



# Destination Management Plans

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GWTTRA Annual Chapter Conference

October 27, 2023



# A Different Perspective

- Founded Better Destinations in 2021 to provide expert resources, especially relating to sustainable and regenerative tourism and destination development.
- Draw upon nearly a decade of experience as state tourism director for both Colorado and Illinois.
- In 2016-2017, led creation of the Colorado Tourism Roadmap, often credited with inspiring a national movement toward sustainable tourism.
- Approached Leave No Trace in 2017 to partner on educating visitors to respect Colorado's cultural and natural resources, establishing a model for other state destinations.
- Serve as a Trustee of the Travel Foundation. Earned GSTC Certificate of Sustainable Tourism in 2018.



## 'ARE YOU COLO-READY?' DESTINATION STEWARDSHIP PLAN



Since March 15, 2017, the Colorado Tourism Office (CTO) has been guided by the Colorado Tourism Roadmap, which spells out a strategic plan for the state's tourism industry. The Roadmap's **STEWARD** Pillar aims to **Protect the integrity of Colorado resources through sustainable tourism** via the following objectives:



Town of Vail



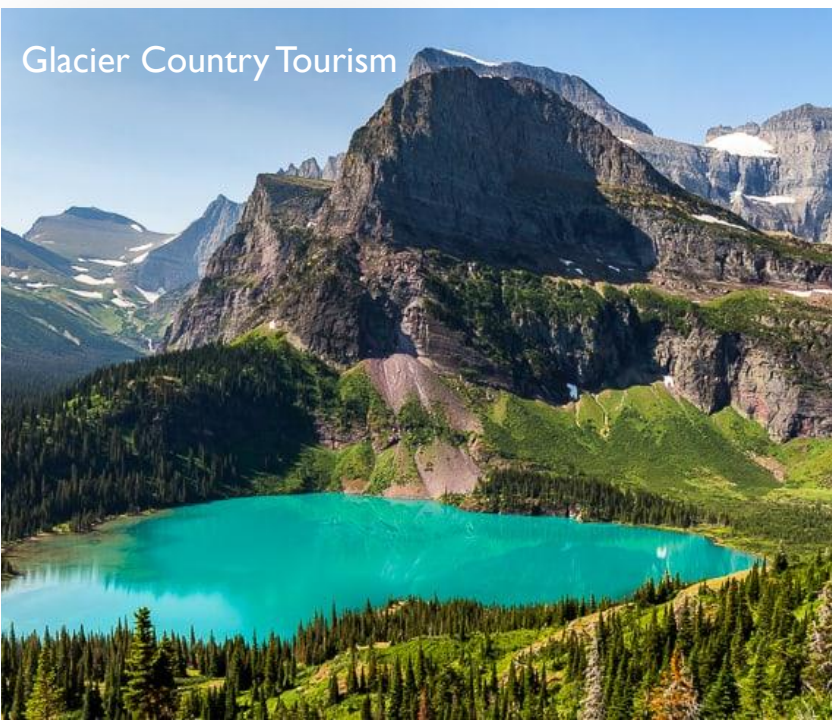
Tahoe Regional Planning Authority



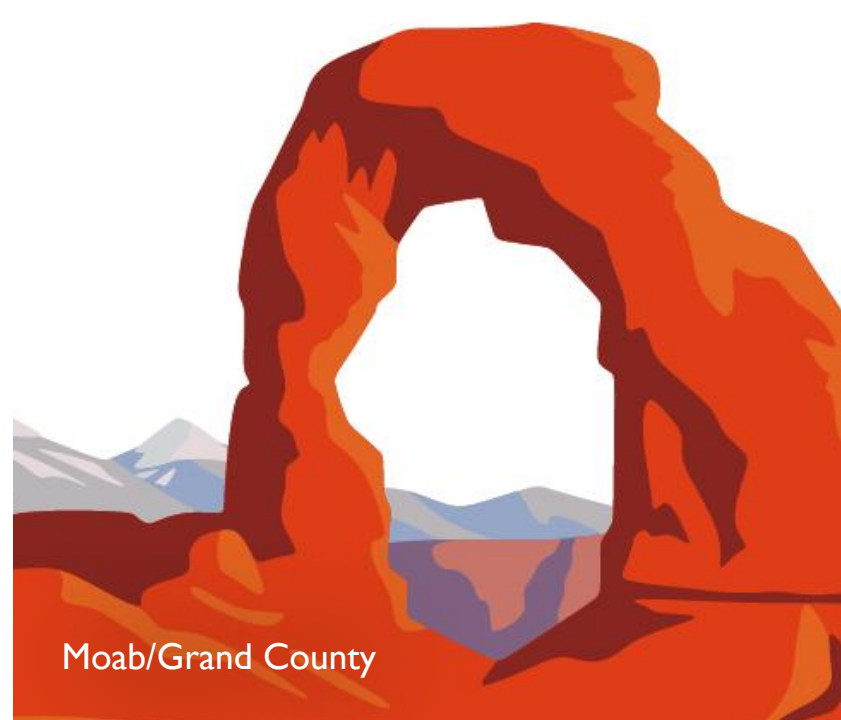
Destination Missoula



Glacier Country Tourism



Moab/Grand County



Travel Nevada



STEWARDSHIP CAN FACTOR INTO EACH

# Which Planning Approach is Best?

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**Destination Master Plan:** Identifies strategies to attract and serve visitors, enhance a destination's image as a dynamic place to visit, and build organizational strength.

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**Destination Development Plan:** Focuses on enhancing experiences or infrastructure to attract visitors, generate economic impact, and build capacity of organization and partners.

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**Destination Management Plan:** Identifies destination-led strategies to create quality visitor experiences and manage visitor impacts, often in partnership with other stakeholders.

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**Destination Stewardship Plan:** With a 'community-first,' regenerative mindset, supports shaping a thriving tourism economy that addresses local priorities and improves unique assets.



## *Skift Take:*

Tourism boards embracing a “locals first” approach post-pandemic is here to stay, as is the imperative of having residents’ input on tourism management to ensure the industry’s future success. That’s because locals will become increasingly engaged in the future of their home, just as travelers will continue to seek sustainable, inclusive options.

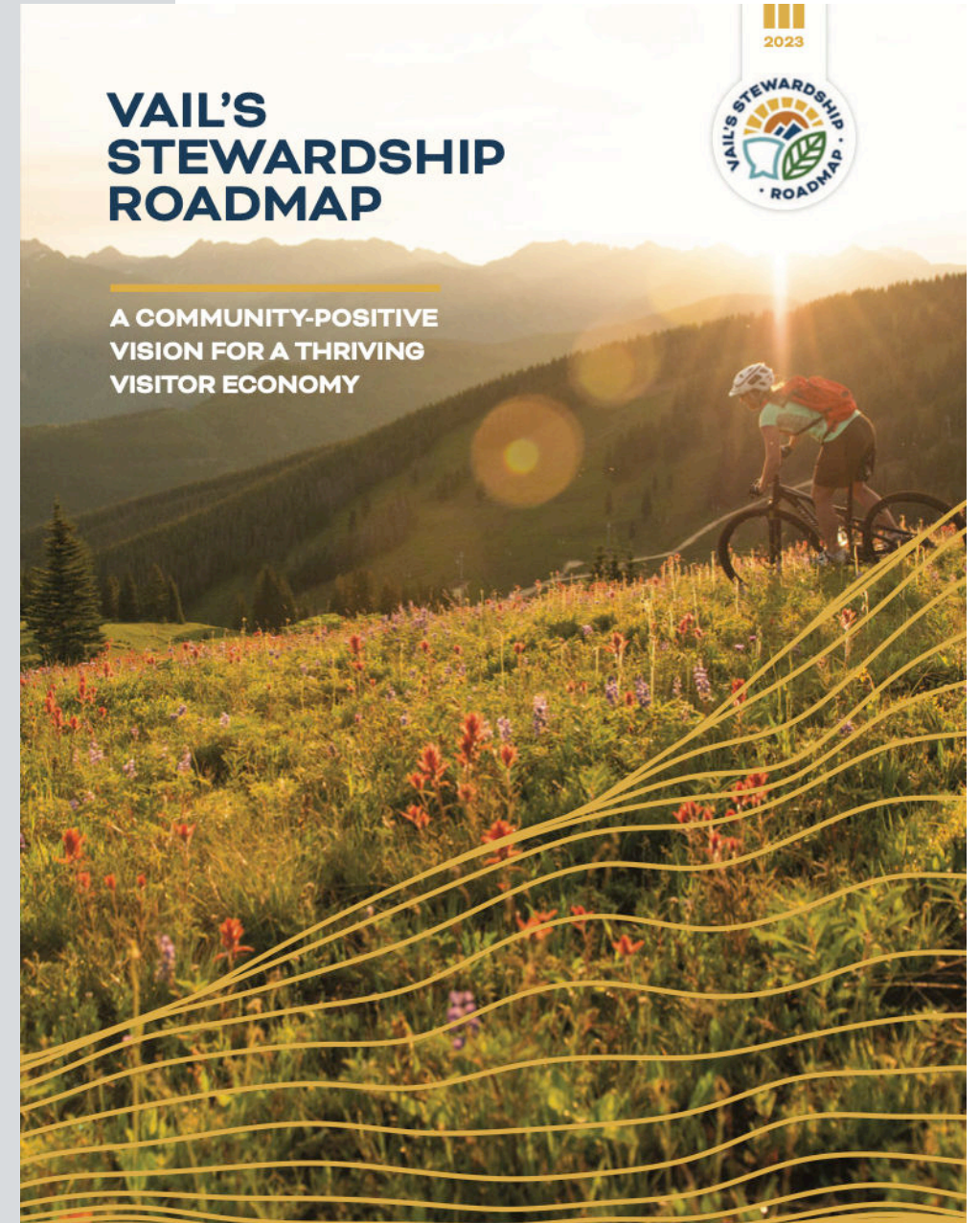
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# 'Community Positive Tourism'

'COMMUNITY-POSITIVE TOURISM'

# A Roadmap for Vail

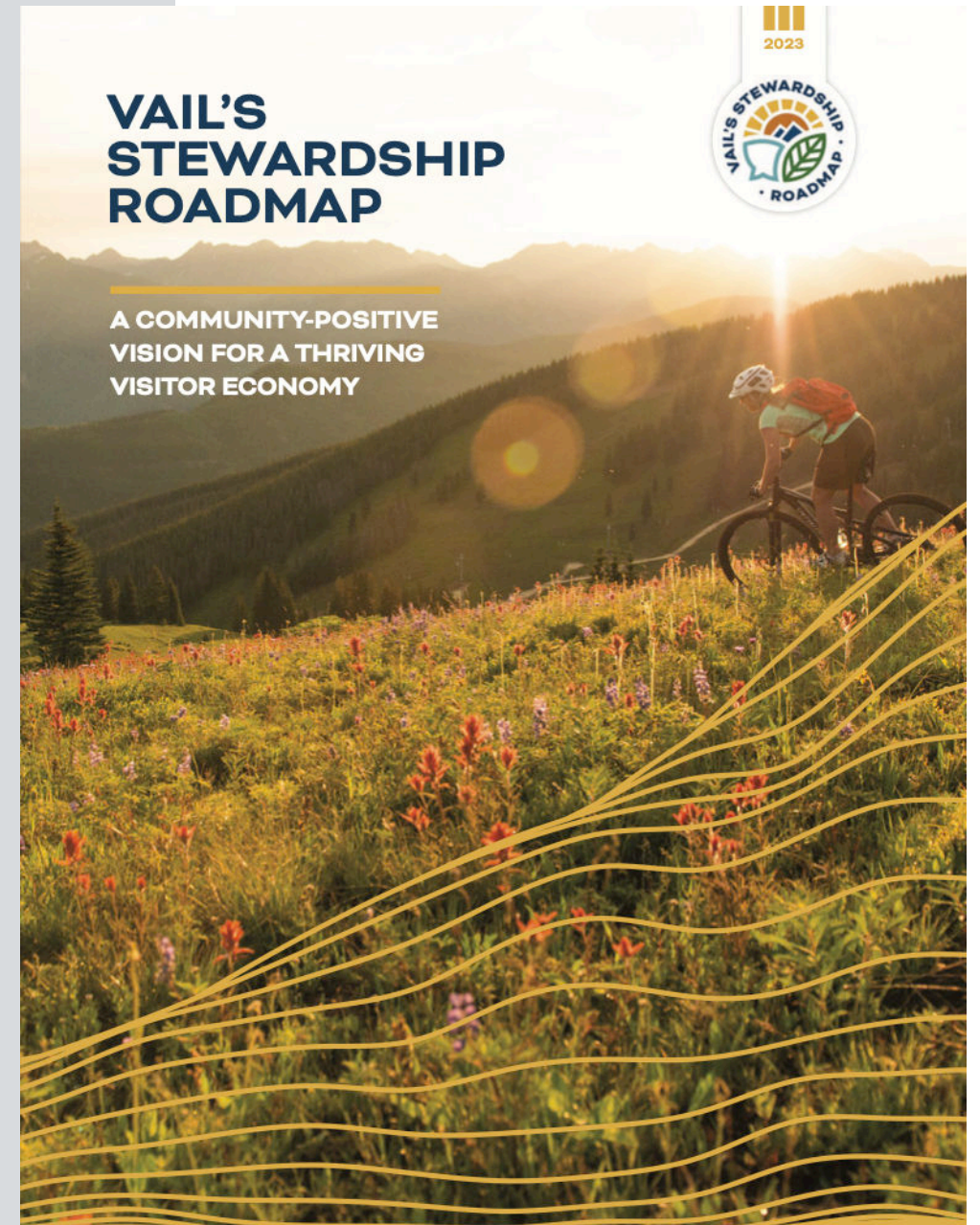
- Adopted in June, charts a path for the next 10 years for Vail's vital visitor economy to thrive.
- Formally recognizes that 'building a strong tourism economy also requires a strong community.'



## 'COMMUNITY-POSITIVE TOURISM'

# Major initiatives

- Launch a regenerative strategy to double the town's supply of deed-restricted housing.
- Conduct a study to determine the town's capacity for visitors.
- Decarbonize Vail's famed snow-melt system.
- Shape Vail's brand to align the town's marketing with community values.
- 'Invigorate Vail's Spirit.'





# COMMUNITY VALUES

Building a strong tourism economy requires a strong community.



## QUALITY OF LIFE

Expanding housing opportunities is our top priority because having a home is central to building a life in this place we love. The desire to achieve and enjoy a high quality of life is why so many strive and work so hard to make a life here.

## COMMUNITY

Millions may think of Vail as a place to visit. But those of us who live and work here –and many of our visitors, too– see Vail as a place to make friends, share interests, build relationships, and be part of something larger than ourselves. All are welcome to join us.

## ENVIRONMENTAL STEWARDSHIP

Living in Vail –whether all or part of the year– carries an obligation to steward the natural surroundings that define this place. Protecting and enhancing the Gore Creek watershed and wildlife habitat are especially important to us.

## EXPERIENCE

Our world-famous tourism economy rests upon our ability to deliver extraordinary experiences. We are committed to ensuring that Vail is a place where all feel welcomed and included and expectations are exceeded every day.

## RESPECT

Vail is a place of aspiration, where people seek personal bests and release from the everyday. We respect effort and welcome all, including all levels of ability. In return, we ask for this: Respect our values, our way of life, and our natural resources.

## FUN

What we value about living in Vail is the chance to experience every day what visitors come from across the world to see. We savor mountain life, and we don't take ourselves too seriously. We're here to enjoy life.

SHARED IN A SITUATION ANALYSIS

# In-Depth Studies

Sustainability Image Research Study  
*Strategic Marketing and Research Insights (SMARInsights)*

Vail Resident Sentiment Study  
*Better Destinations*

2022 Biannual Vail Community Survey  
*RRC Associates*

Sustainability Analysis  
*The Travel Foundation*

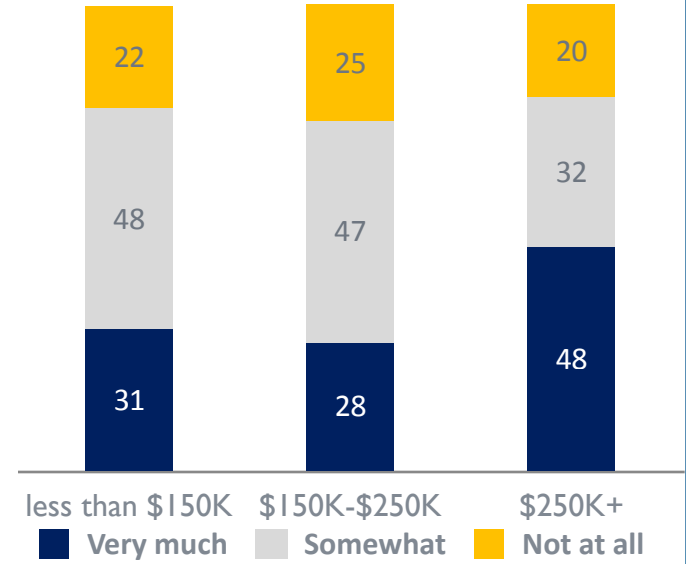
Optimal Value Framework  
*The Travel Foundation*

The World's First  
Sustainable Mountain  
Resort Destination  
(2018)





## Importance of a Destination's Commitment to Sustainability in Choosing a Place to Visit



May 2022



# Stakeholder Engagement

3,000

Opinions were shared by locals. These included 2,580 who responded to surveys, and nearly 500 who showed up to share views in person.

1,465

People answered tourism-related questions in the biennial Vail Community Survey.

968

People responded to a Vail resident sentiment survey.

132

People took the downvalley resident survey.

1

Day-long visioning session brought together more than 25 community members to create a planning framework.

30

Community leaders took part in one-on-one, in-depth interviews.

12

Focus groups on different tourism-related topics included about 180 locals. One was conducted in Spanish.

8

Public Engagement Sessions drew about 250 attendees. Six sessions were in person at the Donovan Pavilion, and two were on Zoom.

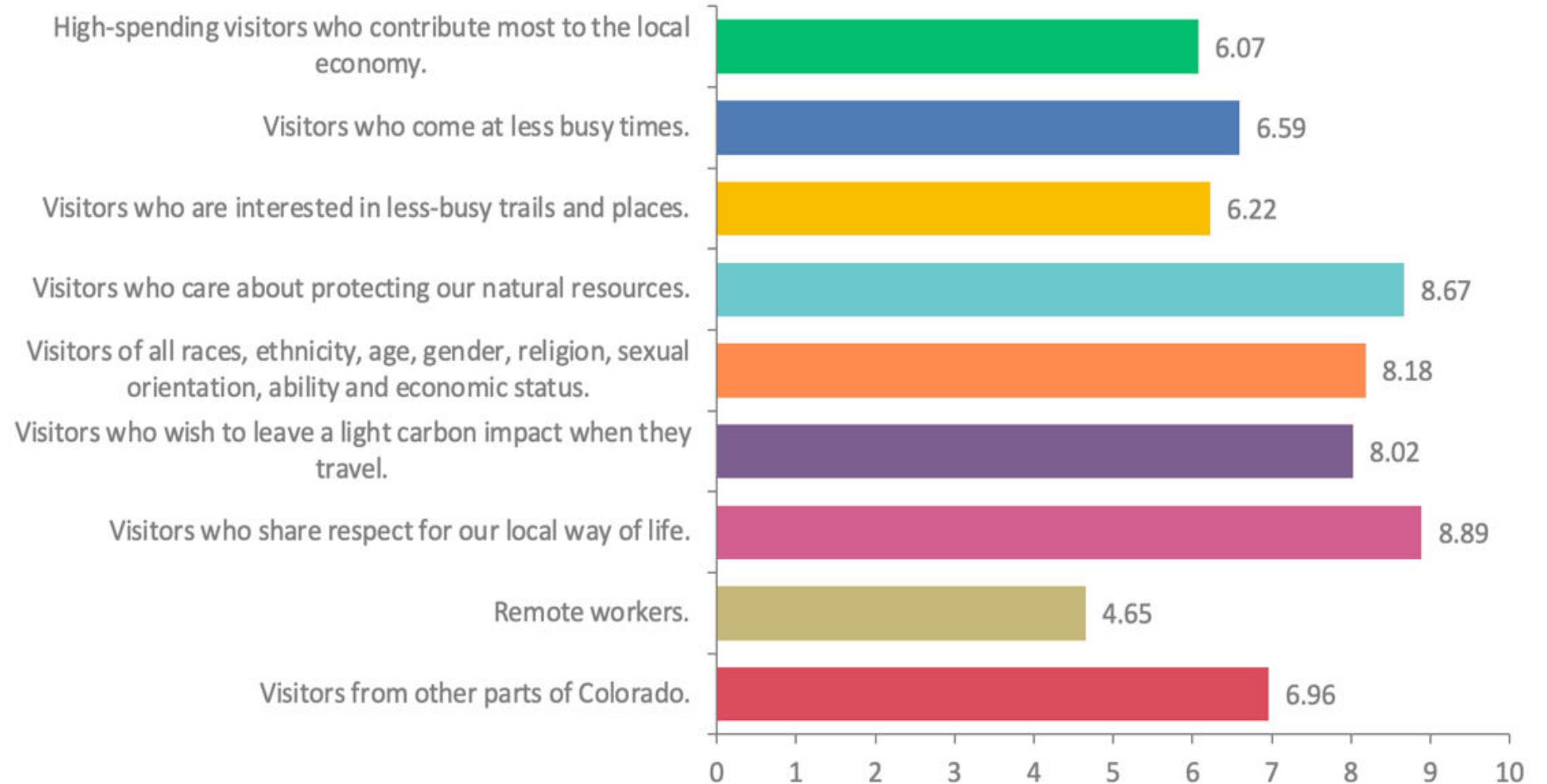
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Destination Stewardship Council Partners, including Vail Mayor Kim Langmaid, shared high-level oversight. Partners included the Eagle River Water and Sanitation District, Holy Cross Energy, the USDA Forest Service, the Vail Recreation District, Vail Resorts, and Walking Mountains Science Center.

# Q10: To support Vail's tourism economy, the Vail Local Marketing District Advisory Council should focus on attracting .....

Answered: 684 Skipped: 469

Align  
visitors  
with  
local  
values.



# Five Major Actions & Goals

1. Make Vail More Liveable.
2. Enhance Vail's 'World-Class Experience.'
3. Invigorate Vail's Spirit.
4. Continue Vail's Commitment to Environmental Stewardship.
5. Energize Vail's Brand.



# MAKE VAIL MORE LIVEABLE

## Action 1

### THE GOAL

By 2033, double the supply of deed-restricted homes – from 1,050 to 2,100 – for our year-round and seasonal Vail residents and workforce through a collaborative and regenerative approach.

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*More housing for employees so we can attract more employees and continue to deliver the level of service that visitors have come to expect and alleviate stress for people who live and work here.*

*~Vail Resident Survey Respondent*

### STRATEGIES

- a. Structure development to yield returns that support creating even more deed-restricted housing.
- b. Join in public and private partnerships to secure available grants and prioritize the creation of deed restricted homes for members of the Vail community.
- c. When creating or re-developing public facilities in Vail, consider the potential for adding resident housing.
- d. Support development of fast, convenient, frequent transit strategies to expand access to housing opportunities for Vail residents and workers.
- e. Consider incorporating energy efficient and carbon reduction design strategies in future development, including deed restricted housing, when possible.
- f. Collaborate regionally with Vail Resorts, local public school districts, other employers, and nonprofits to expand housing opportunities and address other top community priorities, including childcare.
- g. Adopt amended commercial linkage and residential linkage requirements to mitigate the impacts of incremental new development in Vail.



# Roadmap Targets & Indicators

Target = Control  
Indicator = Monitor

## Stewardship Dashboard

ACTIONS	TARGETS & INDICATORS
<b>MAKE VAIL MORE LIVEABLE</b>	
Deed-restricted housing inventory	Double to 2,100 homes
Availability of workforce	To be established
Public school enrollment and capacity	Stable/Increasing
Childcare slots	Increasing
<b>ENHANCE VAIL'S WORLD-CLASS EXPERIENCE</b>	
Visitor Satisfaction	Guest Satisfaction Survey
Visitor Net Promoter Score	Guest Satisfaction Survey
Workforce Satisfaction	Biennial Community Survey
Capacity for Visitation	To be established
Visitor-Resident Ratio	To be established
<b>INVIGORATE VAIL'S SPIRIT</b>	
Resident satisfaction	Biennial Community Survey
Resident Net Promoter Score	Biennial Community Survey
New local business creation	Vail local business permits
Population balance	U.S. Census



# Roadmap Targets & Indicators

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## Stewardship Dashboard

### CONTINUE VAIL'S COMMITMENT TO ENVIRONMENTAL STEWARDSHIP

Climate Action Plan for Eagle County*	50% Reduction by 2030
Gore Creek watershed health*	Biodiversity targets <sup>(2)</sup>
Community Wildfire Protection Plan goals*	Achieve CWPP Targets
Certification to the a globally recognized sustainability standard*	Recertification

### ENERGIZE VAIL'S BRAND

Lodging Tax Revenue	Increasing
Marketing Campaign Performance	Established by campaign
Occupancy Rate	Historic Occupancy Report
Average Daily Rate	Historic Occupancy Report
Brand Health	Brand perception studies



# A Strategic Road Map

## for the NEXT Generation of Destination Organizations

August 7, 2023



DESTINATION  
**N**→**E****X****T**



DESTINATIONS  
INTERNATIONAL



NextFactor

Organization KPIs

KPI	Current	Future	
Economic impact of tourism	1	1	
Overnight visitation	2	3	
Stakeholder support and business development	3	10	
Room nights generated	4	8	
Number of visitors/delegates	5	5	
<b>Visitor satisfaction</b>	6	2	↑
<b>Marketing ROI</b>	7	4	↑
<b>Member/partner satisfaction</b>	8	6	↑
Social media metrics	9	13	
Community benefits and social impacts	10	9	
Leads/referrals to business	11	12	
Hotel performance metrics	12	14	↑
<b>Resident sentiment</b>	13	7	
Earned media metrics	14	16	
Equity, diversity, and inclusion	15	11	
Long-term/legacy impacts from events	16	17	
Conversion metrics	17	15	
Environmental stewardship impacts	18	18	
Air service	19	19	
Event bid success ratio	20	20	



**Thank you**  

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**Questions?**

