

CITY COUNCIL REPORT



Meeting Date: June 12, 2018
 General Plan Element: ***Economic Development***
 General Plan Goal: ***Sustain Scottsdale as a tourist destination***

ACTION

Experience Scottsdale Destination Marketing Plan. Adopt Resolution No. 11135 authorizing the FY 2018/19 Marketing Guide, Performance Standards and Contract Budget under Destination Marketing Services Contract No. 2017-079-COS with Scottsdale Convention and Visitors Bureau D/B/A Experience Scottsdale.

BACKGROUND

Since 1977, the city has maintained a destination marketing organization through a public-private partnership with Experience Scottsdale (as part of the Chamber and as an independent organization). Experience Scottsdale has and continues to promote Scottsdale and the immediate region as a premiere destination to attract visitors and solicit conventions. And, they have provided long-term development and marketing of Scottsdale and the immediate region through a travel and tourism strategy.

The benefit of the city using a public-private partnership for destination marketing services is to increase the economic benefits of tourism and meetings to Scottsdale, inspire travelers to visit, influence travel throughout the immediate region to increase spending and enhance the visitor experience, and attract conventions, meetings and events to Scottsdale resorts and venues, including city-owned facilities.

The Tourism Development Program's destination marketing is implemented through a five-year destination marketing agreement between the city and Experience Scottsdale approved by City Council in August 2017. Monitored by the city's contract administrator through quarterly performance measures, programming updates and financial reports, the agreement continues to ensure that city funds are used for the program of work as presented in the Destination Marketing Guide. The terms of the agreement also call for an annual audit and year-end financial reports.

Experience Scottsdale presented the draft FY 2018/19 Destination Marketing Guide, performance standards and contract budget to the Tourism Development Commission at its April 17, 2018 meeting, which was unanimously recommended (7-0) to be approved by City Council.

ANALYSIS & ASSESSMENT

With Experience Scottsdale's mission to position Scottsdale as a world-class vacation, meetings and group travel destination, the organization continues to maintain programs that provide a consistent return on investment as well as implement new marketing programs, so the city remains competitive and as a highly-desired destination. Programs include marketing, communications, meeting and convention sales and services, and tourism.

A new five-year destination marketing agreement was implemented and approved by City Council in August 2017. The agreement gave emphasis to assisting the city in its efforts to promote city-owned venues and Old Town Scottsdale as a key destination. A few highlights during the first nine months of FY 2017/18 include:

Old Town Scottsdale

- Condensed the popular, digital Old Town Scottsdale Guide into an easy-to-use, pocket-sized map. Available at the Scottsdale Tourist Information Center, the Downtown Ambassador carts, and member businesses, the map shares information on the area's districts, attractions, public art and events.
- Created downloadable maps that pinpoint Old Town Scottsdale's notable wine tasting rooms and breweries. Since launching in July, the maps have been downloaded nearly 1,700 times combined.
- Included downtown Scottsdale in 88 percent of all visiting media itineraries, helping to promote Old Town to national and international writers. Experience Scottsdale also includes Old Town tours and activities in most itineraries for visiting travel professionals and meeting planners.

City-Owned Event Venues

- Produced leads for WestWorld of Scottsdale, Scottsdale Stadium and the Scottsdale Sports Complex for youth, amateur and professional sports from wrestling and lacrosse to racing and equestrian events, as well as trade shows, conferences and expos.
- Hosted 10 sporting event organizers during two familiarization tours. During these events, the planners were given a tour of the City's event venues.
- Assisted Penn State's Director of Alumni Travel to secure the university's pep rally at Scottsdale Stadium ahead of the Fiesta Bowl. Approximately 6,000 Penn State fans participated in the event in Old Town Scottsdale.

The FY 2018/19 Destination Marketing Guide describes the destination marketing plan that will be used to implement next fiscal year's program of work. The plan, which contains the proposed performance standards and contract budget, has been reviewed and unanimously recommended by the Tourism Development Commission.

Following are several areas that Experience Scottsdale will focus on in FY 2018/19 to drive new visitation and meeting groups to Scottsdale:

- Create more video content for its website, social media platforms, and You Tube channel. In addition to developing videos, Experience Scottsdale also will place advertisements on video streaming services.
- Develop a summer campaign to target residents in Phoenix, Tucson and Los Angeles to increase visitation during this important need period. In addition, implementing a Meetings Rebate Promotion that will give planners the opportunity to earn a rebate on meetings held between Memorial Day and September 15.
- Recruit a Customer Advisory Board comprised of 15 to 20 high-caliber meeting planner customers and prospective clients currently booking competitor cities. The planners will share insight on industry trends and best practices from other cities. Results from the program will provide a clear strategy for Experience Scottsdale to remain relevant in meetings space and stay updated on industry trends.
- Host client events and training seminars for high-value independent travel consultants in four of Scottsdale's top U.S. markets – Chicago, New York, San Francisco and Southern California. Also, sponsor a three-day, luxury travel forum welcoming travel consultants from around the country to generate more awareness about Scottsdale as a destination.
- Continue to work with the city to promote its event venues, amenities and attractions through their marketing, communications, convention sales and services, and tourism programs, including: WestWorld of Scottsdale, Scottsdale Stadium, Scottsdale Sports Complex, Old Town Scottsdale, Scottsdale Airport, Scottsdale Arts and Scottsdale's Museum of the West.

Leadership of Experience Scottsdale is provided by the approximately 25-member Board of Directors, the majority having national and local tourism industry experience, focused solely on ensuring a successful local tourism industry as measured by financial impact in the community. Furthermore, Experience Scottsdale employs 41 full-time and 5 part-time staff necessary for the successful implementation of the city's contract for destination marketing services.

An expanded element of the new agreement also includes non-program costs. The contract administrator reviewed the standards and comparatives for the most recent Destination International 2017 Organizational & Financial Profile Study that compares similar-sized destination

marketing organization's expenses. As seen on the chart below (Table 1), Experience Scottsdale has kept its non-program costs (personnel and admin/general) within a competitive range as determined by market conditions and applicable policies. Non-program costs (based on Experience Scottsdale's audited financials) were 43 percent of their budget, leaving 57 percent for programs, well above the average for all DMOs and just above average for DMOs with \$10 million+ budgets.

Table 1. 2017 Organizational and Financial Profile Study - Expenses

	All DMOs	Similar DMOs (\$10M+ Budgets)	Experience Scottsdale (DMAI Reported)	Experience Scottsdale (Audited Financials)
Personnel	40%	33%	34%	35%
Admin/General Expenses	12%	11%	9%	8%
Program Expenses	48%	56%	57%	57%

Source: Destination International

The tentative FY 2018/19 budget forecasts transient occupancy tax (bed tax) revenue at \$20,413,217. The tentative FY 2018/19 Destination Marketing contract budget amount is \$10,206,609 which represents 50 percent of the estimated FY 2018/19 bed tax total. Below (Table 2), reviews FY 2016/17 Actuals, FY 2017/18 current budget and the tentative FY 2018/19 budget per the City Council-approved Comprehensive Adopted Financial Policy 21A and the destination marketing services agreement. FY 2017/18 and FY 2018/19 budgets also include 50 percent of the Fiesta Bowl expenditure, per the terms of the destination marketing agreement and the 2007-2026 Fiesta Bowl agreement approved by City Council in 2006.

Table 2. Experience Scottsdale Revenues from City of Scottsdale

	FY 2016/17	FY 2017/18	FY 2018/19
Contract Amount	\$9,357,000	\$9,720,580	\$10,206,609
True Up Payment	\$234,165	\$118,475	\$243,014
Fiesta Bowl	\$310,850	\$161,643	\$168,109
	\$9,902,015	\$10,000,697	\$10,617,732

Source: City of Scottsdale City Treasurer's Office for Contract Amount and true-up payments; Experience Scottsdale for Fiesta Bowl agreement.

In terms of the tourism market area, the outlook for Scottsdale is positive. Scottsdale's bed-tax-paying hotels and resorts concluded 2017 with positive year-over-year increases in all major hotel metrics – including a 1.8% increase in occupancy, 3.9% increase in average daily rate (ADR), and a 5.7% increase in 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.

As reported by Smith Travel Research, occupancy for Scottsdale's bed-tax-paying hotels and resorts year to date through March 2018 is up 2.9% over January-March 2017. Year to date, ADR is up 2.4%

and RevPAR is up 5.4%. The City's Treasurer's Office reported fiscal year bed tax revenue to date up 14% through March 2018.

Community Involvement

The Destination Marketing Guide, performance standards and contract budget were discussed at the April 17, 2018 Tourism Development Commission meeting, a public meeting with the opportunity for public comment.

RESOURCE IMPACTS

The tentative FY 2018/19 budget forecasts bed tax revenue at \$20,413,217. Fifty percent of the total revenue derived from the bed tax, per voter approval, is used for destination marketing to promote tourism forecasted at \$10,206,609. The remaining 50 percent is allocated among tourism research, support for tourism-driven events, tourism-related capital projects, and other eligible uses. The tentative destination marketing services contract amount of \$10,206,609 is planned for and included in the Tourism Development Fund FY 2018/19 tentative budget.

Experience Scottsdale anticipates their total FY 2018/19 operating revenue budget to be approximately \$15,218,639 (Table 3*) of which the city contract and 50 percent of the Fiesta Bowl contract amount of \$10,617,732 accounts for 69.8 percent of the total operating budget. Anticipated revenue from other destination sources amounts to \$3,635,907 (23.9 percent), while the private sector revenue is \$965,000 (6.3 percent).

Table 3. Experience Scottsdale Proposed FY 2018/19 Revenue; Comparisons

	FY 2016/17	FY 2017/18	YOY % + / (-)	FY 2018/19	YOY % + / (-)
City of Scottsdale*	\$9,902,015	\$10,000,697	1.0%	\$10,617,732	6.2%
Town of Paradise Valley	\$1,275,037	\$1,311,919	2.9%	\$1,514,011	15.4%
Salt River Pima	\$100,000	\$100,000	0.0%	\$100,000	0.0%
State of Arizona Prop 302	\$1,943,737	\$1,923,217	(1.1%)	\$2,021,896	5.1%
Private Sector	\$1,017,650	\$957,616	(5.9%)	\$965,000	0.8%
Other	\$0	\$400,000		\$0	
	\$14,238,439	\$14,693,449	3.2%	\$15,218,639	3.6%

Source: Experience Scottsdale

* Based on revenue trends, estimated bed tax collection for FY 2017/18 and FY 2018/19 was increased after Experience Scottsdale's presentation to the Tourism Development Commission. The amounts have been updated in Table 3.

Experience Scottsdale's budget is well below other competitive cities such as Las Vegas, Orlando, Los Angeles, San Diego, Dallas, Miami, San Antonio, Phoenix and Austin. Many of these cities have destination marketing budgets that are two to three times that of Scottsdale's.

A 2016 study by Longwoods International and Tourism Economics shows that every dollar invested by Experience Scottsdale in marketing and sales directly generates \$67 in visitor spending and \$3 in local tax revenue for the benefit of Scottsdale residents. The research also revealed that Experience Scottsdale's destination marketing contributes to a positive overall impression of the area.

Consumers who recalled their advertising were not only more likely to visit, but also more likely to view Scottsdale as a good place to live, work, start a business, attend college, purchase a vacation home and retire.

Future Budget Implications

Per the terms of the five-year agreement, annually the destination marketing guide, performance standards and contract budget require City Council approval. Any future funding for multi-year Experience Scottsdale commitments such as the 20-year Fiesta Bowl agreement would also require City Council approval.

OPTIONS & STAFF RECOMMENDATION

Adopt Resolution No. 11135 authorizing the FY 2018/19 Marketing Guide, Performance Standards and Contract Budget under Destination Marketing Services Contract No. 2017-079-COS with Scottsdale Convention and Visitors Bureau D/B/A Experience Scottsdale.

RESPONSIBLE DEPARTMENT(S)

Tourism and Events Department

STAFF CONTACT(S)

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APPROVED BY



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5.29.18

Date



Brent Stockwell, Assistant City Manager
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5/29/18

Date



Jim Thompson, City Manager
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5/29/18

Date

ATTACHMENTS

1. Resolution No. 11135
2. FY 2018/19 Destination Marketing Guide, Performance Standards, Contract Budget

RESOLUTION NO. 11135

A RESOLUTION OF THE COUNCIL OF THE CITY OF SCOTTSDALE, MARICOPA COUNTY, ARIZONA, APPROVING THE FISCAL YEAR 2018/2019 MARKETING GUIDE, PERFORMANCE STANDARDS AND CONTRACT BUDGET UNDER DESTINATION MARKETING SERVICES AGREEMENT NO. 2017-079-COS WITH SCOTTSDALE CONVENTION AND VISITORS BUREAU

WHEREAS:

A. City and Scottsdale Convention and Visitors Bureau ("SCVB") are parties to a Destination Marketing Services Agreement (No. 2017-079-COS) dated August 28, 2017 (the "Agreement").

B. Pursuant to paragraphs 2.1.1.2, 2.1.2.3 and 4.1 of the Agreement, SCVB has submitted a proposed marketing guide for Fiscal Year (FY) 2018/2019, and included in the proposed marketing guide are proposed performance standards for FY 2018/2019 and a proposed contract budget for FY 2018/2019.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Scottsdale, Maricopa County, Arizona, as follows:

1. The City Council hereby approves the proposed marketing guide, performance standards and budget as presented and considered for use in Fiscal Year 2018/2019.

PASSED AND ADOPTED by the Council of the City of Scottsdale, Maricopa County, Arizona this ____ day of _____, 2018.


CITY OF SCOTTSDALE, an Arizona
municipal corporation

ATTEST:

Carolyn Jagger, City Clerk

W.J. "Jim" Lane, Mayor

APPROVED AS TO FORM:



Bruce Washburn, City Attorney
By: William Hylan
Senior Assistant City Attorney

DESTINATION
MARKETING GUIDE
2018 – 2019



EXPERIENCE
SCOTTSDALE

DEAR STAKEHOLDER:

Each year, Experience Scottsdale sets out to market the Scottsdale area as a premier meetings and vacation destination through marketing, convention sales and services, tourism, and public relations programs. Our efforts are guided by extensive industry and market research as we monitor best practices, new technologies and creative ideas that will improve upon our endeavors and drive incremental tourism business to our community. In doing so, we uphold strategies that consistently provide a strong return on investment.

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.

Next, we share our coming year's strategic initiatives – innovative ways to advance Scottsdale's reputation as a world-class vacation and meetings destination. These include:

- **Investing in video development and marketing** to tell additional stories about the destination across multiple platforms.
- **Promoting summer to leisure visitors and meeting planners** to drive additional visitation during this need period for the tourism industry.
- **Recruiting a customer advisory board** to better understand the current and future landscape of the meetings industry.
- **Connecting with independent travel consultants** to generate awareness about Scottsdale among these high-value travel professionals.
- **Supporting City-owned event venues and destinations** through marketing, communications, convention sales and tourism programs.

Lastly, if you're just beginning your membership with us, you'll also want to learn more about our comprehensive departmental programs.

We look forward to working with you!

Sincerely,



Rachel Sacco
President & CEO



Jack Miller
Board Chairman

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ABOUT US

EXPERIENCE SCOTTSDALE OVERVIEW

Originally founded in 1987 as the tourism arm of the Scottsdale Area Chamber of Commerce, Experience Scottsdale became a standalone organization in 2001. Experience Scottsdale has more than 40 full- and part-time employees, along with a volunteer board of directors who represent a variety of segments from the tourism industry. Experience Scottsdale 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 \$11.3 million of Experience Scottsdale's nearly \$15 million budget in 2017-18.

Experience Scottsdale's primary source of revenue comes from bed tax collected and remitted by Scottsdale resorts and hotels. Experience Scottsdale receives half of the annual bed-tax collections for destination marketing. With its half of the bed-tax revenue, the City allocates a portion to the general fund and invests the remaining dollars – primarily in tourism-related capital projects and special events as recommended by the City's Tourism Development Commission (TDC) and approved by the Scottsdale City Council. The City's Tourism & Events Department oversees Experience Scottsdale's contract with the City.

Partnering with neighboring communities allows Experience Scottsdale to build the region's attractiveness in the eyes of our visitors, especially as these communities build attractions and hotels along Scottsdale's borders. Experience Scottsdale merges and leverages its revenue to maximize the return on investment for all partners. Experience Scottsdale has served as the Town of Paradise Valley's destination marketing organization since 1987. Additionally, the Salt River Pima-Maricopa Indian Community invests in Experience Scottsdale's marketing efforts.

Another Experience Scottsdale public-revenue source is the State of Arizona, via Proposition 302, in which Maricopa County hotel operators and rental car companies collect and remit an additional tax to the State that is then divvied among numerous projects.

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

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

Experience Scottsdale 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

Every dollar invested by Experience Scottsdale in marketing and sales directly generates \$67 in visitor spending and \$3 in local tax revenue for the benefit of Scottsdale residents. Experience Scottsdale's annual direct economic impact to the community is \$229 million.

Source: Longwoods International and Tourism Economics 2017

INDUSTRY OUTLOOK

SCOTTSDALE LODGING PERFORMANCE

Despite lagging occupancy growth, Scottsdale concluded 2017 with positive year-over-year increases in average daily rate (ADR) and revenue per available room (RevPAR), outperforming the Top 25 Markets and the entire U.S. hotel industry.

SCOTTSDALE VS. OTHER U.S. MARKETS				
2017 (January – December)				
	Scottsdale Area*	Phoenix Metro*	Top 25 Markets	Total U.S.
Occupancy	67.9%	67.7%	73.7%	65.9%
ADR	\$193.75	\$126.87	\$153.81	\$126.72
RevPAR	\$131.61	\$85.89	\$113.41	\$83.57
Percent Change — 2017 vs. 2016				
Occupancy	0.1%	0.8%	0.6%	0.9%
ADR	3.7%	3.2%	1.7%	2.1%
RevPAR	3.8%	4.1%	2.2%	3.0%
<small>*Includes all hotels in Experience Scottsdale's membership, including properties in Scottsdale, Paradise Valley, Salt River Pima-Maricopa Indian Community, and a few in Phoenix +Includes Scottsdale area Source: STR, Inc., December 2017. Republication or other re-use of this data without express written permission of STR is strictly prohibited.</small>				

When comparing Scottsdale to other warm-weather destinations in our competitive set, Scottsdale experienced higher ADR growth than many. However, the area's occupancy growth trailed toward the bottom. In 2017, Tucson experienced some of the strongest growth overall.

SCOTTSDALE VS. WARM WEATHER COMPETITORS			
Percent Change — 2017 vs. 2016			
	Occupancy	ADR	RevPAR
Austin	-0.6%	0.2%	-0.4%
Dallas	-2.5%	2.2%	-0.4%
Houston	7.1%	3.2%	10.5%
Los Angeles	-1.3%	2.1%	0.7%
Miami	1.4%	-0.6%	0.8%
Orlando	4.9%	4.8%	10.0%
Palm Springs	0.8%	1.1%	2.0%
San Antonio	0.5%	2.7%	3.2%
San Diego	0.3%	3.3%	3.6%
Scottsdale	0.1%	3.7%	3.8%
Tampa	1.4%	4.0%	5.5%
Tucson	6.1%	7.0%	13.5%
<small>Source: STR, Inc., December 2017. Republication or other re-use of this data without express written permission of STR is strictly prohibited.</small>			

Scottsdale's overall recovery since the economic downturn in 2009 has been slow, but steady. Scottsdale's 67.9 percent occupancy in 2017 is 1.9 percentage points from our high in 2006 when occupancy was 69.8 percent. Not accounting for inflation, Scottsdale's ADR of \$193.75 and RevPAR of \$131.61 have continued to grow, outperforming all previous levels.

10-YEAR SCOTTSDALE AREA TOURISM INDUSTRY MEASUREMENTS

	Occupancy	ADR	RevPAR
2017	67.9%	\$193.75	\$131.61
2016	68.2%	\$188.64	\$128.68
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

Data reflects year-end numbers reported in the specified calendar years, which can account for year-over-year discrepancies.

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

SCOTTSDALE LODGING FORECAST

In 2018, Scottsdale-area hotels and resorts are projected to experience occupancy, ADR and RevPAR growth. Following is the 2018 forecast for the Scottsdale area:

Occupancy: +2.0% to 70.4% ADR: +2.1% to \$201.25 RevPAR: +4.2% to \$141.68

In comparison, STR predicts that U.S. markets will see a 2.4 percent bump in ADR and a 2.7 percent bump in RevPAR. Occupancy is expected to remain unchanged.

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

SCOTTSDALE GOLF PERFORMANCE

In 2017, Scottsdale-area golf courses saw only slight changes in occupancy, average rate per round and revenue per available round compared to the year prior. In comparison, Scottsdale's competitive markets for golf including Phoenix and Las Vegas saw year-over-year declines in course occupancy and no changes to revenue per available round.

SCOTTSDALE GOLF INDUSTRY VS. COMPETITIVE MARKETS

2017 (January – December)				
	Scottsdale Area	Phoenix Metro	Palm Springs	Las Vegas
Course Occupancy	51.6%	51.1%	49.1%	50.5%
Average Rate Per Available Round	\$72.20	\$53.11	\$60.21	\$45.47
Revenue Per Available Round	\$37.27	\$27.16	\$29.59	\$22.95
Percent Change — 2017 vs. 2016				
Course Occupancy	-0.8%	-2.3%	1.9%	-3.6%
Average Rate Per Available Round	1.3%	2.1%	2.2%	4.6%
Revenue Per Available Round	0.5%	0.0%	4.2%	0.4%

Source: ORCA, December 2017. Republication or other re-use of this data without express written permission of ORCA is strictly prohibited.

SCOTTSDALE MEETINGS INSIGHT

Although Scottsdale faces tough competition, Scottsdale is viewed favorably in important meetings site considerations. When choosing a meetings site, the two most important considerations for meeting planners are “safe environment” and “clean/attractive place.” Fortunately, meeting planners give Scottsdale top marks in those two areas. Cost is Scottsdale’s largest hurdle in appealing to meeting planners, as only 28 percent of meeting planners surveyed for STR’s 2017 DestinationMAP study consider Scottsdale to be a “good value for the money.” High food and beverage costs and high hotel costs also are major deterrents to meeting site selection.

SCOTTSDALE AREA VS. COMPETITIVE MARKETS			
Percent of Overall Meeting Planners			
	Have/Would Consider	Used in Past Two Years	Plan to Use in Next Two Years
Austin	58%	18%	16%
Nashville	55%	15%	15%
Phoenix	57%	15%	13%
San Diego	64%	23%	20%
Scottsdale	45%	13%	13%

Source: DestinationMAP Volume I and II, 2017. Republication or other re-use of this data without express written permission of STR, Inc., is strictly prohibited.

Among Experience Scottsdale’s meeting planner clients, Scottsdale is viewed favorably compared to competitive markets like Austin, Nashville, Phoenix and San Diego. Such clients also consider Scottsdale to be the cleanest and safest environment of the competitive set. While more of these planners consider Phoenix a “good value for the money,” Scottsdale’s other competitors face the same perception challenges related to high costs.

SCOTTSDALE AREA VS. COMPETITIVE MARKETS			
Percent of Experience Scottsdale’s Meeting Planner Clients			
	Have/Would Consider	Used in Past Two Years	Plan to Use in Next Two Years
Austin	87%	35%	34%
Nashville	87%	49%	46%
Phoenix	83%	45%	43%
San Diego	91%	66%	51%
Scottsdale	94%	56%	61%

Source: DestinationMAP Custom Report, 2017. Republication or other re-use of this data without express written permission of STR, Inc., is strictly prohibited.

NATIONAL TOURISM OUTLOOK

The following trends could impact travel in the coming year:

- **Leisure Travel:** Experiences continue to influence travel purchasing decisions across all generations, according to a study from Expedia. Seventy-four percent of all surveyed respondents, from Generation Z (age 18-22) to baby boomers (age 55-65), said they prioritize spending on experiences rather than products. Most travel brands are jumping onto the “experience” bandwagon, with companies like Marriott International and Hyatt Hotels & Resorts investing in new platforms like PlacePass and new loyalty programs focused on tours and activities. Plus, hotels and resorts around the world are adding offerings, from running clubs to bowling alleys, that can be enjoyed by both visitors and locals. Even Airbnb is expanding its Experience program, which sells local activities crafted and led by local people.

The oversaturation of experiential travel marketing, however, has made luxury travelers look for experiences with deeper meaning, according to Skift. Experiences that offer personal fulfillment and self-improvement are taking precedence in the luxury sphere. Marriott now offers guests the chance to bid rewards points for master classes like private basketball training with an NBA player and a cooking lesson with a well-known chef and TV personality. Affluent travelers are booking luxe wellness retreats that incorporate food and cultural offerings, and they are spending thousands on exclusive packages at food and music festivals.

- **Business Travel:** Pending global uncertainties like terror, geopolitical tensions and trade policy changes, business travel spending is expected to increase 6.1 percent in 2018, per the Global Business Travel Association (GBTA). According to GBTA, rising consumer and business confidence should encourage businesses to hire more employees and send them on trips.
- **Meetings:** According to MPI's 2018 Meetings Outlook, the meetings industry seems to have stabilized. Because meeting planners anticipate favorable business conditions in the next year, budgets are expected to increase 1.2 percent. Sixty-two percent of survey respondents project favorable business conditions, while 49 percent predict favorable budget/spend over the next year. Likewise, American Express Global Business Travel's 2018 Meetings and Event Forecast predicts industry growth.

Midsize cities are becoming more appealing to both meeting planners and attendees, according to Skift. Midsize cities lack the added stressors and high costs associated with cities like New York and Las Vegas. Cities like Nashville, Portland, and Austin are rising in national exposure based on their investments in infrastructure and their growing industry sectors.

- **Air Travel:** More than 4 billion passengers traveled by air in 2017, according to the International Air Transport Association. Global demand for air travel grew 7.6 percent in 2017 compared to the year prior, well above the 10-year average annual growth rate of 5.5 percent. International passenger traffic rose 7.9 percent, and North American airlines had their fastest demand growth since 2011.
- **Lodging Industry:** The U.S. hotel industry reported positive results in the three key performance metrics during 2017, according to STR. Overall, in year-over-year results, the U.S. hotel industry's occupancy was flat, up just 0.9 percent to 65.9 percent; average daily rate (ADR) rose 2.1 percent to \$126.72; and revenue per available room (RevPAR) increased 3.0 percent to \$83.57. Among the Top 25 Markets, Houston posted the highest growth in occupancy (7.1 percent) and RevPAR (10.5 percent), most likely due to increased demand post-Hurricane Harvey.

"Our forecast takes into consideration a change in the tax laws that should increase U.S. GDP growth and, with it, room demand," said Jan Freitag, STR's senior vice president of lodging insights. "As occupancies continue to hover around all-time high levels, and hoteliers are more comfortable with the continued strong business environment, we expect further pricing power and ADR to increase well above the rate of inflation, which will make up all of the projected RevPAR growth."

Following are expectations by STR, CBRE Hotels Americas Research and PwC for 2018:

2018 U.S. LODGING INDUSTRY GROWTH FORECASTS		
	ADR	RevPAR
STR	+2.4%	+2.7%
CBRE	+2.6%	+2.5%
PWC	+2.4%	+2.7%

- **International Travel:** International tourism had its strongest results in seven years in 2017. According to the United Nations World Tourism Organization (UNWTO), the number of international tourists rose 7 percent to 1.32 billion. However, international tourist arrivals to North America only grew by 2 percent, bolstered by Mexico and Canada as the U.S. experienced a decrease in arrivals. In 2017, the U.S. was the world's third-most-popular destination behind France and Spain. According to the U.S. Department of Commerce, international visitor spending in the U.S. also was down in 2017, falling 3 percent to \$149 billion.* Looking ahead, the UNWTO forecasts global growth in 2018, with the number of international tourist arrivals growing between 4 to 5 percent.

**In 2018, the U.S. Department of Commerce suspended publication of international inbound traveler statistics due to potential reporting errors dating back years. Reporting indicates arrivals data is lower than reality.*

Sources: Airbnb, Inc., CBRE Hotels Americas Research, Expedia, Forbes, Hotel Business, Hotel News Now, International Air Transport Association, MPI, The New York Times, PwC, Skift, STR, Successful Meetings, U.S. Department of Commerce, U.S. Travel Association, United Nations World Tourism Organization

BOARD PILLARS

TOURISM'S IMPORTANCE TO SCOTTSDALE

- Scottsdale hosted 8.8 million domestic visitors in 2016, resulting in an economic impact of \$2.3 billion.
- Domestic visitors and hospitality employees represent 23 percent of Scottsdale's total sales and bed-tax collections.
- Over 10 years, the bed tax alone has generated more than \$125 million in revenue for Scottsdale.

Sources: City of Scottsdale's Longwoods Travel USA Scottsdale 2017 Visitor Report, City of Scottsdale's Applied Economics 2018 Scottsdale Tourism Study

As evidenced across the globe, destination marketing organizations (DMOs) like Experience Scottsdale are evolving into destination *management* organizations. Although marketing remains a priority, DMOs are taking on advisory roles for their local governments, supporting economic development, collaborating in the planning and vision of their communities, and working toward creating better experiences for visitors.

Stepping into this role, Experience Scottsdale's Board of Directors defined a vision for Scottsdale to move the destination's renowned tourism brand and product into the future. The vision is founded on three pillars: product experience and development, transportation and regional connectivity, and Old Town activation and connectivity. Tackling these three ideas is a big task, and the tourism industry is working with city leaders to prioritize projects that fall within these parameters.

Product & Experience Development

To remain competitive, Scottsdale must continue offering products and experiences that meet the needs of today's travelers and are authentic to our destination. The City of Scottsdale is currently considering various projects that could help achieve this. Such plans could offer more opportunities by maximizing current event space and creating new gathering spaces in the city.

Transportation & Regional Connectivity

Both visitors and residents increasingly desire the ability to easily move around our community and connect to neighboring communities. Scottsdale must explore options that will move visitors from Phoenix Sky Harbor International Airport to our hotels and resorts and throughout the city, as well as focus on our downtown, looking at improving walkability, maintaining bike-share, and improving parking.

Old Town Activation & Connectivity

Old Town Scottsdale is the heart of our community. But to attract new customers to the area and support local businesses downtown, we need additional energy and vibrancy both day and night. To do so, Scottsdale needs to take a holistic approach to downtown planning that encapsulates connectivity. The city needs distinct points of interest and places for people to gather and spend time. Such spots would allow for additional product and special events, thus new reasons for people to come to Old Town.

Through this vision, we have an opportunity to improve the visitor's experience and the resident's quality of life. We have the chance to create an even more desirable destination that will help us sustain our tourism industry and attract new and repeat customers to Scottsdale.

2018-19 STRATEGIC INITIATIVES

Each year, Experience Scottsdale outlines programs and initiatives based on extensive industry and market research. Experience Scottsdale maintains existing programs that provide a consistent return on investment while implementing new programs that will allow us to remain competitive. Following are several areas that Experience Scottsdale will focus on in the coming year to drive new visitation and meetings groups to Scottsdale.

VIDEO DEVELOPMENT AND MARKETING

Experience Scottsdale's marketing team will create more video content for our website, our social media platforms, and our YouTube channel. The increased video content will cover longform stories about the destination, as well as shorter series with "top picks" in Scottsdale. Video is expected to dominate web traffic, accounting for 82 percent by 2020, according to a study from Cisco. Savvy destination marketing organizations (DMOs) are investing heavily in the medium to drive brand awareness; in a Skift study, 87 percent of respondents claimed to be developing video campaigns to promote their destinations. Video also provides one of the highest content marketing returns, especially as social media channels like Facebook and Instagram become more visually driven. In addition to developing videos, Experience Scottsdale also will place advertisements on video streaming services. The rise of online streaming services has altered the media habits of Americans; 61 percent of adults ages 18-29 and 37 percent of adults ages 30-49 primarily watch television with streaming services, according to Pew Research.

PROMOTE SUMMER TO LEISURE VISITORS AND MEETING PLANNERS

Scottsdale-area tourism partners tasked Experience Scottsdale to generate additional business during the need period between Thanksgiving and New Year's Day. In the six years since Experience Scottsdale launched the holiday campaign, average occupancy in November and December has increased 15.4 percent. Because of that success, our partners are now asking Experience Scottsdale to focus more heavily on another need period – summer. Experience Scottsdale is developing a revamped summer campaign to target residents in Phoenix, Tucson and Los Angeles. In addition to promoting summer travel to leisure visitors, Experience Scottsdale also will implement a Summer Meetings Rebate Promotion that will give planners the opportunity to earn a rebate on meetings held between Memorial Day and Sept. 15. The convention sales and marketing teams will partner to drive awareness and interest in the rebate program so that clients consider Scottsdale as a future meetings site in the summertime.

RECRUIT A CUSTOMER ADVISORY BOARD

Given the continued competition in the meetings space, Experience Scottsdale will recruit a Customer Advisory Board. This is a tactic used by competing DMOs, as well as major hotel brands, to better understand the current and future landscape of the meetings industry. Experience Scottsdale will partner with a consultant to lead the creation and implementation of the program. The board will be composed of 15 to 20 current high-caliber customers and prospective clients currently booking competitor cities. To gain diverse perspectives, Experience Scottsdale will invite planners who represent a mix of segments – corporate, association and third-party – and a range of budget and group size. Experience Scottsdale will host participating planners in Scottsdale for two days to discuss different topics impacting the meetings industry in various focus groups. Through those discussions, the planners will share insight on industry trends and best practices from other cities. Results from the program will provide a clear strategy that ensures Experience Scottsdale remains relevant in the meetings space and stays updated on industry trends.

CONNECT WITH INDEPENDENT TRAVEL CONSULTANTS

Experience Scottsdale will host product training seminars and client events designed specifically for high-value independent travel consultants. Independent consultants are often top sellers for their agencies, despite working remotely – at times even in a different city or state from their agency office. Although these consultants attend trade shows,

they are selective in which shows they attend. Independent consultants also are difficult to connect with during sales missions as they often do not work on site at brick-and-mortar agencies. To tap into this somewhat elusive segment of travel professionals, Experience Scottsdale will host client events and training seminars for individual consultants in four of Scottsdale's top U.S. markets – Chicago, New York, San Francisco and Southern California. Experience Scottsdale is also a sponsor of a three-day, luxury travel forum in Scottsdale; the forum will welcome travel consultants from around the country. When the consultants are not busy with pre-scheduled appointments, they will spend the remainder of their time exploring Scottsdale. Through these combined efforts, Experience Scottsdale will generate more awareness about the destination and make certain Scottsdale stands out as a unique destination that independent travel consultants can sell to their clients.

SUPPORT CITY EVENT VENUES & DESTINATIONS

Experience Scottsdale continues to work with the City of Scottsdale to promote the City's event venues, such as West World of Scottsdale, Scottsdale Stadium and Scottsdale Sports Complex. We also work closely with City destinations, such as Old Town Scottsdale, Scottsdale Airport, Scottsdale Arts and Western Spirit: Scottsdale's Museum of the West, to promote these amenities and attractions through our marketing, communications, convention sales and services, and tourism programs.

TARGET AUDIENCES

MARKET RESEARCH

Research is critical to the success of Experience Scottsdale's marketing and sales initiatives, ensuring our programs are cost-efficient and effective in attracting the right business to Scottsdale. With results from our biennial leisure visitor research study – the Visitor Industry Customer Analysis (VICA) – Experience Scottsdale finds the most effective ways to keep Scottsdale top of mind with potential customers. From where advertising is placed to when messages are run in each market is determined in part by the findings of this research, which analyzes U.S. and Canadian leisure visitor records from luxury and upper-moderate Scottsdale-area resorts and hotels during a 24-month period. The research enables Experience Scottsdale to target, down to the household level, potential, high-value visitors with a propensity to travel to Scottsdale.

SCOTTSDALE LEISURE TRAVELER – LUXURY VISITOR

Represents more than 50% of Scottsdale's core customers who stay at area luxury resorts

Median age	49 years old
Median household income	\$218,000
Average length of stay	2.39 nights
Average daily room expenditures	\$372
Average daily on-property expenditures (including room)*	\$716
Visited the city more than once in a year	75%

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

Source: Experience Scottsdale Visitor Industry Customer Analysis 2017

The City of Scottsdale also gathers information on the Scottsdale average leisure visitor.

SCOTTSDALE LEISURE TRAVELER – AVERAGE OVERNIGHT DOMESTIC VISITOR

Average age	47.2 years old
Average household income	\$78,920
Average length of stay	4.1 nights
Per person expenditures	\$246
Percentage of overnight stays in a hotel/resort	50%
Top activities (rank order): shopping, fine dining, swimming, going to a casino, visiting a landmark/ historic site, hiking/backpacking, visiting a national/state park, going to a bar/nightclub, visiting an art gallery, golfing	

Source: City of Scottsdale's Longwoods Travel USA Scottsdale 2017 Visitor Report

U.S. TARGET AUDIENCES

The top 12 revenue-producing markets for domestic visitors to Scottsdale are New York, Chicago, Los Angeles, San Francisco, Denver, Seattle, Dallas, Washington D.C., Minneapolis, Philadelphia, Boston and San Diego. We primarily target our domestic marketing and public relations efforts in New York, Chicago, Los Angeles, San Francisco and Denver.

INTERNATIONAL TARGET AUDIENCES*

Experience Scottsdale's marketing and sales efforts reach into our top Canadian markets. Through public relations and tourism efforts, we also reach into other international markets, including overseas markets.

Canada

Scottsdale's top revenue-producing Canadian markets are Toronto, Vancouver, Calgary and Edmonton. Although Canadian visitation to the U.S. declined by 7 percent in 2016, Canada remains the largest international inbound market to the United States. At 19.3 million,

Canadians represented 25 percent of all international arrivals to the U.S. According to the U.S. Department of Commerce's six-year forecast, Canadian visitation to the U.S. will grow by 4.2 million from 2016 to 2022, a 22 percent increase. In 2016, Arizona welcomed 878,647 Canadians to the state, a 5 percent drop from the year prior. Canada accounts for more than 40 percent of all international travel spending in Arizona and remains Arizona's top-grossing international market by overall expenditures, despite per party spending dropping approximately 1 percent to \$1,218 in 2016. Eighty-four percent of Canadian travelers to Arizona visited for leisure; Canadians come to shop, dine, sightsee and participate in sports or outdoor activities.

Mexico

Mexico is Arizona's largest international market and the second-largest international inbound travel market to the United States. In 2016, nearly 19 million Mexican travelers visited the U.S. By 2022, that number is expected to grow by 4 percent to 19.8 million. Approximately 3.8 million Mexicans traveled to Arizona in 2016. While only 16 percent of all Mexican visitors to Arizona stay overnight, 61 percent of these visitors stay in a hotel with the other 39 percent staying in a private home. Mexican travelers enjoy shopping, restaurant dining and urban attractions. Travel packages that include added value such as complimentary nights, complimentary breakfast or room upgrades are most popular.

Europe

Germany, the United Kingdom and France are Scottsdale's most important overseas markets. Visitors from these countries tend to spend more and stay longer, and often visit Scottsdale during the summer months. In 2016, 4.6 million U.K. visitors, 2 million German visitors and 1.6 million French visitors arrived in the U.S. The U.S. Department of Commerce forecasts that by 2022, arrivals from those countries will grow by 7 percent, 8 percent and 20 percent, respectively. In 2016, Arizona welcomed 127,823 German travelers, 124,031 U.K. travelers, and 101,303 French travelers. The average U.K. visitor to Arizona is approximately 46 years old and has an average household income of \$105,071. Of Arizona's U.K. visitors, 28 percent fly into the United States through Las Vegas and another 20 percent come through Los Angeles. Arizona's German travelers are typically a bit younger at approximately 40 years old with a household income of \$102,455. They primarily travel to Arizona through Los Angeles and San Francisco. Visitors from France, who average 40 years old with a household income of \$76,598, also come through those two ports of entry.

**In 2018, the U.S. Department of Commerce suspended publication of international inbound traveler statistics due to potential reporting errors dating back years. Reporting indicates arrivals data is lower than reality. However, Arizona-specific data is not impacted.*

Sources: Arizona Office of Tourism, U.S. Department of Commerce, U.S. National Travel and Tourism Office



MARKETING

OVERVIEW

Experience Scottsdale's marketing department brands the Scottsdale market area as an upscale leisure and meetings destination using advertising, high-end collateral and publications, digital and email outreach, social media, and event marketing. The department manages advertising, fulfillment, digital, creative and visitor services.

BRAND POSITION

Scottsdale's desert location and stirring beauty offer our visitors a getaway that promises relaxation, excitement and discovery. A trip to Scottsdale leaves our visitors feeling effortlessly revitalized.

PROGRAMS

Many marketing programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule in the Member Portal.

Media Plan

Each year, Experience Scottsdale 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, Experience Scottsdale 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, Experience Scottsdale can effectively reach potential visitors in key feeder markets. Additionally, we use a variety of tactics that appeal to our target audiences in different ways. We advertise in high-end travel and lifestyle print publications to reach baby boomer audiences; likewise, to capture millennial and Gen X interest, we execute programming on Facebook and Instagram. To extend the reach of Scottsdale's messages and maximize individual branding potential, Experience Scottsdale encourages members to purchase ad space near the organization's advertising at preferred member rates.

Seasonal Campaigns

In addition to brand advertising, Experience Scottsdale 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 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.

Promotional Materials

Experience Scottsdale produces a variety of publications including the Scottsdale Visitor Guide, the primary fulfillment piece for leisure travelers. Other publications available to visitors include the Hiking & Trail Guide, as well as online downloadable guides such as the Old Town Guide, Western Guide and Architecture Guide. To assist meeting planners, travel agents and tour operators, Experience Scottsdale produces the Scottsdale Meeting & Travel Planners Guide and offers high-quality promotional materials that can be used to sell Scottsdale, including brochures, maps, photos and videos.

Digital Marketing

ExperienceScottsdale.com is Experience Scottsdale's primary website. As part of our digital marketing strategy, pay-per-click advertising and search marketing programs drive visitors to the website. We also maintain an active presence on social media channels such

as Facebook, Twitter, YouTube and Instagram. In addition, Experience Scottsdale uses videos, a local influencer program, and downloadable guides to provide greater access to information online.

Event Marketing

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

Visitor Services

Experience Scottsdale operates the Scottsdale Tourist Information Center, a full-service visitor center located in Scottsdale Fashion Square's food court. Concierges provide visitors with destination information and personal help. In addition, the Scottsdale Tourist Information Center displays Experience Scottsdale member brochures.



COMMUNICATIONS

OVERVIEW

Experience Scottsdale's communications department garners positive publicity for the Scottsdale market area as a premier travel and meetings destination. Through targeted, positive media exposure in print, broadcast, online and social mediums, Experience Scottsdale 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 interest in Scottsdale.

PROGRAMS

Many communications programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule in the Member Portal.

Trade Shows & Media Missions

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

Press Trips & Conferences

Experience Scottsdale encourages qualified journalists to visit and explore Scottsdale. Media who visit typically produce better coverage and write more frequently about the destination than those who have not. Experience Scottsdale 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.

Experience Scottsdale also hosts a biennial travel writers 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, Experience Scottsdale representatives attend as sponsors to develop and maintain media relationships.

Media Resources

Experience Scottsdale's resources provide story ideas, enhance editorial coverage and help Experience Scottsdale build relationships with media.

- **Press Kits:** Experience Scottsdale's press kits, which were written by local writers and experts, are used for media fulfillment. Press kits are available online, and visiting media are encouraged to download the press kits from the website.
- **Press Releases:** Throughout the year, media are targeted with news and seasonal releases, which often incorporate information submitted by Experience Scottsdale members. Some releases are published in other languages.
- **Customized Pitches:** Customized pitches allow Experience Scottsdale to tailor the message to a publication and its audience to secure thorough, high-value coverage.
- **Destination Images:** Experience Scottsdale provides media with high-definition video footage and images to enhance Scottsdale editorial.
- **Monthly E-Newsletter:** Our monthly newsletter updates more than 3,600 domestic and international media on what's new in Scottsdale.

Public Relations Representatives

Experience Scottsdale contracts with international public relations representatives in Canada, the United Kingdom and Germany to have a more consistent presence in these markets. Experience Scottsdale 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, Experience Scottsdale 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 Experience Scottsdale regarding opportunities to further our positioning.



CONVENTION SALES & SERVICES

OVERVIEW

Experience Scottsdale's convention sales and services department provides destination education to meeting planners and assists with securing space and services for meeting and incentive programs. In Scottsdale, an estimated 45 percent of all resort and full-service hotel business results from meetings-related travel.

TARGET SEGMENTS

Corporate Meetings

More than 60 percent of meetings booked by Experience Scottsdale 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 20 percent of Experience Scottsdale's bookings.

Niche Meetings

Niche markets include sports, government and the SMERF market (social, military, educational, religious and fraternal meetings). These groups 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 Experience Scottsdale's bookings. Much of this can be attributed to Experience Scottsdale's relationships with third-party meetings services companies such as AMEX, HelmsBriscoe, ConferenceDirect, Experient, Global Cynergies and HPN.

PROGRAMS

Many convention sales and services programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule on the Member Portal.

Leads

Experience Scottsdale customizes all meeting planners' requests for accommodations, meeting space and other types of services. Experience Scottsdale does not produce a convention calendar so as to protect the privacy of our clients and ensure that they are only contacted by companies that fit their needs. Experience Scottsdale works closely with both clients and members to ensure a great match between the needs and wants of our clients and the products and services of our members. In addition to leads generated from our own efforts, Experience Scottsdale also has agreements with Cvent and Starcite to generate incremental leads for the destination.

Trade Shows & Sales Missions

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

Familiarization Tours & Site Inspections

To give clients a firsthand experience of Scottsdale, Experience Scottsdale 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,

Experience Scottsdale frequently hosts smaller niche FAMs. 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. Experience Scottsdale's "Site See & Fly Free" program encourages planners from the U.S. and Canada with active business to fly free on us to see firsthand what makes Scottsdale one of the top meetings destinations.

Client Outreach

Clients are contacted during 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

Experience Scottsdale 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, Experience Scottsdale creates meeting planner promotions to target specific geographic areas, such as Canada, and to promote business during need times for the hotels and resorts.

Convention Services

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

Sales Representative

Experience Scottsdale works with a sales representative in Canada. Our Canadian representative augments our efforts by responding to industry requests, participating in trade shows, and conducting sales missions to drive meetings business to Scottsdale.



TOURISM

OVERVIEW

Experience Scottsdale's tourism department provides destination education to travel agents, tour operators and international meetings groups. We help travel professionals best capture the Scottsdale experience for their clients, and ensure Scottsdale stands out as a unique destination in tour operator product inventories throughout the world. Experience Scottsdale's tourism programs are targeted to tour operators, airline vacation divisions, online tour operators and travel agents in the United States, Canada, Mexico and Europe.

PROGRAMS

Many tourism programs are open for Experience Scottsdale member participation. For specific opportunities, refer to the online schedule on the Member Portal.

Leads

The tourism department generates leads for Experience Scottsdale members. Once a tour operator has established a relationship with a Scottsdale market area hotel, Experience Scottsdale 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

Experience Scottsdale connects face-to-face with travel professionals at select trade shows, which generate immediate leads for Experience Scottsdale members. In addition, Experience Scottsdale 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, Experience Scottsdale reviews travel catalogues to ensure that area hotels and resorts are properly featured within a Scottsdale-branded section, prominently featured in the catalogue, and possibly even highlighted on the cover.

Familiarization Tours & Site Inspections

Experience Scottsdale 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

Experience Scottsdale 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.

Trade Cooperative Marketing

To drive more travelers to purchase Scottsdale vacation packages, Experience Scottsdale 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. Experience Scottsdale 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).

Services

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

Tourism Representatives

Experience Scottsdale 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 to promote tourism to Scottsdale.

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City of Scottsdale

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City of Scottsdale (staff liaison)

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Councilmember Jenelle Howard

Councilmember Archie Kashoya

Councilmember Thomas Largo

Councilmember Ricardo Leonard

Councilmember Deanna Scabby





2018-19 Media Schedule

This plan is subjective to change. Final decisions will be made based on budget and space availability.

JULY 2018

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

AUGUST 2018

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

SEPTEMBER 2018

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

OCTOBER 2018

- AFAR.com Journeys – Oct/Nov
- Arizona Republic (Scottsdale section)
- Colorado Avid Golfer – Oct/Nov
- Facebook.com
- Food & Wine
- National Geographic Traveler – Oct/Nov
- Links Magazine
- Score Golf
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Travel + Leisure
- USAToday.com
- YouTube.com

NOVEMBER 2018

- AFAR – Nov/Dec
- Arizona Republic (Scottsdale section)
- Cooking Light
- enRoute Air Canada
- Elite Traveler – Nov/Dec
- Executive Golfer
- Facebook.com
- Fast Company
- Food & Wine
- Ignite Canada – Nov/Dec
- Los Angeles – Out of Home
- Los Angeles – Television
- Meetings & Conventions
- New York Time's T Travel
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Southwest The Magazine
- Travel + Leisure
- USAToday.com
- WestJet's Up!
- YouTube.com

DECEMBER 2018

- Arizona Republic (Scottsdale section)
- Colorado Avid Golfer – Dec/Jan
- Cooking Light
- enRoute Air Canada
- Facebook.com
- Food & Wine
- Fortune
- National Geographic Traveler – Dec/Jan
- New York Times T Travel
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Scottsdale Independent
- Southwest The Magazine
- Travel + Leisure
- WestJet's Up!
- YouTube.com

JANUARY 2019

- AFAR – Jan/Feb
- AOT Visitor Guide
- Arizona Republic (Scottsdale section)
- Canada – Weather Channel (television + digital)
- Canada – Calgary Out of Home
- Canada – Toronto Out of Home
- Chicago – Out of Home
- Chicago – Television
- Cooking Light – Jan/Feb
- Elite Traveler – Jan/Feb
- enRoute Air Canada
- Facebook.com
- Fast Company
- Food & Wine
- Fortune
- Golf Channel
- Meetings & Conventions
- New York – Out of Home
- New York – Television
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Southwest The Magazine
- Travel + Leisure
- WestJet's Up!
- YouTube.com

FEBRUARY 2019

- Arizona Republic (Scottsdale section)
- Canada – Weather Channel (television + digital)
- Colorado Avid Golfer – Feb/March
- Facebook.com
- Fast Company
- Fortune
- Links Magazine
- Meetings & Conventions
- National Geographic Traveler – Feb/March
- Pay Per Click – general, golf, events, geo-targeted, etc.
- WestJet's Up!
- YouTube.com

MARCH 2019

- Arizona Republic (Scottsdale section)
- Elite Traveler – March/April
- Executive Golfer
- Facebook.com
- Ignite Canada – March/April
- Pay Per Click – general, golf, events, geo-targeted, etc.
- YouTube.com

APRIL 2019

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

MAY 2019

- Arizona Republic (Scottsdale section)
- Facebook.com
- Pay Per Click – general, golf, events, geo-targeted, etc.
- Scottsdale Independent
- Summer – Markets and Platforms TBD
- YouTube.com

JUNE 2019

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



2018-19 Communications Program of Work

*(*open to member participation)*

This plan is subjective to change. Experience Scottsdale maintains the right to cancel or reschedule programs at any time.

JULY 2018

***Calgary Media/Client Event – July 14-17**

Experience Scottsdale'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: \$800
- Estimated Media Attendance/Interaction: 10 editors/writers
- Location: Calgary, AB, Canada
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

***Arizona Governor's Conference on Tourism – July 18-20**

The annual Arizona Governor's Conference on Tourism provides the state's tourism stakeholders the opportunity to network with peers, learn from expert panelists, draw inspiration from keynote speaker, and celebrate our industry's accomplishments

- Participation Cost: varies. Visit azgcot.com
- Location: JW Marriott Scottsdale Camelback Inn Resort & Spa, Scottsdale, Ariz.

AUGUST 2018

New York Media Mission (Visit Phoenix) – TBD

Experience Scottsdale will join the Visit Phoenix event/mission with approximately 35 New York-area journalists. The mission will include a series of small events.

- Participation Cost: \$1,500
- Estimated Media Attendance/Interaction: 30-35 journalists
- Location: New York, NY
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdaleb.com or 480-889-2716 (or Christina La Porte at claporte@experiencescottsdaleb.com or 480-889-2709)

***San Francisco Media/Client Event & Mission – Aug. 26-28**

Experience Scottsdale'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

San Francisco Giants game. The 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' 2010, 2012 and 2014 World Championships have continued to contribute strong visitation to Scottsdale.

- Participation Cost: TBD
- Estimated Media Attendance/Interaction: 30 San Francisco-area journalists
- Location: San Francisco, Calif.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

SEPTEMBER 2018

*Scottsdale Sonoran Meetings FAM – TBD

The communications team will work with the convention sales team to host 2-3 meetings journalists as part of this meeting planner familiarization tour. This FAM trip gives media the opportunity to discover Scottsdale's meeting venues and amenities as well as to interact with their readers – the meeting planners.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-3 journalists covering the meetings market
- Location: Fairmont Scottsdale Princess, Scottsdale, Ariz.
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com 480-889-2709

German Media Mission

Experience Scottsdale will conduct a media mission in key German-speaking markets focusing on editorial meetings with freelance writers and editors. Germany is one of the state's top overseas market for visitation. Participation Cost: N/A

- Estimated Media Attendance/Interaction: Approximately 15 German-speaking journalists
- Location: TBD
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

OCTOBER 2018

*Toronto Media Mission – TBD

Experience Scottsdale will coordinate a series of small media functions and meetings with key editors and freelance writers to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. 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. This event will give participants the chance to interact with key journalists in this market to keep Scottsdale top-of-mind.

- Participation Cost: TBD
- Estimated Media Attendance/Interaction: approximately 30
- Location: Toronto, Ontario, Canada
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

*Luxury of Space U.S and Canadian Group Press Trip – TBD

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 U.S. and 2 Canadian journalists

- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

***UK & Irish Group Press Trip -- TBD**

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 U.S. and 2 Canadian journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com 480-889-2709

NOVEMBER 2018

***Art in the Desert Group Press Trip – TBD Nov. 8-18 (around Canal Convergence)**

Experience Scottsdale will craft an experience around the importance of art in Scottsdale. The trip will focus on everything from hotels with art galleries to the galleries of Old Town themselves, as well as big events like Canal Convergence and Scottsdale Contemporary Art Month activities.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 6-10 North American journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

***Chicago Media (Visit Phoenix) – TBD**

Experience Scottsdale will join the Greater Phoenix CVB in hosting an event for approximately 40 Chicago area journalists. Chicago is an important market for Scottsdale particularly during peak season when rates are at a premium. Ranking third for visitation to Scottsdale the revenue generated from this market is on par with San Francisco, which brings in more visitors and ranks second for visitation to the city.

- Participation Cost: \$1,000
- Estimated Media Attendance/Interaction: 40
- Location: Chicago, Illinois
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com or 480-889-2709

***Travel Classics West – Nov. 29-Dec. 2**

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

- Participation Cost: Varies per sponsorship; participation limited to event sponsors. Visit www.travelclassics.com/conferences for information.
- Estimated Media Attendance/Interaction: 15-18 top editors and 35-40 freelance writers
- Location: Mountain Shadows
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

DECEMBER 2018

***Troon Challenge National Finals – Dec. 7-9**

Experience Scottsdale will partner with Troon Golf to host the estimated 100 regional qualifiers from around the United States to the National Finals at Troon North's two courses. Experience Scottsdale will host a foursome of media the media will stay at Scottsdale area properties.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 writers
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Emily Lawrence at elawrence@experiencescottsdale.com or 480-424-1958

***Scottsdale for the Holidays Group Press Trip**

The communications team will host media with short-lead times from cold-weather destinations to highlight the beauty of a bright (not white) Christmas set in the beauty of the Sonoran Desert, as well as the quality, quantity and value of holiday offerings around town to help promote them.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 3-5 U.S. and Canadian journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

UK Media Mission

Experience Scottsdale will conduct a media mission in London focusing on editorial meetings with key U.K. freelance writers and editors. The United Kingdom is one of Arizona's top overseas market for visitation. British Airways recently expanded service on the London Heathrow flight into Phoenix Sky Harbor International airport.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: Approximately 20 U.K. journalists
- Location: London, England
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

***German Group Press Trip**

The communications team will invite German media to experience an itinerary that caters to their interests, juxtaposing the exciting Old West lifestyle with the modernity of Old Town Scottsdale and highlighting the immediate access to the breathtaking Sonoran Desert.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4-6 German journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

AOT German Market Media Mission – TBD

AOT/Scottsdale's German PR agency, Kaus Media Services, will coordinate a 4-5 day mission to promote Arizona to key German speaking media. The mission will consist of desk-side appointments with key journalists, small, hosted meal functions and mid-sized receptions in an effort to maintain a strong presence and increase Arizona awareness in the state's top international overseas market.

- Participation Cost: TBD
- Estimated Media Attendance/Interaction: TBD

- Location: TBD
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

JANUARY 2019

***Scottsdale Golf Week + Scottsdale Open Media FAM – TBD**

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

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 North American journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Emily Lawrence at elawrence@experiencescottsdale.com or 480-424-1958

***TravMedia International Media Marketplace – TBD (The Brandman Agency to represent Scottsdale)**

- Location: New York, NY
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com or 480-889-2709

***Luxury Lifestyle Press Trip – TBD**

Travel PR guru Melanie Brandman will travel to Scottsdale with two top-tier journalists to showcase Scottsdale as the host to the Waste Management Phoenix Open.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 4 U.S. and 2 Canadian journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

Vancouver Media Mission – TBD

Experience Scottsdale will conduct media appointments with key editors and freelance writers to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Western Canada continues to see increased airlift and it remains an important market for Scottsdale. According to the CVB's Visitor Industry Customer Analysis (VICA) data, Vancouver ranks No. 2 for visitation and aggregated revenue spent in Scottsdale when compared to other Canadian cities.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 15 journalists
- Location: Vancouver, Canada
- CVB contact: Laura McMurchie at lmcmurchie@scottsdalecvb.com or 480-429-2253

FEBRUARY 2019

Visit Phoenix San Francisco Media Event – TBD

A direct flight market for Phoenix, the San Francisco Bay Area region is also a hub for a high concentration of national media that cover everything from culinary and luxury lifestyle to wellness and family travel topics. The cities include a blend of freelance writers and major publications such as *AFAR*, *Sunset*, *Meetings News*, *Smart Meetings*, *SF Chronicle*, among many others. Because this market continues to attract new media, and the publications represented are interested in the Phoenix area on

an ongoing basis, it is an opportunity for Experience Scottsdale to build in-person relationships with top journalists. This media tour provides invaluable opportunities to affect long-lead editorial calendars and be inserted in short-lead stories.

- Participation Cost: \$1,000
- Estimated Media Attendance/Interaction: 45 Bay-area journalists
- Location: San Francisco, California
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com or 480-889-2709

***New York City Mission – TBD**

Experience Scottsdale will conduct media appointments with key editors and freelance writers to pitch Scottsdale story ideas and keep the destination top-of-mind with travel, culinary and lifestyle journalists. Working with The Brandman Agency, ES will foster existing media relationships as well as tap into new contacts. New York is the media hub of the U.S. and Scottsdale's top revenue generating market.

- Participation Cost: N/A
- Estimated Media Attendance/Interaction: 50 New York-area journalists
- Location: New York, New York
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

MARCH 2019

ITB Trade Show – TBD

Experience Scottsdale's German-speaking rep will attend the International Tourismus Borse (ITB), 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. North America is the primary markets for visitation to Arizona; however, the long-haul markets listed above are important visitors in key periods such as spring, holidays and summer. In addition, overseas visitors tend to stay longer and spend more money than North American visitors.

- Participation Cost: N/S
- Estimated Media Attendance/Interaction: 20-30 German journalists
- Location: Berlin, Germany
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

***Ditch Day from The Bay FAM**

The communications team will host a few journalists with short-lead times to experience the ease of a quick Scottsdale getaway during Spring Training season.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-4 S.F.-based journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

***Unexpected Scottsdale – Canadian Group Press Trip**

- Participation Cost: Donated Services
- Estimated Media Attendance/Interaction: 6 Canadian journalists
- Location: Scottsdale, Ariz.

- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

APRIL 2019

AOT Mexico Media/Trade Mission – TBD

Experience Scottsdale will join the Arizona Office of Tourism and statewide DMOs for media/sales events in Mexico City and Guadalajara, Mexico. Visitors from Mexico and Canada still remain Scottsdale's top international markets and travelers from Mexico City have a high propensity to seek out luxury resorts, spa, golf and dining. In addition, they travel over peak holiday periods that result on high revenue visit.

- Participation Cost: varied. Participation is open to CVBs, Chambers and DMOs, and will be limited.
- Estimated Media Attendance/Interaction: 50 key journalists
- Location: Mexico City and Guadalajara, Mexico
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

***UK & Irish Group Press Trip – TBD**

- Participation Cost: Donated Services
- Estimated Media Attendance/Interaction: 6 UK/Irish journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

MAY 2019

***Spring Meeting Planner FAM – TBD**

The communications team will work with the convention sales team to host 2-4 meetings journalists as part of this meeting planner familiarization tour. This FAM trip gives media the opportunity to discover Scottsdale's meeting venues and amenities as well as to interact with their readers, the meeting planners.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-4 journalists covering the meetings market
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com or 480-889-2709

***Travel Classics International – TBD**

Travel Classics International is a premier travel writer conference that allows freelance travel writers the opportunity to meet with the industry's top editors. There is a low writer-to-editor ratio and pre-scheduled appointments, which gives the writers ample opportunities to have one-on-one time with the editors. This conference attracts top-notch editors from publications such as *Sunset Magazine*, *National Geographic Adventure*, *Self*, *Robb Report*, *AARP Magazine*, *Hemisphere's* and more. AOT is a sponsor/co-host of Travel Classics West and traditionally attends Travel Classics International.

- Participation Cost: Sponsorships vary
- Estimated Media Attendance/Interaction: Approximately 15 editors and 35 freelance writers
- Location: Adare, Ireland

- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

AOT UK Media Mission – TBD

AOT/Scottsdale's UK PR agency, Hills Balfour, will coordinate a 4-5 day mission to promote Arizona to key UK media markets. The mission will consist of desk-side appointments with key journalists, small, hosted meal functions and mid-sized receptions in an effort to maintain a strong presence and increase Arizona awareness in the state's top international overseas market.

- Participation Cost: TBD
- Estimated Media Attendance/Interaction: TBD
- Location: TBD
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

***It's Hot – Summer in Scottsdale Press Trip**

The communications team will host a few short-haul market journalists with short-lead times to experience the quality, quantity and value of Scottsdale's summer offers and publish before June 30, 2019.

- Participation Cost: Donated services
- Estimated Media Attendance/Interaction: 2-4 U.S. journalists
- Location: Scottsdale, Ariz.
- Experience Scottsdale contact: Jen Duffy at jduffy@experiencescottsdale.com or 480-889-2716

JUNE 2019

***IPW – June 1-5**

IPW is the largest and most important international trade show held in the United States. Experience Scottsdale will have appointments with top international and domestic media and tour operators from Asia, Australia, Canada, Germany, Latin America, Mexico and United Kingdom. Experience Scottsdale members have the opportunity to participate in the bureau's booth for \$2,900 or PR representatives can choose to participate in the one-day media marketplace for \$750.

- Participation Cost: Varies – space is limited
- Estimated Media Attendance/Interaction: More than 400 domestic and international journalists attend
- Location: Anaheim, Calif.
- Experience Scottsdale contact: Laura McMurchie at lmcmurchie@experiencescottsdale.com or 480-429-2253

***Public Relations Society of America Travel & Tourism Conference – TBD**

This annual conference offers communications professionals in the travel and tourism arena the opportunity to learn about industry trends, technology and best practices from their peers as well as top travel media.

- Participation Cost: Approximately \$730-\$930 for registration (plus travel). Visit www.prsa.org/Conferences/TravelTourism/ for information.
- Location: TBD
- Experience Scottsdale contact: Christina La Porte at claporte@experiencescottsdale.com or 480-889-2709

ON THE HORIZON

Member Opportunities

- *San Francisco Media/Client Event & Mission – Fall 2019
- *Vancouver Media Mission – Fall 2019
- *Travel Classics West, Whistler – Sept/Fall 2019
- *Chicago Media/Client Event & Mission – Fall/Winter 2019



2018-19 Convention Sales Program of Work

This plan is subjective to change. Experience Scottsdale maintains the right to cancel or reschedule programs at any time.

	2018						2019					
	July	August	September	October	November	December	January	February	March	April	May	June
<i>Trade Shows</i>		Incentive Works Toronto ASAE Annual Meeting & Expo Chicago MPI-SES Ponte Verde Beach, FL Connect Marketplace Salt Lake City SITE Minnesota Education Event Minneapolis	SITE Texas Roadshow Prestige Event Chicago Elite Meetings Atlantic City LMS Phoenix	IMEX Las Vegas MPI Educon	FICP Annual Meeting Orlando HPN Partner Conf. Miami Beach M&C Destination Arizona Tucson Conference Direct Forum Huntington Beach, CA Prestige Event San Fran	Holiday Showcase Chicago INTER [action] AmEx Supplier Showcase San Diego SITE SoCal Holiday Event Coronado, CA	PCMA Convening Leaders Pittsburg	World Congress Medical Mtgs Summit Philadelphia Destination Showcase D.C.	Conference Direct APM Atlanta, GA EnVision Experient Annual Conf. Las Vegas MPI-NCC Annual Conf. & Expo MIC of Colorado Denver Pharma Forum	NASC Sports Symposium	HelmsBriscoe ABC	MPI-WEC PCMA Education Conf.
<i>FAMs</i>			4th Annual Sonoran FAM		8th Annual Canadian FAM	Experience Incentive FAM	Fiesta Bowl Sports FAM		Sports Spring Training FAM		32nd Annual SunSational FAM	7th Annual Medical Meetings FAM
<i>Sales Missions</i> <i>Sales Calls</i> <i>Client Events</i>	Denver Sales Mission & Client Event Calgary Stampede All-Dept. Event Vancouver Sales Mission Mid-Atlantic Sales Mission Tucson Sales Calls	MSP Sales Calls Seattle Sales Mission San Francisco Giants All-Dept. Event San Fran Toronto Spa Event	Philadelphia & Pittsburg Sales Mission & Pittsburg Client Event	Ohio Sales Calls New Jersey Sales Calls	Local Client Event	Long Island & NYC Sales Mission & NYC Client Event Milwaukee Sales Calls Mid-Atlantic Sales Calls	Dallas Sales Calls	Minneapolis & St. Paul Sales Mission & Client Event Atlanta Sales Mission & Client Event Washington D.C. Client Event Salt Lake & Nevada Sales Calls	Chicago Sales Mission & Client Event	Toronto Sales Mission & Client Event Seattle & Portland Sales Mission & SH Worldwide Spa Event Mid-Atlantic Sales Mission	Boston & Rhode Island Sales Calls North Carolina Sales Calls Local Travel Trade & Meetings Tradeshow	Orange County & San Diego Spa Events



2018-19 Tourism Program of Work

This plan is subjective to change. Experience Scottsdale maintains the right to cancel or reschedule programs at any time.

JULY 2018

Calgary Stampede Client Event and Vancouver Sales Mission – July 15-18, 2018

Experience Scottsdale 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 professionals in this important feeder market. The delegation will also travel to Vancouver following the event to conduct sales calls in this top Canadian feeder market.

Participation Cost: \$850 (plus travel expenses) / \$200 brochure distribution only – space is limited

- Location: Calgary and Vancouver, Canada
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

Arizona Governor's Conference on Tourism – July 18-20, 2018

This conference provides a forum for professionals from destination marketing organizations, tour operators, attractions, airlines, accommodations and other hospitality related organizations to come together to discuss marketing strategies, partnership opportunities and critical issues facing the Arizona tourism industry.

- Participation Cost: \$325 (To register, visit www.azgcot.com)
- Location: JW Marriott Camelback Inn Resort & Spa
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

AUGUST 2018

Los Angeles/Las Vegas Receptive Sales Mission – August 2018

The Experience Scottsdale 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
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

San Francisco Travel Agent Sales Mission & Client Event – August 27-31, 2018

Experience Scottsdale will travel to San Francisco conduct sales calls and host clients at the AT&T Ballpark for a San Francisco Giants game. This sales effort will give participating members the opportunity 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
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

SEPTEMBER 2018

Private Luxury Forum – September 4-8, 2018

Scottsdale is the host destination of Private Luxury Forum (PLF) on September 4-8, 2018 at The Phoenician Resort. PLF is a four-day event that brings together the world's most influential leisure travel buyers and suppliers. During the event there are prescheduled one-on-one meetings between the attendees, as well as plenty of time for networking. PLF is not a typical luxury travel professional tradeshow but also a marketing opportunity to showcase the very best of what the destination has to offer.

- Participation Cost: \$12000 (to register: <http://privateluxuryforums.com/suppliers>)
- Location: Scottsdale, Arizona
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

New York Travel Agent Sales Mission – September 2018

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

- Participation Cost: \$850 (plus travel expenses) / \$150 brochure distribution only
- Location: New York, New York
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

Eastern Canada Sales Mission – September 10-14, 2018

Experience Scottsdale will travel to Toronto to conduct sales calls and host a client dinner for top producing travel professionals. This sales effort will allow participating members the opportunity to present their company's information to travel agents in this important Canadian feeder market.

- Participation Cost: TBD (plus travel expenses)/ \$200 brochure distribution only – space is limited
- Location: Toronto, Canada
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

Delta Vacations University Trade Show – September 22-23, 2018

Each year more than 2,000 travel agents from cities around the U.S. and Canada are educated on products offered by Delta Vacations, including Delta Vacations' partners: Aeromexico, Air France, Alitalia, KLM and Virgin Atlantic. Delta Vacations University (formally MLT Vacations) was established in 1994 to educate travel professionals and has become the nation's premier travel industry educational seminar series and tradeshow, providing travel agents with a wealth of knowledge and insight to Delta Vacations' product lines.

- Participation Cost: \$200 brochure distribution for properties contracted with Delta Vacations only
- Location: Minneapolis, Minnesota
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

United Kingdom Sales Mission – September 17-21, 2018

Experience Scottsdale will conduct tour operator sales calls and destination product training in the United Kingdom. Members are invited to join in 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: Edinburgh, Scotland; Manchester, England and London, United Kingdom
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

OCTOBER 2018

NBAA Annual Conference – October 16-18, 2018

Experience Scottsdale 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
- Contact: Deanne Boynton Grupp at dboyntongrupp@experiencescottsdale.com or 480-949-6285

Travel Agent Forum – October 15-18, 2018

This three-day event gives suppliers a one-of-a-kind opportunity to network with over 1,000+ independent travel consultants all under one roof. Participants will have the opportunity to showcase their property or destination on the trade show floor, reserve face-to-face meetings with top producers and attend networking events throughout the week.

- Participation Cost: \$3950 (plus travel expenses) (to register: <https://international.travelsmg.com>)
- Location: Cancun, MX
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

Chicago Travel Agent Sales Mission – October 29- November 2, 2018

Experience Scottsdale will travel to Chicago to conduct sales calls and host a dinner for top-producing travel professionals. This sales effort will provide participating members the opportunity to present their company information to travel agents in this important feeder market.

- Participation Cost: TBD (plus travel expenses) / \$150 brochure distribution only
- Location: Chicago, Ill.
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

NOVEMBER 2018

National Tour Association (NTA) – November 4-8, 2018

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

- Participation Cost: \$1200 (plus travel expenses) – open to NTA members only
- Location: San Antonio, TX
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

World Travel Market (WTM) – November 5-7, 2018

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 DMOs and members.

- Participation Cost: \$4000 (plus travel expenses) – space is limited
- Location: London, England
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

USTOA Annual Conference – November 27-30, 2018

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. This year the conference will be hosted locally at JW Marriott Phoenix Desert Ridge.

- Participation Cost: TBD (open to USTOA members only)
- Location: Phoenix, Arizona
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

DECEMBER 2018

American Cup Golf Invitational – December 3-7, 2018

Experience Scottsdale will participate with other destination sponsors at the 4th annual American Cup Golf Invitational (ACGI). The ACGI is an 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.

- Participation Cost: \$3000
- Location: Las Vegas, NV
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

M&I Transatlantic Forum – December 9-12, 2018

M&I Forums will host their transatlantic forum in North America with Europe's most influential meeting and incentive buyers in attendance. The four-day forum will include 40 pre-arranged appointments as well as networking events each day for the duration of the program.

- Participation Cost: \$200 brochure distribution only
- Location: TBD
- Contact: Deanne Boynton Grupp at dboyntongrupp@experiencescottsdale.com or 480-949-6285

CCRA PowerSolutions – December 18, 2018

CCRA Travel Commerce Network is a network designed to facilitate commerce between travel professionals and industry suppliers. They work to bring independent travel consultants and suppliers together with sponsored regional events throughout the United States & Mexico. Experience Scottsdale will participate in the CCRA Power Solutions travel professional event which includes product training, seminars as well as a tradeshow component.

- Participation Cost: \$1500 (plus travel expenses) (to register: www.ccra.com/powersolutions)
- Location: Orlando, FL
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

JANUARY 2019

NY Receptive Tour Operator Sales Calls – January 2019

Experience Scottsdale 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
- Contact: Deanne Boynton Grupp at dboyntongrupp@experiencescottsdale.com or 480-949-6285

FEBRUARY 2019

Go West Summit – February 25-28, 2019

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

- Participation Cost: \$2495 (register online www.GoWestSummit.com)
- Location: Boise, ID
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

MARCH 2019

ITB Trade Show – March 6-10, 2019

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, booth costs will be split by all participating DMOs and members.

- Participation Cost: \$4000 (plus travel expenses) – space is limited
- Location: Berlin, Germany
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

Southern California Sales Mission – March 2019

Experience Scottsdale will travel to Los Angeles to conduct sales calls and host a client event for 30-35 top-selling travel advisors. This mission will give participating members the opportunity to present their company's information to travel professionals in this important market.

- Participation Cost: TBD (plus travel expenses) / \$150 brochure distribution only
- Location: TBD
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

APRIL 2019

German Sales Mission – April 2019

Experience Scottsdale 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
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

AOT Mexico Sales Mission – April 2019

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

- Participation Cost: \$1500 (plus travel expenses) / \$200 brochure distribution only – space is limited
- Location: Mexico City and Guadalajara, Mexico
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

MAY 2019

Scottsdale Local Travel Professional Event – May 2019

Experience Scottsdale 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 and attractions product.

- Participation Costs: \$75 local event (includes table for trade show) / \$50 brochure distribution only
- Location: Scottsdale, Arizona
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

GTM West – May 2019

Global Travel Marketplace West (GMT West) is an elite appointment-only event that connects the most influential travel advisors in North America with global travel suppliers in face-to-face meetings as well as boardroom sessions.

- Participation Costs: \$5200 (plus travel expenses) (To Register: www.gtmwest.com)
- Location: TBD
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161

JUNE 2019

U.S. Travel Association IPW Trade Show – June 1-5, 2019

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

- Participation Cost: \$3000 (plus travel expenses) – space is limited
- Location: Anaheim, CA
- Contact: Emily Wininger at ewininger@experiencescottsdale.com or 480-889-2705

IAGTO North America Convention – June 2019

International Association of Golf Tour Operators (IAGTO) North America Golf Tourism Convention is comprised of over 2,000 accredited golf tour operators, golf resorts, hotels, golf courses, receptive operators, airlines, tourist boards, approved media and business partners for over 94 countries. This trade show consists of one-on-one appointments, business sessions and evening events.

- Participation Cost: \$2700 (register online www.iagto.com) / \$50 brochure distribution only
- Location: TBD
- Contact: Nicole Krekeler at nkrekeler@experiencescottsdale.com or 480-949-2161



2018-19 Performance Standards

Experience Scottsdale's 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. While Experience Scottsdale is a membership-based organization, our marketing and promotional efforts aim to provide our visitors with the most relevant destination-wide content to inspire them to consider Scottsdale.

Each year, Experience Scottsdale prepares a list of performance standards, which is our contractual guarantee to the City of Scottsdale. The performance standards are determined for the subsequent year by both Experience Scottsdale and the City's contract administrator based on multiple factors, including the organization's overall budget (including revenue changes from all sources), our prior year performance, priority areas where revenue will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed these measures each year by setting higher requirements for individual staff performance to provide the City with the greatest return on investment possible.

All performance standards are based on Experience Scottsdale's overall outcomes for the Scottsdale market area. The Scottsdale market area means all businesses located in Scottsdale and its surrounding areas that are part of Experience Scottsdale's membership, including members located in other communities.

Experience Scottsdale Budget	2018-19 Budget	2018-19 Change vs. 17-18	2017-18 Budget			2016-17 Budget	
City of Scottsdale Bed-Tax <i>Does not include pass-through Fiesta Bowl funding</i>	\$10,449,623	6.2%	\$9,839,054			\$9,591,165	
Experience Scottsdale Performance Standards	2018-19 Goals	2018-19 Change vs. 17-18 Goals	2017-18 Goals	2017-18 Actual (8 months: July-Feb)	2017-18 % of Annual (8 mos.)	2016-17 Goals	2016-17 Actual
Convention Sales & Services							
Generate convention sales leads for Scottsdale market area properties	1,500	7%	1,404	1,215	87%	1,356	1,599
Conduct customer site inspections for Scottsdale market area properties	204	6%	192	146	76%	192	249
Confirm convention bookings into Scottsdale market area properties for future dates	444	3%	432	369	85%	420	523
Confirm convention bookings into Scottsdale market area properties for future dates resulting in room nights	130,176	3%	126,756	123,075	97%	120,720	168,500
Generate services leads and hotel leads for 10 rooms or fewer for Scottsdale market area properties/businesses	300	4%	288	262	91%	276	327

Experience Scottsdale: Performance Standards	2018-19 Goals	2018-19 Change vs. 17-18 Goals	2017-18 Goals	2017-18 Actual (8 months: July-Feb)	2017-18 % of Annual (8 mos.)	2016-17 Goals	2016-17 Actual
Tourism							
Generate domestic and international tour program leads and services for Scottsdale market area properties/businesses	1,500	0%	1,500	1,182	79%	1,500	1,874
Promote the Scottsdale market area as one of the world's top leisure destinations to targeted clients	3,350	2%	3,300	2,684	81%	3,300	3,964
Generate travel agent impressions via destination product offering in tour operator brochures	--	--	3.0 million	3,065,000	102%	3.0 million	3.44 million
Communications							
Generate media hits about the Scottsdale market area	1,000	0%	1,000	607	61%	1,000	1,076
Marketing							
Generate brand engagements through visitor guide distribution, collateral downloads, email opens, video views, and social media followers	750,000	15%	650,000	622,927	96%	430,000	992,952
Generate visitor sessions to the Experience Scottsdale website and all affiliate sites	1.8 million	3%	1.75 million	1,396,240	80%	1.2 million	1.79 million



2018-19 Performance Standards

Glossary of Terms, and Performance Standards & Budget Notes

All performance standards are based on Experience Scottsdale's overall outcomes for the Scottsdale market area, which means all businesses located in Scottsdale and its surrounding areas that are part of Experience Scottsdale's membership, including members located in other communities.

Convention Sales & Services

Glossary of Terms

- **Generate convention sales leads for Scottsdale market area properties** – Experience Scottsdale customizes all meeting planners' requests for accommodations and meeting space. These leads are sent to Scottsdale market area properties that best meet the needs of the planner.
- **Conduct customer site inspections for Scottsdale market area properties** – Customer site inspections include meeting planner familiarization tours planned for several planners as well as individual site inspections whereby planners who are actively considering Scottsdale for future programs can experience the Scottsdale market area and Scottsdale market area properties first hand. Experience Scottsdale recommends properties to planners, but the properties ultimately visited are those approved by the planner.
- **Confirm convention bookings into Scottsdale market area properties for future dates** – Experience Scottsdale's convention sales team works with meeting planners and Scottsdale market area properties to secure future meetings. We influence bookings by serving up the best-quality clients and opportunities possible, uncovering new business for the destination, and building relationships with planners to gain their repeat business in the destination.
- **Confirm convention bookings into Scottsdale market area properties for future dates resulting in room nights** – Based on the number of bookings confirmed for Scottsdale market area properties due to Experience Scottsdale efforts, we track planned room nights at the time a booking is confirmed.
- **Generate services leads and hotel leads for 10 rooms or fewer for Scottsdale market area properties/businesses** – Experience Scottsdale customizes all meeting planners' requests for accommodations, meeting space and other types of services. By efficiently matching a planner's requests for destination management services, off-property venues, speakers, wholesale gifts and other types of services with member businesses, Experience Scottsdale streamlines the planning process and makes the planner's job easier.

Performance Standards & Budget Notes

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including revenue changes from all sources), our prior year performance, priority areas where revenue will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance to provide the City with the greatest return on investment possible.

In evaluating Convention Sales performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also considered all the factors listed above, as well as changes in rooms booked associated with major events (for example, hosting the Final Four last year); the meeting cycles of key clients; and the capacity of our sales staff. According to MPI's 2018 Meetings Outlook, the meetings industry seems to have stabilized, as meeting planners anticipate favorable business conditions in the next year. However, Canada's economy continues to struggle, the Canadian dollar remains weak against the U.S. dollar, and uncertainty remains about the decline in inbound international travelers to the United States. Meanwhile, international flights into the Phoenix metro area are growing with new and expanded flights to Canada, Mexico and Europe. The current forecast for Scottsdale's tourism industry for 2018 is in line with the forecast for the U.S. hotel industry as a whole – positive, but small increases in occupancy, ADR, and RevPAR.

The Convention Sales & Services budget will increase by 24.1% in 2018-19 to cover several new programs as well as the increased costs associated with others. In response to the continued need for summer business, the Convention Sales team will be implementing a Summer Meetings Rebate Promotion that will give planners the opportunity to earn a rebate to their master bill for meetings held between Memorial Day and Sept. 15. Additional funds also will support a customer advisory board meeting. For this meeting, high-level planners will be brought to Scottsdale to help us better understand our customers' needs, the competition, and the marketplace. In addition, the increased budget will cover the costs of a new booth for one of our largest tradeshow to ensure we remain competitive, new appointment-based trade shows that will help us uncover additional contacts and develop new business, as well as increased costs associated with our industry partnerships with existing and new third-party planning companies.

The summer rebate program will have the greatest impact on leads and site inspections in the first year with an impact on bookings and room nights expected in subsequent years. While the customer advisory board will help us stay ahead of industry trends and ensure we have a strong future strategy, it will not have an immediate impact on performance standards. However, increases for bookings, room nights and services are being recommended due to staff that are much more established in their markets this year versus last year, and therefore we anticipate seeing a greater return on their sales efforts.

Tourism

Glossary of Terms

- **Generate domestic and international tour program leads and services for Scottsdale market area properties/businesses** – Experience Scottsdale customizes all tour program leads and

services for accommodations, activities, transportation, destination materials and more. These leads are sent to Scottsdale market area properties and businesses that best meet the needs of the program. Tour program leads and services include requests from travel agents, tour operators, airline vacation divisions, receptive operators, wholesale operators, online travel agencies, etc.

- **Promote the Scottsdale market area as one of the world's top leisure destinations to targeted clients** – To quantify these promotions, Experience Scottsdale will include all face-to-face meetings with travel professionals at trade shows, sales missions, client events and educational seminars whereby the tourism team works to cultivate relationships with new clients and meet with long-term clients, educate travel professionals on the Scottsdale market area, and generate leads for Experience Scottsdale members.

Performance Standards & Budget Notes

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including revenue changes from all sources), our prior year performance, priority areas where revenue will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance to provide the City with the greatest return on investment possible.

In evaluating Tourism performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also considered all the factors listed above, as well as the capacity of our tourism staff. Canada's economy continues to struggle, the Canadian dollar remains weak against the U.S. dollar, and uncertainly remains about the decline in inbound international travelers to the United States. Meanwhile, international flights into the Phoenix metro area are growing with new and expanded flights to Canada, Mexico and Europe. The current forecast for Scottsdale's tourism industry for 2018 is in line with the forecast for the U.S. hotel industry as a whole – positive, but small increases in occupancy, ADR, and RevPAR.

The Tourism budget will increase by 8.2% in 2018-19 to cover the costs of connecting with high-value independent consultants, who are often top sellers but work remotely and can be difficult to get in front of during sales missions. The department will host product training seminars and client events for these clients in four of our top U.S. markets – Chicago, New York, San Francisco and Southern California. Scottsdale also will host a luxury travel forum in the destination attended by independent consultants from around the country. In addition, the department will be extending our international reach by partnering with the Arizona Office of Tourism to leverage Brand USA marketing in some of our key markets. Scottsdale will be a featured partner in these layered ad campaigns, including print, digital and online. It is more important than ever that we support these efforts so that Scottsdale and Arizona can be top of mind when international demand grows and to support our new international air service.

We recommend the leads and services performance standard remain flat; however, we are recommending a slight increase in client outreach due to our new independent consultant outreach efforts. We also are recommending that the performance standard for travel agent impressions be eliminated. Many tour operators are switching from distributing their brochures annually to every other year. Many operators in the United States and Canada also are shifting from printed brochures to

offering their brochures online where it is more difficult to track distribution. These changes are making it problematic to consistently track impressions.

Communications

Glossary of Terms

- **Generate media hits about the Scottsdale market area** – Media hits can be any publication or medium (such as TV, radio, newspaper, magazine, website, blog, social media, etc.) whereby the Scottsdale market area or Scottsdale market area members of Experience Scottsdale are mentioned due to efforts of the Experience Scottsdale communications team (such as pitching, assistance with information or photos, hosting in the destination, etc.).

Performance Standards & Budget Notes

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including revenue changes from all sources), our prior year performance, priority areas where revenue will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance to provide the City with the greatest return on investment possible.

In evaluating Communications performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also considered all the factors listed above, as well as the capacity of our communications staff. Many print publications are folding, consolidating or reducing the number of issues they print each year, providing fewer traditional media opportunities. Canada's economy continues to struggle, the Canadian dollar remains weak against the U.S. dollar, and uncertainly remains about the decline in inbound international travelers to the United States. U.S. immigration policies also continue to impact some media interest in covering U.S. destinations. Meanwhile, international flights into the Phoenix metro area are growing with new and expanded flights to Canada, Mexico and Europe. The current forecast for Scottsdale's tourism industry for 2018 is in line with the forecast for the U.S. hotel industry as a whole – positive, but small increases in occupancy, ADR, and RevPAR.

The Communications budget will increase by 4.5% in 2018-19. The department has increased costs surrounding media familiarization tours as airfare costs are going up and members are offering more media rates versus full comps for hosting media in town. The department also will host once again the biennial Travel Classics West travel writer conference, bringing more than 50 writers and editors to the Scottsdale area in the fall. In addition, the department will sponsor the final dinner of the Association of Food Journalists' fall conference, which will be held in the Valley. These conferences can lead to new media relationships that result in long-term coverage.

We recommend performance standards remain flat. While the initiatives above require additional budget and will help build relationships with media, they will not specifically result in additional editorial coverage in the short term.

Marketing

Glossary of Terms

- **Generate brand engagements through visitor guide distribution, collateral downloads, email opens, video views, and social media followers** – To quantify brand engagements, Experience Scottsdale will include the total number of visitor guides distributed to new and repeat customers; all collateral downloads from our website (such as the visitor guide and other niche guides) to new and repeat customers; all emails opened by leisure visitors, travel professionals and meeting planners; video views on YouTube; and new social media followers, including to our Facebook, Twitter and Instagram accounts.
- **Generate visitor sessions to the Experience Scottsdale website and all affiliate sites** – A visitor session counts each time a person comes to ExperienceScottsdale.com or any other affiliate website of Experience Scottsdale.

Performance Standards & Budget Notes

We carefully consider our performance standards each year based on multiple factors, including the organization's overall budget (including revenue changes from all sources), our prior year performance, priority areas where revenue will be deployed in the coming year, economic and business cycles, and the capacity of our staff and resources. We aim to exceed our contractual guarantee to the City each year by setting higher requirements for individual staff performance to provide the City with the greatest return on investment possible.

In evaluating Marketing performance standards, we began by reviewing our current performance standards as well as our actual performance from the year prior. We also considered all the factors listed above, as well as monitoring the uncertainty that still exists with Canada, which is one of our most important international markets for visitation. Canada's economy continues to struggle, the Canadian dollar remains weak against the U.S. dollar, and uncertainly remains about the decline in inbound international travelers to the United States. Meanwhile, international flights into the Phoenix metro area are growing with new and expanded flights to Canada, Mexico and Europe. The current forecast for Scottsdale's tourism industry for 2018 is in line with the forecast for the U.S. hotel industry as a whole – positive, but small increases in occupancy, ADR, and RevPAR.

The Marketing budget will increase by 5.3% in 2018-19. We will be investing more in video content to help drive web traffic and additional brand awareness. The department also is developing a new leisure summer campaign that we hope will help the destination achieve year-over-year occupancy increases in summer going forward, like our efforts surrounding the holiday timeframe. The team also will be exploring options for shooting additional images for our *Absolutely Scottsdale* ad campaign to extend the campaign for a few additional years, which will require an investment in production.

We are recommending increases in both performance standards to reflect the anticipated efforts of Experience Scottsdale, especially as we focus on new content online and via social media.

Community & Government Affairs

Budget Notes

The Community & Government Affairs budget is increasing 10.2% in 2018-19 to cover the cost of additional research, including a full year of reports to track performance of AirBnB rentals in the Scottsdale market area, as well as updated Longwoods/Tourism Economics research to evaluate the effectiveness and return on investment of our advertising and sales programs.

Membership

Budget Notes

The Membership budget is decreasing 44.4% in 2018-19 to better reflect the current level of administrative costs needed for the department's programs.

Personnel

Budget Notes

The budget for personnel is increasing 2.8% in 2018-19. Personnel costs include salaries, benefits and payroll taxes. The 2018-19 proposed salaries compared to 2017-18 budgeted salaries reflects a change of 3.3%. The increase in personnel is due to increased costs associated with employee benefits, and a 3% merit pool based on employee performance. Any anticipated costs in personnel that come in less will be reallocated to marketing programs.

Operations/Administration

Budget Notes

The budget for operations/administration is increasing 1.0% in 2018-19. We will have an annual increase in rent per our lease at the Galleria Corporate Centre as well as increased costs associated with software used by staff. Any anticipated costs in operations/administration that come in less will be reallocated to marketing programs.

Experience Scottsdale

Budget for Fiscal Year July 1, 2018 - June 30, 2019

	Budget 2018-2019	REVISED Budget, After True-Up 2017-2018	Budget 2017-2018
REVENUE			
Contracts			
City of Scottsdale - Basic (50%)	10,206,608	9,720,579	9,720,579
City of Scottsdale - True-up	243,015	118,475	100,000
City of Scottsdale - Fiesta Bowl Pass-Through	168,109	161,643	161,643
Total City of Scottsdale Funding	10,617,732	10,000,697	9,982,222
Town of Paradise Valley	1,514,011	1,311,919	1,311,919
Fort McDowell Yavapai Nation	-	-	100,000
Salt River Pima-Maricopa Indian Community	100,000	100,000	100,000
State of Arizona - Prop 302	2,021,896	1,923,217	1,923,217
TOTAL CONTRACTS	14,253,639	13,335,833	13,417,358
Private Sector			
Project/Program Revenue	965,000	957,616	915,031
Private Sector Carryover	-	400,000	400,000
TOTAL ALL REVENUE	15,218,639	14,693,449	14,732,389
EXPENSES			
Personnel:	5,242,440	4,998,225	5,100,357
TOTAL PERSONNEL	5,242,440	4,998,225	5,100,357
Marketing:			
Advertising	4,991,829	4,254,456	4,442,735
On Line Advertising	838,677	893,323	874,411
Agency Retainer	55,000	55,000	55,000
Printing	183,686	414,153	366,000
Production	257,000	85,000	187,000
Web Site Expenses	96,000	86,300	65,000
Fiesta Bowl (including City pass-through)	334,509	323,286	323,286
Event Operating Expenses	45,000	47,594	75,000
Marketing Amenities/Promo Items	93,000	92,000	89,000
Photography	56,504	46,504	58,000
Strategic Planning/Research/Prof Services	20,000	17,375	5,000
Postage/Fulfillment	125,500	122,758	167,000
Call Center	5,150	5,150	7,650
Operations/Travel	46,300	50,000	77,000
TOTAL MARKETING	7,148,155	6,492,899	6,792,082

Experience Scottsdale

Budget for Fiscal Year July 1, 2018 - June 30, 2019

	Budget 2018-2019	REVISED Budget, After True-Up 2017-2018	Budget 2017-2018
Convention Sales & Services:			
Local Meeting Expenses, Mileage, Dues	45,000	45,000	45,000
FAMs	109,000	87,000	87,000
Sales Calls/Missions	63,500	61,000	61,000
Tradeshows/Conferences	302,300	293,750	293,750
Meetings Sponsorships	6,000	12,500	12,500
Prospect Marketing and List Purchases	138,000	160,650	160,650
Sales Training	9,000	10,000	10,000
Client Events	95,200	98,000	98,000
Meeting Promotions	185,000	-	-
TOTAL CONVENTION SALES	953,000	767,900	767,900
Tourism:			
Local Meeting Expenses, Dues, Postage, Supplies	32,000	41,000	41,000
Trade Representation, Co-op Programs, Sponsorships	138,300	126,900	126,900
FAMs/ Site Inspections	20,000	18,000	18,000
Tradeshows, Conferences	81,700	81,000	81,000
Sales Missions/Product Training	126,000	101,000	101,000
TOTAL TOURISM	398,000	367,900	367,900
Communications:			
Local Meeting Expenses, Mileage, Dues	25,000	20,000	25,000
Golf Marketing	30,000	30,000	30,000
PR Contracts/Expenses	220,000	230,000	234,500
Conferences & Media Forums	65,000	15,000	16,000
Incoming Media Program	115,000	100,000	115,000
Trade Shows	15,000	7,000	7,000
Media Missions/Events	80,000	80,000	85,500
Media Resources	25,000	33,000	37,000
TOTAL COMMUNICATIONS	575,000	515,000	550,000
Community & Government Affairs:			
Local Meeting Expenses, Mileage, Dues	8,000	10,000	10,000
Research	140,000	122,000	122,000
Community & Government Affairs	9,300	10,000	10,000
Annual Meeting	79,700	73,000	73,000
TOTAL COMMUNITY & GOV'T AFFAIRS	237,000	215,000	215,000
Membership:			
Telephone	500	350	400
Copier Expenses	-	-	750
Postage	1,000	2,400	2,400
Office Supplies	300	360	350
Local Meeting Expenses, Mileage, Dues	700	200	1,600
Member Materials/Communication	-	-	500
Conferences/Professional Ed	1,500	1,690	2,000
Out of Town Travel	1,000	-	1,000
TOTAL MEMBERSHIP	5,000	5,000	9,000

Experience Scottsdale

Budget for Fiscal Year July 1, 2018 - June 30, 2019

	Budget 2018-2019	REVISED Budget, After True-Up 2017-2018	Budget 2017-2018
OVERHEAD COSTS:			
Operations:			
Software Subscriptions	95,000	40,000	40,000
Network Equipment	20,000	65,000	65,000
Office Equipment/Furniture	15,000	15,000	15,000
Training:			
Computer Training		5,000	5,000
IT and Accounting	22,000	21,650	21,650
Maintenance Contracts	40,000	65,000	75,000
Office Repairs/Maintenance	-	1,000	-
Office Rent	495,000	480,000	480,000
Bank Fees	919	800	800
Credit Card Fees	9,500	9,000	9,000
Payroll Fees	12,000	12,000	9,500
Property Taxes	1,000	1,000	1,000
Corporate Insurance	35,000	32,500	32,500
IT Professional Services	10,000	20,000	20,000
Audit Professional Services	20,000	18,000	18,000
Legal Professional Services	45,000	40,000	40,000
Human Resources Services	5,000	5,000	10,000
Internet Access	10,000	15,000	15,000
Telephone Lines & Long Distance	12,000	8,000	8,000
Cable TV	1,200	1,200	1,200
Copier Expenses	9,000	9,000	9,500
Postage	4,000	5,000	5,000
Office Supplies	17,000	17,000	15,000
Dues & Subscriptions	112,000	106,000	105,000
Employee Recruitment/Relations	28,000	28,000	25,000
Printing	500	1,000	1,000
Retreat	9,000	9,500	-
TOTAL OPERATIONS	1,028,119	1,030,650	1,027,150
Board & CEO:			
Member Relations	7,000	6,200	-
Telephone Lines & Long Distance	1,500	1,500	1,500
Office Supplies	2,000	2,000	2,000
Board of Directors	27,000	5,000	7,000
Local Staff Travel	14,000	15,000	15,000
Local Meeting Expense	9,000	9,600	22,800
Dues & Subscriptions	2,000	2,000	1,000
Conferences/Professional Education	2,000	1,000	4,100
Out of Town Travel	8,500	9,000	9,000
Copier Expense	-	-	200
Postage	300	200	400
TOTAL BOARD & CEO	73,300	51,500	63,000

Experience Scottsdale

Budget for Fiscal Year July 1, 2018 - June 30, 2019

	Budget 2018-2019	REVISED Budget, After True-Up 2017-2018	Budget 2017-2018
TOTAL ALL EXPENSES	15,660,014	14,444,074	14,892,389
Subtotal	(441,375)	249,375	(160,000)
Carryforward from previous year**	441,375	192,000	160,000
NET	-	441,375	-

** Carryforward amount due to vacancy and other savings in 2017-2018 to be deployed in 2018-2019 programs. Carryforward also includes amounts from the marketing budget to be deployed in 2018-2019 related to our brand refresh.

Butteweg, Cathleen

From: Webmaster
Sent: Thursday, June 07, 2018 12:35 PM
To: Butteweg, Cathleen
Subject: Comment on 06-12-2018 Agenda Item (response #6)

Comment on 06-12-2018 Agenda Item (response #6)**Survey Information**

Site:	ScottsdaleAZ.gov
Page Title:	Comment on 06-12-2018 Agenda Item
URL:	http://www.scottsdaleaz.gov/council/meeting-information/agenda-comments/06-12-2018
Submission Time/Date:	6/7/2018 12:34:34 PM

Survey Response

AGENDA ITEM	
Which agenda item are you commenting on?	Item 20 Experience Scottsdale Destination Marketing Plan
COMMENT	
Comment:	<p>The mayor and city council should review www.guidestar.org The ES 2016/17 tax return has been uploaded. Rachel Sacco earned \$574,791 with \$18,000 in deferred income. Her six vice presidents have earned \$171,692 to \$273,067 The total ES income was \$14,148,433 with \$9,900,000 coming from city bed tax. Comparable cities pay their executive director as follows: Austin income \$16,858,156 Ex. Director is paid \$399,498 Columbus income \$15,183,633 Ex. Dir. is paid \$363,699 Memphis income \$16,454,175 Ex. Dir. is paid \$369,731 Tampa income \$14,292,386 Ex. Dir. is paid \$323,382 Is there a reason that Scottsdale allows the Executive Director to be paid almost twice as much per year than comparable cities with comparable budgets? The ES mission is Promoting Scottsdale as a vacation destination and convention site. Why is there continued marketing as self promotion in the local news? Why is there no oversight by city government? This is an abuse of fiduciary responsibility by the city council. .</p>

Comments are limited to 8,000 characters and may be cut and pasted from another source.

NAME

Name: Sandra L Schenkat

CONTACT INFORMATION

Please provide the following information so someone may follow up with you if they have questions about your comment (optional).

Email: sandra@hbc.com

Phone: (480) 268-9200

Address: 10961 E Gary Road Scottsdale, 85259

Example: 3939 N. Drinkwater Blvd, Scottsdale 85251