

**Jefferson County Board of Tourism
Proposal for Creative Insight Community Development (CICD) Services
June 26, 2021**

Comprehensive: The Jefferson County Tourism Caucus was held on March 19, 2021. This meeting was convened to bring together key stakeholders from across the community who are involved in tourism- and lifestyle-related activities in an attempt to establish a) better communication across disparate organizations, and b) to develop the beginnings of a strategic vision about how the community can work inter-organizationally to support tourism in Jefferson County. In this meeting, it became clear that there were multiple opportunities for collaboration, but very little effort had been made to consolidate or coordinate efforts. Gaps in marketing strategy were also identified. An interest was expressed by the group in improving both marketing and strategic operations across these allied organizations.

Convening Stakeholders: To remedy this situation, action was suggested along two pathways. First, Content-1 Marketing (Louisville, KY) will work with these same key stakeholder groups to develop a strategy around marketing, segmentation, content, measurement, evaluation, and benchmarking. Second, Creative Insight Community Development (CICD) of Madison be retained to develop a strategic vision for the tourism alliance, focusing on the “why” of the group, and a plan for how these independent groups can work together effectively. These are highly synergistic activities that can be accomplished using the same stakeholder groups, often during the same meetings.

Key stakeholders include — but are not limited to — the Madison Area Arts Alliance (MAAA), Madison Main Street (“Main Street”), Visit Madison, Inc. (VMI), the Madison Area Chamber of Commerce (“the Chamber”), Madison Music Movement (M3), Jefferson County Historical Society (JCHS), Historic Madison, Inc. (HMI), and the City of Madison (“the City”). Through the proposed process, the stakeholder group will be encouraged to expand to include key tourism- and lifestyle-oriented businesspeople, involved citizens, and other groups who can make a positive contribution.

Goals and Deliverables: At CICD, we believe that all planning efforts should be aimed at fast, feasible, and impactful collective action, and should never just sit on the shelf. Our processes use evidenced-based approaches to overcome common barriers to community action, and to getting results and outputs *fast*. The key goals of our engagement are as follows:

- 1) **Goal:** To review findings from the March 19, 2021 meeting.
- 2) **Goal:** To clarify the “why” of the allied group — the key motivating principle for participation and action.
- 3) **Goal:** To map the current network and linkages of participants, their core competencies, and to identify potential gaps in the network that can inhibit action.
- 4) **Goal:** To identify local opportunities for collective action, and gaps and needs that can be filled by the collaboration.
- 5) **Goal:** To develop useful terminology around investment in Madison’s creative, tourism, and lifestyle-oriented assets.

The accomplishments of goals 1) through 5) will lead to the creation of the following deliverables:

- 6) Deliverable: To formalize a strategic vision for the alliance, including findings from steps 2) through 5) above, a network map of the local tourism ecosystem, and a strategy guide for how groups can work together based on their core competencies and missions (i.e., “who to call” and “how to engage/collaborate” when work needs to get done).
- 7) Deliverable: To create a 3-year hierarchical action plan with appropriate sequencing, aggressive but feasible deadlines, and group accountability protocols.
- 8) Deliverable: To identify needs for staffing or consulting and the associated costs to implement the action plan, or to support the alliance going forward.

Structure of Engagement Meetings: CICD proposes a series of six meetings dedicated to the strategic vision and operations for the alliance. Meetings will include a diversity of stakeholders from across the community. We recommend 2-hour meetings. The proposed agenda is as follows.

- 1) Review of Progress and “Why” Exercise. This meeting will review progress made in the March 19, 2021 meeting as a starting point for discussion. The meeting will use the Golden Circle model to examine each participants’ “why,” or main motivator, for participating. As an icebreaker exercise, the group will discuss terminology: what do we call our “lifestyle” and “tourism” sectors locally? This connects with discussions about marketing and branding.
- 2) Strategic Vision — “Postcard from the Future” Exercise. Participants will describe their ideal Madison in 2030 through a tourism lens. Key themes will be thematically analyzed, and will serve as the basis for a strategic vision.
- 3) Network Mapping and Core Competencies. Participants will conduct a network mapping exercise to determine who works with whom, and what gaps in the network can be filled. The facilitation will focus on how organizations can work together best. Participants will discuss core competencies, near competencies, and activities to be avoided.
- 4) Opportunity and Gap Identification and Prioritization. Based on the strategic vision exercise in 2), participants will systematically identify opportunities for development, gaps, and needs that are beyond the scope of any one organization at the table. These opportunities will be prioritized and sequenced based on importance and complexity using CICD’s goal hierarchy matrix.
- 5) Solutions Broking, Short-Term Objectives, and Diversification. Combining the opportunity and gap exercise in 4) with the core competencies in 3), the facilitator will work with participants to organize solutions based on advantageous partnerships. The facilitation will then rely on key stakeholders to break down complex goals into short-term objectives, and to identify other stakeholders that should be at the table. A discussion will follow about ongoing needs that cannot be filled by the current team.
- 6) Refinement, Evaluation, Ownership, and Deadlines. With expanded attendance, stakeholder teams will refine the ideas from 5), set deadlines around short-term objectives, and assign ownership over those objectives. The facilitator will work with teams to develop KPIs tied to each goal, and accountability metrics for ongoing performance. Ongoing team capacity needs will be evaluated and considered.

Following the meetings, CICD will codify all data, analysis, and information into a coherent strategic vision and action plan.

Cost and Duration: 1,200.00 USD/month for six (6) months, which includes meeting facilitation, data analysis, and plan writing.

Facilitator: Dr. Michael W-P Fortunato is Founding Partner of CICD based in Madison, IN, with 15+ years experience in community and economic development on three continents.