on being in top 10 for positive visitor opinions
 - Improve quantity and quality of non vehicular access to and through MI
 - Increase access to capital for travel-related investments
 - Improve visitor experience based on being top 10 nationally for positive visitor opinion
 - Financial support
 - Customer service training (employees being able to offer information) create a culture of knowledge, interest for visitors
 - Project destination through advertising

Promotion, Marketing, and Communications

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective 1: Develop a demographic specific campaign including social media applications (i.e. sources) to draw people to their heart tug, activity interest specific goal.
 - Strategies
 - Target activity specific
 - Target age specific
 - Military and veterans
 - Take Pure MI ads from institutional to target specific ads (seasonal, activity, and segments)
 - Benchmark segments, return to high water mark levels
 - Determine target groups
- Objective 2: Partner with sister city FL and MI Delta. Identify and research opportunities within existing communities. How to expand and promote each area.
 - Strategies
 - Rip off and duplicate other states and group efforts
 - Sister cities
 - Feature MI scenic byways prominently in Michigan.org- scenic byways brand tie-in
 - Develop FLA-MI connection
 - Partner with delta
 - Develop relationship with media
 - Social marketing of “branding” and regions via text, air, or vision
 - Use of Pure MI in local area (government and business)
 - Engage educational institutions and communication assets
- Objective 3: Improve MI.org to be the top rated web site in the country. Full time social media position (internal or contract), and media partnership through associations.
 - Strategies
 - Reach people social media
 - Identify and compile current lists of communication networks
 - Highlight all region assets to be promoted once identified
 - Improve Travel MI website
 - YouTube
 - Link activity to business
 - Create website (local)

Promotion, Marketing, and Communications

Individual Objectives and Strategies Sheets

- Objective: Partner with sister city (reconnect) i.e. FL + MI and Delta.
 - Strategy: commercials using local attractions, businesses, and residents

- Objective: Identify and research opportunities within existing commonalities. How to expand and promote each area.
 - Strategy: focus on streams, lakes, trails, seasons, how activities change within the same area

- Objective: Develop social and mobile applications that pin point interest specific locations while in route to maintain goal attraction.
 - Strategies
 - Reorganize Pure MI. Stronger link on YouTube
 - Grow social media channels like blogs and Facebook
 - Attach Pure MI to all statewide tourism and lodging businesses
 - Create visually attractive mobile app through Pure MI that categorizes and promotes nearby nightlife, wildlife, family, couples, adventures, indoors, and outdoors
 - Top tens updated annually, archived into a Pure MI bucket list
 - Show oil tankers
 - Cross promote with sister cities
 - Create larger river of snow birds, summer travel from FL and TX

- Miscellaneous Strategies
 - Support and promote regional activities i.e. bike tours, lighthouse tours, quilt trails, with tie ins for each county's assets
 - Seasonal promotion
 - Rotate promotion through the state based on activities, regions, assets
 - Regional visual stories on website
 - Identify and compile a current list of communication networks (business, education, government, tourism, civic groups, recreation)
 - Research other states/regional efforts to promote rip off and duplicate
 - Target specific activity then coordinate with broader group/region
 - Social media to reach the most visitors, connect communities, region, state
 - Excite visitors
 - Increase website traffic to lure people in. Hook the people

Promotion, Marketing, and Communications

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Move a greater number of general populace that are unaware of MI (instate and out of state).
 - Strategies
 - Cutting edge and easy website
 - Niche marketing pieces
 - Landmark in advertising
 - Critical that first experience is excellent, highly dependent on service delivery and ease
 - Culture change all Michiganders should give value to visitors' experiences
 - Unique two peninsulas connected by a giant bridge over blue water
 - We are unique, focus on top 10 attractions
 - Take command of Michigan travel ideas
- Objective 2: Increase frequency of commercials.
 - Strategies
 - Identify landmarks, establish criteria
 - Co-brand (Kellogg, Big 3)
 - Legislative advocacy for PMC supporters
 - Extend Pure MI brand to niche markets beyond silent sports
 - 3.0 technologies (viral marketing, contests, social media, apps)
- Objective 3: Tagline to Pure MI (call to action...).
 - Strategies
 - Create positive travel word association with the word "Michigan"
 - Consistency through all media resources

Individual Objectives and Strategies Sheets

- Objectives
 - Move a greater number of general populace from being unaware of Michigan to "raging fans of Michigan"
- Strategies
 - Take command of Michigan travel ideas direct input into travel guide from CVBs
 - Must include all landmarks that make Michigan unique
 - Top 10 attractions must always be in travel guide
 - Greater focus on CVBs
 - Generic MI is not effective
 - We are a state of two peninsulas with a giant bridge that binds us
 - Blue Water=Unique, cool, not hot like the rest of the nation
 - Improve websites= other state's are better

Promotion, Marketing, and Communications

- Objectives
 - Data access
 - Energy technologies
 - Embrace blowback (i.e., John Kerfoot)
 - Experiential/unique attractions
 - GIS
 - Viral marketing
 - Embrace 3.0, create incentive
 - Educate (especially regional)
 - Target marketing, emerging markets, demographics analysis
 - International partners, reduced bureaucracy
 - Strategy: increase frequency of commercials. Focus on landmarks, use known brands, four seasons
- Objective: Work together on the UP attraction
- Objectives
 - Increase number of commercials by __%
 - Increase direct links from regional/national to “Pure MI” by __%
 - Promote/market to travel planners, real estate investors throughout region/country create incentives to refer
 - Identify what regions currently “responding” concentrate on expanding
 - Everybody “brand” → Pure MI
 - Private
 - Strategies
 - Increase frequency of commercial!
 - Designate more money
 - Lobby legislators to support money
 - Identify landmarks what are they based on survey or estimated criteria
- Objectives
 - Pure MI campaign effective medium is regional landmarks and are the names of the landmark
 - Partnerships with international travel like we do now
- Objectives
 - Know brand through industry and business international market to those who can afford travel. Establish landmarks for state with location and name
 - When you’re hot, we’re cool
- Objectives
 - Promote all season outdoor opportunities
 - Michigan has many reasons to get off the couch and enjoy the outdoors
 - Educate public as to the many opportunities that are out there

Promotion, Marketing, and Communications

- Objectives
 - To make MI a household association with visitation, adventure travel at national and international level
 - Detroit- is known as the intercity
 - Michigan is known as the...
- Miscellaneous strategies
 - Coordinate known MI brands with Pure MI and distinct landmarks in advertising
 - Market to international visitors who can afford travel. Airline magazines?
 - Name distinct landmarks for consistency

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts I

- Objective 1: Make the Pure MI brand more inclusive to all stakeholders.
 - Strategies
 - More vibrant advertising- a change from soft, dreamy to exciting and vibrant. MI is alive and lively!
 - Consider marketing themes under Pure MI= stay to play prison paradise horse trails
 - From Alpena to Empire ride your horse. From prison to paradise do time in Jackson. From hell to Holland Pure MI has it all!
 - By 2013 identify and produce a Pure MI ad focused on a genre/market segment (not geographical)
 - Invite stakeholders to form teams around the genre/market segments
- Objective 2: Increase __% of repeat visitors to MI, especially during lower volume seasons.
 - Strategies
 - Utilize Pure MI blog database to have visitors identify their interests
 - Target market to current visitors
 - Branded materials to website to add visitors
 - Increase number of mediums that have opportunities for interactive contact by the traveler
- Objective 3: Increase __% of international visitation to MI.
 - Strategies
 - Start measuring influx of international visitors
 - Create messaging that speaks to the international consumer
 - Increase budget for international marketing to \$1 million by 2014
 - Target marketing to increase visitors from within US that are foreign born and may return to their home country and continue promoting MI

Promotion, Marketing, and Communications

- Add feature to make Pure MI website and information available in languages of targeted countries
- Educate the MEDC that tourism is economic development and should be included in their economic development programs i.e. China

Flip Charts II

- Objective 1: Increase __% of web hits on MI.org that convert to actual visits.
 - Strategies
 - Clickable categories on the website for each area, for example: nature, arts, history, camping, museums, festivals, etc.
 - Inbound marketing more data to analyze what they need to get them to visit
 - Create user friendly mobile apps
 - Fewer click-throughs

Individual Objectives and Strategies Sheets II

- Objectives
 - To increase international business travel to MI
 - To place MI as the number one destination for Asian travel in the US
 - To increase South American travel to MI
- Objectives
 - Increase funding of MI campaign on international level
 - Define ROI of spending for international visitors
 - Meaning of Pure MI, identify promise
 - Grow Pure MI brand
 - Install measurement devices for tracking
 - Influx of international visitors
 - Mediums: Pure MI, YouTube for everyone (saves money), interaction with visitors
 - Strategies
 - By 2013, offering area is highlighted arts and culture, sports, history, heritage, etc.
- Objectives
 - Make more attractions, resources, and events more well known through PMC
 - Make information more accessible to the public in US and abroad through apps, social media, etc.
- Objectives
 - Increase international awareness from inside and outside the US (Asian markets residing in CA or other Midwest and European visitors on 2-3 visit)
 - MI.org translate
 - Year round appeal seasonal attractions (not necessarily repeat)

Promotion, Marketing, and Communications

- Objectives
 - To date, the Pure MI campaign has focused on nature, wineries, golf, and the geographical beauty of the state. “Pure MI” works for that. It’s time to be all-inclusive and include Michigan’s rich history, culture, and arts. Shall another word be added to “Pure” or a new slogan be developed? Perhaps: Michigan- Pure, Past and Present! Then more than only “pleasant” pastimes can be included
- Objectives
 - Stay and play- more inclusive to all
 - Branded items to the website
 - In-kind marketing
- Objectives
 - Enlarge and develop Pure MI brand to include historic and cultural aspects of MI to appeal to broader base of out of state and international visitors
 - Develop digital resources to inform potential visitors of MI opportunities
 - Make more accessible

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Increase state funding for Pure MI campaign to expand awareness of the Pure MI experience.
 - Strategies
 - Communicate importance of tourism to state economy to legislature
 - Experiential YouTube videos for iconic MI locations
 - Increase funding incrementally based on results 25-30, \$40 million
 - Product placement co-op ads national and international. Hotel chains, Harley, etc.
 - Quality of life expand industry sponsor to Pure MI campaign
- Objective 2: Expand international campaign.
 - Strategies
 - Co-op partnerships with “destinations” to raise funding. Raise awareness. YouTube “experience” campaigns
 - Create customized marketing campaigns to bring international tourists
- Objective 3: Expand Pure MI to encompass the change in motorcycle laws (specific routes and trails).
- Objective 4: Increase search engine results for travel/tourism sites.

Promotion, Marketing, and Communications

- Strategies
 - Pure MI with support and funding for CVBs and regional business
 - Increase cross linkages to Pure MI
 - Hire SEO and social media consultants
 - Encourage relevant crosslinking among tourism created organizations and businesses
- Objective 5: All tourism sites be accessible to multiple types of technology (smartphones and tablets).
 - Strategies
 - Have check list with information of how to apply your business to these technologies
- Objective 6: Translate MI.org to targeted international languages.
- Objective 7: Encourage tourism businesses to tie into Pure MI where appropriate to spread brand (social media).
 - Strategies
 - Get organization BDs and leadership to make “tie in” to Pure MI a policy
 - Free Pure MI window cling for vehicles to tourists and visitors
- Objective 8: Increase MI’s desirability ranking from 28 to 15
 - Strategies
 - Explore adoption of direct mail campaign (focus on experience)
 - Increase promotion funding

Individual Objectives and Strategies Sheets

- Objectives
 - Ranking on bw.org raise hotels/B&Bs increase search engine results
 - To zero in on of the visitor (regional)
 - Pure MI camp, do some over the state
 - Helmet law
 - International, low visits, 3 entries into Michigan, Port Huron and Detroit
 - Fundraising
 - 28th ranking for state to visit?
 - Direct mail
- Strategies
 - Increase partnerships/industry as partners, quality of life
 - Put emphasis on border crossings only a bridge away- partner hotel chains
 - Use specific media grant to individual/groups
 - Show experiences regionally

Promotion, Marketing, and Communications

- Objectives
 - Increase funding or assist partnerships in participating in Pure MI
 - Increase national exposure for Pure MI
 - Strategies
 - Increase sources of revenue... state local, private sectors. Branding Pure MI
 - Emphasis importance of tourism to state legislation and execute brand
 - Expand Pure MI brand and awareness on a national and international basis-increase desirability rankings

- Objectives
 - The website of CVBs and similar organizations rank high in search engines (especially Google) for all relevant, key search terms, such as “hotel Port Huron, MI)
 - All tourism oriented websites are re-sizable meaning they can be easily accessed by all devices
 - Local businesses are more sensitive, friendlier to people from different cultures, speaking different languages, etc.
 - Local businesses know how to engage future prospective guests and past guest via social media, learning from Pure MI
 - Strategies
 - Funding for SEO training and blogging at local level for re sizing websites
 - Off season training for local business (Chamber, CVBs)
 - Awareness campaign to get local business to see how they fit into the tourist picture
 - Customer service session
 - Summer jobs for language experts
 - Use go-to meeting

- Objectives
 - Increase co-op partnerships with destination to raise funds/raise awareness, YouTube video campaign
 - Hotel chain co-op partnerships to encourage foreign travelers to choose MI locales
 - Partnership with bike brand through product placement in outdoor and targeted publications or broadcast (chopped)

- Objectives
 - Communicate the “experience” of Pure MI
 - Market the “Pure”. What makes it Pure MI, what about that purity could attract tourist and from where? Promote those to each place
 - Create the desire to visit MI
 - Strategies
 - Focus on which part of Pure MI would appeal to which (customize campaigns to fit different countries)
 - Pure MI business campaign (campaign that focuses on bringing companies into the campaign and being a partner)

Promotion, Marketing, and Communications

- Make sure all sites resizable
- Create desire to come to MI by researching reasons tourists travel to other states

- Objectives
 - Sell ads on Pure MI to MI businesses
 - Offer training and/or workshops to businesses by region (starting with lowest visitor percentages, who needs help most?)
 - Billboard, radio, and even “tell a friend” direct mail to those already visiting (with discount coupon)
 - Help all CVBs have responsive web content grant to upgrade sites to ensure mobile friendly

- Objectives
 - Marketing campaigns→ direct mail to current visitors, regional visitor post cards (we’re glad you came, tell your friends... if I told you, you can experience crystal blue waters typically only found in tropical locations, would you come...)
 - International marketing, focus on our border neighbors billboards, radio, visitors, card)

- Objectives
 - Grow Pure MI brand and partnerships
 - Continue to expand with local partnerships and collaborations already in place and increase funding for the Pure MI campaign
 - Strategies
 - Make Pure MI campaign international, multi-lingual, to target ethnic communities and countries we wish to attract
 - Social media
 - Webinars to help businesses optimize search engines
 - Hire consultants to help increase interface with social media platforms

- Objectives
 - Encourage local businesses (where appropriate) to tie into the Pure MI brand
 - Increase state funding for Pure MI ad campaign
 - Strategies
 - Encourage tourism businesses and organizations to hire SEO consultants
 - Increase funding requests incremental based on results
 - Get organization boards and leadership to make the tie in to Pure MI a policy

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Increase the Pure MI brand awareness by 20% outside MI.

Promotion, Marketing, and Communications

- Strategies
 - Continue existing mediums of advertising and increase “unique experience” content (breweries, exceptionally good music, Motown, rebirth of entrepreneurship, self opportunities to witness or experience)
 - By revising ads to emphasize urban rebirth
- Objective 2: Increase visitation from regional, national, and international sources by 10%.
 - Strategies
 - Establish MI as destination
 - Build travel agents, airlines, promote MI
 - Create statewide packages
- Objective 3: Strengthen existing partnerships in Pure MI campaign strategically and forge new relationships.
 - Strategies
 - Partnerships, evaluate to match through state of MI
 - Compute ROI to entice new investors
 - Benchmark successful partnerships (Mackinac Island, TC)
 - Develop multi-year contracts, in for long haul. Sense of stability
- Objective 4: Determine annual allocated budget for PMC.
 - Strategies
 - Diversify budget, target to each country pending
 - Love the rebirth of Detroit, the place to go for a new start
 - Form of communication (billboard, web, print)
 - Spend money wisely, not all eggs in one basket
- Objective 5: Increase digital presence of Pure MI.
 - Strategy: visit MI app (attractions, art, heritage)
- Objective 6: Diversify the attractions in Pure MI and target populations to include urban tourism.
 - Strategies
 - Pure MI site
 - Brewery tours package
 - Wine tour packages
 - Fall bikes tours
 - Packages for shopping malls and outlet shopping
 - Diversify attractions by Pure MI ads, research events that drew visitors, create subcategories (music, art, sports)
 - Music is Pure MI, arts and culture
 - Show ads of the nightlife, ballgames and tailgating, major plays and small production plays, music festivals, concert of colors, etc.

Promotion, Marketing, and Communications

- Objective 7: Increase partnership in Pure MI campaign to include transportation and neighboring states by growing website hits.
- Objective 8: Diversify demographics of those visiting MI by increasing young urban professionals visits/tourism and other groups by 20%.
 - Strategies
 - Come visit your neighbors, we'll support the ____
 - Ads to young urban professionals
 - Families, make affordable offers online
 - Visit family Latinos (AZ, CA, NM)
- Objective 9: Celebrate MI- born citizens through commemorating their identity.
 - Strategies
 - Living or dead
 - Welcome to the world, welcome to MI
- Objective 10: increase products of non-English Pure MI ads domestically and internationally by 10%.
- Objective 11: Increase ranking of out of state visitors desire to visit MI to top ten.
 - Strategy: identify kinds of expectations (food, beer, city, birding) and target marketing around that experience

Facilitator Notes I

- Diversify demographics of those visiting MI by increasing young urban professionals visits as well as other groups by 10%
 - Come visit your neighbors family we'll supply the _____
 - Focus on NY, Chicago, LA, Atlanta
 - Families make available affordable packages on website
 - Market to motorcycle groups
- Diversify the attractions and target populations in Pure MI campaign to "Music is Pure MI, Arts and Culture Is Pure MI, Sports is Pure MI"
 - Focus on arts smaller productions, little known venues. Local should be emphasized
 - Focus on urban agriculture
 - Volunteer tourism
- Increase desire of out of state visitor to visit MI to top ten
 - Strategy, research what makes MI uniquely desirable and types of experiences
- Market Detroit as "place to be reborn". Ground zero for art and music. People seeking place to start again. Trigger state wide pride, like Super Bowl Chrysler commercial
- Promote literary trail, the trail. Elmore Leonard, Hemmingway, Thomas Edison, Henry Ford, Motown Museum
- Music heritage

Promotion, Marketing, and Communications

- Create events around people
- Motorcycle, wine and bike tours. Brewery trails and tours packages for shoppers “dollar stores!”

Facilitator Notes II

- Strengthen existing partnership in Pure MI campaign and strategically forge new relationships
 - Evaluate dollar to dollar match through state of MI
 - Lower cost of entry for partners with smaller budgets but valuable experiences to participate
 - Computing the ROI to entice new investors
 - Benchmark successful partnerships (Henry Ford, Mackinac Island, Ann Arbor, Traverse City)
- Increase visitation from regional, national, and international sources by 10%
 - Establish MI as destination
 - Build relationships with travel airlines internationally and travel agents (like direct flights from Germany to DTW)
 - Increase travel packages for families and environmentalists
- Increase digital presence of Pure MI by creating a “Visit MI” application and creating web banners, Facebook ads, strategy maps, QR codes, twitter, blogs
- Determine annual and allocated budget for PMC
- Analyze best medium for each market
- Diversify budget target to each

Individual Objectives and Strategies Sheets

- Objectives
 - Increase Pure MI brand as defined by research numbers
 - Increase partnerships
 - Expand focus on international travellers beyond current countries
 - Increase social networking followers
- Objective: Develop application for smartphones
- Objectives
 - Grow the Pure MI ads in magazines that are on domestic and international flights
 - Build a partnership with the various means of transportation (greyhound, Amtrak) and work in collaboration to get the brand out that way
 - Raise the tax film incentives back to 26 million it brought money in for all industries in MI plus allowed for new businesses to form. It brought people here who normally would not come and were even interested in purchasing homes

Promotion, Marketing, and Communications

- Objectives
 - Strengthen relationships with neighboring states
 - Identify meaningful partners
- Objectives
 - Non-English speaking media
 - Positive views of Detroit outside of Downtown
 - Twitter, Facebook, web
 - Hispanic, radio, TV, web
 - Multiple languages
 - Visit family
 - Come home
 - Use foreigners as testimonials
 - Neighbors
- Objectives
 - Engage more groups or define existing partners and be more thorough with these
 - Define existing partnership, evaluate their role find ways to enhance and develop partnerships
 - Broader participation among desirability

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts I

- Objective 1: Co-op partnership with airlines into MI regional markets.
 - Strategies
 - Airline packages (specials)
 - Media in markets (SFO, LAX, SAG, OKL, MIA, ATL) with Delta/United fly into GR/TC
 - Buy into these markets
- Objective 2: Visitor testimonials specific from region they came from.
 - Strategy: Conduct research intercept survey. Filter good candidates to film
- Objective 3: Increasing value- promote the value. The experience.
 - Strategies
 - Compare “big city” vacation costs to Michigan
 - Branding service level, like southern hospitality
- Objective 4: Partnerships value (ROI). Cost effective partnerships and inclusion of other entities (within region and state not involved in Pure MI, ex: state heritage, local, government, etc.) to grow the brand.

Promotion, Marketing, and Communications

- Strategies
 - Reach out to other state programs, regional, economic development organizations, small business associations, regional government entities, etc.
 - Encourage regional collaboration on promotion
- Objective 5: Continue to increase online participation for both industry and visitors.
 - Strategy: Within industry, promote what we have and mention in ad
- Objective 6: Establish a sister partnership with city/areas from one of the BRIC nations.
 - Strategy: Establish exchange program for college students deployed throughout state with various language skills (BRIC)
- Objective 7: Baseline the entire PMC goal so we know where we are now.
 - Strategy: Research- specific to goal parts
- Objective 8: Expanding media spending to the closest international locations (Toronto, etc.).
 - Strategies
 - See the US in MI (beaches, ski, wines, cultures, Henry Ford, Meijer Gardens)
 - Pure MI campaign during NHL season (TV- CBC and radio)

Individual Objectives and Strategies Sheets I

- Objectives
 - Value, brand service development
 - Define the entire goal, research specific to goal parts
 - Strategies
 - Set baseline for measuring this goal. Brand, partnerships and member plus results, attract, return
 - Define national information like to travel to “top ten”
- Objectives
 - SF/LA/SD/Orlando/MI/ATL: media purchase in those markets. Create campaign (co-op) with Delta or United to “experience Pure MI.” Value driven vacation package. Include airfare and car rental
 - Toronto and Montreal: heavily advertise during NHL season. Recreation, beaches, skiing, boating, golf, cultural, Henry Ford, Meijer Gardens. Value: better value.
 - Strategies
 - Co-op partnerships with Delta and United to increase MI brand awareness and interest from markets most likely to fly into Detroit/Grand Rapids/Traverse City. Expand co-op packages with auto rental to see the state
 - Expand international media spend into closest major international metro e.g., Toronto by 2015

Promotion, Marketing, and Communications

- Objectives
 - Cost effective partnerships, value
 - Diversification to all media, all tourist related industries
 - Strategies
 - Pure MI/Travel MI, partnerships with CVB and CVB partner with local businesses or destinations

- Objectives
 - Continue to increase online participation (MI.org and Twitter) for visitors and industry. Plus 50% in 5 years
 - Foreign language
 - Strategies
 - Increase online metrics by 50% in 5 years via online partnerships with industry (we mention it in our tweets, etc.)
 - Scholarships/exchanges for students, employed locally and known as a resource. Advantage in home countries BRIC

- Objectives
 - Increase inclusion of entities on the regional level
 - Create diversity of topics under the brand for visitors to comeback for more experiences
 - Strategies
 - On a regional level, bring/identify different entities not under Pure MI. Reach out to other state programs, regional EDOs, small business associations, regional government entities

- Objectives
 - Create (a) synergetic partnerships that link industries that produce a “webbed” (?) i.e. agritourism
 - Establish a partnership in a “sister” province/state in a top 5 international country that would encourage travel between the two
 - Brand the service side of MI hospitality, i.e. southern hospitality
 - Strategies
 - Brand the MI hospitality in a way that connects to value (service=value)

- Objectives
 - Increase spending per visitor
 - Increase actual visits (web= numbers, visits number 28) and desire to visit
 - Promote value
 - Increase regional collaboration
 - Strategies
 - Compare cost of MI to CA, FL, Chicago
 - Chambers, cities work together

Promotion, Marketing, and Communications

- Objectives
 - Word of mouth, build testimonials on Pure MI
 - Strategies
 - Employ researchers to conduct surveys around state
 - Conduct surveys and ask for volunteers to video/record their impressions

Flip Charts II

- Objective 1: Involve townships and counties with assets that they have for promotions with Pure MI “co branding and coat tailing”. Get back to marketing similar resources. Include private enterprise to incorporate Pure MI.
 - Strategies
 - Multiple groups working together to increase buying power and impact
- Objective 2: Pure MI increasing communication of its programming aptitudes.
 - Strategies
 - NWMCOG, MML, etc.
 - Input in planning and zoning news. Mark Wykoff- MSU land institute
- Objective 3: Communicate brand strategy outside tourism industry (industry, gas stations, etc.).
 - Strategies
 - Pure MI lowers taxes email to all
 - MEDC industry cross over promotion, blue and green logos
- Objective 4: Communicate on unique experiences available in MI as a “whole” list (i.e. trails: quilt, golf, etc.).
 - Strategies
 - MI wide awards in different areas. Sleeping Bear, best lake, best golf, list on MI.org
 - Key activities during slower months that have potential to grow (not April, May, June, July, or August)
 - Graduate programs focus on creating groups of similar events festivals etc. that can be promoted as possible trail or other
- Objective 5: Better Pure MI “branded” items (i.e. clothing, etc.). Selection and quality.
 - Strategies
 - Links from Pure MI to retailers in the program
 - Apparel manufactured in MI for quality and organic items
 - Better selections for Pure MI branded products (stickers, beach balls, cozies)
 - Add MI made goods to MI.org, quality
 - Partner logo wear available

Promotion, Marketing, and Communications

- Objective 6: Pure MI partner with other retail/MI based companies.
 - Strategy: leverage other companies (like Coke), find other large retail companies to expose outside of state for Pure MI (Ford, beer, wine)
- Objective 7: Promote communication in a medium that best fits the 3 markets: regional, national, and international.
 - Strategies
 - Holy grail advertising (Olympics, World Cup, Super Bowl)
 - Pure MI app, web links to partners, festivals, stories, reviews
- Objective 8: Increased Pure MI staffing.
 - Strategy: Internships

Individual Objectives and Strategies Sheets II

- Objectives
 - Partner with other retail companies like Coke (i.e. Pure MI golf ball, Pure MI ski brand, sports teams, Michigan based, Ford?, leverage retail space and exposure
 - Strategies
 - Leverage other partnerships (like Coke), find other large retail companies to gain exposure for Pure MI brand, Ford?, beer/wine, gain exposure outside of state
- Objectives
 - Create an application for access by 2014 involve township/counties as partners in assets they have for promotions in Pure MI
 - Create Pure MI links in each regional or combine web pages in 2012
 - Strategies
 - PLN and ZONE MAG council of government (?)
 - Website link to partners, Tree Tops, pro shop shirts, shanty creek hat etc.
 - Links to Pure MI and back to partners app
- Objectives
 - Allow private enterprises to incorporate Pure MI brand and content in a controlled and approved manner to expand reach. QC?
 - Strategies
 - Holy grail media buys: Super Bowl, Olympics, World Cup
 - Internships
- Objectives
 - Regional national and international
 - Co branding between products and cities and counties of a region combined with entire state to maximize impact

Promotion, Marketing, and Communications

- Promote communication in medium that best fits each of the three marketing (regional, national, international) example language or electronics of both
- Follow up communication or review of experience to better meet return needs and hopes
- Inform on unique experiences available and activities
- Strategies
 - International language on website
 - Marketing that is state/regional/international (target Chicago, Indianapolis, etc.)
 - Multiple agencies each placing advertising at the same time in a publication or TV, radio to increase buy power and awareness
 - Programming
- Objectives
 - Grow brand and partnerships
 - Revise Pure MI site for new traveler user experience... increase new user time and base)
 - Incorporate Pure MI brand into all state owned signage (message to municipalities for increased attraction signage) and replace old sunset
 - Work with products made in MI to include logo on packaging (not just food)
 - Communicate brand strategy outside of tourism industry (increase grass roots awareness of impact)
- Objectives
 - Better Pure MI apparel (organic, MI made)
 - Quality partnership opposed to quantity- not oversaturated market (tone down regional)
 - Pure MI membership for discounts
 - Get back to marketing resources of state
 - Strategies
 - Work with apparel manufacturing in MI to make quality items
 - Add MI goods to Michigan.org website

Lansing, July 26 2012, The Lexington Lansing

Flip Charts I

- Objective 1: Increase visibility of Pure MI brand nationally and internationally.
 - Strategies
 - Focus on grow and made in MI
 - Identify opportunities to reach international students, increase visitation of their friends and family
 - All MI CVBs and Travel MI websites translate languages

Promotion, Marketing, and Communications

- Objective 2: Increase awareness within tourism industry of impact of film industry.
 - Strategies
 - Utilize maps being done by film office places used for shooting
 - Group tour promote film location for business tour
 - Focus what has been filmed capitalize
 - Partner film office Travel MI both MEDC
 - Movies made with a Michigan theme
- Objective 3: Increase destination marketing for niche markets and increase awareness of concerns/needs of industries among Travel Commission/ Pure MI to entice people to come here.
 - Strategies
 - Identify additional products to promote (skiing, camping, snowmobiling) covering all seasons
 - Capitalize on the historic nature of the area
 - This could happen with a website like US heritage route 23 or the Up North Trails initiative website
 - Design marketing plan for niche industry. Incorporate 5 new markets in advertisements
- Objective 4: Increase visibility of Pure MI brand in international markets.
- Objective 5: Increase number of partners connected to Pure MI brand and dollar impact.
 - Strategies
 - Incorporate the MI scenic byway program into Pure MI
 - Include local government agencies, use Pure MI branding on their websites etc.
 - Identify and reach out to organizations representing lifestyles, products, and events not currently visible in Pure MI advertisements and promotion
 - Increase Pure MI partners to \$5 million and 50 partners and identify both non financial and revenue generating partners

Facilitator Notes I

- Increase involvement of scenic byways
- Highways, promoting beautiful roads
- Look at asset inventory
- Historic byways
- Identify government agencies to utilize Pure MI brand
- Increase Pure MI internationally to China, on food products (Welch), connect with MI food producers
- Increase awareness of film industry impact
- Film industry missing opportunity to be a part of it. \$50 million
- Tag credits with Pure MI quit filming gritty DTW (\$200 million of spending)
- More tours

Promotion, Marketing, and Communications

- Create
- 1,2,3 star incentives/rewards
- To define what a partner means, benefits
- Identify who partnerships are and benefit how
- Grow to 50 partners to \$5 million, identify financial and non financial partners
- Increase destination markets for niche markets. Water, golf, general vs. Henry Ford
- Camping is general, untapped pool of people
- No one from golf etc. puts up dollars for Pure MI ads
- Motorcycles (destination rides), boating, snowmobiling, skiing, cultural places, Art Prize, Broad Art Museum
- Expose more people to Pure MI brand
- Letting film in CA that Pure MI exists
- What partnerships are strategic in that film industry
- Favorite tours
- Not depict just Detroit but pretty parts of MI
- Pure MI needs to be aware of other industry concerns and needs to entice people to get there (diverse parts of markets)

Individual Objectives and Strategies Sheets I

- Objectives
 - Take a look back at what has been accomplished and who the players have been. Who is not a player? What segment of the tourism industry is still undiscovered? Look to the segments of the tourism industry that have been highlighted (golf, boating, ag, urban) and see what their results are!
- Objectives
 - What is the partnership agreement, benefits, stakeholder agreements
 - Pure MI campaign attracts visitors, what about industry
 - Highlight the benefits, loyalty to state
- Objectives
 - Focus on film \$50 million budget for 2013 (twice that of tourism) to show Michigan product and introduce to world. CA and FL showcase product on TV and movies
 - Tag credits with Pure MI
 - Plots set in MI
 - Quit filming “gritty” Detroit, showcase the positive
 - Movie tours, film sites, map them, work with group tours to highlight film sites
- Objectives
 - Partnerships
 - Include other government agencies (ag, EDC, MDOT, etc.). Products to help adapt and grow brand (careful not to dilute brand)
 - Increase number of partners by X amount

Promotion, Marketing, and Communications

- Identify other tourism partners for advertising campaign
- Grow revenue from partners to \$5 million up to 50 partners
- Miscellaneous
 - Better communications between departments (state)
 - Automotive
 - Michigan brand products
 - Paid and non-paid partners

Flip Charts II

- Objective 1: By 2017, have MI's ranking as a desirable state to visit rise to #6 (nationally).
 - Strategies
 - Market MI opportunities that mimic other desirable destination state's draws
 - Partner with other destinations state's for combining travel opportunities
 - Aggressive email marketing campaign targeting precious MI visitors, encouraging them to return (ex: invite them back for fishing or hunting in MI, offer hotel/restaurant packages)
 - Integrate with customer promise score
 - Increase Pure MI advertisements in other states
 - Offer out of state incentives
- Objective 2: By 2017, MI is in top ten desirable states for international visitors.
 - Strategies
 - Develop foreign language toolkits to assist in vacation planning
 - Develop more foreign language communication messages (email/web content)
 - More presence in international media
 - Partner with or create program for international students to become Pure MI ambassadors in their home country
 - Identify international partners through tourism contacts to assist in promotion and partner development
 - Research the interests of tourists from the BRIC
- Objective 3: Retain #1 ranking of tourism website and Facebook page and establish ranking of other similar sites (e.g. YouTube).
 - Strategies
 - Interconnect all social media campaigns to emphasize all links (contests)
 - Don't change, keep doing what you do and do it better
 - Change to be more regionally focused and one-stop shop more user-friendly
- Objective 4: Increase awareness among smaller organizations/businesses about benefit and access to Pure MI resources.
 - Strategy: Niche efforts in smaller areas

Promotion, Marketing, and Communications

- Objective 5: Increase # of cool destination sites to draw people here e.g. cultural, leisure, social destinations.
 - Strategies
 - Develop interest based partnerships to coordinate promotion around a certain activity/geographic area (ex: snowmobiling, fly fishing, duck hunting)
 - Have city-county level competitors for cool new tourism ideas
 - Draw international participants to new activity competitions (ex: photography, art, writing, etc.)
 - Find clusters of cool destinations connected by trails, and advertise!
 - Establish national tourism conference platform i.e. host brand USA
- Objective 6: By 2017, increase by 100% regionally, 75% nationally, and 5% internationally the awareness of MI as a destination.
 - Strategies
 - More presence in popular media
 - Create blog for international outdoor photographer promoting MI as a top destination for great photo ops

Facilitator Notes II

- BY 2017, national ranking #6 as desirable state to visit
- Use EM to communicate internationally focused Pure MI campaign with many languages
- Photos
- Ag, promote diversity of state ag and social issues
- Create blog for outdoors
- Photos for partners with advertising and publications
- Travel promotions communications idea for international, outdoor photos
- MI, destination for photographers
- ... Organizations and businesses about Pure MI campaign what's in it for them and how to connect to it
- Increase number of cultural and other generic more final interests destinations to draw people into state. Positives of Detroit Art Museum, leisure destination
- 2017 20% of international tourists come to MI annually
- Retain number one rating of website and establish ranking of other similar sites e.g. YouTube
- Identify international partnerships to assist with promotions and to support
- By 2017, 100% regional awareness, 75% nationally, increase by 5% annual as destination

Individual Objectives and Strategies Sheets II

Promotion, Marketing, and Communications

- Objectives
 - Focus on positive aspects of Detroit
 - Focus on diversity of state
 - Generate more destinations by 2017 (e.g. art prize)
- Objectives
 - By 2017, our national ranking of desirable state to be within top 6
 - Continue to be number 1 website
 - By 2017 X% of international tourists
 - Strategies
 - Identify all the gems in MI, Detroit, cultural, hunting, ag, skiing, hiking, waterfalls, there's something for everyone
 - Develop interest-based partnerships to coordinate promotion around a certain activity/geographic area
 - Aggressive email marketing campaign targeting previous visitors encourage them to return for smaller (or new) adventure (ex: come back this year for fishing or come back in the fall for color tours/waterfalls)
- Objectives
 - Increase awareness of how potential partners can work with Pure MI on campaigns. How do the partnerships work? What is in it for both partners?
- Objectives
 - Use email listserv mechanisms to distribute regular communications to current and potential visitors
 - Retain number one ranking of website and FB page and increase value of other sites
- Objectives
 - Utilize social and traditional media to promote Pure MI
 - Identify international partners through tourism contacts to assist in promotion with established tour groups

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts I

- Objective 1: Broadening reports back from visitors to MI for continuing Pure MI campaign (i.e., testimonials, context, anecdotal).
 - Strategies
 - Stay on cutting edge of social media opportunities
 - Reward submission of "memory moments" online (photo accompanied) to provide qualitative feedback for Pure MI and CVB promotional use. Aim for

Promotion, Marketing, and Communications

- 1,000 submissions first year, 12 month timeframe, 10 prizes ranging from “return trip” to inclusion in next campaign
 - More requests for continuing feedback
 - Tie into a contest/promotion
- Objective 2: MI is in top places to visit (no longer 37th).
 - Strategies
 - Everyone in MI needs to know how important tourism is to the economy
 - A place to come to not just to pass through
 - Next goal for Pure MI and our convention
 - Continue nationwide campaign
 - Further define markets, expand into more markets when appropriate
 - Re-evaluation new and existing partnerships to determine best promotional angle (one size does not fit all in partnerships)
 - All goals and strategies for all goal themes should fit under this objective!
 - Collaborations and partnerships should be created with the goal of putting MI in top 10 places to visit
 - Funding and financing should be aimed at putting MI in top 10 places to visit and so on
- Objective 3: Increase percentage of urban/rural travelers in MI in summer (June-September).
 - Strategies
 - Hub and spoke development
 - Increase percentage of travelers; focus on urban areas of MI. What major attractions draw our guests... tie into i.e., S.H. Fest and Taste of Kalamazoo
 - Tie into kids and family. How do you attract them for their family vacation in June through August? Social media moms! Dollar amount back to schools and an amount to a scholarship for MI students?
 - Focus on distance from high populated area or summer attractions (i.e., Kalamazoo is 45 minutes to South Haven) and tie into urban experience
 - Understand visitation trends to urban vs. leisure destinations in summer months
 - Bigger focus on urban/rural areas in social media, media FAMS etc.
- Objective 4: Validate conversion from entry to visitation being consistent throughout the industry (audience industry stakeholders and elected official).
 - Strategies
 - Visitor survey and hotels
 - Develop industry wide conversion methodology to determine effectiveness of advertising to inquiry to actual visitation
 - Surveys and questionnaires at hotels and attractions
- Objective 5: Broaden “niche” market advertising/promotion. Further define “our” markets. Experience versus region.

Promotion, Marketing, and Communications

- Strategies
 - Identify unique attractions i.e., brew pubs, wineries, historical sites
 - Niche market social media i.e., Meet ups etc.
 - Support vertical market development teams
- Objective 6: Broaden national and international markets and address the negative image of MI.
 - Strategies
 - Multi-lingual, target four season visitors (e.g., boating, color tours, snowmobiling, skiing, fishing)
 - Determine which international visitors are most likely to travel to MI then identify the promotional opportunities to communicate to them effectively
 - Broaden and continue current efforts

Individual Objectives and Strategies Sheets I

- Objectives
 - Focus on culinary
 - What is the next city/county highlights?
 - How do destinations get involved? (email, web, blog, Facebook)
 - Is there an entire state message?
 - 45% of travelers come June-August, raise 5%, focus on shoulder months
 - How is spending tracked?
- Objectives
 - MI as a destination increases to top 10 states
 - Continue nationwide campaign
 - Further define markets
 - Re-evaluate partnerships to see what is most effective, one size does not fit all within partnership parameters
 - Continue to move the needle on how many people are aware of Pure MI
 - Continue nationwide campaign and continue to evaluate markets and mediums
- Objectives
 - Transition of activity from inquiry into actual travel to the state
 - Determine ways to market leisure activity to business travelers
 - Communicate consistently accurate visitor spending data to media
 - Identify ways to have residents help attract visitors to the state
 - Audience: industry stakeholders and elected officials, goal is to validate conversion from inquiry to visitation
 - Audience: residents of the state of MI, goal is to empower them to promote and encourage visitors

Promotion, Marketing, and Communications

- Objectives
 - Create a constant “buzz” about MI as a place where there are cool things happening (social media, VFR, job creation)
 - Overcome negative image of MI in the minds of potential national and international visitors (bridge, relentless positive action)
 - Develop niche markets to get deeper into traveling groups with special interests (wine, food, history, natural resources, boating, birding, cycling, music, sports). Move beyond the general tourist
 - Hub and spoke development

- Objectives
 - Broaden MI’s appeal as family-friendly state in digital media by soliciting “memory moments” online through submission of photo and accompanied anecdote, prizes at end of year for 10 best memories
 - Goal for submission in a 12 month year is 1,000

- Objectives
 - Develop national and international advertising campaigns
 - Multiple media, internet (travel sites, social networks, search engines), TV, cable, print, radio
 - Feature unique natural, historic, and cultural resources
 - Keep information current and up to date

Flip Charts II

- Objective 1: Continue to commit to current Pure MI marketing strategy by new wordsmith copy with same delivery.
 - Strategies
 - Integrate technology into campaign
 - Keep Tim as the voice and keep current production style for 5 years

- Objective 2: Broaden footprint of MI.org by X.
 - Strategies
 - Increase Facebook and other social media
 - Give ability for CVBs to pull statistics on people visiting their listings on the Pure MI website
 - Make it easier for CVBs to upload information on their assets to the site. Upload data for events
 - Ability to link to each assets social media

- Objective 3: Explore new diverse audiences and expand print and physical and online advertising to new and unexpected places.
 - Strategies

Promotion, Marketing, and Communications

- Sponsorship or TMPI program (tourism marketing partners initiative) for special events deemed “Pure MI” (marathons)
 - Interactive experiences, creation of smart phone app and games (Jib Jab, e postcards)
 - Additional advertising in Delta foreign cities that come into Detroit
 - Unexpected ad sites, place ads in surprising places such as on a commuter plane between Detroit and Chicago or an international flight or in a movie trailer of a movie benefitting from the film incentives (tax rebates) or on clothing exports made in MI
 - Incorporate out of state story, experience, visit, memory, My Pure MI
- Objective 4: Itinerary builder, create a “hotwire” type booking agent for northern MI site. Make it easy to plan vacation.
 - Strategies
 - Itinerary builder that includes all properties and/or a booking widget i.e., ARES or similar widget with the commission going to fund the Pure MI campaign
 - Build “Disney World” style all-inclusive booking widget for Pure MI website
 - Links to other attractions within one hour drive
 - Objective 5: Reallocate some marketing dollars to convince and fund MI infrastructure improvements for tourism.
 - Strategies
 - Gain support for new four lane freeway from Greenbay to I75
 - Gain support to finish 131 to Traverse City
 - Regional collaboration and involvement with government officials/state and local
 - Educate Michiganders on importance of access
 - Direct department head of government to have a tourism line item

Individual Objectives and Strategies Sheets II

- Objectives
 - Grow the TV/online advertisements for the international market
 - Expand the print advertising (ex: on a plane, on exported products from MI, in movies filmed in MI that benefit from tax) in reward unexpected places
 - Increase the online presence of Pure MI with social/interactive sites or applications
 - Create a sponsor program for events like a marathon to advertise to out of state residents
 - Create a passport-like program in partnerships with hotels
- Objectives
 - Regional collaboration to cross market, cross promote, and or combine efforts to bring in more visitors (i.e., wolverine line 194 corridor)

Promotion, Marketing, and Communications

- Strengthen/expand the Pure MI website so it's easier for CVBs tourism partners to market their assets and their events, etc. (ability to upload information, to link to social media, to pull statistics on people visiting the Pure MI site who looked into their page) and to broaden footprint of MI.org
- Objectives
 - Track Pure MI advertisement outcomes to encourage increased funding
 - Identify new markets with current visitor information (Wisconsin)
 - Increase Pure MI exposure at foreign Delta airport terminals (flying direct to DTW)
 - Create a one stop shopping site for booking northern MI vacations online
 - Continue current creative strategy by industry artists to submit their copy ideas
 - Allocate marketing funds toward convincing MI to improve roads to Traverse City area from the south and to I75 from the Green bay area
 - Out of state, story teller experience/visit/memory story, "My Pure MI"
 - Better integration of technology
 - Communicate events to tourism stakeholders (if we don't know, can't promote)
 - Make tourism 2nd largest
 - Create experiences people don't now they want to do yet
- Objectives
 - Explore new diverse audiences for our radio advertisements
 - Evoke memories that stretch across generations
 - Winter here not Utah or Switzerland. Besides radio and TV?

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Increase ROI to \$4.90 out of state visitors (international at par as a state).
 - Strategies
 - Measure existing market effectiveness (Travel MI)
 - Develop medium plan as results unveiled
 - What is getting visitors here vs. just aware
 - Clearly identify target markets e.g. international needs different exists
 - Find out how people found out about MI and barriers to travel here
- Objective 2: Increase length of stay.
 - Strategies
 - Develop itinerary builder feature to MI.org
 - Develop kid friendly road trip, around state, various destinations (east to west, not just north and south)
 - Passport concept
 - Sport teams, discount rate for shoulder date e.g. Sunday 25 room

Promotion, Marketing, and Communications

- Plan vacation for them, live travel agent or concierge, itineraries by target market
- Objective 3: Develop Pure MI campaign, 42 partners, increase types of MI experiences (e.g. urban, overcome image).
 - Strategies
 - Campaign should visually represent all MI experiences
 - Four seasons, make it easy to get info and get into MI consistently
 - Evaluate what is being promoted and exclusively and push inclusive nature and does site not promote all
- Objective 4: Increase frequency of visits (four seasons).
 - Strategies
 - Communicate piece to share how to get recreation equal
 - Promotion campaign for four seasons
 - Card (frequent MI visitor)
 - Card to pass to a friend (MI resident to non resident)
 - Cross promotion/databases with variety snowmobiles and shopping centers
 - Highlight some location, four different experiences
 - Give promotion to summer visitor to get them here in winter

Facilitator Notes

- Snowmobile and ATV
- Increase communication
- Cross market opportunities to visitors, extend stay, come to UP travel through, purposeful
- Get people to purposeful
- Increase east west opportunities
- Increase extended stay and for frequency average length of stay...
- Develop campaign for kid friendly road trips
- Four seasons, travel path opportunities, not just north to south, make east to west, passport concept
- Increase frequency
- Mediums, increase 4.9
- Measure effectiveness of existing marketing and communications e.g. number of website visitors
- Are people traveling more, messages relevant to people
- Campaign more representative of all types of MI experiences (Kroger and agriculture)
- Address negative image of MI, urban opportunities, not a singular message, pure fun in theatre
- Experience theme concepts
- Consistent message
- Natural message

Promotion, Marketing, and Communications

- Urban
- Three largest spending counties, increase number top 3 areas themes and concepts
- Target market

Individual Objectives and Strategies Sheets

- Objectives
 - Further promote Pure MI as a four season destination by using media promoting MI's natural resources and recreation
 - Fairly promote regions of the state
- Objectives
 - Experience marketing advertise the experience
 - Focus on creating experiences and themes and stories
 - What is our image, how do we focus our image and portray that Pure MI image, how are we perceived?
 - How do we keep and maintain the experiences for four seasons, really have a planner for all events experiences for all seasons
 - Not just natural beauty, because that isn't everything we have
 - How can we learn from each other in different markets/regionally, nationally
- Objectives
 - Campaign for a kid friendly oratorio
 - Get fit in MI
 - Improve negative image of parts of MI
 - Improve infrastructure exit 675 on off ramp
 - Promote area tournament
 - Strategy: Fit campaign, promote bike riding, canoeing
- Objectives
 - Total communications for all players of Pure MI program
 - Partnership with like organizations
 - Promote your passion and beliefs
 - Secure all available funding
- Objectives
 - How do we get there?
 - Attract mediums: online, website, social media, TV, radio,
 - How to market internationally
 - Retain: service element, activities with all four seasons, visit four times a year and get completely different experiences
 - Sponsorships of events (race)
 - More partnerships
 - Continued use of brand in many MI departments/state communication

Promotion, Marketing, and Communications

- Objectives
 - Increase Pure MI campaign funding
 - Social media: website traffic and ease of navigation
 - Highlight counties that produce most spending
 - Destination collaboration
 - Pure MI brand has become exclusive
 - MI.org
 - Cooperative advertising
 - Travel north/south vs. east/west
 - Increase awareness
- Objectives
 - All tourist destinations large/small need to be committed
 - Pure MI natural resources, big cities, ethnicities
 - We need to see commonalities, repeat and return
 - Print media, tour creator, billboards, radio, TV
 - International airline magazines, what is MI? How do we get people to go their own way to see the beauty of our state?
 - In Chicago, would half the people say they would go to MI to see ___?

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts I

- Objective 1: Cross promote Pure MI brand with X more organizations/meeting facilities/MI based businesses that protect brand within the tourism industry by third quarter 2013.
 - Strategies
 - Provide a Pure MI package that people can share with others as they promote individually
 - Mine tourism database and invite venues and CVBs to join brand 40% participation
 - Involve MI organizations directly related to tourism to support/promote/wear Pure MI brand, especially organizations that are nationally/internationally recognized (sport teams)
 - Review who has adopted (insurance)
 - Sell MI first, city, organization
- Objective 2: Increase international efforts from 3% to __ by 2017.
 - Strategies
 - Create Asian/far east office/staff
 - Develop cross cultural materials

Promotion, Marketing, and Communications

- Develop messages beyond Detroit MI based organizations who w/c international to support Pure MI
- Offer sales mission to MI advertisement partnerships
- Utilize effective means of communication in other countries to target international markets use what appeals to their interest
- Objective 3: Increase ROI from \$4.9 to \$6 by 2017.
 - Strategies
 - Increase length of stay visitors through __ in the markets (fish people)
 - Three different experiences, river, lake, and multi seasonal
 - Measure market effectiveness and gap between awareness and action
 - Conduct survey at end of campaign and record results for ROI and brand recognition
- Objective 4: Increase branding messages beyond existing toward greater than niche markets (festivals, culture, arts, harvest, waterways, etc.).
 - Strategies
 - Develop partnerships with areas and specific organizations specialized in these niche markets (charters, boat, hunting) CVBs
 - Website more creative
 - Partnerships develop affordable partner opportunities
 - Life expectancy of Pure MI? When and how is the concept and message evaluated?
 - Diversity marketing plan to include GLBT, black, Hispanic, Asian

Facilitator Notes I

- Vision, four season experiences, increase business travelers
- Market MI's affordability
- Collaboration, study types of partnerships and reason why
- Evaluate market effectiveness (Facebook, Twitter, etc.)
- 21 and up leisure travel (non resident)
- Non residents greater than residents for the first time (54% are us)
- Partner with service side
- Increase ratio (4%) 25/75 business/leisure split
- 53% region aware Nov-Feb
- October decrease
- 28 national aware
- Increase NE, NW, UP %
- Increase desirability of MI as a destination (28 current)
- 79% auto, 40 VFR, 34 vacation, 50% paid hotels is staying FR
- Get MI resident to promote and reward them, portrait of the average traveler, develop sales force, call a friend
- Increase international travel, train people in languages (BRIC)

Promotion, Marketing, and Communications

- Increase rank from 28 to 10
- Increase Kent City percent
- Pure MI merchandise, blog, YouTube, Flickr, Facebook, Twitter, etc.)
- Increase ROI
- Create campaign that overcomes barriers of why not MI
- Increase rank from 14th in leisure
- Website to be enhanced (8.6 million hits/14,000 listings)
- MI travel ideas
- Increase percent multi season appeal
- Return visitors length of stay, create campaign, no need to go south, spend spring break with us
- Measure impact of these experiences (3 previous bullets)
- Study if we deliver what we say, national image
- Collaboration/partnerships
- 42 partners (match)
- Advertisement partner (MIS, Coke)
- Makes sense to partner with those who serve similar markets (Delta, Florida, or other state)

Individual Objectives and Strategies Sheets I

- Objectives
 - Visual sites recorded from past visitors
 - Higher ranking
 - More money reasonably spent on MI advertisements
- Objectives
 - Attract more out of state travelers that spend more
 - Increase advertising to older travelers
 - Try and attract work with publications in different countries, grow more China, Brazil, in travel
 - Increased ranking to top 10 from 28
- Objectives
 - To gain placement on places that are visited by national and international travelers
 - Change the opinion of MI (our reputation of failing and desolate etc.)
 - To become known nationally such as Vegas campaign
 - Focus on certain things about MI such as landmarks, places etc. (ex: Statue of Liberty)
- Objectives
 - ROI to \$7.5 (double)
 - Portrait top 10 (top 20 at least)
 - National awareness, 75% (regional 90%)

Promotion, Marketing, and Communications

- Spending to \$20 billion
- Objectives
 - Increase intent to travel to MI for leisure Longwood's measure
 - Increase ROI of advertising to \$7 for every dollar
 - Track the share-ability of current visitors and reward those that encourage others to visit
 - Develop MI loyalty program with states Great Lakes. Measure effectiveness with number of loyalists within target areas
 - Raise level of MI tourism assets throughout the south and southwest target year 1-3 goals
 - Strategy: loyalty program with neighboring states
- Objectives
 - Increase number of social media outlets, number of likes, Tweets, followers etc.
 - Expand the Pure MI campaign to...
 - Increase involvement in USA campaign
 - More collaborations with regional states to promote the region to other international countries

Flip Charts II

- Objective 1: Increase awareness from X to X of both regional and national numbers
 - Strategies
 - Invest into the Pure MI campaign. Funding need to continue. Governor and legislators have to believe in the campaign
 - Collaborate with regional and national organizations to build relationships and cross promote (e.g., art museum with NY Whitney?) (E.g., conservative regional effort seems hidden). Do a cross promotion with Florida we'll send you ours if you send us yours
 - Invest in marketing Pure MI social media, invest in encouraging sharing, existing heavy focus on TV and radio, how to increase other mediums (especially social media, engaging, not just number of fans)?
- Objective 2: Increase ROI investment from \$4.90 to \$6.99.
 - Strategies
 - Promote more activities that have a higher ROI, boating, fishing, city travel
 - Promote culture and cities along with woods and water
 - Broaden awareness of regional assets with segmented campaigns that directly ties into Pure MI brand (e.g., Holland, Dutch influence)
 - Advertise to out of state hit the hot states. South, Midwest, for summer travelers. Out of state travelers spend more money
 - Improve awareness of ease of travel to and around MI

Promotion, Marketing, and Communications

- Show more of what to do in the state. Where many would be spend (ex: art festivals, events, concerts, etc.)
- Objective 3: Improve negative reputation of MI (measures).
 - Strategies
 - Encourage people to become MI fans! Loyalty program with visitors and locals
 - Do a campaign about the state showing the good things about all of the state Business moving to the state, Google, Dell, etc.
 - Further promote the natural beauty, family friendly and unique experiences MI has to offer
 - Honestly embrace challenges and define the unique attributes of the transitional/innovative spirit. What does it mean to live, work, and create in MI?
 - Embrace MI cities
 - Do side campaign to highlight “good” local things going on. Revive cool cities
 - Show, embrace, and feature some of the negative cities. Feature them in some advertisements, instead of golf courses
- Objective 4: Increase position from 28th preferred leisure location to top 10.
 - Strategies
 - Chose 5-10 focused activities/themes and build consistent messaging (fine dinners, snow sports, arts and cultural institutes, great lakes, water sports, etc.)
 - Show the musts you have to see like statue of liberty in NY. What should be on MI’s bucket list like Traverse City and Tahquamenon Falls
 - Promote concept play on words. Tackle the reality for many outside MI that this is “flyover” country or to pass by on Indiana toll road
 - Focus on MI as popular, cool TV show, cool movie, cool family, etc.

Individual Objectives and Strategies Sheets II

- Objectives
 - Increase international visitation/reach to the top 5 international markets BRIC, UK, Germany, France
 - Increase market share in IL and OH markets
 - Increase state promotional budget for greater reach, make it comparable to IL
 - Create better partnerships with MDOT for signage and aesthetic
 - Involve Travel MI and individual DMOs in travel outreach
- Objectives
 - Grow the ROI to \$6
 - Multi-lingual website/landing pages
 - MI business industry need to embrace the Pure MI brand as their own
 - \$50 million secure revenue stream

Promotion, Marketing, and Communications

- Objectives
 - Four seasons of festivals of events
 - Promote MI as “fun” and memorable, exciting
 - Creative partners
 - History heritage harvests, arts, unique waterways
 - International events (Cherry Festival)
- Objectives
 - Increase international efforts in Japan, UK, Brazil, Germany
 - Strategies
 - Partnership offer travel agent visits (sales mission) to foreign target markets for all advertising partnerships
 - Approach auto companies in MI for cross branding opportunities
 - Provide foreign language translation serves to DMOs
- Objectives
 - Increase brand Pure MI recognition from surveys (regional and national) by 5%
 - Cross promote Pure MI branding with all state and county CVB organizations by 3rd quarter 2013
 - Cross promote Pure MI brand with all meeting facilities in state by third quarter 2013
- Objectives
 - Provide more niche marketing opportunities regionally (fishing, hunting, recreation sports)
 - Make information for travelers more readily available once they arrive to MI (follow up to the brand website!)
 - Large MI companies embrace Pure MI and organizations

Other Objectives

- Increase intent to travel or leisure travel
- Increase engagement of tourism organization from 14,000 to 20,000
- Increase brand recognition regionally and nationally by 5%
- Increase shoulder seasons (Oct-Feb)
- Increase market share in Midwest states from (let DMOs engage in regional Pure MI/Travel MI activities)
- Increase MI resident involvement (website, Facebook, twitter, etc.)
- Increase initial travel to MI from __ to __
- Increase awareness to south and southwest regions and increase visitor ship (places too hot in the summer time from __ to __)

Promotion, Marketing, and Communications

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Secure funding for promotion that addresses necessary increases as the market place dictates (X% of gross to promotion).
 - Strategies
 - Increase funding in \$5 million increments based on ROI results
 - Lobby legislation set up an increase in funding
 - Money to help with marketing all levels
 - Develop accepted percentage of tourism spending to go directly into promotion
- Objective 2: Keep websites up to date and revise search to enable consumers to search by specific location.
 - Strategies
 - Training on effective marketing
 - Focused message
 - Develop and disperse best practices for websites
 - Do not let MI.org be dollar driven, allow visitors to drive information
 - Focus on regions
- Objective 3: Define product and market and connect in order for vertical markets to communicate.
 - Strategies
 - Regional marketing as an economic development tool restore EDCs
 - Update websites all entities keep current
 - Target markets for UP: Milwaukee, Madison Chicago, Minneapolis, Des Moines, Omaha
 - State "Pure MI" advertising in product/trade magazines
- Objective 4: Increase air travel to the UP by 25%.
 - Strategies
 - Set up partnerships with carrier to plan package flights to and from other destinations to UP
- Objective 5: Marketing to out of state user fees.
 - Strategies
 - Online offer to purchase
 - Offer promotion to neighboring states for state user fees

Facilitator Notes

- Secure funding for promotion that addresses necessary increases as the market place dictates

Promotion, Marketing, and Communications

- X % of gross to keep adequate promotion
- Establish a formula
- Keep site updated (MI.org and all regional and local sites)
- Site should not be dollar driven; revise MI.org so specific information based on consumer choice
- Stickers, window decals, make available onsite
- Increase neighbor states through deals for those regional states. Promotion approach for out of state fees
- Define product and market and connect. Are entities approachable? Effective and specific communication into vertical markets
 - Develop variety of mediums
 - Develop communication
- Economics of place and focus on message
- Better define what we offer
- Look at LP and UP separately before combining. Two prong approach to marketing
- Increase air travel to the UP by 25% increase

Individual Objectives and Strategies Sheets

- Objectives
 - Secure funding that addresses necessary increases in the market place
 - Leverage a MI product to incorporate the brand
- Objectives
 - Update web Pure MI and faults
 - Area for international markets
 - Keep forward attitude as changes
- Objectives
 - Increase neighbor states visitor number
- Objectives
 - Stickers on business doors listed website and QR codes
 - Newsletter for the business
 - Choose a liaison to facilitate partnerships in a town and region etc.
 - Get airports to offer service from certain areas to our smaller airports. Get sticker on plane
 - Increase air travel to the UP
- Objectives
 - Offer user programs to neighboring states. Promotion approach
 - Make site more visitor friendly, don't let it be user fees and dollar driven and remember the visitor may know nothing about MI
 - Continue to fund Pure MI

Promotion, Marketing, and Communications

- Help make partnerships available in more rural areas
- Better integration with local small business
- Capture next tier of states
- When capturing data look separately at UP before combing all data to insure entire state needs are met (no representation from west end on this project)

- Objectives
 - Define market, product, who is responsible to connect the two, funding
 - Ask Tom

- Objectives
 - Participate with all local entities that are actively marketing or have started an ad campaign
 - Training on effective marketing
 - Money to help with marketing
 - Place making, economics of place, quality of life issues, attraction focused message to get people to want to live, work, and play in our region
 - Regional marketing as an economic development tool
 - Focused message like “wilds of MI” carried to the cities and towns etc.
 - Strategies
 - Training on effective marketing
 - Money to help with marketing

Public Policy and Government Support

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective 1: Improve understanding of our legislators of the importance of funding a viable, nationally recognized tourism industry by funding the goals of 5-year plan.
 - Strategies
 - Develop a regional lobby effort to influence legislature
 - Encourage local governments to fund tourism (based on a tangible)
 - Go straight to Lansing to push for more tourism funding and lobby them in local area
 - Chambers, EDAs, and local government adopt resolution to support improved tourism initiatives
- Objective 2: Require applications for state funded projects to ascertain if the project will have a positive, neutral or negative impact on tourism.
 - Strategies
 - Require all projects that contain state funding to consider the projects impact on tourism (+/-)
- Objective 3: stop all legislation that negatively impacts our natural resources since tourism relies on them.
 - Strategies
 - Complete a study to show impact of natural resource protection/destruction impacts on tourism
- Objective 4: Lobby Lansing to leave the MI DNR trust fund for its current use: land acquisition, campground upgrades, local government projects, and not controlled by the state legislature.
 - Strategies
 - Lobby Lansing to keep hands off MDNR trust monies that currently go to natural resources
- Objective 5: Create a tourism department. Get buy in of tourism industry, create a department of tourism by 2020 for the third largest industry and MI's rankings would increase.
 - Strategies
 - Create a department of tourism (smaller departments)
- Objective 6: Make MI a top 5 state in terms of tourism spending by visitors.
 - Strategies
 - Increase Pure MI funding to 60 million- create 20,000 jobs

Public Policy and Government Support

Individual Objectives and Strategies Sheets

- Objective: improve the understanding of our legislative branches the importance of funding a viable tourism industry by funding the goals of the TC 5 year plan
 - Strategies
 - Chambers, EDAs, and local government to adopt resolutions to support tourism initiative
 - Develop a regional lobby effort to influence legislature
- Objective: Lobby Lansing to leave the MI natural resources fund for its current use and not controlled by the state legislature
 - Strategy: push state government to increase promotions fund each year

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Objective 1: Better educate township, municipal, and county government officials.
 - Strategies
 - Utilize chambers and CVBs to effect local policy changes
 - Schedule at least one presentation to local government boards on an annual basis
 - Host property tours for local government officials
 - Provide print articles for local government publications
- Objective 2: Engage in more industry wide lobbying activities at local, state, and federal levels.
 - Strategies
 - Develop relationships with lobbyists whose views match tourism goals
 - Coordinate industry stakeholder lobbyist/government relations personnel strategies and activities
 - Host candidate forums/mixers
 - Grade officials on travel friendly performance
 - Support election/retention of tourist friendly representatives and senators
 - Comp elected officials to industry related events
- Objective 3: Provide tools and education to industry members regarding how to support lobbying efforts.
 - Strategies
 - Develop contact list
 - Develop messaging
 - Encourage constituent visits
 - Provide toolkit that facilitates the process

Public Policy and Government Support

- Objective 4: Work in partnerships with chambers, CVBs, and businesses to develop policy statements geared towards tourism.
 - Strategies
 - Disseminate policy statements to local businesses and papers
 - Identify other sectors policy interest that overlap with those of tourism industry and provide quid pro quo support
- Objective 5: Create a hit list of regulatory tax and zoning barriers at all levels in the travel and tourism industry.
 - Strategies
 - Gather real life horror stories
 - Research common sense solutions
 - Advocate for change
 - Recommend a solution
- Objective 6: Choose simple goals that enjoy broad industry support and unite the industry.
 - Strategies
 - Hold series of statewide forums to identify simple, unifying industry goals for policy makers
 - Market goals through trade association CVBs and chambers
- Objective 7: Utilize government relation personnel at utilities (DTE, Comcast, etc.) to praise/fight for tourism initiatives.
 - Strategies
 - Create contact list
 - Match companies that could work together on efforts

Individual Objectives and Strategies Sheets

- Objectives
 - Create a travel and tourism caucus at all units of government through education and information
- Strategies
 - Make presentations to township county and municipal boards
 - Host travel and tourism hosted tours for township, municipal and county officials
 - Publish articles in government association publications
- Objectives
 - Work with chambers and CVBs to develop policy statements geared toward tourism
 - Utilize government relation personnel at utilities i.e. DTE, Comcast, etc. to praise/fight for tourism initiatives
 - Leverage grassroots environmental groups for camping and boating

Public Policy and Government Support

- Leverage trade associations, private/public, camping, restaurants, RV, biking
- Develop relationships with lobbyist whose views match industry goals
- Work with state representatives, congressman to support vision (township, municipal, county)
- Objectives
 - Engage in more industry wide lobbying activities at local, state, and federal levels
 - Support election/retention of tourism industry-friendly state and federal representatives and senators
 - Give George a raise and boost his travel allowance budget

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Create a toolbox to educate people on how to work with legislators with successful examples.
 - Strategies
 - Develop a “lobbying for dummies” publication. How to communicate with staff, how to communicate with legislator
 - Create a lobbying mentor list and how to step by step process in the handbook and have learning sessions for the industry
- Objective 2: Provide access to research including data from other states and ties back to ROI.
 - Strategies
 - Utilize universities research grad level students as part of class or thesis
 - Partner with non traditional partners (AT&T, Consumers, Dow GM, Ford) and get their research information and experiences
- Objective 3: Statewide plan for tourism development (brick and mortar) regional development with statewide oversight.
 - Strategies
 - Convene meetings like these (strategic planning sessions) with industry folks
 - Develop a strategic plan for the heritage route programs and identify themes and stories for each
 - Assure collaboration efforts to encourage access to departments that can provide brick and mortar improvement
 - State of MI tax form, check off to donate
- Objective 4: Encourage Travel MI to become a state department concentrating on marketing and asset development; engage corporate partners.

Public Policy and Government Support

- Objective 5: Engage legislators to attend the Governor's Conference on a complimentary basis.
 - Strategy: May have to offer incentives
- Objective 6: Develop a statewide tourism orientation for all new legislators (organized tour of entire state).
 - Strategies
 - All legislator to under go an orientation in four main sections of the state (the UP, western, southeast, and traverse city)
 - Needs incentives
- Objective 7: Ensure there is a balance of marketing woods/water and urban tourism.
 - Strategy: Increase Pure MI ads to focus on urban experiences
- Objective 8: Create a reporting environment of sales tax revenue by zip code.
 - Strategy: research to show that dollars are worth investing (ROI)

Individual Objectives and Strategies Sheets

- Objectives
 - No long term plan for the state
 - How does the travel experience and destinations fit in to a state list of priorities
 - Create a sense of place
 - Strategic plan for heritage routes
- Objectives
 - Sales tax
 - Research other successful tourism states to show legislators the dollars and numbers
 - More working tougher to provide large picture tourism packages (museum pass, music tour of Detroit, jazz sites, Motown, electronic, others)
 - Dedicated funding line not dependent upon who is in office
- Objectives
 - There has to be buy in from legislators. Need stability
 - Should be a great emphasis on urban tourism for buy in
 - Tourism should be a department
- Objectives
 - Send thank you messages when legislators pass tourism-friendly laws
 - Actively communicate with members and their staff members by actively participating with them both when you are looking and not working on legislation
 - Partner with non traditional partners i.e. AT&T, Consumers Energy, and Dow Chemical

Public Policy and Government Support

- Objectives
 - Provide the industry with legislative toolbox “lobbying for dummies” and educate them regarding legislative lobbying protocol
 - Invite legislators to attend the governor’s conference on tourism on a complimentary basis to increase their industry understanding and celebrate the industry’s successes

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Establish a regional tourism council in each of the ten MEDC districts.
- Strategies
 - Regional tourism forum: annual
 - Being at the top, with meeting of department heads and possibly travel leaders-agriculture, MEDC, roads, DNR, etc. at regional level by 2013
 - Economic impact states to support issues
- Objective 2: Educate members of the tourism industry on how to communicate with government officials through the establishment of a central training program by 2014.
 - Strategies
 - Employ existing MSU extension educators to educate public policy makers
 - Have regular scheduled meetings or forums with all stakeholders
- Objective 3: Increase elected officials participation in the Governor’s Tourism Conference. Minimum of one elected official per 83 counties.
 - Strategy: State tourism conference, regional conferences

Individual Objectives and Strategies Sheets

- Objectives
 - Increase marketing dollar available
 - Share economic impact metrics with legislature so they have an understanding of TOR in the tourism industry. We take it for granted
 - Make regulations more user friendly
 - Create networks between all levels of government for cross marketing
 - Strategy: create an umbrella agency to facilitate cross marketing and information sharing between all areas of government
- Objectives
 - Educate public policy makers to importance of travel and tourism
 - Convene annual meetings for federal, state, and local units of government
 - FAM trips to local attractions for above

Public Policy and Government Support

- Focus regional efforts on identifying and barriers to growth, defining specific objectives
- Strategy: educate
- Objectives
 - Encourage collaboration between different parts of our government, so travel bureau knows what road commission is doing. So roads know what travel seems important so travel destinations can by local agriculture etc. Create meetings that get groups together on a regular basis by 2013
- Objectives
 - Create regional tourism boards to communicate and educate our state representatives
 - Create opportunities to meet in an informal face to face exchange of ideas and philosophies of the tourism industry
- Objectives
 - Educate
 - How to communicate with elected officials
 - Engagement is a two way street
 - Understanding and respect for importance of both
 - Be involved with elected officials
 - Ongoing as issues arise
 - Challenge term limits
 - Continuing education

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Develop (or build) the capacity of travel industry representatives to understand and communicate the impact of the travel industry on the state to policy-makers.
 - Strategies
 - Advocated for 3 questions rule:
 - 1. Illegal or immoral;
 - 2. Invest or jobs;
 - 3. How to help
 - Prepare annual scorecard for elected officials
 - Pure MI provide credible data on economic impact of tourism (sortable and relevant to all sectors) to all industry stakeholders annually
 - Continue industry collaboration to present a unified voice

Public Policy and Government Support

- MEDC and Travel MI give app download to communities who have attractions in their community
- Create accepted, credible standards for industry measures
- Convene/annual T and T conference in each of 10 MEDC regions for policy makers
- CVBs/chambers sponsor quarterly FAM trips for policy makers
- Establish a credible place to make the case for industry importance
- Adopt a policy maker program TICOM
- Identify associations to train local industry stakeholders on how to effectively engage policy makers by 2014

Facilitator Notes

- Educate industry the travel impacts of the travel industry
- Build the capacity of the travel industry representatives to gain leverage
- Identify industry partners on all levels of government
- Create and adopt a policy making program that industry members at all levels are encouraged to interact
- Educate our selves
- Educate the public policy makers, sponsor trip
- Provide tools and resources to industry leaders to effectively engage policy makers- data and knowledge

Individual Objectives and Strategies Sheets

- Objectives
 - Identify the industry partners on every level (i.e. local, regional, and state)
 - Provide evidence to policy makers that the industry provides jobs and revenues to each level
- Objectives
 - Educate public policy makers “they don’t know what they don’t know”
 - Develop scoreboards grading public policy makers to demonstrate support for T and T industry as a tool for economic development
 - Preach the 3-question rule for public policy makers (illegal or immoral, investment or job creation, what can I do to help?)
- Objectives
 - Provide the industry with credible data and research on the economic impact of the travel industry, industry trends, and opportunities
 - Create an adopt a legislator program pairing lawmakers and industry leaders. Ditto for local officials

Public Policy and Government Support

- Objectives
 - Provide tools to industry leaders. A third party source showing relevant economic strategy impact data that is broken down by industry, geography, etc.
 - Educate industry stakeholders on how to effectively engage policy makers
 - Provide tools and resources
 - Strategy: knowledge of how to effectively engage third party data on economic impact
- Objective
 - Educate the industry on the impacts of tourism to the MI economy, quality of life, place for business

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Define the industry (primary and secondary members).
 - Strategies
 - Design online questionnaire which helps identify tourism partners and stakeholders
 - Work within MI department of revenue or database company to obtain list of tourism beneficiaries businesses (SIC codes)
- Objective 2: Educate the industry (size, nature, diversity, etc.).
 - Strategies
 - Provide the industry with electronic alerts to policies and legislation that does or could impact their business (include letter templates for industry to write their legislature/policy maker)
 - Seminar session at tourism conference on how/what to discuss with your legislator
 - Provide the industry with the ROI and relevant data to use when attempting to influence legislator/policy makers and make the case for support
 - Create an education and certification program for industry workers on MI's tourism
- Objective 3: "Grade" current policy makers on their industry knowledge/support.
 - Strategies
 - Create a public policy committee to list issues
 - Hire lobbying firm to separate legislators into four groups: no support, less support, more support, secure support (also by industry sector)
 - Issue annual report on tourism related legislation voting record
- Objective 4: Educate policy makers about industry (based on grade).

Public Policy and Government Support

- Strategies
 - Invite elected officials to tour and spend time in destinations/on activities
 - Specific focus on legislators who want less or no support, find industry supporters to help encourage their legislators to support
 - Meet individually with legislators who support to find out how they could support at a greater level
 - Host industry meet and greet continually in Lansing (industry-wide)
 - “Pints and Politics” or breakfast events, host informal conversation events for businesses to talk with local and state policy makers
 - Determine what few components to grade has to be understood
- Objective 5: Clarify access to and usage of trails (motorized versus non-motorized) for all users (all origins, abilities, etc.) and other multi-use areas.
 - Strategies
 - Signage of use, international symbols
 - Cross country skiers also

Facilitator Notes

- Policies and laws that don’t put limits on use and growth
- More winter
- Educate equipment and empower/educate/raise awareness of policy makers re. size and extent and diversity of tourism industry
- Motorized vs. non motorized trails, clarify access/usage (all users)
- Define the industry
- Educate industry, state and regionalized research and relevant policy. MI wide version of CTA letters to invite legislators data toolkits share social media
- “Grade” policymakers on current stance re tourism, identify specific, most relevant policy makers and key industry liaisons

Individual Objectives and Strategies Sheets

- Objectives
 - Identify the specific policymakers (group) and tourism supporters that associate with them
 - Create ongoing communication mechanism
 - Survey group to see what ROI they want to see
 - Orchestrate events to share ROI with group
 - Survey group to see who supports at level, lesser level, connect level, or greater level
 - Find out who supports member of group who supports at no level or less level
 - Work with those supporters to encourage no support/less support to move to current support level
 - Work with current support group to move them to greater support

Public Policy and Government Support

- Basically repeat the same process of identifying and encourage to participate with key constituents and supporters of each member of the group
- In other words, all politics is local. Locals provide the justification. Create specific supporting material for each policy maker to be shared by the supporter/key constituent
- Objectives
 - Educate industry, ROI data, industry imparting policy/legislation, MI tourism education
 - Equip industry
 - Educate, equip, empower
 - ROI data, conferences, invitations to policy makers to events, invitations to partners to industry meetings, toolkits for sharing facts/data, sharable social media data
- Objectives
 - Invite and encourage elected officials to attend Travel Commission meetings in their districts
 - Invite elected officials to tour and spend time in top destinations in MI
 - Encourage travel partners to join legislator's social media pages
 - Share tourism impact with local legislators
 - Meet quarterly with elected officials to share news and information in travel industry
 - Send handwritten thank you notes to legislators when tourism related bills are passed
- Objectives
 - Not to make laws to inhibit opportunities for growth of your industry (ex: outdoor recreation, how to make areas available for both non motorized and motorized activities)
 - Forms of revenue both public and government agencies to make them sustainable but also a better value than neighboring state activities

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Enhance current coordinated lobbying efforts at all levels of government.
 - Strategies
 - Coordinated association efforts
 - Identify the tourism related economic industries for each legislator and their related districts they represent
 - Seek out all legislative officials and keep them informed
 - Make issue a priority at tourism conference and workshop

Public Policy and Government Support

- Identify a legislative task force of key individual leaders to meet with legislators and governor on initiatives and tourism goals
- Objective 2: Develop a system for industry to educate their employees about tourism to impact their decision-making.
 - Strategies
 - Develop a training module on website for industry employees i.e., customer service enhance experience
 - Continue to enhance hospitality programs
 - Tourism prescriber?
- Objective 3: Identified tourism platform prior to elections and require policymakers to address/respond to pre-election.
 - Strategies
 - Host forums and inform legislators of Travel MI
 - Identify key issues
 - Candidate surveys, publish results to investors
- Objective 4: Increase public awareness of impacts of tourism on the economy.
 - Strategies
 - Emeril's customs of Travel MI
 - Develop and fund Pure MI education advertisements that support the economic impact of tourism to the MI voting public
- Objective 5: Increase the use of and identify opportunities to share the good news about Pure MI and tourism data/facts.
 - Strategies
 - Governor address at local events
 - Share statistics with social media (staff meeting, association meetings, events)
 - Involve yourself in communities

Facilitator Notes

- Engage and enhance current industry to communicate with legislators through a coordinated lobbying effort at all levels of government
 - Educate members for who to vote for
 - Encourage members to vote for those
 - Employers and employed by hospitality, identify leaders in support of tourism and
- Encourage industry to educate staff about issues
- Provide tools, information on an on-going basis
- Identify a tourism platform of issues that elected folks are required to address pre-election
- Increase public awareness of economic impact of tourism to impact public policy decisions

Public Policy and Government Support

- Establish a tourism PAC strategy
 - Identify and seek opportunities to get the message out, constant repeater, ride the momentum
- Increase the use of Pure MI of campaign marketing materials facts by industry

Individual Objectives and Strategies Sheets

- Objectives
 - Provide tools for industry to talk with stakeholders, talking points, media releases
- Objectives
 - Consistent use of opportunities to spread the news of Travel MI on a daily basis
 - Use any event in a community to talk of Pure MI and all the positive statistics
 - Be active in engaging in conversation with legislatures or political individuals
- Objectives
 - Tourism group promote and support leader that support tourism needs
 - Educate and inform of data to leaders
 - Identify key leader and government issues
- Objectives
 - Engage industry at all levels to communicate with their respective legislators, lobbying efforts
 - Establish an industry PAC
 - Educate public on economic impact of the industry, the numbers
 - Make issue a priority at governor's conference
- Objectives
 - Identify a tourism platform of issues that elected legislators are required to address pre election
 - Identify a legislative task force of key private industry leaders to meet with legislators and governor on initiatives and tourism goals
 - Identify the tourism related economic industries for each legislator and their related areas they represent

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Create a travelling ambassador program to educate and inform local policy makers.
 - Strategies

Public Policy and Government Support

- Solicit potential ambassadors, establish ambassadors zones, determine compensation opportunities
- Regional ambassador schedule visits to government meetings
- Travel commissioners create regional ambassadors

- Objective 2: Better educate legislators on jobs/careers available within the tourism industry.
 - Strategies
 - Invite legislators to experience a day and how problem solver, front desk/customer service can cross over to other careers/jobs
 - CVBs assess their community and notify all appropriate policy makers. Invite policy makers to events that are also marketed to tourists
 - Encourage local governments to create local advisory committees
 - Invite legislators for a site visit to show them one on one how the property totally works

- Objective 3: Subscribe to policy makers' social media sites.
 - Strategies
 - Identify pertinent policy makers and which social media they use

- Objective 4: Expand media coverage.
 - Strategies
 - Clear, concise, objective, informative press releases to all media and policy makers
 - Send out public relations to media to get coverage. Have close relationships with different companies
 - Create list of regional experts and get to media

- Objective 5: Engage more employees at all levels in grassroots action.
 - Strategies
 - Sandy's idea: software to make it easier for stakeholders to contact their legislators (pre-crafted emails that only require name and address to send to legislators in the form of an email)
 - Create a list of industry issues
 - Tourism segments appoint volunteers to speak at government meetings

- Objective 6: Streamline accessibility to policy makers via listservs with data/information to support messages.
 - Strategies
 - Contract with website administration to develop self editing listserv
 - Create email list of potential advocates
 - Solicit members of the industry to be included

Public Policy and Government Support

Facilitator Notes

- Traveling ambassadors. Stop at government meetings, local municipalities to educate leaders
- Individual leaders meet with policy makers to educate importance of tourism industry
- Establish and maintain with key decision makers at all levels of government
- Create relationships and assist with information behind decisions
- Always provide legislators with honest and objective data and facts
- Network to stream facts to decision makers at all levels
- Create self editing listserv to feed decision makers and generate stats
- Better education legislators on jobs and careers that industry supplies and creates data/information to support
- Subscribe to policy makers social media sites. Be aware of what policy makers are saying
- Expand media coverage
- Engage more employees at all levels in grassroots actions
- Develop state specific pre-constructed letters to send to legislative members and policy makers
- Streamline accessibility to access policy makers

Individual Objectives and Strategies Sheets

- Objectives
 - Bring to the attention of our policy makers how important tourism is to us for our community to survive
 - We have very few other industry employers
 - Must start at the local level
 - Don't forget that every person has the power to influence you don't know who knows who
 - Strategies
 - Invite legislators to experience and how cross overs to other jobs
- Objectives
 - Traveling ambassadors
 - More media coverage of value of industry
 - More statistics or jobs created. Particularly higher paid jobs
 - Make industry more year-round
 - Strategies
 - Local government create committees to advise
 - State create email list of potential advocates
 - Travel ambassadors schedule meetings with government meetings
 - Travel commission create regional ambassadors

Public Policy and Government Support

- Objectives
 - We all need to do this
 - Industry leaders need to meet with their policy makers at all levels to support us in the travel industry we need to educate some policy makers on what we do and how important the tourism industry is to the state of MI. Many jobs have been and will be needed more and more as the busier we get
 - Strategies
 - Invite legislators for a site visit to show them one on one how the operation works

- Objectives
 - A self editing listerv create a tourism stakeholders names and emails
 - Engage more employees at all levels in grassroots actions (calling and email legislators)
 - Strategies
 - Contract with website developers to create listserv (self-editing)
 - Sandy's idea (software that enables people to send legislators emails/messages by simply entering name and zip code)

- Objectives
 - Solicit potential ambassadors. Establish zones and determine compensation opportunities, create job description
 - CVBs assess their community and notify all appropriate policy makers, invite policy makers to events that are marketing to tourists
 - Identify pertinent policy makers + which social media they use
 - Clear, concise, objective information to all media and copy to policy makers
 - Solicit members of industry to be included
 - Strategies
 - Provide clear reporting to policy makers regarding local initiatives that bear impact on tourism in your area
 - Consider the impact of fracking on the image of MI and its tourism industry
 - Subscribe to policy makers social media sites and establish relationships with liaison staff
 - Be consistent in contact levels and reporting
 - Inform policy makers about pros and cons of issues with integrity and objectivity

Research and Technical Assistance

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Support the coordinated research needs for all the goals of the plan.
 - Strategies
 - Before end of strategic plan
 - Each “goal team” clearly identifies research need
- Objective 2: Make information available to appropriate industry partners via an online resource.
 - Available free to CVBs and for sale to others
 - Fee structure for access to data and reports
 - Strategies
 - Make database searchable and intuitive
 - Charge MEDC with research department with conducting tourism research
 - Identify universe of potential private/public partners (data)
- Objective 3: Assessment of current research resources (organizations and institutions)
→ Acquire, analyze, and disseminate... Identify resources for research information.

Ypsilanti, July 16 2012, Eastern Michigan University

- Comprehensive information database (GIS)
 - Connect research and projects with database needs- build comprehensive GIS database. Subdivide by interests
 - Expand interactive kiosks. Keyword searches with driving routes
- Create a subsystem to move people off the interstates (wine tours, blue highways)
- Increase awareness of MI geography and key land mark features (bridges, lighthouses)
- Translate existing data into a more consumer-friendly form for industry
- Understanding of what data is collected at what level (current at state level)
- Holes in existing data and varies by type
- Organizations to do a better job of record keeping
- Increase perception/understanding of collecting and sharing data
- Communication and coordination of shared data, local and state
- Expand collaboration at regional and state levels to collect and communicate information at local scale that can be scaled up to regional and state level
 - Quality standards for information collected and communicated up the ladder for local businesses
 - Understand what is being collected at the state level in what form and how communicated by the industry
 - Data all same wave length up to down and down to up

Research and Technical Assistance

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Determine what the industry's most urgent research needs are.
 - Strategies
 - Develop and deploy an online survey to identify and prioritize data/research needs
 - Share specific data collected by individual businesses to data pool tourism development
- Objective 2: Determine who and where research data will be collected, disseminated, and managed.
 - Strategies
 - Pure MI intraweb "log in" industry data
 - Pressure MSU to assume the role under its responsibility as a land grant institution
- Objective 3: Develop a monitoring strategy to make this resource self-sufficient.
 - Strategies
 - Distinguish between data and research freely available to industry from data and research that's pay to play
 - Pay to play- give data to get data
- Objective 4: Tourism benchmarking beyond marketing data and info.
 - Strategies
 - Use shared data... guide per site content and ads for needs as communicator by travelers
 - Conduct benchmarking research on: visitor satisfaction, national and international awareness, variety of tourism attraction inventory

Individual Objectives and Strategies Sheets

- Objectives
 - Pure MI intraweb Travel MI
 - Ingoing and outgoing data, supplied from travelers to industry partners to create norms
- Objectives
 - Determine what the industry's most urgent research needs actually are
 - Identify who and where research data will be collected and disseminated
 - Develop a monetization strategy to make this resource self-sufficient

Research and Technical Assistance

- Objectives
 - Leverage university partnerships engage MSUE in helping to coordinate
 - Strategies
 - Engage faculty in meaningful ways to assist with this. Provide funding
 - Encourage support faculty collaboration

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Develop a database.
 - Strategies
 - Solicit professionals: RFP plan
 - Define database parameters
- Objective 2: Identify current customers.
 - Strategies
 - Survey ask what they want and develop plan for giving it to them
 - Clone customer base
- Objective 3: Define tourism by SIC code.
 - Strategies
 - Have MI Department of Treasury provide specific numbers by SIC by county, by quarter
- Objective 4: Pay to play, anonymous.
 - Strategies
 - Create a model of dollars and database contribution
 - Economic impact studies by region, type, season

Individual Objectives and Strategies Sheets

- Objectives
 - Develop a database where information from individual businesses may be submitted and aggregate results disseminated for statistical and comparative purposes
 - Strategy: Only participants receive results
- Objectives
 - Define who/what is tourism
 - Begin with existing social networks
 - Michigan Department of Treasury, SIC codes

Research and Technical Assistance

- Objectives
 - Identify current customers
 - Find more like them
 - Solicit professionals, RFP plan
 - Pay to play with data
- Objectives
 - What is tourism?
 - What is goal of research and technical assistance?
 - What are we researching?
 - What data is being collected, and for whom?
 - Define who our research is going to use provided to, define what data we want to collect
- Objectives
 - Talk to local agencies/businesses to get information on specific demographics (not in season)
 - Where people are coming from
 - What they are spending and on what
 - Industry pay per job

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Establish a governance agency to commission and deliver the RTA work by March 2013.
 - Strategies
 - What should the Travel Commission's role be?
 - Approach state of MI/MSU/etc. with proposal
 - Identify best sources of information to meet RTA objectives
 - Establish milestones for completion
 - Establish bylaws of governance
 - Commission vendors to deliver RTA work
- Objective 2: Identify sources of sufficient funding to pay for an effective RTA agency concurrent with objective 1.
 - Strategies
 - Know history of tourism funding
 - Secure \$250,00 seed money

Research and Technical Assistance

- Objective 3: Educate the industry in making better use of data for individual and collective industry business decisions and endorsement (the measure) of the RTA agency.
 - Strategies
 - Statewide traveling group to increase appreciation
 - Make use of best practice technology to deliver data
 - Determine who target audiences are & their needs
 - Communication of key ideas to industry on “Why data?”
 - Write key messages to reinforce importance of data driven decisions
 - Give examples to businesses of how they can better compete with data and how the industry can compete

Individual Objectives and Strategies Sheets

- Objectives
 - Financial investment of X by X (including initial seed in 2012 of \$250,000)
 - Commission neutral organization to develop research framework
 - Consider Enable Technology to support automation for shared information
 - Volunteer governance group over development and implementation
 - Write a value proposition for the industry partners. Why would they want this?
- Objectives
 - Figure out how to apply research to day-to-day business activities
 - Find the best sources of research information
 - Determine what the best method is for delivering information
 - Figure out who delivers the information
- Objectives
 - Develop a centralized clearinghouse that has a focus on linking groups doing similar work
 - Create measurement tools that are broadly applicable within the industry so as to have comparative value
 - Facilitate a process so more businesses generate and measure tourism impact

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Easy access to timely and accurate (6 months to a year) data. General and specific DMO data.
 - Strategies
 - Build or update the travel professionals portion of the state website to provide this information possibly password protected

Research and Technical Assistance

- Access to universe of data for Pure MI website
- Provide explanation and understanding of MI.org website, analytics, something beyond click this

- Objective 2: Breakdown of data by county city, geographic boundary of each DMO.
 - Strategy: Research broken down by MEDC research department as an MSU field research project by statistical interns

- Objective 3: Working together to gather information, including trends from a variety of sectors including restaurants, retail, attractions, state parks and forests, campgrounds, and lodging.
 - Strategy: Ask each group representative or association to provide this information; form a task force to engage the groups associations

- Objective 4: Travel MI to provide a service to DMOs to analyze their zip code lists to provide confidential claritas and prism market breakdown for local DMO free of charge.
 - Strategy: Include as part of DMO advertising partnerships packages this service to DMOs

- Objective 5: Travel MI to provide their full results of all primary and secondary tourism research data to their DMO advertising partners regarding each DMO current target and potential target markets.
 - Strategy: Download the information to a password protected portion of the website for DMO partners

- Objective 6: To define and clarify the role of Travel MI as the research department for the state's tourism industry.

- Objective 7: Continue to evaluate the economic impact of tourism within MI.
 - Strategy: study the awareness and intent to travel along with ROI of advertising investments

- Objective 8: Provide access to the research and interpretation of the research to improve local tourism marketing investments.
 - Strategies
 - Require an evaluation of tourism investments (include as part of partnership costs)
 - Educate tourism organizations on the research findings, conclusions and reactions to the findings

Individual Objectives and Strategies Sheets

- Objectives
 - Travel MI to provide "source" to DMOs to analyze their zip code lists to provide confidential claritas and prism breakdown for local CVBs

Research and Technical Assistance

- Travel MI to provide all primary and secondary tourism data and analyze research information to partners regarding their target markets and potential target markets
- Objectives
 - Provide timely and accurate statistics that can be used in a variety of applications and governmental discussions
 - Having these numbers and info available will lead to consistency of message
 - Ask or require individual DMOs and businesses and organizations to contribute to the information pool (CVBs, hotels, restaurants, associations, etc.)

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Provide training.
 - Strategies
 - Pure MI staff to provide regional workshops on how to effectively use resource
 - Pure MI area workshops and online workshops
 - Find out what plans are already in place and available
- Objective 2: Make it easy.
 - Strategies
 - Get input from us regarding info
 - Show prototypes of information systems to pattern after
- Objective 3: Create a tour package.
 - Strategies
 - Write a program to coordinate all available activities into a 1-3 day itinerary
 - Make it easy for businesses to update info
 - Already in place Keweenaw info UPtravel.com
- Objective 4: Cross populate with others.
 - Strategies
 - Find funding to network various databases
 - We need to link together more effectively

Facilitator Notes

- Obtain relevant info from system
- To provide resource to effectively research best use of tourism dollars
- Non-bias knowledge source
- Easy to use and navigate
- Make it user friendly

Research and Technical Assistance

- Must cross populate with other information and regional business
- Provide ability to create tourism package
- Ability to create a map of regional tourism businesses
- Regional database of tourism outlets
- Provide training

Individual Objectives and Strategies Sheets

- Objectives
 - Where do I find out where the best, most inclusive advertising for my money?
Provide resource to guide us
 - Website, search engine optimization, must be useable
 - What makes a good tourism website (chamber, tourism and business lure to our area)
 - Facebook, twitter, blogs what best equals no time for all
 - We need useable day or weekly activity packages to offer tourists
 - Strategies
 - Training, workshops within a close distance not downstate for those in UP
- Objectives
 - Provide a resource to most effectively research the best use of advertising dollars to reach the most people for your industry
 - Access non biased information on best way to reach the most people
 - Provide training on the resources

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Define and prioritize the research needs of all the plan themes and the industry.
 - Strategies
 - Survey the industry to identify research and technical assistance needs
 - Recommend to industry research priorities and cost to access
- Objective 2: Educate industry of value of investment in research.
 - Strategies
 - Incorporate information sessions at industry meetings (annual conference etc.)
 - Post on Pure MI site the value of research
- Objective 3: identify members and structure of the public-private partnership (including fee structure).
- Objective 4: Identify, fund, and engage the researcher.

Research and Technical Assistance

- Strategies
 - Solicit proposals (including review history)
 - RFP for services research
- Objective 5: Define our customers.
 - Strategies
 - Ask industry for database lists of customers

Facilitator Notes

- Define and prioritize needs of all the plan themes
- Educate industry of value of investment in research
- Identify members and structure of the public/private (including fee structure)
- Identify, fund, and engage the researcher (avoid duplication)
- Define our customers

Individual Objectives and Strategies Sheets

- Objectives
 - Identify and prioritize research and technical assistance needs of industry
 - Clarify public and private partnerships, who?
- Objectives
 - Identify research needs of stakeholders
 - Educate industry regarding value of research
 - Identify, fund, and engage researchers
 - Strategies
 - Establish line of communications between public/private
 - Joint meetings rather than different organizations meeting separately
 - A centralized figure on organization should be the leader
- Objectives
 - Define needs of all themes in research in 30 days
 - Prioritize timeline before progressing
 - Who is our customer? Clone them

Resources and the Environment

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective 1: Create one source for information in regards to wildlife and plant life by region and bloom, or viewing date calendars for all areas and waters of Michigan.
- Objective 2: Promote Michigan's state owned assets and set measureable goals for conservation of those assets such as lakes, streams, and wildlife.
 - Promote but do not destroy
- Objective 3: Identify natural resources and activities related to the natural resources.
 - Spread the word!
 - Act on Asian carp
- Objective 4: Educate and motivate the legislature on the importance of public policy to protect and use public natural resources to gain new expanded policy to achieve the goal. Use experts to influence policy statements and enforcement.
- Strategies
 - Document the NC and H resource online with pictures, video, and text
 - Identify natural resources
 - Map wildlife and their environment (eagles, elk, migrating, birds, etc.)
 - Develop wildflower bloom time calendars by region
 - Become known for "four seasons" state
 - Promote the Great Lakes, the many rivers and lakes
 - Map of database of hiking and biking trails by region and connection
 - Rivers, lakes, streams
 - Small towns
 - State land
 - Keep land open to public water
 - Education, role of opportunities for
 - Public policy for access to public land and water
 - Expound on Pure MI theme: need to keep it pure ('Keep MI Pure')
 - Make it an experience accessible
 - Protect resources
 - Stewardship of natural resources
 - Coordinate stewardship actions
 - Climate change impact
 - Environments concerns invasive species, zebra mussels

Resources and the Environment

Individual Objectives and Strategies Sheets

- Objective: Inventory.
 - Strategy
 - Interconnecting state trail work, funding? More work on hiking and biking trails. Available connecting trails database. More detail other than rails to trails. Create upkeep of trail work
 - Create mobile application that pin points what natural resource is active, in bloom, or nearby
- Objective: Educate tourists about natural resources in the state. In turn they can receive education relating to the natural resources. Identify natural resources and activities related to them, good signage and promotional materials. Maps, social marketing
 - Strategy: sustainable sense of place. Tourism is a step to attract potential residents, entrepreneurs, and to build the MI economy. Pure MI natural resources can be used to develop a sense of place to attract and keep people (another valuable asset)
- Objective: Educate tourists about our natural resources, identify natural resources and activities related to these natural resources
 - Strategies
 - Check hits on website, campsite administrations, geocaching sites
 - Good maps, promotions of same, signage, social media
 - Keep land open for public use, advertise, stewardship
 - Environmental stewardship, protect, ethics, relationship between land and community. Accessibility to appreciate these natural resources
- Objective: Environment, preserve, less invasive species
- Objective: Make resident and out-of-staters aware of the impact they have on environment and therefore its eventual impact on tourism
 - Strategy: funding to advertise areas natural resources as well as recreational attraction. Becoming known as "four seasons fun state!"
- Objective: Inventory current wild life and plant life and water resource lists. Compare to maps/regions and fill in the blanks. Inventory current trail systems, bike paths, etc. compare. Create/correct MI website to include printable maps and lists
 - Strategy: map wildlife/environments (eagles, elk, migrating birds, etc.). Develop wild flower bloom time calendars by region
- Objective: Study impact of warmer weather on the great lakes and evaporation, noticing over and what that does to tourism. Promote riverbank restoration, fish planting and wildlife habitat through the MDNR and conservation groups. Lobby the state legislature on conserving state lands and resources
 - Strategies
 - Promote Great Lakes and inland lakes and rivers

Resources and the Environment

- Great lakes change the dynamic from specific community to overall state
 - Make people think of MI water
 - Michigan has the water
 - Make people realize MI has the largest coastline of any state except Alaska. Longest fresh water. Most state and federal land per capita east of the Mississippi river
- Objective 1: Document the natural, cultural, and historic resources in an accessible database with photos and video on live format and other media. Document the efforts and actions of stewardship of those who are stewards of the public. Public policy or access to public land expanded
 - Strategy: educate and motivate the legislature on the importance of public policy to protect and use public natural resources to gain new expanded policy to achieve the goal. Use experts to influence policy statements and enforcement
 - Miscellaneous strategies
 - State land: ATV, ORV, hunting, bird watching, camping, snowmobiling
 - Lakes: fishing, boating, family swimming
 - Small towns: friendly, helpful

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: By 2017, comprehensive inventory conducted of national, cultural, and historical resources and associated values by county.
 - Strategies
 - Check natural features inventory
 - Develop clear guidelines of development, list... consistency
 - Identify county coordinators to coordinate development of list
 - Identify most compelling stories by county (logging, maritime history...)
 - Assistance from state as needed (people and state) to avoid index reinstatement
- Objective 2: Distribute content of said inventory to visitors and industry professionals.
 - Strategies
 - Integrate inventory of MI "greats" into school curriculum "what's great about our state"
 - Easy to read what's great about our state" annual publication for public and tourist professionals
 - Kiosks in travel centers with maps and sites
 - Online database of asset inventory for tourism industry through MI.org
 - Certificate program for tourism employees who complete inventory read and take test successfully

Resources and the Environment

- Incentives for raising awareness of other regions (free ads?)
- Better signage and interpretation of natural, cultural, historical resources
- Develop Pure MI ad (TV) that speaks to this goal!
- Objective 3: By 2017, identify key threats to integrity of natural, cultural, historical resources.
 - Strategies
 - Forum and partnerships to inventory potential threats to natural, cultural, and historic resources (invasive species, changes in climate, development pressures on resources)
 - Use these partnerships to develop strategies to mitigate these threats
 - Disseminate the information to the industry
- Objective 4: By 2017, more fully engage NR community in RE related issues.

Individual Objectives and Strategies Sheets

- Objective: By 2017, do an inventory of potential threats to our natural, cultural, and historical resources. Include invasive species, changes in climate, development pressures on our resources and develop strategies to mitigate these threats
- Objectives
 - To allow people without means to experience our natural resources
 - To protect allow access to fishing areas located close to urban areas for children with limited means
 - To provide easy access to each county so that children may catch a fish, not open to adults
- Objectives
 - Highlight in our advertising the natural resources that we have in MI by site and area of MI
 - Promote the cultural and historic aspects of the state, age, relevance to history
 - Religious: first missions, cathedrals, etc.
 - Distribute
- Objectives
 - Learn enough about our state's resources to speak about them to visitors in an intelligent and intriguing way that coaxes visitors and appreciation
 - Brag more about MI's vast natural resources
 - Invest in better signage, facilities, and maintenance at resource centers to fulfill visitor expectations (parks, museums, etc.)
 - Identify all of state's resource "landmarks" and educate tourism professionals about them so they can promote state as a whole

Resources and the Environment

- Celebrate public and preserve lands in a way that encourages travel to them because other there are towns serving as gateways to these lands that will benefit economically from more visits
- Capitalize on state's Pure MI campaign to promote MI products and resources
- Strategy: distributing inventory list (see yellow notes)

- Objectives
 - Raise awareness of tribal resources as partners. Culture: responsibilities of native people for taking care of creation/the earth
 - Build tribal partnerships
 - How we view life

- Objectives
 - By 2017, conduct a comprehensive inventory of the key natural, cultural, and historic resources within the state by county
 - By 2017, identify the key threats to the integrity of the state's key natural, cultural, and historical resources (invasive species)
 - By 2017, increase opportunities for handicapped individuals to experience the full spectrum of MI resources and experiences
 - By 2017, more truly engage the Native American community in interpreting this cultural heritage to the natural resources of MI

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Objective 1a: Develop comprehensive inventory of natural, cultural, historical, agricultural, etc. resources by region.
 - Strategies
 - Tie this aggregate list of spaces into an aggregated calendar of events
 - Define touristic resources by categorizing i.e. agriculture, historic, natural
 - Need name, location, key characteristics
 - Promote the list for each category
 - Convention bureaus, chambers
 - Information from local sources, chambers, CVs, etc.

- Objective 1b: Share communicate said inventory with industry professionals and tourists
 - Strategies
 - Put inventory in geographic database that can be queried by users
 - Create MI app for phones etc.
 - Website of MI recreation opportunities and natural resources by location, interest, and easy to access

Resources and the Environment

- When talking about natural resources, explain their 4 season appeal and what the surrounding area offers year round
- Objective 2: Increase focus on cultural and historical attractions (certain proportion of Pure MI ads)
 - Strategies
 - Research historical events and attractions
 - Promote same
 - Livelier ads and promotions
 - Combine historical and artistic and cultural
 - Who? Local and state CVBs, historical societies and institutions need to answer the call
 - Film industry can promote MI through media. Positive view of state through interpretation
 - Develop guides for businesses to use to help educate staff on tourism and how they support it. Like a sales sheet

Facilitator Notes

- Preserve, develop to produce max numbers and types of outdoor experiences harmoniously avoid over-use
- Identify and promote in context of history and art resources
- Beyond auto
- NA, pioneers, civil war, inventors and scientists, history of Detroit
- MI's role in id and history of country
- Access and communicate access → make easy to use. Develop complete inventory by region and share
- Categorize/elements catalogue
- Consider over and underuse and code of conduct (multiple users)
- Historic preservation
- Increase focus on culture/history

Individual Objectives and Strategies Sheets

- Objectives
 - Create an inventory of cultural/historical by region
 - Do more to promote geo-tourism as the conservation of unique characteristics of places
 - Encourage the development of university degree programs, may be interdisciplinary that promote geo-tourism development
 - We need to better program students for the sustainable growth of the system of related industries that determine tourism development

Resources and the Environment

- Objectives
 - Create a statewide database of resources, sites, etc. By categorizing in order to foster knowledge of products, sites, etc.
- Objectives
 - While preserving our environmental resources, develop them to provide max numbers and types of experiences for residents and out of state visitors (and international visitors)
 - Develop and market MI's cultural, historic, artistic, musical, etc. resources to draw visitors and enrich their experiences of MI
- Objectives
 - MI has definitely promoted itself as a state filled with natural resources of beauty and wonder. It now needs to identify and promote itself in the context of its historical and cultural role in America and the world
 - MI's history goes beyond the automobile, which changed the world, for sure. Its history and culture includes its Native American past, pioneers, civil war, two largest walled prisons on the planet, (a potential Alcatraz for MI), artists, inventors, musicians, actors, scientists, and more
- Objectives
 - Access to resources
 - Communication of use
 - Water, hiking, etc., rifle shoot, target

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Inventory resources by type.
 - Strategy
 - Develop a "master resource" inventory that stakeholders use and contribute to so as to eliminate information being scattered through the state and not cohesive
 - Communicate and partner with state agencies, coalitions, associations, non profits, and universities to identify existing inventories and gaps
 - Survey diverse resource managers to gather accurate information to populate inventory
 - Establish a standard system for adding and updating profile information of resource (annual updates)
 - Establish a central inventory database accessible to tourism stakeholders and the general public
 - Be inclusive of all may enjoy and experience them
- Objective 2: Expand awareness and knowledge of resources (using inventory?).

Resources and the Environment

- Strategy
 - Develop usable information so users know of available locations to enjoy our resources
 - Create joint and collaborative marketing campaigns- either by theme or location
 - Market theme type itineraries to promote cultural, historic, or natural resources
 - Marketing music invite tourist, rich jazz history, Motown music history
 - Establish ways for tourist businesses to uniformly promote their resources (by categories)
- Objective 3: Increase legislative support for policies that support stewardship of and opportunities to experience MI's resources.
 - Strategies
 - Have a legislative day for stakeholders to promote the enjoyment of our resources (all types)
 - Encourage tourism industry stakeholders to contact and request legislative support for specific resources related policies
 - Create legislative updates that are regularly provided to tourism related stakeholders
 - Meet with incoming legislative freshmen to advocate for support and become a priority with their legislative focus
 - Partner with the league of conservation to gain support for stewardship of MI's natural resources
 - Work with existing advocacy coalitions to educate policy makers on the importance and value of MI's resources
- Objective 4: Expand opportunities to engage and experience MI's Native American culture and heritage.
 - Strategies
 - Promote Indian culture by informing tourists of ways to experience it
 - Spend more time and money on promoting and designing offerings related to Native American culture and heritage
 - Develop partnerships with Native American councils to develop tourism experiences based on Native American culture and history (ways of life, spiritual, historic sites, etc.)

Facilitator Notes

- Inventory all resources, categorize by type
- Prioritize stewardship of natural resources to ensure they stay world class
- Create effective ways for resource managers to leverage the tourism industry's expertise (partners)
- Include all stakeholders that desire to experience natural resources
- Expand opportunities to engage and experience MI's Native American culture and heritage

Resources and the Environment

- Increase promotion of ecotourism
- Expand funding to preserve historic sites. Increase legislative support for policies. Policy makers knowledge and support of protecting natural resources
- Increase policies that protect natural resources

Individual Objectives and Strategies Sheets

- Objectives
 - Inventory our natural resources to make them available to a variety of users
 - Include all stakeholders that desire to experience our natural resources
 - Expand knowledge of cultural resources
 - Expand knowledge of our historical resources
 - Strategy: be inclusive of all users of natural areas
- Objectives
 - Prioritize stewardship of MI's natural resources to ensure they are and stay world class
 - Expand opportunities to experience and engage MI's native American heritage and culture
 - Preserve and expand funding to MI's historic sites
 - Increase communication about MI's cultural offerings, especially those in the arts (including education)
 - Increase policies that preserve, protect and prioritize MI's wild spaces and wildlife
- Objectives
 - Require policy makers are knowledgeable about the resources in MI that create (increase) tourism and the means to protect such resources
 - Increase the type/amount of "eco tourism" advertising/promoting regionally and globally
 - Create effective ways for land managers/resource managers to leverage the tourism industry's insights and talent
 - Increase the focus on resource management and its impact on the state' economy

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Secure 12 international stories/features centered on MI's state/national parks, and/or cultural heritage four season offerings annually.
 - Strategies
 - Establish a targeted media list (publication, contact, readership, etc.)
 - Identify potential story themes. Natural attraction (state parks, national parks, national fares, national recreation areas, unique events). Cultural heritage

Resources and the Environment

- (maritime history, logging history, mining history, Native American, automotive, Motown)
- PR firm
 - Define activities during each month by season (festivals, activities, events)
 - Interview international guests about their experience at cultural/historical resources
- Objective 2: Increase awareness of natural, historic, and cultural resources through local/regional/state collaborations to make local information globally available by December 2017.
 - Strategies
 - Develop an interest-based online tool to improve access to MI's resources. Do it by regional quadrants
 - Inventory and lump area highlights by region to make it easier to find on the web
 - Have city/township input information re. their cultural/historic/stewardship resources into website
 - Identify local government, business, and community leader contacts for communications related to collaborations
 - Develop historic and cultural MI trails (i.e. Robert Trent Golf Trail)
 - Identify specific offerings pictured in Pure MI advertisements
 - 100% of DMOs include information online re natural, cultural, and historical resources
 - Objective 3: Identify three key stewardship practices that can be internationally promoted.
 - Strategies
 - Identify and assess all current stewardship practices
 - Complete state survey of key natural and cultural heritage sites to determine stewardship activities, involvement, and private/public partnerships
 - Fishing habitat management for excellence, unique birds, protected species brought back from endangered list, all could be promoted
 - Develop a tool or program to convey water quality to visitors
 - Make regulations (hunting and fishing) more user-friendly and tie to overall goal (why do we have these regulations)
 - National ranking? Parks, fisheries, etc.
 - Develop ecotourism industry DNR, MDARD, DEQ, private sector
 - Identify national and international awards related to stewardship, apply, and promote upon winning
 - World records, hunting and fishing
 - Develop ecotourism program DNR, MDARD, ag, private industry

Resources and the Environment

Individual Objectives and Strategies Sheets

- Objectives
 - Embrace and market our significant resources. In addition to the natural resource we have significant cultural resources as well. I am not sure that we as a state have truly embraced our national significance in both cultural and natural resources

- Objectives
 - Secure 12 international stories annually centered on recreation offerings at our state and national parks and cultural heritage offering

- Objectives
 - Natural wonders, Tahquamenon Falls, Sleeping Bear Dunes many lakes, Great Lakes and others
 - Something for every season, skiing, snowmobiling, fall tours, wineries, museums, golfing, canoeing, color, adults and kids
 - Dining
 - Cultural festivals statewide
 - Michigan has something for everyone anytime of the year
 - Strategies
 - Have all DMOs include a list or links of natural, cultural, and historical resources in area
 - Define specific areas available
 - Promote the awards we have won

- Objectives
 - More specific favoritism identify and advertising of cultural and historic resources (already cover natural)
 - This is tough in a limited marketing plan
 - Are there national and international awards for states and areas accomplishing (re environmental stewardship)
 - Audubon society

- Objectives
 - Bike trail, through WM rails to trails
 - Fishing, fly, habitats, ice, different types we have
 - Maple sharing
 - Local product to local restaurants
 - Historic resources
 - Local database of all history, cultural, natural resource opportunity input

Resources and the Environment

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Increase visits to publicly owned natural resource areas by 10% annually until 2017.
 - Strategies
 - Develop application for phones to show trails and paths for cycling
 - Bicycling: connect green areas via off road pathways to parks and cities. Promote cycling, MI Bicycle Club
 - Increase specific social media messages to promote one site in each region of the state DNR
 - Get sponsor to do a giveaway to anyone who has visited all 102 state parks
 - Birding, MI Audubon, national Audubon, promote more festivals for birding
 - Develop in state marketing/PR plan. Who? Travel MI and DNR
 - Fame tours for national and international media (Travel MI)
- Objective 2: Increase awareness of outdoor recreation opportunities through national and international media coverage by 20% annually.
 - Strategies
 - Package “variety pack” of exposure opportunities (DNR/Travel MI)
 - Outdoor photography professional MI photographs, create a national/international annual conference promoting MI opportunities
 - Develop a fishing specific social media campaign “Reel Michigan”
 - Develop and implement a pin board project on Pinterest highlight MI recreation Travel MI

Facilitator Notes

- To increase the visitors to various points of interest within the state
- Increase license sales, recreation passport, enrollment, museum admission
- Create new opportunities for birding and bicycling tourism
- Increase awareness of outdoor recreation opportunities such as hiking, cycling, and birding
- Promote photography opportunities in MI
- Cultivate a statewide culture of support and stewardship of MI’s historical and natural resources
- Generate national and international media coverage of MI’s stewardship and opportunities for natural and cultural stewardship

Individual Objectives and Strategies Sheets

- Objectives
 - International recognition

Resources and the Environment

- Lead way in protection of natural resources, create programs
- Increase visitors
- Increase bicyclists, birders
- Michigan TV station

- Objectives
 - Increase awareness of numerous recreational opportunities available (highlight variety, all seasons)
 - Increase license sales/recreation passport enrollment/museum admissions, etc.
 - Emphasize inclusion and accessibility that relate to these resources and create a welcoming environment
 - Facilitate partnerships with resource-based organizations/agencies
 - Dedicate advertising dollars that highlight resources and the environment

- Objectives
 - Cultivate a statewide culture of support and stewardship of MI's natural, cultural, and historic resources (measurement, annual statewide surveys)
 - Generate national and international media coverage of our stewardship opportunities about our exceptional natural, cultural, and historic resources (measurement, ad equivalency)

- Objectives
 - Increase visitors to various points of interest
 - Market opportunities, international as well as locally
 - Provide packaged visits
 - Provide easy access to opportunities including accessibility
 - Further promote campaigns that increase awareness (equals more visitors)

- Objectives
 - Percentages and numbers
 - Increase awareness of outdoor recreation opportunities where specifically to go to get started
 - Build relationships with adventure groups, tour guides, international organizations, study abroad organizers to increase awareness of resources
 - Encourage and build upon existing successful partnerships to increase ROI of money spent (rather than creating silos)
 - Increase number of participants in agriculture

Resources and the Environment

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objectives 1: Increase awareness of MI's vast outdoors, cultural, and heritage resources.
 - Strategies
 - Multi language MI.org
 - Promote the vast amount of attractions and areas in MI via website
 - Use college and universities to increase volunteering for stewardship and preservation of natural resources
 - Provide volunteer opportunities for tourism transformation
 - Centralize catalog online with access information (directions, cost, activities, etc.)
 - Catalog options in each area
 - Improve accurate understanding of natural and environmental features (catalog outdoor activities) translate accurately
 - Promote Detroit as our "urban" experience
 - Focus on place making
 - Determine our world class "souvenirs"
 - Determine our world class destination
- Objective 2: Increase international visitors by X%.
 - Strategies
 - Increase transportation linkages from major international airports to outdoor destinations
 - Make international travel more user friendly. Have proper transportation and language accommodations
 - Determine major untapped international origin markets
 - Match international origin culture to MI destination
 - Advertise in airports with direct international flights to MI
 -
- Objective 3: Increase awareness of affordable options for travel in MI.
 - Strategies
 - Develop cost translations for sought after products of MI (emphasize value!)
 - Make people aware of the price options for vacation in MI
 - Affordable means different things to different people
 - Cross cutting...
 - Study and use Costa Rica as a model
 - Train tourism providers i.e., customer service
 - Understand the audience needs and desires
 - Develop partnerships with MI nature centers (60)
- Objective 4: Increase access link transportation from Detroit to other areas of state (rural, etc.).

Resources and the Environment

- Strategies
 - Connect DTW to out of state destinations
 - Develop boat/ship cruising
 - Free or reduced cost layover in Detroit
- Objective 5: Increase opportunities for transformational experiences in travel.
 - Strategy: Focus on “experiences” that lead to transformation

Facilitator Notes

- Increase awareness of vast outdoor resources. Include more geographic areas of tourism, different business interested in tourism to acknowledge diversity of the state (e.g., Drummond Island)
- Catalogue of all the places available and see what
- Catalogue and promote world class destinations (Isle Royale)
- Continue to increase websites and applications
- Connect rural to metro
- International transportation, increase transportation opportunities so they can get to outdoor experiences, increase bus travel
- Increase awareness of diversity of MI as more than Detroit. Trails and parks, resorts, every mile
- What is MI recognized/known for?
- Awareness, affordability, experience, copper mine tours
- Increase awareness of affordability to travel in MI. Promote affordability vacations direct them to resources e.g., DNR site for campgrounds see the beauty of MI while being frugal
- International market, increase international visitors by __%
- Determine major untapped original markets, maybe they are not
- Determine MI match and profile e.g., differences between Mexico, India, China
- Who wants to come to MI and who has resources what is the consumer culture in those origin place i.e., in MI you need a car to get places, do people want to drive on their vacations, getting people to their destinations

Individual Objectives and Strategies Sheets

- Objectives
 - Determine major untapped international origin markets
 - Determine tourism consumer culture in those origins
 - Determine MI attractions that match origin demand
 - What are our world-class destinations?
 - How do we make them accessible?
 - What would you buy if you came to MI?
 - How do we communicate language translation (translators?)

Resources and the Environment

- Objectives
 - Improve accurate understanding of both common and unique natural and environmental features of MI (catalogue outdoor activities)
 - Increase transportation opportunities that will take visitors to the out of doors
 - Regionalize the state into environmentally different zones
 - Renew school trips (real and virtual)
- Objectives
 - Partnerships with the over 60 nature centers in MI
 - Partnerships with the farms, markets, you-picks, to take advantage of growing interest in food and MI top industry
 - Create “places” more place making
 - Create trails, excursions, adventure travel, experience transformational, resorts (60s style), Detroit (draw Europeans) cruises
- Objectives
 - Catalog, funding sources, websites/applications/electronic media, state advocate for public/private

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Increase focus on natural history and culture on MI.org (with special focus on smaller businesses measurement: proportion of content or of ads).
 - Strategies
 - Promote ethnic and cultural events comprehensively on existing site
 - Be intentional with videos that establish our heritage and resources to school age children and families alike
 - Promote kids’ activities for the arts, midland center for the arts
 - Have chambers encourage members to do this!
 - MI is one of the safest states to live in as far as low incidents of natural disasters (floods, tornadoes, earthquakes, etc.)
 - How can we make it easier for visitors to experience the natural resources (itineraries)
 - Promote parks, campgrounds, natural wonders (Great Lakes, Pictured Rocks, etc.)
 - Promote MI going green, gardens, orchards
- Objective 2: Identify and win at least X amount of national and international awards related to our resources and environment and promote wins, future and past.
 - Strategies

Resources and the Environment

- Identify criteria for existing competitions and compare to our assets that could compete in MI. Who? Travel Commission subcommittee
 - Research international awards that have been held in the other countries
 - Determine which awards you would like to win and why, get your team to buy in on the why, and meet the objectives and criteria
- Objective 3: Host one international conference or symposium per year related to resources and the environment.
 - Strategy: National Main Street or international downtown association meeting, identify more!

Facilitator Notes

- Increase focus on natural history and MI culture on MI.org. Measure proportion of content and advertisements with focus on smaller entities
- Identify and win at least x national or international awards relevant to our resources and environment
- Access existing partnerships “sister cities” with international sites
- Host international symposium event

Individual Objectives and Strategies Sheets

- Objectives
 - Develop focus on MI.org for natural history and mi culture. This may include key links to significant historical/cultural sites around the state
 - Be intentional with videos that celebrate our heritage and resources to school age children and families alike
 - Promote ethnic and cultural events comprehensively with MI.org
- Objectives
 - Help promote small businesses that feature a resource i.e. natural canoe rental co, historic castle museum
 - Use key high tech ideas, promote via Facebook
 - Cultural, promote kid activities at arts
 - Strategy: research international awards that have been in other countries
- Objectives
 - Establish a natural resources, cultural resource website for information regarding environment (canoeing, boating, hiking, skiing, etc.) and culture (museums, public art)
 - Access existing collaborations between inter universities and companies and sister city partnerships (MSU, Dow)

Resources and the Environment

- Objectives
 - Have tourists know all the opportunities/resources in the state
 - Unite all groups into cross promotions/central agency for this
 - Overwhelm the tourist so they feel the need to return
 - Introduce tourists to new things they usually wouldn't do
- Objectives
 - Current campaign highlights experiences for how can we make it easy to natural experience
 - Stewardship, recognized, win some awards, advocates?
 - Historic, farmers markets

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: raise awareness at all levels of existing stewardship standards and highlight examples of stewardship excellence by Dec 2013.
 - Strategies
 - Passed the strictest water discharge law of any state in the US
 - Compile a database of green standards facilities
 - Confirm partners (stewards) by spring 2013 USBC/green values/CSP/MPU/PCMA
 - As a resource, should MI.org be multi lingual?
- Objective 2: Protect and promote the Great Lakes as a natural, freshwater resource.
 - Strategies
 - Focus on boating as a tourism draw
 - Sample streams and rivers for invasive species DNA to prevent the establishment of the threat
- Objective 3: Preserve and promote our history through preservation education and international promotion.
 - Strategy: Partner with all state/local/city historical societies to cross promote via websites by 2013
- Objective 4: Work with the DNR to manage natural and historic resources for tourism.
 - Strategies
 - Improve DNR online information
 - Community collaboration (DNR and communities)
 - Utilize data to determine communication strategies
 - Monthly state park visitor recap to CVBs

Resources and the Environment

- Objective 5: Increase awareness with visitors of the beauty and potential danger of natural resources.
 - Strategy: Partner with agencies by securing reciprocal links (weather bodies?) coast guard, MI boating association

Individual Objectives and Strategies Sheets

- Objectives
 - The Great Lakes are: the greatest fresh water resource in the world and how we promote and enhance and protect them is the most important stewardship endeavor we can undertake. Come experience the majestic beauty , the power, and the resources available in our Great Lakes
- Objectives
 - Protect our Great Lakes as a natural resource (clear beaches, invasive species, trash that comes across the lake)
 - Protect or automotive heritage and boating/maritime heritage and lighthouses how do we maintain them better
 - Automotive
 - Great Lakes is theme
- Objectives
 - Partnerships with community sustainability collaboration
 - USGBC, apex, green initiatives CIC, associations/green practices and meetings, green city, conference of mayors (grand Rapids top city), green venue certification hotels, establish rules on website, 1/6 of fresh water in the US
- Objectives
 - Working more closely with the DNR to manage the resources for tourism
 - Do more in the way of highlighting the historical or cultural aspects of the state and different regions
- Objectives
 - Make sure we are being good stewards of our natural, cultural, historic resources
 - Determine what the most critical are to protect and what we want to market
 - What are the resources we want to hold as precious and what ones do we want to share and market
- Objectives
 - Move sports and recreation into the top 5 activities visitors participate in (strongest image in awareness statistics)

Resources and the Environment

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Protect MI's water resources using appropriate planning and regulation.
 - Strategies
 - Quantify economic benefit of resource protection and stewardship
 - Closely monitor existing pipelines and tightly regulate new pipelines
 - Prohibit drilling under Great Lakes!
 - Adequate funding of monitoring agencies

- Objective 2: Ensure opportunities for all users and activities whilst minimizing conflict between users.
 - Strategies
 - Interagency planning and communication
 - Public/private partnerships with user groups
 - Plan and develop separate non motorized and motorized trail systems to minimize inherent conflicts

- Objective 3: Encourage and create opportunities for off-highway use of resources.
 - Strategies
 - Inventory resources available to support this objective e.g. rails to trails
 - Better mapping of resources with better trail connectivity
 - Determine needs and develop strategies to address them
 - Increase statewide trail mileage by 20%

- Objective 4: Support full funding for local/state/federal parks and all other resource managers.
 - Strategies
 - Produce economic impacts of resource package
 - Inform state and national legislators about the positive economic benefits of natural and cultural resource stewardship
 - Set funding targets aligned with resource management objectives
 - Increase marketing and sales of fishing, hunting licenses, through a Pure MI TV commercial

- Objective 5: Support full funding for local and state cultural, historic, etc. programs and agencies.
 - Strategies
 - Set funding targets with defined objectives
 - Inform state and national legislators about the importance and value of natural and cultural resource stewardship

Resources and the Environment

- Objective 6: Inventory and publish database of 80% of resources available to visitors.
 - Strategies
 - Publish “best practices” guides for stewardship of resources (resource managers)
 - Publish “Top 100 of each resource category for visitors
 - Michigan’s scenic byways and heritage routes are important assets. Many private lands, such as nature preserves and nature areas are important assets for visitor experience and outdoor opportunities
- Objective 7: Support education and research and development efforts related to resource stewardship
 - Strategies
 - Link Pure MI program goals with state university goals and programs
 - Use economic development to promote green technology
 - E.g. snowmobile challenge at MTU

Facilitator Notes

- Protect MI’s water resources with appropriate planning and regulation. No drilling under GL, DEQ/DNR data
- Ensure opportunities open to all users (activities) whilst minimizing conflict between users
- Encourage and create opportunities for use of resources off highway. Strategy: diversify the imagery in Pure MI advertisements
- Find and support the DNR, local, state, national parks and all other resource managers funded
- Educate legislators i.e. their importance. Educate public and legislators i.e. economic benefits of parks and of stewardship of resources and of Pure MI campaign
- Team MI for providers
- Support full funding for all cultural/historic, etc. programs and agencies
- Inventory and publish database of 80% of resources available to visitors (for use by resource managers)
- Support education, resource and development, use and quality efforts related to resource stewardship

Individual Objectives and Strategies Sheets

- Objectives
 - Promote regional networks. Associations of historical museums for instance or orchards, driving routes/tours that would connect those associates’ sites
 - Encourage out of car experiences, engage with the environment, hiking trails, bike trails, etc.
 - Non traditional transport, snowmobiles, bus tours, non motorized

Resources and the Environment

- Objectives
 - Compile inventory in a central access database identifying 80% of resources available to visitors by 2017
 - Publish best practices guidelines for stewardship of resources available to 100% of MI communities and organizations by 2017
 - Develop a publication for each of the 100 top cultural, historic, natural, and agricultural resources in the state by 2017 without cost for listing

- Objectives
 - National, state, and local parks and historic sites are fully funded as stewards of resources, inform national and state legislators, budget support
 - Economic benefits of excellent natural and cultural resources. Stewardship are well documented and well publicized. Inform public and national and state legislators
 - There is a shared vision between national, state, and local governments and community members about the value of resource preservation and stewardship workshops, meetings, and forums

- Objectives
 - Protect our rivers, lakes, and especially the Great Lakes
 - No drilling under the Great Lakes!

- Objectives
 - Raise awareness that MI's resources and their stewardship has a substantial positive economic benefit
 - Fund the MDNR so they can do their job
 - Take politics out of MDNR's business (legislative interference)
 - Tie this RE goal to Team MI initiative
 - Fund MI's arts and culture programs Determine what our success with this goal would look like

- Objectives
 - Try to minimize conflicts between user groups (don't close a trail for a mine)
 - Maintain adequate monitoring of extractive (logging, mining, etc.) industries
 - Continue to improve available technology for these industries
 - Maintain present historical sites, NPS and century farms

- Objectives
 - Need to be sure resources are available to all users. Be sure advertisements reflect variety state has to offer

- Objectives
 - Create statewide map for snowmobiling
 - Create permanent trails (trails change where private property owners)
 - Trails to connect all town or villages

Resources and the Environment

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Pursue certification and recognitions for unique features (or develop if they don't exist).
 - Strategies
 - Identify and contact sister historical institutions
 - Identify experts in the community with unique historical and cultural resources and knowledge
 - Tie local stories and points of interest to national events and stories to encourage travel to and from MI and partner communities
 - Create brochures and web materials to discuss uniqueness of geological resources (i.e. UP shoreline)
 - Recognition for natural resources. Awards for exemplary
 - Position community as the authority on historic and cultural stories and activities (trail tours and parks)
 - Publicize hawk migration
 - Build cross dimensional public/private partnerships

- Objective 2: Be more cohesive in developing the narrative that links the cultural, historical, and natural resources.
 - Strategies
 - Contact indigenous people for historic and cultural stories for programs
 - Consciously integrate history, culture, and natural resources in new Pure MI advertisements
 - Establish historical commission (volunteer)
 - Develop grants and contests to build a blended narrative
 - Pure MI staff expand concept to next level
 - Pursue grants for cultural endeavors and exhibits

- Objective 3: Develop an education component around our resources.
 - Strategies
 - Find unique and new places for historical, cultural, and natural displays and exhibits
 - Use trails to expose history, culture, and nature resources create free programs as an investment in resource protection (dollars and emotional)
 - Find collaborators nationally and internationally i.e. trails collaboration (necessity/exhibit)
 - Hold a brainstorming session with academics who could develop educational segments

Resources and the Environment

Facilitator Notes

- Promote as migratory bird destination/viewing largest hawk migration
- Tie unique
- Historical and cultural features to national events and features. Parent with comparable historic sector other states/country
- Multidimensional image
- The culture and history together better so people understand we are more than cars
- Historical narrative into more cohesive
- International dark sky park, pursue certification, recognition of unique assets
- Educational destination (model of managing wetlands, how manage), cohesive look

Individual Objectives and Strategies Sheets

- Objectives
 - Use existing unique features and designations i.e. international dark sky park in Emmet county as a spring board for larger collaborations i.e. new dark sky coast legislation signed by Gov. Snyder for 22,000 acres of preserve drawing national and international attention
 - Tie our interesting historical and cultural features to national events and other states' history/culture i.e. Big Rock challenge with Plymouth Rock, Mass (Mackinaw City)
 - Establish core groups of committed citizens who are passionate about natural, cultural, and historic resources to come together with ideas and share workload i.e. Emmet Historical Commission and McGugin PT Lighthouse turns into archaeological dig
- Strategies
 - Free programs about area of interest unique features
 - Identify experts in the community i.e. Dark Sky Park
 - Find collaborators and pursue partnerships regionally and nationally and internationally i.e. Fort Necessity
 - Contact indigenous sources to speak to history and culture of their tribe/group
 - Pursue grants/funding for cultural endeavors i.e. exhibits MHC and NEA
 - Become the authority i.e. trails group, trail tours, and dark sky light
 - Tie local points of interest to national events to connect people to their history and cultural and encourage travel to our sites
- Objectives
 - Tie our history to other locations globally and within the state. Work on joint project
 - Model wetland management and experience
 - Recognized as a major bicycling state with nature/art/history
 - Migratory bird observatory location
- Strategies
 - Identify the unique feature to pursue and fund comparable institutions

Resources and the Environment

- Identify resources we could feature as educational destinations
- Objectives
 - Develop our cultural resources and grow awareness of the area
 - Develop our historical resources, define a clearer and more comprehensive narrative
 - Tie the two above in a cohesive way with our widely recognized natural resources of water, wilderness and wildlife through the above
 - Craft an identifiably unique and full image of the culture history and natural resources that is beyond cars (SE) and lakes (N) as important as those are i.e. make MI more multidimensional
- Strategies
 - Consciously integrate natural, historical, and cultural dimensions into Pure MI advertisements
 - Develop grant structures for programming that includes the three dimensions
 - Build consciously cross dimensional public/private partnerships between natural resources, historic, and cultural organizations

Service Excellence

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective 1: Develop customer service survey for out-of-state visitors to measure customer excellence by 2018. Implement survey in 2014-16 and evaluate the results.
 - Very important. See bad and good
 - Critical! Only one chance to make a positive first impression to guests
 - Education is immeasurable! Fantastic idea!
 - Like Vegas- MI needs a serious customer service industry education resource
 - Strategies
 - Foster welcoming spirit in communities. Create an atmosphere of service
 - Be aware of what is available in your region (everyone)
 - Be kind- foster kindness- do unto others
 - Wear a smile on your face even on the phone (Devise quick class for customer service)
 - Don't grumble about tourists
 - Courtesy/friendliness to customers and tourists a must- "Northern Hospitality"
 - Service industry "stigma" reduced
 - Franchise owners not invested in the community
- Objective 2: Michigan needs to create a cadre of employees prepared to provide excellent service to the national/international tourists coming to MI.
 - Develop educational opportunities for our citizens interested in service industry positions
 - Strategies
 - Funding sources or employers to allow employers to obtain certification
 - Invite businesses into schools to inform young people about the importance of customer service
 - Service newsletter for all service employees
 - Create a program to be used by employees to earn a certification to work in service industry

Individual Objectives and Strategies Sheets

- Objective: Employee newsletters. Pure MI state funding for service employee
 - Strategy: Newsletters – statewide – weekly – service – subjects – like Ranger Rick
- Objective: Letters to the editor, website/ Facebook comments. MI needs to develop a cadre of employees prepared to provide excellent service to the national and international tourists that will come to MI as a result of the 2012-2017 strategic plan. Develop educational opportunities for citizens interested in service positions
 - Strategy
 - Create an atmosphere of service individuals

Service Excellence

- Foster a welcoming spirit in communities of business people
- Invite businesses into local schools to inform young people about the importance of customer service (schools/business owners)
- Objective: Educate employees via training programs which can be webinars, create a newsletter to send out to employees via statewide website, and all need to help create a improved level of service excellence
 - Strategies
 - Create a program statewide to be mandatory to obtain work in a service job
 - Provide funding to employers to allow employees to obtain training
- Objective: Develop customer survey for out of state visitors to measure service excellence by 2013, develop specific programs to improve the results over time, and implement survey in 2014-16 and evaluate those results
 - Strategies
 - Education of people as people who treat each other; like they would like to be treated
 - Strategy: educate frontline on all of the amenities of the community
 - Strategy: what is excellence? Why be excellent?
- Objective: Courtesy and friendliness to customers/tourists should be goal number one. Going above and beyond with directions, auto problems, etc. (for free)
- Objective: Website to access any source of customer/tourist service
- Objective: Educate business owners to the value of courteous employees
- Miscellaneous strategies
 - Be aware of what is available in your region
 - Be kind to each other to foster kindness
 - Treat others how you want to be treated

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Define “Pure MI Promise” (unified set of guiding principles).
 - Strategies
 - Study successful models from other states/countries replicate
 - Travel MI to get input from industry to clarify
 - Be careful not to over use Pure MI and dilute its effectiveness
- Objective 2: Promote and educate state agencies and industry professionals meaning.

Service Excellence

- Strategies
 - Develop basic online customer service training program
 - Ensure all front line customer service personal take above course
 - Create educational outreach via Pure MI to connect with statewide tourism businesses
 - Develop Pure MI ambassador certificate program
 - Develop webinar and require state agencies staff to complete course
 - Create a campaign to promote the buy-in and use of “Promise”
- Objective 3: Create service pointers/primers for tourism businesses (international travellers).
 - Strategies
 - Establish international stakeholder group to better understand needs
 - Work with organizations that work with international travelers
 - Develop easy and in-depth avenues for tourism businesses to learn pointers of international travelers
 - Develop guidelines by country for foreign travellers needs specific

Individual Objectives and Strategies Sheets

- Objectives
 - By 2017, ensure all frontline customer service employees in the tourism industry have completed a basic customer service training course
 - By 2017, develop a basic (2 hour) online tourism course on service excellence
 - By 2017, develop Pure MI ambassador certificate program
- Objectives
 - Promote and educate state and federal agencies on the meaning of Pure MI
 - Define Pure MI Promise
- Objectives
 - Clarify the promise
 - Create a campaign to promote our service
 - Identify existing resources that provide education
- Miscellaneous strategies
 - Create service excellence education outreach on part of Pure MI to connect with statewide tourism businesses
 - Create service excellence pointers for tourism businesses to educate regarding international travel
 - Encourage tourism businesses to get to know other tourism entities in their area... a service to tourists
 - Service training for hospitality training online resources and manuals
 - Include information on specific regions

Service Excellence

- Resources for properties, hotel, retail, tourist

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Define culture of service excellence and Pure MI promise.
 - Strategies
 - Define culture in 2013
 - Ask stakeholders what they think it is
 - Post the promise in a prominent place
 - Whatever the culture is make it available 24/7 via web
 - Share (via media or organizations) what objectives we are striving for as a culture of excellence
 - Grow the culture to reach to people who provide service this is many levels
 - Provide incentive to buy in to the culture
- Objective 2: Develop local-level mechanisms to raise awareness/share knowledge of culture of service excellence/Pure MI promise.
 - Strategies
 - Develop a Pure MI road show with a “we’re here to help” agenda and how to attract visitors and shoppers. What’s happening in successful destinations?
 - Chamber of commerce or other local group add agenda item each meeting to grow awareness of the culture
 - Develop an award program available to use on a local level (Pure MI ambassadors)
 - Offer presentations to local chambers on front line training
 - Create short video demonstrating encounters that lead to a successful visit
 - Create an online tutorial of what is expected in excellent service for tourists
 - Encourage local businesses to train employees to provide services that cause the patron to become an ambassador
 - Implement strong social media influence for local area
 - Take advantage of technology to spread the culture- seeking buy in
 - Does SBA or MSU offer any classes or instruction for businesses or owners?
- Objective 3: Raise DKSA satisfaction score to 8.9 by 2017.
 - Strategies
 - Ask visitors more often what makes/made them happy
 - Reward communities/destinations that raise satisfaction numbers
 - Satisfaction surveys on a local level, tips on how to improve keep a hand on the local pulse
 - Find improving communities and destinations some free exposure and promotions (based on satisfaction scores, state level)

Service Excellence

- Foster a positive image campaign aimed at front of the line staff
- Objective 4: Establish and increase rates of recommendation and return
Individual Objectives and Strategies Sheets.

Individual Objectives and Strategies Sheets

- Objectives
 - Define culture of service excellence/Pure MI promise
 - How to develop, share, and raise knowledge with front line employees, develop local-level mechanisms to raise awareness
 - Knew more about year round tourism, training signage
 - Raise satisfaction level to X on DKS report
 - Establish/increase ROI
 - Leave no visitor behind!
 - Chat-board, successes, best practices
- Objectives
 - What needs to be done?
 - Immediate feedback 24/7 via web or phone or even some new technology that is not available yet
 - Signage to find places where tourists can get info
 - Statewide “buy in” that all visitors get treated special each business, attraction, destinations, etc. would define their own standard, but having a state standard can provide guidance
 - Chat board implies some sort of cohesion, collaboration, and commitment. What does MI have to supply that?
- Objectives
 - Increase satisfaction of visitors to encourage return visits, higher spending, glowing reports
 - Increase knowledge/helpfulness at visitor level. Leave no visitor behind. Easy for them to access information anywhere they are. Create more of a culture
 - Strategies
 - Local training, share “best of”
 - Ask them more often
- Objectives
 - Education for business owners; how do you train people?
 - Expectations when training
 - Help available
 - Strategy: Professional helps, mechanisms to help local businesses

Service Excellence

- Objectives
 - Cross penetration, regions are familiar with each other and can give clear explanations of what MI can offer a tourist
 - Foster a positive image of all four seasons in MI
 - Satisfaction

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Define service excellence and the Pure MI promise.
 - Strategies
 - What is northern hospitality?
 - Statewide industry question
 - Focus group of diverse industry partners to identify what is service excellence. Service industry partners/ employee via email for input of service excellence destination
 - Waving is the sign of "hi"
 - To design service programs phrase of welcome
- Objective 2: Increase industry/employee awareness of meaning and importance of service excellence/ Pure MI Promise.
 - Strategies
 - Display Pure MI promise- service excellence requirements on property or premises, easy to find
 - Service training for employees make them aware of Pure MI promise
 - Statewide service excellence awards such as Rose Awards
 - Discuss in staff meeting discuss during employee training
 - Provide clear concise data (in simple terms) to tourism partners to impact job performance
 - Roll out goal within test market to measure effectiveness and response
 - Create monthly themes, exercises or informational pieces for staff to improve and develop the Pure MI culture
 - Discuss during employee appreciation events
 - Place Pure MI promise requirements on industry partner websites
- Objective 3: Increase DKS satisfaction score to 8.8 by 2017.
 - Strategies
 - Distribute and publish DKS info
 - I love the hospitality report- what is "the MI experience"? Everyone on same page
 - Identify and evaluate current procedures Revamp if any existing procedures
 - Pure MI service expectations, clear guiding statements

Service Excellence

- Objective 4: Establish and increase intention of return and recommendation (to friends and relatives) rates.
 - Strategies
 - Maybe MI? Farewell information packet/email to encourage a next visit
 - Add intent to return to research questions
 - Exit surveys 1 or 2 questions
 - Ask tourist to recommend and return in branding message

Facilitator Notes

- Service excellence and define Pure MI promise. Checklist, welcome/phrase
- Improve DKSA satisfaction score to 8.8 by 2017
- Make staff aware of sat scores and what they mean
- Establish and increase intent to return and intent to recommend rates

Individual Objectives and Strategies Sheets

- Objectives
 - How do we get there?
 - Statewide application
 - Specific, SMART
 - Key phrases: establish and increase
 - Define purpose within goal
 - Roll out goal within test market by 2013
 - Expand within county MI geographic location quarterly by 2013
 - Design service program phrase, welcome
 - Incorporate within greeting or fond farewell by 2013
 - Consider mission or pocket card for sense of importance and pride
 - Measure goal by return business, repeat clients ideally expanding mission within the state
- Objectives
 - Staff awareness of importance of service excellence- define it!
 - Training for hospitality staff
 - Targeted outcomes (i.e. happy guests)
 - Educate tourism providers on culture
 - Interpret guest feedback for quick solutions
- Objectives
 - Improve visitor satisfaction to 8.8
 - Training of people and employees in tourism industry
 - Define Pure MI promise
 - How do we define an intent to return

Service Excellence

- Pure MI Rose awards
- What defines service excellence
- Expectations?
- Objectives
 - Retention, state level
 - Improve visitor satisfaction score by 2017 to 8.8
 - Define the pure MI promise; what is it?
 - To provide excellent service to tourist visiting the MI area
 - Define service excellence
 - How do we implement these objectives?
 - Do we record people/destinations the industry for service excellence?
 - Hospitality, customer satisfaction will there be service ratings, surveys? Value. Experience.
 - Is there funding for this? How do you measure service excellence?
- Objective
 - Promise → experience based ads, unique, paint your own picture (MI adds colors to your pallet of experience)
 - Community board for all travel industry leaders to communicate
 - Establish culture expectations
 - Service standards of measurement expected
 - Face or brand for GSE, what does service excellence look like?
 - Create for service excellence specific to the pure MI promise

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Improve satisfaction levels.
 - Need baseline survey to know how we are doing to know what to improve
 - Strategies
 - Pure MI track in schools
- Objective 2: Develop a genuine spirit of hospitality in MI.
 - Strategies
 - Develop education (workshops/tools) for business to teach businesses or that they can use with staff
 - Ambassador of the state “newsletter” service tips. Tourist in my own town to help cross promote state CVB/chamber to share with those who deal with public
 - Create panel discussion to share best practices run in several locations/ times of years

Service Excellence

- Treat customers as you would want to be treated. Know what is available in the area and your products
- Information online, seminars, books on how to be an excellent person in service
- Cross training by those who have funds to bring in outside training to help those smaller partners that don't. specific sessions at Pure MI conference
- Education- use YouTube to show best practices
- Objective 3: Recognize service excellence by businesses and individuals.
 - Strategies
 - Based on survey results, issue awards for an excellent service rating. Have it listed on the website
 - Chicken soup for the soul type book of service excellence to share with employees, businesses, and guests
 - Create online competition to share "wow" stories of great Pure MI service excellence
 - Establish awards program (county, region, state)
 - Encourage diversity training related to BRIC target nations and internal (MI/regional/US) cultures

Individual Objectives and Strategies Sheets

- Objectives
 - Have training material available for business for employees
 - Treat people as you would want to be treated
 - Be friendly, people are away from their homes and comfort zones
 - Be helpful and informative
- Objectives
 - Every member of our state is a positive ambassador for our state
 - When out of state visitors leave our state, they have stories of positive customer service and they want to return and also will tell family and friends when visiting the region of our state
 - Create tools for employees to use on service excellence
 - Have an email sent to businesses
 - Recognize the service excellence participants in business etc.
 - Strategies
 - Workshops and training session on customer service
 - Every person in state is an ambassador theme understand
 - Email to business industry/government with customer service tips, training
 - Have a site where visitor can rate each region of the state
 - Awards annually from each region and overall state
- Objectives
 - Recognize service excellence best practices

Service Excellence

- Establish trainings
- Determine baseline of service levels
- Strategies
 - Survey visitors strengths and weaknesses in service
 - Education, use YouTube videos to share best practices
 - Establish an award and recognition program city, region, state
- Objectives
 - Have Travel MI create an “Ambassador” of the state newsletter (quarterly to start) that can share customer service tips, stories of being a tourism in your area to get others excited about places in the state other than where they live. CVBs/chambers to share with those in their community who deal with public
 - Cross training to help with selling and customer service, more specific sessions at Pure MI conference to focus on needs of members
 - Taught by others in the state/industry
 - Survey on needs, call for volunteers to present, evaluate, and expand for future

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Define Pure MI promise.
 - Strategies
 - Look to MI universities to define based on research and customer
 - Buy-in CVBs we all use one certificate program. Identify all existing programs too
 - Establish “Pure MI promote” to be inclusive and welcoming to international guests (all guests)
 - Establish governance represented by diverse industry representatives
 - Define Pure MI promise. Develop it, round table of industry/organizations
- Objective 2: Increase DKS satisfaction score to 9.5 by 2017.
 - Strategies
 - Survey visitors about what service could be improved (implement to increase)
 - Develop and launch campaign to increase to 9.5
 - Appreciation for participating organizations
 - Satisfaction score increase to 9.5 with training in Pure MI promise
 - Establish recognition framework for higher achievement of PMP
 - Develop and promote objective number 3
 - Establish shoppers evaluation
- Objective 3: Educate 10,000 people annually statewide in service excellence (proportional to population).

Service Excellence

- Strategies
 - Develop a curriculum and introduce in the industry/educational sectors
 - Mandate tie to funding industry level (TC?) service training, create incentive
 - Hire a public relations firm or state employee. Friendly state
 - Train the trainer, have thousands of trainers teaching 10,000 people
 - 10,000 trained, graduates of Pure MI badge, local recognition newspaper for business and individual
 - 10,000 trained people, Pure MI gold standard badge, register business with signage
 - Research and identify examples of increased ROI from destinations who have training program to enhance registration for one program

Facilitator Notes

- Increase SAT score to 9.5 by 2017
- Establish statewide certification program/accreditation
- Define Pure MI promise
- Introduce service training in high school
- Travel MI staff, director of hospitality “smiles”
- Ambassador program
- Educate 10,000 people statewide per annum in service excellence (proportional to population) basing CTA 500 in 2 years

- Objectives
 - Define the Pure MI promise
 - Pure MI promise at the educational level HS and college
 - Offer our excellent service promoting each and every aspect of MI adventure
 - Director of “smiles”
 - Service excellence begins with the very start of the “adventure”
 - Website, hard copy brochures
 - Easily follow through with reservations and planning of the “adventure”
 - Greeted with a smile, good attitude, of each aspect of the adventure
 - Outline and design establish statewide certification

- Objectives
 - Statewide education and training on service/certification program
 - Create standards, establish resources for industry
 - Maintain consistent service levels across the state
 - Survey visitors to establish their impressions of service, how can we improve. Baseline, survey again, and we improve
 - Increase the number of industry people “certified”

- Objectives
 - To be known as the friendly state

Service Excellence

- To train college student on service excellence
- To have a 'Director of Smiles' on Travel MI staff
- To have one program (certification) used throughout the state

- Objectives
 - Establish statewide standards for service, endorse by industry
 - Create/designate oversight agency to drive/encourage compliance
 - Establish recognition program with incentive for high performance
 - Encourage organic storytelling celebrating victories

- Objectives
 - Establish baseline criteria, "Pure MI experience" standards and create an accreditation process for communities to reflect meeting the Pure MI standard!

- Objectives
 - Create service "badge" for those completing training Pure MI logo
 - Create memorable formula that reminds trainees of basic greetings/service with a smile
 - Establish rewards/recognition for individuals and establishments that complete training

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Develop training criteria to achieve Pure MI status by 2012.
 - Strategies
 - Standard training for half CVB staff in 2013
 - All CVB staff by 2014 or renewal
 - Establish Pure MI partnership service excellence compliance deadline
 - Work with existing partners to develop criteria and determine appropriate participation

- Objective 2: Assess strengths and weaknesses of visitors' experience via service provided by 2013.
 - Strategies
 - Give prizes for visitors who fill out "Michigan Experience" form
 - Results used to identify general behavior which need improvement and specific locations
 - Partnership with Trip Advisor
 - Use social media to solicit guests
 - Research and collect survey tools
 - Develop tool to assess service quality

Service Excellence

- Implement tool survey online reviews at airports, attractions, etc.
- Survey of post visitors research on Trip Advisor, Yelp, etc.
- Follow-up collection of data with training

- Objective 3: What four words that should follow every campaign to depict service excellence.
 - Strategies
 - Contest for 2013 governor's conference
 - Four words to become our challenge or mantra

- Objective 4: Pure MI scholarship for students employed in HSP.
 - Strategies
 - Any student in service business can apply. Supported by boss/owner to be voted on MI based college

- Objective 5: Every MI resident needs to understand the value of tourism and how it effects them.
 - Strategies
 - MI a great place to be from or to go to
 - Pure MI take test when renewing driver's license
 - Media/outreach campaign to residents showing "what's in it for them" tourism employees go through CTA training
 - Tag Pure MI advertisements with messages to our citizens to be welcoming

- Objective 6: Continue post Labor Day school law.
 - Strategies
 - Demonstrate benefits to more than leisure destinations
 - Continue work with MLTA mount grassroots efforts necessary. Tell people the importance of the legislation

Individual Objectives and Strategies Sheets

- Objectives
 - Assess strengths and weaknesses of visitor experiences via a service provided by 6/30/2013

- Objectives
 - Statewide CTA program, take test through license renewal

- Objectives
 - What four words that should follow every campaign to (?) service excellence
 - Pure MI scholarship for student that is employed in HSP. Doesn't have to be a HSP student

Service Excellence

- Objectives
 - Every MI resident should understand the value of tourism and how tourism dollars affect them (man on the street, attractions, hotels, restaurants, airport)
 - Post labor day
- Objectives
 - Develop training criteria to achieve Pure MI partnership status

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Establish a customer service/service excellence class and certification program with full funding for all levels of service.
 - Strategies
 - Develop online hospitality training program. Front line employees, municipal, management level
 - Professional training in schools
 - Appearance online, interviews, etc.
 - Create service curriculum and training manual
 - Hire an individual to develop a team to promote and instruct the service excellence class
 - Consider YouTube video, 5 minute training sessions to be used by entire state at department meetings for staff (many of them)
 - Educate, select a person to coordinate education classes with funding for all levels of employees
 - Develop management hospitality (written) program free for participants including speakers
 - Encourage public entities to conduct their businesses with northern hospitality by talking to department heads for support
 - Provide front line classes for service for customer service employees within businesses
 - Pure MI service excellence certified. Make this something of value to an employee. If not monetary value, get them a special badge or certificate
- Objective 2: Define service excellence for Pure MI.
 - Strategies
 - Survey visitors on how customer service is, give feedback and use to improve
 - Reviews visitor statements of businesses known for exceptional service for ideas
 - Pool ideas and form focus group from various industry businesses to have their visitor ideas

Service Excellence

- Objective 3: Establish a crime initiative.
 - Strategies
 - Stop laying off cops, be proactive
 - Research crime initiatives that are out there
 - Increase law enforcement visibility, provide educational money for preventive program
 - Promote MI as a safe place to travel within. Perception is reality. Change public perception. How? Increase police force, use newspapers and other media to show safe side of MI.
 - Remove bad housing, make home owners responsible for improved house maintenance

Facilitator Notes

- Customer service class with resources for front line and managers with online testing
 - Start with kids before entitlement sets in
 - SBO training programs
 - AAA partner with travel industry
 - Online certification/diploma
 - Cross training leadership, CVBs and chambers
 - Education for state know more than your area
- Unified MI tourism defined service excellence within industry, pride in high quality
- Promotion campaign for service excellence class
 - Safety issues (Detroit, Flint, Saginaw)
 - Address crime
 - Crime initiative, perceived safety
 - Border patrol, attitudes, not welcoming
- Extension of Pure MI for education
 - Hospitality, southern, Minnesota “nice”
 - Develop a satisfaction survey

Individual Objectives and Strategies Sheets

- Objectives
 - Educate tourism programs through the universities/colleges, educate the future tourism professional
 - Work with welcome centers
 - Hospitality programs to embrace the concept
 - Website development on MI.org
 - Work on border patrol agents, this is as customer service as they come- this is a must!

Service Excellence

- Objectives
 - Experience, tell the story, create a theme/brand for culture
 - Service excellence, what is it? How do customers define it? What service do they want, what don't they want
 - Travel culture, southern hospitality, cross promotion, Michigander
 - Going above and beyond, bring them back

- Objectives
 - Education state customer service education classes
 - Create resource materials and create testing mechanisms
 - Using social media to educate through trivia bits
 - Front line familiarization tours, statewide through brochure exchange

- Objectives
 - Provide tourists with discounts on tourist locations for certain seasons, survey cards to find out what tourists are looking for
 - Encourage public and promote entities to conduct their business hospitality

- Objectives
 - Educate different regions of MI on what other great things are available in MI, other attractions, sights, values

- Objectives
 - Education on service ethics, standards early on
 - Increase training (service oriented) programs in the chamber for small businesses
 - Educate small business owners on training systems and protocols
 - Education on creating an experience over just a service
 - Beautification increase in areas of interest
 - Seminars and training in schools for high quality service and work ethics
 - More resources for small business owners

- Objectives
 - Provide a safe environment/experience throughout the entire state
 - Develop comprehensive industry service training program on process
 - Create service excellence promotion campaign

- Objectives
 - Have a unified official MI tourism definition of service excellence. It should be a few bullet points or one statement that will inspire statewide industry pride in delivering a high quality experience. A unified definition will keep everyone on the same page. Attracting the best employees who are service oriented naturally aim to please

Service Excellence

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Define service excellence and the Pure MI promise.
 - Strategies
 - Identify key words that define service excellence and Pure MI promise
 - Create a 2 minute elevator speech stating what the Pure MI promise is
 - Find and provide examples of what we believe is excellent service

- Objective 2: Maintain and increase DKS leisure visitor opinion scores at or above US average.
 - Strategies
 - Share regular DKS updates to remind industry to refocus on satisfaction and value
 - Implement a CTA program statewide and achieve a 30% participation rate
 - Pure MI or Travel MI provide list of contacts for customer training programs measure use of list
 - CTA training work with community colleges
 - At local level, provide manager/owner training provide employee training

- Objective 3: Create a series of Pure MI advertisements that showcase the Pure MI promise/service excellence and Pure MI people.
 - Strategies
 - Get Tim Allen to speak softly about timeless service traditions
 - Highlight tourism workers through shared visitor sites (MI.org etc.)
 - Showcase MLTA award winners on website/Facebook etc.
 - Locals promote Pure MI and service excellence to mirror Pure MI
 - Have attractions, etc. submit examples of the excellent service they or an employee are giving

Facilitator Notes

- Increase number of students/colleges to foster a service training
 - Statewide ambassador certification (broader than regional)
 - Promoting attractions
 - 30% across the state
 - Meeting points
 - Adopt and implement a statewide service program
- Define the Pure MI promise
- Maintain and continue to exceed US average level of visitor satisfaction (stay above US average)
- Link Pure MI with service excellence
 - Promote and advertise

Service Excellence

- Multiple, a series of Pure MI ads that showcase Pure MI promise and Pure MI people

Individual Objectives and Strategies Sheets

- Objectives
 - Define excellent service
 - Recognize service
 - You have to have experienced excellent service to be able to provide it
 - Employees are customers too
 - Statewide training
- Objectives
 - Work with colleges and community colleges to foster service areas and compute releases management, customer personal service
 - Within local areas, provide manager training and employee training program
 - Travel MI provide and find speaker or trainer for regional chambers and CVBs
- Objectives
 - Have a statewide program that creates certified tourism ambassadors who deliver service excellence throughout our numerous attractions
 - Systematic approach to welcome centers in terms of promoting both regional and statewide attractions

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Create a customer service training video.
 - Strategies
 - Travel MI and CVBs/chambers get a grant to pay for the video
 - Travel MI tourism counsel service organization
 - Travel MI on to create video to develop front line in customer services. Professional video to keep things light and hammer home the 10 skills of good customer service and take the “cus” out of customer service. Customer understanding service
 - Develop downloadable webinar and supporting materials for a “Deliver the promise” customer service training
 - Travel MI research success stories to develop training materials and demonstrate economic benefits
- Objective 2: Initiate “Team Michigan”.
 - Strategies

Service Excellence

- Team MI: establish a monitoring program for businesses/providers and for individuals. Help from MI Works
 - Pinpoint organizations in regions to promote the Team and do the training
 - Travel MI develop video for businesses/organizations, managers, and frontline
 - Travel MI with CVBs and chambers develop Team MI program to increase buy-ins at all levels
 - Travel MI can develop an ad campaign to foster pride in quality of service
 - Prioritize strategy elements that occurred repeatedly across different objectives. Especially training, funding needed programs, and coordination/cooperation. "Team MI" could be a unifying umbrella
 - Create training for business owners to create a team with other businesses. Gaining buy in will hold visitors in the open through creating increase in visitor buy in of local area. With awards for businesses that show improvement and assessed by secret shoppers
- Objective 3: Collaboration with organizations.
 - Strategies
 - Find organization to help tourism and related organizations to collaborate
 - Travel MI develop guidelines for collaborative organization relationships
 - Provide excellence awards to chambers/organizations for those whose body completes training
 - Objective 4: Create assessment tool.
 - Strategies
 - Create a survey for statewide and option for regions/areas to add specific survey questions. Give the tools
 - Assessment tool: establish baseline for quality of service and monitor improvement with follow-up assessments. Research general parameters useful statewide

Facilitator Notes

- Develop training for front line workers, for core workers. Hire regional secret shopper, create assessment program to evaluate
- Increase travel to UP, accommodation packages, make it easy to get here
- Enhance the quality of what is offered. Assessment tool to measure service. Make facilities look better. Satisfaction survey from customers. Clean restrooms and infrastructure
- Improvements of secondary/county road maintenance
- Develop a short training video as customer service best practices
- Cross train and employ workers into other seasons
- Share tourism facts with workers
- Talk pride into work

Service Excellence

- Recognize small businesses with great service. Success stories, training, awards, tiered program
- Internal Pure MI campaign
- Collaborate with other organizations
- Discover tours for front line workers
- Obtain grant to train service workers
- Tourist in your own town
- Find other programs that have worked to train service workers
- Share information across organizations

Individual Objectives and Strategies Sheets

- Objectives
 - Raise awareness about economic benefits of tourism training to develop service excellence
 - Spread knowledge about MI's offerings for tourists
 - Increase pride in MI and take pride in the quality of service offered
 - Maintain and enhance the quality of what is offered, including infrastructure
- Objectives
 - Develop multi-level training program that results in a stable core of service workers that will lead by example
 - Develop a short training video of customer service best practices that can be used as a refresher tool
 - Develop a tiered award program for frontline service workers, managers, and businesses for excellence/consistency of service provided
- Objectives
 - Create a service/customer service training that sets the baseline of excellence in service, objective, once done have regional evaluators to measure the basic services to see if improved
 - More catering to visitors, longer hours of operations. Increase packages with transportation to increase visitor flow, measure increase by dollars spent
 - Highlight more quiet sports for the adventurous visitor in winter months. Tie this in with a facility for comfort off the trails
 - Increase travel services to out of the way areas
- Objectives
 - Customer service training for any industry that receives
 - Promote collaboration of organizations to bring better service and information to visitors