



www.visitspokane.com

07 | ^{REGIONAL} Spokane CVB

ANNUAL REPORT

INCLUDES 2008 MARKETING PLAN HIGHLIGHTS



membership

is a partnership

Keys to Maximizing your Partnership with the CVB

- > Familiarize yourself with the CVB's programs and services.
- > Read ongoing communications and research reports.
- > Utilize our research in your own planning.
- > Take advantage of marketing and advertising opportunities.
- > Educate our staff on your products and services.
- > Network with the CVB and other members.
- > Attend the CVB's Annual Meeting, Tourism Awards, seminars and educational events.

What Role can you play?

- > **Utilize the Regional Brand.**
Understand, incorporate and promote the brand "Spokane. Near nature. Near perfect.®"
- > **Join the CVB.**
If you're not a member, consider investing in the region and your own business through CVB membership.
- > **Make the Most of Your Member Resources.**
Build on the strength of your membership by actively networking and doing business with fellow members.
- > **Bring Home the Business.**
You make the difference in bringing conventions and visitors to our region. Send us a lead. Invite your friends and family to visit. Share your pride in our community whenever and wherever you travel.
- > **Become a Certified Tourism Ambassador Through Our Nationally Acclaimed CTA Program.**

SPOKANE

Near nature. Near perfect.®

Our Vision

is to make the Inland Northwest one of the nation's top of mind visitor destinations.

Our Mission

is to create economic growth for Spokane County by effectively marketing the region as a preferred convention and visitor destination.

diamond partners

The Davenport Hotel and Tower
Doubletree Hotel Spokane City Center
Red Lion Hotels Corporation
Spokane Airports
Washington Trust Bank

platinum partners

Bank of America
Northern Quest Casino
The Spokesman-Review
Sterling Savings Bank

gold partners

American Building Maintenance
Global Credit Union
Holiday Inn Spokane Airport
Hooters Restaurant of Spokane & The Owl Club Casino
Itron
Macy's Spokane
Nordstrom
NorthTown Mall
US Bank of Washington

civic partners

City of Airway Heights
City of Liberty Lake
City of Spokane
City of Spokane Valley
Spokane County
Spokane Public Facilities District

visitor spending

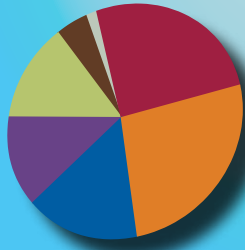
regional perspective

In 2006, Visitors to Spokane County:

- > Spent an estimated \$739.8 million, up \$51.7 million from 2005
- > Were responsible for 9,860 travel-related jobs
- > Generated \$55.7 million in state and local taxes

* October 2007 Dean Runyan Associates for 2006 as reported for Washington State Department of Community Trade and Economic Development using the Regional Travel Impact Model (RTIM.)

Visitor Spending Gets Rave Reviews for Extraordinary Economic Performance in our Region!



- Restaurants \$191.7 million
- Ground Transportation \$189.1 million
- Hotels \$117.1 million
- Retail \$97.5 million
- Recreation \$99.2 million
- Grocery Sales \$34.7 million
- Air Transportation \$10.4 million

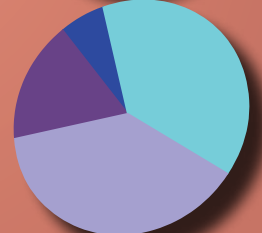
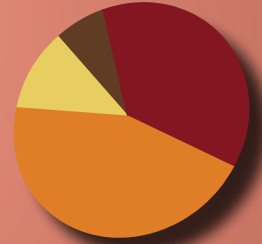
Overview of the CVB

- Founded:** 1976 as a non-profit organization
- Staff:** 25 full-time employees
- Structure:** Governed by a 29-member board of directors
- Members:** 683
- Web Sites:** www.VisitSpokane.com
www.TourtheInlandNW.com
www.FilminSpokane.com
www.GolfinSpokane.com
www.SummerinSpokane.com
www.WinterinSpokane.com

2007 Revenue & Expense Summary

- ### Revenue
- Lodging Tax \$1,101,648
 - TPA Funds \$1,320,552
 - Membership \$342,829
 - Other Private Revenue \$207,066
 - TOTAL: \$2,972,095**

- ### Expense
- Convention Sales & Service \$1,114,789
 - Destination Marketing \$1,114,761
 - Administration \$488,859
 - Partner Services \$181,377
 - TOTAL: \$2,899,786**



Picture Success

In Spokane County, January through November 2007, Revenue Per Available Room (RevPAR) increased by 11.5% compared to the same period last year. Smith Travel Research, December 2007.

strategic objectives & milestones

long range

Long Range Strategic Objectives

- Increase visitors and their spending.**
Intensify, through research and direct marketing, the focus on primary visitor activities and reasons for travel to our region.
- Build demand by building the brand.**
Broaden brand awareness of "Near nature. Near perfect.®" Focused regionally in 2006 and in spot national markets in 2006 and thereafter.
- Maximize public facility usage by visitors.**
Increase the CVB's bookings to Spokane's expanding Convention Center, the Spokane County Fair & Expo Center and CenterPlace.
- Develop collaborative relationships for results.**
Cultivate key partnerships that result in leveraged resources, packaged assets and regional economic growth.
- Encourage development and growth of visitor attractions.**
Support completion of regional projects that enhance our community, add to our tourism assets, support our regional brand and increase visitor desires that will drive room nights.
- Assure the long-term competitive viability of the CVB.**
Grow and sustain a competitive \$3 million CVB budget for greater impact and competitive viability.

2007 Strategic Plan Milestones

- 2007 Visitor Spending Report:** In Spokane County, visitor spending grew by \$51.7 million to \$739.8 million in 2006 compared with \$688.7 million the previous year.
- 2007 Brand Leadership:** As the lead agency promoting the "Spokane. Near nature. Near perfect.®" brand, the CVB showcased the brand identity in all key visitor publications, outdoor advertising and in multi-media television, radio and print advertising in key markets.
- 2007 Public Facility Usage:** 2007 Business: Hosted 162 conventions and events generating 88,015 room nights with an estimated economic impact of \$106,301,565. Future Business: Booked 62,850 room nights in future conventions and meetings representing \$50,703,733 in economic impact for future years.
- Best practices joint study:** Successfully completed the first ever nationwide best practices joint study between Convention Center Sales (CVB) and Convention Center Operations (PFD). The Radcliffe Report has now become THE "Best Practices" document for CVBs and Convention Centers nationwide.
- 2007 Attraction Development:** The CVB assisted in the promotion and marketing of the production "Walking with Dinosaurs" and the exhibit "A T. rex Named Sue" at the MAC. Enhanced Shopping and Golf packages through our largest media buy to date, expanding our marketing reach to a 500-mile radius of Spokane and reaching nearly 9,473,170 people. "Unique user visits" to our Web sites were up 27% over last year illustrating that our marketing efforts were "hitting their target".
- CVB Funding/TPA:** In 2008 the CVB will exceed its 5 year funding plan of \$3 million dollars. Thanks to an increase in demand and the successful renewal of the TPA, our organization is becoming more competitive with the cities against which we compete.

Successes and priorities 2007-2008



07 Convention Sales Highlights:

- > Successfully completed the first ever nationwide joint study of best practices for convention center sales and convention center operations.
- > Continued to increase national visibility of Spokane County as a viable convention destination for national and regional events by attending 18 tradeshows and events in 2007. Staff connected with 1,010 attendees at the booth or through direct contact generating 46 RFPs and 125 "Hot Prospect Opportunities".
- > Continued to build awareness of Spokane as a meeting destination within the Washington, D.C. and Chicago markets with quarterly sales missions, presentations in these markets by our rep firm Hyland Group and active participation in MPI and PCMA Chapters in the region generating 116 group leads, representing 165,294 room nights with an economic impact of \$86,720,860. This is a 28% increase in group leads, 59% increase in room nights and 74% increase in economic impact revenue.
- > Built short-term (18 months and in) group room night business for the region by generating 130 group leads, representing 81,525 room nights with an economic impact of \$48,022,690. This represents a 17% increase in group leads, 34% increase in room nights and 37% increase in economic impact revenue.
- > Continued to strengthen relationships within the region with quarterly trips to Seattle and Portland, and with active participation in PCMA, MPI and WSAE regional chapters, which generated 58 group leads, representing 28,255 room nights with an economic impact of \$29,602,820. This is a 31% increase in group leads, 4% increase in room nights and 1% increase in economic impact revenue.
- > Continued to maximize the use of the CVB housing software for all citywide groups booked for future events. Facilitated central housing services for 2,391 room nights in 2007. In 2008, we currently have five events scheduled to use this service.
- > Created a post-show meeting planner survey to track overall performance of the services provided by the CVB and its meeting facility partners.

08 Convention Sales Priorities:

- > Attract group business requiring guestroom nights that meet facility specifications for the Public Facilities District (Convention Center, INB Performing Arts Center and Spokane Arena), Spokane County Fair & Expo Center and the City of Spokane Valley's CenterPlace by creating square footage goals as part of the individual sales goals of each convention sales manager and each venue.
- > Focus on short-term business and need periods to generate group room night business for the region by working with our key partners to create a calendar that addresses need periods for 2008 and future years. Using web tools, advertising, tradeshow attendance and industry data bases, we will create a targeted list of accounts to solicit.
- > Strengthen awareness of Spokane as a meeting destination within the Washington, D.C. and Chicago markets with quarterly sales missions, employing the presence in these markets of our rep firm Hyland Group and being active sponsors and participants in MPI and PCMA Chapters in each region. The team will also participate in key industry tradeshows and events that will promote the destination and further assist in generating leads and bookings.
- > Build and strengthen relationships within the Pacific Northwest Region with quarterly trips to Seattle and Portland for client events and sales calls along with active participation in regional PCMA, MPI and WSAE chapters.
- > Continue to develop the (Hartford : Madison : Spokane) connection by partnering with two similar cities in 2008 to increase meeting planners' knowledge of Spokane by collaborating on projects, tradeshows and client events.
- > Create new business opportunities within the Southwest (CA, NV, UT, CO and AZ) direct fly markets.
- > Develop local connections using the "Bring Home the Business" campaign. The sales team will use these prospects to help mine for new sales opportunities for the region. We will also employ the services of Backyard Marketing to assist the team in identifying individuals within the region who can help promote Spokane as a future destination for a meeting.
- > Use a variety of resources in 2008 to attract potential buyers/meeting planners

to Spokane for preliminary site visits to increase meeting conversion ratio. Tools such as the "I found your wallet" campaign and participating in the Hyland Group "Site to Promotion" program will help get the word out about our destination.

- > Continue to build awareness of Spokane within key markets and with decision makers using strategically placed advertising and editorial messages in key convention trade media throughout 2008 and with industry sponsorships.
- > Create marketing technologies that will enable sales managers to reach their target audiences in a personal and cost effective way.
- > Develop a Customer Advisory Board. Work with the Public Facilities District to create a board of 15 to 20 people who can provide industry feedback and competitive marketing data that will allow Spokane to create a competitive advantage in the meetings and conventions market.
- > Achieve a 45% response rate on customer satisfaction surveys using the new client survey form to track client opinion of local facilities and overall experience with their event in Spokane County.
- > Build awareness of the value and impact of convention group spending in Spokane County using a variety of communication tools to publicize and educate CVB members and the general public about the impact of this spending in the local community.
- > Maximize the use of the CVB housing software for all citywide groups booked for future events. In 2008 process a minimum of 4,000 room nights using the CVB housing system and promote the service early in the sales process.

07 Destination Marketing Highlights:

- > Generated 1,668 travel agent, group leader and group tour leads via 11 separate tour and travel tradeshows.
- > Serviced 519 requests from group tour companies with itinerary planning and supplier coordination.
- > Created an innovative incentive package for tour operators booking new tours to the region in 2007-2008.
- > Successfully planned and co-sponsored Washington Day at National Tour Association's Spring Meet, including a presentation by CVB President Harry Sladich to nearly 200 tour operators from across the country and

the launch of an innovative new group tour program to develop new product.

- > Exceeded annual media equivalency goal of \$1,000,000 by 183% – year to date coverage at \$1,832,834 with a circulation of 32,063,003 readers/viewers worldwide.
- > Hosted more than one dozen pre-eminent travel writers from across the county for individual and group FAMILIARIZATION tours. These writers included the founder of the San Francisco Chronicle and Examiner's Travel Section, the editor of Country Living Magazine, writers and editors from newspapers, in-flight magazines, television shows, radio programs and Internet travel sites.
- > Trained staff and began production of CVB podcasts.
- > Implemented new tour product on CVB Web sites including GPS waypoints.
- > The CVB's nationally-acclaimed Web site visitspokane.com reached 333,801 unique users, a 27% increase over 2006.
- > The CVB's other Web domains tourtheinlandnw.com, filminspokane.com, golfinspokane.com, summerinspokane.com and winterinspokane.com reached another 104,000+ unique users!
- > Launched new visitor e-news subscription based program target to six niche markets. Subscription base has grown to more than 800.
- > Visitor e-news open rates run 30% higher than the national average* for similar electronic travel publications with a unique click through rate some 300% higher than the national average!
 - National averages reported by David Serino from Gammet Interactive at WACVB's 2006 Tourism Tech Summit.
- > Assisted with location scouting and crew lists for 22 potential film, television and commercial projects.

- > Sponsored Washington events and filmmaker dinners at Sundance Film Festival. Facilitated the event name change from the Seattle Event to the Washington Event sponsored by Spokane and Seattle.
- > Launched new filminspokane.com Web site which offers location services, incentive information and crew resumes.
- > Produced two regional marketing campaigns highlighting golf, shopping and family attractions which aired throughout Washington, Idaho, western Montana, northwest Oregon and British Columbia and Alberta, Canada which reached more than 15,000,000 viewers/listeners.

08 Destination Marketing Priorities:

- > Increase awareness of the Spokane Region through targeted media placements and strategic marketing campaigns.
- > Generate \$1,250,000 in free media placement promoting the Spokane Region as a preferred convention and leisure destination.
- > Strengthen the "Near nature. Near perfect.®" brand to capture a greater share of the travel market.
- > Create marketing synergies between leisure and convention sales by which each market segment drives customers to the other. Including enhanced tradeshow materials, joint advertising opportunities, video production and podcasting.
- > Generate customizable marketing materials to help smaller and limited service properties to market themselves in conjunction with public facilities such as CenterPlace.
- > Increase production of overnight rooms from domestic and international tour operators and receptives.
- > Incorporate new media marketing tools and strategies including really simple syndication (RSS), podcasting and blogs with messages targeted to reach new leisure and convention audiences.
- > Expand opportunities to build market share through innovative Web-based promotions.
- > Update design of visitspokane.com to incorporate social networking, third party content and blogs.
- > Build awareness of the Spokane Region as a film-friendly environment using Washington's new incentive program as a key component. Continue to enhance content and register potential crew base on filminspokane.com.
- > Enhance products, services and environment at the CVB's two key visitor centers at the state line and downtown, generating increased lengths of stay and increased expenditures from visitors who interact with our staff at these crucial facilities.

- > Introduce new national Certified Tourism Ambassador Training Program. Train and certify at least 30% of frontline hotel, restaurant, retail and transportation company employees in year one.
- > Develop educational programs to help our partners maximize advertising and promotional opportunities available through the CVB.
- > Develop market research to identify best customers, maximize their visitation and increase countywide spending in all sectors.
- > Efforts directed toward British Columbia and Alberta will be enhanced through traditional and new media, sales blitzes and tradeshow, including:
 - E-blasts to tens of thousands of interest-based customers niche-focused on golf and shopping
 - Promotion at Addison Travel Shows in Vancouver, Calgary and Edmonton
 - Continued exposure of CVB ad campaigns on local affiliate television reaching some 600,000 Canadian households
 - Expanded Shopping campaign targeted for Canadian Thanksgiving in the fall
 - Mini-sales trips to key border communities
 - Expansion and enhancement of "Canadian Friendly" micro-site

07 Partner Development Highlights:

- > Welcomed 75 new member partners accounting for an increase in our dues base of \$14,277.
- > Retained 90% of our membership.
- > Grew dues base to \$358,574.
- > In our continued effort to build awareness of the role of the CVB, we sponsored five community events and took an active role in another two, successfully exposing more than 1,000 local business people to the mission of the CVB. In addition, for the second year in a row, we implemented a mail campaign sending a targeted message to over 600 key businesses educating them about the benefit of tourism.
- > More than 93% of attendees at CVB programs and events such as CVB 101, Annual Meeting and others rate these events as valuable.
- > The CVB hosted a special evening to thank the 42 companies that have been partners of the CVB for more than 25 years.

08 Partner Development Priorities:

- > Continue to build awareness of the CVB's role in the community.
- > Heighten retention of our key member partners.
- > Grow membership of visitor-related products by focusing on key businesses that benefit directly from tourism.



leadership

board of directors & staff

1.800.662.0084

www.visitspokane.com

SPOKANE REGIONAL CONVENTION & VISITORS BUREAU

Integrity is the foundation from which the CVB operates. We are guided by a dynamic board of business and civic leaders representing a diverse blend of industries throughout the region who are devoted to the success of our organization and our industry.

Board of Directors

Ron Anderson, Chairman
Magnuson Hotels

Greg Bever, Treasurer
Journal of Business

Jim Dean, Past Chair
Bank of America

Ken Belisle
Landmark Restaurants

Lee Cameron
Mirabeau Park Hotel & Convention Center

Lynnelle Caudill
The Davenport Hotel and Tower

Cal Clausen
Spokane Public Facilities District/
Sterling Hospitality

Bruce Eldredge
Northwest Museum of Arts & Culture

Todd Mielke
Spokane County

Jan Richardson
Jaguar Land Rover Volvo Spokane

Robert Schuster
Red Lion Hotel at the Park

Joe Shogun
City of Spokane

Steve Taylor
City of Spokane Valley

Doug Toone
Jewelry Design Center

Kevin Twohig
Spokane Public Facilities District

Jim van Löben Sels
Arbor Crest Wine Cellars

Ron Wells
Wells & Company

Ex-Officio Members

Johnna Boxley
Spokane Convention Center

Jandyl Doak
Spokane Restaurant Association

Karen Stokes
Spokane County Fair Board

Marty Dickinson
Downtown Spokane Partnership

Rich Hadley
Greater Spokane Incorporated

Dennis McLaughlin
Counsel for the CVB

Rita Santillanes
Best Western Peppertree Inns

Eric Sawyer
Spokane Regional Sports Commission

Neal Sealock
Spokane Airports

Eldonna Shaw
Spokane Valley Chamber of Commerce

Diana Wilhite
City of Spokane Valley

Dan Zimmerer
Red Lion River Inn/Spokane Hotel
Motel Association

Administration

Our administration is the synergistic glue that bonds the CVB staff to our organization's mission through the ongoing expression of our core values, building sustainable financial resources and displaying a passion for our industry as a whole.

Harry Sladich
President & CEO

Louise Barnett
Administrative Manager

Convention Sales & Service

Our twelve-person sales and support team is passionate about selling Spokane's venues, services and amenities to convention and meeting planners and visiting delegates.

Keith Backsen
Vice President & Director of Sales

Tim Rhodes
Convention Sales Manager

Shannon Shannon
Convention Sales Manager

Brenda Dodd
Convention Sales Manager

Paul Lineback
Convention Sales Manager

Chad Pederson
Convention Sales Manager

Charlotte Finnegan
Convention Sales Manager

Amy Cabe
Convention Services Manager

Marla Allen
Sales Assistant/D3 Coordinator

Rena Thompson
Convention Services & Housing
Coordinator

Ann Gillespie
Housing Coordinator, Convention Sales
Assistant & Research

Susie Long
Receptionist, Convention Sales Assistant

Destination Marketing

With an eye on the travel audience worldwide, our team members focus on delivering new and repeat leisure and group travelers to our region through innovative marketing, advertising, public relations and media outreach.

Jeanna Hofmeister
Vice President & Director of Destination
Marketing

Bethany Luck-Hutson
Electronic Marketing Manager

Margaret Holmberg
Group Sales Manager

Pam Scott
Communications Manager

Jeremy Armes
Web Designer

Joseph Johnson
Destination Marketing Assistant

Gina Mauro
Visitor Services Manager

Karen Montague
Travel Counselor

Valeta Sweet
Information Technology Manager

Partner Development

With a focus on creating economic opportunities for members by promoting and facilitating strong and mutually beneficial partner relationships, this two-person team provides you with exceptional service.

Polly Phelan
Vice President & Director of Partner
Development

Natalie Curtis
Partner Sales and Service

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www.visitspokane.com

