

The Evolution Toward Destination Stewardship

Balancing value and impact

Northern Forest Destination Summit
October 27, 2022

*Sara Meaney, Principal
Coraggio Group*

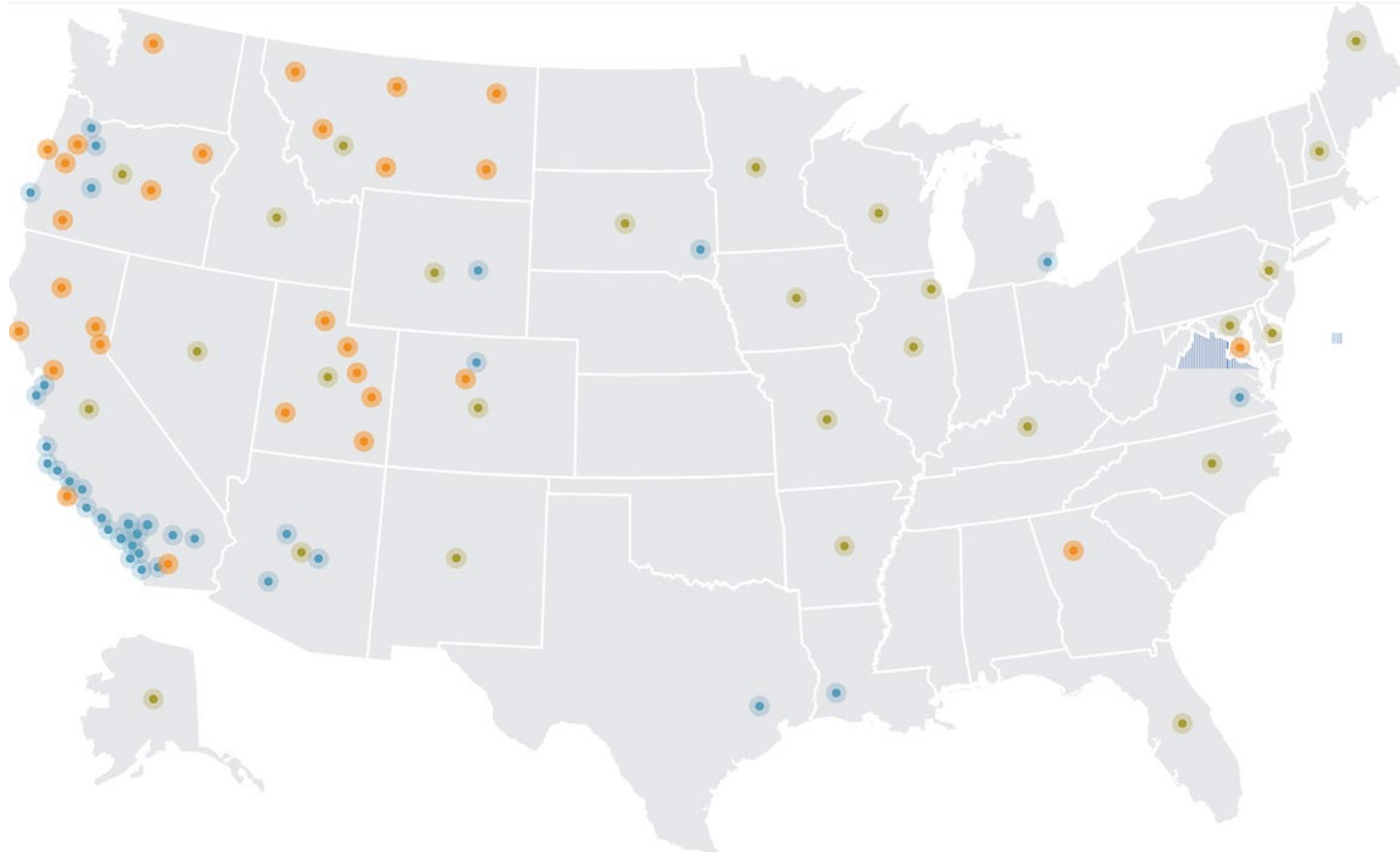


A person wearing a yellow jacket and a red hat is walking across a narrow suspension bridge made of wooden planks. The bridge is set against a dense, misty forest of tall evergreen trees. The person is in the middle of the bridge, with their arms slightly out. The overall atmosphere is serene and adventurous.

Overview

- Moving toward destination stewardship
- Success stories
- Success framework

Coraggio Experience



- County or Regional
- City
- State
- National



Destination Organization Experience

ARIZONA
OFFICE OF TOURISM

n
north lake tahoe

COLORADO
COME TO LIFE

TRAVEL OREGON

MARYLAND

USA
VisitTheUSA.com
Brand USA

visit
California

Wyoming
forever west™

Discover
Avondale
ARIZONA

VISIT
HUNTINGTON
BEACH
SURF CITY USA®

VISIT
Houston

San Diego

TRAVEL
SOUTH
USA

travel
PORTLAND

San
Francisco
Travel

Maine
VisitMaine.com

VISIT
SANTA BARBARA
THE AMERICAN RIVIERA™

IDAHO
visitidaho.org

Kentucky
UNBRIDLED SPIRIT™

SIO
CAL
SAN LUIS OBISPO COUNTY
CALIFORNIA

m EXPLORE
MINNESOTA

U.S. TRAVEL
ASSOCIATION

SONOMA COUNTY
CALIFORNIA
LIFE OPENS UP

ALASKA
TRAVEL INDUSTRY
ASSOCIATION

MONTANA

Visit
Placer

New Jersey
visitnj.org

Palm Springs
CALIFORNIA Like no place else™

SANTA
MONICA
TRAVEL & TOURISM

LIFE
UTAH
ELEVATED™

enjoy
illinois

california
TRAVEL ASSOCIATION

VISITFLORIDA®

PASO
ROBLES
CA

Delaware
Endless Discoveries™
VisitDelaware.com

VISIT
Lake Charles
SOUTHWEST LOUISIANA

South Dakota
DEPARTMENT OF TOURISM

SAN DIEGO
convention center

WISCONSIN
DEPARTMENT OF TOURISM

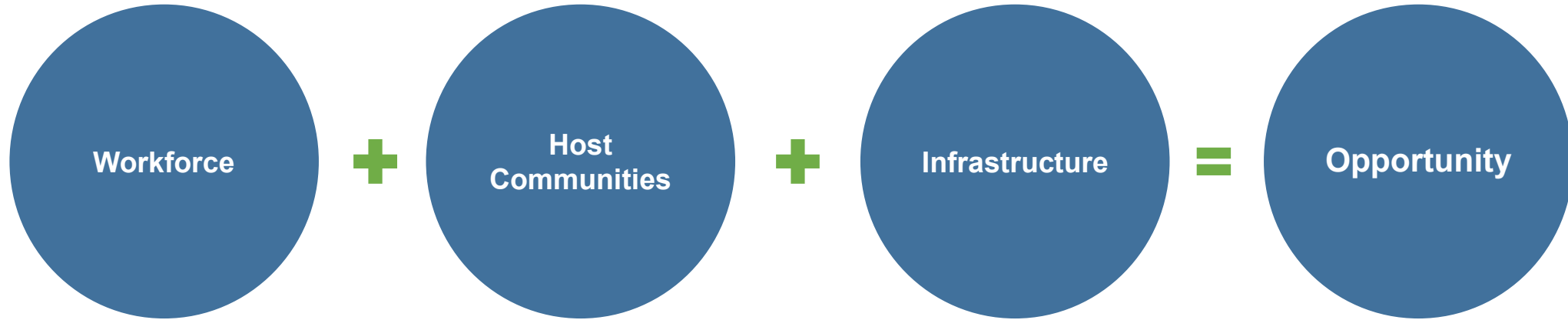


Industry Disruption & Evolution

Macro Trends Driving Disruption and Evolution

- Consumer concern for sustainability and regenerative travel
- Pandemic-related pent-up demand for domestic leisure travel
- Long tail pandemic impacts on travel preferences
- Ongoing shifts in rural destination trends
- Changing business travel: WFH, WFA, MICE
- Increased demand for experiential and active travel
- Rise in private rental accommodations
- Millennial and Gen Z travel purchasing power
- Rise in responsible travel and wellness travel
- Increased focus on social equity and DEI
- Increased community emphasis on tourism sustainability
- Workforce shortages
- The Great Resignation
- Affordable housing shortages
- Reduction of capacity in lodging/service sector
- Weather/climate threats to natural assets
- Growing community and government engagement in tourism related issues
- Short-term influx of recovery and development funding
- Population migration

Tourism Industry Challenges



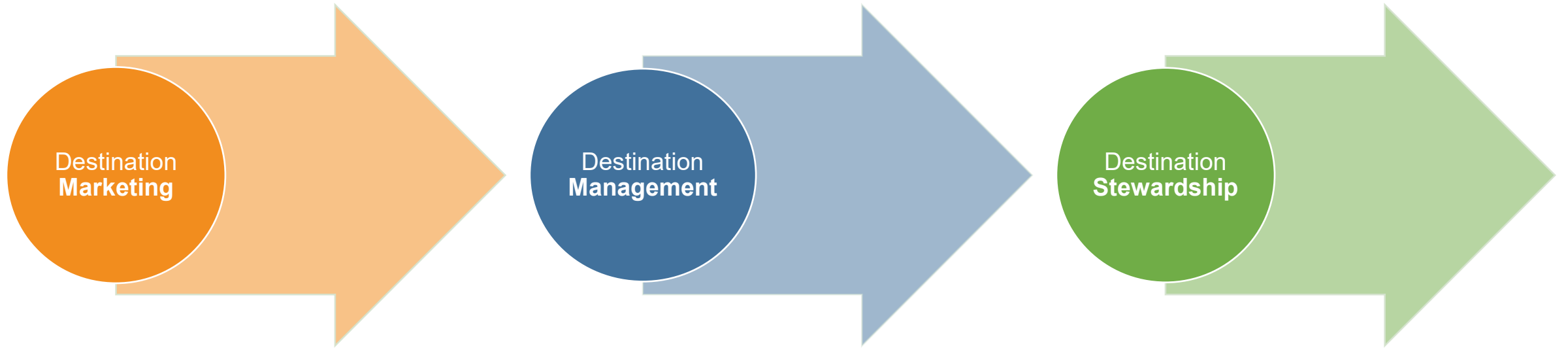
- Workforce shortages
- Living wages/benefits
- Affordable housing
- Skills/career pipeline
- Educational funnel
- Seasonal variability
- Work From Anywhere

- Resident Quality of Life
- Local culture and heritage
- Community dynamic
- Social Equity, Inclusion
- Short-term rentals
- Empty storefronts
- Cost of living

- Asset Development
- Asset Maintenance
- New funding sources
- Policy needs
- Destination governance
- Wayfinding
- Accessibility
- Transportation
- Broadband/technology
- Population migration
- Climate change impacts

- Sustainable practices
- Destination resilience
- Regional collaboration
- Innovation
- Diversification
- Funding
- Policy & Advocacy
- Partnership / Collaboration

Evolution of the Destination Organization

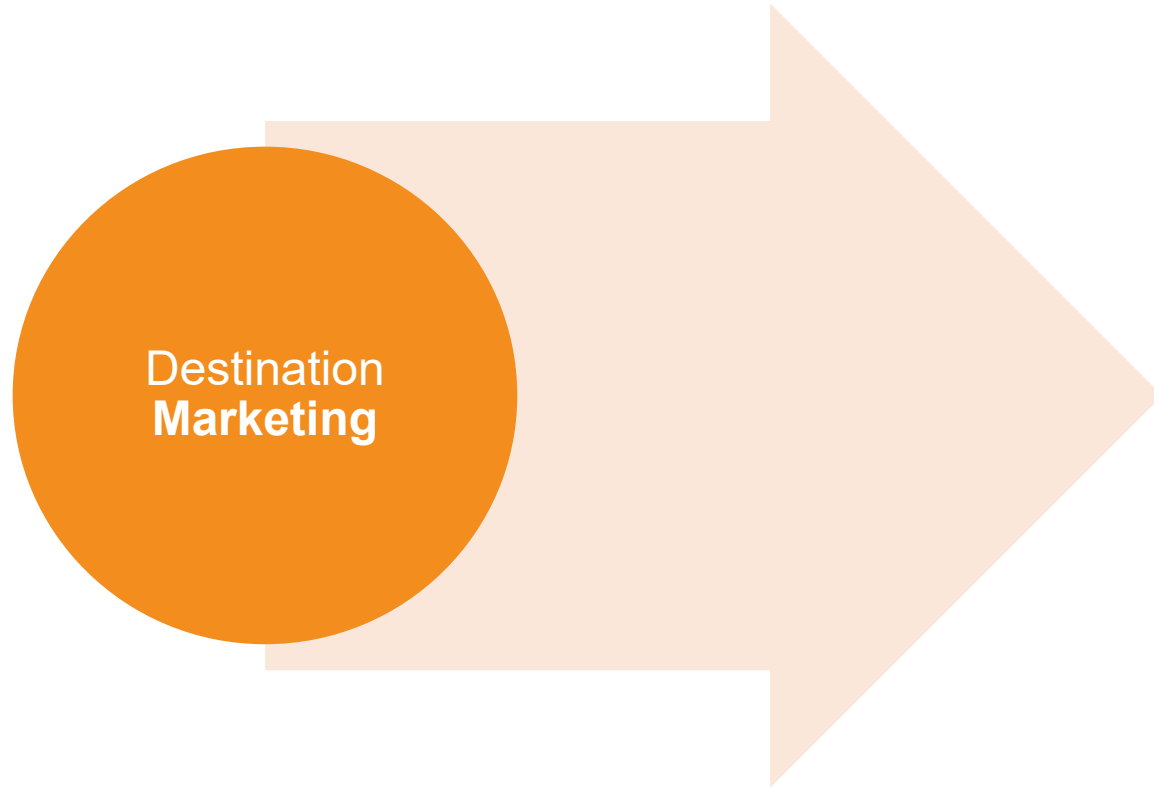


- Curate Destination Brand
- Promote Supply
- Measure Demand
- Maximize Visitor Spend

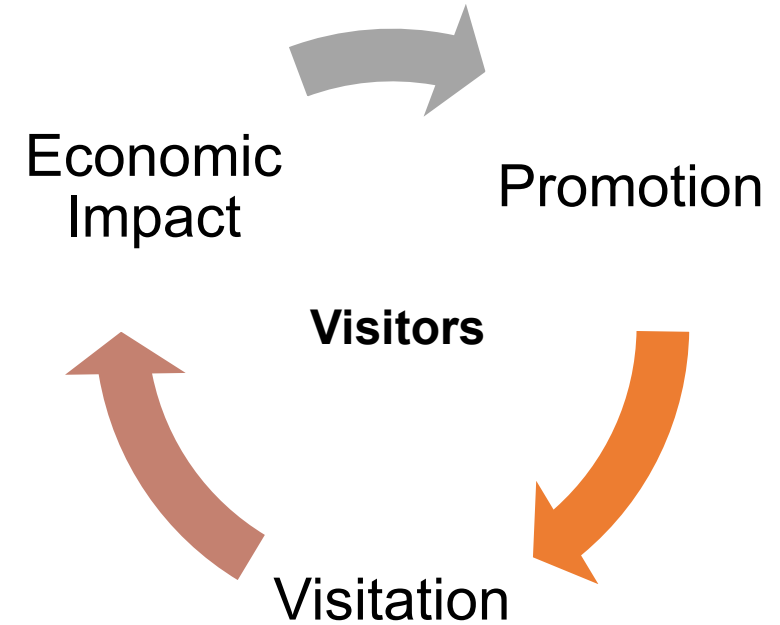
- Enhance Visitor Experience
- Develop/Maintain Supply
- Manage Demand
- Optimize Industry ROI

- Uphold Resident / Visitor Experience
- Balance Supply/Demand
- Sustainable Development
- Balance of Impact & Value

Destination Marketing

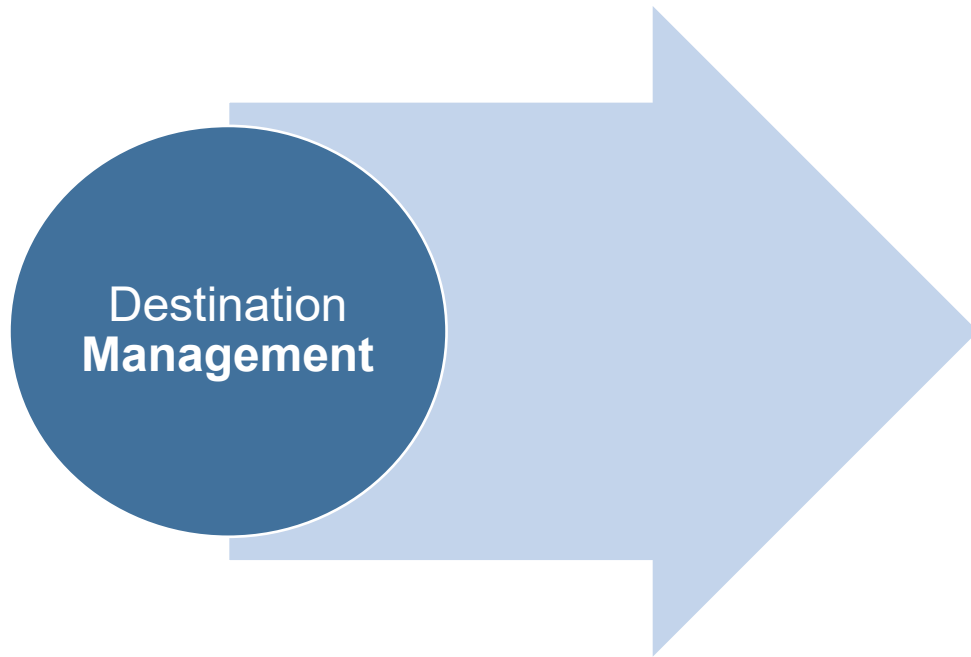


- Curate Destination Brand
- Promote Supply
- Measure Demand
- Maximize Visitor Spend

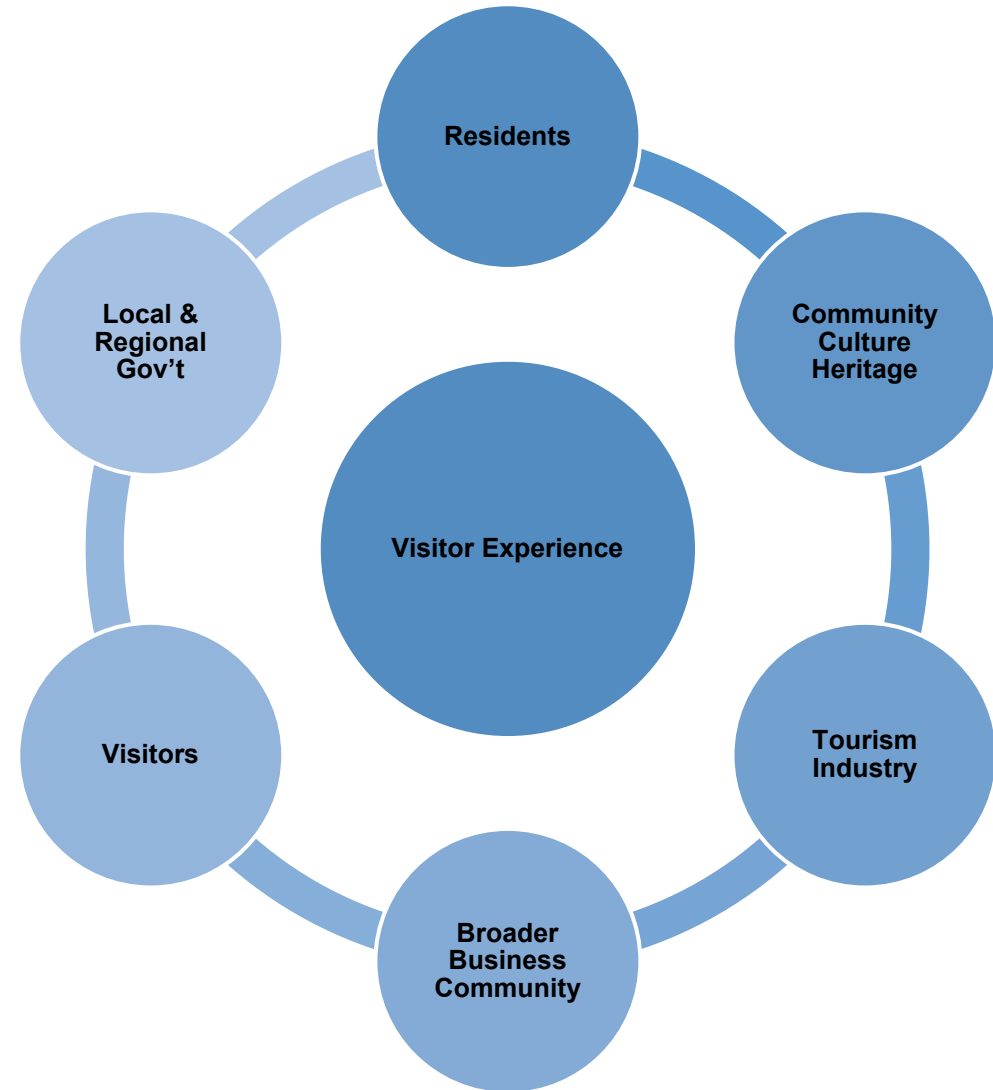


Destination Management

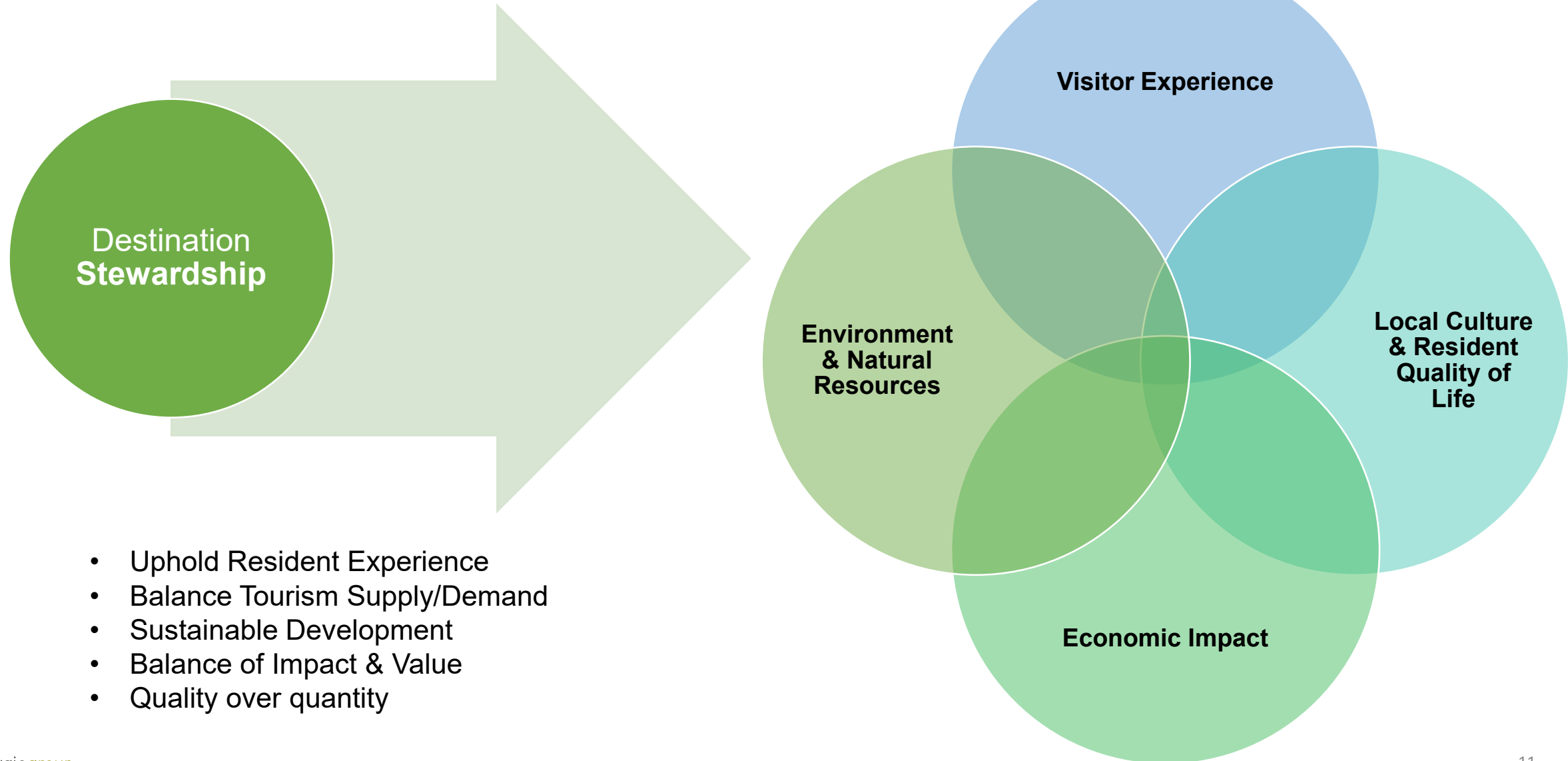
The perspectives, needs and expectations of:



- Enhance Visitor Experience
- Develop/Maintain Supply
- Manage Demand
- Optimize Industry ROI



Destination Stewardship



Multiple Roles of the Destination Organization



Decision-maker

- ❑ Develop a firm understanding of the planning process and plan elements
- ❑ Positively and confidently represent and engage others in the planning process and plan



Steward

- ❑ On behalf of the organization and its stakeholders, tend to the successful development and implementation of the plan
- ❑ Keep an eye on the big picture



Spokesperson

- ❑ Represent your perspective, as a leader of the ecosystem with unique expertise and experience
- ❑ Help identify meaningful ways to share information, generate input and feedback from your stakeholder group(s)



Team Player

- ❑ Foster collaboration, respect and trust
- ❑ Listen and be curious
- ❑ Show up, be prepared and follow through

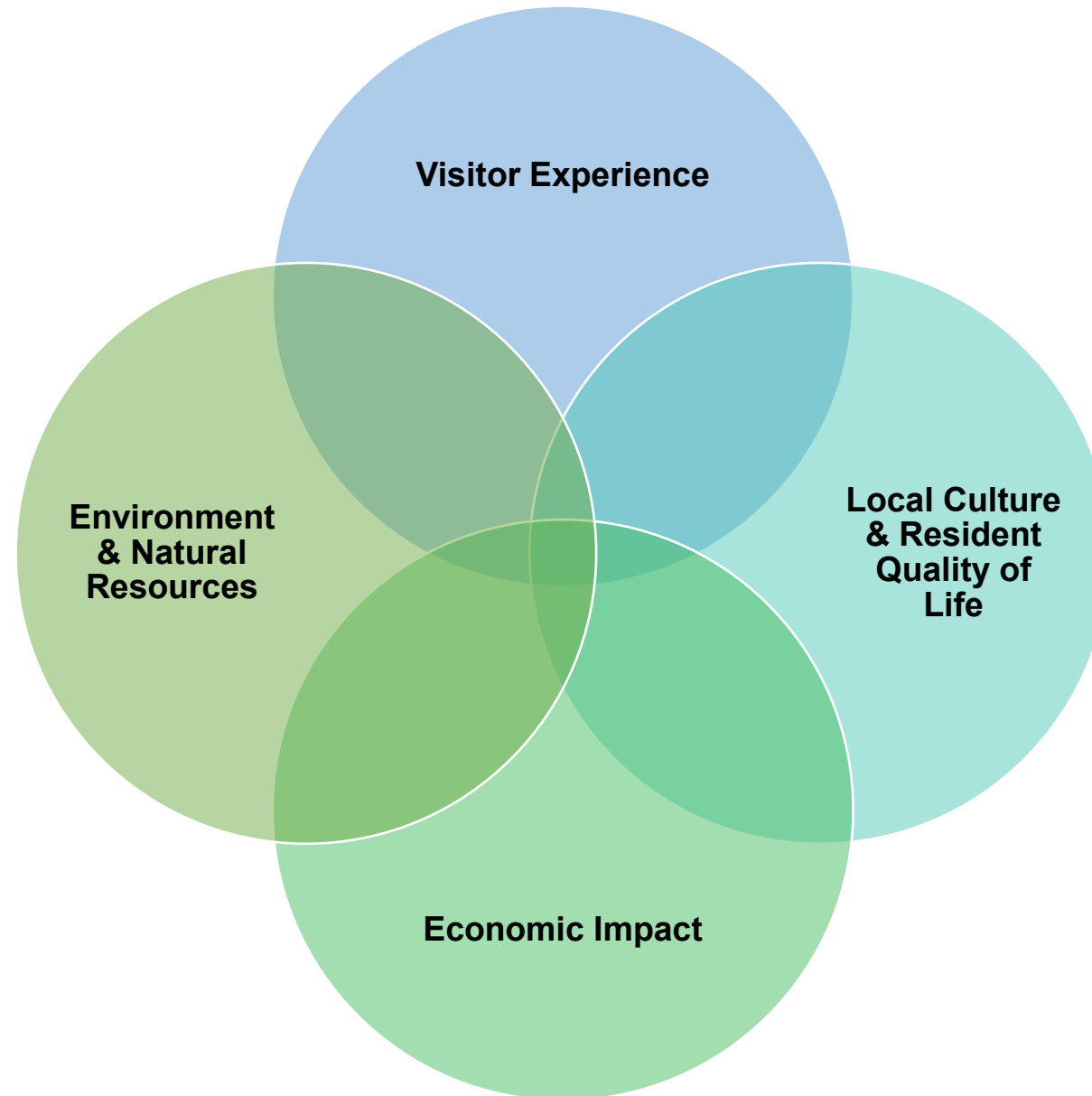


The Path to Stewardship

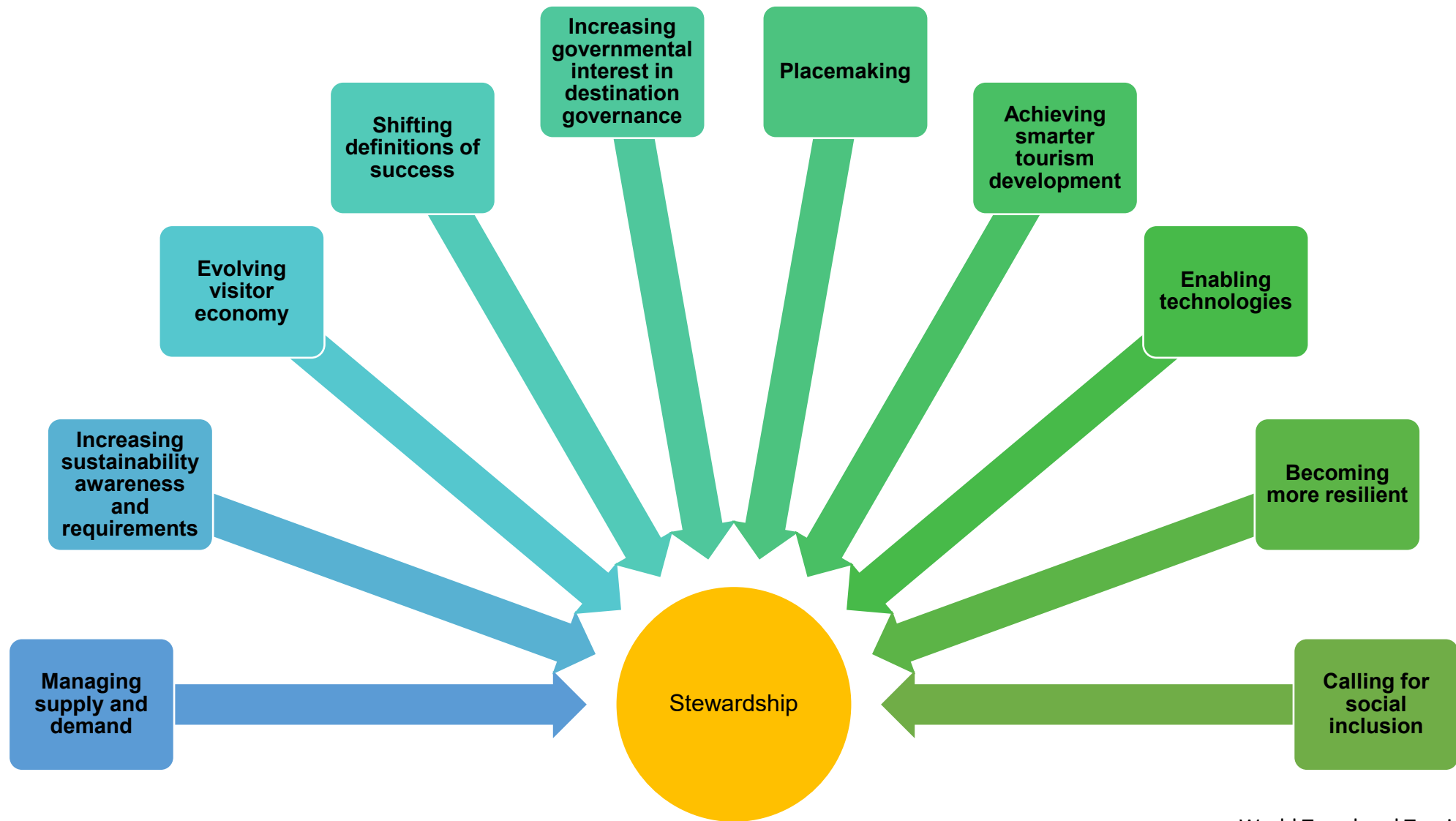
The World Tourism Organization defines sustainable tourism as:

“tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”

Tourism in Balance: Triple Bottom Line + 1



Destination Stewardship Framework



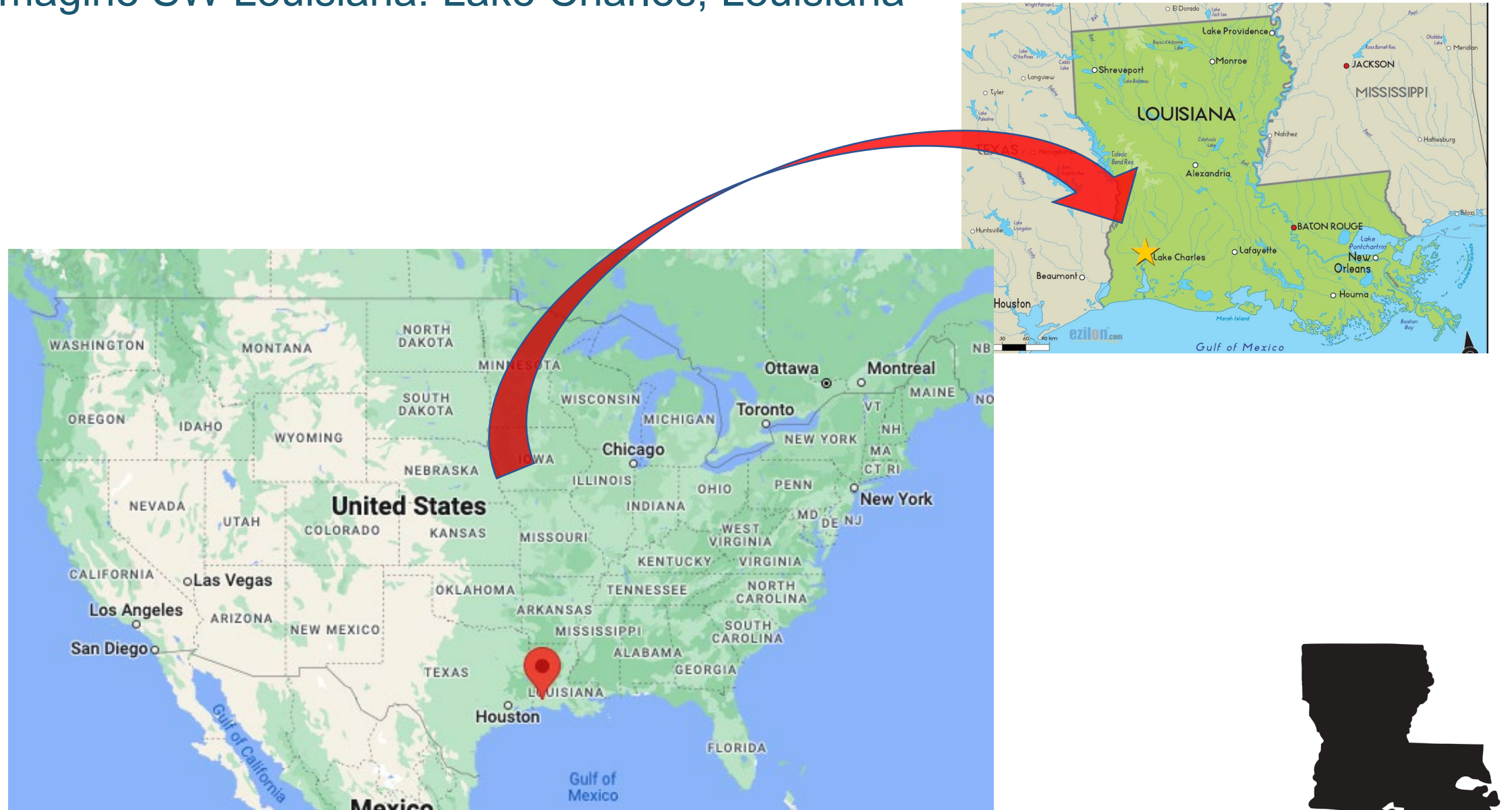


Success Stories

1



Just Imagine SW Louisiana: Lake Charles, Louisiana



Recovery and transformation

The Situation:

- Back-to-back hurricanes (Laura & Delta) in 2020-2021
- Widespread devastation and flooding
- Urgent need; assistance and relief slow to arrive

The Opportunity:

1. Coordinated efforts to secure emergency relief and funding
2. Rebuild communities and build resiliency

The Partners:

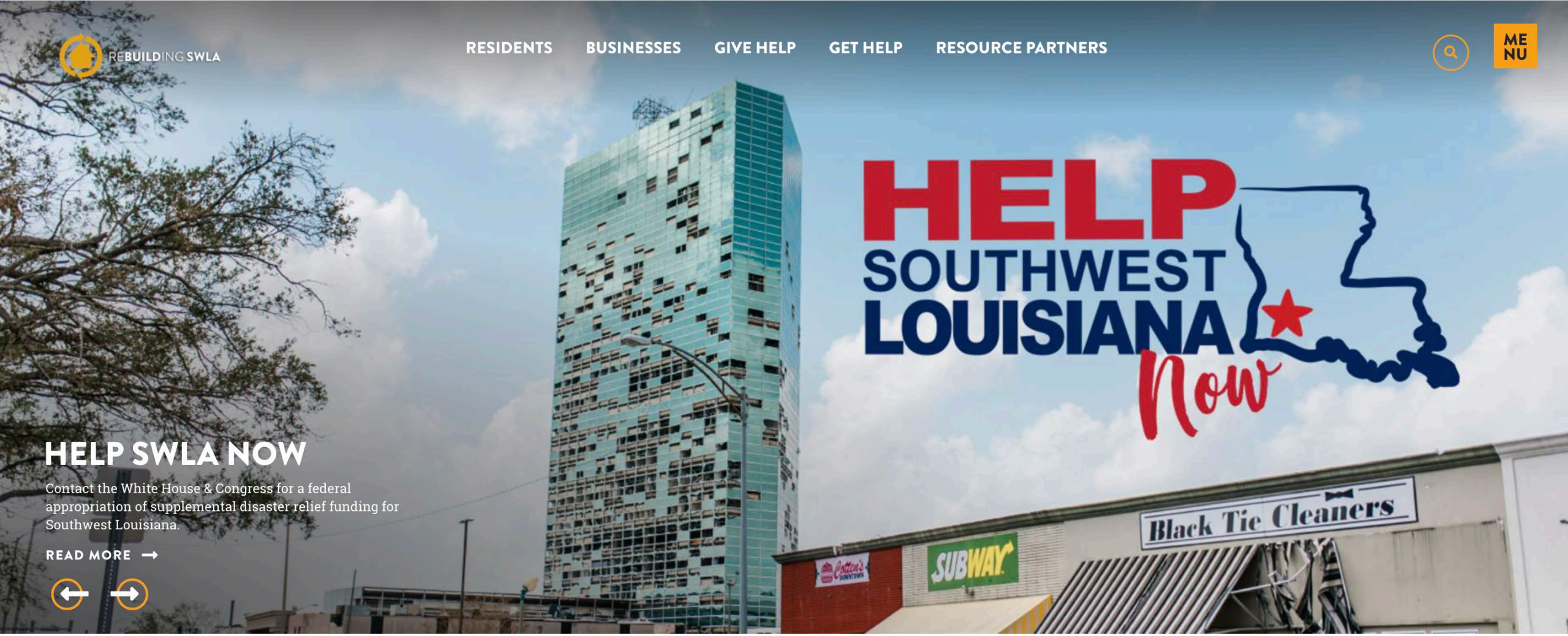
- City of Lake Charles
- Community Foundation of SWLA
- Visit Lake Charles
- Calcasieu Parish Police Jury
- SWLA Economic Development Alliance
- United Way of Southwest Louisiana
- City of Sulphur
- Cameron Parish



REBUILDING SWLA

**JUST
IMAGINE
SWLA**





HELP SOUTHWEST LOUISIANA Now

HELP SWLA NOW

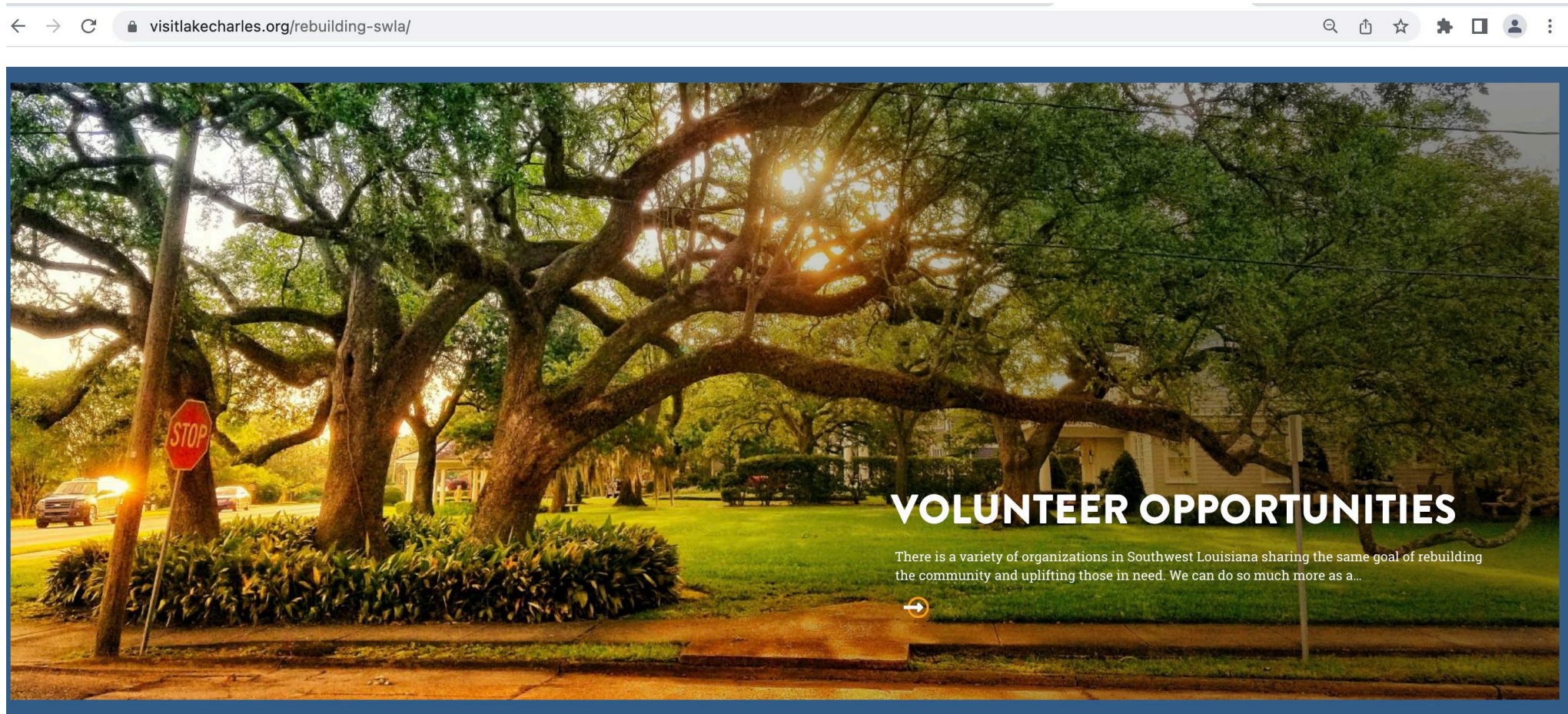
Contact the White House & Congress for a federal appropriation of supplemental disaster relief funding for Southwest Louisiana.

READ MORE →



Outcomes

1. Regional collaborative effort to raise awareness and enlist community action and support
2. FEMA funding secured in October 2021 – a year after the emergency





A 50-YEAR RESILIENCE MASTER PLAN FOR CALCASIEU AND CAMERON PARISHES

How can we strengthen Calcasieu and Cameron parishes over the next 50 years, to allow our communities to thrive?

Now's the time to imagine our futures. Just imagine what Southwest Louisiana can be in years to come.

PROJECT OVERVIEW

Calcasieu and Cameron Parishes were devastated by Hurricanes Laura and Delta in the Fall of 2020 and weather events in the Spring of 2021. Following the storms, a generous donation to the Community Foundation SWLA offered an opportunity to infuse hurricane recovery efforts with a comprehensive vision for the broader region. The Just Imagine SWLA project will create a 50-year resilience plan for Calcasieu and Cameron Parishes, including 10 specific projects that

Outcomes, continued

3. Private funding source pledged \$2.5 million

4. 50-year resilience master plan for the region resulting in 10 catalytic projects that focus on:



**ECONOMIC
DEVELOPMENT**



HOUSING



**COMMUNITY
PLANNING**



**NATURAL &
CULTURAL
RESOURCES**



INFRASTRUCTURE



10 Catalytic Projects



Project 01
**COASTAL RISK
REDUCTION**



Project 02
**WATERFRONT
DEVELOPMENT**



Project 03
**MIXED-INCOME
HOUSING**



Project 04
**NELLIE LITCHER
DISTRICT**



Project 05
**MCNEESE
RESILIENCE
DISTRICT**



Project 06
**CHENNAULT
& SOWELA
RESILIENCE
DISTRICT**



Project 07
**STRONG
DOWNTOWNS**



Project 08
**COMMUNITY
RESILIENCE
HUBS**



Project 09
**RESILIENT
HOUSING
TOOLKIT**



Project 10
**REDEVELOPMENT
AUTHORITY**



“The Foundation is committed to working collaboratively with leadership and stakeholders in Calcasieu and Cameron parishes to develop a master plan that will help shape our region into a thriving area for generations to come. We are approaching this planning effort with support from experts and with the intent of facilitating an inclusive, transparent, and collaborative process throughout, supported by input from elected officials, stakeholders, and residents. Our long-term master planning process will join with ongoing recovery efforts so that we are all aligned in our mission to rebuild a stronger and more resilient community. ”

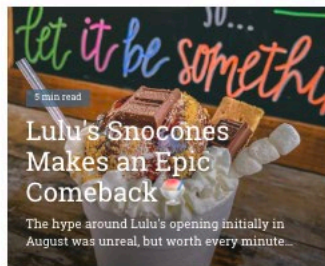
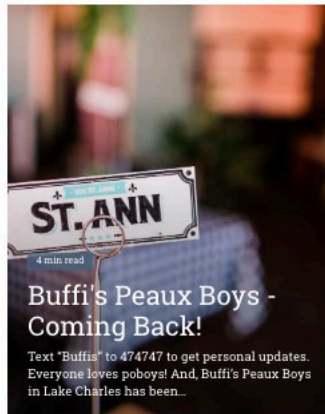
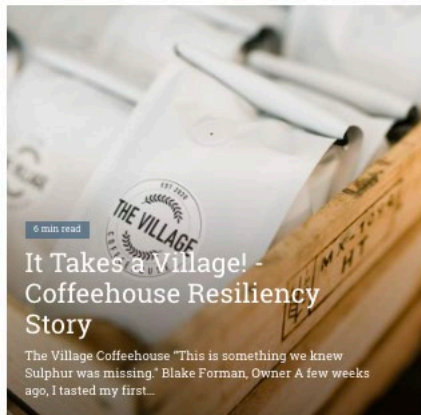
ROLES

- Backbone organization
- Secure project funding
- Hire planning firm
- Deliver expertise/resources for catalytic projects

GOAL

- Develop a long-term resilience master plan.
- Facilitate inclusivity, transparency and collaboration.





ROLES

- Communication lead
- Website, ongoing communication
- Support partner outreach efforts

GOALS

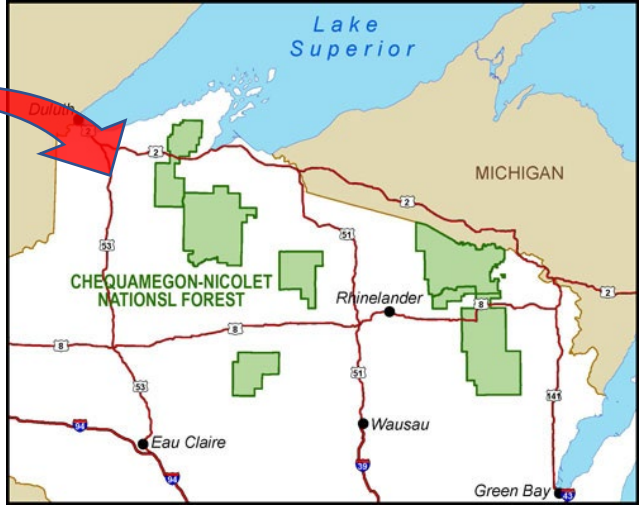
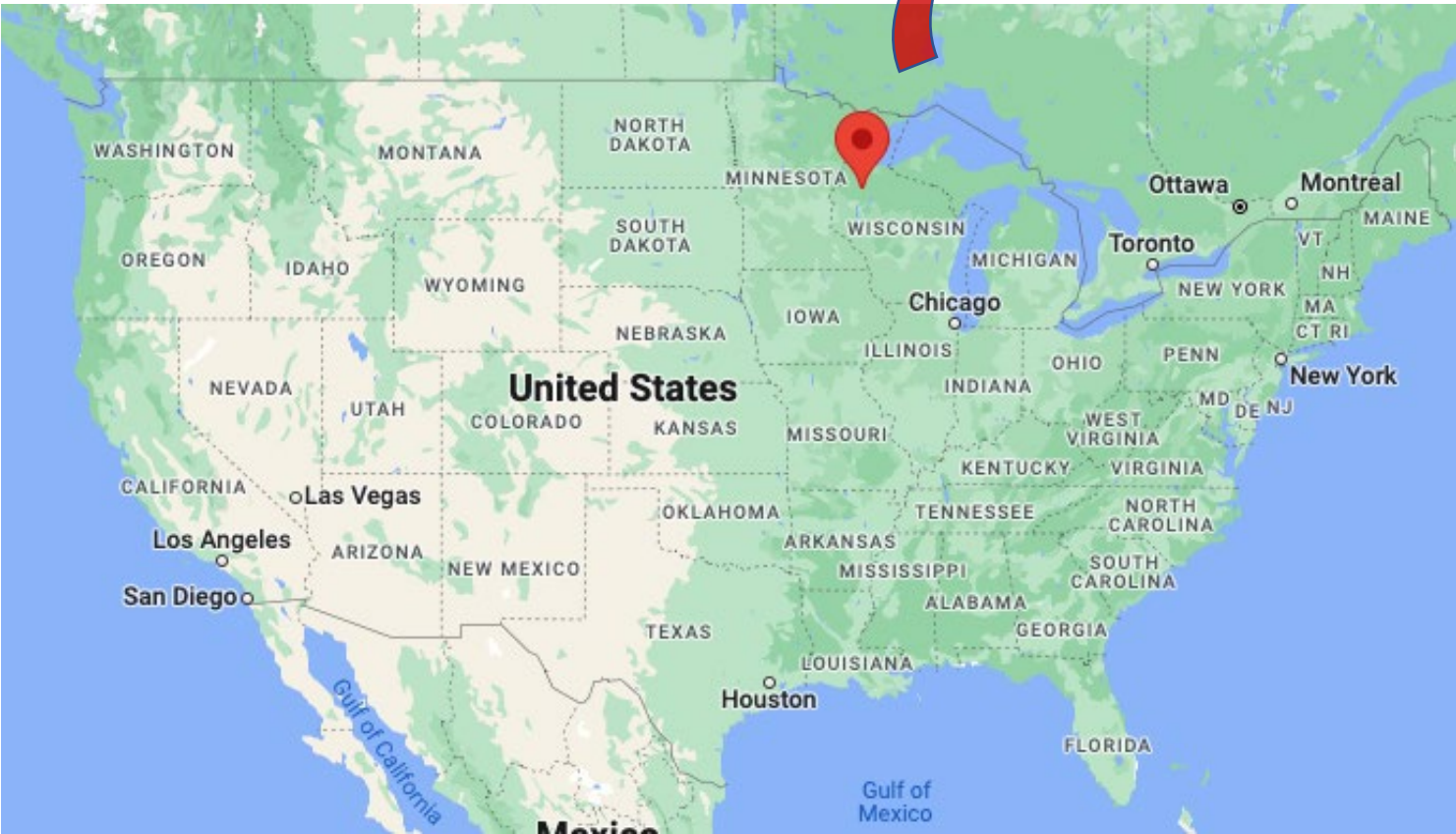
- Rebuild the community
- Support destination development and resiliency
- Advance awareness and engagement



2



The Hospital Gateway Trails: Hayward, Wisconsin



Strategic alignment

The Situation

- Popular global mountain biking destination
- Vast territory to manage and maintain
 - > 1.5 million acres of Chequamegon-Nicolet National Forest
- Reliance on volunteers, limited resources

The Opportunity:

- Introduce more entry-level skill access
- Connect existing trails
- Expand adoption of the sport

The Partners:

- A mountain biking nonprofit
- A local hospital
- Local nonprofits
- Funding sources



Nontraditional partnerships



Other funding sources:



“It is difficult to imagine a better scenario for those who love outdoor recreation. The access to trails right out of work is something that very few organizations can offer their employees. As we continue to grow our healthcare community in northern Wisconsin, attracting excellent clinicians has been critical to our success.”

Luke Bierl, CEO

ROLES

- Primary funding organization
- Landowner
- Community leadership

GOALS

- Competitive talent attraction
- Improve community health
- Community engagement



**Hayward Area
Memorial Hospital
& Water's Edge**

Right here in the place we love.



“The hospital has taken a very proactive approach to promoting healthy outdoor recreation and activities, and this project is an excellent fit with their strategic plan.”

Ron Bergin
Executive Director
CAMBA

ROLES

- Collaboration backbone organization
- Design and manage the project
- Secure remaining funding

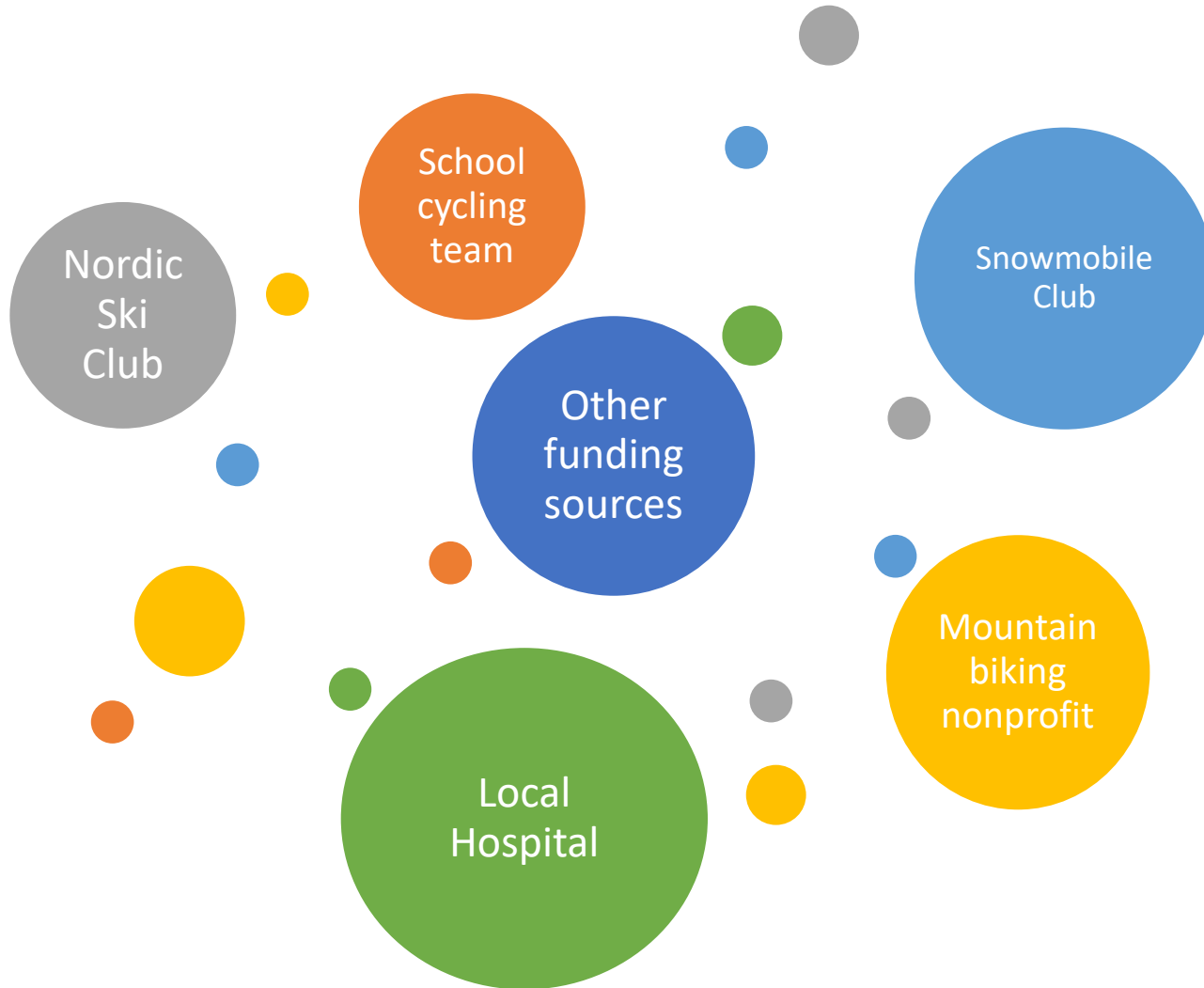
GOALS

- Increase entry-level MTB trail access for community and visitors
- Grow participation in the sport
- Community engagement and volunteer participation



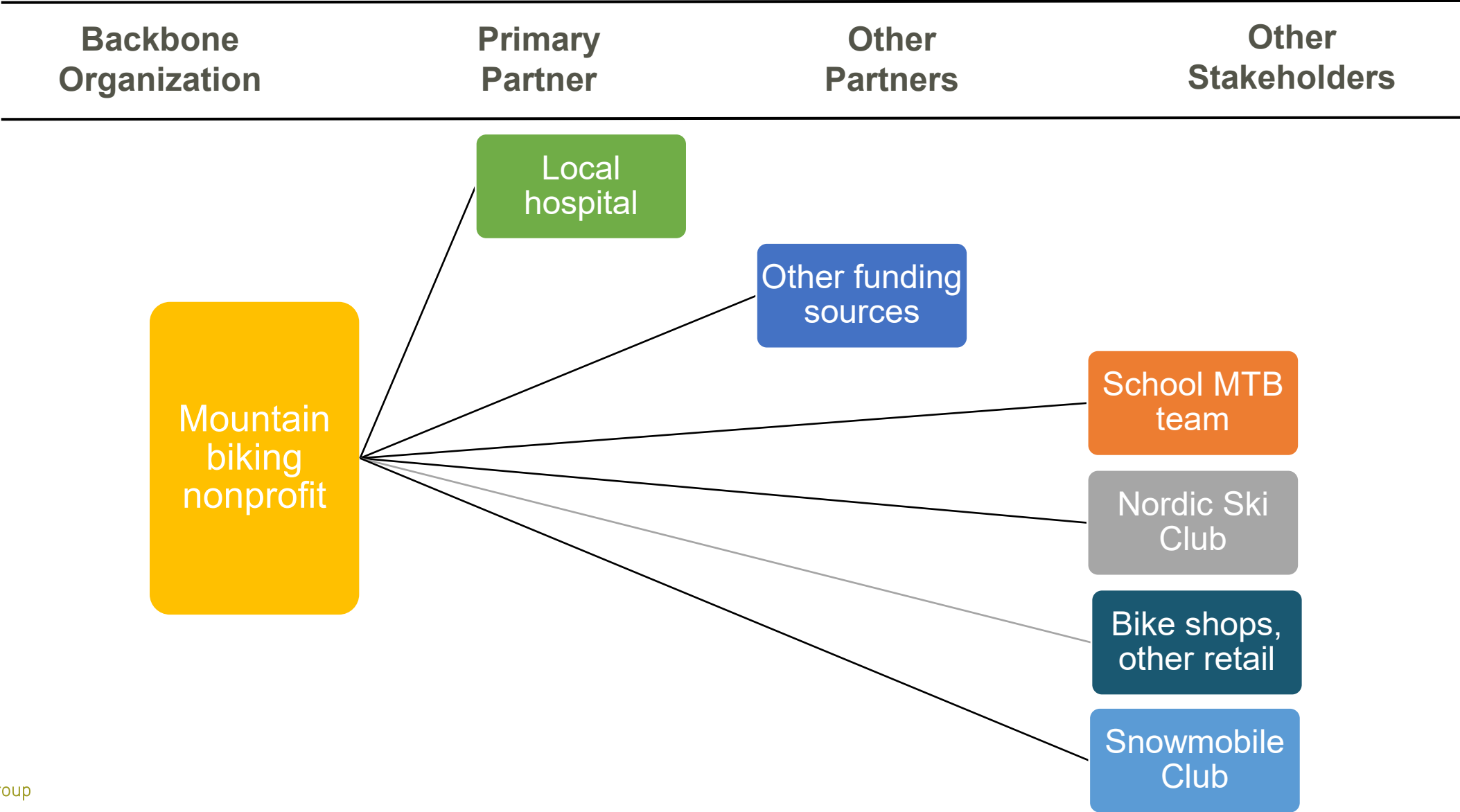
Recipe for Success

Isolated Impact: aka “Swirling Stakeholders”

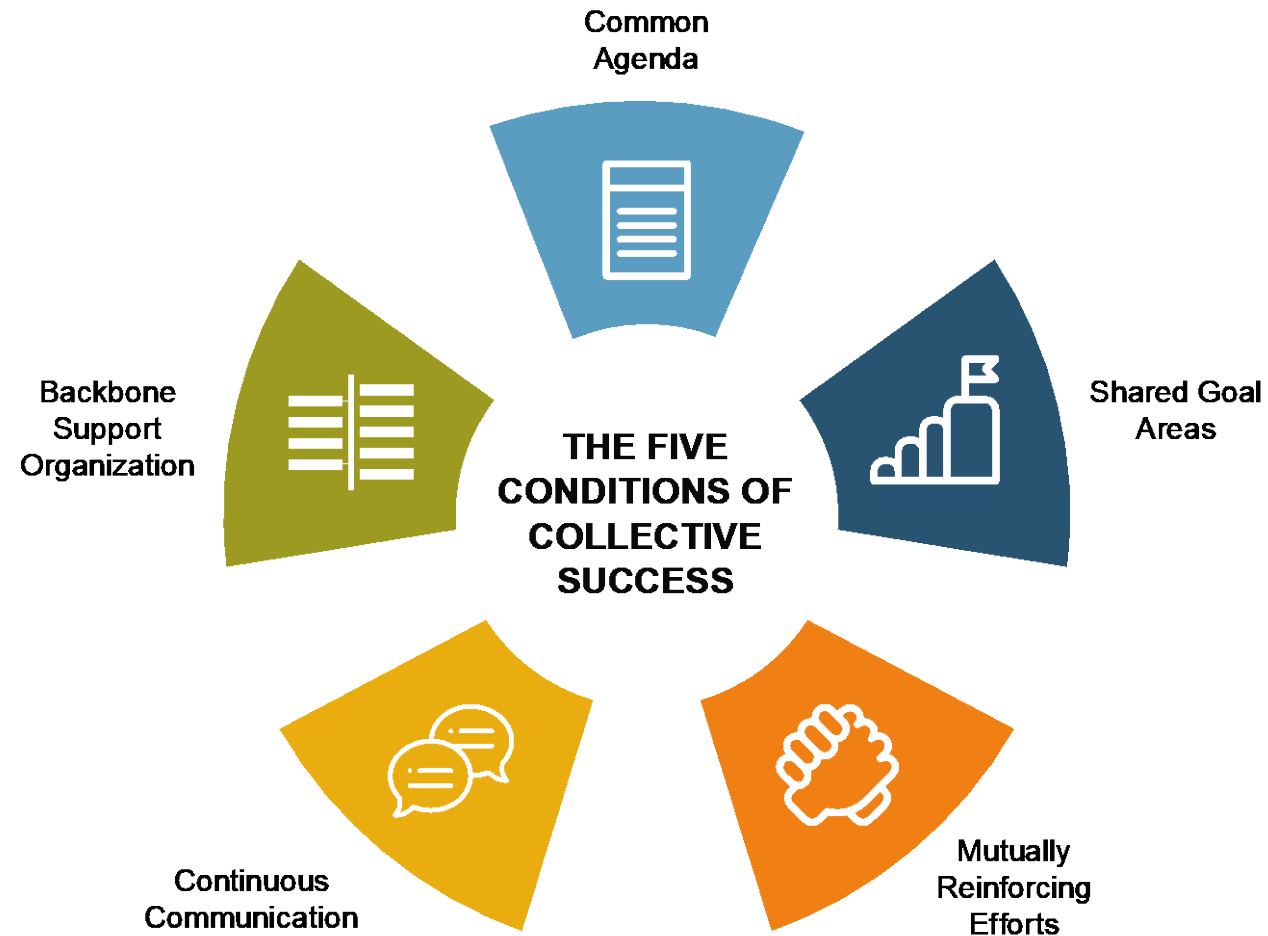


“Nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress.”

Collective Impact: Aligned Partners and Stakeholders



Collective Impact Model



Discussion



Thank you!