FRAMEWORK FOR SAVANNAH'S
TOURISM MANAGEMENT PLAN

"We do not choose between the past and the future; they are inseparable parts of the same river."

Dr. Walter Havighurst
Quoted by Carl Feiss
in *With Heritage So Rich* (1966)

CITY OF SAVANNAH | 2018

TABLE OF CONTENTS

Executive Summary

Evolution of the Tourism Management Plan

The City of Savannah, in partnership with the Downtown Neighborhood Association, Historic Savannah Foundation, National Trust for Historic Preservation's Johanna Favrot Fund for Historic Preservation, Tourism Leadership Council, and Visit Savannah, has commissioned the following Tourism Management Plan framework with the goal of balancing resident needs, the preservation of our rich culture and heritage, and overall visitor experience, while maintaining Savannah's standing as a vibrant global visitor destination.

As one of Savannah's largest economic drivers, tourism generates 27,000+ jobs, more than $2.8 billion in visitor spending, and economic opportunities for residents and businesses alike. The economic and social benefits of Savannah's thriving tourism and hospitality sector are readily apparent; easy access to high-quality cultural, retail, and culinary options elevate the overall experience for everyone. That success brings attention from investors, new residents, and a variety of people who wish to explore Savannah's wealth of possibilities. It also showcases to the world the attributes that make the Savannah community authentic, charming, and unique.

The Tourism Management Plan (TMP) is designed to be a comprehensive, living document serving as a strategic roadmap to guide City, residential, preservation, and tourism industry efforts for the next three to five years in managing tourism-related dynamics, challenges, and opportunities. Getting it right requires a comprehensive, strategic process which considers residents and businesses, and the environment in which they operate, as well as those choosing to visit. This is reflected through:

- ◊ A common vision
- ◊ A process to find solutions together
- ◊ A commitment to protecting what makes Savannah unique
- ◊ Ongoing conversation, monitoring, and measurement – of our efforts, our challenges, our learnings, and our results

The journey began with an affirmation of Savannah's *Community Vision.* It is an aspirational articulation of our aim to proactively protect residents' quality of life and preserve the National Historic Landmark District, while fostering an optimistic environment for the tourism industry.

COMMUNITY VISION

Savannah's tourism partnership embraces its vibrant future while maintaining its historical integrity and respecting the unique residential and pedestrian quality of life.

Our community must be balanced, sensitive, and well-managed to assert an enhanced quality of life for residents and a high-quality visitor experience.

Created 2012, City of Savannah Public Sessions
Reaffirmed 2017, Tourism Management Plan Public Survey
Note: Post-survey, the word 'partnership' was added by the TAC to provide further clarification of the vision.

Launched in January 2017, the initiative was broken into three phases, identified below. Phase One focused on capturing as much insight and perspective from a wide group of residents and business operators. Phase Two refined that feedback to understand key challenges and opportunities to determine how best to tackle them in the future. Phase Three aggregated the learning to craft an approach that would serve the City and the stakeholders through the Tourism Management Plan.

PHASE ONE
Discovery
Research
Stakeholder Interviews

PHASE TWO
Development
Issue Prioritization
Collaborative Planning
Course Setting

PHASE THREE
The Plan
Final Plan Approval
Implement
Measure Progress
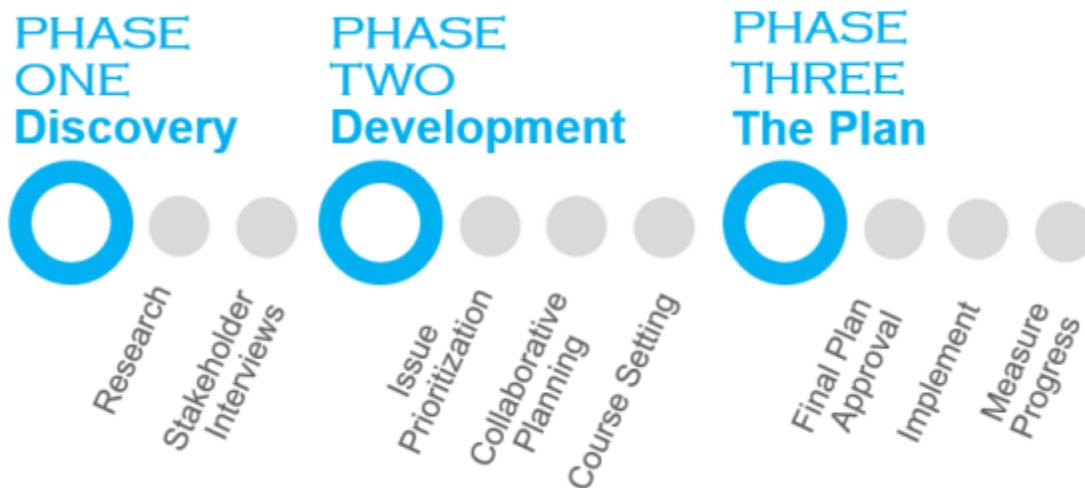
What emerged from the hundreds of hours of input received was the common thread – we need to protect what makes Savannah unique to the people who live, work, and visit here.

An Effective Structure to Achieve Goals & Objectives

Throughout the process, the need for an effective structure, data that helps drive smart decisions, and engaging every level of stakeholder were determined essential to continue to move forward. Therefore, these three elements are the core drivers of the TMP.

- **Collaborative Approach** – Ensure structure, process, and resources are appropriately designed to support the plan

- **Data-Driven Ethos** – Access, collect, and analyze historic and predictive data to prioritize issues and opportunities, and support strategic decision-making

- **Comprehensive Communications** – Build and sustain targeted communications outreach to inform and engage all audiences

The section Key Issues & Opportunities for Consideration and the Implementation Schedule outline strategies in support of three important goals:

1. Preserving the National Historic Landmark District experience for residents and visitors
2. Tour Management
3. Balancing Visitation / Interconnecting Districts

The plan's framework is designed to evolve over time. As the prioritized goals and strategies are addressed, opportunities can be brought forward based on need and priorities. This strategic process gives nimbleness and flexibility to advance strategies to a higher level — to proactively address important issues or emerging tourism-related trends.

A strong and vibrant future is one that strikes the right balance which safeguards quality of life, Savannah's heritage, and sustains the economic benefits of a healthy tourism industry sector.

Once implemented, the Tourism Management Plan will serve as an ongoing strategic roadmap that will enhance and embrace a thriving local culture and business environment creating an exceptional experience for all who reside in, work in, or visit Savannah.

Background

Managing Savannah's Tourism

As one of Savannah's largest economic drivers, tourism generates 27,000+ jobs, more than $2.5 billion in visitor spending, and economic opportunities for residents and businesses alike. The economic and social benefits of Savannah's thriving tourism and hospitality sector are readily apparent; easy access to high-quality cultural, retail, and culinary options elevate the overall experience for everyone. That success brings attention from investors, new residents, and a variety of people who wish to explore Savannah's wealth of possibilities. It also showcases to the world the attributes that make the Savannah community authentic, charming, and unique. Its foundation is grounded in the collective commitment of residents, business owners, the tourism and hospitality business owners and operators, local tour companies, and civic leaders to safeguard our history, our culture, and our neighborhoods while securing healthy overall growth and a bright future for all Savannahians.

Along with this success came a need to take stock – to determine how best to continue our community's commitment to a positive quality of life for our residents, respect for sustaining our unique heritage, and support for an industry poised to deliver even greater economic value and growth to the City and its surrounds.

The City of Savannah, in partnership with the Downtown Neighborhood Association, Historic Savannah Foundation, National Trust for Historic Preservation, Tourism Leadership Council, and Visit Savannah, commissioned the following Tourism Management Plan framework with the goal of balancing resident needs, the preservation of our rich culture and heritage, and overall visitor experience, while maintaining Savannah's standing as a vibrant global visitor destination.

Upon adoption, the Tourism Management Plan (TMP) is designed to be a comprehensive, living document serving as a strategic roadmap to guide City, residential, preservation, and tourism industry efforts for the next three to five years in managing tourism-related dynamics, challenges, and opportunities.

The plan's foundation is built on the outcome of a five-year effort by the City (2012-2016) to identify issues and develop recommendations through an open public process.

There is considerable precedence from which to design the blueprint. On numerous occasions the community has worked together to identify, analyze, recommend, endorse, mitigate, and/or advocate to resolve situations that potentially held great opportunity or negative implications for Savannah's past and future. To continue that momentum, stakeholders can draw on a variety of successful collaborations, such as:

- Establishing the Tourism Advisory Committee (TAC)
- Prohibiting double-decker buses and military vehicle Historic District tours
- Prohibiting the development of cruise ship terminal
- Participating in *Living with Success Revisited: Summit on Heritage Tourism in our Nation's Most Beloved Historic Cities*, sponsored by the National Trust for Historic Preservation
- Codifying tour standards
- Limiting afterhours walking tour operations in residential areas
- Revising the Horse-Drawn Carriage Ordinance
- Creating a community vision for tourism management
- Establishing a tourism department

To build upon these accomplishments, there was a desire for an established, longer-term view that instilled forethought and proactive collaboration. This meant a comprehensive outreach to listen and learn from residents, tourism industry leaders, business owners, local tour companies, preservationists, and elected officials.

The 2012 cornerstone, *Community Vision,* is an aspirational articulation of our aim to proactively protect residents' quality of life and preserve the National Historic Landmark District, while fostering an optimistic environment for the tourism industry.

COMMUNITY VISION

Savannah's tourism partnership embraces its vibrant future while maintaining its historical integrity and respecting the unique residential and pedestrian quality of life.

Our community must be balanced, sensitive, and well-managed to assert an enhanced quality of life for residents and a high-quality visitor experience.

Created 2012, City of Savannah Public Sessions
Reaffirmed 2017, Tourism Management Plan Public Survey
*Note: Post-survey, the word 'partnership' was added by
the TAC to provide further clarification of the vision.*

The vision's veracity and resonance were reaffirmed by 82% of more than 900 respondents in a 2017 Public Survey conducted through the Tourism Management planning process.

What emerged from the hundreds of hours of input received was a common thread — we need to protect what makes Savannah unique to the people who live, work, and visit here.

The plan's goals, objectives, strategies, and key initiatives are designed to help achieve the vision.

THE PLAN

A PROACTIVE APPROACH TO OPPORTUNITIES AND ISSUES

This section of the Tourism Management Plan serves as a strategic roadmap, including:

- Proposed tourism management strategy to ensure an ongoing, effective, proactive planning process
- Potential key issues, initiatives, and work approach for TAC and City management consideration and activation
- Key Performance Indicators (KPIs) to measure/monitor success

The plan's framework is designed to evolve over time. After confirming the mutually agreed upon structure, the plan begins with designing and executing against the data and communications strategies. As the prioritized goals and strategies are addressed, they can be brought forward based on need and priorities. This strategic process gives nimbleness and flexibility to the TAC to advance strategies to a higher level — to proactively address important issues or emerging tourism-related trends.

RECOMMENDED WORK PLAN STRUCTURE

To expedite final approval and eventual implementation of the individual strategies, the following working structure is recommended:

- Revising current TAC structure to create a more balanced, cohesive, skill-relevant advisory body to support the overall Tourism Management Plan
- Utilizing TAC-member task forces to provide essential expertise and strategic input
- Task force identification of next steps and potential partnerships/collaboration for success
- Task force recommendation(s) presented to TAC for review / modification
- TAC advances to City Council for approval
- TAC incorporates related content into *Communications/Strategy Plan*, upon approval

As a subcommittee structure can sometimes morph into permanence, a task force structure is recommended to provide greater agility. Giving each task force a specific charge and time frame to bring forward recommendations to the TAC not only provides the task force members with time-commitment expectations, but also accelerates deliberations and recommendations.

I. Strategies

Throughout this initiative, the need for an effective structure, data that helps drive smart decisions, and engaging every level of stakeholder were all critical to building on what has been done to date. To continue to move forward, these three elements should form the core of the new approach. With that in mind, it is recommended that the focus be on three major drivers.

- **COLLABORATIVE APPROACH** – Ensure structure, process, and resources are appropriately designed to support the plan

- **DATA-DRIVEN ETHOS** – Access, collect, and analyze historic and predictive data to prioritize issues and opportunities, and support strategic decision-making

- **COMPREHENSIVE COMMUNICATIONS** – Build and sustain targeted communications outreach to inform and engage all audiences

1. Collaborative Approach

GOAL: **A balanced, quality tourism experience framed by demonstrable benefits for businesses, residents, and visitors**

OBJECTIVE: **Dynamic, proactive structure and process that generates best practice ideas, solutions, and advice regarding tourism-related issues**

Savannah needs a framework to ensure that residential communities and squares remain vital to preserving its uniqueness and appeal**.** By continuing to focus on collective problem-solving, future decisions can be made proactively versus reactively. This ensures issues are addressed *before* they become problems, such as collaborative success resulting from prohibiting double-decker buses and the development of a cruise ship terminal.

A key component of this is establishing and empowering tourism stakeholders to identify, prioritize, and evaluate opportunities and challenges that affect both the delivery and the experience associated with the tourism sector.

Strategies / Key Initiatives:

- **Review and confirm TAC structure, mandate, role, and deliverables** — Design structure and service requirements so that all relevant viewpoints are represented. Review skills needs and include participation requirements to optimize member engagement and contributions.

- **Develop an annual work plan to identify and evaluate TAC issue and opportunity focus** — Begin with review of extensive feedback collected from the TMP initiative and engage stakeholder expertise, as needed. Create a process to effectively manage emerging trends and deal with unexpected situations/consequences. Report findings and recommendations to City Council.

Key Performance Indicators (KPIs)/Metrics:

Revised TAC Structure Designed and Activated:
- TAC member satisfaction survey

Issue and Opportunity Resolutions:
- Number of TAC task force recommendations considered and advanced
- Number and response to results-driven communications developed to support the communications strategy

2. Data-Driven Ethos

Goal: **Community support and understanding of the benefits of managed tourism.**

Objective: **Ongoing, collaborative data driven solutions-based planning with all stakeholders to address mutual challenges**

Establishing a platform — to identify, create, share, and communicate pertinent data to ensure stakeholders are well-informed with fact-based insights — is essential in designing a highly effective tourism management process. The objective is to build consensus, find workable solutions to challenges, and sustain a vibrant, well-managed, and balanced growth strategy. Focus should include a pro-active approach, concentrating on predictive data to prioritize issues and support strategic decision making.

Strategies / Key Initiatives:

- **Data acquisition and coordination plan to assess, collect and share pertinent data** — Develop an overarching data acquisition and coordination plan to identify potential and review existing studies and analysis from the City, neighborhood associations, tour organizations and businesses, local tour companies, festivals, special events, and other entities, to understand tourism-related impacts, capacities, gaps, future concerns, and opportunities; confirm participants for ongoing data share/acquisition strategies.

- **Ongoing repository of tourism-related data** — Establish an ongoing repository of tourism-related data to inform effective decision making, grant requests, initiatives, etc. This would become a content repository of data points, TAC and industry activity, results, and activities undertaken by tourism and related City departments. This data would feed into an ongoing, comprehensive communications strategy (see #3 below).

Key Performance Indicators (KPIs)/Metrics:

Data Acquisition and Coordination Plan:
- Design and execution of data acquisition and coordination plan
- Ongoing commitment of and participation by organizations/entities (#s, feedback survey)

Ongoing Repository of Tourism-Related Data:
- Effective data-collection process (easy to administer; not cumbersome)
- Timeliness of data (current, not outdated)
- Focus on predictive data to align strategies to future tourism-related trends

3. Comprehensive Communications

GOAL: **Disseminate clear messaging and information regarding tourism-related activities**

OBJECTIVE: **Effectively communicate efforts and successes of tourism management efforts to drive awareness and advocacy**

Ongoing, coordinated communication to residents, local tour companies, businesses, and other stakeholders is essential to maintain momentum and keep them apprised of key success, changes, and efforts undertaken by City management and TAC. Given the considerable efforts and achievements put forth by the tourism and hospitality industry to expand markets, it would be beneficial to coordinate additional/alternative messages and channels to communicate the industry's successes to the local community with the City serving in the lead role.

Strategies / Key Initiatives:

- **Develop a comprehensive, community strategy –** plan tactics should vary and could possibly include:
  - o Developing relevant content, messaging, and campaigns to inform and engage local and regional stakeholders
  - o Creating a list of groups to be involved in ongoing communications/messaging
  - o Using a variety of communications methods (e.g. website, email, newsletters, social media, face-to-face updates)
  - o Communicating where residents can report problems/concerns
  - o Encouraging adoption of a communications culture – an ongoing, two-way communication process to ensure a 360°-type approach to active listening and keeping all entities informed

- **Advocate the value of and connections to the visitor experience** – Use data to develop key messaging to advocate the value of and connection to the visitor experience by all Savannah residents and businesses.

- **Advocate the socio-economic contribution and value of the tourism sector, including workforce opportunities and successes** – Use real-life successes to better communicate:
  - o How tourism-related businesses help develop life skills and career paths for Savannah area residents
  - o Multiple levels of job creation and growth delivered by the tourism industry
  - o Advocacy for the creation of partnerships and programs to enhance upward mobility and employment of local workers

Key Performance Indicators (KPIs)/Metrics:

Strategy Development and Process Activated:
- Plan development; Number of entities committed and actively engaged
- Number of communiques distributed

Communications Advocacy Outreach:
- Number and response to results-driven communications to support strategy

Socio-economic Advocacy Outreach:
- Number of communications on success stories and career paths

II. Key Issues and Opportunities for Consideration

Throughout the TMP development process, considerable, thoughtful insights and suggestions were brought forward. These were identified, debated, and prioritized by all stakeholders for future consideration, as part of this plan.

The issues and opportunities that generated the strongest interest and support are shown below. The remaining insights and suggestions have been captured and compiled into a reference document for use by City management and TAC in creating future TMP strategies.

Once the overall TMP structure is in place, it is recommended each of the following would be vetted, prioritized, and activated based on City management priorities with review and guidance from TAC. For those that are not directly linked to tourism examination, information would be provided to the more appropriate entity or department.

1. Preserving the National Historic Landmark district experience for residents and visitors

Savannah has been recognized by other historic cities for its dedication to protect and preserve Savannah's historic assets and unique heritage and culture. Its leadership role and enduring commitment can be further enabled through a concentrated, collective effort.

Areas for Potential Exploration:

a. **Preservation Fees & Ordinance Review** — Consider a comprehensive plan to improve collection of preservation fees; provide transparency on annual use of funds since inception of program; convey benefits within the TMP communications plan. Coordinate a continual, ongoing focus on City ordinances to evolve with needs of businesses and residents; focus on consistent enforcement; evaluate impact; ensure active input from all.

b. **Advocate a Preservation Culture** — Continue current programs/operations that assess new initiatives against preservation objectives; advocate for Savannah's long-term sustainability with reminders throughout the city about enjoying the South and preserving authentic experiences for generations to come; resonates generationally and supports growing interest in community affiliation and a desire to give back; emulate best practices, e.g. Wisconsin's voluntary Green certification program.

c. **Ongoing Integration of Historic Preservation** — Identify, evaluate, and prioritize opportunities to help maximize the integration and promotion of historic preservation, heritage, and culture, as well as areas for improvement; support the coordination of education programs with businesses; higher education; school systems, etc.

2. Tour Management

Savannah's citizens welcome the city's tourism status and corresponding benefits, such as culinary, retail, and cultural events. Historic district residents also want the challenges brought about by this success, such as traffic congestion, noise, late-night activity, visitor decorum/respect, and private property infringement, to be properly managed and reasonably mitigated. With this, there is a need to be mindful of the actual tourism effects versus the realities of urban living. Both local tour companies and residents rated historic preservation and maintaining Savannah's uniqueness as an important priority. Effective management will require ongoing collaborative dialogue, openness to new ideas and mutual problem-solving, and establishing agreed upon outcomes in advance.

Areas for Potential Exploration:

a. **Leverage Data, Information, and Insight** — Identify potential and review existing studies and analysis from the City, local tour companies, neighborhoods, festivals, special events, and other entities, to better understand specific tour congestion-related or visitor-related issues; leverage analysis to inform and guide specific recommendations or initiatives

b. **Develop Options/Systems for Effective Tour Management** — Use analysis as a baseline to investigate and assess options/systems for effective tour registration, operations, and compliance, with an ongoing opportunity for the industry to offer suggestions and insight.

   • Consider developing a means to manage the number of tours such as a medallion system or franchise system for motorized vehicles, like those implemented in St. Augustine and Charleston; review existing innovative ideas and creative suggestions brought forward by motorized and walking tour companies, as well as voluntary tour standards and ongoing frontline training.

   • Evaluate limits within residential zones with late night tours, special events, etc. with possible shift to entertainment / hospitality district; identify which activities are best located in various areas, e.g. residential vs. mixed use vs. commercial.

   • Determine incentives for ordinance compliance, e.g. Green trolleys, etc.

   • Establish motor coach holding area with accompanying infrastructure; develop attendant communications plan to ensure efficiencies and protection of historic assets and infrastructure.

   • Evaluate entire vehicle/tour/shuttle structure and other tour management processes, such as festival/event application, etc.

c. **Align Recommend Solutions with City Initiatives** — To avoid duplication of effort and capitalize on efficiencies, align recommended solutions with City initiatives, e.g. public safety, neighborhood revitalization, and infrastructure (streetscaping, public restrooms, wayfinding, public transportation, code compliance, etc.).

d. **Tour Operator Engagement Plan** — Develop plan to engage local tour companies in proactive resolution of existing or emerging issues.

3. Balancing Visitation / Interconnecting Districts

Developing, enhancing, and linking districts has proven beneficial for cities striving to spread visitors and economic growth to new areas. It also contributes to making significant strides in urban revitalization and enhanced quality of life for residents. For Savannah, it can help ease the concentration of tourism in the National Historic Landmark District, balance visitation throughout the city and county, and provide a broader economic development opportunity for the region. Determining where and how authentic product offerings and experiences can be advanced is critical. It requires an established platform that drives strategic cross-collaboration between stakeholders and centers on future product development, connectivity, and the optimal features and benefits for visitors and residents.

Areas for Potential Exploration:

a. **Align with City and Product Development Initiatives** — Utilize the TAC to provide real-life knowledge and experience to help guide, strengthen, and support future tourism-related product development. Use TAC's data collection process to provide ongoing insight on tourism-related issues, such as emerging trends and best practices from other cities.

b. **Strengthen the Inter-Connectivity of Entertainment/Hospitality/Heritage Districts** — Visitors naturally gravitate to 'districts', areas where it's easy to enjoy and discover new experiences. The interconnectivity of entertainment/activity areas is a prime opportunity for Savannah to elevate the residential quality of life, and intrigue visitors to look beyond the National Historic Landmark District for new experiences.

Savannah already has plans underway to expand resident and visitor offerings to alleviate vehicle and pedestrian traffic. Some of these are organic (Starland District); others are developed (Savannah River Landing). Whether these experiences are planned (San Antonio's RiverWalk) or organic (Austin's 'Keep Austin Weird' motto), keeping the tourism industry engaged and invested in the conversation is vital to success and efficient allocation of resources.

Imagine newly labeled Districts with clear wayfinding, interconnected by bike paths, trails, and walkways.

THE STRUCTURE

SYNTHESIZING THE APPROACH: INTERNALLY & EXTERNALLY

AN EFFECTIVE, COLLABORATIVE STRUCTURE

Savannah's strong community has fostered a proven ability for all stakeholders to come together to assess and solve relevant tourism/hospitality-related issues. Feedback from multiple perspectives and segments noted the working relationship could be even more effective, if there was a framework to anticipate and identify pathways for both challenges or opportunities.

Input from each stakeholder group and City staff identified that a broader mandate for both the City management and TAC was necessary to fortify a proactive, streamlined approach to tourism-related issues. Thought starters, based on recommendations received from City Council, TAC, and City management, are outlined on the following pages and require TAC's fulsome review, discussion, and guidance.

INTERNAL FOCUS: **CITY DEPARTMENT**
MANAGEMENT, COORDINATION WITH STAKEHOLDERS
IMPLEMENTATION SCHEDULE

EXTERNAL FOCUS: **TOURISM ADVISORY COMMITTEE (TAC)**
STAKEHOLDER INPUT AND GUIDANCE

TOURISM ADVISORY COMMITTEE FOCUS
INDUSTRY INPUT & GUIDANCE

A key article of the *Tour Service for Hire Ordinance* is the establishment of the Tourism Advisory Committee (TAC), a 13-member board appointed by the City Council, charged with making policy recommendations to the City in the areas of tour services, management, and other related issues.

In concept, representation is balanced between three stakeholder groups – the tourism industry, residents, and preservationists. Due to imprecise at-large positions and sporadic attendance by representatives of specific groups, this balance is not consistently achieved. To ensure a fairly-composed body that has equitable representation of viewpoints and skills, the following revisions are recommended:

RECOMMENDATIONS – APPROACH & WORK PLAN

- **Ordinance Revision:** Ensure the ordinance is revised to have the TAC composition reflect a balanced stakeholder representation including the tourism industry, residents, and preservationists, as well as their involvement in supporting the development, implementation, and results-reporting of tourism management.

- **Revise TAC Role & Purpose:** Delineate role and purpose as an advisory body to ensure effective deliberation and strategic, proactive focus on tourism-related issues and regulations, tourism trends, and other factors impacting Savannah's tourism and hospitality industry, quality of life and preservation efforts

    Guidelines would be established to ensure full clarity of roles and responsibilities of serving in an advisory capacity, the correlation of the mandate to the City's broader strategic vision, and their role in supporting the goals within the Tourism Management Plan.

- **Establish TAC Task Forces to Develop Activation Plans to Achieve TMP Goals:** Use TAC-member task forces, as needed, to accelerate deliberation on and recommendations for issue resolution and proactive identification of emerging issues. Provide each task force with a clearly defined mandate and deadline to ensure activation and completion of strategic objectives. Recommendations and next steps would be reviewed by the entire TAC to determine ensuing activities.

- **Operate Under Open Meeting Records Laws:** Although the TAC is not a formal City department, as a City-appointed entity, it will continue to operate in an open, transparent manner as established by City guidelines.

IMPLEMENTATION

The City of Savannah — in conjunction with community partners — will pursue implementing the Tourism Management Plan utilizing the three-tiered approach to guide the Implementation Schedule over the next 18-months:

- Collaborative Approach
- Data-Driven Ethos
- Comprehensive Communications

As outlined in the Key Issues and Opportunities for Consideration and Best Practices sections of this document, the following Implementation Schedule was developed and identifies the topics, strategies, lead City of Savannah business units, and timelines for completion. This process will include semi-annual updates on the status of each topic. The use of Tourism Advisory Committee and associated task forces may be employed in certain areas to assist in crafting the final recommendations.

IMPLEMENTATION SCHEDULE

Topic	Strategy	City of Savannah Lead	Proposed Timeline for Completion
1. PRESERVING THE NATIONAL HISTORIC LANDMARK DISTRICT EXPERIENCE FOR RESIDENTS AND VISITORS			
Funding Major Projects and Initiatives	Pursue Special Purpose Local Option Sales Tax (SPLOST) funding for new amenities for residents and visitors	City Manager	SPLOST referendum presented November 2019 for funding projects from 2020 through 2026
Archeology Ordinance	Support development of archeology ordinance	Planning, Preservation & Development	4th Quarter 2018
Essential Services/Public Restrooms	Continue to pursue public restroom on the east end of River Street Identify additional restroom locations and funding options	Planning & Urban Design	3rd Quarter 2018

Noise Abatement	Establish noise task force to evaluate effectiveness of existing noise ordinance and research strategies employed in other communities	Planning & Urban Design	4th Quarter 2018
	Explore option of creating good neighbor [noise] policy	Planning & Urban Design	4th Quarter 2018
Sustainable Tourism Certification and Business Training	Research and determine if participation in Global Sustainable Tourism Council [GSTC] is viable	Infrastructure & Development [Sustainability]	2nd Quarter 2018
	Research and determine if participation in business sustainability practices and certification criteria are viable	Infrastructure & Development [Sustainability]	2nd Quarter 2018
Zero Waste Event Program	Develop sustainability standards for waste removal at special events	Infrastructure & Development [Sustainability]	2nd Quarter 2018
Car Free Travel Sustainable Business Training	Continue to implement recommendations from the Parking Matters Study	Infrastructure & Development [Sustainability]	Ongoing
Public Spaces/Safer Mobility	Develop list of challenges and possible strategies to address existing challenges; create implementation schedule	Planning & Urban Design	2nd Quarter 2018

2. TOUR MANAGEMENT

Tourism Advisory Committee [TAC]	Restructure TAC to reflect neighborhoods, preservation, and tourism industry	Special Events, Film & Tourism	2nd Quarter 2018
Communications Strategy	Develop website to communicate with stakeholders	Special Events, Film & Tourism	2nd Quarter 2018
Afterhours Management	Develop approach to create entertainment/hospitality district for the commercial area of the Historic District	Planning & Urban Design	3rd Quarter 2018
	Proceed in limiting tour operations in residential areas before current standard of 12 midnight	Special Events, Film & Tourism	4th Quarter 2018
	Proceed in identifying future districts needing afterhours management	Planning & Urban Design	4th Quarter 2018
	Create and implement comprehensive afterhours program by forming alliances, planning for people, assuring safety, and enhancing public space	Planning & Urban Design	1st Quarter 2019
Safety and Security	Identify infrastructure needed for a Video Integration System (VIS) to provide enhanced monitoring activities, and develop implementation plan	Savannah Police Department	4th Quarter 2018
	Implement public safety and nightlife checklist and address deficiencies	Savannah Police Department	4th Quarter 2018
	Determine if community improvement districts [CIDs] could be established in newly branded districts	Planning & Urban Design	4th Quarter 2018

	Incorporate identification and safety standards for walking tours	Special Events, Film & Tourism	2nd Quarter 2018
Tour Guide Standards & Training	Encourage tour companies to certify tour guides through the Tourism Leadership Council's Certified Tour Guides of Savannah Program	Special Events, Film & Tourism	Ongoing
Transportation Hub & Parking Solutions	Continue to implement recommendations from the Parking Matters Study	Mobility & Community Connections	Ongoing
Medallion & Franchise Systems	Research use of medallion system and franchise system to reduce saturation of tours in specific areas, improve emission controls, hands-free microphones and cap the number of tours; determine approach for Savannah	Special Events, Film & Tourism	3rd Quarter 2018
Motor Coaches	Establish alternative holding location for motor coaches outside of the Historic District	Mobility & Community Connections	2nd Quarter of 2018
Bike Share/Car Share	Explore using car share program in Savanah Continue to support the expansion of the bike share program	Mobility & Community Connections	Ongoing
Workforce Readiness	Continue to support initiatives which develop life skills and career paths	Human Services	Ongoing
Work Force Housing	Continue to support initiatives which create work force housing opportunities	Neighborhood Services	Ongoing

3. BALANCING VISITATION / INTERCONNECTNG DISTRICTS

Cultural/Hospitality Districts	Identify and brand districts within the City [Canal District, MLK Corridor, Plant Riverside District, Savannah Riverfront District, Savannah River Landings, Midtown, Victorian, etc.]	Planning & Urban Design	3rd Quarter 2018
	Establish initiatives to provide stronger connectivity between districts	Planning & Urban Design	Outline strategy for connectivity by 3rd Quarter 2018
Wayfinding/Signage	Continue to support implementation of Pedestrian Wayfinding and Directional Signage Program	Mobility & Community Connections	Ongoing
	Update Pedestrian Wayfinding and Directional Signage Program as needed for new districts	Planning & Urban Design	4th Quarter 2018
Walkability	Develop walking trail themes to celebrate Savannah's cultural districts Develop implementation schedule to include funding	Planning & Urban Design	3rd Quarter 2018
Free Transportation/ Circulator	Continue to support the DOT shuttle and encourage connection between newly established districts	Mobility & Community Connections	Ongoing

Strategic Roadmap

The plan's development began with a validation of the vision of tourism for Savannah, followed by extensive collaborative dialogue, and identification and prioritization of key issues, as shown below.

I. Alignment with Savannah's Vision

Tourism is more than code enforcement and compliance — it starts with a long-term strategy and commitment to achieving the community's tourism vision for residents and visitors.

A strong and vibrant future is one that strikes the right balance which safeguards residential quality of life, Savannah's heritage, and sustains the economic benefits of a healthy tourism industry sector.

If effectively designed, implemented, and measured the Tourism Management Plan will:

- Ensure strategy, approach and process are aligned with the City of Savannah's overall strategic priorities and goals
- Provide a clearly defined, results-oriented, effectively resourced platform to achieve successful quality of life balance and stakeholder satisfaction related to the tourism sector
- Help prioritize issue resolution so that opportunities and challenges that most benefit all (residents, business owners, local tour companies, and visitors) are at the forefront
- Support the Tourism Advisory Committee (TAC) to identify, address, and recommend solutions to priority issues, through a collaborative, simplified process with the appropriate City management department(s)
- Streamline and optimize resources, both human and financial, to maximize delivery of services
- Be supported within the new City structure to ensure transparency, responsive customer service, reduce redundancy and bureaucracy, and provide clear and effective communications to all engaged in or affected by tourism's footprint
- Define key performance indicators (KPIs) and evaluate progress against goals

II. Plan Development Process

ISSUE IDENTIFICATION, PRIORITIZATION, COLLABORATIVE PLANNING

Tourism Management
A Comprehensive Process

Tourism management reflects a comprehensive, strategic process which considers residents and businesses, and the environment in which they operate, as well as those choosing to visit. Success requires:

⬧ A common vision
⬧ A process to find solutions together
⬧ A commitment to protecting what makes Savannah unique
⬧ Ongoing conversation, monitoring, and measurement – of our efforts, our challenges, our learnings, and our results

The Phases

Launched in January 2017 the initiative was broken into three phases, identified below. Phase One focused on capturing as much insight and perspective from a wide group of residents and business operators. Phase Two refined that feedback to understand key challenges and opportunities to determine how best to tackle them in the future. Phase Three aggregated the learning to craft an approach that would serve the City and the stakeholders through the Tourism Management Plan.
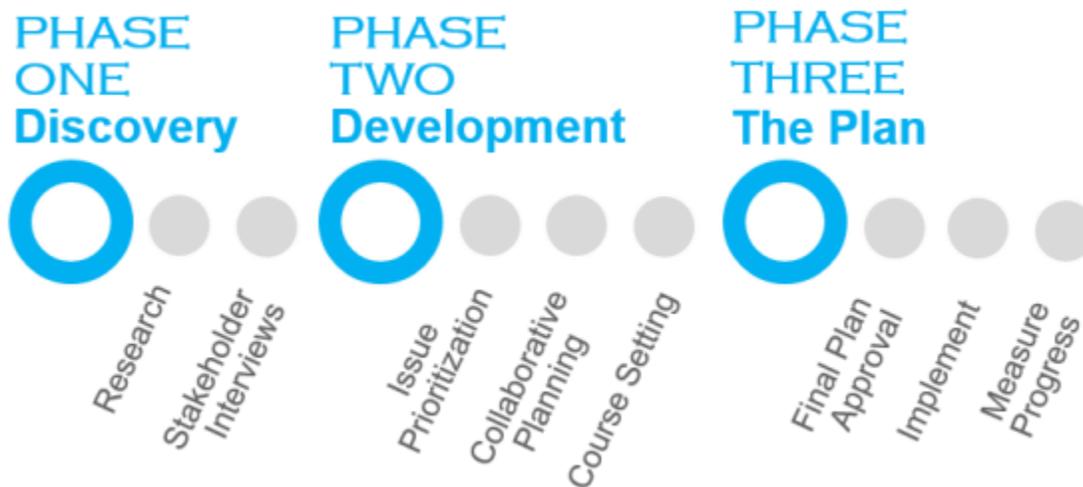
A Collaborative Process   January-August 2017

- **Stakeholder Interviews:** 35 one-hour telephone interviews, plus 25 hours of comment analysis and categorization; representational balance between residents, historic preservation, tourism/hospitality businesses, local tour companies, and City government
- **Public Engagement** *Discovery Sessions*: Ten sessions prioritized key tourism-related issues, involving over 200 participants, including *City of Savannah* (Mayor, City Manager, several Aldermen); *Neighborhood Associations* (Downtown, Victorian, Thomas Square, Calhoun Square); *Tourism / Business Organizations* (Visit Savannah, Tourism Leadership Council); *Downtown Business Association*; *Tour Service Companies* (motorized / non-motorized tours, etc.); *Preservation Organizations* (Historic Savannah Foundation; National Trust for Historic Preservation; Historic District Board of Review; Savannah-Chatham County Metropolitan Planning Commission); and the *Tourism Advisory Committee* (see *Prioritization*, p. 28)
- **Public Survey:** 928 responses (80% residents; 14% business owners), 89% had not participated in the Discovery Sessions; reaffirming priority objectives (see *Strategies*, pp. 9-13) and the Community Vision (see *Vision*, p. 8).
- **Strategy Sessions:** Eight, 90-minute sessions; brainstormed desired outcomes on key areas; sessions included representatives from the above-listed groups, as well as others with special areas of expertise or insight.

Participants acknowledged that the needs of the downtown Historic District are unique. Also, the actions and activities of a wide range of entities influence and deliver against the opportunities, as well as help mitigate risks. Underscored is the critical importance of an ongoing, inclusive, and collaborative approach to address future needs of residents, visitors, and local businesses. The sessions found consensus around several opportunities and issues; noting the critical importance of retaining Savannah's historic and cultural authenticity while recognizing the positive benefits tourism brings to residential quality of life.

ASSETS

- Easy access to quality culture, culinary, retail and entertainment
- Strong community and sense of place
- Historic southern charm
- Vibrant downtown core and strong economic base
- Preservation of open space; walkability
- Ongoing contributions to unique heritage
- Promotes economic development and healthy infrastructure

OPPORTUNITIES

- Diversified tourism product, experiences, and event development in other districts
- Business collaboration with neighborhood/residential and preservation organizations
- Implementation of infrastructure improvement
- Increased balanced investment in residential offerings
- Review of current and potential zoning

This extensive input also uncovered:

- A shared goal to maintain the support of Savannah's historic preservation efforts
- Support for livability and balance in the National Historic Landmark District
- Ideas about how to broaden visitation and tourism success to other areas of the city
- Broad-based appreciation for the value and importance for retaining Savannah's rich history and culture
- Recognition of the strong economic and cultural benefits through access to services, infrastructure, attractions, and features elevated by tourism investment

Underpinning the above was a deep desire to continue Savannah's successful inroads to the collaborative approach established through the TAC. This can be amplified through a focused, proactive structure and strategy. Elevating the existing efforts will allow key groups to leverage resources, driving an even better outcome. Recommendations to enhance and accelerate this process are discussed in the Strategies section.

This collective passion to protect, preserve, and build upon success is the guiding principal of the framework for the Tourism Management Plan.

III. Prioritization of Key Issues

Universal Challenges of Today's Cities

In general, cities throughout the United States and the world are facing similar challenges regarding societal and infrastructure factors. They include:

SOCIETAL FACTORS FACED BY TODAY'S CITIES
Sharing Economy (Uber, Short-Term Rentals)
Technology (Access, Connectivity)
Multi-Generational Travel Expectations
Skilled Workforce / Jobs / Career Paths
Economic Inequality

INFRASTRUCTURE FACTORS FACED BY TODAY'S CITIES
Highways / Byways
Traffic Congestion / Mobility / Public Transit
Parking (Visitors/Workers/Residents)
Safety / Security
Workforce/Affordable Housing

Our Community

Savannah is a living city. The squares, Oglethorpe Plan, and architecture are visitation drivers that continue to generate exceptional demand. The vitality of the urban center animates the city's history, serving up amazing 18th and 19th century architecture, culture, and diversity.

Because the one-square mile National Historic Landmark District and surrounding areas are the focal point for visitors and tours, increased activity also shed light on areas that would most benefit from a collaborative effort to mitigate:

Tour Vehicle Congestion / Saturation
Private Property Infringement
Lack of Public Decorum
Environmental and Structural Concerns

Decreasing Sense of Neighborhood
Perceived Lack of Code Compliance
Noise

Several of the above are broader city issues, and each can impact both residential quality of life and the visitor experience. Finding equitable, lasting solutions to all is core to ensuring Savannah delivers on its long-term vision. Working with the tourism industry will provide a highly effective pathway to successful outcomes.

Prioritization

Early in the process there was consensus that to succeed, tourism-related issues needed to be separated from city/urban planning matters. To facilitate prioritization, a broad outline of challenges impacting the Savannah area were presented (see below) and reaffirmed by over 200 stakeholders (residents, businesses, tourism industry organizations, tour service companies, and government). The left side captures issues that fall to the City, reflecting city planning matters that are part of Savannah's cohesive vision. The right side shows those that could be addressed through an established tourism management plan.

The priorities noted in **blue** were identified as part of the go-forward discussions. The remaining are better realized through integration with the other City-focused issues or are being met under the direction of Visit Savannah (i.e., *Attract the Extended Stay Visitor Market*).

CITY PLANNING ISSUES
Addressing Our Urban Challenges

CITY GROWTH

- Traffic Congestion
- Parking Capacity
- Public Transportation Options

HOTEL / RESIDENTIAL DEVELOPMENT

- Incentivized Residential Development
- Balanced Hotel Development

CRIME AND SAFETY CONCERNS

ZONING

- Regulations & Review Process
- Outdated Ordinances
- Enforcement

SUSTAINABILITY / PRESERVATION

- Resources and Commitment

WORKFORCE

- Attracting/Keeping a Diverse Workforce
- Transportation and Affordable Housing

TOURISM-RELATED ISSUES
Addressing Our Tourism Challenges

CITY IMAGE

- **Ongoing, collaborative data-driven planning**
- Attract the extended stay visitor market through promotion of diverse tourism experiences

TOURISM WORKFORCE

- **Train tourism professionals to promote the City's vision and diverse heritage**
- **Develop life skills and career paths**

BALANCING VISITATION

- **Encourage visitation to new / existing districts to explore authentic Savannah experiences**
- **Effective management of tour congestion**

LOCAL TOUR COMPANIES IN HISTORIC DISTRICT

- Realities of living in a mixed-use area
- Help find solutions to mutual problems

SUSTAINABILITY / PRESERVATION

- **Focus on historic preservation and sustaining Savannah's uniqueness**
- **Protect neighborhood integrity and residents' positive qualify of life**

Appendices

Appendix A
Tourism Trends & Best Practices

The following provides a snapshot of current and emerging trends along with some best practices being employed by a variety of destinations around the world. Savannahians can pride themselves on the fact that many of these issues/initiatives have been addressed, are underway, or are being developed through the cooperative effort between the City and the tourism/hospitality industry.

This list is provided as a springboard to raise awareness of these trends and to serve as an incubator for possible ideas and solutions.

1. TOURISM TRENDS
Societal / Experiential Trends

- Culinary / Food Tourism
- Millennial / Generational Travel
- Sharing Economy
- Bleisure

- Sustainable Tourism
- Authentiseeking
- Adventure Travel
- Data-Driven Consumer Engagement

2. BEST PRACTICES
Ideas for Solutions to Enhance the Experience for Visitors and Residents

- Funding Major Projects / Initiatives
- Cultural / Hospitality Districts
- Afterhours Management
- Noise Abatement
- Safety & Security
- Public Spaces / Safer Mobility
- Managing Growth / Longer-Stay Visitors
- Workforce Readiness / Workforce Housing
- Tour Guide Standards & Training

- Sustainable Tourism
- Transportation Hub / Parking Solutions
- Medallion System / Franchise System
- Motor Coaches
- Free Transportation / Circulator
- Bike Share / Car Share
- Walkability
- Essential Services / Public Restrooms
- Welcome Centers / Visitor Centers
- Wayfinding / Signage
- Preservation / Archaeological

1. TOURISM TRENDS

The rapidly-developing changes in travel and tourism are not going to abate. If anything, they will accelerate. Within technological disruption and the proliferation of mobile devices, today's travelers are becoming more savvy and discerning. The following is a snapshot of current and rising trends facing destinations, with observations and insights on what this could mean to the Savannah area.

CULINARY / FOOD TOURISM

IMPACT

Food and shopping have long been, and continue to be, leaders in the 'what I want to see and do' categories. Cable television cooking shows, innovative food truck chefs, farmers' markets, and farm-to-table events have increased the demand for local cuisine, local ingredients, and local artisans – things they can't get at home.

Adventure and eating sometimes go hand-in-hand. Want to eat dinner suspended by a crane? What started in Belgium in 2006 has now spread to over 55 countries, according to **Business Insider**.

INSIGHT: SAVANNAH

Providing pathways for economic development for purveyors of regional culinary experiences and products — that can be used to enhance the visitor experience outside of the historic district — can strengthen small businesses and increase the number and level of job opportunities.

SUSTAINABLE TOURISM

IMPACT

Conscientious travelers are becoming more aware of their travel footprint – the potential negative consequences they may have on a destination. Increasingly, high-yield consumers are basing their travel choices on destinations that are proactive in their 'green' efforts.

Today's sustainable tourism organizations and city / state governments, realize that tourism, like every industry, has an impact on the environment. The vision is to help destinations, regions, and countries develop their tourism industry in a manner that significantly reduces its impact on social systems, natural resources, and pollution.

Events attract visitors, but can have a negative impact, if not well managed.

INSIGHT: SAVANNAH

This societal shift can help Savannah convey the message to visitors on the importance of protecting its unique historical assets. Showcasing the tourism businesses that are working towards Savannah's long-term sustainability, along with reminders throughout the city about enjoying the south and preserving authentic experiences for generations, will resonate, especially with the increasing number who have a strong sense of community and a desire to give back.

EXAMPLES / BEST PRACTICES

CERTIFICATION FOR BUSINESSES

Over a decade ago, the Wisconsin Department of Tourism launched a voluntary program, *Travel Green Wisconsin*, that reviews, certifies, and recognizes tourism businesses aligned with the state's committee on environmental stewardship to *"promote smart, environmentally friendly business practices. The program is the first of its kind state-sponsored sustainable travel green certification in the nation and has become a model for sustainable travel efforts both nationally and internationally."*

The program marketing initiatives strongly encourage visitors to support the companies and attractions that have made this a priority – creating a win-win proposition for local enterprise and the traveling public.
See Section 2 for additional best practices.

CITY INNOVATION

Sustainability comes in many forms. Instead of watering and mowing grass in its downtown medians, Baltimore plants low-maintenance marsh grasses. Interpretive displays educate visitors and residents about efforts to rebuild lost marshes along Maryland's coastline.

MILLENNIAL / GENERATIONAL TRAVEL

IMPACT

The two largest generations in history – the Millennials, young in their careers and less likely to be tied down with family obligations, and the Boomers who are retiring with time and money on their hands – will drive demand and preference in the travel market. In 2016, AARP predicted most Boomers (99%) will take at least one leisure trip in 2017, with an average of five or more trips expected throughout the year. Many millennials have traveled for as long as they can remember, and consider travel a right rather than a privilege.

INSIGHT: SAVANNAH

Expanding Savannah's tourism product to areas outside the downtown historic neighborhoods will offer experiences of great interest to both these audiences — the next generation is driving the burgeoning Starland District, while Boomers are drawn to arts and cultural offerings in the MLK / Canal district, the city's African American museums and heritage, and the area's many historical attractions.

The travelers of tomorrow.

Some parents are enrolling their toddlers in frequent flyer programs to earn points for future travel.

AUTHENTISEEKING

From seaside father and son moments to Sedona mountain yoga, visitors crave authentic experiences.

IMPACT

Today's travelers crave unique, authentic experiences, sometimes referred to as *Authentiseeking*, which is a likely contributor to Savannah's tourism growth. This trend also links to short-term rental trends, i.e., living like a local.

INSIGHT: SAVANNAH

What can you do in the Savannah area that you can't do anywhere else? Savannah is the perfect draw for the Authentiseeking visitor, especially those who are looking for unique experiences in and beyond the National Historic Landmark District.

SHARING ECONOMY

Impact

The sharing economy has permanently disrupted multiple sectors within tourism, with increasing numbers of travelers choosing to tap into people renting their homes (Airbnb, Home Away, Vacation Rental By Owner (VRBO) and even their personal vehicles (Turo, Getaround). Now firmly entrenched as an accommodation option in the traveling psyche, the demand for short-term rentals continues to flourish, with Expedia and Trip Advisor now entering this lucrative, growing market.

Insight: Savannah

Many renters, more focused on their trip than their temporary neighbors, don't realize how their activities can be intrusive or disruptive. Savannah's famous hospitality and charm may provide an opening to increase visitor awareness through a personal welcome upon their arrival with a gentle reminder to be respectful of nearby residents' homes and privacy.

The owner's welcome message is an ideal vehicle for *consistent* messaging across Savannah, with reminders about parking, noise, respect for neighbors, and protection of historic assets.
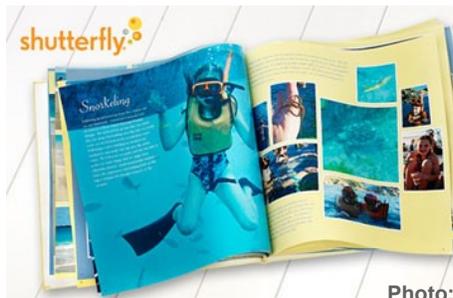
Photo: CottageBlogger.com

Examples / Best Practices

Ordinances & Regulations

Like Savannah, many cities are scrambling to regulate short-term vacation rental (STVR) challenges through: owner-occupancy, primary-residence requirements; assessment of bed taxes; noise ordinance reminders; parking requirements; and stiff fines or penalties for non-compliance. The intent is to level the lodging playing field by holding all to the same rules and codes, while protecting the privacy and property values of residential owners. Stay Legit Denver: *Short-Term Rental Certification* is a good example of cities, like Savannah, that are posting regulations for current or aspiring operators.

Refurbishment & Revitalization

Though this has been a notable concern for many cities, especially in the downtown core, one benefit of the short-term rental market is the refurbishment of old/historic buildings and revitalization of blighted areas. Some urban centers are seeing the emergence of loft apartments, clubs, and restaurants, which, in turn, generate safer communities and incubators for entrepreneurs.

Resident Welcome Message

Local residents who rent to visitors offer a unique avenue for communicating tips for noise abatement and decorum, respect for personal property and protection of Savannah's historic assets. They can also serve as mini-welcome centers, providing the official visitor guide, maps, walkability messaging, and more to the renter. CottageBlogger.com gives some tips. Consistent messaging across the destination is key.

ADVENTURE TRAVEL

IMPACT

According to *Virtuoso*, the leading international travel agency network, the #2 trend for 2017 is incorporating their active lifestyle into a vacation to remember. Immersing themselves in the destination adventures creates life-changing moments and unforgettable experiences. According to the 2016 *Virtuoso* survey, the largest number, 41%, of adventure travelers are between age 50 and 65; with 24% between 35-50.

Whether it's overnight Glamping (glamorous camping) or moonlight paddle-boarding, adventure becomes an integral part of the itinerary.

INSIGHT: SAVANNAH

If strategically leveraged, Savannah's river, island, and canal experiences could expand a visitor's exploration throughout the surrounding area, with Savannah as their overnight base. Future development of inter-connected bike paths, walking/hiking trails, and slow-water activities (canal paddle boarding, kayaking, canoeing) would not only provide a highly sought-after attraction, but also additional free or low-cost benefits to residents, as well.


From paddle boarding on Lake Tahoe to volcano boarding in Nicaragua, travelers want adventure far from the norm.

BLEISURE

IMPACT

Bleisure is when a business traveler extends his / her stay for leisure. In the 2017 *State of American Vacation* report, the U.S. Travel Association found that more than one-half (54%) of employees left vacation time unused — today's time-starved employees are finding it harder to get away.

A recent study by Booking.com, reported that 49% of business travelers extend their business trips to further enjoy the destination. Bleisure extends to meeting attendees, as well. *The EXPERIENCE Institute*® (TEI) 2017 *Decision to Attend* study showed that when attending a meeting or conference, 50% of convention attendees were likely to extend their stay, bring others with them, and / or turn their trip into a vacation.
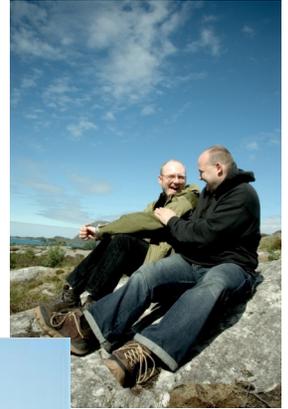
INSIGHT: SAVANNAH

The meeting or business trip may be the only opportunity for time-starved travelers to get away. Bleisure's impact has resulted in the hotel industry leveraging this trend by providing guests with ideas on local activities and tours. Once they see all Savannah has to offer, they make plans to return for a leisure trip. Or, for those truly converted to the city's charm, they may fall in love with Savannah and chose to establish permanent residence.

DATA–DRIVEN CONSUMER ENGAGEMENT

IMPACT

The increased sophistication and touch points of data collection and aggregation allow for a more customer-centric engagement strategy. This creates a greater awareness to a traveler who is more aligned with a destination's value proposition, driving higher loyalty and advocacy. This shifts the focus from demographic to psychographic profiles based on lifestyle and interests.

INSIGHT: SAVANNAH

Savannah's continued work in this area will enable marketing messages and channels tailored to visitors who stay longer, spend more, and want to experience the city beyond the downtown core.

The focus on applying data can also be valuable in terms of using beacons and mobile device technology to measure how, when, and where visitors move through the city, to make better decisions around infrastructure investment.

2. BEST PRACTICES
IDEAS TO ENHANCE THE COMMUNITY EXPERIENCE

The rapidly-developing changes in travel and tourism are being met proactively by many destinations, with best practices aimed at solutions to enhance the experience for all. Savannah has many of these practices underway. Others can be used during task force sessions to assist in developing new programs and policies for stronger management practices.

FUNDING MAJOR PROJECTS & INITIATIVES

CITY: Oklahoma City   **PROGRAM:** MAPS (Metropolitan Area Projects)

MAPS (Metropolitan Area Projects) is a city-created process to revitalize Downtown and beyond. Each MAPS project is a 10-12 year timeframe, funded by a voter-approved, one-cent sales tax that is collected in advance, resulting in projects being built debt-free. MAPS**1**, MAPS**2**, and (currently) MAPS3 have focused on building new amenities for residents and visitors, such as: large facilities (NBA franchise arena, new convention center); public school improvements in the city and surrounding districts; wellness centers; trails; parks; fairgrounds; technology; and transit/transportation projects. The most notable achievements include: the *USA Olympic Rowing & Training Facility* in the new Boathouse District; new downtown streetscaping plan with in-ground fiber-optics; new streetcar system; and new 40-acre downtown park — designed with visitors and locals/families in mind.

Revitalizing its downtown river was the vision. The new Boathouse District is the result. Moving an unsightly interstate corridor and increasing river flow/capacity, led to its new boathouse facilities' designation as an official *U.S. Olympic Rowing & Training Facility*. Athletes and locals enjoy unique events and water experiences.

CULTURAL / HOSPITALITY DISTRICTS

CITY: Eugene, Oregon
PROGRAM: Connecting their River Districts

Developing, enhancing, and connecting districts has proven beneficial for cities striving to spread visitors and economic growth to new areas, while creating significant strides in urban revitalization and enhanced quality of life for residents. In Oregon, Lane County (home to Eugene, Oregon) has created the Lane Livability Consortium, a regional collaboration consisting of Lane County, City of Eugene, City of Springfield, University of Oregon, and Lane Transit District. Underway is a new riverfront development project that, when completed, will connect to four other districts along the Willamette River Greenway. *The River Districts* vision and plan is to provide a set of vibrant and connected urban neighborhoods while capturing and driving regional economic growth.

Insight: Savannah

The interconnectivity of entertainment/activity areas is a prime opportunity for Savannah to spread visitors outside the Historic District. Visitors naturally gravitate to 'districts', areas where it's easy to enjoy and discover new experiences. Imagine if Savannah's distinct areas were newly labeled as Districts (shown) and interconnected with bike paths, trails, and walkways.

The vision could also involve shifting late night tours, special events, etc. out of residential neighborhoods to these entertainment / hospitality mixed-use districts. Spreading visitation outside the Historic District to new / expanded 'Hospitality Districts' will help alleviate quality of life issues for downtown residents.

CANAL DISTRICT / MLK CORRIDOR
(As envisioned by the City, the newly-approved west boundary Canal District would include a new arena, 55-acre park with lakes, walking/biking paths, athletic fields, Springfield Canal recreational boating, with the vision to make similar improvements and greenway connections south along the canal to Bowles Ford Park, then to the Tatemville community. Nearby along the MLK corridor are the Visitor Information Center, Intermodal Transit Center, Children's Museum, Georgia State Railroad Museum, Savannah History Museum, Civil Rights Museum, Ships of the Sea Maritime Museum, City Market, SCAD Museum of Art)

PLANT RIVERSIDE DISTRICT
(As envisioned, to include new shopping, dining, live music, lodging, Grand Bohemian Gallery, Martin Luther King, Jr. Memorial Park)

SAVANNAH RIVERFRONT DISTRICT
(Savannah Riverwalk, Riverfront Plaza, African American Families Monument, Waving Girl Monument, ferries, streetcar, shops and restaurants)

SAVANNAH RIVER LANDING DISTRICT
(As envisioned by the City to include new parking garage, public parks, streetscape improvements, residential, lodging, retail, office space, and extended Savannah Riverwalk)

Canal District / MLK Corridor

Artist renderings show the vision for the new district, including greenway connectors.

AFTERHOURS MANAGEMENT

CITIES: PITTSBURGH, PA   ORLANDO, FL   FT. LAUDERDALE, FL   IOWA CITY, IA
PROGRAM: NIGHTTIME ECONOMY / RESIDENT QUALITY OF LIFE

Pittsburgh has established the position of a Nighttime Economy Coordinator.

In some cities, a nighttime trash collection policy is often an after-thought. Those cities embracing afterhours management are including trash management into their overall strategies.

In addition to spreading visitors to entertainment districts / hospitality districts to manage tourism, another new set of best practices are underway for nighttime activities.

How can cities best manage issues that happen after hours? In 2014, Amsterdam was the first city to designate a 'night mayor' to manage the after-hours economy of the Netherlands capital. The purpose is to manage downtown relationships in an effort to minimize quality-of-life complaints from residents and boost nighttime business, as well as safety, lighting, and trash management. Since then, the idea has spread quickly to other European cities and is now being embraced by large and small cities in the U.S. as their downtowns become more populated.

According to Governing.com website, Pittsburgh got its first 'nighttime economy coordinator' three years ago; Orlando recently created a 'bar czar' position; Fort Lauderdale apportioned $1.4 million this year for a nighttime management team; and Iowa City appointed its first night mayor in April and New York in late 2017. In Europe, London has implemented a Night Time Commission that will make recommendations, including the precise role and responsibilities of a night time champion.

INSIGHT: SAVANNAH

The Responsible Hospitality Institute (RHI) suggests an afterhours approach that involves: Forming Alliances (resources / action teams); Planning for People (quality of life / mobility); Assuring Safety (public safety / venue safety); and Enhancing Vibrancy (entertainment / public spaces).

NOISE ABATEMENT

CITIES: San Francisco, CA   New York, NY   Liverpool, England

PROGRAM: Noise Abatement

As cities grow, so do the sounds of urban living. Frustration with noise is increasing in cities, especially in mixed-use areas where businesses and residents interact. To counteract this, some cities like San Francisco, New York, and Liverpool, England are being proactive with ordinances and policies for noise abatement.

San Francisco's *Citywide Noise Guidance* policy describes it well: *"Any unwanted sound can be characterized as noise; everyone reacts differently to noise, and not everyone agrees about what sounds are noisy. What can be unbearable for one person may pass almost unnoticed by another — for example, some people are irritated by music playing in an elevator while others may not even notice this sound."*

They also state that many agencies share responsibility for enforcing noise laws, directing residents to call 311 to ensure the complaint is routed to the correct agency. They also have a *Good Neighbor Policy* that encourages proactive dialogue: *"If you are disturbed by a sound, first try to discuss the issue directly with whomever is producing the sound to find a mutually-agreeable solution."*

In Austin, Texas, the Downtown Austin Alliance is testing policies to limit nighttime noise, as depicted in this graphic.

SAFETY & SECURITY

CITY: Buckhead, GA

PROGRAM: Public Safety Surveillance System

An Atlanta suburb, Buckhead, Georgia, has implemented a *Community Improvement District* (CID). It's mission is to create and maintain a safe, accessible and liveable urban environment — meeting the challenges of urban growth, while making meaningful improvements in the transportation network and public realm that connect people and places.

According to their website, the Buckhead CID, in partnership with the Atlanta Police Department, has installed a wireless network-based public safety surveillance as part of Operation Shield. The camera system provides real-time situational awareness of key areas within the CID and records camera images for post-incident investigation.

At the Atlanta Police Department's Video Integration Center (VIC), officers can monitor video feeds from both public and private sector cameras.

The Responsible Hospitality Institute (RHI) website provides a good checklist of questions and issues to assess public safety and nightlife security.

The Events Industry Council (EIC) recently identified Safety & Security as their #1 event concern, due to terror bombings, mass shootings, and more. They cite a shift in perceptions about safety and security measures. For example, the need for metal detectors at public events has gone from their presence being questioned, to their absence being questioned.

SAFETY & SECURITY, Cont'd.

CITY: Atlanta, GA

PROGRAM: Downtown Improvement District

Funded and managed through a public/private partnership between the Atlanta Downtown Improvement District, Central Atlanta Progress, and Capacity, Inc., the Ambassador Force Downtown Atlanta is a public safety initiative intended to provide a safer and cleaner environment for residents, tourists, conventioneers, employees, and business owners. A team of 41 men and women provide daily public safety services for a 220 block area, from 7 AM to midnight, as well as keeping sidewalks and trash containers clean and free of trash and debris. The red and blue uniformed ambassadors are on foot, on Segways, or all-terrain bikes providing assistance and adding to the feeling of safety.

IMPROVEMENT DISTRICTS

Downtown programs, such as Community Improvement Districts are doing their part to improve the feeling of safety through their 'plant, scrub, and paint' philosophy.

Cities focused on safety and security are paying close attention to the 'triggers' that contribute to feeling unsafe, such as: buildings in disrepair; dimly-lit streets; dirty sidewalks; unpainted crosswalks; parking garages; trash; and more.

Painted crosswalks, added street lighting, and parking garage rampway art (below) lend a feeling of safety to visitors and locals.

Parking space wall. Underground parking garage in a popular mid-size, Midwest city. How safe do you feel?

PUBLIC SPACES / SAFER MOBILITY

CITY: New York City, NY

PROGRAM: New Public Spaces / Safer Mobility / City Bike Lanes

The *Walkable and Livable Communities Institute* (WALC) has produced the *Pop-Up Demonstration Tool Kit* to help communities experiment with temporary measures before investing in permanent, large-scale changes. Janette Sadik-Kahn, transportation commissioner of New York City, brings this to life through the implementation of several creative and innovative solutions in the heart of New York City. Her brief presentation at the 2013 TED City 2.0 conference, entitled *New York Streets Not So Mean Any More*, was well received by city planners and urban designers from across the world.

Examples of these projects include: temporary bike lanes, protected intersections, crosswalks, parklets, plazas, benches, trees and more. In the examples shown, the city used paint and colored epoxy to create dedicated bike lanes for safer mobility and bus lanes to improve traffic flow.

BEFORE

AFTER
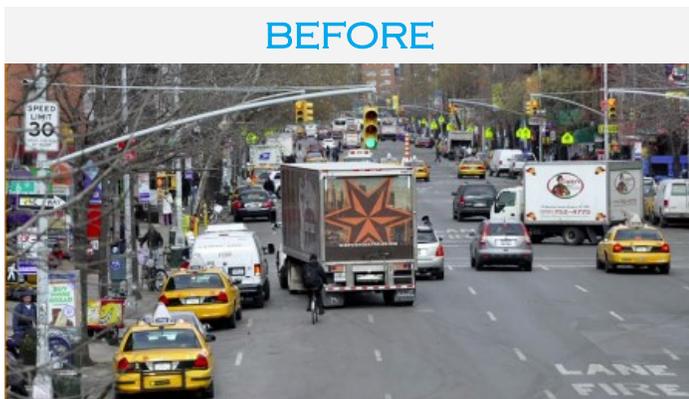
Photos: Sadik-Kahn TED presentation

Bike Lane & Passenger Pick-up Lane

Through Lanes

Dedicated Bus Lane & On-Street Parking

PUBLIC SPACES / SAFER MOBILITY, Cont'd

New York City

The ingenious use of temporary materials (paint, planters) allowed for testing of new ideas and initiatives for traffic lanes, bus stops, bike paths, and more — ensuring the right solutions have been found, before capital investment.

BEFORE

AFTER

Photos: Sadik-Kahn TED presentation

Pedestrian Area & Public Space   **Through Lane**   **Dedicated Bike and Walking Lanes**

The city also created new public gathering spaces with the assistance of local merchants, with the merchants agreeing to help maintain potted plants and temporary lawn furniture. Times Square was one of the first experiments. According to Sadik-Kahn, when the area opened, people flooded into the new space.

Photos: Sadik-Kahn TED presentation

TIIMES SQUARE
Sitting in lawn chairs, visitors and locals enjoy a place to gather in front of Macy's.

Benefitting from the activity, Macy's and local merchants help the city by keeping the area clean and inviting.

Insight: Savannah

The City of Savannah and area businesses may benefit from experimenting with temporary solutions to manage traffic flow, tour vehicle departure and loading areas, bike lanes, foot traffic, and pedestrian zones. Newfound solutions could then be integrated into the city's infrastructure plans, including wayfinding, streetscaping, and inter-connecting areas/districts.

MANAGING GROWTH / LONGER–STAY VISITORS

CITY/COUNTY: KANAB/KANE COUNTY, UT
GARFIELD COUNTY / BRYCE CANYON, UT

PROGRAM: STAY-LONGER PUBLIC CAMPAIGNS

The longer-stay visitor is the goal of most destinations, especially those concerned about the impact of *Overtourism* on their land and their people. Two small counties in Utah, visited by millions of visitors each year, are proactively addressing this vision. Kane County/Southern Utah Office of Tourism's Stay a Little Longer campaign and nearby Garfield County/Bryce Canyon Country Take Your Time project encourages visitors to do more than the national parks. It includes an interactive PDF stakeholders guide to help areas businesses convey a consistent message.

INSIGHT: SAVANNAH

Savannah has a prime opportunity to continue the collaboration with hotels, restaurants, museums, local businesses, Visit Savannah, and the Savannah Area Chamber to craft the "stay longer" message for area websites and outbound marketing — encouraging visitors to extend their stay to enjoy the Savannah area's rich heritage, cultural, and river /ocean experiences.

WORKFORCE READINESS / WORKFORCE HOUSING

CITIES: Banff, Alberta, Canada   Santa Barbara, CA

PROGRAM: Workforce Housing Initiative

WORKFORCE READINESS

Throughout the country there is an ongoing challenge of finding employees with the right set of soft skills – especially those in customer-facing roles. Soft skills or *employability skills* relate to workforce/career readiness. Sometimes called people skills or life skills, these are the personal qualities and values such as: following instructions, teamwork, patience, motivation/initiative, good communication, decision making, problem solving, and reliability/dependability.

Businesses of all sizes, from all industries are struggling with this societal dynamic. As millennial presence becomes the dominate portion of the labor force, that challenge is exacerbated by the high level of expectations – of opportunity, of training, of personal satisfaction, and of balance. Effectively matching and managing those expectations will determine where those highly motivated and engaged employees choose to bring their talents.

Popular Moraine Lake, Banff, Canada

WORKFORCE HOUSING

Finding affordable housing in reasonable proximity to the workplace is becoming harder for those working in cities/towns where home prices are climbing due to the destination's popularity. This impacts popular cities and non-metropolitan communities, as well. Some communities have developed a means to address this issue, such as the Housing Authority of the City of Santa Barbara's Workforce Housing Program, designed to assist those low to moderate income workers caught between skyrocketing rents and ineligibility for other assistance.

The town of Banff, Canada, located within a UNESCO World Heritage Site, is feeling pressures similar to Savannah's. This small town (population 8,300), with over 5 million visitors per year, is taking proactive steps to address workforce housing issues. The Banff Community Plan includes a priority to increase housing options, so those working in Banff can live in Banff. Recently, the nation's Parks Canada department released 14 lots within town boundaries to the Banff Housing Corporation — a wholly owned subsidiary of the Town of Banff — for the development of 100 housing units by 2018.

INSIGHT: Savannah

One of the strategic discussions within the development of the TMP was the topic of creating partnerships and programs which develop life skills and career paths. Civic leaders, training programs/colleges, and businesses agree this is an important focus for the future.

TOUR GUIDE STANDARDS & TRAINING

CITY: San Francisco, CA   San Diego, CA

PROGRAM: Certified Tour Guides

Pride in Our Profession

What began in 1984 as a way to safeguard employment opportunities for guides, has now grown into standards that have been replicated, both locally and nationally, by other guide groups.

The San Francisco Tour Guide Guild is a non-profit organization dedicated to fostering a standard of quality, ethics, and professionalism among its members, through continuing education and certification programs, and by setting a Code of Ethics and Professional Standards. To become a Certified Guide a member must complete several hundred hours of work followed by a comprehensive written and oral examination.

The San Diego Professional Tour Guide Association is similar. Founded in 1999 and comprised of over 100 local tour guides, its mission is to ensure a high standard of professionalism within the tour guide industry. Their Code of Ethics is a pledge taken by all of its members.

The Global Sustainable Tourism Council (GSTC) has a similar program for sustainable tourism. It establishes and manages global sustainable standards, known as the *GSTC Criteria,* in two areas: *Destination Criteria* for policy-makers and destination managers (released in 2013) and *Industry Criteria* for hotels and tour operators (released in 2016).

Insight: Savannah

Many excellent ideas were brought forth to encourage voluntary certification of tour guides, through the Tourism Leadership Council (TLC) *Certified Tour Guides of Savannah* program. Discussion among tour operators also included a growing consensus that the time may be right to create a code of ethics or standards for tour operators and tour guides, to ensure historic accuracy and a professional code of conduct.

SUSTAINABLE TOURISM

PROGRAM: Sustainable Tourism Certification

The Global Sustainable Tourism Council (GSTC) has a program for sustainable tourism. The program establishes and manages global sustainable standards, known as the *GSTC Criteria,* in two areas: *Destination Criteria* for policy-makers and destination managers (released in 2013) and *Industry Criteria* for hotels and tour operators (released in 2016) suggesting environmentally-friendly tour vehicles.

CITY: San Jose, CA

PROGRAM: Zero Waste Event Program

The City of San Jose has established a Green Vision for the future. One of its goals is to reach zero waste by 2022. This includes resources for event planners, including free City loaned Eco-stations for recycling, compost, and trash collections. The program also includes wording for stage announcements to remind everyone of the City's zero waste vision.

CITY: Santa Barbara, CA

PROGRAM: Car Free Travel

Santa Barbara Car Free is a program that encourages car free and carefree travel to and around Santa Barbara for cleaner air and a healthier planet. The factsheet encourages riding the electric shuttle, walking, and biking along the beach and waterfront, including downloadable maps, self-guided walking tours, and more.

CITY: Vail, CO

PROGRAM: Sustainable Business Training

The Walking Mountain Science Center near Vail, Colorado, has developed fundamentals of business sustainability practices and certification criteria. The program is designed to help businesses save money, engage employees, be an environmental steward, expand economic development, attract more customers, and become a community leader.

TRANSPORTATION HUB / PARKING SOLUTIONS

CITY:	ESTES PARK, CO	**PROGRAM:**	TRANSPORTATION HUB / PARKING INVENTORY
CITY:	MONTREAL	**PROGRAM:**	ELECTRONIC PARKING SIGNS
CITY:	PITTSBURGH, PA	**PROGRAM:**	REAL-TIME PARKING AVAILABILITY
CITY:	BALTIMORE, MD	**PROGRAM:**	DEMAND-BASED PARKING METER RATES

ESTES PARK, COLORADO

Estes Park *(pop. 6,000; 3 million visitors)* recently opened the Estes Park Transit Facility Parking Structure as the departure point for free town shuttles and the Rocky Mountain National Park shuttles, as well as adding 310 parking spaces. The town is also installing a system to electronically tally parking spaces for the events center, parking garages, and downtown parking lots. The status of available parking is continually shown to visitors and locals on four new full-color electronic signs located through the community.

MONTREAL, QUEBEC, CANADA

Montreal is experimenting with an 'intelligent parking' pilot program to test the efficiency of digital parking signs. The digital sign can be turned on or off, telling motorists when and where spots are off limits. A new parking App, gives real-time updates on parking availability and restrictions; useful for large events, street closures, and more.

PITTSBURGH, PENNSYLVANIA

The Pittsburgh Parking Authority is leading the way with real-time parking solutions. Park PGH is a very useful application available on iPhone, the web, text messaging, as well as a call-in service. It supplies real-time information about parking availability in all of the Cultural District garages, calculating the number of available spaces every 30 seconds. A useful, online Facility Locator helps visitors and locals find parking garages and lots.

Montreal digital parking signs direct visitors to nearby garages with arrows and distances.

BALTIMORE, MARYLAND

Using data collected every six months, the Parking Authority of Baltimore City will use actual demand for parking spaces to determine the hourly parking meter rate on blocks in the Central Business District. Rates will be adjusted to help create one or two available parking spaces on each block or 15-25% availability, making it easier for parkers to find parking downtown and spend more time enjoying the city. Working with a base of $2.00 per hour, rates will be adjusted up or down in $0.25 increments, no more than once every six months. If occupancy is higher than 85% in a specific block, the rate will go up; if it's 75% or lower, the rate will go down.

MEDALLION SYSTEM / FRANCHISE SYSTEM

CITIES: Charleston, SC   St. Augustine, FL   Key West, FL

PROGRAM: Medallion System / Franchise System

Medallion systems are being used by cities to define vehicle emission standards and to regulate taxicabs by establishing a maximum cap on the number of taxicabs that can operate in a specific area. With this type of system, the medallion is purchased by the company and a small metal plaque is affixed to a vehicle.

The City of Charleston regulates the horse carriage industry by giving out numbered medallions directing the drivers to a specific zone prior to starting a tour. The system was established to ensure no one neighborhood gets overloaded with carriage tours.

St. Augustine and Key West, Florida, have used franchise systems to manage the number of tour vehicles based on their business license. Key West has also set sustainable vehicle emission requirements as part of their franchise agreement.

MOTOR COACHES

CITY: Philadelphia, PA

PROGRAM: Transportation Center / Centralized Bus Parking

Philadelphia has a historic downtown with little capacity to accommodate large numbers of motor coaches, especially with prohibiting all curbside parking for motor coaches. To remedy this issue, the city built the Independence Transportation Center (ITC).

With downtown Philadelphia attractions located within a confined area, the facility consolidates bus passenger loading and unloading in one place with 11 spots, in addition to five authorized drop-off and pick-up locations within their historic area.

Independence Transportation Center, Philadelphia, PA.

The parking facility has long-term bus parking spaces for 43 buses and provides the drivers with an air-conditioned waiting area that features bathrooms and showers, televisions, sleeping lounges, vending machines, and coupons and delivery from local restaurants.

FREE TRANSPORTATION / CIRCULATOR

CITY: COLUMBUS, OH

PROGRAM: FREE DOWNTOWN CIRCULATOR

The Central Ohio Transportation Authority (COTA) has been leading the way in providing a vital connection for downtown Columbus residents, employees, and visitors who travel between their hotels, meeting sites, shopping, dining, business opportunities, and sporting events. Columbus' free circulator, called CBUS, was inaugurated in May 2014 and within two years celebrated 1 million trips. The buses run a 5.4-mile route between five entertainment districts, with 29 stops along the route, arriving in 10-15 minute intervals. Attractive bus stops invite ridership, with large route maps showing the five districts and main attractions along the route. The consistent route of CBUS has changed people's perception about taking the bus; with an unexpected effect being a noticeable increase in the use of city buses in other parts of the county. Another result of CBUS is freedom for downtown residents to rid themselves of car ownership, or leave their cars parked for the weekend.

To meet the needs of downtown residents and visitors, the city established a dedicated airport / downtown route, called AirConnect, which is subsidized by COTA with ridership costing only $2.75 per ride. Passes are conveniently available from COTA's ticket machines, the airport, convention center, and area CVB Visitor Centers.

The route map highlights the various activity areas and the five major districts.

Free ridership keeps buses moving, eliminating onboard payment.

FREE TRANSPORTATION / CIRCULATOR Cont'd.

CITY: Baltimore, MD

PROGRAM: Free Downtown Circulator

Baltimore's Charm City Circulator (CCC) is a privately-funded public transit system, consisting of 30 free shuttles that arrive every 10-15 minutes to service residents, downtown employees, students, visitors, and anyone else who wishes to ride. The city's goal is linking critical parts of the city in the cleanest way possible, using Hybrid Electric vehicles. Starting with one experimental route in January 2010 that grew to 100,000 riders in three months, the system has now expanded to four routes operating on major streets through downtown, connecting to historic sites and water taxis, while providing economic benefit to restaurants, businesses, and attractions along each route. With its Bus Tracker technology, riders can see when the next bus will arrive. Signage is clear and helpful.

CLEAR SIGNAGE ENCOURAGES RIDERSHIP

Brand and CIRCULATOR Message on Top

Fast, Friendly, FREE

ROUTE Name and Color

WELCOME Message

Bus EXTERIOR

ROUTE and ATTRACTIONS Map

URL for More Information

CIRCULATOR at Fort McHenry; birthplace of the Star Spangled Banner.

Ads inside the bus help fund operations.

The success of both examples stems from several factors: the attractive exterior colors and design invite passengers to board; using the word *CIRCULATOR* defines its purpose; and branding it to the destination distinguishes the circulator from other city buses.

BIKE SHARE / CAR SHARE

CITY: Austin, TX   **PROGRAM:** Car Share

Austin and other cities are offering locals, business travelers, meeting attendees, and visitors a car share option that's convenient and easy-to-use. Car2Go cars are available on the street or in designated lots around the city. The rider can hop in a car whenever, wherever (with no reservations required) and leave it in the Home Area, a specified geographic boundary within the city. The online map and the App show where cars are available and where you can park (for free), while you are using them.

CITY: Columbus, OH   **PROGRAM:** Bike Share

Columbus' bike share system, COGO, is comprised of 46 stations and 365 bikes across the city, offering a fun, affordable, and convenient way to get around. Day passes are available for locals and frequent riders. The Transit App provides a map of station locations, real-time availability, and the ability to purchase passes and generate release codes for each check-out. The website provides access to the App and Rules of the Road tips.

Bike share sponsorship by Medical Mutual and other health-conscious local businesses, helps reduce the cost of operations for the city. Numerous locations across the city encourages locals and visitors to park and ride.

WALKABILITY

CITY: BOSTON, MA

PROGRAM: WALK BOSTON

Boston's successful 66-year old Freedom Trail is only part of the pedestrian success story for the city. The public advocacy group Walk Boston, works with cities across Massachusetts to instill a pro-walking culture by making each place safer, more community-connected, and easier to access via foot.

As the website verifies, *"Pedestrian facilities are a vital element of the public realm, serving all businesses and residents. They pay off in increased retail sales, healthier employees, and higher real estate values. Businesses gain wherever walking conditions are improved."*

Core to this is getting businesses and residents involved in recommending initiatives, transit planning, and funding improvements. This is evidenced in companies creating and sponsoring seating areas along various pathways, individual users who identify ways to better protect pedestrian walkways, or the expansion of routes beyond the downtown corridor. Stand-out initiatives are recognized through an established award program, but the benefits far exceed the recognition.

The long-term vision is to provide greater mobility for everyone — regardless of where they live, why they visit, degree of fitness, or level of income.

Since 1951, Boston's Freedom Trail red line or red brick encourages walking to its many historical sites.

ESSENTIAL SERVICES / PUBLIC RESTROOMS

CITY: BANFF, CANADA

PROGRAM: LAKE LOUISE PUBLIC RESTROOMS

Especially for those cities experiencing overtourism, focusing on public facilities is critically important to protect business owners and residents. Adequate restrooms are often an afterthought for some cities/destinations, while others are proactively addressing the issue. Banff's crystal-clear Lake Louise is a perfect example.

To protect the *Fairmont Chateau Lake Louise* hotel and surrounding shops, the national park service has constructed a very large restroom facility in the parking lot adjacent to the lake's main access. The structure also includes signage and maps to help visitors locate boat rentals and watersports, and navigate nearby trails.

Fairmont Chateau Lake Louise

INSIGHT: SAVANNAH

The City of Savannah's continued focus on public restrooms, signage, and website information is an excellent way to protect residents and businesses. Most people will be considerate and do the right thing, if facilities are conveniently-located and easy to access.

WELCOME CENTERS / VISITOR CENTERS

CITY: BALTIMORE, MD   **PROGRAM:** BALTIMORE VISITOR CENTER

CITY: TULSA, OK   **PROGRAM:** MOBILE VISITOR CENTER

BALTIMORE, MARYLAND

The Baltimore Visitor Center, located on the city's downtown Inner Harbor, is a good example of an innovative visitor center. In addition to providing helpful information and wayfinding tips to visitors on LED touch-screens, the center provides free Wi-Fi, mobile device charging stations, and even mail/shipping services as a contracted U.S. Postal Unit. Unlike most centers, it offers reservations and ticketing services, providing valuable one-stop shopping for visitors, and locals with visiting friends and relatives.

TULSA, OKLAHOMA

Tulsa has been using its Mobile Visitors Center (MVC) to bring information to festivals, fairs, school events, sporting activities, and more. The interior provides maps, brochures, and a mobile device charging station; the top of the vehicle serves as a speaking platform for city officials to welcome visitors and encourage them to return.

WAYFINDING / SIGNAGE

CITY: San Antonio, TX   **PROGRAM:** Color-Coded District Wayfinding

CITY: Baltimore, MD   **PROGRAM:** District Pole Banner/Signage

CITY: Cleveland, OH   **PROGRAM:** Downtown Wayfinding

CITY: Columbus, OH   **PROGRAM:** Ease of Getting Around

Wayfinding goes hand-in-hand with most infrastructure issues; it is defined as the act of using tools, such as maps, digital devices, directional information, signage, schedules, timetables, and more to navigate between locations. If effectively implemented, the information contained in the wayfinding system can reduce traffic congestion, alleviate parking complaints, and ease resident and traveler angst.

San Antonio, TX

Following the DISTRICT theme, the City of San Antonio's downtown way-finding signage is color-coded, with an added directional feature, *"You are Facing...*E/W/N/S" on the outside perimeter. Signs are attached to existing street poles, facilitating signage changes and cost-savings from more permanent sign structures. Additionally, names of parking garages are on large, visible signs.

Baltimore, MD

Baltimore's wayfinding program features both districts and neighborhoods to help orient the visitor. Like San Antonio, signs adhere to existing poles for cost savings and long-term flexibility.

WAYFINDING / SIGNAGE, CONT'D

CLEVELAND, OH

Within its nearly $3 billion investment in its travel and tourism infrastructure development, Cleveland is utilizing a unique wayfinding system. Destination Cleveland, the convention and visitors bureau for Greater Cleveland, has coordinated the wayfinding and connectivity plans, designed to: (1) improve how visitors navigate the city, and (2) ensure the pathways that take visitors from one place to the next are beautified. Street signage includes walking maps, bicycle routes, trails, and initiatives like bike sharing. The wayfinding system also includes a new, consistent naming system for Cleveland's neighborhoods and districts.

A unique feature is on-street digital signs used to highlight events and real-time offers. The signs feature 'heads-up' mapping, which indicates the landmarks and attractions directly in front of the pedestrian, and a five-minute walking radius, which inspires discovery of the surrounding area and attractions.

COLUMBUS, OH

Columbus has instituted Get Around Cbus, a communications campaign to convey to visitors and locals the numerous ways they can navigate the city. Through a collaborative process led by *The EXPERIENCE Institute®,* Experience Columbus (CVB) and the businesses/entities within the transportation sector, a two-page flyer was developed. Breaking down silos through a collaborative task force, companies worked together — Uber and Lyft sitting next to Yellow Cab owner — to write their own copy and finalize the messaging. The consensus was, *"We have a lot of ways to get around. The problem is no one knows they're available."* The flyer content is shown on the CVB website, as well as hundreds of business websites across the community — providing important consistent messaging to travelers and locals.
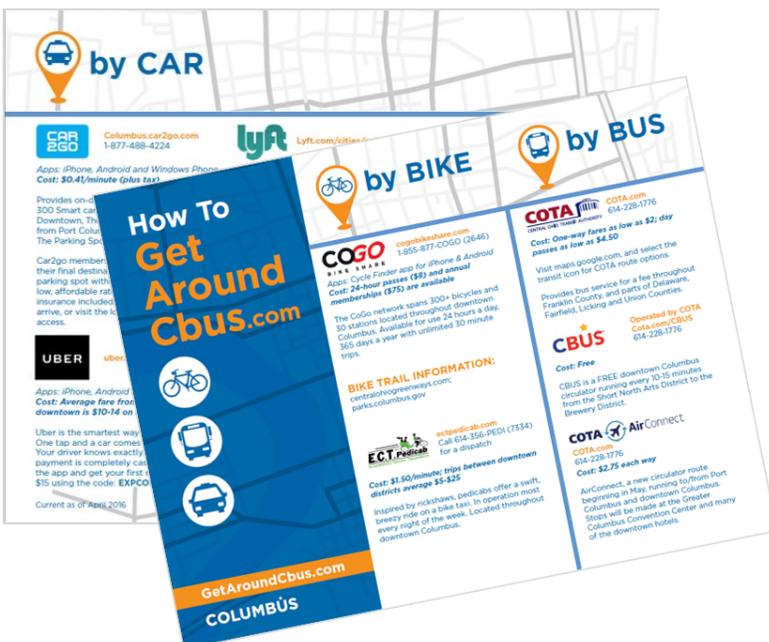
PRESERVATION / ARCHAEOLOGICAL ORDINANCES

CITY: ALEXANDRIA, VA

CITY: SCOTTSDALE, AZ

PROGRAM: ARCHAEOLOGICAL PRESERVATION ORDINANCES / CODES

According to the *Journal of the American Planning Association,* archaeological site stewardship is greatly affected by the decisions of local governments and planning departments, which usually operate with little formal guidance.
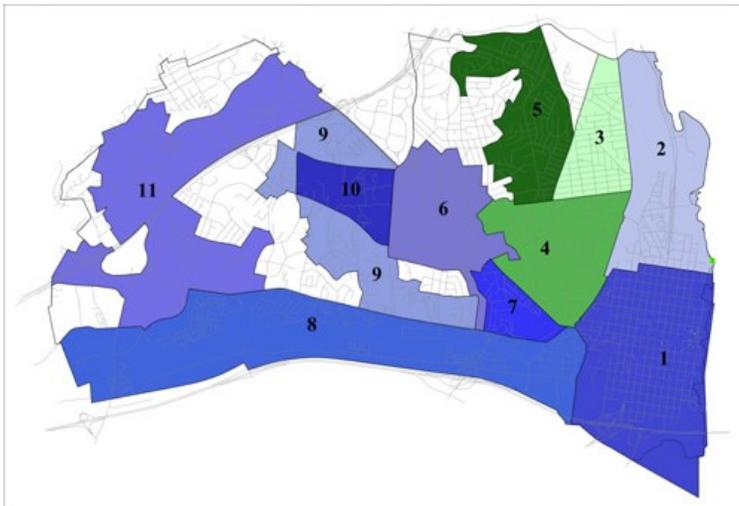
Alexandria, VA: Resources Areas Map showing areas that may contain significant archeological materials.

The City of Alexandria, Virginia has implemented an archaeological resource protection code to protect historic resources. Their Resources Areas Map shows areas and properties that may have the potential to contain significant archaeological materials. The city boundaries contain 40 districts, sites, buildings, and structures that are listed on the National Register of Historic Places, as well as prehistoric sites at Jones Point.

**Alexandria, VA:
Archaeological Dig**

In 1999, the Scottsdale, Arizona City Council adopted an ordinance to protect archaeological resources. The ordinance is implemented by the City Archaeologist with oversight from the Historic Preservation Commission. Resources include an Archeological Overview and information on Archeological Site Etiquette.

Appendix B
Acknowledgments

Participating Organizations

Whip Tripplett, North Point Hospitality

Brendan Ferrara, Savannah Technical College

Karen Guinn, Collective Marketing

Molly Swagler, Tourism Leadership Council

Chris Rawers, Free Savannah Tours

Jeff Eley, Savannah College of Art and Design

Tom Kohler, Chatham-Savannah Citizen Advocacy

Kevin Klinkenberg, Savannah Development and Renewal Authority

Dwayne Stephens, Historic Savannah Foundation

John Neely, Colliers International

Rusty Brown, Savannah Pedicabs

Will Green, Old Savannah Tours

Melinda Allen, Downtown Neighborhood Association

Ellen Harris, Metropolitan Planning Commission

Daniel Carey, Historic Savannah Foundation

Marcie Hill, City Market, Visit Savannah

Marc Friday, Planters Inn

Dianna Morrison, Advertising Specialty Services

Bob Rosenwald, Downtown Neighborhood Association

Michael Ambrose, Downtown Neighborhood Association

Jason Combs, Thomas Square Historic District

Quito Anderson, Ben Carter Enterprises, Broughton Street Collection

Darin Grigg, Ben Carter Enterprises, Broughton Street Collection

Brenda Scarpotti, Cool Places, LLC

Ricky Patel, HOS Management

Kal Patel, Image Hotels

Andree Patterson, Victorian Neighborhood Association

Reed Dulany, Dulany Industries, Inc.

Corey Jones, Lucky Savannah Vacation Rentals

Cara Sandt, Carriage Tours of Savannah

Barbra Cortese, Downtown Neighborhood Association

Carolyn Bell, Alderman, City of Savannah

Bill Durrence, Alderman, City of Savannah

Brian Foster, Alderman, City of Savannah

John Hall, Alderman, City of Savannah

Van Johnson, Jr. Alderman, City of Savannah

Julian Miller, Alderman, City of Savannah

Cyreia Sandlin, Downtown Neighborhood Association

Hank Reed, Downtown Neighborhood Association

Major Kerry Thomas, Savannah-Chatham Metropolitan Police Department

Captain Joy Gellatly, Savannah-Chatham Metropolitan Police Department

Officer Marvin Williams, Savannah-Chatham Metropolitan Police Department

Ken Sirlin, Downtown Neighborhood Association

Victoria Smith, Savannah Waterfront Association

Gina Pepper, Northpoint Hospitality

Roger Moss, Savannah Community Choir

Kimberly Phillips, City Market

Mark Spadoni, Westin Savannah Harbor Resort

Bryan Huskey, Gaslight Group

Rob Gibson, Savannah Music Festival

David Legasse, The Salt Table

Lisa Grove, Telfair Museums

William Hubbard, Savannah Area Chamber of Commerce

Sherrie Spinks, Savannah International Trade & Convention Center Kimberly

Lopez, Savannah College of Art and Design

Leia Dedic, Savannah Economic Development Authority

Lori Kessler, The Kessler Collection

Melissa Van Dine, The Kessler Collection

Emily Dickinson, Wet Willies Management Corporation

Ryan Arvay, Historic Savannah Foundation

Gary Radke, Historic Savannah Foundation

Jerry Lominack, LKS Architects, Inc.

Clinton Edminster, Thomas Square Historic District

Ken Zapp, Downtown Neighborhood Association

Jamal Toure, Day Clean Journey

Angela Lynn, 6th Sense World Tours

Patrick Burns, Savannah Ghosts Paranormal Investigation Tour

Jonathan Stakup, Architectural Tours of Savannah

Susan Sauer, Discovery Tours

Orlando Montoya, Orlando Montoya Tours

Bonnie Terrell, Bonnie Blue Tours

Andrew Cotton, Private Walking Tours of Savannah

Jessica Finkeraur, Tara Haunted Tours

Sonia Clark, Soul Squares Walking

Gary Patrick, Old Town Trolley

Kayla Black, Old Town Trolley

Karem Wontham, Journey by Faith

Mikell Cates, Savannah Military Tours

Johnnie Brown, Freedom Trail Tour, Inc.

Jim Overton, Metropolitan Planning Commission

Cynthia Matson, Historic District Board of Review

Rhonda Hoffman, Historic Savannah Foundation

Keith Howington, Keith Howington

Jennifer Deacon, Historic District Board of Review

Scott Cook, Historic District Board of Review

Dwayne Stephens, Historic District Board of Review

Nick Henry, Historic Savannah Monuments Commission

Dolores Engle, Historic Savannah Monuments Commission

Ryan Madson, Historic Savannah Monuments Commission

Eli Karatassus, Historic Savanah Monuments Commission

Swann Seiler, Georgia Power

Josh Brooks, Brooks Construction Group

Rob Hernandez, City of Savannah

Marty Johnston, City of Savannah

Stephen Henry, City of Savannah

Michelle Strickland, City of Savannah

Richard Gerbasi, City of Savannah

Amanda Hutson, City of Savannah

Marija Bumgarner, City of Savannah

Bridget Lidy, City of Savannah

Members of the Tourism Advisory Committee (TAC)

Vaughnette Goode-Walker, Footprints in Savannah, TAC Chair

Sandra Baxter, Coastal Heritage Society

Charlie Brazil, Old Town Trolley Tours

Jamie Caskey, Cobblestone Tours

Mark Dana, Savannah Lodging

Austin Hill, Historic Savannah Foundation

W. David Jones, Downtown Neighborhood Association

Bill Lovett, Downtown Neighborhood Association

Joe Marinelli, Visit Savannah

Eric Meyerhoff, Historic Savannah Foundation

DeAnne Mitchell, Convention Consultants

Michael Owens, Tourism Leadership Council

Funding Organizations

City of Savannah

Downtown Neighborhood Association

Historic Savannah Foundation

National Trust for Historic Preservation, Johanna Favrot Fund for Historic Preservation

Tourism Leadership Council

Visit Savannah

Plan Development

The EXPERIENCE Institute® (TEI)
Mickey Schaefer, FASAE, CAE, CTA, CEO & Founder

Navigate Strategies
Susan Iris, Principal, TEI Chief Strategist

Appendix C
Tourism Management Chronology

1976   Savannah Area Convention and Visitors Bureau established

1977   Tour Service for Hire Ordinance and Horse-Drawn Carriage Ordinance, including establishment of Tourism Advisory Committee (TAC), approved by City Council

1977   Rousakis Plaza completed

1996   Savannah hosts summer Olympics

1998   Tourism Leadership Council established

1998   City establishes Preservation Fee from tour companies for each person on sightseeing tour; funds support publicly funded preservation projects within the National Historic Landmark District

2000   Savannah International Trade and Convention Center opened

2005   City Council established the Visitor Mobility Task Force to evaluate downtown visitor-related transportation needs; Visitor Mobility Action Plan approved establishing Savannah Area Mobility Management Board (SaMMI)

2008   City creates Tourism Administrator position

2012   City approves Quadricycle Ordinance

2013   City contracts with Armstrong Atlantic State University to conduct a report highlighting the impacts of Motor Coach Tourism in Savannah

2013   Tourism Advisory Committee recommends upholding the Tour Service for Hire Ordinance to not permit double-decker buses; City Council approves recommendation

2013   City Council did not approve moving forward with phase two of a study to establish a cruise ship terminal

2014   Tourism Advisory Committee recommends establishing a department to balance residents' quality of life while sustaining the tourism industry and support a fair regulatory environment aimed at protecting neighborhood integrity and the tourism industry; City establishes Tourism Management and Ambassador Department

2014   City Council approved the short-term vacation rental ordinance and amended the zoning ordinance to define the use

2014   City of Savannah, Visit Savannah, Tourism Leadership Council, Historic Savannah Foundation, and Downtown Neighborhood Association participate in *Living with Success Revisited: Summit on Heritage Tourism in our Nation's Most Beloved Historic Cities* sponsored by the National Trust for Historic Preservation

2015   City of Savannah challenged in U.S. District Court for the Southern District of Georgia for the tour guide permitting process and preservation fee

2015   City of Savannah revises Tour Service for Hire Ordinance to eliminate tour guide testing and permitting requirements in response to lawsuit; Ordinance amended to prohibit tour guides from conducting tours in residential areas during certain hours

2015   City of Savannah launches the ambassador component of the Savannah Serves Program to provide the highest level of public safety and enhanced services for downtown users

2015   Elizabeth Becker, author of *Overbooked,* visits Savannah

2016   City of Savannah contracts with University of South Carolina, Lowcountry and Resort Islands Tourism Institute to conduct the Savannah Tourism Sentiment Survey for both residents and tourism professions

2016   City of Savannah funds 12-member Ambassador Program

2016   Tourism Management Plan funded by City of Savannah, Visit Savannah, Tourism Leadership Council, Historic Savannah Foundation, Downtown Neighborhood Association and National Trust for Historic Preservation's Johanna Favrot Fund for Historic Preservation to balance resident needs with industry interests, while also maintaining Savannah's prominence as a global visitor destination

2017   City conducted a study of the economic and social impact of tourism to include a cost benefit analysis identifying the direct and indirect costs associated with tourism and the impact on City services and quality of residential life

2017   City Council approved revisions to the Horse-Drawn Carriage Ordinance to include provisions to protect the animals and provide parameters when operating in summer months

2017   City Council approved revisions to the Short-term Vacation Rental Ordinance and amended Zoning Code to place a cap on the use

Appendix D
Referenced Sources
Key Data / Documents / Plans

City of Savannah

West Boundary Canal District, Civic Vision Plan, Exhibit H, City Council Work Session, Sottile & Sottile Urban Design, October 17, 2013

Historic Savannah by Motor Coach, Parking, Stops & Prohibited Areas, January 6, 2017

Motor Coach Tourism in Savannah, Armstrong Atlantic State University, Center for Regional Analysis, March 2013

Report on Incentivizing Downtown Residential Development, March 2, 2017

Downtown Hotel Study, March 2, 2017

Existing and Potential Hotels/Motels in Downtown Savannah (Map), November 2016

Report on Short-Term Vacation Rentals, April 15, 2016

Short-Term Vacation Rental Application Packet, December 2015

Savannah Serves Pilot Program, Map, September 24, 2015

Parking and Mobility: Parking Matters 8.1: Strategic Planning Scenarios, Recommendations and Implementation Plan, City of Savannah and Chatham County-Savannah Regional Metropolitan Planning Commission, June 2016

Public Restroom Facilities Located in Downtown, Map

Savannah Historic District Commercial & Residential Areas, Zoning Map, March 2017

City Hall Ferry Landing Shelter, Savannah Area Mobility Management (SAMM) as part of the Visitor Mobility Plan, June 10, 2014

St. Patrick's Guide, Parking & Transportation

Savannah Downtown Streetscape Improvement Initiatives Project Overview, November 2016

Historic Savannah Wayfinding Program, Design Development, February 2009

City Ordinances, Tourism-Related Ordinances

State of Georgia

Short-Term Vacation Rental (STVR) Study Committee on Short-Term Rental Providers, Georgia House of Representatives, September 22, 2015

Preservation

Beyond Tourism: Historic Preservation in the Economy and Life of Savannah and Chatham County, Historic Savannah Foundation, Copyright 2015

Living with Success Revisited: Summit on Heritage Tourism in our Nation's Most Beloved Historic Cities, Preservation Leadership Forum, November 2014, PASTFORWARD Report published May 2015; Article by Bridget Lidy, City of Savannah, August 2015

Homeless

Strategic Plan, Chatham-Savannah Authority for The Homeless, 2016-2020

Visit Savannah

2015 Visitor Report, Longwoods Travel USA\

Savannah Tourism Futures Study (TFS), MMGY Global / Ernst & Young