



DESTINATION SERVICES

DESTINATION CONSULTING SERVICES



PROPOSAL
Visit McKinney-McKinney CVB
Destination Strategic Plan
Destination Strategies
March 18, 2021



Stephen Powell
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Our Skill Set

- Strategic Planning
- Organizational Restructuring
- Destination Audits
- Destination Development
- Sales and Marketing Action Plans
- Visitor Profile and Trend Analysis
- Feasibility Studies
- DMO Best Practices Reviews
- ROI Analysis
- Economic Impact Analysis
- Staff and Marketing Asset Allocations
- Comprehensive DMO Performance Reviews
- Convention Center Operational Audits
- Convention Center Management Procurement
- Stakeholder Input into Planning Processes
- Detailed Lodging Analysis
- Research Based Recommendations

STEVE POWELL

Destination Services, LLC - Project Team Leader/Strategist



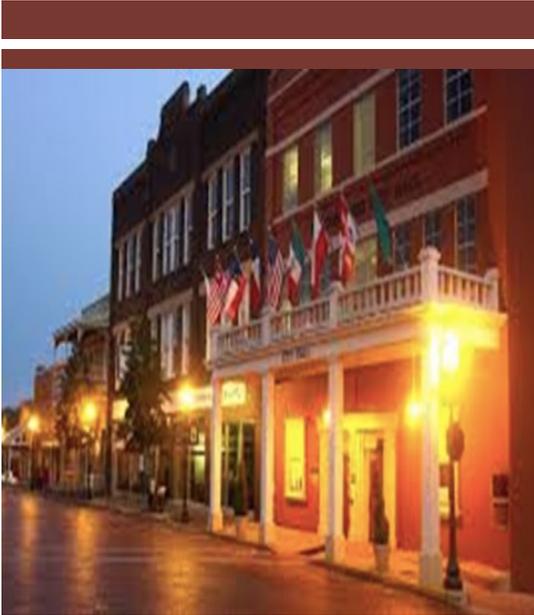
My Background

- 40 years in the business
- Managed two DMOs
- CEO, Destination Services since 2007
- Own two boutique inns
- Worked with over 100 destinations
- Intimately involved with this industry via Destinations International, U.S. Travel, Travel/Tourism Research Association, etc.

Destination Services has a professional team of 5 individuals to whom we employ when needed.

City of Nacogdoches, Texas-Nacogdoches Convention and Visitors Bureau

DESTINATION VISION RESEARCH STUDY/CONVENTION CENTER OPERATIONAL ANALYSIS



Destination Services and Young Strategies conducted an intense analysis of the Nacogdoches CVB and the hospitality industry. The consulting team executed an in depth organizational review of the staff and budget allocations, organizational effectiveness, staffing allocations, sales and marketing and the return on investment from hotel tax revenues. A hotel analysis was performed to determine market segments, occupancy rates, RevPAR, need periods and the annual room occupancy pace. Finally, Destination Services analyzed the operational policies, expenditures, organizational structure, revenues and bookings for the existing convention center. Recommendations and strategies were formulated to increase bookings, capture more market share, decrease expenditures and increase revenues.

Client Contact

Nacogdoches Convention and
Visitors Bureau

Carl Watson, Executive Director

936-564-7351 office

936-553-4597 cell

carl@visitnacogdoches.org

A detailed Destination Vision Plan was developed for the Nacogdoches CVB with specific strategies, timelines and expectations. Destination Services was engaged on a 12 month retainer to implement the Destination Vision Plan strategies. During the retainer period, the CVB was reorganized with a new director, a new website was implemented, a sales team was recruited, staff training was executed, a marketing plan was designed along with a many other improvements.

City of Moberly/Moberly Missouri Area Chamber of Commerce

DESTINATION FEASIBILITY STUDY AND STRATEGIC PLAN

**Client Contacts**

Megan Schmitt
Executive Director
Moberly Area
Chamber of Commerce
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Brian Crane
City Manager
City of Moberly
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The Moberly Area Chamber of Commerce and the City of Moberly retained Destination Services, LLC (DS) to conduct scientific research to study the potential for tourism in Moberly and the greater Moberly area. The research established the foundation for a tourism strategic plan, which identifies the best roadmap to establish a tourism industry and compete effectively in the marketplace. Product development, tourism management and marketing that maximize ROI through the allocation of resources based on research data were the focus of the strategic action plan.

Secondly, DS assessed the current segmentation of overnight visitation to Moberly and visitor behavior. Finally, the DS team conducted an intensive analysis of Moberly as a destination with the goal of creating a list of development/policy organizational objectives, which should be achieved to develop the industry.

MOVING FORWARD

Because of the study, the City of Moberly is moving forward with creating a visitor destination via the revitalization of the downtown area as a lifestyle development, which will include the renovation of an existing 1920's hotel into a midscale boutique hotel that is adjacent to an event facility. Destination Services has been retained to execute the proposed strategies and assist with the downtown revitalization.

St. Charles County Convention and Sports Facilities Authority in St. Charles, MO

MARKETING, ADMINISTRATIVE OVERSIGHT AND MANAGEMENT CONTRACT ADMINISTRATION

PROJECT HIGHLIGHTS

- **Operational Oversight of the 152,000 sq. ft. Convention Center**
- **Political Advocacy**
- **Budget Review**
- **Research and Strategic Planning**
- **Contract Administrator for the company providing day to day management services**

The Saint Charles County Convention and Sports Facilities Authority oversees the Saint Charles Convention Center in concert with the City of St. Charles.



ONGOING RETAINER CLIENT

Destination Services supports the Authority through research, strategic planning, budgeting, legislative actions, management oversight, and the resolution of political issues.

The St. Charles Convention Center is the second highest grossing facility per sq. ft. of sellable space as compared to all the convention centers managed by Spectra. This facility has always operated in the black and generated \$600,000 over operational expenses last year. This is an ongoing retainer with services being provided since 2006.

Client Contact

Mr. Tom Walpehorst

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City of Broken Arrow, Oklahoma

ASSET INVENTORY, STRATEGIC ACTION PLAN AND DESTINATION MASTER PLAN

Destination Services conducted scientific research for the development of a strategic action plan and master plan for tourism growth in Broken Arrow, Oklahoma.

The research project created an overall strategic destination action plan, which identified a list of priorities to capture increased market share and compete effectively in the marketplace. Maximizing ROI through the allocation of resources based on research data was the focus of the strategic action plan and master plan.

Destination Services conducted an intensive asset inventory and analysis of Broken Arrow as a destination with the goal of creating a list of development, policy, and organizational objectives, which should be achieved to overcome market shortfalls.



ONGOING RETAINER CLIENT

This project was completed over a twelve-month period. Destination Services was retained for a 16-month timeline to implement the strategic action plan and organizational staff restructuring.

Client Contact

Michael Spurgeon

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City of Mount Airy, North Carolina

HOTEL/CONVENTION CENTER FEASIBILITY STUDY & DESTINATION MASTER PLAN

The City of Mt. Airy is well known as the birthplace of Andy Griffith and the community upon which Mayberry is based. Most recently, the City purchased an abandoned garment mill located two blocks from downtown with the thought of redevelopment. As the Mayberry brand begins to reach its peak life cycle, the City is seeking a new complementary brand as well as new market segments.

Destination Services was contracted to determine the market feasibility for a hotel and convention/ meeting facility. The potential markets, organizational structure and facility size were determined along with the economic/business impacts on the community. In addition to the hotel and meeting facility component, a destination master plan and strategic plan were created. These two documents advocate the marketing and sales strategies that will move Mount Airy's tourism industry to the next level of economic viability.



ONGOING EFFORTS

The market research determined that a convention center and adjacent hotel as part of the renovation of the garment mill were both highly feasible. The City is moving forward with developer negotiations. This project contract was performed over a 12-month timeline.

Client Contact

Jessica Icenhour Roberts
Dir. Of Tourism & Marketing
Greater Mount Airy Chamber of
Commerce Tourism

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PROJECT OBJECTIVES

- Assess potential markets/
reveal market approaches/
identify demand generators
- Evaluate organizational and
visitor service needs
- Determine potential for
expanded meeting/event
spaces, new experiences,
destination amenities, new
tourism products, etc.
- Develop research based
destination strategies;
- Identify new market strategies
- Evaluate additional CVB
funding platforms

Philosophical Approach

- Holistic research integrating every potential asset, stakeholder and experience.
- Focus on cultural assets and destination legacies.
- Propose strategies/developments that are implementable and economically feasible.
- Sustainability, economic impacts and strategic direction are key drivers in research-based recommendations by the Destination Services Team.

The methodology outlines the various tasks, which will collect the data required to determine demand, assets, competition, interest levels, price tolerance, infrastructure needs and the profile of various visitor and event markets.

Task 1: Project Initiation-Destination Visit

Destination Service (DS) representatives will:

- conduct a three day visit to “experience” the City of McKinney

Task 2: Visitor/User Group Profile Research by Market Segment (online surveys)

One must understand the profile and planning behavior of each visitor market segment in order to drive increased demand to a destination. The survey research will:

- identify visitor perceptions of McKinney
- assess satisfaction levels with current facilities
- evaluate potential brand messaging;
- determine visitor expenditures for dining, lodging, attractions, festivals, transportation
- reveal unmet needs, interests, infrastructure requirements, expectations and experiences

The segments we recommend being surveyed (pending Client approval) include: leisure travelers (day-trip & overnight), meeting attendees, cultural travelers, religious groups, music enthusiasts,

outdoor interest groups, wedding planners, event planners, family reunion groups, individual business/government travelers, culinary and wellness interest segments.

Task 3: Stakeholder/Resident Survey and Perception/Expectation Analysis

Understanding the perceptions, expectations and target visitor from the viewpoint of McKinney stakeholders, elected officials and residents is extremely important when developing new strategies or a tourism masterplan.

- Stakeholders
- residents,
- public officials,
- business owners
- general managers of lodging properties
- local corporations
- attractions,
- restaurants

The surveys and interviews will uncover concerns, support and strategic development approaches. A few of the data points will determine:

- Community Interest
- Quality of life issues
- Expectations
- Development tolerance
- Community vision
- Support for tourism
- Enhancement interest for tourism as an economic development tool

Task 4: Lodging Market Competitive Analysis, Lodging Survey STR Analysis and Hotelier interviews

We will secure a six-year trend report for those properties that participate in STR and conduct a detailed analysis of the near market statistics and trends by geographic area and lodging type including ADR, RevPAR, Supply and Demand as well as annual, monthly and weekly occupancy analysis.

In consultation with the CVB, we will select three destinations that are considered potential competitors. Destination Services will assess the competitive set in order to identify the following:

- tourism products
- hotel capacity and quality
- visitor services
- markets pursued
- budget
- marketing focus
- performance
- brand

Task 5: Visitor Expenditure Analysis

The driving force in assessing the amount expended by various visitor markets lies with collecting travel party expenditures. These metrics will be collected during the visitor profile survey process include the following:

- guest profile/age/income/other demographics
- party size/age of each party member
- spending patterns by category
- travel patterns
- frequency of visitor to the destination
- overnight versus day trip versus
- visitors staying with friends & family
- location of overnight stay
- resident versus non-resident
- point of guest origin
- activities & experiences
- satisfaction level and much more

Optional Task

With the expenditure data, it will be possible to generate the economic impact of tourism within the City and County. This type of data becomes very useful when pursuing political and stakeholder support as well as additional funding. Destination Services uses a software program known as IMPLAN.

:

- Direct Economic Impacts: (expenditures by the visitors for dining, transportation, shopping, etc.)
- Indirect Economic Impacts: (turnover of direct dollars expended in community by suppliers, retail, etc.)
- Induced (other businesses and economy activity generated because of direct visitor expenditures/economic impact.
- Return on Investment



The Destination Services' project team will conduct a planning workshop for a group as selected by client. This task will allow us to deliver our research data, insights and recommendations. Client input will fine tune strategic directions, identify any areas that need to be analyzed and answer questions. This highly interactive session will generate strategies based on both the research and implementation. The session format will typically include:

- Presentation of all project research tasks in detail with analysis;
- of the various visitor profiles, lodging metrics, seasonality, etc.;
- Discussion of stakeholder expectations and perceptions;
- Infrastructure discussion;
- Proposed research identified recommendations from a target market viewpoint and potential;
- Recommendations to improve visitor experiences and capture additional market share/economic impact;
- New funding platforms
- Forum participant input/discussion of research and recommendations;
- Recommendations for additional research, if any.

At the end of this project you will know.....

- the current visitor profile, in detail and by market segment;
- visitor infrastructure needed,
- amenities and/or new experiences expected;
- current/projected visitor economic impact if this option is selected;
- level of visitor satisfaction;
- destination brand ideas;
- visitor expenditure levels;
- lodging trends and need areas;
- activities, attractions, experiences that drive the best potential to sustain destination;
- sales and destination strategies to achieve highest level of economic viability;
- visitor profile targets to support new facility;
- Identification, evaluation and prioritization of any key product or infrastructure deficiencies;
- benchmark with comparative and competitive resort destinations;
- potential funding platforms

WEEK	ACTION STEPS
1	Contract approved. Project team conference call with officials to schedule meetings, review research methodology, discuss timetable, etc.
2-3	Initial visit to the City of McKinney
3-12	Visitor/User Group Profile Research by Market Segment
4-10	Stakeholder/Resident Survey/Onsite Interviews Smith Travel Research Analysis/ Lodging Interviews
12-16	Analyze data collected from Visitor Survey and Stakeholder Survey
16-18	Visitor Expenditure Analysis Lodging Analysis
18-20	Visitor Economic Impact Analysis (IMPLAN) if implemented
20 or 22	Presentation/Tactical Planning Workshop
23-24	Final Document Prepare all Reports Recommendations Economic Impact (if elected)

DELIVERABLES

One (1) PowerPoint presentation of research findings and recommendations to the CVB staff, Board and a group chosen by the staff.

A final digital format of the Strategic Plan that includes all research documents, conclusions, strategies.

A digital format of the IMPLAN economic impact report analysis (if executed).

COST

The total cost for all components as outlined above without the economic impact study is \$21,600.00

IMPLAN Economic Impact/ROI Study: \$11,000.00

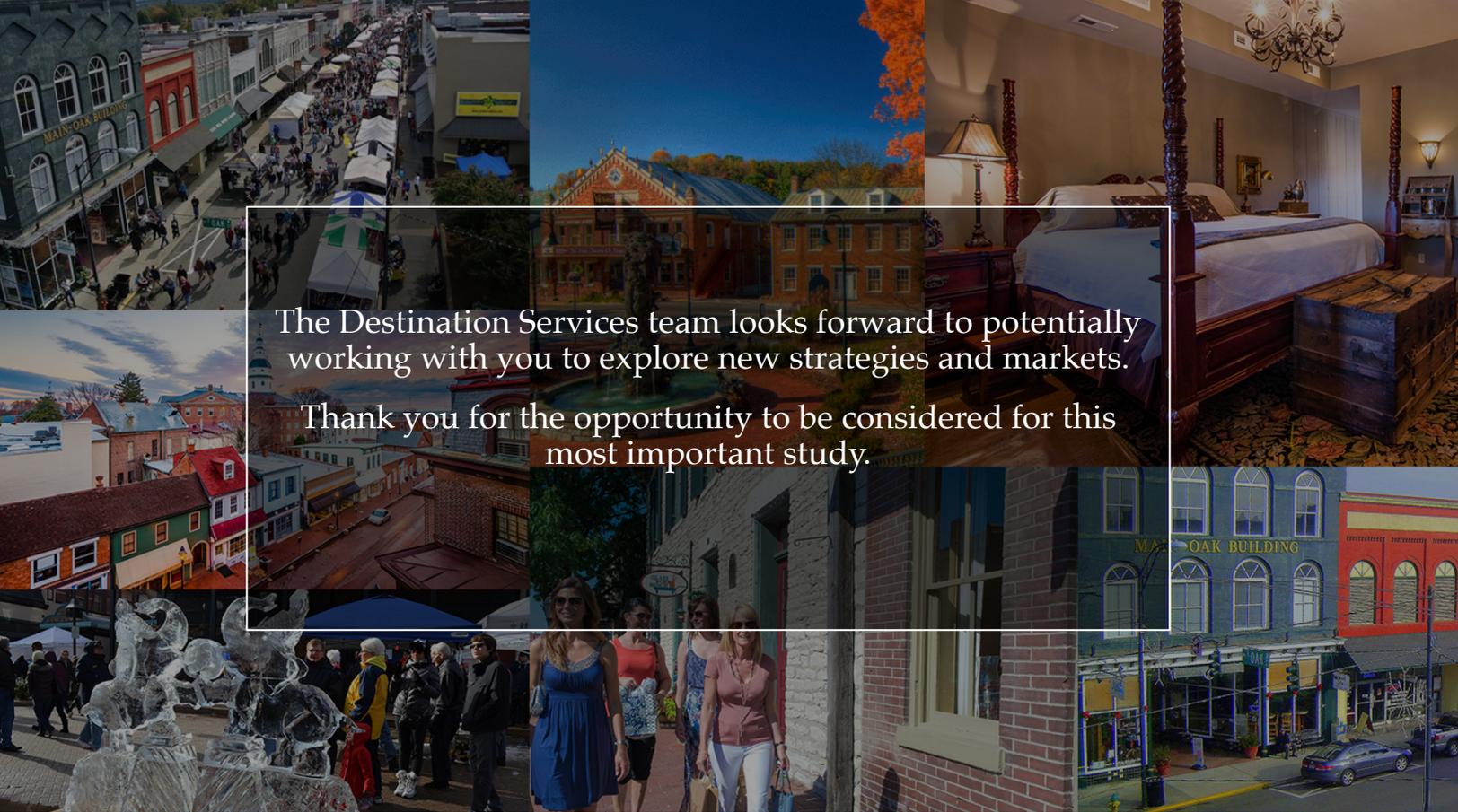
Travel expenses to be billed as incurred. Prior approval by CVB will be obtained.

Destination Services requests 20% of the contracted amount as a project initiation fee to begin the project.



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The Destination Services team looks forward to potentially working with you to explore new strategies and markets.

Thank you for the opportunity to be considered for this most important study.



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