

2013 MARKETING PLAN

GRAND JUNCTION

COLORADO'S WINE COUNTRY

CELEBRATE
TRADITION

FIND ADVENTURE

LIFESTYLE
IN A GLASS



2013 Marketing Plan

Grand Junction Visitor & Convention Bureau



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LETTER FROM THE BOARD CHAIR



2013: THE YEAR OF OPPORTUNITIES

If there is a silver lining coming out of the recession in 2012, it was an education how to accomplish more with less resources while adapting to a changing landscape in tourism market perceptions.

While not necessarily new topics to Colorado, the national media coverage of drought and wildfires in the state negatively influenced out of state visitations. The below average snowfall impacted both the ski and rafting industries while contributing to the dry conditions that spawned several large wildfires. Even though the wildfires only impacted 1% of the public land the perception was the Colorado outdoor experience was not available. To counteract the misperception it really is all about the messaging!! The Colorado Tourism Office was proactive in setting up a webpage detailing the relatively small number of actual attractions/areas that were impacted by the fires in addition to training welcoming center staff how to respond to visitor inquiries for current information. The Grand Junction VCB was active to produce fact sheets for front line volunteers and staff, as well as working closely with the Colorado Tourism Office on messaging for the Grand Valley.

The year 2013 has started with propositions of progress. On the State level, reform in how the Colorado Tourism Office is funded should stabilize their financial resources by being less dependent on a shrinking share of the gambling tax. The Governor has hired a new state 'rebranding' official with a larger scope perspective to include, but not limited, to tourism. An emerging foreign tourism market from South American, Brazil in particular, is experiencing longer stays and increased spending.

One of the most interesting 'opportunities', and at the same time 'challenges', for Colorado in 2013 will be how visitors interpret our Amendment 64. Will the law encourage an increase of smoker friendly visitors seeking sanctuary and, if so, how will they legally obtain their supply once here? As it stands now, there are no 'retail' allowance as the law is intended for Coloradoan's to grow only their own. Another pending question will be how hotels and facilities designate special outdoor smoking areas, or lose the business opportunity if do not? This 'opportunity' is still being written and up for discussion and debate.

On the local landscape, a group called the Grand Valley Citizens for a National Park has very proactive plans to promote legislation this fall that will upgrade the Colorado National Monument to National Park status. Besides the obvious benefits an attraction of a NP status has, the recreational resource will be fantastically unique for the Grand Junction area. With recent and emerging Three Sisters mountain biking area to the south, the McInnis Canyons recreation area and the Fruita mountain biking areas to the north, Mesa and Powderhorn to the east, attention garnered in the change will further illuminate the National Park as the center crown jewel of multi-sport outdoor recreation experiences.

In summary, 2013 promises to be another exciting opportunity for the Grand Junction area Tourism Partners.

Lon Carpenter

2013 Grand Junction VCB Board Chair

LETTER FROM THE DIVISION MANAGER



2013-THE YEAR OF RE-INVENTION

Ending 2012 with an overall 5.8% increase in lodging tax collection for 2012 was once again confirmation that the economy is slowly recovering in the Grand Valley. As of November, lodging tax revenue collections were up year-to-date; however, December's collections reporting the month of November business were down 11.4%. According to the Rocky Mountain Lodging Report, year-end occupancy for 2012 was 55.6%, Average Daily Rate (ADR) was \$80.75, and Revenue Per Available Room (RevPAR) was \$44.89. Figures for 2011 were 57.7% occupancy, \$80.08 ADR and \$46.22 REVPAR.

Signature events that the VCB provided special event funding for in 2012 included the Air Show, the Western Zone Swim Meet, and the Tour of the Moon Bike Event which were well attended and certainly helped add to lodging tax revenues. The new CMU Natatorium attracted back the Western Zone Swim Meet, which had not been in Grand Junction since 1999 and featured 2,500 attendees. The VCB worked diligently with the event promoter of the Tour of the Moon to bring in this new annual bike event over the Monument in October, which attracted 1,900 bike riders from 37 different states. The excitement surrounding the Grand Junction Rockies first season was strong and an indication that there is much more potential for growth in attendance regionally. Exciting news for 2013 are two new events, which will be held Labor Day Weekend. One will be a new classic car show at Canyon View Park. The other is a new mountain biking race utilizing downtown and the Lunch Loop area. The City and VCB worked together with the Grand Junction Economic Partnership, DDA, and the Airport to bring in this new event which anticipates six hundred riders for the first year.

The VCB's newly designed website has been well received by customers and provides an even greater amount of information about the area with tags, increased search capabilities and a re-designed meetings and groups micro-site. Year-over-year unique visits to VisitGrandJunction.com are up at the end of 2012 by 13.8%, which is equivalent to an increase of over 28,000 unique visitors. The new cutting edge eBook, *23 Ways to Bring Wine Country Into Your Life*, will be offered and promoted in 2013, not only through iPads, but via our website and other eReaders as well. The VCB successfully launched a new Facebook promotion in conjunction with the "Bushel of Summer Savings" packages centered on the peach harvest in 2012 with more to come in 2013. Working to fill-in business during the winter months, the VCB has begun promoting Ski, Stay, and Play packages with Powderhorn Ski Resort on sites such as OnTheSnow.com and Denver Post online. Promoting packages on Groupon and through Allegiant Airlines will be goals for 2013. Increased investments will be placed into sales efforts to the Front Range to attract more new meetings business.

Changes in VCB staff, with three retirements in 2012 and 2013, will provide an even greater opportunity for new ideas and strategies to promote Grand Junction and the Grand Valley. The VCB Staff and Board are excited to work with the lodging and tourism community to bring in new business utilizing cutting edge technologies, partnerships, and promotions.

Barbara J. Bowman
Grand Junction VCB Division Manager

The Visitor and Convention Bureau’s mission is to proactively market the Grand Junction area, resulting in the positive economic impact of visitor dollars.

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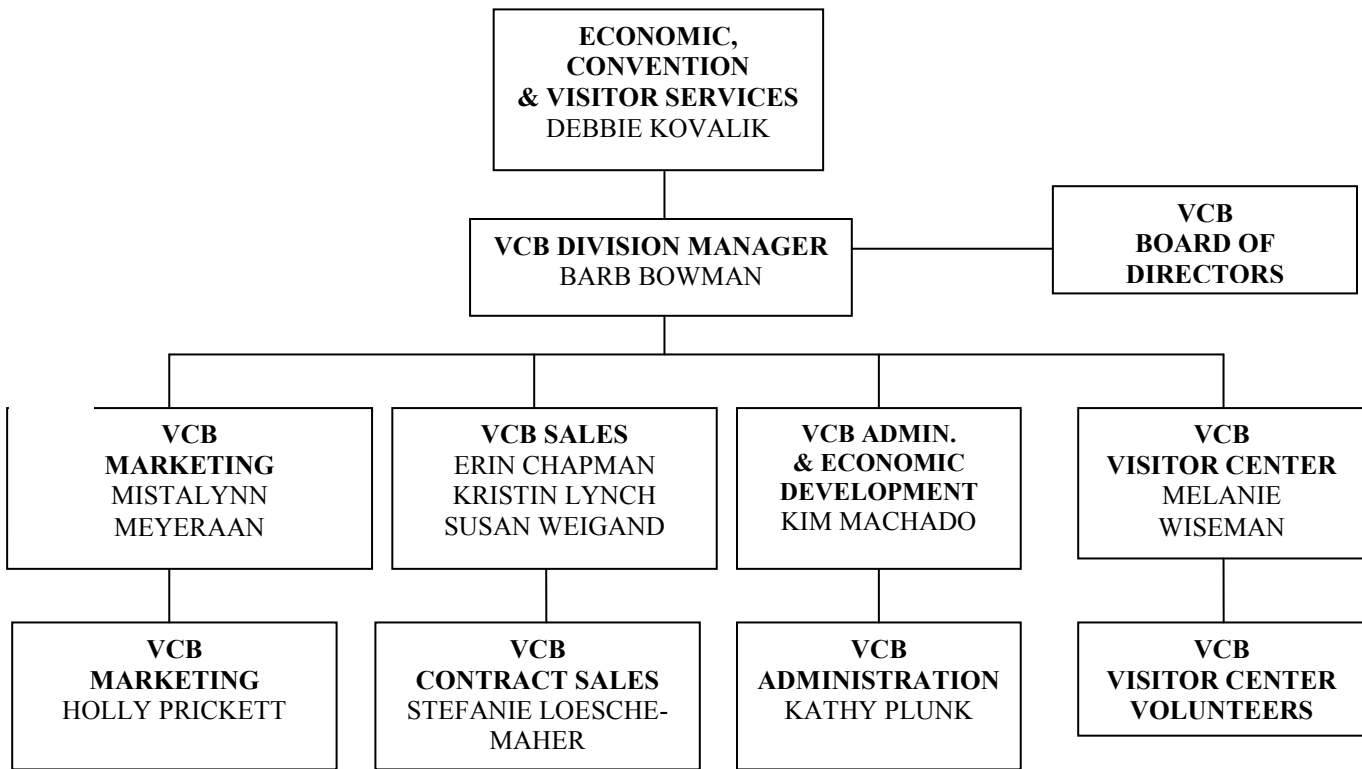
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GJVCB STAFF ORGANIZATIONAL CHART



2012 TRAVEL INDUSTRY REVIEW & 2013 OUTLOOK

Overview: It was a year of natural disasters, fiery politics and a doomsday fiscal cliff that consumed the media up to the 11th hour on the 31st day of 2012. Through it all, the Tourism Industry made significant advances in a year that posed significant risk for setback.

Natural Disaster Containment Turns to a Campaign of Love: In January 2012, the Costa Concordia sank in a bizarre turn of events that shook the cruise industry. Nine months later, super storm Sandy struck with a vengeance hitting the entire East Coast of the United States, causing over \$60 billion in damage and counting. Closer to home, 2012 offered an unseasonably dry winter which led to drought conditions in the West and the inevitable wildfires that touched most regions of Colorado, including Grand Junction. When the wildfires were deemed contained, the recovery process began for those with personal losses, but also the communities who rely on the summer tourism season. The Colorado Tourism Office gathered representatives from Destination Marketing Organizations (DMOs) impacted by the wildfires in an effort to improve the image of a charred community. Above the ashes rose the “**Share the Love**” public relations campaign which tasked the Grand Junction VCB to help spread the message that we are still open for business. The message was shared through all social media outlets and grass roots public relation efforts. Looking to 2013, draught may again play a role for attractions tied to the water supply and agricultural businesses which are associated closely to the tourism industry of the Grand Valley. It will take diligent, proactive efforts of the VCB staff to stay head of negative press and maintain consistent messaging in key markets.

The Votes are Tallied and it Swings in the Favor of Travel: Red vs. blue, left vs. right; local, state and national political campaigns weighed heavily on the minds of consumers as they watch presidential commercials cautiously from their homes in 2012. Lodging tax began to decrease. Fortunately, the travel industry is bipartisan and it was the attention of lawmakers focusing on the positive economic impact of travel that quietly took the podium in political discussions in 2012. Finally, tourism is receiving the necessary respect from federal government concerned about exports, employment and economic development. The largest turn of events came in the Travel Promotion Acts, which was signed into law in 2010 and then followed in 2012 when the Obama administration announced a policy statement acknowledging what the industry has been striving to do for years, that “the travel and tourism industry is one of our nation’s leading service sectors and sources of exports.” In January 2012, from the international destination mecca of Disney World, President Obama announced an executive order putting in place the National Travel and Tourism Strategy with the principal goal of increasing U.S. international arrivals to 100 million a year by 2021. In May of 2012, the Acting Commerce Secretary, Rebecca Blank, stated that there have been 29 months of growth of international visitors to the United States, spending \$14 billion (8% increase over 2011). How will Grand Junction get a piece of the international pie... or strudel? Through the marketing efforts of BrandUSA, a government-industry partnership focused on marketing, the Grand Junction VCB has the opportunity to continue participation in 2013 with their U.S. travel collateral pieces titled *Essentially America UK* and *Germany*. The BrandUSA Extended Reach Publisher Program granted Grand Junction a cooperative marketing package to entice our ad spend, which was matched. International efforts will continue through multiple trade show attendance and staying on the cusp of what our state leaders are doing, including maintaining our active role within TIAC (Tourism Industry Association of Colorado) and CADMO (Colorado Association of Destination Marketing Organizations). The VCB will maintain key international relationships with influential tour operators from across the globe and continue efforts to put Grand Junction on more itineraries and invite more international travel stakeholders to our community to see first-hand what Colorado Wine Country has to offer their guests.

Digital Doubles and Panda Attacks: “When something doubles, people take notice,” stated Travel Weekly in a year-end review article on the dollar volume of travel bookings on mobile devices such as smartphones and tablet computers. Mobile computing, along with growth in social media, is truly changed the way travel companies conducted business in 2012. Over 800 million smartphones and tablets were sold in 2012. Grand Junction invested in a mobile site in 2011 and pushed updates to the site in 2012 that were in line with the new website launch to keep it fresh and inviting for repeat users. The events page, specifically on Saturdays, ranks as the top page visited by mobile users. These findings will push the VCB in 2013. Analytics will now differentiate between desktop and mobile dashboards, with budget allocated to further improve the mobile website in 2013.

During the last year, marketers also had to take note of continued updates to Google’s Panda. First released in February 2011, Panda is a codename for the Google algorithm which locates websites with consistently weak, low-quality content and takes them out of the search results. In 2012, Google put out Panda refreshers approximately every month. It was through extensive budget and work by Miles Media and VCB staff, that the Grand Junction VCB website stayed ahead of any implications from Panda and made SEO (search engine optimization), including keywords, a priority of 2012. The results were double digit increases in unique visitors from 2011 to 2012. Looking at 2013, Miles Media will use BrightEdge SEO License, Reporting and Updates with the goal to keep the upward movement in visits to VisitGrandJunction.com. BrightEdge will create on-page recommendations for SEO best practices, provide an analysis of competitors’ key words, audit the VCB site for content and create social signals.

Take Note in 2013: Legislators built a bridge over the fiscal cliff in early January 2013, but questions remain regarding leisure, group and business travel with increased taxes on high-income earners, increase of payroll taxes across all incomes and cuts within government travel budgets. Will the constant media coverage sway consumer confidence? Though the Affordable Care Act is a year from expansion, what phases implemented in 2013 will impact the travel partners in the Grand Valley? Harnessing energy in the Grand Valley and beyond is in a constant state of ebb and flow. How will decisions made in 2013 impact the housing market, employment rates, and travel industry? Finally, where will the debate of making the Colorado National Monument into a Park end up in 2013?

Per the Colorado Business Economic Outlook 2013, provided by Leeds School of Business from the University of Colorado Boulder, it is noteworthy that Tourism is the second-largest industry in Colorado and supports more than 137,000 jobs across the state. Visitors to Colorado spend approximately \$879 million a year in taxes, which saves every Colorado household from paying an increase of yearly taxes of \$458 a year. How the above influences directly impact the travel industry will be top concerns for the Grand Junction VCB.

Take Charge in 2013: In President Obama’s acceptance speech on November 7, 2012 he stated that, “We’ve got more work to do.” This is also true for the travel industry. The U.S. Travel Association is forecasting another 3% spending increase in 2013 on travel by U.S. residents, even greater by foreign visitors. The Grand Junction VCB will continue to research trends, maintain the integrity of our brand and reach potential visitors in new, flexible and exciting ways in 2013.

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2012 VCB HIGHLIGHTS

- The VCB website experienced a 13.8% increase in unique internet users during 2012, with total unique visits totaling 236,447. (*September omitted due to reporting error with new site launch.*)
- Lodging tax collection increased 5.8% in 2012 compared to 2011.
- The average daily rate in Grand Junction in 2012 was \$80.75, compared to \$80.08 in 2011 (an increase of \$0.67). Average room rates in the Denver area went from \$109.94 in 2011 to \$111.78 in 2012. (*figures taken from the Rocky Mountain Lodging Report.*)
- In 2012, the Sales Department issued 86 leads, down 5% from 2011. This number also includes the Front Range Sales Representative's goals. The number of group contacts made by the Sales Department was 2,857, down 2%.
- In 2012, the Visitor Center served 18,033 visitors, almost even with 2011.
- Convention Service staff worked with 125 groups in 2012. Welcome packets, information tables, registration support, name tags and customized spouse and/or social programs continue to be well-received services. Convention Services also continued to offer the popular "attendance builder" services such as "Save the Date" postcard mailings to the client's list, and articles for their newsletters and websites.
- The VCB hosted approximately 21 media FAM trips (familiarization) with approximately 42 writers/journalists/photographers in 2012, as compared to 23 writers in 2011.
- The Media Relations Contractor garnered an estimated \$387,000 in total PR value through editorial in 2012, and provided 7.5 million impressions. This editorial was found on websites, magazines, newspapers and broadcast. The Contractor was also responsible for luring twelve travel writers to Grand Junction in 2012. *Note: The credibility factor of editorial is three to ten times that of advertising. This estimate is based on a six-time ratio for features and a three-time ratio for mentions.*
- The new website launched September 11, 2012 and the new eBook officially hit the iTunes market on September 18, 2012.
- The Grand Mesa was featured on the TODAY Show's Fall Colors Episode on September 26, 2012.
- On November 8, 2012, the VCB partnered with the U.S. Forest Service, Choose Outdoors, Grand Junction Chamber of Commerce, Two Rivers Convention Center, City of Grand Junction and Cabela's to bring the U.S. Capitol Christmas Tree to Grand Junction.
- Again in 2012, the SMERF (Social, Military, Education, Religious and Fraternal) market generated the largest number of sales leads issued, followed by a tie between the Sports and International Markets. The local community continues to be the top source of sales leads generated, followed by Tradeshows and Membership. The large number of leads generated from the Tradeshow category is due to a fairly new report issued by the Colorado Tourism Office indicating the international tour companies that are coming to Colorado by destination.
- Research was conducted on tour companies indicating Grand Junction and reported the results through iDSS, the VCB's lead generating system. The travel partner leads are a result of our Front Range Sales Representative attending monthly association meetings for MPI, SGMP and CSAE and the increase of 3rd Party Meeting Planner leads through the leads generation system, CVENT.

- The average group size of confirmed business (these reflect not only meetings, but sporting events, reunions, weddings, etc.) in 2012 was 213 compared to 275 in 2011, with an average stay of 2.46 days, which was slightly more than 2.4 nights in 2011.
- The Sales Team conducted 7 individual familiarization tours and site inspections for Tour Operators and Meeting Planners in 2012, down from 17 in 2011. These numbers indicate the fluctuating business cycle of group business. In 2012, we had a high number of groups in the valley, and this translates into a large number of site inspections the prior year.
- The group sales and marketing department coordinated a direct mail piece that was sent to 600 meeting planners on the Front Range. This year, the piece was an invitation to the VCB reception, which typically takes place every-other-year. This year's reception was held at the Governor's Mansion in Downtown Denver. Invitations were extended to meeting planners, tour operators, media and spheres of influence. Due to the interest in the Governor's Mansion, and that so many Colorado residents have never visited the Governor's Mansion, interest was high with 102 attendees. The VCB's Front Range Sales Representative organized a Sales Mission within the Denver metro area. This included several Grand Junction lodging property sales staff, along with 1 VCB staff person. Total face-to-face appointments with meeting planner clients was 19.
- The VCB renewed the contract with the Front Range Sales Representative in 2012. Once again, this person exceeded lead and contact goals for the year.
- The VCB Division Manager was asked to attend both the American Bus Association and the National Tour Association tradeshows on behalf of Tour Colorado, representing membership from the entire state. This allowed the VCB the opportunity to attend ABA and determine whether this would be an effective show for Grand Junction in the future.
- In 2012 Visitor Center volunteer ambassadors helped with a variety of Convention Services events such as Tour of the Moon, the Palisade Marathon and the Western Zone Swim Meet, as well as ushering for special events at the Avalon and leading school group field trips.
- The top five countries for international visitation to the Grand Junction Visitor Center in 2012 were Canada, Germany, England, Australia, and the Netherlands, the same as 2011.
- The Visitor Center hosted several local school groups and Friendship Force for training on all the great things to do in the Grand Valley. Many more organizations and non-profits have been invited to use the Visitor Center in 2013, such as writing and poetry reading groups, as well as area artists.
- An online conversion study was conducted through the VCB's online database in September and October 2012, 869 people responded. Key findings include:

A full 97 percent of recent visitors to Grand Junction rated their experiences as "excellent" or "very good," and 92 percent say that a return trip to the area is in their plans. **Visit popularity** – The most popular month to visit Grand Junction was September, with 45 percent of respondents taking a trip then. In addition, 41 percent of respondents have visited the area seven or more times. **Visit purpose** – Sixty-four percent of the respondents cited vacation or pleasure as their primary reason for visiting Grand Junction. Half (50 percent) said that visiting wine country was a top reason, followed by outdoor activities (29 percent) and festivals/events (27 percent). In fact, nearly 60 percent said they attended a festival, tournament, sporting or other event during their visit. **The stay** – Short visits are the most popular. Thirty-five percent of visitors spent two nights in the area, while another 25 percent stayed three or four nights. Half the visitors traveled only with their spouses or partners; another 39 percent traveled with friends or relatives, and 9 percent visited on their own. Eighty percent spent less than \$1,000 on their trips, and 17 percent spent \$1,000-2,499. **Activities** – When in Grand Junction, 70 percent visited wineries; 73 percent spent time downtown; 59 percent visited the Colorado National Monument and 44 percent went to the Grand Mesa. **Vacation planning** – To gather vacation-planning information, 82 percent of respondents use the Internet. Other popular sources include friends and relatives, and magazines. Nearly 60 percent of survey respondents had visited the Grand Junction Visitor & Convention Bureau site. 2011-2013 GOAL REVIEW

Category	2011 Goals	2011 Actual	2012 Goals	2012 Actual	2013 Goals
Lodging Tax	\$1,202,757	\$1,130,655	\$1,171,889	\$1,216,350	\$1,212,905
Brochure Fulfillment	8,600	6,888	6,888	5,779	6,000
Telephone Inquiries	2,000	879 (reflects 10 months due to change in phone service)	1,025	702	700
Visitor Center Visits	20,000	18,789	19,200	18,033	19,000
Sales Leads	89	90	92	86	88
Convention Groups	125	125	127	125	128
Unique Web Site Visits	220,000	248,822	253,800	236,477 (Due to technical reporting issues tied to the new website launch, September is omitted)	248,301
Economic Impact of Sales/Convention Groups	\$6,702,393	\$5,304,791	\$5,410,887	\$3,041,265	\$3,132,503

Note: The GJVCB began using the DMAI (Destination Marketing Association International) Economic Impact Calculator for meetings in 2013.

LEISURE VACATION TRAVELER MARKETING OBJECTIVES

WHO

The Leisure Vacation Traveler includes in-state, national, and international visitors. The majority of Grand Junction's leisure travelers arrive by car from the Front Range and have been to Grand Junction as many as seven times.

STRATEGIES AND TACTICS

- Expand the reach and increase the number of friends and followers on social media outlets by continuing to engage them with personal messages, photos, videos, experiences from staff, and offering incentives from local partners where appropriate.
- Regionally promote overnight stays through Special Events funding recipients (11 events were funded in 2012).
- Maintain resources for public and media relations efforts to achieve more recognition of Grand Junction in-state, regionally, and in Utah markets (i.e. Winefest, Front Range Peach Promotion).
- Send up to six consumer e-zines to drive traffic to website and build awareness for events and attractions. In addition to e-zines, push out a maximum of four one page promotional or response emails highlighting special events, travel deals, and/or weather.
- Distribute 75,000 Visitor Guides throughout Colorado and Colorado State Welcome Centers, visitor information centers, area attractions, area hotels, and trade shows, as well as in response to advertising inquiries.
- Track all online advertising using campaign codes to assess success and signals of intent to travel.
- Continue niche promotions and packages to include special themes of golf, wine touring, peach packages, and outdoor adventure. Maximize public relations and social media efforts in promoting these packages, including the use of sweepstakes and promotions on Facebook through the use of Woobox.
- Initiate new packages and update existing packages from lodging partners to be listed on the VCB website to encourage overnight stays.
- Continue to "pitch" regional and national travel writers to develop story ideas that best represent the touring market's interest.
- Continue to use the Colorado Tourism Office PR Team as a resource and partner in media pitching and inclusion in their press releases where applicable.
- Continue the print and free distribution of the color version of the Visitor Guide map for use by the visitor center, lodging properties, retail shops, and restaurants to direct tourists around Grand Junction.
- Take advantage of free opportunities to promote Grand Junction's brand, "Colorado's Wine Country", such as participating in complimentary wine pouring at selected Denver events.
- Coordinate and attend the Denver Golf Expo with area golf and lodging partners. Follow-up with Golf Expo attendees and our database of golfers by sending an e-zine promoting the golf packages.
- Promote the updated "Touring Wine Country" brochure through appropriate venues.
- Increase proactive outreach to local partners through monthly industry eNewsletters to travel industry stakeholders to garner increased participation and open communication.

GROUP MEETINGS & CONVENTIONS MARKETING OBJECTIVES

WHO

The Group Sales Department focuses on attracting groups reflecting the following profile of market segments: SMERF (Social, Military, Educational, Religious, Fraternal); Corporate; Government; Association; Incentive; Sports.

The meetings and convention groups the VCB targets are primarily from Colorado and the surrounding region. Grand Junction's competition continues to be other Colorado cities, resorts and regional states. Group lead time varies from one week to five years.

STRATEGIES AND TACTICS

- Use a combination of telemarketing, mailings, and email to make "direct contacts" with meeting planners, primarily in Colorado and the Rocky Mountain region.
- Maintain memberships in selected organizations related to meetings and conventions.
- Attend and participate in tradeshow, sales missions and sales events to increase the awareness of Grand Junction as a meetings destination.
- Continue to promote Grand Junction on the internet by updating content and responding to inquiries made through the GJVCB website. Advertise in selected publications to reach target markets.
- Continue the increased emphasis on telemarketing prospective clients in the GJVCB database (over 3,000 records represent all markets).
- Attend at least three state and regional tradeshow targeting meeting planners. Local lodging properties will be invited to attend with the GJVCB when possible.
- Design 2-3 events in Denver for a selection of qualified meeting planners.
- Have the Front Range Sales Representative attend 15 luncheons per year at various meetings oriented associations such as Destination Colorado, Colorado Society of Association Executives, Society of Government Meeting Planners and Meeting Planners International, with the goal of increasing awareness about Grand Junction as a meetings destination. Make 1,220 contacts per year.
- Continue to work to attract the interest of additional affinity groups (i.e. car and motorcycle touring clubs, biking clubs, equestrian groups, and religious groups).
- Continue to work with lodging properties that have meeting facilities and Two Rivers Convention Center, to target larger groups who will use the Convention Center and multi-lodging properties.
- Coordinate meeting planner site visits with local lodging properties with the goal of persuading two to four qualified meeting planners to visit Grand Junction throughout 2012.
- Coordinate pre-emails to meetings tradeshow that will provide a list of attendees before the show to stimulate booth traffic.
- Coordinate a meeting planner direct-mail campaign to the GJVCB database.
- Continue advertising in Colorado Meetings and Events Magazine. Continue online marketing on the Destination Colorado website.
- Execute one electronic e-zine through Miles Media designed for meeting planners.
- Work with publications for free listings and editorial in major meetings publications, directories, and websites.
- Hold quarterly coffees and sales meetings with local lodging properties to enhance open-ended communication in order to work effectively together.
- Mail out the 2013 Grand Junction Official Visitors Guide to all meeting clients in the GJVCB database.
- Develop public relations strategies for obtaining print coverage in meeting publications.
- Coordinate a Grand Junction sales team familiarization tour of local attractions and sites to enhance the knowledge and ability to sell Grand Junction as a destination.

GROUP TOUR & TRAVEL MARKETING OBJECTIVES

WHO

The group sales department focuses on working with tour operators, wholesalers, receptive/ incentive operators and travel agents to bring domestic and international group travelers through motorcoach, FIT (foreign independent traveler), fly/drive, special interest and student travel. The competition for this business is the WORLD! Group market planning lead time typically runs one month to a year-and-a-half.

STRATEGIES AND TACTICS

- Use a combination of telemarketing, mailings and email to make “direct contacts” to tour operators.
- Attend and participate in tradeshow and sales missions to increase the awareness of Grand Junction as a tour destination – bringing Grand Junction to them. Both domestic and international.
- Continue to promote Grand Junction on the internet by updating content and responding to inquiries made through the GJVCB site.
- Retain memberships in National Tour Association, U.S. Travel Association, Tour Colorado, and Grand Circle Association.
- Coordinate two to four domestic and international familiarization tours with the Colorado Tourism Office (emphasis on the UK, German, and French markets), Tour Colorado, and the Grand Circle Association, with the goal of obtaining two to four new tour programs.
- Mail out the 2013 Visitor Guide to all tour and travel contacts in database.
- Execute a tour and travel e-zine through Miles Media.
- Place an insert in the NTA Tour Operator Profile notebook, and advertise in Colorado International Destination Travel Guides coordinated by the CTO in the UK, France, Japan, Mexico and Germany. Develop an email that will target primary international contacts to encourage new product development and appointments at Go West Summit and Pow Wow.
- Advertise in the Denver Metro CVB Planner.
- Develop PR strategies for obtaining media in tour and travel publications.
- Work with publications to promote free listings and editorial in major tour publications, directories, and websites.
- Continue to participate on the international promotions committee through the CTO to further develop the international tour and travel market segment.

CONVENTION SERVICES MARKETING



WHO

Convention Services (CS) is part of the Sales Team. At the GJVCB, the position actually encompasses a broad range of sales, visitor services and event planning components. CS is a VCB team effort that benefits from the creative and organizational talents of the entire staff, including the visitor center volunteers.

For the purposes of this document, the definition of *events*, as supported by Convention Services, can include meetings, conferences, conventions, reunions, festivals, car or motorcycle rallies, sports and many more that do not fit into a specific category.

WHAT

The CS priorities are:

- Build a repeat-client base of events to bring in more 'new money' economic impact for Grand Junction. In Sales, it is acknowledged that the best client is the one you already have. CS works first to keep those clients and then to attract new ones in niche markets not already handled by other members of the Sales Team. Each event is unique, especially to its organizer, so customized attention, although time consuming, is warranted.
- Capture a larger portion of the event production costs for the local businesses. Examples of services an event planner might need that local businesses can provide include meeting sites, catering, audio-visual equipment, printing, transportation, t-shirts, trophies, and local event organizers.
- Attract new events, either by working with local planners or by talking with established event organizers to move their event to or add another one in Grand Junction.
- During an event, increase the visits to local businesses for shopping or dining by event attendees.
- Build beneficial relationships with service and attraction (rafting companies, museums, etc.) providers to increase the 'inventory' of what Grand Junction has to attract event organizers.

STRATEGIES AND TACTICS

- Initiate early contact with organizers to begin relationship building. Make sure event organizers know they and their business are welcomed and valued.
- Fulfill whatever Bureau services were agreed upon.
- Look for opportunities for event production service contracts to be directed to local businesses.
- Support the Sales Team in preparing sales leads and RFPs, with a focus on the services and social opportunities.
- Continually assess the industry-wide convention services programs and implement new services as appropriate for this Bureau.
- Mentor event planners, if needed, to ensure they are successful based on the appropriateness of the event for our target markets and the anticipated return on investment (time and money).

VISITOR CENTER MARKETING OBJECTIVES

WHO

The Grand Junction Visitor Center provides assistance, information, and services to visitors as well as to Grand Valley residents and businesses. The Visitor Center is open seven days a week and is staffed by 90 volunteers who donate between 10,000 and 11,000 of service hours each year. The

Visitor Center recruits, trains, and schedules volunteers, stock informational brochures, assist with the retail sales, and attend monthly FAMs or seminars to stay well informed. Achieving and maintaining the optimum volunteer staffing level is critical to the successful operation of the Visitor Center.

STRATEGIES AND TACTICS

- Continue to develop awareness of the Visitor Center as a resource for the community and increase referrals from lodging properties, attractions, and area businesses.
- Maintain up-to-date information that highlights and features the diversity of activities in the Grand Valley.
- Continue to host school groups, local community groups, and organizations at the Visitor Center.
- Maintain a high level of volunteer retention which helps ensure appropriate volunteer staffing levels necessary to serve visitors.
- Recruit new volunteers through a variety of resources, including word of mouth. Volunteers continue to be the best resource for new volunteer recruitment.
- Continue informational volunteer newsletters, educational tours and training to increase the volunteers' knowledge and ability to extend visitor's length of stay.
- Offer additional computer, website and Visitor Guide training for volunteers which will improve their ability to find local area attractions and assist customers with current weather and road reports.
- Maintain the Visitor Center as a geocache location.
- Continue a high level of communication with weekend volunteers through personal visits, newsletters, the volunteer information bulletin board, and phone calls.
- Continue to seek ways to convey that the Visitor Center offers services for locals as well as visitors (i.e. through news articles, media coverage, and volunteer/staff word of mouth).
- Explore community partnerships which will help increase Visitor Center visits.
- Continue to share information and ideas with other visitor centers.

PUBLIC RELATIONS AND MEDIA MARKETING OBJECTIVES

**Contract with Ore Communications*

WHO

The Public Relations and Media Marketing program maintains relationships and generates interest to publications and independent travel writers outside of Grand Junction both



nationally and internationally. Publications and individual travel writers, general interest writers, and bloggers are contacted in a variety of ways including through in-person visits, desk side meetings, telephone calls, media releases, social media, and lead follow-up.

STRATEGIES AND TACTICS

Objectives

- Identify and work target markets in line with Grand Junction’s key target markets.
- Host eight qualified media writers/bloggers through summer press trip and one-on-one trips.
- Determine ROI by obtaining monthly impressions from PR web postings. Goal is see a spike in web visits during the distribution stage.

Strategy

Focus messaging, trips, and all work in identified, prioritized target markets (demographic and geographic):

Geographic

- Colorado/Front Range
- Texas (Dallas/Houston/Austin)
- Arizona (Phoenix)
- Utah (Moab/Salt Lake City)

Demographic

- Age range from 35 plus with income of \$50,000 plus

Tactics

1. Pitch proactively based on identified target markets, working to:
 - a. Include Grand Junction in already assigned articles
 - b. Develop destination, adventure and event story ideas
 - c. Develop summer event calendar for distribution to publications with calendar of events (need to receive full info on events four-six months out for inclusions in magazine)
 - d. Develop topics, spokespersons for potential contributed articles on industry trends
 - Wineries
 - Monument
 - Orchards
 - Agricultural
 - Meetings
 - Activities
 - Shopping
 - Dino digs (history)
 - e. Identify appropriate travel bloggers and blog when appropriate
 - f. Identify internet sites focused on travel

2. Develop four news releases – Produce a series of news releases focusing on target markets. Leverage with special events, packages, trends and seasons.
 - Powderhorn Mountain Resort Ski, Stay & Play Package
 - Ways to Visit Colorado Wine Country
 - Unique Shopping in Grand Junction
 - Fall Scenic Drives and Sunsets

3. Respond to journalist queries through multiple sources, broadening the funnel of media opportunities.
 - a. Colorado Tourism Office (CTO)
 - b. ProfNet – subscribed media service
 - c. HARO (Help a Reporter Out) – subscribed media service
 - d. Society of American Travel Writers (SATW)
4. Host two bloggers who will blog/tweet, pinterest their visit to Grand Junction

Media Materials

1. Update press kit; post on Web site. Press kits will be distributed to hosted media and to fulfill individual requests on flash drives.
2. Update and review current video news release (VNR) to incorporate adventure and events – GJVCB to supply.

Regional/National Media Trips

Note: All trips will be sponsored through Ore Communications, which provides more media outlets at a discounted rate (with the exception of Texas)

1. Texas (Dallas and San Antonio)
2. SATW Media Marketplaces – one to two
3. New York

Media Visits to Grand Junction

1. Host two summer or fall press trip with four to six members of the media
2. Work with CTO on any upcoming media trips
3. Host individual writers through leads generated

Social Media PR Plan

Facebook:

Work with GJVCB staff to create and post the following entries on FB

- Contests – Info on contests throughout the year. Contests may include best peach recipes, ways to cook with wine, funniest video. Posts for each can be multiple, ranging from contest announcement to reminders on entry dates to winners' recipes. Info on the contests would be multi-purposed for all communications channels, including news releases, website, tweets and blog posts
- News releases – Create posts and links to all news releases
- Re-purpose articles – Create posts and links to all published articles

Video Channels (YouTube and others):

Work with GJVCB to help secure high-quality video to upload to video channels

- Identify quirky and funny events, determine type of coverage to film, how to edit.
- Solicit local residents and visitors to send in video for GJVCB to review/post.
- Contest – Per above, design contest for best GJ videos (e.g., funniest activity, most scenic, etc.).

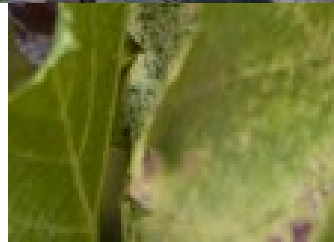
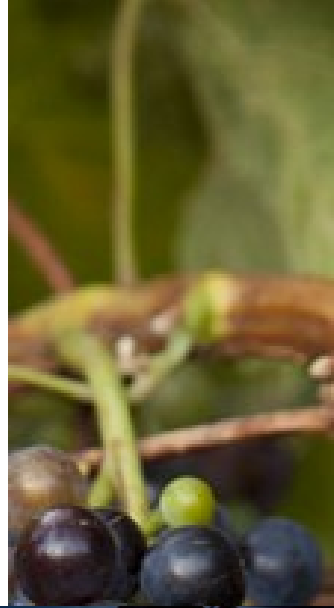
Twitter:

Work with GJVCB on posts and links (with software to convert long links to short, tweet-friendly ones) on:

- News releases
- Published articles

Other Media Ideas:

- Wine-tasting – Bring Western Slope wines to Front Range
- Ore Communications New York Event
- Identify and interview Grand Junction Visitor Center volunteers who can talk about trends and share information via social media.
- Develop a list of activity experts who could contribute to the VCB's social media efforts.



WHO

The website is the most broad-based marketing medium the bureau uses.

It is used by staff to assist inquiries over the phone and by every demographic traveling today. Website use is not limited to leisure travelers; it also services travel writers, meeting planners and other destination marketing organizations. It must always remain competitive and cutting edge while maintaining the ability to have tools that answer questions for the novice user as well as the savvy traveler.

STRATEGIES AND TACTICS

- Improve performance of key Signals of Intent to Travel (SITs).
- Grow the opt-in visitor and trade email database by at least 2% during 2013.
- Increase overall site traffic by 5%. Growth will be attributed to emphasis on search engine optimization, e-newsletters, and using the new content provided by PILGRIM.
- Create an interactive press room on the website with the input of Ore Communications and VCB staff.
- Review and change the format of all emails and begin implementing interest, action or geographic eNewsletters.
- Continue to improve mobile website.
- Create a way for guests and industry partners to export the events page via excel.
- Continue to expand our social marketing efforts by uploading new videos to YouTube and by encouraging interaction from followers on Facebook and Twitter.
- Continue to utilize the Facebook and Twitter social media feeds on the VCB's website.
- Utilize campaign tracking codes and analytics to better determine the ROI of various social media outlets.
- Prepare, publish, and deploy at least six promotional emails and newsletters.
- Continue to gather organic email addresses through trade shows, events and the Visitor Center.
- Adjust current business listings to match the 2013 Visitor Guide.
- If deemed appropriate by contactors, create landing pages to compliment specific advertising campaigns.
- Upload the lodging statistical report on a monthly basis so that area media and partners can access the information in an easier and a more timely fashion.
- Continue to monitor and update keywords through BrightEdge SEO.
- Increase content development through interviews, videos and creating original articles.
- Create virtual eGuides for the Visitor Guide, Touring Wine Country brochure, and the new eBook "23 Ideas to Bring Wine Country Into Your Life"

WEBSITE MARKETING PLAN

**Contract with Miles Media in 2013*

	<u>Month</u>	<u>Year</u>
Site Hosting	\$850	\$10,200
Includes: Hosting on load balanced servers, bandwidth, daily backups, DNS, weather data feed and server management in Tier 1 secure hosting facility. 2013 charges include cost for Google map credits.		
Maintenance & Strategic Services Retainer	\$1,200	\$14,400

Includes day to day general contact management via email or phone with Miles Media, maintenance, copy changes, photo updates, typo fixes and other small maintenance items. Strategic services and consulting retainer for use at any time by the VCB.

Advanced Web Analytics **\$8,500**

Monthly reporting via Google Analytics – includes implementation of tool, monthly analysis report by our web analyst team and three hours per month to make small adjustments to the site as dictated by the analysis.

Email List Growth and Rental **\$14,750**

Includes development of promotional emails and deployments to rented lists of leisure travelers in Denver’s Front Range. This might include in-state travelers, subscribers of targeted lifestyle publications, etc. Specifications to be determined at a later date/scope of work.

E-Zine Content, Segmentation, Delivery & Reporting **\$18,750**

Includes content for six promotional emails and construction of HTML shell for email for each mailing, complete testing via our SLP (SPAM, Legibility and Proofing) process, list maintenance, per email deployment fees, email deployment and performance reporting per email sent. For 2013, Miles will review and change the format of the emails as well as begin segmentation of deployments based on interest, action or geographic data. This includes developing two trigger-based emails (such as a welcome, thank-you, or a weather-based email).

BrightEdge SEO License, Reporting and Updates **\$13,250**

Includes annual license for BrightEdge search engine optimization tool, monthly review by Miles editorial and analytics staff, changes to content and meta data to respond to search engine algorithm updates and a quarterly report indicating keyword movement in search engines Google, Yahoo and Bing.

Content Development **\$14,400**

Includes written editorial content for the website based on changing search-engine algorithms, strategic marketing initiatives such as providing expert-level content for repeat users/niche audiences, and to fill gaps in either keywords or types of content such as itineraries, top ten lists, must-dos and first-person articles that reach all aspects of the destination. A detailed scope of work will outline how budgeted dollars will be spent.

Virtual Guide Creation and Hosting **\$1,250**

Includes creation and annual hosting of two virtual guides for use on VisitGrandJunction from existing InDesign files, as provided by the VCB. Virtual guides include the 2013 Visitors Guide and the Bringing Wine Country into Your Life book.

Interactive Press Room **\$15,000**

Includes development of additional features/functionality in the “press room” section of the website. This may include the ability to add video updates, RSS feeds of news releases and upcoming events, etc. A detailed scope of work will outline how budgeted dollars will be spent.

Mobile Website Improvements **\$6,500**

Includes hours associated development of additional features/functionality on the mobile site section of the website. This includes upgrading the mobile website to Drupal 7 (i.e. integration with the current website) and creation of a photo gallery. Other features to be determined based on hours estimates at a later date.

Site Improvements and Upgrades **\$8,000**

Includes development updates to the website not included in monthly maintenance. This includes projects such as the ability to download all event listings in an Excel document, add categories of businesses to the database, develop special landing pages for advertising campaigns, develop new content/pages for the mobile website, etc.

TOTAL **\$125,000**
COMMUNITY RELATIONS MARKETING OBJECTIVES

WHO

This program educates residents, businesses, and clubs of the Grand Valley about the importance of tourism to the economy as well as the complimentary professional services the GJVCB provides.

STRATEGIES AND TACTICS

- Offer several educational workshops to industry partners throughout the year in order to keep them engaged and connected with the VCB (i.e. social media, marketing content and PR seminars).
- Continue weekly events segment with the KKCO Channel 11 noon news show.
- Continue to write and send press releases to local media about VCB awards, industry news, and changes.
- Attend meetings and/or request speaking engagements for GJVCB staff to present the economic impact of tourism on the Grand Valley.
- Develop and distribute public relations communications for National Tourism Week.
- Continue to partner with the Grand Junction Arts Commission to assist in developing Grand Junction as an arts community.
- Continue to attend and partner with DDA and their members on promotions.
- Solicit and promote our website calendar as the “most complete” online calendar in the Grand Valley.
- Encourage area event organizers to apply for Special Events Marketing Assistance. This allows the bureau to align itself locally in addition to providing an expertise that new event planners, often times made up of volunteers, may not possess.
- Maintain staff memberships in area civic organizations and volunteering with non-profit organizations.
- Maintain staff membership with MCOCA (Mesa County Communications Officer Association), volunteering time on various committees including the non-profit committee.
- Marketing Coordinator will assist the Colorado National Monument on their Smart Device Interpretation Project in 2013.



2013 VCB TRADESHOW SCHEDULE

Market Segment: Meetings and Conventions

Denver Monthly Meeting Organizations

Monthly

Denver, CO

Description: The Grand Junction Front Range Sales Representative attends monthly meetings of the Colorado Society of Association Executives (CSAE), Society of Government Meeting Planners (SGMP) and Meeting Planners International (MPI).

Denver Events with Meeting Planners/Tour Operators

2013

Denver, CO

Description: The Front Range Sales Representative and the VCB will be coordinating one to two events for qualified meeting planners and tour operators which could include a meal or fun activity. Dates and locations are to be determined. Cost: Travel expenses and possible fee.

Tourism Day at the Capitol & Legislative Reception

January 29

Denver, CO

Description: Hosted by the Colorado Tourism Office, the event includes briefings from the CTO on state-wide issues, information on upcoming legislation that could impact the industry, and provides an opportunity to meet with Colorado legislators.

Meetings Industry Council

March 27

Denver, CO

Description: This is an annual show that targets meeting planners and corporate travel planners from several Denver associations such as CSAE (Colorado Society of Association Executives), PCMA (Professional Conference Management Association), and MPI (Meeting Planners International), RMBTA (Rocky Mountain Business Travel Association).

CSAE Annual Conference

June 17-19

Steamboat Springs, CO

Description: CSAE holds an annual conference for its membership, which includes association executives and suppliers.

Governor's Conference on Tourism

October 2-4

Telluride, CO

Description: The annual Governor's Tourism Conference offers an ideal environment for tourism experts and industry leaders to explore avenues to build upon past successes and discuss future directions.

SGMP Educational Conference

October 2013

TBD

Description: SGMP (Society of Government Meeting Planners) is a non-profit professional organization of persons involved in planning government meetings – either on a full or part time basis. This is an annual educational conference for both suppliers and meeting planners of the Rocky Mountain Chapter.

Destination Colorado Front Range Tradeshow

December 2013

Denver, CO

Description: Destination Colorado produces its own Front Range trade show, targeting meeting planners across the Front Range. This trade show provides the perfect opportunity to meet with planners interested in booking business in-state. Website is desinationcolorado.com

**You must be a member to attend this show.*

Market Segment: Domestic Motor coach/Packages Travel

National Tour Association

January 19-23

Orlando, FL

Description: NTA is the largest packaged travel association in the world with nearly 4,000 members made up of tour operators, receptive operators, and suppliers. *You must be a member to attend this tradeshow.

Market Segment: International Tour and Travel

Go West Summit

January 26-31 Fort Worth, TX

Description: The Go West Summit is a marketplace that brings together unique suppliers from the Western U.S. with international tour operators looking to expand their group tours and individual leisure travel in the American West region.

POW WOW

June 9-13 Las Vegas, NV

Descriptions: U.S. Travel's International Pow Wow is the travel industry's premier international marketplace and is the largest generator of Visit USA travel.

Market Segment: Consumer Tradeshows

Golf Expo

February 8-10 Denver, CO

Description: This annual show provides an opportunity to meet over 11,000 consumers interested in Colorado golf destinations. Booth representatives from area properties must have a golf package on the VCB website to participate and each participant works two shifts at the tradeshow booth.



2013 MEDIA / ADVERTISING PLAN

*Contract with PILGRIM

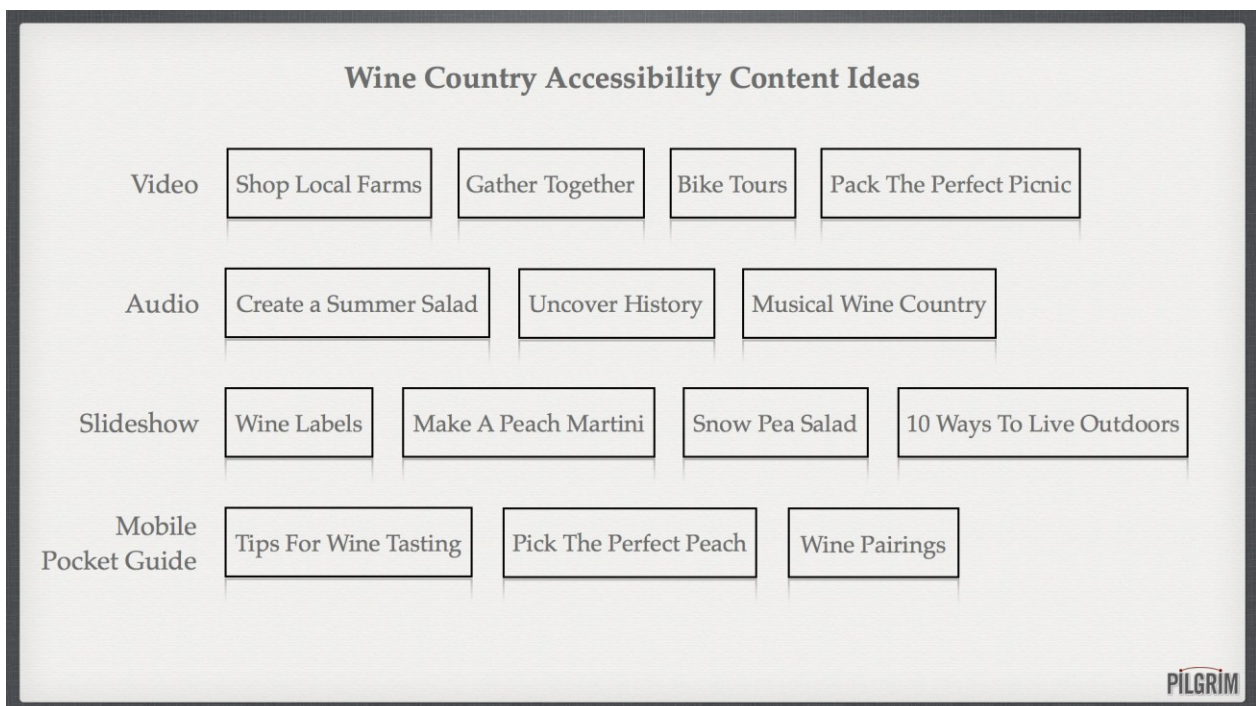
Campaign Promise: We're proud of Colorado Wine Country and our lifestyle, and we want to bring that fresh, unspoiled experience to every traveler to Grand Junction.

In 2013, the Grand Junction Visitor & Convention Bureau will be taking a slightly less traditional approach to its advertising. A concentrated effort will be placed on content development in order to raise awareness of Grand Junction and move Grand Junction into traveler's and meeting planners' consideration set. While content development will be a large focus, traditional advertising in several publications such as *Colorado State Vacation Guide*, *Visit Denver*, and *Grand Circle Travel Planner*, will remain in place.

Target Audiences: Leisure Travelers – Wine Enthusiasts, Front Range Destination Travelers, City-Specific Destination Travelers; Meetings & Groups – Meeting Planners and Group Tour Operators.

Objectives: Raise awareness of Grand Junction and move Grand Junction into traveler's and meeting planner's consideration mindset. Educate consumers on all that Grand Junction has to offer and the benefits of those offerings. Generate website traffic, the more people visiting the website leads to more people viewing our content and therefore talking about and ultimately visiting Grand Junction.

Content Execution: Wine County Accessibility. Content that serves up wine country in a way that any tourist can relate to: Wine tasting made easy. Glossary of wine terms. Unexpected wine pairings (aka biking and wine). Incorporate wine into daily life.



RECAP OF 2013 MEDIA BUDGET

GRAND JUNCTION VCB
2013 FINAL Approved Budget
UPDATED February 1, 2013



		ESTIMATED FEES + EXPENSES		
Project Description	Job Description	Agency Fees Estimated	Production Expenses Estimated	Total Estimated
MEDIA PLACEMENTS	1) Leisure Travelers and Meeting Planners	\$0.00	\$107,054.00	\$107,054.00
	2) Committed Placements	\$0.00	\$27,771.00	\$27,771.00
	3) Misc. Expenses	\$0.00	\$9,000.00	\$9,000.00
	TOTAL	\$0.00	\$143,825.00	\$143,825.00
OVERALL DELIVERABLES	4) Visitor Guide & Rip-and-Read Map Updates	\$6,000.00	\$3,750.00	\$9,750.00
	5) Campaign Development	\$15,000.00	\$250.00	\$15,250.00
	6) Video Content: Strategy, Creative, Production	\$37,800.00	\$11,000.00	\$48,800.00
	7) SEM Campaign Management	\$2,400.00	\$0.00	\$2,400.00
	8) Online Campaign Management	\$3,000.00	\$0.00	\$3,000.00
TOTAL	\$64,200.00	\$15,000.00	\$79,200.00	
LEISURE TRAVELERS	9) eBook Reformatting: Kindle/Nook/Sample Interactive PDF	\$6,000.00	\$500.00	\$6,500.00
	10) eBook Promotion Strategy, Creative, Management	\$3,000.00	\$1,500.00	\$4,500.00
	11) eBook Website/Email Promotion (Creative Only)	\$1,200.00	\$50.00	\$1,250.00
	12) eBook Hotel and Visitor Center Signage/Business Card	\$1,200.00	\$650.00	\$1,850.00
TOTAL	\$11,400.00	\$2,700.00	\$14,100.00	
MEETING PLANNERS	13) Event-Specific Direct Mail	\$8,000.00	\$3,000.00	\$11,000.00
	14) NTA Publication Insert	\$2,400.00	\$500.00	\$2,900.00
	15) Promotional Strategy/Data Collection and Tracking	\$1,800.00	\$0.00	\$1,800.00
	16) Promotional Creative Development	\$4,200.00	\$6,000.00	\$10,200.00
	17) Promotional Grand Prize	\$0.00	\$1,500.00	\$1,500.00
	18) Promotional Email/Website/Social Media Drivers	\$3,000.00	\$150.00	\$3,150.00
	19) Online Banner Ad Creative and Production	\$4,200.00	\$1,200.00	\$5,400.00
TOTAL	\$23,600.00	\$12,350.00	\$35,950.00	
PRODUCTION / RESEARCH	20) Print Production (Leisure and Meeting)	\$1,950.00	\$150.00	\$2,100.00
	21) Online Banner Ad Production	\$5,000.00	\$2,000.00	\$7,000.00
	22) Resizing and Trafficking (Leisure and Meeting)	\$2,400.00	\$125.00	\$2,525.00
	23) Photography Library	\$1,200.00	\$4,000.00	\$5,200.00
	24) Online Conversion Study	\$3,000.00	\$500.00	\$3,500.00
TOTAL	\$13,550.00	\$6,775.00	\$20,325.00	
MONTHLY MANAGEMENT	25) CCT Account Retainer	\$45,600.00	\$0.00	\$45,600.00
	26) PR Management: Ore Communications	\$0.00	\$36,000.00	\$36,000.00
TOTAL	\$45,600.00	\$36,000.00	\$81,600.00	
GRAND TOTAL		\$158,350.00	\$216,650.00	\$375,000.00



Operating Supply	20,366
Postage/Freight	24,000
Maintenance & Repairs	12,000
Printing/Publications	10,000
Advertising.....	172,645
Telephone.....	8,523
Mileage Reimbursement	500
Training.....	10,500
Travel	48,500
Dues	13,300
Contract Services	532,666
Community Participation.....	1,500
Special Events	35,000
Liability Insurance	962
Data Processing	71,671
Interfund Charges.....	60,645
Fleet Accrual Replacement.....	5,533
Cost of Goods Sold.....	2,000
Utilities Electric.....	7,450
Utilities & Gas	1,250
Utilities Energy Contr.....	1,721
Utilities Water/Trash/Sewer/Cable/Internet.....	3,785
USA Pro Cycling*	15,000
Total Operating Expenses.....	\$ 1,059,517
Total Labor and Benefits.....	\$ 794,270

TOTAL EXPENSES **\$ 1,853,787**



2013 EXPENDITURES & REVENUE

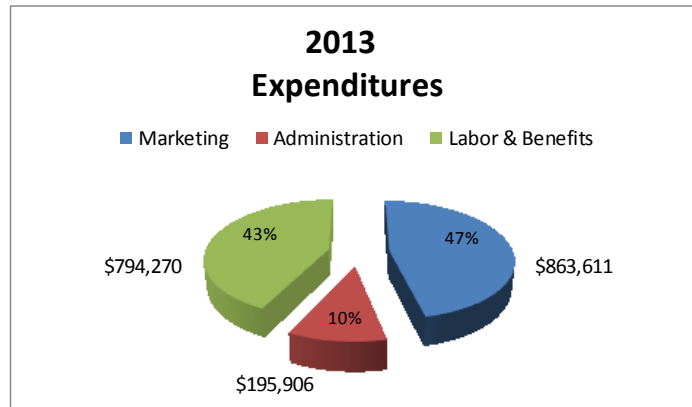
2013 Expenditures

Marketing \$ 863,611

Administration \$ 195,906

Labor & Benefits \$ 794,270

Total Expenditures \$1,853,787



2013 Revenue

Lodging Tax \$ 1,212,905

Vendors Fee \$ 667,086

Other \$ 19,300

Total Revenue \$1,899,291

