

JANUARY 6, 2020

VISIT QUAD CITIES

DESTINATION VISION
& STRATEGIC PLAN

SITUATIONAL
ANALYSIS

INTRODUCTION

The following document sets forth the Resonance Consultancy summary of travel and tourism issues and opportunities in the Quad Cities to be explored, discussed, debated and prioritized in the development of a Destination Vision & Strategic Plan.

The Situational Analysis report is an important milestone in the project that provides a snapshot of “where we are today” with insights collected from stakeholders, visitors and residents with respect to motivating characteristics and differentiators of the region that could shape the tourism strategy and implementation for the destination.

This document focuses attention on the research produced for Stages 1-5 of the project and serves as a foundation for the following Stages 8-10 of Visioning, Draft Recommendations and Final Report.

Specifically, this Situational Analysis Report of the Quad Cities’ tourism landscape includes a(n):

- Summary of the tourism market at the global, national and local level;
- Examination of industry trends which should be considered in the development of the Quad Cities Strategic Plan;
- Profile of current visitors to the Quad Cities; and
- SWOT Analysis of the Quad Cities tourism landscape.

Looking forward, material from this Situational Analysis report will be used to create a future Vision for the Quad Cities as a destination for visitors and residents, and help identify strategies, plans and programs to fulfill that Vision.

MARKET SUMMARY

The last six decades have seen extraordinary growth for tourism. In spite of the multiple changes and shocks, tourism, although vulnerable, has always bounced back, proving its resilience and capacity to rebound.

The future brings enormous opportunities for tourism to take center stage in the political and economic agenda, seeking recognition for its contribution to economic growth and development. It also brings added challenges and responsibilities for the industry to take the lead in mitigating its potential negative impacts on host communities and the environment.

The next 20 years are expected to see continued growth for the sector. They can also be years of leadership: tourism leading economic growth, social progress and environmental sustainability. To make this possible industry leaders need to make tourism a priority in policy decisions, foster competitive and responsible business models and practices and increase cooperation between the public and private sectors.

GLOBAL MARKET

The United Nations World Tourism Organization's (UNWTO) long-term forecast published in 2010 predicted international tourist arrivals would reach the 1.4 billion mark by 2020. Yet stronger economic growth, more affordable air travel, technological changes, new business models and greater visa facilitation around the world have accelerated growth in recent years and international tourist arrivals reached 1.4 billion two years ahead of forecasts.

The global travel industry is likely to expand by 4 percent in 2019 despite slowing economic growth in key areas such as China and Europe, according to the World Travel & Tourism Council. Skift's Global Travel Economy Outlook 2019 report estimates 2019 international arrivals will be somewhere around 1.5 billion, and 2020 will see 1.6 billion international arrivals. Both Skift and the UNWTO maintain a forecast of 1.8 billion for 2030.

International Tourist Arrivals 1950 - 2030E



Source: Skift's Global Travel Economy Outlook 2019

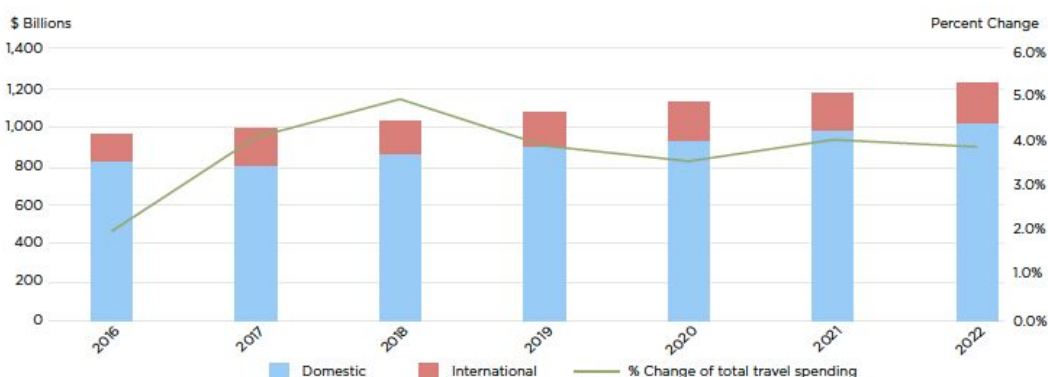
There will also be considerable change beyond the numbers. Future arrivals will be spread more widely across the globe; the share of international tourism to emerging economies will surpass that to advanced ones, and many of the new arrivals will be to destinations in Asia, Latin America, Central and Eastern Europe, Africa and the Middle East.

NATIONAL MARKET

2019 marks a decade since the U.S. travel industry emerged from the depths of economic recession. Over the past ten years, the recovery collided with an economic turning point in global emerging markets— fueling a historic burst in travel demand felt by segments across the travel industry.

From 2009 to 2017, U.S. hotel gross bookings grew from \$116 billion to \$185 billion. Airline revenue jumped from \$155 billion to \$222 billion. Other sectors, from cruise to ground transportation and restaurants, also benefited as U.S. consumers reconnected with an inherent love for travel, international travel demand flourished, and more companies leaned on the power of business travel to help their organizations connect and grow.

Market conditions are generally expected to remain strong over the medium term, with travel spending expected to increase at a solid pace of about 4 percent per year and reach nearly \$1.3 trillion by 2022.



Source: U.S. Travel Association and Oxford Economic

However, significant challenges capable of throwing the U.S. travel industry off its growth trajectory loom on the horizon—many of which are the unfortunate growing pains of an expanding industry. With rumblings of potential economic downturn gaining some momentum, travel brands must keep their eyes on consumer spending and sentiment. The last downturn served as a stark reminder of the strong connection between economic insecurity and discretionary travel spending in the United States. Unlike their European counterparts, U.S. consumers are well known for cutting vacations out of their budgets entirely—rather than downgrading accommodations or destinations. In fact, nearly half of U.S. adults went the entire year without spending anything on a vacation during the recession in 2008.

LOCAL MARKET

The Quad Cities has averaged 1.6 million overnight visitors per year over the past five years, however, visitor expenditures have increased reaching \$882 million in 2018.

In all, there are now 71 hotels in the Quad Cities, representing 6,488 rooms, according to STR, a firm that collects data on the global hotel industry. Twenty years ago, the region had just 50 hotels. Roughly 60 percent of total rooms are on the Iowa side, and of those 17 new hotels, 13 are in Iowa and four in Illinois.

The State of Iowa saw overall growth for the sixth year in 2017. Domestic travelers spent \$8.5 billion in Iowa during 2017, a 3.3 percent increase over 2016. Additional data shows travel-generated state tax receipts at a record \$507.1 million. Tourism in Iowa also supported 69,600 jobs, comprising 4.4 percent of total state non-farm employment in 2017.

In the State of Illinois, domestic travelers spent nearly \$39.5 billion during 2017, which is a \$1.1 billion boost to the state's economy since 2016. Visitors to the state hit an all-time high in 2017 with an additional 1.6 million travelers over 2016, contributing to an increase of visitor spending, tax revenue and local jobs.

The Quad Cities region appears poised for growth in its visitor economy. A survey of more than 1,900 Quad Citizens indicated that locals believe the region is currently bringing in too few visitors to the region. Less than one percent indicated the region was bringing in too many visitors, indicating there are few, if any, overtourism issues at the macro level in the destination.

INDUSTRY TRENDS

With the tourism economy evolving rapidly, major long-term trends, such as increased competition, evolving demand, labor shortages and crumbling infrastructure, present new opportunities and challenges. As such, we have identified key industry trends that need to be taken into account in the development of the Quad Cities Strategic Plan.

SHIFT FROM MARKETING TO MANAGEMENT

Until recently, economic survival and growth have been society's predominant concern. In the visitor economy, that has meant a focus on 'more': more visitors, from more places, spending more money. That, in turn, has meant an emphasis on publicity, promotion and events – all components of destination marketing. But today, as economist Kate Raworth puts it, "humanity's 21st century challenge is to meet the needs of all within the means of the planet." For the visitor economy, this means taking responsibility for what previously were considered externalities. If we accept, as all the indicators suggest, that demand for travel will continue to expand, then we need an increased focus on destination management, proactively managing the impact of the visitor economy in such a way that the Quad Cities is better off not just economically, but also socially and environmentally.

As such, the most progressive DMOs are developing new partnerships with local organizations to manage and improve the destination experience, so much so that many destination leaders are now calling themselves "DMMOs" — Destination Marketing and Management Organizations.

LABOR SHORTAGES AND ISSUES

Labor gaps are not new to travel, but the magnitude of the current workforce shortage certainly is. In 2009, the U.S. Bureau of Labor Statistics estimated 353,000 job openings across the leisure and hospitality sector. As of 2018, with the travel industry surging, that number swelled to 1,139,000. In fact, travel leads all industries in open positions.

"When there's not enough workers, what happens is that resorts and hotels suffer," says Brian Crawford, senior vice president of government affairs for the American Hotel & Lodging Association. "They can't operate at full capacity. Maybe they can't take on that

wedding that occurs over the weekend or maybe they can't have 100 percent of their rooms available. It is a real challenge, and the reality is that with this low unemployment, there are very few Americans that are seeking part-time seasonal employment. They want full-time employment, and it's a very competitive market.”

While a multifaceted problem, rapid industry growth and an evolving workforce remain key drivers. How does the travel and tourism industry tackle the problem? Forward progress might be limited without collaborative effort from travel providers, industry associations, and the public sector all aimed at attracting tomorrow's talent to the industry, improving employee retention, and exploring ways to use emerging tech to empower a smarter workforce.

INCREASED GLOBAL COMPETITION

An ever-increasing number of destinations worldwide have opened up to, and invested in tourism, turning it into a key driver of socio-economic progress through the creation of jobs and enterprises, export revenues, and infrastructure development. Over the past six decades, tourism has experienced continued expansion and diversification to become one of the largest and fastest-growing economic sectors in the world. Many new destinations have emerged in addition to the traditional favourites of Europe and North America. Popular destinations like New York are competing with a crop of rising stars like Portugal and Vietnam—some of which are growing visitation by 20–30 percent annually.

Inbound tourism has always been a bright spot for the U.S. travel industry. But competition for the lucrative international travel segment is rising—and the United States is feeling the pressure. While international arrivals into the country increased by two percent in 2018, the global share of long-haul travel is dropping. Adam Sacks, president of the Oxford Economics subsidiary Tourism Economics, says that "There appears to be a triad of factors affecting the market. The global economy is slowing, most currencies have weakened against the dollar, and U.S. policy and rhetoric have damaged sentiment."

INFRASTRUCTURE

Smooth-running airports and even well-paved roads and waste management are integral to keeping the United States competitive as a global destination. But recent travel growth, combined with other factors like urbanization, has U.S. travel infrastructure bursting at the seams. The problem is twofold—capacity and modernization. According to the American Society of Civil Engineers, the United States needs \$4.5 trillion in infrastructure investment

by 2025—before the problem potentially impacts GDP and job growth. Key travel infrastructure, including airports, parks and recreation, rail, ports, roads, and transit, requires some of the biggest improvements.

LOCALISM

Cities have traditionally relied on their iconic imagery and popular experiences to market themselves to leisure and business travelers. However, there's a fundamental shift taking place in terms of how DMOs are engaging travelers, due to increasing competition from emerging markets and changing consumer expectations across all segments. It's a pivot from selling cities as places to selling them as platforms for inspiration. Looking ahead, the next generation of destination marketing is based on building community between locals and visitors around different passion points. The idea is that both travelers and residents can learn from each other to help them achieve their personal and/or professional aspirations by sharing their collective knowledge.

As such, the destination becomes more than a physical environment with a lot of tourist experiences for travelers to enjoy. Instead, the city is positioned as a living social platform to connect like-minded visitors and locals.

PLACEMAKING

Cities around the world are focusing more on developing public spaces and venues that provide a forum for bringing together different communities and cultures. Today the success of cities in the global visitor economy is based in large part on their ability to connect a wide range of locals and visitors in places that celebrate progress, creativity, and innovation — which is becoming commonly referred to as "transformative placemaking."

Communities must create, embrace, and promote their quality of place; it's one of the most important elements of economic development today. Many call this "placemaking," but recently Resonance has referred to this as home-making: building communities that residents can call home.

With more residents forming strong attachments to their local communities today, communities must leverage amenities and characteristics that make them unique. Home-making is why more residents are returning back and reconnecting with their hometowns—bringing with them a few years or a few decades worth of know-how and

ideas forged in much larger cities and markets, ready to apply to places eagerly waiting for them.

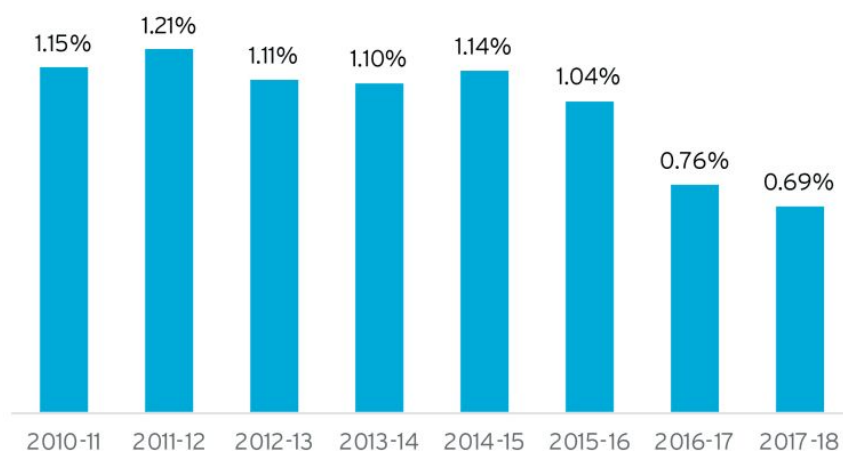
SMALL IS THE NEW BIG

According to a study by USA Today and 24/7 Wall St. that reviewed population change from July 1, 2010 to July 1, 2018 in all U.S. metropolitan areas, an astonishing 19 of the Top 25 cities listed were places with populations of one million or under.

In fact, a recent analysis of census data by the Brookings Institute found that all but two of America's largest 22 cities had lower growth last year than in 2011 – 2012. Chicago, the nation's third largest city, has now registered four straight years of population loss.

FIGURE 1

Large city growth rates* 2010-2018



*Average growth rates for cities with a population greater than 250,000
Source: William H. Frey analysis of U.S. Census Bureau population estimates released May 23, 2019

B Metropolitan Policy Program
at BROOKINGS

Smaller cities are the fastest-moving, the most ready and willing to do whatever it takes to improve their competitive identity. Others, like the coastal oases along the Florida coast, are confident that work and play aren't necessarily mutually exclusive.

INEQUALITY AMONG SMALL CITIES

While some small cities are thriving, others seem to be trapped in a perpetual state of decline. What separates the winners from losers? Some of it comes down to the luck of the geographic draw in terms of proximity to water, mountains or other natural features that provide recreation.

But in most cases it comes down to the investments and policies cities put in place to support and enhance the vibrancy of their community. Boomers and Millennials alike were drawn to the experiences large cities offer and are now seeking out those small cities that offer the elements of urbanity that they've come to appreciate and enjoy.

VISITOR PROFILE

The majority of previous visitors to the Quad Cities region are located in the Midwest Region and other 3-5 hour drive markets. The most common reasons for visiting the region are visiting friends and family and leisure/vacation.

Visitors to the Quad Cities region tend to be repeat visitors, with nearly 70% of previous visitors indicating they are regular visitors to the region, while 21% indicated they visit the area occasionally (less than once a year).

VISITOR SEGMENTATION

Resonance's proprietary segmentation modeling tool was utilized to create a segmentation analysis of previous visitors to the Quad Cities. The segmentation analysis used is both a behavioral and attitudinal segmentation.

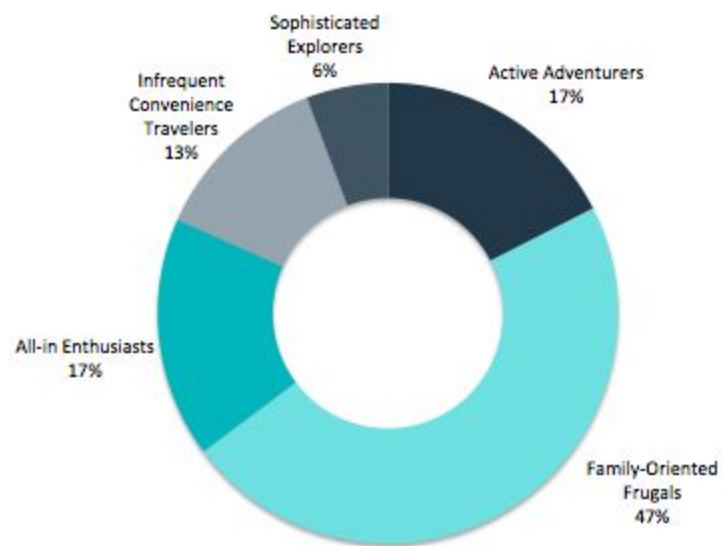
Roughly half of previous visitors to the Quad Cities were Family-Oriented Frugals. These travelers take fewer and shorter trips that are close to home. They demonstrate a greater interest in family vacations with kids and multi-generational vacations compared to other segments and place greater importance on safety, cost, and favorable climate.

One in six visitors to the Quad Cities were 'Active Adventurers'. These travelers are more likely than their counterparts to travel greater distances to get to their destinations. But where this segment really stands out is in the activities they seek at their destinations. Slightly more male and slightly younger (46 years old, on average), with fewer families, they have a great interest in engaging with nature and participating in outdoor sports. This group doesn't see a vacation as a time to slow down or be indulgent. They want to explore new things and keep moving; health and fitness are important. More than 90% of these travelers participate in outdoor sports while at their destination versus 60% of average U.S. travelers.

One in six previous visitors were classified as 'All-In Enthusiasts'. These travelers are interested in taking most types of vacations. Everything is important to them when deciding on a vacation destination. They are more likely to participate in most types of activities and

go on vacations for all the different reasons. From an age perspective, they skew younger than the other segments.

The following chart represents the approximate share each segment accounts for among visitors to the Quad Cities.



SWOT ANALYSIS

Based on the research activities conducted for this project, a number of Strengths, Weaknesses, Issues and Opportunities surrounding the management and development of tourism in the Quad Cities have come to light.

Key Strengths

The key strengths listed below represent areas in which the Quad Cities experience excels and offers the destination a competitive advantage.

Festivals & Events

Whether it's the John Deere Classic, live music events and festivals, beer tasting at the Quad Cities Craft Beer Fest, or another one of the Quad Cities' annual events, Festivals & Events offer a unique opportunity to connect visitors with residents of the region. Visitors to the Quad Cities listed the festivals and events as the third highest quality experience, behind only hotels and restaurants. In fact, nearly one in five visitors to the Quad Cities indicated they visited the region to attend a concert, festival or some other special event. Perhaps more importantly, residents of the Quad Cities region list festivals and events as one of the key contributors to quality of life in the region.

The Arts

The Quad Cities has a strong and vibrant creative class that brings productions to the stage, exhibits to galleries and festivals to life. Visitors to the Quad Cities listed the arts as the fourth highest quality experience in the destination. Residents of the Quad Cities also list the arts as one of the highest quality experiences in the region and one of the most important contributors to their quality of life. The destination assessment also revealed the arts as a competitive advantage for the region, with the Quad Cities placing first amongst the competitive set based on the number of quality experiences for theater and concerts.

Museums

The Quad Cities has museums dedicated to art, trucking, geology, horse and buggies - even Buffalo Bill. From the Figge to the Putnam, to the Iowa 80 Trucking Museum, museums are a prominent component of the Quad Cities experience. The region is home to the Army's

second oldest museum, the Rock Island Arsenal Museum, and the historic Deere-Wiman House & Butterworth Center. Museums were listed by previous visitors as the fifth highest quality experience in the destination and previous visitors were likely to list museums as one of the most positive aspects of their visit. Residents of the Quad Cities also listed museums as one of the top quality experiences in the region. The destination assessment also revealed museums as a competitive advantage for the region, with the Quad Cities placing fourth amongst the competitive set when indexed by visitor economy.

Nature & Parks

The Quad Cities' natural assets and a flourishing trail system offer appeal to both visitors and residents alike. Nature and parks were listed as the third most important driver of visitation to the region and were also selected by previous visitors as one of the highest quality experiences. Residents of the Quad Cities also list nature and parks as the top contributor to quality of life in the region, behind only restaurants. The destination assessment also revealed nature and parks as a competitive advantage for the region, with the Quad Cities placing sixth amongst the competitive set when indexed by visitor economy.

Restaurants & Culinary Experiences

Visitors and residents of the Quad Cities can discover local flavor in the form of QC pizza, ice cream, cocktails, and even vegan barbecue. Visitors to the Quad Cities associate the destination with its local food scene, and restaurants were listed as the most important driver of visitation to the destination. Restaurants and culinary offerings were also listed as the top contributor to local quality of life by residents of the region. The destination assessment also revealed restaurants as a competitive advantage for the region, with the Quad Cities placing fifth amongst the competitive set in terms of the number of quality restaurants available, and third when indexed based on the number of quality restaurants available per visitor.

Outdoor Recreation

From hiking and camping to biking and boating, the Quad Cities offers an array of outdoor recreational activities. Affluent visitors to the Quad Cities were more likely to list outdoor activities as important, demonstrating their potential to attract these key visitors. Perhaps more importantly, residents of the Quad Cities list outdoor activities as the third most important experience for quality of life in the region. The destination assessment reveals an opportunity for the Quad Cities to develop more experiences in this area.

Key Weaknesses

The key weaknesses listed below represent areas in which the Quad Cities experience is lacking and the destination may suffer a competitive disadvantage.

Nightlife

Nightlife was rated in the bottom-tier of quality experiences in the region by both visitors and residents, with residents rating nightlife as the fourth lowest quality experience. It should be noted that visitors also rated nightlife as the sixth least important driver in their decision to visit the region, while residents rated it the fifth least important contributor to their quality of life. The destination assessment actually shows that the Quad Cities possesses a number of quality nightlife experiences, with the region placing fifth amongst the competitive set. These experiences are not concentrated however, which is likely the reason that some visitors expressed disappointment with the downtown offerings in the region. What is clear, based on Resonance Consultancy research on U.S. cities, is that the number of nightlife experiences has not only a strong correlation with the number of visitors a city attracts, but the amount of foreign direct investment it receives as well. Nightlife will therefore be critical not only for the region's tourism economy, but also economic development and talent attraction strategies as well.

Diversity

Culture and diversity were rated in the bottom-tier of quality experience in the region by both visitors and residents. Only four in ten residents listed culture and diversity as a quality experience in the region, and that number falls to one in three amongst previous visitors. Only 23% of previous visitors rated Quad Cities positively for diversity. Creating an inclusive experience economy and showcasing a diverse set of cultures will be critical to improve the Quad Cities experience.

Downtowns

The lack of vibrant downtown experiences and underdeveloped areas were listed by visitors as one of the most negative aspects of their time in the region. Stakeholders have also reported that the Quad Cities does not have a central gathering place that serves to anchor the community, and where locals and visitors can gather. Continued focus on and investment in tourism assets and quality of life experiences in downtown areas, as well as increasing downtown density, will be a critical component of the Quad Cities' overall success.

Meetings & Events Facilities

Convention center destinations across the U.S. and beyond are investing significant resources to remodel and modernize their meeting and conference facilities, as the competition for this lucrative business heats up. They're doing so in order to grab a bigger slice of the convention spending pie. Such spending is on the rise, with the U.S. meetings industry generating \$381 billion in 2017, according to a recent economic-impact study by Oxford Economics, an increase of 17 percent from the year before. Stakeholders have suggested that the current meetings and events facilities in the region do not fully meet the needs of today's meeting planners and event organizers, and investments must be made if the region is going to compete in this lucrative market.

Seasonality

Residents of the Quad Cities rated climate as one of the least liked aspects of living in the region. Stakeholders have suggested that greater attention should be paid (marketing, conferences and conventions, events and festivals, and sports tourism) to growing business and leisure travel during the off-season periods to maximize value and minimize resident impact. Stakeholders have also suggested greater focus should be paid to indoor activities designed to increase visitation during the winter off-season.

Public Transportation

Residents listed the limited access to public transportation as one of the least liked aspects of living in the Quad Cities. At the same time, only one in ten previous visitors rated the Quad Cities positively for transit services. Stakeholders have indicated that public transportation should be enhanced to better serve visitors' needs and increase services between hotels, restaurants, shopping, entertainment and other visitor activity venues. It was also suggested that additional river transportation options between communities could also have a significant impact on the visitor and resident experience.

Key Opportunities

The key opportunities listed below represent favorable factors which could give the destination a competitive advantage.

Riverfront Development

Stakeholders have suggested that the Mississippi River is an underutilized community and globally-recognized asset and that additional planning, development, activation and access to the river could deliver significant resident and visitor activities, enhance the quality of life and

have an important economic impact. Stakeholders have suggested that riverfront development needs to be bold in vision, yet practical in feasibility. The RiverVision Plan, working with the cities of Davenport, IA, and Rock Island, IL, was identified as an example of bold and practical. However, it will be critical for all communities to be included in any riverfront development plans, so there is a shared vision for the future of the region and any duplicative efforts are eliminated.

Passenger Rail

Stakeholders have suggested that the proposed Chicago-to-Moline passenger rail project could be a “game changer” for tourism in the region. Stakeholders have reported that continuing to advocate for the project and maintaining the political will to see it through to completion is the greatest challenge.

Trail Systems

The American Discovery Trail (ADT) is a cross country trail composed of many other existing trails and some unique connector routes between them. Stakeholders have suggested that the trail’s route through the Quad Cities offers an opportunity to connect the trail to the greater Quad Cities visitor experience.

The Quad Cities biking trails have also served to connect communities, provide alternative transportation options and create recreational opportunities in the region. Stakeholders have suggested that future development, enhancement and expansion should focus on building more and better bike lanes and pathway connections to downtown areas and important regional venues, attractions and places; creating pedestrian and cyclist amenities along the trails; and ensuring activation and programming that bring the infrastructure to life for residents and visitors alike.

Tourism & Economic Development

Stakeholders have suggested that greater efforts should be made to connect tourism with economic development efforts to ensure there is alignment on marketing, promotional, development and attraction efforts for the destination. County, City and regional development agencies, organizations and officials can also take advantage of professional and association groups meeting in the Quad Cities to engage in a strategic and concerted effort to recruit talent, tourism and investment.

John Deere

Stakeholders have reported that John Deere plays a critical role in the economic and social well-being of the Quad Cities, and has a key role to play in the destination brand and experiences offered in the region. Stakeholders have reported that the relationship between John Deere and Visit Quad Cities has improved, yet there is still room for greater engagement.

Land Use

The Quad Cities region has 8,000 acres of available land and stakeholders have identified the available land and updated zoning laws in the region as an opportunity for tourism development. Like most planning processes, local tourism plans are best developed in collaboration between government, industry and community. Different departments within a council must be engaged, including those responsible for land use planning. Linking tourism strategies to corporate and capital works plans provides a potential means for funding and implementing tourism-supportive projects.

Key Threats

The key opportunities listed below represent unfavorable factors which could be issues for the destination and may put the region at a competitive disadvantage.

Resident Perception

While more than 90% of residents believe that tourism is good for the Quad Cities and more than 80% indicate they are likely to encourage friends and family to visit the region, less than half believe the Quad Cities is a destination visitors want to visit. Stakeholders have reported that residents of the Quad Cities often have a pessimistic or parochial perception of the region, and because of these viewpoints and lack of knowledge of local experiences, they do not make effective tourism ambassadors. Stakeholders have suggested that resources need to be invested in marketing to local residents to enhance their understanding and perception of the region.

Workforce Development

Tourism generates more than 8,000 jobs in the Quad Cities region. However, the global tourism industry is in the midst of a growing labor shortage problem, from which the Quad Cities region is not immune. When hotel properties and other industry companies can't find enough qualified workers to meet their needs, the visitor experience is impacted. As a result, stakeholders have suggested the region needs a collaborative effort aimed at attracting tomorrow's talent to the industry, improving employee retention, and exploring ways to use emerging tech to empower smarter workforces.

Bi-State Regionality

Stakeholders have reported that being a region stretched across two states (Illinois and Iowa) often creates challenges in the form of funding, public policy and legislation. Stakeholders have also suggested that being a multi-state region contributes to the parochial mindset of residents.

Tourism Investment

Publicly funded DMOs are increasingly finding their mission questioned and stakeholders often fail to understand the full benefits of tourism as an economic driver. More and more, officials are debating the economic benefits of earmarking dollars to attract visitors, versus where that money in these cash-strapped times could best be spent elsewhere, like schools. At the same time, stakeholders have suggested that Visit Quad Cities is underfunded because of the current investment structure, and therefore the region is unable to compete with destinations on a regional, statewide and national level. Stakeholders have also suggested that the playing field is not level in terms of tourism investment from varying municipalities and counties in the region.



XXX RESONANCE

VANCOUVER

801-602 Hastings St W
Vancouver, BC V6B 1P2
info@resonanceco.com
+1.604.681.0804

NEW YORK

110 East 25th
New York, NY 10010
info@resonanceco.com
+1.646.233.1383