DESTINATION
NEXT
Greater Palm Springs, CA

June 28, 2019
Paul Ouimet
**DestinationNEXT**

**Vision:**
Provide destination organizations with a powerful assessment tool and practical actions and strategies for sustainable success in a dramatically changing world

**Futures Study**
- 75 trends & 55 strategies
- 433 respondents in 52 countries

**Scenario Model & Assessment Tool**
- 4 unique scenarios
- 201 detailed assessments in 11 countries
Today's Objectives

1. Overview of Scenario Model & DestinationNEXT assessment
2. Review Assessment Results
3. Preview of New Futures Study
4. Other items
Scenario Model & DNEXT Assessments
Scenario Model

- Strong Community Engagement
  - VOYAGERS
  - TRAILBLAZERS
- Developing Destination
- Weak Community Engagement
  - EXPLORERS
  - MOUNTAINEERS
- Established Destination
Destination Strength Variables

- Brand
- Accommodations
- Attractions & Entertainment
- Meetings & Convention Facilities
- Air Access
- Events
- Outdoor Recreation & Sporting Facilities
- Communication & Internet Infrastructure
- Mobility & Access
- Destination Performance
Community Support & Engagement Variables

- Effective DMO Governance Model
- Partnership Strength & Support
- Industry Support
- Local Community Support
- Policy and Regulatory Environment
- Workforce
- Hospitality Culture
- Regional Cooperation
- Funding Support & Certainty
- Economic Development
Destination Assessments

350 destinations from 18 countries

201 detailed assessments completed in 11 countries

45 underway or planned, including 4 other countries

50 in discussion, including 14 other countries

USA, Canada, Mexico, Switzerland, Colombia, Korea, Guatemala, Taiwan, Denmark, Brazil, Australia

Dominican Republic, El Salvador, Ecuador, South Africa

Peru, Argentina, Dubai, Germany, Honduras, Chile, New Zealand, United Kingdom, Thailand, Micronesia, Philippines, Russia, Ghana, Nigeria
* States shaded for state-wide assessment
Statewide Assessments
DESTINATION NEXT

Multi-User Online Diagnostic Tool Results:

Destination: Greater Palm Springs, CA

June 21, 2019
481 Participants

- Community Leaders: 6%
- Greater Palm Springs CVB: 17%
- Government Leaders: 15%
- Meeting and Travel Industry Professionals: 15%
- CVB Partners: 47%
Location

- Cathedral City: 4%
- Coachella: 1%
- Desert Hot Springs: 3%
- Indian Wells: 8%
- Indio: 4%
- La Quinta: 5%
- Palm Desert: 13%
- Rancho Mirage: 9%
- Greater Palm Springs: 16%
- Out of Market: 15%
- Palm Springs: 22%
Age Demographic

- Over 65: 13%
- 18 - 34: 10%
- 35 - 49: 30%
- 50 - 64: 47%
Greater Palm Springs, CA Overall Assessment – United States
Trailblazers

These DMO’s and destinations realize the benefits of their tourism vision and work to keep the community and marketplace engagement fresh and relevant.

Key Strategic Challenges

• Avoiding complacency

• Continuing to evolve the destination that delivers a compelling and authentic marketplace experience

• Keeping your eye on the ball

• Maintain & build regional collaboration & community support
Greater Palm Springs, CA Overall Assessment – Stakeholder Group

Strong Community Engagement

VOYAGERS

Government Leaders

Community Leaders

CVB Partners

TRAILBLAZERS

Greater Palm Springs CVB

Meeting and Travel Industry Professionals

Greater Palm Springs Average

EXPLORERS

Developing Destinations

MOUNTAINEERS

Established Destinations

Weak Community Engagement
Greater Palm Springs, CA Overall Assessment – Location Group

Strong Community Engagement

VOYAGERS

TRAILBLAZERS

Greater Palm Springs
Rancho Mirage
Cathedral City
Desert Hot Springs
Palm Desert

Indio
La Quinta
Indian Wells
Coachella

Developing Destinations

Established Destinations

EXPLORERS

MOUNTAINEERS

Weak Community Engagement
Greater Palm Springs, CA Overall Assessment – Age Group

Strong Community Engagement

VOYAGERS

TRAILBLAZERS

Developing Destinations

Established Destinations

Greater Palm Springs Average

50 - 64

Over 65

18 - 34

35 - 49

EXPLORERS

MOUNTAINEERS

Weak Community Engagement
Destination Strength
Personalized, unique & authentic experiences
Cité Mémoire
Montreal, Canada
(<5 million)

- Outdoor video projection experience at dusk
- Attraction runs year-round
- Downloadable app with soundtrack and historical context
- Unique historical depiction of Old Montreal

© Montreal en Histoires
Notre-Dame Aura
Montreal, Canada
(<5 million)

- Light show in Notre-Dame Basilica
- New attraction from 2017 as part of Montreal’s 375th birthday celebration
- Basilica consistently one of top tourist attractions in Montreal
Tea with Eleanor
Campobello Island, Canada
(<250,000)

- Roosevelt’s vacation cottage home—place FDR contracted polio in 1921
- Location now the Roosevelt Campobello International Park
- Sharing the story of Eleanor’s history and human rights achievements
- Eleanor was United States’ Delegate to the United Nations for 7 years
Glass Blowing Classes

Asheville, North Carolina
(<5 million)

- 30-minute hands-on glass making experience
- Make your own souvenir- pint glass, ornament, pendant, paper weight
- $50-$75/person
- One-on-one classes
Mobility & Access

- Road infrastructure
- Public transportation
- Walkability
- Bikeability
- Accessibility & experience for those with disabilities
**Convention & Meeting Facilities**

- Necessary convention and meeting space to compete long term
- Unique, off-site venues for special events
Air Access

- Airport “sense of place”
- International air access (number of flights and capacity)
- Domestic air access (number of carriers and low-cost options)
## Destination Strength Rankings – Greater Palm Springs, CA

<table>
<thead>
<tr>
<th>Relative Importance</th>
<th>Perceived Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attractions &amp; Entertainment</td>
<td>1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>Destination Performance</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt;</td>
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<tr>
<td>Events</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt;</td>
</tr>
<tr>
<td>Communication &amp; Internet Infrastructure</td>
<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
</tbody>
</table>
## Destination Strength - Report Card

<table>
<thead>
<tr>
<th>Variable</th>
<th>Relative Importance (0-100%)</th>
<th>Perceived Performance (1-5 scale)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Industry Average</td>
<td>Greater Palm Springs Average</td>
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<tr>
<td>Attractions &amp; Entertainment</td>
<td>10.8%</td>
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<td>Destination Performance</td>
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<tr>
<td>Events</td>
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<td>10.3%</td>
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<tr>
<td>Communication &amp; Internet Infrastructure</td>
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<td>Air Access</td>
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<td>9.7%</td>
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<td>Accommodation</td>
<td>10.5%</td>
<td>9.6%</td>
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<tr>
<td>Brand</td>
<td>10.4%</td>
<td>9.2%</td>
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**DESTINATION STRENGTH - Greater Palm Springs**

3.76

**INDUSTRY AVERAGE DESTINATION STRENGTH**

3.36

**RESULTING SCENARIO**

**TRAILBLAZERS**

**Note**

Greenshading signifies that the destination outperformed the industry average by greater than 0.2.

Yellows shading signifies that the destination underperformed the industry average by greater than 0.2 but less than 0.4.

Red shading signifies that the destination underperformed the industry average by greater than 0.4.
## Destination Strength - Stakeholder Report Card

<table>
<thead>
<tr>
<th>Variable</th>
<th>Greater Palm Springs Average</th>
<th>Greater Palm Springs CVB</th>
<th>CVB Partners</th>
<th>Meeting and Travel Industry Professionals</th>
<th>Government Leaders</th>
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<tr>
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**DESTINATION STRENGTH - Greater Palm Springs**  
3.76

**INDUSTRY AVERAGE DESTINATION STRENGTH**  
3.36

**RESULTING SCENARIO**

**TRAILBLAZERS**

### Note
- Green shading signifies that the stakeholder group outperformed the destination average by greater than 0.2.
- Yellow shading signifies that the stakeholder group underperformed the destination average by greater than 0.2 but less than 0.4.
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## Destination Strength - Location Report Card

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<thead>
<tr>
<th>Variable</th>
<th>Greater Palm Springs Average</th>
<th>Cathedral City</th>
<th>Coachella</th>
<th>Desert Hot Springs</th>
<th>Indian Wells</th>
<th>Indio</th>
<th>La Quinta</th>
<th>Palm Desert</th>
<th>Palm Springs</th>
<th>Rancho Mirage</th>
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</tr>
</tbody>
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### DESTINATION STRENGTH - Greater Palm Springs

**3.76**

### INDUSTRY AVERAGE DESTINATION STRENGTH

**3.36**

### RESULTING SCENARIO

**TRAILBLAZERS**

**Note**
- Greenshading signifies that the location group outperformed the destination average by greater than 0.2.
- Yellowsignifies that the location group underperformed the destination average by greater than 0.2 but less than 0.4.
- Redshading signifies that the location group underperformed the destination average by greater than 0.4.
# How important to Greater Palm Springs is...

(1 - Low Level of Importance; 10 - High Level of Importance)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Air Access</td>
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<tr>
<td>2.</td>
<td>Attractions &amp; Entertainment</td>
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<td>3.</td>
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<td>5.</td>
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<td>6.</td>
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<td>7.</td>
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<td>9.</td>
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<td>11.</td>
<td>LGBTQ+ Friendly</td>
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<td>13.</td>
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<td>14.</td>
<td>Medical Tourism</td>
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<tr>
<td>15.</td>
<td>Open to Cannabis</td>
<td>6.42</td>
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</table>
Attractions & Entertainment

- Greater Palm Springs has unique and high-quality dining options.
- Greater Palm Springs has high-quality and wide-ranging arts and cultural attractions.
- Greater Palm Springs offers diverse and high-quality shopping opportunities.
- Greater Palm Springs has unique and vibrant neighborhoods that are attractive to visitors.
- Greater Palm Springs has the type of large, famous attractions that cause people to stay.

Note
Red dashed line signifies the variable's industry average
Texas Live! Entertainment Complex
Arlington, Texas
(>5 million)

- $250 million Entertainment District placemaking project
- Adjacent to Globe Life Park (MLB) and AT&T Stadium (NFL)
- 10 restaurants, 5,000 seat event theatre, 300 bed hotel, 35,000 sq. ft. convention space
- Expected to bring 3 million additional visitors to Arlington, $100 economic impact annually
What are the Top 3 Attractions in Greater Palm Springs, CA

Aerial Tramway
Joshua Tree National Park
Hiking
Coachella
Activities
Dining
Festivals
Golf
Relax
Downtown
Events

- Greater Palm Springs has an abundance of parks and outdoor spaces for handling special events.

- Greater Palm Springs has diverse and quality facilities and venues with capacity and availability to host major events.

- Greater Palm Springs’ local governments are cooperative and supportive in attracting and hosting major events.

- Greater Palm Springs offers a year-long series of major events that attracts visitors and drives economic impact.

Note
Red dashed line signifies the variable’s industry average
Art Basel Miami Beach

Miami, Florida
(>5 million)

- Annual 5 day Modern and contemporary art fair- began in 2002
- Privately owned and operated- additional shows in Hong Kong and Switzerland
- Contributions from 250 galleries across world
- $500 million economic impact- 83,000 visitors in 2018
Communication & Internet Infrastructure

- There is substantial Wi-Fi access in Greater Palm Springs’ meeting/convention facilities.

- There is good mobile coverage/availability at all of Greater Palm Springs’ attractions and entertainment areas.

- Greater Palm Springs offers sufficient free Wi-Fi in outdoor/public areas with high visitor traffic.

- Greater Palm Springs has sufficient broadband width and capacity to accommodate the surge in visitors during peak periods.

Note: Red dashed line signifies the variable's industry average.
CityPost Smart Kiosks

Kansas City, Missouri
(<5 million)

- 25 installed in downtown core- 55-inch touchscreens
- Free public Wi-Fi
- Google maps wayfinding
- Ability to collect pedestrian movement data
- Provides local restaurant and event information
- CityPost kiosks currently in 21 cities
Country Club Plaza is the heart and soul of Kansas City.

Touch for more.
“Gig City” Fiber Optic Network
Chattanooga, Tennessee
(<5 million)

• Fastest internet in Western Hemisphere
• Growing Tech start-up hub
• $865.3 million to local economy from 2011-2015
• 3000 jobs created between 2011-2015
Breckenridge Broadband Project
Breckenridge, Colorado (<250,000)

- Conducted feasibility study for town-wide fiber optic network
- Speeds up to 1 GB/second- one of fastest in US
- Would allow “Smart City” technology- smart parking, public Wi-Fi, real-time water metering
Convention & Meeting Facilities

- Hotels and other meeting venues in Greater Palm Springs take full advantage of the views.

- Greater Palm Springs has good, unique off-site venues for special events.

- Greater Palm Springs offers an abundance of professional and experienced convention services suppliers.

- Greater Palm Springs has the necessary convention, meeting and trade show facilities to compete today.

- The Palm Springs Convention Center’s meeting and networking space is well branded.

- Greater Palm Springs has the necessary convention, meeting and trade show facilities to compete for the next 10 years.

*Note: Red dashed line signifies the variable’s industry average*
Kentucky International Convention Center

Louisville, Kentucky
(<5 million)

- $207 million renovation & expansion - complete in Fall 2018
- 200,000 sq. ft. exhibition space - a 30% increase
- Added 8 hotels in new convention center district - 6,300 rooms
- 37% of rooms directly connected to convention center
Mobility & Access

- The number of visitors utilizing biking paths and walking trails in Greater Palm Springs are at an acceptable level to not impede on the enjoyment of local residents.

- Greater Palm Springs provides good access and mobility for those with disabilities.

- Greater Palm Springs has great directional signage and highways that make it easy to get to and from the airport, to the nine cities’ downtown areas, and around the destination to major attractions.

- Greater Palm Springs has adequate parking facilities to accommodate local residents and visitors.

- Greater Palm Springs is a bicycle-friendly destination with easy, well-marked bike routes throughout.

- The roads of Greater Palm Springs can easily handle residents, businesses and visitor traffic throughout the year with very little congestion.

- Greater Palm Springs is known as a walkable destination.

- Greater Palm Springs has adequate public transportation that makes it easy for visitors to get around the destination and to major attractions and shopping.

Note
Red dashed line signifies the variable's industry average
Indianapolis Cultural Trail

Indianapolis, Indiana
(<5 million)

- Walk/bike path through downtown Indianapolis
- Connects all six of Indianapolis’s Cultural Districts
- Features $2 million in public art
- Average expenditure by trail users $53
- $864.5 million of economic impact
- 11,372 jobs created
Huntington Beach Wayfinding Program

Huntington Beach, CA
(<5 million)

- Initiative to facilitate wayfinding throughout the City, while enhancing the sense of direction and themes associated with our community’s history and character
- Led by Visit Huntington Beach with City of Huntington Beach
Sundance Square Plaza Free Valet & Parking

Fort Worth, Texas
(>5 million)

- Downtown shopping, dining and entertainment district- 35 blocks
- Free valet service anytime with validated Sundance Square receipt- validation with any purchase
- Valet car at one end, walk through square, pick-up at other end
- Free parking weekdays after 5pm and on weekends
- 3,750 parking spaces available
Outdoor Recreation & Sports Facilities

- Greater Palm Springs provides visitors with a wide variety of outdoor experiences.

- Greater Palm Springs has adequate number of tours available for outdoor enthusiasts.

- Greater Palm Springs offers a wide diversity of parks and bike trails.

- Greater Palm Springs has the venues to host major sporting events.

Note: Red dashed line signifies the variable's industry average.
Grand Park
Westfield, Indiana
(<5 million)

- 400-acre park- opened in 2014
- 26 baseball and softball diamonds
- 31 multi-purpose fields for soccer, football and lacrosse
- Attracted 1.5 million visitors in 2015- 61,000 room night bookings
- $220 million economic impact in first 2 years
Rocky Mountain Sports Park
Windsor, Colorado
(<5 million)

- Ongoing $225 million development
- World’s largest sports park- 490 acres
- 53 baseball/softball fields
- 15 multi-purpose fields for soccer, football and lacrosse
- Initial phase scheduled for Summer 2019 completion
Air Access

- PSP offers a true Greater Palm Springs “sense of place” that supports the brand and promotes Greater Palm Springs and the Coachella Valley.
- PSP offers variety and quality of Canadian air access (e.g., number of flights, schedules and capacity).
- PSP is a state-of-the-art facility with capacity to grow.
- PSP offers variety and quality of domestic seasonal (October – May) air access (e.g., number of flights, schedules and capacity)
- PSP offers a wide variety of Canadian air access (e.g., number of carriers and low-cost options).
- PSP offers a wide variety of domestic seasonal (October – May) air access (e.g., number of carriers and low-cost options)
- PSP offers variety and quality of domestic annual air access (e.g., number of flights, schedules and capacity)
- PSP offers a wide variety of domestic annual air access (e.g., number of carriers and low-cost options)

Note
Red dashed line signifies the variable’s industry average

59
Changi Airport Jewel

Singapore

 (>5 million)

• Nature-themed entertainment and retail complex on the landside of Changi Airport
• Linked to three of its passenger terminals, the centrepiece is the world's tallest indoor waterfall, named the Rain Vortex, which is surrounded by a terraced forest setting
• Opened in 2019, in partnership between Changi Airport Group and CapitaLand
Accommodation

- Greater Palm Springs offers a diversity of accommodation price options.
- Greater Palm Springs has an adequate supply of sharing economy accommodations.
- The location and proximity of accommodation options in Greater Palm Springs meets visitor needs.
- Greater Palm Springs has adequate hotel accommodation capacity.
- Greater Palm Springs has an appropriate number of hotel and sharing economy accommodations.
- Greater Palm Springs’ sharing economy capacity is not impeding quality of life for local residents.

**Note**
Red dashed line signifies the variable’s industry average
Greater Palm Springs is known as being healthy and an outdoor, active destination.

Greater Palm Springs’ tourism industry uses and leverages social media.

Greater Palm Springs appeals to a wide range of visitors.

Greater Palm Springs has an established brand that is simple, memorable and market-tested.

Greater Palm Springs is known for being safe, clean and secure for visitors.

Greater Palm Springs is known for having a lot of things to see and do.

Greater Palm Springs is known for being an environmentally conscious and sustainable destination.

Greater Palm Springs is known as a creative, high-tech, innovative destination.

Note
Red dashed line signifies the variable’s industry average
What iconic image comes to mind when you think of Greater Palm Springs?

Aerial Tramway
Windmill
Palm Tree
Mount San Jacinto
Coachella Valley
Golf
Mid-Century Architecture
Community Support & Engagement
Sustainable tourism
## Community Support & Engagement – Greater Palm Springs, CA

<table>
<thead>
<tr>
<th>Relative Importance</th>
<th>Perceived Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>1&lt;sup&gt;st&lt;/sup&gt;</td>
</tr>
<tr>
<td>Economic Development</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt;</td>
</tr>
<tr>
<td>Effective Advocacy Program</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt;</td>
</tr>
<tr>
<td>Hospitality Culture</td>
<td>4&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
</tbody>
</table>
# Community Support & Engagement - Report Card

<table>
<thead>
<tr>
<th>Variable</th>
<th>Relative Importance (0-100%)</th>
<th>Perceived Performance (1-5 scale)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Industry Average</td>
<td>Greater Palm Springs Average</td>
</tr>
<tr>
<td>Workforce</td>
<td>10.2%</td>
<td>10.2%</td>
</tr>
<tr>
<td>Economic Development</td>
<td>10.3%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Effective Advocacy Program</td>
<td>10.1%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Hospitality Culture</td>
<td>10.3%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Industry Support</td>
<td>10.0%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Funding Support &amp; Certainty</td>
<td>10.1%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Local Community Support</td>
<td>10.3%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Regional Cooperation</td>
<td>10.1%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Partnership Strength &amp; Support</td>
<td>9.1%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Effective DMO Governance Model</td>
<td>9.5%</td>
<td>9.7%</td>
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</tbody>
</table>

**COMMUNITY SUPPORT & ENGAGEMENT - Greater Palm Springs**  
4.09

**INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT**  
3.55

## Resulting Scenario

<table>
<thead>
<tr>
<th>RESULTING SCENARIO</th>
<th>TRAILBLAZERS</th>
</tr>
</thead>
</table>

### Note
- Green shading signifies that the destination outperformed the industry average by greater than 0.2.
- Yellow shading signifies that the destination underperformed the industry average by greater than 0.2 but less than 0.4.
- Red shading signifies that the destination underperformed the industry average by greater than 0.4.
# Community Support & Engagement – Stakeholder Report Card

## Perceived Performance

(1-5 scale)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Greater Palm Springs Average</th>
<th>Greater Palm Springs CVB</th>
<th>CVB Partners</th>
<th>Meeting and Travel Industry Professionals</th>
<th>Government Leaders</th>
<th>Community Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>3.55</td>
<td>3.55</td>
<td>3.28</td>
<td>3.63</td>
<td>5.33</td>
<td>5.33</td>
</tr>
<tr>
<td>Effective Advocacy Program</td>
<td>4.12</td>
<td>4.25</td>
<td>4.08</td>
<td>4.12</td>
<td>4.08</td>
<td>4.15</td>
</tr>
<tr>
<td>Hospitality Culture</td>
<td>4.05</td>
<td>3.97</td>
<td>4.03</td>
<td>4.26</td>
<td>4.07</td>
<td>3.96</td>
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<tr>
<td>Funding Support &amp; Certainty</td>
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<td>3.92</td>
<td>3.92</td>
<td>4.05</td>
<td>4.07</td>
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<tr>
<td>Industry Support</td>
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<td>4.54</td>
<td>4.25</td>
<td>4.30</td>
<td>4.25</td>
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<tr>
<td>Local Community Support</td>
<td>3.94</td>
<td>3.90</td>
<td>3.94</td>
<td>3.94</td>
<td>3.96</td>
<td>3.97</td>
</tr>
<tr>
<td>Regional Cooperation</td>
<td>4.23</td>
<td>4.38</td>
<td>4.15</td>
<td>4.36</td>
<td>4.22</td>
<td>4.17</td>
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<tr>
<td>Partnership Strength &amp; Support</td>
<td>4.32</td>
<td>4.36</td>
<td>4.30</td>
<td>4.32</td>
<td>4.30</td>
<td>4.33</td>
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<tr>
<td>Effective DMO Governance Model</td>
<td>4.28</td>
<td>4.57</td>
<td>4.19</td>
<td>4.28</td>
<td>4.24</td>
<td>4.25</td>
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</table>

**COMMUNITY SUPPORT & ENGAGEMENT - Greater Palm Springs**

4.09

**INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT**

3.55

---

**RESULTING SCENARIO**

**TRAILBLAZERS**

---

**Note**

Greenshading signifies that the stakeholder group outperformed the destination average by greater than 0.2.

Yellow shading signifies that the stakeholder group underperformed the destination average by greater than 0.2 but less than 0.4.

Red shading signifies that the stakeholder group underperformed the destination average by greater than 0.4.
# Community Support & Engagement – Location Report Card

## Perceived Performance (1-5 scale)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Greater Palm Springs Average</th>
<th>Cathedral City</th>
<th>Coachella</th>
<th>Desert Hot Springs</th>
<th>Indian Wells</th>
<th>Indio</th>
<th>La Quinta</th>
<th>Palm Desert</th>
<th>Palm Springs</th>
<th>Rancho Mirage</th>
<th>Greater Palm Springs</th>
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</thead>
<tbody>
<tr>
<td>Effective Advocacy Program</td>
<td>4.12</td>
<td>4.09</td>
<td>3.82</td>
<td>4.08</td>
<td>4.10</td>
<td>4.30</td>
<td>4.17</td>
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<td>4.14</td>
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<tr>
<td>Hospitality Culture</td>
<td>4.05</td>
<td>4.03</td>
<td>4.35</td>
<td>4.12</td>
<td>4.14</td>
<td>4.35</td>
<td>4.24</td>
<td>4.04</td>
<td>3.93</td>
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<td>4.07</td>
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<tr>
<td>Industry Support</td>
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<td>4.01</td>
<td>4.35</td>
<td>4.37</td>
<td>4.54</td>
<td>4.39</td>
<td>4.18</td>
<td>4.20</td>
<td>4.31</td>
<td>4.35</td>
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<tr>
<td>Local Community Support</td>
<td>3.94</td>
<td>3.95</td>
<td>3.85</td>
<td>3.81</td>
<td>3.99</td>
<td>4.25</td>
<td>4.09</td>
<td>3.87</td>
<td>3.91</td>
<td>4.05</td>
<td>3.90</td>
</tr>
<tr>
<td>Regional Cooperation</td>
<td>4.23</td>
<td>4.14</td>
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<td>4.27</td>
<td>4.20</td>
<td>4.49</td>
<td>4.34</td>
<td>4.18</td>
<td>4.13</td>
<td>4.17</td>
<td>4.32</td>
</tr>
<tr>
<td>Partnership Strength &amp; Support</td>
<td>4.32</td>
<td>4.29</td>
<td>4.17</td>
<td>4.34</td>
<td>4.36</td>
<td>4.48</td>
<td>4.45</td>
<td>4.34</td>
<td>4.25</td>
<td>4.39</td>
<td>4.28</td>
</tr>
<tr>
<td>Effective DMO Governance Model</td>
<td>4.28</td>
<td>4.29</td>
<td>4.50</td>
<td>4.27</td>
<td>4.30</td>
<td>4.47</td>
<td>4.30</td>
<td>4.19</td>
<td>4.16</td>
<td>4.27</td>
<td>4.37</td>
</tr>
</tbody>
</table>

**COMMUNITY SUPPORT & ENGAGEMENT - Greater Palm Springs** 4.09

**INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT** 3.55

**RESULTING SCENARIO** TRAILBLAZERS

**Note**

- Greenshading signifies that the location group outperformed the destination average by greater than 0.2.
- Yellow shading signifies that the location group underperformed the destination average by greater than 0.2 but less than 0.4.
- Red shading signifies that the location group underperformed the destination average by greater than 0.4.
Workforce

- The workforce in Greater Palm Springs is stable and has a positive labor relations environment.

- The hospitality industry in Greater Palm Springs is able to attract and retain a high-quality workforce.
California State University Hospitality & Tourism Program

California
(<5 million)

- Various degrees: event management; food & beverage; lodging; travel & tourism
- Hospitality & Tourism Alliance
Breckenridge Subsidized Housing
Breckenridge, Colorado
(<250,000)

- Breckenridge Grand Vacations- company building 32 affordable rental condominiums for own employees
- Breckenridge Workforce Housing Program- imposed sales tax generates $3 million annually for affordable housing development, currently developing over 100 units
Hospitality Culture

- Greater Palm Springs has a hospitality-minded culture that welcomes visitors.

- Greater Palm Springs has a reputation for offering high-quality customer service.

Note: Red dashed line signifies the variable's industry average.
Local Community Support

- The Greater Palm Springs tourism industry gets positive media coverage locally.
- Media in Greater Palm Springs has a general understanding and positive perception of Tourism
- The Greater Palm Springs CVB has great corporate support.
- Businesses in Greater Palm Springs have a general understanding and positive perception tourism
- Residents in Greater Palm Springs have a general understanding and positive perception tourism

Note: Red dashed line signifies the variable’s industry average
Visit Anaheim Cares

Anaheim, California

(>5 million)

- Shopping, gardens, games & restaurants
- Over 35,000 visitors per week
- 1.9 million visitors in 2016
- Created and owned by local couple
Key Takeaways

• Currently in Trailblazers quadrant with above industry average destination strength and community support & engagement

• Stakeholders are aligned on perceptions about destination and community support

Destination Opportunities

• Broadband width and capacity
• Public Wi-Fi
• Meeting facilities for next 10 years
• Public transportation
• Walkability
• Road congestion
• Sporting event venues
• Domestic annual air access
• Creative and innovative destination

Community Support & Engagement Opportunities

• Workforce
• Resident support
What three things can Greater Palm Springs do to become a better or world-class destination?

<table>
<thead>
<tr>
<th>Air Access and Service Development (22%)</th>
<th>Access and Mobility (15%)</th>
<th>Attractions and Entertainment (12%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Airport facility improvements</td>
<td>• Amtrak service from LA</td>
<td>• Better Centralized Performing Arts</td>
</tr>
<tr>
<td>• Better air access</td>
<td>• Better accessibility</td>
<td>• Better clubs and nightlife</td>
</tr>
<tr>
<td>• Better air connections</td>
<td>• Better public transportation</td>
<td>• Better shopping, more events</td>
</tr>
<tr>
<td>• Better Air Service</td>
<td>• Better rail access</td>
<td>throughout the year. Need a venue</td>
</tr>
<tr>
<td>• Better flights</td>
<td>• Better transportation infrastructure</td>
<td>for concerts and events. Like the</td>
</tr>
<tr>
<td>• Better Lift In / Out of PS</td>
<td>• Better transportation within destination</td>
<td>Hollywood bowl</td>
</tr>
<tr>
<td>• Bigger airport</td>
<td>• Increase amount of bridges for transportation</td>
<td>• Bring more music and sports</td>
</tr>
<tr>
<td>• Continue soliciting airlift and</td>
<td>• Continue maintenance of all roadways</td>
<td>festivals here</td>
</tr>
<tr>
<td>frequency of airlift</td>
<td>• Efficient Rail service</td>
<td>• Build Disney Land</td>
</tr>
<tr>
<td>• Continue to increase air service</td>
<td>• Enhance Mobility</td>
<td>• Create irresistible selfie spots</td>
</tr>
<tr>
<td>• Continue to work on more airlift and</td>
<td>• Expand travel options/availability</td>
<td>• Develop attractions for summer</td>
</tr>
<tr>
<td>flights</td>
<td>• High speed rail service</td>
<td>• Develop more organized/anchor</td>
</tr>
<tr>
<td>• Expand affordable domestic airline</td>
<td>• Improve public transportation to avoid people always having to hire a car or</td>
<td>outdoor activities/destinations for the area</td>
</tr>
<tr>
<td>service within California</td>
<td></td>
<td>• Enhance our options of tours and activities</td>
</tr>
<tr>
<td>• Expanded airport and more nonstop</td>
<td></td>
<td>• More animal attractions</td>
</tr>
<tr>
<td>domestic flights</td>
<td></td>
<td>• More entertainment outside of just downtown Palm Springs</td>
</tr>
</tbody>
</table>
Futures Study
Advisory Panels

- Disrupters
- Clients
- Community Leaders
- Destination Leaders
Strategic Radar Map

52 Trends

64 Strategies
#1: Destination Stewardship
Balancing sustainable tourism, equitable economic development & quality of life

#2: Community Alignment
Building public-private sector coalition, regional collaboration and support for a shared vision

#3: Digital Engagement
Connecting with consumers today: hyper-personalized; online; and on-demand
Thank you!

paul.ouimet@nextfactorinc.com