

## **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 14<sup>th</sup> 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= 21<sup>st</sup> 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 3<sup>rd</sup> or 2<sup>nd</sup> 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 sector, ROI
  - Legislature and public education travel tourism industry
  - Education on other components of strategic plan initiatives besides Pure MI
- Objectives
  - Percentage of increased funds or ROI go to objective goals
  - Influence of partnerships should have a voice in the destinations
  - Continue to keep all informed of results and beat the drums!
- 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 14<sup>th</sup> to 6<sup>th</sup> 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