

APPENDIX ONE – 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 past 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 Mich 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 it's 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 customer will make the comment "its 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 out side 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 it's 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 peoples 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 there 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 adds 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, its more advertising exposure which has brought more tourist 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,MUSEUM, 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. With out 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

it's 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 opinion 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, baks, 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 to based on unique opportunities withing 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 Crusing 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, its 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.

On going 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 there of) 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 can not 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, ect. 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 governments us 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 over all 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 were 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 Hdro 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 Agriculture's Culinary Tourism Conference and initiative, which Travel Michigan 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' (eg. 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 a 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 it's 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 their 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 its 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 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 a 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, its to 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 other 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 publisized.

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 coffeshops 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 was 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 a 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.