

Berea Tourism Commission's Strategic Plan

2007

Mission Statement

"The Berea Tourism Commission, recognizing the City's unique history and its designation as the Folk Arts and Crafts Capital of Kentucky, promotes community and economic development and sustainability through the growth of the local tourism industry."

Vision Statement

"Berea will be a tourism destination that is a national model of sustainable tourism built on traditional and contemporary expressions of artisans, diversity, cultural authenticity, experiential learning, activities and recreation that appeal to people of all ages. When people visit Berea they will experience unique cultural expressions throughout the City including our shops, events, restaurants, parks, studios and lodging accommodations. The community of Berea embraces and supports tourism as a valuable community and economic asset."

Goals

The Planning Committee of the Berea Tourism Commission was encouraged to identify no more than six (6) goals that together encompass the full scope of work for the Commission. Five major goal areas were identified:

- 1. To develop a vibrant tourism industry, locally and regionally, that enriches our culture and economy.*
- 2. To improve the community's awareness about the importance of tourism and advocate a sense of public pride.*
- 3. To promote and demonstrate excellence in tourism services and hospitality.*
- 4. To market Berea as a tourism destination including where visitors spend more than one day.*
- 5. To support and promote tourism-related attractions, business development and events consistent with a tourism destination built upon traditional and contemporary expressions of artisans, diversity, cultural authenticity and experiential learning.*

Objectives

Objectives define how goals will be met. The Commission developed at least one objective for each goal.

Performance Measures

Performance measures define whether or not the objectives have been met. They must be tracked by the Commission throughout the year.

Goal #1

To develop a vibrant tourism industry, locally and regionally, that enriches our culture and economy.

Objectives

1. To create a Tourism District comprised of the incorporated area of the City of Berea;
2. To create an Artisan Tourism District uniting Old Town, College Square, and Chestnut Street into one defined artisan tourism district for marketing and promotion purposes;
3. To lead and support regional tourism initiatives as a beneficial strategy for growing Berea's market share;
4. To support and promote projects, events and activities that benefit tourism (activities, festivals, bikeways, pedways, and recreational programs).

Performance Measures

- a) Officially designate the incorporated limits of Berea as the Berea Tourism District. The full Tourism Commission is charged with the responsibility of managing and operating the Berea Tourism District, which includes the entire incorporated area of Berea;
- b) Officially designate the Artisan Tourism District to include Berea College, Chestnut Street, College Square, the Kentucky Artisan Center at Berea, and Old Town Artisan Village.
- c) Develop and operate an Artisan Tourism District Association with responsibility for the development of recommendations (standards, signage, C marketing, coordination, transportation, etc.) for the Commission's consideration and to serve as a conduit of information and ideas between the Commission and the Artisan District.

- d) Regularly disseminate information regarding Berea College activities and programs open to the public and of interest to tourists;
- e) Engage in collaboration with at least one partner to develop/promote/operate a shared opportunity that benefits Berea's tourism industry;
- f) Number and quality of projects, events and activities supported/promoted by Berea Tourism that benefit the local community and/or economy.

Goal #2

To improve the community's awareness about the importance of tourism and advocate a sense of public pride.

Objectives

1. Promote and operate an annual Tourism Summit Week that involves our community and stakeholders.
2. Promote tourism through school and youth programs in order to bring about youth awareness of the importance of tourism.
3. Support festivals, events and activities that contribute to both tourism and the local quality of life.

Performance Measures

- a) Schedule and operate annually a Tourism Summit Week involving our community and stakeholders;
- b) Number of people participating in the Summit and Summit activities;
- c) Quality and benefit of Summit programs;
- d) Establishment of a school/youth program;
- e) Number of students/youth participating in the program;
- f) Quality of the student/youth program;
- g) Number and quality of festivals, events and activities contributing to both tourism and the local quality of life.

Goal #3

To promote and demonstrate excellence in tourism services and hospitality.

Objectives

1. Provide excellent tourism services through customer service, hospitality and information dissemination available throughout the community;
2. Provide and maintain facilities that support tourism;
3. Provide, develop and implement a hospitality training program for local businesses;
4. Provide excellent coordination of events to leverage opportunity, and maximize attendance.

Performance Measures

- a) Distribution and delivery of up-to-date and accurate information in a customer-friendly manner targeting local tourism-related businesses (example: a monthly calendar of events/newsletter including Berea College activities open to the public.);
- b) Providing exemplary customer service that makes visitors feel special and well cared for;
- c) Operation of clean, safe facilities focused on customer satisfaction;
- d) Implementation of a hospitality training program;
- e) Widespread participation in the hospitality training program including service sector line employees such as restaurant servers;
- f) Scheduling and marketing, locally and regionally, maximizes opportunities, minimizes duplication, encourages staying over night, and as a result grows Berea's tourism market share (example, piggybacking on the 2010 games to distribute lodging opportunities in Berea).

Goal #4

To market Berea as a tourism destination including where visitors spend more than one day.

Objectives

1. Develop both an internal and external marketing plan including web-based applications;
2. Implement the marketing plan;
3. Advocate and implement programs that entice tourists to spend more than one day (such as Chautauqua performances, musical performances, local after 6 PM activities, and multi-day artisan workshops).

Performance Measures

- a) Distribution and delivery of up-to-date and accurate information in a customer-friendly manner targeting visitors (example: a monthly calendar of events/newsletter including Berea College activities open to the public.);
- b) Hire a qualified consultant to develop a marketing plan;
- c) Redesign the Berea website and update it regularly to keep the content fresh;
- d) Market Berea holistically by promoting the appeal of the entire community and tourism opportunities (including eco-tourism, adventure tourism, and service tourism).
- e) Increase the number of people visiting Berea through the marketing of Berea;
- f) Increase the number and quality of activities, programs, and events that entice tourists to spend more than one day;
- g) Number of tourists that spend the night in Berea

Goal #5

To support and promote tourism-related business development and events consistent with a tourism destination built upon traditional and contemporary expressions of artisans, diversity, cultural authenticity and experiential learning (hands-on demonstrations, workshops and training).

Objectives

1. Develop and operate a studio artist program.
2. Cultivate the development of a vibrant working artisan community.
3. Cultivate the development of programs and activities promoting our history and culture. (Examples might include interpretive signage, museum, and cultural events)

4. Support and assist in the development of tourism-related businesses.
5. Identify, develop and promote experiential learning opportunities including workshops, hands-on art in the schools, etc. using elder hostel and folk school examples as development models.
6. Develop and promote information and activities regarding the role of history and diversity in Berea.
7. Provide tourism-related businesses with business development support services through the Berea Entrepreneur Assistance Center, and the Small Business Development Center.
8. Recruit quality tourism-related businesses to Berea through the City's Economic Development Program.

Performance Measures

- a) The number of working artisans participating in the studio artist program;
- b) The quality of working artisans participating in the studio artist program;
- c) The diversity of working artisans participating in the studio artist program;
- d) The quality of the tourism experience through the studio artist program;
- e) The number of tourists that stay over night to participate in the studio artist program;
- f) The number, quality and participation of experiential learning programs;
- g) The quality of the experiential learning programs;
- h) The number of tourists participating in the experiential learning program who stay over night;
- i) The number and quality of interpretive signs and storyboards telling Berea's history;
- j) The number and quality of working artisans recruited to the City;
- k) The number of businesses assisted by the BEAC and the SBDC;
- l) The quality of the assistance provided by the BEAC and the SBDC;
- m) The number of new tourism business start-ups.

Assignment of Responsibility

The Berea Tourism Commission has created a new association, the Berea Artisan Tourism District Association to assist in the implementation of the strategic plan, the dissemination of information and the infusion of ideas for improvement.

The association will be structured as follows:

- Leadership by Co-Chairs, one from the Commission and one from that district
- Meetings will be held at least quarterly
- Clerical support provided by the Tourism Office
- Seven members, total

The Berea Artisan Tourism District Association will be delegated the authority to meet and make recommendations for consideration of the full Commission on topics related to the promotion and success of the Artisan Tourism District including standards, signage, marketing, coordination, transportation, events, etc.)

In addition, the Berea Tourism Commission has established assignments and Committee structure as follows:

- Tourism Week Committee (Tourism Executive Director & full Commission)
- Youth/School Committee
- Hospitality Committee
- Marketing Committee (Tourism Executive Director & full Commission)
- Studio Artist Committee
- Experiential Learning Committee

Tourism Commission Committees will typically be chaired by a member of the Commission. The Chair of the Committee will have the responsibility of developing a list of recommended members to be voted upon by the full Commission. No committee will have more than 8 voting members. Meetings are open to the public. Committee reports are made at each full Commission meeting. Each Committee is responsible for developing an action plan and updating that plan annually.

The Berea Entrepreneur Assistance Center (BEAC), a part of the Berea Tourism Office, will promote economic development in Berea through the growth of successful tourism-related businesses and tourism industry initiatives.