

- **It's critical to understand the difference between spending and investment. Spending on tourism promotion isn't spending at all, because it brings in tax revenues and creates jobs.**
 - [CITE LOCAL DATA.]
 - Tourism revenue makes it possible to boost spending on public services like police, education and health care.
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- **It's a simple equation: states that cut their tourism promotion budgets lose tourism market share to states that don't.**
 - We have seen it time and again—states like Washington, Colorado and Pennsylvania recently made the decision to cut and lost tens of millions in economic activity and years of brand stability as a result.
 - Meanwhile, states like California have continued to invest in tourism marketing and have seen steady increases in visitors and visitor spending.
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- **Successful businesses understand the importance of marketing even when their brands are well-known.**
 - You've never seen a company like Apple or Coca-Cola or McDonald's decide that enough people had heard of them, and it was safe to cut their marketing budgets.
 - Promotion and advertising equal new revenues, always.
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- **I believe as strongly as anyone that public investment in tourism promotion should be subject to scrutiny, transparency and accountability**
 - One of the reasons I believe that is because scrutiny of tourism budgets will always reveal a return on investment that is unheard of anywhere else in the public sector.
 - If policymakers feel that there isn't sufficient scrutiny or transparency, then they should create it. What they should not do is use it as an excuse to mindlessly cut investment in tourism promotion.