

2019 Business Plan



DESTINATIONS
INTERNATIONAL

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MORE THAN

5,400

PROFESSIONALS



600+

DESTINATIONS IN

15

COUNTRIES
GLOBALLY

EXECUTIVE SUMMARY

Destinations International will continue to be the leading authority and resource to support the destination marketing and management industry and the community of people who make it work every day.

As the global trade association for destination organizations, convention bureaus and tourism boards, the Association supports the work of more than 5,400 professionals from more than 600 destinations in 15 countries across the globe.

Every day the Association works to raise the level of professionalism of the people who make up our industry. We support the exchange of relevant information and provide education, tools and best practices. We exert a collective influence in matters that impact our global community. And we position our industry as an important creator of economic opportunity in our member's local communities and neighborhoods.

It is with the strategic goals and objectives as outlined in the 2019 Business Plan that Destinations International will continue our work of building the future of our industry through supporting each of our members with the programs they want, need and are willing to support.

WHAT DRIVES DESTINATIONS INTERNATIONAL

VISION: Our members are essential to the success of destinations worldwide.

MISSION: We empower our members so their destinations excel.

VALUE PROPOSITION: We inform, connect, inspire and educate our members to drive destination economic impact, job creation, community sustainability and quality of life through travel.

2019 STRATEGIC GOALS

- › **Industry Advocacy Leadership:** Become the recognized advocate for the destination marketing and management industry.
- › **International Impact:** Expand Destinations International's global footprint to grow membership, non-dues revenue and industry impact.
- › **Strategic Partnerships:** Transform Destinations International's partnership business model to create beneficial solutions for destination organization members and partners.
- › **Next Generation Professional Development:** Become the premier source for destination marketing and management education and professional development.
- › **Diversity and Inclusion:** Lead and engage diversity initiatives and opportunities within the destination marketing and management industry.

PRIMARY AUDIENCE

Member and Non-member Destination Organizations

Currently, close to 90% of Destinations International's members are from the U.S. In 2019, we will continue to expand the Association's reach in the U.S., with an emphasis on smaller CVBs and state tourism offices.

Canada, Mexico, Latin America and Europe will also be a strong focus in 2019. Additionally, Destinations International will continue to work in collaboration with affiliate partnerships through associations such as European Cities Marketing, Tourism Industry Association of Canada and others to create effective global engagement and foster a high level of diplomacy.

KEY STAKEHOLDERS

Association and Foundation Board Members: Comprised of a select set of highly experienced destination organizations and industry professionals, the Association and Foundation board members are a critical base of volunteers who work to provide support, guidance and leadership to direct the vision and mission of the organization.

OUR FOUR CORNERSTONES



COMMUNITY

Destinations International is a hub connecting associations and industries to create trusted partnerships invaluable to our members.



ADVOCACY

Destinations International is the collective voice of destination organizations empowering destinations on issues big and small.



RESEARCH

Destinations International is hyper-focused on uncovering what's next for destination management through forward-focused research and relevant data.



EDUCATION

Destinations International is the definitive resource for professional development and destination management.

Industry Organizations and Partners: Destinations International will continue to develop and grow relationships and partnerships with other key organizations and events, including ASAE, Association Forum, Brand USA, CEIR, EIC, IAEE, ICCA, IGLTA, IMEX Frankfurt/IMEX USA, IAVM, MPI, NASC, PCMA, U.S. Travel Association, convention centers, sports commissions and others.

Corporate Partners: Destinations International will move beyond a limited range of corporate partners and work to engage a much wider range of businesses and organizations. This area presents the single biggest growth opportunity for Destinations International's revenues, which are essential to ensure a strong future for the Association. Equally important is to develop a higher level of meaningful connections between partners and members and align strategies with member benefits.

Business Events Community: The business events community remains a critical stakeholder for Destinations International to speak to the important role of CVBs as destination experts in the business events market and their delivery of economic impact back to respective local communities.

Diversity and Inclusion: Destinations International recognizes the importance of cultivating an industry that embraces an inclusive workplace culture and represents a wide variety of individuals at all levels. As one of the strategic goals for the Association, it is essential that Destinations International engage and lead diversity initiatives and opportunities within our industry.

Global Community: Destinations International's global development effort is about increasing international engagement and membership. Working collaboratively with the Association and the Foundation, it will be critical to engage members through education, products and services that can positively impact international stakeholders.

MEMBER ENGAGEMENT

A vibrant and engaged member community is the cornerstone of the Association and the Foundation. In 2018, Destinations International instituted a member-centric culture across all departments to ensure the success of the mission, vision and overall messaging for the Association. By delivering on the stated value proposition, stakeholders in turn will feel engaged, valued and empowered.

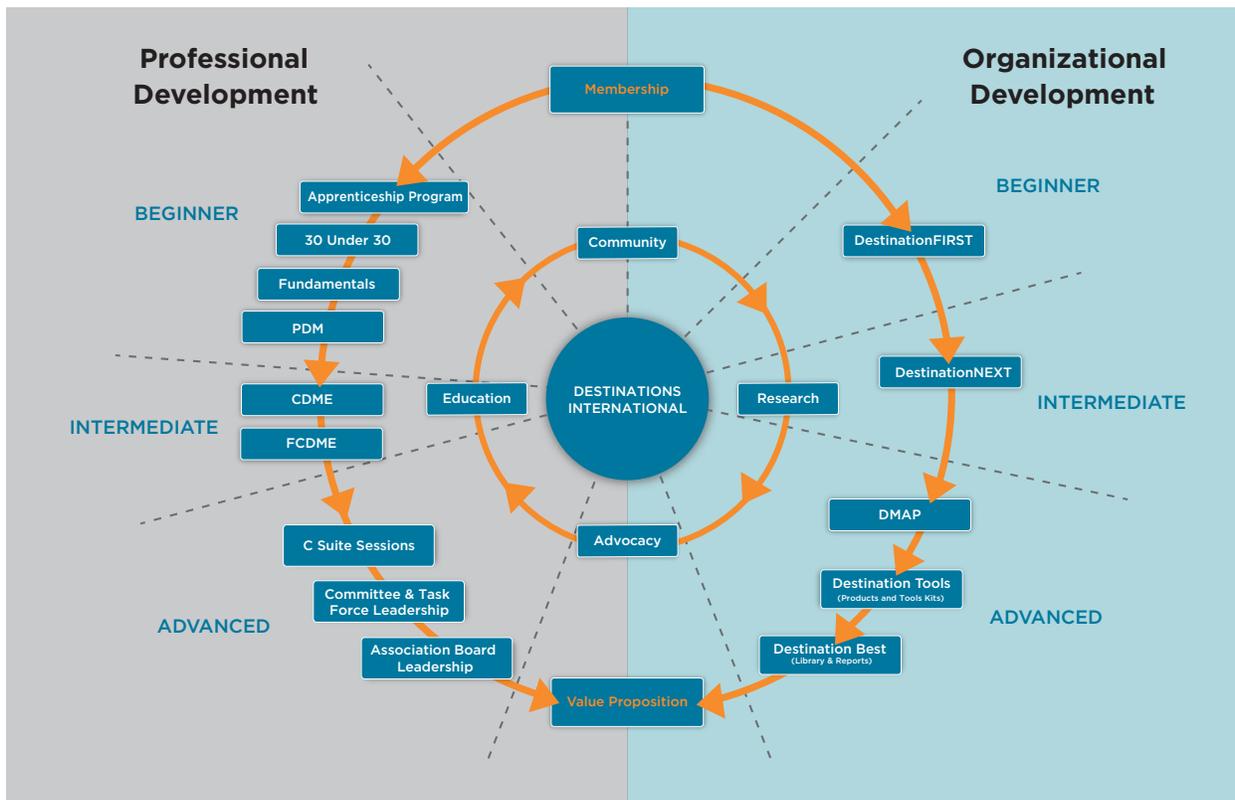
Throughout 2019, Destinations International will:

- Develop and share research, thought leadership and tools that support return on investment (ROI) to exemplify relevance to stakeholders and advocacy for funding.
- Focus on engaging members in destinations globally into a higher level of investment and participation in professional and organizational development opportunities.
- Clearly convey the role of the Foundation to deliver value on member investment and support of the Foundation's initiatives to empower destination organizations through education, research, advocacy and leadership development.

- Continue to provide peer-to-peer networking opportunities, online education and communications fostering industry involvement.

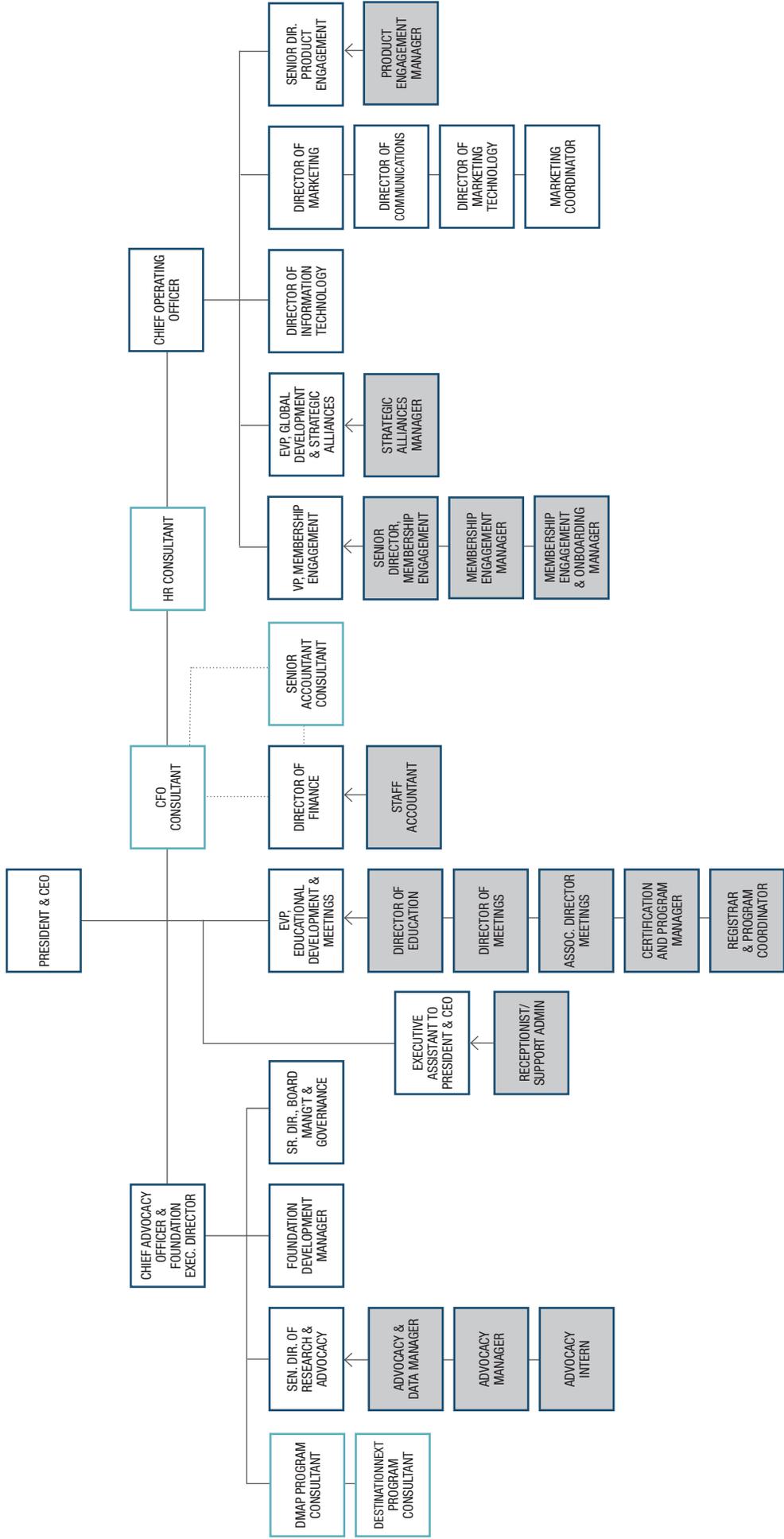
PRODUCTS AND SERVICES

Destinations International provides members with resources, research, networking opportunities, professional development and certification programs to keep individuals and organizations at the front of the industry curve. In 2019, it will be critical for Destinations International to continue to develop, evolve and grow product strategies for all destination products and professional development offerings. The following graphic illustrates a unified product road map that connects the Association’s core pillars of community, advocacy, research and education with individual and organizational offerings that are essential to the success of destinations worldwide.



2019 STAFF ORGANIZATION CHART

The below illustrates Destinations International's staffing infrastructure for 2019.



□ indicates contractor

■ indicates direct reports

2019 BUSINESS PLAN: ADVOCACY AND RESEARCH

DEPARTMENT GOAL:

We empower our members by developing best practices, examples of excellence and destination tools to support the range of advocacy efforts needed by a successful destination organization. Our approach is Destination Programs — an umbrella strategy that emphasizes strategic planning, best of class standards, accountability and both organization and destination development.

BOARD ENGAGEMENT AND COMMITTEES:

The **Advocacy Committee** helps set advocacy and research priorities, considers positions on policy, aids in the development of tools, and contributes best practices, case studies and research.

The **DestinationNext Advisory Council** provides oversight of the Future Study research project and assists the Association in ensuring quality control, establishing performance goals and approving any changes or modifications to the assessment model.

The **Organization Accreditation Program Committee** serves as the governing board for the Destination Marketing Accreditation Program (DMAP) to establish policies and procedures for the operation of the program.

The **Foundation Research Task Force** provides feedback on research subjects and methodology and serves in an advocacy capacity assisting staff in securing other organizations to partner with on projects.

The **Foundation Human Resources Task Force** aids in securing sample job descriptions and defining the scope of the Compensation and Benefits Study.

The Association Executive Committee, Foundation Executive & Grants Committees, and Association and Foundation Boards will be engaged to support initiatives and provide financing.

2019 STRATEGIC OBJECTIVES:

- Support the new **DestinationNext** strategy and build capacity.
 - Expand the number of providers, highlight the role of assessments and workshops in building community and political support as the first step in destination master planning, integrate DestinationNext content into Association’s annual convention, summits and education programs.
- Highlight the remodeled and improved **DMAP** program and position the program as a key part of a destination organization’s advocacy and management strategy to:
 - Implement a streamlined annual compliance process and pricing model.
 - Improve the Accredited Organization Toolkit.
 - Create a new website presence including an exemplary standards library.

- Improve and expand the marketing efforts associated with the program.
- Create an accreditation peer group.
- Integrate DMAP content into Association’s annual convention, summits and education programs.
- Develop a suite of **Destination Tools** to raise the effectiveness of destination organizations around the globe to build tools based on best practices, insights and research including:
 - Destination master planning toolkit, destination development assessment and workshop, advocacy capabilities assessment, Weaponization of Travel destination boycott toolkit, advocacy plan template, Event Impact Calculator advocacy templates, and integrate content into the Association’s annual convention, summits and education programs.
- Develop a **Destination Best Library** with examples of best practices and documents from successful destinations around the globe, including:
 - A collection of job descriptions, crisis communication plans, business continuity plans, strategic plans and RFPs.
- Create the **Destination Reports Collection** with key industry information that allows our members to see how they perform against their peers by:
 - Moving our key reports from the Foundation to the Association (Compensation and Benefits Study, Organizational & Financial Profile Study and Standard Performance Measurement Report).
 - Partnering with third party providers to add value.
 - Exploring “always on” format of our reports on dynamic platforms.
 - Identify new revenue possibilities.

EVALUATION, ASSESSMENT AND METRICS:

- **DestinationNEXT:** the number of providers and revenue generated.
- **DMAP:** the number of new applicants and annual renewals and user satisfaction survey results.
- **Destination Tools:** the creation and release of new tools, engagement through the number of downloads and/or usage and user satisfaction survey results.
- **Destination Best Library:** the volume of materials in each of the identified categories, engagement through the number of downloads or reviews and user satisfaction survey results.
- **Destination Reports Collection:** number of completed reports placed online, engagement through the number of participants or the number of downloads, member satisfaction survey results and achievement of revenue goals.

2019 BUSINESS PLAN: EDUCATIONAL DEVELOPMENT AND MEETINGS

DEPARTMENT GOAL:

Educational Development and Meetings will work to improve the knowledge base and skill sets of members through the curation, design and evaluation of all professional development programming and certifications, and provide continuous analysis, support and oversight to ensure quality, relevance, cost effectiveness and accessibility.

BOARD ENGAGEMENT AND COMMITTEES:

Educational Development and Meeting's strategic objectives will run respectively through **Professional Development** and **CDME Committees**.

Additionally, the department will manage the **Convention Sales & Services Committee** (CSSC), the **Planner Influencer Board** and **Large Market Roundtable** to support all strategic initiatives to help implement the Association's Business Events Strategy to drive awareness of the CVB value proposition.

2019 STRATEGIC OBJECTIVES:

- › Heavily promote and engage members in the endless staircase of professional development for destination professionals to provide an educational path from entry level to CEO leadership.
- › Create, provide and advance professional development programs that are accessible, offer value and are relevant to the needs of the industry.
- › Finalize the redesign of certification programs (PDM, CDME) that are impactful and scalable, and expand to international partnerships.
- › Engage membership in the development and production of educational events to deliver the best educational opportunities.
- › Develop and deliver online accessible content for members of all segments and learning levels.
- › Continue to leverage Destination Showcase to be a high-value event for CVB membership.
- › Continue to leverage the Annual Convention as the "must-attend" event through building peer-curated content and educational tracks that target specific segments within the destination organization community.

EVALUATION, ASSESSMENT AND METRICS:

Evaluation, assessment and metrics for each program will vary. Each program will have revenue and attendance goals, and also will include survey performance as part of the evaluation process.

2019 BUSINESS PLAN: GLOBAL DEVELOPMENT

DEPARTMENT GOAL:

Elevate Destinations International's role as a valued global thought leader, delivering market-specific intelligence and research, building revenue-generating programs and tools, and growing knowledge exchange, professional development and increased engagement through educational programs and the global member community.

BOARD ENGAGEMENT AND COMMITTEES:

This department works with the **Global Leadership Committee**, whose primary objective is to develop globally relevant educational content and programs during targeted Destinations International events.

2019 STRATEGIC OBJECTIVES:

- › Maintain and refine current engagement strategy:
 - Continue work through partnership development in specific target markets to elevate Destinations International's position as a global industry leader and advocate.
 - Continue development of revenue-generating products.
 - Work with Global Leadership Committee to bring stronger global content to education programs and promote attendance at CEO Summit and Annual Convention.
 - Foster peer-to-peer learning through enhanced global education programs at Destinations International Annual Convention and CEO Summit, as well as at select industry happenings, with emphasis on markets in Latin America, Canada and Europe.
 - Attend key global events and work to align with program as appropriate.
- › Develop a multi-year Global Plan that strategically places Destinations International within the international space, and deliver a roadmap centered on growing revenue and engagement opportunities.
 - Work with Destinations International Foundation to establish a Global Development Initiative to support strategic objectives and build capacity.

EVALUATION, ASSESSMENT AND METRICS:

The evaluation and assessment of these goals will be measured through:

- › Increased engagement from global community
- › Increased membership in targeted and emerging global regions
- › Increased demand for specific products, tools, programs and services

- › Increased revenue generated from global markets
- › Increased corporate investment in Destinations International Foundation's Global Development Initiative
- › Increased global enrollment in Destinations International events and programs
- › Strong volunteer engagement of Global Leadership Committee

2019 BUSINESS PLAN: INFORMATION TECHNOLOGY

DEPARTMENT GOAL:

The Information Technology department supports Destinations International operations by developing and implementing a multi-year technology strategy and infrastructure to support the work of staff, members and key stakeholders.

2019 STRATEGIC OBJECTIVES:

- › Develop a multi-year technology strategy to advance business processes and operational efficiencies.
- › Implement a new Association Management System to streamline financial processes, improve event creation and registration, increase data collection to facilitate member engagement tracking and scoring, allow for certification and accreditation tracking and integration with online learning platform.
- › Collaborate with departments to develop, integrate and maintain an online learning and credential tracking environment within the overall information technology infrastructure that will ensure seamless integration with the AMS platform.
- › Maintain infrastructure for existing and future Destinations International products to ensure ease of server accessibility for key stakeholders, develop and provide customized APIs for partners, and support new initiatives and future product development.
- › Improve information technology infrastructure security and ensure business continuity.
- › Ensure the consistency and maintainability of existing applications by creating, maintaining and enforcing Standard Operating Procedures for implementing technical solutions.
- › Continue to implement staff onboarding and training program for all technology systems and tools to increase staff productivity.

EVALUATION, ASSESSMENT AND METRICS:

Evaluation and assessment of information technology will include:

- › The success of the day-to-day technology platforms that support the organization
- › Launch of a new AMS platform
- › Member satisfaction with the improved ability to access products and tools
- › Increased access and functionality of the AMS

2019 BUSINESS PLAN: MARKETING & COMMUNICATIONS

DEPARTMENT GOAL:

Implement and maintain an integrated marketing and communications framework to establish Destinations International and the Destinations International Foundation as the authoritative voice for the destination marketing and management industry globally.

BOARD ENGAGEMENT AND COMMITTEES:

Marketing and Communications will engage and support the needs of the **Diversity & Inclusion Task Force** to help guide one of the Association's strategic goals to lead and engage initiatives and opportunities within the destination marketing and management industry to elevate diversity and inclusion within the broader tourism industry through:

- › Research
- › University Hospitality Program Partnerships
- › Key Industry Association Partnerships
- › CEO Commitment
- › Workforce Development

2019 STRATEGIC OBJECTIVES:

- › Leverage brand identity to implement a domestic and international communications strategy and awareness campaigns to further establish the critical role of destination marketing and management.
- › Continue to implement Destinations International's value proposition across the organization, products, educational programs and services.
- › Maintain Association website to further define and implement brand voice, manage content, drive product revenue, analyze user engagement and shift strategies frequently to drive engagement.
- › Support membership growth acquisition and retention strategy to maintain and increase Association member revenue and engagement.
- › Develop and implement product sales and marketing strategy to maintain and grow member product acquisition, retention and engagement.
- › Implement Business Events Strategy to deliver to the meeting planner community the value proposition on why it is critical to work with CVBs, and to educate and provide CVBs with the tools, resources and best practices to deliver on that promise.
- › Lead and engage initiatives and opportunities within the destination marketing and management industry to elevate diversity and inclusion within the broader tourism industry.

EVALUATION, ASSESSMENT AND METRICS:

Evaluation and assessment of the Marketing and Communications department will be measured on:

- › The implementation of the brand and communications strategy
- › Website engagement
- › Social media content growth and engagement
- › Program and event attendance
- › Destination product growth
- › Membership growth

2019 BUSINESS PLAN: MEMBERSHIP ENGAGEMENT

DEPARTMENT GOAL:

The Member Engagement team will be acutely focused on member acquisition, retention and engagement in 2019. With a new membership model established in 2018, a dedicated team will work to increase member engagement through Association products, tools and education offerings focused on growing revenue from destination members and improving member satisfaction.

With the work of the Membership Committee, we will establish new membership models for our international members and business members to work toward an aggressive acquisition strategy to see an increase in revenues of 10% by 2019 and 20% by 2020.

BOARD ENGAGEMENT AND COMMITTEES:

The Membership Engagement department will engage and support:

- › **Membership Committee:** Committee of 10 Board Members focused on looking at ways to improve the value of membership and the revenues to the Association through membership.
- › **Small Destination Organization Committee:** Board Member led committee of 15 destination organizations under \$2M annual operating budget. This committee is focused on looking at ways to add value to our smaller destination members, increase access to our research and thought leadership and grow engagement of leaders in this category.
- › **Canadian Membership Committee:** Committee focused on growth of membership and engagement in Canada through partnerships with DMAC and Destinations Canada.

2019 STRATEGIC OBJECTIVES:

- › Create a sustainable base of destination organization member annual dues with an annual increase of at least 5% growth in revenues each year.
- › Develop new membership models for international members, business members and affiliate members for 2019 acquisition and renewal efforts resulting in 50 new members and increase in dues revenue.
- › Establish Standard Operating Procedures for acquisitions, renewals, onboarding, engagement tracking and cancellations.
- › Initiate Member Satisfaction Annual Survey and Benchmarking.
- › Grow Member Engagement across all offerings of the Association through promotion and awareness facilitated by membership engagement team.
- › Continue to work with IT and Accounting to insure AMS is tracking member engagement accurately through dashboard access and reports by end of 2019.

EVALUATION, ASSESSMENT AND METRICS:

Evaluation and assessment of Member Engagement will be measured on:

- › Revenue growth through membership dues
- › Increased member engagement across Association products and services
- › Destination organization membership growth across all dues categories
- › Board committee and task force engagement

2019 BUSINESS PLAN: PRODUCT ENGAGEMENT

DEPARTMENT GOAL:

The goal of the Product Engagement department is twofold: to provide the CVB community with education, industry knowledge, best practices and robust tools to enable them to achieve superior performance; and to provide CVBs with the business intelligence to elevate the value of CVBs to the broader business events industry.

2019 STRATEGIC OBJECTIVES:

- › Develop a multi-year product development strategy to evolve, invest in and introduce new destination product offerings to CVB members and industry partners.
- › Develop and implement a product growth strategy to track and increase engagement, grow existing revenues and develop new revenues.
- › Develop and implement a sales and services strategy to support all product engagement with members from lead generation to point of purchase to onboarding and training.
- › Advance industry partnerships and collaborations to enhance and grow all destination product offerings.
- › Leverage Destinations International's advocacy and educational initiatives and offerings to provide CVBs with thought leadership and best practices on product usage benefits to help make the industry stronger.

EVALUATION, ASSESSMENT AND METRICS:

Evaluation and assessment of the Product Engagement department will be measured on:

- › Revenue and net profit growth on all destination products
- › Increased awareness of the CVB value proposition
- › Tracked product engagement through activity and queries
- › Web traffic engagement and postings
- › The completion or launch of new products and services

2019 BUSINESS PLAN: STRATEGIC ALLIANCES

DEPARTMENT GOAL:

The goal of the Strategic Alliances Department is to develop and grow relationships with top corporate partners, industry peers and other key stakeholders. These relationships are integrated into and activated within the Association and Foundation, driving significant revenues for the organization while elevating Destinations International's reputation as an industry leader.

BOARD ENGAGEMENT AND COMMITTEES:

This department works closely with the **Partner Advisory Council** and connects with Board leadership to identify and deliver key opportunities. The department also works with the Destinations International Foundation, its Board and its committees to determine ways to integrate their programs and deliverables into corporate and industry partnerships.

2019 STRATEGIC OBJECTIVES:

- Continue strong revenue growth through relevant and impactful customized corporate and industry partnerships:
 - Deliver a minimum of \$2 million cash and in-kind resources for Destinations International.
 - Deliver a minimum of \$350,000 cash and in-kind resources to Destinations International Foundation.
 - Develop and implement enhanced revenue growth strategy.
- Increase partner engagement:
 - Establish unique, customized new areas for collaborative thought leadership and alignment that connects partners' and Destinations International's strategic goals.
 - Identify organization-wide opportunities for delivering value across all channels of Destinations International and partner organizations.
 - Maintain ongoing and consistent communication and program development with partners.
 - Continue to develop the scope of the Partner Advisory Council and the annual Partner Summit, aligning their activities with Destination International's strategic goals.
- Effectively manage partnerships to create strong and consistent processes and systems with internal and external stakeholders.

EVALUATION, ASSESSMENT AND METRICS:

Department success will be measured and evaluated in the following ways:

- › Continued growth of cash revenue
- › Continued growth of in-kind revenue
- › Partner satisfaction and engagement
- › Development of successful, collaborative activation working with Association and Foundation teams

2019

**BUSINESS
PLAN**



DESTINATIONS
INTERNATIONAL
FOUNDATION

DESTINATIONS INTERNATIONAL FOUNDATION 2019 BUSINESS PLAN

GOAL:

The Foundation will focus to achieve our vision — a world where destination organizations are the foundation of destination development and sustainability — and fully embrace our mission to be the center of thought leadership for the global destination organization community.

We will join our peer travel industry organizations from around the world, pulling from our deep strength in North America and our reach in points across the world, to engage in the conversations, develop strategies to address issues and build lasting solutions for our industry.

We will approach our vision and mission through our four key cornerstones of focus: Research, Education, Advocacy and Leadership Development. Through these core attributes, we will develop industry best practices, share latest trends, develop new industry leaders and lay out a roadmap for the future.

BOARD ENGAGEMENT AND COMMITTEES:

The Foundation Board of Trustees decides our mission and purpose, ensures effective planning, monitors and strengthens programs and services, ensures that we have adequate financial resources, protects assets and gives proper financial oversight, ensures legal and ethical integrity, and enhances the organization's public standing.

Primary work of the Foundation is through our standing committees (Executive, Board Development, Grant Review and Audit) and our task forces (Research, Human Resources, Spirit of Hospitality and Annual Investment). In addition, we work closely with the Destinations International Association Board of Directors and the Association's Advocacy, Professional Development and CDME committees.

2019 STRATEGIC GOALS AND INITIATIVES:

Elevate the Foundation

- Continue to differentiate the role of the Foundation from the Association to underscore our role as the center of thought leadership for the global destination organization community.
- Develop greater transparency around Foundation projects and funding by developing a three-year fundraising plan built around specific, clearly identifiable programs tied to industry initiatives that support our four cornerstones. These initiatives will include:
 - Diversity & Inclusion
 - Global Development
 - Major Industry Research & Advocacy
 - Leadership Development & Member Scholarship

- › Develop and underwrite initiative-based educational content and program tracts presented at the Association’s Annual Convention, Summits and other education forums annually to advance the dialogue and explore solutions to advance the efforts of destination organizations.
- › Increase the volume and distribution of internally produced research and advocacy content through:
 - Increasing the number of issue briefs, threat analysis, case studies and interviews.
 - Expanding our key issues portfolio to include the topics of overtourism, homelessness, global cooperation, destination development and management, and diversity and inclusion.
- › Continue the development of the Foundation’s Advocacy Summit to be the place where thought leadership in the areas of advocacy, research and destination development is on display, and continue to build the depth of programming and unique networking opportunity that it has to offer.

Improve the Foundation

- › Address issues resulting from limited staffing capacity
- › Solve member response time issues
- › Solve issues around our signature research reports to develop increased industry participation and reduce staff time involvement by:
 - Analyzing the current use of these reports and explore maximizing the dynamic capabilities of our current platforms.
 - Exploring collaborations with corporate partners and peer organizations who have experience and success in these areas.

Secure the Foundation

- › Develop a three-year plan that creates predictability in a more strategic and sound manner.
- › Continue to diversify revenue sources to:
 - Increase the number of funding sources by increasing the value of current events: Spirit of Hospitality, Advocacy Summit, Annual Convention Silent Auction and Raffles and Auctions.
 - Launch an individual giving campaign with the intent of driving significant and reoccurring revenues by 2021.
 - Increase corporate support by expanding the number of partners and sponsorship programs.

- Continue to define the Annual Investment Program as an essential part of any Association member's industry involvement.
 - Explore creating a Canadian version of the Destinations International Foundation under our leadership.
- Build a reserve to secure the Foundation's annual operations by setting our reserves at an amount equal to cover one year of administration and core activities.

EVALUATION, ASSESSMENT AND METRICS:

We will measure our success through:

- Engagement with individual destination organizations
- Number of partners and investors reached
- Attendance at Foundation events
- Total revenue raised

Industry Advocacy Leadership IN ERNA
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