

TAHC Strategic Plan

V8.20.13

a. Cabinet Number (2 digits) & Cabinet Name

50 – Kentucky Tourism, Arts and Heritage Cabinet

b. Department Number (3 digits) & Department Name

235 – Kentucky State Fair Board (Kentucky Venues)

410 – Kentucky Heritage Council

529 – Kentucky Arts Council

550 – Kentucky Historical Society

552 – Kentucky Center for the Arts

660 – Department of Fish & Wildlife Resources

665 – Kentucky Horse Park

670 – Kentucky Department of Parks

850 – Kentucky Tourism, Arts and Heritage Cabinet, Office of the Secretary

852 – Kentucky Artisan Center at Berea

850 – Kentucky Department of Tourism

c. Office/Unit Number (Optional) & Office/Unit Name

N/A

d. Agency Strategic Plan Origination Date

October 16, 2021

e. Agency Strategic Plan Update/Revision Date

f. Agency Strategic Plan Revision Number

I. Agency Mission Statement

Support the promotion and development of Kentucky tourism, arts and heritage as a mechanism to foster economic growth, education and employment for communities throughout the commonwealth while appealing as a destination to a diverse audience at home, nationally and internationally.

II. Agency Vision Statement

Tourism, the arts and Kentucky heritage are the focus of the cabinet. The Cabinet supports tourism development by promoting and attracting new attractions, accommodations, expansion of existing tourism venues, convention/conference marketing, and sports venues.

The Cabinet encourages and provide support in market development for our artists, historic downtown re-development, equine headquarter expansion, expanding recreation opportunities, attracting international trade shows or sporting events, and expanding museums and special exhibits. All these activities contribute to Kentucky's economic success.

III. Agency Organizational Core Values

- Promote Kentucky as an inclusive travel experience that welcomes visitors of diverse backgrounds and interests.
- Foster and promote the unique and creative brand of Kentucky arts by supporting artists, artisans and performance venues as representatives of a dynamic and diverse culture.
- Protect and conserve Kentucky's natural resources and to be responsible stewards of the "Nation's Finest" state park system while promoting these opportunities to tourists, sportsmen and sportswomen.
- Respect the rich history and heritage of Kentucky by honoring the journey of our past, celebrating the culture of our present and preparing for our potential future growth.

***IV. Statement of Alignment
with the Governor's Strategic Themes/Goals***

A. Growing Kentucky's Economy

Encourage tourism development in rural and urban communities to foster economic growth and tourism recovery during and following the COVID-19 pandemic.

- Continued investment and modernization of Kentucky State Parks.
- Utilize federal CARES, EDA and ARP funding to invest in tourism and promote travel to communities throughout the commonwealth.
- Promote Kentucky as an inclusive travel destination to attract new, diverse travel markets.
- Support artists and artisans by continuing to provide entrepreneur resources and professional development opportunities.
- Continue the Commonwealth's efforts to combat Asian carp.

B. Protecting and Strengthening Local Communities

Collaborate with stakeholders at the international, national, state and local level to promote tourism in all 120 Kentucky counties.

- Support historic preservation as a mechanism for generating economic growth in local communities.
- Encourage downtown revitalization and economic development within the context of historic preservation through the Kentucky Main Street program.
- Enhance Kentuckians' access to the arts through the Kentucky Arts Council Assistance Grant Program.
- Continued investment and modernization of Kentucky State Parks as a top travel destination and major employer in rural communities.
- Protect and monitor the state's deer and elk herds from chronic wasting disease.

C. Investing In Education and Workforce Development

Educate Kentuckians about Kentucky's natural and cultural resources to spark creativity and interest in pursuing employment opportunities in the tourism/hospitality sector.

- Connect and educate high school students with the arts through the Governor's School for the Arts program.
- Educate Kentuckians about wildlife and conservation through educational programming for students and park guests.
- Provide learning opportunities for social studies education to students and the general public through the Kentucky Historical Society.
- Promote the commonwealth as an inclusive employer that strives to employ individuals of diverse backgrounds.

F. Respecting History and Heritage

Investing and promoting the rich history and heritage of Kentucky by ensuring our programs and services represent diversity and the culture of all Kentuckians.

- Providing programs that educate the public on the culture and historical backgrounds of minorities.
- Ensuring that state owned historical attractions tell an accurate, inclusive description of history.
- Encourages downtown revitalization and economic development within the context of historic preservation through the Kentucky Main Street program.

G. Implement the TAH Cabinet's 2020-2024 Strategic Goals

Promote Kentucky as an inclusive travel experience that welcomes visitors of diverse backgrounds and interests.

- Re-branding of the external image of Kentucky as part of the ongoing effort to promote diversity and attract new travel markets.
- Continue our efforts to invest and modernize Kentucky State Parks for future generations.
- Update cabinet and agency operations to reflect modern day operations/post COVID-19 economy.
- Investment in Kentucky Horse Park campgrounds and replacement of barns.

<p style="text-align: center;"><i>V. Statement of Alignment with the Agency's Budget Request & 6-Year Capital Plan</i></p>

The Tourism, Arts and Heritage Budget Request and 6-year Capital Plan compliment this Strategic Plan by using the key financial standards of:

- Increasing tax revenue
- Increasing economic impact
- Efficient expenditure allocation

Both the Budget Request and 6-year Capital Plan focus on assure that funds spent create a positive impact for communities throughout the commonwealth.

VI. Situation Analysis/Environmental Analysis

Situation Analysis:

Strengths:

- Appropriation of federal CARES Act, EDA and APR funding to the Department of Tourism, Kentucky Arts Council and Kentucky Humanities.
- Enhanced public-private partnerships that have strengthened our ability to operate state owned tourism attractions in a competitive market.
- Increased demand for camping and golf resulting in additional revenue for state parks throughout the COVID-19 pandemic.
- Continue investment in tourism development projects as a mechanism for strengthening the commonwealth's tourism industry.
- Historic Tax Credit cap raised to \$100 million during last legislative session.
- Ability to utilize the transient Lodging Tax for marketing the commonwealth.

Weakness:

- Lack of competitive marketing budget to promote state parks
- Maintenance infrastructure of state owned facilities.
- Lack of diversity in past marketing efforts have limited the commonwealth's ability to attract new travel markets.
- Temporary closure of performing arts economic impact on the Kentucky Performing Arts.
- Lack of competitive pay structure limits cabinet's ability to recruit and retain employees.

Environmental Analysis:

Strengths:

- Internationally recognize bourbon and horse racing industry serve as major tourism and economic impactors for the commonwealth.
- Abundance of natural beauty and outdoor recreation travel experiences creates a consumer demand for state parks.
- Ideal location of Kentucky helps attract travelers seeking road trip, stay-cation and regional travel experiences.
- Kentucky's mountains are home to the largest elk herd and hunt east of the Rockies.

Weaknesses:

- Potential for hunting herd disease migration from surrounding states impacting hunting in Kentucky.
- Abundance of lakes, rivers, etc create need for increased education relating to boating and life jacket safety.
- Presence of Asian carp poses threat to the tourism industry and outdoor recreation experiences.

VII. Measurable Goals, Objectives & Key Performance Indicators

Key Performance Indicators:

- Economic Impact;
- Sales to the Public;
- Tax Revenue Production;
- Earned Revenue Production;
- Attendance and visitor tracking; and
- Access to arts and heritage.

The Tourism, Arts and Heritage Cabinet and each of its agencies have metrics in place that track the year-over-year (and often month-over-month) change in the specific factors that affect their missions. The missions and functions of the agencies vary greatly, therefore a single set of metrics is inadequate to measure results.

The Departments of Tourism, Parks, and Fish and Wildlife Resources measure economic impact of the tourism industry in Kentucky.

Sales, earned revenue, attendance, and tax revenue generated is tracked at many agencies, including the Department of Parks, Kentucky State Fair Board, Kentucky Performing Arts, Kentucky Historical Society, Kentucky Horse Park, and the Kentucky Artisan Center at Berea. The Department of Fish and Wildlife Resources also tracks hunting and fishing license sales, revenue, and attendance at the Salato Center.

Accessibility to the arts and heritage of Kentucky is tracked through various forms of engagement with the public including but not limited to artists demonstrations; historic home, museum and cave tours; conservation and educational programming; shows and performances; and oral history. These and many other efforts use individual metrics to measure success over time.

VIII. Strategic Plan Progress Report on Goals & Objectives Operable in the Last Year