

VERMONT. LES MONTTS VERT. THE GREEN MOUNTAIN STATE



Senate Committee on Economic Development, Housing and General Affairs

Vermont Department of Tourism and Marketing

Updates, January 14, 2026

Economic Impact of Visitation to Vermont (2024)

16.0M

Visitors

\$4.2B

Visitor Spending

9.0%

State GDP

National avg. is 3%

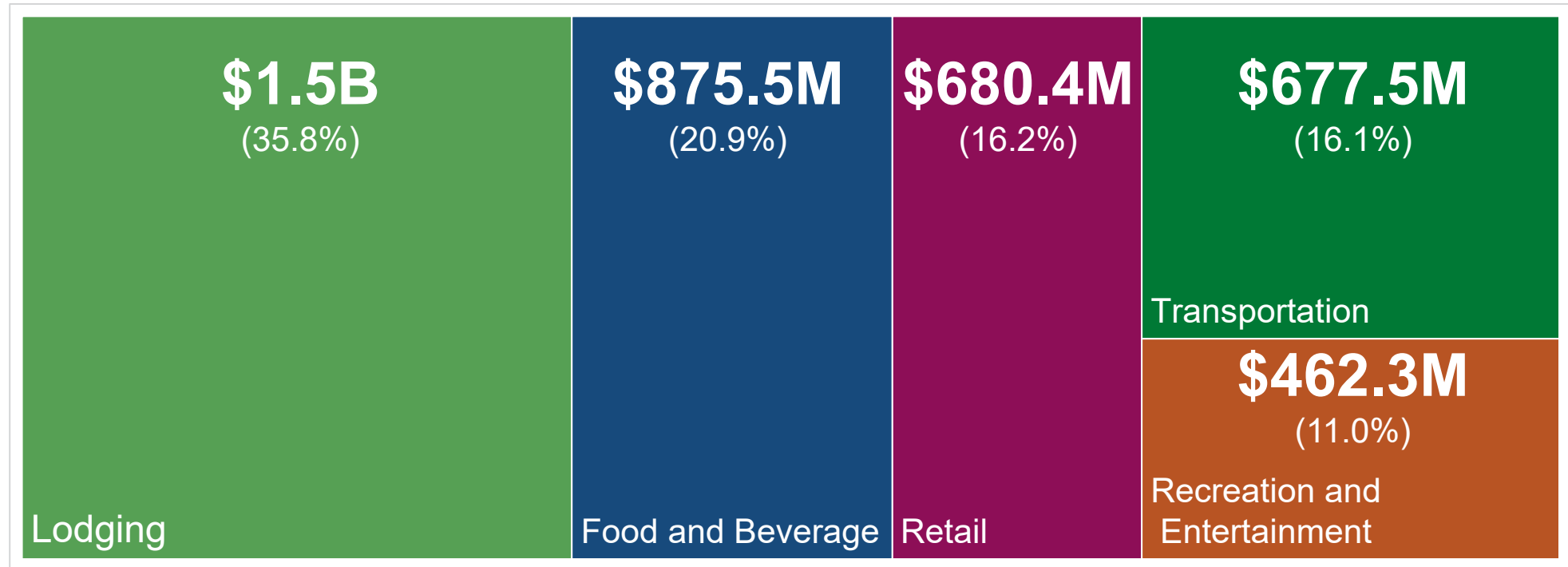
31,780

Direct Jobs

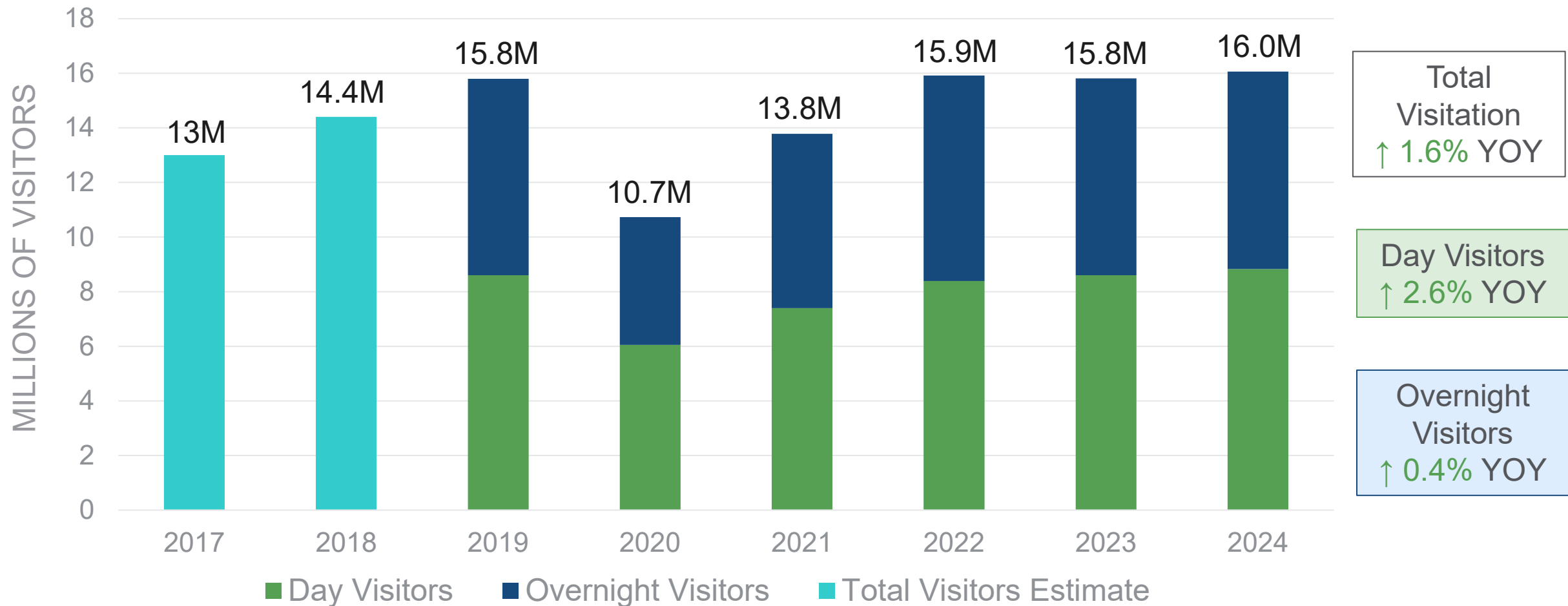
\$293.5M

Direct Tax Revenue

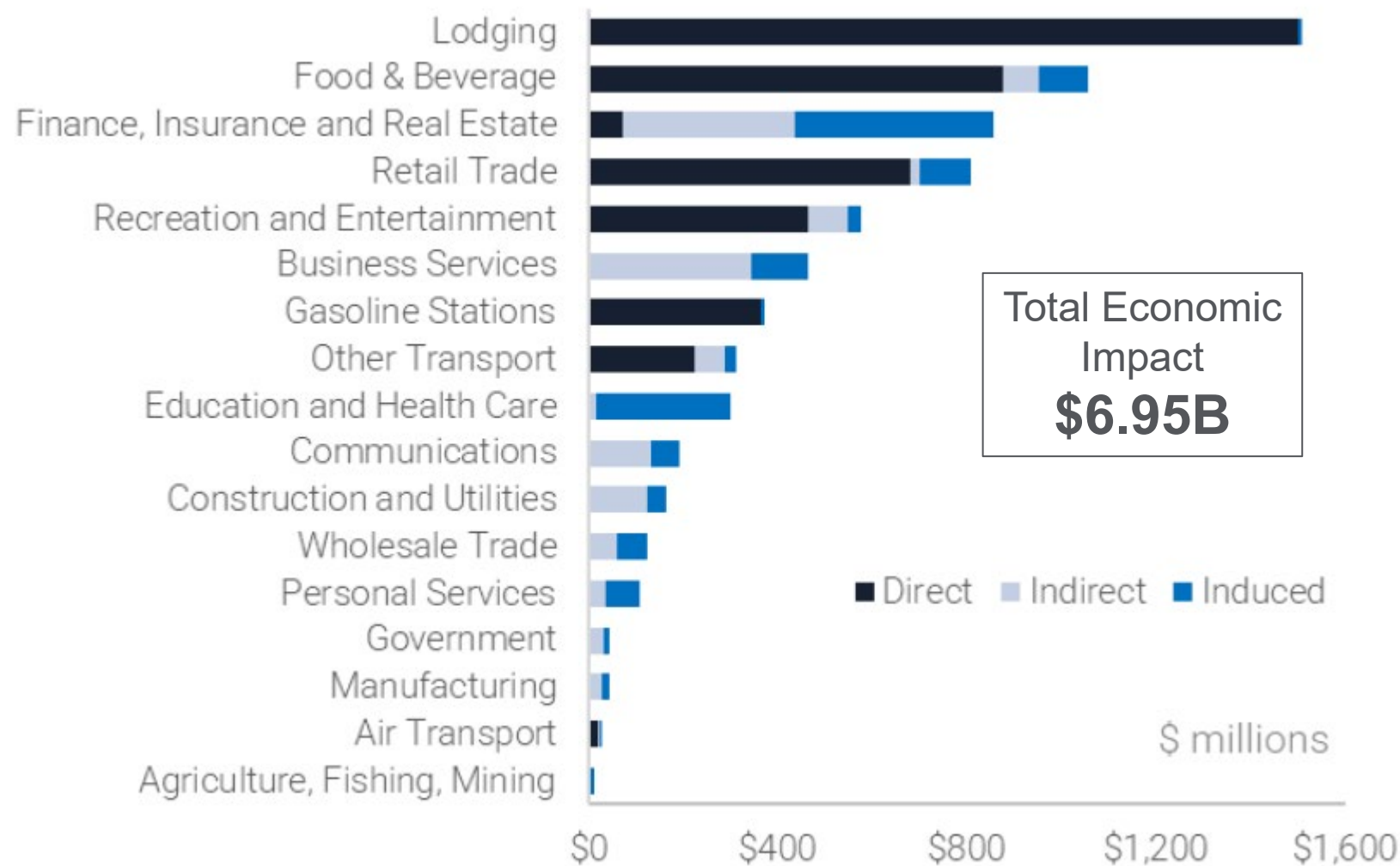
Tourism is a cornerstone of Vermont's economy, supporting thousands of jobs, small businesses, and local communities. But **recent events have illustrated that tourism is not a 'set it and forget it' industry.** Investment is required to sustain economic gains, remain competitive in the market, and respond to emerging market trends and threats.



Volume of Visitors to Vermont (2024)



Total Visitor-Supported Business Sales by Industry (2024)



DIRECT: \$4.20B

Direct visitor purchases in retail, lodging, transportation, entertainment, and dining

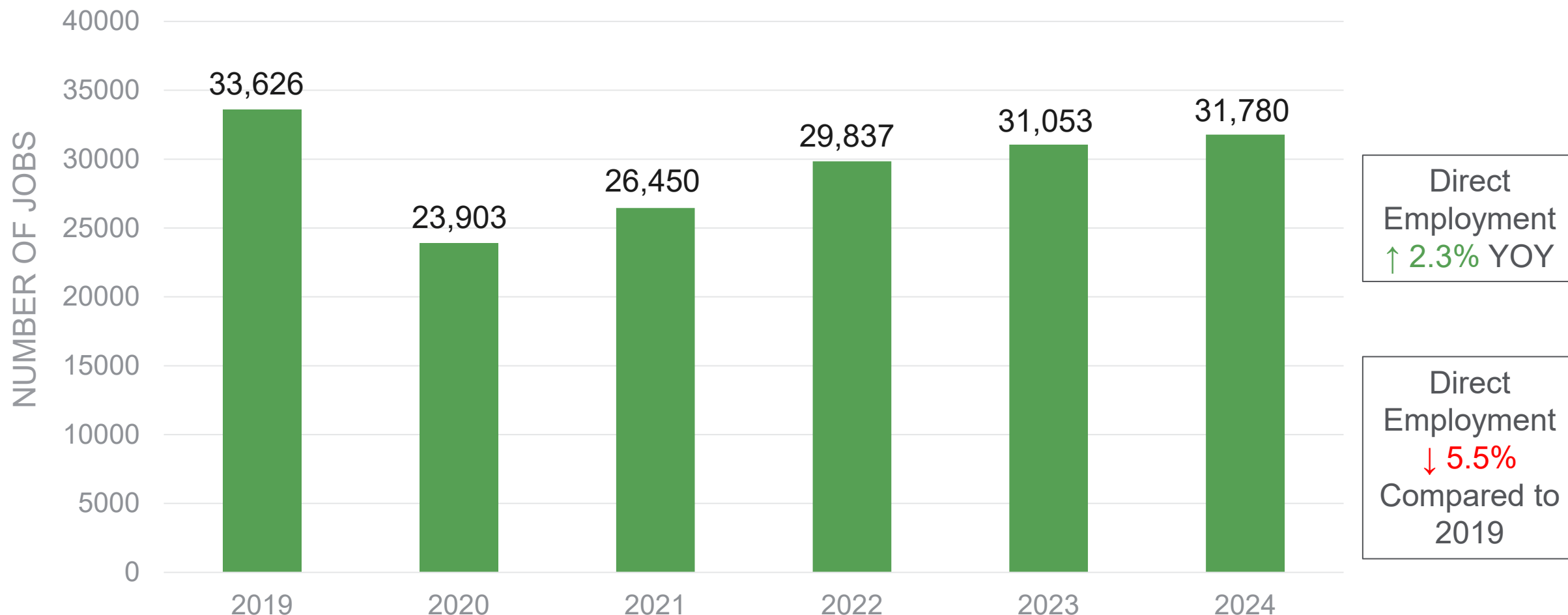
INDIRECT: \$1.38B

Tourism businesses purchase goods and services creating supply chain effects

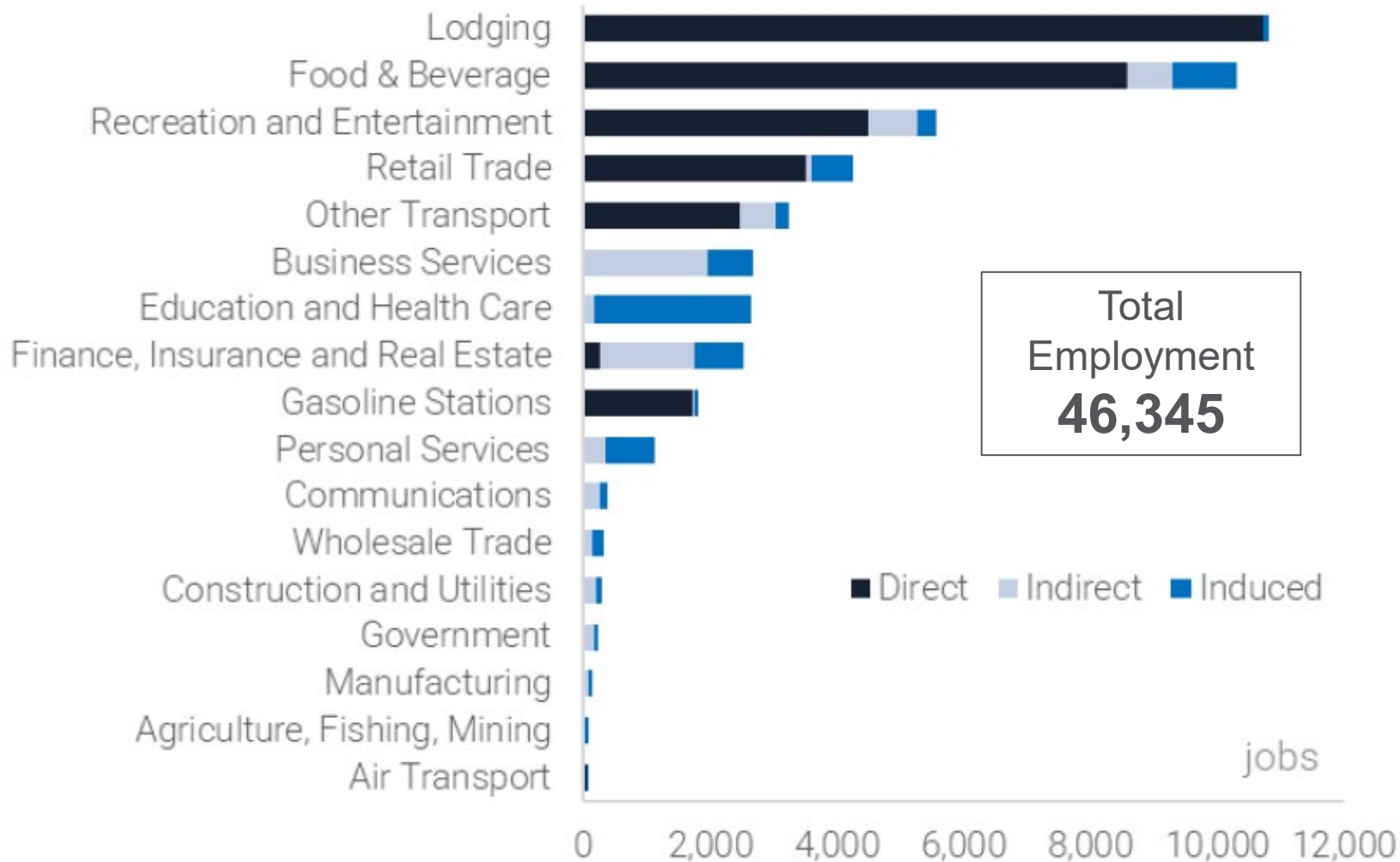
INDUCED: \$1.37B

Employees spend wages generated by visitor activity in the local economy

Visitor-Supported Employment in Vermont (2024)



Total Visitor-Supported Employment by Industry (2024)



DIRECT: 31,780

Direct visitor purchases in retail, lodging, transportation, entertainment, and dining

INDIRECT: 7,058

Tourism businesses purchase goods and services creating supply chain effects

INDUCED: 7,507

Employees spend wages generated by visitor activity in the local economy

County Level Economic Impact of Visitation (2024)

County	Direct Visitor Spending (\$M) + YOY Change	Share of State Spending	Employment	Share of County Employment	Direct State and Local Taxes (\$M)
Addison	\$147.3 (↑ 4.1%)	3.5%	1,150	4.5%	\$10.3
Bennington	\$299.7 (↑ 2.7%)	7.1%	2,206	8.6%	\$20.4
Caledonia	\$109.3 (↑ 7.7%)	2.6%	830	4.6%	\$7.5
Chittenden	\$1,027.5 (↑ 2.5%)	24.5%	7,942	5.5%	\$73.1
Essex	\$11.7 (↑ 11.6%)	0.3%	84	4.0%	\$0.8
Franklin	\$100.4 (↑ 12.2%)	2.4%	804	3.1%	\$7.1
Grand Isle	\$38.1 (↑ 18.4%)	0.9%	291	8.2%	\$2.7
Lamoille	\$612.0 (↑ 6.1%)	14.6%	4,281	22.3%	\$43.1
Orange	\$59.4 (↑ 2.7%)	1.4%	488	3.3%	\$4.1
Orleans	\$133.9 (↑ 6.7%)	3.2%	1,112	6.6%	\$9.4
Rutland	\$462.5 (↑ 2.1%)	11.0%	3,457	9.5%	\$31.4
Washington	\$314.8 (↑ 3.1%)	7.5%	2,460	5.2%	\$22.2
Windham	\$394.8 (↑ 2.5%)	9.4%	3,106	9.6%	\$27.5
Windsor	\$484.9 (↑ 3.2%)	11.6%	3,569	9.8%	\$34.0

Tax Impacts of Visitation (2024)

\$ millions	Direct	Indirect / Induced	Total
Total Tax Revenues	\$628.9	\$254.8	\$883.8
State and Local	\$293.5	\$59.2	\$352.7
Sales	\$101.5	\$15.8	\$117.3
Rooms and Meals	\$119.9	\$5.8	\$125.7
Personal Income	\$37.0	\$22.1	\$59.1
Corporate	\$14.6	\$11.2	\$25.8
Excise and Fees	\$20.5	\$4.3	\$24.8
Federal	\$335.4	\$195.6	\$531.0

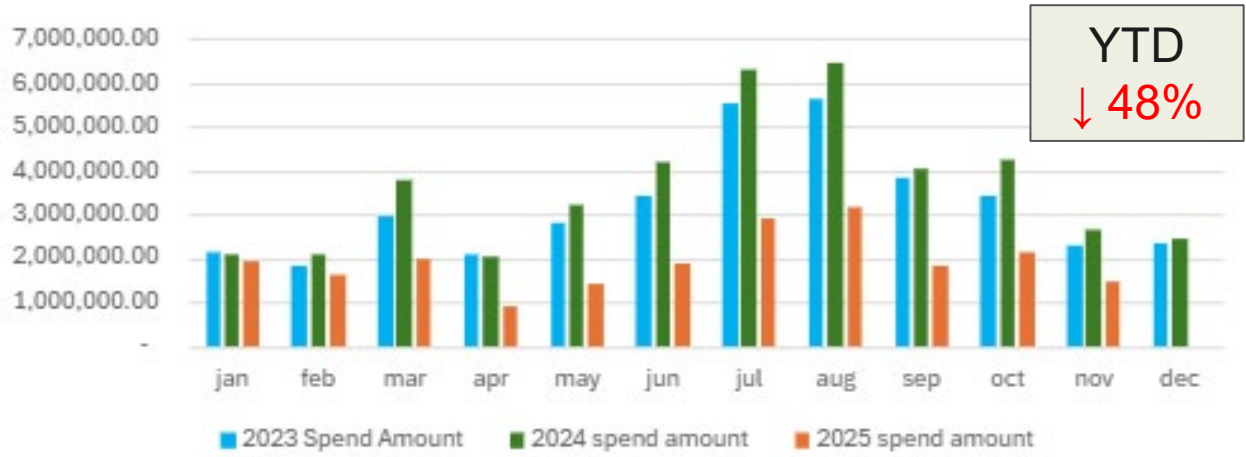
Tax Savings per
Vermont Household
(Direct State and Local
Taxes Paid by Visitors)
\$1,089

2025 Decline in Canadian Visitation

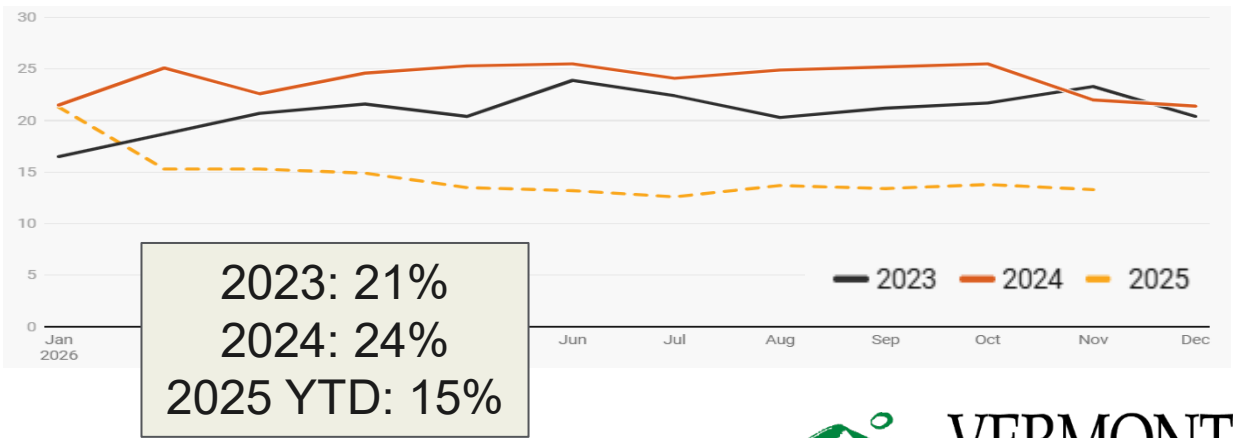
Travelers by Passenger Vehicle Entering Vermont



Credit Card Spending By Canadian Residents



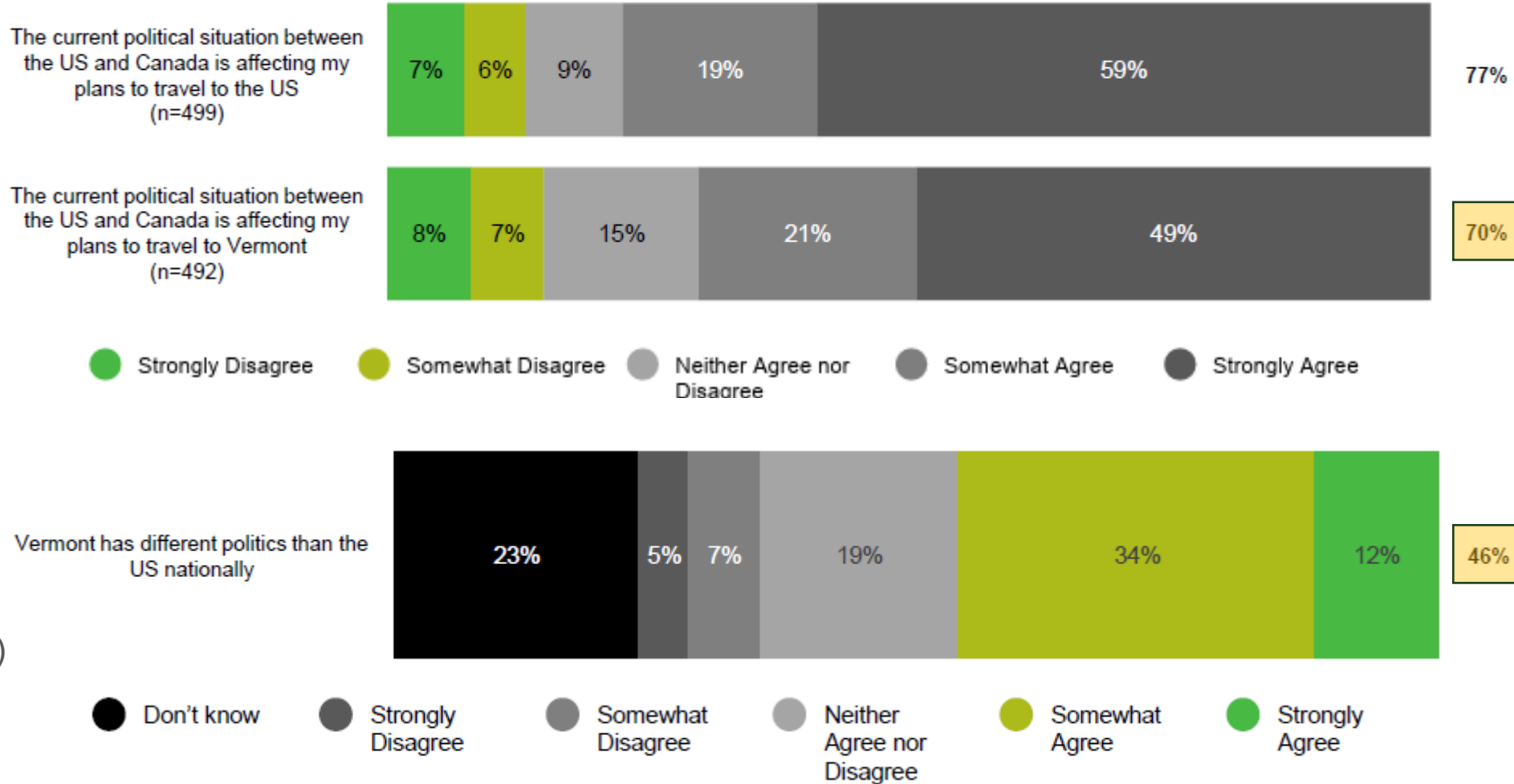
Travel Intent (Canadians Planning Travel to Visit U.S.)



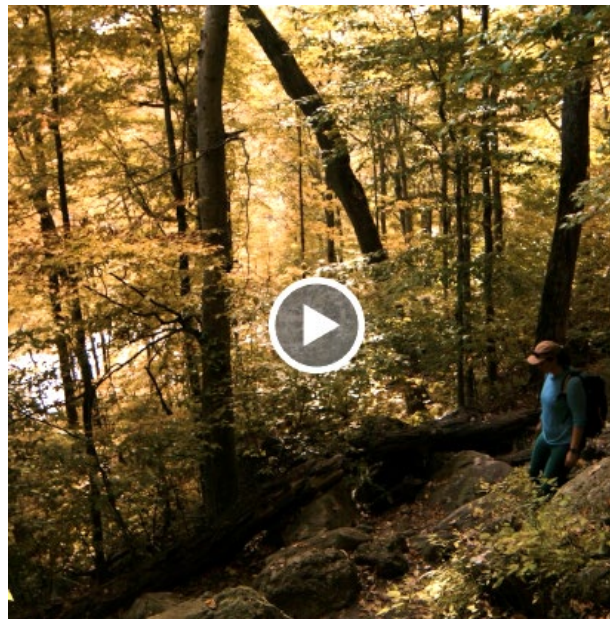
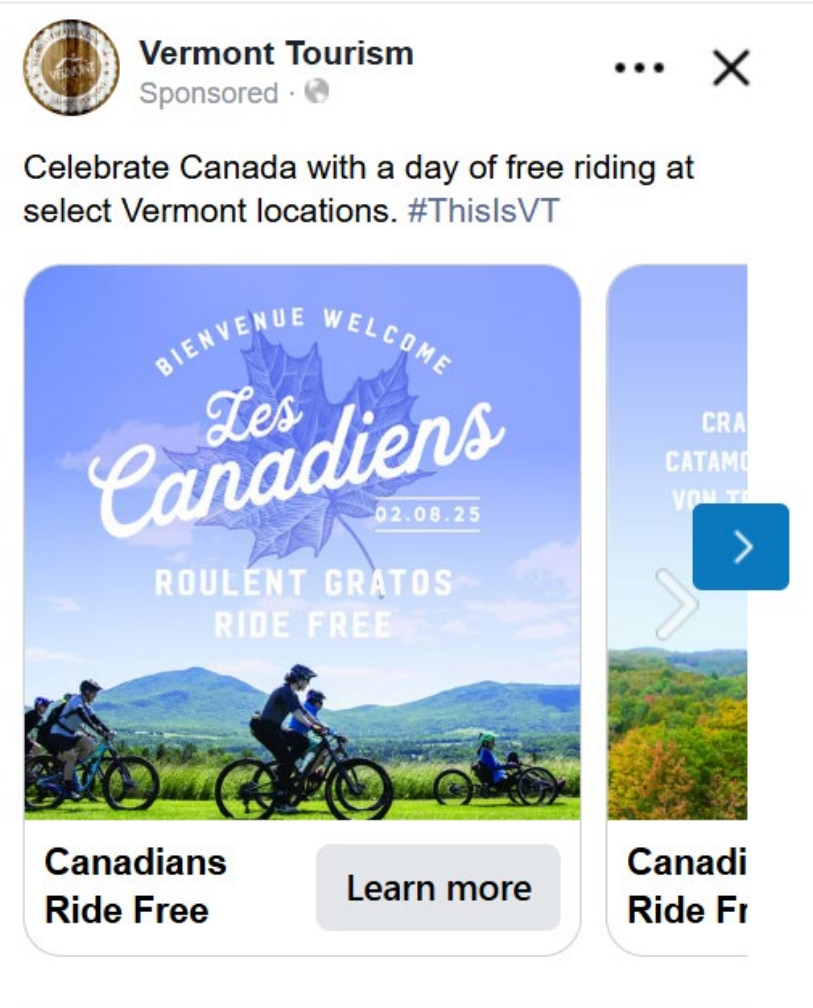
Canadian Travel Sentiment

“Vermont cannot fully separate itself from the U.S. context, but it can continue to position itself as a **trusted, nearby, and distinctly welcoming choice**—one that feels familiar and safe, and that stands apart in a time when travelers are seeking destinations they can trust.”

— Pulse Quarterly Report
(September-November 2025)
Context Research Group



Canadian Messaging Summer 2025



Canadian Messaging Fall 2025

A-PLACE—ALL—ITS—OWN

13,734 KM OF
BACK ROADS.
100% LOVE
FOR CANADA.

VERMONT

A-PLACE—ALL—ITS—OWN

60+ FARMERS
MARKETS.
100% LOVE
FOR CANADA.

VERMONT

UN-EN-DROIT—À PART

PLUS DE 252
COMMUNAUTÉS
ACCUEILLANTES.
100 % D'AMOUR
POUR LE CANADA.

VERMONT

A-PLACE—ALL—ITS—OWN

800+ LAKES.
100% LOVE
FOR CANADA.

VERMONT

UN-EN-DROIT—À PART

PLUS DE 18 500 KM
DE SENTIERS.
100 % D'AMOUR
POUR LE CANADA.

VERMONT

UN-EN-DROIT—À PART

PLUS DE 77
MICROBRASSERIES.
100 % D'AMOUR
POUR LE CANADA.

VERMONT

VERMONT

ACTIVITIES PLACES SEASONS PLAN

DEALS AVAILABLE TO CANADIAN RESIDENTS

Map Satellite

FOOD & DRINK

- Shelburne Vineyard
Buy One Tasting Flight, Get One Free!
- Liberty Hill Farm & Inn
Fun on the Farm 10% discount on 2-night stay
- Cabot Farmers' Store
Retail Store Discount - 2 Locations
- Sandwood Farm
Complimentary Maple Syrup


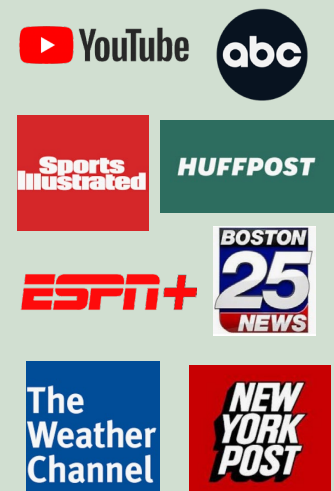

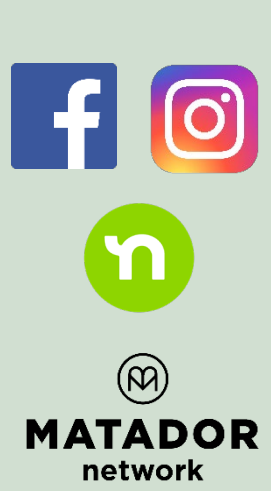



SHOPPING

- The Yarn Bank LLC
10% off Malabrigo and Ewtopia
- Gallery at the VAULT
5% off all purchases for Canadians
- ANICHINI 802
30% off with Canadian Citizenship
- The Vermont Flannel Company
Enjoy 10% Off at Vermont Flannel

LODGING

- Stone City Treehouse
Better Buddy Discount at Stone City
- Liberty Hill Farm & Inn
Fun on the Farm
- Jay Peak Resort
Longstanding Pay At Par Policy
- Governor's House In Hyde Park
Canadian cash at par
- The Landmark Trust USA
10% Off
- South Shire
Northern Friends
- Shore Acres Inn & Restaurant
Of Canada Friends 30 % Off Lodging at the Inn
- Stone Hill Inn
From the True North to True Love

2025 Summer-Fall Visitation Campaign

	Tactic	Video (CTV)	Video (OLV)	Display	Social	OOH	Email	Search
Vendors								
Impressions		18,295,600	22,349,065	46,235,000	40,994,960	220,194,118	4,331,048	17.1M
Markets		<p>Direct (States): MA, CT, RI, NY, NJ, PA // Direct (DMAs): DC, Baltimore, Cleveland, Columbus, Montreal</p> <p>Distant (DMAs): Atlanta, Charleston, Charlotte, Chicago, Denver, Ft. Myers, Raleigh-Durham, Tampa</p> <p>Aspirational (DMAs): San Francisco, Dallas, Houston, Seattle, Phoenix, Tucson, Nashville, Portland, Madison, Milwaukee, Salt Lake City, Detroit, Jacksonville, Minneapolis-St. Paul, Orlando, Los Angeles</p>						

Campaigns include a mix of tactics and behavioral targeting to maximize engagement, reach and frequency

VERMONT IS A VIBE

Join Phil The Culture on this fun, outdoor-adventure-forward journey across Vermont. From the peak of Mt. Philo to downhill mountain biking at Bolton Valley and a taste of the local landscape, follow Phil's travels and learn why the people, the culture, and the outdoors of Vermont have him coming back for more!



ROAD TRIPPING VERMONT'S GREEN MOUNTAINS

Adventure photographer Sofia Jaramillo heads to Vermont to capture the state's stunning vistas in still frame. Join her fly fishing in the Mad River Valley, mountain biking in Rochester, and hiking around Killington. As Sofia meets some of the local conservation heroes, she gains a new appreciation for the role we all play when recreating in Vermont's natural spaces.



VERMONT'S GOT SPIRIT

What's Vermont? For some, it's a road trip. For others, it's inspiring art, rich farm-to-table flavors, and telling stories around a campfire. Beyond the Green Mountain State's visually stunning landscape is the real secret: Vermont's welcoming communities.



FOLLOW PHIL THE CULTURE'S ITINERARY

From sampling sweet, delicious Vermont creameries to trying downhill mountain biking for the first time, Phil The Culture vibed with Vermont. Here's how to include these stops in your vacation.



ADRENALINE-FILLED ATTRACTIONS

ArborTrek isn't the only heart-pounding family attraction in Vermont. There's a reason Vermont tops the list for New England family vacations. Here's how to make the most of family time.

[Find Family Fun](#)



HIKING

For Phil, hiking Mt. Philo showcased Vermont's panoramic beauty. Hundreds of mountains, five of them with summits higher than 4,000 feet, offer boundless opportunity for taking in Green Mountain views.

[Summit in Vermont](#)



MOUNTAIN BIKING

Mountain biking lives inside Phil The Culture after his adventure at Bolton Valley Resort. Discover more than 1,400 miles of rocky, rooty, bumpy, and flowy mountain biking trails maintained by 29 local chapters throughout Vermont.

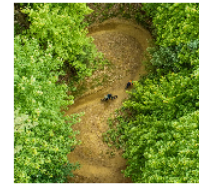
[Get Shredding](#)



FISHING

Sofia's fishing guide Mike is a member of a local conservation group working to keep the waterways clean and accessible. Vermont's waterways are home to a total of 92 species of freshwater fish found in swirling eddies, rushing rapids, and placid ponds.

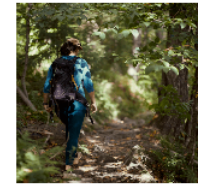
[Cast Your Line](#)



MOUNTAIN BIKING

Sofia's visit to Rochester landed her in a community of trail builders. She learned how visitors can play a responsible role when enjoying Vermont's mountain biking trails. Vermont is home to more than 1,400 miles of rocky, rooty, bumpy, and flowy mountain biking trails maintained by 29 local chapters throughout the state.

[Go Mountain Biking](#)



HIKING

Sofia caught the first glimpse of fall in Killington while learning that it's not just about how beautiful these natural spaces are, but it is about all the people who care for these trails. Vermont is home to hundreds of peaks, five over 4,000 feet.

[Start Exploring](#)



OUTDOOR ART

Vermont's art scene unfolds at Southern Vermont Arts Center, home to 70 large-scale outdoor art pieces set among the natural beauty of Vermont's valleys and forests. Outdoor art transforms the state's landscape into an open-air gallery.

[The State is the Art](#)



SCENIC DRIVES

The view from Equinox Skyline Drive, the highest point of the Taconic mountain range, is just one way to chart your course for a Vermont road trip. Discover ten federally designated scenic byways and thousands of miles of back roads stretching before you.

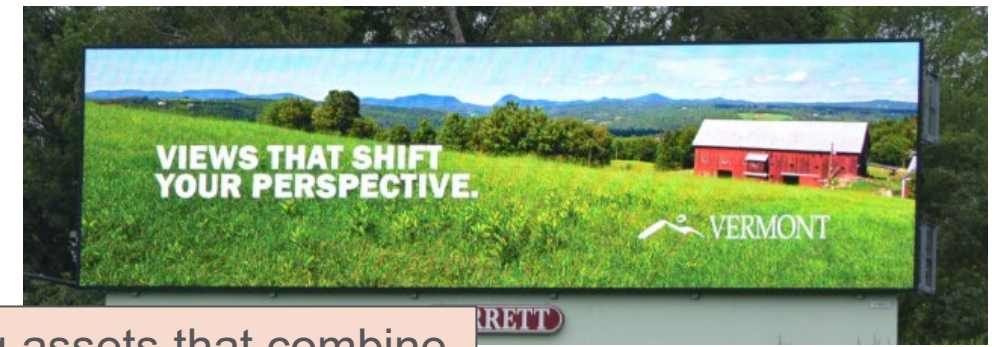
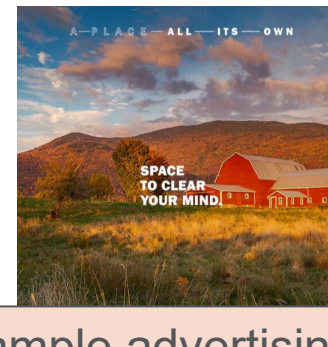
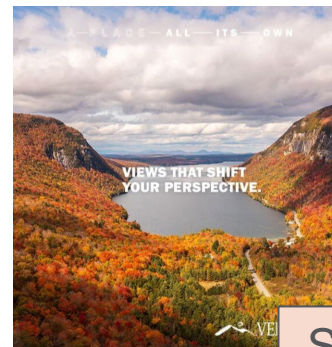
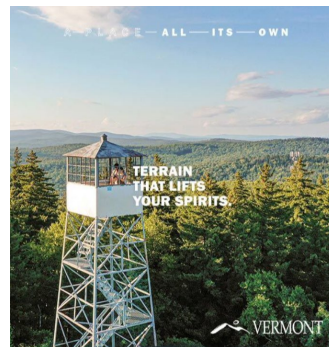
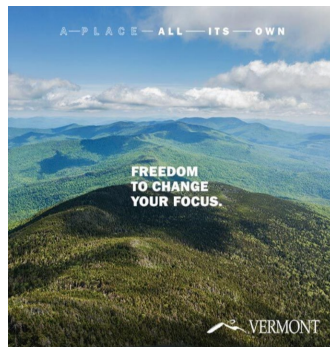
[Hit the Open Road](#)



SHOPS THAT BECKON

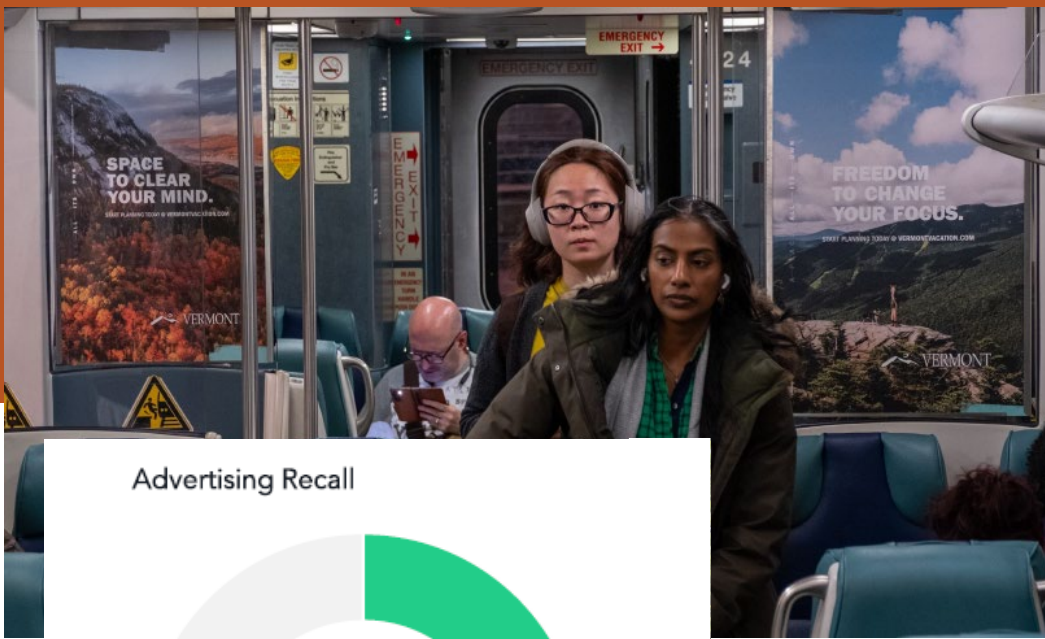
Vermont's general stores offer everything from deli sandwiches and local brews to antiques, local art, and fun-to-find treasures. Green Mountain downtowns brim with bustling shops featuring artisan and local goods and the fun of wandering storied buildings, hardwood floors, and narrow aisles.

[Shop Vermont](#)

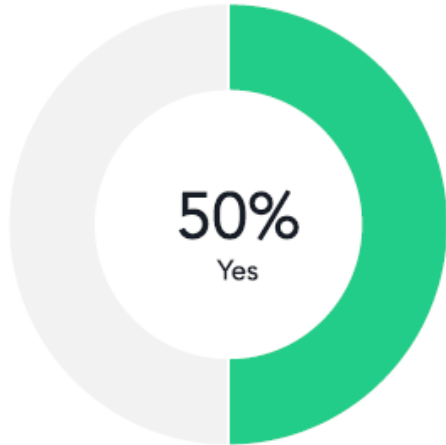


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Sample advertising assets that combine storytelling with brand awareness imagery and messaging



Advertising Recall



2018-2024 MFour
iOOH Ad Recall
Average
41%

2018-2024 MFour
iOOH Ad Recall –
Travel/Tourism
43%

Base: Exposed (203)
OOHRECALL: Do you recall seeing this (or a similar) advertisement around the city?
Note: MFour iOOH Ad Recall Average represents data collected between 2018-2024

A Brand Impact Study was commissioned to evaluate Vermont Tourism's Summer 2025 'Out-of-Home' campaign in the New York City market (including video and static ads on 160 street level kiosks in Brooklyn, as well as transit advertising on the Metro North and Long Island Railroad commuter lines). Findings include:

- Strong ad recall, 50% of all exposed individuals reported seeing ads in market – outperforming industry benchmarks (41% for all sectors, 43% for travel/tourism).
- Ad recall was especially strong (61%) among adults in the under 35 age group

2025 Brand Impact Study: NYC Market

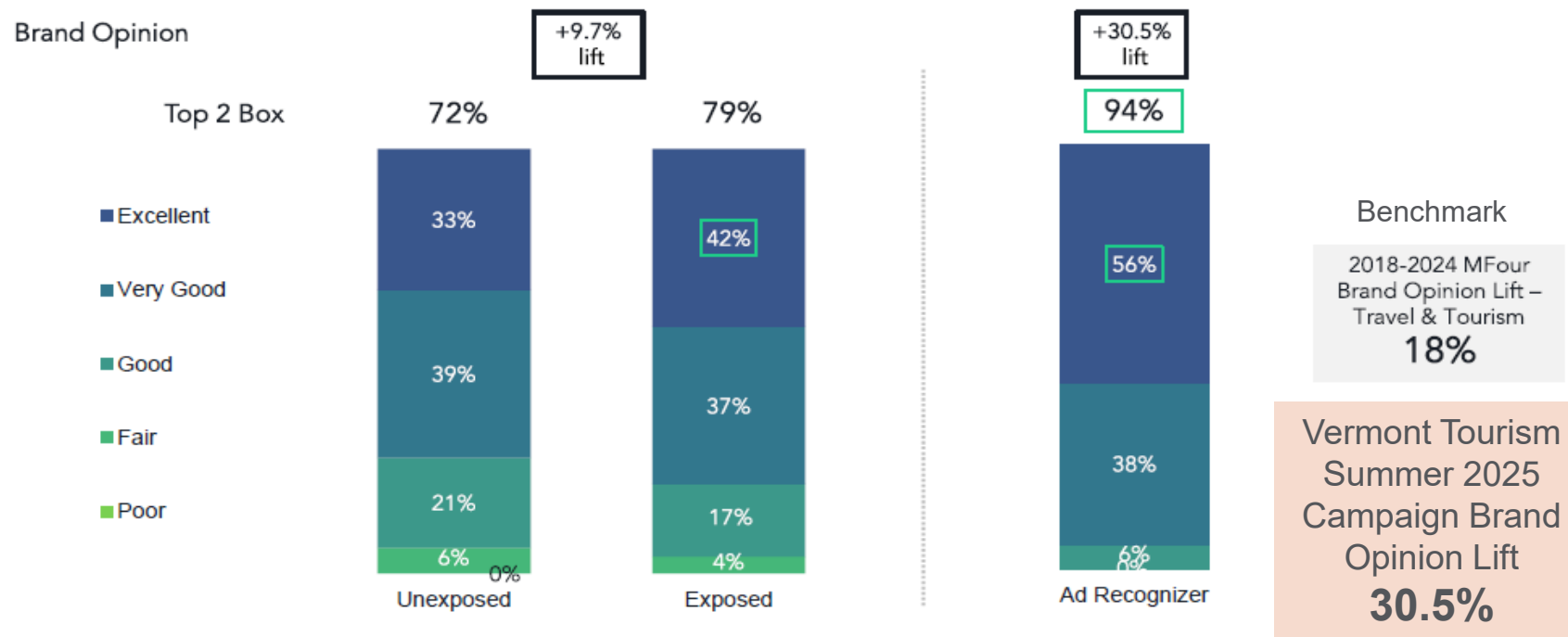
Exposure Enhances Brand Ratings, Especially Among Ad Recognizers

Opinions of Vermont Tourism are generally positive, with the exposed group showing more favorable opinions compared to those unexposed.

However, those who recall the ad have the most favorable perception of the destination.

When asked *“How they would rate Vermont as a destination,”* the ads created about a 10% lift in brand opinion with people who were simply just exposed to the ads.

For those who reported remembering seeing the ads, brand opinion jumped 30%, well above the benchmark for tourism ads.



Base: Unexposed (203), Exposed (203), Ad Recognizer (101);
OOHBO. Based on what you've seen, heard, or read about VERMONT TOURISM, how would you rate the destination? Would you say VERMONT TOURISM is...?
Significantly higher / lower than Unexposed at a 90% level of confidence or higher
LIFT CALCULATION shown is vs. Unexposed

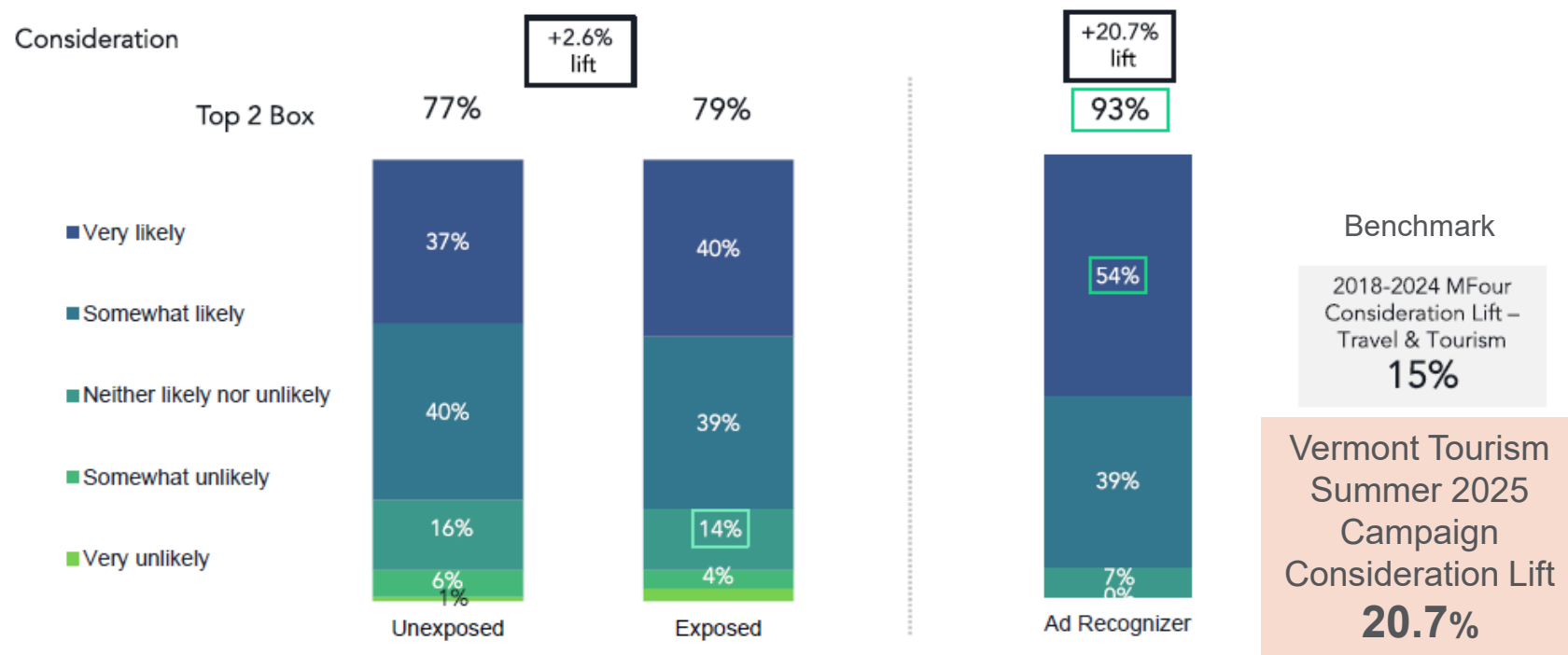
2025 Brand Impact Study: NYC Market

When asked “*Would you consider Vermont as a destination next time you are planning a trip,*” exposure to the ads alone provided a small 2.6% lift – but for those who recalled seeing the ads, the lift was almost 21%, also above benchmark.

In a separate (Vermont) study, a 2.2% lift in purchase intent was calculated to equate to **over 400,000+ additional people** interested in visiting Vermont after seeing advertising.

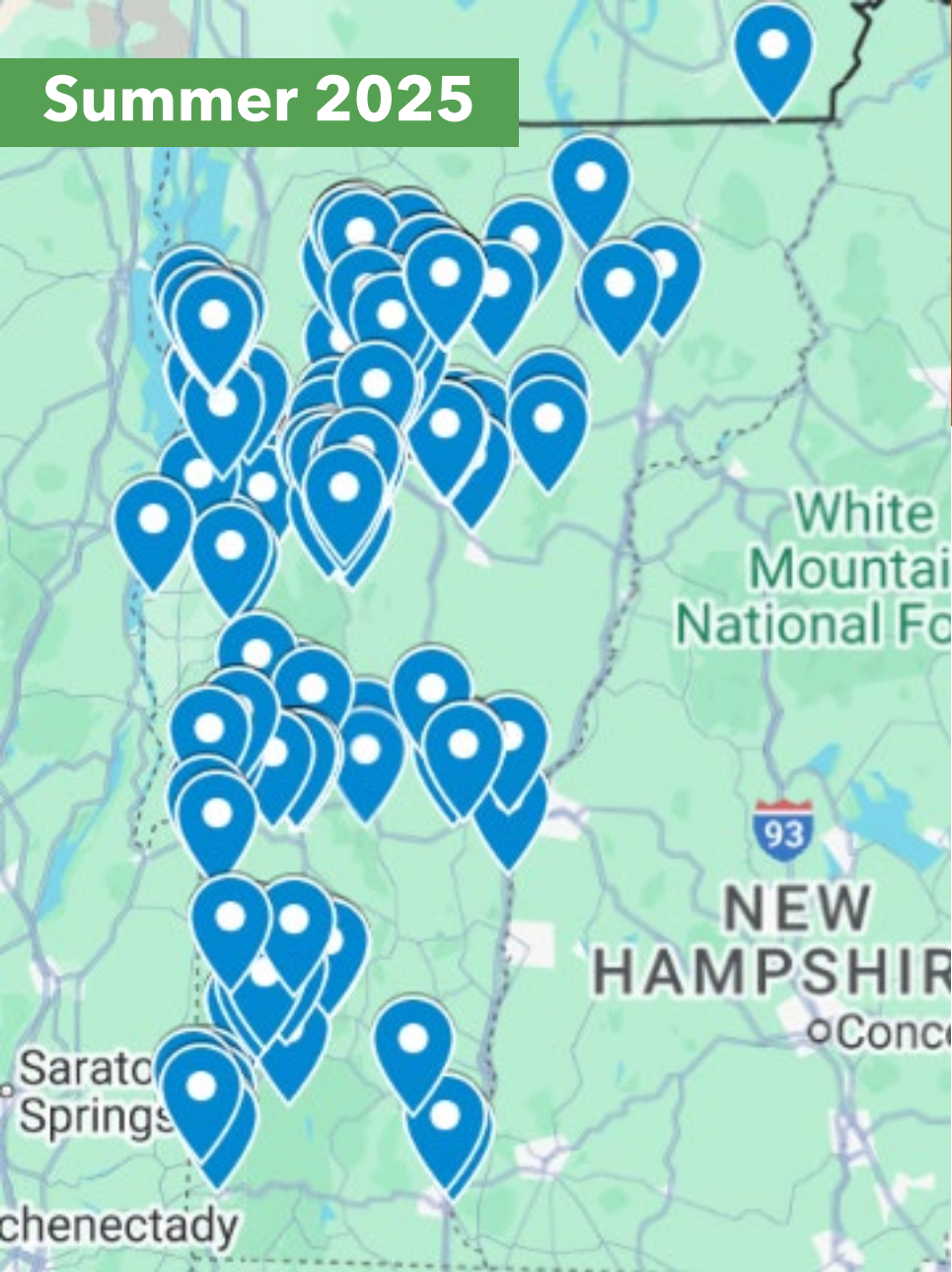
Campaign Recall Positively Impacts Consideration of Vermont

Both the unexposed and exposed groups maintain healthy levels of consideration, but the Ad Recognizers are the most willing to consider Vermont the next time they are planning a vacation.



Base: Unexposed (203), Exposed (203), Ad Recognizer (101);
OOHCON. How likely would you be to consider VERMONT TOURISM the next time you are planning a vacation?
Significantly higher / lower than Unexposed at a 90% level of confidence or higher
LIFT CALCULATION shown is vs. Unexposed
































Summer 2025



200+ Vermont Locations included in Filming, Content Creation and/or Media/FAM Visits

- Matador Network X Mirna Valerio Video Production and Associated Itineraries
- P3 Media Hero Video Locations
- Proverb Agency BIPOC Visitation Strategy Video Locations
- Influencers and Content Creators
- Discover New England Familiarization Tours

2024-25 Winter Visitation Campaign

Tactic	Video (CTV)	Video (OLV)	Display	OOH	Social	Email	Search
Vendors	    	    	      	    	  	   	 
Impressions	4,701,680	4,708,329	13,519,121	69,759,005	5,100,486	645,403	777,000+
Markets	<p>Flight Dates: 11/15/24 – 3/15/25</p> <p>DMA: Boston, New York, Hartford, Philadelphia, Washington DC, Albany, Providence, Baltimore, Springfield MA, Tampa, and Montreal</p>						

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Budget: \$675,000+ (cash and trade)
99,210,000+ Impressions delivered

VERMONT'S SECRET INGREDIENT

In Vermont, you'll find passionate skiers, endless options of places to ski, and a well-earned reputation as a place where you can just be you. Come discover Vermont's secret ingredient for yourself.



NEW FAMILY EXPERIENCES ON VERMONT'S SLOPES

Introducing kids to skiing teaches them lifetime skills and adds another layer of fun on the slopes for parents. Here's what sets Vermont apart as a ski destination for families.



THE HEART AND SOUL OF SKIING

From friendly conversations in the lift lines to a super rich food culture, Vermonters put their entire heart into everything that they do. Discover a welcoming community of belonging in Vermont's mountain towns.



COME SEE FOR YOURSELF



SKI AND RIDE VERMONT

Vermont's natural snow, snowmaking, and welcoming spirit sets its skiing apart. Whether you crave the thrill of glades and steep slopes or prefer gentle slopes for learning, Vermont's diverse terrain caters to every skier's or snowboarder's preferences.

[Read More](#)



WINTER IN VERMONT

Winter transforms Vermont's landscape into a cozy haven where mountains wear soft blankets of snow and historic downtowns radiate warmth and charm. Find things to do this winter in Vermont.

[Read More](#)



PURE VERMONT MAPLE SYRUP

Vermont takes maple seriously, producing more maple syrup, sugar, candy, and other pure maple products than any other state. With 3,000 sugarhouses statewide offering tours and tastings, there are so many ways to enjoy Vermont maple.

[Read More](#)



TRIP IDEAS FOR FAMILIES

There's a reason Vermont tops the list for New England family vacations, whether for the weekend, a whole week, or longer. From skiing to museums, indoor waterparks, and more, there are plenty of ways for kids to play in Vermont.

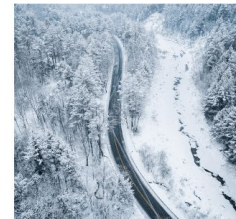
[Read More](#)



THE FAMILY THAT SKIS TOGETHER...

Whether your kids are still in ski school, prefer to stick to the gentle learning slopes, or are pushing themselves in glades and backcountry, Vermont's diverse terrain has something for the whole family.

[Read More](#)



SCENIC DRIVES THROUGH VERMONT

Even seeing Vermont through the car windows can make for lasting family memories. Byways and back roads are some of the best ways to explore the state, meandering through historic downtowns, and inviting stops at general stores and scenic vantage points.

[Read More](#)



HISTORIC DOWNTOWNS

In Vermont's historic downtowns, storied architecture is home to modern shops and an unmistakable sense of community welcomes travelers. Mountain peaks and rivers give each town its own distinctive backdrop and vibe.

[Read More](#)



SKI AND RIDE

Vermont is a place where skiing has kept its soul. Whether you crave the thrill of glades and steep slopes or prefer gentle, well-groomed slopes, Vermont's diverse terrain has a lot to offer.

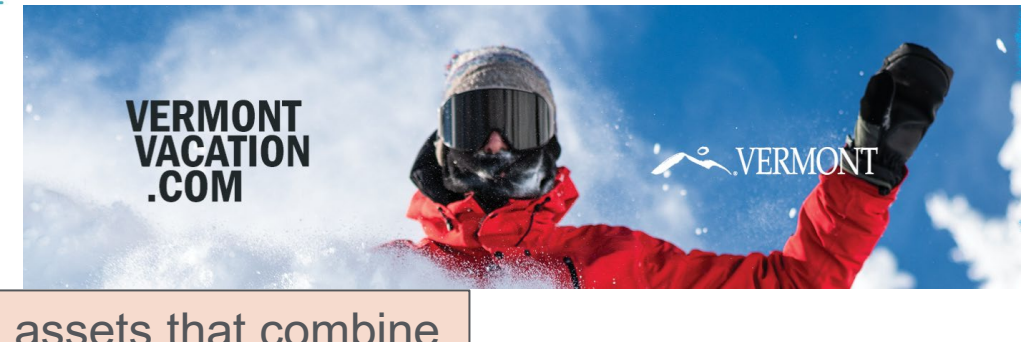
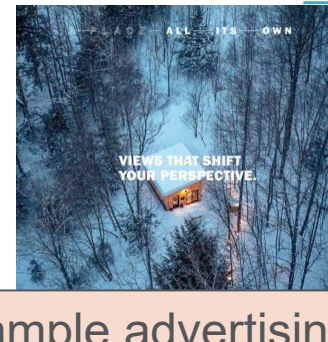
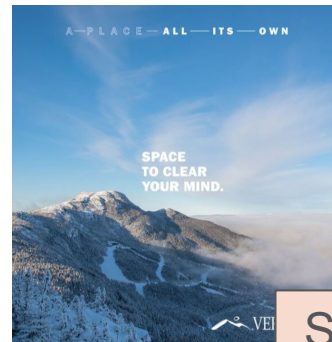
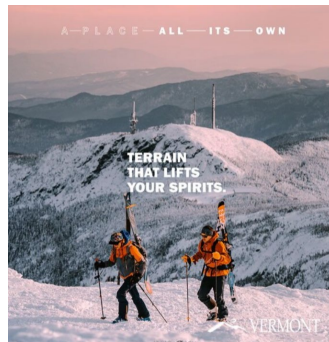
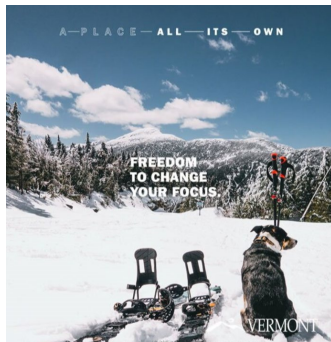
[Read More](#)



BEST IN SHOW BEER

With several beers named best in the world, Vermont's brewers are heavy hitters. The Green Mountains' craft beer industry is booming, leading the nation in breweries and brew pubs per capita.

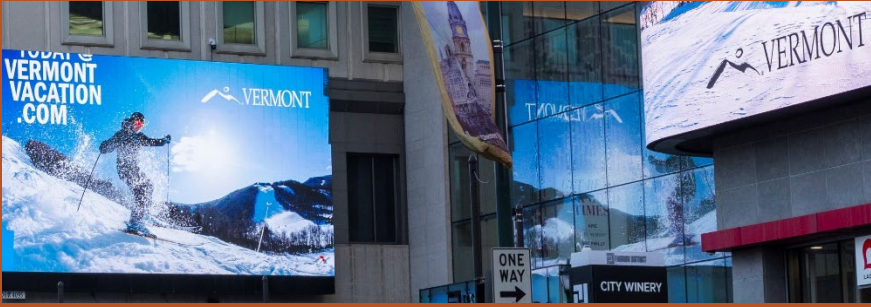
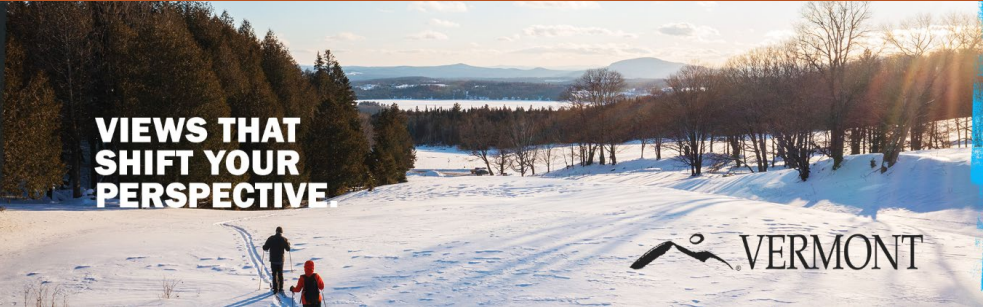
[Read More](#)



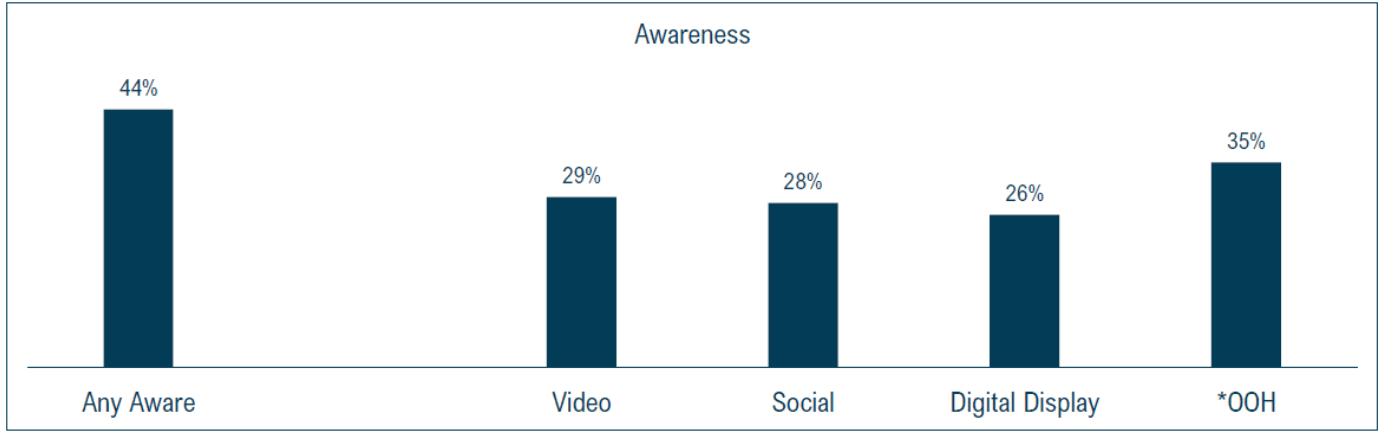
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Sample advertising assets that combine storytelling with brand awareness imagery and messaging

 **VERMONT**
DEPARTMENT OF TOURISM & MARKETING



Advertising Effectiveness Research was commissioned to examine Vermont Tourism's Winter 2024-2025 campaign, to include: measuring advertising awareness; evaluating the efficiency of the media and effectiveness of the creative; determine the incremental travel lift and to calculating the ROI from the marketing investment.

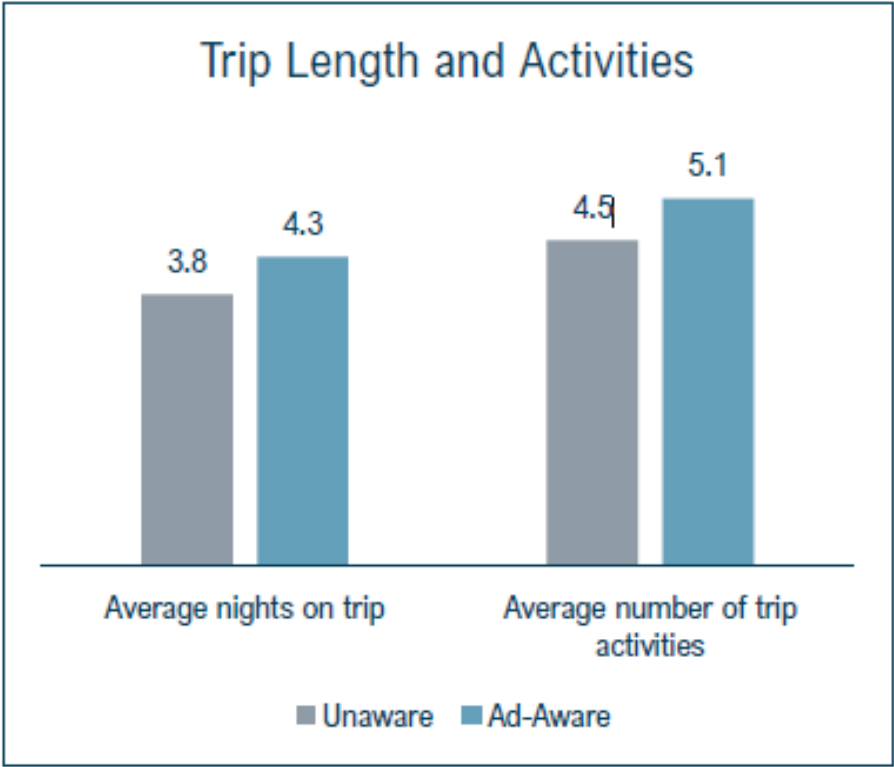


Advertising generated 44% awareness, reaching about 4 million winter leisure travelers in the target markets.

Advertising Effectiveness Research: Winter 2024-25

Research insights included [as quoted from the report]:

- Reaction to the ads is almost **universally positive (90%)**, beating benchmarks (the average is 60%, the goal is 75%).
- Most ad-aware **consumers recall seeing ads in multiple media**. Generating media overlap is important, as the various media can play different roles and exert influence at different stages of the travel funnel.
- The ads effectively communicated the intended messages and generated interest in Vermont winter travel, earning ratings in the top 10% of SMAR Insights' benchmarks for nearly all attributes tested. **The ads do an especially good job of showcasing Vermont's scenic beauty and making the state seem friendly and welcoming.**
- The advertising also had a positive impact on Vermont winter trips, **leading to longer, more active stays with higher spending**, greater satisfaction, and more social sharing.

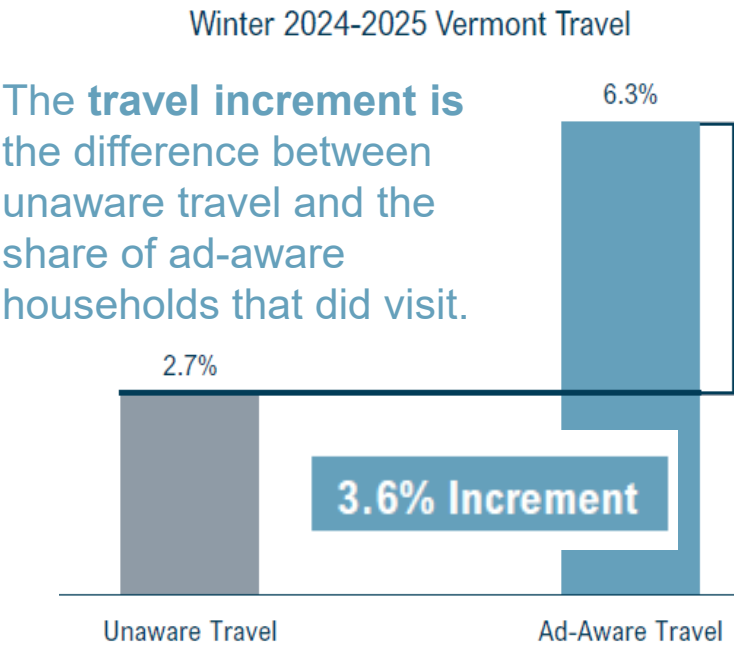


Average Trip Spending	
Unaware	\$1,791
Ad-Aware	\$2,127

Advertising Effectiveness Research: Winter 2024-25

The 2024-2025 winter advertising ultimately influenced Vermont travel, generating about 145,000 trips, \$309 million in visitor spending, and \$23 million in tax revenue. With a media investment of \$538,100, the **advertising returned \$574 in visitor spending and \$43 in tax revenue for each \$1 invested in the media.**

Winter 2024-25	
Target HHs	9.1M
Awareness	44%
Aware HHs	4.0M
Travel Increment	3.6%
Influenced Trips	145,000



Winter 2024-25	
Influenced trips	145,000
*Avg. trip spending	\$2,127
Economic impact	\$309M
Media spending	\$538,100
ROI	\$574
*Avg. trip tax revenue	\$161
Ad-influenced tax revenue	\$23,402,185
Media spending	\$538,100
Tax ROI	\$43

*Source:
SMARInsights

*Average trip spending is collected in the survey
by asking visitors how much they spent

Competitive Landscape for Travel and Tourism

- **Vermont's Appeal:** Vermont holds a strong emotional position among all audiences studied. It is widely recognized for its authenticity, beauty, and sense of renewal. 76% of Vermont Brand Survey respondents say it's an attractive leisure destination, but fewer express strong excitement to visit in the near term. Focus groups confirm that while Vermont is widely seen in a positive light, **the state faces competition from better known regional destinations** like Maine and Massachusetts.
- **Barriers to Visitation:** Vermont's biggest challenge isn't active rejection. **It is being overlooked.** 47% of travelers who are unlikely to visit Vermont say it's simply "not on their radar," and 29% say they "don't know enough" about it. Few mention access or distance, cost, or negative perceptions, suggesting that **Vermont's primary hurdle is low awareness rather than any other specific concern.**
- **Familiarity:** Vermont's brand benefits from warm sentiment but shows weakness in depth of traveler understanding of the destination. Nearly one-third of respondents (32%) said they were totally unfamiliar with Vermont's travel offerings, and only 16% placed themselves in the "familiar" or "extremely familiar" categories. Even among affluent, frequent travelers in regional markets (who might be expected to have greater awareness), **fewer than half (48%) rated themselves as even slightly familiar with the state's tourism assets.**



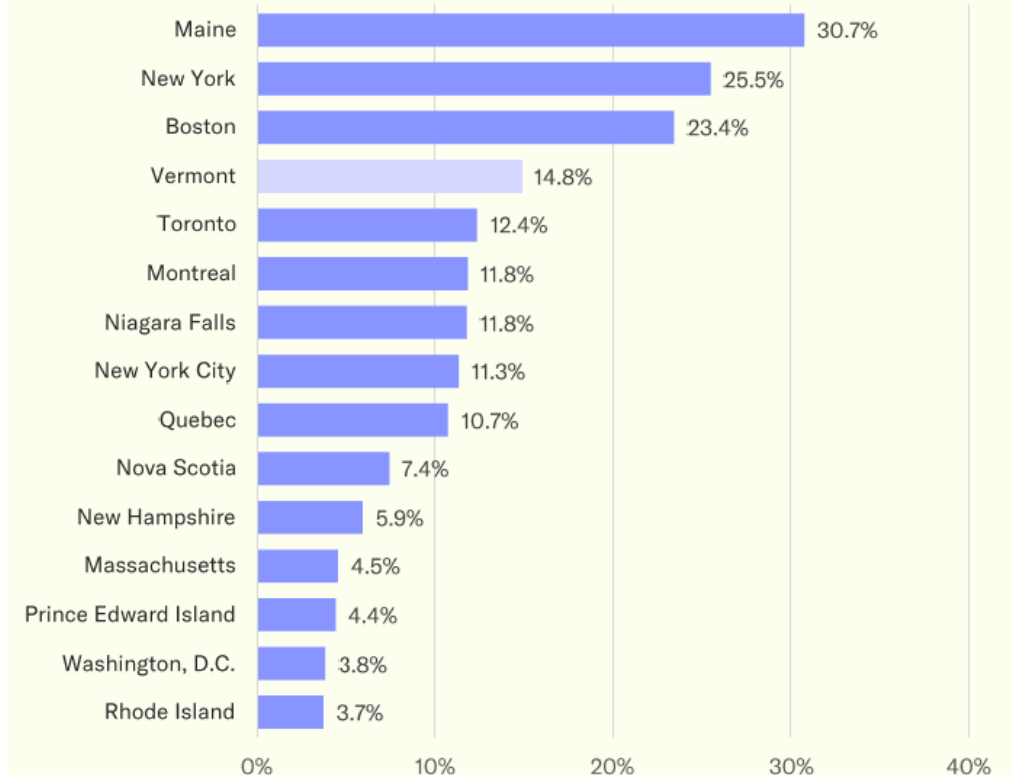
Competitive Landscape for Travel and Tourism

[direct quote] “The National Brand Survey findings make it clear that **Vermont is not top-of-mind for most travelers considering trips to the region.** In an open-ended, unaided national survey asking travelers to name destinations they most want to visit in the next three years, **only 14.8% mentioned Vermont.** This places the state behind major destinations like Maine (30.7%), New York (25.5%), and Boston (23.4%). While Vermont ranked ahead of some smaller regional destinations, its position reflects a visibility gap that should not be ignored.

This data challenges any notion that Vermont's inherent appeal is enough to sustain visitor interest without consistent, strategic marketing. In a region where iconic cities and well-branded coastal destinations dominate attention, Vermont's quieter presence comes at a real opportunity cost. Travelers cannot choose what they do not consider, and they will not consider what they do not clearly understand.”

Most Desired Regional Destinations (Unaided)

(% Who Wrote in Each Destination)



Question: Please think about destinations in the NORTHEASTERN UNITED STATES or SOUTHEASTERN CANADA that you are interested in visiting. Which destinations in this area do you most want to visit in the NEXT THREE (3) YEARS?

Destination Development Tourism and Marketing

Research:

- Economic Impact (Statewide and By County)
- Visitor Survey (Behaviors and Demographics)
- Data Dashboard (Visitation, Spending, Lodging+)
- Brand Study (Perceptions and Market Positioning)

Strategic Planning and Industry Support:

- Destination Management Plan (5-year Strategy)
- BIPOC Visitation Strategy (Brand Audit, Positioning)
- Workforce Development (Hospitality Certificate Program and Outdoor Recreation Skills Workshops)
- Vermont CORE (Community Outdoor Recreation Economy) Toolkit

Subawards:

- T-TERM Grant Program (Transformational Tourism Events and Regional Marketing)
- State Parks (Fire Tower restorations and Route 108 Smuggler's Notch improvements)

Destination Management Plan

Vermont Tourism Destination Management Plan

DESTINATION MANAGEMENT PLAN PUBLIC ENGAGEMENT

- Ten (10) In-Person Listening Sessions: **231 participants**
- Four (4) Virtual Listening Sessions: **100+ participants**
- One-on-One Interviews: **40 participants**
- Stakeholder Survey: **523 responses**
- Advisory Planning Committee: **10 industry partners** plus staff

RESULT

Four strategic imperatives, each supported by a set of objectives, measurable indicators and actionable initiatives.

- Leverage **Destination Marketing** to Increase Economic Prosperity Through Visitation
- Strengthen Vermont's Ability to Support a **Resilient Tourism Sector**
- Strengthen, Grow, and Diversify Vermont's **Tourism Infrastructure** and Offerings
- Enhance the Vermont **Visitor Experience**



Destination Management Plan

IMPERATIVE

Leverage Destination Marketing to Increase Economic Prosperity Through Visitation

OBJECTIVES

- Increase Year-Round and Geographic Distribution of Leisure Travelers
- Increase Total Visitation by Expanding Brand Reach and Awareness Beyond Traditional Markets
- Increase Midweek and Off-Peak Visitation by Growing Meeting, Conference, and Group Travel Business
- Increase Diversity of Vermont's Visitor Base
- Expand Brand Reach and Awareness in International Markets to Encourage Future Visitation

Destination Management Plan

IMPERATIVE

Strengthen Vermont's Ability to Support a Resilient Tourism Sector

OBJECTIVES

- Strengthen the Local and Regional Tourism Organizations Efforts to Attract Visitors
- Explore Strategies to Secure Sustainable Tourism Funding
- Align and Strengthen Statewide Tourism Advocacy
- Improve Statewide Tourism Resilience and Coordination
- Strengthen Resident Support for Tourism

Destination Management Plan

IMPERATIVE

Strengthen, Grow, and Diversify Vermont's Tourism Infrastructure and Offerings

OBJECTIVES

- Increase Off-Peak Visitor Offerings
- Improve Infrastructure that Supports Visitation
- Expand Emerging, Underdeveloped and/or Overlooked Tourism Sectors

Destination Management Plan

IMPERATIVE

Enhance the Vermont Visitor Experience

OBJECTIVES

- Enhance In-market Visitor Information
- Improve Accessibility for Visitors with Disabilities
- Elevate Hospitality and Service Excellence

Professional Development for Technical Trades

Bicycle Mechanics: Trainings (5-module, 10-hours) provided an overview of bicycle mechanic fundamentals, plus two advanced level trainings and hands-on practice.

Beginner/ General Trainings: 26 Total Participants / Three locations (North/Central/South)

Retail Suspension Service: 23 Total Participants / Two locations (Central/South)

Wheel Building: 6 Total Participants

Snow Sports Technicians: Trainings (4-sessions, 8-hours) provided an overview of alpine ski and snowboard tuning for retail and rental service.

Snow Sports Trainings: 21 Total Participants / Two sessions (2024 and 2025)

Trail Workers: Trainings (2-days) provided an overview of trail construction and maintenance, plus two advanced level trainings and hands-on practice.

Trails (Saw Training): 12 Total Participants / Two locations (North/South)

Trails (Trail Maintenance): 25 Total Participants / Three locations (Northwest/NEK/South)

Trails (Water Management): 3 Total Participants

OUTCOMES

116 total participants

26 participants (23%) and 3 instructors were community members that are under-represented in the technical occupations (women, BIPOC, LGBTQ)

60 employers

As hosts, instructors, or employers / hirers of participants

Hospitality Management Certificate



April 2025 Cohort

23 Students Completed Program

May 2025 Cohort

36 Students Completed Program

February 2026 Cohort

Registration Open

UVM PACE: Launched 2025

3 Required Courses:

Introduction to Sustainable Operations
Introduction to Marketing and Sales
Introduction to Hospitality Accounting

Plus 2 Electives:

Introduction to Front Office
Introduction to Food and Beverage
Introduction to Facilities Management
Introduction to Human Resource Management
Introduction to Event Planning and Management

Required Capstone Internship Locations:

Hotel Vermont	Topnotch Resort
Hotel Champlain	Von Trapp Family Lodge & Resort
Doubletree Hilton Burlington	Woodstock Inn and Resort
Courtyard Burlington Harbor	The Dorset Inn
Jay Peak Resort	Barrows House
Basin Harbor Resort	The Inn at Manchester

Transformational Tourism, Events and Regional Marketing Grant Recipients (EDA Federal Funding)



Applications Received	Total Funding Requested	Applications Awarded Funds	Total Grant Funds Awarded
48	\$6,004,780	15	\$1,400,521

1. Catamount Film & Arts Co
2. Come Alive Outside (Rutland)
3. Kelly S. Brush Foundation
4. Lake Champlain Regional Chamber of Commerce (Hello Burlington)
5. Leahy Center for Lake Champlain Inc
6. Mad Valley Sports
7. Montpelier Downtown Community Association (Montpelier Alive)
8. Newport City Renaissance Corporation
9. Okemo Valley Regional Chamber of Commerce
10. Shelburne Museum
11. Southwestern VT Chamber of Commerce
12. St. Johnsbury Works!
13. Stowe Area Association
14. Vermont Cheese Council
15. Vermont Mountain Bike Association

Transformational Tourism, Events and Regional Marketing Grant Recipients Projects

Catamount Film & Arts Co

Plan and promote LGBTQIA+ Arts programming and events in the NEK, from film festivals, poetry readings, and art exhibitions to live performances.

Come Alive Outside

Elevate the Winterfest experience into a major multi-day destination event.

Leahy Center for Lake Champlain

Expand hands-on 'Champ' exhibit to create an augmented reality experience.

Mad Valley Sports

Expand signature Mad Marathon event to include a Kids Fun Run, a Mad Mile for teenagers, and a new category for adaptive athletes to participate.

Kelly S. Brush Foundation

Launch multifaceted campaign to showcase adaptive-accessible mountain biking opportunities.

Newport City Renaissance Corp.

Create destination shopping experience with 'peddler carts.'

Shelburne Museum

Expand 'Winter Lights' into a destination event.

Vermont Mountain Bike Association

Design new destination mountain biking guide.

Montpelier Alive

Illuminate six key historic bridges and rebrand as "The City of Bridges."

St. Johnsbury Works!

Invest in new photo assets and launch PR and social media outreach campaign.

Hello Burlington

Invest in new video assets and launch targeted advertising.

Okemo Valley Chamber

Invest in photography assets and multichannel digital campaign.

Southwestern VT Chamber

Invest in new photo and video assets and launch new campaign.

Stowe Area Association

Invest in photo and video assets and launch diversity campaign.

Vermont Cheese Council

Evolve Cheesemakers Festival into "Vermont Cheese Week"



Think Vermont Program

Build Awareness

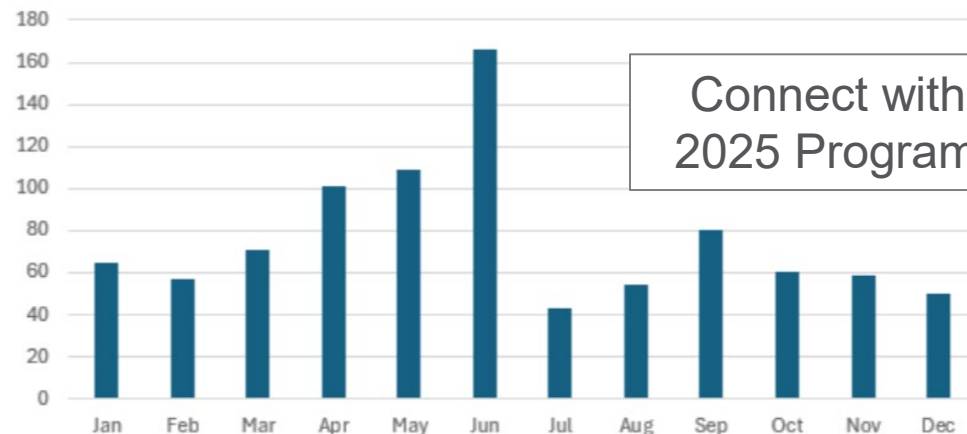
- Content: ThinkVermont.com Website
- Owned Communications: Social Media and E-mail Marketing
- Paid Advertising

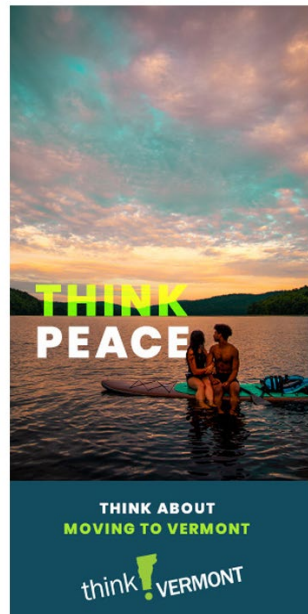
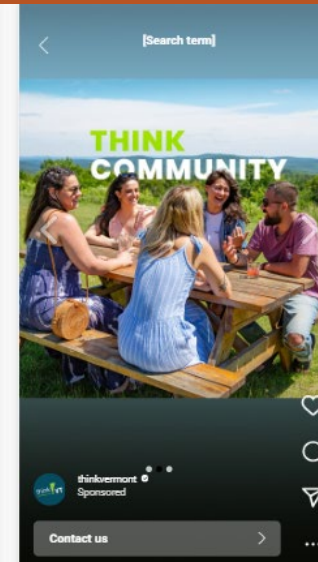
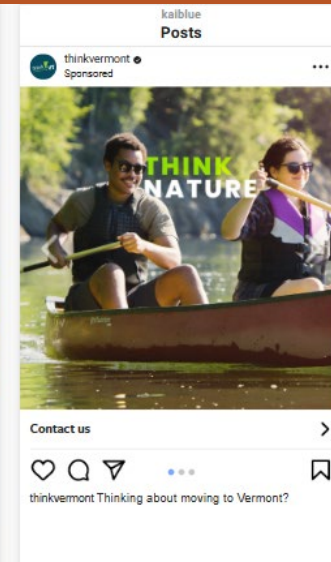
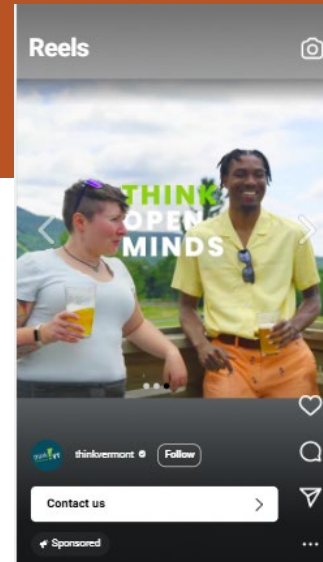
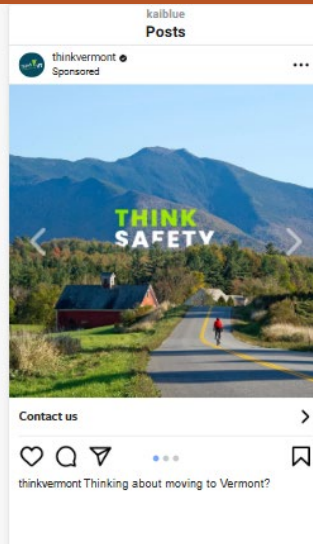
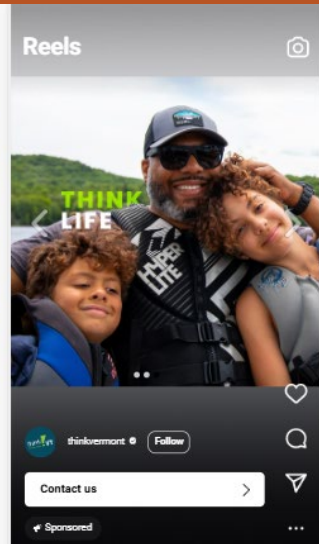
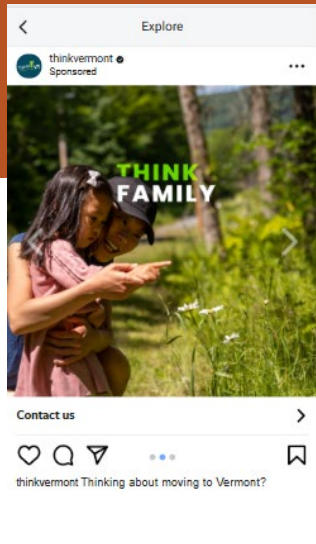
Lead Generation and Distribution

- Connect with a Vermonter Program
- **Currently receive an average of 75 leads per month**

Regional Partner Support

- GROW (Grants for Relocation and Outreach Work) Program
- **15 Regional or Statewide Partners**

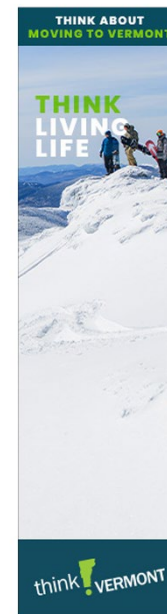




Connect with a Vermonter - ThinkVerm ...

Think about being free to be authentically you. Think about making Vermont your home. Read more about Vermont in the linked article, or go to [ThinkVermont.com](https://thinkvermont.com) and connect with a Vermonter to find out more.
<https://thinkvermont.com/neighbors/vermonts-quality-of-life-is-no-1-in-the-u-s/>

Contact us





Alex and his wife decided they needed to leave New York, to find somewhere safer. He'd seen pictures of Vermont in tourism ads on the subway.

"And I just thought it was such a beautiful place and that kind of sparked a desire in me to come here," he said.

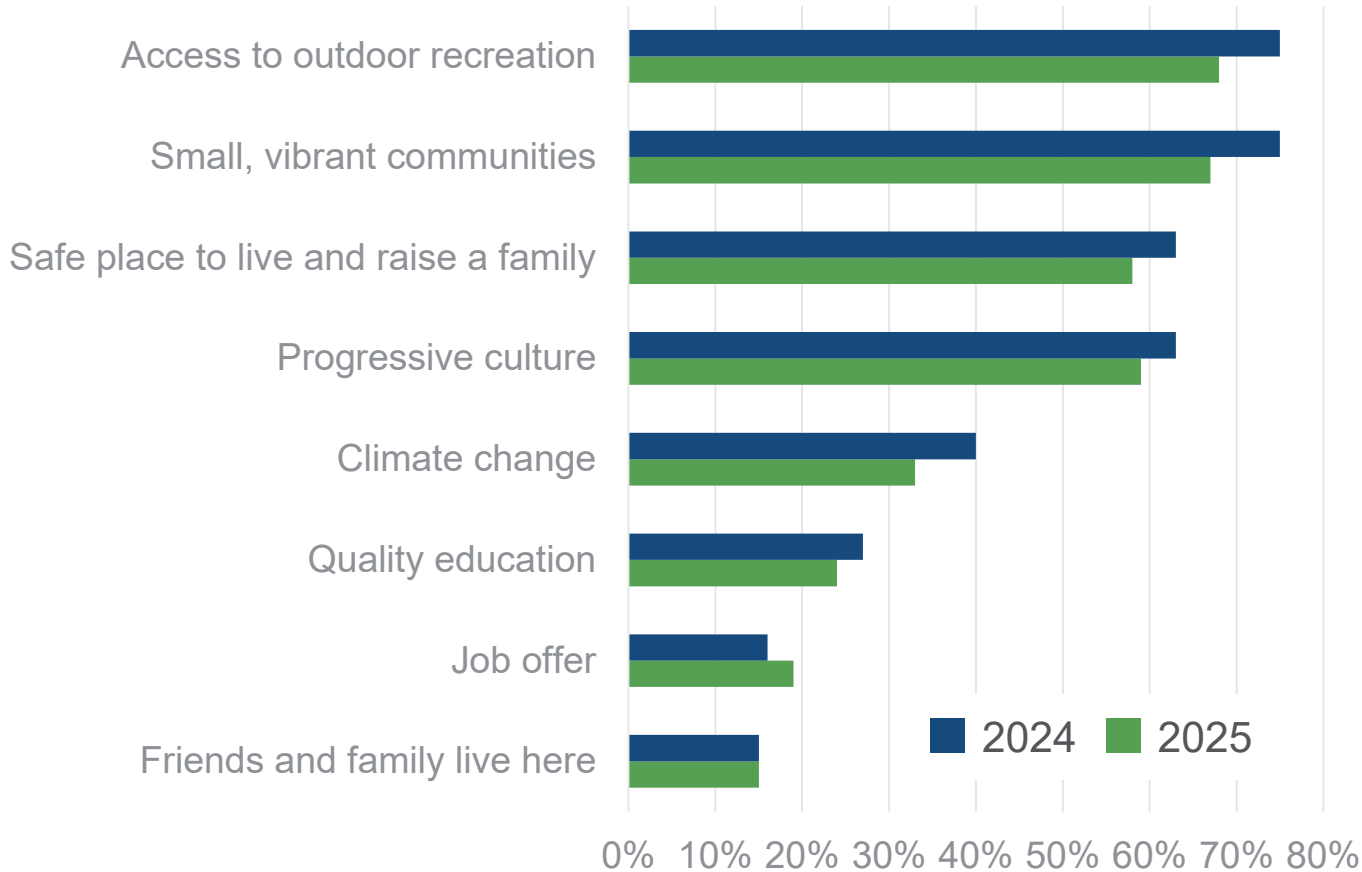
In June, they left home again and moved to Burlington.

GROW Grantee Organizations

Region	Grantee	Relocation	Retention
Addison County	Addison County Economic Development Corporation	☑	☑
Bennington County	Southwestern Vermont Chamber of Commerce	☑	☑
Chittenden County	Lake Champlain Regional Chamber of Commerce	☑	☑
Franklin and Grand Isle Counties	Franklin County Industrial Development Corporation	☑	
Lamoille County	Lamoille Economic Development Corporation	☑	
Northeast Kingdom	Northeast Kingdom Chamber of Commerce (was Northern Forest Center)	☑	☑
Orange County	The Chandler Center for the Arts		☑
Orange and Windsor Counties	Green Mountain Economic Development Corporation	☑	☑
Rutland County	Chamber & Economic Development of the Rutland Region	☑	☑
Washington County	Montpelier Alive	☑	☑
Windham County	Brattleboro Development Credit Corporation	☑	☑
Windham County	Southern Vermont Deerfield Valley Chamber	☑	☑
Windsor County	Vital Communities		☑
Statewide	Vermont Professionals of Color Network	☑	☑
Statewide	Out in the Open	☑	☑

Trends from Recent Think Vermont Inquiries

Why are you interested in locating to Vermont?



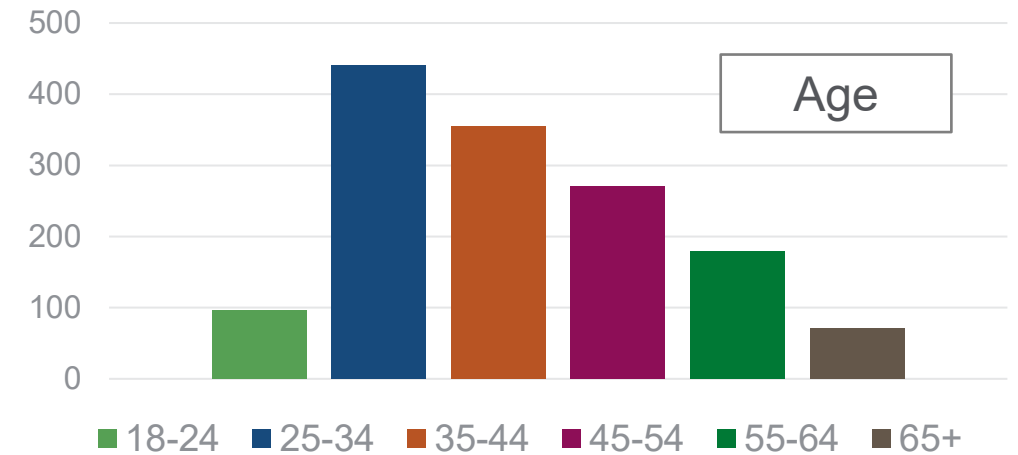
Have you ever been to Vermont before?



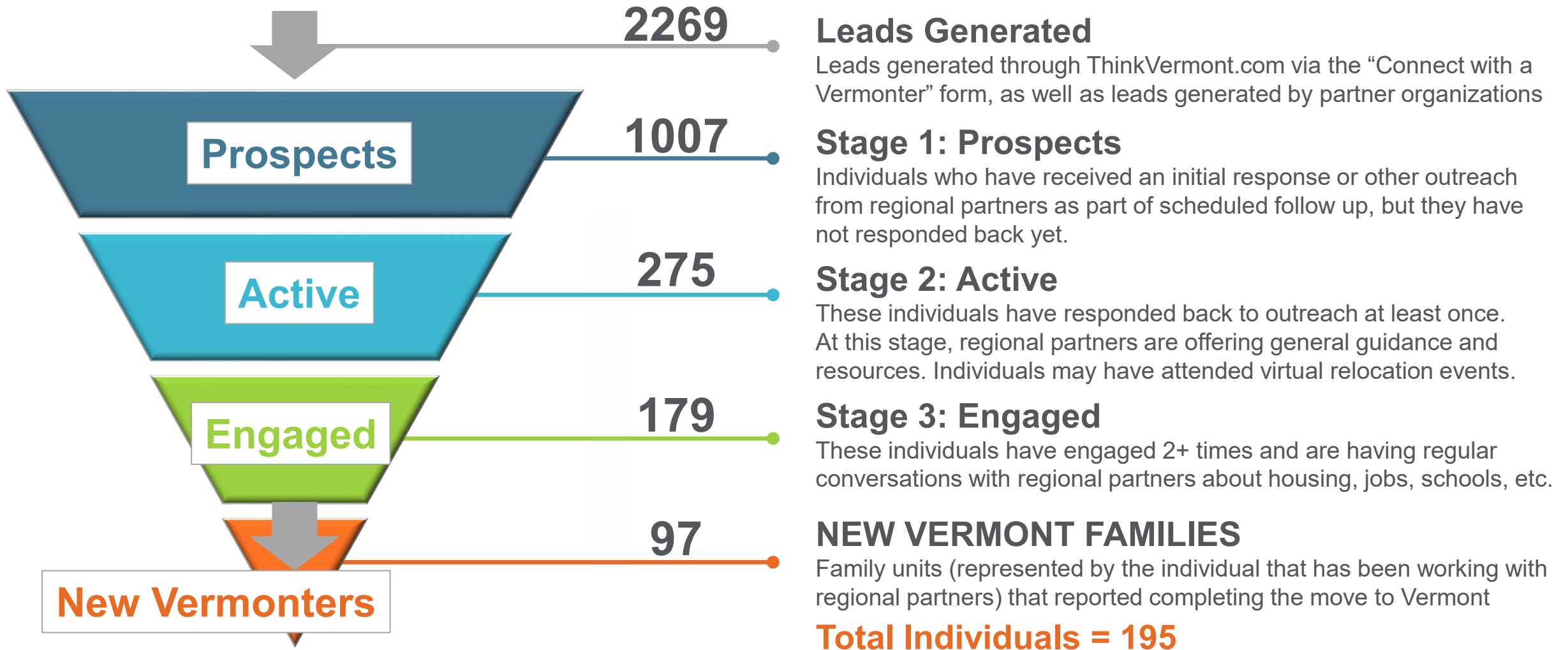
Do you Need Assistance Finding Employment?



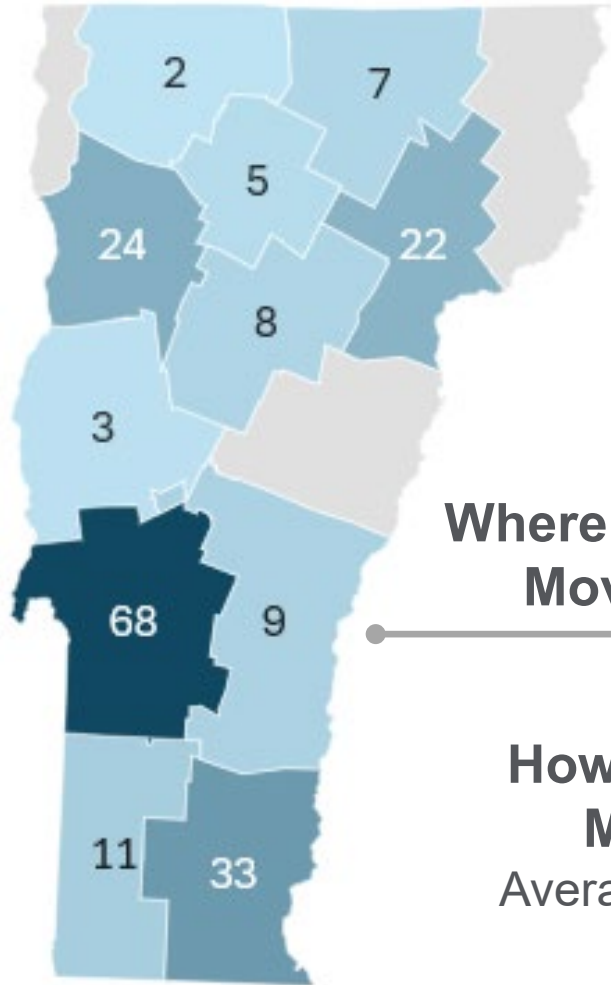
■ NO ■ YES



Think Vermont GROW Program Relocations to Date*

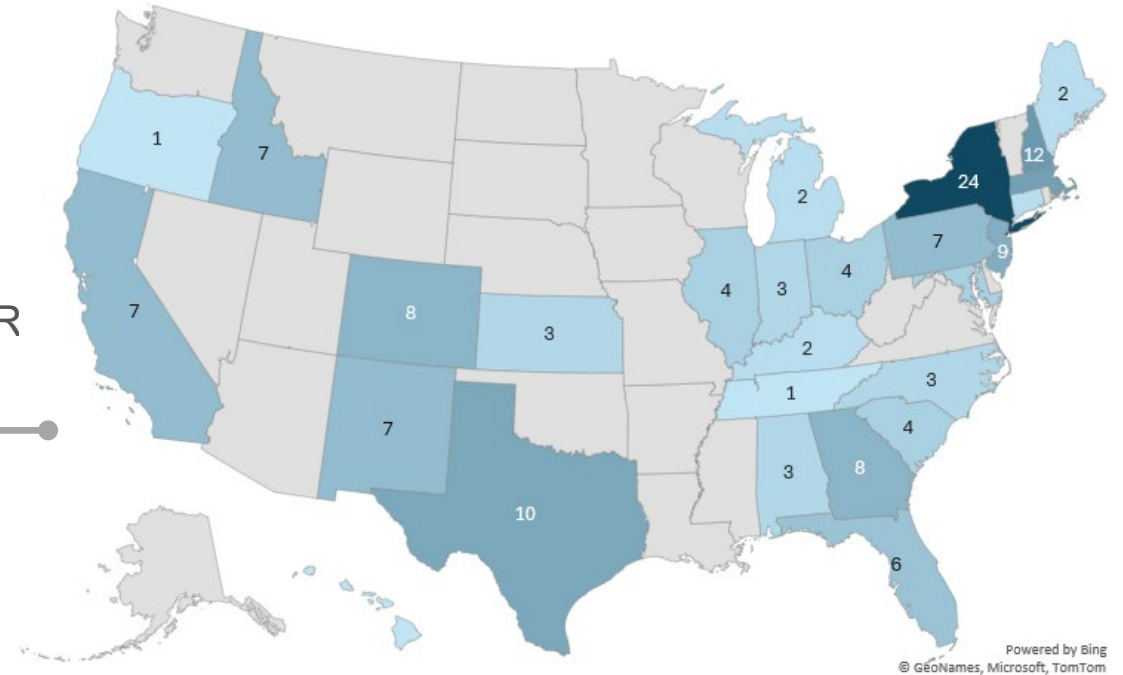


Think Vermont GROW Program Relocations to Date*



Where Did They Move From?

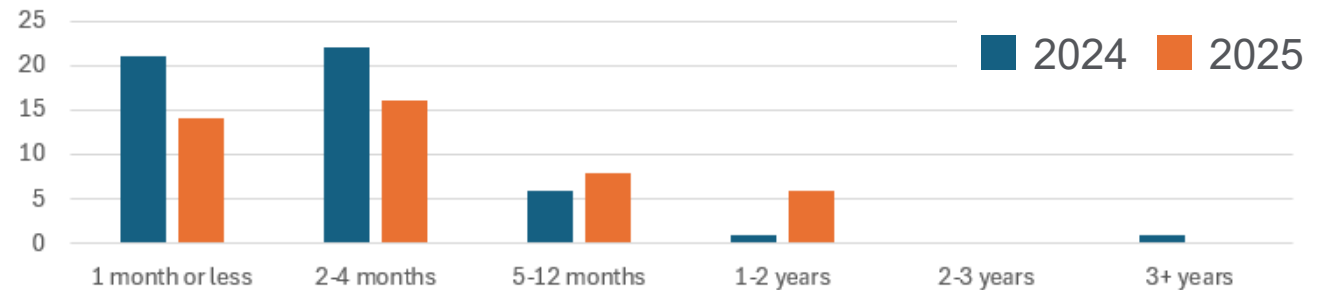
32 states to date
Inquiries have been received from all 50 states, plus DC, PR + International



Where Did They Move To?

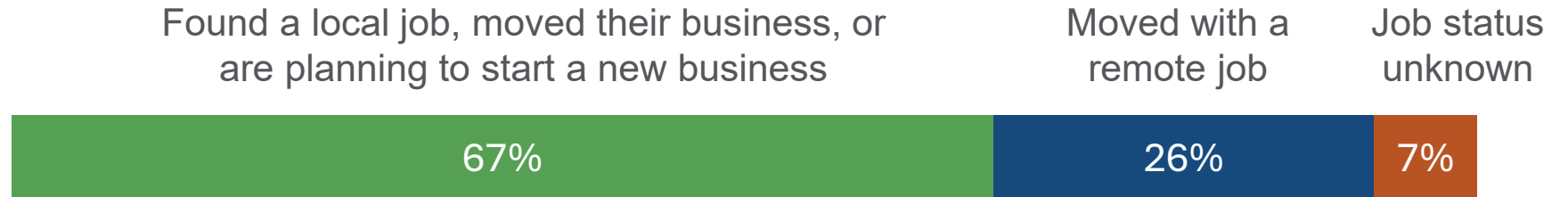
How Long Did the Move Take?

Average = 3.8 months

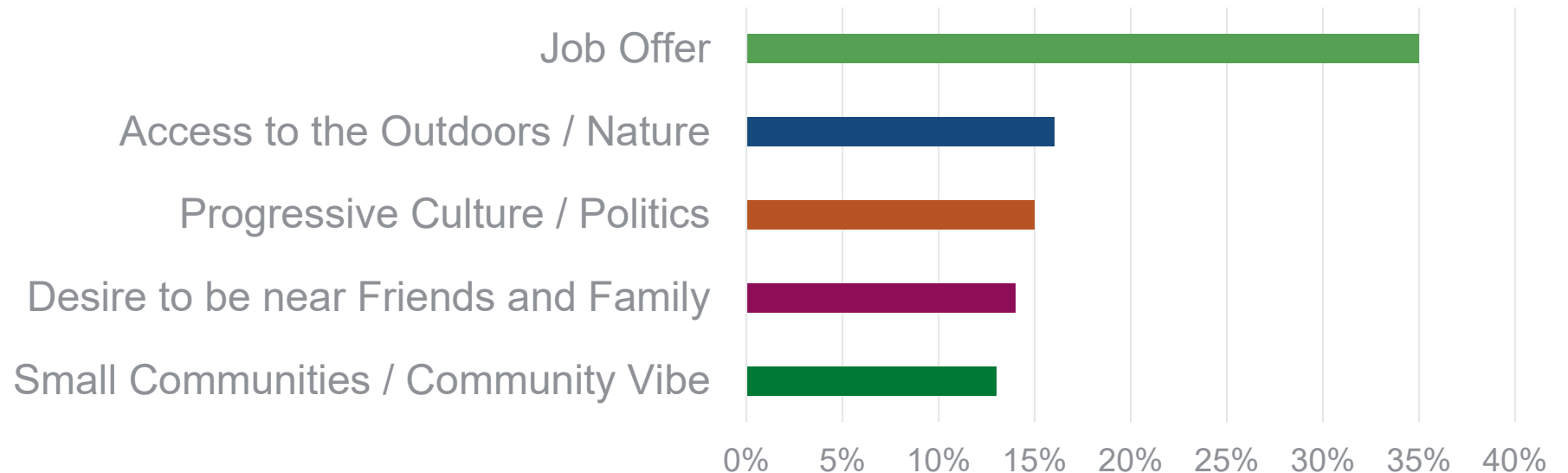


Trends from Recent GROW-Assisted Relocations

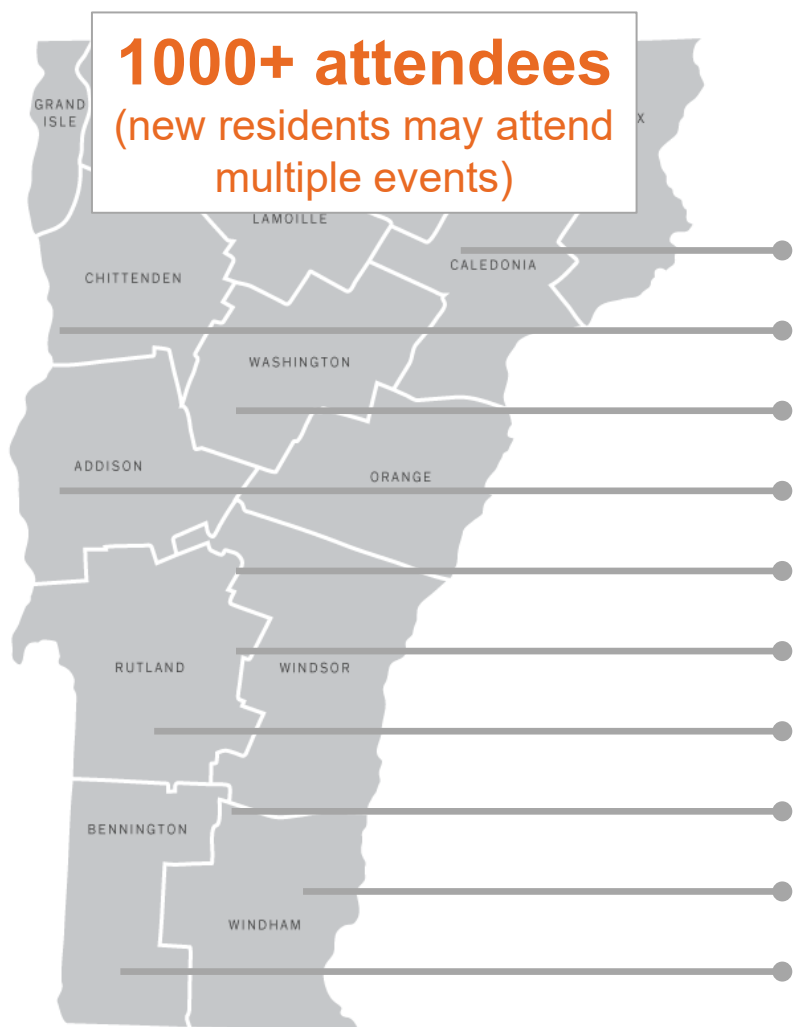
Employment Status After Relocation



Most Important Factor / Reason for Moving to Vermont



New Residents Attending GROW Retention Events*



GROW grantee-sponsored retention events range from mixers and outings, to entertainment events, small group meet-ups, etc.

Northeast Kingdom:	8 events / 43 new resident attendees
Greater Burlington:	37 events / 186 new resident attendees
Washington County:	2 events / 30 new resident attendees
Addison County:	4 events / 61 new resident attendees
Orange County:	19 events / 140 new resident attendees
Windsor County:	2 events / 25 new resident attendees
Rutland County:	11 events / 122 new resident attendees
Deerfield Valley:	4 events / 43 new resident attendees
Windham County:	33 events / 240 new resident attendees
Bennington County:	7 events / 133 new resident attendees

Gratitude Shared for Think Vermont GROW Program

RUTLAND COUNTY

*“The Rutland Concierge program helped us explore everything the Rutland region offers—from community and ski mountains to its evolving economy—while **providing constant support through-out the process**. There was never any pressure, just guidance and encouragement. **They turned a daunting task into a manageable journey**, ultimately leading to our move to Rutland City two years later. Even after we arrived, **the same team continued to support us**, helping us build community, get involved, and settle into our new home.”*

— Shared by the Real Rutland program

WINDSOR COUNTY

*“I've never lived somewhere so intentional about community building. **It made me feel so included in the community and actively wanted there**. It felt like people were excited to get to know me, and I've already met great friends through the events.”*

— Shared from one of the Green Mountain Economic Development Corporation's newcomer events

FRANKLIN COUNTY

*“**Words can't fully express how grateful I am for you**. Your support has meant everything to me during this journey—especially with my big move to Vermont. I may not know much about St. Albans yet, but **what I do know is that I'm already surrounded by a strong and caring support system**. Thank you, truly and deeply, for everything you've done to encourage, uplift, and stand by me. I couldn't have made it this far without you.”*

— Shared by the Vermont Professionals of Color Network