

DESTINATION **NEXT**

Greater Palm Springs, CA

June 28, 2019



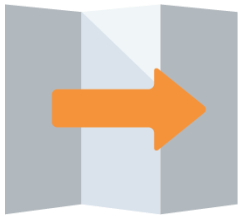
NEXTFACTOR 

Paul Ouimet

DestinationNEXT

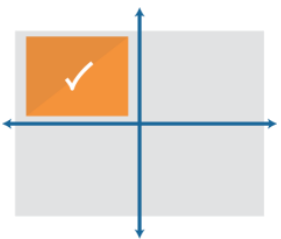
Vision:

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



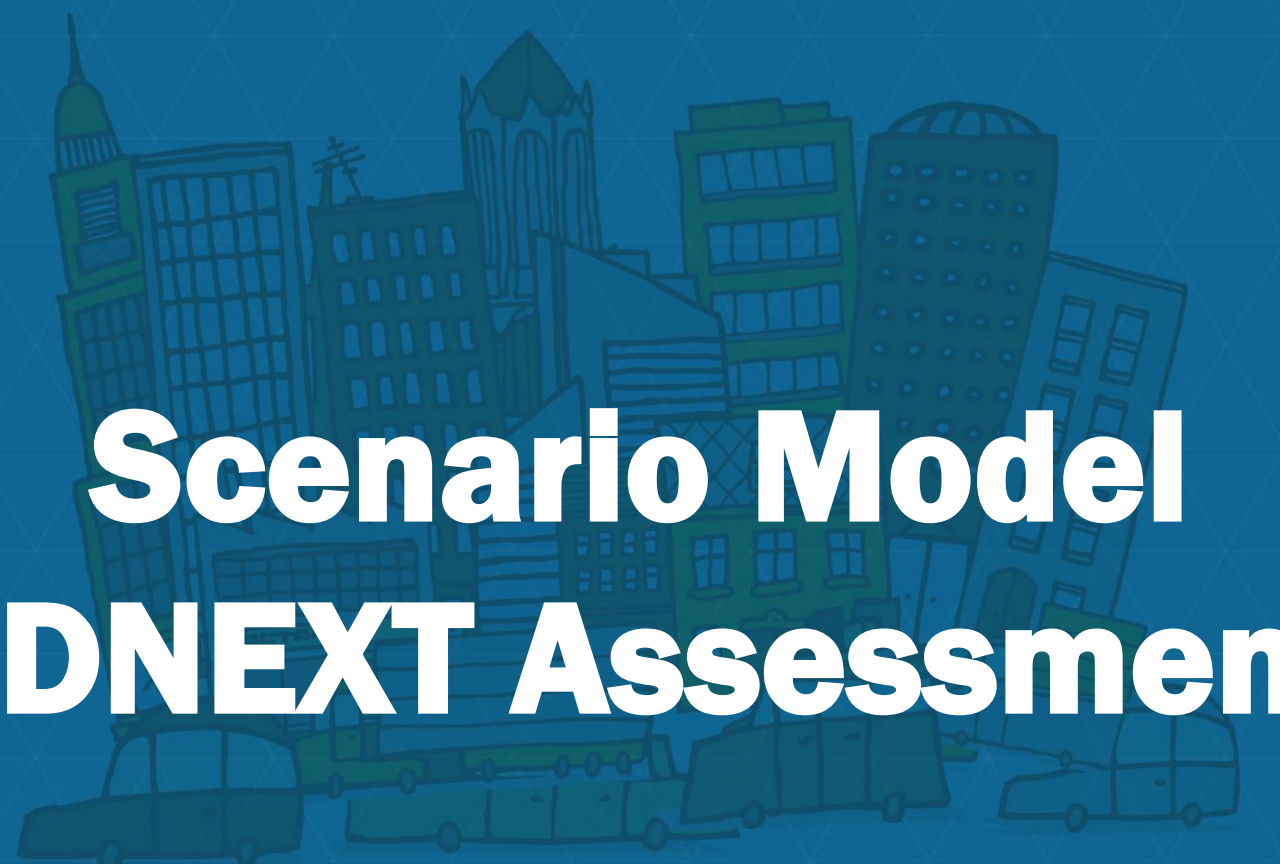
Scenario Model & Assessment Tool

- 4 unique scenarios
- 201 detailed assessments in 11 countries

Today's Objectives

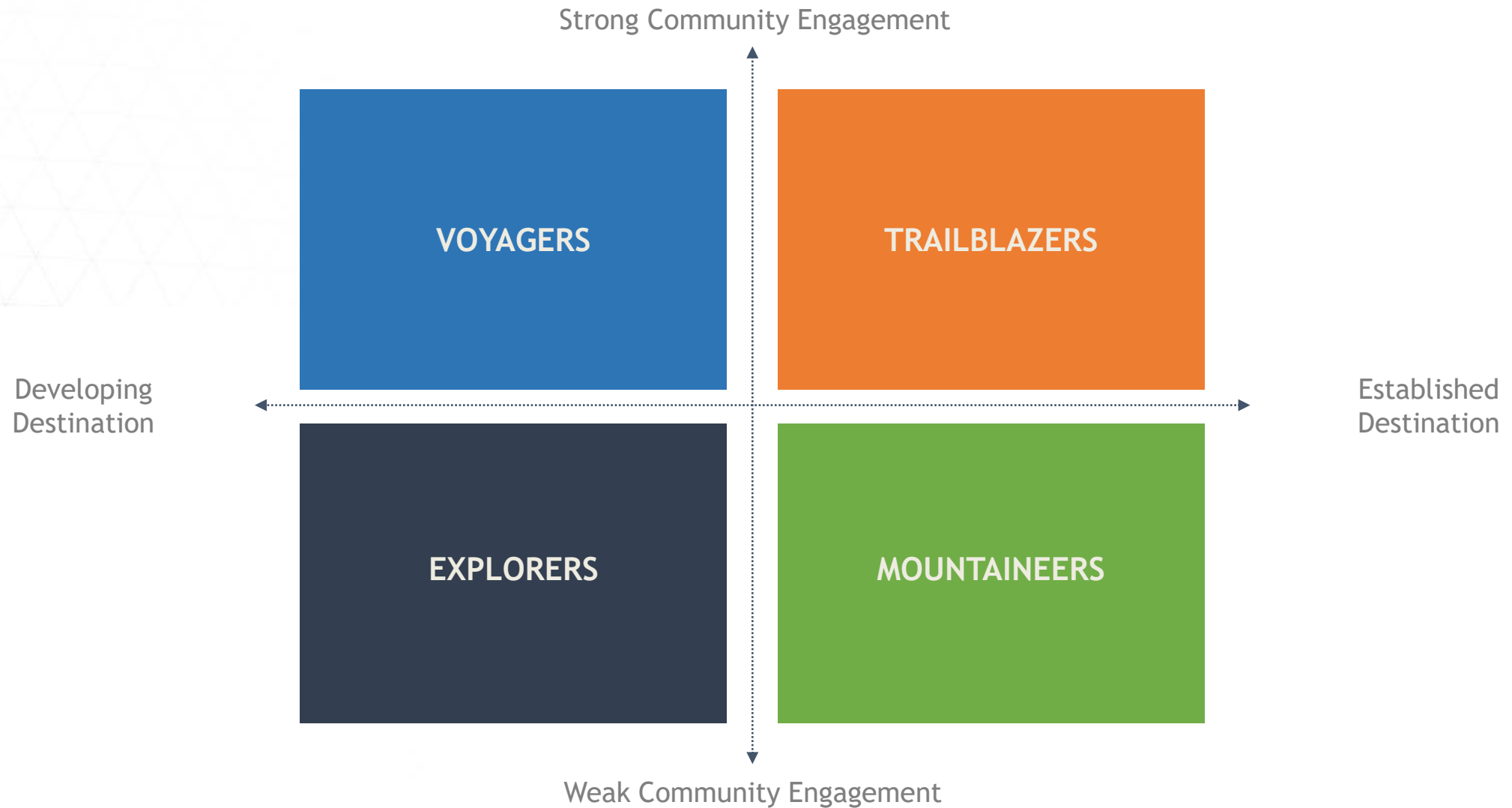
1. Overview of Scenario Model & DestinationNEXT assessment
2. Review Assessment Results
3. Preview of New Futures Study
4. Other items



A stylized, hand-drawn illustration of a city skyline. It features several tall buildings with various architectural details like windows, antennas, and domes. In the foreground, there are several cars and a bus, also in a simplified, illustrative style. The entire illustration is rendered in shades of blue and green, matching the background.

Scenario Model & DNEXT Assessments

Scenario Model



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**



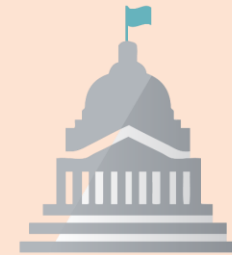
**Partnership Strength &
Support**



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

United States

DESTINATION
NEXT



* States shaded for state-wide assessment

Statewide Assessments



DESTINATION NEXT

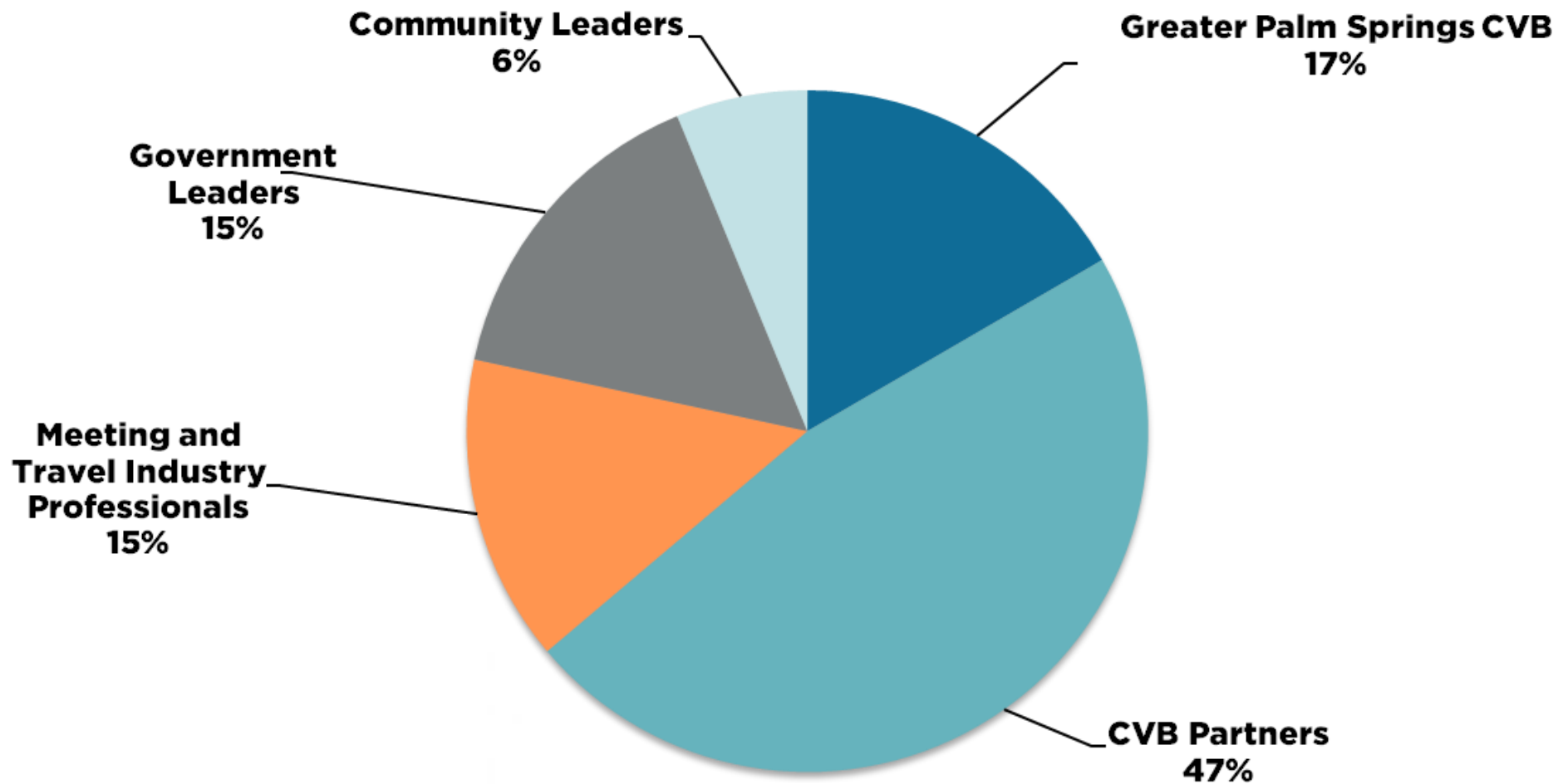
Multi-User Online Diagnostic Tool Results:

Destination: Greater Palm Springs, CA

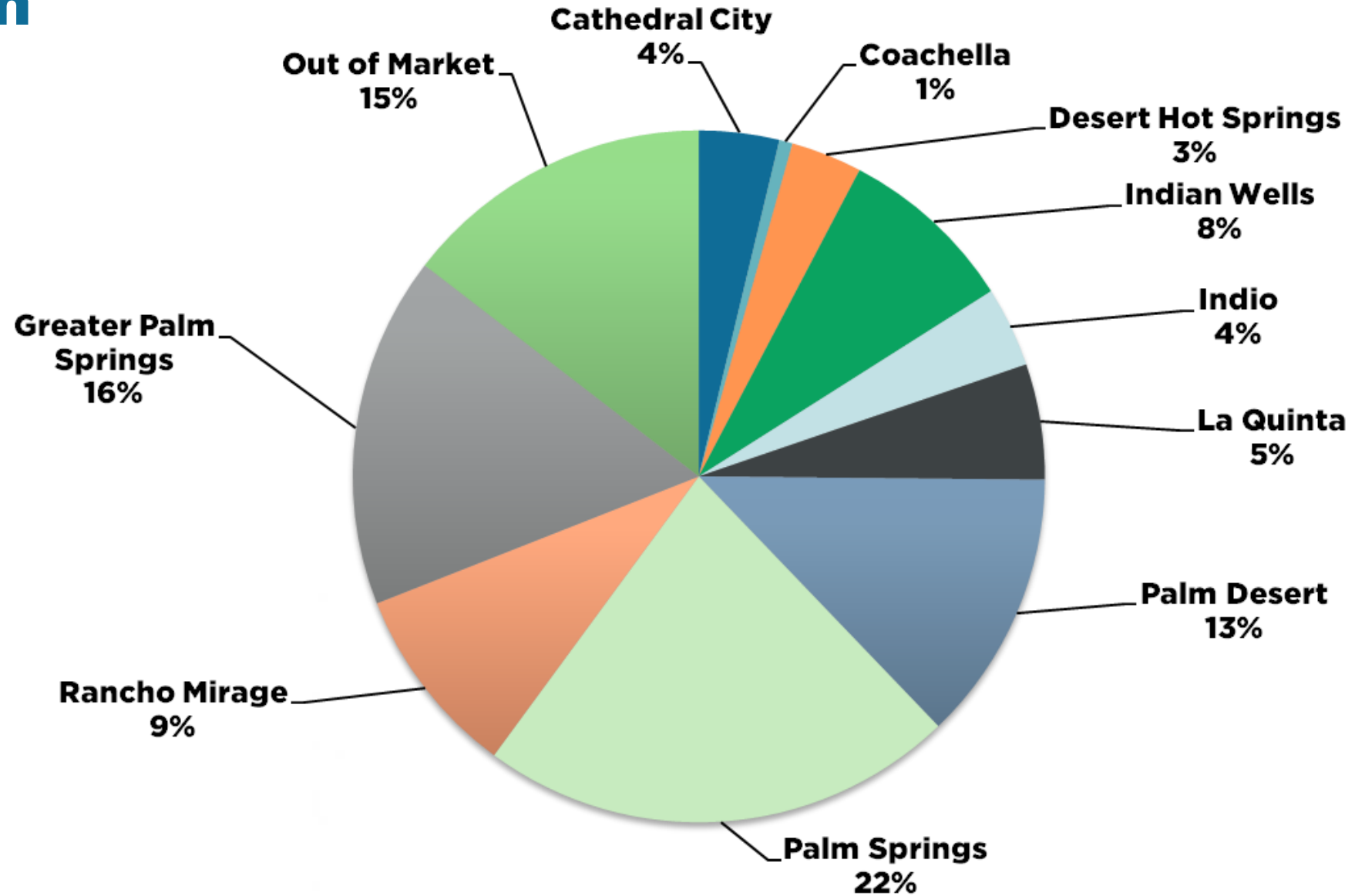
June 21, 2019



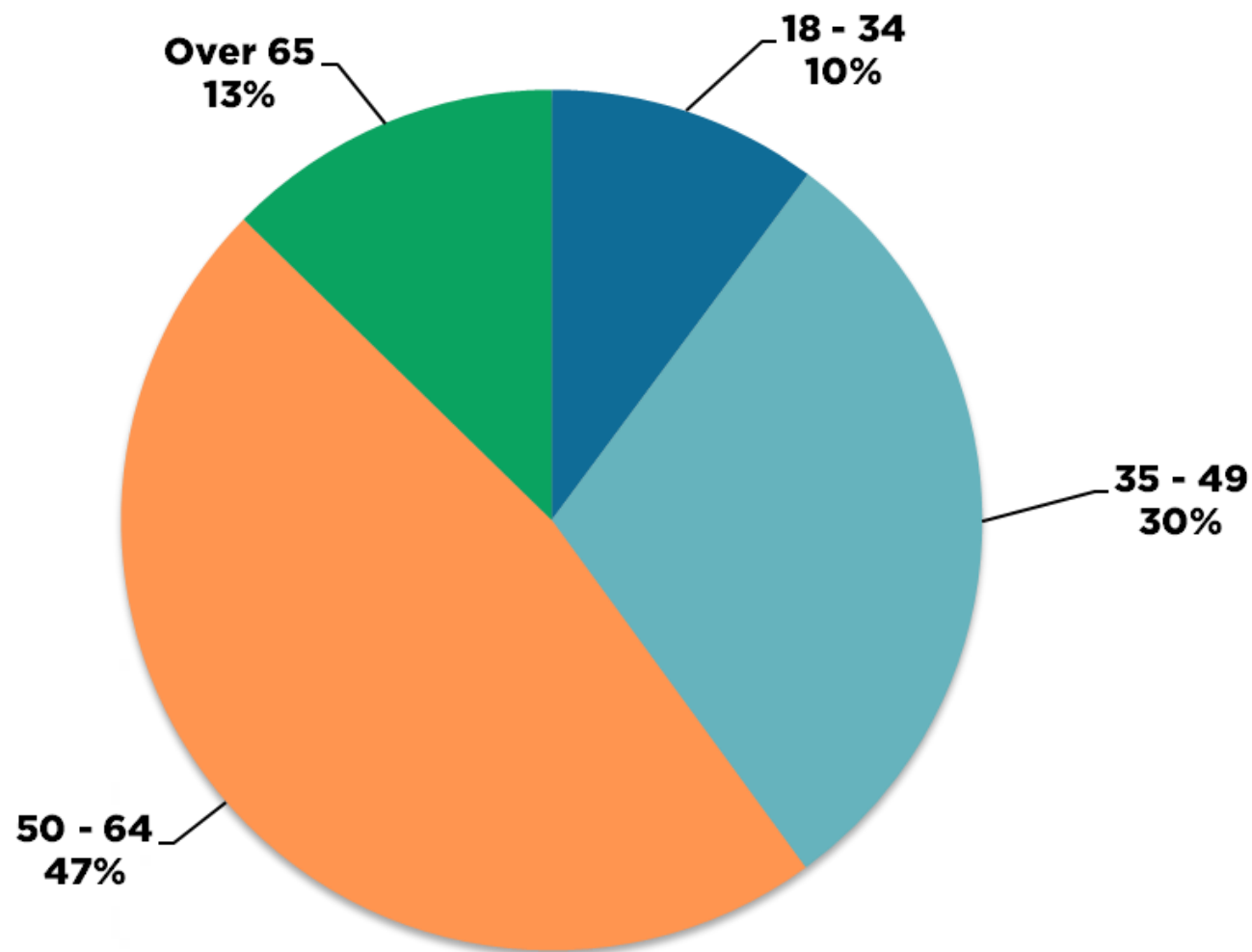
481 Participants



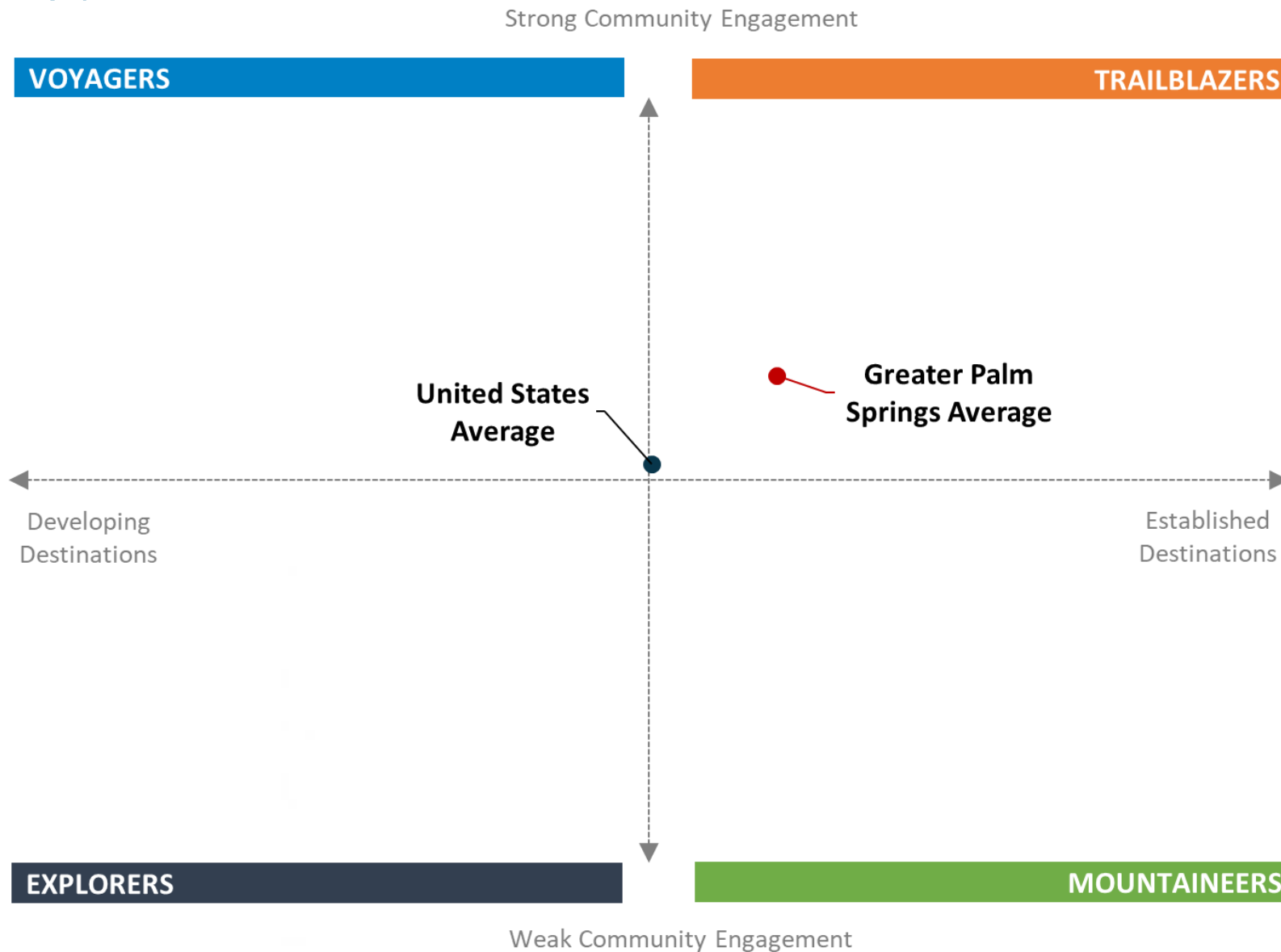
Location



Age Demographic



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.

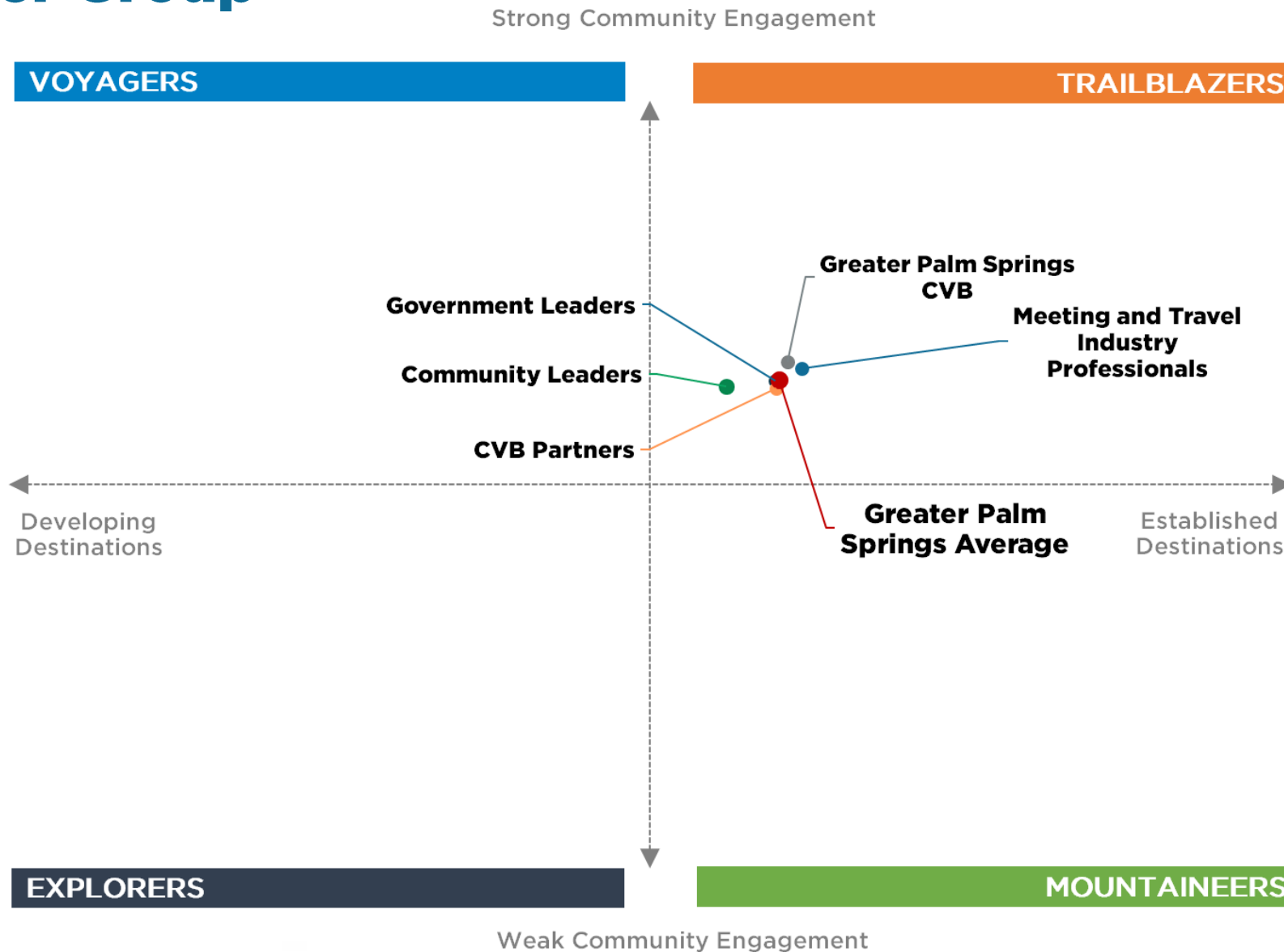
Key Strategic Challenges

- **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**

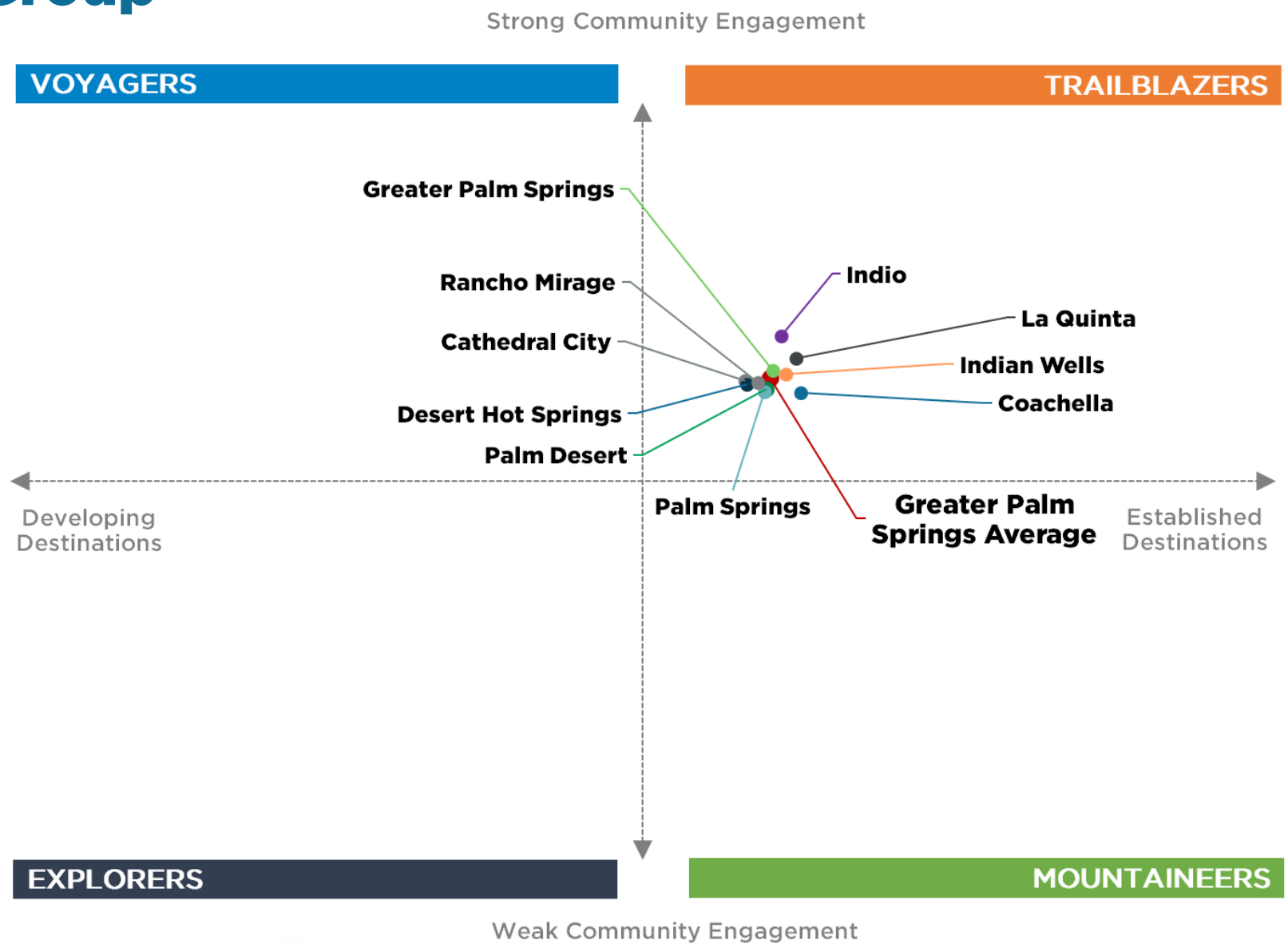
Strong Community Engagement



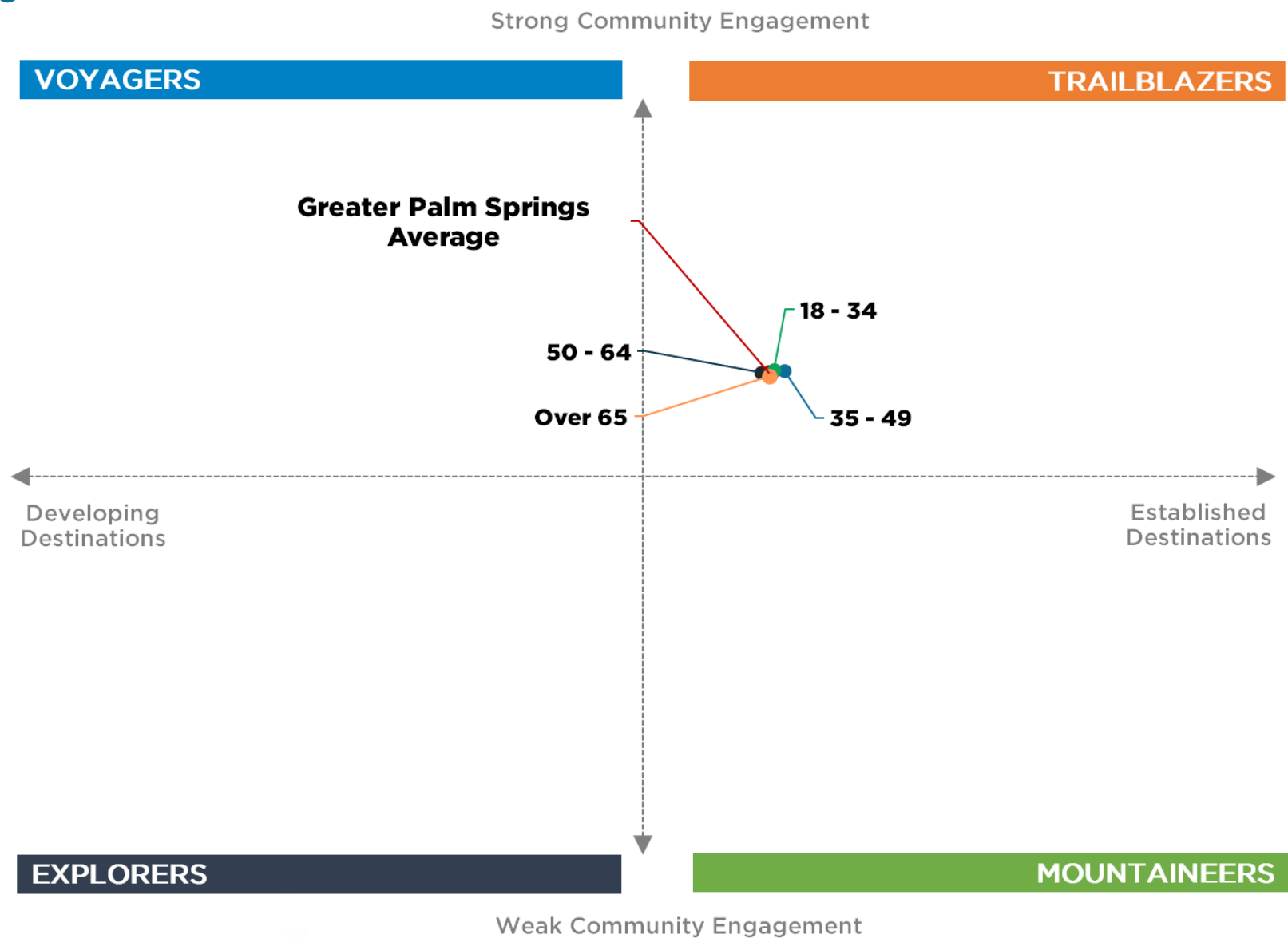
Greater Palm Springs, CA Overall Assessment – Stakeholder Group



Greater Palm Springs, CA Overall Assessment – Location Group



Greater Palm Springs, CA Overall Assessment – Age Group



Destination Strength

DESTINATION
NEXT



A night scene of a fire festival. In the foreground, a large, bright fire burns on a float that is partially submerged in water. The fire is reflected in the water. To the left, a crowd of people is visible on a raised platform, watching the event. In the background, other floats with fires are visible on the water. The overall atmosphere is festive and dramatic.

Personalized, unique & authentic experiences



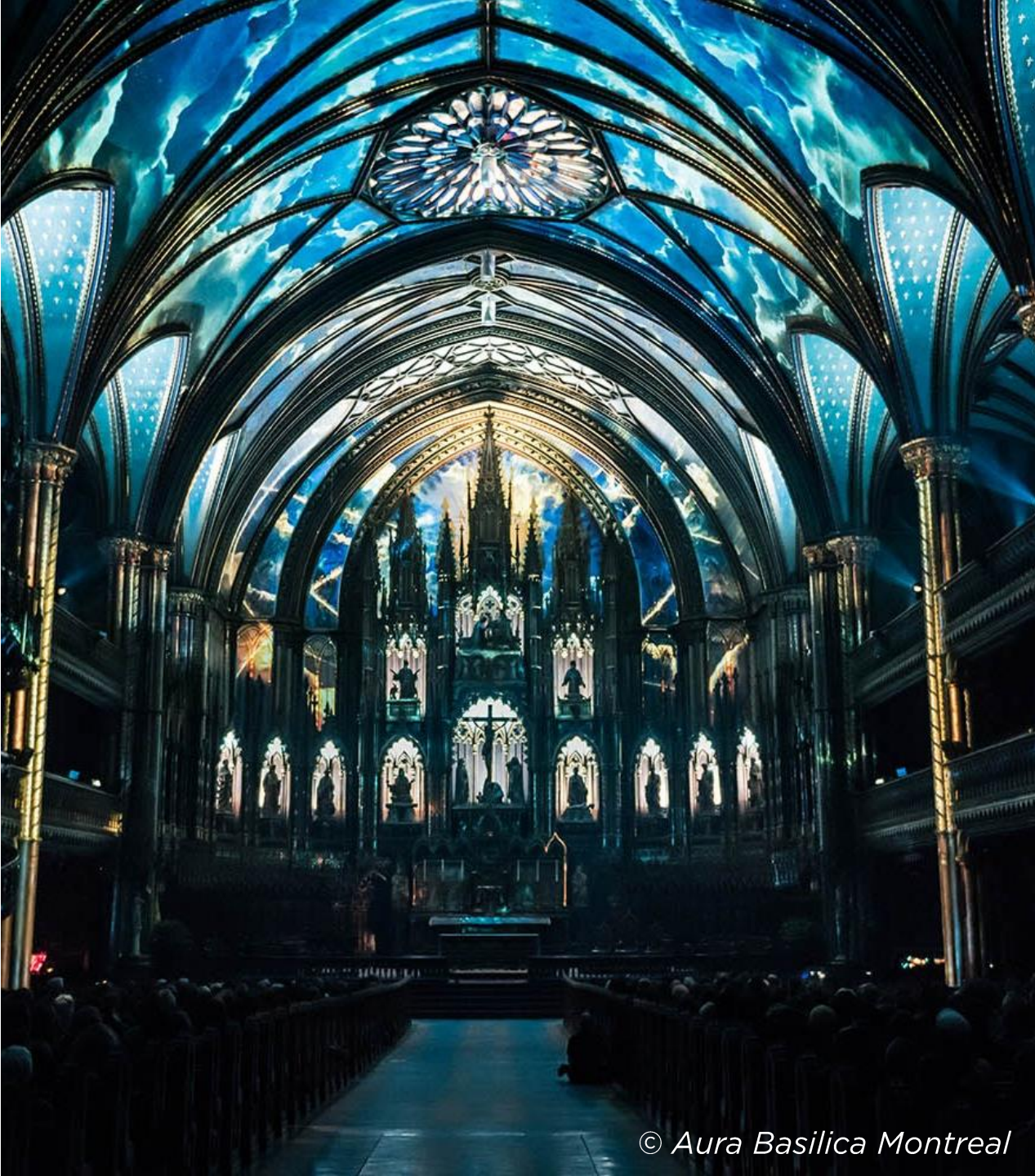
Cit   M  moire

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*





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*



© Roosevelt Campobello International Park



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*



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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*



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Destination Strength Performance



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



Attractions & Entertainment

1st

4th



Destination Performance

2nd

1st



Events

3rd

5th



Communication & Internet
Infrastructure

4th

10th

Relative Importance

Perceived Performance

Destination Strength – Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Greater Palm Springs Average	Standard Deviation	Industry Average	Greater Palm Springs Average	Standard Deviation
Attractions & Entertainment	10.8%	10.5%	1%	3.60	3.89	0.46
Destination Performance	10.0%	10.3%	1%	3.74	4.34	0.42
Events	9.8%	10.3%	1%	3.55	3.88	0.38
Communication & Internet Infrastructure	10.0%	10.2%	1%	3.23	3.19	0.53
Convention & Meeting Facilities	9.8%	10.2%	1%	3.07	3.71	0.57
Mobility & Access	10.1%	10.1%	1%	3.02	3.46	0.42
Outdoor Recreation & Sports Facilities	9.5%	9.9%	1%	3.19	3.84	0.59
Air Access	9.1%	9.7%	1%	3.10	3.42	0.61
Accommodation	10.5%	9.6%	1%	3.47	3.90	0.40
Brand	10.4%	9.2%	1%	3.46	3.97	0.39

DESTINATION STRENGTH - Greater Palm Springs	3.76
INDUSTRY AVERAGE DESTINATION STRENGTH	3.36

RESULTING SCENARIO TRAILBLAZERS

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.

Destination Strength – Stakeholder Report Card

Variable	Perceived Performance (1-5 scale)					
	Greater Palm Springs Average	Greater Palm Springs CVB	CVB Partners	Meeting and Travel Industry Professionals	Government Leaders	Community Leaders
Attractions & Entertainment	3.89	3.87	3.91	3.91	3.85	3.77
Destination Performance	4.34	4.52	4.31	4.27	4.33	4.23
Events	3.88	3.92	3.84	3.93	3.95	3.79
Communication & Internet	3.19	3.12	3.23	3.30	3.14	2.95
Convention & Meeting Facilities	3.71	3.70	3.71	3.89	3.63	3.54
Mobility & Access	3.46	3.44	3.43	3.57	3.52	3.41
Outdoor Recreation & Sports Facilities	3.84	3.81	3.81	4.07	3.79	3.69
Air Access	3.42	3.48	3.42	3.42	3.47	3.14
Accommodation	3.90	3.95	3.94	3.95	3.79	3.71
Brand	3.97	4.06	3.94	3.99	4.01	3.80
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.

Red shading signifies that the stakeholder group underperformed the destination average by greater than 0.4.

Destination Strength – Location Report Card

Variable	Perceived Performance (1-5 scale)										
	Greater Palm Springs Average	Cathedral City	Coachella	Desert Hot Springs	Indian Wells	Indio	La Quinta	Palm Desert	Palm Springs	Rancho Mirage	Greater Palm Springs
Attractions & Entertainment	3.89	3.76	3.75	3.47	3.76	3.78	4.03	4.05	3.92	3.95	3.86
Destination Performance	4.34	4.42	4.12	4.29	4.41	4.50	4.34	4.35	4.27	4.28	4.35
Events	3.88	3.80	4.33	3.81	3.89	4.04	4.05	3.89	3.83	3.81	3.89
Communication & Internet	3.19	3.18	3.19	3.26	3.39	3.19	3.07	3.24	3.16	3.10	3.18
Convention & Meeting Facilities	3.71	3.46	3.94	3.83	3.84	3.90	3.77	3.62	3.61	3.74	3.77
Mobility & Access	3.46	3.36	3.63	3.40	3.41	3.50	3.67	3.43	3.46	3.42	3.48
Outdoor Recreation & Sports Facilities	3.84	3.83	4.08	3.83	4.02	4.02	3.92	3.74	3.71	3.76	3.91
Air Access	3.42	3.46	3.68	3.64	3.39	3.57	3.46	3.41	3.53	3.14	3.38
Accommodation	3.90	3.63	3.44	3.69	4.05	3.61	4.01	3.87	3.93	4.01	3.91
Brand	3.97	3.85	4.31	3.69	3.94	3.85	4.14	3.90	4.02	4.03	3.97
DESTINATION STRENGTH - Greater Palm Springs											3.76
INDUSTRY AVERAGE DESTINATION STRENGTH											3.36
RESULTING SCENARIO											TRAILBLAZERS

Note

Green shading 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.

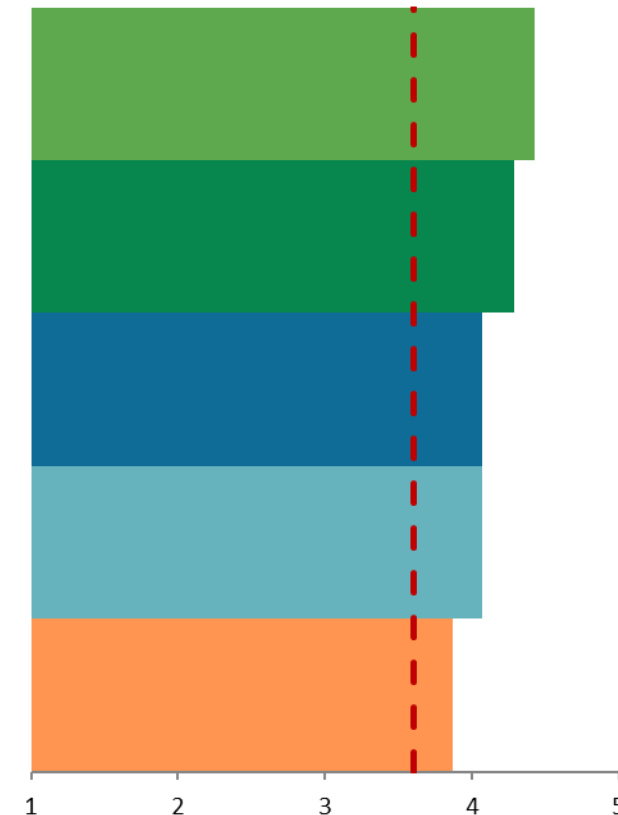
How important to Greater Palm Springs is...

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

1. Air Access	9.52	9. Mobility & Access	8.88
2. Attractions & Entertainment	9.44	10. Outdoor Recreation & Sports Facilities	8.68
3. Accommodations	9.39	11. LGBTQ+ Friendly	8.66
4. Brand	9.30	12. Environmentally Sustainable	8.35
5. Events	9.20	13. Rail Service	7.77
6. Convention & Meeting Facilities	9.18	14. Medical Tourism	7.74
7. Destination Performance	9.06	15. Open to Cannabis	6.42
8. Communication & Internet Infrastructure	9.03		

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.





© MKSK Studios



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



Section

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Joshua Tree National Park

Hiking

Museum

Weather

Coachella

Living Desert

Activities

Tennis

Aerial Tramway

Relax

Shopping

Dining

Festivals

Stage Coach

Downtown

BIB

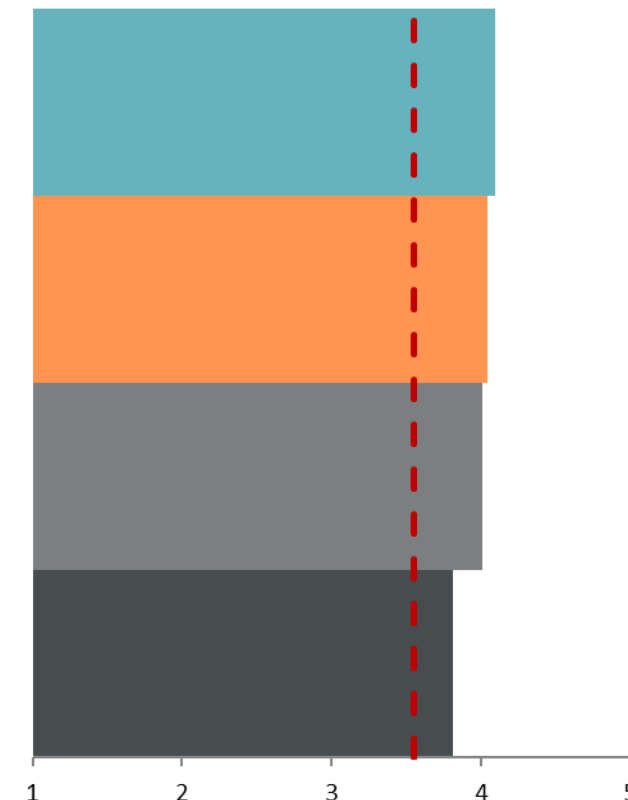
Desert

Events

Pool

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



© Tom Postma



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*



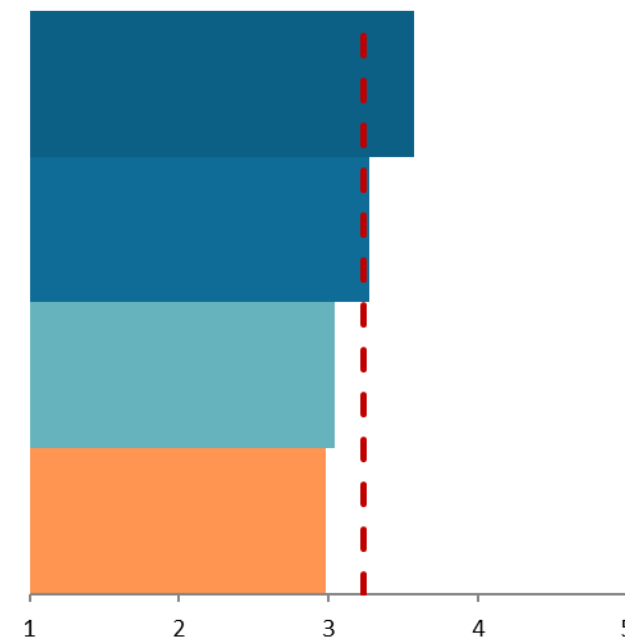
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Communication & Internet Infrastructure

- 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*





“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*



Section

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CHATTANOOGA

FASTEST

INTERNET

IN AMERICA



© Adventure Sports Network



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*



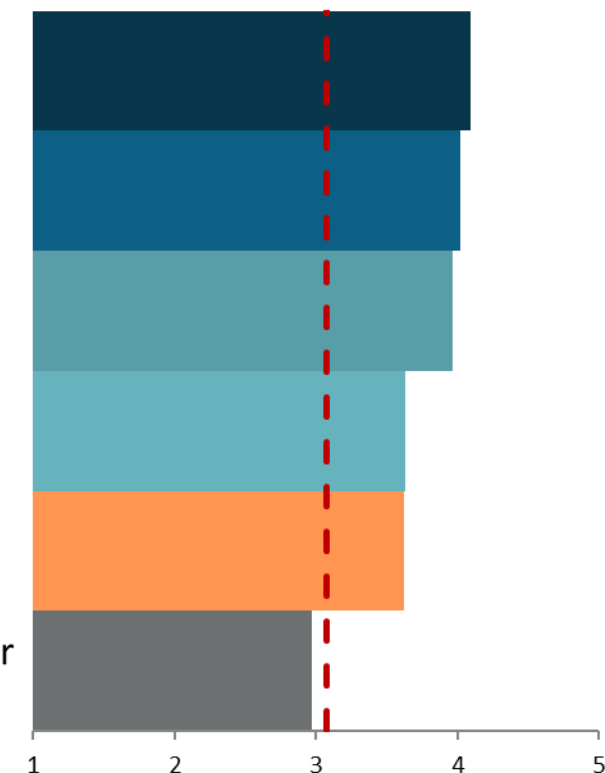
Section

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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



© EOP Architects



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*



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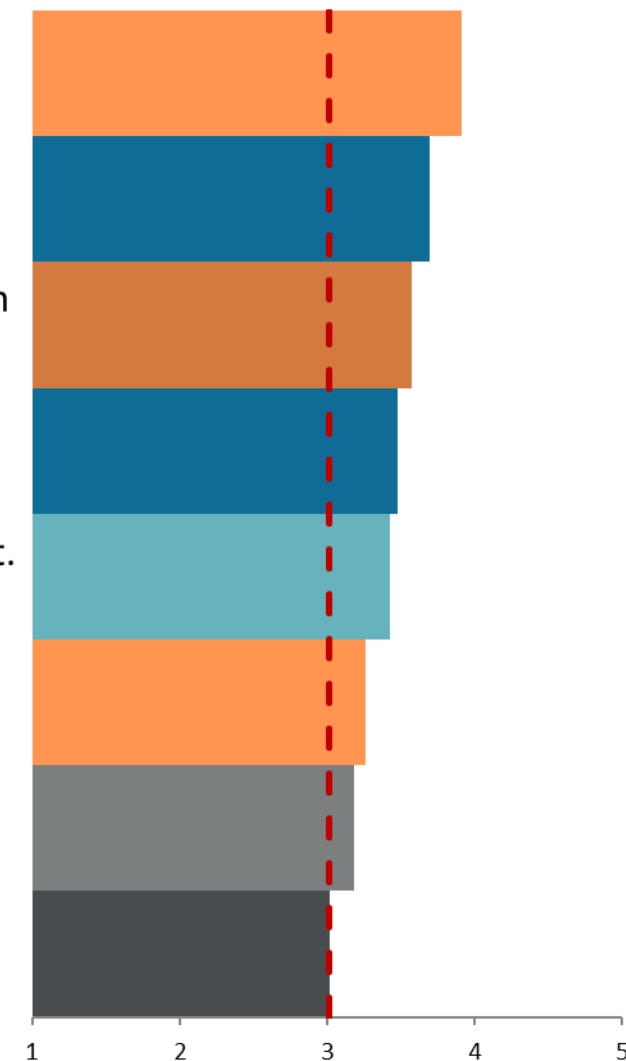


KICC

**KENTUCKY INTERNATIONAL
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



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© Park Valet



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



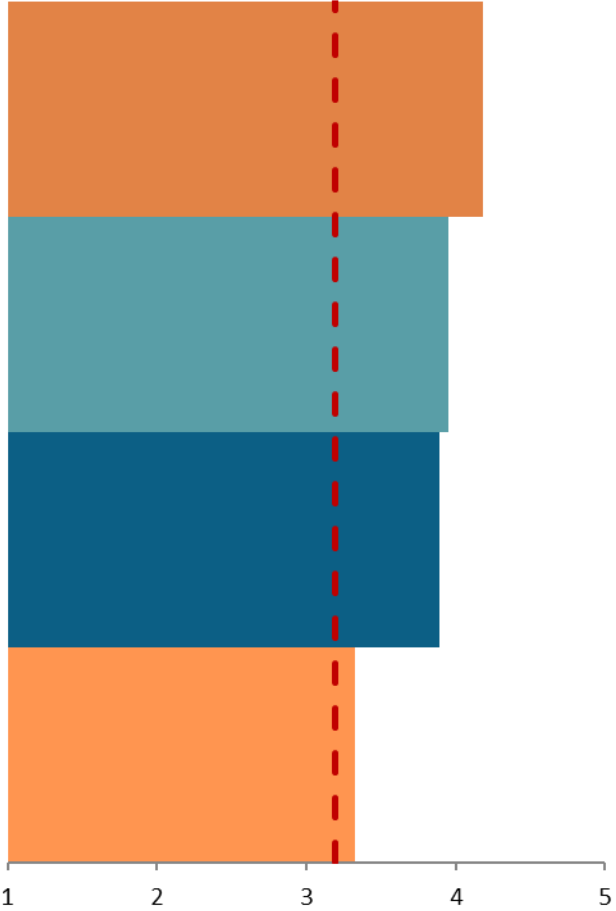
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Outdoor Recreation & Sports Facilities

- 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



© Visit Hamilton County



Grand Park

Westfield, Indiana

(<5 million)

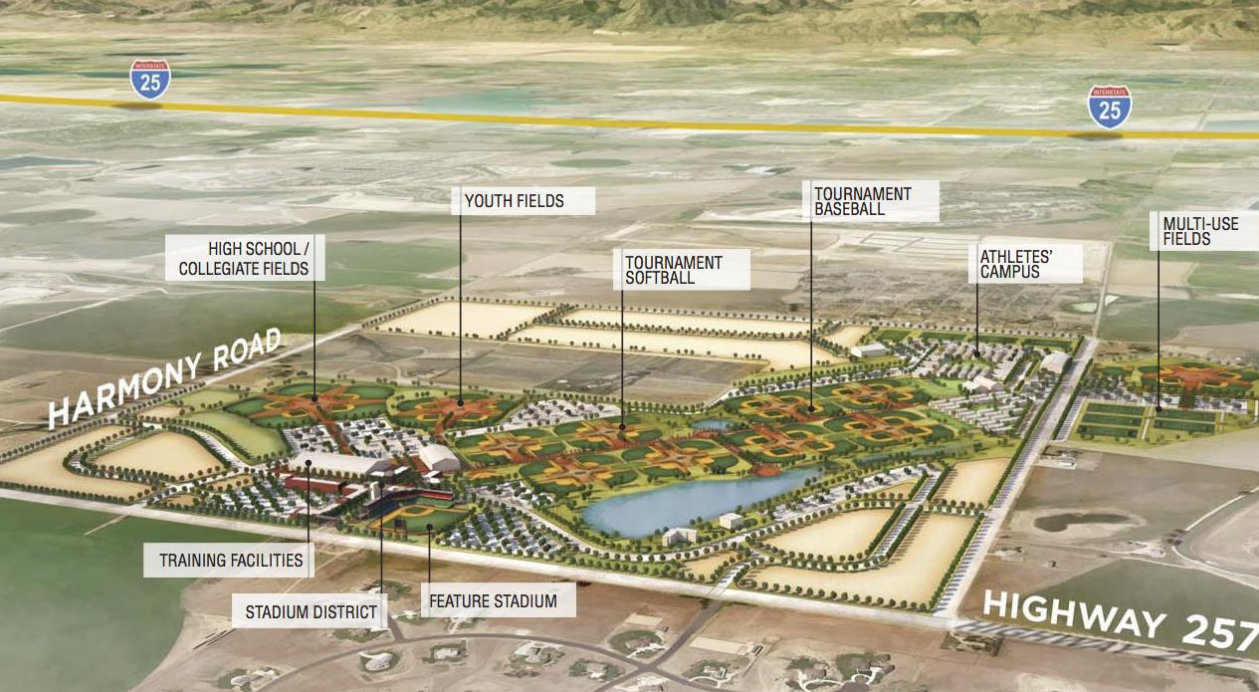
- *400-acre park- opened in 2014*
- *26 baseball and softball diamonds*
- *31 multi-purpose fields for soccer, football and lacrosse*
- *Attracted 1.5 million visitors in 2015- 61,000 room night bookings*
- *\$220 million economic impact in first 2 years*



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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



© Denver Post



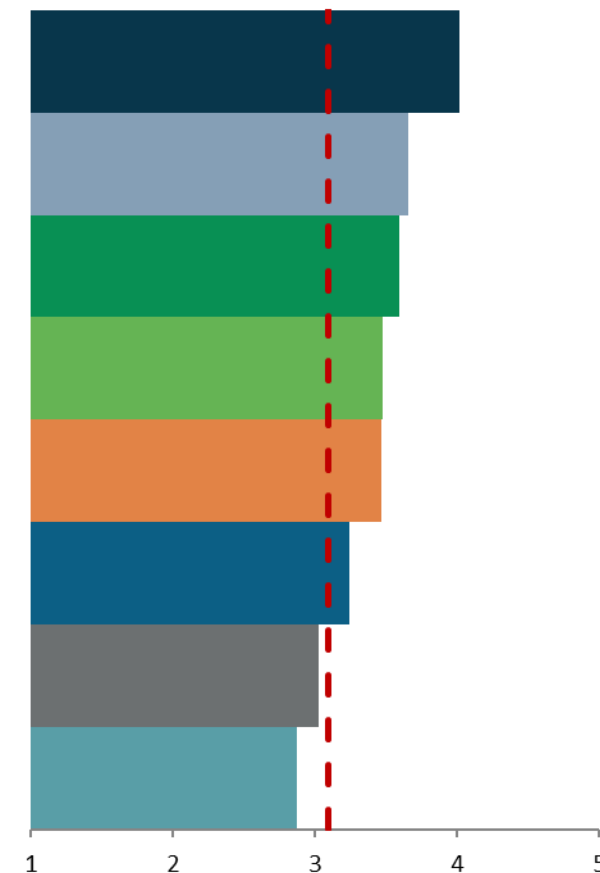
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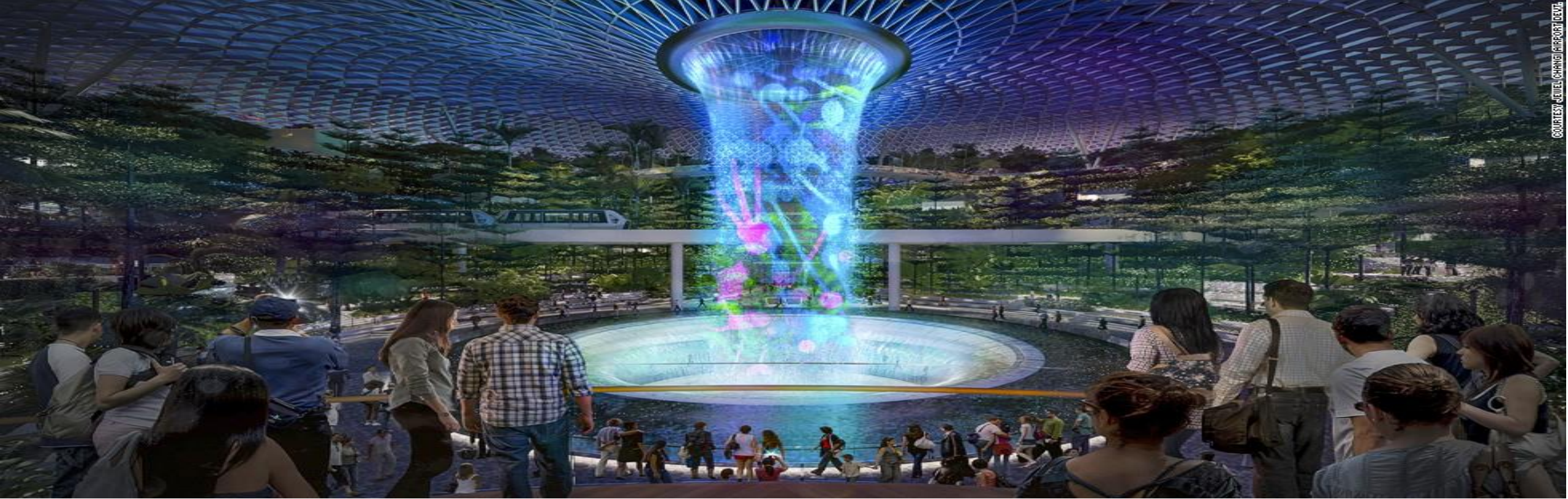
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Air Access

- 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)





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



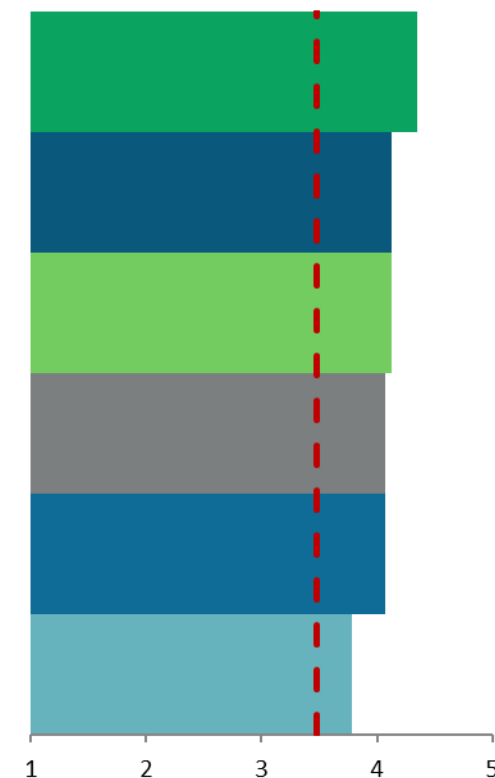
Section

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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.

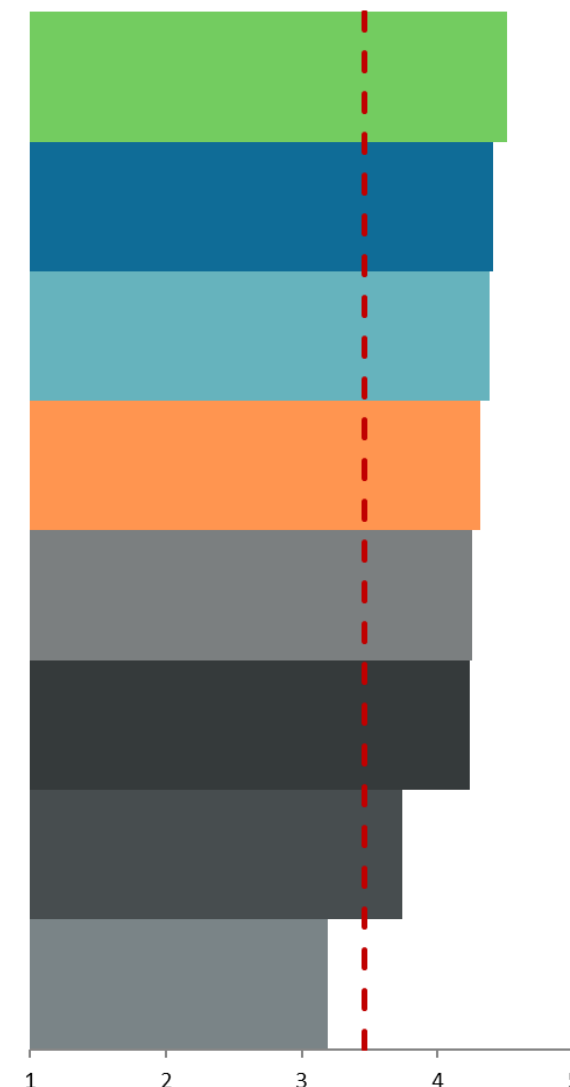


Note

Red dashed line signifies the variable's industry average

Brand

- 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?



A word cloud featuring various iconic terms associated with Greater Palm Springs. The words are arranged in a circular pattern, with 'Palm Tree' being the largest and most central. Other prominent words include 'Aerial Tramway', 'Windmill', 'Mountains', 'Pool', 'Sun', 'Rat Pack', 'Mount San Jacinto', 'Coachella Valley', 'Golf', and 'Mid-Century Architecture'. Smaller words like 'Marilyn Monroe', 'Bob Hope', 'Film Festival', 'Celebrities', 'Desert', 'Oasis', 'Hollywood', 'Sundance', 'City of Palm Springs', 'Twister Tree', 'Resort', 'Walker', 'Independent', 'Marked', 'Hilltop', and 'Sundance' are also included. The words are in various colors including teal, blue, orange, and grey.

Aerial Tramway
Marilyn Monroe
Windmill
Mountains
Pool
Sun
Rat Pack
Palm Tree
Celebrities
Desert
Mount San Jacinto
Coachella Valley
Golf
Mid-Century Architecture
Bob Hope
Film Festival
Walker
Independent
Marked
Hilltop
Sundance
City of Palm Springs
Twister Tree
Resort
Oasis
Hollywood



Community Support & Engagement

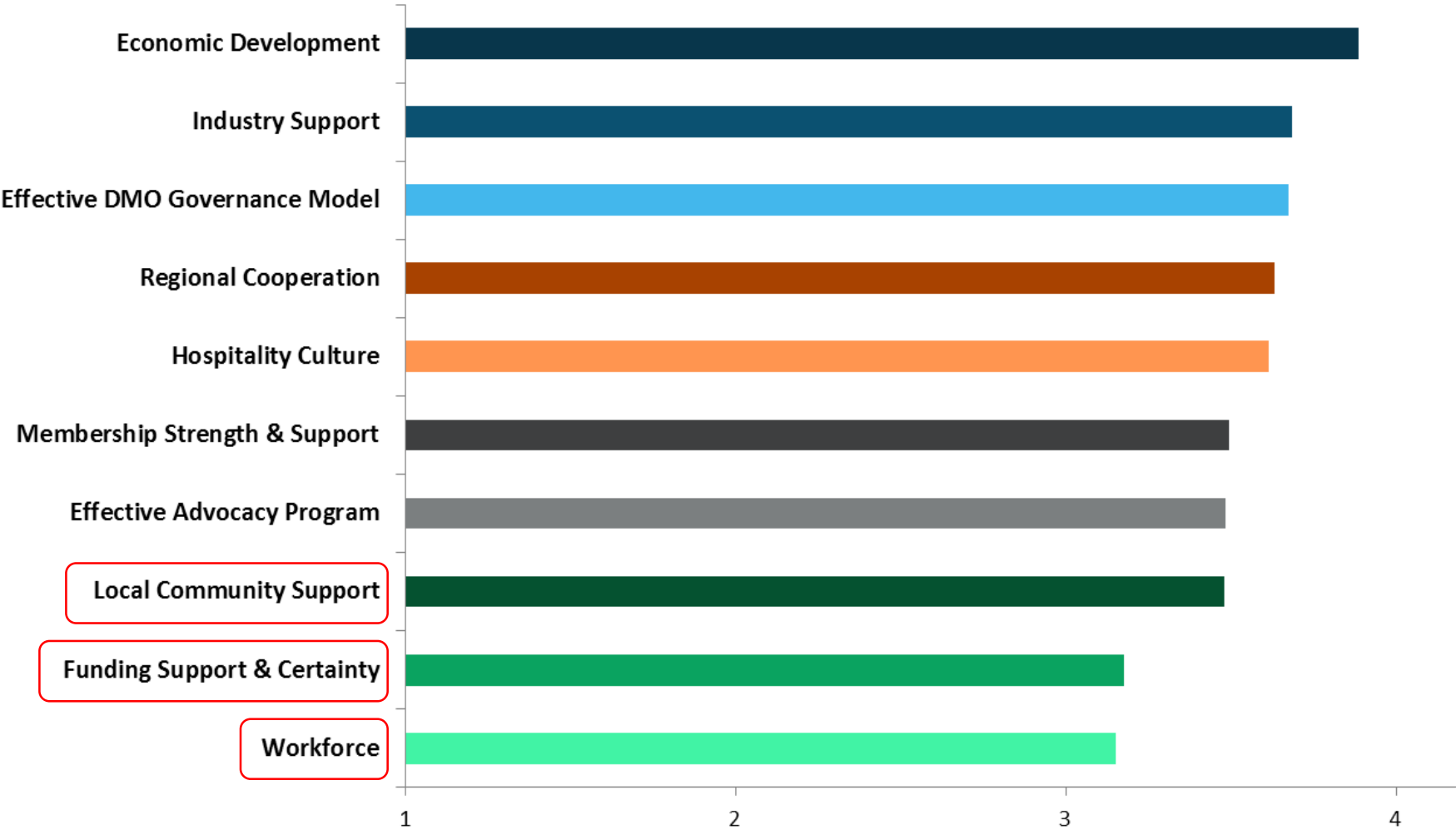
DESTINATION
NEXT









Sustainable tourism

Community Support Performance



Community Support & Engagement – Greater Palm Springs, CA



		Relative Importance	Perceived Performance
	Workforce	1 st	10 th
	Economic Development	2 nd	1 st
	Effective Advocacy Program	3 rd	6 th
	Hospitality Culture	4 th	7 th

Community Support & Engagement – Report Card

Variable	Relative Importance (0-100%)			Perceived Performance (1-5 scale)		
	Industry Average	Greater Palm Springs Average	Standard Deviation	Industry Average	Greater Palm Springs Average	Standard Deviation
Workforce	10.2%	10.2%	1%	3.15	3.35	0.69
Economic Development	10.3%	10.1%	1%	3.89	4.40	0.45
Effective Advocacy Program	10.1%	10.1%	1%	3.48	4.12	0.42
Hospitality Culture	10.3%	10.1%	1%	3.61	4.05	0.66
Industry Support	10.0%	10.0%	1%	3.69	4.30	0.47
Funding Support & Certainty	10.1%	10.0%	1%	3.17	3.96	0.47
Local Community Support	10.3%	10.0%	1%	3.48	3.94	0.46
Regional Cooperation	10.1%	9.9%	1%	3.63	4.23	0.55
Partnership Strength & Support	9.1%	9.9%	1%	3.50	4.32	0.46
Effective DMO Governance Model	9.5%	9.7%	1%	3.67	4.28	0.53

COMMUNITY SUPPORT & ENGAGEMENT - Greater Palm Springs	4.09
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT	3.55

RESULTING SCENARIO TRAILBLAZERS

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

Variable	Perceived Performance (1-5 scale)					
	Greater Palm Springs Average	Greater Palm Springs CVB	CVB Partners	Meeting and Travel Industry Professionals	Government Leaders	Community Leaders
Workforce	3.35	3.33	3.28	3.63	3.33	3.33
Economic Development	4.40	4.62	4.36	4.39	4.38	4.24
Effective Advocacy Program	4.12	4.25	4.08	4.12	4.08	4.15
Hospitality Culture	4.05	3.97	4.03	4.26	4.07	3.96
Funding Support & Certainty	3.96	3.99	3.91	3.92	4.05	4.07
Industry Support	4.30	4.54	4.25	4.30	4.25	4.14
Local Community Support	3.94	3.90	3.94	3.94	3.96	3.97
Regional Cooperation	4.23	4.38	4.15	4.36	4.22	4.17
Partnership Strength & Support	4.32	4.36	4.30	4.32	4.30	4.33
Effective DMO Governance Model	4.28	4.57	4.19	4.28	4.24	4.25
COMMUNITY SUPPORT & ENGAGEMENT - Greater Palm Springs						4.09
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT						3.55

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.

Red shading signifies that the stakeholder group underperformed the destination average by greater than 0.4.

Community Support & Engagement – Location Report Card

Variable	Perceived Performance (1-5 scale)										Greater Palm Springs
	Greater Palm Springs Average	Cathedral City	Coachella	Desert Hot Springs	Indian Wells	Indio	La Quinta	Palm Desert	Palm Springs	Rancho Mirage	
Workforce	3.35	3.39	3.62	3.24	3.34	3.54	3.37	3.22	3.25	3.14	3.52
Economic Development	4.40	4.32	3.33	4.36	4.37	4.57	4.52	4.39	4.39	4.36	4.44
Effective Advocacy Program	4.12	4.09	3.82	4.08	4.10	4.30	4.17	4.09	4.09	4.13	4.14
Hospitality Culture	4.05	4.03	4.35	4.12	4.14	4.35	4.24	4.04	3.93	3.95	4.07
Funding Support & Certainty	3.96	3.97	3.99	3.87	3.99	4.23	4.13	3.87	3.93	3.93	3.96
Industry Support	4.30	4.35	4.01	4.35	4.37	4.54	4.39	4.18	4.20	4.31	4.35
Local Community Support	3.94	3.95	3.85	3.81	3.99	4.25	4.09	3.87	3.91	4.05	3.90
Regional Cooperation	4.23	4.14	3.50	4.27	4.20	4.49	4.34	4.18	4.13	4.17	4.32
Partnership Strength & Support	4.32	4.29	4.17	4.34	4.36	4.48	4.45	4.34	4.25	4.39	4.28
Effective DMO Governance Model	4.28	4.29	4.50	4.27	4.30	4.47	4.30	4.19	4.16	4.27	4.37
COMMUNITY SUPPORT & ENGAGEMENT - Greater Palm Springs											4.09
INDUSTRY AVERAGE COMMUNITY SUPPORT & ENGAGEMENT											3.55

RESULTING SCENARIO

TRAILBLAZERS

Note

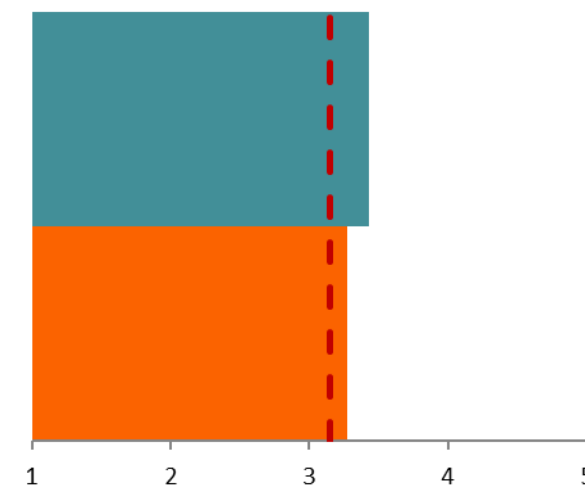
Green shading signifies that the location group outperformed the destination average by greater than 0.2.

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.



Note

Red dashed line signifies the variable's industry average



California State University Hospitality & Tourism Program

California

(<5 million)

- *Various degrees: event management; food & beverage; lodging; travel & tourism*
- *Hospitality & Tourism Alliance*



Section

ToC

NEXTFACTOR



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*



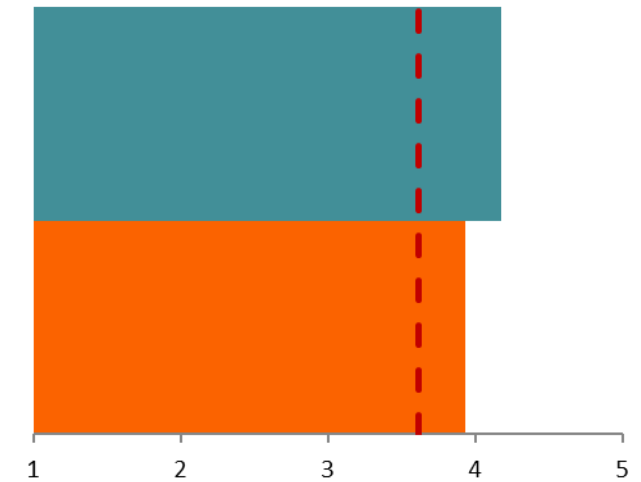
Section

ToC

NEXTFACOR

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.

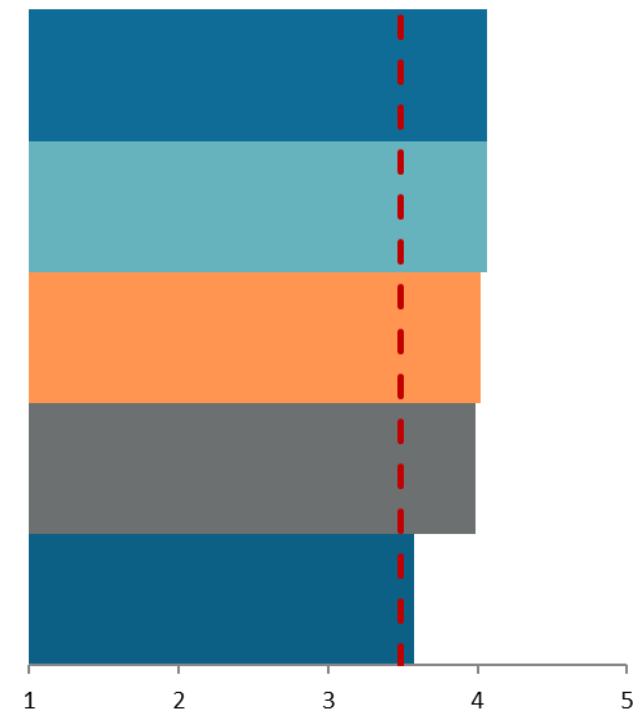


Note

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?

Air Access and Service Development (22%)

- Airport facility improvements
- Better air access
- Better air connections
- Better Air Service
- Better flights
- Better Lift In / Out of PS
- Bigger airport
- Continue soliciting airlift and frequency of airlift
- Continue to increase air service
- Continue to work on more airlift and flights
- Expand affordable domestic airline service within California
- Expanded airport and more nonstop domestic flights

Access and Mobility (15%)

- Amtrak service from LA
- Better accessibility
- Better public transportation
- Better rail access
- Better transportation infrastructure
- Better transportation within destination
- Increase amount of bridges for transportation
- Continue maintenance of all roadways
- Efficient Rail service
- Enhance Mobility
- Expand travel options/availability
- High speed rail service
- Improve public transportation to avoid people always having to hire a car or uber

Attractions and Entertainment (12%)

- Better Centralized Performing Arts
- Better clubs and nightlife
- Better shopping, more events throughout the year. Need a venue for concerts and events. Like the Hollywood bowl
- Bring more music and sports festivals here
- Build Disney Land
- Create irresistible selfie spots
- Develop attractions for summer
- Develop more organized/anchor outdoor activities/destinations for the area
- Enhance our options of tours and activities
- More animal attractions
- More entertainment outside of just downtown Palm Springs

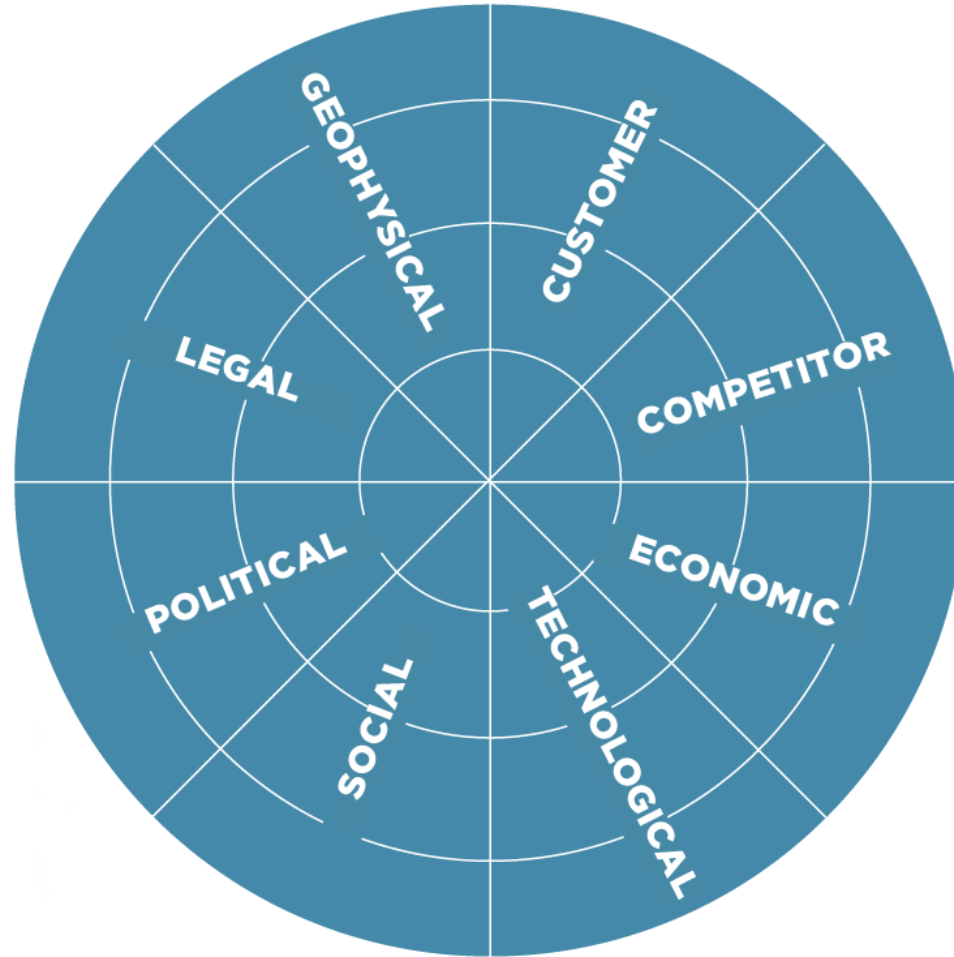
Futures Study

Advisory Panels

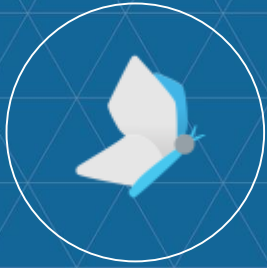


Strategic Radar Map

52
Trends



64
Strategies



Transformational Opportunities

#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!

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