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2016-17 Destination Marketing Guide for review by Scottsdale Tourism Development Commission

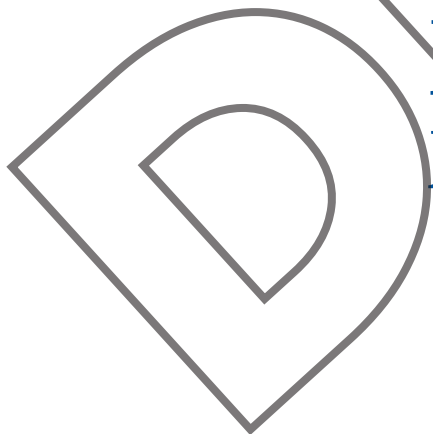
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DESTINATION MARKETING GUIDE

2016 – 2017



Dear Stakeholder:

Just as our community must continue to evolve in order to flourish, so too must the efforts of the Scottsdale Convention & Visitors Bureau. We uphold strategies that consistently provide a strong return on investment, while constantly monitoring best practices, new technologies and creative ideas to improve upon our endeavors and drive incremental tourism business to our community. We invite you to review this guide to learn how you can best partner with us on our programs to boost your engagement and extend our collective message.

In this guide, you'll find an assessment of the tourism industry landscape that examines the current state of our industry, and explores challenges and opportunities both nationally and locally that might impede or accelerate our industry's growth (pgs. 3-7).

We then share with you our coming year's strategic initiatives (pgs. 8-9) – new and creative ways to advance Scottsdale's reputation as a world-class vacation and meetings destination. These include:

- **Launching a new brand and corporate identity** to ensure that Scottsdale remains a desirable destination with a strong brand attracting not only our key customer segments, but also appealing to the next generation of travelers.
- **Shifting our marketing strategy** to maximize the CVB's resources and spotlight the new brand.
- **Better deploying sales staff** to enhance our sales efforts in key markets and build stronger relationship with clients.
- **Hosting more clients** to strengthen relationships and showcase the destination firsthand.
- **Supporting the City's tourism strategic plan** by collaborating with community partners to implement the plan's strategies and enhance the destination's appeal.

Lastly, if you're just beginning your membership with us, you'll also want to learn more about the comprehensive programs we execute in marketing, communications, convention sales and services, and tourism (pgs. 10-18).

We look forward to working with you!

Sincerely,



Rachel Sacco
President & CEO



Jack Miller
Board Chairman

About Us

SCOTTSDALE CVB OVERVIEW

The Scottsdale Convention & Visitors Bureau is a 501(c)(6) nonprofit, private company that has contracts with the City of Scottsdale and Town of Paradise Valley to conduct destination marketing efforts on behalf of these municipalities. Combined, these entities provided approximately \$10.5 million of the CVB's \$13.6 million budget in 2015-16.

The CVB's primary source of revenue comes from bed tax collected by Scottsdale resorts and hotels and passed along to the City. Half of bed-tax collections come to the CVB for destination marketing, while the other half is invested by the City, including \$1.5 million in bed-tax revenue that goes annually to the general fund. The City's Tourism Development Commission (TDC) recommends to the Scottsdale City Council how to allocate the City's remaining half of the bed-tax revenue, which is designated primarily for tourism-related capital projects and special events. The City's relationship with the CVB is overseen by the City's Tourism & Events Department and the TDC.

The CVB also has served as the Town of Paradise Valley's destination marketing organization since 1987 and currently has a contract with the Town through June 2025. Additionally, the Salt River Pima-Maricopa Indian Community and the Fort McDowell Yavapai Nation invest in the CVB's marketing efforts. Partnering with neighboring communities allows the CVB to build the region's attractiveness in the eyes of our visitors, especially as these communities build attractions and hotels along Scottsdale's borders.

Another CVB public-revenue source is the State of Arizona, via Proposition 302, in which Maricopa County hotel operators and rental car companies collect and pass along an additional tax to the state that is then split and invested in numerous projects.

As a membership-based organization with more than 400 members, the CVB receives some private revenue via membership dues and through program participation fees.

The CVB has been a standalone company since July 2001 after having been an arm of the Scottsdale Area Chamber of Commerce for 15 years. The CVB has more than 40 full- and part-time employees, along with a volunteer board of directors comprised of local leaders who represent a variety of segments from the tourism industry.

VISION

Our vision is to position Scottsdale as a world-class vacation, meetings and group travel destination by communicating an image that sells the uniqueness of the Scottsdale experience.

MISSION

The CVB is committed to enhancing the economic base of Scottsdale and its partnering communities through a strong visitor, meetings and group travel industry. We achieve this by:

- Maintaining a leadership position in Arizona's hospitality and tourism industry
- Positioning Scottsdale in top-performing domestic and international markets to attract targeted, high-value visitors to Scottsdale
- Teaming with member businesses to create awareness and excitement among meeting planners, tour operators, travel agents and media in our established feeder markets, while building credibility and interest in our entry markets

RETURN ON INVESTMENT

In 2014-15, the Scottsdale CVB generated \$34 for the community for every \$1 invested in the CVB. In addition to tracking our return on investment, the CVB also evaluates the success of its programs and reports results regularly to our board of directors, the City of Scottsdale, the TDC, the CVB's community partners and our members.

Industry Outlook

A LOOK BACK

Scottsdale concluded 2015 with positive year-over-year increases in all major hotel metrics – including occupancy, average daily rate (ADR), and revenue per available room (RevPAR) – outpacing the growth seen by many of the top 25 U.S. markets in ADR and RevPAR. However, the increases in rate may have triggered the slower growth in occupancy. Scottsdale’s occupancy rate was just below that of the top 25 U.S. markets for the year.

SCOTTSDALE VS. OTHER U.S. MARKETS				
2015 (January - December)				
	Scottsdale Area*	Phoenix Metro*	Top 25 Markets	Total U.S.
Occupancy	67.7%	65.9%	73.6%	65.6%
ADR	\$185.33	\$121.09	\$147.30	\$120.01
RevPAR	\$125.38	\$79.77	\$108.47	\$78.67
Percent Change – 2015 vs. 2014				
Occupancy	1.5%	4.4%	1.7%	1.7%
ADR	8.9%	8.0%	4.3%	4.4%
RevPAR	10.5%	12.8%	6.1%	6.3%

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

*Includes all hotels in the CVB membership, including from Scottsdale, Paradise Valley, Salt River, Fort McDowell and a few in Phoenix

+Includes Scottsdale area

When compared to the top 25 U.S. markets, Scottsdale’s RevPAR growth of 10.5% for 2015 puts the destination in the No. 4 spot for growth, just behind Tampa (13.8%), Phoenix (12.8%) and Nashville (11.1%). These are marked differences from 2012 when Phoenix metro’s RevPAR growth ranked No. 24 out of the top 25 markets, and Scottsdale’s RevPAR growth was even lower.

SCOTTSDALE VS. WARM WEATHER COMPETITORS			
Percent Change – 2015 vs. 2014			
	Occupancy	ADR	RevPAR
Austin	1.9%	6.3%	8.3%
Dallas	4.1%	5.7%	10.0%
Houston	-4.8%	1.6%	-3.3%
Los Angeles	1.2%	7.5%	8.8%
Miami	0.0%	5.9%	6.0%
Orlando	4.1%	4.8%	9.1%
Palm Springs	1.1%	5.4%	6.6%
San Antonio	0.0%	3.1%	3.2%
San Diego	2.4%	6.1%	8.6%
Scottsdale	1.5%	8.9%	10.5%
Tampa	5.6%	7.7%	13.8%
Tucson	2.8%	3.1%	6.0%

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

While ADR and RevPAR growth was positive all 12 months of the year, January, February and March produced double-digit growth, including 29.4% ADR growth and 36.4% RevPAR growth in January due to the Super Bowl. Scottsdale-area properties also experienced an anomaly in July with unusually strong year-over-year growth in occupancy (+9.3%), ADR (+7.9%), and RevPAR (+17.9%).

When comparing Scottsdale to other warm-weather destinations in our competitive set, the area's occupancy growth of 1.5% is in the middle, but Scottsdale's ADR growth is the strongest at 8.9%.

Scottsdale's overall recovery since the economic downturn in 2009 has been slow, but steady. Not accounting for inflation, Scottsdale's 67.7% occupancy in 2015 is still 2.1 percentage points from the high in 2006 when occupancy was 69.8%. However, Scottsdale's ADR of \$185.33 in 2015 has surpassed – by nearly 8% – the previous high achieved in 2008 when ADR was \$172.26. And, Scottsdale's RevPAR of \$125.38 in 2015 has outperformed all previous RevPAR levels.

SCOTTSDALE TOURISM INDUSTRY MEASUREMENTS			
	Occupancy	ADR	RevPAR
2015	67.7%	\$185.33	\$125.38
2014	66.9%	\$172.13	\$115.10
2013	64.9%	\$158.40	\$102.79
2012	61.9%	\$151.16	\$93.51
2011	61.4%	\$150.88	\$92.70
2010	60.2%	\$136.97	\$82.50
2009	56.0%	\$139.28	\$78.03
2008	61.0%	\$172.26	\$105.05
2007	66.6%	\$170.59	\$113.58
2006	69.8%	\$164.19	\$114.46

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

In 2015, bed-tax collections increased 9.5% over 2014 collections. Even without the bed-tax increase passed in 2010 by Scottsdale voters whereby the bed-tax rate increased from 3% to 5%, total collections in 2015 would have surpassed our peak collections from 2007.

SCOTTSDALE FORECAST

In 2016, Scottsdale-area hotels and resorts are projected to experience fairly flat occupancy with only slight increases in ADR and RevPAR.

Occupancy: -0.4% to 67.4% ADR: +2.9% to \$190.20 RevPAR: +2.5% to \$128.20

Source: Smith Travel Research, Inc. Republication or other re-use of this data without the express written permission of STR is strictly prohibited.

LOCAL OPPORTUNITIES

The tourism industry is of critical importance to Scottsdale – generating jobs and tax revenues, and impacting the quality of life for residents.

TOURISM'S IMPORTANCE TO SCOTTSDALE

- Tourism is one of Scottsdale's largest industries.
- One in every eight jobs in Scottsdale is directly related to tourism.
- Scottsdale hosted 8.3 million visitors in 2014.
- These visitors generated an economic impact of \$4 billion, as well as \$38 million in sales- and bed-tax revenue for Scottsdale.

Sources: Scottsdale/Paradise Valley Tourism Study, Visitor Statistics, August 2014; City of Scottsdale

Last fall, the Scottsdale Convention & Visitors Bureau's Board of Directors defined a vision for Scottsdale to move the destination's brand and product into the future.

As travelers' interests change and competition from other destinations grows fiercer, our community must evolve and flourish to ensure Scottsdale remains a formidable player in the tourism industry and continues to attract visitors for generations to come.

Based on local and national research, the competitive marketplace and our community's current strengths, the board's vision is founded on three pillars: 1) the Desert Discovery Center, 2) transportation and regional connectivity, and 3) downtown activation and connectivity. The execution of these pillars is crucial to the success of Scottsdale's tourism industry, and in turn, the success of Scottsdale's community and residents.

- **Desert Discovery Center** – The Sonoran Desert is perhaps Scottsdale's most majestic asset, yet market research shows that Palm Springs, Austin and San Diego outrank Scottsdale as destinations revered for natural beauty and outdoor experiences. Although our desert is one of the world's most beautiful landscapes, it is also one of the most misunderstood. The addition of the Desert Discovery Center at the McDowell Sonoran Preserve Gateway, completing a nearly 30-year vision for Scottsdale, will change that. By creating a unique, interactive and educational Sonoran Desert venue, the center will motivate visitor interest and showcase the desert as positive, inspiring and beautiful. In the coming months, Desert Discovery Center Scottsdale, Inc., will move this project forward and make certain the DDC becomes not only an amenity that drives visitation to Scottsdale, but also a point of pride for our residents that respects the integrity of the Preserve.
- **Transportation & Regional Connectivity** – Both visitors and residents increasingly desire an ability to easily move around the community, including connecting to neighboring cities and towns, but Scottsdale currently lacks regional connectivity. Many of the ideas being discussed in the community and at the City could have a positive impact on the community. For example, a bike share program, an improved pedestrian experience, and additional parking will allow visitors and locals alike to explore downtown's restaurants, businesses and attractions with each. In addition, high-capacity transit connecting downtown to Tempe or Phoenix not only would give visitors and locals greater access to the region, but also bring other Valley residents into the heart of Scottsdale.
- **Downtown Activation & Connectivity** – Downtown Scottsdale is already a hub for entertainment, dining and shopping, but in order to attract new customers to the area and support local businesses downtown, we need additional energy and vibrancy both day and night. In order to achieve this energy, further activation, events, walkability, places for people to gather and spend time, and new reasons for people to come downtown is needed. Three key projects can help build this environment: the renovation of the Scottsdale Civic Center, the creation of what's currently being called "Arizona Central" at the canal bank, and the development of a community asset at the Loloma site. Though in the early stages, once completed, these projects will become distinct points of interest, provide places for greater activation, build connectivity within the downtown, and improve the perception of downtown as a walkable destination.

Through this vision, we have an opportunity to create an even more desirable destination that will help sustain Scottsdale's tourism industry and attract new and repeat customers.

NATIONAL TOURISM OUTLOOK

The following trends could impact travel in the coming year:

- **Leisure Travel:** Millennials continue to provide a major opportunity for the tourism industry, now more than 83 million members strong and accounting for \$200 to \$300 billion in annual spending worldwide. Studies show that millennials prioritize travel over other purchases, and they also are roped in to another industry trend:

multigenerational travel. The industry first took note of multigenerational travel in the 1990s, and the trend shows continued growth. A 2014 national survey found that 36% of travelers planned to take a multigenerational trip in 2015, and Millennials are the most likely to take a multigenerational vacation every year. A Preferred Hotels survey found that one in three adults who take multigenerational trips spend more than \$10,000 on those vacations.

Skift reported that 41% of Americans did not take a single vacation day in 2015. But with limited time-off, more and more business travelers are tacking personal time on to their trips and bringing their families with them, making “bleisure” travel a major trend in 2016. A BridgeStreet survey found that 54% of business travelers from all over the world bring their family members along for business trips involving leisure activities. According to a Bleisure Report, nearly half of business travelers add personal days to either every trip or most trips they take for work. Eighty percent of respondents said they favor adding more leisure time to their work trips.

According to Resonance’s 2016 Luxury Travel Report, health and fitness opportunities are important to U.S. travelers in the top 1% of household income and net worth, more so than U.S. travelers in general. Such travelers spend 78% of their vacation participating in health and fitness activities, and they rank the Four Seasons brand highest for its spa and fitness facilities. Plus, 46% of such wealthy travelers participate in athletic competitions. However, health and fitness is not only sought by the wealthy. In a MMGY Global survey, 45% of Millennials and 38% of Gen-Xers said spas and fitness centers were deciding factors for where they booked rooms.

- **Business Travel:** Business travel spending is expected to increase 3.2% this year to \$299.9 billion, according to the Global Business Travel Association, largely driven by price. A survey of Travel Leaders Group’s business-focused travel agents also found that 40% expect their 2016 corporate travel bookings to remain on par with last year. Thirty-seven percent expect their bookings to increase year-over-year.
- **Meetings:** According to MPI’s 2016 Meetings Outlook, organizations’ meetings budgets are expected to rise with 12% of their survey respondents anticipating budgets to increase by 6% or more in the near future and 39% expecting an increase between 1% and 5%. The outlook for 2016 is positive, with 72% responding that they predict better conditions for business and 66% expecting an increase in attendance at live events.
- **Air Travel:** According to the International Air Transport Association, demand for air travel in 2015 was the highest it has been in the past five years. Global airline passenger traffic demand rose 6.5% for 2015 compared to 2014. This performance was well above the 10-year average growth rate of 5.5%. International visitors to the U.S. in 2015 totaled 115.7 million passengers, which represented a 4.3% year-over-year increase, according to the U.S. National Travel and Tourism Office. U.S. airline domestic traffic growth outperformed international growth for the first time since 2003, with traffic rising 4.9%.
- **Lodging Industry:** The U.S. hotel industry reported positive results in the three key performance metrics during 2015, according to Smith Travel Research (STR). Overall, in year-over-year results, the U.S. hotel industry’s occupancy was up 1.7% to 65.6%; average daily rate (ADR) rose 4.4% to \$120.01; and revenue per available room (RevPAR) increased 6.3% to \$78.67. “This past year was the strongest on record for the U.S. hotel industry,” said Amanda Hite, STR’s president and COO. “With the number of rooms sold nearing 1.2 billion, all-time highs were recorded across the key performance indicators. And while we expect demand growth to slow, we are forecasting another record year for the industry in 2016.” Among the top 25 markets, Tampa/St. Petersburg, Fla., reported the largest increases in occupancy and RevPAR, while Nashville posted the largest rise in ADR.

“We are projecting healthy RevPAR growth in 2016, and RevPAR will continue to be driven by room rate,” said Jan Freitag, STR’s senior VP for lodging insights. “We expect ADR to rise 4.4%, which is the same level of increase as 2015. At the same time, industry occupancy is at an all-time high. Even a small year-over-year increase will lead us to another record year for occupancy.”

“We are not blind to current events and realize that non-economic risks do exist given the current international security environment,” said R. Mark Woodworth, senior managing director of PKF Hospitality Research. “However, these are events which we are unable to forecast. Based on what we do know and feel comfortable forecasting, the probability of an economic downturn in U.S. hotel industry performance remains remote.”

Following are expectations by Smith Travel Research (STR), PKF Hospitality Research (PKF) and PricewaterhouseCoopers (PwC) for 2016.

2016 U.S. LODGING INDUSTRY GROWTH FORECASTS		
	ADR	RevPAR
STR	+4.4%	+5.0%
PKF	+5.2%	+5.5%
PwC	+5.5%	+6.1%

PKF is forecasting eight consecutive years of rising occupancy through 2017.

- International Travel:** According to the United Nations World Tourism Organization, the number of international travelers rose 4.4% in 2015 to a record 1.18 billion. Last year marked the sixth consecutive year of above-average growth, with international arrivals increasing by 4% or more every year since the post-crisis year of 2010. Demand was strong overall, though with mixed results across individual destinations due to unusually strong exchange rate fluctuations, the drop in oil prices and other commodities, as well as increased safety and security concerns. Contributing to the rise were continued increases in outbound Chinese tourism, falling oil prices and the effects of a strengthening U.S. dollar. International tourism spending from Chinese visitors jumped 28% to \$165 billion. Looking ahead, the organization forecasts 4% growth in 2016, which would be the lowest growth rate since 2009.

Canadian travel to the U.S. has historically closely correlated to the U.S./Canadian exchange rate. In 2015, the Canadian dollar depreciated 25%, dropping to a 13-year low to nearly 72 cents on the U.S. dollar. The U.S. Travel Association predicts the depreciated ‘loonie’ will have a significant effect on the growth of U.S. arrivals from Canada, at least in the short-term. Current forecasts project a decline of 8% for 2015, and a decline of 1% for 2016. Although future growth will depend on Canada’s economy and the value of the ‘loonie,’ Canada remains the largest international inbound market for the U.S. The U.S. National Travel and Tourism Office forecasts Canadian visitation to the U.S. will grow 5% from 2014 through 2020, reaching 23.8 million visitors.

Sources: U.S. Travel Association, Skift, Resonance, M&C, U.S. National Travel and Tourism Office, Hotel News Now, PricewaterhouseCoopers, CBRE Hotels, CBCNews

2016-17 Strategic Initiatives

Each year, the Scottsdale CVB works to maintain programs that provide a consistent return on investment while implementing new programs that will allow us to remain competitive. Following are several areas that the CVB will focus on for the coming year to drive new visitation and meetings groups to Scottsdale.

LAUNCH A NEW BRAND & CORPORATE IDENTITY

The CVB embarked on a brand positioning project last year to ensure that Scottsdale remains a desirable destination with a strong brand attracting not only our key customer segments, but also appealing to the next generation of travelers. After nearly 18 months of research and analysis, the CVB's new brand, creative campaign, logo and corporate identity will launch this fall. These elements will be brought to life and shared with potential visitors through print ads; a TV commercial; destination video; website; digital assets; large-scale, out-of-home formats; collateral materials and more. The new brand and ad campaign will be introduced through media efforts in all primary and secondary markets. The CVB also will overhaul our press kits to ensure messaging is consistent with the new brand.

SHIFT MARKETING STRATEGY TO MAXIMIZE RESOURCES & NEW BRAND

The CVB is implementing shifts in the marketing strategy to maximize resources and spotlight the new brand and ad campaign. These modifications include:

- Concentrating high-impact programs, such as station dominations, in New York and Chicago, and supplement with guerrilla marketing, where possible.
- Highlighting the new campaign in San Francisco and Denver in the fall in order to encourage a greater impact on the fall and holiday seasons.
- Partnering with print publications that deliver integrated programs with digital assets and event exposure.
- Providing more regular online content by working with bloggers, local writers and other social media influencers.
- Increasing our digital exposure through well-known travel and news sites.
- Buying TV spots on news programming shows, where viewers are more likely to watch live and therefore not fast forward through commercials as they do when watching pre-recorded shows.
- Focusing meetings messages on CEO and C-level publications, while having a presence with meetings-specific media through digital efforts such as email blasts and webinar sponsorships.

BETTER DEPLOY SALES STAFF TO ENHANCE EFFORTS

The CVB's convention sales team includes six sales positions and one dedicated services manager. Staff territories have been shifted to improve efficiencies and enhance our sales efforts. The new Rocky Mountain territory allows for a great focus on Arizona, while concentrating our services manager exclusively on offering destination services to clients. The CVB also has shifted territories to allow separate sales manager to oversee Chicago and Washington DC, which will improve travel schedules and their ability to build relationships in these key markets.

HOST MORE CLIENTS TO SHOWCASE THE DESTINATION

The CVB hosts clients in Scottsdale to provide them with a firsthand experience of the destination, as well as at events in their own hometowns to build relationships. During the next year, the CVB will host even more clients with three additional opportunities. The communications team has secured in November the Travel Classics West conference, which brings 50 top editors and freelance writers to Scottsdale every other year. The convention sales team is helping to bring a buyer's conference to Scottsdale in June 2017 to showcase the destination to destination management companies and hosted buyers. And the tourism team will host a client event in either New York or Chicago for more than 50 agents as part of a sales mission to further build relationships in one of these key markets.

SUPPORT CITY'S FIVE-YEAR TOURISM STRATEGIC PLAN

The CVB continues to work with the City of Scottsdale, Tourism Development Commission and Tourism Advisory Task Force to implement the strategies outlined in the City's five-year tourism strategic plan. Numerous CVB staff members are contributing to task force working groups. The strategic plan initiatives are designed to enhance Scottsdale's tourism industry and unique character of place, and create new visitor experiences that could boost our destination's appeal.

Marketing

OVERVIEW

The Scottsdale Convention & Visitors Bureau's marketing department brands Scottsdale as an upscale leisure and meetings destination through the use of advertising, high-end collateral and publications, online and email outreach, social media, and event marketing. The department manages advertising, fulfillment, online, creative and visitor services.

TARGET AUDIENCES

The CVB strategically targets the consumer, meetings, and tour and travel markets based on comprehensive research.

GEOGRAPHIC TARGET MARKETS

Primary: Canada (Calgary, Edmonton, Toronto, Vancouver), Chicago, Los Angeles, New York, San Francisco

Secondary: Denver, Phoenix

SCOTTSDALE LEISURE TRAVELER - AVERAGE VISITOR

Median age	50 years old
Median household income	\$87,500
Average length of stay	3.9 nights
Average daily expenditures (hotel guests)	\$105
Percentage of overnight stays in a hotel/resort	68%
Top activities (rank order): Dining, Visit Downtown Scottsdale, Shopping, Day Trips, Outdoor Desert Activities, Native American Arts & Culture, Western Culture & Attractions, Art Galleries, Events, Museums, Overnight Trips, Nightlife, Golf, Gaming, Spa	

Sources: City of Scottsdale Longwoods Visitor Report, June 2015; City of Scottsdale Visitor Inquiry Study, August 2015

SCOTTSDALE LEISURE TRAVELER - LUXURY VISITOR

Represents more than 45% of Scottsdale's core customers who stay at area resorts

Median age	50 years old
Median household income	\$247,000
Average length of stay	2.75 nights
Average daily room expenditures	\$321
Average daily on-property expenditures (including room)*	\$459
Visited the city more than once in a year	42%

*Includes on-property expenditures only and does not include daily off-property expenses.

Source: Scottsdale Convention & Visitors Bureau's Visitor Industry Customer Analysis 2015

BRAND POSITION

The CVB positions Scottsdale as a destination that promises relaxation, excitement and discovery. The CVB's new brand campaign, which launches in September 2016, will emphasize Scottsdale's desert experience, stirring beauty and indulgent qualities. The CVB will incorporate the new brand position through aspirational imagery, rich textures and authentic scenes.

PROGRAMS

Many marketing programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Media Plan

Each year, the CVB creates a media plan based on extensive research and strategic planning to align Scottsdale's brand message with the appropriate mediums to target our niche audiences. With intense competition in the travel marketplace, the CVB looks for the most effective, yet unique and creative, outlets for the Scottsdale message to reach our target audiences. For example, by buying regional media, the CVB is able to most effectively reach potential visitors in key feeder markets. To extend the reach of Scottsdale's messages and maximize individual branding potential, the CVB encourages members to purchase ad space near CVB advertising at preferred member rates.

Seasonal Campaigns

In addition to brand advertising, the CVB develops seasonal marketing campaigns to push messaging around key destination need time periods such as the holidays and summer. These targeted campaigns use print, direct mail and online mediums to strengthen destination awareness and exposure in key feeder markets, and drive consumers online to learn more.

Relationship Marketing

We maintain permission-based databases for leisure travelers, meeting planners and travel professionals. These databases are used for direct mail and email to keep Scottsdale top of mind with people who have already visited, expressed an interest in visiting, or fit the profile of our target audience.

Publications & Promotional Materials

The CVB produces a variety of publications including the *Experience Scottsdale* visitor guide, the primary fulfillment piece for leisure travelers. Other publications available to visitors include the *Desert Discovery Guide*, as well as online downloadable guides such as the *Downtown Guide* and *Spa Guide*. To assist meeting planners, travel agents and tour operators, the CVB produces the *Discover Scottsdale* meeting and travel planners guide and offers high-quality promotional materials that can be used to sell Scottsdale, including brochures, maps, photos and videos.

Online Marketing & Social Media

ExperienceScottsdale.com is the CVB's primary website. As part of our online marketing strategy, pay-per-click advertising and search marketing programs drive visitors to the CVB website. We also maintain an active presence on social media sites such as Facebook, Twitter, YouTube, Pinterest and Instagram to further promote Scottsdale. In addition, the CVB uses videos, a blogger/influencer program, a responsive website and downloadable guides to provide greater access to information online.

Event Marketing

The CVB supports special events by incorporating them into our advertising, visitor guides, website, emails and social media outlets to help drive incremental visitation to Scottsdale during events. The CVB also provides visitor services at several events. In addition, the CVB works with special event producers to secure new events that fill room nights and attract new customers to Scottsdale.

Visitor Services

The CVB operates a full-service visitor center at Scottsdale Fashion Square and provides the services of a concierge at the Galleria Corporate Centre. These locations provide visitors with destination information and personal help from our visitor center concierges. In addition, the Scottsdale Fashion Square location displays CVB member brochures. The CVB regularly visits concierges at area hotels to provide CVB publications and update them on Scottsdale amenities.

Communications

OVERVIEW

The Scottsdale Convention & Visitors Bureau's communications department garners positive publicity for Scottsdale as a premier travel and meetings destination. Through the voices of credible journalists, the CVB is able to increase awareness for Scottsdale, position the area as a world-class destination, and ultimately increase demand. In markets where advertising dollars are scarce or nonexistent, communications programs are the most important tactic used to generate awareness for Scottsdale.

TARGET AUDIENCES

Targeted, positive media exposure in print, broadcast and online mediums frequently generates interest in Scottsdale.

GEOGRAPHIC TARGET MARKETS

Domestic: Chicago, Denver, Los Angeles, New York, San Francisco

International: Canada, France, Germany, Mexico, United Kingdom

PROGRAMS

Many communications programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Media Missions & Trade Shows

The CVB targets members of the press in key cities with one-on-one editorial meetings, receptions and other special events. These missions allow the CVB to target high-caliber journalists with strategic messages and build relationships. When possible, the CVB also attends travel trade shows to establish and further develop media relationships as well as share story ideas.

Media Familiarization Tours

The CVB encourages qualified journalists to experience Scottsdale firsthand. Media who visit typically produce better coverage and write more frequently about the destination than those who have not visited. The CVB facilitates these individual and group visits by providing story ideas and coordinating customized itineraries with the support of our members who provide accommodations, meals and activities. Group tours are often produced around specific drivers or special events to attract niche media.

The CVB also hosts a bi-annual travel writer conference, Travel Classics West, which provides an additional way to introduce top editors and freelance writers to the destination. When the conference is in another city, CVB representatives attend as sponsors to maintain and develop media relationships.

Media Resources

The CVB's resources provide story ideas, enhance editorial coverage and help the CVB to build relationships with media.

- **Press Kits:** The CVB's general and golf-specific press kits are used for media fulfillment. Press kits are available on flash drives and online.
- **Press Releases:** Throughout the year, media are targeted with news and seasonal releases, which often incorporate information submitted by CVB members. Some materials are available in other languages.
- **Customized Pitches:** Customized pitches allow the CVB to tailor the message to a publication and its audience in order to secure thorough, high-value coverage.

- ***Destination Images:*** The CVB provides media with high-definition video footage and images to enhance Scottsdale editorial.
- ***Scottsdale Travel News:*** This monthly e-newsletter updates more than 4,000 domestic and international media on what's new in Scottsdale. Niche versions are distributed to media covering golf and meetings three times a year.
- ***Scottsdale Sun News:*** This printed newsletter, which is sent in March and September, provides destination information for travel agents, tour operators, meeting planners, and the media that cover these markets.

Public Relations Representatives

The CVB contracts with international public relations representatives in Canada, the United Kingdom and Germany to have a more consistent presence in these markets. The CVB also contracts with a domestic agency with offices in New York and Los Angeles to help us further penetrate these media-rich cities. In addition, the CVB partners with a local golf-focused public relations agency. Our representatives help build relationships with media in their respective markets, respond to media requests, distribute press materials, coordinate media visits to Scottsdale, and advise the CVB regarding opportunities to further our positioning.

Convention Sales & Services

OVERVIEW

The Scottsdale Convention & Visitors Bureau's convention sales and services department provides destination education to meeting planners and assists with securing space and services for meeting and incentive programs.

TARGET AUDIENCES

In Scottsdale, an estimated 40 to 50% of all resort and full-service hotel business results from meetings-related travel.

Corporate Meetings

More than half of meetings booked by the Scottsdale CVB are from the corporate sector, including healthcare, high tech, financial, manufacturing, insurance, pharmaceutical and retail.

Association Meetings

Association meetings include major conventions, as well as board meetings, training/educational seminars, professional/technical meetings, and regional/local chapter meetings. These meetings account for nearly a quarter of the CVB's bookings.

Niche Meetings

Niche markets include sports and the SMERF market (social, military, educational, religious and fraternal meetings). These groups, which account for less than a quarter of the CVB's bookings, often are looking for value when selecting a meetings destination, which makes them a good fit for Scottsdale during the shoulder and summer seasons.

Third-Party Planners

Meetings from third-party planners account for more than half of the CVB's bookings. Much of this can be attributed to the CVB's relationships with third-party meetings services companies such as AMEX, HelmsBriscoe, ConferenceDirect, Experient and HPN.

PROGRAMS

Many convention sales and services programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Generating Leads

The CVB customizes all meeting planners' requests for accommodations, meeting space and other types of services, and does not produce a convention calendar. This not only protects the privacy of our clients, but also ensures that only those companies that fit their needs will be in contact with them. The CVB works closely with both clients and members to ensure a great match between the needs and wants of a client and the products and services of our members. In addition to leads generated from our own efforts, the CVB also has agreements with Cvent and Starcite to generate incremental leads for the destination.

Trade Shows & Sales Calls

The CVB connects face-to-face with meeting planners at select trade shows, which typically generate immediate leads for CVB members. Often in conjunction with a trade show, the CVB will conduct sales calls to connect with additional planners. Members frequently partner with the CVB for these events, increasing Scottsdale's presence in a market.

Familiarization Tours & Site Inspections

To give clients a firsthand experience of Scottsdale, the CVB conducts two large meeting planner familiarization tours (FAMs) each year – the Sunsational FAM in the spring and the Scottsdale Sonoran FAM in the fall. In addition to these larger FAMs, the CVB frequently hosts smaller niche FAMs. When possible, FAMs are produced around special events. These FAMs provide an opportunity for members to showcase their properties

and services to highly qualified meeting planners who are actively considering Scottsdale for future programs. In addition to FAMs, smaller and more customized site inspections are coordinated throughout the year for qualified clients. The CVB's "Site See & Fly Free" program encourages planners from the U.S. and Canada with active business to fly free on us to experience customized site tours to see firsthand what makes Scottsdale one of the top meetings destinations.

Client Outreach

Clients are contacted during the course of the year via direct mail, phone calls and emails to generate awareness, keep Scottsdale top-of-mind, and update customers on new amenities and products in Scottsdale.

Advertising & Public Relations

The CVB reaches meeting planners through advertising in email blasts, digital efforts and online RFP tools such as Cvent and Starcite. The convention sales and communications teams also work together to keep Scottsdale top of mind with media from key meetings publications. In addition, the CVB creates meeting planner promotions to target specific geographic areas, such as Canada, or certain need times for the hotels and resorts.

Convention Services

By efficiently matching the planners' requests for destination management services, off-property venues, speakers, wholesale gifts and other types of services with member businesses, the CVB streamlines the planning process and makes the planner's job easier. The CVB also helps planners boost attendance for their programs by providing complimentary materials such as photos, videos, brochures, posters, visitor guides and welcome letters.

Tourism

OVERVIEW

The Scottsdale Convention & Visitors Bureau's tourism department provides destination education to travel agents and tour operators to help them best capture the Scottsdale experience for their clients and to ensure that Scottsdale stands out as a unique destination in tour operator product inventories throughout the world. The department also promotes Scottsdale to international meetings groups.

TARGET AUDIENCES

The CVB's tourism programs are targeted to tour operators, airline vacation divisions, online tour operators and travel agents in the following markets: United States, Canada, Mexico and Europe.

United States

The top 12 revenue-producing markets for domestic visitors to Scottsdale are New York, Chicago, Los Angeles, San Francisco, Denver, Seattle, Minneapolis, Washington D.C., Boston, Dallas, Philadelphia, and San Diego. The average visitor stays for 3.9 nights and spends \$105 per day. Repeat visitors make up a slightly higher percentage of visitors in July and November than they do in other months. Scottsdale's most affluent visitors book their luxury accommodations approximately 44 days before traveling, and 42% visit Scottsdale more than once per year.

Canada

Canada continues to be the largest international inbound market to the United States by a wide margin. Canadians represent 30% of all international travelers to the U.S. According to the U.S. National Travel and Tourism Office, Canadian visitation to the U.S. is forecast to grow 5% from 2014 through 2020, reaching 23.8 million visitors. Canada is Arizona's top-grossing international market by overall expenditures. Latest numbers show that nearly 900,000 Canadians visited Arizona in 2014, spending \$923 million. They come to shop, dine, sightsee and participate in sports or outdoor activities. Canadian visitors traveling to Arizona come primarily by air (61%), but 35% drive to Arizona. Top revenue-producing Canadian markets to Scottsdale are Toronto, Calgary, Vancouver, Edmonton and Montreal with visitors spending approximately \$1,493 on average per visit.

Mexico

Mexico is the second-largest international inbound travel market to the United States and represents 23% of all international travelers to the U.S. According to the U.S. Department of Commerce, Mexico visitors to the U.S. are forecast to grow 27% from 2014 through 2020, reaching 21.2 million visitors. Favorite vacation activities of the Mexican traveler include shopping, restaurant dining and visiting historical places. Travel packages that include added value such as complimentary nights, complimentary breakfast or room upgrades are most popular. While only 16% of all Mexican visitors to Arizona stay overnight, 61% of these visitors stay in a hotel with the other 39% staying in a private home.

Europe

Scottsdale's key target markets in Europe are the United Kingdom, Germany and France. The U.S. National Travel and Tourism Office forecasts that by 2020, arrivals from Europe will be 16.9 million, or 16% higher than the 2014 volume. The largest growth will come from the U.K. (+800,000), France (+245,000) and Germany (+237,000). Visitors from these countries tend to spend more and stay longer, and often visit Scottsdale during the summer months. They typically travel to two states during each trip. European visitors come to Arizona for the wide open spaces and natural attractions. The average U.K. visitor to Arizona is approximately 47 years old and has an average household income of \$119,912. Of Arizona's U.K. visitors, 23% fly into the United States through Las Vegas and another 17% come through Los Angeles. Arizona's German travelers are typically a bit younger at approximately 41 years old with a household income of \$111,649. They primarily travel to Arizona through Los Angeles and San Francisco. Visitors from France,

who average 43 years old with a household income of \$81,596, also come through these two ports of entry.

Sources: Arizona Office of Tourism, Canada Arizona Business Council, City of Scottsdale, Scottsdale Convention & Visitors Bureau, U.S. National Travel and Tourism Office

PROGRAMS

Many tourism programs are open for CVB member participation. For specific opportunities, refer to the online schedule.

Generating Leads

The tourism department generates leads for CVB members. Once a tour operator has established a relationship with a Scottsdale hotel, the CVB introduces new itinerary ideas to enhance the experience for customers and hopefully increase the number of nights booked for a Scottsdale vacation.

Trade Shows & Sales Missions

The CVB connects face-to-face with travel professionals at select trade shows, which generate immediate leads for CVB members. In addition, the CVB conducts sales missions, client events and educational seminars in key markets to cultivate relationships with new clients and meet with long-term clients. During one-on-one client meetings, the CVB reviews travel catalogues to ensure that Scottsdale hotels and resorts are properly featured within a Scottsdale-branded section, as well as the destination being prominently featured in the catalogue and possibly even highlighted on the cover.

Familiarization Tours & Site Inspections

The CVB hosts familiarization tours (FAMs) for travel professionals to increase their overall knowledge of the destination by experiencing it firsthand. These FAMs and site inspections provide an opportunity for members to showcase their properties, services and events to travel professionals who are actively seeking new product to sell.

Product Training Seminars

The CVB conducts in-person and online product training sessions for travel industry clientele and reservation agents who sell Scottsdale hotels and activities. These seminars are a valuable tool for increasing room-night bookings to the area – the more information each agent absorbs, the easier the destination is to sell to the leisure traveler.

Relationship Marketing

Tourism clients are contacted during the course of the year via direct mail and email to generate awareness, keep Scottsdale top of mind, and update customers on new amenities and products in Scottsdale. Seasonal package promotions are emailed to travel agents to promote fall, spring and summer specials from CVB members.

Trade Cooperative Marketing

To drive more travelers to purchase Scottsdale vacation packages, the CVB partners with international and domestic tour operators to create trade cooperative marketing campaigns in their respective cities and countries. These promotions are organized around seasonal travel packages or a Scottsdale vacation contest. The CVB matches the nominal cost incurred by the tour operator to execute the promotion and in turn receives exposure in every medium of the promotion (e.g. print ads, direct mail, in-store displays).

To gain additional exposure, the CVB cultivates affinity marketing partnerships with companies outside the tourism industry who share a similar target audience. These layered campaigns often include in-store promotions, magazine ads and editorial, direct mail, email and catalogues. The cooperative efforts benefit the CVB and the partnering company, as well as travel agents who are often included as a call-to-action for those interested in booking a Scottsdale vacation. Collected consumer information also allows the CVB to provide additional information to potential visitors.

Services

The CVB also helps travel professionals to sell Scottsdale by providing complimentary materials such as photos, videos, brochures, maps, posters, visitor guides and itinerary ideas. Many travel professionals include Scottsdale promotional pieces with itineraries for clients who have purchased a Scottsdale vacation.

Tourism Representatives

The CVB works with trade representatives in the United Kingdom, Germany, Canada and Mexico. Our representatives respond to travel industry requests, participate in trade shows, and conduct educational seminars and sales missions in an effort to promote tourism to Scottsdale.

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Celebration of Fine Art

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Scottsdale resident

Fred Unger
Spring Creek Development

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CITY OF SCOTTSDALE

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Councilmember Ricardo Leonard

Councilmember Deanna Scabby





DRAFT 2016-17 Media Schedule

Note: Final decisions will be made based on budget and space availability.

JULY 2016

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.

AUGUST 2016

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.

SEPTEMBER 2016

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.

OCTOBER 2016

- Arizona Republic (Scottsdale section)
- Denver – Billboards
- Denver – Train Wrap
- Emiles
- Facebook.com
- Forbes
- Pay Per Click – general, golf, events, geo-targeted, etc.
- San Francisco – Tunnel Wrap
- SAVEUR Oct/Nov¹

NOVEMBER 2016

- AFAR Nov/Dec²
- American Way
- Arizona Republic (Scottsdale section)
- Denver – Billboards

- Denver – Train Wrap
- enRoute Air Canada
- Facebook.com
- Food & Wine
- Golf Digest³
- Ignite Canada Nov/Dec⁴
- National Geographic Traveler⁵
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Southwest The Magazine
- Travel + Leisure
- WestJet's Up!

DECEMBER 2016

- American Way
- Arizona Republic (Scottsdale section)
- Connect
- Denver – Train Wrap
- enRoute Air Canada
- Facebook.com
- Fast Company Dec/Jan
- Golf Digest Dec/Jan³
- National Geographic Traveler⁵
- Pay Per Click – general, golf, events, geo-targeted, etc.
- SAVEUR Dec/Jan¹
- Southwest The Magazine
- WestJet's Up!

JANUARY 2017

- AFAR Jan/Feb²
- American Way
- AOT Visitor Guide
- Arizona Republic (Scottsdale section)
- BuzzFeed.com
- Canada – Broadcast TV
- Chicago – Broadcast TV
- Chicago – Train Wrap Jan/Feb
- Chicago – Travel & Adventure Show
- Chicago – Union Station Saturation + Immersion
- Connect Digital
- Denver – Broadcast TV Jan/Feb
- enRoute Air Canada
- Facebook.com
- Meetings & Conventions

- National Geographic Traveler Jan/Feb⁵
- Native Trails
- New York – Broadcast TV
- New York – Grand Central Saturation
- Los Angeles – Travel & Adventure Show
- Pay Per Click – general, golf, events, geo-targeted, etc.
- San Francisco – Broadcast TV Jan/Feb
- Southwest The Magazine
- TripAdvisor.com
- WestJet's Up!

FEBRUARY 2017

- Arizona Republic (Scottsdale section)
- Chicago – Broadcast & Cable TV
- Connect Digital
- Departures
- Facebook.com
- Fast Company
- Golf Digest³
- Ignite Canada Feb/March
- Meetings & Conventions
- Native Trails
- Pay Per Click – general, golf, events, geo-targeted, etc.
- SAVEUR Feb/March¹
- TripAdvisor.com

MARCH 2017

- Arizona Republic (Scottsdale section)
- Facebook.com
- Forbes
- Golf Digest³
- National Geographic Traveler March/April⁵
- Native Trails
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Saveur
- TripAdvisor.com

APRIL 2017

- Arizona Republic (Scottsdale section)
- Facebook.com
- Golf Digest³
- Pay Per Click – general, golf, events, geo-targeted, etc.
- TripAdvisor.com

MAY 2016

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- TripAdvisor.com

JUNE 2016

- Arizona Republic (Scottsdale section)
- Los Angeles – Summer
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- TripAdvisor.com

¹SAVEUR media buy includes digital travel guides, online promotion, social media and a client event to leverage and extend the print partnership. These elements occur between November 2016 and March 2017.

²AFAR media buy includes influencer content, advertorial pages, online advertising, newsletters, social media and a client event to leverage and extend the print partnership. These elements occur between November 2016 and February 2017.

³Golf Digest media buy includes influencer content, advertorial pages, online advertising, social media and an innovative, turnkey golf tournament to leverage and extend the print partnership. These elements occur between October 2016 and April 2017.

⁴The Nov/Dec 2016 issue of Ignite Magazine will include a multi-page Scottsdale section, which features destination content and Scottsdale CVB members.

⁵The National Geographic media buy includes a turnkey photography workshop, which will bring together 50 attendees, their guests and National Geographic photographers for three days in April 2017.



DRAFT

2016-17 Communications Program of Work

*(*open to member participation)*

JULY 2016

UK Media Mission and Visit USA Ball and Media Marketplace – July 7, 2016

The CVB will conduct a media mission in London focusing on editorial meetings with key U.K. freelance writers and editors as well as attending two Visit USA events. The United Kingdom is Arizona's top overseas market for visitation. The state's only non-stop overseas flight is British Airway's service between London Heathrow and Phoenix Sky Harbor International airport.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: Approximately 50 U.K. journalists
- Location: London, England
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

***Calgary Media/Client Event – July 16-18, 2016**

The CVB's communications, marketing, tourism and convention sales departments will partner to host an event on July 17 for Calgary-area media, meeting planners and travel professionals during the Calgary Stampede. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. Calgary has a small base of media with limited outlets, but it is important to tell our Scottsdale stories in this market as Calgary ranks second for Canadian visitation to Scottsdale and number two in spend.

- Participation Cost: \$650
- Estimated Media Attendance/Interaction: 10 editors/writers
- Location: Calgary, AB, Canada
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

AUGUST 2016

TBD AOT Vancouver Media Event

SEPTEMBER 2016

***San Francisco Media/Client Event & Mission –Sept. 12-15, 2016**

The CVB's communications, marketing, tourism and convention sales departments will partner to host an event for Bay-area media, meeting planners and travel professionals at a San Francisco Giants game. This event will give participating members the chance to present their company's information to media and clients in this key feeder market. San Francisco ranks fourth for visitation to Scottsdale with very

high spend. The Giants' recent World Championships (2010, 2012 and 2014) have led to strong visitation from the Bay Area to Scottsdale.

OCTOBER 2016

***NY Mission – Fall 2016**

Appointments and Travel Classics editors' cocktail reception

Culinary Press Trip – Fall 2016

Partner with Montelucia on Desert to Dish. Two days around Scottsdale including another property and two at Montelucia around event.

***Toronto Media Event – Fall 2016**

The Communications and Tourism teams will partner to host an event for key Toronto travel and lifestyle journalists and a handful of top tour operators. Toronto is the media hub of Canada and Ontario is an important hub for visitation to Scottsdale. This event will give participants the chance to interact with key journalists in this market to keep Scottsdale top-of-mind. Despite more air lift from cities in Canada's Western provinces, Toronto, Ontario remains Scottsdale's number one city of origin and top city for spend.

NOVEMBER 2016

***Travel Classics West – Nov. 17-20, 2016**

The CVB will sponsor this prominent travel writer conference that brings together approximately 15 editors and 35 freelance writers. CVB members will have the opportunity to host on- and off-site events and attend SCVB coordinated events that will allow them to gain exposure to these key journalists.

DECEMBER 2016

***America's Cup Golf Tournament – Dec. 5-10, 2016**

In partnership with the Tourism team, the Communications Team will host a foursome of golf writers to The American Cup Golf Invitational (ACGI). This invitation-only industry event, involving a Ryder Cup style competition including senior travel industry representatives from tour companies, airlines, travel agencies and other selected influential travel industry organizations from around the world, will celebrate its 2nd anniversary in Scottsdale. The inaugural American Cup took place in West Palm Beaches, Florida in December 2015. The ACGI is modeled after the highly regarded and long standing California Cup which will be celebrating its 13th year in April 2016.

***Chicago Media (Visit Phoenix) – Winter 2016**

Domestic Press trip - TBD

JANUARY 2017

***Scottsdale Open Media FAM – January 2017**

The Scottsdale CVB will once again sponsor the Scottsdale Open, the precursor to the PGA's Waste Management Phoenix Open. The CVB will host four golf journalists to a sampling of resorts, activities and courses.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 North American journalists
- Location: Scottsdale, Arizona
- <https://www.scottsdaleopengolf.com/>

TBD AOT UK Media Mission – January 2017

TBD LA Media Mission – January 2017

FEBRUARY 2017

MARCH 2017

***ITB Trade Show – March 2017**

AOT Mexico Media/Sales Event – Spring 2017

APRIL 2017

Social Media/Blogger FAM – April 2017

AOT LA Media Event -- Spring 2017

MAY 2017

German Media FAM – May 2017

JUNE 2017

IPW Washington, D.C. – June 4-7, 2017



DRAFT

2016-17 Tourism Program of Work

JULY 2016

Calgary Stampede Client Event and Calgary/Vancouver Sales Mission – July 16-22, 2016

The Scottsdale CVB will travel to Calgary to host clients at the Calgary Stampede. This event will give participating members the opportunity to present their company's information to travel agents in this important feeder market. We will also conduct sales calls in the Calgary and Vancouver area throughout the week.

- Participation Cost: \$850 (plus travel expenses)/ \$200 brochure distribution only – space is limited
- Location: Calgary and Vancouver, Canada
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-216

AUGUST 2016

Eastern Canada Sales Mission – Aug. 21-26, 2016

The Scottsdale CVB will travel to Eastern Canada to conduct sales calls and host a high-end client event for 30-35 top travel agents in Toronto. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$600 (plus travel expenses)/ \$200 brochure distribution only – space is limited
- Location: Toronto, Canada
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

Los Angeles/Las Vegas Receptive Sales Mission – August 2016

The SCVB tourism team will conduct sales calls to receptive tour operators in Los Angeles and Las Vegas. These high-volume clients are responsible for sending thousands of visitors to Scottsdale from all international markets.

- Participation Cost: \$100 Brochure distribution only
- Location: Los Angeles, California and Las Vegas, Nevada
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

SEPTEMBER 2016

San Francisco Travel Agent Sales Mission & Client Event – Sept. 12-16, 2016

The Scottsdale CVB will travel to San Francisco conduct sales calls and host clients at the Fan Appreciation Day at AT&T Ballpark for a San Francisco Giants game. This mission will give participating

members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: TBD / \$150 brochure distribution only
- Location: San Francisco, California
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

Eastern U.S. & Canada Fall Package Promotion – September 2016

The Scottsdale CVB will send an e-blast and mailing to travel agents in key Eastern US and Canada Feeder markets such as New York, Connecticut, New Jersey, Boston, Toronto and Montreal. This e-blast and mailing is a wonderful way to promote your shoulder season vacation packages.

- Participation Cost: \$50
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

NY Receptive Tour Operator Sales Calls – September 2016

The SCVB tourism team will conduct sales calls to receptive tour operators in New York City who are responsible for sending international meeting and incentive programs to Scottsdale from countries such as the United Kingdom, Germany, Austria, Switzerland, France, Netherlands, Italy as well as the Scandinavian countries and South America.

- Location: New York, New York
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

United Kingdom Sales Mission – Sept. 26-30, 2016

The Scottsdale CVB will conduct tour operator sales calls and destination product trainings in the UK. Members are invited to join the CVB on this sales mission and meet face-to-face with key accounts in the UK.

- Participation Cost: \$1000 (plus travel expenses) / \$200 brochure distribution only
- Location: London, United Kingdom and surrounding areas
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

OCTOBER 2016

New York Travel Agent Sales Mission & Client Event – Oct. 10-14, 2016

The Scottsdale CVB will travel to New York to conduct sales calls and host a unique client event for travel agents. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: TBD (plus travel expenses) / \$150 brochure distribution only
- Location: New York, New York
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161
-

Showcase Arizona in Mexico – October 2016

Showcase Arizona promotes fall and holiday shopping, family activities and accommodations to an important drive market. The main event is a consumer show for 800 local society women and includes a travel exhibit and fashion show; local travel agents will also be invited to attend this event.

- Participation Cost: TBD per AOT (plus travel expenses) / \$200 brochure distribution only
- Location: Hermosillo, Mexico
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

NOVEMBER 2016

Chicago Travel Agent Sales Mission – Nov. 7-11, 2016

The Scottsdale CVB will travel to Chicago to conduct sales calls and host high-end client event for 30-35 top travel agents in Chicago. This mission will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: TBD (plus travel expenses) / \$150 brochure distribution only
- Location: Chicago, Illinois
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

NBAA Annual Conference – Nov. 1-3, 2016

The Scottsdale CVB teams up with the Scottsdale Airport to promote the destination for corporate and leisure travel. NBAA is a diverse group of entrepreneurs and organizations located around the United States and makes up the majority of America's business aviation fleet. Scottsdale will host a 40'x40' booth with a Barrett Jackson Collector Car as the centerpiece.

- Participation Cost: \$200 brochure distribution only
- Location: Orlando, FL
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

World Travel Market (WTM) – Nov. 7-9, 2016

WTM is a dedicated business-to-business forum with more than 40,000 industry professionals from 150 countries in attendance. Pre-scheduled appointments with UK tour operators are arranged. This year, the booth costs will be split by all participating CVBs and members.

- Participation Cost: \$200 brochure distribution only
- Location: London, England
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

National Tour Association (NTA) Product Development Trip – Nov. 16-18, 2016

NTA product development trips are in-depth journeys that help tour operators experience a destination and learn how to package and sell that area to their customers. NTA has been offering PDTs since 2001 and has taken members to more than 15 countries on six continents. Scottsdale will host November 16th – 18th, 2016.

- Participation Cost: TBD per AOT
- Location: Scottsdale, AZ
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

IBTM Trade Show – Nov. 29 – Dec. 1, 2016

IBTM is a meetings and incentive show with a visitor audience of 6,000 visitors, hosted buyers and press from 78 countries. The three-day show consists of one-on-one meetings with professionals responsible for planning international meetings, conferences, incentive travel and events. The Scottsdale CVB shares a booth with the Tucson CVB and invites members to attend.

- Participation Cost: \$1500 (plus travel expenses) / \$200 brochure distribution only
- Location: Barcelona, Spain
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

DECEMBER 2016

USTOA Annual Conference & Marketplace – Dec. 5-9, 2016

The Scottsdale CVB will partner with the Arizona Office of Tourism and Phoenix CVB to host the closing event for this conference as the 2016 conference will take place in Scottsdale. The USTOA Annual Conference includes a three-day marketplace where member tour operators meet in pre-scheduled, one-on-one meetings with suppliers who are members of USTOA.

- Participation Cost: \$1075 (open to USTOA members only)
- Location: Westin Kierland, Scottsdale, AZ
- CVB contact: Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

JANUARY 2017

Dallas Sales Mission – Jan. 9-13, 2017

The Scottsdale CVB will travel to Dallas for a sales mission. This event will give participating members the chance to present their company's information to travel agents in this important feeder market.

- Participation Cost: \$500 (plus travel expenses) – \$150 brochure distribution only
- Location: Dallas, Texas
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

Spring Training Package Promotion – January 2017

The Scottsdale CVB will send an e-blast and mailing to travel agents in key Spring Training Feeder markets such as San Francisco, Denver, Chicago, and Los Angeles. This e-blast and mailing is a wonderful way to promote your spring training packages.

- Participation Cost: \$50
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

FEBRUARY 2017

Go West Summit – Feb. 13-16, 2017

Go West Summit provides a unique business setting structured specifically to give Western U.S. suppliers the chance to promote their product to tour operators from around the world and receptive operators from the United States. This show consists of two-days of one-on-one appointments, tourism industry seminars and evening events.

- Participation Cost: register online www.GoWestSummit.com
- Location: Reno, Nevada
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

National Tour Association (NTA) – Feb. 26 – March 3, 2017

The NTA Trade Show is the largest pre-scheduled appointment tradeshow with tour operators from the United States and Canada. Individual suppliers and CVBs conduct 35-50 appointments during the show.

- Participation Cost: \$1200 (plus travel expenses) – open to NTA members only
- Location: St. Louis, MO
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

MARCH 2017

AOT Mexico Sales Mission – March 2017

The Scottsdale CVB will join the Arizona Office of Tourism and statewide CVBs for a sales mission to Mexico City and Guadalajara, Mexico. This sales mission consists of tour operator sales calls, a client event and destination product trainings for travel agents and tour operators.

- Participation Cost: \$900 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Mexico City and Guadalajara, Mexico
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

ITB Trade Show – March 8-12, 2017

International Tourismus Borse (ITB) is an annual trade show that involves more than 50,000 tourism professionals from around the world, including travel agents, tour operators and media. Pre-scheduled appointments are arranged through Arizona's German representative. This year, the booth costs will be split by all participating CVBs and members.

- Participation Cost: \$1500 - \$1800 (plus travel expenses) – space is limited
- Location: Berlin, Germany
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

APRIL 2017

AAA Summer Package Promotion – April 2017

The Scottsdale CVB will send an e-blast and mailing to AAA travel offices nationwide. This e-blast and mailing is an excellent way to promote your summer deals.

- Participation Cost: \$50
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

Southern California Sales Mission – April 10-14, 2017

The Scottsdale CVB will travel to Los Angeles to conduct sales calls and host a high-end client event for 30-35 top travel agents. This mission will give participating members the chance to present their company's information to travel agents in this important market.

- Participation Cost: \$500 (plus travel expenses) / \$150 brochure distribution only
- Location: Los Angeles, California
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

German Sales Mission – April 2017

The Scottsdale CVB will conduct tour operator sales calls and destination product trainings in Germany. Members are invited to join the CVB on this sales mission and meet face-to-face with key accounts in Germany.

- Participation Cost: \$1000 (plus travel expenses) / \$200 brochure distribution only
- Location: Munich, Frankfurt, Hannover and Hamburg, Germany
- CVB contact: Sarah Kearney skearney@scottsdalecvb.com or 480-889-2705

MAY 2017

Scottsdale Local Travel Professional Event – May 2017

The Scottsdale CVB will hold a local client tradeshow at a location to be determined. This trade show/agent training day is a great way to educate and refresh local Arizona agents on our Scottsdale hotel product.

- Participation Costs: \$75 local event (includes table for trade show) / \$50 brochure distribution only
- Location: Scottsdale, Arizona
- CVB contact: Rachel Hall at rhall@scottsdalecvb.com or 480-949-2161

IMEX Meeting & Incentive Show – May 2017

IMEX focuses on the meetings and incentive travel markets; the event provides exhibitors and visitors the chance to meet and conduct business in a highly professional manner. Over 3,000 hosted buyers from more than 50 world markets visit IMEX, contributing to a total of over 7,500 visitors. The Scottsdale and Tucson CVB's share a booth and invite members to participate.

- Participation Cost: \$2000 (plus travel expenses) / \$200 brochure distribution only
- Location: Frankfurt, Germany
- Participation interest contact Deanne Boynton Grupp at dboyntongrupp@scottsdalecvb.com or 480-949-6285

JUNE 2017

U.S. Travel Association IPW Trade Show – June 3-7, 2017

IPW is the largest and most important international trade show held in the United States. The Scottsdale CVB will have pre-scheduled appointments with top international and domestic tour operators from Asia, Australia, Canada, Germany, Latin America, Mexico and United Kingdom. The Scottsdale CVB will have a booth and invite CVB members to participate.

- Participation Cost: \$3000 (plus travel expenses) – space is limited
- Location: Washington, D.C.
- CVB contact: Sarah Kearney at skearney@scottsdalecvb.com or 480-889-2705

WORKING DRAFT
Scottsdale Convention Visitors Bureau
Budgets

	Approved 2015-2016 Budget	2015-2016 Reforecast Budget	Proposed 2016-2017 Budget	Difference
REVENUE				
Contracts				
City of Scottsdale - Contract	8,464,000	8,464,000	9,357,000	11%
City of Scottsdale - Fiesta Bowl	298,900	298,900	310,850	4%
True-Up Payment	307,000	626,526		-100%
Total City of Scottsdale Revenue	9,069,900	9,389,426	9,667,850	3%
Town of Paradise Valley	1,159,726	1,159,726	1,275,037	10%
Fort McDowell Yavapai Nation	100,000	100,000	100,000	0%
Salt River Pima	100,000	100,000	100,000	0%
State of Arizona - Prop 302	1,947,709	1,927,901	1,947,709	1%
Total Contracts	12,377,335	12,677,053	13,090,596	3%
Private Sector Carryover	-			
Total Private Sector Revenue	910,000	937,645	910,000	-3%
TOTAL ALL REVENUE	13,287,335	13,614,698	14,000,596	3%
EXPENSE				
Personnel	4,640,000	4,640,000	4,925,000	6%
Operating/Administration Expense	870,000	870,000	985,200	13%
Membership Development	6,000	6,000	6,000	0%
Marketing	5,712,735	5,916,340	6,009,846	2%
Pass Through - Fiesta Bowl	298,900	298,900	310,850	4%
Communications	535,000	535,000	555,000	4%
Community & Government Affairs	168,700	172,458	168,700	-2%
Convention Sales	700,000	700,000	700,000	0%
Tourism Sales	331,000	331,000	340,000	3%
Private Sector Reserve	25,000	145,000	-	-100%
TOTAL ALL EXPENSE	13,287,335	13,614,698	14,000,596	3%
Net Cash (Carryover)	-	-	-	-



2016-17 Performance Measures

Scottsdale CVB Budget	2016-17 Budget ¹	2016-17 % Change vs. 15-16	2015-16 Budget			2014-15 Budget	
City of Scottsdale Funds <i>Does not include pass-through event funding</i>	\$9,357,000	2.9%	\$9,090,526			\$8,554,063	
Scottsdale CVB Performance Measures	2016-17 Goals	2016-17 % Change vs. 15-16 Goals	2015-16 Goals	2015-16 Actual (8 months: July-Feb.)	2015-16 % of Annual (8 mos.)	2014-15 Goals	2014-15 Actual
Convention Sales²							
Sales Leads	1,356	5%	1,296	1,015	78%	1,236	1,644
Site Inspections	192	7%	180	134	74%	168	243
Bookings	420	3%	408	349	86%	396	506
Room Nights	120,720	6%	114,000	113,101	99%	108,000	176,298
Convention Services²							
Leads	276	5%	264	200	76%	252	316
Tourism³							
Leads & Services	1,500	0%	1,500	1,546	103%	1,500	1,965
Client Reach	3,300	0%	3,300	2,934	89%	3,300	3,425
Tour Operator Catalogue Impressions	3.0 million	3%	2.9 million	1,175,000	41%	2.7 million	3.41 million
Communications⁴							
Travel Articles	1,000	0%	1,000	694	69%	1,000	1,170
Marketing⁵							
Economic Impact of Total Inquiries	\$184 million	-20%	\$230 million	\$253.6 million	110%	\$130 million	\$201.7 million
Unique Website Visitors	1.2 million	-20%	1.5 million	1.85 million	124%	1.2 million	2.38 million
Inquiries (Primary & Secondary Markets)	--	--	27,000	33,959	126%	27,000	34,261
Brand Engagement	430,000	--	--	--	--	--	--



2016-17 Budget & Performance Measure Notes

1. Budgets for operations/administration and personnel are going up primarily due to increasing rent payments as called for in our new lease, an increased visitor center presence, the replacement of old or damaged office equipment and furniture, and increased insurance premiums. Any anticipated costs in these areas that come in less will be reallocated to marketing programs. The budget for Community & Government Affairs is decreasing slightly due to some cost savings.
2. The Convention Sales & Services budget will remain flat. The sales team has shifted a few territories in order to improve efficiencies and enhance sales efforts. The new Rocky Mountain territory allows for a great focus on Arizona, while concentrating our services manager exclusively on offering destination services to clients. The CVB also has shifted territories to allow separate sales manager to oversee Chicago and Washington DC, which will improve travel schedules and their ability to build relationships in these key markets. While we anticipate increased expenses associated with a major trade show, we have cost savings due to no longer having a contract for a Canadian meetings company. The results were not as expected, and increases in leads and bookings from this area have all been due to our sales manager's efforts. Performance measures are being recommended to increase between 3% and 7%.
3. The Tourism budget will increase by 3% to cover the costs associated with one additional client event. While tourism staff is at full capacity for programs and travel, this additional event will allow us to further build relationships with clients in one of our top domestic markets. We recommend performance measures remain flat, except for a slight increase in impressions due to additional Scottsdale product in tour operator brochures.
4. The Communications budget will increase by 4% to cover costs associated with the bi-annual Travel Classics West travel writer conference, increased costs associated with our clipping service, and the overhaul of our press materials to align with the new brand. The latter two efforts, while critical to the department's success, will not impact performance measures. While the conference can impact future coverage, articles are often not seen immediately. Therefore, we recommend that the number of articles remain the same.
5. The Marketing budget will increase by 2%. Funds will be used to cover some final expenses associated with our new brand and ad campaign and serve our new marketing strategy. Due to the new brand and redesigned website, we anticipate decreased web traffic, which is why the economic impact and website visitor performance measures have been decreased year-over-year. Instead of tracking just inquiries, we recommend focusing our performance measure on engagements, which is a more comprehensive view of how potential visitors interact with the Scottsdale brand. Engagement will be measured by taking into account visitor guide distribution, collateral material downloads, email sign-ups and new social media followers.