CITY OF SOUTHLAKE

TOURISM MASTER PLAN

An Element of the Southlake 2035 Comprehensive Plan

Adopted by Southlake City Council
Ordinance No. 1170
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Note: This plan element is not designated for 4-year review cycle

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Introduction

The City of Southlake wishes to maintain a strong and healthy economy and has dedicated time and resources to tourism which is identified as an important city function in order to maintain a strong and healthy economy.

Tourism is a key component of Southlake's economic vitality. For instance, tourism provides jobs, supports new business development, and generates significant revenue from visitor spending. To sustain a vibrant economy with growing competition in the region, Southlake must continue to focus on visitor acquisition while maintaining the retention of its existing visitor base. The City must draw on its significant assets to attract visitors as it competes within a growing field of competition, not just from adjacent cities, but from the North Texas region and also key locations across the State. This means becoming more strategic and deliberate in tourism initiatives by developing the framework for the future of tourism in City. In order to maximize the benefit while also minimizing the potential negative impacts of tourism, proper planning is vital.

The City adopted its first Economic Development & Tourism Master Plan in 2011. It has now been five years since its adoption and the time is right to update the plan so that it is in alignment with today's tourism needs while also responsive to future trends and drivers. In December of 2016, Southlake's second hotel opened and there are currently two other hotels that have received approval but have not yet begun construction. Additionally, we are seeing hotel growth within the region as market forces drive the hotel industry. With this increased demand, it is now more important than ever to develop a robust plan that identifies policies, programs and projects that will have the greatest impact on Southlake's tourism economy. .

The Tourism Master Plan is divided into the following sections:

1) **Introduction**

2) **Background**

3) **Tourism Market**

4) **Visitor Acquisition**

5) **Visitor Retention**

6) **Tourism's Economic Impact and ROI**

7) **Implementation, Evaluation and Prioritization**

1.1 What is Tourism?

The World Tourism Organization defines tourism in terms which go "beyond the common perception of tourism as being limited to holiday activity only", as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". Merriam-Webster defines tourism as the practice of traveling for recreation and although most people have been "tourists" at some point in their lives, defining what tourism actually is can be difficult. Tourism is the activities of people traveling to and staying in places outside their usual environment for leisure, business or other purposes for not more than one consecutive year. The simple definition is that tourism is travel for pleasure.

Tourism is one of the biggest and fastest growing industries globally. Additionally, the way people travel, from how they decide on where to visit to how they get their information about their destination, has drastically changed in response to technological advancements.

So what does this mean for tourism in Southlake? Southlake tourism efforts are targeted toward enhancing resident quality of life and business vitality, meaning that Southlake's tourism economy is centered around community events, shopping, dining, nature, parks, medical and sports. Conversely, efforts are not focused on large scale entertainment venues, overbuilt attractions, or other events/activities that are not aligned with strategic goals. The focus is achieving a healthy tourism economy that is compatible with Southlake's guiding principles and way of life.

The Tourism Office in Southlake leads efforts to attract and retain tourists and also collaborates with other organizations with niche interests' related to the Tourism mission. By facilitating communication among various groups, an atmosphere of trust, engagement and pride is created, furthering commitment to the tourism vision resulting in a better quality of life for residents, a preferred destination for visitors and measurable economic results.

The City of Southlake has strategies and priorities in place that will assist in further development of a successful tourism program. The strategies below were developed based on the goal and objectives of the Tourism Master Plan and the Tourism Strategy Map, which is aligned strategically with the City's strategy map, which can be found on page 4.

- **Promote a destination brand**

- **Support programs enriching experiences**

- **Increase awareness and utilization of accommodations, facilities and attractions**

- **Increase patronage of Southlake businesses**

- **Support events**

- **Support partnerships with other businesses that are mutually beneficial**

1.2 Why is Tourism Important?

To understand why tourism is important to Southlake, the value must be understood from a broader perspective. The travel and tourism industry is one of the largest industries in the United States; economic output generated by domestic and international visitors totaled $2.1 trillion in 2015. Direct spending by resident and international travelers in the U.S. averaged $2.6 billion a day, $108.1 million an hour, $1.8 million a minute and $30,033 a second.

There were 77.5 million international arrivals to the United States in 2015. U.S. Travel Exports (includes general travel spending, international passenger fares, as well as international traveler spending on medical, educational and cross-border/ seasonal work-related activities) totaled $246 billion. International Travel Imports totaled $148 billion, creating a $98 billion travel trade surplus. Visitors from China and Mexico also spent generously. However, international travel spending was dwarfed by domestic travel spending – U.S. residents spent collectively $947 billion U.S. dollars between leisure and business travels in their homeland in 2015.

Travel and tourism is a growing industry for Texas, having outperformed the greater U.S. travel industry in both traveler spending and travel supported employment since 2000. In 2015, direct travel spending in Texas was estimated at $68.7 billion. Travel spending in Texas directly supported 647,900 jobs and an additional 487,500 jobs indirectly across many industry sectors such as leisure and hospitality, transportation, retail trade, services, finance, real estate, construction, insurance, and others. Travel spending generated an estimated $10.4 billion in state ($3.8 billion); local ($2.4 billion) and federal ($4.2 billion) tax revenues in 2015.

Everyone benefits from properly managed tourism. Tourism can be especially important in regional areas because it diversifies the area's economic base and expands the employment market. In its broadest sense, the tourism industry is the total of all businesses that directly provide goods or services to facilitate business, pleasure and leisure activities away from the home environment.

1.3 Relationship to the Strategic Management System

Strategic planning is an ongoing process where resources, critical concerns, community priorities and citizen needs are combined to produce both a plan for the future and a measure for results. More specifically, Southlake's Strategic Management System links the City's day-to-day activities to a comprehensive long-term strategy for public policy and management decisions.

CITY OF SOUTHLAKE STRATEGY MAP

The City of Southlake provides municipal services that support the highest quality of life for our residents, businesses, and visitors. We do this by being an exemplary model of balancing efficiency, fiscal responsibility, transparency, and sustainability.

CRITICAL BUSINESS OUTCOMES

CBO1 – Maintain a strong financial position and implement plans and policies to ensure future financial strength.

CBO2 – Enhance mobility through aggressive traffic management initiatives and capital project implementation.

CBO3 – Engage in thoughtful planning to ensure continued high quality development that is integrated well into the current built environment.

CBO4 – Optimize the City's commercial tax base by attracting high quality new businesses to reduce the tax burden on residential taxpayers.

CBO5 – Improve quality of life through progressive implementation of Southlake's Comprehensive Plan recommendations.

CBO6 – Invest to maintain strong public safety to ensure a low crime rate and effective emergency response.

DELIVER ON OUR FOCUS AREAS

Safety & Security | Mobility | Infrastructure | Quality Development | Partnerships & Volunteerism | Performance Management & Service Delivery

SERVE OUR CUSTOMERS

C1 Achieve the highest standards of safety & security | C2 Provide travel convenience within City & region | C3 Provide attractive & unique spaces for the enjoyment of personal interests | C4 Attract & keep top-tier businesses to drive a dynamic & sustainable economic environment | C5 Promote opportunities for partnerships & volunteer involvement | C6 Enhance the sense of community by providing excellent customer service and citizen engagement opportunities

MANAGE THE BUSINESS

B1 Achieve best-in-class status in all City disciplines | B2 Collaborate with select partners to implement service solutions | B3 Enhance resident quality of life & business vitality through tourism | B4 Provide high quality services through sustainable business practices | B5 Enhance service delivery through continual process improvement | B6 Optimize use of technology

PROVIDE FINANCIAL STEWARDSHIP

F1 Adhere to financial management principles & budget | F2 Invest to provide & maintain high-quality public assets | F3 Achieve fiscal wellness standards | F4 Establish & maintain effective internal controls

PROMOTE LEARNING & GROWTH

L1 Ensure our people understand the strategy & how they contribute to it | L2 Enhance leadership capabilities to deliver results | L3 Attract, develop & retain a skilled workforce | L4 Recognize & reward high performers | L5 Empower informed decision-making at all levels in the organization | L6 Foster positive employee engagement

Citizen Satisfaction Survey

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Strategic Management System

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Southlake 2035 Vision, Goals and Objectives

↓

Comprehensive Plan Elements

↓

City Activities and Operations

↓

Results

The Strategic Management System identifies Strategic Focus Areas and Objectives to guide effective and efficient resource allocation and provides benchmarks to assess performance. The Strategic Focus Areas and Objectives are driven by the City's Citizen Survey and are outlined in City's Strategy Map shown above.

The Strategic Management System guided the development of the Southlake 2030 Vision, Goals and Objectives (VGO), which define a desired direction for growth in the City. The first task needed for the development of the Economic Development Master Plan was to ensure the goal and objectives relating to economic development were still relevant. As such, the Community Enhancement and Development Corporation (CEDC) evaluated the current goals and objectives and approved recommended updates to them as necessary. All recommendations in the Southlake 2030 and subsequent Southlake 2035 plans are tied to at least one Strategic Focus Area from the Strategic Management System and at least one objective from the adopted Southlake 2030 Vision, Goals and Objectives. The recommendations from the comprehensive plan elements guide the development of the Capital Improvements Program (a five-year plan for the purchase, construction or replacement of the City's physical assets) as well as departmental business plans. In turn, the Capital Improvements Program and departmental business plans dictate the City's day-today activities and operations' ensuring the City is working to achieve

the community's goals.

Further, the Southlake 2035 Comprehensive Plan assists the City Council, Boards and Commissions in decision-making by establishing a blueprint for the City's future. For example, the City Council will use the Tourism Master Plan to evaluate initiatives and requests related to hotel occupancy tax expenditures, new initiatives and policies related to tourism to assist in determining the community's needs and goals. Using the plan as a guide helps to secure the community's vision for economic vitality.

1.4 Adoption Process

The City Council appointed the CEDC Board to oversee the development of both the Economic Development & Tourism Master Plans.

As mentioned previously, the first action taken in the adoption of the Tourism Master Plan was to approve the tourism goals and objectives and approve changes as needed. The committee met and discussed the language and updated it as necessary. The goals and objectives are critical because they establish the foundation for the recommendations within the master plan. The goal and objectives for this plan are illustrated to the right. Using this as a foundation, the committee then developed the recommendations for the plan.

Overall, the Board held three public meetings between February 2016 and March 2017 to discuss, review, and develop the recommendations for the plan. All of these meetings were open to the public and advertised on the City's website. Once the plan was complete, the Board forwarded the plan to the Planning & Zoning Commission for consideration and recommendation and ultimately to City Council for consideration and approval.

A Southlake Program for the Involvement of Neighborhoods (SPIN) Town Hall Forum was also held to solicit public input. The forum fosters open and timely communication between the citizens and city government regarding programs and issues affecting the quality of life in the community, encouraging positive relations and a stronger sense of community.

Southlake 2035

Goal 11: Tourism: **Enhance the quality of life for residents and the sustainability of City businesses through the use and promotion of the tourism, convention and hotel industry as a tool for the local economy.**

Objective 11.1 - Promote a destination image for the City and continuously evolve it to adapt to changing economic conditions.

Objective 11.2 - Support programs enriching experiences for residents and visitors.

Objective 11.3 - Increase awareness and utilization of the hotel accommodations and meeting facilities in the City.

Objective 11.4 - Promote and implement programs that increase the patronage of businesses in the City.

Objective 11.5 - Support events held in the City that promote the City's tourism goal and objectives.

Objective 11.6 - Support partnerships with other businesses and organizations that are mutually beneficial promoting tourism and the local economy.

Tourism Master Plan

In addition, both the Planning & Zoning Commission and the City Council held public hearings for the Economic Development Master Plan prior to adopting it as Ordinance No. 1161 on October 4, 2016.

In summary, the approval process for the Tourism Master Plan was as follows:

1) **Tourism Master Plan Committee meetings**

2) **SPIN Town Hall Forum**

3) **Planning & Zoning Commission recommendation**

4) **City Council 1st reading**

5) **City Council 2nd reading (final plan approval)**

Background

The City of Southlake today consists of approximately 22 square miles of land and approximately 29,000 residents. Southlake has grown and become a premier community in the Dallas-Fort Worth metropolitan area. The City's dedication to quality development, sound fiscal policies and effective strategic management has made it an exemplary community. In order to continue this level of quality of life, it is important to have a plan for economic sustainability to meet the needs and demands of Southlake's residents now and in the future. Although there are numerous existing plans, policies and programs that help in supporting tourism, the CEDC and the City Council recognized the need for consolidating these policies and programs into one cohesive document. The following sections provide a framework for the plans, policies and programs which serve as the foundation for the development of the Tourism Master Plan.
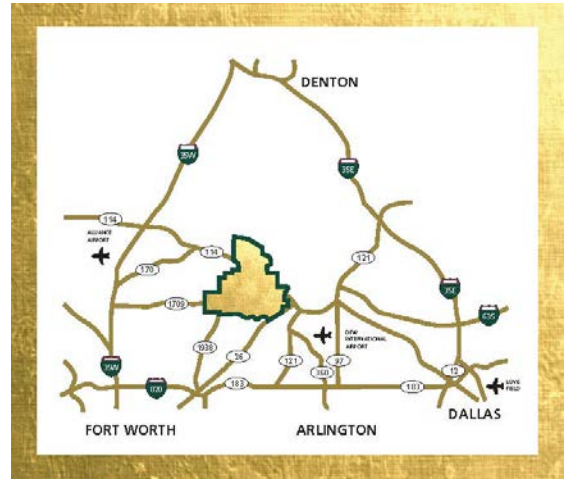
2.1 Industry Trends and Drivers in Tourism

The global marketplace is changing at an ever increasing rate, so a greater understanding of visitor behavior is vital. Trends can help destinations better prepare for the future needs and wants of visitors and allow themselves to adjust their tourism strategies accordingly, tailor the types of experiences offered, and focus their marketing activity to create a strong competitive advantage.

Challenges Facing the Travel and Hospitality Industry
Southlake needs to proactively and effectively respond to a set of evolving challenges around visitor and market expectations, data use and integration, recruitment and retention, competitive dynamics, and risk management. Guy Langford, vice chairman and US Travel, Hospitality & Leisure leader, Deloitte & Touché LLP, shares the following insights on growth opportunities and industry trends that travel and hospitality organizations should be mindful of in the future.

Times are vibrant and positive for most travel and hospitality businesses, but that doesn't mean the City can become complacent. Below are four key challenges and trends facing the tourism industry. Some are new; some are recurring; all are potential drivers that will reshape the marketplace.

It's all about me: Customers want an outstanding, personalized experience
Travel and hospitality organizations that want to deliver an outstanding, individualized customer experience; they should consider understanding the visitor's needs and desires and craft a value proposition that speaks directly to them. This can be a challenge because visitors–and their likes and dislikes–are continually evolving as generational influences wax and wane.

For example: Millennials, individuals born during the early 1980s to early 2000s, are coming of age and influencing the consumption and travel behaviors of both older and younger generations. Who is this evolving visitor? Sometimes referred to as "Generation Me" because they are more focused on the self than earlier generations, Millennials are also viewed as being more open-minded, confident, self-expressive, liberal, upbeat, and receptive to new ideas and ways of living. Digitally empowered Millennials want personalized communication (via multiple electronic platforms), seamless planning, flawless execution, and an authentic, customized travel experience. And because Millennials are savvy users of social media, their opinions are prompting other visitors to say "I'll have what they're having." For more information on the different generational travel dynamics, see page 59.

Organizations are data-rich but insight-poor

In order to understand visitor needs and deliver outstanding experiences, destinations should be able to access and leverage the right information at the right time–not an easy task. New technologies and increasing digitalization are generating more data than ever before, but more data doesn't necessarily mean better data. In fact, many organizations are data-rich but insight-poor because they struggle to turn the disjointed data they have into useful information, and valuable insights to enhance the experience.

Some organizations are hampered by siloed repositories that limit data-sharing among departments and businesses. Others have difficulty determining what information to collect, how frequently it should be collected, or how best to distribute it to internal and external stakeholders. Finally, many organizations possess the right information but lack the analytical capabilities to translate it into insights and innovations that can create measurable and sustainable return on investment (ROI).

You're the one that I want: Recruiting and retaining the right people

Organizations of all sizes are finding it increasingly difficult to recruit and retain individuals with the right blend of interpersonal and technical skills. Part of the problem is that jobs in the tourism industry are becoming much more specialized. In addition, potential hires with the right skill set may be opting for better-paying positions in today's improving economy. Staffing issues are especially worrisome for airlines. The pipeline of qualified pilots that normally flows from defense aviation to the commercial market is slowing, largely because the number of military aircraft programs has diminished. To compensate, some airlines—especially regional carriers—are turning to graduates of civilian pilot training programs.

Developing and implementing an effective recruitment strategy is just half the battle; retaining skilled employees is also difficult. Recent findings from the Bureau of Labor Statistics show that the travel and hospitality sectors have some of the highest turnover rates of any industry. While many factors can account for this high turnover—seasonality and young employees, among them—the perception that travel and hospitality does not offer abundant long-term career prospects contributes to the problem. The good news is that many leading companies are addressing this concern with a variety of retention strategies; however, reducing full-time employee turnover remains near the top of industry concerns.

The times they are a'changin–so are competitive dynamics

There is little doubt that the competitive landscape is changing. One very evident trend is increasing consolidation, especially among hotels. Examples include Marriott's announced takeover of Starwood Hotels and Resorts Worldwide for $12.2 billion, and AccorHotels' stated plans to acquire Fairmont, Raffles, and Swissôtel by issuing 46.7 million new Accor shares and paying $840 million in a bid to strengthen its position in the luxury segment.

Much of the uptick in hospitality marketing and advertising activity stems from organizations' objectives to gain market share, increase operating leverage with online travel agencies, and vertically integrate their product platform (i.e., organizations operating in the economy segment want to buy into the luxury segment and vice-versa). Relatively cheap debt and a general belief that the sum of the parts may be greater than the whole are among other factors spurring consolidation.

The nature of competition itself is also changing. New business models are emerging to meet the needs of the evolving consumers mentioned earlier, posing significant challenges to traditional travel and hospitality organizations. For instance, the world's largest accommodation provider, Airbnb, does not own a single hotel room. The largest chauffeured car service, Uber, does not own a single car. And the largest dining reservation booking service, OpenTable, does not own a single restaurant. Some travel and hospitality incumbents are making digital strategy core to their business strategy—for example, a leading coffeehouse chain has been at the forefront of mobile as the drive of its loyalty and payments' platform—it is a fascinating convergence in a world where digital startups are entering niche markets formerly occupied by analog travel and hospitality organizations. Gaining and maintaining a competitive advantage in this industry is becoming a lot more difficult.

Potential Business Disruptions

Travel and hospitality organizations, more than most, are vulnerable to sudden—and not so sudden—external shocks to the system. Any unexpected development in one or more of the four challenge areas, such as a transformational merger, a technology breakthrough by a new market entrant, or similar—could disrupt "business as usual" in the future. In addition, a few persistent issues continue to demonstrate disruptive power.

Oil prices

Oil prices are a fraction of what they were just two years ago and that market softness is expected to continue. Certainly, airlines have benefited from low oil prices given fuel's relatively large share of total airline cost structure and the increasing margins that they have driven; on that basis alone, any dramatic upward spike would surely hurt airlines' bottom line. Similarly, visitors are more likely to take driving vacations—which benefit hotels, restaurants, and all manner of leisure attractions—when gas prices are low. If prices rise, fewer families may "hit the road". Conversely, a sustained period of "low oil" is often viewed as a deflationary sign of a global economic slowdown, which may flow into travel and hospitality.

Terroristic threats and acts

Recent acts of global terrorism have heightened safety concerns and could reduce overall travel numbers. However, InterContinental Hotels Group (IHG) CEO Richard Solomons has said that terrorist threats and acts are not a new phenomenon to travel, and that people move on and business comes back. Becoming more alert, working closely with security organizations, and remaining cautious about operating in different

markets are some of IHG's responses to terrorism attacks. From a regulatory perspective, heightened visitor and government concerns about terrorism have sparked a movement to substantially tighten the Visa Waiver Program (VWP), which allows travelers from 38 partner countries to visit the United States for 90 days without requiring a visa. While the legislative outcome is far from certain, any meaningful change to the VWP that would make travel to this country more difficult may prove disruptive to the industry.

Labor costs and regulations
Another ongoing risk is the cost of labor. The call for a $15 national minimum wage appears to have gained traction and could prove to be a watershed year, especially in regional markets. This prospect is unnerving numerous stakeholders, chiefly restaurants, where workers at the low end of the wage spectrum are particularly vocal. A third ongoing risk is regulatory uncertainty, recently highlighted when the National Labor Relations Board redefined what it means to be a "joint employer"—a decision that could upend the franchise and contract staffing model on which so much of the travel and hospitality industry is based.

Other disruptions
Organizations face potential disruptions from many other sources, including pandemics, food safety failures, and, more recently, cyber-attacks. The past few years have seen an array of high-profile incidents that have posed significant risks to brand reputation and growth. Even isolated incidents can result in enterprise disruption and significant reduction in shareholder value.

Steps to Foster Innovation and Growth
Embrace the new sharing economy
The concept of sharing goes to the heart of the evolving visitor experience. And sharing finds expression in different ways that organizations may leverage for competitive advantage:

- *Sharing means community*. Encourage guest connections. For example, Marriott worked with the Massachusetts Institute of Technology's (MIT) Mobile Experience Lab to develop its Six Degrees application. Guests with common interests who are staying at the same hotel can use this app to connect. Other hotels are reconfiguring their common areas to make them more conducive to gatherings.

- *Sharing means connectivity*. Encourage direct feedback from your visitors. It's the best kind of customer engagement data.
- *Sharing means partnering with the visitor*. The new visitor wants to participate in the design of their tourism experience. Unbundle offerings to let this happen.
- *Sharing means cost and market effectiveness*. In a conventional economy, excess supply or demand is the norm. In a sharing economy, supply and demand are in balance. An Uber driver can drive two hours per week or 40 hours per week and an Airbnb host can bring his or her property online for one day or nine months—all depending on what the market requires.
- *Sharing means convenience*. Visitors wouldn't use Uber, Airbnb, or other travel alternatives if they weren't convenient. That's why these "market-makers" are so powerful—by controlling both supply and demand they've create a convenience dynamic never before seen in a service business.

Tourism Master Plan
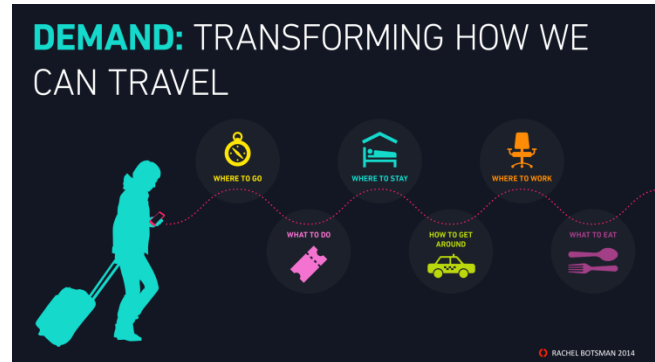
Employ mobile technology and social media as customer service and marketing tools

Mobile technology and social media's importance as vehicles for visitor expression and engagement cannot be overstated. Take away someone's voice capabilities on their smartphone and it's still a smartphone; take away their messaging apps and it's a paperweight. Far more communicating is being done today via messaging platforms like WhatsApp, WeChat, and Slack than through traditional voice communication. Messaging links the communication paradigm of yesterday with the on-demand ubiquity of today. While using social media to praise or critique a travel experience is quite common, visuals are becoming the primary form of customer expression. Popular online platforms in the travel and hospitality space all have one thing in common— they are focused on imagery, not text. Travelers use services like Instagram to tell the story of their journeys in ways far more emotive than words alone. What does this means for the tourism industry? Organizations should be increasingly familiar with Instagram to connect with consumers and translate brand values using pictures.

Don't just collect data, use it

Every visitor touch point provides an opportunity to collect data. Incorporate data collection into strategic planning because it is strategic. Then analyze and share data across all departments and brands.

Empower and engage employees

Millennial-generation employees understand and identify with their influential visitor counterparts, long-term retention of millennial talent is essential for future success. However, in an industry where seasonality may contribute to a sense of "temporariness," Millennials often leave organizations because they feel their input is not valued or they lack "skin in the game." To invest these and other employees with a sense of ownership, empower and engage them across all strategic pain points. Give employees the ability to deliver personalized customer experiences. Train and incentivize them to make independent decisions. Hold them accountable and reward them for the results of their decisions.

Make risk management an executive leadership priority

Even if the majority of organizations in the travel and hospitality space are doing everything right by traditional standards, strategic risks can still surprise. The challenge is how to anticipate, adapt, make decisions, and change course in the face of these uncertainties. Whether executives are concerned about potential hacking and security breaches, foodborne illnesses, or supply chain disruption, one thing is clear: the risk wheel is turning and the way that companies manage risk needs to evolve as well. Risk management should be an executive leadership priority that is driven top-down throughout the organization. A comprehensive, proactive risk management program may help to mitigate internal and external threats and prove to be a winning differentiator for tourism companies.

Partner to prosper

Disruption has changed the nature of competition in the industry as well as the way organizations respond to that competition. Some continue to "go it alone" but increasing numbers are recognizing the value of strategic affiliations and alliances. For example, Hilton and Uber formed a partnership that allows Hilton guests to schedule alerts through the HHonors app to prompt them when they need to arrange a ride via Uber. Starwood signed a deal with Uber that lets riders earn points in Starwood's loyalty program. United became one of the first airlines to allow users to access Uber via the airline's mobile app.
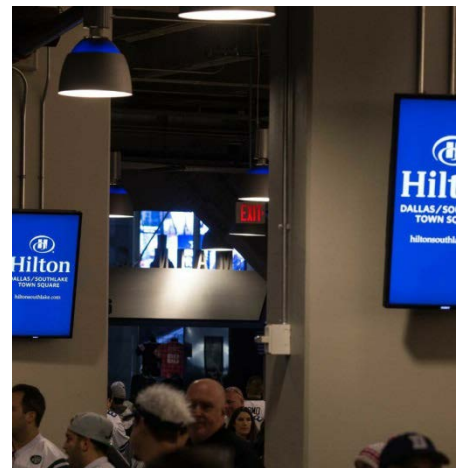
Examples of other partnering arrangements abound; legacy tourism organizations view them as a quick and cost-effective way to adapt their business strategies in a disruptive marketplace.

Tourism organizations operate in a world where change is the only constant. However, leading organizations have proven a couple of things over the last decade:

- Continuous reinvention is not impossible; it is critical to relevance and success.
- Innovation is iterative and built around the fundamental core of understanding the "job to be done."

Accepting change is table stakes for survival. Managing change—no matter how disruptive it is—by developing innovative solutions that support new business models is the new paradigm for success.

2.2 State and Regional Travel Influences

Every year, millions of travelers come to Texas for both business and leisure purposes. Texas benefits greatly from travel spending from residents of the state as well as travelers from other states or countries.

In recent years, the Texas travel industry has outperformed the US. Since 2009, real travel spending in Texas has grown by 3.5% per year, outpacing a 2.9% per year rate of

Texas Visitor Profile

TEXAS		TEXAS	
Top Origin DMAs (Person-Days)		**Top Origin DMAs (Person-Days)**	
In State DMAs		**Out-of-State DMAs**	
Total Texans (Intrastate)	**62.1%**	**Total Non-Texans (Interstate)**	**37.9%**
Dallas-Fort Worth	16.1%	Los Angeles, CA	1.9%
Houston	11.5%	New York, NY	1.4%
San Antonio	8.5%	Oklahoma City, OK	1.3%
Austin	6.7%	Chicago, IL	1.3%
Harlingen-Weslaco-Brownsville-McAllen	3.6%	Atlanta, GA	1.3%
Waco-Temple-Bryan	2.5%	Denver, CO	1.0%
Tyler-Longview (Lufkin, Nacogdoches)	2.2%	Monroe, LA-El Dorado, AR	1.0%
Amarillo	1.9%	San Diego, CA	0.9%
El Paso	1.7%	Albuquerque-Santa Fe, NM	0.9%
Dallas-Fort Worth	62.1%	Phoenix, AZ	0.9%

growth for the US as a whole. Similarly, employment generated by the travel industry has grown by 3.9% per year since 2010 in Texas, compared to only 2.7% for the US.

According to the Office of the Governor, Economic Development and Tourism, in 2015, Texas received an estimated 255 million visitors, an increase of 4% over the previous year. Approximately 72% of those visitors traveled for leisure purposes, while 28% traveled for business. The state received approximately $69 billion of direct travel spending in 2015, which supported 653,000 jobs directly and 1.1 million jobs both directly and indirectly. Overall, one out of every 10 jobs in Texas is supported by travel spending. Travel to Texas also generated $6.2 billion in state and local revenues, and for every dollar spent on tourism advertising, the state of Texas earned $7.36 in tax revenue.

A common measure of visitor activity is the number of person-stays, which measures the number of non-unique individuals that visited to a certain location. Person-days are similar, but they also take into account the number of days an individual stayed at a certain location. In 2014, Texas had an estimated 243.2 million person-stays and 517.7 million person-days. This means that 243.2 million people traveled to or within Texas and stayed for a total of 517.7 million days over the year. These numbers are an increase of 4.2% and 3.6%, respectively, from 2013.

People visit Texas for numerous reasons. A little over 12% of the stays (the number of parties that arrived at a destination) were for business purposes, while the primary reason for leisure travel was family or life events (37.9% of stays), including visiting friends and relatives and celebrating holidays or special events such as

birthdays or anniversaries. Other common reasons were cultural activities such as visiting historic sites and other sightseeing (23.8% of stays) and libation and culinary activities like traveling to visit a specific restaurant or winery (22.1% of stays).
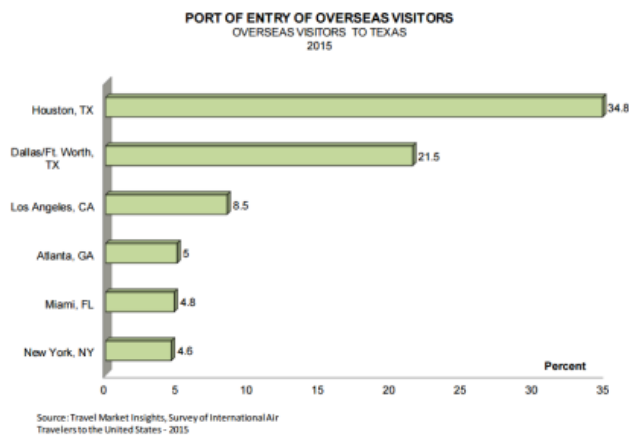
Approximately 82% of person-days in 2014 came from individuals traveling by car, with another 16% from those traveling by airplane. Texas had the third-highest share of domestic air travel days that year, 70% of which were traveling for leisure purposes. About 62% of the travel person-days in 2014 came from residents of Texas traveling within the state, with the remaining 38% from visitors from other states as well as international origins.

International visitors are particularly good for the travel industry because they tend to stay longer and spend more money. Texas airports had about 9.7 million international arrivals in 2014, and international travel spending totaled $6.8 billion. While international visitors also have a tendency to visit multiple locations, 77% of overseas visitors arriving in Texas indicated that Texas was their main destination. International travelers most typically came from Mexico, Canada, the United Kingdom, Germany, Brazil, Australia, Japan, and China. As overall international travel to the US is projected to rise by 20% through 2020, Texas can only expect to see an increase in international arrivals and travel spending.

Fort Worth-Arlington, TX MSA

Length of Stay (Stays)			Accommodation Type (Person-Days)		
		MSA			**MSA**
Average Length (Incl. Days)	2.06	days	**Paid Accommodations**		54.7%
Average Length (Overnight Only)	2.51	nights	Hotel/Motel		49.1%
Day –Trips	47.8%			High-End	18.6%
1-3 Nights	43.1%			Mid-Level	18.5%
4-7 Nights	7.4%			Economy	9.3%
8+ Nights	1.7%		Other Hotel/Motel		2.7%
Primary Mode of Transportation (Person-Days)			Non-Hotel/Motel		5.6%
Air	16.2%		**Non-Paid Accommodations**		44.8%
Auto Travel (Net)	80.0%		**Other Overnight**		0.5%
Other Transportation (Net)	3.8%				
Bus	3.4%				
Train	0.3%				
Other	0.1%				
Distance Traveled One-Way from Home (Person-Days)					
Average Distance Traveled	400	miles			
250 Miles or Less	59.1%				
251-500 Miles	11.4%				
500-1000 Miles	15.8%				
1001 Miles or More	13.8%				

Texas' major MSAs saw the most travel person-days in 2014, with the top five destinations accounting for over 60% of total Texas travel. The Houston-The Woodlands-Sugar Land MSA topped the rankings with nearly 91.6 million person-days (17.8% of total Texas travel). The Dallas-Plano-Irving area was second, with 83.7 million person-days (16.5%), with San Antonio (72.4 million person-days or 13.8%), Austin-Round Rock (45.6 million person-days- or, 8.9%), and Fort Worth-Arlington (28.6 million person-days or 5.5%) rounding out the top five. Interestingly, although the Houston area has a similar ratio of leisure to business travel as the rest of the state, San Antonio has relatively more visitors for leisure activities (nearly 81%), while Dallas-Plano-Irving, Austin-Round Rock, and Fort Worth-Arlington experience relatively more business travel (32% or more come for business purposes).

In summation, the Texas travel industry contributes more tax revenue to state and local governments than would be expected based on the size of the industry. Whereas the gross domestic product and employee earnings represent about two percent of the state economy, the travel industry generates 5.5 percent of tax revenue. The contribution of the travel industry to state government is even more pronounced – 6.9 percent in the 2015 fiscal year. The state's reliance on sales and gross receipts taxes is the primary reason for the large revenue contribution of the travel industry. Not only are most travel industry goods and services taxed, but a large share of these commodities are taxed at rates that are greater than the general sales tax (motor fuel, auto rental, mixed beverages). A substantial share of travel-generated tax revenue is not borne by Texas residents due to the fact that more than one-half of all visitor spending in the state is made by out-of-state visitors.

Fort Worth-Arlington, TX MSA

Top Origin DMAs (Person-Days)		Top Origin DMAs (Person-Days)	
	MSA		**MSA**
In State DMAs		**Out-of-State DMAs**	
Total Texans (Intrastate)	60.3%	**Total Non-Texans (Interstate)**	39.7%
Dallas-Fort Worth	28.3%	Tulsa, OK	4.6%
Houston	7.8%	Chicago, IL	2.6%
Austin	5.6%	Los Angeles, CA	2.1%
Amarillo	5.1%	Minneapolis-St. Paul, MN	1.7%
Tyler-Longview (Lufkin, Nacogdoches)	3.6%	Pittsburgh, PA	1.5%
Waco-Temple-Bryan	2.1%	San Diego, CA	1.5%
Abilene-Sweetwater	1.8%	Phoenix, AZ	1.2%
San Antonio	1.8%	Washington, DC (Hagerstown, MD)	1.2%

2.3 Southlake Tourism Profile and Strategic Location

For the past 30 years, companies, agencies and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects. This targeting method is superior to using "scattershot" methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage of the residents and consumers and incorporates a wide range of public and private data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with those same tastes (hence the phrase "like seeks like"). The Community Tapestry™ segmentation combines the "who" of lifestyle demography with the where of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.
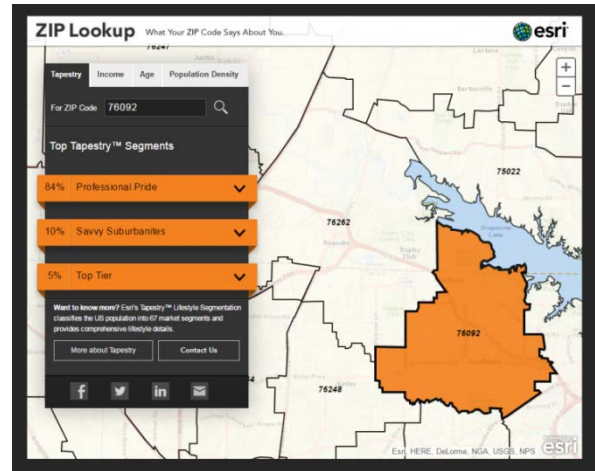
Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 12 larger LifeMode groups and within those 12 larger groups, 65 more distinct market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

Southlake Profile

Southlake residents fall into the most affluent LifeMode category, Affluent Estates. Attributes within this category include married couple families with children ranging from grade school to college. They have established wealth, high education and are well-traveled. They expect quality and invest in time-saving services as well as participate actively in their communities. The median age is 42 and the median household income is approaching $200,000 for Southlake. Tapestry segments have 14 total LifeMode Groups: Affluent Estates, Upscale Avenues, Uptown Individuals, Family Landscapes, GenXurban, Cozy Country Living, Ethnic Enclaves, Middle Ground, Senior Styles, Rustic Outposts, Midtown Singes, Hometown, Next Wave and Scholars and Patriots. LifeMode groups represent markets that share a common experience – born in the same generation or immigration from another country – or a significant demographic trait, like affluence.

76092 Tapestry Profile results can be categorized as shown and described below:

Professional Pride (84%): Median Age 41, Median HHI $127,000
- Highly qualified in the science, technology, law, or finance fields; they've worked hard to build their professional reputation or their start-up businesses.
- These consumers are willing to risk their accumulated wealth in the stock market.
- They have a preferred financial institution, regularly read financial news, and use the Internet for banking transactions.
- These residents are goal oriented and strive for lifelong earning and learning.
- Life here is well organized; routine is a key ingredient to daily life.

Saavy Suburbanites (10%): Median Age 44, Median HHI $104,000
- Education: 48.1% college graduates; 76.1% with some college education.
- Low unemployment at 5.8% higher labor force participation rate at 68.5% with proportionately more 2-worker households at 65.4%.
- Well-connected consumers that appreciate technology and make liberal use of it for everything from shopping and banking to staying current and communicating.
- Informed shoppers that do their research prior to purchasing and focus on quality.

Top Tier (5%): Median Age 46, Median HHI $157,000
- A highly educated, successful consumer market: more than one in three residents has a postgraduate degree.
- Annually, they earn more than three times the US median household income, primarily from wages and salary, but also self-employment income and investments.
- These are the nation's wealthiest consumers. They hire financial advisers to manage their diverse investment portfolios but stay abreast of current financial trends and products.
- Socially responsible consumers who aim for a balanced lifestyle, they are goal oriented and hardworking but make time for their kids or grandkids and maintain a close-knit group of friends.
- These busy consumers seek variety in life. They take an interest in the fi ne arts; read to expand their knowledge; and consider the Internet, radio, and newspapers as key media sources.
- They regularly cook their meals at home, attentive to good nutrition and fresh organic foods.

By profiling the residents of Southlake, the Tapestry system can show the capabilities of profiling a different, possibly competitive region. The consumer profiles reveal the demographics, lifestyles and product preferences of Southlake's consumers. Consumers can be visitors, residents or businesses, anyone who actively buys or sells goods in the city. By understanding who the Southlake's customers are, more appropriate responses can be formed to address their needs with better messaging, products and services.

Said simply, the more you can learn about Southlake customers (residents and visitors), the better Southlake can serve them, keep them and find more like them. Identifying the Southlake Visitor Profile is what you must look at and balances what we know and pull conclusions from there.

To understand why a Southlake Profile which identifies residents' attributes and LifeModes is important it is necessary to bring the Law of Attraction and its relationship to marketing into focus. Simply put, the Law of Attraction is the concept that people are attracted to, and attract, things that are like themselves. Marketers have always known that like attracts like. During the brand strategy presentation to City Council, Cubic Creative identified the concept when relating their immersion findings to the brand message they created for visitors. Cubic discussed the Law of Attraction and how in order to attract the right target market Southlake needs to understand their residents and what appeals to them in order to understand what visitors are interested in. This analysis and understanding is important before a marketing plan can be done.

Strategic Location

Southlake is located in North Central Texas, situated 23 miles northeast of Fort Worth and 25 miles northwest of Dallas. Dallas-Fort Worth International Airport is only a few short miles to the southeast, and Lake Grapevine borders the city to the north. State Highway 114 runs diagonally through the middle of the City, heading east through Las Colinas and into downtown Dallas and west toward the Alliance Airport corridor. This corridor, along with Southlake Boulevard (FM 1709) and Davis Boulevard (FM 1938), are the primary roadways that help fuel the City's economic success.

Airport Access

2017 is promising to be a banner year for air travel in the United States due to falling ticket prices and surging capacity. Additionally, the future outlook is bright given the strengthening economy, increasing disposable income and lower cost fuel prices. There will be more options to fly to more destinations for lower prices. This makes Southlake's proximity to two major airports even more of an opportunity than ever. With Dallas Fort Worth International Airport merely 10 miles from gate to street and Dallas Love Field Airport 22 miles, the connection

between air and land is as easy as a cab, uber, or rental away. Not to mention the 15 mile distance to the smaller, but equally accessible Fort Worth Alliance Airport positions Southlake as an easily accessible destination for air travelers.

Drive Access

The drive market in tourism is defined as interstate visitors who at some point during their trip, use a private or company vehicle, a rental vehicle, a four wheel drive or a campervan/motor home. Furthermore the drive visitor can be either fly/drive (flies to the DFW from their origin and hires a vehicle) or self-drive (drives from their origin and most likely in their own vehicle). Access is an integral part of the tourism industry and may vary visits according to the nature of the location, the state of infrastructure, and the efficiency of the public transport system. It is largely due to the improvement of transportation and accessibility that the drive market has expanded.

According to the Office of the Governor Economic Development & Tourism, 80% of visitors traveling to the Fort-Worth Arlington, TX MSA traveled by auto with an average distance traveled of 400 miles.

Southlake's accessibility in the DFW Metroplex presents valuable opportunities that encourage visitors to stop and spend money at local businesses.

2.4 Southlake Tourism Assets

The City of Southlake is fortunate to be located within the Dallas-Fort Worth region. Tourism demand is a broad term that covers the factors governing the level of demand, the spatial characteristics of demand, different types of demand and the motives for making such demands.

There are as many reasons for engaging in tourism, as there are visitors themselves. Different people participate in tourism for different purposes. Seemingly, every purpose comes with specific tourism demand. One of the most common demands is for accommodation. Whatever the intention, visitors should be accommodated in one way or another. The most common reasons for travel away from home are:

- For leisure, recreation and holidays
- To visit friends and relatives
- For business and professional engagements
- For health treatment
- To undertake religious and other pilgrimages
- Other more personal motives

The Tourism assets in Southlake compete with the very best in the region. The diverse mix of Retail, Corporate locations, popular event activities and diverse hotel accommodations as well as the climate, varied scenery, and other features, is just what brings visitors here in the first place. However, it is not only the supply of tourism assets that shapes the demand, but how it is developed, marketed and managed.

SOUTHLAKE ASSETS

Hotels	Retail	Corporate	Medical	Events	Community
• Cambria Hotel & Suites 175 + Guest Rooms • Hilton Southlake 248 + Guest Rooms • 3 other hotels approved, not yet constructed	• 300+ Retailers • 135 Restaurants	• Sabre • Verizon • TD Ameritrade	• Cook Childrens Urgent Care and Pediatric Specialties • Southlake Methodist Hospital • Texas Health Harris Methodist Hospital	• Art in the Square • Stars & Stripes • Oktoberfest • Home for the Holidays	• 33 Parks • 6 Miles of Trails • 62 Game and Practice Fields • 11 Art Installations • 1 Nature Center • Southlake Tennis Center • The Marq Southlake

Tourism Master Plan

Hotel Assets

One of the emerging strengths of Southlake's tourism industry is its diversifying range of accommodation options. Southlake accommodations are on their way to suit the needs and budgets of varying visitor types.

Southlake Hilton

The Hilton Dallas/Southlake Town Square Hotel combines classic sophistication and Texas hospitality for both business and leisure travelers. The modern rooms and suites combined with the contemporary elegance continue throughout the hotel with its dark wood furnishing, granite counters, Hilton Serenity bedding and first class amenities.

Features Include:
- 248 guest rooms
- Approximately 19,000 square feet of meeting space
- Complimentary WiFi throughout hotel
- Onsite dining at Copeland's of New Orleans Restaurant
- Full-service spa, Terrace Retreat
- Fitness center and outdoor pool

Cambria

The Cambria Suites DFW is an upscale boutique hotel that is technically smart, comfortable, and invites guests to sit down and relax. This business hotel is a contemporary boutique offering an urban lifestyle with a focus on style and service.

Features Include:
- 175+ guest rooms
- Approximately 5,500 square feet of meeting space
- Complimentary WiFi throughout the hotel
- Onsite Social Circle bistro
- Fitness center and outdoor pool

Delta (approved by City Council, not constructed)

Marriott's newest upscale, full service brand, The Delta Hotel by Marriott, offers a lean and flexible operating model with a clean and refreshing design. The Delta Hotel intuitively meets the needs of business travelers and carries a strong reputation as a leading, upscale hospitality brand.

Anticipated Features Include:
- 240 guest rooms
- Approximately 12,000 square feet of ballroom and meeting space
- Complimentary WiFi throughout hotel
- A 7,500 square foot restaurant, bar and kitchen area
- Fitness center and outdoor pool

Westin (approved by City Council, not constructed)

Westin has a long history of innovation and excellence and describes itself as an American upscale hotel chain.

Anticipated Features Include:
- 250 guest rooms
- Approximately 17,000 square feet of ballroom and meeting space
- Complimentary WiFi throughout hotel
- Onsite restaurant and bar
- Fitness center and outdoor pool

Retail and Restaurant Assets

Southlake currently has 3.9 million sf of retail and restaurant space. When conducting the Retail Analysis (see more in the following section), MXD calculated how many square feet of retail per capita the City has in comparison to other benchmarks. Southlake's retail per capita was calculated using major organized retail center of 15,000 square feet or larger. The City of Southlake has more than four times the U.S. average of organized retail per capita on a square foot basis. Urban areas typically have forty to sixty square feet of retail per capita as they draw from more rural areas.

MXD tracked and calculated that the retail inventory for the PTA (Primary Trade Area), excluding Southlake, is 3,687,185 square feet of organized retail space. This means that the PTA, excluding Southlake, has an organized retail per capita of 41 square feet, which is more in line with the Texas and US average, and less than half of Southlake's 103 square feet. This demonstrated that Southlake relies quite heavily on spending dollars from shoppers outside of the City boundaries to keep our current retail viable and sustainable.

Southlake Major Organized Retail

1 Southlake Town Square
2 Southlake Village
3 Gateway Plaza
4 Wyndham Plaza
5 Southlake Marketplace
6 Suntree Square
7 Shafer Plaza
8 Southlake Corners
9 Shops of Southlake
10 Jellico Square
11 Park Village
12 The Home Depot
13 Lowe's
14 Costco
15 Southlake Oaks
16 Village at Timarron
17 Kimball Crossing
18 Kimball Oaks

Big Box Center
Lifestyle Center
Neighborhood Center
Power Center
Strip Retail
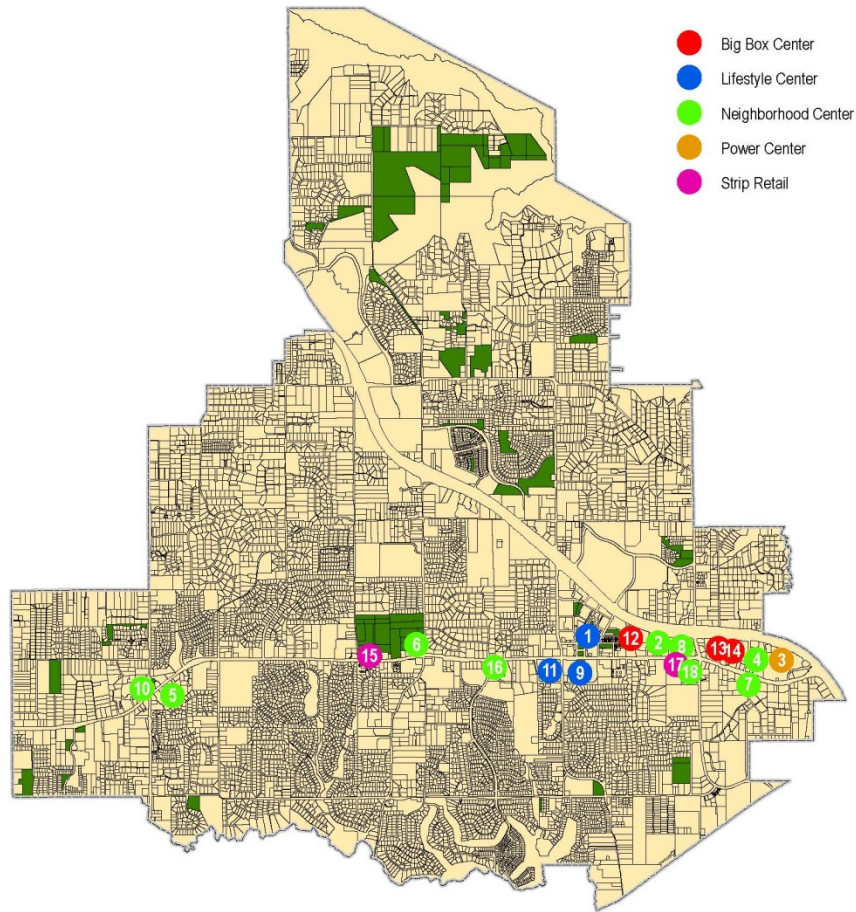
The graphic above shows the locations of major organized retail (15,000 sf or larger) in Southlake. Spatially, Southlake's retail is clustered along Southlake Boulevard, primarily between Carroll Avenue and the 1709/114 interchange that divides Southlake and Grapevine. There are smaller retail clusters at White Chapel Boulevard and Davis Boulevard.

These major centers can be categorized into five different formats: Lifestyle Center, Neighborhood Center, Power Center, Big Box Center and Strip Retail. Typically, Lifestyle Centers act as the larger tourism drivers. The International Council of Shopping Centers (ICSC) came up with a formal definition for Lifestyle Center several years ago: In addition to its outdoor location and upscale focus, a lifestyle center is differentiated by "its role as a multi-purpose leisure-time destination [that features] restaurants, entertainment, and design ambience and amenities such as fountains and street furniture that are conducive to casual browsing."

ISCS conducted an intercept study at five lifestyle centers across the United States and learned that visitors to lifestyle centers spent less time at these centers (average duration: 57 minutes) than they did at malls (78 minutes). But shoppers spent at a rate of $84/hour at lifestyle centers vs. $57.70/hour at regional centers. The study's conclusion: Lifestyle center shoppers are "more purpose-driven" than mall shoppers are. That is, they go to the lifestyle centers with a particular need in mind. And judging from the spending, their needs are being met.

People want to feel that they are in a unique space, they want to people watch and they want to feel that energy. The right environment makes visitors feel that there is always something going on or something to do. Lifestyle centers succeed in building an emotions connection with visitors that makes them want to be there time and time again.

In Southlake, our Lifestyle Centers are clustered at the intersection of Southlake Boulevard and Carroll Avenue: Southlake Town Square, Shops of Southlake and Park Village (see map on opposite page).

Southlake Town Square
Southlake Town Square is the core of the city's retail, dining, and entertainment uses. It is a super-regional shopping destination that pulls in consumers from around the DFW Metroplex, and as far as Oklahoma. It is currently Southlake's only true walkable, pedestrian-friendly mixed-use development, with retail, restaurant, office, residential, and civic uses all in one place.

Shops of Southlake
The Shops of Southlake provides a shopping experience that complements Town Square across the street, with a park and fountain fronting Southlake Boulevard. The design of Shops of Southlake can be viewed as a quasi-lifestyle center, although it does not have the same pedestrian friendly nature and urban grid that has been constructed at Town Square.

Park Village
Located southwest of Southlake Town Square, Park Village is anchored by REI and Michaels and is supported by several restaurants that are new to Southlake. It is viewed as a lifestyle center and is more pedestrian friendly than neighboring Shops of Southlake. This site also includes a large fountain that has been designed to perform lighted, synchronized displays.

Corporate Assets
Businesses from many industries including healthcare, technology, hospitality, legal and financial services have come together to make Southlake a full-service business community for all of north central Texas. With approximately 3,600 employees, Sabre, home of Travelocity.com is the city's largest employer and Verizon Wireless' Network Control Center takes advantage of high-tech infrastructure to manage all wireless communications west of the Mississippi River from its Southlake location. A newer regional corporate campus for TD Ameritrade, a Fortune 1000 company, recently began construction. It is expected open in 2018 and brings an additional 2,000 employees, making it one of the largest employers in the community.

Medical Assets
A focus of the MXD Cluster Analysis was a review of medical assets and potential in Southlake. In that study, MXD noted that Domestic medical tourism is a rapidly growing industry in the U.S. International medical tourism has many barriers such as passport issues, malpractice fears, and long-distance travel which make domestic medical tourism an attractive option. Large American companies are beginning to offer employees in need of expensive and complicated procedures travel expenses to health facilities with proven quality and highly-trained staff. Sending employees to high-end facilities assures fewer complications, better outcomes, and less of a chance of hospital readmission, saving the company money in the future. Many companies identify certain surgeons, facilities, or hospitals that they deal with on a consistent basis, especially for complex surgeries. Large-scale employers are able to save money by negotiating a single rate. Facilities with high-quality care and low prices can reduce costs for employers between 20% to 40%, easily covering the cost of travel and potential accommodation. Many cities and regions are beginning to capitalize on the growing domestic tourism market, especially those with established and well-known medical facilities.

Southlake's medical assets include three major medical centers (Cook Children's Urgent Care and Pediatric Specialties, Southlake Methodist Hospital and Texas Health Harris Methodist Hospital) along with numerous niche locations that specialize in pediatrics, plastic surgery, orthopedics and geriatrics to name a few.

Tourism Master Plan

Cook Children's Urgent Care and Pediatric Specialties

Cook Children's is all about getting and keeping kids well which is why they are the first and only health care provider in Southlake to offer both urgent care for kids and a full line of pediatric specialty services—under one roof. Their team of board-certified and board-eligible pediatric specialists is dedicated to providing patients and families the highest quality of care.

Methodist Southlake Hospital

Methodist Southlake Hospital is dedicated to serving the needs of their patients with a wide array of health, wellness and preventative services. Their patient-focused approach is intended to promote long-term health and the highest level of patient outcomes and satisfaction.

Their primary focus is raising the standard of healthcare and comfort within the Southlake community. Through their hospital inspired by hospitality and superior medical care, they focus on high-quality surgical services that include; advanced procedures, an innovative imaging center and world-class surgical equipment pioneering today's most progressive surgical breakthroughs.

Texas Health Harris Methodist Hospital

Texas Health Southlake is a multi-specialty surgical hospital located across the street from Southlake Town Square. Bringing an 84-year history of Harris Methodist Hospitals to the Southlake community, their team is committed to its patients, the community and their employees.

Their vision is to be the premier provider of selected clinical services; an organization where employees want to work, physicians want to practice and patients receive compassionate care. It is their mission to promote exemplary health care, compassion, innovation and personal service to all they serve.

Event Assets

Events and festivals are one of the fastest growing forms of tourism. They are becoming increasingly popular in some destinations as a means to revitalize local economies. Festivals and special events play important roles in destination development, image makers, animators of static attractions, and catalysts for other developments.

The term "event" is used to describe a wide range of activities many of which have quite different characteristics. Events vary from local community based events (e.g. Art in the Square) to major regional events (e.g. Superbowl).

Events have direct and indirect impacts on communities. They provide opportunities for participation, skills development, volunteering and social, cultural economic and environmental developments. Community events and festivals can attract tourists and visitors at regional, national and international level. Events help to capture attention and promote attractions and infrastructures. They make it possible to maximize and rationalize the use of certain spaces.

Benefits of festivals in destinations can be extensive, particularly when the draw is from outside the region. Research shows that the more involved local people and suppliers are in terms of provision of services, food, beverages, and attractions, the greater the economic benefits to the region. Local vendors, artisans, craftspeople, restaurateurs, hoteliers and innkeepers may make a large portion of their annual income during the course of an event.

Festivals and events have impacts that go well beyond what can be measured in economic terms. They contribute to the quality of life across Southlake by strengthening the community, providing unique activities and events, building awareness of Southlake's identity, and acting as a source of community pride. More information on events and tourism can be found on page 34.

Southlake currently hosts four major community events: Art in the Square, Stars & Stripes, Oktoberfest and Home for the Holidays.

Art in the Square
Art in the Square is Southlake's annual, juried art festival planned by the Southlake Women's Club. Since its beginning in 2000, the festival has risen in the ranks to become the eighth best fine arts festival in the United States, according to the well-known ArtsFair Sourcebook. The weekend art show features 145+ renowned artists, live music, tasty food and drink selections, and a fantastic Kid's Zone.

Stars & Stripes
Southlake celebrates Independence Day with an annual Stars & Stripes Celebration on July 3rd organized by City of Southlake staff. Featuring live music, patriotic ceremonies, fireworks, delicious food, and exciting activities, Stars & Stripes is the perfect way for families to celebrate the 4th of July.

Oktoberfest
Oktoberfest is Southlake's annual German festival. Planned by the Southlake Chamber of Commerce, the weekend festival offers activities for all ages, including a Sports Zone and a Kid's Area. Take a stroll through Southlake Town Square while looking at handcrafted arts and crafts, enjoying great food, and listening to live entertainment and visitors won't want to miss the popular Wiener Dog Races.

Home for the Holidays
The holiday season in Southlake begins with the family friendly annual Tree Lighting Ceremony in Southlake Town Square. Children come to meet and take a photo with Santa, watch as jolly 'ol St. Nick flips the switch and illuminate the entire Square with Christmas lights! Complete with holiday music, a snow hill, and carriage rides, this tradition is the perfect start to off the holiday season.

Community Assets
Southlake believes that community assets help City thrive and create a long-term resilience for its resident's as well as enhance their quality of life. Community assets can also be considered as different forms of capital, including financial, social, physical, environmental, human, political and cultural capital.   Assets are considered capital because investments in them generate additional resources or benefits for the community. Southlake currently has a number of community assets that each provides different capital returns for the City.

The Marq Southlake
The Marq Southlake is located in the southwest corner of Bicentennial Park off Shady Oaks Drive, and will be constructed in two phases.

Construction for Phase 1 was completed in late 2015. The City of Southlake commissioned Barker Rinker Seacat Architecture to design Phase 1 and Adolfson and Peterson Construction to build Phase 1 of The Marq.

Phase 1, opened in 2015 and is approximately 23,367 sq. ft. and includes an events hall, multipurpose conference & meeting spaces, a club lounge, catering kitchen, senior center and an outdoor amphitheater.

Phase 2 will be approximately 84,000 sq. ft. and include spaces for fitness, performance training, gymnasium, indoor jog/walk track, indoor aquatics, indoor playground, party rooms, early learning classroom, child watch and multipurpose classrooms for programs.

Southlake Parks and Trail System
Southlake is a community recognized for its manicured parks, preserved open spaces, and educational and recreational opportunities. All of the facilities and beautiful scenery provide patrons with opportunities for growth and enjoyment. It's the goal of the Southlake Parks department to not only meet but exceed expectations and continue with its sterling image as one of DFW's most park-friendly cities.

All of Southlake's parks offer a combination of acres of open space, miles of trails, manicured athletic fields, and beautiful ponds, pavilions, and facilities. In total, the City of Southlake features more than:

- 1,100 park acres
- 6 miles of park trails
- 10 ponds with aeration features
- 5 concession/restroom facilities
- 2 amphitheaters
- 1 dog park
- 7 playgrounds
- 21 pavilions
- 21 lighted tennis courts

Game and Practice Fields
Over 73 state of the art, professional level athletic game and practice fields have been diligently created and well maintained in Southlake making them destination fields in the area.

The Texas Rangers Miracle Field gives children with developmental challenges the chance to play America's game of baseball. Southlake's field was completed as part of the Phase II construction of Bicentennial Park. Instead of dirt and grass, the field is made with a synthetic field turf surface for safety, performance and durability. All Miracle Field playing areas are designed to eliminate barriers for wheelchair bound and visually impaired players.

Southlake Tennis Center
The Southlake Tennis Center is a public tennis facility owned by the City of Southlake and operated by Roxy Tennis Inc. It has 19 lighted, hard courts available for rental on an hourly basis. Playing at the tennis center requires no membership fees or dues.

The Southlake Tennis Center offers a variety of programs, including private and group lessons with U.S. Professional Tennis Association (USPTA) / U.S. Professional Tennis Registry (USPTR)-certified teaching professionals. Director of Tennis Stephen Poorman played collegiate and professional tennis and coached at the college level and at the U.S. Open. The teaching staff has a strong background as both players and instructors.

Bob Jones Nature Center and Preserve
The Bob Jones Nature Center & Preserve is owned by the City of Southlake and operated by the Bob Jones Nature Center Organization, a 501c3 non-profit, community funded entity. The Bob Jones Nature Center & Preserve (BJNCP) was established to give people a unique opportunity to explore the Cross Timbers ecosystem. The center encourages visitors to look for creatures in their natural habitats and enjoy the world

around them. BJNCP is dedicated to delivering diverse learning experiences and cultivating sustainable resources through community conservation and environmental initiatives.

The BJNCP is a public facility owned and operated by the City of Southlake under a scope of services agreement between the City of Southlake and the Bob Jones Nature Center Organization. The City and the organization work together to position the center as a regional environmental leader by the continued enhancement of programming and development and education about the importance of preserving the ecosystem.

Southlake Public Art
The Southlake 2030 Public Art Master Plan provides the first cohesive vision and strategy for Southlake's public art initiative. Although development of the plan was initiated by the revised public art policy that was adopted in 2007, it has been organized, reviewed, and adopted as a component of the Southlake 2030 Plan. The plan has the following objectives: set a long-term direction for city art commissions; identify early on opportunities in capital projects; develop a concept and next steps for a sculpture exhibition in McPherson Park; establish a timeline for City commissions; encourage public art in private development; identify staffing needs; outline City Council and Southlake Arts Council responsibilities; and provide context for the continued investigation of opening a performing art center in Southlake. The mission of Southlake public art initiative is to create a better visual environment for Southlake residents and for visitors to the city.

Talented artists and dedicated organizations make the presence of cultural arts in the Southlake community strong through sculptures, paintings, music, dance, theater, and much more. These installations can be seen in Roundabouts in town, North Park, Southlake Town Square, DPS Headquarters and at the DPS North Training Facility. In all, Southlake currently has over thirteen art installations throughout the City.

2.5 Tourism Plans & Studies

As mentioned earlier, this plan was developed as an update to the Southlake 2030 – 2011 Economic Development & Tourism Master Plan. A number of studies have been conducted since the adoption of the 2011 master plan that assisted in providing a more comprehensive view on the local Southlake market with important and strategic considerations being recommended within those studies.

City of Southlake Retail Analysis Study
In 2014, the City contracted with MXD Development Strategists, Ltd. (MXD) to conduct an analysis of the existing and future retail environment of the community to help determine the likely future retail market conditions in the City given changing demographics, shifting development patterns, emerging shopping trends and competition.

MXD conducted research between April 2014 and July 2014, to gain a firm understanding of the existing retail, office, economic and real estate market conditions in the Southlake area and DFW Metroplex.

Retail Analysis Study
Final Report

Prepared for: City of Southlake
Prepared by: MXD Development Strategists, Ltd.
July 24th, 2014

The purpose of this research was to understand what is the reasonable amount of retail (square footage) the City can support by types, given future market and demographic trends, future shopping habits and

expectations, as well as competition. Furthermore, what types of retail are underserved in the City, what is the trade area served by various categories of retail, and what types of retail are supportable long term and should be attracted? To fulfill this primary objective, MXD performed a retail supply and demand analysis, among other analyses, to come to a conclusion and recommendations. Additionally, as the retail study showed a reduced future demand for retail development in Southlake, MXD also completed an office analysis to understand whether office space or other land uses would be appropriate in place of retail moving forward. As a result of their work, MXD identified possible target industries.

Figure 3.14 Trade Area Delineation – Primary and Secondary Trade Areas
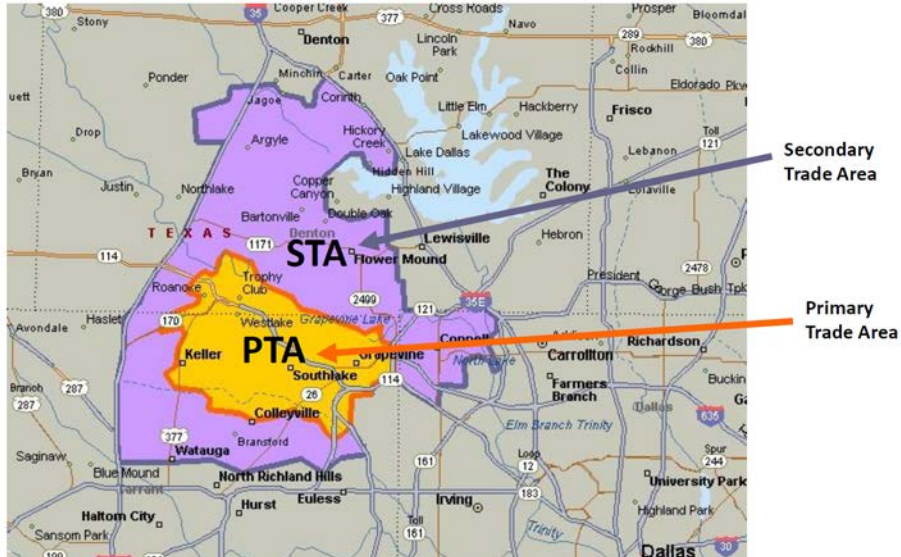
A trade area is the geographic area from which a community generates the majority of its customers. Primary and Secondary Trade Areas were formed using the drive time analysis, demographics, competing retail projects, transportation infrastructure, and physically limiting features (such as Grapevine Lake). It is important to note that the PTA is not just Southlake itself, but includes parts of Grapevine, Colleyville, Keller, Trophy Club and other municipalities.

City of Southlake Economic Cluster Analysis Study

In the same year, and upon completion of the Retail Analysis Study, it was determined that a more specific study aimed towards some of the specific findings of the original study was needed. A new study was conducted that more thoroughly investigated the niche clusters identified in the previous. MXD conducted research between August 2014 and November 2014, to gain an understanding of three identified economic clusters: medical, culinary, and the performing arts.

The purpose of this research was to analyze the three clusters in greater depth, understand how these clusters are currently performing in the DFW Metroplex, and determine the gaps or emerging niches that the City of Southlake could capitalize on. Additionally, the study looked at how these economic clusters can act as tourism drivers in the Southlake market.

MXD first conducted a regional market and local market overview to understand the shifting demographics in the region and in Southlake. They also studied the economy of the DFW Metroplex, the emerging economic clusters, and what core industries/sectors provide the highest room for growth moving forward.

MXD then performed a tourism overview for the City of Southlake, examining tourist attractions in Southlake, as well as those in the neighboring communities such as Grapevine which has a very established tourism base. Employing survey data that was provided by the City of Southlake, a visitor profile was created for the average Southlake visitor. Ultimately, the average Southlake visitor is between the ages of 31-50 years of age and most likely has children under the age of 12. Visitors are typically from a surrounding community within 10-20 minute drive from Southlake, visiting for the day and arrive by private vehicle. The primary reasons to visit are for an event such as Oktoberfest or Stars & Stripes, or to shop at Southlake Town Square. Creating this visitor profile allowed MXD to comprehend the tourist market that the City of

Southlake is likely to capture. Findings from this portion of the study will be used in developing the Southlake 2035 Tourism Master Plan.

2.6 Situational Analysis (SWOT)
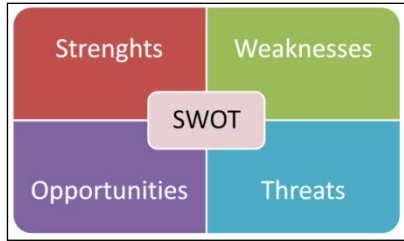
A SWOT analysis of the local tourism economy should answer the question, "Where are we now?" by using the background information to help identify the critical internal and external factors that speak to the City's unique assets and competitive positioning. The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a City's capabilities and capacity.

Conducting a SOWT analysis is an important step when strategically planning the marketing of any destination. The analysis enables a destination which is responsible for local and regional tourism to establish a snapshot of the internal potential shown by tourism, with consideration of its external environment; which then allows the destination to potential tourism in the overall general strategic planning in a methodical and orderly way. In other words, the strengths, weaknesses, opportunities and threats of a destination can be analyzed to provide rational for future investment and marketing activities. Based on the analysis, shown in the exhibit below, the City has a number of advantages. There are also a number of external factors however that are being considered through the development of this plan such as growing market competition and visitor acquisition and retention activities.

Strengths	Weaknesses
•State / Nat'l Economy, strong regional economy •DFW Proximity / DFW Connector •Community assets such as parks, trails, art, etc. and CISD •City events •Multiple hotel projects (HOT Funding) •Vibrant retail mix and corporate market •Medical destinations •Nat'l Reputation •Strong relationships with stakeholders	•Under-promoted •Defined target audiences and niches •Marketing more than SLTS •Perception of accessibility •Perception of "high end" •Public transportaton options are limited
Opportunities	**Threats**
•Additional hotels •Growth of SH 114 Cooridor •The Marq •International Travel Market •Branding •Medical Tourism •Art Market	•Future overdependence on sales tax •Regional developments in primary and secondary trade areas •Adjacent city shopping center competition •National recessions and tax structure •Change in retail shopping patterns •Traffic

Tourism

With the analysis being considered, it's not difficult to realize when visiting Southlake that the City has made many of the right choices relating to its development, economy and its investment into tourism. The City truly understands how to capitalize on its strengths and opportunities available to it.

Tourism Market

Southlake is primarily located in Tarrant County, with a small portion of the City within Denton County. According to the North Central Texas Council of Governments, the Tarrant County population is estimated to be around 2,020,278 residents in early 2017, which is over a 25% population increase over the past decade. This makes Tarrant County one of the fastest growing urban counties in the United States today. The county is projected to grow in population to 3,094,649 residents by 2040, representing growth of 53%, much higher than the expected US average population growth change in 2040.

City of Fort Worth, Tarrant County Seat

There are 673,737 households in Tarrant County with an average of 2.81 persons per household. This is slightly higher than the US average of 2.64 persons per household according to the 2011-2015 US Census. 22.9% of the population is below 18 years of age, and 14.9% of the population is above 65 years of age, as of 2015.

It is expected that the largest increase in residential population will be those over 65 years of age. There is a projected 30.5 % increase in the 65 to 74 year-old age bracket from 2013 to 2018. Due to the gradually aging population, the median age in Tarrant County is projected to slightly increase from 32.3 in 2000 to 33.0 in 2018, this being attributed to the significant growth around the periphery of Tarrant County cities.
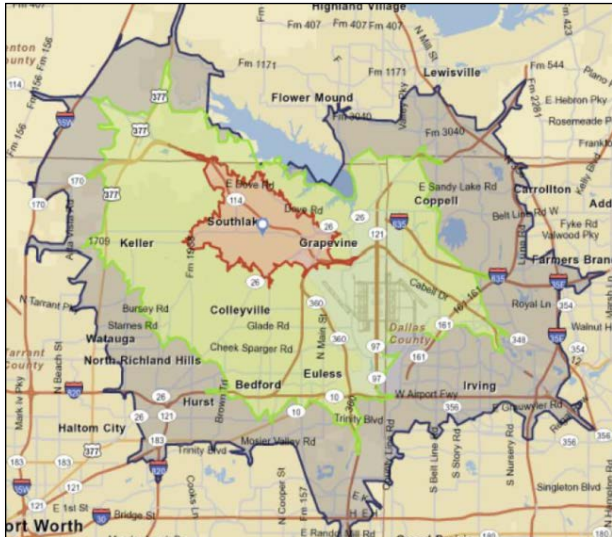
Southlake Area Demographics using Drive-Times				
	7 min.	**7-15 min.'s**	**15-20 min.'s**	**Total**
2010 Population	27,804	238,938	430,346	697,038
2015 Population	30,477	261,873	473,202	765,552
2010 No. of Households	8,691	92,376	170,718	272,055
2015 No. of Households	9,811	100,959	186,557	297,327
2010 HH incomes of + $100,000	5,215	35,926	49,687	90,819
2015 HH incomes of + $100,000	6,475	45,531	66,042	118,048
2010 HH incomes of + $200,000	2,260	8,868	10,072	21,200
2015 HH incomes of + $200,000	2,757	10,802	12,686	25,245

Tourism market research is the process of collecting data to determine whether the City will satisfy the needs of residents and visitors as a premier destination. With effective market research, the City will gain invaluable information about competitors, economic shifts, demographics, the current market trends and the spending traits of visitors.

Conducting market research cannot be an act of impulse. It requires careful planning and evaluation. It can also be expensive and it requires a considerable amount of time. However, once Southlake is able to retrieve relevant information about visitors, it will be able to make calculated decisions and plans to satisfy those visitors and provide a better service. Decisions may include improvement of facilities, entertainment activities and customer service. When visitors are satisfied, this will result to repetitive visits. Such visitors become an advertising tool as they will share their experience to their families and friends. Taking the time to conduct market research on the Southlake tourism market will take the City steps toward innovation which will then reflect well on the reputation of the City and its businesses.

So why is this important for tourism in Southlake? These population estimates give Southlake an idea of the current consumer market it could tap into and also provides a general forecast of potential consumer market that could be benefited from in the future. During the development of the Economic Cluster Analysis Report, MXD conducted an analysis of the current drive-time demographics to give the City a frame of reference for current conditions.

Development Opportunities

A destination's products, attractions and experiences drive a visitor's destination choice. Developing appropriate and innovative development is essential for the long term sustainability of Southlake. The City currently contains approximately 850 acres of undeveloped non-residential land available. The majority of this land is primarily located along the State Highway 114 corridor (primarily Mixed Use) and along State Highway 26 (primarily Industrial). The Mixed Use designation is the most flexible land use category and allows residential, office, retail/restaurant and hotel allowing these undeveloped lands flexibility to respond to market trends and needs.
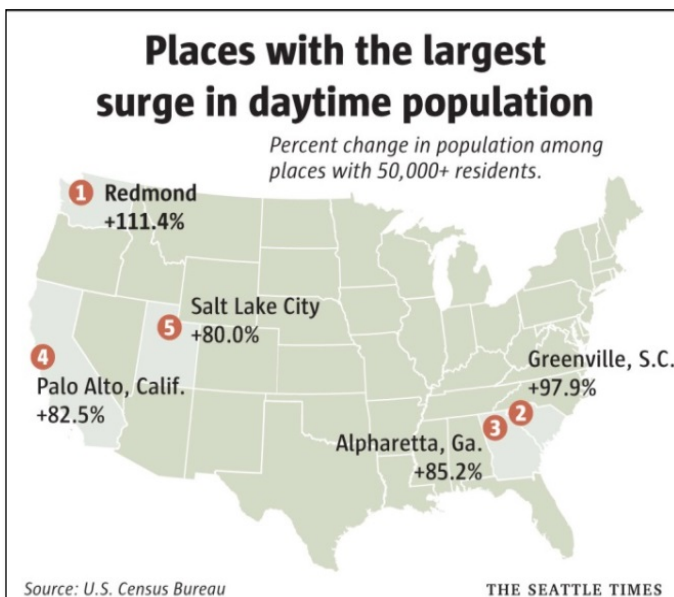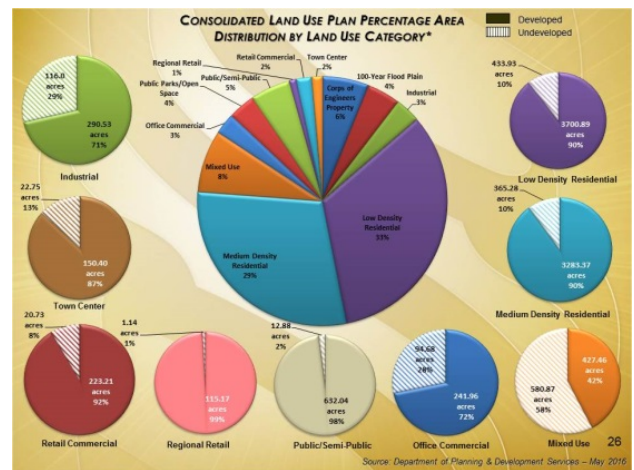
Daytime Population

The support of the community is important in achieving sustainable tourism. This is just one of the many reasons why successful destination planning begins with an understanding of the needs and aspirations of the community and the population that feeds it. The decennial Census counts people where they live. While most people spend their evenings at their home/residence, many travel during the day for various purposes including work, education, healthcare, recreation, etc., and where they spend their daytime hours could be in another town from where they live. Therefore, the daytime population could be very different from the resident population in any geographic area.

Despite official estimates, many parts of the US have populations that vary wildly from day to night. Think of the repeating cycle of sleepy suburbs emptying onto highways every morning and the city centers emptying back out in the late afternoon.

Places with the largest surge in daytime population

Percent change in population among places with 50,000+ residents.

1. Redmond +111.4%
2. Greenville, S.C. +97.9%
3. Alpharetta, Ga. +85.2%
4. Palo Alto, Calif. +82.5%
5. Salt Lake City +80.0%

Source: U.S. Census Bureau — THE SEATTLE TIMES

There are really two different population measurements: the nighttime population consisting of permanent residents (where people live) and daytime population consisting of those who spend all day in a given location for work or even for tourism purposes. This is an important difference, especially for organizations that want to find out where people are during the day, rather than where they call home. Southlake is gradually becoming an important economic center for Tarrant County and the North Texas region. As its importance grows and the State Highway 114 corridor further develops, Southlake will continue to see its daytime population continue to increase providing a solid economic base for the community.

Daytime population is a better indicator of a locality's economic and social activities than resident population, and daytime population estimates are essential for evaluating business development, gauging transportation and infrastructure needs, planning emergency evacuation, and other needs.

3.1 Business & Tourism

Southlake Target Industries

During the development of the Retail Analysis Study and Economic Cluster Analysis, conducted by MXD, a number of very specific industries were identified to be the preferred markets the City should strive to attract. A critical component of the recently-adopted Economic Development Master Plan is the identification of target industries. It is important to understand the business sectors most likely to be successful and prosper in the Southlake market. It is also critical to identify these sectors because these are the types of businesses that will most likely create a ROI as a result of a City-related incentive. These are the sectors most likely to bring value to the city in the form of tax value, investment, jobs, payroll and local purchasing. These target industries and descriptors are shown on the next page.

SOUTHLAKE TARGET INDUSTRIES

NICHE RETAIL

- Full-service and limited-service restaurants (unique, independent restaurants, farm-to-table, etc.)
- Specialty grocery (organic/local, specialty foods, dine-in or take-away house made prepared foods, artisanal cafe, wine and cheese from around the globe)
- House & home retail (furnishings and appliances, home design showrooms, smart home technology)
- Health, beauty and wellness (salons, spas, fitness training/gyms, yoga studios)
- Culinary Hub (farm-to-table, farmers market, specialty food retailers, commercial grade kitchens, culinary business incubator)

OFFICE

- Corporate headquarters and regional offices (large scale, build-to-suit campus office)
- Multi-tenant garden-style (professional services: accountants, engineers/planners/architects, information technology, lawyers, advertising and media, management consulting, actuary's)

MEDICAL AND HEALTHCARE

- Health, beauty and wellness (specialized facilities for cosmetic procedures , healthy living, etc.)
- Specialized pediatric and senior clinic / outpatient facilities
- Specialized medical facilities for surgical procedures (implanted medical devices, bariatric, etc.)
- Medical/wellness hub along SH 114
- Research & Development Center

FINANCE, INSURANCE AND WEALTH MANAGEMENT

- Corporate headquarters and regional offices
- Professional services

INFORMATION TECHNOLOGY AND MEDIA

- Corporate headquarters and regional offices
- Professional services
- Telecommunications

BIOTECHNOLOGY AND PHARMACEUTICALS

- Corporate headquarters and regional offices
- Research and development

Tourism Audiences

Understanding the industries targeted for development and those most likely to be successful is important to Southlake's tourism planning, as each of the identified industries has a tourism component and related audience. This is a key driver of Southlake's visitor profile and will influence how and to whom Southlake markets itself.   Understanding tourism audiences is the first step in determining a successful marketing strategy.

Leisure

Leisure travel is travel in which the primary motivation is to take a vacation from everyday life.   It is often characterized by staying in nice hotels or resorts, relaxing on beaches or in a room, or going on guided tours and experiencing local tourist attractions.

Business

Business tourism or business travel is a more limited and focused subset of regular tourism.   During business tourism (traveling), individuals are still working and being paid, but are doing so away from both their workplace and home.

Bleisure

Bleisure Tourism has quickly become a buzzword signifying travelers that combine a business trip with leisure. Bleisure travelers offer a clear opportunity to increase revenues from business travelers extending stays.

Foreign Independent Traveler

FIT is Foreign Independent Traveler. It now is more commonly used as an acronym for Flexible Independent Traveler. It describes a type of travel or tourism that does not incorporate a packaged tour but is nonetheless customized by a travel-selling professional. With 77.5 million international visitations, the U.S. is—by far—the single largest destination for FIT travelers, and the second-largest destination for overall global travel.

Medical, Health and Wellness

Medical Tourism can be defined as the process of traveling outside the country of residence for the purpose of receiving medical care. Growth in the popularity of medical tourism has captured the attention of policy-makers, researchers and the media. Health tourism is a wider term for travels that focus on medical treatments and the use of healthcare services. It covers a wide field of health-oriented, tourism ranging from preventive and health-conductive treatment to rehabilitation and curative forms of travel. Wellness tourism is travel for the purpose of promoting health and well-being through physical, psychological, or spiritual activities. While wellness tourism is often correlated with medical tourism because health interests motivate the traveler, wellness tourists are proactive in seeking to improve or maintain health and quality of life, often focusing on prevention, while medical tourists generally travel reactively to receive treatment for a diagnosed disease or condition.

Millennial

Millennial traveler makes use of their technological devices for travel purposes to a greater extent than the generations before and they define new trends in travel based on the following: real time information, peer review and online social networking.

3.2 Events

Events play a significant role in showcasing Southlake, growing visitation and positioning the City as an exciting visitor destination. Southlake community events add yet another dimension to the reputation and profile of the City as a premier destination.

Southlake community events are the City's strong in terms of economic value. The smaller events offer a wide variety of experiences to Southlake's event portfolio by way of adding color and culture to the spectrum of event offerings for both residents and visitors.

The future growth of the events industry is dependent on identifying and securing new events and optimizing growth and value of existing and recurrent events through the alignment of branding and improved marketing.

Types of Events
Event tourism is defined as the systematic planning, development and marketing of the natural and physical tourism sources as image making touristic activities. Event tourism has become one of the most important aspects among the types of special interest tourism of the tourism industry. Furthermore, event tourism is regarded as a motivating marketing tool used in destination marketing. Event tourism plays a big role in making significant contributions to tourism, travel, leisure and lodging industries by becoming a creator of a strong tourism demand and is an important tool to catch the various economic, social and environmental aims and to make benefits for the communities and destinations

Events are classified into four groups in terms of their size;
- Mega events
- Major events
- Regional events
- Local events

In terms of their content; the events are identified as;
- Festivals
- Sport events
- Meeting, incentive, convention, exhibition (MICE)
- Business events

Events are the activities which are organized with the following goal;
- To meet the social or individual needs arising as a result of humanity's acting together
- To achieve the common goals as a group or organization in some certain situations instead of individual way
- To share a common feeling or an idea
- To be a social being in social life

Existing Events

Below provides a breakdown of the main categories of wide ranging planned events in Southlake. There is an obvious difference in the purposes and programs. Some are for cultural celebration (this category includes 'community events' which typically range in variety based on their programming and aim to foster civic pride and cohesion), while others are planned for purposes of competition, fun, entertainment, business or socializing.

Cultural Celebrations	Arts & Entertrainment	Private Events	Business Events	Sporting Events
• Festivals • Commemorations	• Concerts • Award Ceremonies • Fashion Shows	• Weddings • Parties • Social	• Meetings • Conventions • Consumer / Tradeshows • Fairs / Markets	• Amateur / Professional • Spectator / Participant

Festivals are regarded as one of the main types of event tourism, making people socialize with one another and enriching their cultural lives rich. They are usually organized with an aim for protecting and developing local culture and history, recreation, making employment opportunities and developing the local tourism industry. Moreover, festivals also attract high-contact travelers willing to have more experiences with local people. The most important distinctive characteristic of the festivals from other events is that they are focused on society and celebration. Festivals and events have an important perspective in tourism. Community festivals and special events are developing more and more every day and local festivals are an instrument used for tourism and empowerment of the local economy. Furthermore, festivals are also regarded as key holiday motivators.

Understanding Event Impact

Accurate estimates of direct impacts of an event on the local economy are pivotal to providing an accurate estimate of the total impact of that event. An event evaluation may produce more than one direct impact. There is the direct impact of the facilities preparation, the direct impact of patron spending and the direct impact of vendors and exhibitors. A complete impact assessment will account for all direct impacts. However, it may not be advisable to pursue all sources of direct impacts. Many event impact studies focus on patron spending while overlooking vendor impacts and facilities preparation impacts. Depending on the event, patron spending may be the only viable economic impact. Omitting any positive direct impact will ultimately lead to conservative impacts. However, the cost of collecting data necessary to estimate all impacts may outweigh the expected benefit of greater completeness.

Economic impact studies provide a dollar-value assessment of an event, attraction, business or industry. Such dollar-valued impacts are derived from three separate components. The direct impact measures the direct or actual revenues generated by the activity including the local spending by participants throughout the community. It is important to note where the revenues come from as well as where the revenues are expected to go.

Directing consideration to only revenues generated by event patrons or spectators, only those patron purchases from visitors outside of the community should be considered as producing a direct effect. For simplicity, make note that visitors from outside the local community as tourists generated by the event. These tourist-related purchases represent an influx of wealth to the community, while revenues generated from local residents represent a recirculation of existing wealth within the community. Hence purchases of tickets, restaurant meals, groceries and souvenirs, for example, should be delineated between purchases by tourist and purchases by local residents. Local residents who spend money outside of their home community produce a leakage by transferring wealth away from the community. Therefore events that entice local residents to remain in the community also contribute to the community's economy.

Turning to events that draw in tourist exhibitors, the City should take similar note from where these vendors arrive. Outside vendors will make local purchases of goods and services during their stay. These local purchases of tourist-vendors represent wealth transfers from outside the region to the local community.

Vendor revenues should also be considered. Revenues earned by vendors who live outside of the community are likely to leave the region, having little impact on the local economy. Alternatively, sales by vendors residing within the community are likely to produce a measurable impact on the local economy. These direct revenues, representing net wealth inflows, will drive a second impact known as the indirect impact. The indirect impact represents additional input purchases made by local businesses (not necessarily involved in the event) as a result of the direct impact. For example, tourist participants purchase meals in local restaurants that in turn prompt local restaurant owners to purchase more inputs from suppliers and hire more workers. A proportion of the revenues will go toward the purchase of inputs supplied by local businesses. These local businesses similarly re-spend a proportion of their revenues within the community.

Conclusion

Event tourism is defined as the planning, development and marketing of the activities which develop natural and physical tourism resources in the destinations, make image and as a tourist attraction. Events are divided into different types of groups depending on objectives and themes. These events are cultural/religious festivals, social celebrations, festivals, artistic and entertainment activities, sportive, business and scientific activities. The artistic and cultural activities play a significant role in the development of event tourism. The reason for this is the fact that the activities of cultural and artistic festivals have positive effects on the economic and physical developments of cities. Festivals make various positive contributions to the City such as increasing the satisfaction level of the visitors, prolonging the stay and making a significant economic contribution to the City.

3.3 Target Tourism Assets and Accommodation Types

An adequate, accessible and interconnected supply of tourism products and services such as accommodations, transportation, attractions, and events are unique drivers and essential characteristics of a successful tourism destination.

A critical component of this plan is the identification of target tourism markets and assets in Southlake. It is important to understand the tourism audiences most likely to contribute to a successful and prosperous market in Southlake. It is also critical to identify these markets because these are the types of visitors that will most likely create an ROI as a result of their visits. These are the target markets and business drivers most likely to bring value to the city in the form of sales tax value, jobs, payroll and local purchasing.

Target Assets

It is important to support tourism development and assets, especially when developing a destination where tourism can be an important economic driver and mechanism for equitable social capacity building.

Despite assets' being a central feature of the tourism industry, assets like attractions are often confused with activity and with services, but an asset is more than these. Though every industry defines asset components according to its own realities, tourism can be thought of as six components aligned in logical sequence.

1. Attraction. All tourism products begin with an attraction, without which no further discussion is needed.
2. Access. An attraction must have access or else no further discussion is needed. Most often access refers to visitor capacity to arrive. Sometimes access means the opposite. Access is essential to the exploitation of an attraction.
3. Activity. Every visitor experiences an attraction, but how they experience depends on the activity they select. A person can experience Mount Everest vicariously through the Internet or from the porch of a cushy mountain lodge. They could also experience it by scaling the mountain to its death-defying icy peak. Thus it is erroneous to say that Mount Everest offers a particular kind of experience; it may be short-hand for mountaineering, but experience depends on the activity.
4. Services. To realize an activity requires services. Services are all those functions that a visitor might or might not be able to do for him or herself but in all cases choose someone else to do it for them. Services include actually allowing an activity to take place (such as access granted by a national park), the security of park guards and wilderness responders, the food, the housing, the transportation, the communication, the provision of souvenirs, etc. If an activity requires no services (such as using the backyard of one's own home), then they are not talking about a tourism asset.
5. Qualified personnel. Service provision, in turn, requires that someone qualified provide that service, whether a guide, chef, driver, transportation company, national park staff, police, or street juggler. Even if that someone is an automated robot, it still requires someone (and someone also to service the robot, of course).
6. Promotion. Despite the best of tourism assets designs, if no one knows the product exists, then all is for naught. A tourism asset must also include promotions, even if that is "only" word-of mouth.

One of the major responsibilities of a destination is the alignment of their asset mix with the needs, wants, and desires of the portfolio of target visitor markets. The need to add new, more appealing assets to the mix,

while removing weaker, less appealing assets, as well as altering the marketing strategy with respect to underutilized assets to enhance visitor awareness. The substantial investment often required for introducing new assets, the costs of maintaining weaker performing assets, and the associated risks of losing members of valued visitor market segments magnify the importance of making high-quality choices regarding the composition of a destinations' asset mix.

Target Accommodation Types

Business hotels, boutique hotels, and "convention" hotels are some examples of differentiated hotel concepts and services designed to meet a specific market segment. As discussed in Section 2.4, Southlake currently has two hotels in operation (Southlake Hilton and Cambria) with three that have been approved but not yet constructed (Delta, Westin, Hotel Indigo). As Southlake continues to develop the target industries identified in the Economic Development Master Plan, accommodations will compete to capture their defined niche markets.

The accommodation sector is sensitive to shifting local, regional, and global economic, social, and political conditions. Destinations must be flexible to meet the needs of their different markets and evolving trends. These trends affect all hotel types, regions, and destinations differently. However, overall, hoteliers must respond to these trends in a business landscape that is increasingly competitive, particularly in markets where the supply base is growing faster than demand.

According to the Southlake 2030 Consolidated Future Land Use Plan the recommendation is that hotel uses should be full-service hotels at market driven locations, primarily in the S.H. 114 Corridor. Full-service, for the purpose of the plan, should be hotels that include a table-service restaurant within or directly attached to the hotel. Other services or amenities typically included would be a bell service and room service, as well as available meeting space. The desire is to approve hotels adequate to support market-driven commerce in the City, paying attention to the product mix such that the hospitality services in the area are complementary to one another.

3.4 Tourism Market Recommendations

	Tourism Market					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T1	Establish a thorough understanding of Southlake's tourism market and resulting targeted visitor segments.	Conduct a deep analysis of both supply and demand for Southlake's tourism products to include individual sections on market demand, Southlake's visitor profile, asset / attractions inventory, and tourism capacity building. Conduct a hotel saturation study.	B3	6.5, 11.3	EDT	1
T2	Proactively seize opportunities and anticipate threats and challenges through ongoing analysis of qualitative and quantitative data.	Establish and monitor tourism asset and market segment performance data to include metrics that: • communicate the health and economic vitality of such assets in Southlake; and, • monitor Southlake's visitor profile in relation to actual visitor profile data. Provide monthly reports for established metrics. Establish protocols for storage and sharing of data.	B3	6.5, 11.1	EDT	1
T3	Lead city-wide efforts to incubate a wide range of events that deliver year-round economic contributions.	Conduct analysis of event market to understand peak and non-peak periods, competing events and opportunities for cooperative marketing. Establish methodology to understand return on investment for all major events and implement the use of funding application and reporting templates.	B3	6.5, 11.5	EDT	1

Visitor Acquisition

GOAL	AWARENESS	INTEREST	ACTION		GOAL	SATISFACTION	LOYALTY	ADVOCACY
VISITOR BEHAVIOR	DISCOVER	PLAN	CONVERT		VISITOR BEHAVIOR	EXPERIENCE	RETURN	SHARE
OBJECTIVES	TOP OF MIND AWARENESS	BE WHERE PEOPLE ARE LOOKING	MAKE IT EASY		OBJECTIVES	REINFORCE BRAND THROUGH MANAGING VISITOR EXPERIENCE	BUILD RELATIONSHIPS	ENCOURAGE SHARING

Visitor acquisition is defined as creating the right type of awareness and interest so that visitors take action to visit. The City of Southlake will focus on visitor acquisition by creating top-of mind awareness, generating interest, being where people are looking for information and making it easy for the visitor to interact with us.

In today's very competitive marketplace, a strategy that ensures a consistent approach in a way that helps Southlake stand out and distinguish itself from competitive communities is critical. However, in conjunction with defining a marketing strategy, it is also imperative to have a well-defined methodology for day-to-day process implementation. It is of little value to have a well-defined strategy without the resources or expertise to implement. The intention is to create a unique market position for Southlake, one that will aid the community in continuing to be developed based upon desirable community values.

Metrics of a successful Visitor Acquisition program include:

- **Website visitation volume**
- **Website visitor behaviors**
- **Brand specific analytics**
- **Conversion of inquiries from Visit Southlake websites to partner websites**
- **3rd party rankings and accolades**
- **3rd party stories, links and mentions**
- **Social media engagement metrics**
- **Response metrics to paid advertisements**

Awareness
Destinations these days are facing more competition than ever before. With visitors consistently being bombarded with a plethora of flashy information, and with many destinations offering similar products, it is essential for destinations to break through the clutter and streamline a marketing approach in order to attract the desired audience. A strategic integrated marketing program is a comprehensive solution to this challenge that will generate top of mind awareness and lead to an increase in visitation.

Interest
Overtime, destination awareness results in an increase in brand interest which means that the destination becomes recognizable and reputable in the market. It is well documented in marketing literature that consumers associate a well-known brand with better products because they trust them more, and are more likely to try their new products. Therefore brand interest in tourism means increased number of visitors, more spending at the destination, revisits, and a significant return on the marketing investment. Awareness will drive interest. The key to capturing that interest is to be where people are looking.

Conversion
Once the awareness and interest for the destination has been built the most important component remaining is making a visit easy for the consumers to plan by providing all of the resources needed are easy

and actionable.   By create an assessment tool and assessing the marketing and brand identity tactics in an identified plan Southlake will be able to understand the reach and impact of visitor messaging.

4.1 Southlake's Brand Story

The City of Southlake engaged Cubic Creative out of Tulsa Oklahoma to assist in developing a visitor brand with the objective of guiding the development of more successful brand messaging and marketing to help Southlake stand out in the Metroplex.

In 2014 City Council adopted a visitor brand based on an integrated research methodology which included Insight Groups, Interviews, Citizen Survey, ethnography as well as multiple other secondary research reports.   Following their immersion into the data they formulated the following:

> **Story of Southlake:** A great school system and the opening of DFW Airport in the late 1960s helped make Southlake, Texas a prime place to live in the Dallas-Fort Worth Metroplex. Educated, successful professionals and their families were drawn to Southlake's open, natural spaces immediately adjacent to what would become one of the world's busiest airports.
>
> A key characteristic these new neighbors shared was a deep respect for planning and process. Without it, their city was very much in danger of losing its unique identity in the face of suburban sprawl. The plans they drew for their future still shape who they are today, and what they will no doubt be for many tomorrows.

Ultimately, Cubic was able to determine the essence of Southlake in one line:

> *Southlake, Texas is an Island of Achievement inhabited by American Dreamers who plan everything, play by the rules and win.*

Southlake is now seeking avenues to infuse an evolution of life into the visitor brand (brand vitality) to keep visitors engaged and excited about the City. Broadening the context of the brand beyond the actual experience and deepening the relationship with visitors to engage potential travelers during every stage of the travel cycle will be key to facilitating further growth.

4.2 Southlake Visitor Profile

As mentioned on page 15 the more you can learn about Southlake customers (residents and visitors), the better Southlake can serve them, keep them and find more like them. Identifying the Southlake visitor profile is what must be looked at and balanced with what is known in order draw conclusions about the Southlake visitor.

Visitor profiles provide localized information and tourism statistics for destinations. The information contained within a visitor profile is useful for local governments and business operators looking to

engage with visitors to these destinations. A visitor profile is a combination of demographic, psychographic, and spending behaviors that characterize a particular group of visitors.

Information typically included in a visitor profile highlight international visitors, domestic overnight visitors and domestic daytrip visitors. Information is also provided for the following categories:

- Purpose of the visit
- Source markets
- Activities
- Travel party
- Age group
- Repeat visitation

A wide variety of tourism research data is conducted by tourism associations, universities, state tourism offices and some convention and visitors' bureaus. This research data is often available at a national, state and regional level, but it is not always appropriate for, or even applicable to, the needs of some communities, especially smaller communities like Southlake. To date, some information on the Southlake Visitor has been done through tapestry reports, ESRI reporting and the like trade area demographics. But more detailed research is needed to truly understand who the Southlake visitor is.

Why Should Southlake invest in this research?

- Gives an edge over competitors
- Helps destinations understand visitor needs and preferences
- Allows destinations to target the right customer
- Ensures appropriate spending of destinations marketing dollars. Research will provide information that will allows for making informed decisions with utilization of limited dollars to achieve the best results
- Provides accountability to management

4.3 Trends in Destination Marketing

Southlake will continue to achieve vitality and engagement by being armed with research about Southlake visitors, industry trends, the competitive landscape as well as insights gleaned from stakeholders during the brand immersion process.   The aspirational promise of the brand and distinguish Southlake from competitors and protect its position as premier destination.

Marketing and Communication Tools and Strategies
Traditional marketing and communication tools, such as collateral materials, remain relevant and valuable even in today's digital environment. Historically these tools were typically printed in large quantities in order to reduce unit costs and stored – often for years – until the supply was exhausted or the content became outdated. Because of digital advances, many of these traditional tools can remain "virtual" and live in a dynamic state on the City's website or through email and social media connections. Or they can be customized and printed on demand for more personalized, relevant and effective representation to prospects and leads.

Destination Marketing

Tourism Master Plan

Marketing and communication objectives:

- To support Southlake's brand message.
- To reach targeted audiences in local, regional and international markets.
- To inform and encourage participation in City programs and opportunities.
- To attract target industry businesses and start building relationships and leads.
- To provide public relations and advertising support.
- To improve the quality of collateral material in each of the City's departments and divisions. Low quality design and printing looks unprofessional and does not reflect well on the brand image.

Message Consistency

All messaging should reinforce the brand and refine the Southlake brand promise which will expand its appeal, reach and influence. The City messaging should engage targeted visitors with direct strategic purpose and methods of execution.

Messaging objectives:

- Facilitate top-of-mind awareness that Southlake's youthful citizenry and open style of leadership has created an environment where growth – whether individual, business or for the city as a whole – has unlimited potential.
- Educate the public about the positive aspects of the community and encourage tourism and business relocation—connect Southlake's unique natural environment with would-be travelers, and improve the overall perception of Southlake with the selected target business industries.
- Drive traffic to the City's website—encourage visitors to the website to take action and register to receive future news and getting into the City's databases. This will assist in strengthening the communications between the City, residents, businesses and visitors.
- Inspire engaging communications and repeat visitation—give residents, businesses and visitors new reasons to become Southlake's brand advocates.
- Improve City design elements and standards.

Collaboration

The Tourism industry is fragmented in nature, involving a wide variety of types and sizes of public and private entities in Southlake. Informal and formal collaborating between entities is increasingly recognized as vital to the success of both individual tourism businesses and the entire tourism destination.

Marketing and branding begin with the internal structure of the City and extends outward. Collaboration by educating staff and elected officials will enable them to effectively share the key messages and improve word of mouth communications. The City staff and all marketing and communications materials must embody the essence of the brand.

Collaboration objectives:

- Grow and strengthen partnership programs and communicate success
- Improve the understanding and support for tourism and it's benefits
- Align strategies, resources and efforts for a unified brand, vision and voice

Integrated Communication Channels

(Digital and Traditional Media, Public Relations and Promotions, Direct Sales and Targeted Marketing)

Integrated marketing communication tools should be designed to support the same overall objectives for the City. This is to avoid the creation of separate messages for each medium without regard for what is expressed through other channels. The most important marketing communication tools within the industry are; advertising, direct marketing, personal selling, public relations, sales promotions and trade shows. In addition, several other marketing communication tools exist such as; web, events, packaging, point of purchase, word of mouth and corporate identity.

Paid Channels

A definition of advertising within the tourism industry states "one classic communication tool used by marketing managers as part of marketing campaigns to develop awareness, understanding, interest and motivations amongst a targeted audience. " Advertising includes television, newspapers, magazines, radio, and outdoors displays. Advertising enables us to reach people in their homes or other places to communicate to them messages intended to influences their purchasing and travel behavior.

There used to be time when digital marketing was synonymous with paid media. Not anymore. While paid media has its place, times have changed and people have gone beyond responding to promo pitches and clever commercials. Now there is more interest in building relationships with brands people trust and people are seeking involvement with those brands regularly.
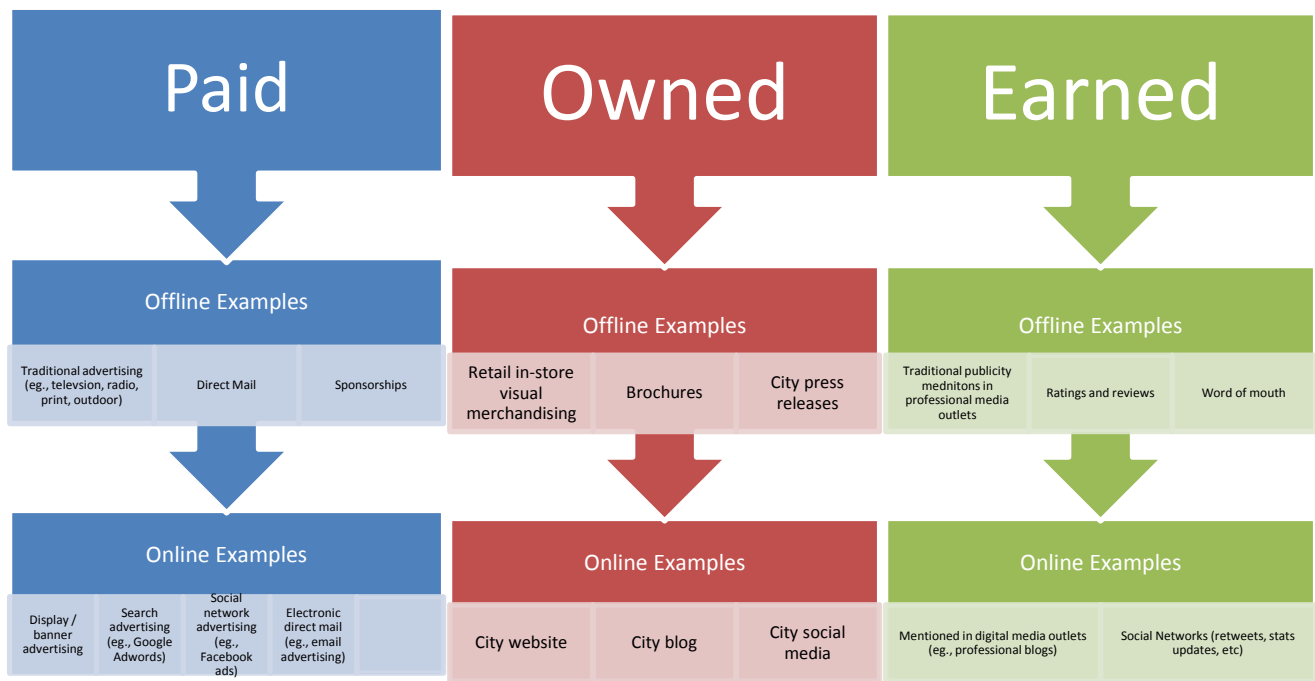
Owned Channels

This is defined as communication channels that within one's control such as websites, mobile site, social media channels, brochures, and newsletters.

Earned Channels

Quite simply, earned communication is public relations or free publicity. A definition of public relations states "programs that focus on opinions of significant publics, and manage corporate communication and reputation. In addition, public relations are used to handle relationships with company's diverse publics to create and maintain goodwill, and to observe public opinion and advise top management". Public Relations in the mass media can be used to build credibility and make news announcements as well as to communicate with hard to reach audiences.

Examples of earned media in the digital world include; retweets, Facebook likes, YouTube comments, shares, bloggers and online reviews. Unlike paid or owned communication, you often cannot control earned media. However, earned media is how the Southlake brand may become wildly popular.

Monitoring paid, owned and earned communication channels will give Southlake an understanding of how buzz around the visitor brand is created and where influence can be used with it. Using analytic tools can help uncover more detailed insights within each channel. That knowledge can then be fed back into the marketing strategy to improve messaging, and amplify content further than before.

Paid		
Offline Examples		
Traditional advertising (eg., television, radio, print, outdoor)	Direct Mail	Sponsorships
Online Examples		
Display / banner advertising	Search advertising (eg., Google Adwords)	Social network advertising (eg., Facebook ads) / Electronic direct mail (eg., email advertising)

Owned		
Offline Examples		
Retail in-store visual merchandising	Brochures	City press releases
Online Examples		
City website	City blog	City social media

Earned		
Offline Examples		
Traditional publicity mednitons in professional media outlets	Ratings and reviews	Word of mouth
Online Examples		
Mentioned in digital media outlets (eg., professional blogs)		Social Networks (retweets, stats updates, etc)

4.4 Partnerships and Alliances

Partnerships leverage the tangible and intangible assets of all partners to create mutually beneficial outcomes. In tourism, stakeholders span across the planet, from the tourist and outbound operator in a source country all the way to the front-line communities, farmers and local governments at a tourism destination. Linking such a broad-array of interests requires maintaining well-nurtured relationships and an understanding of divergent yet symbiotic objectives.

Southlake's partnerships leverage financial, technical expertise and promotional benefits from private and public partners in exchange for improvement in stakeholder relations, cause-marketing and improved product and service delivery. These exchanges can result in such outcomes as increased sales, revenue and jobs; improved visitor experiences, alternative incomes for front-line businesses; diversified product mix and increased profits; and overall will improve sustainability of tourism in Southlake.

In the new economy, strategic partnerships and alliances enable businesses to gain competitive advantage through access to a partner's resources, including markets, technologies, capital and people. Engagement and recognition of the value of these relationships in tourism can be seen by growing numbers, revenues and satisfaction through delivering a strong value proposition to partners.

4.5 Assessing Acquisition Strategy Success

As a long-range plan, efforts must be continually monitored and evaluated, and adjustments made to keep all stakeholders on the same path to success. In order to ensure the tourism division is meeting designated objectives, the metrics need to be developed.

For each strategic recommendation, general and specific indicators must be identified to help measure the degree of collective success in achieving the vision. Using benchmarks from previous years, Southlake must determine whether to work towards raising the benchmark up or lowering. Tracking this information and the trends in the data will provide measures of success for tourism in Southlake and ensure that responsible parties are accountable for their performance.

4.6 Visitor Acquisition Recommendations

	Visitor Acquisition					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T4	Understand Southlake's brand identity and visibility as a potential tourism destination.	Create an assessment tool and on a biennial basis, conduct marketing and brand identity assessment to understand the reach and impact of our messaging.	B3	6.5, 11.1	CMO (OMC)	2
T5	Use qualitative and quantitative research methods to measure visitor acquisition success and make ongoing adjustments to marketing, public relations and sales strategies.	Establish and monitor marketing, public relations, and sales performance metrics.	B3	6.5, 11.1	CMO (OMC)	2
T6	Reach potential visitors with branded, consistent, meaningful communication.	Conduct a gap analysis on the City's branding efforts and create and implement an integration action plan.	B3	6.5, 11.1	CMO (OMC)	1
T7	Ensure all communication efforts are aligned with target market segments and fully integrated across all channels to maximize impact and reach of messaging.	Define areas of strategic focus needed to build and market Southlake as a destination brand and develop an action plan for each area of focus (objectives, tactics, timelines, budgets and metrics). Develop a brand communication strategy that will guide execution teams in the development of a communication and marketing plan. Create and implement a communication and marketing plan that identifies strategic messages, associated implementation channels and key accountability indicators. Plan should be updated biennially, at a minimum.	B3	6.5, 11.1	CMO (OMC)	1
T8	Engage visitors through strategic, conversion-based and user-friendly multi-channel experiences.	As defined in the annual communication and marketing plan, implement a traditional, digital and social media advertising program to reach target markets that drives traffic to VisitSouthlakeTexas.com and campaign-specific landing pages.	B3	6.5, 11.1	CMO (OMC)	1

Tourism Master Plan

	Visitor Acquisition					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T9	Reach potential visitors with unique promotional activities that support and communicate the brand personality.	Develop seasonal and brand campaigns consistent with creative platform and campaign messaging, ensuring campaigns are consistent with research findings. Such campaigns should be included in the annual communication and marketing plan described in T7.	B3	6.5, 11.1	CMO (OMC)	2
T10	Incorporate emerging mobile trends and state of the art technology to create connections and engage potential visitors.	Develop a process to: • Annually identify technology opportunities that will have a measurable impact on visitor acquisition, and to • Review, analyze, fund and integrate emerging technology.	B3, B6	6.5, 11.2	CMO (OMC)	1
T11	Proactively manage Southlake's destination reputation through public relations, rankings and other third parties who influence the travel consumer.	As defined in the annual communication and marketing plan, implement media relations programs to communicate events and attractions to writers and editors of consumer travel, trade travel, and general consumer magazines and broadcast programs—as well as to newspapers and to editors of the local media.	B3	6.5, 11.1	CMO (OMC)	2
T12	Engage target audiences through strategic direct sales efforts.	Implement a strategic direct sales program that communicates brand attributes to target audiences. Program should include : • Development of communication materials that speak to diverse groups within niche target markets. • Update and improve Southlake's proposal template to respond to leads more quickly and effectively. • Create a sales-presentation template to showcase Southlake to leads.	B3	6.5, 11.2	CMO (OMC)	2

	Visitor Acquisition					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T13	Ensure Southlake is "top of mind" with target audiences by creating a strong network of relationships that will generate high quality leads and bookings.	Implement a customer relationship management (CRM) tool to ensure development and maintenance of relationships with corporate and social meeting / event planners.	B3	6.5, 11.6	CMO (OMC)	1
T14	Establish brand recognition and a presence in target international markets.	Create and implement a multi-channel foreign individual traveler awareness campaign to draw international visitors and increase top of mind awareness about Southlake as an ideal destination.	B3	6.5, 11.1	CMO (OMC)	1
T15	Increase brand recognition and a presence in target leisure and business markets.	Create and implement leisure and business traveler awareness campaigns to draw tourists from target markets.	B3	6.5, 11.1	CMO (OMC)	2
T16	Grow numbers, revenues and visitor satisfaction by delivering a strong value proposition to our partners.	Establish partnership agreements with local hotels. Identify partnership opportunities as an element of the communication and marketing plan.	C5, B3	6.5, 11.6	CMO (OMC)	1
T17	Maximize tourism opportunities through the promotion of experiential and niche tourism opportunities.	Implement tourism and marketing elements of target industry recommendations in the Economic Development Master Plan, i.e. culinary hub, medical destination, health and wellness, etc.	B3	6.5, 11.4	CMO (OMC) / EDT	1
T18	Support collaborative efforts to market our community through partnerships with Southlake arts groups and festival organizers.	Review and update, if needed, the City's Community Events Participation Policy.	B3	6.5, 11.5	CMO (OMC)	2

Visitor Retention

GOAL	AWARENESS	INTEREST	ACTION		GOAL	SATISFACTION	LOYALTY	ADVOCACY
VISITOR BEHAVIOR	DISCOVER	PLAN	CONVERT		VISITOR BEHAVIOR	EXPERIENCE	RETURN	SHARE
OBJECTIVES	TOP OF MIND AWARENESS	BE WHERE PEOPLE ARE LOOKING	MAKE IT EASY		OBJECTIVES	REINFORCE BRAND THROUGH MANAGING VISITOR EXPERIENCE	BUILD RELATIONSHIPS	ENCOURAGE SHARING

Visitor retention is defined successfully creating the right type of visitor experience that results in high satisfaction and a return trip as well as referrals. The City of Southlake will focus on visitor retention through building satisfaction, loyalty and advocacy by reinforcing the brand experience for visitors, building systems for on-going engagement and encouraging our brand advocates sharing our story.

Competition in the tourism industry is intense. Different strategies have been developed in the tourism market in order to increase market share. It is extremely important for any destination to concentrate on customer retention and collect information about their regular visitors. Despite the increased number of studies interested in tourism, only very recently a number of studies have been forwarded on the importance of repeat visitors to the same destination. Some studies on repeat visitation have focused on tourists' satisfaction; others have identified tourists' perception of the environment after years of visiting the same destination.

It is generally emphasized that the generation of satisfaction, customer loyalty and advocacy generate repeat business and is a cost-effective approach to maintaining business in the industry.

Metrics of a successful Visitor Retention program include:

- **Brand consistent visitor perceptions**
- **Visitor engagement in social media**
- **Visitor satisfaction/likely-to-return research**
- **Visit Southlake partner participation in visitor experience programs**
- **Community support for visitor experience programs**
- **Writers, bloggers and others who consistently tell the Southlake story through various communication channels**
- **3rd party validation of the brand experience**

Satisfaction, loyalty and advocacy are specific stages in the customer life cycle, not isolated, stand-alone concepts. Too often organizations don't understand the specific stages through which a customer progresses post-purchase, and assume that the path to advocacy is somehow automatic. Or worse, that there's no difference between loyalty and advocacy at all.

Satisfaction
Understanding tourist satisfaction is of utmost importance for the tourism industry, especially because of its effect on the future economy. Satisfied tourists tend to communicate their positive experience to others (word of mouth) and they tend to visit the destination which reinforces the overall brand.

A satisfied visitor is likely to become a loyal stakeholder. A destination may outperform and out program the competition in more than one way. But the outcome a destination really wants is for visitors to stick with them, so visitor satisfaction can't be ignored. If people are not satisfied with the overall destination, they will simply move on.

Tourism Master Plan

Loyalty

Overall satisfaction is significant for revisit intention and recommendation. Building relationships and relationship marketing is a strategy to obtain a competitive advantage for tourism destinations. The term is defined as marketing activities for creating and maintaining customer loyalty.

Destination loyalty is operationally defined as the level of visitors' perceptions of a destination as a recommendable place. Loyalty is also concerned with the likelihood or a visitor returning, making referrals, providing strong word-of-mouth, as well as providing referenced and publicity.

Relationship marketing and visitor loyalty are based on the opinion which assumes that visitors who are satisfied by a destination are expected to be loyal to the destination. Therefore, destinations may get the advantage of keepings its existent visitors instead of gaining new ones which is almost five times more expensive then the first.

Advocacy

Advocacy is when a visitor publicly vouches for a brand or destination. Brand advocacy can be seen through a content share, a referral, or just mentioning a brand to a social circle. The rise of social media has given visitors even more sway than before. Destinations are working to tap into the power of social advocacy, knowing it's a great way to reach new audiences and compel them to join communities, make purchases, and more.

Many marketers think a person can't easily encourage advocacy and therefore it's not worth investing in, but that simply isn't the case. Organizations should absolutely be paying attention and tracking advocacy as a key indicator of brand loyalty.

5.1 Southlake's Visitor Experience

Never before have visitors had as much choice, or as much money to spend, on their leisure then they do today. In theory at least, people have far more leisure time and holiday time than our ancestors, even if people feel 'time poor'. Yet there is so much competition for that time, and for people's discretionary money. And standards are being driven ever higher. Not only does Southlake have to compete for attention before it receives any visitors, it has to offer people something that they perceive as worth leaving the sofa and TV for.

So getting the visitor experience right is vital. It will ensure Southlake is better appreciated and understood; properly; and that more people visit, and are willing to spend during their experience, encouraged by positive recommendations both by word of mouth and from online review sites. Ultimately, visiting a destination is pointless unless people can see it, appreciate it, and enjoy their experience.

Yet that can't be accomplished without the basics; that visitors can find you; they know what you are offering; and once on site, they feel comfortable, able to access what you have, and are enjoying themselves.

Learning to meet visitor expectations and make their day will also ensure a positive experience when challenges are faced; making people happy is something almost everyone enjoys.

Enhancing the visitor experience requires consciously evaluating each stage of the visitor experience cycle, from wishing to experience Southlake to sharing details of the visit with friends and family. Every element in every stage of the cycle contributes positively or negatively to the experience.

Overall, Southlake and the businesses within are doing a good job in creating an experience platform where the visitor will recall and share the details of a memorable visit through pictures, and stories with friends and family. A focus on delivering an outstanding experience, including superior customer service for our visitors is the ultimate driver for Southlake growing tourism industry.

When it comes to assessing the offerings Southlake has, a fundamental question that should be asked is "Do we have products and experiences that will appeal to visitors?" There are 5 areas that are necessary in meeting visitors' needs and demands, generally they are defined as "the 5 A's": Amenities, Access, Accommodations, Activities, and Attractions.

Current Visitor Amenities

Amenities are services that most visitors take for granted until they are not there: visitor information centers, communication methods, connectivity, roads, restrooms, signage, park benches, etc. Southlake provides exceptional amenities which allow the City to maximize an economic benefit from its visitors.

Examples of Southlake amenities include:
- Parks and trails
- Sidewalk accessibility
- Digital kiosk
- WiFi connectivity
- Public art

Access around Southlake

One of the major foundations of tourism is the access or transport component. A destination is in many respects defined by its ability to provide appropriate visitor access into a destination and dispersal throughout the destination. The dispersal of visitors throughout a region can provide economic and social benefits including improved services. Development of appropriate access for visitors to and within Southlake includes the following major requirements:
- Safe and convenient public transport (especially for international visitors),
- Well signed and maintained roads,
- Parking facilities at major attractions,
- Links between transport modes and attractions,
- Public transport from parking areas to the site of activities, such as special events or festivals,
- Safe walking and cycling

Determining the need for investment in access and transport should be based on an assessment of the size and growth of both resident and visitor markets, including demand for transport types of these segments. Forecasting both visitor numbers and preferences are available from national and State tourism bodies. The transport preferences of visitors vary by visitor market and this needs to be taken into consideration when planning for transport development. A destination focused on attracting a combination of visitor markets, such as fly-drive and drive only will need to plan a variety of transport options.

Planning for the long-term access and transport infrastructure for a destination needs to take into consideration Southlake's location, community needs and values, planning and legal restrictions and investment potential as well as the potential ecological, economic and social impacts of the City. These factors can influence significantly the type and scale of transport development that can occur. Since

Southlake is situated close to an existing major airport/transport hub it should focus more on the development of linkages between the airport/transport hub and the City.

Visitors can also use a wide range of different transport types during their visit including flying, driving, catching a bus / train, walking, or cycling. Ensuring linkages and connectivity between transport options is important in providing a destination that is easy to reach but also easy to travel within. Connectivity between visitor attractions in terms of access routes and transport options will also influence a visitor's initial destination choice, length of stay and overall satisfaction.

According to the International Association of Public Transport (UITP), cities are the powerhouses of the economy, concentrating 80% of world economic output and more than 50% of the world's inhabitants. Whilst the social advantages of public transport are well known, the economic benefits, particularly for cities, are less well documented.

Efficient mobility in cities creates economic opportunities, enables trade, facilitates access to markets and services and makes efficient use of resources. As public transport forms the backbone of any efficient mobility system, adequate public transport provision helps make cities more dynamic and competitive as well as create more jobs.

Public transport is a major contributor to both national and local city economies through the diverse range of skilled, high-tech jobs that it offers directly. Public transport operators alone employ some 7.3 million people worldwide with authorities accounting for another 300,000 internationally. As an example, in many European cities, such as Brussels, Amsterdam, Barcelona and Paris, public transport operators are in fact the largest city employers. Now placing things into context, in Southlake, there can be many benefits to providing an alternative mode of transportation on a smaller scale.

Capital investment in public transport sparks a chain reaction in economic activity up to three of four times the initial investment, enabling and promoting urban densification and greater urban productivity. Investments such as these can also provide up to twice as many local jobs compared to investment in other areas, such as roads, due to their complexity and thus the variety of competencies required.

Such projects can also help to act as a catalyst for wider development, helping to attract businesses and private investment to cities. While large-scale public transport investment projects are undoubtedly expensive, they are actually significantly less expensive than the direct cost of congestion, which can seriously harm the cities' competitiveness, affecting travel time reliability and business productivity. Something Southlake is challenged by as the growth in population continues in North Texas.

Accommodations in Southlake

Although daytrippers spend money on consumable items, overnight visitors have a variety of needs, including accommodation, dining and are also more likely to spend on attractions and activities. A variety in style and quality of accommodation in Southlake is available and an important means to increase the economic impact of visitors.

The **Hilton Southlake** offers a chic decor and custom-designed beds, plus desks, minifridges, flat-screen TVs and free WiFi. Executive rooms and suites provide access to the Executive Lounge's free breakfast and evening appetizers. Amenities include a restaurant serving South Louisiana dishes, a coffee shop, a spa, a 24/7 fitness center and an outdoor pool. There's also a business center and over 19,000 sq. ft. of meeting space.

Cambria Suites DFW is the newest hotel open in Southlake and it offers a vibe of upscale, but never uptight. The streamlined rooms have a warm, contemporary vibe, and feature free Wi-Fi and flat-screen TVs, plus microwaves, minifridges, and tea and coffeemakers. All include living areas with pull-out sofas. Amenities include a casual restaurant with a bar, plus a gym, a hot tub, and an outdoor pool surrounded by a patio offering seating, games and a fire pit.

Available Activities and Attractions in Southlake

Activities provide interesting or entertaining diversions for visitors once they are in Southlake. Activities add variety and can make a visit more enjoyable. Attractions are also key elements that need to be considered in assessing the tourism potential for Southlake.

Many communities offer scenic and natural attractions, cultural and heritage attractions, entertainment, first-class shopping and recreational facilities. Southlake needs to continue to ask itself "What is it about them that make them special and distinctive?" Authenticity cannot be overlooked, and is a characteristic that goes beyond the concept of genuineness as a valid gauge of the quality of experiences offered to visitors. Authenticity relates to the emotional experiences of visitors and extends beyond a specific activity or attraction. While authenticity is an important element to branding Southlake, the notion of consistency of services is also equally important as nothing adversely affects sales and marketing efforts more quickly than inconsistency, which can result from such things as misleading advertising or poor quality accommodation. It was felt that healthy competition between tourism offerings helps to promote excellence in the City.

REASONS VISITORS COME

33 Parks
1 Nature Center
301 Retailers
62 Game & Practice Fields
1 Amphitheater
248+ Hotel Rooms
11 Art Installations
136 Restaurants
6 Miles of Trails
Athletic Courts
4 Major Annual Events
38,000 Square Feet of Meeting and Event Space

5.2 Trends in Visitor Experience

Today's guests want more than just to visit a destination. They want to learn, participate and engage with local people and places when they travel. They want stories of amazing people and places they can share with their friends and family. Visitors are looking for a tourism experience - the emotional feeling or personal achievement a visitor derives from the purchase, participation or consumption of a tourism product.

The tourism product is what the customer buys, the tourism experience is what they remember.

Visitors ultimately create their own experiences, but they

do this by drawing on what is provided at every level of the City. Experiences are the meeting point between what visitors bring to the moment and what is provided to them. This control over the external elements is the way the experienced is staged so that visitors get the most out of it. At the core of an exceptional visitor experience is the City's ability to purposefully and thoughtfully combine the physical and human assets with an emotional interaction that visitors are looking for. The diagram below illustrates the process of moving from offering individual commodities, products and services to offering compelling experiences.

Visitor Engagement Tools and Strategies

Visitor engagement has become an all-encompassing term for communication with visitors throughout the entire visit cycle. It describes the ways in which visitors interact with a destination, tourism products and with one another.

High quality visitor engagement plays a critical role in enhancing the overall visitor experience through creating a positive image of Southlake, providing a hospitable and friendly welcome and by supporting genuine authentic experiences. It presents an opportunity to inspire visitors to explore the tourism product that is distinctive to Southlake including its scenic and natural attractions, cultural and heritage attractions, entertainment, first-class shopping and recreational facilities.

The trip cycle and visitor engagement journey
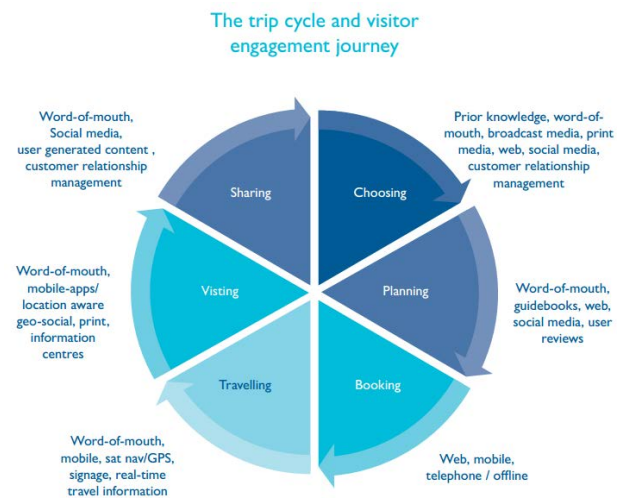
An increasingly critical element of the visitor engagement practice is the need to personalize and enrich the experience of visitors by providing opportunities to connect with the destination. There is a shift in the way destinations are engaging with visitors when they are travelling from place-based traditional, one-way messaging to two-way communication that takes advantage of the opportunities that digital technology and social media platforms provide. Destinations are increasingly seeking to personalize the travel experience for visitors.

Key Trends

The rapid adoption of smart technology and the growing prominence of social media have resulted in the changing expectations and requirements of visitors. Southlake needs to understand how they discover the City, where they go, what they ask, what they value, and how they make decisions. Whether through new technology or via face-to-face contact, visitor engagement provides the opportunity to influence the visitor experience, the length of stay, what people see, do and hear during their visit and what is shared about Southlake to others.

- Visitors are looking for a personalized travel experience
- Peer-to-peer buyer influence is driving purchases, 74% of visitors use social media while on travel and 76% of visitors use social media to share their experiences after they return.
- 92% of consumers trust peer recommendations more than advertisements.
- Mobile platforms and apps are becoming the primary engagement platform for travelers.
- Travelers are demanding more information, control, interaction and personalization.
- Technology is enabling faster decision-making by visitors.
- Smart technology is creating new opportunities for innovative services and processes.

Visitor engagement and service also blends into partnerships and alliances as it is now a place for collaboration between visitors, community and industry for building and improving products and experiences. Southlake needs to redefine roles and services to focus on authentic, timely and personalized engagement that synthesizes visitors' perspectives, needs and stories at the destination through ongoing conversations in places and times that are mutually agreed upon.

Innovation in visitor engagement is frequently about community. People, not product, are an important aspect of Southlake's visitor engagement and through word-of-mouth communications, everyone from visitors to niche influencers, non-traditional partners and residents are touch points for engagement – they provide the content for experiences and the stories that visitors share with others.

Story telling is central to visitor engagement and the development of Southlake as a destination. Stories are the result of people (storytellers) who have experiences and share them. These stories are crafted by locals and visitors alike. These stories reach out to the world through various social media channels. Southlake can influence these stories by creating outstanding experiences and creating personal interactions with visitors at different points in their visit.

Social Media
Social media has provided many opportunities for destinations in all categories. Customer service, marketing, and customer engagement have all emerged as useful tools for achieving business goals. Social media can also have unintended benefits, as more users share on specific topics.

The travel industry relies heavily on word-of-mouth marketing; this is one trend that can't be ignored. But finding success on social media takes more than publishing postcard-esque pictures and announcing weekly events on social media channels. With a focused approach, Southlake can leverage word-of-mouth marketing to increase exposure and build stronger relationships with first-time and repeat visitors on social media. A successful social marketing strategy should be integrated with Southlake's goals and target audience.

Elements of a successful strategy include:
- Develop Southlake's inspiration through clear goals
- Research Southlake as a visitor would
- Develop a strong content strategy
- Prove the City is an invaluable asset
- Focus on storytelling. Be a content creator
- As a destination and tourism brand, have fun with content. It should be educational and entertaining.
- Practice social listening. It's a two-way conversation and social media listening is key to engagement.

Social media has a huge influence on the travel industry, but a grand gesture doesn't have to be made in order to be successful. At the end of the day, all that matters is that Southlake is accessible to travelers.

Technology and the Visitor Experience

In today's world where people have abundant means of acquiring information, destinations are stepping up their efforts to display content engage visitors so that they understand more, stay longer, come back more often, and recommend the experience to friends.

Largely through the use of digital technology (apps, connect with social media, augmented reality, facilitated selfies, etc.) destinations are offering more interactive, shareable experiences and personalized stories that connect what's to the visitor's life. The use of some of these technologies allows destinations to publicly catalog and "display" the experiences, allowing visitors to enrich the narrative experience exponentially.

Destinations are cognizant of the solitary nature of most digital engagement—one person on one screen—and also the fatigue associated with the number of messages people receive in their daily online and physical lives. They are tackling the issue of many-to-one interactions and are in the lead in this new type of interface paradigm, and continue to find ways for their message to resonate with visitors through physical and digital spaces.

Using technology, destinations can put visitors virtually into the experience, let them design and understand their own experience, explore to their own depth and on their own terms, and provide the means to connect with the experience before and after being in the city. This helps to build a deeper connection between the visitor and the destination than was ever possible before.

The magic of technology is its ability to activate people inside the destination in interesting ways, and to expand their connection beyond the physical space. Innovative technologies are putting the visitor into the center of the experience in ways ranging from posting their selfies in real time to "capturing" and taking home memories of their trip.

From the point of view of Southlake, technology that better connects visitors to the City's content can establish a relevant means of communicating with visitors in the future and also give meaningful data about visitors, what they want to enjoy, and how they react to and feel about the city. Being able to analyze effectiveness with real metrics is becoming very important as well; using visitor data in increasingly sophisticated ways to improve operations, justify new expenses, further evolve current amenities or plan future activities in ways most likely to maintain Southlake's relevance for an expectant and evolving audience.

Third Party Validation

In order to be successful in attracting visitors to a destination, there must be provided something unique that entices a prospective visitor. That service needs to intrigue new visitors and bring back existing visitors again and again. While there are many marketing strategies that can help reach the end goal, the most effective can often be validation by third-party experts. After all, listening to someone tell say how awesome their visit to a destination was will sometimes fall on deaf ears, but if a credible source talks about the destination service, suddenly hotels will begin to fill up.

Whether the target influencers are visitors, bloggers, technology experts or writers, they all brings an extra layer of expertise and knowledge within the tourism industry that can be leveraged to increase the bottom line and build Southlake's reputation as a "must not miss" place to go.

Top 3 reasons why third-party validation is key to success:
1. Builds the City's credibility
2. Validates the City and it's experience
3. Helps to achieve broader exposure

Ultimately, third-party validation is a secret weapon for success. Nothing said about internally will have as much impact as what others say on the City's behalf externally. The road to developing relationships with third-party influencers will take time and effort but the reward will be a successful destination experience that others are clamoring to have too.

Creating an Experience
Travel is not just about where you've been anymore – it's about what you did while you were there, how it made you feel, the people you met while you were there, and the memories you took home. A product is what you buy; an experience is what you remember.

Through crafted experiential tourism opportunities, experiences provide visitors unique, entertaining, and/or educational activities that make it possible for them to have a personal connection to Southlake. It's about visitors becoming active participants, where they can try a new skill, learn something new, or challenge themselves. It is about meeting the people – the sales person, concierge, chefs, artisans, business owner, musicians, storytellers, and all of those people in the Southlake community that have a special skill to share or an interesting story to tell and who help make Southlake a great place to live and visit. But experiential travel may be different depending on the audience.

Due to the increase in consumers looking for experiences, tours and activities became the third largest travel segment – only air and accommodations came in higher. Emphasis on experience continues throughout the travelers' journeys as they choose to treat themselves to sightseeing, special dining, accommodations, and activities all ahead of shopping. In addition, trying something new is the big trend in travel.

In general, the overall market trends in the U.S. industry applied to all travelers. They choose to spend their money on experiences, they want detail-rich, helpful information to guide their decisions, they want to try new things and open their eyes to the world. However, each generation approaches and interacts in the four stages of the journey on their own terms. Understanding how they find content and make choices can help destinations connect with them.

Boomers (1946-1964/age 52-70)
Many Baby Boomers are of retiring age, but this age group isn't just going to sit at home in their retirement. According to an AARP survey, the number of Baby

Boomers traveling in 2016 was scheduled to reach an all-time high of 99%. About one-third of those traveling had planned a "bucket list" vacation in 2016 to live out their dreams. Believe it or not, Baby Boomers are getting adventurous in their vacations and participating in many activities like skydiving and mountain biking on their vacations – they tend to stray away from typical "cliché" vacation spots.

Gen X (1965-1976/age 40-51)
For the majority of Gen Xers, family life shapes their travel preferences; they are often traveling with either kids or parents in tow. Their destinations are closer to home, and often follow the school calendar. They like to relax and unwind. Gen X also like to explore but are looking for a bit of luxury when they're traveling. They want to be immersed in culture, and food travel seems to be a major focus of this generation. They also like to be well informed: 74% of Gen X TripAdvisor users will usually or always read reviews before deciding on an attraction.
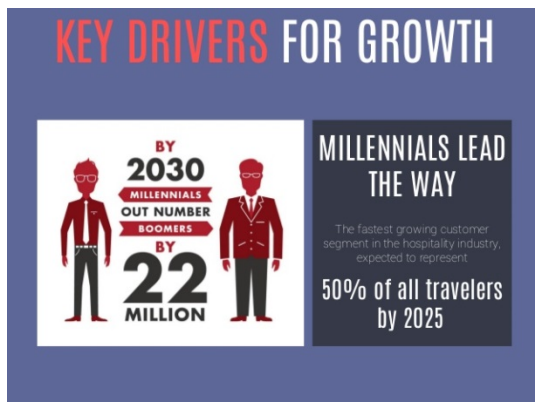
Millennials (1977-1995/age 21-39)
As one of the most researched generations, there is a lot of information out there on millennial travel trends. What we know is that by 2018, Millennials will represent the #1 consumer segment in the US hotel industry. This generation is money poor but time rich, and 78% would rather spend more on an experience than a thing. They are an easily influenced generation – 76% said that friends' recommendations were the main factor in decision making. As this generation gets older, they are not as interested in finding a party-animal atmosphere; they are looking to fully immerse themselves in new cultures. Food is important for this generation as well, with 98% of millennials ranking "eating local cuisine" as something that was very important when traveling.

Gen Z (1996 and up/age 20 and under)
While everyone was researching Millennials, a new generation has started to influence the travel scene as they become adults. Hyper-connected and very aware of the world around them, Generation Z will very likely be the most adventurous out of all the generations. 60% want to change the world, which will likely inspire them to travel the globe. This generation will be more money conscious but will be willing to splurge on trips to enhance their world view. They are a generation that processes information quickly and visually, and enjoy the storytelling element of travel.

Moving forward it is important to be aware of how each generation consumes content to be able to reach them in a more efficient and effective way. In general, Southlake should really start focusing on building these experiences for travelers – experience being the main focus of every generation of traveler. As the Experience Era of Travel continues to evolve, destinations and marketers need to listen to each generation of consumers to adapt their strategies so they speak to each one.

5.3 Partnerships and Alliances

Partnerships and alliances are key elements of sustainable development and sustainable tourism, particularly when a wide and representative range of stakeholders from the community are able to play an active role. Those who perform tourism functions in Southlake who have complementary roles in working with a wide range of tourism interests and adjacent communities, and in enabling partnerships and alliances to be proactive with the tourism community locally, nationally and internationally. They foster an informed

dialogue with the tourism community which provides value through establishing common ground, shared interests and principles, successful collaborations, and strong working relationships.

Southlake can effectively exchange information among community and business partners and colleagues within the City to ensure a greater mutual understanding and the development of better management, training, business and sustainable practices. This collaborative work includes topics such as customer service, visitor orientation, education and interpretation, and the use of new technology. Over time, this results in a diversity of visitation which better mirrors the City's tourism goals and which corresponds to the business community at large. Additionally, a better informed public enhances the ability to properly manage and protect City resources, improves visitor satisfaction, and encourages safer visits.

Through these and other collaborative avenues, an appreciation for the breadth of the Southlake community is created and strengthened within the community amongst both residents and visitors.

5.4 Assessing Visitor Satisfaction

Trends in Assessing Visitor Satisfaction

Tourism destinations are operating in an increasingly experience oriented economy with visitors seeking more customized products and demanding superior service quality. Technologies such as social media, search engines, booking sites, travel blogs, and sharing platforms, are also dramatically changing the competitive landscape for tourism businesses. These technologies present both opportunities (e.g., enhanced connectivity, effective customer engagement, reduced cost of communication, and improved service offering) and challenges (diminishing negotiation power and loss of control of the communication process and

messages) to the conventional model of business. In particular, empowered by the Internet, consumers can quickly voice their content or discontent to a global audience, enhancing or damaging a destination's/business's brand image. As such monitoring customer satisfaction has never been so critical in order to inform strategies on service quality and satisfaction management.

As a service-orientated industry, destinations must continually strive to meet the demands and expectations of visitors for quality tourism products, experiences and services. Visitor satisfaction is determined by a combination of perceived value and quality, consumer expectations and actual experience. A visitor's overall satisfaction will influence the likelihood of repeat visitation, extended length of stay, increased expenditure, enhanced yield and word-of-mouth referrals. Measuring visitor satisfaction is a key indicator of the performance of a destination and can assist in:

- Providing a basis for future strategic planning for tourism development, recognizing the need to align visitor perceptions and expectations with the development and delivery of appropriate products and experiences;
- Identifying key gaps or areas for improvement in the tourism experience in the destination;
- Aligning industry operator perceptions of visitor value and the visitor's actual expectations in the delivery of tourism services;

Tourism Master Plan

- Understanding differences in visitor expectations between different visitor markets or segments, including international and domestic visitors or individual niche market segments;
- Identifying opportunities for value creation in the tourism offering and increasing yield in the destination;
- Identifying key trends in visitor market expectations and demands;
- Providing a basis for comparison of the destination to its competitors;
- Identifying opportunities for leveraging key points of advantage through marketing and promotion;
- Providing a quantifiable measure of a destination's performance against its goals or Key Performance Indicators (KPIs);
- Providing a quantifiable measure of a destination's performance for funding and reporting requirements.

Visitor satisfaction surveys, which have a methodology for benchmarking destination performance, are commonly used as a method to track and analyze visitor demands and expectations in a destination.

Understanding satisfaction is important as satisfaction contributes to business opportunities, better financial performance, and greater competitiveness. This understanding is even more critical in a fast evolving competitive landscape afforded by technological advancement as well as the changing consumer behaviors and disruptive innovations that come with it.

How was your visit?
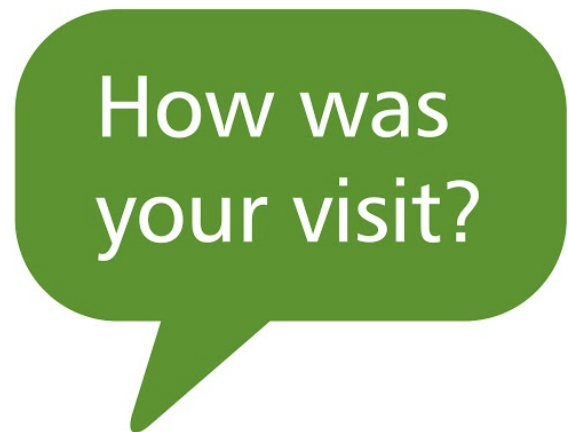
Conducting customer satisfaction research costs time and resources to both a destination and its visitors. A thoughtfully designed method ensures the success of satisfaction research and collects the most relevant information. If Southlake is interested in researching customer satisfaction the following things should be considered:

- What type of satisfaction to measure? For instance, metrics may include measures of overall satisfaction, intention/likelihood to recommend to others, experience relative to expectation/ideal experience, and re-visit/purchase intention. If the cause is what needs to be identified effort needs to be made to identify the aspects most relevant to the City. The aspects should include both the physical and intangible (service) components of the City.
- What is the objective of measuring satisfaction? And what measurement approach should be taken?
- Measuring satisfaction regularly. Timing of satisfaction surveys may introduce bias therefore; conducting regular satisfaction surveys would offer the City more comprehensive and balanced insights.
- Data collection method. Satisfaction surveys and online review sites can both be used for collecting data for satisfaction analysis. However, each method has its advantages and disadvantages.
- Understanding dissatisfaction. Satisfaction and dissatisfaction are often driven by different things. For example, dissatisfaction may be the result of a critical event, while satisfaction may be related to the entire experience. Therefore, a survey needs to accommodate questions that can elicit what it is that makes visitors dissatisfied and why they are dissatisfied with these aspects.
- Differences across markets. Differences exist between different visitor markets (e.g., international vs. domestic visitors, markets of different cultural and sociodemographic background), in visitor expectations, motivation, benefits sought, and satisfaction. Therefore, satisfaction analysis for individual market segments is necessary.

- Predictive analysis. To evaluate the effect of satisfaction, the City should analyze the link between customer satisfaction and other business performance indicators such as sales volume and the number of repeat visitors.

In short, Southlake needs to design an appropriate method for monitoring customer satisfaction on an on-going basis. The method needs to be cost-effective, preferably real time, and can be used to inform strategic planning and management.

5.5 Visitor Retention Recommendations

	Visitor Retention					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T19	Establish an ongoing, thorough understanding of the visitor experience.	Facilitate a Visitor Experience Assessment to evaluate Southlake from a visitor perspective with a focus on five areas of interest (overall appeal, wayfinding / signage, customer service/professionalism, visitor amenities and visitor information). Based on findings from the Visitor Experience Assessment, develop a plan designed to address identified gaps and implement improvements to deliver outstanding and uniquely Southlake hospitality experiences. Develop and administer intercept surveys (in addition to event surveys) as a means for keeping in touch with visitor interests and documenting needs or concerns. Establish and conduct an on-going consumer research program to more effectively design messaging strategies to address target markets.	B3	6.5, 11.2	CMO (OMC)	2

	Visitor Retention					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T20	Enhance the visitor experience through the provision of visitor amenities.	Asses and develop a strategy for a visitor services center that could offer serviceable amenities for guests. Center could have single or satellite locations and could also include amenities such as public restrooms and serve as a type of "visitor concierge." Provide ongoing funding for maintenance and expansion of free public Wi-Fi in Town Square and other visitor-centric locations. Provide continued investment in enhancing public spaces through the installation of public art. Provide funding for and promotion of an alternative mode of transportation with stops at key locations in the City. To the extent possible, HOT funding should be offset by partnership revenue and sponsorship opportunities.	B3	6.5, 11.2	CMO	2
T21	Maximize collaboration with partners to develop an optimal visitor experience.	Create a strategic partner inventory and identify partnership opportunities to ensure we are cross-promoting the many visitor experiences in our destination. Create and implement a program that creates brand-consistent customer experiences— supporting outstanding service to visitors through training, evaluation and rewards.	C5, B3	6.5, 11.6	CMO (OMC)	2
T22	Provide a welcoming experience at key visitor portals such as the airport, hotels and other first impression contact points.	Create an inventory of key visitor portals. As an element of the Visitor Experience Assessment identified in T19, ensure that assessment includes soliciting opinions from visitors at identified key visitor portals.	B3	6.5, 11.2	CMO (OMC)	2

		Visitor Retention				
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T23	Incorporate emerging mobile trends and state of the art technology to create connections and engage current visitors.	Develop a process to: • annually identify targeted investments in strategic technologies and services that will have a measurable impact on visitor retention, and to • review, analyze, fund and integrate emerging technology. (companion to T10)	B6	6.5, 11.2	CMO (OMC)	1
T24	Engage the community and other third parties as brand advocates.	Creating a sustainable advocacy program that motivates Southlake's happiest customers to promote the brand.	B3	6.5, 11.4	CMO (OMC)	2

Tourism's Economic Impact and Return on Investment

Businesses and destinations are increasingly interested in the economic impacts of tourism at national, state, and local levels. Often there are claims backed by research stating that that tourism supports X jobs in an area or that a festival or special event generated Y million dollars in sales or income in a community. "Multiplier effects" are often cited to capture secondary effects of tourism spending and show the wide range of sectors in a community that may benefit from tourism.

Tourism's economic benefits are touted by the industry for a variety of reasons. Claims of tourism's economic significance give the industry greater respect among the business community, public officials, and the public in general. This often translates into decisions or public policies that are favorable to tourism. Community support is important for tourism, as it is an activity that affects the entire community. Tourism businesses depend extensively on each other as well as on other businesses, government and residents of the local community. Economic benefits and costs of tourism reach virtually everyone in the region in one way or another. Economic impact analyses provide tangible estimates of these economic interdependencies and a better understanding of the role and importance of tourism in a region's economy.

Tourism activity also involves economic costs, including the direct costs incurred by tourism businesses, government costs for infrastructure to better serve tourists, as well as congestion and related costs borne by individuals in the community. Community decisions over tourism often involve debates between industry proponents touting tourism's economic impacts (benefits) and detractors emphasizing tourism's costs. Sound decisions rest on a balanced and objective assessment of both benefits and costs and an understanding of who benefits from tourism and who pays for it.

Tourism's economic impacts are therefore an important consideration in state, regional and community planning and economic development. Economic impacts are also important factors in marketing and management decisions. Communities therefore need to understand the relative importance of tourism to their region, including tourism's contribution to economic activity in the area

According to the World Travel and Tourism Council, two main tenets drive the need for tourism planning and marketing: the need to deliver a consistent message and increased competition between destinations. In essence, tourism marketing is branding a destination so it resonates with locals and potential visitors.

Competition is growing exponentially, and those destinations that actively invite travelers by showcasing their unique amenities and attractions will increase their market share and garner a larger portion of tax revenues from increased traveler spending that benefits residents and businesses alike. Resources provided to the tourism offices and how those resources are used will affect the effectiveness of those destinations' marketing campaign and ability to connect with visitors who have more options than ever.
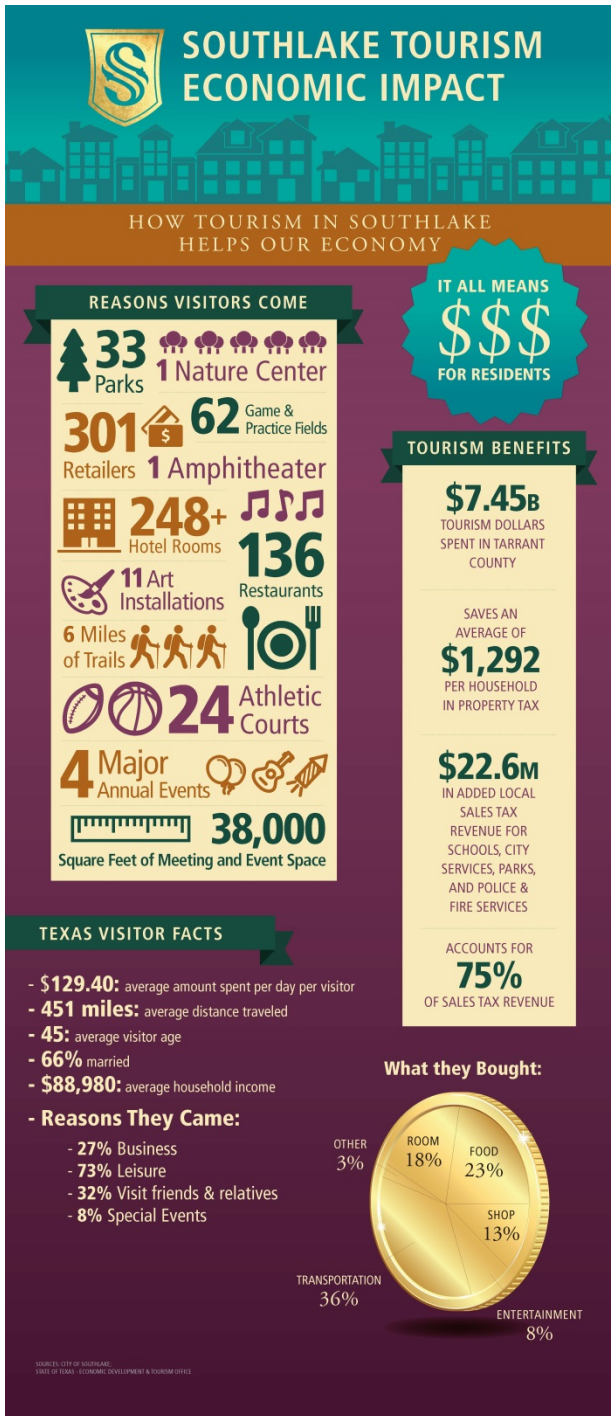
6.1 Overview of Economic Impact

According to the U.S. Travel Association, tax revenue generated by travel and tourism reduces each U.S. household's tax burden by $1,192 annually. This savings is a major economic benefit to constituents and underlines the importance of travel and tourism to the overall U.S. economy.

While it's easy to recognize the direct contribution of tourism to the economy, the impact has more personal effects to both residents and business owners of Southlake:

- Tourism supports more than 7,500 jobs and 1,100 businesses in Southlake.

- Tourism dollars save Southlake taxpayers an average of $1,292 per household in property taxes.

Another component of tourism revenue in Southlake is the seven percent hotel occupancy tax, which funds the city's Tourism Division that was created in 2009 to proactively bring visitors to Southlake. Until now, the tax was paid solely by the Hilton Southlake Town Square and as of December 2016 the Cambria Hotel and Suites will contribute as well. The Hilton Southlake's annual revenue is more than $25 million, of which 75 percent is from non-residents.

Southlake is fortunate to be located in the heart of Dallas- Fort Worth- which is the most popular destination in Texas for tourism – and minutes from DFW International Airport. With abundance of shops, restaurants, outdoor activities, special events and nearby entertainment venues, Southlake has become a year-round destination for visitors near and far.

Hotel Occupancy Tax

Sales tax is not the only way in which tourism is measured. Tourism is a key strategy for economic development in Southlake made possible through the collection of a hotel occupancy tax. Not only does this tax provide much needed tourism revenue to the city and county, but it also provides economic development for the entire area. Unlike the local sales tax, the occupancy tax is optional and can be imposed without the approval of voters. The City of Southlake Hotel/Motel tax rate is seven percent of net receipts.

Sole owners, partnerships, corporations, or other organizations that own, operate, manage, and/or control any hotel, motel, "bed and breakfast Inn;" or other locations offering "sleeping rooms" for periods of less than 30 days in the City of Southlake are responsible for reporting this tax.

There is a two-part test for every expenditure of the local hotel occupancy tax that the City collects.

1. Criteria #1: First, every expenditure must DIRECTLY enhance and promote tourism AND the convention and hotel industry.
2. Criteria #2: Every expenditure of the hotel occupancy tax must clearly fit into one of nine statutorily provided categories for expenditure of local hotel occupancy tax revenues.

In addition, local hotel occupancy tax revenues only may be spent on the following initiatives:

- Establish or enhance a convention center or visitor information center
- Cover the administrative expenses for registering convention delegates
- Pay for tourism-related advertising and promotions
- Fund arts programs or facilities that will directly promote tourism and hotel and convention activity
- Fund historic restoration or preservation projects that will enhance tourism and hotel and convention activity
- Funding certain expenses, including promotional expenses, directly related to a sporting event in certain counties
- Funding certain expenses for holding sporting events and making upgrades to sporting facilities for certain counties
- Transportation costs for taking tourists from hotels to various locations
- Pay for signage directing tourists to sights and attractions frequently visited by hotel guests

If the city cannot fit expenditure within one of the nine categories shown in the graphic above, hotel occupancy tax revenues cannot be used for that purpose, unless a special state statute was passed to allow such additional uses. It is imperative that the City understand the requirements and guidelines that come along with the collection of this tax as well a clear structure within alignment of expenses. If Southlake were to fall out of alignment with State guidelines it would risk losing the administrative rights to collecting and using the funds and that would have an effect that would be felt across the City.

6.2 ROI Measurement Strategies

As with any investment, you want to know if the return will be positive, neutral or negative. Many destinations commission an independent economic impact study that calculates the return per dollar invested, as well as other factors that benefit from tourism spending, such as tax revenues generated, employment and total economic impact.

Finding the right data to project the importance of implementing a sustained tourism budget can be difficult. Simply calculating metrics without comparing them to a benchmark can provide inaccurate conclusions.

Measuring and illustrating the return on investment that the travel and tourism industry produces is complex since uniform data can be difficult to collect and there are numerous metrics to analyze. Thorough research and analysis can buffer against this challenge. Industry leaders, advocates and consultants need to collaborate with tourism offices to help collect accurate data and produce meaningful metrics that can be used as industry standards.

It's also important to realize measuring the return on investment of any travel or tourism-related project—whether it is a regional marketing campaign to increase visitor attendance or development of a convention center hotel to host larger conventions—will be instrumental in winning support from City leaders and constituents.

The principal motivation for a destination to serve visitors is generally economic. An individual business is interested primarily in its own revenues and costs, while a community concerned with tourism's overall contribution to the economy, as well as its social, fiscal and environmental impacts. A good understanding of tourism's economic impacts is therefore important for the tourism industry, government officials, and the community as a whole.

Spending and Revenue Generation

Consider the following table that shows total travel and tourism spending in the Fort Worth-Arlington (Johnson, Parker, *Tarrant* and Wise Counties) metropolitan areas and how it translates to total spending per tourism dollar invested:

Direct Metropolitan Travel Spending, 1995-2015p

	1995	2000	2005	2010	2014	2015p	Ave. Annual Chg. 14-15p	Ave. Annual Chg. 95-15p
Fort Worth-Arlington								
Total Spending	4,155	5,570	5,912	6,635	7,754	7,475	-3.6%	3.0%
Visitor Spending	2,597	3,596	4,035	4,631	5,507	5,433	-1.3%	3.8%
Non-transportation	1,102	1,725	2,164	2,608	3,138	3,345	6.6%	5.7%
Transportation	1,495	1,871	1,871	2,023	2,369	2,088	-11.9%	1.7%

These large numbers can be difficult to grasp at first sight, especially since it shows annual direct tourism spending in the billions of dollars compared to tourism budgets in the millions of dollars. This table is meant to show the wide range in total travel and tourism spending per tourism dollar invested.

City and Place Direct Travel Impacts, 2006-2015p

	2006	2008	2010	2011	2012	2013	2014	2015p
Fort Worth								
Total Spending ($M)	983	1,143	1,321	1,403	1,447	1,520	1,584	1,551
Visitor Spending ($M)	914	1,078	1,245	1,329	1,370	1,447	1,525	1,500
No Transportation ($M)	705	812	980	1,028	1,059	1,128	1,206	1,248
Transportation ($M)	209	266	266	301	311	319	318	251
Earnings ($M)	299	324	355	387	402	423	452	471
Total Employment	11,840	12,050	12,080	12,230	12,370	13,250	14,020	14,200
State & Local Tax Rev. ($M)	151.8	159.9	180.9	186.0	193.8	209.8	231.1	263.4
Local Tax Rev.	69.3	69.8	83.9	85.7	88.4	95.8	106.8	126.1
Visitor	21.5	24.6	28.0	30.1	31.6	34.0	36.7	38.1
Business/Employee	47.8	45.2	55.8	55.6	56.8	61.8	70.2	88.0
State Tax Rev.	82.6	90.1	97.0	100.3	105.4	114.0	124.3	137.2
Visitor	51.2	56.7	62.7	64.4	66.7	71.1	75.4	77.1
Business/Employee	31.4	33.4	34.3	35.9	38.7	42.9	48.9	60.2

Visitor transportation spending includes motor fuel, auto rental, other ground transportation costs and one-way airfares. Visitor tax receipts include all direct sales and excise taxes levied on visitor spending. Business/employee tax receipts include local property taxes, the state franchise tax, and sales tax payments attributable to the travel industry generated income of employees.

This data can be found in some economic impact studies, but when compared to other states, it's clear this metric does not provide much significance. Why? It must be considered that travel and tourism spending encompasses a variety of expenditures, including but not limited to lodging, flights, rental cars, food and beverage, gasoline and entertainment.

The effectiveness of a destinations tourism budget should not be predicated on total spending since there are too many variants included in how total spending is calculated. This data might be more telling if compared to the respective destination's year-over-year figures.

Another consideration that may be a better return on investment determinant is the return on combined state and local tax revenues generated, which is better than analyzing broad spending since each destination has different attributes such as cost of living variances, higher concentration of destination cities, attractions, etc.

Each destination allocates a different dollar amount of their overall tourism budget to marketing campaigns that use a variety of channels such as social media, billboards, magazine and television advertisements. This analysis considers total tourism budget spending, not just marketing dollars. While travel and tourism tax revenue as an independent variable might be more informative than using the aggregate travel and tourism spending as an independent variable, there is still a wide range in the sample.

The returns shown are affected by the different tax levies each destination assesses. Analyzing dollars spent specifically on tourism marketing and comparing that return to other destinations would generate more valuable data to analyze the effectiveness of a destinations' tourism campaign.

Job Creation

Aside from analyzing return on investment from a monetary perspective, evaluating a tourism budget based on the number of jobs the industry supports can reveal pertinent information. The following table indicates the dollar amount invested per job directly produced by the travel and tourism industry.

Fort Worth-Arlington MD
Travel Impacts, 2006-2015p

	2006	2008	2010	2012	2013	2014	2015p
Total Direct Travel Spending ($Million)							
Visitor Spending	4,419	4,752	4,631	5,170	5,267	5,507	5,433
Other Travel*	2,053	2,048	2,004	2,295	2,212	2,246	2,043
Total Direct Spending	6,472	6,800	6,635	7,466	7,479	7,754	7,475
Visitor Spending by Type of Traveler Accommodation ($Million)							
Hotel, Motel	2,629	2,883	2,810	3,205	3,287	3,471	3,488
Private Campground	18	21	22	25	26	25	23
Public Campground	9	10	10	11	12	11	10
Private Home	946	960	927	1,049	1,041	1,064	994
Vacation Home	18	21	20	21	22	22	21
Day Travel	799	858	843	858	880	913	896
Visitor Spending	4,419	4,752	4,631	5,170	5,267	5,507	5,433
Visitor Spending by Commodity Purchased ($Million)							
Accommodations	590	698	663	762	803	876	950
Food Service	622	700	749	814	855	917	990
Food Stores	105	120	124	135	140	150	157
Local Tran. & Gas	729	895	753	885	892	886	715
Arts, Ent. & Rec.	506	531	542	559	578	608	638
Retail Sales	495	506	529	549	564	587	609
Visitor Air Tran.	1,371	1,302	1,270	1,467	1,435	1,483	1,373
Visitor Spending	4,419	4,752	4,631	5,170	5,267	5,507	5,433
Industry Earnings Generated by Travel Spending ($Million)							
Accom. & Food Serv.	496	554	586	686	710	746	807
Arts, Ent. & Rec.	308	326	344	386	406	460	504
Retail**	108	112	113	123	127	137	148
Ground Tran.	31	31	30	34	34	37	38
Visitor Air Tran.	697	611	612	641	737	842	1,144
Other Travel*	1,019	950	952	1,001	1,114	1,247	1,645
Total Direct Earnings	2,659	2,585	2,637	2,871	3,128	3,468	4,286
Industry Employment Generated by Travel Spending (Thousand Jobs)							
Accom. & Food Serv.	19.9	22.1	22.9	23.8	25.2	26.0	27.0
Arts, Ent. & Rec.	12.8	16.1	16.6	16.6	17.7	19.7	20.7
Retail**	4.5	4.5	4.5	4.5	4.6	4.7	5.0
Ground Tran.	0.9	0.9	0.8	0.8	0.9	0.9	0.9
Visitor Air Tran.	8.2	7.7	7.3	8.1	7.7	7.9	9.0
Other Travel*	12.2	12.1	11.7	12.8	11.9	12.0	13.2
Total Direct Employment	58.5	63.5	63.8	66.5	67.8	71.2	75.8
Government Revenue Generated by Travel Spending ($Million)*							
Local Tax Receipts	217	211	221	233	248	273	319
Visitor	86	93	91	101	105	112	119
Business/Employee	130	119	130	131	143	161	200
State Tax Receipts	248	263	260	282	300	325	363
Visitor	159	172	173	184	192	203	214
Business/Employee	89	90	87	98	108	122	148
Total Direct Gov't Revenue	465	474	481	514	548	598	682

Details may not add to totals due to rounding. *Other Travel includes resident air travel, travel arrangement, and convention/trade shows. **Retail includes gasoline. ***Visitor tax receipts include all direct sales and excise taxes levied on visitor spending. Business/employee tax receipts include local property taxes, the state franchise tax, and sales tax payments attributable to the travel industry generated income of employees.

Travel Share of Total Metropolitan Earnings and Employment, 2015p

	Earnings ($Million)			Employment (thousand jobs)		
Metro Area	Total	Travel	Percent	Total	Travel	Percent
Fort Worth-Arlington	77,811	4,286	5.5%	1,341	76	5.7%

This analysis illustrates how a destination might value the tourism industry relative to other destinations. Overall, one out of ten jobs in Texas is supported by travel spending, and the industry ranks 5th in terms of employment growth, according to the Officer of the Governor, Economic Development & Tourism Department. It's important for travel and tourism proponents to illustrate the importance of the industry and the economic weight it will carry into the future.

Variety is Necessary

Overall, these analyses offer insight into the importance of the travel and tourism industry, but also show that not all return on investment metrics are made equal. It's important to analyze more than one metric to grasp a better understanding of how tourism affects an economy and how to devise an optimum strategy. Additionally, it's clear that a benchmark for each metric is necessary to accurately determine the effectiveness of a destinations' tourism budget and advocate for additional funding.

Benchmark Measurements

Destinations often need to measure what they can't manage. A marketer's typical job is to create demand for a product, but countless external factors affect visitation, making the effectiveness of destination marketing difficult to measure and communicate succinctly.

The ability to quantify the return on investment for Southlake's tourism marketing efforts lends enormous power to clarifying strategy. It also justifies funding maintenance or expansion. A destination can conduct conversion research on the website, social media strategies, publications, advertising programs, events, sales and marketing efforts, promotions and more.

Destination Think!'s Chief Strategist & Partner William Bakker tackled this problem in a presentation called "Measuring Success in the New World" in 2016. His talk shared four measurements tourism marketers can use to create simple benchmarks to track a destination's improvement over time. These methods can also help demonstrate the value created for stakeholders.

Benchmark 1: The Destination Experience

A destination's brand consists of the stories that heard from other people or the experiences on the ground. Since word-of-mouth marketing is the number one driver for tourism, destinations must deliver remarkable experiences that will cause visitors to share stories that create demand for visitation.

How can a destination measure the quality of the experience and therefore the quality of the word of mouth that follows? Net Promoter Score (NPS) rolls it all up into a simple question: On a scale of 0-10, what's the likelihood that you would recommend this destination to a relative or co-worker?

The survey results use a simple formula that will gives a number to use as a benchmark. Over time, evaluation of the data from different angles to filter for demographic, times of year and other factors can be done. Studies have correlated business growth to NPS growth and deeper analysis is available in the book The Ultimate Question 2.0.

Net Promoter Score is an essential tool because only a tourism office can lead this on a destination-wide level. It also sets the right priority – creating great experiences for visitors and guests.

Benchmark 2: Consumer Engagement

Today's digital and social media platforms give endless amounts of data to measure: likes, comments, shares, follows, clicks, views – the list never ends. The value of social media is generated through engagement, but what do all the numbers mean? If the overwhelming barrage of data is valuable, how can destinations extract the numbers needed to measure success in reports?

Meanwhile, industry stakeholders are looking for results. A typical and inevitable question always comes up: "What's the ROI of social media?" Digital engagement is still not seen as inherently valuable as traditional marketing campaigns are, and many people suffer from "award-winners' syndrome." Agencies and destinations both love to show off shiny awards that tend to reward the large, flashy ad campaign with the expensive and impressive TV commercial. In this way, awards are sometimes used as a proxy for success. This "beauty-based marketing" is not necessarily about being effective, but about having an impressive-looking campaign.

To better understand the return on investment (ROI) question, six destination marketing organizations (Destination British Columbia, Illinois Office of Tourism, Innovation Norway, Tourism and Events Queensland, Visit England and Visit Flanders) recently collaborated to come up with a way to measure the effectiveness of social media engagement. The goal of the project was to provide a way for a destination of any size to generate a conservative estimate of the potential economic impact of their efforts. A destination marketer's role is to generate demand and create a desire to visit, so the focus here is on what the destination has achieved in the mind of the consumer. This stands apart from the conversion stage where that person would make a purchase.

This collaboration created the Potential on Investment (POI) formula, which has three parts: the economic value of a visitor, the impact that each social media channel has on the path to purchase, and engagement-based metrics from those channels:

Potential on Investment (POI) = Consumer Value x Channel Impact x Maximum Qualifier

With the POI formula, a destination can suddenly make sense of the endless engagement metrics, making it easy to benchmark and measure potential impact over time.

The POI formula is an open source project that has picked up interest from many destinations internationally. It's still in its early stages and will grow and improve with support from the global community. Next steps for the formula may include adding support for additional engagement channels like websites, email marketing and content marketing; expanding to cover additional markets; and creating an online tool so that users can compare their results with similar destinations around the world.

Benchmark 3: Operator Effectiveness

Given the changes taking place around storytelling and travelers today, a destinations success now rests in the hands of the businesses and community. They're the ones who will deliver the visitor experience that will elicit all the positive word of mouth, and their messaging is an important voice that tells the story of the destination. Collectively, these stories add up and will impact visitation.

To measure operator effectiveness, destinations can use a digital assessment to benchmark and audit a sample of the industry. This helps a destination identify opportunities for education to improve visitor experiences, promotion and the resulting word of mouth shared by visitors. Over time, a tourism marketer can lead change across the destination by responding to the improvements and challenges observed.

Benchmark 4: Corporate Transformation

How will Southlake progress to take advantage of the new marketing environment? As Peter Drucker said, "Culture eats strategy for breakfast," and the corporate culture must be healthy in order to support change. Digital and social media teams tend to remain on the outside of today's corporate culture and this can stifle the effectiveness.

Changing an organization requires a delicate balance, so it must be done gradually until the organization reaches a cultural tipping point. The shift to the new marketing world happens over time, sometimes one department at a time

Destination Think!'s destination assessment is an index to score a destination's many factors as a benchmark for future improvement. A Destination Assessment gives a complete picture of how an organization's marketing efforts, initiatives and departments compare against other destinations. It educates where that organization excels, benchmarked against best practices from leading international destinations, and provides a 50+ page report, including strategic recommendations.

To summarize, rapid growth, increased competition and shifting consumer trends make tourism a demanding industry to navigate. Changes represented by the emerging growth of competing destinations, the expansion of competitors worldwide, funding accountability, and security and travel concerns present constantly evolving challenges and opportunities for destinations and businesses serving the travel and tourism industries. Travel and tourism businesses require a formal approach to targeting, positioning and branding, and market research access and development are critical to ensure maximum return on investment expenditures.

6.3 Economic Impact and Return on Investment Recommendations

	Economic Impact and Return on Investment					
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T25	Increase the economic impact of visitors	Create methodology to assess the economic impact of visitors and return on investment of public funds. Conduct a sales tax study to understand visitor spending patterns. Establish and monitor performance metrics that measure visitor economic impact and return on investment.	B3, F3	6.5, 11.4	CMO (OMC), FIN	1
T26	Facilitate strategic investment of Hotel Occupancy Tax funds to attract and retain visitors.	Create clear Hotel Occupancy Tax fund guidelines that are aligned with State expenditure requirements and meet the objectives of the City in attraction and retention of visitors. The guidelines should be structured to allow quantifiable measures to determine City investment as well as impact on preferred quality of life benefits.	B3,F1	6.5, 11.3	FIN	1

Implementation, Evaluation and Prioritization

7.1 Plan Evaluation and Implementation

A plan is only as good as the methods by which it is used as a tool for the ultimate goal, implementation. The Community Enhancement and Development Corporation (CEDC) served as the committee which reviewed every recommendation proposed in this plan. Each of the policy/recommendations were reviewed and evaluated based on information provided within previous studies conducted for the City and the current business environment.


Once recommendations/policies were developed, the next step is implementation. Developing a metric for to measure the completion of the policy/recommendation helps in implementing the master plan. Appropriate measures show the strategy is important to the community, provide motivation, and allow for follow-through and sustained attention. For each policy/recommendation in this master plan, an implementation metric has been established to measure its effectiveness and to ensure the City can demonstrate the implementation of the specific policy/recommendation.

7.2 Prioritization Schedule

For each specific recommendation, a relative ranking (tier) has been established to assist with the timeframe of implementation for the recommendation. The Economic Development Master Plan Committee established the tier rankings for all the recommendations during prioritization activities which were held for the Southlake Market, Economic Incentives, Business Retention & Expansion and Citizen & Community Engagement components of the plan. The tiers are divided into three different categories based on timeframe to implement:
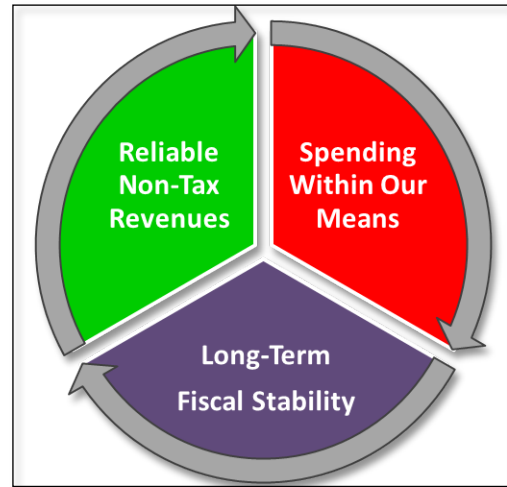

- **Tier 1: 1 to 3 Years**
- **Tier 2: 4 to 7 Years**
- **Tier 3: 8 Years and beyond**
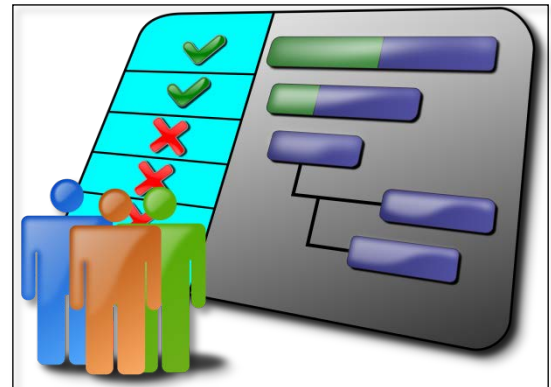
The tier rankings are used in the development of department work plans as well as the Capital Improvements Program (CIP). In fact, the Capital Improvements Program (CIP) planning process begins and ends with projects recommended by all master plans in the City's comprehensive plan. Annually, as part of the City's budget process, city staff analyzes the adopted master plans and develops a comprehensive list of projects with preliminary cost estimates for inclusion in the proposed departmental budgets and the CIP.

The proposed departmental budgets and CIP are submitted to the City Manager's Office and the CIP Technical Committee (department directors), who will evaluate the requests based on a number of City Council priorities including this master plan. The priority tiers that were developed during this master plan will help guide future members of the City's boards and City Council when making decisions related to the adoption of the City's annual operating budget and the CIP.

While these tiers provide the ideal order of implementation and desired priority for the economic development recommendations, all recommendations are subject to available funding during the given budget year.

Tourism Recommendations

		Tourism Market				
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T1	Establish a thorough understanding of Southlake's tourism market and resulting targeted visitor segments.	Conduct a deep analysis of both supply and demand for Southlake's tourism products to include individual sections on market demand, Southlake's visitor profile, asset / attractions inventory, and tourism capacity building. Conduct a hotel saturation study.	B3	6.5, 11.3	EDT	1
T2	Proactively seize opportunities and anticipate threats and challenges through ongoing analysis of qualitative and quantitative data.	Establish and monitor tourism asset and market segment performance data to include metrics that: • communicate the health and economic vitality of such assets in Southlake; and, • monitor Southlake's visitor profile in relation to actual visitor profile data. Provide monthly reports for established metrics. Establish protocols for storage and sharing of data.	B3	6.5, 11.1	EDT	1
T3	Lead city-wide efforts to incubate a wide range of events that deliver year-round economic contributions.	Conduct analysis of event market to understand peak and non-peak periods, competing events and opportunities for cooperative marketing. Establish methodology to understand return on investment for all major events and implement the use of funding application and reporting templates.	B3	6.5, 11.5	EDT	1

			Visitor Acquisition				
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T4	Understand Southlake's brand identity and visibility as a potential tourism destination.	Create an assessment tool and on a biennial basis, conduct marketing and brand identity assessment to understand the reach and impact of our messaging.	B3	6.5, 11.1	CMO (OMC)	2
T5	Use qualitative and quantitative research methods to measure visitor acquisition success and make ongoing adjustments to marketing, public relations and sales strategies.	Establish and monitor marketing, public relations, and sales performance metrics.	B3	6.5, 11.1	CMO (OMC)	2
T6	Reach potential visitors with branded, consistent, meaningful communication.	Conduct a gap analysis on the City's branding efforts and create and implement an integration action plan.	B3	6.5, 11.1	CMO (OMC)	1
T7	Ensure all communication efforts are aligned with target market segments and fully integrated across all channels to maximize impact and reach of messaging.	Define areas of strategic focus needed to build and market Southlake as a destination brand and develop an action plan for each area of focus (objectives, tactics, timelines, budgets and metrics). Develop a brand communication strategy that will guide execution teams in the development of a communication and marketing plan. Create and implement a communication and marketing plan that identifies strategic messages, associated implementation channels and key accountability indicators. Plan should be updated biennially, at a minimum.	B3	6.5, 11.1	CMO (OMC)	1
T8	Engage visitors through strategic, conversion-based and user-friendly multi-channel experiences.	As defined in the annual communication and marketing plan, implement a traditional, digital and social media advertising program to reach target markets that drives traffic to VisitSouthlakeTexas.com and campaign-specific landing pages.	B3	6.5, 11.1	CMO (OMC)	1

			Visitor Acquisition				
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T9	Reach potential visitors with unique promotional activities that support and communicate the brand personality.	Develop seasonal and brand campaigns consistent with creative platform and campaign messaging, ensuring campaigns are consistent with research findings. Such campaigns should be included in the annual communication and marketing plan described in T7.	B3	6.5, 11.1	CMO (OMC)	2
T10	Incorporate emerging mobile trends and state of the art technology to create connections and engage potential visitors.	Develop a process to: • Annually identify technology opportunities that will have a measurable impact on visitor acquisition, and to • Review, analyze, fund and integrate emerging technology.	B3, B6	6.5, 11.2	CMO (OMC)	1
T11	Proactively manage Southlake's destination reputation through public relations, rankings and other third parties who influence the travel consumer.	As defined in the annual communication and marketing plan, implement media relations programs to communicate events and attractions to writers and editors of consumer travel, trade travel, and general consumer magazines and broadcast programs—as well as to newspapers and to editors of the local media.	B3	6.5, 11.1	CMO (OMC)	2
T12	Engage target audiences through strategic direct sales efforts.	Implement a strategic direct sales program that communicates brand attributes to target audiences. Program should include : • Development of communication materials that speak to diverse groups within niche target markets. • Update and improve Southlake's proposal template to respond to leads more quickly and effectively. • Create a sales-presentation template to showcase Southlake to leads.	B3	6.5, 11.2	CMO (OMC)	2

Visitor Acquisition						
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T13	Ensure Southlake is "top of mind" with target audiences by creating a strong network of relationships that will generate high quality leads and bookings.	Implement a customer relationship management (CRM) tool to ensure development and maintenance of relationships with corporate and social meeting / event planners.	B3	6.5, 11.6	CMO (OMC)	1
T14	Establish brand recognition and a presence in target international markets.	Create and implement a multi-channel foreign individual traveler awareness campaign to draw international visitors and increase top of mind awareness about Southlake as an ideal destination.	B3	6.5, 11.1	CMO (OMC)	1
T15	Increase brand recognition and a presence in target leisure and business markets.	Create and implement leisure and business traveler awareness campaigns to draw tourists from target markets.	B3	6.5, 11.1	CMO (OMC)	2
T16	Grow numbers, revenues and visitor satisfaction by delivering a strong value proposition to our partners.	Establish partnership agreements with local hotels. Identify partnership opportunities as an element of the communication and marketing plan.	C5, B3	6.5, 11.6	CMO (OMC)	1
T17	Maximize tourism opportunities through the promotion of experiential and niche tourism opportunities.	Implement tourism and marketing elements of target industry recommendations in the Economic Development Master Plan, i.e. culinary hub, medical destination, health and wellness, etc.	B3	6.5, 11.4	CMO (OMC) / EDT	1
T18	Support collaborative efforts to market our community through partnerships with Southlake arts groups and festival organizers.	Review and update, if needed, the City's Community Events Participation Policy.	B3	6.5, 11.5	CMO (OMC)	2

Visitor Retention						
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T19	Establish an ongoing, thorough understanding of the visitor experience.	Facilitate a Visitor Experience Assessment to evaluate Southlake from a visitor perspective with a focus on five areas of interest (overall appeal, wayfinding / signage, customer service/professionalism, visitor amenities and visitor information). Based on findings from the Visitor Experience Assessment, develop a plan designed to address identified gaps and implement improvements to deliver outstanding and uniquely Southlake hospitality experiences. Develop and administer intercept surveys (in addition to event surveys) as a means for keeping in touch with visitor interests and documenting needs or concerns. Establish and conduct an on-going consumer research program to more effectively design messaging strategies to address target markets.	B3	6.5, 11.2	CMO (OMC)	2
T20	Enhance the visitor experience through the provision of visitor amenities.	Assess and develop a strategy for a visitor services center that could offer serviceable amenities for guests. Center could have single or satellite locations and could also include amenities such as public restrooms and serve as a type of "visitor concierge." Provide ongoing funding for maintenance and expansion of free public Wi-Fi in Town Square and other visitor-centric locations. Provide continued investment in enhancing public spaces through the installation of public art. Provide funding for and promotion of an alternative mode of transportation with stops at key locations in the City. To the extent possible, HOT funding should be offset by partnership revenue and sponsorship opportunities.	B3	6.5, 11.2	CMO	2

Tourism Master Plan

No.	Recommendation / Policy	Implementation Metric	Strategic Link	VGO Link	Department	
T21	Maximize collaboration with partners to develop an optimal visitor experience.	Create a strategic partner inventory and identify partnership opportunities to ensure we are cross-promoting the many visitor experiences in our destination. Create and implement a program that creates brand-consistent customer experiences— supporting outstanding service to visitors through training, evaluation and rewards.	C5, B3	6.5, 11.6	CMO (OMC)	2
T22	Provide a welcoming experience at key visitor portals such as the airport, hotels and other first impression contact points.	Create an inventory of key visitor portals. As an element of the Visitor Experience Assessment identified in T19, ensure that assessment includes soliciting opinions from visitors at identified key visitor portals.	B3	6.5, 11.2	CMO (OMC)	2
T23	Incorporate emerging mobile trends and state of the art technology to create connections and engage current visitors.	Develop a process to: • annually identify targeted investments in strategic technologies and services that will have a measurable impact on visitor retention, and to • review, analyze, fund and integrate emerging technology. (companion to T10)	B6	6.5, 11.2	CMO (OMC)	1
T24	Engage the community and other third parties as brand advocates.	Creating a sustainable advocacy program that motivates Southlake's happiest customers to promote the brand.	B3	6.5, 11.4	CMO (OMC)	2
T25	Increase the economic impact of visitors	Create methodology to assess the economic impact of visitors and return on investment of public funds. Conduct a sales tax study to understand visitor spending patterns. Establish and monitor performance metrics that measure visitor economic impact and return on investment.	B3, F3	6.5, 11.4	CMO (OMC), FIN	1

Tourism Master Plan

		Economic Impact and Return on Investment				
No.	**Recommendation / Policy**	**Implementation Metric**	**Strategic Link**	**VGO Link**	**Department**	**Priority Tier**
T26	Facilitate strategic investment of Hotel Occupancy Tax funds to attract and retain visitors.	Create clear Hotel Occupancy Tax fund guidelines that are aligned with State expenditure requirements and meet the objectives of the City in attraction and retention of visitors. The guidelines should be structured to allow quantifiable measures to determine City investment as well as impact on preferred quality of life benefits.	B3,F1	6.5, 11.3	FIN	1