

## **Collaboration, Cooperation and Partnerships**

### 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
- 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
  - 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

### 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
  
- 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)
    - 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

### 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
  
- 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)
  - 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

## **Public Policy and Government Support**

### 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
- 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
- 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
    - 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

### 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
  - 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

### 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

## 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

- 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