



20 23

B U S I N E S S P L A N



EXECUTIVE SUMMARY

On behalf of our association Board of Directors and Destinations International Foundation Board of Trustees, along with the entire team at Destinations International (DI), I am pleased to present our 2023 Business Plan.

Driven by our global membership, DI's goal is to provide destinations with the knowledge and tools they need to be successful. Through our four pillars of professional development, advocacy and research, destination tools and community, we passionately serve our membership and partners. Each year we identify strategic issues that our industry is facing, then create organizational goals to provide education and resources to assist our members in tackling these issues. Additionally, we continue to look for ways to expand our overall membership offerings.

Enclosed you will find our plans that will set the bar for our team and the travel and tourism sector in 2023 and beyond.

Thank you for your continued support.

Sincerely,

A handwritten signature in black ink that reads "Don Welsh". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

DON WELSH

President and CEO

Destinations International

WHAT WE DO

ABOUT US

Destinations International is the world's largest and most reliable resource for destination organizations. In short - DI educates, equips, and empowers our members to grow the success of their destinations and to excel professionally. Membership grants access to a wealth of important industry resources, access to educational opportunities and exclusive benefits.

PURPOSE STATEMENT

We believe that destination organizations positively impact local communities as a dynamic place to visit, live and work. As such, Destinations International, the global association for destination professionals, elevates tourism by educating, equipping, empowering, and connecting its members to better fulfill their missions and achieve positive results around the world.

SERVICE STANDARDS

- We deliver value at every level of our members' organization
- We provide the most sophisticated and focused professional development for destination organization professionals in the world
- We host the most comprehensive and accessible networking events in the industry
- We create the industry's most trusted tools to bolster our members' impact on their communities
- We provide inspiration and the tools and professional development for our members to advocate on their own behalf and of the industry as a whole
- We stay focused on the travel industry's big picture without sacrificing the details important to the entry level destination organization professional

OUR CORE PILLARS

COMMUNITY

Destinations International fosters a strong, global community of professionals and promotes the exchange of information, knowledge, and best practices. Our over 800 member organizations and business partners from across the globe connect to exchange knowledge, best practices, and network with each other to help their individual communities thrive.

ADVOCACY & RESEARCH

Destinations International is the collective voice of destination organizations, empowering destinations on issues big and small. We strive to be champions for our members and recognize the importance of keeping our members abreast of the challenges and opportunities presenting themselves in the marketplace. DI educates, equips, and empowers its members to advocate on behalf of their destination organizations and their destination communities. We use our collective voice to elevate and advance the mission, goals, and efforts of destination organizations. Destinations International is constantly expanding industry knowledge, introducing new ideas and developing forward-focused research and relevant data.

PROFESSIONAL DEVELOPMENT

We are the definitive resource for professional development within the destination marketing and management industry. We offer ongoing educational opportunities both in person and online and are committed to providing professional development and lifelong learning for our members.

DESTINATION TOOLS

Destinations International offers a suite of products built on best practices, insights, and research. We work to raise the effectiveness of destination organizations; increase relevancy among the destination's community; raise the level of professionalism through accreditation; and provide actionable best practices and strategies for the sustainable success of destinations.

2023 STRATEGIC GOALS

MAINTAIN ROBUST MEMBER AND PARTNER

ENGAGEMENT: Our mission is to empower our members so that their destinations excel. We do this by remaining relevant and addressing member needs, listening, appreciating differences, and finding common ground. Ongoing engagement between our members and our team, our members and their peers, and our members and industry partners are paramount to our association's success.

EXTEND OUR REACH: As the world's largest trade association for destination organizations, we will continue our efforts to increase our global footprint, raise the profile of both our industry and our individual members, and create tools and research to assist our members.

ENHANCE OUR CONTENT AND PROFESSIONAL DEVELOPMENT OFFERINGS:

As the definitive resource for industry content, professional development, and career advancement for the destination organization community, we will enhance our offerings, expand our delivery platforms, and enrich our content. To maximize the impact of our educational efforts, we will increase our integrated content approach across all Destinations International's delivery channels to meet our member's needs, industry requests, and our business objectives.

TACKLE OUR INDUSTRY STRATEGIC ISSUES THROUGH THE DEVELOPMENT OF RELEVANT CONTENT, EDUCATION, SOLUTIONS, AND TOOLS:

Our industry strategic issues represent significant global threats and opportunities that impact the direction of our industry and the success of our members. Each one of these issues is addressed in our activities, programs, and solutions developed in the areas represented by our core pillars.

PROVIDE LEADERSHIP AND RESOURCES FOCUSED ON EQUITY, DIVERSITY, AND INCLUSION (EDI):

DI recognizes and advocates the importance of cultivating a unified travel industry where everyone is welcome and where there is equitable access for all. Through meaningful collaboration, DI will clarify our EDI value proposition, resources, and service offerings for our membership.

CREATE A COMPREHENSIVE SUSTAINABILITY PLAN AND A ROADMAP TO DEVELOP MEMBER RESOURCES:

Sustainability is commonly described as having three dimensions: environmental, economic, and social. These plans can also be referred to as an ESG plan (environmental, social and governance). Knowing that tourism can play a significant role in delivering sustainable solutions for people, the planet, prosperity and peace, DI will seek to define what sustainable models look like for destination organizations and create educational content, tools and resources to benefit our global membership. The cornerstone of this effort will be to incorporate the United Nations' 2030 agenda that includes a set of 17 Sustainable Development Goals (SDGs). A visual can be found at the bottom of the following page.

The 17 SDGs and the corresponding 169 SDG targets offer the world a new direction and tourism can and must play a significant role in delivering sustainable solutions for people, the planet, prosperity and peace.

2023 STRATEGIC ISSUES

Our significant issues represent major industry or global matters facing our members that will impact the direction of our course and influence the chances of our success. While each one of these issues can be classified as a problem, in our response, each one of these represents a strategic opportunity.

As our capacity broadens globally, we have aligned these strategic issues with one or more of the United Nations Sustainable Development Goals (SDGs).

| Strategic Issue | SDG Alignment |
|--|---------------|
| ORGANIZATIONAL STRENGTH & RESILIENCE Includes funding, staffing, and tourism represented in the regional economic development plans. | 8 11 |
| VALUES BASED ACTION Includes resources to prove value & accountability for destination organizations. | 9 11 |
| COMMUNITY ALIGNMENT & ENGAGEMENT Includes resident sentiment. | 9 |
| EQUITY DIVERSITY INCLUSION Includes social justice, welcoming & belonging. | 5 10 11 |
| DESTINATION STEWARDSHIP & SUSTAINABILITY Includes regeneration strategies. | 12 13 14 15 |
| WORKFORCE DEVELOPMENT Includes affordable housing & transportation. | 4 8 10 11 |
| CRISIS RESPONSE Includes crime & safety, boycotts & bans, climate. | 3 11 |
| THE EVOLUTION OF DIGITAL PLATFORMS Includes A.I. and Metaverse. | 9 |

United Nations' 17 Sustainable Development Goals (SDGs)



NEW RESOURCES COMING IN 2023



Refresh DI's brand and evolve mission and value proposition to new purpose statement to further establish the organization as the world's largest and most trusted resource for destination organizations.



Update and refresh the DI website to enhance member experience and create easy access to content and resources.



Redevelop email communication strategy to become more relevant and personalized for our members.



Develop an RFP Portal: an online portal to allow destination organization members to post relevant RFPs (requests for proposals) and connect with our large community of business partners.



New certificate programs will be focused on onboarding, upskilling, and reskilling the shifting workforce within destination sales and services teams.

- **Intellectual Capital Certificate Program** (to launch in 2023): Intellectual Capital is a topic that is increasing in the convention sales and services process. With attendee and event strategist sentiments continuing to morph, it is more important than ever that a destination be able to approach those conversations with a strategic and structured outline of what sets their destination apart in corresponding industries and how those assets can be leveraged. This certificate program will cover:
 - How to define a destination's intellectual capital
 - How to classify a destination's intellectual capital and understanding the corresponding tools
 - How to create a strategy around the destination's capital
 - How to establish and maintain the local relationships needed and how to articulate the value of the CVB/events to your community partners
 - How to identify indicators, measure success, and provide reporting that is of value to different stakeholders
 - How to extend the value of your destination's capital to the meeting planner
 - **Business Intelligence Certificate Program** (to launch late 2023/early 2024) consisting of Sales, Services and MarCom training as it relates to group business.
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New certificate programs focused on Equity, Diversity & Inclusion:

- **Programmatic Implementation** (to launch in 2023) – This certificate will align with the EDI implementation workbook to guide participants through each section of the workbook with the goal of creating sustainable EDI practices within the destination organization. It will be designed for all staff levels to understand different facets of EDI in a destination organization. The workbook and certificate modules will cover:

- The defining of EDI
- How to develop an EDI strategy
- Building an inclusive work environment
- Identifying and building trust with community investors
- How to develop inclusive marketing strategies and inclusive sales strategies
- Case studies, templates and checklists will be provided to assist participants with practical application.
- **Fundamentals of EDI Certificate** (to launch late 2023/early 2024) will be self-paced with monthly check-ins and available for members to understand and apply core EDI concepts in a professional setting.



Create a formal membership referral program.



Create event and professional development scholarships for members from smaller destination organizations. This program will include a limited number of scholarships to the Annual Convention, CDME and most DI Summits. [Click here](#) for more details.



Release of the **2023 editions of the Canadian and USA Resident Sentiment Study.**



Release of a **2023 edition of a Canadian Accommodations Tax Study.**



Release of the **2023 Edition of the Global DestinationNEXT Futures Study.**



A refresh of the **Destination Promotion Awareness Campaign** including new toolkits and resources.



Release of an updated and expanded version of the 2014 report: Destination Promotion: An Engine of Economic Development.



Release of “Field Guides” answering the question “How do I implement X?” in the areas of Community Shared Value, the Tourism Advocacy Lexicon, and An Advocacy Plan Template.



Development of a Destinations International Policy and Response Roadmap outlining how DI will engage, educate, and build tools and resources in the areas of sustainability and regenerative tourism.

2023 EVENTS

- FEB** **MARKETING & COMMUNICATIONS SUMMIT**
February 13-15, 2023
Norfolk, VA
- MAR** **SPRING CDME COURSES**
March 4-7, 2023
National Harbor, MD
- BUSINESS EVENTS INDUSTRY WEEK & SHOWCASE**
March 7-9, 2023
National Harbor, MD
- CONVENTION SALES & SERVICES SUMMIT**
March 9, 2023
National Harbor, MD
- APR** **CEO SUMMIT**
April 3-5, 2023
Greater Victoria, BC
- JUL** **SUMMER CDME COURSES**
July 15-20, 2023
Dallas, TX
- VISITOR SERVICES SUMMIT**
July 18, 2023
Dallas, TX
- ANNUAL CONVENTION**
July 18-20
2023, Dallas, TX

- OCT** **FALL CDME COURSES**
October 7-10, 2023
Little Rock, AR
- BUSINESS OPERATIONS SUMMIT**
October 9-11, 2023
Little Rock, AR
- EDI SUMMIT**
October 10-11, 2023
Little Rock, AR
- ADVOCACY SUMMIT**
October 10-12, 2023
Little Rock, AR
- NOV** **FALL CDME COURSES**
November 17-20, 2023
Ottawa, ON, Canada
- DEC** **Q4 BOARD MEETING**
Date & Location TBD
- PAC MEETING**
Date & Location TBD

2023 DEPARTMENTAL GOALS & OBJECTIVES



MEMBERSHIP GOALS

- Continued focus on member engagement and retention.
- Strengthen on-boarding for new members by developing an ambassador pairing program and promoting the DI mentorship program.
- Creation of a Membership Engagement index to identify areas of growth and potential increased participation in events, products, and education.
- Continue to develop new membership acquisition strategies for destination organizations globally, state/province/regional associations, indigenous and tribal councils, as well as colleges and universities.
- Encourage new member acquisitions through a membership referral program.



Committees & Task Forces

The Membership department will work with the following committees to increase membership engagement, satisfaction, and identify priorities and resources needed:

- Membership Committee
- Small Destination Organizations Sub-Committee



Evaluation & Metrics

- Member retention.
- Destination organization membership growth across all dues categories.
- Increased member engagement in association products and services.
- Meet annual membership revenue goals.
- Annual membership survey responses.



GLOBAL DEVELOPMENT GOALS

- Continued growth of global community through a dedicated strategy that includes a four-step process of engagement, content, usage of tools and professional development opportunities, and membership.
- Increase global attendance and participation at DI events.
- Enhance and develop key educational programs, services, and content across the organization to be inclusive of global destination needs and strengthen our global value proposition.
- Continue development of new Canadian Destination Leadership Council.
- Further development, refinement, and implementation of a “pathfinder” strategy in Europe, Latin American and other regions of the globe to identify needs, DI value proposition and a road to membership.
- Establish event and organizational partnerships to introduce professional development, research, and tools to potential global members.
- Ensure the 2023 DNEXT Futures Study is even more global in reach.



Committees & Task Forces

The Global Development department will build greater engagement with our global community and support the development of relevant global content and programs working with the following committees:

- Global Leadership Committee
- European Pathfinders Programme Committee
- Canadian Destination Leadership Council



Evaluation & Metrics

- Increased global engagement (content, meetings, and membership).
- Participants in pathfinder programs and progress in leading to tools usage, professional development, and full membership.
- Increased global engagement and adoption of professional development offerings including Certified Destination Management Executive (CDME) and Professional in Destination Management (PDM), products, programs, and services, including Destination Marketing Accreditation Program (DMAP) and Event Impact Calculator (EIC).
- Increased global attendance and participation in DI events and programs.



PARTNERSHIP GOALS

- Continued focus on partner and business member retention.
- Generate new opportunities for partner activations and engagement.
- Continue strong revenue growth for the Association and Foundation.
- Develop on-boarding process and increased sponsor opportunities for business members.
- Develop marketing tools to communicate the partner value proposition to prospects and destination organization members.



Committees & Task Forces

The Partnership team works directly with the Partner Advisory Council to provide guidance regarding programs, activities and policies affecting the supplier community, for the greater benefit of the entire organization.



Evaluation & Metrics

- Partner and Business Member retention.
- Revenue growth from existing and new partners/business members.
- Increased engagement, communication, and satisfaction.
- Meet annual partnership revenue goals.
- Strong engagement of Partner Advisory Council.



MARKETING & COMMUNICATIONS GOALS

- Refresh DI's brand, mission, and value proposition to further establish the organization as the world's largest and most trusted resource for destination organizations.
- Develop, lead, and implement an integrated strategic marketing and public relations plan that promotes the association's value, brand, products, events and thought leadership globally.
- Create various resources and marketing strategies for the membership, global, partnership, events, education and products departments to assist in growth strategies.
- Position DI as the recognized global thought leader in the travel and tourism industry by cultivating and managing media relationships and content communications including social media.
- Lead corporate communications by providing staff with a cohesive voice when speaking about DI and our industry.
- Support implementation of our Business Events Strategy and various awareness campaigns to drive awareness of destination organization's value proposition.
- Redesign the Association website to enhance user experience, better communicate DI's value voice and resources for the industry.
- Redevelop email communication strategy to become more relevant and personalized for our members.
- Create an email campaign for prospective members, both globally and in the U.S., including state/regional/province tourism offices.
- Increase the use of video content.
- Integrate content across all communication channels.
- Increase use of data and analytics across the organization and adjust strategies as necessary.



Committees & Task Forces

The Marketing & Communications department will engage and support:

- Public Relations and Communications Committee
- **NEW** Marketing Professionals Task Force



Evaluation & Metrics

- Revenue growth across membership and destination products.
- Professional development and event revenue and attendance growth.
- Online engagement growth and effectiveness: Website Engagement, Email Engagement, Social Media Engagement.
- Public relations & media inclusions.



PROFESSIONAL DEVELOPMENT GOALS

- Change department name from “Education” to “Professional Development” in order to underscore the professional nature of our industry.
- Improve, expand, and enhance content and professional development offerings that help members address emerging business opportunities and threats. Includes developing new subject specific certificate programs and enhancing and updating PDM program.
- Utilize committees to build peer-curated content that targets specific segments within the destination organization community for all DI events.
- Develop educational offerings that help members address emerging business opportunities and threats.
- Continue to review all event surveys to pull out themes regarding future desired content, format structure, general feedback, etc. that will help improve DI educational offerings and events.
- Continue to work with the partnership and event teams to create valuable partner engagement and activations.
- Champion the Destinations International Business Events Strategy and ensure all stakeholders are aligned to execute tactics and initiatives. Work with MarCom team to leverage media partnerships to support the strategy. Create content and public promotion of quarterly campaign initiatives as follows:
 - Q1: RFP of the Future
 - Q2: Attendance Building
 - Q3: Site Visits
 - Q4: Contracting and DBA
- Ensure that all professional development offerings align with the needs of our membership as a whole, i.e., global, EDI, small vs large organization, budget size



Committees & Task Forces

The Professional Development department works with the following committees and task forces to create, administer, and evaluate industry-related content:

- Professional Credential Program Committee (CDME Board)
- Professional Development Committee
- Convention Sales & Services Committee
- Large Market Roundtable
- Planner Influencer Board
- 30 Under 30 Alumni Council
- Individual Summit Planning Committees



Evaluation & Metrics

- CDME program engagement and enrollment/attendance.
- PDM program engagement and participation.
- Execution of and member participation in new certificate programs.
- Increased revenue, content, and engagement of Online Learning Center.
- Number of new educational partnerships.



MEETINGS & EVENTS GOALS

- Design and execute profitable, high impact and highly rated events.
 - Adapt Equity, Diversity, and Inclusion principles into the meetings and professional development process to ensure events are well designed, inclusive, and welcoming for all.
 - Continue to review all event surveys to construct themes regarding desired experience, format structure, general feedback, etc. that will help improve all DI events.
 - Collaborate with PCMA and constituent groups to design and produce a successful Showcase event and Business Events Industry Week.
 - Continue to work with the partnership and professional development teams to create valuable partner event engagement and activations.
 - Expand contracting window for future DI events and confirm 2024 event calendar by the end of third quarter.
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Evaluation & Metrics

- Participant survey results and satisfaction ratings for all DI events.
- Budget expense management for all events.
- Meet or exceed all event revenue and attendance goals.



ADVOCACY & RESEARCH GOALS

- Promote the role of destination organizations through expansion of the Destination Organization Awareness Campaign, relations with associations of elected officials, and other means.
- Create and distribute new and relevant research including the release of the 2023 DNEXT Futures Study, a refresh of the 2014 “Destination Promotion: An Engine of Economic Development” report and new editions of the Canadian and United States resident sentiment studies.
- Develop a DI sustainability plan outlining approach and new member resources to be created.
- Create and distribute new and relevant global content using a “Plaid” approach that overlays both horizontal (by topic) and vertical (by position) focuses.
- Develop resources (public, member-only, and for-purchase) for emerging and strategic issues including travel bans, becoming a community shared value, advocacy lexicon, legislative trends, funding, and others.
- Assist in further development of a resource library for destination organizations including the leveraging of destination organization and partner research.
- Continue to improve the Advocacy Summit and committee activations.
- Continue to identify and report on political and social trends that can affect destination organizations.
- Continue to make the 2023 DestinationNEXT Futures Study global in reach and expand content that is relevant across the world.



Committees & Task Forces

The Advocacy team works with the following committees and task forces to recommend partnerships, best practices, and resources for DI members to communicate the value and impact of destination organizations to their leadership, stakeholders and community.

- Advocacy Committee
- Organization Accreditation Program Committee (DMAP Board)
- **NEW** Community Connection Professionals Task Force



Evaluation & Metrics

- Readership, downloads/forwards, and comments/discussions on posted content.
- Annual Convention and Advocacy Summit survey ratings.
- Destination Organization Awareness Campaign goals: participating members; elected official saturation; reuse by elected officials of content; press coverage of campaign.
- Participation of new Advocacy Field Guides.
- Growth of Advocacy Summit.



EQUITY, DIVERSITY, AND INCLUSION GOALS

- Clarify our EDI value proposition, resources, and service offerings for our membership.
- Review internal departmental verticals through an EDI lens.
- Growth in participation of EDI Assessment Tool.
- Develop and launch a dedicated EDI Summit.
- Growth of EDI professional development offerings for various levels of experience (certificates and continuing professional development series).
- Development of EDI implementation workbook.
- Increase opportunity for members to share their EDI related best practices and experiences.
- Development of 'Tourism for All' pilot program.
- Increase global messaging about EDI through a welcoming and belonging lens.
- Proactively engage various identities within our membership and outside of our current membership to ensure underrepresented/marginalized perspectives are included – (i.e. Indigenous peoples, Canadian members, global perspectives, different abilities, IGLTA, etc.).
- Formalize structure of HBCU scholarship program and launch first cohort of recipients with funding and industry support.
- Explore opportunities to develop an EDI-related accreditation module in conjunction with DMAP.



Committees & Task Forces

The Equity, Diversity & Inclusion Committee leads strategic planning and programmatic initiatives that will impact structural social change for the benefit of destination organizations and their communities globally.



Evaluation & Metrics

- Develop website messaging and marketing assets that are clear and easy to understand.
- EDI related concepts are integrated into departmental verticals.
- Increased participation of EDI Assessment Tool and reports purchased.
- Meet revenue goals for EDI professional development and summit.
- Downloads of EDI implementation workbook and application of workbook modules into destination development strategies.
- Increased inquiries and engagement on sharing stories across membership (via blog, podcast, other marketing opportunities).
- Develop the 'Tourism for All' program model to be a replicable offering for members.
- Increase of our global EDI thought leadership footprint.
- Increase of perspectives in EDI committee and educational programming.
- Increase in industry support for HBCU scholarship program.



OPERATIONS & ADMINISTRATION GOALS*

- Adopt and embrace new internal service standards focused on improving internal and external customer service.
- Implement live phone answering service (external)
- Improve response time for customer emails (external)
- Reestablish helpdesk and issue management (internal)
- Identify efficiencies in processes and operations across all departments at DI and manage all organizational policies and procedures.
- Engage staff, board, and DI members of all backgrounds and abilities in an equitable and inclusive manner.
- Support the Association and Foundation's engagement and EDI goals related to Board and Committees participation in day-to-day management and recruitment.
- Coordinate quarterly board meetings for the Association and Foundation.
- Ensure DI staff is adequately trained in all necessary software and provide additional training as needed.
- Responsible fiscal execution and budget control and develop an official reserve policy.
- Maintain a modernized IT infrastructure that enables proper functionality, security, and required software updates with seamless access to information resources in a remote environment.
- Improve data integrity in the association management system and work with departments to create needed reports.
- Refresh, implementation and management of Human Resources policies and procedures.
- Identify opportunities to enhance internal culture and define DI culture statement.
- Expand DI's internal on-boarding process and employee evaluation procedures.
- Transition to new audit firm by leading Audit Committee through the selection process and ensuring smooth hand-off of data with prior audit firm. Ensure that vendor diversity is present in the selection process.
- Engage the BizOps Task Force to create content and engagement for the four disciplines represented. Create venues for collaborative exchanges and education to occur. Assist the Planning Committee with program content for the BizOps Summit.

Continued on next page

**includes Operations, Administration, Governance/Board Development, Finance, HR & IT*



Committees & Task Forces

The Operations & Administration departments engage and support:

- Association Board of Directors
- Audit Committee
- Awards Committee
- Executive Committee
- Finance Committee
- Governance & Nominating Committee
- **NEW** Business Operations Professionals Task Force



Evaluation & Metrics

- Clean Audit
- Well documented standard operating procedures for operations and administration processes.
- Full utilization of Human Resources Management System (HRMS)
- Completion of internal EDI and Culture Survey
- 2023 Employee Handbook refresh
- Execution of quarterly board meetings that achieves all legal and fiduciary requirements along with an engagement strategy to ensure the active participation of all board members
- Management of all board and fiduciary committee communications and special projects



DESTINATION TOOLS GOALS

- Continue to build a comprehensive portfolio of products and tools for the industry.
 - Maintain, update, and improve in-house data platforms - Compensation and Benefits Report, Destination Organization Performance Reporting, and Equity, Diversity & Inclusion Assessment.
 - Evaluate the user experience of current platforms and respond with appropriate improvements, education and demo opportunities.
 - Work with marketing department to refresh the brand and promotional efforts of all DI products and tools.
 - Achieve growth in offerings, subscribers, and revenue.
 - Refresh and update the DMAP accreditation program and evaluate additional accreditation opportunities.
 - Continue to development ways to promote partner revenue share and royalty programs.
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Evaluation & Metrics

- Participation growth of each Destination Product.
- Revenue growth.
- User satisfaction survey results.

DESTINATIONS INTERNATIONAL FOUNDATION

ASSOCIATION VS. FOUNDATION

The Destinations International Association and Foundation are two legally distinct organizations which complement each other. The Association, the larger of the two, holds the collective history of our industry and focuses on the daily needs of our destination organization and business members in today's world. Whether the facilitating the community of our members, advocating for our place in the ecosystems of our communities, researching the issues before us or developing professional development for our workforce, the Association concentrates on today and the matters at hand.

The Foundation focuses on tomorrow. It innovates new ideas and ways of doing things and incubates new tools and resources to improve the efforts of our members. It launches and manages future-facing programs and initiatives, develops next-generation education and tools, and fosters short- and long-term cooperative relationships around the globe on behalf of the Association. It is our industry's think tank and research and development arm. It is an investment in the further professionalism of our industry and increasing the impact of our efforts.

The Foundation's efforts are guided by and support the strategic goals of the Association. In exchange, the Association's staff manages the Foundation and supports its fundraising efforts.

2023 FOUNDATION GOALS

- Fund projects that support the goals of the Association in the areas of Industry Advocacy & Research, Equity, Diversity & Inclusion, Global Engagement and Professional Development including:
 - Revisit the 2014 "Destination Promotion: An Engine of Economic Development" report.
 - 2023 Edition of the DestinationNEXT Global Futures Study.
 - 2023 Canadian Resident Sentiment Study.
 - Destination Awareness Program (including USCM relationship).
 - Development of EDI tools and programs.
- Continue development of the 30 Under 30 Leadership Program to include leadership training, a sustainable funding strategy and robust alumni network.
- Launch a pilot Destination Organization Scholarship Program to DI Events aimed at small destination organizations and new global members.
- Continue the development of the Foundation Think Tank approach to address current issues.
- Continued growth and participation in the annual fundraising campaign, auctions, and designated Foundation initiatives.

COMMITTEES & TASK FORCES

The Foundation has the following standing committees and task forces:

- Foundation Board of Trustees
- Development Committee
- Audit Committee
- Executive Committee
- Governance & Nomination Committee
- Grants Committee

DESTINATIONS INTERNATIONAL TEAM



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