

Collaboration, Cooperation and Partnerships

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective: Devise a marketing plan for beneficial results for providing customer service and creating desire to visit region
 - Strategies
 - Buy in to Pure MI program within state by recreation providers
 - Start changing rules. Small areas can't partner with Pure Mi. Lack of funds, businesses, etc.
 - Use NEMCOG
- Objective: Increase visits/stays at local businesses along state trails and recreational lands
 - Strategies
 - Create an easy way for local government and organizations to utilize state lands to increase local economies
 - Provide funding and structure to create trail tour plans to promote local businesses
 - Create a sign program to promote and access local businesses along state recreation lands
- Objective: Increase awareness of Pure MI and value of tourism by increased use of social media and tapping into various networks: schools, churches, civic groups, current collaborations, demonstrate marketing on these groups with specific cause and effect
 - Strategies
 - Get word out through churches, civic groups
 - Tap into social media through cultural, recreational, educational organizations
- Objective: Highlight existing larger professional associations/coalitions (i.e. historical, cultural, museums, golf trails, wine trails, lighthouses) and connect them with smaller rural volunteer run groups for sharing mutual promotions and resources
 - Strategies
 - Equal allocation of state resources to regional assets
 - Evolve sunrise side wine and hops trail to include culinary, arts, and lighthouses
 - Identify like-minded groups/activities/voices and collaborate with a common goal
 - Equal voice from all entities involved in collaborations

Individual Objectives and Strategies Sheets

- Objective: US 23 band concerts/coordinate agribusiness
 - Strategy: uniformity of R and D. Rip off, duplicate.

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- Objective: Energize
 - Strategy: equal voice from all entities involved in collaboration
- Objective: Develop a demographic specific campaign including social media applications (resources) to draw people to their heart tug or activity interest specific goal. What makes you want to go or visit a place
 - Strategies
 - Marketing of branding for regions via text, air, or vision (diversity of in areas of the state)
 - Determine target groups. Boating, camping, cultural arts, seasons, and attractions available for the seasons
- Miscellaneous Strategies
 - Identify like minded groups/activities/venues around the state to collaborate with a common goal
 - Travel MI should work with state created regional initiatives for example, the MDOT heritage route program (now known as MI's scenic byways) should be jointly managed and funded through a partnership between Travel MI and MDOT and MDNR
 - Increase awareness
 - Buy into process and process
 - Counties, towns, and areas working together to refer to another place in the state
 - Define a common goal within the state that makes us unique and marketable

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Increase awareness of what attractions/properties have to offer within a specific region
 - Strategies
 - Stakeholders to educate local champions
 - Identify local stakeholders regionally
 - Make stakeholders accountable to state
- Objective 2: Annual meeting with partners to talk about opportunities (ex: MDOT carpool lots)
- Objective 3: Creating 5 non-traditional, non tourism partnerships to foster tourism industry (Army Corp of Engineers, MDOT)
 - Include agriculture sector with tourism
 - Strategies
 - MEDC tourism and industry sectors coordinate to promote distinct landmarks
 - More co-branding (Chrysler, Coke, Pure MI)

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- Identify benefactors to help sponsor co branding (Kellogg, Amway, Kimberly Clark, Big 3, and Jiffy)
- Objective 4: Foster tourism culture among all residents and tourism partners not just tourism partners
 - Strategies
 - statewide education outreach program. Provide case samples of PPPs
 - Promote Pure MI through businesses and non traditional industries
- Objective 5: Reduce duplications of efforts and coordination between state, federal, and local agencies
 - Strategy: annual meeting with state, federal, and local agencies to reduce duplication of efforts

Individual Objectives and Strategies Sheets

- Objectives
 - Awareness
 - Money/resources
 - Provincialism
 - Globalization/nationalization paradox
 - Eliminate barriers/ideological divides
 - Integrate communication platform
 - Strategies
 - Place-making/heritage sites- money and resources
- Objectives
 - Coordinated, viable, affordable statewide transit system(s) for visitors
 - Develop place making in communities (i.e. heritage and history) viable
 - Develop tourism “culture” pride in people serving and living in MI (include youth, young adults)
 - Include ag industry in tourism efforts
- Objectives
 - Increase awareness within region of what attractions, properties have to offer
 - Promote willingness, or opportunities, to work within regions to foster partnerships (within strategic times of year)
- Objectives
 - Branching investments, buy-in, ROI
 - Communication
 - How can you make someone feel good about where they live?
 - Where are the heritage routes in MI?
 - Strategy: promote state federally

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- Objectives
 - Annual meeting with key personnel from state and/or federal agencies to encourage flexibility with regard to policy and rules
 - Strategy: case examples

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts I

- Objective 1: Establish 2 new and ongoing relationships with state departments and/or small government agencies Pure MI umbrella build collaborative relationships among anyone involved in delivering travel experiences
 - Strategy: Host local tourism-focused events for regional MEDC staff/offices
- Objective 2: Foster stay and play opportunities
 - Strategies
 - Get information on local tourism (print or online) opportunities to businesses and lodging facilities that host business travelers
 - Communicating goal to travel agents, large corporations, partners, hotels, and branded item to website
 - Communicate goal via travel agents, large corporation MI hotels, attractions, website, out of state corporations, out of state airports
- Objective 3: Partnerships between those in transportation and destination
 - Strategy: increase transportation, better signage
- Objective 4: Establish or build upon relationships with organizations that deal with international travelers
 - Strategies
 - Work with consular corporations
 - Universities foreign student associations
 - Rotary international student exchange
- Objective 5: Strengthen recreation related national/state partnerships
 - Strategies
 - Offer packages statewide i.e. venues combine from different regions
 - Regional organizations partnerships
 - Municipal recreation department relationship

Individual Objectives and Strategies Sheets I

- Objectives

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- More federal communication between the different organizations
- More ways to foster collaboration between new business and establish businesses/small business if you will help bring forth
- More branding to the tourists to the Pure MI machine
- More transportation
- Stay and play
- Objectives
 - Greater coordination under and among all disparate groups involved any way with tourism in defined regions of state. I.e. CVBs, chambers, economic development corporations, parks, conservancies, and conservation districts. Restaurants, hotel associations, microbreweries, distilleries, and wineries. Farm markets, golf courses, performing and culinary arts centers to sell experiences
- Objectives
 - Establish new and ongoing relationships with state departments and agencies
 - Host tourism focused events for regional MEDC staff/offices
 - Increase number of submissions/nominations for governor's awards for innovative tourism collaboration
- Objectives
 - Foster relationships with culinary tours and restaurants
 - Develop relationships with bicycle groups and rails and trails
 - Work within historical highways (i.e. US 12) to develop itineraries for tours and work in stops along the way
 - Develop work/play/tourist themes with cities for business travelers who would spend an extra day if interested
 - Work with colleges and universities to encourage parents of students to visit areas of interest in their locale

Flip Charts II

- Objective 1: Develop a collaborative toolbox for business partners to support the tourism industry
 - Strategies
 - Develop online merchant space,
 - Create business specific brands and offers
 - Build brand
- Objective 2: Create incentives for businesses to develop community involvement and programs for robust communities that will attract
 - Strategies
 - Spark and chamber with local business i.e. young professionals of chamber, have your friends visit

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- Create a market space to offer travel incentives
- Identify business that can collaborate
- Objective 3: Establish one affordable membership organization for all stakeholders
 - Strategies
 - Create non profit organization to head umbrella corporation
 - Find government source to fund
- Objective 4: Establish a conversation (committee) that brings international stakeholders to the table
 - Strategies
 - Appoint print person/organization to coordinate organization by year
 - Contact Circle MI/ABA/Great Lake USA/ Brand USA/ASTA
 - Work with government immigration to ease entry visa to USA
 - Train and educate stakeholders on international issues
- Objective 5: Identify groups to partner with that would work with people who stay with friends and family
 - Strategy: create community connections for bay area events

Individual Objectives and Strategies Sheets II

- Objectives
 - Small businesses (jobs creation), local retail, restaurants, lodging, promotions, offers, packages, build awareness and support
 - Corporations within the state (national business), beverage groups (Coke, Pepsi, Vernors), auto companies
 - Camping, parks and recreation. Natural and environmental resources, festivals and concerts, groups and symphonies
 - Partner with national brands, international stakeholders
 - Toolbox: jobs growth, promotions/offers, brand build, support and maintenance, and community involvement
 - Consolidation of stakeholders
- Objectives
 - Develop relationships with those in the legislature to improve border crossing experiences for all travelers to MI
 - Use traveling experiences as incentives for businesses to bring businesses here and keep them here
 - Help small business/non-profits identify ways to trade upon the Pure MI brand and benefit from its success
 - Transportation. This is a barrier to people looking to come to some areas of MI, work with legislatures, and private companies to make this easier on travellers

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- Continue with targeted sponsorships of MI events and businesses who can attract travelers to MI, both from the drive market and beyond
- Help identify online/on land spaces and companies to do combined promotional packaging
- Objectives
 - Are states that are competitive (IL and OH) actually reciprocal? Can we increase travel between the two avenues?
 - International market: we need help reaching their folks. What do our buys look like right now? What messaging do we have right now, how can we make it applicable in international spaces? How does this tie into border experience?
 - Making ourselves more than a regional destination- how can we accomplish this without alienating the regional visitor?
 - We need to keep enforcing the Pure MI brand in national/international markets in ways that support its intention without making it seem stale. This will enhance purchasing in lower areas of engagement (arts, culture, etc.) and allow for more visits outside of summer months... hopefully longer visits from people not in the regional drive market. We need to increase our perception by travelers as proving a satisfying/valuable trip, and maintain contact with them after their visit concludes in order to inspire repeat, diversified visits
 - Strategy: create an ad based on a new genre- arts/culture, sports, heritage, etc.
- Objectives
 - Seminar on branding
 - Make accessible visitor data to various groups
 - Genre groups e.g. arts and culture, heritage, history, sports, etc.
 - Strategy: great lakes brand
- Objectives
 - Establish a Pure MI arts and culture sub committee invite stakeholders from segment to participate
 - Establish a Pure MI international committee to invite international stakeholders to table for input (to prepare stakeholders for influx of customers of stakeholders)

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Encourage private/public partnerships
 - Strategies
 - Add...
 - Success roadshow to clubs, organizations, etc.
- Objective 2: Improve communication between tourism entities

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- Strategies
 - Encourage cross collaboration via Pure MI regional buddy system
 - Success road shows should be on website
- Objective 3: Create clearinghouse of potential partners, ideas, and resources
 - Strategies
 - Using technology (24/7), create website where filling in what I need is... or what I can share is... i.e. match.com
 - Web portal for tourism best practices idea library
- Objective 4: Encourage collaboration between government and higher education
 - Strategies
 - Web portal for tourism best practices idea library
 - Endowed tourism chairs
 - Partner with college to have projects in marketing classes or related programs and internships existing student organizations
 - Make the ask!
 - Focus on high schools and community college culinary arts students
 - Advisory board members to help influence curriculum with tourism culture
- Objective 5: Identify more collaborative opportunities with big business/corporations)
 - Strategies
 - Make the ask! To big business
 - Create Pure business campaign that relates to Pure MI but focuses on bigger businesses
 - Partner with business for volunteers or interns
 - Utilize big business marketing departments. Pure MI on Celebrity Apprentice
- Objective 6: Leverage Pure MI campaign to foster economic development
 - Strategies
 - Leverage non profit funding and grants to improve infrastructure “historic” venues
 - Encourage economic development corporations to use the Pure MI campaign when attracting, remembering and helping with expansion
 - Real estate collaboration
- Objective 7: Extend collaborative opportunities to individuals
 - Strategies
 - Create awareness, show individuals the impact tourists create for them
 - Community campaign to residents. Tourism education, impact, we need you!
 - Utilize resources locally to get info out i.e. business news
 - Continue to educate the public to help them understand tourism benefit to them, so that they do not object to an additional tax for public support of tourism collaboration

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- Objective 8: identify and exploit collaborative opportunities with media outlets
 - Strategies
 - Collaborate with MI talent/personalities to be an advocate/ambassador
 - Create video shorts demonstrating successful projects and highlighting benefits to stakeholders
 - Pure MI “shorts” to be shown on local cable stations

Individual Objectives and Strategies Sheets

- Objectives
 - Improve communication
 - Bring more organizations in on campaigns/projects regarding Pure MI- more invites to induce collaboration, cooperation, and partnerships
- Objectives
 - Develop policies to encourage public/private ventures and ease the process (local, Edison Inn)
 - Promote awareness of potential relationships and resources
 - Strategies
 - Promote MI facts with MEDC and Pure MI
 - Share news of collaborative efforts
- Objectives
 - MEDC collaboration with colleges and universities
 - Get MI talent to be an advocate for the state
 - Leverage community grants to improve infrastructure
- Objectives
 - All for one, one for all
 - Avoid territorial limits
- Objectives
 - Better educate public about benefits so that they will become ambassadors and supportive - not object to taxes - while at same time finding more ways to support tourism through state i.e., more transparency of CVBs utilization of money collected through hotel taxes

Dearborn, July 19 2012, The Henry Ford

Flip Charts I

- Objective 1: Increase avenues and vehicles for stakeholders to become involved. Be inclusive of all stakeholders

Collaboration, Cooperation and Partnerships

- Stakeholders
 - Identify local or regional initiatives to be brought into statewide plan
 - Create methods for stakeholders to communicate with each other easily
 - Establish central database of resources
 - Schedule long term meetings calendar
- Objective 2: Establish a network of stakeholders and participants. Develop and foster regional collaborations
 - Strategies
 - Determine partnership criteria
 - Establish partnership structure
 - Select partnership leaders
 - Create methods of communication
- Objective 3: Expand connections with non traditional statewide initiatives and plans that advance tourism resources
 - Strategies
 - Identify non traditional initiatives/plans/coalitions and connect with management/leadership to being align efforts
 - Identify initiatives in the state that support, protect, or advance resources
 - Develop standard language/communication to use when connecting with non traditional partners
 - Establish central recording database to track organizations and businesses connected and make available to all stakeholders
 - Identify action the industry can take to engage with and support identified initiatives
- Objective 4: Increase access to multiple destinations from primary tourism stop/site to make it easier for consumer
 - Strategies
 - Develop theme tourism around specific activities (e.g. birding, lighthouses, waterfalls, and horseback riding)
 - Invite stakeholders to engage with access related issues through regular updates and communication
 - Develop regional themes for visits to a specific region of MI
 - Create sample language for organizations to promote themes at a regional or local level
 - Gather rail, train, bus, etc. transportation providers to explore partnership opportunities
 - Identify gaps, in linkage between access and transportation travel modes
- Objective 5: Increase connections and partnerships internationally, nationally to develop tourism that focuses on MI's unique assets and features
 - Strategies

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- Increase contacts with Chinese tourism
- Develop relationships with other states to promote the regional assets internationally
- Partner with national and international organizations that specialize in natural resources travel including non profits
- Fund the extension of Pure MI into more foreign countries, especially China

Individual Objectives and Strategies Sheets I

- Objectives
 - Increase avenues/vehicles for collaboration to take place
 - Increase avenues/vehicles for stakeholders to become a part of “something”
 - Develop regional (capacity building) teams/group to assist smaller more local entities to collaborate both locally and regionally
 - Utilize existing partnerships as pilot/demonstrations/examples
- Objectives
 - Be inclusive, be sure to include all stakeholders. I am an equestrian and they have not been included in Michigan’s unique features
 - Strategies
 - Identify local or regional initiatives to be brought into statewide institute
 - Develop themes for tourists - birding, lighthouses, waterfalls, horseback riding - suggested itineraries
 - Develop regional themes for visits to a specific region of MI
- Objectives
 - Network, participants, shareholders
 - Central repository/resources
 - Long term schedule/meetings
 - Partnership criteria/structure/leaders
- Objectives
 - The tourism industry will tie into, leverage, and support initiatives and statewide plans that bolster tourism resources such as the Great Lakes
 - Establish means to provide access to tourism destinations and attractions and promote visitation to multiple destinations during one visit (to go from city to city and place to place) this to me is about how people can get to places (transportation rather than the destinations)
 - Paint a picture of visitation across the state lines based on a theme such as birding or magnificent mile, stopping to draw people across state lines)

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Flip Charts II

- Objective: Create an entity to facilitate partnerships among similar entities
 - Strategies
 - Show players mutual benefit of collaboration
 - Define what collaboration/part ship for mutual benefit means for profit organizations
 - Provide incentives for collaboration
 - Foster network among partners
 - Sharing resources: meeting space, volunteers, contacts
 - Offer yearly opportunity to collaborate with tourist non profits to volunteer on much needed projects and clean ups
 - Community information board for events
 - What happens after the plan is funded? Where to go from there? Yearly check ins? Progress?
 - Have funeral homes do live events and sponsor opportunities
 - Using old schools etc. for community events
 - Collaborate outside industry with non traditional partners identify who they are
 - Partnerships with the Arab community
 - Acknowledge role of small grassroots organizations in revitalization of communities
 - Hold public-private gatherings to inform about the goal and receive and develop ideas for achieving the goal
 - Identify and reserve if there are associations Michigan tourism but provide opportunities to collaborate

Individual Objectives and Strategies Sheets II

- Objectives
 - Provide opportunities for public/private gatherings to inform about the goal and secure and develop ideas for achieving the goal
 - After gatherings have concluded (over a period of time) e.g. six months, create a committee to develop strategy based on the information called from the gatherings. It is key to show the “players” the benefit of collaboration
- Objectives
 - MI tourism act as a facilitator for potential partners
 - Identify potential partner to collaborate on program such as hotel properties and attractions. Facebook campaign website recognition
 - Create packages for added value, combo package
 - Reduced membership rates among associations
 - State funding to help promote/implement partnership
 - Actively pursue potential partner. Be receptive to partnerships, referrals, cultural coalition

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- Objectives
 - Build relationship with major corporations that have a direct and indirect relationship with the tourism industry
 - Rebuild the film industry relationship
- Objective: Increase by 20% the number of Chinese tour operators that Travel MI has a partnership with
 - Strategies
 - Teach Chinese customs and culture to tourism providers
 - Teach basic Chinese language
- Objectives
 - Increase number of partnerships by 10% in state
 - Grow awareness by 10% of Pure MI brand internationally
 - Move MI to 5th in tourism spending

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts I

- Objective 1: Educate the public and private sectors on how to use MI.org to promote their business
 - Cross educate between industries
 - Have single resource where different organizations can describe what they do, what their interests are
 - Educate about other areas of state awareness campaign, diversity of state
 - Enhancing entire state, customer service
 - Within next 2 years, have the single resource, database
 - Strategies
 - Customer service from the top down, lead by example
 - Media campaign to educate all media and associations
 - Increase awareness and understanding 2014
 - Customer service, learn from five year and seminars and move from there
 - Travel MI newsletter with tips for front desk and other personnel. What to do, hospitality newsletter for employees, enews letter for redistribution, hospitality tips
 - Workshops, utilize the success stories
 - Make a Pure MI LinkedIn site to facilitate this
 - CVB/chamber begin “tourism” committee in area include restaurants, hotels, city government, attractions, and arts
- Objective 2: Educate on how to create regional collaborations (on general likenesses, similarities, offerings)

Collaboration, Cooperation and Partnerships

- Statewide collaborations as well
- Focus on larger collaborative, drill down into regional collaborations
- Five regions already exist (county → communities)
- Encourage positive cross collaborations by state government departments
- Strategies
 - Fishing/hunting collaborating community
 - Promote organizational collaboration with state chamber of commerce and CVB organizations
- Objective 3: Triple partnership money with corresponding increase in state dollars by 2017
 - Perceived value by CVBs/associations/private businesses
 - Assess campgrounds etc. for increased dollars, boat slips, marinas, RV parks, motor coaches
 - Strategies
 - More national campaigns. Get three more and you're close!
 - Encourage smaller groups to increase co-ops
 - Assess other transient guests at campgrounds, RV parks, marinas, to support more participation in marketing MI
 - Target those with money, sell them
- Objective 4: By December 2013, develop Pure MI campaign for meetings. Industry recognition for meetings and conferences
 - Strategies
 - Survey users of current destination MI program for satisfaction and needs survey those meeting properties that don't use to find out why. Re-haul
 - Advertisements in large NH meeting pubs (smart meetings, connect, MPI) to promote Pure MI meetings done by Travel MI and McCain Erickson (?)
 - Travel MI establish baseline from public/private sectors, success stories
 - Collaborative campaign of partners participating to display Pure MI meetings handouts, signage, giveaways, etc.
- Objective 5: Develop buy in site through state government for cross state portal, MI products
 - Expand Pure MI "made in USA" site to "made in MI" portal
 - Ex: who makes MI fudge, apples, etc.?
 - Ability to make specific to regional search
 - Encourage cross collaboration by state government departments "positive spirit"
 - Strategies
 - Review current sites, condense to "best of" offer as an incentive to Travel MI members to add to site
 - Coordinate different parts of government ag/DNR/Travel on this

Collaboration, Cooperation and Partnerships

Individual Objectives and Strategies Sheets I

- Objectives
 - Have a single resource for groups to go to in order to learn about other groups or organizations in order to form partnerships. Possibly a website
 - Specifically, for organizations and government, possible password protected so we're not getting sales pitches (who would be allowed?)
 - Where we all put information in regarding our project and what we are looking to do
 - LinkedIn site for Pure MI to do (b)
 - Strategies
 - Develop a website for collaboration. Possible LinkedIn where associations/CVBs and companies can learn what each other is trying to do
 - Regional collaboration- unsure
 - Triple partnerships money. Get more larger groups to do natural sponsorships. Encourage smaller associations (MSIA) to increase partnership money. This looks good to legislators!

- Objectives
 - Create public/private on using the MI.org web to enhance their businesses (airport)
 - Build partnerships within the region to cross promote mission and objectives
 - State utilize CVBs to promote natural resources
 - Educate regions on the "Pure MI" programs
 - Strategies
 - Create regional tourism board (state→region→district) to assist/facilitate education
 - Assess other transit guests at campgrounds, marinas, RV parks to support more participation in Pure MI and area marketing
 - State chamber and CVB organizations have a collaborative summit!

- Objectives
 - Training of Pride all over MI so that guests experience some enthusiasm and excitement about the state. Service excellence but the collaborative effort of public and private
 - Development of "buy MI" webpage so we can support each other within the state. Also available to conference planners looking to support the local/state economy
 - Better representation/focus/efforts to go after meeting business. Pure MI for meetings
 - Strategies
 - Is there a Pure MI LinkedIn group?
 - Pure MI meetings: Ads in larger meeting publications to promote "pure MI meetings" and collaborative "Pure MI meetings" of those partners participating in shows

Collaboration, Cooperation and Partnerships

- Objectives
 - Education of the advantages
 - Awareness of “success stories”
 - Recognize and promote those areas doing this
 - Collaboration needs to be a household term. Need to have a program that recognizes these areas using this collaborative effort, promote them and create incentives to continue this
 - Strategies
 - LinkedIn for Pure MI group
 - Workshops and share success stories
 - Recognize areas
 - Meetings
- Objectives
 - Opportunities to cross educate i.e. restaurants to lodging
 - Increase attendance at state tourism conference by 3% each year. Share best practices
 - LinkedIn group for industry
 - Rank in top 10 by 2017
 - Not about me but us
 - Strategies
 - Statewide media campaign all avenues of media/trade associations
 - Increased collaboration and understanding
- Objectives
 - Triple CVB partnerships in dollars with Pure MI
 - 5X private partnerships in dollars with Pure MI
 - All CVBs at 5%
 - All CVBs under \$100,000 budget, all marketing through Pure MI
 - Strategies
 - Triple CVB partnerships
 - Travel MI
 - Establish baseline from public/private sector
 - Target CVBs with most success, use as an example (same for private sector)
 - Go sell them!
- Objectives
 - Better communicate for local entities to become aware of larger opportunities (state partnerships) and to support each other
 - Collaborate with other areas → knowledge of other areas will help to partner/cooperate
 - Strategy: tourism committee

Collaboration, Cooperation and Partnerships

Flip Charts II

- Objective 1: Commitment to use local products by lodging facilities and attractions with smaller family run business entities to capitalize on relationships
 - Local farmers/products, restaurants and shops
 - Advertise
 - Helps MI state brand more unique and personal
 - Strategy: Commit to 21% of attainable products within a 100 mile radius
- Objective 2: Include budget (5%) media budget to create PSAs, educate citizens on all benefits of tourism (number of jobs, tax revenues) to local benefit, etc.
 - PSA will take politics out of message
 - Value of tourism will be apparent to general public and local municipalities/local government officials
 - Strategy: Seek grant funds from foundations for PSA/education
- Objective 3: Enhance collaboration between government departments. Combine with tourism messaging
 - Find connections to work more efficiently and more collaboratively to create better message
 - Ex: DNR and trail systems, merge with Pure MI messages to increase effectiveness of advertising
 - Strategy: Audit government departments for marketing initiatives
- Objective 4: Encourage public/private partnerships to participate through a possible tax break
 - Follow Brand USA model (example)
 - Tie to tourism based end product (airline advertising, car rentals, film incentive)
 - Once people get here, they see the state
 - Add incentive for travel industries to create MI promotion programs
- Objective 5: Establish “sister cities” with BRIC cities to encourage travel between-reciprocate promotions
 - Leverage exchange students ties to home for visits, purchasing power, state universities
 - Strategy:
- Objective 6: Revisit Travel MI partnerships program. 42 partners may dilute brand
 - Value of partnership may be less than originally intended
 - Strategies
 - Provide incentive for regionalization of destinations
 - Survey return visitors to measure desirability from Pure MI success
 - Measure/survey return visitors on a 5 point scale on enticement from offering partners

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- Objective 7: Identify more opportunities for commercial partnerships/collaborations (i.e. Coke rewards)
 - Strategy: MI based national brands (Ford, GM, Sara Lee)

Individual Objectives and Strategies Sheets II

- Objectives
 - Establish a sister city/state/province with international partner to encourage travel between the two areas
 - Use local products only promoting some entities with larger awareness i.e. vein, Swiss chocolate, Italian leather, Chinese silk suing Pure MI brand to elevate others. MI by train?
 - CVBs partner with BRIC nations to develop relationship awareness (?)
 - Strategy: Survey return visitors to measure desirability
- Objectives
 - Shift 5% media dollars into PSA to educate MI residents of state goals, economic goals tied to MI tourism
 - Educate MI citizens and consumers about “ESP” of tourism = jobs created, tax revenues that fund other government programs, number of business/towns who subsist on tourism
 - Lobby for tax breaks for companies (i.e. airline, auto rental, etc.) to co-op promotions with cultural and hospitality based small businesses or CVBs
 - Strategy: Pursue “MI based companies to co-op (akin to Coke Rewards) with Pure MI, Ford, GM, Chrysler, Sara Lee
- Objectives
 - Enhance government agency collaborative (DNR ag)
 - Collaboration between industry groups
 - More commercial collaboration i.e. Coke Rewards
 - More regional partnerships to reduce number of Pure MI partnerships (41 partners to many?)

Lansing, July 26 2012, The Lexington Lansing

Flip Charts I

- Objective 1: More broadly expand and support the MI Innovative Collaboration Awards Program
 - Strategy: Encourage CVBs and other tourism associations to encourage submission award nomination to make 2013 and all succeeding years set new records for submission

Collaboration, Cooperation and Partnerships

- Objective 2: Establish relationships with Michigan's economic development community (beyond MEDC)
 - Strategies
 - Invite local economic development personnel to annual MI Governor's Conference on Tourism
 - Develop co-host and combined MI economic development and tourism industry conference
- Objective 3: Expand and improve relationships with Michigan's agricultural/food industry
 - Strategies
 - Create incentives for stores and businesses to stock MI brand products on their shelves
 - Increase by 40% the number of MI products on shelves of grocery stores by end of plan cycles
 - Grow membership and funding for MI culinary tourism alliance
 - Develop and distribute ideas for how tourism properties/attractions can advertise and promote use of locally grown products and services
 - Better collaboration with parks, recreation, and DNR
- Objective 4: Leverage opportunities to support advocacy/interests of the industry that overlap with those public sectors
 - Strategies
 - Determine what the state department's strategic interests are
 - Exploit cross-talk opportunities by government departments and industry representatives

Individual Objectives and Strategies Sheets I

- Objectives
 - Double the number of Pure MI/destination/city partnerships by 2017
 - Create interest related partnerships to improve products, increase promotion, leverage tools and individuals (ex: trails, gourmet dining, you-pick/farm markets, fishing paddling)
- Strategies
 - Rally around an industry/interest trails for example
 - Identify a lead for an interest partnership they step forward
 - Organize a group of all potential partners
 - Create a strategic plan for industry
- Objectives
 - Increase awareness and value of partnerships
 - Create an inventory (database), who they are and what they have of who and what
- Strategies

Collaboration, Cooperation and Partnerships

- Four goals, what needs to happen to foster cooperation
 - Build relationships between public/private sector
 - Support each others industry have a common access area make the partnerships, easily accessed to the small, private businesses
 - Better communication between organizations
 - Create inventory of partnerships by 2013
- Objectives
 - Engage business to align with public resources such as associations
 - Educate the importance of our travel industry to our economy
- Objectives
 - Increase awareness of partnership opportunities and value of partnering
 - Expand opportunities for partnerships (different markets, interests, promotional items/niche areas (hunting, arts, etc.))
 - Dollars to help private industries and organizations have money to partner (legislation to remove over burdensome regulations, fees, taxes)
 - Strategy: create an easily accessible database of who and what potential partners and what they bring to the table
- Objectives
 - Get a handle on who the partnerships could be and what they bring to table
 - Think of partners before replicating at the state level. Think first of partners
 - Recognize partner contributions
 - Spread information at the state level to create awareness of partners
- Objectives
 - Better communication with organizations that promote MI recreational opportunities. Partner with those groups, MI Snowmobile Association, MI Trails and Greenways, other trail user groups, other internet groups

Flip Charts II

- Objective 1: By 2017, focus on creating “community of interest” partnerships (need 6 minutes) trails, hunting, fishing, agritourism, statewide associations, etc.) lodging, all aspects of infrastructure
 - Strategies
 - Community partner champions need to help rally other partners (public/private) One organization by 2013 to identify champion
 - COR teams need to create strategic plan to unify goal to move forward
- Objective 2: Increase the awareness and value of potential partners
 - Strategies

Collaboration, Cooperation and Partnerships

- Increasing awareness of potential partners. Create inventory of potential partners and what they bring to table by 2013
- Increase awareness. Create fully equitable and accessible website linking partners around a specific region e.g., US heritage route 23
- Work with artists and art groups
- Objective 3: Help private industry and organizations have money to partner with Pure MI
 - Strategies
 - Remove over burdensome fees, taxes, and legislation to free financial resources
 - Grants public/private
 - New grant opportunities will be available to support through (council of MI foundations etc.)
 - Increase foundation and corporation awareness of need to partner with this initiative

Individual Objectives and Strategies Sheets II

- Objectives
 - Invite local economic development personnel increase to MI tourism conference
 - Give tourism presentations at economic development conferences/meetings
 - More broadly support/expand MI innovative tourism collaboration awards program
- Objectives
 - How to increase public private partnerships pay non pay partnership
 - Locally grown and made in MI
 - More MI products in stores

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts I

- Objective 1: Expand and diversify audience and attendance at governor's conference on tourism
 - Strategies
 - Area CVB directors commit to being two new participants via direct marketing effort
 - Make attendance affordable based on size of organization or other measurable
- Objective 2: Develop and expand regionalism between CVBs and strategic tourism partners
 - Semi annual regional meeting with finance ??? at key state entrances to the area i.e., Contact SW Michigan via web links

Collaboration, Cooperation and Partnerships

- Promotional partnerships collaborate on larger promotional activities to increase attendance for spending by __%
- Regional plans to support state tourism plan
- Objective 3: Create better access to MI through high speed rail and new bridge to Canada
 - Strategies
 - Encourage individual communities to be involved in funding for high speed rail
 - Identify funds to complete high speed rail from Detroit to Chicago to open tourism

Facilitator Notes I

- Unifying bus tour promotional efforts statewide (Pure MI sports collaboration example)
- Completion of high speed rail (Chicago, southeast MI, Detroit)
- Partnership between tourism industry and universities to communicate to students the strong points of MI. The goal being to retain the student population post graduation
- Cooperate and partner with Canada
- Unifying customer service standards, standardized training program
- More communication between legislators and tourism professionals
 - Support for Pure MI funding
 - Support for tourism industry statewide
 - Expand attendance at governor's tourism conference beyond hotel/motel and CVB
- Develop better regionalism between CVBs (SW, SE, NW, NE, UP). Committees, websites, promotional partnerships (smaller venues and festivals)
- Increased awareness of winter activities and alternatives
- Continued support from top down (governor's office for tourism industry)
- How do you communicate the importance of Pure MI outside the tourism industry?

Individual Objectives and Strategies Sheets I

- Objectives
 - Expand attendance at governor's conference
 - Market to key events/attractions/service providers to participate in Pure MI matching funds program
 - Expand bus tour marketing on a statewide basis
- Objectives
 - Cooperate and partner with Canada for easy access
 - Increase awareness of winter partnerships
 - Increased involvement of our student populations in partnership activities
- Objectives
 - Customer service training (unified cast) standards

Collaboration, Cooperation and Partnerships

- Educate stakeholder on statewide/regional offerings (statewide success, not regional competition)
- Regional promotional partnership (promote statewide success not individual success)
- Objectives
 - Cooperation between legislators and local tourism stakeholders in their districts
 - Governor who continues to relay the importance of tourism in this economy
 - Regional tourism forums two times a year and to encourage and help competing counties, municipalities join together to work on regional promotions and/or partnerships
 - Strategy: regionalism → communication, legislators, develop strategic partners
- Objectives
 - Regionalism between CVBs
 - Work with all stakeholders to maximize resources i.e., advertising
 - Develop sponsorships with corporations
 - Participation with Pure MI regionally/nationally
 - Create a great value region by states
 - Strengthen Detroit image
 - Move competition, high speed rail to bring visitors out via Chicago and Detroit

Flip Charts II

- Objective 1: Continue the growth of private non state funding support for Pure MI campaign, explore option to create a foundation for future funding
 - Strategies
 - Survey methods for securing private funding support for the Pure MI campaign
 - Membership dues tax-exempt donations
 - Partner with a hotel chain (e.g., Holiday Inn) to create a passport travel package that offers discounts/experiences for returning or visiting various MI destinations
 - Licensing fee for Pure MI
- Objective 2: Expand awareness and value of governor's tourism collaboration awards
 - Strategies
 - Promote collaborative partnerships for awards/recognition throughout industry at all times during the year
 - Media releases
 - Spot on Pure MI page
 - Free advertisement in travel ideas
- Objective 3: Build trust first, then create a unified voice and message for the tourism industry to legislator

Collaboration, Cooperation and Partnerships

- Strategies
 - Develop common messages from network communications in number 2
 - Conduct symposium of leadership from industry association to create a unified voice to elected officials (MACVB, MLTA, TICOM, Travel MI)
- Objective 4: Encourage affordable regional networking opportunities for the tourism industry. Share goals and share success stories
 - Strategies
 - Engage with MEDC regional groups attend meetings
 - Monthly webinars by Travel MI
 - Revitalize interagency tourism group within state government
 - Inventory educational opportunities for all aspects of the industry recognizing time and financial limitations exist for many

Facilitator Notes II

- Create a network in which you share common goals
- Some place to share success stories
- Provide seed money for initial project and expansion projects
- Create competition for best private/public collaboration awards and expand value or winery GTIC award (?) and free advertisement in MI travel ideas magazine
- Build trust first then create a unified voice and messaging for the tourism industry to the legislator
- Develop an inventory of public and private tourism attractions on both state and regional levels (print/online)
- Continue the growth of private non state funding support for Pure MI campaign, explore option to create a foundation for future funding
- Encourage more affordable regional networking opportunities for the tourism industry how do you foster
- Data question: do measures association and other tourism association have national organizations or other mechanisms for crossing stakeholders

Individual Objectives and Strategies Sheets II

- Objectives
 - Develop inventory of public or private tourism attractions on both state and regional levels
 - Identify potential tourism opportunities to increase attraction to specific locations
 - Package tours of similar and compatible activities
- Objectives
 - Continue growth of private/non-state financial support for campaign
 - Develop marketing themes by niche and/or geographic area/region
 - Promote notion of tourism jobs can never be out sourced

Collaboration, Cooperation and Partnerships

- Objectives
 - Continue collaboration awards at tourism conference
 - Encourage more opportunities for affordable networking opportunities for those members of the tourism industry who are not hoteliers and develop partnerships
 - Allow people to engage at different levels
 - Revitalize interagency tourism group within state government and assist with these efforts

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Develop connection between tourism organizations
 - Strategies
 - Mentoring program for tourism businesses
 - Develop local organization partnerships with state partner (reciprocal)
 - Develop two way to Travel MI
 - Develop connection to small businesses
 - Give access to (?) regions to each other for questions, mentoring, etc.
 - Chat room on MI.org for industry
 - Industry forum
 - Conference sessions at annual conference for idea generation
 - Travel MI commⁿ piece to share insight and updates (like old newsletters did)
 - Needs assessment of what tourism business would like
 - Like notes (e.g. tourism industry marketer session vs. just hotels)
- Objective 2: Retain 42 partners and __ growth
 - Strategy: measure effectiveness of existing partnerships
- Objective 3: MI and Brand USA with state to increase local international promotion
 - Strategies
 - Partnership opportunities with Brand USA and MI and include (not (?) Great lakes)
- Objective 4: Develop shared databases (e.g. recreation associations into one database to promote all recreation offerings to logical target market)
- Objective 5: Increase partners with MI based or MI interest corporations
- Objective 6: Collaborate with state departments with tourism interest

Collaboration, Cooperation and Partnerships

Facilitator Notes

- Develop mentor program for tourism businesses, give access to ont (?) of region businesses to gain more ideas etc. (email, phones, chat rooms)
- Strategies
 - Tourism conference session on idea generation
 - Develop internal business to business piece (just for the 14,000 partners, like the old e newsletter)
 - Increase connectivity with Pure MI, communication
 - Needs assessment of what business would like in it
 - Develop a forum for feedback to Travel MI (more one way now)
 - Develop industry chat room
- Build conference further to address multiple tourism individuals and various roles within. May be intimidating to certain groups and cost increases
- Develop like “roles” meetings and conferences vs. MI tourism event planning conference, MI marketing directions
- Address needs of small businesses in tourism
- Connections in Pure MI association partnerships to local market
- Local community connection to MI agriculture council
 - CVB meeting by agriculture council local providers
 - Dairy industry
 - Foster partnerships with businesses that don’t see logical value
 - Themed itineraries by industry agritourism...
- Develop MI partnerships with state to do greater than international promotions
 - Brand USA to Travel MI, CVB partner to Travel MI to create a state vs. Great Lakes regional presence
 - MI s/b greater than representation in Brand USA
- Retain 42 partnerships (then grow to x number). Insure they are successful
 - Evaluate existing partner effectiveness and return of effectiveness. Are clicks up or down on mi.org?
 - Evaluate partnerships that have failed
 - Continue to develop partnerships of value to partner (re-evaluate regularly)
- Advance the brand, core partnerships that buy value to each
- MI based or MI interest partnerships that seem greater than MI residents
 - Car industry, Chrysler advertisement with Eminem, Pioneer Sugar, DOW
- Collaborate with other state departments that impact tourist experiences (trails, roads, public health department)
- Develop a recruiter (share rec association) databases into due collective resource to communicate (develop partners)

Individual Objectives and Strategies Sheets

- Objectives
 - Cross marketing/promotion

Collaboration, Cooperation and Partnerships

- Communication improvements if needed (meetings of marketing directors etc.)
- Objectives
 - Communicate the need to organizations
 - It's important that government organizations are approachable and understand the big picture of who is going to do what
- Objectives
 - Get everyone on the same page (communications)
 - Work with others not against them
 - Stay focused on the issue/problem
 - Finish everything you start (good or bad)
- Objectives
 - Foster collaboration culture of public-private cooperation to keep growing MI tourism economy
 - What is in it for me needs to be communicated effectively to the newcomer, the little guy. Show success story on collaboration effort
 - Think outside the box, how does agriculture impact your market, FBI (?) does this well with providing MI dinners ???
 - MI.org needs to highlight regions and goal themes instead of those tourist destinations with deep potholes
 - Every business should have 3 partners to be accountable to throughout year, check in online
- Objectives
 - Develop MI destination partnership opportunities to market internationally (Brand USA)
 - Nurture the Pure MI partnerships that currently exist to continually improve the program and be prepared for managing growth of partnerships
 - Collaborate with other state departments to improve areas that impact the visitor experience (roads, trails, etc.)
- Objectives
 - Canadian dollars at par
 - Recreation associations share data buses with state to develop recreation database to market to
 - Encourage and increase matching funds
 - AAA collaborate communication from Travel MI and feedback

Collaboration, Cooperation and Partnerships

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Develop a coalition of all regional players by MEDC district to allow for networking and meeting community needs
 - Strategies
 - Information proactively shared through communication
 - Build database of state agencies, associations, private business key to industry including local government agencies, chambers, CVBs, etc.
 - Create training component to explain and encourage networking and collaboration
 - Sure MI, fostering collaboration efforts with awareness raising

Individual Objectives and Strategies Sheets

- Objectives
 - Identify need then partner organic
 - Collaboration with construction schedules (local, county, state, federal)
 - Local ordinances with regard to signage, events
 - Partnerships between multiple agencies with ties to tourism (MRA, MLB, MBG, MAPP, MDARD, MEDC, MDOT, MDNR)
 - Better cohesion between businesses and lawmakers and local government and sharing
 - Awareness of collaboration with use of Pure MI
 - Cooperative advertising
- Objectives
 - Develop collaborative bodies in MEDC by region with a template structure and purpose incorporating state agencies, local governments, CVBs, chambers, and other? To meet a need
 - Sharing industry contact list to increase collaboration
- Objectives
 - Cross-departmental, municipality, agency approaches to tie into tourism i.e., MDOT, MDNR, Grand Rapids, Ottawa county, west MI tourist association (like Pure MI branding to MEDC)
 - Cooperate campaigns with cross promotion that hybridize messages to confluence
 - Leveraging of regional efforts to couple with Pure MI campaign (basically increase in regional partners)
 - Cooperative multi-channel campaigns (no specific thoughts)

Collaboration, Cooperation and Partnerships

- Objectives
 - Identify a community need that enhances the economic well-being of the community while serving the interest of specific community members and then engage the stakeholders in the project

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Review partnerships for Pure MI to be better guardians of the brand (regional/local partnerships and commercial partnerships with national or signature MI brands)
 - Strategies
 - Establish a brand goal. Limit all partnerships that don't enhance goal
 - Establish board and criteria for use of Pure MI marque
 - Provide incentive to encourage larger geographic collaborations to reduce the dilution of the Pure MI brand
- Objective 2: Pursue partnerships that develop new types of collaborations around cultural and historical resources
 - Strategies
 - Identify experts in cultural historic resources to help develop educational programs that get national and international attention
 - NPS and county, tribe and county, historical commission
- Objective 3: Increase number of partnerships and develop broader base of collaboration from other industry segments that benefit from strong tourism
 - Strategies
 - Encourage county-level investment in tourism and recreation. Maybe they will stay (equals dollars in tax base)
 - Provide tax incentive for business that engage and contribute funding for Pure MI
 - Continue to celebrate best practice examples of collaboration
 - Educate industry sectors on how they benefit from a strong tourism economy (convenience stores, retail, gas stations)
 - Bring groups together to cost-share at promotion events (chambers, county, hoteliers at Chicago Boat Show)
- Objective 4: Create more collaboration between government departments
 - Strategies
 - Trail tours, MDOT, DNR, counties trail groups, and users
 - MDOT heritage routes
 - Audit department initiatives to find common programs

Collaboration, Cooperation and Partnerships

- Objective 5: Develop cultural vision that inspires private investment and commitment that benefits the property and attracts tourism
 - Strategies
 - Restore a historic resource to inspire investment in time and money
 - Provide resources and assistance to communities to develop and identify their cultural and historic resources

Facilitator Notes

- Partner with industries to make travel easy for state and county (i.e. Blue Cross)
- Create more collaboration between government departments (DNR)
- Pursue partnerships that develop new types of collaborations around cultural/historical. Park service, tube, Cranbook, service center, DIA exhibit on island
- Incentives private development of cultural assets (GT hospitality state theatre)
- Partnership between state and local agencies on strengthening infrastructure things like broadband
- Broaden base of collaboration from other industry segments that benefit from strong tourism economy (retail, convenience stores, gas stations)
- Develop culture/vision that inspires private investments and commitment that benefits the property and attracts tourism
- Commercial partnerships with national brands or signature brands to further Pure MI brand (developing more criteria)
- Expand geographic partnerships

Individual Objectives and Strategies Sheets

- Objectives
 - Create more collaboration between government departments (ag and DNR)
 - Develop more collaboration for funding from other business sectors that drive benefit from a strong tourism economy
 - More commercial engagement with Pure MI brand (similar to Coke Rewards program this summer)
 - Expand regional (geographic) collaboration to reduce brand dilution of Pure MI
- Strategies
 - Tax incentive for businesses that engage (contribute) funding
 - Educate other industry sectors on how they benefit from a strong tourism economy
 - Do research to understand the value of tourism to other business sectors
 - Provide financial incentives for developing geographic partnerships to reduce dilution of the Pure MI brand
- Objectives
 - Form a super lobby of all stakeholders that benefit from travel

Collaboration, Cooperation and Partnerships

- Learn how travel can help and assist with other MI business
- Partner with industries to make travel easy for out of non residents (national and international) (i.e. health insurance)
- Strategies
 - Establish a brand goal. Protect brand by not extending it beyond goal
 - Identify what looks to be a loss and see how they can be converted into cultural assets
- Objectives
 - Pursue partnerships that develop new types of collaborations i.e. for cultural efforts that bring in tourism for instance county and NPS, county and tribe, county and Cranbrook, science center
 - Gather various organizations together to cost share at expos etc. for mutual gain, state gain i.e. Chicago boat show
 - Develop a cultural vision that inspires private investment to showcase MI's unique sources (historical commission)
 - Strategies
 - Identify experts in cultural and historical resources to help develop educational opportunities that can be widely promoted, state and nationally (county/NPS, county/tribe)
 - County-level participation and investment benefit in increase in tax base from tourists who end up buying property
 - Bring groups together to promote specific region/state (chambers, county, hoteliers, Chicago boat show)
- Objectives
 - Transportation mode incentives
 - Establish criteria to establish relationships between Pure MI and retail partners
 - Develop media relationships between Pure MI and regional media entities
 - Strengthen programs that incentivize private redevelopment of cultural assets
 - Partnership between state and local funds to increase connectivity in communities

Funding and Financing

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective: Create a statewide bed tax like UPTRA and include non-traditional lodging with proportionate share to each county. Get statewide buy in by 2014, statewide legislation to expand act by 2016, and enact act by 2017
 - Strategies
 - Create a statewide bed tax like UPTRA
 - Expand bed tax to non-traditional forms
 - Educate business why they should do this
- Objective: Increase Pure Michigan funding by % per year over the span of this 5 year plan by delegating a portion of existing revenues and establishing new sources
 - Strategies
 - Portion of state sales tax
 - Reexamine DNR trust fund allocation limit for the development of present facilities (state parks)
 - Make better funding connections between state's own tourism programs, i.e.: Pure Michigan and Michigan's scenic byways (heritage routes)
 - Lobby Lansing for funding
 - State departments should work better together (Travel MI, MDOT, and DNR)
 - Increase Pure MI budget 5%/year through 2017
 - Special fee for promoting tourism
 - Portion of MDNR trust fund
 - Portion of auto registration
 - Target available DNR/MDOT funds for non-motorized trails connecting our state parks to each other and their neighboring communities
 - Use data
 - Find a way to get numbers for tourist visits then invest money into what is being visited most by population of where people live

Individual Objectives and Strategies Sheets

- Objective: Create a statewide bed tax like UPTRA. Convey strategies to lobbyists, increase Pure MI budget 5% a year through 2017, increase various state fees i.e. auto registrations, bed taxes, etc.
 - Strategy: lobbying, expand bed tax to non traditional forms, and create a statewide bed tax like UPTRA
- Objective: Create an overall bed tax like UPTRA
- Objective: 5% increase in Travel MI funding per year by 2017

Funding and Financing

- Objective: Add zeroes to amount spent on Pure MI. What programs are presently available?
 - Strategies
 - More support from legislature and funding Pure MI
 - Need set amount of increase each year. Could portion of MI trust fund be delegated to fund Pure MI since it regards tourism?
 -
- Objective: increase Pure MI funding by _____% per year over the span of this plan by delegating portion of existing revenues and establishing new sources
 - Strategy: continue funding Pure MI, make a portion of state sales tax to fund initiatives, portion of auto registrations, portion of MDNR trust fund

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: To establish the needs and prioritize goals
 - Who and where are the funding sources
 - Identify and exploit sources of funding from state and private sources
 - Obtain more specific data
 - Know what the targets are
 - Strategies
 - Poll all eight goals current and future funding (one month)
 - Develop process to prioritize initiatives
 - Build prospect list of sources assign responsibility (within 6 months)
 - Develop proposition script (within 6 months)
 - Direct marketing lobbying, gain money commitments (within 10 months)
- Objective 2: Increase funding to \$50 million to be devoted advertise and market (not to staff) this state as a tourist destination
 - Promotion of financial success of Pure MI
 - Strategies
 - Travel industry check off to fund tourism on 70%...
 - Secure tourism economic development stakeholders buy in
 - Sell legislators
 - Break annual funding bills and develop incremental increases
- Objective 3: Michigan to rank within top 10 in tourist spending within 3 years
 - Strategies
 - Increase the size of the regional destination ring
 - Encourage public officials to support Pure MI funding (spend money to make money)

Funding and Financing

- Increase promotion international by identifying factors that drive tourism to the competitors

Individual Objectives and Strategies Sheets

- Objectives
 - Identify all current sources of funding and prospective future sources
 - Retain current funding sources by keeping stakeholders updated on ROI. Provide statistical proof
 - Increase funding by 2013 and 2014 by 25% each year
 - Identify public/private projects that are forthcoming and determine if monies are available for marketing (i.e. if Soo Locks to be rebuilt, how to market)
 - Strategies
 - List current money by source
- Objectives
 - Establish needs, dollars, and overall resources and priorities among goals
 - Timeframes- specific
 - Anticipated ROI
 - Baseline current funding and financing (inventory)
 - Strategies
 - Establish needs and prioritize goals. One for each of the 8 goals ask what current funding and future needs are
 - Poll 8 goal "teams" for needs
 - Develop process to prioritize initiatives
 - Build prospect list of *illegible*- assign
 - Develop value propositions
- Objectives
 - Travel Michigan is the only department that can actually generate revenue from 3 to 1 to 4.8 to 1 ROI
 - Packets to each member of state house and senate user fees can drive away business
 - Gas tax, utility tax, park taxes
 - What foundations, grants could be tapped
 - Travel tourism foundation
- Objectives
 - Secure stable and adequate funding and resource for all strategic plan initiatives
 - What are other states spending and what is their revenue return?
- Objectives
 - In the future, obtain more specific data for 2013
 - Promotion of financial success of Pure MI (which encourage continued and increased funding). This can be done locally, regionally, or statewide

Funding and Financing

- Involve a wide array of stakeholders in decision process
- Objectives
 - Increase funding for Pure MI to 50 million
 - Move MI from 14th place nationally in total tourism spending
 - Identify and exploit sources of funding from state and private sources
 - Secure “buy-in” from tourism and economic development stakeholders. Mobilize and engage grassroots
 - Secure funding for Pure MI and other plan objectives
- Objectives
 - Identify long term funding that is not at the whim of the politicians
 - Statewide funding levy on businesses that stand to benefit from increased tourism
 - Educate tourism related businesses to work together. Cooperate. Will benefit all

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Objective: Identify and tap into experienced fundraising sources
 - Private and in-kind contributions
 - Universities, chambers, trade associations, and public/private foundations
 - Strategies
 - Develop private and public partnership opportunities
 - Approach FR specialists to identify potential source
 - Toolkit marketing
 - For-profit business (campground, gas station, retail, toolkit)
- Objective: Identify existing and new sources of federal funding by using in-kind donations as leverage
 - Strategies
 - Talk with politicians (congressmen, senators, D.C. reps)
 - Grant writing resources
- Objective: Increase Pure MI funding
 - Strategy: build local grassroots support

Individual Objectives and Strategies Sheets

- Objectives
 - Work with federal government to obtain money to enhance environment and promote natural resources. Fishing, lakes, parks, for camping

Funding and Financing

- Work strategically with all MI based universities to promote and develop revenue streams and best practices (i.e. U of M and talent to develop for free marketing campaign, product development)
- Objectives
 - Hotel fee= destination tax 2-5%
 - \$25 million Pure MI= 21st century jobs fund
 - Federal: promote natural resources, federal dollars
 - State: PACs and associations
 - Private: local organizations, schools, private interest groups, zoos
 - Identify and tap into experienced fundraising sources
 - Federal funding sources analyze and create new streams
 - In kind donations through schools, universities, chambers, trade associations, public and private
 - State sources
 - Co op dollars
 - Implement a target state gas tax

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Create a formula for funding increases to Travel MI based upon the % of tax revenues or economic impact of tourism spending
 - Strategies
 - Determine the actual tax revenue by year for the decade to demonstrate trend
 - Determine percent of funding based on a minimum of 23\$ million
 - Write legislation to guarantee funding
 - Bring the industry together and get bill passed
 - Get statistical data from Pure MI and any agency/source that can provide the information
 - Compile information and call accurate data
 - Create an ad hoc committee to determine the financial formula
 - Funding increase; advertisement, radio TV
- Objective 2: Use a portion of the increased funding to fund the partnership portion of the strategic plan
 - Strategies
 - Committee to work on partnerships
 - Consult additional persons- draw up a plan
- Objective 3: Determine greatest benefactor of tourism and ask them for a) volunteer contributions and b) special assessments

Funding and Financing

- Strategies
 - Greatest benefactors might participate in an assessment
 - Make a list of benefactors
 - Determine the benefits (income, publicity, goodwill)
 - Take them to lunch to explain
 - Follow up to get buy in
 - Determine the benefactors through statewide data and how to approach them
- Objective 4: Government funding on all levels
 - Strategies
 - Research to see what's out there
 - Research, contact proper authority
- Objective 5: Grants, international and domestic
 - Strategies
 - Travel MI may act as vehicle to identify grant opportunities and notify potential recipients. For example, grants available to historic churches
 - Research opportunities for grants to which we are eligible for
 - Create a grant program through Pure MI funding to allow small entities successes
- Objective 6: Seek out in-kind services
 - Strategy Research potential partners and offer opportunities
- Objective 7: Sponsorship opportunities
 - Strategies
 - Sponsorship opportunities continue to seek sponsors repeating the Coke promotion
 - Show and determine benefits of sponsorship meet with potential sponsors
 - Research larger MI tourism destinations, determine best way to approach, and approach and offer ways to sponsor tourism
- Objective 8: Partner with Canada, specifically Ontario
 - Strategies
 - Lobby with Canada
 - Create ad hoc committee with all applicable tourism
 - Brainstorm ideas for stronger partnerships
- Objective 9: Matching funds
 - Strategy: Research and approach all avenues for matching funding
- Objective 10: Partner with non tourism business to expand opportunities
 - Free event tickets to non tourist businesses
 - Determine possibilities, create a strong strategy, and approach

Funding and Financing

- Leverage partnerships to secure/unlock additional funding for large scale projects/initiatives
- Approach companies like Ford Motor to create a national campaign highlighting MI (“pure”) destinations
- Objective 11: Encourage industry members to facilitate fundraising events to support strategic plan initiatives
 - Strategy: create an official committee and collaborate to work toward the goal
- Objective 12: Identify programs currently duplicated by Travel MI and the strategic plan and facilitate cost sharing
 - Strategies
 - Identify duplications, create plan, execute
 - Expand the Longwood study and the Shifflet studies to be more inclusive and cost share
- Objective 13: Consolidate the fragmented funding for lobbying into a single tourism PAC
 - Strategies
 - Explain benefits of scale by lobbying together
 - Work with state tourism bureau, secure meetings, create a plan and implement
- Objective 14: Creation of a statewide tourism incremental financial authority
 - Strategies
 - Create a statewide TIF to prepay bid costs based on anticipated tax revenue

Individual Objectives and Strategies Sheets

- Objectives
 - Collaboration, cooperation, and partnerships must continue and grow with corporate partnerships
 - Product development
 - Promotion, marketing, and communication requires guaranteed funding of no less than \$25 million support local tie in legislation based on ROI
 - Public policy and government support- lobbying must continue by TICOM, Hotel Associations, MACVB and individual bureaus but there must be a champion
 - Research- engages more state universities. Involve CVBs to share
 - Resources and environment
- Objectives
 - Have matching funds
 - Meet with corporate exec
 - Have fundraising events
 - Seek grants

Funding and Financing

- Objectives
 - Government funding (national, state, and local)
 - Apply for national, international, and state grants
 - Offer research (learning) opportunities to institutions of higher learning for research and technical assistance
 - Financial support from larger MI tourism destinations in exchange for increased publicity
 - Increased partnerships with Canada, in particular Ontario
- Objectives
 - Promotion, collaboration, service excellence, research and technical assistance, public policy and government support
 - Determine who benefits most (good source of funding)
 - Matching funds
 - Government special assistants

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: 5-8 private and public funding sources to fund plan initiative
 - Strategies
 - Identify foundations for grant funds to support plan
 - Recreation agency dollars feed
 - License fee for Pure MI
 - Identify funding that is not election dependent (related)
- Objective 2: By 2017, reach \$50 million through a permanent funding mechanism
 - Strategies
 - Develop 3-5 talking points to encourage policy makers to increase Pure MI funding
 - Reach outside of the traditional tourism industry for Pure MI support
 - Industry rally behind legislators that support Pure MI dollars
 - Reintroduce TIF funding for Pure MI
 - Keep investors happy, show good results they must want to re-give (show good results)
 - Identify opposition and plan to overcome
 - Don't cheapen the brand value. Be selective with partnerships
- Objective 3: Identify and target industry groups and businesses for voluntary funding support of plan initiatives
 - Develop 3-5 talking points to encourage policy makers to increase Pure MI funding

Funding and Financing

- Reach outside of the traditional tourism industry for Pure MI support
- Keep investors happy, show good results they must want to re-give (show good results)
- Identify opposition and plan to overcome and inform public/industry who is coming in against funding
- Develop ROI mechanism/usable data by local destination
- Assessment to CVBs on campsites, boat slips, marinas, other transit “lodging” options

Individual Objectives and Strategies Sheets

- Objectives
 - What sources are there?
 - Tax, CVB, partnerships, local government
 - Are our investors happy with ROI results?
 - What are so,.... (no idea????)
 - How do we get funding that is not “election driven”
 - Elect legislators who are pro Pure MI
- Objectives
 - Secure permanent funding mechanisms by 2014
 - Reach top 5 states for funding by 2017
 - Elect legislators that support Pure MI
 - Develop a broad based process for funding support (more private industry funding)
- Objectives
 - Adequate and stable funding
 - Legislative for budget line item
 - USDA statewide agritourism funding
 - Recreation agencies to line item collaborative funding (i.e. state forest, DNR, DOT)
 - Define adequate funding
- Objectives
 - Get positive feedback and educate people not to complain about person business numbers being down in front of the same people you are trying to get to keep budget going
 - Constant feedback and numbers from the “little people” not just the heavy hitters on why Pure MI is great for MI and their personal business

Funding and Financing

Lansing, July 26 2012, The Lexington

Flip Charts

- Objective 1: Determine costs of all strategic plan initiatives
 - Strategies
 - Enlist the technical assistance of MSU to ascribe implementation costs to strategic plan initiative
 - Define/devise consistent budget process (by theme)

- Objective 2: Change Pure MI funding formula. Baseline from legislature (\$50 million), incentive from legislature based on industry investment (\$1 from legislature for every \$2 from industry)
 - Strategy: Part of funding formula should include dollar percentage to partners so they can fulfill strategies from all goal areas

- Objective 3: New funding formula
 - Strategy: Leverage government assets to commercial sponsors
 - Objective 3.1: Consumer based assessment (multi tourism entities) redistributed to Travel MI and CVBs based on regionalized performance (measured by tax revenue, SIC codes)
 - Strategies
 - Demonstrate value to state and local communities
 - Educate legislators and change law
 - Second home (in and out of state), boating, out of state hunters
 - Lodging, dining, sut rental fees, gas taxes, severance tax on mineral extraction
 - Objective 3.2: __% increase in ROI to fund initiatives
 - Strategy: Set ROI baseline from average of first to years of ROI from Pure MI investment return 50% of any ROI increase above the baseline for funding strategic plan initiatives
 - Objective 3.3: Revenue stream to CVBs and other entities to fund service training
 - Strategy: Establish Pure MI gold standard of hospitality training and charge to attend
 - Objective 3.4: __% of partnership dollars to fund plan initiatives
 - Strategy: Survey industry re. suggested funding alternatives

Facilitator Notes

- Change to Pure MI funding formula
- Baseline by legislature \$50 million and incentive investment by legislature based on industry investment \$1/\$2

Funding and Financing

- Standardized method of Travel MI and CVBs. Consumer based assessments of (?) and redistribute based on regionalized performance based on sales tax generation (SIC codes)
- ROI instead of general fund. Some goes to strategic plan initiatives of increased, live TIF
- Funding plan. Identify revenue stream to CVBs, associations, etc. to fund hospitality (service excellence, Pure MI approved trainers/training)
- Partnerships to fund plan initiatives
- Determine cost of initiatives

Individual Objectives and Strategies Sheets

- Objectives
 - Determine component and collective (total) cost for implementing strategic plan initiatives
 - Identify reinvest (?) beyond for Pure MI promotion, from Pure MI ROI for capital and research
 - Set up an endorsement fund to support industry fund to support industry strategic initiatives
- Objectives
 - Change Pure MI funding formula to: baseline and incentive determined by external industry funding sources/example. \$50 million baseline and \$10 million addition for \$20 million industry investment (or \$1 for \$2)
 - Look to creating additional external funding sources i.e. cost rental tax, second home sales
- Objectives
 - Contributions from state association/tourism, CVBs, tourism suppliers and their associations, ad agencies, hotel suppliers, restaurants. Designated percentage of state tax and use tax
 - Partnership proceeds with Travel MI
- Objectives
 - Standardize, uniform method of funding to support Travel MI and CVBs marketing efforts
 - Strategies
 - Utilize consumer funded assessments from tourism based business components to generate revenue
 - Redistribute funds based on regional performance as reflected in sales tax of tourism based business

Funding and Financing

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Identify and educate relevant stakeholders to create support for funding
 - Strategies
 - Regional and town hall meetings that educate and unite, increase stakeholder participation
 - Do we shout out about the investment our owners invest?

- Objective 2: Increase state funding for Pure MI by 10% per year through 2017
 - Strategies
 - Identify new funds like tax on campgrounds, rustic attractions, etc.
 - Increase service tax to 2% on car rental, eateries, sports equipment, etc. businesses to pass on to consumer
 - Increase financial relationships between Travel MI and businesses by 50% by 2017 (number of partnerships)
 - Develop data/info base that supports ROI and other benefit of Pure MI campaign → promote to public

- Objective 3: Create revolving fund for infrastructure improvement
 - Strategies
 - Look at Missouri sales tax as a successful funding model
 - Tax resource users, timber, gas, oil, water, air, use for tourism development
 - Increase room tax and broaden its core for all aspects of tourism
 - Invest in tourism for a return “Kut (?) start”
 - Change airport fees
 - Tax all recreational equipment for use in conservation
 - Require cabinet departments to contribute line items to fix tourism infrastructure
 - Require convicted violators to pay a fee for decreasing the good MI experience

- Objective 4: Create revolving fund for low cost loans for small tourism businesses
 - Strategy: Secure funding from MI Council of Foundations to help coordinate all non-profits grow tourism

Facilitator Notes

- Identify and educate relevant stakeholders to create support for funding. How will this benefit me, those who will benefit should pay
- Increase state funding for Pure MI by 10% per year through 2017
- Establish a minimum level of state funding and additional tax on all industry providers (“service tax” untapped markets)
- Broaden use of room tax and add new sources

Funding and Financing

- Create revolving fund for improvements, lower cost loans for small tourism businesses
- Charge resources users for what they use (gas, oil, etc.)

Individual Objectives and Strategies Sheets

- Objectives
 - Add percentage to accommodation tax for Pure MI
 - Increase key stakeholders to develop support with contribution
 - Attempt to establish a minimum level of support from state
- Objectives
 - Based on ROI, increase funding for Pure MI campaign by 10% each year for five years
 - Increase regional financial partnerships with GL states
 - Increase regional financial business partnerships with Travel MI by 50% by 2017
 - Increase strategic accommodations tax by 2% to include car rentals, restaurants and create a story for use (kayak sales, tax ?)
- Objectives
 - Education program to create support for any financial initiative (how will benefit me?)
 - Service tax
 - Invest in tourism for a return
 - Activities that are participatory that can improve tourism, improve individual corporations but are done for a fee
- Objectives
 - Re-prioritize MI from a corrections state to a natural resources and tourism state and reallocate existing resources
 - Partner long term emerging green industry and ask them to invest in natural resources and stewardship of environment
 - Connect industry to the effect of the industry on the environment and require industry to invest in effects
 - Seek billionaires to adopt MI and preserve its natural resources
- Objectives
 - Broaden the “room tax” to be used for all aspects of tourism
 - Tax recreational equipment for use in nature tourism
 - Create revolving fund for infrastructure improvements and to create a low cost revolving loan for private small business
 - Charge an airport fee
 - Those who will benefit should pay
 - Charge resource fund users for what they use and place into fund for tourism
 - Sales tax following the Missouri model for conservation

Funding and Financing

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Establish a tourism caucus legislature- a champion
 - Strategies
 - Explore how other caucus systems are organized and work MI-US
 - Contact a lobbyist
 - Select top percentage destinations in state and target representatives in house and senate to gather for initial workings to establish caucus
 - Find a champion, exploring past models for establishing tourism caucus. Through social media
 - Contact governor and let him know we need a caucus for the 3rd or 2nd largest industry in the state

Individual Objectives and Strategies Sheets

- Objectives
 - Have legislators/senate develop a tourism caucus
 - Partnerships, an amount from partner and public sector to government kitty, 10% from government
 - MEDC, front ?? advertise the plan from there (?) (labor)
 - CVBs, oversee hospitality training and costs
- Objectives
 - Foundations, community, uniting universities for collaboration
 - Strategies: Identify other state methods, champion, and rally support
- Objectives
 - Car rentals, out of state works in all seasons
 - Sand tax
 - Beach tax, working together to keep all beaches clean could be federal cleanup
 - Toll roads
 - Increase border fees, Canada designate to plan
 - Strategies
 - Find a champion, explore past models for establishing tourism caucus
 - Contest
- Objectives
 - Pure MI slot machine. Can be put in all MI casinos and try to contact new casino called the D like for Detroit and place them there, 5 cents of every dollar in the machines go to funding the campaign
 - Strategies
 - Establish a tourism caucus

Funding and Financing

- We need to get a legislator to want to form a caucus because he knows he'll get votes in the future
- Or just call a few casinos and put in a Pure MI money-making machine! It's easier to do, simple is more!
- Objectives
 - Grants, legislators, Pure MI credit card, Pure MI license plates, promotion, proceeds go to x component of the plan
 - Partnership with MI based businesses
 - Strategies
 - Contact George Zimmerman to establish caucus
 - Contact governor to make this a priority (caucus) since we're the third largest industry in the state
 - Explore other caucuses on how they work
- Objectives
 - Working with recreational product providers, snowmobilers, ATV, UTV manufacturers to give
 - Working with MDNR, so much of a fees for licenses to go to Pure MI
- Objectives
 - Contact MEDC for a specific amount to be allocated committed to for
 - Contact CVBs to seek commitment
 - Contact chambers to make commitment
 - Work with universities and colleges to assist in research and development
 - All areas of goals would be part of universities' programs for new development
 - Contact large tourism related vendors i.e. Pepsi, Sysco, GFS, Coke
 - Strategies
 - Develop a committee to pick a person or a group of people to research what other caucuses have done to develop one for our tourism industry
 - Contact a lobbyist or firm to consult on developing a caucus
 - Hand pick a few representatives and senators to assist the process
- Objectives
 - Influence legislative process, official PAC
 - Fee on new developments for cultural or environmental development i.e. every new building or contract pays half towards state arts program, quarter not burden
 - Tourism or benefitting companies or agencies participate in loaned executive program, 6 month or more on the job to accomplish
 - Specific tasks
 - Strategies
 - Loan an executive
 - Follow CAs program at GE to develop and over see student teams to develop aspects of strategic plan

Funding and Financing

- MEDC partners with uni programs to bring on college interns to provide manpower to administer strategic plan. Students earn college credit and pay

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Identify costs of all plan initiatives
 - Strategies
 - After research, determine a base level of cost initiatives
 - Hire outside source I.e., MSU to determine range of funding options for each plan initiative
 - Travel commission review and rank initiatives and costs
 - Determine funding pot for everything but advertising, determine what can be realistically be accomplished under each theme (seek partners to leverage funding)
 - Create a budget based on current data available
- Objective 2: Increase state government funding to \$50 million/year (or rank number four) with
 - A) any increase over \$25 million, half to Pure MI, half to other initiatives OR
 - B) any increase in ROI greater than \$4.90 to fund other initiatives
 - Strategies
 - Request support for tourism development from all affected and relevant state departments. Survey them all (MDARD and MDOT)
 - Legislative education, dedicated source of funds
 - Identify key legislators to work with and initiative budget plan to meet 50 million per year
 - Travel tax i.e., rental cars, gas line tax
 - Identify key private industry leaders to support lobbying efforts for funding in an outside of tourism industry
 - State lodging assessment
 - Fund a system of better state resources to work together
 - Pure MI tourism membership
 - Private ongoing funding, plate system, lotto card
 - Fund better travel experience
- Objective 3: Identify new sources of funding (private and public)
 - Strategies
 - Continued education of business community beyond travel and hospitality
 - Partnerships as revenue generation
 - Work closely with national/local organizations on big joint projects e.g., visitor centers in Detroit may involve DMCVB, national park service

Funding and Financing

- Greater business tie into Pure MI brand
- Create a public/private task force to evaluate and present funding options
- Make matching funds available for other than co-op advertisements, perhaps other partnerships like product development, etc.
- Objective 4: Raise MI's leisure visitor spending greater than or equal to direct competitors e.g., Ohio (plus other metrics) 2010, MI 12.7, OH 15.8
 - Strategies
 - Develop strategies to best our direct competitors and support these initiatives (will business develop incentives via MEDC for example, consortium of films (?) etc.)
 - Do research to see the difference between OH and MI in terms of leisure spending
 - Keep all data updated to legislators

Facilitator Notes

- Increase government funding to \$50 million per year
- Half of increase over \$25 million, other initiatives
- Increase of ROI over \$4.9 to other initiatives
- Public/private partnership to Pure MI license plate, state assessment
- Not tied to general fund, dedicated
- Identify other government/new sources of funding, broader Travel MI partnership program
- Identify costs of plan initiatives
- Support research, trading of visitors and spending
- Raise MI visitor spending to match and exceed level of direct competitor e.g., Ohio

Individual Objectives and Strategies Sheets

- Objectives
 - Increase government funding to \$50 million by 2017
 - Use portion to fund other objectives
 - Lobby to secure long term funding that is not tied to general fund but self sustaining, self directed by industry
 - Reach/maintain number 4 status in state funding of tourism
 - Create private/public partnership to facilitate funding
- Objectives
 - Identify funding opportunities outside of Pure MI
 - Improve visitor experience, assist with funding of attractions
 - Increase international marketing, matching funds for advertisements
 - Increase dollars spent by visitors closer to US average
 - Develop additional partnerships similar to Coke

Funding and Financing

- Objectives
 - Increase funds, stabilize beyond Pure MI e.g., travel experience
 - Identify other potential funding source, private setor, ROI
 - Legislature and public education travel tourism industry
 - Education on other components of strategic plan initiatives besides Pure MI
- Objectives
 - Percentage of increased funds or ROI go to objective goals
 - Influence of partnerships should have a voice in the destinations
 - Continue to keep all informed of results and beat the drums!
- Objectives
 - Fund so all CVB work better together (internet)
 - Fund for better travel tracking, experiences
 - Pure MI license plates/lotto
 - State lodging assessment half
 - Tourism membership
- Objectives
 - Improve visitor experiences in MI
 - Support product development
 - Experiment and build in successes, have some support from Travel MI
 - Streamline Travel MI website
 - Make it easier for visitors to navigate and build their experience, be objective with best for friend in mind
 - Increase/broaden awareness of MI in key internal markets,
 - Better the metrics of objectives of Ohio, our closest competition
- Objectives
 - Increase state funding
 - Incorporate some type of financing from chambers the state to reach a goal (\$) to fund product development
 - Add a very small tax to some type of tourism or retail business regardless of the season, perhaps winter could be a smaller tax percent

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Increase funding to regional groups through an increase in collaboration
 - Strategies
 - Outreach for all cities, townships, counties, and chambers

Funding and Financing

- Keep government size to minimum, use dollars to get the Pure MI advertisements out
- Pure MI coordinate with a regional entity on funding of marketing
- Increase funding with proof of areas performance
- Objective 2: Create innovative ways for local organizations to partner with Pure MI
 - Strategies
 - Use local tourism entities to create connector pipeline for partnership funding
 - Make Pure MI affordable for all to participate (grants, subsidies)
 - Structure proportionate funding options to smaller populated (less money) to be able to afford joining Pure MI
- Objective 3: Secure grants for a full time entity that would foster collaboration, cooperation, partnerships, and funding for the plan
 - Strategies
 - Create a regional person to spearhead all efforts
 - Lobby legislators hire a lobbyist
- Objective 4: Reduce funding for marketing in non-BRIC countries
- Objective 5: Re-target and reallocate funding for marketing in BRIC countries
 - Strategies
 - Funding from Pure MI to help with local regional marketing campaigns
 - Pure MI reallocate international funds annually as appropriate for fruitful markets
- Objective 6: Secure 75% of funding for plan goals from tourism organizations (trade associations/CVBs/chambers)
 - Strategies
 - 100% of all groups give whatever amount they can

Facilitator Notes

- Secure grants through MEDC
- Enhancements of marketing funding for local promotion funds
- Ask for 10% increase
- Regional aid, market together
- Find a way to expedite fund requests for partnerships
 - Lower amount needed to match to \$15,000
 - Find new ways for smaller destinations to partner with Pure MI
- Increase UP tourism at incremental rates
- Max funding to regional markets. Define regions and allow partners to invest
- Collectively work together
- Expand public access to federal and private lands by 10%

Funding and Financing

- Joint effort between Pure MI and regional markets- funding and marketing increase by 10%
- 100% participation at all levels of government
- Secure grant for full time entity to foster communication, cooperation, partnerships, and funding for the plan
- Fund, earmark towards tourism then provide mechanism
- Revenue sharing to cities and municipalities
- Reduce international marketing funding in BRIC nations
- Reallocate and re-target funding in BRIC nations
- Create innovative ways for local organizations to partner with Pure MI
- Increase funding to regional groups through an increase in collaboration
- Secure grants for a full time entity that would foster CCP and FF for the plan

Individual Objectives and Strategies Sheets

- Objectives
 - Recognition that we are here. Small numbers that can carry much of MI tourist amenities. Determent (?) = Ottawa National Forest = Federal control
 - Culturally and physically different than lower peninsula. Educate fundraisers that needs are different up here
 - Trails from east to west, events, volunteers, ideas
 - 10% gas tax
 - working together, regions
 - Strategies
 - Person from each tourism organization to attend already established Pure MI meetings Ontonagon and Gogebic counties area
 - Grant expert
- Objectives
 - Be coradive (?) and forward in advertisement and focus on newer markets partners
 - Strategy: Show proof of satisfaction or support
- Objectives
 - Target funding to focus tourism on regions outside of Wayne county, such as UP only at 7% increase the spending in tourism to 10% in next 3 years and 15% in next 5 years
 - Strategy: 2. Create innovative ways for local organizations to partner with Pure MI. Grants available to fund smaller, less populated areas, with lots of funding proportionate to population
- Objectives
 - Pour most of the money into areas who visit MI (IA, IL, MN, IN, OH)
 - All activities all included in advertisements (motorized, non motorized, etc.)
 - Be sure other units of government are on board (DNR, DEQ, etc.)

Funding and Financing

- Concentrate on US vs. international target areas
- Strategies
 - Be sure advertisements cover all activities (golf, hunting, boating, winter, scenery)
 - Keep size to a minimum use money getting the word out!
- Objectives
 - Define regional products and markets
 - Increase funding to be directed to volunteer clubs and committees (Pure MI)
 - Pure MI grants to local regions
 - Improve signing for attractions
 - Strategies
 - Officer or individual to connect regions
 - Use local tourism initiatives to create strategies
- Objectives
 - Secure funding through a grant from federal funds channels through the MEDC
 - Enhancements of marketing funding for cities to aid local marketing efforts for business and attractions
 - Ask for increase of 10% per year from legislature
 - Earmark land sales and leases for tourism
 - Regional aid partnerships all entities participate all in this together
 - Strategies
 - Out reach for all entities (cities, townships, counties, chambers)
 - Lobby legislators, hire lobbyist, seek grants, lobby compliance for funding from all levels of government
 - Create a regional person to spearhead activities and organize the work to be done
 - Funding from Pure MI to help with local and regional marketing campaigns
- Objectives
 - Secure \$50 million in funding for Pure MI with no new tax assessments or fees
 - Move MI from 14th to 6th place in total tourism spending
 - Secure 75% of funding for plan goals from tourism organizations (trade associations, CVBs, regional chambers, etc.)
 - Strategies
 - Attain \$50 million by demonstrating measurable ROI. Move incrementally over five years (25, 30, 35, 40, 45, 50)
 - Demonstrate how many job/tax revenues would be generated
 - All organizations (100%) of all tourism groups contribute in whatever amounts they can
- Objectives
 - Joint Pure MI and regional funding (chamber of commerce/local)

Funding and Financing

- Strategies
 - Pure MI coordinate with regional entity (chamber) on joint funding and marketing
 - Pure MI reallocate international marketing funds to more fruitful countries (BRIC)

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Secure a permanent funding mechanism: \$50 million in increments of \$5 million per year
 - Strategies
 - Mobilize grassroots (broad based) initiative to raise issue of permanent funding to top of mind issue with legislature
 - Return to TIF funding concept with legislative bills that had success a few years ago
 - Continue educating and lobbying legislature and use other lobbyists that benefit from tourism
 - Maintain contact and rapport with media, legislature, and voters and tourism employees
 - Contract with a second ROI assessment organization that is MI based
- Objective 2: Find alternative funding sources (other than government) to fund all plan initiatives
 - Strategies
 - Convene tourism individual forum to include all business segments that benefit from a strong tourism economy (add to governor's conference)
 - Stores, gas stations, car repair shops, campgrounds, grocery stores, party stores annual stores, bowling alleys, theaters, restaurants and bars. Pledges and/or donations reach out to individuals for their small businesses
 - Use existing information and data to assist with our themes
 - State and federal grants (secure)
 - Donations from lodging, restaurants, gas stations, entertainment, etc. to show buy in. If company buys in, hopefully it will improve awareness and customer service. Restaurant \$5/chair, hotel \$10/room, gas \$5/person, and entertainment \$2/chair
 - Determine percentage of travel money back to efforts and form large lobby with agriculture and manufacturing
 - Recognize all contributors at all levels
 - 100% of tourism trades, CVBs and chambers, give annually what they can afford
 - Destination properties and attractions

Funding and Financing

- Objective 3: Maintain and grow ROI at a minimum of \$5 for every \$1 invested in promotion
 - Strategies
 - Continue to use Longwoods for ROI analysis (consistent process)
 - Ensure accounting is comprehensive and complete so everything is complete
 - Train all employees to provide great service
 - Engage more tourism stakeholders in legislative process
 - Better educate legislators on other factors that impact ROI i.e. weather, food, gas prices

Facilitator Notes

- Secure permanent funding mechanism. \$50 million in increments of \$5 million per year. Correlate spending with state budget
- Find alternative funding sources (other than government) for all plan initiatives to justify continued government support
 - From businesses that benefit from tourism
 - Engage those businesses and educate them
 - Invest to get more
 - More contributors, more money
- Maintain and grow legislative support (no support, no funding)
- Maintain ROI of \$5 invested in promotion
- Establish a collaboration with other 2 industries (ag and auto)

Individual Objectives and Strategies Sheets

- Objectives
 - Funding of promotion to \$50 million in annual increments of \$5 million
 - Strategies
 - Get 100% of tourism trade associations, CVBs, and regional chambers to commit to an annual contribution of an amount they can afford
- Objectives
 - Secure a permanent funding mechanism for Pure MI
 - Have funding set in the Top 5 states
 - Maintain and grow legislative support for Pure MI
 - Grow funding from other business sectors that benefit from a strong tourism environment (build a broader base)
 - Maintain an ROI of a minimum of \$5 for every dollar invested in Pure MI spending
 - Strategies
 - Tourism industry forum to convene other industry that benefit from strong tourism economy to gain financial and political support (possibly expand tourism conference to include)

Funding and Financing

- Mobilize grass roots (broad based) initiative to raise issue (permanent funding) to top of mind issue with legislature
 - Return to the TIF concept legislative bill (without Bishop) MI promotion fund
 - Continue relationships with Longwoods for ROI analysis for consistent measurement
-
- Objectives
 - Alternative funding: stores, gas stations, car shops, medical field casinos, grocery, party stores, annual, bowling alley, music theater, restaurants and bars
-
- Objectives
 - We need to get permanent funding from the state for a certain time period or not to expire
 - Maintain and grow with legislative support
-
- Objectives
 - Fundraising to raise money for funding
 - Raise awareness
 - Strategies
 - Alternative funding source. Dollar donation from lodging, restaurants, convenience stores, gas stations, entertainment, boats, to show buy in to help improve awareness, customer service from the owners of the business
 - Return on investment. Have to have tourist (?) to keep this going. Make sure Pure MI is still bringing tourists to MI
-
- Objectives
 - Get state promise in writing, long term 5 years
 - Find alternative funding sources, keep up with other states. Industry. Try to self fund to show ownership with goal of being self-sufficient
 - Partner with stakeholders for resources (educate, market, state associations)
 - Strategies
 - Continue education, lobbying, and cross lobbying of legislature
 - Percent of travel money goes directly back to effort, approach ag and manufacturing to form a large customer effort, lobby
 - Identify experts in private industry to assist with each theme. Won't have to reinvent the wheel. Use existing research
 - Ensure our accounting is broad enough

Product Development

Ypsilanti, July 16 2012, Eastern Michigan University

Flipcharts

- Objective: Increase awareness of safe environment (clean waterways, public safety, parks, roadways) through positive examples
 - Strategies
 - Identify tourism products, experiences MI currently lacks but could reasonable attract and develop
 - Expand Pure MI logo to public safety services and DNR
 - Create a list of those involved in product development (i.e. GLBRCVB a tourism economic development program)
 - Collect data, examples of MI stories and statistics to support Pure MI
 - Positive social network news feed of data and statistics
- Objective: expand standardized signage to all public areas (airports, welcome centers) at state, community and private levels (attractions, hotels) e.g. electronic signage, updates, events, universal for international travelers
 - Strategies
 - Identify existing standards (universal or state) and communications
 - Allocate matched funds to meet standardized signage
- Objective: Roads, rails, and trails. Increase awareness of connected cross system transportation. Expand public transportation by connecting to existing infrastructure
 - Strategies
 - Create dedicated transportation web page on mi.org
 - Award money funding for projects connecting existing transportation options

Individual Objectives and Strategies Sheets

- Objectives
 - Improve accessibility to institutions that serve the industry
 - Reach railway systems
 - Communication with other sectors
 - Improve systems (dining, local attractions, culture) that support a leisure/business visit
- Objectives
 - Making memories in MI
 - Increase safety awareness i.e. no sharks in water
 - No worries on the road, friendly people/state
 - If you're not busy living then you're busy dying
 - Generate experience ideas through actual stories
 - Create interactive check-in points, grassroots word

Product Development

- Objectives
 - Signage standardization parks, welcome centers, restrooms (carry over to private sector hotels, attractions) park system passport (open to out of state residents?)
 - Electronic billboards for traffic, events, etc.)
 - State website more internationally friendly

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: increase number and diversity of listing on MI. org (e.g. a transportation page)
 - Strategies
 - Incentives to communities or businesses to have their information listing on MI.org
 - Find emerging/new/unique attractions. Appeal locally to nominate favorite “unknown” destination attractions and accommodations
 - Use go to meeting to educate destination owners about what makes a good listing (quality diversity of site consistency)
 - Contact businesses with checklist to connect with mi.org and other sites
 - Enlist CVBs to check listings on mi.org for their area i.e. Accuracy, currency and diversity
 - Make it easier for anyone to report dead links or outdated information
- Objective 2: Increase number and diversity of transportation options in and out of major arrival points (DTW) and raise awareness of
 - Strategies
 - Bring together needed transportation routes and entrepreneurs and VCs
 - Grant program for start up car rentals
 - Increase awareness of transfer points between transportation services
 - Fly in/ride the train we will get you where you want to go (shuttle services)
 - Local volunteers rate their communities point of arrival re. Transport friendliness to visitors
- Objective 3: Identify and promote two lane/backcountry routes and trails (with focus on emerging destinations/attractions)
 - Strategies
 - Have smartphone app that shows 2 lane routes (art trails)
 - Create link groups of like attractions to create packages
 - Encourage development bike/walking trails connecting communities (plan and fund)

Product Development

- Objective 4: Bring together compatible industry groups to develop packages (B and B group, bicyclists) e.g. sunrise, sunset package
 - Strategies
 - Allow promotional posts and guest blogs if multiple businesses/attractions- not community owned- are features and if it meets the goal of keeping tourist in play
 - Book end events to increase length of hotel stay and spend rate

Facilitator Notes

- Signage along state highways (<10 miles), same as Great Lakes/Pure MI signage? MDOT
- Increase # of/diversity of listings on mi.org
- Increase #/variety of transportation options in and out of arrival points (DTW, etc.)
- Identify and promote two lane backcountry routes or trails
- Give visibility to packaging ideas that increase length of stay
- Emerging destinations/attractions (sunrise, sunset package)

Individual Objectives and Strategies Sheets

- Objectives
 - Can everyone be Googled? Mi.org in your area a “self contained” sleep, eat, and shop. Golf cart communities
 - Bike paths connecting areas
 - Signage from MDOT
 - Old train beds? Where do they lead
 - If someone arrives by train, how do they go anywhere?
 - Strategies
 - Checklist
 - Beer/wine trails
 - Two lane road trips
- Objectives
 - Enhanced signage to tourist destinations (way finding signs)
 - Grants for mom and pop motels, B and Bs
 - Create statewide system of rating mom and pop, motels, B and Bs, etc. Rated during inspections
 - Smart phone apps
 - Checklist for businesses of what they need to have
- Objectives
 - Promote “two lane MI” or “back road MI” by developing the equivalent of beer/wine trails or culinary trails focusing on the route in between major destinations
 - Give visibility to packaging ideas that keep tourists “in play” such as B and Bs on east and west side of state developing a “sunrise, sunset package”
 - Identify emerging destinations

Product Development

- Strategies
 - Free entertainment program at welcome centers
- Objectives
 - Encourage and develop appropriate accommodations in emerging attractions
 - Strengthen and collaborate signage (this trail, that trail) efforts (attractions, etc.) along state highways?
 - Road improvements
 - Identify emerging/slowly developing attractions/destinations and provide “speed up” help
 - Transportation options

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective: safety, piece of mind, traveler road assistance. Increase perception of MI as a safe travel destination
 - Strategies
 - Deploy additional safety and visitor assistance personnel on travel routes
 - Develop application for locating closest help and or road assist and information (MDOT?)
- Objective: Develop the story and historic resources throughout the state (along MI historic highways, open ford highland park)
 - Strategies
 - Provide a factory heritage tour of ford piguette ford highland park, rouge
 - More Pure MI focused ads on MI’s historic and heritage resources
 - Promote unique MI treasure historic and contemporary
 - Fund key public destinations at a sustainable level so they don’t have crumbling infrastructure when people arrive in MI especially state parks. Lean on help from MSU DNR sustainable park development team
 - Restoration, Elobe Building, MI DNR, adventure center and state welcome center. Direct visitors around state
 - Open an automobile heritage welcome center
- Objective: Develop enhanced statewide model transportation options
 - Strategies
 - Tours industry advocate for enhanced transportation investment
 - MTWA partner with develop partnership
 - Establish regional transportation authority
 - Extend high speed rail connecting from Montreal through Detroit to Chicago and beyond

Product Development

- Objective: Create/promote themed itineraries, total tourism packages development
 - Strategies
 - Use travel MI web platform to enable tourists to “build” their own customized comprehensive travel itineraries
 - Establish criteria for tourism themes
 - Post/list package or themes on Pure MI website
- Objective: More high end attractions to meet interests of growing international market
 - Strategies
 - Incentives to developer to build high end attraction
 - Develop some 5 star lodging properties and high end shopping experiences in metro Detroit
 - Promote MI fine art to international travelers

Individual Objectives and Strategies Sheets

- Objectives
 - Increase perception of safety
 - Exploit things people want to do and see
 - What’s unique? Strengths? Propriety
- Objectives
 - Package development. Bike around state (who caters, where to stay, repairs)
 - Automotive tours, all inclusive experiences, *illegible*
- Objectives
 - Open Ford Highland Park to a visitor experience
 - Provide a full auto heritage factory experience Piquette, Ford Highland, Park and Rouge
 - Develop the stay of each heritage route
- Objectives
 - Move high end attractions to meet interests of growing international tourism markets particularly Asian
 - Increased/enhanced statewide transportation options (trains, ships)
 - More innovation, focused attractions (themed) to help rebrand MI as center for American innovation
- Objectives
 - Fund state parks at least some of them, at sustainable park planning partnership
 - Support international preferences at our attractions. Not just language but also the appearance of the attractions
 - Strategies

Product Development

- Ensure there is adequate support for public destination MI i.e. parks, zoos, roads, et, don't present a crumbling infrastructure
- Higher speed rail to destinations

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Making travel easy and enjoyable (less stressful and desire to return)
 - Strategies
 - Get from point A to B with the trip being enjoyable not frustrating
 - Roads, flying, ground transportation
 - Finished polished look
 - Shortage of parking, lack of public restrooms and good signage
 - Signage and way finding
 - Accessibility
 - Public access
 - Welcome Centers that are open and staffed with kiosks
 - Mobile/electronic brochures
 - Uniform travel/attraction symbols
 - Seasonal routing (i.e. DC HOV lanes), 3 lanes north on Friday, 3 lanes south on Saturday
 - Internal transportation, method/plan- international market not used to renting cars, used to public transit
- Objective 2: Remove barriers for businesses. Job creation and investment working group on specifically in travel and tourism industry
 - Strategies
 - In each MEDC region convene working group and agencies to address issues/barriers MDOT, MSHDA, MDARD, DEQ, DNR, MSUE, MLC, SBTDC, USDA-RD, HUD, DOL, Homeland Security, local units (chambers, EDC, CDG, WPS, municipal league)
 - Licensing/permitting agencies, 3Q, illegal or immoral? Create a job or money? How can I help
 - Improving windshield view on roads that approach resorts/destinations
 - Make a commitment to maintaining recreation based infrastructure (state's attractions)

Individual Objectives and Strategies Sheets

- Objectives
 - Booking business; after booked now arriving. How to get point A to B
 - Welcome- border signs and centers. Airport, welcome assistance

Product Development

- Drive, fly, bus, train, limo/taxi
- Service arrival at towns
- Information on what to do in area. Options. Target group family, couples, businesses
- Parking locations
- Can traveler get from point A to B without feeling trip/travel was difficult but instead enjoyable and want to return
- Make the experience of travel enjoyable and easy through product (product meaning arrival experience and knowledge and help)

- Objectives
 - Expand hours/service
 - Welcome centers need to be staffed on weekends, move back under Travel MI
 - Rural areas near natural features on Pure MI campaign. Need to upgrade accommodations
 - Strategies
 - Checklists for inexpensive (relatively) and high impact improvements
 - Move welcome centers back under MEDC
 - Publicize adopt a welcome center program

- Objectives
 - Develop regional workgroups based on travel and tourism in cooperating federal and state departments, local units of government and related travel and tourism associations focusing on investment and jobs, regulations and infrastructure
 - Feds: USDA Rural Development, HUD
 - State: MEDC, MDARD, MDOT, MHSDA, DEQ, DNR, MSU, MI Works, SBTOC
 - Local: chambers, EDCs, council governments
 - Develop second home

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Create an equitable and accessible information channel by which visitors are able to plan their full trips: arrival to departure
 - Strategies
 - App for objectives
 - Create website like the US heritage route 23 website
 - Develop a “make your own adventure” on Pure MI website travel (1. Where, 2. What, 3. How and when) and it gives you answers and ideas

- Objective 2: Create a way of connecting the visitor with the product in a more direct way (e.g. user revenues scoring certification) and defining more definition in/of MI products

Product Development

- Strategies
 - Design a rating system for all products
 - Provide user input above section of website for open-ended reviews, pictures, etc. rather than rating
 - Create more MI-based art near tourist entry points (e.g. airport)
- Objective 3: Promote recreational interacts and experience as a product
 - Strategies
 - Advertise the experience using the web, TV, radio, Pure MI, etc.
 - Connect with USA national recreation association get spokesperson celebrity in spot
- Objective 4: Enhance transportation infrastructure
 - Strategy: Provide directional signage along trunkliners to recreation resources (like WI does)
- Objective 5: Provide all levels of lodging facilities in close proximity to the recreation resources camping to B&B to hotels
 - Strategies
 - Education for attainment of consistent product standards
 - Create inventory or GIS maps to locate the gaps in needed facilities
 - And determine how to address them

Individual Objectives and Strategies Sheets

- Objectives
 - Equitable and accessible website developed by region that enhances visitor experiences by offering one-step shopping, all information for all activities under one site with equal accessibility e.g., US heritage route 23
 - Improvements to transportation infrastructure throughout state
 - All levels of lodging facilities in close proximity to recreational assets trails need close campgrounds, hotels and B&Bs
 - On the ground directional signage to trails visible from main trunklines
- Objectives
 - Provide current product resources to current service industries such as hotel/motel/inn sector with resources and best practices to support our goal in increasing travel to MI
 - Utilize US heritage route 23 .com as a resource in providing an overall MI experience
- Objectives
 - Promote recreation interests (snowmobiling etc.) as a “product”. Experience in MI. In the promotion include businesses that support the interest or experience

Product Development

- Develop an integrated website by interest, that includes all the supporting businesses of that interest. Snowmobiling, gas stations, restaurants, motels, dealers, repair service, etc. Each interest has their own needs
- Strategy: Advertise about the experience as a product, use web, Pure MI, TV, radio, etc.
- Objectives
 - Create a system that defines the service, beauty, experience, difficulty of all products (hotels, streams, snowmobile trails)
 - Strategies: Maps, connect with American standard

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Create more and more vibrant welcome centers at key locations or entry points
 - Strategies
 - Theme each welcome center around the local tourism attractions and place brand
 - Identify visitor routes
 - Located welcome center to access points
 - Renew/revitalize welcome centers
 - Connect welcome centers to current technology, visual emphasis
 - Use technology to stimulate/excite visitors and facilitate planning
- Objective 2: Refurbish travel routes to be quick and comfortable (road, rail, boat)
 - Strategies
 - State dollar match federal dollar for road improvement
 - Statewide assistance to increase air carrier
- Objective 3: More billboards to promote MI experience especially outside state
 - Strategies
 - Try MI experience
 - How do we measure effectiveness?
 - Match out of state billboards with radio/TV advertisements
 - Increase industry sponsorship billboards
 - Find a different way to promote tourism applications, social media, etc., billboards are counter to the beauty of our state
- Objective 4: Cultivate story tellers to promote Pure MI
 - Strategies
 - Identify and recruit MI expatriate celebrities to be the storytellers

Product Development

- Making memories
- Create blog
- Identify Michiganders who live out of state who love MI
- Can we utilize existing Pure MI blog?
- Teach how to story tell well
- Objective 5: Develop non motorized transport throughout MI
 - Strategies
 - Advocate for development of motorized/non-motorized transportation links e.g., bike racks on trains and busses
 - New cycle trails
 - Expand from just trails to the whole concept of “place making” see MI municipal league
 - Identify gaps of connectivity
 - Develop groups and drive connections
 - Offer incentives for private sector investment
 - Continue growing Kalamazoo River Valley trails and connect all trails throughout MI
 - Expand high speed rail
- Objective 6: Determine products/interests for international tourists
 - Strategies
 - Through MI.org website send email blasts?
 - Have Travel MI develop and deploy a survey to determine international travelers experience interests and needs Detroit urban core is attracting young European tourists

Individual Objectives and Strategies Sheets

- Objectives
 - Develop RFP process to promote MI as the place for the event (i.e., family reunion, military reunion, classic auto show, etc.)
 - I like Pure MI because it tells our story, it is us- let’s get others to tell our story
 - Develop and enhance non motorized infrastructure
 - Pure MI count down
- Objectives
 - Install Pure MI signs for regions, attractions, go to channel, radio
- Objectives
 - Create and enhance quick, comfortable and safe travel routes (refurbish roads, air, boat, and rail)
 - Ensure safe experience, public safety, crime, food safety, travel safety
 - Regularly interact with well trained, good mannered staff

Product Development

- Unique experiences, travel tech connections
- Asset development
- Objectives
 - Determine product/experience interests of expanding international visitor markets
 - Support the development of the NITC (bridge to Windsor)
 - Support/advocate for developing more motorized, non motorized transportation links
- Objectives
 - Locate welcome centers and access points
 - Develop more welcome centers/routes
 - Enhance welcome centers
 - Energize
 - Connect with technology and stimulate, execute visitors facilitate/assets with their planning
 - Renew, revitalize welcome centers locate welcome center to “busy” access points

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Improve effectiveness, consistency and comprehensiveness of welcome centers at key entry points
 - Strategies
 - Determine director to lead and facilitator
 - Analysis and photos of each center
 - Determine ultimate look
 - Sectors out each center and determine which needs what and budget for each
 - Prioritize order of completion
 - Delegate and have renovation teams
 - Supervise progress
 - Follow up with photos and comparison of model
 - Celebrate a successful mission
 - Enhance welcome center experience with new technology such as iPad kiosks, interactive mapping, etc.
 - More rack cards at welcome centers
 - Audit attributes and benefits of all existing welcome and rest areas. Confirm strategic location, identify opportunities for improvement by December 2013
- Objective 2: Improve consistency and effectiveness of highway signage
 - Strategies
 - Analysis of current signage in existence

Product Development

- Create and develop common signage theme MDOT agency
- Develop a plan for entrance signs that are consistent at all points of entrance
- Objective 3: Increase quality, effectiveness and emotiveness of mi.org
 - Strategies
 - Online infrastructure, design website to promote same “good feeling” as Pure MI TV and radio ads. Web designers will review website and enhance online experience. Website will be a high quality, world class experience
 - Develop website to illustrate the beauty of our brand with social media focus and interaction
 - Use links to make site less cluttered, track tabs/pages to see why people are viewing site, work with CVBs/chambers for input, post YouTube videos
 - Develop process to gather input from destinations and visitors to incorporate continually plan site improvement or enhancement
 - McCann Erickson to develop industry communication portal for 2 way collaboration for MEDC to industry
- Objective 4: MEDC to add attraction of tourism businesses to its remit (in addition to manufacturing and technology, etc.)
- Objective 5: Expand MI’s trail system
 - Strategies
 - DNR and MEDC to collaborate to audit and promote MI, the trail state (and other partners)
 - Expand motorized trails to 10,000 miles
 - Expand trail systems in and out of communities to promote accommodation, restaurants, and points of interest within communities
- Objective 6: Improve transportation infrastructure
 - Strategies
 - Investigate feasibility of mass transit system
 - Should get a railway system that works from big cities out through the state! A European system, it’s proven it works

Facilitator Notes

- Continue and improve consistency and effectiveness and comprehensiveness of welcome centers staffing, key traffic entry points
- Improve effectiveness and consistency of highway signage, brand all signage
- Online infrastructure mi.org, increase quality and effectiveness and emotiveness of mi.org. Getting the feel of the ads on the site
- MEDC to add attraction of tourism businesses in addition to manufacturing and technology, etc.
- Expand and better connect the trail system

Product Development

- Investigate and develop mass transit system. Improve transportation infrastructure
- Back of house/internal communication, MDOT, ads

Individual Objectives and Strategies Sheets

- Objectives
 - Continue with effective and comprehensive welcome centers in key traffic inlets to MI
 - Promote and enhance free public web access that may open with travel splash at key state based locations and facilities
 - Back of house, effective two-way communication between travel industry and Travel MI and MEDC (blog, Facebook?)
 - Continue to improve brand via highway signage, intranet, Travel MI
 - MEDC plan to facilitate and promote tourism destination development
- Objectives
 - Better road repair so it's not constant
 - Increase lanes traveling north
 - Collaboration of MI attractions
 - Pure MI certified (similar to AAA) Angie's list concept without paid membership
 - Road cleanup
 - Guide with more specifics
 - Cleanup in downtown Detroit
 - Silver Dome? "Beautication"/awareness with children in schools
- Objectives
 - Work with MEDC to focus some of the economic development efforts on major tourism attractions or other tourism related developments
 - Expand biking trails throughout the state to corner destinations
 - Enhance welcome center experiences with new technologies (apps, etc.)
 - Create a mass transit connection for Detroit to Saginaw and Flint to Lansing and Lansing to Grand Rapids
- Objectives
 - Promote the experience and history of MI
 - Promote four seasons
 - Logo-promotion and branding
- Objectives
 - Common/consistency signage road program. Less on the highway system within the clutter
 - State improve physical road conditions
 - Road ambience/cleanliness

Product Development

- Objectives
 - Online infrastructure, MI tourism (people get website)
 - Easy to navigate website. Not a massive homepage that is so full of stuff you don't know what you're looking at
 - More highway signage, especially on country roads where there is no one to stop and ask if you are lost
 - World class equals highest quality experience no matter what it is. "wow" factor. Fishing, opera, autos, urban, rural. It is never going to be better anywhere else
 - Customer service
 - Linking communities and other activities
 - MDNR the trail state, itinerary

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts I

- Objective 1: MI will have transportation infrastructure that allows visitors to easily access "Pure MI" experiences
 - Strategies
 - Preservation and development of non motorized routes (hiking, biking, water, equestrian)
 - Coastline ferries, lakes MI and Huron
 - Greater support for regional airports to increase competition and lower the cost of flying
 - Development of affordable parking infrastructure
 - Road construction coordination
 - Trains throughout the state to high traffic tourist areas. Get people out of their cars, scenic trains, transporting trains
 - Rebrand Old US 23 to sunrise pkwy, rebrand scenic routes
 - Designate and identify with signage, historic scenic routes throughout the state
- Objective 2: Visitors to MI have easy access to travel information while in the state
 - Strategies
 - Improve usability of mi.org and continue to utilize social media channels
 - Kiosks placed in high trafficked areas where travelers can find information about what is around them and in the state (roadways, campgrounds, downtowns, libraries, airports)
 - Improvements in signage
 - Develop creative memorable destination welcome centers in southeast MI. Detroit high-energy showcase to promote entire state!
- Objective 3: Visitors experience active, engaging, memorable MI
 - Strategies

Product Development

- Shoreline hot spots increase amount of public shoreline
- Develop a MI heritage site designation similar to Unesco to preserve and promote sites of scientific and cultural interest

Individual Objectives and Strategies Sheets I

- Objectives
 - Parks, plazas, and places of large gatherings
 - Pathways/bike paths along water
 - Scenic routes of travel throughout state (signage)
 - Transportation, train, coastline ferry, regional airports (more competition)
 - Preserving historic places and areas (heritage and culture)
 - Travel information via kiosks, campgrounds, parks, etc.
- Objectives
 - Welcome maize for Detroit area
 - Hospitality international travel
 - US 23 as sunrise parkway, cool design. Au Gres north to Mackinac
- Objectives
 - Travelers need to know what is around and available to them
 - Travelers need to get to where they are going
 - Strategies
 - Kiosks to let people know where and what they can see and do around them. Strategically placed throughout the state
 - More transportation options, trains, ferries
- Objectives
 - Increase number of resident trips within MI through improvements to roads, ferries, railroads, highway, bridge
 - Bottlenecks, make regional airports more competitive
 - Preserve MI cultural/heritage attractions (similar to UNESCO world heritage sites)
- Objectives
 - Road construction management
 - Parking infrastructure, affordable
 - Regional airports
 - Alternative transportation planes, trains, ferries
 - Development of non-motorized options (waterways, trails, equestrian, bike/hike)
 - Preservation of historic/natural resources
 - Develop plans for community/downtown enhancements
 - Scenic
 - Public beaches

Product Development

Flip Charts II

- Objective 1: Travel MI provides leadership to support smaller organizations around three themes (i.e., MI made products, auto history)
 - Strategies
 - Support product development as identified more locally. Encourage/experience and build on success that can be applied statewide
 - Have a committee that works with certain entities to put different organizations/businesses together
 - Build and make better successful travel experiences, provide support and expertise
 - Encourage/support cross marketing/promotional efforts
 - Pure MI travel card? Offers discount admissions etc. might be a source of revenue, could also track visitor spending
- Objective 2: The MI product is packaged in a way that is more accessible
 - Strategies
 - Making a website or having an off shoot of MI.org that is like “quirky” MI to show off the beaten path locations (ex: mystery spot)
 - Suggestions of partnerships
 - Objective outside assessment of attractions
 - Road improvement, train tickets making the product state accessible

Individual Objectives and Strategies Sheets II

- Objectives
 - Roads, tolls, etc. Working on making nice
 - The state as a whole what we have make people aware, beaches, rivers, fishing, etc.
 - Putting money into the old to make new to have people visit. Downtown Detroit, Fox Theater, etc.
 - Cruises of the lakes, promote and invest
- Objectives
 - Build on and support things that work well that could be taken to the next level
 - Critically assess in an objective (?) What steps could be taken to improve and enhance visitor experiences (other support, consultants, etc.)
 - Make it easier for visitors and potential visitors to identify their travel objectives

Product Development

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Develop a network of high quality roads (improve existing, do not build more)
 - Strategies
 - Roads capturing a portion of the gas sales tax for roads
 - Modify gas sales tax
- Objective 2: Develop a signage/billboard plan that > consistent, attractive, creative signage
 - Strategies
 - Enforce all billboard laws
 - Consistent enforcement of sign laws
- Objective 3: Establish consistent communication service (cell, bandwidth) across state
 - Strategies
 - Have MI be proactive with FCC making sure toll calls are able to connect
- Objective 4: Increase and improve trails and trail connectivity (DNR goal: “The Trails State”)
 - Strategies
 - Develop a state trail strategy (multi-jurisdictional and private land)
 - Increase miles of dedicated bicycle trails (Identify railroad beds for rails to trails)
 - MDOT and MDNR to collaborate on rail trail development market existing trails
 - Make full use of recreation trails federal highway
- Objective 5: Structure and process to help communities address visual blight (on public and private property)
 - Strategies
 - Ensure clean up on all state and federal lands as positive examples. Encourage local and private compliance
 - Enforce all blight laws
- Objective 6: Re-establish a network of 7 day, year round welcome centers
 - Strategies
 - Dedicate funds required to extend visitor centers seasons and days of week by may 11, 2013
 - Train staff in state welcome centers
 - Open rest areas statewide year round

Product Development

Facilitator Notes

- Develop a network of high quality roads (improve existing)
- Develop signage/billboard plan (consistent, creative, attractive)
- Develop a program to link heritage sites throughout the state (byways, trails)
- Establish consistent communication service (cell phone) across the state
- Increase and improve trails (trail connections, partner with DNR). Safety
- Structure and process to help communities address visual blight (on public and private property)
- Reestablish a system of seven day, year round welcome centers
- Neighbor and state passport plan

Individual Objectives and Strategies Sheets

- Objectives
 - Signage, attractive, appropriate, specifically KNHP and parks work with MDOT
 - Visual blight, clean up public areas, encourage compliance with private areas
 - Expand seasons, rest areas/visitor centers, days of week to include weekends
 - Trails
- Objectives
 - Improve roads and maintenance smoother, fewer choke points (less congestion)
 - Improve and increase telecommunication, more bandwidth, more cell availability)
 - More or better recreational trails
- Objectives
 - Signage, bike trails, ORV trails, directions to next stop
 - NO holidays for park service during tourism season
 - Broad itinerary throughout the state
 - Continue to improve website, don't let money drive the site, make it consumer friendly realizing many who enter know nothing about MI
 - Support for parks
 - Include park in LP and have an opt out instead of opt in
 - Offer neighboring states buy in to state parks
- Objectives
 - Knowledge of area other than regional (our own)
- Objectives
 - Roads and airports
 - High speed
 - Cell service
 - Paved bike paths
 - Community plans (look along coordinates) to revolve back (?)

Product Development

- A clear signage and billboard plan
- Objectives
 - Good roads, maintain existing don't build more
 - Welcome centers, trained staff, better visibility, regionally specific focus more on opportunities for a specific area of per state, highlight local instead of tending to center enter state in more center (?)

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Improve communications connectivity (broadband, etc.)
 - Strategies
 - Increase bandwidth in communities (by some spatial unit)
 - Create mobile application to serve as Google of MI
 - Identify service providers and consider how hardware affects view scapes and night sky etc.
- Objective 2: Develop and implement best practice standards for all infrastructure additions and improvements
 - Strategies
 - Conduct lighting inventory at welcome centers, identify major natural features to be considered, establish criteria for compliance with best practices, and cost estimates for
 - Conduct statewide inventory of "critical view shed"
- Objective 3: Improve quantity and quality of non-vehicular access to and through MI (air, rail, water, trails, etc.) (guest friendly logistics)
 - Strategies
 - Inventory inbound travel options and identify deficits (MDOT) and recreation developing units
 - Identify funding sources as needed
 - Opportunities for better organization and coordination of current resources
 - Always consider night sky friendly accessibility
 - Create budget for port maintenance
- Objective 4: Make MI a model for accessibility (multiple impairments)
 - Strategies
 - Conduct needs assessment for improvements, for accessibility, mobility, and sight impaired
 - Consider types of signage available for interpretation at natural sites

Product Development

- Objective 5: Increase access to capital for travel-related businesses
 - Strategies
 - Identify capital sources for travel industry
 - Establish Pure MI credit union
 - Identify partners that may have resources i.e. Coast Guard, International Dark Sky, local municipalities for coastal cities
 - Continue and strengthen incentives for redevelopment of cultural assets
 - Engage economic development resources in identifying and procuring capital
 - Report on results as part of MI's overall economic development strategy
 - Inventory condition/quality/value of key travel related inventory with emphasis on lodging, dining, and event venues (private and public sectors)

Facilitator Notes

- Improved communications and connectivity (information transfer) (broadband, cell phone, etc.). % of state covered
- Seven international dark skies, conduct lighting inventory at all welcome centers and on major interstates
- Develop and implement best practice standards for all infrastructure additions and improvements (lighting, view shed, etc.)
- Improve quantity and quality of non vehicular access to and through MI (air, rail, trail, ferries) guest friendly logistics
- Unified web presence via Pure MI
- Make MI a model for accessibility (physical, hearing impairments, etc.)
- Increase access to capital for travel related businesses (number of loans)

Individual Objectives and Strategies Sheets

- Objectives
 - Retrofit where necessary, all outdoor lighting and welcome centers to comply with international dark sky standards
 - Do the same on state and interstate highways as most traveled routes
 - Support collaboration between local municipalities, US coast guards, and international dark sky association to address lighting hazards in MI's coastal communities. First identify major cities, inventory light, create plan
 - Promote and celebrate energy and money saving consequences of not wasting light by spilling it up and spoiling the night. The position impact on natural resources in the state
 - Consider how negative image of tracking issue impacts state tourism
- Objectives
 - Improved connectivity/stronger/faster information transfer
 - Improved roads
 - Improved signage and messaging at transportation centers (Pure MI)

Product Development

- Ensure efforts are maintained
- Encourage cultural renovation in city centers
- Ban plastic bags in retail

- Objectives
 - Continue to fund and support a unified web presence for the MI tourism industry
 - Support a statewide attractive way finding-system for MI tourist destination
 - Pursue additional scenic byway destinations throughout the state
 - Make sure infrastructure incorporates state of the art best practices. Don't ruin the authentic and what we are trying to present
 - Make MI a model for accessibility (mobility improved)

- Objectives
 - Improve visitor experience on being in top 10 for positive visitor opinions
 - Improve quantity and quality of non vehicular access to and through MI
 - Increase access to capital for travel-related investments
 - Improve visitor experience based on being top 10 nationally for positive visitor opinion
 - Financial support
 - Customer service training (employees being able to offer information) create a culture of knowledge, interest for visitors
 - Project destination through advertising

Promotion, Marketing, and Communications

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective: Develop a demographic specific campaign including social media applications (i.e. sources) to draw people to their heart tug, activity interest specific goal
 - Strategies
 - Target activity specific
 - Target age specific
 - Military and veterans
 - Take Pure MI ads from institutional to target specific ads (seasonal, activity, and segments)
 - Benchmark segments, return to high water mark levels
 - Determine target groups

- Objective: Partner with sister city FL and MI Delta. Identify and research opportunities within existing communities. How to expand and promote each area
 - Strategies
 - R and D rip off and duplicate other states and group efforts
 - Sister cities
 - Feature MI scenic byways prominently in Michigan.org- scenic byways brand tie-in
 - Develop FLA-MI connection
 - Partner with delta
 - Develop relationship with media
 - Social marketing of “branding” and regions via text, air, or vision
 - Use of Pure MI in local area (government and business)
 - Engage educational institutions and communication assets

- Objective: Improve Michigan.org to be the top rated web site in the country. Full time social media position (internal or contract), and media partnership through associations
 - Strategies
 - Reach people social media
 - Identify and compile current lists of communication networks
 - Highlight all region assets to be promoted once identified
 - Improve Travel MI website
 - YouTube
 - Link activity to business
 - Create website (local)

Promotion, Marketing, and Communications

Individual Objectives and Strategies Sheets

- Objective: Partner with sister city (reconnect) i.e. FL + MI and Delta
 - Strategy: commercials using local attractions, businesses, and residents

- Objective: Identify and research opportunities within existing commonalities. How to expand and promote each area
 - Strategy: focus on streams, lakes, trails, seasons, how activities change within the same area

- Objective: Develop social and mobile applications, that pin point interest specific locations while in route to maintain goal attraction
 - Strategies
 - Reorganize Pure MI. Stronger link on YouTube
 - Grow social media channels like blogs and Facebook
 - Attach Pure MI to all statewide tourism and lodging businesses
 - Create visually attractive mobile app through Pure MI that categorizes and promotes nearby nightlife, wildlife, family, couples, adventures, indoors, and outdoors
 - Top tens updated annually, archived into a Pure MI bucket list
 - Show oil tankers
 - Cross promote with sister cities
 - Create larger river of snow birds, summer travel from FL and TX

- Miscellaneous Strategies
 - Support and promote regional activities i.e. bike tours, lighthouse tours, quilt trails, with tie ins for each county's assets
 - Seasonal promotion
 - Rotate promotion through the state based on activities, regions, assets
 - Regional visual stories on website
 - Identify and compile a current list of communication networks (business, education, government, tourism, civic groups, recreation)
 - Research other states/regional efforts to promote rip off and duplicate
 - Target specific activity then coordinate with broader group/region
 - Social media to reach the most visitors, connect communities, region, state
 - Excite visitors
 - Increase website traffic to lure people in. Hook the people

Promotion, Marketing, and Communications

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Move a greater number of general populace that are unaware of MI (instate and out of state)
 - Strategies
 - Cutting edge and easy website
 - Niche marketing pieces
 - Landmark in advertising
 - Critical that first experience is excellent, highly dependent on service delivery and ease
 - Culture change all Michiganders should give value to visitors' experiences
 - Unique two peninsulas connected by a giant bridge over blue water
 - We are unique, focus on top 10 attractions
 - Take command of Michigan travel ideas
- Objective 2: Increase frequency of commercials
 - Strategies
 - Identify landmarks, establish criteria
 - Co brand (kellogg, Big 3)
 - Legislative advocacy for PMC supporters
 - Extend Pure MI brand to niche markets beyond silent sports
 - 3.0 technologies (viral marketing, contests, social media, apps)
- Objective 3: Tagline to Pure MI (call to action...)
 - Strategies
 - Create positive travel word association with the word "Michigan"
 - Consistency through all media resources

Individual Objectives and Strategies Sheets

- Objectives
 - Move a greater number of general populace from being unaware of Michigan to "raging fans of Michigan"
- Strategies
 - Take command of Michigan travel ideas direct input into travel guide from CVBs
 - Must include all landmarks that make Michigan unique
 - Top 10 attractions must always be in travel guide
 - Greater focus on CVBs
 - Generic MI is not effective
 - We are a state of two peninsulas with a giant bridge that binds us
 - Blue Water=Unique, cool, not hot like the rest of the nation
 - Improve websites= other state's are better

Promotion, Marketing, and Communications

- Objectives
 - Data access
 - Energy technologies
 - Embrace blowback (i.e., John Kerfoot)
 - Experiential/unique attractions
 - GIS
 - Viral marketing
 - Embrace 3.0, create incentive
 - Educate (especially regional)
 - Target marketing, emerging markets, demographics analysis
 - International partners, reduced bureaucracy
 - Strategy: increase frequency of commercials. Focus on landmarks, use known brands, four seasons
- Objective: Work together on the UP attraction
- Objectives
 - Increase number of commercials by __%
 - Increase direct links from regional/national to “Pure MI” by __%
 - Promote/market to travel planners, real estate investors throughout region/country create incentives to refer
 - Identify what regions currently “responding” concentrate on expanding
 - Everybody “brand” → Pure MI
 - Private
 - Strategies
 - Increase frequency of commercial!
 - Designate more money
 - Lobby legislators to support money
 - Identify landmarks what are they based on survey or estimated criteria
- Objectives
 - Pure MI campaign effective medium is regional landmarks and are the names of the landmark
 - Partnerships with international travel like we do now
- Objectives
 - Know brand through industry and business international market to those who can afford travel. Establish landmarks for state with location and name
 - When you’re hot, we’re cool
- Objectives
 - Promote all season outdoor opportunities
 - Michigan has many reasons to get off the couch and enjoy the outdoors
 - Educate public as to the many opportunities that are out there

Promotion, Marketing, and Communications

- Objectives
 - To make MI a household association with visitation, adventure travel at national and international level
 - Detroit- is known as the intercity
 - Michigan is known as the *illegible*
- Miscellaneous strategies
 - Coordinate known MI brands with Pure MI and distinct landmarks in advertising
 - Market to international visitors who can afford travel. Airline mags?
 - Name distinct landmarks for consistency

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts I

- Objective: make the Pure MI brand more inclusive to all stakeholders
 - Strategies
 - More vibrant advertising- a change from soft, dreamy to exciting and vibrant . MI is alive and lively!
 - Consider marketing themes under Pure MI= stay to play prison paradise horse trails
 - From Alpena to Empire ride your hose. From prison to paradise do time in Jackson. From hell to Holland Pure MI has it all!
 - By 2013 identify and produce a Pure MI ad focused on a genre/market segment (not geographical)
 - Invite stakeholders to form teams around the genre/market segments
- Objective: Increase __% of repeat visitors to MI, especially during lower volume seasons
 - Strategies
 - Utilize Pure MI blog database to have visitors identify their interests
 - Target market to current visitors
 - Branded materials to website to add visitors
 - Increase number of mediums that have opportunities for interactive contact by the traveler
- Objective: Increase __% of international visitation to MI
 - Strategies
 - Start measuring influx of international visitors
 - Create messaging that speaks to the international consumer
 - Increase budget for international marketing to \$1 million by 2014
 - Target marketing to increase visitors from within US that are foreign born and may return to their home country and continue promoting MI

Promotion, Marketing, and Communications

- Add feature to make Pure MI website and information available in languages of targeted countries
- Educate the MEDC that tourism is economic development and should be included in their economic development programs i.e. China

Flip Charts II

- Objective: Increase __% of web hits on Michigan.org that convert to actual visits
 - Strategies
 - Clickable categories on the website for each area, for example: nature, arts, history, camping, museums, festivals, etc.
 - Inbound marketing more data to analyze what they need to get them to visit
 - Create user friendly mobile apps
 - Fewer click-throughs

Individual Objectives and Strategies Sheets II

- Objectives
 - To increase international business travel to MI
 - To place MI as the number one destination for Asian travel in the US
 - To increase S. American travel to MI
- Objectives
 - Increase funding of MI campaign on international level
 - Define ROI of spending for international visitors
 - Meaning of Pure MI, identify promise
 - Grow Pure MI brand
 - Install measurement devices for tracking
 - Influx of international visitors
 - Mediums: Pure MI, YouTube for everyone (saves money), interaction with visitors
 - Strategies
 - By 2013, offering area is highlighted arts and culture, sports, history, heritage, etc.
- Objectives
 - Make more attractions, resources, and events more well known through PMC
 - Make information more accessible to the public in US and abroad through apps, social media, etc.
- Objectives
 - Increase international awareness from inside and outside the US (Asian markets residing in CA or other Midwest and European visitors on 2-3 visit)
 - Mich.org translate
 - Year round appeal seasonal attractions (not necessarily repeat)

Promotion, Marketing, and Communications

- Objectives
 - To date, the Pure MI campaign has focused on nature, wineries, golf, and the geographical beauty of the state. “Pure MI” works for that. It’s time to be all-inclusive and include Michigan’s rich history, culture, and arts. Shall another word be added to “Pure” or a new slogan be developed? Perhaps: Michigan- Pure, Past and Present! Then more than only “pleasant” pastimes can be included
- Objectives
 - Stay and play- more inclusive to all
 - Branded items to the website
 - In-kind marketing
- Objectives
 - Enlarge and develop Pure MI brand to include historic and cultural aspects of MI to appeal to broader base of out of state and international visitors
 - Develop digital resources to inform potential visitors of MI opportunities
 - Make more accessible

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Increase state funding for Pure MI campaign to expand awareness of the Pure MI experience
 - Strategies
 - Communicate importance of tourism to state economy to legislature
 - Experiential YouTube videos for iconic MI locations
 - Increase funding incrementally based on results 25-30, \$40 million
 - Product placement co-op ads national and international. Hotel chains, Harley, etc.
 - Quality of life expand industry sponsor to Pure MI campaign
- Objective 2: Expand international campaign
 - Strategies
 - Co-op partnerships with “destinations” to raise funding. Raise awareness. YouTube “experience” campaigns
 - Create customized marketing campaigns to bring international tourists
- Objective 3: Expand Pure MI to encompass the change in motorcycle laws (specific routes and trails)
- Objective 4: Increase search engine results for travel/tourism sites

Promotion, Marketing, and Communications

- Strategies
 - Pure MI with support and funding for CVBs and regional business
 - Increase cross linkages to Pure MI
 - Hire SEO and social media consultants
 - Encourage relevant crosslinking among tourism created organizations and businesses
- Objective 5: All tourism sites be accessible to multiple types of technology (smartphones and tablets)
 - Strategies
 - Have check list with information of how to apply your business to these technologies
- Objective 6: Translate MI.org to targeted international languages
- Objective 7: Encourage tourism businesses to tie into Pure MI where appropriate to spread brand (social media)
 - Strategies
 - Get organization BDs and leadership to make “tie in” to Pure MI a policy
 - Free Pure MI window cling for vehicles to tourists and visitors
- Objective 8: Increase MI’s desirability ranking from 28 to 15
 - Strategies
 - Explore adoption of direct mail campaign (focus on experience)
 - Increase promotion funding

Individual Objectives and Strategies Sheets

- Objectives
 - Ranking on bw.org raise hotels/B & Bs increase search engine results
 - To zero in on of the visitor (regional)
 - Pure MI camp, do some over the state
 - Helmet law
 - International, low visits, 3 entries into Michigan, Port Huron and Detroit
 - Fundraising
 - 28th ranking for state to visit?
 - Direct mail
- Strategies
 - Increase partnerships/industry as partners, quality of life
 - Put emphasis on border crossings only a bridge away- partner hotel chains
 - Use specific media grant to individual/groups
 - Show experiences regionally

Promotion, Marketing, and Communications

- Objectives
 - Increase funding or assist partnerships in participating in Pure MI
 - Increase national exposure for Pure MI
 - Strategies
 - Increase sources of revenue... state local, private sectors. Branding Pure MI
 - Emphasis importance of tourism to state legislation and execute brand
 - Expand Pure MI brand and awareness on a national and international basis-increase desirability rankings
- Objectives
 - The website of CVBs and similar organizations rank high in search engines (especially Google) for all relevant, key search terms, such as “hotel Port Huron, MI)
 - All tourism oriented websites are re-sizable meaning they can be easily accessed by all devices
 - Local businesses are more sensitive, friendlier to people from different cultures, speaking different languages, etc.
 - Local businesses know how to engage future prospective guests and past guest via social media, learning from Pure MI
 - Strategies
 - Funding for SEO training and blogging at local level for re sizing websites
 - Off season training for local business (Chamber, CVBs)
 - Awareness campaign to get local business to see how they fit into the tourist picture
 - Customer service session
 - Summer jobs for language experts
 - Use go-to meeting
- Objectives
 - Increase co-op partnerships with destination to raise funds/raise awareness, YouTube video campaign
 - Hotel chain co-op partnerships to encourage foreign travelers to choose MI locales
 - Partnership with bike brand through product placement in outdoor and targeted publications or broadcast (chopped)
- Objectives
 - Communicate the “experience” of Pure MI
 - Market the “Pure”. What makes it Pure MI, what about that purity could attract tourist and from where? Promote those to each place
 - Create the desire to visit MI
 - Strategies
 - Focus on which part of Pure MI would appeal to which (customize campaigns to fit different countries)
 - Pure MI business campaign (campaign that focuses on bringing companies into the campaign and being a partner)

Promotion, Marketing, and Communications

- Make sure all sites resizable
- Create desire to come to MI by researching reasons tourists travel to other states
- Objectives
 - Sell ads on Pure MI to MI businesses
 - Offer training and/or workshops to businesses by region (starting with lowest visitor percentages, who needs help most?)
 - Billboard, radio, and even “tell a friend” direct mail to those already visiting (with discount coupon)
 - Help all CVBs have responsive web content grant to upgrade sites to ensure mobile friendly
- Objectives
 - Marketing campaigns→ direct mail to current visitors, regional visitor post cards (we’re glad you came, tell your friends... if I told you, you can experience crystal blue waters typically only found in tropical locations, would you come...)
 - International marketing, focus on our border neighbors billboards, radio, visitors, card)
- Objectives
 - Grow Pure MI brand and partnerships
 - Continue to expand with local partnerships and collaborations already in place and increase funding for the Pure MI campaign
 - Strategies
 - Make Pure MI campaign international, multi-lingual, to target ethnic communities and countries we wish to attract
 - Social media
 - Webinars to help businesses optimize search engines
 - Hire consultants to help increase interface with social media platforms
- Objectives
 - Encourage local businesses (where appropriate) to tie into the Pure MI brand
 - Increase state funding for Pure MI ad campaign
 - Strategies
 - Encourage tourism businesses and organizations to hire SEO consultants
 - Increase funding requests incremental based on results
 - Get organization boards and leadership to make the tie in to Pure MI a policy

Promotion, Marketing, and Communications

Dearborn, July 19 2012, The Henry Ford

Facilitator Notes I

- Diversify demographics of those visiting MI by increasing young urban professionals visits as well as other groups by 10%
 - Come visit your neighbors family we'll supply the _____
 - Focus on NY, Chicago, LA, Atlanta
 - Families make available affordable packages on website
 - Market to motorcycle groups
- Diversify the attractions and target populations in Pure MI campaign to "Music is Pure MI, Arts and Culture Is Pure MI, Sports is Pure MI"
 - Focus on arts smaller productions, little known venues. Local should be emphasized
 - Focus on urban agriculture
 - Volunteer tourism
- Increase desire of out of state visitor to visit MI to top ten
 - Strategy, research what makes MI uniquely desirable and types of experiences
- Market Detroit as "place to be reborn". Ground zero for art and music. People seeking place to start again. Trigger state wide pride, like Super Bowl Chrysler commercial
- Promote literary trail, the trail. Elmore Leonard, Hemmingway, Thomas Edison, Henry Ford, Motown Museum
- Music heritage
- Create events around people
- Motorcycle, wine and bike tours. Brewery trails and tours packages for shoppers "dollar stores!"

Individual Objectives and Strategies Sheets I

- Objectives
 - Increase Pure MI brand as defined by research numbers
 - Increase partnerships
 - Expand focus on international travellers beyond current countries
 - Increase social networking followers
- Objective: Develop application for smartphones
- Objectives
 - Grow the Pure MI ads in magazines that are on domestic and international flights
 - Build a partnership with the various means of transportation (greyhound, Amtrak) and work in collaboration to get the brand out that way

Promotion, Marketing, and Communications

- Raise the tax film incentives back to 26 million it brought money in for all industries in MI plus allowed for new businesses to form. It brought people here who normally would not come and were even interested in purchasing homes
- Objectives
 - Strengthen relationships with neighboring states
 - Identify meaningful partners
- Objectives
 - Non English speaking media
 - Positive views of Detroit outside of Downtown
 - Twitter, Facebook, web
 - Hispanic, radio, TV, web
 - Multi lingual
 - Visit family
 - Come home
 - Use foreigners as testimonials
 - Neighbors
- Objectives
 - Engage more groups or define existing partners and be more thorough with these
 - Define existing partnership, evaluate their role find ways to enhance and develop partnerships
 - Broader participation among desirability

Flip Charts II

- Objective 1: Increase the Pure MI brand awareness by 20% outside MI
 - Strategies
 - Continue existing mediums of advertising and increase “unique experience” content (breweries, exceptionally good music, Motown, rebirth of entrepreneurship, self opportunities to witness or experience)
 - By revising ads to emphasize urban rebirth
- Objective 2: Increase visitation from regional, national, and international sources by 10%
 - Strategies
 - Establish MI as destination
 - Build travel agents, airlines, promote MI
 - Create statewide packages
- Objective 3: Strengthen existing partnerships in Pure MI campaign strategically and forge new relationships
 - Strategies

Promotion, Marketing, and Communications

- Partnerships, evaluate to match through state of MI
- Compute ROI to entice new investors
- Benchmark successful partnerships (Mack, TC)
- Develop multi-year contracts, in for long haul. Sense of stability
- Objective 4: Determine annual allocated budget for PMC
 - Strategies
 - Diversify budget, target to each country pending
 - Love the rebirth of Detroit, the place to go for a new start
 - Form of communication (billboard, web, print)
 - Spend money wisely, not all eggs in one basket
- Objective 5: Increase digital presence of Pure MI
 - Strategy: visit MI app (attractions, art, heritage)
- Objective 6: Diversify the attractions in Pure MI and target populations to include urban tourism
 - Strategies
 - Pure MI site
 - Brewery tours package
 - Wine tour packages
 - Fall bikes tours
 - Packages for shopping malls and outlet shopping
 - Diversify attractions by Pure MI ads, research events that drew visitors, create subcategories (music, art, sports)
 - Music is Pure MI, arts and culture
 - Show ads of the nightlife, ballgames and tailgating, major plays and small production plays, music festivals, concert of colors, etc.
- Objective 7: Increase partnership in Pure MI campaign to include transportation and neighboring states by growing website hits
- Objective 8: Diversify demographics of those visiting MI by increasing young urban professionals visits/tourism and other groups by 20%
 - Strategies
 - Come visit your neighbors, we'll support the ____
 - Ads to young urban professionals
 - Families, make affordable offers online
 - Visit family Latinos (AZ, CA, NM)
- Objective 9: Celebrate MI- born citizens through commemorating their identity
 - Strategies
 - Living or dead
 - Welcome to the world, welcome to MI

Promotion, Marketing, and Communications

- Objective 10: increase products of non English Pure MI ads domestically and internationally by 10%
- Objective 11: Increase ranking of out of state visitors desire to visit MI to top ten
 - Strategy: identify kinds of expectations (food, beer, city, birding) and target marketing around that experience

Facilitator Notes II

- Strengthen existing partnership in Pure MI campaign and strategically forge new relationships
 - Evaluate dollar to dollar match through state of MI
 - Lower cost of entry for partners with smaller budgets but valuable experiences to participate
 - Computing the ROI to entice new investors
 - Benchmark successful partnerships (Henry Ford, Mackinac Island, Ann Arbor, Traverse City)
- Increase visitation from regional, national, and international sources by 10%
 - Establish MI as destination
 - Build relationships with travel airlines internationally and travel agents (like direct flights from Germany to DTW)
 - Increase travel packages for families and environmentalists
- Increase digital presence of Pure MI by creating a “Visit MI” application and creating web banners, Facebook ads, strategy maps, QR codes, twitter, blogs
- Determine annual and allocated budget for PMC
- Analyze best medium for each market
- Diversify budget target to each

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts I

- Objective 1: Co-op partnership with airlines into MI regional markets
 - Strategies
 - Airline packages (specials)
 - Media in markets (SFO, LAX, SAG, OKL, MIA, ATL) with Delta/United fly into GR/TC
 - Buy into these markets

Promotion, Marketing, and Communications

- Objective 2: Visitor testimonials specific from region they came from
 - Strategy: Conduct research intercept survey. Filter good candidates to film
- Objective 3: Increasing value- promote the value. The experience
 - Strategies
 - Compare “big city” vacation costs to Michigan
 - Branding service level, like southern hospitality
- Objective 4: Partnerships value (ROI). Cost effective partnerships and inclusion of other entities (within region and state not involved in Pure MI, ex: state heritage, local, government, etc.) to grow the brand
 - Strategies
 - Reach out to other state programs, regional, economic development organizations, small business associations, regional government entities, etc.
 - Encourage regional collaboration on promotion
- Objective 5: Continue to increase online participation for both industry and visitors
 - Strategy: within industry promote what we have, mention in ad
- Objective 6: Establish a sister partnership with city/areas from one of the BRIC nations
 - Strategy: Establish exchange program for college students deployed throughout state with various language skills (BRIC)
- Objective 7: Baseline the entire PMC goal so we know where we are now
 - Strategy: Research- specific to goal parts
- Objective 8: Expanding media spending to the closest international locations (Toronto, etc.)
 - Strategies
 - See the US in MI (beaches, ski, wines, cultures, Henry Ford, Meijer Gardens)
 - Pure MI campaign during NHL season (TV- CBC and radio)

Individual Objectives and Strategies Sheets I

- Objectives
 - Value, brand service development
 - Define the entire goal, research specific to goal parts
 - Strategies
 - Set baseline for measuring this goal. Brand, partnerships and member plus results, attract, return
 - Define regional information like to travel to “top ten”

Promotion, Marketing, and Communications

- Objectives
 - SF/LA/SD/Orlando/MI/ATL: media purchase in those markets. Create campaign (co-op) with Delta or United to “experience Pure MI.” Value driven vacation package. Include airfare and car rental
 - Toronto and Montreal: heavily advertise during NHL season. Recreation, beaches, skiing, boating, golf, cultural, Henry Ford, Meijer Gardens. Value: better value.
 - Strategies
 - Co-op partnerships with Delta and United to increase MI brand awareness and interest from markets most likely to fly into Detroit/Grand Rapids/Traverse City. Expand co-op packages with auto rental to see the state
 - Expand international media spend into closest major international metro e.g., Toronto by 2015
- Objectives
 - Cost effective partnerships, value
 - Diversification to all media, all tourist related industries
 - Strategies
 - Pure MI/Travel MI, partnerships with CVB and CVB partner with local businesses or destinations
- Objectives
 - Continue to increase online participation (mi.org and Twitter) for visitors and industry. Plus 50% in 5 years
 - Foreign language
 - Strategies
 - Increase online metrics by 50% in 5 years via online partnerships with industry (we mention it in our tweets, etc.)
 - Scholarships/exchanges for students, employed locally and known as a resource. Advantage in home countries BRIC
- Objectives
 - Increase inclusion of entities on the regional level
 - Create diversity of topics under the brand for visitors to comeback for more experiences
 - Strategies
 - On a regional level, bring/identify different entities not under Pure MI. Reach out to other state programs, regional EDOs, small business associations, regional government entities
- Objectives
 - Create (a) synergetic partnerships that link industries that produce a “webbed” (?) i.e. agritourism
 - Establish a partnership in a “sister” province/state in a top 5 international country that would encourage travel between the two

Promotion, Marketing, and Communications

- Brand the service side of MI hospitality, i.e. southern hospitality
- Strategies
 - Brand the MI hospitality i.e. a (?) that connects to value (service=value)
- Objectives
 - Increase spending per visitor
 - Increase actual visits (web= numbers, visits number 28) and desire to visit
 - Promote value
 - Increase regional collaboration
 - Strategies
 - Compare cost of MI to CA, FL, Chicago
 - Chambers, cities work together
- Objectives
 - Word of mouth, build testimonials on Pure MI (?)
 - Strategies
 - Employ researchers to conduct surveys around state
 - Conduct surveys and ask for volunteers to video/record their impressions

Flip Charts II

- Objective 1: Involve townships and counties with assets that they have for promotions with Pure MI “co branding and coat tailing”. Get back to marketing similar resources. Include private enterprise to incorporate Pure MI
 - Strategies
 - Multiple groups working together to increase buying power and impact
- Objective 2: Pure MI increasing communication of its programming aptitudes
 - Strategies
 - NWMCOG, MML, etc.
 - Input in planning and zoning news. Mark Wykoff- MSU land institute
- Objective 3: Communicate brand strategy outside tourism industry (industry, gas stations, etc.)
 - Strategies
 - Pure MI lowers taxes email to all
 - MEDC industry cross over promotion, blue and green logos
- Objective 4: Communicate on unique experiences available in MI as a “whole” list (i.e. trails: quilt, golf, etc.)
 - Strategies
 - MI wide awards in different areas. Sleeping Bear, best lake, best golf, list on mi.org

Promotion, Marketing, and Communications

- Key activities during slower months that have potential to grow (not April, May, June, July, or August)
- Graduate programs focus on creating groups of similar events festivals etc. that can be promoted as possible trail or other
- Objective 5: Better Pure MI “branded” items (i.e. clothing, etc.). Selection and quality
 - Strategies
 - Links from Pure MI to retailers in the program
 - Apparel manufactured in MI for quality and organic items
 - Better selections for Pure MI branded products (stickers, beach balls, cozies)
 - Add MI made goods to mi.org, quality
 - Partner logo wear available
- Objective 6: Pure MI partner with other retail/MI based companies
 - Strategy: leverage other companies (like Coke), find other large retail companies to expose outside of state for Pure MI (Ford, beer, wine)
- Objective 7: Promote communication in a medium that best fits the 3 markets: region, national, and international
 - Strategies
 - Holy grail advertising (Olympics, World Cup, Super Bowl)
 - Pure MI app, web links to partners, festivals, stories, reviews
- Objective 8: Increased Pure MI staffing
 - Strategy: Internships

Individual Objectives and Strategies Sheets II

- Objectives
 - Partner with other retail companies like Coke (i.e. Pure MI golf ball, Pure MI ski brand, sports teams, Michigan based, Ford?, leverage retail space and exposure
 - Strategies
 - Leverage other partnerships (like Coke), find other large retail companies to gain exposure for Pure MI brand, Ford?, beer/wine, gain exposure outside of state
- Objectives
 - Create an application for access by 2014 involve township/counties as partners in assets they have for promotions in Pure MI
 - Create Pure MI links in each regional or combine web pages in 2012
 - Strategies
 - PLN and ZONE MAG council of government (?)
 - Website link to partners, Tree Tops, pro shop shirts, shanty creek hat etc.
 - Links to Pure MI and back to partners app

Promotion, Marketing, and Communications

- Objectives
 - Allow private enterprises to incorporate Pure MI brand and content in a controlled and approved manner to expand reach. QC?
 - Strategies
 - Holy grail media buys: Super Bowl, Olympics, World Cup
 - Internships
- Objectives
 - Regional national and international
 - Co branding between products and cities and counties of a region combined with entire state to maximize impact
 - Promote communication in medium that best fits each of the three marketing (regional, national, international) example language or electronics of both
 - Follow up communication or review of experience to better meet return needs and hopes
 - Inform on unique experiences available and activities
 - Strategies
 - International language on website
 - Marketing that is state/regional/international (target Chicago, Indianapolis, etc.)
 - Multiple agencies each placing advertising at the same time in a publication or TV, radio to increase buy power and awareness
 - Programming
- Objectives
 - Grow brand and partnerships
 - Revise Pure MI site for new traveler user experience... increase new user time and base)
 - Incorporate Pure MI brand into all state owned signage (message to municipalities for increased attraction signage) and replace old sunset
 - Work with products made in MI to include logo on packaging (not just food)
 - Communicate brand strategy outside of tourism industry (increase grass roots awareness of impact)
- Objectives
 - Better Pure MI apparel (organic, MI made)
 - Quality partnership opposed to quantity- not oversaturated market (tone down regional)
 - Pure MI membership for discounts
 - Get back to marketing resources of state
 - Strategies
 - Work with apparel manufacturing in MI to make quality items
 - Add MI goods to Michigan.org website

Promotion, Marketing, and Communications

Lansing, July 26 2012, The Lexington Lansing

Flip Charts I

- Objective 1: Increase visibility of Pure MI brand nationally and internationally
 - Strategies
 - Focus on grow and made in MI
 - Identify opportunities to reach international students, increase visitation of their friends and family
 - All MI CVBs and Travel MI websites translate languages

- Objective 2: Increase awareness within tourism industry of impact of film industry
 - Strategies
 - Utilize maps being done by film office places used for shooting
 - Group tour promote film location for business tour
 - Focus what has been filmed capitalize
 - Partner film office Travel MI both MEDC
 - Movies made with a Michigan theme

- Objective 3: Increase destination marketing for niche markets and increase awareness of concerns/needs of industries among Travel Commission/ Pure MI to entice people here
 - Strategies
 - Identify additional products to promote (skiing, camping, snowmobiling) covering all seasons
 - Capitalize on the historic nature of the area
 - This could happen with a website like US heritage route 23 or the Up North Trails initiative website
 - Design marketing plan for niche industry. Incorporate 5 new markets in advertisements

- Objective 4: Increase visibility of Pure MI brand in international markets

- Objective 5: Increase number of partners connected to Pure MI brand and dollar impact
 - Strategies
 - Incorporate the MI scenic byway program into Pure MI
 - Include local government agencies, use Pure MI branding on their websites etc.
 - Identify and reach out to organizations representing lifestyles, products, and events not currently visible in Pure MI advertisements and promotion
 - Increase Pure MI partners to \$5 million and 50 partners and identify both non financial and revenue generating partners

Promotion, Marketing, and Communications

Facilitator Notes I

- Increase involvement of scenic byways
- Highways, promoting beautiful roads
- Look at asset inventory
- Historic byways
- Identify government agencies to utilize Pure MI brand
- Increase (?) of Pure MI internationally to China, on food products (Welch), connect with MI food producers
- Increase awareness of film industry impact
- Film industry missing opportunity to be a part of it. \$50 million
- Tag credits with Pure MI quit filming gritty DTW (\$200 million of spending)
- More tours
- Create (?)...
- 1,2,3 star incentives/rewards
- To define what a partner means, benefits
- Identify who partnerships are and benefit how
- Grow to 50 partners to \$5 million, identify financial and non financial partners
- Increase destination markets for niche markets. Water, golf, general vs. Henry Ford
- Camping is general, untapped pool of people
- No one from golf etc. puts up dollars for Pure MI ads
- Motorcycles (destination rides), boating, snowmobiling, skiing, cultural places, Art Prize, Broad Art Museum
- Expose more people to Pure MI brand
- Letting film in CA that Pure MI exists
- What partnerships are strategic in that film industry
- Favorite tours
- Not depict just Detroit but pretty parts of MI
- Pure MI needs to be aware of other industry concerns and needs to entice people to get there (diverse parts of markets)

Individual Objectives and Strategies Sheets I

- Objectives
 - Take a look back at what has been accomplished and who the players have been. Who is not a player? What segment of the tourism industry is still undiscovered? Look to the segments of the tourism industry who have been highlighted (golf, boating, ag, urban) and see what their results are!
- Objectives
 - What is the partnership agreement, benefits, stakeholder agreements
 - Pure MI campaign attracts visitors, what about industry
 - Highlight the benefits, loyalty to state (?)

Promotion, Marketing, and Communications

- Objectives
 - Focus on film \$50 million budget for 2013 (twice that of tourism) to show Michigan product and introduce to world. CA and FL showcase product on TV and movies
 - Tag (?) credits with Pure MI
 - Plots set in MI
 - Quit filming “gritty” Detroit, showcase the positive
 - Movie tours, film sites, map them, work with group tours to highlight film sites
- Objectives
 - Partnerships
 - Include other government agencies (ag, EDC, MDOT, etc.). Products to help adapt and grow brand (careful not to dilute brand)
 - Increase number of partners by X amount
 - Identify other tourism partners for advertising campaign
 - Grow revenue from partners to \$5 million up to 50 partners
- Miscellaneous
 - Better communications between departments (state)
 - Automotive
 - Michigan brand products
 - Paid and non paid partners

Flip Charts II

- Objective 1: By 2017, have MI’s ranking as a desirable state to visit rise to #6 (national)
 - Strategies
 - Market MI opportunities that mimic other desirable destination state’s draws
 - Partner with other destinations state’s for combining travel opportunities
 - Aggressive email marketing campaign targeting precious MI visitors, encouraging them to return (ex: invite them back for fishing or hunting in MI, offer hotel/restaurant packages)
 - Integrate with customer promise score
 - Increase Pure MI advertisements in other states
 - Offer out of state incentives
- Objective 2: By 2017, MI is in top ten desirable states for international visitors
 - Strategies
 - Develop foreign language toolkits to assist in vacation planning
 - Develop more foreign language communication messages (email/web content)
 - More presence in international media
 - Partner with or create program for international students to become Pure MI ambassadors in their home country
 - Identify international partners through tourism contacts to assist in promotion and partner development

Promotion, Marketing, and Communications

- Research the interests of tourists from the BRIC
- Objective 3: Retain #1 ranking of tourism website and Facebook page and establish ranking of other similar sites (e.g. YouTube)
 - Strategies
 - Interconnect all social media campaigns to emphasize all links (contests)
 - Don't change, keep doing what you do and do it better
 - Change to be more regionally focused and one-stop shop more user-friendly
- Objective 4: Increase awareness among smaller organizations/businesses about benefit and access to Pure MI resources
 - Strategy: Niche efforts in smaller areas
- Objective 5: Increase # of cool destination sites to draw people here e.g. cultural, leisure, social destinations
 - Strategies
 - Develop interest based partnerships to coordinate promotion around a certain activity/geographic area (ex: snowmobiling, fly fishing, duck hunting)
 - Have city-county level competitors for cool new tourism ideas
 - Draw international participants to new activity competitions (ex: photography, art, writing, etc.)
 - Find clusters of cool destinations connected by trails, and advertise!
 - Establish national tourism conference platform i.e. host brand USA
- Objective 6: By 2017, increase by 100% regionally, 75% nationally, and 5% internationally the awareness of MI as a destination
 - Strategies
 - More presence in popular media
 - Create blog for international outdoor photographer promoting MI as a top destination for great photo ops

Facilitator Notes II

- BY 2017, national ranking #6 as desirable state to visit
- Use EM (?) to communicate internationally focused Pure MI campaign with many languages
- Photos
- Ag, promote diversity of state ag and social issues
- Create blog for outdoors
- Photos for partners with advertising and publications
- Travel promotions communications idea for international, outdoor photos
- MI, destination for photographers
- *Completely illegible...* organizations and businesses about Pure MI campaign what's in it for them and how to connect to it

Promotion, Marketing, and Communications

- Increase number of cultural and other generic more final interests destinations to draw people into state. Positives of Detroit Art Museum, leisure destination
- 2017 20% of international tourists come to MI annually
- Retain number one rating of website and establish ranking of other similar sites e.g. YouTube
- Identify international partnerships ... *illegible*... to assist with promotions and to support (?)
- By 2017, 100% regional awareness, 75% nationally, increase by 5% annual as destination

Individual Objectives and Strategies Sheets II

- Objectives
 - Focus on positive aspects of Detroit
 - Focus on diversity of state
 - Generate more destinations by 2017 (e.g. art prize)
- Objectives
 - By 2017, our national ranking of desirable state to be within top 6
 - Continue to be number 1 website
 - By 2017 X% of international tourists
 - Strategies
 - Identify all the gems in MI, Detroit, cultural, hunting, ag, skiing, hiking, waterfalls, there's something for everyone
 - Develop interest-based partnerships to coordinate promotion around a certain activity/geographic area
 - Aggressive email marketing campaign targeting previous visitors encourage them to return for smaller (or new) adventure (ex: come back this year for fishing or come back in the fall for color tours/waterfalls)
- Objectives
 - Increase awareness of how potential partners can work with Pure MI on campaigns. How do the partnerships work? What is in it for both partners?
- Objectives
 - Use email listserv mechanisms to distribute regular communications to current and potential visitors
 - Retain number one ranking of website and FB page and increase value of other sites
- Objectives
 - Utilize social and traditional media to promote Pure MI
 - Identify international partners through tourism contacts to assist in promotion with established tour groups

Promotion, Marketing, and Communications

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts I

- Objective 1: Broadening reports back from visitors to MI for continuing Pure MI campaign (i.e., testimonials, context, anecdotal)
 - Strategies
 - Stay on cutting edge of social media opportunities
 - Reward submission of “memory moments” online (photo accompanied) to provide qualitative feed back for Pure MI and CVB promotional use. Aim for 1,000 submissions first year, 12 month timeframe, 10 prizes ranging from “return trip” to inclusion in next campaign
 - More requests for continuing feedback
 - Tie into a contest/promotion

- Objective 2: MI is in top places to visit (no longer 37th)
 - Strategies
 - Everyone in MI needs to know how important tourism is to the economy
 - A place to come to not just to pass through
 - Next goal for Pure MI and our convention
 - Continue nationwide campaign
 - Further define markets, expand into more markets when appropriate
 - Re-evaluation new and existing partnerships to determine best promotional angle (one size does not fit all in partnerships)
 - All goals and strategies for all goal themes should fit under this objective!
 - Collaborations and partnerships should be created with the goal of putting MI in top 10 places to visit
 - Funding and financing should be aimed at putting MI in top 10 places to visit and so on

- Objective 3: Increase percentage of urban/rural travelers in MI in summer (June-September)
 - Strategies
 - Hub and spoke development
 - Increase percentage of travelers, focus on urban areas of MI. What major attractions draw our guests... tie into i.e., S.H. Fest and Taste of Kalamazoo
 - Tie into kids and family. How do you attract them for their family vacation in June through August? Social media moms! Dollar amount back to schools and an amount to a scholarship for MI students?
 - Focus on distance from high populated area or summer attractions (i.e., Kalamazoo is 45 minutes to South Haven) and tie into urban experience
 - Understand visitation trends to urban vs. leisure destinations in summer months
 - Bigger focus on urban/rural areas in social media, media FAMS etc.

Promotion, Marketing, and Communications

- Objective 4: Validate conversion from entry to visitation being consistent throughout the industry (audience industry stakeholders and elected official)
 - Strategies
 - Visitor survey and hotels
 - Develop industry wide conversion methodology to determine effectiveness of advertising to inquiry to actual visitation
 - Surveys and questionnaires at hotels and attractions
- Objective 5: Broaden “niche” market advertising/promotion. Further define “our” markets. Exp versus region
 - Strategies
 - Identify unique attractions i.e., brew pubs, wineries, historical sites
 - Niche market social media i.e., Meet ups etc.
 - Support vertical market development teams e.g., ???
- Objective 6: Broaden national and international markets and address the negative image of MI
 - Strategies
 - Multi-lingual, target four season visitors (e.g., boating, color tours, snowmobiling, skiing, fishing)
 - Determine which international visitors are most likely to travel to MI then identify the promotional opportunities to communicate to them effectively
 - Broaden and continue current efforts

Individual Objectives and Strategies Sheets I

- Objectives
 - Focus on culinary
 - What is the next city/county highlights?
 - How do destinations get involved? (email, web, blog, Facebook)
 - Is there an entire state message?
 - 45% of travelers come June-August, raise 5%, focus on shoulder months
 - How is spending tracked?
- Objectives
 - MI as a destination increases to top 10 states
 - Continue nationwide campaign
 - Further define markets
 - Re-evaluate partnerships to see what is most effective, one size does not fit all within partnership parameters
 - Continue to move the needle on how many people are aware of Pure MI
 - Continue nationwide campaign and continue to evaluate markets and mediums

Promotion, Marketing, and Communications

- Objectives
 - Transition of activity from inquiry into actual travel to the state
 - Determine ways to market leisure activity to business travelers
 - Communicate consistently accurate visitor spending data to media
 - Identify ways to have residents help attract visitors to the state
 - Audience: industry stakeholders and elected officials, goal is to validate conversion from inquiry to visitation
 - Audience: residents of the state of MI, goal is to empower them to promote and encourage visitors
- Objectives
 - Create a constant “buzz” about MI as a place where there are cool things happening (social media, VFR, job creation)
 - Overcome negative image of MI in the minds of potential national and international visitors (bridge, relentless positive action)
 - Develop niche markets to get deeper into traveling groups with special interests (wine, food, history, natural resources, boating, birding, cycling, music, sports). Move beyond the general tourist
 - Hub and spoke development
- Objectives
 - Broaden MI’s appeal as family-friendly state in digital media by soliciting “memory moments” online through submission of photo and accompanied anecdote, prizes at end of year for 10 best memories
 - Goal for submission in a 12 month year is 1,000
- Objectives
 - Develop national and international advertising campaigns
 - Multiple media, internet (travel sites, social networks, search engines), TV, cable, print, radio
 - Feature unique natural, historic, and cultural resources
 - Keep information current and up to date

Flip Charts II

- Objective 1: Continue to commit to current Pure MI marketing strategy by new word smith copy with same delivery
 - Strategies
 - Integrate technology into campaign
 - Keep Tim as the voice and keep current production style for 5 years
- Objective 2: Broaden footprint of MI.org by ?
 - Strategies
 - Increase Facebook and other social media

Promotion, Marketing, and Communications

- Give ability for CVBs to pull statistics on people visiting their listings on the Pure MI website
- Make it easier for CVBs to upload information on their assets to the site. Upload data for events
- Ability to link to each assets social media
- Objective 3: Explore new diverse audiences and expand print and physical and online advertising to new and unexpected places
 - Strategies
 - Sponsorship or TMPI program (tourism marketing partners initiative) for special events deemed “Pure MI” (marathons)
 - Interactive experiences, creation of smart phone app and games (Jib Jab, e postcards)
 - Additional advertising in Delta foreign cities that come into Detroit
 - Unexpected ad sites, place ads in surprising places such as on a commuter plane between Detroit and Chicago or an international flight or in a movie trailer of a movie benefitting from the film incentives (tax rebates) or on clothing exports made in MI
 - Incorporate out of state story, experience, visit, memory, My Pure MI
- Objective 4: Itinerary builder, create a “hotwire” type booking agent for northern MI... MI site. Make it easy to plan vacation
 - Strategies
 - Itinerary builder that includes all properties and/or a booking widget i.e., ARES or similar widget with the commission going to fund the Pure MI campaign
 - Build “Disney World” style all-inclusive booking widget for Pure MI website
 - Links to other attractions within one hour drive
- Objective 5: Reallocate some marketing dollars to convince and fund MI infrastructure improvements for tourism
 - Strategies
 - Gain support for new four lane freeway from Greenbay to I75
 - Gain support to finish 131 to Traverse City
 - Regional collaboration and involvement with government officials/state and local
 - Educate Michiganders on importance of access
 - Direct department head of government to have a tourism line item

Individual Objectives and Strategies Sheets II

- Objectives
 - Grow the TV/online advertisements for the international market
 - Expand the print advertising (ex: on a plane, on exported products from MI, in movies filmed in MI that benefit from tax) in reward unexpected places

Promotion, Marketing, and Communications

- Increase the online presence of Pure MI with social/interactive sites or applications
- Create a sponsor program for events like a marathon to advertise to out of staters
- Create a passport-like program in partnerships with hotels
- Objectives
 - Regional collaboration to cross market, cross promote, and or combine efforts to bring in more visitors (i.e., wolverine line 194 corridor)
 - Strengthen/expand the Pure MI website so it's easier for CVBs tourism partners to market their assets and their events, etc. (ability to upload information, to link to social media, to pull statistics on people visiting the Pure MI site who looked into their page) and to broaden footprint of MI.org
- Objectives
 - Track Pure MI advertisement outcomes to encourage increased funding
 - Identify new markets with current visitor information (Wisconsin ?)
 - Increase Pure MI exposure at foreign Delta airport terminals (flying direct to DTW)
 - Create a one stop shopping site for booking northern MI vacations online
 - Continue current creative strategy by industry artists to submit their copy ideas
 - Allocate marketing funds toward convincing MI to improve roads to Traverse City area from the south and to I75 from the Green bay area
 - Out of state, story teller experience/visit/memory story, "my Pure MI"
 - Better integration of technology
 - Communicate events to tourism stakeholders (if we don't know, can't promote)
 - Make tourism 2nd largest
 - Create experiences people don't now they want to do yet
- Objectives
 - Explore new diverse audiences for our radio advertisements
 - Evoke memories that stretch across generations
 - Winter here not Utah or Switzerland (?) besides radio and TV (??)

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Increase ROI to \$4.90 out of state visitors (international at par as a state)
 - Strategies
 - Measure existing market effectiveness (Travel MI)
 - Develop medium plan as results unveiled
 - What is getting visitors here vs. just aware
 - Clearly identify target markets e.g. international needs different exists
 - Find out how people found out about MI and barriers to travel here

Promotion, Marketing, and Communications

- Objective 2: Increase length of stay
 - Strategies
 - Develop itinerary builder feature to MI.org
 - Develop kid friendly road trip, around state, various destinations (east to west, not just north and south)
 - Passport concept
 - Sport teams, discount rate for shoulder date e.g. Sunday 25 room
 - Plan vacation for them, live travel agent or concierge, itineraries by target market
- Objective 3: Develop Pure MI campaign, 42 partners, increase types of MI experiences (e.g. urban, overcome image)
 - Strategies
 - Campaign should visually represent all MI experiences
 - Four seasons, make it easy to get info and get into MI consistently
 - Evaluate what is being promoted and exclusively and push inclusive nature and does site not promote all
- Objective 4: Increase frequency of visits (four season)
 - Strategies
 - Communicate piece to share how to get recreation equal
 - Promotion campaign for four seasons
 - Card (frequent MI visitor)
 - Card to pass to a friend (MI resident to non resident)
 - Cross promotion/databases with variety snowmobiles and shopping centers
 - Highlight some location, four different experiences
 - Give promotion to summer visitor to get them here in winter

Facilitator Notes

- Snowmobile and ATV
- Increase communication
- Cross market opportunities to visitors, extend stay, come to UP travel through, purposeful
- Get people to purposeful
- Increase east west opportunities
- Increase extended stay and for frequency average length of stay...
- Develop campaign for kid friendly road trips
- Four seasons, travel path opportunities, not just north to south, make east to west, passport concept
- Increase frequency
- Mediums, increase 4.9
- Measure effectiveness of existing marketing and communications e.g. number of website visitors

Promotion, Marketing, and Communications

- Are people traveling more, messages relevant to people
- Campaign more representative of all types of MI experiences (Kroger and agriculture)
- Address negative image of MI, urban opportunities, not a singular message, pure fun in theatre
- Experience theme concepts
- Consistent message
- Natural message
- Urban
- Three largest spending counties, increase number top 3 areas themes and concepts
- Target market

Individual Objectives and Strategies Sheets

- Objectives
 - Further promote Pure MI as a four season destination by using media promoting MI's natural resources and recreation
 - Fairly promote regions of the state
- Objectives
 - Experience marketing advertise the experience
 - Focus on creating experiences and themes and stories
 - What is our image, how do we focus our image and portray that Pure MI image, how are we perceived?
 - How do we keep and maintain the experiences for four seasons, really have a planner for all events experiences for all seasons
 - Not just natural beauty, because that isn't everything we have
 - How can we learn from each other in different markets/regionally, nationally
- Objectives
 - Campaign for a kid friendly oratorio
 - Get fit in MI
 - Improve negative image of parts of MI
 - Improve infrastructure exit 675 on off ramp
 - Promote area tournament
 - Strategy: Fit campaign, promote bike riding, canoeing
- Objectives
 - Total communications for all players of Pure MI program
 - Partnership with like organizations
 - Promote your passion and beliefs
 - Secure all available funding
- Objectives
 - How do we get there?

Promotion, Marketing, and Communications

- Attract mediums: online, website, social media, TV, radio,
- How to market internationally
- Retain: service element, activities with all four seasons, visit four times a year and get completely different experiences
- Sponsorships of events (race)
- More partnerships
- Continued use of brand in many MI departments/state communication

- Objectives
 - Increase Pure MI campaign funding
 - Social media: website traffic and ease of navigation
 - Highlight counties that produce most spending
 - Destination collaboration
 - Pure MI brand has become exclusive
 - Mi.org
 - Cooperative advertising
 - Travel north/south vs. east/west
 - Increase awareness

- Objectives
 - All tourist destinations large/small need to be committed
 - Pure MI natural resources, big cities, ethnicities
 - We need to see commonalities, repeat and return
 - Print media, tour creator, billboards, radio, TV
 - International airline magazines, what is MI? How do we get people to go their own way to see the beauty of our state?
 - In Chicago, would half the people say they would go to MI to see ___?

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts I

- Objective 1: Cross promote Pure MI brand with x more organizations/meeting facilities/MI based businesses that protect brand within the tourism industry by third quarter 2013
 - Strategies
 - Provide a Pure MI package that people can share with others as they promote individually
 - Mine tourism database and invite venues and CVBs to join brand 40% participation
 - Involve MI organizations directly related to tourism to support/promote/wear Pure MI brand, especially organizations that are nationally/internationally recognized (sport teams)

Promotion, Marketing, and Communications

- Review who has adopted (insurance)
- Sell MI first, city, organization
- Objective 2: Increase international efforts from 3% to __ by 2017
 - Strategies
 - Create Asian/far east office/staff
 - Develop cross cultural materials
 - Develop messages beyond Detroit MI based organizations who w/c international to support Pure MI
 - Offer sales mission to MI advertisement partnerships
 - Utilize effective means of communication in other countries to target international markets use what appeals to their interest
- Objective 3: Increase ROI from \$4.9 to \$6 by 2017
 - Strategies
 - Increase length of stay visitors through __ in the markets (fish people)
 - Three different experiences, river, lake, and multi seasonal
 - Measure market effectiveness and gap between awareness and action
 - Conduct survey at end of campaign and record results for ROI and brand recognition
- Objective 4: Increase branding messages beyond existing toward greater than niche markets (festivals, culture, arts, harvest, waterways, etc.)
 - Strategies
 - Develop partnerships with areas and specific organizations specialized in these niche markets (charters, boat, hunting) CVBs
 - Website more creative
 - Partnerships develop affordable partner opportunities
 - Life expectancy of Pure MI? When and how is the concept and message evaluated?
 - Diversity marketing plan to include GLBT, black, Hispanic, Asian

Facilitator Notes I

- Vision, four season experiences, increase business travelers
- Market MI's affordability
- Collaboration, study types of partnerships and reason why
- Evaluate market effectiveness (Facebook, Twitter, etc.)
- 21 and up leisure travel (non resident)
- Non residents greater than residents for the first time (54% are us)
- Partner with service side
- Increase ottio? (4%) 25/75 business/leisure split
- 53% region aware Nov-Feb
- October decrease

Promotion, Marketing, and Communications

- 28 national aware
- Increase NE, NW, UP %
- Increase desirability of MI as a destination (28 current)
- 79% auto, 40 VFR, 34 vacation, 50% paid hotels is staying FR
- Get MI resident to promote and reward them, portrait of the average traveler, develop sales force, call a friend
- Increase international travel, train people in languages (BRIC)
- Increase rank from 28 to 10
- Increase Kent City percent
- Pure MI merchandise, blog, YouTube, Flickr, Facebook, Twitter, etc.)
- Increase ROI
- Create campaign that overcomes barriers of why not MI
- Increase rank from 14th in leisure
- Website to be enhanced (8.6 million hits/14,000 listings)
- MI travel ideas
- Increase percent multi season appeal
- Return visitors length of stay, create campaign, no need to go south, spend spring break with us
- Measure impact of these experiences (3 previous bullets)
- Study if we deliver what we say, national image
- Collaboration/partnerships
- 42 partners (match)
- Advertisement partner (MIS, Coke)
- Makes sense to partner with those who serve similar markets (Delta, Florida, or other state)

Individual Objectives and Strategies Sheets I

- Objectives
 - Visual sites recorded from past visitors
 - Higher ranking
 - More money reasonably spent on MI advertisements
- Objectives
 - Attract more out of state travelers that spend more
 - Increase advertising to older travelers
 - Try and attract work with publications in different countries, grow more China, Brazil, in travel
 - Increased ranking to top 10 from 28
- Objectives
 - To gain placement on places that are visited by national and international travelers
 - Change the opinion of MI (our reputation of failing and desolate etc.)
 - To become known nationally such as Vegas campaign

Promotion, Marketing, and Communications

- Focus on certain things about MI such as landmarks, places etc. (ex: Statue of Liberty)
- Objectives
 - ROI to \$7.5 (double)
 - Portrait top 10 (top 20 at least)
 - National awareness, 75% (regional 90%)
 - Spending to \$20 billion
- Objectives
 - Increase intent to travel to MI for leisure Longwoods measure
 - Increase ROI of advertising to \$7 for every dollar
 - Track the share-ability of current visitors and reward those that encourage others to visit
 - Develop MI loyalty program with states Great Lakes. Measure effectiveness with number of loyalists within target areas
 - Raise level of MI tourism assets throughout the south and southwest target year 1-3 goals
 - Strategy: loyalty program with neighboring states
- Objectives
 - Increase number of social media outlets, number of likes, Tweets, followers etc.
 - Expand the Pure MI campaign to...
 - Increase involvement in USA campaign
 - More collaborations with regional states to promote the region to other international countries

Flip Charts II

- Objective 1: Increase awareness from __ to __ of both regional and national numbers
 - Strategies
 - Invest into the Pure MI campaign. Funding need to continue. Governor and legislators have to believe in the campaign
 - Collaborate with regional and national organizations to build relationships and cross promote(e.g., art museum with NY Whitney?) (e.g., regional consertive (?) effort, seems hidden) Do a cross promotion with Florida we'll send you ours if you send us yours
 - Invest in marketing Pure MI social media, invest in encouraging sharing, existing heavy focus on TV and radio, how to increase other mediums (especially social media, engaging, not just number of fans)
- Objective 2: Increase ROI investment from \$4.90 to \$6.99
 - Strategies
 - Promote more activities that have a higher ROI, boating, fishing, city travel

Promotion, Marketing, and Communications

- Promote culture and cities along with woods and water
 - Broaden awareness of regional assets with segmented campaigns that directly ties into Pure MI brand (e.g., Holland, Dutch influence)
 - Advertise to out of state hit the hot states. South, Midwest, for summer travelers. Out of state travelers spend more money
 - Improve awareness of ease of travel to and around MI
 - Show more of what to do in the state. Where many would be spend (ex: art festivals, events, concerts, etc.)
- Objective 3: Improve negative reputation of MI (measures)
 - Strategies
 - Encourage people to become MI fans! Loyalty program with visitors and locals
 - Do a campaign about the state showing the good things about all of the state Business moving to the state, Google, Dell, etc.
 - Further promote the natural beauty, family friendly and unique experiences MI has to offer
 - Honestly embrace challenges and define the unique attributes of the transitional/innovative spirit. What does it mean to live, work, and create in MI?
 - Embrace MI cities
 - Do side campaign to highlight “good” local things going on. Revive cool cities
 - Show, embrace, and feature some of the negative cities. Feature them in some advertisements, instead of golf courses
 - Objective 4: Increase position from 28th preferred leisure location to top 10
 - Strategies
 - Chose 5-10 focused activities/themes and build consistent messaging (fine dinners, snow sports, arts and cultural institutes, great lakes, water sports, etc.)
 - Show the musts you have to see like statue of liberty in NY. What should be on MI’s bucket list like Traverse City and Tahquamenon Falls
 - Promote concept play on words. Tackle the reality for many outside MI that this is “flyover” country or to pass by on Indiana toll road
 - Focus on MI as popular, cool TV show, cool movie, cool family, etc.

Individual Objectives and Strategies Sheets II

- Objectives
 - Increase international visitation/reach to the top 5 international markets BRIC, UK, Germany, France
 - Increase market share in IL and OH markets
 - Increase state promotional budget for greater reach, make it comparable to IL
 - Create better partnerships with MDOT for signage and aesthetic
 - Involve Travel MI and individual DMOs in travel outreach

Promotion, Marketing, and Communications

- Objectives
 - Grow the ROI to \$6
 - Multi-lingual website/landing pages
 - MI business industry need to embrace the Pure MI brand as their own
 - \$50 million secure revenue stream
- Objectives
 - Four seasons of festivals of events
 - Promote MI as “fun” and memorable, exciting
 - Creative partners
 - History heritage harvests, arts, unique waterways
 - International events (Cherry Festival)
- Objectives
 - Increase international efforts in Japan, UK, Brazil, Germany
 - Strategies
 - Partnership offer travel agent visits (sales mission) to foreign target markets for all advertising partnerships
 - Approach auto compay in MI for cross branding opportunities
 - Provide foreign language translation services to DMOs
- Objectives
 - Increase brand Pure MI recognition from surveys (regional and national) by 5%
 - Cross promote Pure MI branding with all state and county CVB organizations by 3rd quarter 2013
 - Cross promote Pure MI brand with all meeting facilities in state by third quarter 2013
- Objectives
 - Provide more niche marketing opportunities regionally (fishing, hunting, recreation sports)
 - Make information for travelers more readily available once they arrive to MI (follow up to the brand website!)
 - Large MI companies embrace Pure MI and organizations

Other Objectives

- Increase intent to travel or leisure travel
- Increase engagement of tourism organization from 14,000 to 20,000
- Increase brand recognition regionally and nationally by 5%
- Increase shoulder seasons (Oct-Feb)
- Increase market share in Midwest states from (let DMOs engage in regional Pure MI/Travel MI activities)
- Increase MI resident involvement (website, Facebook, twitter, etc.)

Promotion, Marketing, and Communications

- Increase initial travel to MI from __ to __
- Increase awareness to south and southwest regions and increase visitor ship (places too hot in the summer time from __ to __)

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Secure funding for promotion that addresses necessary increases as the market place dictates (X% of gross to promotion)
 - Strategies
 - Increase funding in \$5 million increments based on ROI results
 - Lobby legislation set up an increase in funding
 - Money to help with marketing all levels
 - Develop accepted percentage of tourism spending to go directly into promotion
- Objective 2: Keep websites up to date and revise search to enable consumers to search by specific location
 - Strategies
 - Training on effective marketing
 - Focused message
 - Develop and disperse best practices for websites
 - Do not let mi.org be dollar driven, allow visitors to drive information
 - Focus on regions
- Objective 3: Define product and market and connect in order for vertical markets to communicate
 - Strategies
 - Regional marketing as an economic development tool restore EDCs
 - Update websites all entities keep current
 - Target markets for UP: Milwaukee, Madison Chicago, Minneapolis, Des Moines, Omaha
 - State "Pure MI" advertising in product/trade magazines
- Objective 4: Increase air travel to the UP by 25%
 - Strategies
 - Set up partnerships with carrier to plan package flights to and from other destinations to UP
- Objective 5: Marketing to out of state user fees
 - Strategies
 - Online offer to purchase
 - Offer promotion to neighboring states for state user fees

Promotion, Marketing, and Communications

Facilitator Notes

- Secure funding for promotion that addresses necessary increases as the market place dictates
 - X % of gross to keep adequate promotion
 - Establish a formula
- Keep site updated (mi.org and all regional and local sites)
- Site should not be dollar driven; revise mi.org so specific information based on consumer choice
- Stickers, window decals, make available onsite
- Increase neighbor states through deals for those regional states. Promotion approach for out of state fees
- Define product and market and connect. Are entities approachable? Effective and specific communication into vertical markets
 - Develop variety of mediums
 - Develop communication
- Economics of place and focus on message
- Better define what we offer
- Look at LP and UP separately before combining. Two prong approach to marketing
- Increase air travel to the UP by 25% increase

Individual Objectives and Strategies Sheets

- Objectives
 - Secure funding that addresses necessary increases in the market place
 - Leverage a MI product to incorporate the brand
- Objectives
 - Update web Pure MI and faults
 - Area for international markets
 - Keep forward attitude as changes
- Objectives
 - Increase neighbor states visitor number
- Objectives
 - Stickers on business doors listed website and QR codes
 - Newsletter for the business
 - Choose a liaison to facilitate partnerships in a town and region etc.
 - Get airports to offer service from certain areas to our smaller airports. Get sticker on plane
 - Increase air travel to the UP

Promotion, Marketing, and Communications

- Objectives
 - Offer user programs to neighboring states. Promotion approach
 - Make site more visitor friendly, don't let it be user fees and dollar driven and remember the visitor may know nothing about MI
 - Continue to fund Pure MI
 - Help make partnerships available in more rural areas
 - Better integration with local small business
 - Capture next tier of states
 - When capturing data look separately at UP before combing all data to insure entire state needs are met (no representation from west end on this project)

- Objectives
 - Define market, product, who is responsible to connect the two, funding
 - Ask Tom

- Objectives
 - Participate with all local entities that are actively marketing or have started an ad campaign
 - Training on effective marketing
 - Money to help with marketing
 - Place making, economics of place, quality of life issues, attraction focused message to get people to want to live, work, and play in our region
 - Regional marketing as an economic development tool
 - Focused message like "wilds of MI" carried to the cities and towns etc.
 - Strategies
 - Training on effective marketing
 - Money to help with marketing

Public Policy and Government Support

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective: Improve understanding of our legislators of the importance of funding a viable, nationally recognized tourism industry by funding the goals of 5 year plan
 - Strategies
 - Develop a regional lobby effort to influence legislature
 - Encourage local governments to fund tourism (based on a tangible*)
 - Go straight to Lansing to push for more tourism funding and lobby them in local area
 - Chambers, EDAs, and local government adopt resolution to support improved tourism initiatives

- Objective: Require applications for state funded projects to ascertain if the project will have a positive, neutral or negative impact on tourism
 - Strategies
 - Require all projects that contain state funding to consider the projects impact on tourism (+/-)

- Objective: stop all legislation that negatively impacts our natural resources since tourism relies on them
 - Strategies
 - Complete a study to show impact of natural resource protection/destruction impacts on tourism

- Objective: Lobby Lansing to leave the MI DNR trust fund for its current use: land acquisition, campground upgrades, local government projects, and not controlled by the state legislature
 - Strategies
 - Lobby Lansing to keep hands off MDNR trust monies that currently go to natural resources

- Objective: Create a tourism department. Get buy in of tourism industry, create a department of tourism by 2020 for the third largest industry and MI's rankings would increase
 - Strategies
 - Create a department of tourism (smaller departments)

- Objective: Make MI a top 5 state in terms of tourism spending by visitors
 - Strategies
 - Increase Pure MI funding to 60 million- create 20,000 jobs

Public Policy and Government Support

Individual Objectives and Strategies Sheets

- Objective: improve the understanding of our legislative branches the importance of funding a viable tourism industry by funding the goals of the TC 5 year plan
 - Strategies
 - Chambers, EDAs, and local government to adopt resolutions to support tourism initiative
 - Develop a regional lobby effort to influence legislature
- Objective: Lobby Lansing to leave the MI natural resources fund for its current use and not controlled by the state legislature
 - Strategy: push state government to increase promotions fund each year

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Objective: Better educate township, municipal, and county government officials
 - Strategies
 - Utilize chambers and CVBs to effect local policy changes
 - Schedule at least one presentation to local government boards on an annual basis
 - Host property tours for local government officials
 - Provide print articles for local government publications
- Objective: Engage in more industry wide lobbying activities at local, state, and federal levels
 - Strategies
 - Develop relationships with lobbyists whose views match tourism goals
 - Coordinate industry stakeholder lobbyist/government relations personnel strategies and activities
 - Host candidate forums/mixers
 - Grade officials on travel friendly performance
 - Support election/retention of tourist friendly representatives and senators
 - Comp elected officials to industry related events
- Objective: Provide tools and education to industry members regarding how to support lobbying efforts
 - Strategies
 - Develop contact list
 - Develop messaging
 - Encourage constituent visits
 - Provide toolkit that facilitates the process

Public Policy and Government Support

- Objective: Work in partnerships with chambers, CVBs, and businesses to develop policy statements geared towards tourism
 - Strategies
 - Disseminate policy statements to local businesses and papers
 - Identify other sectors policy interest that overlap with those of tourism industry and provide quid pro quo support
- Objective: Created a hit list of regulatory tax and zoning barriers at all levels in the travel and tourism industry
 - Strategies
 - Gather real life horror stories
 - Research common sense solutions
 - Advocate for change
 - Recommend a solution
- Objective: Choose simple goals which enjoy broad industry support and unite the industry
 - Strategies
 - Hold series of statewide forums to identify simple, unifying industry goals for policy makers
 - Market goals through trade association CVBs and chambers
- Objective: Utilize government relation personnel at utilities (DTE, Comcast, etc.) to praise/fight for tourism initiatives
 - Strategies
 - Create contact list
 - Match companies that could work together on efforts

Individual Objectives and Strategies Sheets

- Objectives
 - Create a travel and tourism caucus at all units of government through education and information
- Strategies
 - Make presentations to township county and municipal boards
 - Host travel and tourism hosted tours for township, municipal and county officials
 - Publish articles in government association publications
- Objectives
 - Work with chambers and CVBs to develop policy statements geared toward tourism
 - Utilize government relation personnel at utilities i.e. DTE, Comcast, etc. to praise/fight for tourism initiatives
 - Leverage grassroots environmental groups for camping and boating

Public Policy and Government Support

- Leverage trade associations, private/public, camping, restaurants, RV, biking
- Develop relationships with lobbyist whose views match industry goals
- Work with state representatives, congressman to support vision (township, municipal, county)
- Objectives
 - Engage in more industry wide lobbying activities at local, state, and federal levels
 - Support election/retention of tourism industry-friendly state and federal representatives and senators
 - Give George a raise and boost his travel allowance budget

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Create a toolbox to educate people on how to work with legislators with successful examples
 - Strategies
 - Develop a “lobbying for dummies” publication. How to communicate with staff, how to communicate with legislator
 - Create a lobbying mentor list and how to step by step process in the handbook and have learning sessions for the industry
- Objective 2: Provide access to research including data from other states and ties back to ROI
 - Strategies
 - Utilize universities research grad level students as part of class or thesis
 - Partner with non traditional partners (AT&T, Consumers, Dow GM, Ford)and get their research information and experiences
- Objective 3: Statewide plan for tourism development (brick and mortar) regional development with statewide oversight
 - Strategies
 - Convene meetings like these with industry folks
 - Develop a strategic plan for the heritage route programs and identify themes and stories for each
 - Assure collaboration efforts to encourage access to departments that can provide brick and mortar improvement
 - State of MI tax form, check off to donate
- Objective 4: Encourage Travel MI to become a state department concentrating on marketing and asset development; engage corporate partners

Public Policy and Government Support

- Objective 5: Engage legislators to attend governor's conference on a complimentary basis
 - Strategy: may have to offer incentives
- Objective 6: Develop a statewide tourism orientation for all new legislators (organized tour of entire state)
 - Strategies
 - All legislator to under go an orientation in four main sections of the state (the UP, western, southeast, and traverse city)
 - Needs incentives
- Objective 7: Ensure there is a balance of marketing woods/water and urban tourism
 - Strategy: Increase Pure MI ads to focus on urban experiences
- Objective 8: Create a reporting environment of sales tax revenue by zip code
 - Strategy: research to show that dollars are worth investing (ROI)

Individual Objectives and Strategies Sheets

- Objectives
 - No long term plan for the state
 - How does the travel experience and destinations fit in to a state list of priorities
 - Create a sense of place
 - Strategic plan for heritage routes
- Objectives
 - Sales tax
 - Research other successful tourism states to show legislators the dollars and numbers
 - More working tougher to provide large picture tourism packages (museum pass, music tour of Detroit, jazz sites, Motown, electronic, others)
 - Dedicated funding line not dependent upon who is in office
- Objectives
 - There has to be buy in from legislators. Need stability
 - Should be a great emphasis on urban tourism for buy in
 - Tourism should be a department
- Objectives
 - Send thank you messages when legislators pass tourism-friendly laws
 - Actively communicate with members and their staff members by actively participating with them both when you are looking and not working on legislation
 - Partner with non traditional partners I.e. AT&T, Consumers Energy, and Dow Chemical

Public Policy and Government Support

- Objectives
 - Provide the industry with legislative toolbox “lobbying for dummies” and educate them regarding legislative lobbying protocol
 - Invite legislators to attend the governor’s conference on tourism on a complimentary basis to increase their industry understanding and celebrate the industry’s successes

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Establish a regional tourism council in each of the ten MEDC districts
- Strategies
 - Regional tourism forum: annual
 - Being at the top, with meeting of department heads and possibly travel leaders- ag, MEDC, roads, DNR, etc. at regional level by 2013
 - Economic impact states to support issues
- Objective 2: Educate members of the tourism industry on how to communicate with government officials through the establishment of a central training program by 2014
 - Strategies
 - Employ existing MSU extension educators to educate public policy makers
 - Have regular scheduled meetings or forums with all stakeholders
- Objective 3: Increase elected officials participation in the governor’s tourism conference. Minimum of one elected official per 83 counties
 - Strategy: state tourism conference, regional conferences

Individual Objectives and Strategies Sheets

- Objectives
 - Increase marketing dollar available
 - Share economic impact metrics with legislature so they have an understanding of TOR in the tourism industry. We take it for granted
 - Make regulations more user friendly
 - Create networks between all levels of government for cross marketing
 - Strategy: create an umbrella agency to facilitate cross marketing and information sharing between all areas of government
- Objectives
 - Educate public policy makers to importance of travel and tourism
 - Convene annual meetings for federal, state, and local units of government
 - FAM trips to local attractions for above

Public Policy and Government Support

- Focus regional efforts on identifying and barriers to growth, defining specific objectives
- Strategy: educate
- Objectives
 - Encourage collaboration between different parts of our government, so travel bureau knows what road commission is doing. So roads know what travel seems important so travel destinations can by local agriculture etc. Create meetings that get groups together on a regular basis by 2013
- Objectives
 - Create regional tourism boards to communicate and educate our state representatives
 - Create opportunities to meet in an informal face to face exchange of ideas and philosophies of the tourism industry
- Objectives
 - Educate
 - How to communicate with elected officials
 - Engagement is a two way street
 - Understanding and respect for importance of both
 - Be involved with elected officials
 - Ongoing as issues arise
 - Challenge term limits
 - Continuing education

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: develop (or build) the capacity of travel industry representatives to understand and communicate the impact of the travel industry on the state to policy-makers
 - Strategies
 - Advocated for 3 questions rule (1. Illegal or immoral, 2. Invest or jobs, 3. How to help)
 - Prepare annual scorecard for elected officials
 - Pure MI provide credible data on economic impact of tourism (sortable and relevant to all sectors) to all industry stakeholders annually
 - Continue industry collaboration to present a unified voice
 - MEDC and Travel MI give app download to communities who have attractions in their community
 - Create accepted, credible standards for industry measures

Public Policy and Government Support

- Convene/annual T and T conference in each of 10 MEDC regions for policy makers
- CVBs/chambers sponsor quarterly FAM trips for policy makers
- Establish a credible place to make the case for industry importance
- Adopt a policy maker program TICOM
- Identify associations to train local industry stakeholders on how to effectively engage policy makers by 2014

Facilitator Notes

- Educate industry the travel impacts of the travel industry
- Build the capacity of the travel industry representatives to ...?
- Identify industry partners on all levels of government
- Create and adopt a policy making program (?) industry members at all levels and encourage interaction (?)
- Educate our selves
- Educate the public policy makers, sponsor trip
- Provide tools and resources to industry leaders to effectively engage policy makers- data and knowledge

Individual Objectives and Strategies Sheets

- Objectives
 - Identify the industry partners on every level (i.e. local, regional, and state)
 - Provide evidence to policy makers that the industry provides jobs and revenues to each level
- Objectives
 - Educate public policy makers “they don’t know what they don’t know”
 - Develop scoreboards grading public policy makers to demonstrate support for T and T industry as a tool for economic development
 - Preach the 3-question rule for public policy makers (illegal or immoral, investment or job creation, what can I do to help?)
- Objectives
 - Provide the industry with credible data and research on the economic impact of the travel industry, industry trends, and opportunities
 - Create an adopt a legislator program pairing lawmakers and industry leaders. Ditto for local officials
- Objectives
 - Provide tools to industry leaders. A third party source showing relevant economic strategy impact data that is broken down by industry, geography, etc.
 - Educate industry stakeholders on how to effectively engage policy makers

Public Policy and Government Support

- Provide tools and resources
- Strategy: knowledge of how to effectively engage third party data on economic impact
- Objective
 - Educate the industry on the impacts of tourism to the MI economy, quality of life, place for business

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Define the industry (primary and secondary members)
 - Strategies
 - Design online questionnaire which helps identify tourism partners and stakeholders
 - Work within MI department of revenue or database company to obtain list of tourism beneficiaries businesses (SIC codes)
- Objective 2: Educate the industry (size, nature, diversity, etc.)
 - Strategies
 - Provide the industry with electronic alerts to policies and legislation that does or could impact their business (include letter templates for industry to write their legislature/policy maker)
 - Seminar session at tourism conference on how/what to discuss with your legislator
 - Provide the industry with the ROI and relevant data to use when attempting to influence legislator/policy makers and make the case for support
 - Create an education and certification program for industry workers on MI's tourism
- Objective 3: "Grade" current policy makers on their industry knowledge/support
 - Strategies
 - Create a public policy committee to list issues
 - Hire lobbying firm to separate legislators into four groups: no support, less support, more support, secure support (also by industry sector)
 - Issue annual report on tourism related legislation voting record
- Objective 4: Educate policy makers about industry (based on grade)
 - Strategies
 - Invite elected officials to tour and spend time in destinations/on activities
 - Specific focus on legislators who want less or no support, find industry supporters to help encourage their legislators to support

Public Policy and Government Support

- Meet individually with legislators who support to find out how they could support at a greater level
 - Host industry meet and greet continually in Lansing (industry-wide)
 - “Pints and Politics” or breakfast events, host informal conversation events for businesses to talk with local and state policy makers
 - Determine what few components to grade has to be understood
- Objective 5: Clarify access to and usage of trails (motorized versus non-motorized) for all users (all origins, abilities, etc.) and other multi-use areas
 - Strategies
 - Signage of use, international symbols
 - Cross country skiers also

Facilitator Notes

- Policies and laws that don't put limits on use and growth
- More winter
- Educate equipment and empower/educate/raise awareness of policy makers re. size and extent and diversity of tourism industry
- Motorized vs. non motorized trails, clarify access/usage (all users)
- Define the industry (10 +20)
- Educate industry, state and regionalized research and relevant policy. MI wide version of CTA letters to invite legislators data toolkits share social media
- “Grade” policymakers on current stance re tourism, identify specific, most relevant policy makers and key industry liaisons

Individual Objectives and Strategies Sheets

- Objectives
 - Identify the specific policymakers (group) and tourism supporters that associate with them
 - Create ongoing communication mechanism
 - Survey group to see what ROI they want to see
 - Orchestrate events to share ROI with group
 - Survey group to see who supports at level, less level, connect level, greater level (?)
 - Find out who supports member of group who supports at no level ? less level
 - Work with those supporters to encourage no support/less support to move to current support level
 - Work with current support group to move them to greater support
 - Basically repeat the same process of identifying and encourage to participate with key constituents and supporters of each member of the group
 - In other words, all politics is local. Locals provide the justification. Create specific supporting material for each policy maker to be shared by the supporter/key constituent

Public Policy and Government Support

- Objectives
 - Educate industry, ROI data, industry imparting policy/legislation, MI tourism education
 - Equip industry
 - Educate, equip, empower
 - ROI data, conferences, invitations to policy makers to events, invitations to partners to industry meetings, toolkits for sharing facts/data, sharable social media data
- Objectives
 - Invite and encourage elected officials to attend Travel Commission meetings in their districts
 - Invite elected officials to tour and spend time in top destinations in MI
 - Encourage travel partners to join legislator's social media pages
 - Share tourism impact with local legislators
 - Meet quarterly with elected officials to share news and information in travel industry
 - Send handwritten thank you notes to legislators when tourism related bills are passed
- Objectives
 - Not to make laws to inhibit opportunities for growth of your industry (ex: outdoor recreation, how to make areas available for both non motorized and motorized activities)
 - Forms of revenue both public and government agencies to make them sustainable but also a better value than neighboring state activities

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Enhance current coordinated lobbying efforts at all levels of government
 - Strategies
 - Coordinated association efforts
 - Identify the tourism related economic industries for each legislator and their related districts they represent
 - Seek out all legislative officials and keep them informed
 - Make issue a priority at tourism conference and workshop
 - Identify a legislative task force of key individual leaders to meet with legislators and governor on initiatives and tourism goals
- Objective 2: Develop a system for industry to educate their employees about tourism to impact their decision making
 - Strategies

Public Policy and Government Support

- Develop a training module on website for industry employees i.e., customer service enhance experience
- Continue to enhance hospitality programs
- Tourism ascriber?
- Objective 3: Identified tourism platform prior to elections and require policymakers to address/respond to pre-election
 - Strategies
 - Host forums and inform legislators of Travel MI
 - Identify key issues
 - Candidate surveys, publish results to investors
- Objective 4: Increase public awareness of impacts of tourism on the economy
 - Strategies
 - Emeril's (?) to customs of Travel MI
 - Develop and fund Pure MI education advertisements that support the economic impact of tourism to the MI voting public
- Objective 5: Increase the use of and identify opportunities to share the good news about Pure MI and tourism data/facts
 - Strategies
 - Governor address at local events
 - Share STATs then social media (staff meeting, association meetings, events)
 - Involve yourself in communities

Facilitator Notes

- Engage and enhance current industry to communicate with legislators through a coordinated lobbying effort at all levels of government
 - Educate members for who to vote for
 - Encourage members to vote for those
 - Employers and employed by hospitality, identify leaders in support of tourism and
- Encourage industry to educate staff about issues
- Provide tools, information on an on-going basis
- Identify a tourism platform of issues that elected folks are required to address pre-election
- Increase public awareness of economic impact of tourism to impact public policy decisions
- Establish a tourism PAC strategy
 - Identify and seek opportunities to get the message out, constant repeater, ride the momentum
- Increase the use of Pure MI of campaign marketing materials facts by industry

Public Policy and Government Support

Individual Objectives and Strategies Sheets

- Objectives
 - Provide tools for industry to talk with stakeholders, talking points, media releases

- Objectives
 - Consistent use of opportunities to spread the news of Travel MI on a daily basis
 - Use any event in a community to talk of Pure MI and all the positive statistics
 - Be active in engaging in conversation with legislatures or political individuals

- Objectives
 - Tourism group promote and support leader that support tourism needs
 - Educate and inform of data to leaders
 - Identify key leader and government issues

- Objectives
 - Engage industry at all levels to communicate with their respective legislators, lobbying efforts
 - Establish an industry PAC
 - Educate public on economic impact of the industry, the numbers
 - Make issue a priority at governor's conference

- Objectives
 - Identify a tourism platform of issues that elected legislators are required to address pre election
 - Identify a legislative task force of key private industry leaders to meet with legislators and governor on initiatives and tourism goals
 - Identify the tourism related economic industries for each legislator and their related areas they represent

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Create a travelling ambassador program to educate and inform local policy makers
 - Strategies
 - Solicit potential ambassadors, establish ambassadors zones, determine compensation opportunities
 - Regional ambassador schedule visits to government meetings
 - Travel commissioners create regional ambassadors

Public Policy and Government Support

- Objective 2: Better educate legislators on jobs/careers available within the tourism industry
 - Strategies
 - Invite legislators to experience a day and how problem solver, front desk/customer service can cross over to other careers/jobs
 - CVBs assess their community and notify all appropriate policy makers. Invite policy makers to events that are also marketed to tourists
 - Encourage local governments to create local advisory committees
 - Invite legislators for a site visit to show them one on one how the property totally works
- Objective 3: Subscribe to policy makers' social media sites
 - Strategies
 - Identify pertinent policy makers and which social media they use
- Objective 4: Expand media coverage
 - Strategies
 - Clear, concise, objective, informative press releases to all media and policy makers
 - Send out public relations to media to get coverage. Have close relationships with different companies
 - Create list of regional experts and get to media
- Objective 5: Engage more employees at all levels in grassroots action
 - Strategies
 - Sandy's idea: software to make it easier for stakeholders to contact their legislators (pre-crafted emails that only require name and address to send to legislators in the form of an email)
 - Create a list of industry issues
 - Tourism segments appoint volunteers to speak at government meetings
- Objective 6: Streamline accessibility to policy makers via listservs with data/information to support messages
 - Strategies
 - Contract with website administration to develop self editing listserv
 - Create email list of potential advocates
 - Solicit members of the industry to be included

Facilitator Notes

- Traveling ambassadors. Stop at government meetings, local municipalities to educate leaders
- Individual leaders meet with policy makers to educate importance of tourism industry
- Establish and maintain with key decision makers at all levels of government

Public Policy and Government Support

- Create relationships and assist with information behind decisions
- Always provide legislators with honest and objective data and facts
- Network to stream facts to decision makers at all levels
- Create self editing listserv to feed decision makers and generate stats
- Better education legislators on jobs and careers that industry supplies and creates data/information to support
- Subscribe to policy makers social media sites. Be aware of what policy makers are saying
- Expand media coverage
- Engage more employees at all levels in grassroots actions
- Develop state specific pre-constructed letters to send to legislative members and policy makers
- Streamline accessibility to access policy makers

Individual Objectives and Strategies Sheets

- Objectives
 - Bring to the attention of our policy makers how important tourism is to us for our community to survive
 - We have very few other industry employers
 - Must start at the local level
 - Don't forget that every person has the power to influence you don't know who knows who
 - Strategies
 - Invite legislators to experience and how cross overs to other jobs
- Objectives
 - Traveling ambassadors
 - More media coverage of value of industry
 - More statistics or jobs created. Particularly higher paid jobs
 - Make industry more year-round
 - Strategies
 - Local government create committees to advise
 - State create email list of potential advocates
 - Travel ambassadors schedule meetings with government meetings
 - Travel commission create regional ambassadors
- Objectives
 - We all need to do this
 - Industry leaders need to meet with their policy makers at all levels to support us in the travel industry we need to educate some policy makers on what we do and how important the tourism industry is to the state of MI. Many jobs have been and will be needed more and more as the busier we get
 - Strategies

Public Policy and Government Support

- Invite legislators for a site visit to show them one on one how the operation works
- Objectives
 - A self editing listerv create a tourism stakeholders names and emails
 - Engage more employees at all levels in grassroots actions (calling and email legislators)
 - Strategies
 - Contract with website developers to create listserv (self-editing)
 - Sandy's idea (software that enables people to send legislators emails/messages by simply entering name and zip code)
- Objectives
 - Solicit potential ambassadors. Establish zones and determine compensation opportunities, create job description
 - CVBs assess their community and notify all appropriate policy makers, invite policy makers to events that are marketing to tourists
 - Identify pertinent policy makers + which social media they use
 - Clear, concise, objective information to all media and copy to policy makers
 - Solicit members of industry to be included
 - Strategies
 - Provide clear reporting to policy makers regarding local initiatives that bear impact on tourism in your area
 - Consider the impact of fracking on the image of MI and its tourism industry
 - Subscribe to policy makers social media sites and establish relationships with liaison staff
 - Be consistent in contact levels and reporting
 - Inform policy makers about pros and cons of issues with integrity and objectivity

Research and Technical Assistance

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Support the coordinated research needs for all the goals of the plan
 - Strategies
 - Before end of strategic plan
 - Each “goal team” clearly identifies research need
- Objective 2: Make information available to appropriate industry partners via an online resource
 - Available free to CVBs and for sale to others
 - Fee structure for access to data and reports
 - Strategies
 - Make database searchable and intuitive
 - Charge MEDC with research department with conducting tourism research
 - Identify universe of potential private/public partners (data)
- Objective 3: Assessment of current research resources (organizations and institutions)
→ Acquire, analyze, and disseminate... Identify resources for research information

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Comprehensive information database (GIS)
 - Connect research and projects with database needs- build comprehensive GIS database. Subdivide by interests
 - Expand interactive kiosks. Keyword searches with driving routes
- Create a subsystem to move people off the interstates (wine tours, blue highways)
- Increase awareness of MI geography and key land mark features (bridges, lighthouses)
- Translate existing data into a more consumer-friendly form for industry
- Understanding of what data is collected at what level (current at state level)
- Holes in existing data and varies by type
- Organizations to do a better job of record keeping
- Increase perception/understanding of collecting and sharing data
- Communication and coordination of shared data, local and state
- Expand collaboration at regional and state levels to collect and communicate information at local scale that can be scaled up to regional and state level
 - Quality standards for information collected and communicated up the ladder for local businesses
 - Understand what is being collected at the state level in what form and how communicated by the industry

Research and Technical Assistance

- Data all same wave length up to down and down to up

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: determine what the industry's most urgent research needs are
 - Strategies
 - Develop and deploy an online survey to identify and prioritize data/research needs
 - Share specific data collected by individual businesses to data pool tourism development
- Objective 2: Determine who and where research data will be collected, disseminated, and managed
 - Strategies
 - Pure MI intraweb "log in" industry data
 - Pressure MSU to assume the role under its responsibility as a land grant institution
- Objective 3: Develop a monitoring strategy to make this resource self-sufficient
 - Strategies
 - Distinguish between data and research freely available to industry from data and research that's pay to play
 - Pay to play- give data to get data
- Objective 4: Tourism benchmarking beyond marketing data and info
 - Strategies
 - Use shared data... guide per site content and ads for needs as communicator by travelers
 - Conduct benchmarking research on: visitor satisfaction, national and international awareness, variety of tourism attraction inventory

Individual Objectives and Strategies Sheets

- Objectives
 - Pure MI intraweb Travel MI
 - Ingoing and outgoing data, supplied from travelers to industry partners to create norms
- Objectives
 - Determine what the industry's most urgent research needs actually are
 - Identify who and where research data will be collected and disseminated

Research and Technical Assistance

- Develop a monetization strategy to make this resource self-sufficient
- Objectives
 - Leverage university partnerships engage MSUE in helping to coordinate
- Strategies
 - Engage faculty in meaningful ways to assist with this. Provide funding
 - Encourage support faculty collaboration

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Develop a database
 - Strategies
 - Solicit professionals: RFP plan
 - Define database parameters
- Objective 2: Identify current customers
 - Strategies
 - Survey ask what they want and develop plan for giving it to them
 - Clone customer base
- Objective 3: Define tourism by SIC code
 - Strategies
 - Have MI Department of Treasury provide specific numbers by SIC by county, by quarter
- Objective 4: Pay to play, anonymous
 - Strategies
 - Create a model of dollars and database contribution
 - Economic impact studies by region, type, season

Individual Objectives and Strategies Sheets

- Objectives
 - Develop a database where information from individual businesses may be submitted and aggregate results disseminated for statistical and comparative purposes
 - Strategy: Only participants receive results
- Objectives
 - Define who/what is tourism
 - Begin with existing social networks

Research and Technical Assistance

- Michigan Department of Treasury, SIC (?)
- Objectives
 - Identify current customers
 - Find more like them
 - Solicit professionals, RFP plan
 - Pay to play with data
- Objectives
 - What is tourism?
 - What is goal of research and technical assistance?
 - What are we researching?
 - What data is being collected, and for whom?
 - Define who our research is going to use provided to, define what data we want to collect
- Objectives
 - Talk to local agencies/businesses to get information on specific demographics (not in season)
 - Where people are coming from
 - What they are spending and on what
 - Industry pay per job

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Establish a governance agency to commission and deliver the RTA work by March 2013
 - Strategies
 - What should the Travel Commission's role be?
 - Approach state of MI/MSU/etc. with proposal
 - Identify best sources of information to meet RTA objectives
 - Establish milestones for completion
 - Establish bylaws of governance
 - Commission vendors to deliver RTA work
- Objective 2: Identify sources of sufficient funding to pay for an effective RTA agency concurrent with objective 1
 - Strategies
 - Know history of tourism funding
 - Secure \$250,00 seed money

Research and Technical Assistance

- Objective 3: Educate the industry in making better use of data for individual and collective industry business decisions and endorsement (the measure) of the RTA agency
 - Strategies
 - Statewide traveling group to increase appreciation
 - Make use of best practice technology to deliver data
 - Determine who target audiences are & their needs
 - Communication of key ideas to industry on “Why data?”
 - Write key messages to reinforce importance of data driven decisions
 - Give examples to businesses of how they can better compete with data and how the industry can compete

Individual Objectives and Strategies Sheets

- Objectives
 - Financial investment of X by X (including initial seed in 2012 of \$250,000)
 - Commission neutral organization to develop research framework
 - Consider Enable Technology to support automation for shared information
 - Volunteer governance group over development and implementation
 - Write a value proposition for the industry partners. Why would they want this?
- Objectives
 - Figure out how to apply research to day-to-day business activities
 - Find the best sources of research information
 - Determine what the best method is for delivering information
 - Figure out who delivers the information
- Objectives
 - Develop a centralized clearinghouse that has a focus on linking groups doing similar work
 - Create measurement tools that are broadly applicable within the industry so as to have comparative value
 - Facilitate a process so more businesses generate and measure tourism impact

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Easy access to timely and accurate (6 months to a year) data. General and specific DMO data
 - Strategies
 - Build or update the travel professionals portion of the state website to provide this information possibly password protected

Research and Technical Assistance

- Access to universe of data for Pure MI website
- Provide explanation and understanding of Mi.org website, analytics, something beyond click this

- Objective 2: Breakdown of data by county city, geographic boundary of each DMO
 - Strategy: Research broken down by MEDC research department as an MSU field research project by statistical interns

- Objective 3: Working together to gather information, including trends from a variety of sectors including restaurants, retail, attractions, state parks and forests, campgrounds, and lodging
 - Strategy: Ask each group representative or association to provide this information; form a task force to engage the groups associations

- Objective 4: travel MI to provide a service to DMOs to analyze their zip code lists to provide confidential claritas and prism market breakdown for local DMO free of charge
 - Strategy: Include as part of DMO advertising partnerships packages this service to DMOs

- Objective 5: Travel MI to provide their full results of all primary and secondary tourism research data to their DMO advertising partners regarding each DMO current target and potential target markets
 - Strategy: Download the information to a password protected portion of the website for DMO partners

- Objective 6: To define and clarify the role of Travel MI as the research department for the state's tourism industry

- Objective 7: Continue to evaluate the economic impact of tourism within MI
 - Strategy: study the awareness and intent to travel along with ROI of advertising investments

- Objective 8: Provide access to the research and interpretation of the research to improve local tourism marketing investments
 - Strategies
 - Require an evaluation of tourism investments (include as part of partnership costs)
 - Educate tourism organizations on the research findings, conclusions and reactions to the findings

Individual Objectives and Strategies Sheets

- Objectives
 - Travel MI to provide "source" to DMOs to analyze their zip code lists to provide confidential claritas and prism breakdown for local CVBs

Research and Technical Assistance

- Travel MI to provide all primary and secondary tourism data and analyst research information to partners regarding their target markets and potential target markets
- Objectives
 - Provide timely and accurate statistics that can be used in a variety of applications and governmental discussions
 - Having these numbers and info available will lead to consistency of message
 - Ask or require individual DMOs and businesses and organizations to contribute to the information pool (CVBs, hotels, restaurants, associations, etc.)

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Provide training
 - Strategies
 - Pure MI staff to provide regional workshops on how to effectively use resource
 - Pure MI area workshops and online workshops
 - Find out what plans are already in place and available
- Objective 2: Make it easy
 - Strategies
 - Get input from us regarding info
 - Show prototypes of information systems to pattern after
- Objective 3: Create a tour package
 - Strategies
 - Write a program to coordinate all available activities into a 1-3 day itinerary
 - Make it easy for businesses to update info
 - Already in place Keweenaw info UPtravel.com
- Objective 4: Cross populate with others
 - Strategies
 - Find funding to network various databases
 - We need to link together more effectively

Facilitator Notes

- Obtain relevant info from system
- To provide resource to effectively research best use of tourism dollars
- Non-bias knowledge source
- Easy to use and navigate
- Make it user friendly

Research and Technical Assistance

- Must cross populate with other information and regional business
- Provide ability to create tourism package
- Ability to create a map of regional tourism businesses
- Regional database of tourism outlets
- Provide training

Individual Objectives and Strategies Sheets

- Objectives
 - Where do I find out to get the best, more inclusive advertising for my money.
Provide resource to guide us
 - Website, search engine optimization, must be useable
 - What makes a good tourism website (chamber, tourism and business lure to our area)
 - Facebook, twitter, blogs what best equals no time for all
 - We need useable day or weekly activity packages to offer tourists
 - Strategies
 - Training, workshops within a close distance not downstate for those in UP
- Objectives
 - Provide a resource to most effectively research the best use of advertising dollars to reach the most people for your industry
 - Access non biased information on best way to reach the most people
 - Provide training on the resources

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Define and prioritize the research needs of all the plan themes and the industry
 - Strategies
 - Survey the industry to identify research and technical assistance needs
 - Recommend to industry research priorities and cost to access
- Objective 2: Educate industry of value of investment in research
 - Strategies
 - Incorporate information sessions at industry meetings (annual conference etc.)
 - Post on Pure MI site the value of research
- Objective 3: identify members and structure of the public-private partnership (including fee structure)
- Objective 4: Identify, fund, and engage the researcher

Research and Technical Assistance

- Strategies
 - Solicit proposals (including review history)
 - RFP for services research
- Objective 5: Define our customers
 - Strategies
 - Ask industry for database lists of customers

Facilitator Notes

- Define and prioritize needs of all the plan themes
- Educate industry of value of investment in research
- Identify members and structure of the public/private (including fee structure)
- Identify, fund, and engage the researcher (avoid duplication)
- Define our customers

Individual Objectives and Strategies Sheets

- Objectives
 - Identify and prioritize research and technical assistance needs of industry
 - Clarify public and private partnerships, who?
- Objectives
 - Identify research needs of stakeholders
 - Educate industry regarding value of research
 - Identify, fund, and engage researchers
 - Strategies
 - Establish line of communications between public/private
 - Joint meetings rather than different organizations meeting separately
 - A centralized figure on organization should be the leader
- Objectives
 - Define needs of all themes in research in 30 days
 - Prioritize timeline before progressing
 - Who is our customer? Clone them

Resources and the Environment

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective: Create one source for information in regards to wildlife and plant life by region and bloom, or viewing date calendars for all areas and waters of Michigan
- Objective: Promote Michigan's state owned assets and set measureable goals for conservation of those assets such as lakes, streams, and wildlife
 - Promote but do not destroy*
- Objective: Identify natural resources and activities related to the natural resources
 - Spread the word! *
 - Act on Asian carp*
- Objective: Educate and motivate the legislature on the importance of public policy to protect and use public natural resources to gain new expanded policy to achieve the goal. Use experts to influence policy statements and enforcement
- Strategies
 - Document the NC and H resource online with pictures, video, and text
 - Identify natural resources
 - Map wildlife and their environment (eagles, elk, migrating, birds, etc.)
 - Develop wildflower bloom time calendars by region
 - Become known for "four seasons" state
 - Promote the Great Lakes, the many rivers and lakes
 - Map of database of hiking and biking trails by region and connection
 - Rivers, lakes, streams
 - Small towns
 - State land
 - Keep land open to public H2O
 - Education, role of opportunities for
 - Public policy for access to public land and water
 - Expound on Pure MI theme: need to keep it pure ('Keep MI Pure')
 - Make it an experience accessible
 - Protect resources
 - Stewardship of natural resources
 - Coordinate stewardship actions
 - Climate change impact
 - Environments concerns invasive species, zebra mussels

Resources and the Environment

Individual Objectives and Strategies Sheets

- Objective: inventory.
 - Strategy
 - Interconnecting state trail work, funding? More work on hiking and biking trails. Available connecting trails database. More detail other than rails to trails. Create upkeep of trail work
 - Create mobile application that pin points what natural resource is active, in bloom, or nearby
- Objective: educate tourists about natural resources in the state . In turn they can receive education relating to the natural resources. Identify natural resources and activities related to them, good signage and promotional materials. Maps, social marketing
 - Strategy: sustainable sense of place. Tourism is a step to attract potential residents, entrepreneurs, and to build the MI economy. Pure MI natural resources can be used to develop a sense of place to attract and keep people (another valuable asset)
- Objective: educate tourists about our natural resources, identify natural resources and activities related to these natural resources
 - Strategies
 - Check hits on website, campsite administrations, geocaching sites
 - Good maps, promotions of same, signage, social media
 - Keep land open for public use, advertise, stewardship
 - Environmental stewardship, protect, ethics, relationship between land and community. Accessibility to appreciate these natural resources
- Objective: environment, preserve, less invasive species
- Objective: make resident and out-of-staters aware of the impact they have on environment and therefore its eventual impact on tourism
 - Strategy: funding to advertise areas natural resources as well as recreational attraction. Becoming known as “four seasons fun state!”
- Objective: inventory current wild life and plant life and water resource lists. Compare to maps/regions and fill in the blanks. Inventory current trail systems, bike paths, etc. compare. Create/correct MI website to include printable maps and lists
 - Strategy: map wildlife/environments (eagles, elk, migrating birds, etc.). Develop wild flower bloom time calendars by region
- Objective: study impact of warmer weather on the great lakes and evaporation, noticing over and what that does to tourism. Promote riverbank restoration, fish planting and wildlife habitat through the MDNR and conservation groups. Lobby the state legislature on conserving state lands and resources
 - Strategies
 - Promote Great Lakes and inland lakes and rivers

Resources and the Environment

- Great lakes change the dynamic from specific community to overall state
- Make people think of MI water
- Michigan has the water
- Make people realize MI has the largest coastline of any state except Alaska. Longest fresh water. Most state and federal land per capita east of the Mississippi river
- Objective: Document the natural, cultural, and historic resources in an accessible database with photos and video on live format and other media. Document the efforts and actions of stewardship of those who are stewards of the public. Public policy or access to public land expanded
 - Strategy: educate and motivate the legislature on the importance of public policy to protect and use public natural resources to gain new expanded policy to achieve the goal. Use experts to influence policy statements and enforcement
- Miscellaneous strategies
 - State land: ATV, ORV, hunting, bird watching, camping, snowmobiling
 - Lakes: fishing, boating, family swimming
 - Small towns: friendly, helpful

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- International awareness and protection of dark skies parks
- Objective 1: By 2017, comprehensive inventory conducted of national, cultural, and historical resources and associated values by county
 - Strategies
 - Check natural features inventory
 - Develop clear guidelines of development, list... consistency
 - Identify county coordinators to coordinate development of list
 - Identify most compelling stories by county (logging, maritime history...)
 - Assistance from state as needed (people and state) to avoid index reinstatement
- Objective 2: Distribute content of said inventory to visitors and industry professionals
 - Strategies
 - Integrate inventory of MI "greats" into school curriculum "what's great about our state"
 - Easy to read what's great about our state" annual publication for public and tourist professionals
 - Kiosks in travel centers with maps and sites
 - Online database of asset inventory for tourism industry through MI.org

Resources and the Environment

- Certificate program for tourism employees who complete inventory read and take test successfully
 - Incentives for raising awareness of other regions (free ads?)
 - Better signage and interpretation of natural, cultural, historical resources
 - Develop Pure MI ad (TV) that speaks to this goal!
- Objective 3: By 2017, identify key threats to integrity of natural, cultural, historical resources
 - Strategies
 - Forum and partnerships to inventory potential threats to natural, cultural, and historic resources (invasive species, changes in climate, development pressures on resources)
 - Use these partnerships to develop strategies to mitigate these threats
 - Disseminate the information to the industry
- Objective 4: By 2017, more fully engage NR community in RE related issues

Individual Objectives and Strategies Sheets

- Objective: By 2017, do an inventory of potential threats to our natural, cultural, and historical resources. Include invasive species, changes in climate, development pressures on our resources and develop strategies to mitigate these threats
- Objectives
 - To allow people without means to experience our natural resources
 - To protect allow access to fishing areas located close to urban areas for children with limited means
 - To provide easy access to each county so that children may catch a fish, not open to adults
- Objectives
 - Highlight in our advertising the natural resources that we have in MI by site and area of MI
 - Promote the cultural and historic aspects of the state, age, relevance to history
 - Religious: first missions, cathedrals, etc.
 - Distribute
- Objectives
 - Learn enough about our state's resources to speak about them to visitors in an intelligent and intriguing way that coaxes visitors and appreciation
 - Brag more about MI's vast natural resources
 - Invest in better signage, facilities, and maintenance at resource centers to fulfill visitor expectations (parks, museums, etc.)
 - Identify all of state's resource "landmarks" and educate tourism professionals about them so they can promote state as a whole

Resources and the Environment

- Celebrate public and preserve lands in a way that encourages travel to them because other there are towns serving as gateways to these lands that will benefit economically from more visits
- Capitalize on state's Pure MI campaign to promote MI products and resources
- Strategy: distributing inventory list (see yellow notes)

- Objectives
 - Raise awareness of tribal resources as partners. Culture: responsibilities of native people for taking care of creation/the earth
 - Build tribal partnerships
 - How we view life

- Objectives
 - By 2017, conduct a comprehensive inventory of the key natural, cultural, and historic resources within the state by county
 - By 2017, identify the key threats to the integrity of the state's key natural, cultural, and historical resources (invasive species)
 - By 2017, increase opportunities for handicapped individuals to experience the full spectrum of MI resources and experiences
 - By 2017, more truly engage the Native American community in interpreting this cultural heritage to the natural resources of MI

Ypsilanti, July 16 2012, Eastern Michigan University

Flip Charts

- Objective 1a: Develop comprehensive inventory of natural, cultural, historical, agricultural, etc. resources by region
 - Strategies
 - Tie this aggregate list of spaces into an aggregated calendar of events
 - Define touristic resources by categorizing i.e. agriculture, historic, natural
 - Need name, location, key characteristics
 - Promote the list for each category
 - Convention bureaus, chambers
 - Information from local sources, chambers, CVs, etc.

- Objective 1b: Share communicate said inventory with industry professionals and tourists
 - Strategies
 - Put inventory in geographic database that can be queried by users
 - Create MI app for phones etc.
 - Website of MI recreation opportunities and natural resources by location, interest, and easy to access

Resources and the Environment

- When talking about natural resources, explain their 4 season appeal and what the surrounding area offers year round
- Objective 2: increase focus on cultural and historical attractions (certain proportion of Pure MI ads)
 - Strategies
 - Research historical events and attractions
 - Promote same
 - Livelier ads and promotions
 - Combine historical and artistic and cultural
 - Who? Local and state CVBs, historical societies and institutions need to answer the call
 - Film industry can promote MI through media. Positive view of state through interpretation
 - Develop guides for businesses to use to help educate staff on tourism and how they support it. Like a sales sheet

Facilitator Notes

- Preserve, develop to produce max numbers and types of outdoor experiences harmoniously avoid over-use
- Identify and promote in context of history and art resources
- Beyond auto
- NA, pioneers, civil war, investors and scientists, history of Detroit
- MI's role in id and history of country
- Access and communicate access → make easy to use. Develop complete inventory by region and share
- Categorize/elements catalogue
- Consider over and underuse and code of conduct (multiple users)
- Historic preservation
- Increase focus on culture/history

Individual Objectives and Strategies Sheets

- Objectives
 - Create an inventory of cultural/historical by region
 - Do more to promote geo-tourism as the conservation of unique characteristics of places
 - Encourage the development of university degree programs, may be interdisciplinary that promote geo-tourism development
 - We need to better program students for the sustainable growth of the system of related industries that determine tourism development

Resources and the Environment

- Objectives
 - Create a statewide database of resources, sites, etc. By categorizing in order to foster knowledge of products, sites, etc.
- Objectives
 - While preserving our environmental resources, develop them to provide max numbers and types of experiences for residents and out of state visitors (and international visitors)
 - Develop and market MI's cultural, historic, artistic, musical, etc. resources to draw visitors and enrich their experiences of MI
- Objectives
 - MI has definitely promoted itself as a state filled with natural resources of beauty and wonder. It now needs to identify and promote itself in the context of its historical and cultural role in America and the world
 - MI's history goes beyond the automobile, which changed the world, for sure. Its history and culture includes its Native American past, pioneers, civil war, two largest walled prisons on the planet, (a potential Alcatraz for MI), artists, inventors, musicians, actors, scientists, and more
- Objectives
 - Access to resources
 - Communication of use
 - Water, hiking, etc., rifle shoot, target

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Inventory resources by type
 - Strategy
 - Develop a "master resource" inventory that stakeholders use and contribute to so as to eliminate information being scattered through the state and not cohesive
 - Communicate and partner with state agencies, coalitions, associations, non profits, and universities to identify existing inventories and gaps
 - Survey diverse resource managers to gather accurate information to populate inventory
 - Establish a standard system for adding and updating profile information of resource (annual updates)
 - Establish a central inventory database accessible to tourism stakeholders and the general public
 - Be inclusive of all may enjoy and experience them
- Objective 2: Expand awareness and knowledge of resources (using inventory?)

Resources and the Environment

- Strategy
 - Develop usable information so users know of available locations to enjoy our resources
 - Create joint and collaborative marketing campaigns- either by theme or location
 - Market theme type itineraries to promote cultural, historic, or natural resources
 - Marketing music invite tourist, rich jazz history, Motown music history
 - Establish ways for tourist offerers to standardly promote their resources (by categories)
- Objective 3: Increase legislative support for policies that support stewardship of and opportunities to experience MI's resources
 - Strategies
 - Have a legislative day for stakeholders to promote the enjoyment of our resources (all types)
 - Encourage tourism industry stakeholders to contact and request legislative support for specific resources related policies
 - Create legislative updates that are regularly provided to tourism related stakeholders
 - Meet with incoming legislative freshmen to advocate for support and become a priority with their legislative focus
 - Partner with the league of conservation to gain support for stewardship of MI's natural resources
 - Work with existing advocacy coalitions to educate policy makers on the importance and value of MI's resources
- Objective 4: Expand opportunities to engage and experience MI's Native American culture and heritage
 - Strategies
 - Promote Indian culture by informing tourists of ways to experience it
 - Spend more time and money on promoting and designing offerings related to Native American culture and heritage
 - Develop partnerships with Native American councils to develop tourism experiences based on Native American culture and history (ways of life, spiritual, historic sites, etc.)

Facilitator Notes

- Inventory all resources, categorize by type
- Prioritize stewardship of natural resources to ensure they stay world class
- Create effective ways for resource managers to leverage the tourism industry's expertise (partners)
- Include all stakeholders that desire to experience natural resources
- Expand opportunities to engage and experience MI's Native American culture and heritage

Resources and the Environment

- Increase promotion of ecotourism
- Expand funding to preserve historic sites. Increase legislative support for policies. Policy makers knowledge and support of protecting natural resources
- Increase policies that protect natural resources

Individual Objectives and Strategies Sheets

- Objectives
 - Inventory our natural resources to make them available to a variety of users
 - Include all stakeholders that desire to experience our natural resources
 - Expand knowledge of cultural resources
 - Expand knowledge of our historical resources
 - Strategy: be inclusive of all users of natural areas
- Objectives
 - Prioritize stewardship of MI's natural resources to ensure they are and stay world class
 - Expand opportunities to experience and engage MI's native American heritage and culture
 - Preserve and expand funding to MI's historic sites
 - Increase communication about MI's cultural offerings, especially those in the arts (including education)
 - Increase policies that preserve, protect and prioritize MI's wild spaces and wildlife
- Objectives
 - Require policy makers are knowledgeable about the resources in MI that create (increase) tourism and the means to protect such resources
 - Increase the type/amount of "eco tourism" advertising/promoting regionally and globally
 - Create effective ways for land managers/resource managers to leverage the tourism industry's insights and talent
 - Increase the focus on resource management and its impact on the state' economy

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Secure 12 international stories/features centered on MI's state/national parks, and/or cultural heritage four season offerings annually
 - Strategies
 - Establish a targeted media list (publication, contact, readership, etc.)
 - Identify potential story themes. Natural attraction (state parks, national parks, national fares, national recreation areas, unique events). Cultural heritage

Resources and the Environment

- (maritime history, logging history, mining history, Native American, automotive, Motown)
- PR firm
- Define activities during each month by season (festivals, activities, events)
- Interview international guests about their experience at cultural/historical resources

- Objective 2: Increase awareness of natural, historic, and cultural resources through local/regional/state collaborations to make local information globally available by December 2017
 - Strategies
 - Develop an interest-based online tool to improve access to MI's resources. Do it by regional quadrants
 - Inventory and lump area highlights by region to make it easier to find on the web
 - Have city/township input information re. their cultural/historic/stewardship resources into website
 - Identify local government, business, and community leader contacts for communications related to collaborations
 - Develop historic and cultural MI trails (i.e. Robert Trent Golf Trail)
 - Identify specific offerings pictured in Pure MI advertisements
 - 100% of DMOs include information online re natural, cultural, and historical resources

- Objective 3: Identify three key stewardship practices that can be internationally promoted
 - Strategies
 - Identify and assess all current stewardship practices
 - Complete state survey of key natural and cultural heritage sites to determine stewardship activities, involvement, private/public partnership, and (????)
 - Fishing habitat management for excellence, unique birds, protected species brought back from endangered list, all could be promoted
 - Develop a tool or program to convey water quality to visitors
 - Make regulations (hunting and fishing) more user-friendly and tie to overall goal (why do we have these regulations)
 - National ranking? Parks, fisheries, etc.
 - Develop ecotourism industry DNR, MDARD, DEQ, private sector
 - Identify national and international awards related to stewardship, apply, and promote upon winning
 - World records, hunting and fishing
 - Develop ecotourism program DNR, MDARD, ag, private industry

Resources and the Environment

Individual Objectives and Strategies Sheets

- Objectives
 - Embrace and market our significant resources. In addition to the natural resource we have significant cultural resources as well. I am not sure that we as a state have truly embraced our national significance in both cultural and natural resources

- Objectives
 - Secure 12 international stories annually centered on recreation offerings at our state and national parks and cultural heritage offering

- Objectives
 - Natural wonders, Tahquamenon Falls, Sleeping Bear Dunes many lakes, Great Lakes and others
 - Something for every season, skiing, snowmobiling, fall tours, wineries, museums, golfing, canoeing, color, adults and kids
 - Dining
 - Cultural festivals statewide
 - Michigan has something for everyone anytime of the year
 - Strategies
 - Have all DMOs include a list or links of natural, cultural, and historical resources in area
 - Define specific areas available
 - Promote the awards we have won

- Objectives
 - More specific favoritism identify and advertising of cultural and historic resources (already cover natural)
 - This is tough in a limited marketing plan
 - Are there national and international awards for states and areas accomplishing (re environmental stewardship)
 - Audubon society

- Objectives
 - Bike trail, through WM rails to trails
 - Fishing, fly, habitats, ice, different types we have
 - Maple sharing
 - Local product to local restaurants
 - Historic resources
 - Local database of all history, cultural, natural resource opportunity input

Resources and the Environment

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Increase Visits to publicly owned natural resource areas by 10% annually until 2017
 - Strategies
 - Develop application for phones to show trails and paths for cycling
 - Bicycling: connect green areas via off road pathways to parks and cities. Promote cycling, MI Bicycle Club
 - Increase specific social media messages to promote one site in each region of the state DNR
 - Get sponsor to do a giveaway to anyone who has visited all 102 state parks
 - Birding, MI Audubon, national Audubon, promote more festivals for birding
 - Develop in state marketing/PR plan. Who? Travel MI and DNR
 - Fam tours for national and international media (Travel MI)
- Objective 2: Increase awareness of outdoor recreation opportunities through national and international media coverage by 20% annually
 - Strategies
 - Package “variety pack” of exposure opportunities (DNR/Travel MI)
 - Outdoor photography professional MI photographs, create a national/international annual conference promoting MI opportunities
 - Develop a fishing specific social media campaign “Reel Michigan”
 - Develop and implement a pin board project on Pinterest highlight MI recreation Travel MI

Facilitator Notes

- To increase the visitors to various points of interest within the state
- Increase license sales, recreation passport, enrollment, museum admission
- Create new opportunities for birding and bicycling tourism
- Increase awareness of outdoor recreation opportunities such as hiking, cycling, and birding
- Promote photography opportunities in MI
- Cultivate a statewide culture of support and stewardship of MI’s historical and natural resources
- Generate national and international media coverage of MI’s stewardship and opportunities for natural and cultural stewardship

Individual Objectives and Strategies Sheets

- Objectives
 - International recognition

Resources and the Environment

- Lead way in protection of natural resources, create programs
- Increase visitors
- Increase bicyclists, birders
- Michigan TV station

- Objectives
 - Increase awareness of numerous recreational opportunities available (highlight variety, all seasons)
 - Increase license sales/recreation passport enrollment/museum admissions, etc.
 - Emphasize inclusion and accessibility that relate to these resources and create a welcoming environment
 - Facilitate partnerships with resource-based organizations/agencies
 - Dedicate advertising dollars that highlight resources and the environment

- Objectives
 - Cultivate a statewide culture of support and stewardship of MI's natural, cultural, and historic resources (measurement, annual statewide surveys)
 - Generate national and international media coverage of our stewardship opportunities about our exceptional natural, cultural, and historic resources (measurement, ad equivalency)

- Objectives
 - Increase visitors to various points of interest
 - Market opportunities, international as well as locally
 - Provide packaged visits
 - Provide easy access to opportunities including accessibility
 - Further promote campaigns that increase awareness (equals more visitors)

- Objectives
 - Percentages and numbers
 - Increase awareness of outdoor recreation opportunities where specifically to go to get started
 - Build relationships with adventure groups, tour guides, international organizations, study abroad organizers to increase awareness of resources
 - Encourage and build upon existing successful partnerships to increase ROI of money spent (rather than creating silos)
 - Increase number of participants in agriculture

Resources and the Environment

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objectives 1: Increase awareness of MI's vast outdoor, cultural, and heritage resources
 - Strategies
 - Multi language mi.org
 - Promote the vast amount of attractions and areas in MI via website
 - Use college and universities to increase volunteering for stewardship and preservation of natural resources
 - Provide volunteer opportunities for tourism transformation
 - Centralize catalog online with access information (directions, cost, activities, etc.)
 - Catalog options in each area
 - Improve accurate understanding of natural and environmental features (catalog outdoor activities) translate accurately
 - Promote Detroit as our "urban" experience
 - Focus on place making
 - Determine our world class "souvenirs"
 - Determine our world class destination
- Objective 2: Increase international visitors by __%
 - Strategies
 - Increase transportation linkages from major international airports to outdoor destinations
 - Make international travel more user friendly. Have proper transportation and language accommodations
 - Determine major untapped international origin markets
 - Match international origin culture to MI destination
 - Advertise in airports with direct international flights to MI
 -
- Objective 3: Increase awareness of affordable options for travel in MI
 - Strategies
 - Develop cost translations for sought after products of MI (emphasize value!)
 - Make people aware of the price options for vacation in MI
 - Affordable means different things to different people
 - Cross cutting..
 - Study and use Costa Rica as a model
 - Train tourism providers i.e., customer service
 - Understand the audience needs and desires
 - Develop partnerships with MI nature centers (60)
- Objective 4: Increase access link transportation from Detroit to other areas of state (rural, etc.)

Resources and the Environment

- Strategies
 - Connect DTW to out of state destinations
 - Develop boat/ship cruising
 - Free or reduced cost layover in Detroit
- Objective 5: Increase opportunities for transformational experiences in travel
 - Strategy: Focus on “experiences” that lead to transformation

Facilitator Notes

- Increase awareness of vast outdoor resources. Include more geographic areas of tourism, different business interested in tourism to acknowledge diversity of the state (e.g., Drummond Island)
- Catalogue of all the places available and see what
- Catalogue and promote world class destinations (Isle Royale)
- Continue to increase websites and applications
- Connect rural to metro
- International transportation, increase transportation opportunities so they can get to outdoor experiences, increase bus travel
- Increase awareness of diversity of MI as more than Detroit. Trails and parks, resorts, every mile
- What is MI recognized/known for?
- Awareness, affordability, experience, copper mine tours
- Increase awareness of affordability to travel in MI. Promote affordability vacations direct them to resources e.g., DNR site for campgrounds see the beauty of MI while being frugal
- International market, increase international visitors by __%
- Determine major untapped original markets, maybe they are not
- Determine ???? MI match and profile e.g., differences between Mexico, India, China
- Who wants to come to MI and who has resources what is the consumer culture in those origin place i.e., in MI you need a car to get places, do people want to drive on their vacations, getting people to their destinations

Individual Objectives and Strategies Sheets

- Objectives
 - Determine major untapped international origin markets
 - Determine tourism consumer culture in those origins
 - Determine MI attractions that match origin demand
 - What are our world-class destinations?
 - How do we make them accessible?
 - What would you buy if you came to MI?
 - How do we communicate language translation (translators?)

Resources and the Environment

- Objectives
 - Improve accurate understanding of both common and unique natural and environmental features of MI (catalogue outdoor activities)
 - Increase transportation opportunities that will take visitors to the out of doors
 - Regionalize the state into environmentally different zones
 - Renew school trips (real and virtual)
- Objectives
 - Partnerships with the over 60 nature centers in MI
 - Partnerships with the farms, markets, you-picks, to take advantage of growing interest in food and MI top industry
 - Create “places” more place making
 - Create trails, excursions, adventure travel, experience transformational, resorts (60s style), Detroit (draw Europeans) cruises
- Objectives
 - Catalog, funding sources, websites/applications/electronic media, state advocate for public/private

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Increase focus on natural history and culture on mi.org (with special focus on smaller businesses measurement: proportion of content or of ads)
 - Strategies
 - Promote ethnic and cultural events comprehensively on existing site
 - Be intentional with videos that establish our heritage and resources to school age children and families alike
 - Promote kids’ activities for the arts, midland center for the arts
 - Have chambers encourage members to do this!
 - MI is one of the safest states to live in as far as low incidents of natural disasters (floods, tornadoes, earthquakes, etc.)
 - How can we make it easier for visitors to experience the natural resources (itineraries)
 - Promote parks, campgrounds, natural wonders (Great Lakes, Pictured Rocks, etc.)
 - Promote MI going green, gardens, orchards
- Objective 2: Identify and win at least x amount of national and international awards related to our resources and environment and promote wins, future and past
 - Strategies

Resources and the Environment

- Identify criteria for existing competitions and compare to our assets that could compete in MI. Who? Travel Commission subcommittee
 - Research international awards that have been held in the other countries
 - Determine which awards you would like to win and why, get your team to buy in on the why, and meet the objectives and criteria
- Objective 3: Host one international conference or symposium per year related to resources and the environment
 - Strategy: National Main Street or international downtown association meeting, identify more!

Facilitator Notes

- Increase focus on natural history and MI culture on mi.org. Measure proportion of content and advertisements with focus on smaller entities
- Identify and win at least x national or international awards relevant to our resources and environment
- Access existing partnerships “sister cities” with international sites
- Host international symposium event

Individual Objectives and Strategies Sheets

- Objectives
 - Develop focus on mi.org for natural history and mi culture. This may include key links to significant historical/cultural sites around the state
 - Be intentional with videos that celebrate our heritage and resources to school age children and families alike
 - Promote ethnic and cultural events comprehensively with mi.org
- Objectives
 - Help promote small businesses that feature a resource i.e. natural canoe rental co, historic castle museum
 - Use key high tech ideas, promote via Facebook
 - Cultural, promote kid activities at arts
 - Strategy: research international awards that have been in other countries
- Objectives
 - Establish a natural resources, cultural resource website for information regarding environment (canoeing, boating, hiking, skiing, etc.) and culture (museums, public art)
 - Access existing collaborations between inter universities and companies and sister city partnerships (MSU, Dow)

Resources and the Environment

- Objectives
 - Have tourists know all the opportunities/resources in the state
 - Unite all groups into cross promotions/central agency for this
 - Overwhelm the tourist so they feel the need to return
 - Introduce tourists to new things they usually wouldn't do
- Objectives
 - Current campaign highlights experiences for how can we make it easy to natural experience
 - Stewardship, recognized, win some awards, advocates?
 - Historic, farmers markets

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: raise awareness at all levels of existing stewardship standards and highlight examples of stewardship excellence by Dec 2013
 - Strategies
 - Passed the strongest ?? water discharge law of any state in the US
 - Compile a database of green standards facilities
 - Confirm partners (stewards) by spring 2013 USBC/green values/CSP/MPU/PCMA
 - As a resource, should mi.org be multi lingual?
- Objective 2: Protect and promote the Great Lakes as a natural, freshwater resource
 - Strategies
 - Focus on boating as a tourism draw
 - Sample streams and rivers for invasive species DNA to prevent the establishment of the threat
- Objective 3: Preserve and promote our history through preservation education and international promotion
 - Strategy: partner with all state/local/city historical societies to cross promote via websites by 2013
- Objective 4: Work with the DNR to manage natural and historic resources for tourism
 - Strategies
 - Improve DNR online information
 - Community collaboration (DNR and communities)
 - Utilize data to determine communication strategies
 - Monthly state park visitor recap to CVBs

Resources and the Environment

- Objective 5: Increase awareness with visitors of the beauty and potential danger of natural resources
 - Strategy: partner with agencies by securing reciprocal links (weather bodies?) coast guard, MI boating association

Individual Objectives and Strategies Sheets

- Objectives
 - The Great Lakes are: the greatest fresh water resource in the world and how we promote and enhance and protect them is the most important stewardship endeavor we can undertake. Come experience the majestic beauty , the power, and the resources available in our Great Lakes
- Objectives
 - Protect our Great Lakes as a natural resource (clear beaches, invasive species, trash that comes across the lake)
 - Protect or automotive heritage and boating/maritime heritage and lighthouses how do we maintain them better
 - Automotive
 - Great Lakes is theme
- Objectives
 - Partnerships with community sustainability collaboration
 - USGBC, apex, green initiatives CIC, associations/green practices and meetings, green city, conference of mayors (grand Rapids top city), green venue certification hotels, establish rules on website, 1/6 of fresh water in the US
- Objectives
 - Working more closely with the DNR to manage the resources for tourism
 - Do more in the way of highlighting the historical or cultural aspects of the state and different regions
- Objectives
 - Make sure we are being good stewards of our natural, cultural, historic resources
 - Determine what the most critical are to protect and what we want to market
 - What are the resources we want to hold as precious and what ones do we want to share and market
- Objectives
 - Move sports and recreation into the top 5 activities visitors participate in (strongest image in awareness statistics)

Resources and the Environment

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Protect MI's water resources using appropriate planning and regulation
 - Strategies
 - Quantify economic benefit of resource protection and stewardship
 - Closely monitor existing pipelines and tightly regulate new pipelines
 - Prohibit drilling under Great Lakes!
 - Adequate funding of monitoring agencies

- Objective 2: Ensure opportunities for all users and activities whilst minimizing conflict between users
 - Strategies
 - Interagency planning and communication
 - Public/private partnerships with user groups
 - Plan and develop separate non motorized and motorized trail systems to minimize inherent conflicts

- Objective 3: Encourage and create opportunities for off-highway use of resources
 - Strategies
 - Inventory resources available to support this objective e.g. rails to trails
 - Better mapping of resources with better trail connectivity
 - Determine needs and develop strategies to address them
 - Increase statewide trail mileage by 20%

- Objective 4: Support full funding for local/state/federal parks and all other resource managers
 - Strategies
 - Produce economic impacts of resource package
 - Inform state and national legislators about the positive economic benefits of natural and cultural resource stewardship
 - Set funding targets aligned with resource management objectives
 - Increase marketing and sales of fishing, hunting licenses, through a Pure MI TV commercial

- Objective 5: Support full funding for local and state cultural, historic, etc. programs and agencies
 - Strategies
 - Set funding targets with defined objectives
 - Inform state and national legislators about the importance and value of natural and cultural resource stewardship

Resources and the Environment

- Objective 6: Inventory and publish database of 80% of resources available to visitors
 - Strategies
 - Publish “best practices” guides for stewardship of resources (resource managers)
 - Publish “Top 100 of each resource category for visitors
 - Michigan’s scenic byways and heritage routes are important assets. Many private lands, such as nature preserves and nature areas are important assets for visitor experience and outdoor opportunities
- Objective 7: Support education and research and development efforts related to resource stewardship
 - Strategies
 - Link Pure MI program goals with state university goals and programs
 - Use economic development to promote green technology
 - E.g. snowmobile challenge at MTU

Facilitator Notes

- Protect MI’s water resources with appropriate planning and regulation. No drilling under GL, DEQ/DNR data
- Ensure opportunities open to all users (activities) whilst minimizing conflict between users
- Encourage and create opportunities for use of resources off highway. Strategy: diversify the imagery in Pure MI advertisements
- Find and support the DNR, local, state, national parks and all other resource managers funded
- Educate legislators re. their importance. Educate public and legislators re. econ benefits of parks and of stewardship of resources and of Pure MI campaign
- Team MI for providers (from SE table)
- Support full funding for all cultural/historic, etc. programs and agencies
- Inventory and publish database of 80% of resources available to visitors (for use by resource managers)
- Support education, resource and development, use and quality efforts related to resource stewardship

Individual Objectives and Strategies Sheets

- Objectives
 - Promote regional networks. Associations of historical museums for instance or orchards, driving routes/tours that would connect those associates’ sites
 - Encourage out of car experiences, engage with the environment, hiking trails, bike trails, etc.
 - Non traditional transport, snowmobiles, bus tours, non motorized

Resources and the Environment

- Objectives
 - Compile inventory in a central access database identifying 80% of resources available to visitors by 2017
 - Publish best practices guidelines for stewardship of resources available to 100% of MI communities and organizations by 2017
 - Develop a publication for each of the 100 top cultural, historic, natural, and agricultural resources in the state by 2017 without cost for listing
- Objectives
 - National, state, and local parks and historic sites are fully funded as stewards of resources, inform national and state legislators, budget support
 - Economic benefits of excellent natural and cultural resources. Stewardship are well documented and well publicized. Inform public and national and state legislators
 - There is a shared vision between national, state, and local governments and community members about the value of resource preservation and stewardship workshops, meetings, and forums
- Objectives
 - Protect our rivers, lakes, and especially the Great Lakes
 - No drilling under the Great Lakes!
- Objectives
 - Raise awareness that MI's resources and their stewardship has a substantial positive economic benefit
 - Fund the MDNR so they can do their job
 - Take politics out of MDNR's business (legislative interference)
 - Tie this RE goal to Team MI initiative
 - Fund MI's arts and culture programs Determine what our success with this goal would look like
- Objectives
 - Try to minimize conflicts between user groups (don't close a trail for a mine)
 - Maintain adequate monitoring of extractive (logging, mining, etc.) industries
 - Continue to improve available technology for these industries
 - Maintain present historical sites, NPS and century farms
- Objectives
 - Need to be sure resources are available to all users. Be sure advertisements reflect variety state has to offer
- Objectives
 - Create statewide map for snowmobiling
 - Create permanent trails (trails change where private property owners)
 - Trails to connect all town or villages

Resources and the Environment

Mackinac Island, August 15 2012, Grand Hotel

Flip Charts

- Objective 1: Pursue certification and recognitions for unique features (or develop if they don't exist)
 - Strategies
 - Identify and contact sister historical institutions
 - Identify experts in the community with unique historical and cultural resources and knowledge
 - Tie local stories and points of interest to national events and stories to encourage travel to and from MI and partner communities
 - Create brochures and web materials to discuss uniqueness of geological resources (i.e. UP shoreline)
 - Recognition for natural resources. Awards for exemplary
 - Position community as the authority on historic and cultural stories and activities (trail tours and parks)
 - Publicize hawk migration
 - Build cross dimensional public/private partnerships

- Objective 2: Be more cohesive in developing the narrative that links the cultural, historical, and natural resources
 - Strategies
 - Contact indigenous people for historic and cultural stories for programs
 - Consciously integrate history, culture, and natural resources in new Pure MI advertisements
 - Establish historical commission (volunteer)
 - Develop grants and contests to build a blended narrative
 - Pure MI staff expand concept to next level
 - Pursue grants for cultural endeavors and exhibits

- Objective 3: Develop an education component around our resources
 - Strategies
 - Find unique and new places for historical, cultural, and natural displays and exhibits
 - Use trails to expose history, culture, and nature resources create free programs as an investment in resource protection (dollars and emotional)
 - Find collaborators nationally and internationally i.e. trails collaboration (necessity/exhibit)
 - Hold a brainstorming session with academics who could develop educational segments

Resources and the Environment

Facilitator Notes

- Promote as migratory bird destination/viewing largest hawk migration
- Tie unique
- Historical and cultural features to national events and features. Parent with comparable historic sector other states/country
- Multidimensional image
- The culture and history together better so people understand we are more than cars
- Historical narrative into more cohesive
- International dark sky park, pursue certification, recognition of unique assets
- Educational destination (model of managing wetlands, how manage), cohesive look

Individual Objectives and Strategies Sheets

- Objectives
 - Use existing unique features and designations i.e. international dark sky park in Emmet county as a spring board for larger collaborations i.e. new dark sky coast legislation signed by Gov. Snyder for 22,000 acres of preserve drawing national and international attention
 - Tie our interesting historical and cultural features to national events and other states' history/culture i.e. Big Rock challenge with Plymouth Rock, Mass (Mackinaw City)
 - Establish core groups of committed citizens who are passionate about natural, cultural, and historic resources to come together with ideas and share workload i.e. Emmet Historical Commission and McGugin PT Lighthouse turns into archaeological dig
- Strategies
 - Free programs about area of interest unique features
 - Identify experts in the community i.e. Dark Sky Park
 - Find collaborators and pursue partnerships regionally and nationally and internationally i.e. Fort Necessity
 - Contact indigenous sources to speak to history and culture of their tribe/group
 - Pursue grants/funding for cultural endeavors i.e. exhibits MHC and NEA
 - Become the authority i.e. trails group, trail tours, and dark sky light
 - Tie local points of interest to national events to connect people to their history and cultural and encourage travel to our sites
- Objectives
 - Tie our history to other locations globally and within the state. Work on joint project
 - Model wetland management and experience
 - Recognized as a major bicycling state with nature/art/history
 - Migratory bird observatory location
- Strategies
 - Identify the unique feature to pursue and fund comparable institutions

Resources and the Environment

- Identify resources we could feature as educational destinations
- Objectives
 - Develop our cultural resources and grow awareness of the area
 - Develop our historical resources, define a clearer and more comprehensive narrative
 - Tie the two above in a cohesive way with our widely recognized natural resources of water, wilderness and wildlife through the above
 - Craft an identifiably unique and full image of the culture history and natural resources that is beyond cars (SE) and lakes (N) as important as those are i.e. make MI more multidimensional
- Strategies
 - Consciously integrate natural, historical, and cultural dimensions into Pure MI advertisements
 - Develop grant structures for programming that includes the three dimensions
 - Build consciously cross dimensional public/private partnerships between natural resources, historic, and cultural organizations

Service Excellence

Hillman, June 27 2012, Thunder Bay Resort

Flip Charts

- Objective: Develop customer service survey for out-of-state visitors to measure customer excellence by 2018. Implement survey in 2014-16 and evaluate the results
 - Very important. See bad and good*
 - Critical! Only one chance to make a positive first impression to guests *
 - Education is immeasurable! Fantastic idea! *
 - Like Vegas- MI needs a serious customer service industry education resource*
- Strategies
 - Foster welcoming spirit in communities. Create an atmosphere of service
 - Be aware of what is available in your region (everyone)
 - Be kind- foster kindness- do unto others
 - Wear a smile on your face even on the phone (Devise quick class for customer service*)
 - Don't grumble about tourists
 - Courtesy/friendliness to customers and tourists a must- "Northern Hospitality"
 - Service industry "stigma" reduced
 - Franchise owners not invested in the community
- Objective: Michigan needs to create a cadre of employees prepared to provide excellent service to the national/international tourists coming to MI
 - Develop educational opportunities for our citizens interested in service industry positions
- Strategies
 - Funding sources or employers to allow employers to obtain certification
 - Invite businesses into schools to inform young people about the importance of customer service
 - Service newsletter for all service employees
 - Create a program to be used by employees to earn a certification to work in service industry

Individual Objectives and Strategies Sheets

- Objective: employee newsletters. Pure MI state funding for service employee
 - Strategy: newsletters – statewide – weekly – service – subjects – like Ranger Rick
- Objective: letters to the editor, website/ Facebook comments. MI needs to develop a cadre of employees prepared to provide excellent service to the national and international tourists that will come to MI as a result of the 2012-2017 strategic plan. Develop educational opportunities for citizens interested in service positions
 - Strategy
 - Create an atmosphere of service individuals

Service Excellence

- Foster a welcoming spirit in communities of business people
- Invite businesses into local schools to inform young people about the importance of customer service (schools/business owners)
- Objective: educate employees via training programs which can be webinars, create a newsletter to send out to employees via statewide website, and all need to help create a improved level of service excellence
 - Strategies
 - Create a program statewide to be mandatory to obtain work in a service job
 - Provide funding to employers to allow employees to obtain training
- Objective: develop customer survey for out of state visitors to measure service excellence by 2013, develop specific programs to improve the results over time, and implement survey in 2014-16 and evaluate those results
 - Strategies
 - Education of people as people who treat each other; like they would like to be treated
 - Strategy: educate frontline on all of the amenities of the community
 - Strategy: what is excellence? Why be excellent?
- Objective: courtesy and friendliness to customers/tourists should be goal number one. Going above and beyond with directions, auto problems, etc. (for free)
- Objective: website to access any source of customer/tourist service
- Objective: educate business owners to the value of courteous employees
- Miscellaneous strategies
 - Be aware of what is available in your region
 - Be kind to each other to foster kindness
 - Treat others how you want to be treated

Sault Sainte Marie, July 10 2012, Best Western

Flip Charts

- Objective 1: Define "Pure MI Promise" (unified set of guiding principles)
 - Strategies
 - Study successful models from other states/countries replicate
 - Travel MI to get input from industry to clarify
 - Be careful not to over use Pure MI and dilute its effectiveness
- Objective 2: Promote and educate state agencies and industry professionals meaning

Service Excellence

- Strategies
 - Develop basic online customer service training program
 - Ensure all front line customer service personal take above course
 - Create educational outreach via Pure MI to connect with statewide tourism businesses
 - Develop Pure MI ambassador certificate program
 - Develop webinar and require state agencies staff to complete course
 - Create a campaign to promote the buy-in and use of “Promise”
- Objective 3: Create service pointers/primers for tourism businesses (international travellers)
 - Strategies
 - Establish international stakeholder group to better understand needs
 - Work with organizations that work with international travelers
 - Develop easy and in-depth avenues for tourism businesses to learn pointers of international travelers
 - Develop guidelines by country for foreign travellers needs specific

Individual Objectives and Strategies Sheets

- Objectives
 - By 2017, ensure all frontline customer service employees in the tourism industry have completed a basic customer service training course
 - By 2017, develop a basic (2 hour) online tourism course on service excellence
 - By 2017, develop Pure MI ambassador certificate program
- Objectives
 - Promote and educate state and federal agencies on the meaning of Pure MI
 - Define Pure MI Promise
- Objectives
 - Clarify the promise
 - Create a campaign to promote our service
 - Identify existing resources that provide education
- Miscellaneous strategies
 - Create service excellence education outreach on part of Pure MI to connect with statewide tourism businesses
 - Create service excellence pointers for tourism businesses to educate regarding international travel
 - Encourage tourism businesses to get to know other tourism entities in their area... a service to tourists
 - Service training for hospitality training online resources and manuals
 - Include information on specific regions

Service Excellence

- Resources for properties, hotel, retail, tourist

Port Huron, July 18 2012, Maritime Center

Flip Charts

- Objective 1: Define culture of service excellence and Pure MI promise
 - Strategies
 - Define culture in 2013
 - Ask stakeholders what they think it is
 - Post the promise in a prominent place
 - Whatever the culture is make it available 24/7 via web
 - Share (via media or organizations) what objectives we are striving for as a culture of excellence
 - Grow the culture to reach to people who provide service this is many levels
 - Provide incentive to buy in to the culture
- Objective 2: Develop local-level mechanisms to raise awareness/share knowledge of culture of service excellence/Pure MI promise
 - Strategies
 - Develop a Pure MI road show with a “we’re here to help” agenda and how to attract visitors and shoppers. What’s happening in successful destinations?
 - Chamber of commerce or other local group add agenda item each meeting to grow awareness of the culture
 - Develop an award program available to use on a local level (Pure MI ambassadors)
 - Offer presentations to local chambers on front line training
 - Create short video demonstrating encounters that lead to a successful visit
 - Create an online tutorial of what is expected in excellent service for tourists
 - Encourage local businesses to train employees to provide services that cause the patron to become an ambassador
 - Implement strong social media influence for local area
 - Take advantage of technology to spread the culture- seeking buy in
 - Does SBA or MSU offer any classes or instruction for businesses or owners?
- Objective 3: Raise DKSA satisfaction score to 8.9 by 2017
 - Strategies
 - Ask visitors more often what makes/made them happy
 - Reward communities/destinations that raise satisfaction numbers
 - Satisfaction surveys on a local level, tips on how to improve keep a hand on the local pulse
 - Find improving communities and destinations some free exposure and promotions (based on satisfaction scores, state level)

Service Excellence

- Foster a positive image campaign aimed at front of the line staff
 - Objective 4: Establish and increase rates of recommendation and return
- ### Individual Objectives and Strategies Sheets
- Objectives
 - Define culture of service excellence/Pure MI promise
 - How to develop, share, and raise knowledge with front line employees, develop local-level mechanisms to raise awareness
 - Knew more about year round tourism, training signage
 - Raise satisfaction level to __ on DKS report
 - Establish/increase ROI
 - Leave no visitor behind!
 - Chat-board, successes, best practices
 - Objectives
 - What needs to be done?
 - Immediate feedback 24/7 via web or phone or even some new technology that is not available yet
 - Signage to find places where tourists can get info
 - Statewide “buy in” that all visitors get treated special each business, attraction, destinations, etc. would define their own standard, but having a state standard can provide guidance
 - Chat board implies some sort of cohesion, collaboration, and commitment. What does MI have to supply that?
 - Objectives
 - Increase satisfaction of visitors to encourage return visits, higher spending, glowing reports
 - Increase knowledge/helpfulness at visitor level. Leave no visitor behind. Easy for them to access information anywhere they are. Create more of a culture
 - Strategies
 - Local training, share “best of”
 - Ask them more often
 - Objectives
 - Education for business owners; how do you train people?
 - Expectations when training
 - Help available
 - Strategy: Professional helps, mechanisms to help local businesses
 - Objectives
 - Cross penetration, regions are familiar with each other and can give clear explanations of what MI can offer a tourist

Service Excellence

- Foster a positive image of all four seasons in MI
- Satisfaction

Dearborn, July 19 2012, The Henry Ford

Flip Charts

- Objective 1: Define service excellence and the Pure MI promise
 - Strategies
 - What is northern hospitality?
 - Statewide industry question
 - Focus group of diverse industry partners to identify what is service excellence. Service industry partners/ employee via email for input of service excellence destination
 - Waving is the sign of "hi"
 - To design service programs phrase of welcome
- Objective 2: Increase industry/employee awareness of meaning and importance of service excellence/ Pure MI Promise
 - Strategies
 - Display Pure MI promise- service excellence requirements on property or premises, easy to find
 - Service training for employees make them aware of Pure MI promise
 - Statewide service excellence awards such as Rose Awards
 - Discuss in staff meeting discuss during employee training
 - Provide clear concise data (in simple terms) to tourism partners to impact job performance
 - Roll out goal within test market to measure effectiveness and response
 - Create monthly themes, exercises or informational pieces for staff to improve and develop the Pure MI culture
 - Discuss during employee appreciation events
 - Place Pure MI promise requirements on industry partner websites
- Objective 3: Increase DKS satisfaction score to 8.8 by 2017
 - Strategies
 - Distribute and publish DKS info
 - I love the hospitality report- what is "the MI experience"? Everyone on same page
 - Identify and evaluate current procedures Revamp if any existing procedures
 - Pure MI service expectations, clear guiding statements
 -
- Objective 4: Establish and increase intention of return and recommendation (to friends and relatives) rates

Service Excellence

- Strategies
 - Maybe MI? Farewell information packet/email to encourage a next visit
 - Add intent to return to research questions
 - Exit surveys 1 or 2 questions
 - Ask tourist to recommend and return in branding message

Facilitator Notes

- Service excellence and define Pure MI promise. Checklist, welcome/phrase
- Improve DKSA satisfaction score to 8.8 by 2017
- Make staff aware of sat scores and what they mean
- Establish and increase intent to return and intent to recommend rates

Individual Objectives and Strategies Sheets

- Objectives
 - How do we get there?
 - Statewide application
 - Specific, SMART
 - Key phrases: establish and increase
 - Define purpose within goal
 - Roll out goal within test market by 2013
 - Expand within county MI geographic location quarterly by 2013
 - Design service program phrase, welcome
 - Incorporate within greeting or fond farewell by 2013
 - Consider mission or pocket card for sense of importance and pride
 - Measure goal by return business, repeat clients ideally expanding mission within the state
- Objectives
 - Staff awareness of importance of service excellence define it!
 - Training for hospitality staff
 - Targeted outcomes (i.e. happy guests)
 - Educate tourism providers on culture
 - Interpret guest feedback for quick solutions
- Objectives
 - Improve visitor satisfaction to 8.8
 - Training of people and employees in tourism industry
 - Define Pure MI promise
 - How do we define an intent to return
 - Pure MI Rose awards
 - What defines service excellence
 - Expectations?

Service Excellence

- Objectives
 - Retention, state level
 - Improve visitor satisfaction score by 2017 to 8.8
 - Define the pure MI promise; what is it?
 - To provide excellent service to tourist visiting the MI area
 - Define service excellence
 - How do we implement these objectives?
 - Do we record people/destinations the industry for service excellence?
 - Hospitality, customer satisfaction will there be service ratings, surveys? Value. Experience.
 - Is there funding for this? How do you measure service excellence?
- Objective
 - Promise → experience based ads, unique, paint your own picture (MI adds colors to your pallet of experience)
 - Community board for all travel industry leaders to communicate
 - Establish culture expectations
 - Service standards of measurement expected
 - Face or brand for GSE, what does service excellence look like?
 - Create for service excellence specific to the pure MI promise

Bellaire, July 23 2012, Shanty Creek Resort

Flip Charts

- Objective 1: Improve satisfaction levels.
 - Need baseline survey to know how we are doing to know what to improve
 - Strategies
 - Pure MI tract in schools
- Objective 2: Develop a genuine spirit of hospitality in MI
 - Strategies
 - Develop education (workshops/tools) for business to teach businesses or that they can use with staff
 - Ambassador of the state “newsletter” service tips. Tourist in my own town to help cross promote state CVB/chamber to share with those who deal with public
 - Create panel discussion to share best practices run in several locations/ times of years
 - Treat customers as you would want to be treated. Know what is available in the area and your products
 - Information online, seminars, books on how to be an excellent person in service

Service Excellence

- Cross training by those who have funds to bring in outside training to help those smaller partners that don't. specific sessions at Pure MI conference
- Education- use YouTube to show best practices
- Objective 3: Recognize service excellence by businesses and individuals
 - Strategies
 - Based on survey results, issue awards for an excellent service rating. Have it listed on the website
 - Chicken soup for the soul type book of service excellence to share with employees, businesses, and guests
 - Create online competition to share "wow" stories of great Pure MI service excellence
 - Establish awards program (county, region, state)
 - Encourage diversity training related to BRIC target nations and internal (MI/regional/US) cultures

Individual Objectives and Strategies Sheets

- Objectives
 - Have training material available for business for employees
 - Treat people as you would want to be treated
 - Be friendly, people are away from their homes and comfort zones
 - Be helpful and informative
- Objectives
 - Every member of our state is a positive ambassador for our state
 - When out of state visitors leave our state, they have stories of positive customer service and they want to return and also will tell family and friends when visiting the region of our state
 - Create tools for employees to use on service excellence
 - Have an email sent to businesses
 - Recognize the service excellence participants in business etc.
 - Strategies
 - Workshops and training session on customer service
 - Every person in state is an ambassador theme understand
 - Email to business industry/government with customer service tips, training
 - Have a site where visitor can rate each region of the state
 - Awards annually from each region and overall state
- Objectives
 - Recognize service excellence best practices
 - Establish trainings
 - Determine baseline of service levels
 - Strategies

Service Excellence

- Survey visitors strengths and weaknesses in service
- Education, use YouTube videos to share best practices
- Establish an award and recognition program city, region, state
- Objectives
 - Have Travel MI create an “Ambassador” of the state newsletter (quarterly to start) that can share customer service tips, stories of being a tourism in your area to get others excited about places in the state other than where they live. CVBs/chambers to share with those in their community who deal with public
 - Cross training to help with selling and customer service, more specific sessions at Pure MI conference to focus on needs of members
 - Taught by others in the state/industry
 - Survey on needs, call for volunteers to present, evaluate, and expand for future

Lansing, July 26 2012, The Lexington Lansing

Flip Charts

- Objective 1: Define Pure MI promise
 - Strategies
 - Look to MI universities to define based on research and customer
 - Buy-in CVBs we all use one certificate program. Identify all existing programs too
 - Establish “Pure MI promote” to be inclusive and welcoming to international guests (all guests)
 - Establish governance represented by diverse industry representatives
 - Define Pure MI promise. Develop it, round table of industry/organizations
- Objective 2: Increase DKS satisfaction score to 9.5 by 2017
 - Strategies
 - Survey visitors about what service could be improved (implement to increase)
 - Develop and launch campaign to increase to 9.5
 - Appreciation for participating organizations
 - Satisfaction score increase to 9.5 with training in Pure MI promise
 - Establish recognition framework for higher achievement of PMP
 - Develop and promote objective number 3
 - Establish shoppers evaluation
- Objective 3: Educate 10,000 people annually statewide in service excellence (proportional to population)
 - Strategies
 - Develop a curriculum and introduce in the industry/educational sectors
 - Mandate tie to funding industry level (TC?) service training, create incentive

Service Excellence

- Hire a public relations firm or state employee. Friendly state
- Train the trainer, have thousands of trainers teaching 10,000 people
- 10,000 trained, graduates of Pure MI badge, local recognition newspaper for business and individual
- 10,000 trained people, Pure MI gold standard badge, register business with signage
- Research and identify examples of increased ROI from destinations who have training program to enhance registration for one program

Facilitator Notes

- Increase SAT score to 9.5 by 2017
- Establish statewide certification program/accreditation
- Define Pure MI promise
- Introduce service ??? high school training
- Travel MI staff, director of hospitality “smiles”
- Ambassador program
- Educate 10,000 people statewide per annum in service excellence (proportional to population) basing CTA 500 in 2 years
- Objectives
 - Define the Pure MI promise
 - Pure MI promise at the educational level HS and college
 - Offer our excellent service promoting each and every aspect of MI adventure
 - Director of “smiles”
 - Service excellence begins with the very start of the “adventure”
 - Website, hard copy brochures
 - Easily follow through with reservations and planning of the “adventure”
 - Greeted with a smile, good attitude, of each aspect of the adventure
 - Outline and design establish statewide certification
- Objectives
 - Statewide education and training on service/certification program
 - Create standards, establish resources for industry
 - Maintain consistent service levels across the state
 - Survey visitors to establish their impressions of service, how can we improve. Baseline, survey again, and we improve
 - Increase the number of industry people “certified”
- Objectives
 - To be known as the friendly state
 - To train college student on service excellence
 - To have a ‘Director of Smiles’ on Travel MI staff

Service Excellence

- To have one program (certification) used throughout the state
- Objectives
 - Establish statewide standards for service, endorse by industry
 - Create/designate oversight agency to drive/encourage compliance
 - Establish recognition program with incentive for high performance
 - Encourage organic storytelling celebrating victories
- Objectives
 - Establish baseline criteria, “Pure MI experience” standards and create an accreditation process for communities to reflect meeting the Pure MI standard!
- Objectives
 - Create service “badge” for those completing training Pure MI logo
 - Create memorable formula that reminds trainees of basic greetings/service with a smile
 - Establish rewards/recognition for individuals and establishments that complete training

Kalamazoo, July 30 2012, Holiday Inn West

Flip Charts

- Objective 1: Develop training criteria to achieve Pure MI status by 2012
 - Strategies
 - Standard training for half CVB staff in 2013
 - All CVB staff by 2014 or renewal
 - Establish Pure MI partnership service excellence compliance deadline
 - Work with existing partners to develop criteria and determine appropriate participation
- Objective 2: Assess strengths and weaknesses of visitors’ experience via service provided by 2013
 - Strategies
 - Give prizes for visitors who fill out “Michigan Experience” form
 - Results used to identify general behavior which need improvement and specific locations
 - Partnership with Trip Advisor
 - Use social media to solicit guests
 - Research and collect survey tools
 - Develop tool to assess service quality
 - Implement tool survey online reviews at airports, attractions, etc.
 - Survey of post visitors research on Trip Advisor, Yelp, etc.

Service Excellence

- Follow-up collection of data with training
- Objective 3: What four words that should follow every campaign to depict service excellence
 - Strategies
 - Contest for 2013 governor's conference
 - Four words to become our challenge or mantra
- Objective 4: Pure MI scholarship for students employed in HSP
 - Strategies
 - Any student in service business can apply. Supported by boss/owner to be voted on MI based college
- Objective 5: Every MI resident needs to understand the value of tourism and how it effects them
 - Strategies
 - MI a great place to be from or to go to
 - Pure MI take test when renewing driver's license
 - Media/outreach campaign to residents showing "what's in it for them" tourism employees go through CTA training
 - Tag Pure MI advertisements with messages to our citizens to be welcoming
- Objective 6: Continue post Labor Day school law
 - Strategies
 - Demonstrate benefits to more than leisure destinations
 - Continue work with MLTA mount grassroots efforts necessary. Tell people the importance of the legislation

Individual Objectives and Strategies Sheets

- Objectives
 - Assess strengths and weaknesses of visitor experiences via a service provided by 6/30/2013
- Objectives
 - Statewide CTA program, take test through license renewal
- Objectives
 - What four words that should follow every campaign to (?) service excellence
 - Pure MI scholarship for student that is employed in HSP. Doesn't have to be a HSP student

Service Excellence

- Objectives
 - Every MI resident should understand the value of tourism and how tourism dollars affect them (man on the street, attractions, hotels, restaurants, airport)
 - Post labor day
- Objectives
 - Develop training criteria to achieve Pure MI partnership status

Frankenmuth, July 31 2012, The Bavarian Inn Lodge

Flip Charts

- Objective 1: Establish a customer service/service excellence class and certification program with full funding for all levels of service
 - Strategies
 - Develop online hospitality training program. Front line employees, municipal, management level
 - Professional training in schools
 - Appearance online, interviews, etc.
 - Create service curriculum and training manual
 - Hire an individual to develop a team to promote and instruct the service excellence class
 - Consider YouTube video, 5 minute training sessions to be used by entire state at department meetings for staff (many of them)
 - Educate, select a person to coordinate education classes with funding for all levels of employees
 - Develop management hospitality (written) program free for participants including speakers
 - Encourage public entities to conduct their businesses with the ?? a hospitable ?? by talking to department heads for support
 - Provide front line classes for service for customer service employees within businesses
 - Pure MI service excellence certified. Make this something of value to an employee. If not monetary value, get them a special badge or certificate
- Objective 2: Define service excellence for Pure MI
 - Strategies
 - Survey visitors on how customer service is, give feedback and use to improve
 - Reviews visitor statements of businesses known for exceptional service for ideas
 - Pool ideas and form focus group from various industry businesses to have their visitor ideas
- Objective 3: Establish a crime initiative

Service Excellence

- Strategies
 - Stop laying off cops, be proactive
 - Research crime initiatives that are out there
 - Increase law enforcement visibility, provide educational money for preventive program
 - Promote MI as a safe place to travel within. Perception is reality. Change public perception. How? Increase police force, use newspapers and other media to show safe side of MI.
 - Remove bad housing, make home owners responsible for improved house maintenance

Facilitator Notes

- Customer service class with resources for front line and managers with online testing
 - Start with kids before entitlement sets in
 - SBO training programs
 - AAA partner with travel industry
 - Online certification/diploma
 - Cross training leadership, CVBs and chambers
 - Education for state know more than your area
- Unified MI tourism defined service excellence within industry, pride in high quality
- Promotion campaign for service excellence class
 - Safety issues (Detroit, Flint, Saginaw)
 - Address crime
 - Crime initiative, perceived safety
 - Border patrol, attitudes, not welcoming
- Extension of Pure MI for education
 - Hospitality, southern, Minnesota “nice”
 - Develop a satisfaction survey

Individual Objectives and Strategies Sheets

- Objectives
 - Educate tourism programs through the universities/colleges, educate the future tourism professional
 - Work with welcome centers
 - Hospitality programs to embrace the concept
 - Website development on mi.org
 - Work on border patrol agents, this is as customer service as they come- this is a must!
- Objectives
 - Experience, tell the story, create a theme/brand for culture

Service Excellence

- Service excellence, what is it? How do customers define it? What service do they want, what don't they want
- Travel culture, southern hospitality, cross promotion, Michigander
- Going above and beyond, bring them back

- Objectives
 - Education state customer service education classes
 - Create resource materials and create testing mechanisms
 - Using social media to educate through trivia bits
 - Front line familiarization tours, statewide through brochure exchange

- Objectives
 - Provide tourists with discounts on tourist locations for certain seasons, survey cards to find out what tourists are looking for
 - Encourage public and promote entities to conduct their business hospitality

- Objectives
 - Educate different regions of MI on what other great things are available in MI, other attractions, sights, values

- Objectives
 - Education on service ethics, standards early on
 - Increase training (service oriented) programs in the chamber for small businesses
 - Educate small business owners on training systems and protocols
 - Education on creating an experience over just a service
 - Beautification increase in areas of interest
 - Seminars and training in schools for high quality service and work ethics
 - More resources for small business owners

- Objectives
 - Provide a safe environment/experience throughout the entire state
 - Develop comprehensive industry service training program on process
 - Create service excellence promotion campaign

- Objectives
 - Have a unified official MI tourism definition of service excellence. It should be a few bullet points or one statement that will inspire statewide industry pride in delivering a high quality experience. A unified definition will keep everyone on the same page. Attracting the best employees who are service oriented naturally aim to please

Service Excellence

Grand Rapids, August 2 2012, Grand Valley State University

Flip Charts

- Objective 1: Define service excellence and the Pure MI promise
 - Strategies
 - Identify key words that define service excellence and Pure MI promise
 - Create a 2 minute elevator speech stating what the Pure MI promise is
 - Find and provide examples of what we believe is excellent service
- Objective 2: Maintain and increase DKS leisure visitor opinion scores at or above US average
 - Strategies
 - Share regular DKS updates to remind industry to refocus on satisfaction and value
 - Implement a CTA program statewide and achieve a 30% participation rate
 - Pure MI or Travel MI provide list of contacts for customer training programs measure use of list
 - CTA training work with community colleges
 - At local level, provide manager/owner training provide employee training
- Objective 3: Create a series of Pure MI advertisements that showcase the Pure MI promise/service excellence and Pure MI people
 - Strategies
 - Get Tim Allen to speak softly about timeless service traditions
 - Highlight tourism workers through shared visitor sites (mi.org etc.)
 - Showcase MLTA award winners on website/Facebook etc.
 - Locals promote Pure MI and service excellence to mirror Pure MI
 - Have attractions, etc. submit examples of the excellent service they or an employee are giving

Facilitator Notes

- Increase number of students/colleges to foster a service training
 - Statewide ambassador certification (broader than regional)
 - Promoting attractions
 - 30% across the state
 - Meeting points
 - Adopt and implement a statewide service program
- Define the Pure MI promise
- Maintain and continue to exceed US average level of visitor satisfaction (stay above US average)
- Link Pure MI with service excellence
 - Promote and advertise

Service Excellence

- Multiple, a series of Pure MI ads that showcase Pure MI promise and Pure MI people

Individual Objectives and Strategies Sheets

- Objectives
 - Define excellent service
 - Recognize service
 - You have to have experienced excellent service to be able to provide it
 - Employees are customers too
 - Statewide training
- Objectives
 - Work with colleges and community colleges to foster service areas and compute releases management, customer personal service
 - Within local areas, provide manager training and employee training program
 - Travel MI provide and find speaker or trainer for regional chambers and CVBs
- Objectives
 - Have a statewide program that creates certified tourism ambassadors who deliver service excellence throughout our numerous attractions
 - Systematic approach to welcome centers in terms of promoting both regional and statewide attractions

Houghton, August 13 2012, Franklin Square Inn

Flip Charts

- Objective 1: Create a customer service training video
 - Strategies
 - Travel MI and CVBs/chambers get a grant to pay for the video
 - Travel MI tourism counsel service organization
 - Travel MI on to create video to develop front line in customer services. Professional video to keep things light and hammer home the 10 skills of good customer service and take the “cus” out of customer service. Customer understanding service
 - Develop downloadable webinar and supporting materials for a “Deliver the promise” customer service training
 - Travel MI research success stories to develop training materials and demonstrate economic benefits
- Objective 2: Initiate “Team Michigan”
 - Strategies

Service Excellence

- Team MI: establish a monitoring program for businesses/providers and for individuals. Help from MI Works
 - Pinpoint organizations in regions to promote the Team and do the training
 - Travel MI develop video for businesses/organizations, managers, and frontline
 - Travel MI with CVBs and chambers develop Team MI program to increase buy-ins at all levels
 - Travel MI can develop an ad campaign to foster pride in quality of service
 - Prioritize strategy elements that occurred repeatedly across different objectives. Especially training, funding needed programs, and coordination/cooperation. "Team MI" could be a unifying umbrella
 - Create training for business owners to create a team with other businesses. Gaining buy in will hold visitors in the open through creating increase in visitor buy in of local area. With awards for businesses that show improvement and assessed by secret shoppers
- Objective 3: Collaboration with organizations
 - Strategies
 - Find organization to help tourism and related organizations to collaborate
 - Travel MI develop guidelines for collaborative organization relationships
 - Provide excellence awards to chambers/organizations for those whose body completes training
 - Objective 4: Create assessment tool
 - Strategies
 - Create a survey for statewide and option for regions/areas to add specific survey questions. Give the tools
 - Assessment tool: establish baseline for quality of service and monitor improvement with follow-up assessments. Research general parameters useful statewide

Facilitator Notes

- Develop training for front line workers, for core workers. Hire regional secret shopper, create assessment program to evaluate
- Increase travel to UP, accommodation packages, make it easy to get here
- Enhance the quality of what is offered. Assessment tool to measure service. Make facilities look better. Satisfaction survey from customers. Clean restrooms and infrastructure
- Improvements of secondary/county road maintenance
- Develop a short training video as customer service best practices
- Cross train and employ workers into other seasons
- Share tourism facts with workers
- Talk pride into work

Service Excellence

- Recognize small businesses with great service. Success stories, training, awards, tiered program
- Internal Pure MI campaign
- Collaborate with other organizations
- Discover tours for front line workers
- Obtain grant to train service workers
- Tourist in your own town
- Find other programs that have worked to train service workers
- Share information across organizations

Individual Objectives and Strategies Sheets

- Objectives
 - Raise awareness about economic benefits of tourism training to develop service excellence
 - Spread knowledge about MI's offerings for tourists
 - Increase pride in MI and take pride in the quality of service offered
 - Maintain and enhance the quality of what is offered, including infrastructure
- Objectives
 - Develop multi-level training program that results in a stable core of service workers that will lead by example
 - Develop a short training video of customer service best practices that can be used as a refresher tool
 - Develop a tiered award program for frontline service workers, managers, and businesses for excellence/consistency of service provided
- Objectives
 - Create a service/customer service training that sets the baseline of excellence in service, objective, once done have regional evaluators to measure the basic services to see if improved
 - More catering to visitors, longer hours of operations. Increase packages with transportation to increase visitor flow, measure increase by dollars spent
 - Highlight more quiet sports for the adventurous visitor in winter months. Tie this in with a facility for comfort off the trails
 - Increase travel services to out of the way areas
- Objectives
 - Customer service training for any industry that receives
 - Promote collaboration of organizations to bring better service and information to visitors