

## Workshop #1-Bringing Left and Right Brain Data Together in a community Indicator

Cara Frank & Bill Geist

*Question---* How should the community care about the world we do????

The left brain handles reading, writing, and calculations and is also known as the logical side of the brain. The right brain is the creative side and more visual and deals with images more than words. While Destination organizations have long relied on the metrics of left-brain data (Jobs, revenue, taxes, heads in beds), the creation of a community indicator needs to encompass right side metrics that include the arts, emotional storytelling, and quality of place.

*Tourism Community Indicator Word Cloud-* Pride, support, quality of life, value, advocate, celebrate, engaged- passionate, engagement- ambassador, community, and stability.

### 1. What are some right brain metrics relevant to your community?

We know that the creation of right brain metrics that are relevant to the community will be guided by emotions, visual storytelling and cues, emotional intelligence, campaigns around quality of place, health, and wellness, creating a place of belonging for EDI initiatives, uplifting LGBTQ, advocating for accessibility, communicate the value of emotional intelligence, engage international residents, and creating a sense of place for both visitors and residents. Create a campaign on how the hospitality industry sees its employees and advocate for the culinary and restaurant communities.

Help community influencers tell stories of the destination by creating ambassadors. Take left brain metrics and weave the human story into it. For example, how does increased revenue affect a particular group within the community etc. Need to understand how to quantify the return on emotional investment and know how to transform people. Need right brain metrics that can quantify spiritual, and well-being allowing visitors to stay longer and spend money in the destination that goes back to helping the community. Utilize the United Nations metrics of sustainable development goals and weave them into right brain metrics for the destination. Allow Destinations International to take the lead of world tourism organizations on how destinations can measure right brain metrics.

In the transition to right brain metrics, utilize left brain stats and data that are used in visitor promotion and how can that be translated towards a destination's residents. For example, how can attractions be either free or highly discounted for residents including the creation of cultural experiences. Educate residents on the impact of large sporting events and how that translates to upgraded community infrastructure for highways, airports, and roads. Educate on impact of tourism for BIOPIC, indigenous, and small business growth.

## 2. What are some left-brain metrics relevant for your community

Left brain metrics for a destination organization in talking about how they help a community are how many jobs are created, how many heads are in beds, how much tax revenue comes into a city because of an event. However, the creation of a community indicator needs the left-brain metrics to influence right brain opportunities. The right brain opportunities that a DMO can tap into include- creation of cultural initiatives, using left brain data to help uplift indigenous communities, education on how the visitor economy impacts the local resident, and how to inspire product development utilizing right brain thinking.

## 3. What other metrics in your community are greatly influenced by your work?

Other metrics that are greatly influenced by the presence of tourism can include the number of people who were able to start a business in the community, attendance at college/university, cultural settlements, growth of attractions, event growth, decrease in crime, increased use of attractions by residents, awareness of community destination assets. Create positive messaging around who the customer of a DMO may be; either the resident, a new resident who just moved to the area, or individuals looking for retail and property space in the destination to enhance business activity. Advocate for sustainability efforts that help protect a destinations assets. Make the point that because of X business activity, then Y can happen as a through line process.

Create welcoming communities for systematic marginalized groups and help them with housing needs and creation of new businesses. Create a welcoming environment for new Americans. Another consideration is public safety metrics for a destination. Have policing metrics that indicate transparent messaging about the safety of a community and how the destination can serve as conveyors of information. Bring stakeholders to the table to talk to one another, bring community volunteers together, and help tie it into the civic pride conversation. From a health and wellness perspective focus on nature and outdoor spaces; including the balance between an increase of visitors and a destinations natural resources. Advocate for how to make tourism more sustainable in communities that have limited natural resources and move visitors around the destination, so they are not designated in one tight spot. Help visitors discover off the beaten path touch points within the destination.

#### 4. What metrics do you currently use to track ROI around engagement of your work?

- Metrics that are currently used to track ROI include the following
- Sales Tax Percentage (Savings for more firefighters, increase Quality of life)
- People First Approach- Front Line workers are part of the visitor economy
- Cultural Community- Involvement in events and community
- Link Sound Bites of marketing Campaigns to media
- Number of sponsors including those who are uncommon sponsors (IBM)
- Number of events attended and fund requests that come from other businesses, number of businesses who request funds and who were helped.
- Resident sentiment and speaking engagements with elected officials
- Podcast listens- daily newsletter on destination impacts
- Transportation influence – light rail, public transit, and bus routes
- Size of community foundation- speaks to size of investment in the community
- Define pride in the community by giving the residents permission to be prideful
- Measuring promoter score by having visitors and residents fill out a survey that measures destination pride.
- Creation of a destination ambassador program- Number of people who are in the program, speaking engagements, meetings with elected officials, podcast listens updates and wins.
- Projects including the customer service program- Numbers of partners that are involved in the development of the project and are also utilizing the program.

#### Resources

United Nations Sustainable Development Goals-<https://sdgs.un.org/goals>

---

#### Workshop # 2: Working with Residents and Stakeholders to Address Civic Issues

Destinations have mainly focused on growth in terms of number of arrivals, heads in beds, receipts and revenue. However, the old system is outdated with more destinations taking a seat at the table to help address the most pressing civic issues and reimagine the desired outcome of their communities. Imaginative communities that build out cities, regions, and towns to build local character, enhance local pride, uplift quality of place for locals, and captivate outside audiences. Destinations must figure out how to measure goals that are not specific to pinpoint such as happiness, civic pride, and aligned interests through stakeholder collaboration.

*Word Cloud*—Affordable housing, housing, homelessness, truth and reconciliation, infrastructure, transportation, education, sustainability, childcare.

1. [How has your destination organization actively collaborated with other civic organizations in your community?](#)

Currently, destination organizations have a wide range of communities coming together to help solve the most pressing issues facing a community. These stakeholders include downtown councils, business owners, associations, Ngo's, non-profit organizations, cultural organizations, and economic development groups. In reference to LGBTQ issues, we need to connect our cities with other economic development groups and help share tourism assets with other organizations. Need to become more involved in police recruitment and have them partner with the DMO on how to attract new and talented employees. Currently, DMO's work in collaboration with a lot of civic organizations to collaborate on issues including sustainability, workforce development, and public safety perception.

There is a lot of conversation around building more consensus in groups to ensure proper funding goes into our community. Need to continue to work with multiple channels and peel money aside to address master plans for sporting events. Need to advocate for the marketing and storytelling from these events. Example, because of sporting event X that came into our community we were able to build Y. Need to a better job of telling the story on where community funding comes from- Airport upgrades, parks and recreation, entertainment venues. Educate residents that this funding to help improve the community came from the tourism sector. Create signage and funding around tourism projects. Ex, beach nourishment programs, attractions, and sporting events were made possible because of the bed/occupancy tax.

2. [What tables do you wish your organization had more of a seat within your community?](#)

While destinations are at the table for tourism promotion and bringing in additional revenue into the destination, they must be at all the tables in which the tourism industry encompasses. Tables that advocate for health and safety, workforce development, mental health, affordable housing, transportation, and wellness. However, the main concern is getting the destination organization enough bandwidth to be at all the required tables. Need to focus on building back staffs to where they were pre-pandemic levels and getting the destination's workforce up to speed. Need to understand how to be efficient as destination marketers and helping visitors/resident needs without the additional burnout.

3. [How has your organization been involved in addressing civic or social issues in your destination?](#)

The way that destinations have primarily been in involved is to talk about how great the destination is to the people who live and work there. Allow residents to find something that makes them proud of their communities in hopes that they share this with others. Talk about working with the police to address issues including human trafficking and knowing the signs on how to spot it. The city of Roseville has created a three-pronged approach on education around human trafficking and working with lodging associations. Collaborate on other issues including active shooter training, meetings on environmental concerns including recycling and work in conjunction with small business on what they can to do enhance public safety.

Need to prioritize the residents of a community on all topics; civic, social, visitor etiquette, and including how the destination organization can work with local officials to donate food to

homeless shelters. Create local solutions to build the pipeline to show that the hospitality industry is broad and in depth to local high school students. Establish a baseline with civic issues by advocating for affordable housing, cultural sensitivity, and ensure the rights of indigenous communities. Educate on where revenue is spent, and which events have gone off without a hitch as a result. Help restore faith in the local community, enhance focus on the local resident and engage in active listening which can be the key to creating meaningful and lasting change.

Prioritize workforce development in communities by thinking outside the box. Emulate the creation of an elementary ambassador program with education on the tourism industry. Help show students the attractions of the community. Show them something that creates civic pride and enhance understanding of the visitor economy. Have the students come back to these same attractions with their families to experience the tourism industry. Get folks interested in a tourism career from an early age. Need to pursue educational opportunities all year long and engage with elementary students which is the sweet spot for learning.

4. [How has your destinations organization role changed in terms of being seen as a shared value to the community.](#)

Destinations previously were mostly seen as marketers tasked with selling the destination. However, there has been a transition to destination management which advocates for community shared values within a community. Help spread the word on loving the community and actively engage with them to get them actively participating and involved in all destination initiatives. Identify which boards people need to be on in either government, downtown districts or in chambers and which employees should be included. Always have members of the boards in the room in discussions around important topics. From a CEO perspective, focus on telling what the DMO does and impacts that are felt in the community as a result. Example, funding for university leads to new workers, funding support on transportation efforts gets workers to their jobs, lead with more of a community approach and find proactive solutions. Create programs that advocate for beach safety including when it's safe to swim vs not. Educate on the meaning of the flags and why leaving trash behind is harmful. Help educate visitors with a community wide campaign. Help provide the campaign toolkit to local businesses, vacation rental owners, and education on rip tides and staying safe at the beach.

Think of workforce development needs at beach destinations including the need for temporary housing. Work with stakeholders who are dedicated to funding these priorities. Think of a campus housing concept in which employees pay a fair share and there is additional help on site with childcare needs. Get more workers and visitors on site to use transportation. Think outside the box in civic issues including homelessness. In Alberta, there is a program where anyone who cleans the town gets paid and fed for the day. Educate around the funding that comes to a community from tourism that enhances environmental protection. Affordability and workforce issues have no easy answer, but organizations must think creative ways to solve the issue. Solving complex issues including housing for temporary seasonal work, front line staff, and curbing homelessness.

## **Resources**

<https://www.weforum.org/agenda/2019/09/why-tourism-needs-more-imagination/>

<https://www.alberta.ca/homelessness-task-force.aspx>

<https://floridadep.gov/rcp/beaches-funding-program>

---

### **Workshop #3— Using the Lexicon in Your Messaging**

This year's lexicon has 5 editions, 4 countries including the UK and both a Canadian version and French. Using these key words is essential when interacting internally with staff, externally with the media or at the table with stakeholders.

#### **Where internally should you start with adapting the lexicon into your organizations voicing??**

With an internal audience amongst most organization staff, the adaptation of the lexicon should come from the top down across all platforms. This is especially true in both internal and external communication. First, internally it is imperative that the lexicon is adopted and believed in by all staff. After the internal conversation the next step is for the staff to take the information and make it applicable in the interactions with stakeholders. Staff including executive assistants need to understand lexicon for interactions with local officials. Another idea is to take the lexicon that is more general and drill it down more specifically to your destination; what are the key drivers that are affecting each destination. Have internal/external documents prepared and ready to go for strategic planning, external communication, and language used by staff. Make sure they are on the same page with the lexicon. There are additional opportunities for the cannabis industry to develop a similar lexicon program in which its used by all stakeholders to describe the positive impacts on a community.

#### **What are additional phrases or words we should adjust in our normal vocabulary??**

Additional phrases or wording that should be adjusted in the normal vocabulary should come about through collaboration with stakeholders. Work with stakeholders on additional partnerships and wording on the positive impacts of the tourism industry. Another part of using additional phrases is knowing which words to leave out of the conversation in the messaging- primarily around covid based words; important to move on and pivot. Have conversations around localism/regionalism and what is important to each area. For example, land acknowledgement is important in the pacific NW/Canada. Check the lexicon to see if there is a word that may have hypersensitivity which may not work locally. Understand and practice active listening of local words/jargon that is important to audiences.

Important to focused on phrases/words that hit home for the residents. In the very political environment that most destinations face it is important to focus on community

shared value principles. Helpful to educate on the positive impacts of events to residents because of increased tourism activity. Ex, educate on the presence of sporting events and what return on investment residents may see as a result. Important to note words that were not on any of the lexicons-transparency, accountability, resident, equality, results. Finally, maybe next year think about words destinations should be avoiding due to sensitivity.

✚ What are some additional resources needed to help with explaining or teaching the lexicon to your stakeholders?

Additional resources that would be helpful in teaching the lexicon to stakeholders would be videos which explain the benefits of using the words and make it more fun and engaging. Understand regional impacts of using certain words and phrases as it may have negative meaning in certain areas of the country. Example, the word worker in south FL is no good as it has a Cuba communist text. Another idea would be to present to boards in a fun email with mad libs. Make use of the lexicon like a wordle. Proactive messaging using words in social media posts, website, and newsletters to members/partners. Need to understand how use of the lexicon shifts the needle over a year's time. How can destinations get the residents to be on board with the messaging and get them to have pride within their communities.

Need to have resources that will help stakeholders get on board with proactive messaging on the lexicon. Helpful to educate stakeholders on the why behind the words in the lexicon and how they can use it in communications. Another idea is to break certain lexicon groups up into residents use, business use etc. Provide real life examples of the lexicon. Third parties can review the use of the lexicon to have advantageous communications. Take the lexicons and use each one in a short phrase that is memorable for both internal/external audiences. Build these same words strategically into annual reports, info graphics, and integrate them into speeches. This is especially true when CEOs are communicating with external audiences. Use the lexicon in both the mission/vision statement of the organization. How to use the lexicon that is more specific/personalized to the destination for the day-to-day impacts.

Research indicates that saying a word/term repeatedly means it will stick and be adopted. The first step for using the lexicon is that people will pick up on it over time and the new words will replace old language. Replace words like taxes with investment/opportunity/net new money/commitment. Other words include workers/careers instead of jobs. Conduct PR/training practice on showing people using the words in the lexicon. Need to converse with governments on how to proactively help create best practices around the lexicon.

✚ What are some ways for your organization to track engagement around tourism and destination promotion in your community?

The old way of utilizing spreadsheets and CRMS is not working well in terms of keeping track of interactions with local officials. Destination organizations can track engagement around tourism in the community by using the lexicon in social media messaging. Other platforms to track in messaging include cision, PR, research tools, and local channel communications. Find out if the local officials are mirroring the organization in the language they are using. Put the lexicons to work to educate others on how to use it for maximum benefit. Work with stakeholders to determine what words are working well and know which words to avoid. Also need to understand how the industry can move from engagement to more impacts.

Destinations need to know how to best service local businesses, inspire inclusiveness, and weave EDI more into the story. While there are PR people thinking about communications every day, we need to be thinking about the DMO owning the narrative more each day. Always keep the word community flowing throughout the conversations with internal/external audiences.

---

#### Designing Your Own Grassroots and Engagement Campaign- Workshop #4

✚ What are some of your community members you want to be more involved with your organization?

Currently, destinations are doing a great job of connecting with partners, employment agencies, and ageing associations around accessibility. There are programs that support advocacy efforts including environmental fireside chats, wheelchair accessibility, scuba diver programs that pull plastic out of the lake and helps get rid of invasive species. Would like to be more involved in higher education in hospitality and culinary schools to train the workforce of tomorrow. Kids want to know what's going on in their neighborhood and education on tourism would help them become ambassadors. Share onboarding recruitment for different professions in the community best practices. Share this with neighborhood associations, short term winter residents, philanthropic groups, volunteer organizations, disaster relief organizations, and emergency management groups. Gather best practices to share with a diverse group of community leaders.

Think about colleges both 2- and 4-year programs. Reach out to the incoming workforce group and teach them about tourism. Give a 30-minute presentation on what careers in the industry look like to students in these schools. Community groups to advocate and get folks up to the top quadrant. Need to emphasize using partners within the community to go after the resident as a viable stakeholder. Partner with the chamber of commerce.

## What are ways you currently share out your messaging and branding to your stakeholders?

Traditionally, boards of destination organizations have driven them to spend more money on marketing efforts to sell the destination but have now transitioned to more a community-based model. This transition started during the pandemic but now there is a continued conversation and an opportunity for everyone to sit at the table and invite others to share their issues and partners to come together for solutions. Having grassroot conversations is important and make sure people know what assets can be used in the destination. Give latest videos and links on what's happening in the destination. Every sit at the table has their set of co-creators to help connect the dots. Changing role of a destination organization to more community and stewardship focused. Important to have consistent meetings with city officials including the mayor, chamber of commerce, local organizations to help elevate the community.

Make sure research and presentations are available to the stakeholders and the agendas are a round table discussion. Each person at the table in the community to give a two to three minute at the high level of what is happening. This format needs to be replicated across communities. Run through things and utilize it to strengthen the storytelling opportunities. Have the stakeholders tell their story. Have the stakeholders use the lexicon better than the destination organization. Build trust within the community to be able to have contentious conversations and understand each other's point of view. Do what is best for the community and help elevate the game.

## Identify some examples of your stakeholders (Corporate, industry, community, region, policy)?

There are the usual suspects destination organizations are used to including lodging, restaurants, attractions, and venues. However, there are stakeholders which are the unusual suspects that are worth paying attention to that include property owners, employers, schools, churches, hospitals, and colleges/universities.

Various examples of stakeholders include the accessibility community, churches, and schools at all levels (Elementary, Highschool, college). Important to do lots of active listening in the community. Destinations are now thinking about their stakeholders with a broader scope that include city ambassadors, partners. City officials, attractions, hotels, and the ultimate customer- the resident. Not only current residents but new residents that have just moved to the area who may not yet understand the value of the community. Need to get new homeowners on board with what the destination and community have to offer. Need to bring together elected officials, gov staff, police, indigenous communities, front line hospitality staff, school districts, universities, and construction workers.

Stakeholders coming together for the greater good include chamber of commerce, economic development entities, hotel association and media, neighborhood association, industry members, airports, groups of volunteers, and engaged citizens who take care of

trails/parks. Bring these folks into the scope of the tourism field to further educate on what the industry brings to the community it serves. Additionally, bring together unusual suspects to the table including the cruise industry, international consulates, specialty hospital fields, arts and culture, homeowners' associations, condo associations, public school systems, environmental groups, beach clean up crews, law enforcement, charity organizations, affordable housing advocates, telephone cooperatives, the film industry, and anyone with a community influence not just common agencies. Look at uncommon agencies such as water quality commission, realtors' association, and use data and research to connect the dots.

 What are some goals and objectives you would like for your stakeholders? Advocate on your behalf, inform your practices, etc?

Dmo's decided that goals/objectives will be different depending on stakeholder groups. Depending on who the audience is always important to start with a story on how X event brought in revenue into the community and as a result Y was built or funded. Emphasize on the economic impact of the event and how as a result more firefighters and police were hired. Advocacy can meet a variety of things depending on the stakeholders an organization is interacting with on a consistent basis. Need to help residents understand the role of tourism and get them signed up and ready to volunteer to be engaged in the community. Have stakeholders follow the DMO on social media, get on mailing lists, front line hospitality to take education programs. By educating the residents it creates ambassadors of the community which amplifies the message of tourism. Need to partner with academic to talk to hospitality students at every grade level about tourism.

## Resources

<https://destinationsinternational.org/community-shared-value>