

The logo for the Go West Summit, featuring the text "Go West" in a bold, blue, sans-serif font, with "SUMMIT" in a smaller, yellow, sans-serif font below it. A thick yellow curved line arches over the text from the right side.

Go West
SUMMIT

A scenic landscape of a golf course. In the foreground, a lush green fairway and green are visible, with a small stream or water hazard winding through the middle ground. The background is dominated by a range of rugged, brown mountains under a blue sky with scattered white clouds. Palm trees and other tropical vegetation are scattered throughout the scene.

Top 10 Trends in Destination Stewardship

Go West Summit

January 7, 2025

The logo for Better Destinations LLC, featuring a stylized white icon of a person or a location marker to the left of the text "Better Destinations LLC" in a white, sans-serif font.

Better
Destinations LLC

Town of Vail



Tahoe Regional Planning Authority



Glacier Country
Tourism



Hawai'i Tourism Authority



Grand County/Moab UT



Travel Nevada





MUST BE DEFINED BY THE DESTINATION

WHAT IS DESTINATION STEWARDSHIP?

In partnership with stakeholders, shaping tourism to actively support the well-being of a place and the people who live, work, do business or visit there.

The 'Governance with Aloha' definition of a Destination Stewardship Organization

Our organization is committed to a 'community-first,' regenerative mindset that delivers not only a healthy tourism economy but addresses local priorities and improves unique assets through ongoing collaboration.

Success is measured against a holistic range of considerations, extending beyond widely accepted economic outcomes to include social, cultural, and environmental improvements, with a goal of delivering "net-positive" results from tourism.

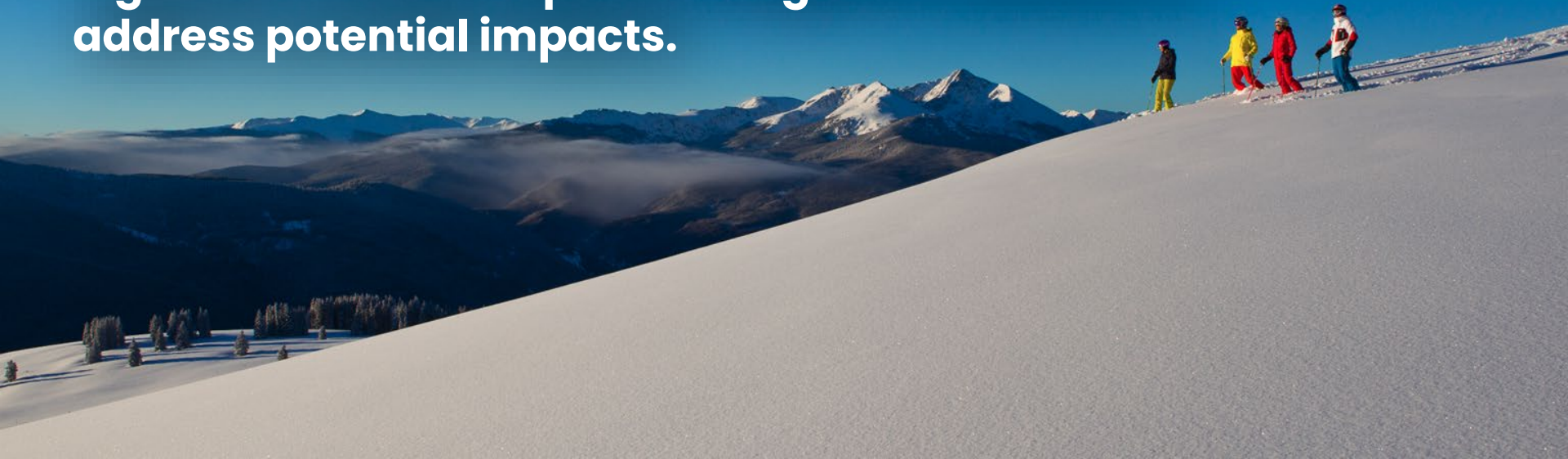
WHY IS IT IMPORTANT?

It's a positive path to building the value of tourism.

It demonstrates why tourism matters.

It addresses local concerns about tourism.

A growth mindset requires thoughtful solutions to address potential impacts.



#1

**Environmental
sustainability is a
changing landscape.**

ENVIRONMENTAL STEWARDSHIP

The movement began with visitor education, typically aimed at offsetting local concerns about tourism.

Rules to Lake By™

Protect the Awe
Be Kind By Nature
Let's Leave Less
Park with Heart
Enjoy Tahoe Time

Visit
lake
tahoe



ENVIRONMENTAL STEWARDSHIP

Many destinations and organizations now are taking even bolder steps to reduce environmental impacts:

- Plastic waste bans
- Carbon reduction targets
- Certification to GSTC standards
- Attention to UN SDGs



Resiliency & Sustainability Scorecards

CSF 1	CSF 2	CSF 3	CSF 4	CSF 5	CSF 6	CSF 7
Understanding risks to tourism	Managing destination resilience	Enhancing preparedness for effective crisis response and recovery	Investing in resilience and sustainability	Managing sustainable tourism growth	Local community well-being and engagement	Environmental awareness and conservation
SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION 2015-2030			SUSTAINABLE GOALS SENDAI FRAMEWORK FOR DISASTER RISK REDUCTION 2015-2030		SUSTAINABLE DEVELOPMENT GOALS	



**ADVENTURE
GREEN
ALASKA**



ENVIRONMENTAL STEWARDSHIP

Market pressures also are driving sustainability practices in the meetings industry.

- **In GBTA's 2022 sustainability survey, 83% of respondents were aiming to reduce waste and single-use-plastic in the next few years.**
- **The IACC's 2023 survey showed 44% of respondents had adjusted their RFP materials to reflect sustainable initiatives.**



Five of the most eco-friendly convention centers in the USA

- **Colorado Convention Center, Denver**
- **Moscone Center, San Francisco**
- **Oregon Convention Center, Portland**
- **San Diego Convention Center**
- **TCF Center, Detroit**

Source: Totm Exposition, Laval, Quebec

#2

**Local voices and priorities
are winning attention.**

AN ANTIDOTE TO TOURISM PUSHBACK

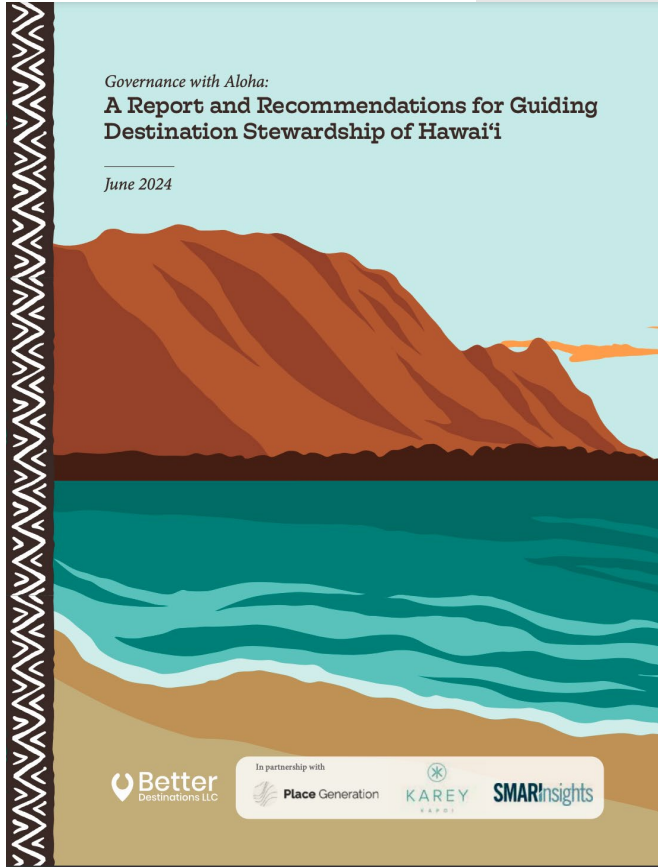
More DMOs are recognizing the value of consulting their tourism stakeholders.

- When tourism interests push an agenda that is out of step with what locals want, destination budgets are threatened, and residents may even rise up against visitors.
- Treating this as a check-the-box exercise carries big risks.





Last year, Hawai'i was likely the world's most embattled tourism destination.



HTA Governance Study Recommendations

- Reorganize the HTA as a Destination Stewardship Organization (DSO).
- Center the HTA's organizational structure on stewarding tourism.
- Place oversight of HTA at the highest levels of Hawai'i government.
- Position the HTA Board as a Destination Stewardship Council.
- Establish Island Destination Stewardship Councils to empower meaningful collaboration between islands and the state.

#3

**Brand management is
aligning with destination
management.**

VALUES-BASED BRANDING

The 'Mountainkind Spirit' permeates Park City's destination marketing, stewardship and development initiatives while expressing the unique personality of the local community.



Moun•tain•kind

English: (*verb*); (*noun*)

1. **NOUN: “The Mountainkind”** : Spelled with a capital M and descriptive of a people and their community: The Mountainkind are inclusive, caring, friendly, welcoming, fun-loving. They strive to make a difference in their community and take sustainable, kind and responsible actions in daily life. They respect, enjoy and protect nature.
2. **VERB: To be “mountainkind”** : efforts that protect and preserve the environment where people live and recreate. Recycling, taking mass transit, offering neighbors and visitors a friendly hello. Using water more efficiently, volunteering to restore trails, supporting local businesses, etc.
3. **ADJ: That’s “mountainkind”** : the quality of an action, attitude or outlook that aligns with Mountainkind values. Lending a neighbor your snowblower, kindly giving directions to a visitor, or packing out garbage found on a trail are great examples of the mountainkind things one can do.



**When in the mountains,
do as the Mountainkind do.**

When your sense of awe is matched by your sense of responsibility, you're the Mountainkind. Here, visitors and locals tend to work together in preserving Park City's history, natural beauty and unique charm. The best ways to help? Give your car a vacation too, by using our free public transit system. Take an e-bike for a spin using Summit Bike Share. Recycle. Use refillable water bottles. When we all respect the mountains, wildlife and others on the trail, we realize that while nature's resources may be limited, there's always kindness to go around. Learn more at VisitParkCity.com



Welcome, Mountainkind™

Some were born to be in the mountains. Others simply hear their call. They long to feel humble in a towering alpine shadow or inspired by a commanding summit view. They are the Mountainkind. A few make their home among these peaks. Still, more come to visit when the spirit moves them. Together they form a community and a culture that revolves around nature. That commits to preserving its resources and its majesty. And that, will always be welcomed and celebrated in Park City, Utah.

PARK CITY UT BRAND GUIDELINES



STEWARDSHIP IN PARK CITY

[VIEW ALL >](#)



🕒 6 MIN READ

4 Ways to Plan a Sustainable Ski Vacation in Park City, Utah

It's not a buzzword, it's a movement. Sustainability is here to stay, and why not?...

[LEARN WITH US >](#)



🕒 5 MIN READ

Tips to Avoid Spring Trail Damage

Ruts Suck! Mud is Murder! These are common phrases you see splashed across social media each...

[LEARN WITH US >](#)



🕒 4 MIN READ

Preservation For Future Generations: Summit Land Conservancy

Park City is home to two world-class ski resorts, Park City Mountain and Deer Valley, with...

[LEARN WITH US >](#)



Sign our Mountainkind Pledge

Whether you're a longtime local or first-time, if you're in Park City, chances are you're the Mountainkind - and the passion and energy you bring helps to define the culture of our community.

FOR OUR MOUNTAINS, OUR TOWN, AND ONE ANOTHER, WE INVITE YOU TO TAKE OUR PLEDGE:

- I prepare for any experience in our mountains by checking the weather, packing water and gear, and seeking guidance.
- I respect and celebrate local cultures, traditions, and histories.
- I support the community by eating, staying, and shopping locally.
- I pay the kindness others have shown to me forward by showing respect for others.

I AM MOUNTAINKIND, LIKE ALL WHO APPRECIATE THE BEAUTY SURROUNDING THESE PEAKS.





#4

**Organizations are innovating
like never before to manage
visitor flows.**

A HUB OF THOUGHT LEADERSHIP

Across the US and globe, organizations are embracing adaptive, time-sensitive strategies to manage demand and peak volume periods – and build capacity for visitors.

- In 2017, Sedona's Secret 7 dispersion strategy created a model of success that sparked many followers.
- Vail Mountain skiers get notifications about runs with the best snow to spread use across the terrain.
- After a rocky start, NPS reservation systems are now widely understood and spreading. In 2023, 93% needing a reservation to enter Arches NP were prepared.



VAIL RESORTS®
EXPERIENCE OF A LIFETIME





Rather than dispersing visitors, Missoula is taking steps to concentrate them in highly managed areas.

#5

**The definition of a valued
visitor depends on what the
locals value.**

VALUED VISITORS

Targeting visitors who care about what locals do is a recipe for reducing conflict.

This isn't new thinking. Beach towns have been rebranding as 'family beach destinations' for years to discourage Spring Break travelers.

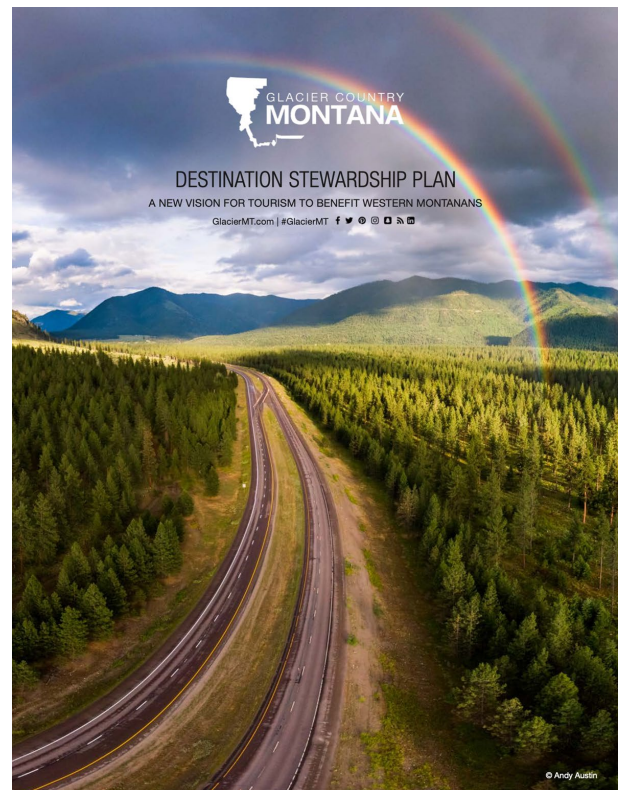
It's not about excluding people. It's about being thoughtful about the behaviors you're inviting into the community and then managing for good outcomes.



VALUED VISITORS

Answers vary by destination

To support my county's tourism economy, Glacier Country should focus on attracting... (10-point scale)



The work of Glacier Country Tourism centers on stewarding tourism in 8 counties surrounding Glacier National Park.

#6

**DMOs are finding new
strength in broad
partnerships.**

Lake Tahoe's 2023 destination stewardship plan created 'epic collaboration' through a new Destination Stewardship Council focused on implementing a shared vision for managing tourism and outdoor recreation.

LAKE TAHOE DESTINATION STEWARDSHIP COUNCIL



Additionally, nearly 200 stakeholders join monthly recreation calls. These include law enforcement, private businesses, and community groups.

A SHARED VISION

- An extraordinary place that has an uneasy relationship with its visitor economy.
- Two states, 23 ski resorts, casinos, outdoor recreation, music scene, mostly unincorporated communities.
- Extremely contentious, strong antidevelopment forces but all coalesce around safeguarding the quality of the lake.
- The Lake Tahoe Destination Stewardship Plan rests on ways tourism can benefit the community.



LAKE TAHOE DESTINATION STEWARDSHIP PLAN

Taking Care of Tahoe

#7

Tourism-based economic development is enhancing the business case for more visitors.

This brand-new report provides 25 case studies showing how tourism has significantly contributed to local entrepreneurship, improved community well-being, and created other positive outcomes.

It paints a powerful case for the value of a visitor economy.

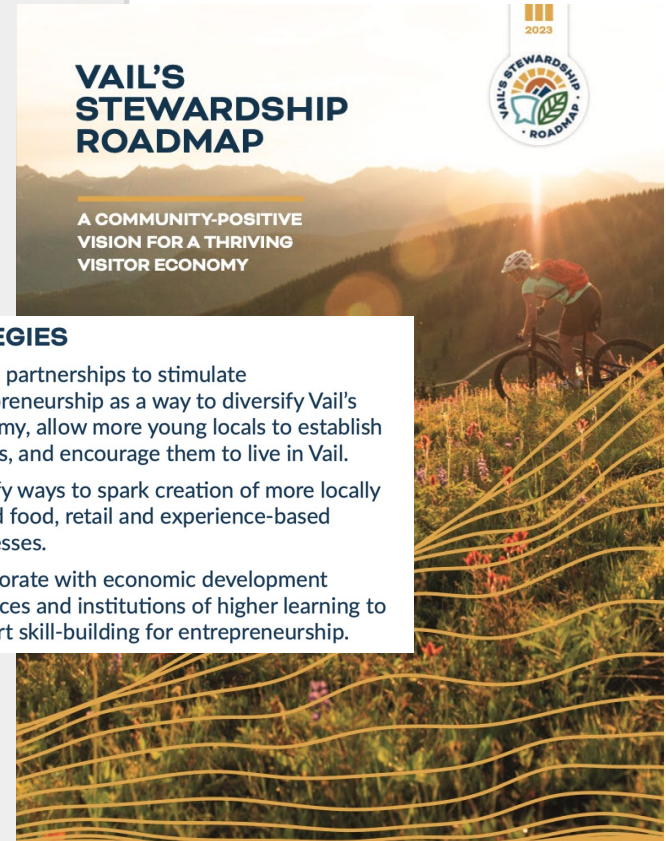
CREATING EQUITABLE DESTINATIONS

How to manage and distribute tourism's value to better serve communities



'COMMUNITY-POSITIVE TOURISM'

- Recognizes that 'building a strong tourism economy also requires a strong community.'
- **Action 3: INVIGORATE VAIL'S SPIRIT centers on ways to make Vail a stronger community by empowering place-based entrepreneurship and generating more value from tourism for the community.**



STRATEGIES

- Join in partnerships to stimulate entrepreneurship as a way to diversify Vail's economy, allow more young locals to establish careers, and encourage them to live in Vail.
- Identify ways to spark creation of more locally owned food, retail and experience-based businesses.
- Collaborate with economic development resources and institutions of higher learning to support skill-building for entrepreneurship.

#8

**Product development
centers on creating a
virtuous circle.**

DESTINATION DEVELOPMENT

Grand County/Moab, Utah, in 2024 commissioned a five-year strategic plan to diversify its economy while advancing sustainable tourism.

The plan identified many ‘tourism-adjacent’ development initiatives.

These included leveraging the destination’s fame, diverse landscapes, and expertise to establish the premier outdoor search and rescue training ground in North America.



DESTINATION DEVELOPMENT

Park City Convention & Visitors Bureau developed a 10-year product development strategy to maximize the community's opportunity from welcoming the world for the 2034 Winter Olympics.



PRODUCT DEVELOPMENT OPPORTUNITIES

Park City And Summit County Tourism

#9

**Regenerative strategies
are paying off for
destinations and visitors.**

ASPEN CHAMBER RESORT ASSOCIATION

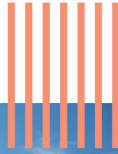
Visitors who sign the 'Aspen Pledge' can send \$18.80 (commemorating the year that Aspen was incorporated) to one of two local nonprofits. Once the Chamber depletes a \$50,000 fund covering the donations, it will pick two other nonprofits to highlight.



ENVISION PORT ARANSAS

A 3-YEAR STRATEGIC PLAN
FOR COMMUNITY-POSITIVE TOURISM

2024-2027



ASSETS & AMENITIES



7.5 miles of beach on the Gulf of Mexico

City employees remove trash daily and maintain a drivable beach with open camping year round.

Port Aransas Nature Preserve

Trail expansion, maintenance, and staffing of the four nature preserve sites are supported in part by lodging tax and grants. These sites are: Leonabelle Turnbull Birding Center, Port Aransas Nature Preserve at Charlie's Pasture, Scott & Joan Holt Paradise Pond, and Wetland Park.

Port Aransas Civic Center

Soon to be renovated and expanded, the center has room for civic and private functions and meetings.

Fishing Piers

The Roberts Point Park pier, Ancel Brundrett pier, and Charlie's Pasture pier are free and open to the public.

Dennis Dreyer Municipal Harbor

The city-operated marina has boat ramps, floating docks, rental slips, and a fish cleaning station. The harbor also has a brand-new Harbor Master Facility and the Fred Rhodes Memorial pavilion, which serves as home base for many of the town's popular fishing tournaments.

Port Aransas Community Center

The site of many community events, the center is also available for rentals.

Roberts Point Park

A 50-acre park protects the marina while providing fishing access, recreation, and views of Gulf wildlife.

Community Park

The park offers ball fields, a pool facility, splash pad, skate park, disc golf, pickleball courts, a dog park, and walking trails.

Jerry McDonald Field

The newly-renovated Jerry McDonald Field facility offers a lighted softball field with seating.



Built By Tourism Tax



#10

**Community benefits are the
new ROI of tourism.**

CELEBRATING WHAT MATTERS TO LOCALS

Tourism economic impact numbers carry far more weight with government and business leaders than with locals.

Communicating how visitor spending pays for 'quality of life' benefits can be a much more compelling way to illustrate the value of tourism for a community.



Source: Monterey County Tourism 2030 Roadmap

LAKE LINK

**Nearly 80% of
ridership on a new
Lake Tahoe micro
transit system
was from locals.**



VISITOR POWER ILLUSTRATED

Breckenridge CO is a town of less than 5,000 people that had 27 new restaurants opening in one year — and has a Patagonia store downtown.

The town's million-plus visitors are what makes that possible.





Thank you

Questions?





Tammy Canavan, FCDME
President & CEO
Visit Seattle

OUR VISION

We are bold, innovative leaders who serve as stewards to broaden perspectives and create ambassadors for our spectacular destination.

OUR MISSION

Responsibly grow the visitor economy for the benefit of our community.

OUR VALUES

Inclusion: We value a safe environment where diversity and lived experiences are embraced, authentic vulnerability is encouraged, and active empathy is practiced.

Impact: We value the idea of building a legacy that starts today, by committing to being mindful, helpful, and dedicated to a positive ripple effect that we create.

Commitment: We value a community where growing, celebrating and embracing each other for a greater future is encouraged, and an appreciation for sacrifice, grit, integrity, and the passion for conquering the unknown is well recognized.

Excellence: We value having pride and passion in the work that we do by committing to always giving it our all and celebrating success in both the big and small tasks.

2023 TOURISM IMPACT: SEATTLE & KING COUNTY

Visitor
Volume

38.0M

(+9.5% GROWTH YOY)



Overnight
Visitation

18.8M

(+4.8% GROWTH YOY)



Visitor
Spending

\$8.2B

(+12.9% GROWTH YOY)



State & Local
Taxes Generated

\$790M

(+13.1% GROWTH YOY)

Tourism-
Supported Jobs

64,900

(+6.8% GROWTH YOY)

An aerial photograph of Seattle, Washington, taken during a golden sunset. The city skyline is visible in the background, with the Space Needle standing out. The foreground shows a large body of water, likely Elliott Bay, with numerous boats and piers. The sky is a mix of orange, yellow, and light blue.

STRATEGIC PLAN 2025-2027

VISIT
seattle



STRATEGIC PLAN OVERVIEW

Embarked on a three-year strategic plan

- Consists of resident sentiment survey, stakeholder focus groups, and in-depth interviews
- Utilized this process to determine Visit Seattle's future focus, priorities, and objectives

Stakeholder takeaways

- Encourage tourism dispersion throughout destination
- Curate authentic storytelling in neighborhoods
- Amplify downtown vibrancy; explore "pedestrian-only" traffic areas

Resident sentiment takeaways

- 85% agree that visitors and tourism benefits the economy
- 75% would like to see visitors practice sustainable or regenerative tourism in Seattle
- Promote visitation throughout the destination; not just iconic attractions

2025-2027 STRATEGIC GOALS

Destination Alignment

Destination Stewardship

Sales & Marketing

Sustainable Organization

2025-2027 KEY INITIATIVES

- | | | | |
|--|---|--|---|
| <ul style="list-style-type: none"> ★ a) Unify with affiliate organizations to advocate for destination improvements b) Establish Visit Seattle as a trusted resource for all tourism-related data ★ c) Increase local awareness of the tourism economy d) Sustain and build strong, positive government relations e) Lead stakeholder verticals to enhance industry collaboration ★ f) Identify brand pillars (e.g. innovation, sustainability, inclusiveness, culinary, arts & culture, etc.) | <ul style="list-style-type: none"> ★ a) Focus on reputation narrative improvement for the destination ★ b) Ensure we are advocating for and involved in economic development projects c) Improve overall communication strategy ★ d) Build an inventory related to sustainability and accessibility e) Explore the development of a comprehensive wayfinding system ★ f) Develop a “Be a tourist in your own town” program for locals | <ul style="list-style-type: none"> a) Unify sales and marketing forces of Visit Seattle and Convention Center b) Achieve annual room night goals c) Implement initiatives to improve hotel performance d) Increase presence in key global markets e) Seek opportunities to reduce seasonality of the visitor economy f) Develop and implement a robust market intelligence strategy g) Fully optimize FIFA Men's World Cup opportunities h) Strategically integrate AI into consumer platforms | <ul style="list-style-type: none"> a) Stabilize Convention Center funding b) Continue to enhance and improve team member engagement c) Pursue additional funding opportunities d) Establish clear ROI KPIs e) Increase revenue through sponsorships f) De-operationalize external event management g) Support state tourism funding initiatives h) Execute and evolve the existing DEIB roadmap i) Rebuild reserves and ensure responsible budget management |
|--|---|--|---|

KEY PERFORMANCE INDICATORS

- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> ★ a) Resident Sentiment b) Membership Engagement | <ul style="list-style-type: none"> a) Visitor Perception b) Net Promoter Score | <ul style="list-style-type: none"> a) Achieve Room Night Goals b) City-Wide Strategy KPIs c) Overall Seattle Convention Center Revenue d) Occupancy e) REVPAR f) Marketing Conversion Rates g) Total Annual Visitor Spend | <ul style="list-style-type: none"> a) Budget Stabilization Achievement b) Overall Culture Engagement Survey Scores |
|---|--|--|--|



Destination Alignment

- Unify with affiliate organizations to advocate for destination improvements
- Increase local awareness of the tourism economy
- Identify brand pillars (e.g. innovation, sustainability, inclusiveness, culinary, arts & culture, etc.)



Destination Stewardship

- Focus on reputation narrative improvement for the destination
- Ensure we are advocating for and involved in economic development projects
- Build an inventory related to sustainability and accessibility
- Develop a “Be a tourist in your own town” program for locals



INTERNATIONAL VISITATION

- Key markets
 - Canada
 - Europe: United Kingdom, German-speaking Europe, France
 - Asia: Japan, South Korea, China
 - Australia
- International visitors have an outsized impact
 - 5.8% of total visitor volume / 9.4% of total visitor spending
- Destination strengths
 - Mother Nature's City
 - Sporting events
 - Cruise
 - Home of world-class brands



KEY INITIATIVES

VISIT
seattle



SUSTAINABILITY & ACCESSIBILITY

- Only U.S. city to participate in The United Nations' Generation Restoration program as a role model
- Continued expansion of electric-powered light rail
- Active expansion and development of bike lanes and pedestrian walkways
- Opening of new International Arrivals Facility at SEA Airport
- Waterfront redevelopment completed in 2025
- Climate Pledge Arena: first-ever net-zero-carbon certified arena in the world
- LEED Platinum- and Silver-certified convention center buildings
- 100% of all shore power-capable cruise vessels homeported in Seattle must use shore power beginning in 2027
- Trailhead Direct shuttle enhances accessibility to key natural spaces
- Top 10 Parks Systems in the U.S. (Trust for Public Land)



ENACTING THE PLAN

- Launching 2025: Wheel the World certified destination
- Internal accessibility committee founded
- Hosting of influencers and media with diverse perspectives
- Major sporting events
 - Expanding economic impact and visitor dispersion; transit and walking maps; putting Seattle's "stamp" on events
- Accessible public art
- Partnership and referrals to local non-profits to maximize impact in micro communities
- Sourcing membership base to collate sustainability- and accessibility-minded initiatives
- Certified Tourism Ambassador program
- Increased focus on communication of Visit Seattle's work and tourism benefits to local stakeholders

An aerial photograph of Seattle, Washington, taken at sunset. The city skyline is visible in the background, with the Space Needle standing out. The foreground shows a large body of water, likely Elliott Bay, with numerous boats and buildings along the waterfront. A white rectangular box is superimposed over the center of the image, containing the text "FUTURE OPPORTUNITIES".

FUTURE OPPORTUNITIES

VISIT
seattle



FUTURE OPPORTUNITIES

- Think! X Collective
 - Collaborate with likeminded destinations to address tourism's challenges; innovate solutions
- Regenerative tourism
 - Working closely with residents, organizations, and businesses to showcase authentic, impactful experiences
- Destination Improvements
 - Be a champion of city and county projects that will both enhance the visitor experience and tourism's economic impact on the region
- Fostering collaboration
 - Connecting stakeholders throughout Seattle to ideate and develop destination-enhancing strategies



THANK YOU

VISIT
seattle