



STAFF REPORT

Meeting Date: July 21, 2015

To: Honorable Mayor & City Council

From: Megan Roach, Marketing and Economic Sustainability Manager 

Subject: Presentation by the Beverly Hills Conference and Visitors Bureau for Fiscal Year 2015-2016 Scope of Work and Funding Request

Attachments:

1. FY 2015-16 Tourism and Marketing Budget and Programs
2. BHCVB Fiscal Year 2015-16 Budget Presentation
3. BHCVB New Programs for FY 2015-16
4. BHCVB Salaries and Benefits
5. BHCVB Travel Expenditures
6. International Traveler Spend Data from Visa Vue
7. Domestic Traveler Spend Data from American Express

INTRODUCTION

At the June 16, 2015 study session meeting, the City Council requested more information on the Beverly Hills Conference and Visitors Bureau's Fiscal Year 2015-16 proposed scope of work and funding request. This item provides additional information on work plan items and costs associated with those items.

DISCUSSION

The Beverly Hills Conference and Visitors Bureau ("BHCVB") is contracted by the City to conduct tourism and marketing programs promoting Beverly Hills. Its mission is to promote Beverly Hills worldwide as a stay/shop/dine destination through marketing programs that build awareness and drive consumer traffic and revenue to the city. Each year the City provides funding to BHCVB through Transient Occupancy Tax (TOT) and the Tourism and Marketing budget.

At the June 16, 2015 study session meeting, members of the City Council requested more information on BHCVB's Fiscal Year 2015-16 proposed scope of work and funding request of \$3,929,202. Specifically, BHCVB was asked to return with more information on the following items, which are included as attachments to the staff report:

1. Description and budgeted amounts for new FY 2015-16 programs and prior year unsuccessful programs no longer budgeted (*attachment no. 3*);

2. Total salary and benefits for BHCVB staff for the prior three fiscal years (*attachment no. 4*);
3. Travel expenditures for BHCVB staff for the prior three fiscal years (*attachment no. 5*);
4. International and domestic traveler spend by market (*attachments no. 6 and 7*);

FISCAL IMPACT

The City's Finance Department projects \$39,140,000 in TOT revenue for the 2015-2016 Fiscal Year, which results in a Tourism and Marketing budget of \$6,282,737 and is budgeted in program account 0101311. BHCVB is requesting \$3,829,202 for tourism and marketing programs and operational expenses. Per City Council direction on June 16th, an additional \$100,000 requested by BHCVB for tour bus support will be set aside in the Tourism and Marketing budget pending City Council direction on this initiative. On June 30th, BHCVB received \$1,003,536 as interim funding for visitor marketing and operational expenses for the months of July through September 2015.

RECOMMENDATION

Staff recommends that the City Council review the additional information on the Beverly Hills Conference and Visitors Bureau's Fiscal Year 2015-16 work plan items and corresponding costs and provide direction to staff as appropriate.

Cheryl Friedling *MA for CF*
Approved By _____

Attachment 1

2014-15 Tourism and Marketing Budget and Programs
\$39,140,000 **Projected TOT** **Fiscal Year 2015-16**

Program	2012-2013 Budget (Actual Expenses)	2013-2014 Budget (Actual Expenses)	2014-2015 Budget (Projected Expenses)	2015-2016 Budget & Funding Requests
TOT Budget	\$4,134,700 + \$683,300 FY 11-12 carryovers + \$530,000 FY 11-12 addtl revenue = \$5,348,000	\$4,580,400 + \$980,804 in FY 12-13 carryovers + \$306,115 in FY 12-13 overage = \$5,867,319	\$5,071,429 + \$95,915 in FY 13-14 carryovers = \$5,167,344	\$5,591,429 + \$476,308 FY 13-14 revenue overage + \$215,000 in FY 13-14 carryovers = \$6,282,737
Annual Buffer/Reserve to Cover TOT Revenue Reductions	\$320,000	\$200,000 (<i>\$105,000 balance remaining. \$95,000 approved for Baccarat décor</i>)	\$200,000	\$200,000
City Administrative Costs (Partial Costs of 2 City Staff)	\$220,000	\$0	\$0	\$0
Contingency Programs	\$150,000	\$150,000 (<i>\$915 balance remaining. \$20,200 for BH100 Block Party; \$43,885 for CVB programs; \$85,000 for Baccarat decor</i>)	\$150,000 (<i>\$123,510 applied to holiday décor</i>)	\$150,000
Re-Allocation to Other City Programs	\$250,000 - 100 Year Anniversary Fund (budget to-date = \$500,000; expenses to-date = \$147,250; remaining balance = \$352,750) \$220,000 - Community Grant Programs \$50,000 - Concerts on Canon Expansion \$75,000 - Intellectual Property Legal Services (trademark violations, etc) \$845,000 - TOTAL	\$950,000 - 100 Year Anniversary Fund (see Centennial Program Allocations) \$50,000 - Concerts on Canon Expansion \$75,000 - Intellectual Property Legal Services (trademark violations, etc) \$1,075,000 - TOTAL	\$50,000 - Concerts on Canon Expansion \$100,000 - Intellectual Property Legal Services (trademark violations, etc) \$150,000 - TOTAL	\$50,000 - Concerts on Canon Expansion \$100,000 - Intellectual Property Legal Services (trademark violations, etc) \$150,000 - TOTAL
Conference & Visitors Bureau	\$2,477,841* - Operating Budget \$74,000 - TI Reimbursement \$2,551,841 - TOTAL	\$2,933,204 - Operating Budget \$350,000 - Local Marketing & China Sales Mission \$3,283,204 - TOTAL	\$3,300,000	\$3,829,202 (<i>amount requested</i>) \$100,000 - hold for tour bus program \$3,929,202 - TOTAL
Holiday Ice Skating Rink	\$140,000	n/a	n/a	n/a
Holiday Décor/Special Events	\$545,000	\$500,000	\$500,000 (<i>actuals = \$623,510 + \$80,650 from Southeast CIP Budget = \$704,160</i>)	\$700,000
Rodeo Drive Committee	\$200,000 - Walk of Style \$25,000 - Father's Day Concours \$30,000 - Ice Cream Sundays \$163,105 - Holiday Décor \$418,105 - TOTAL	\$713,000** <i>(Received additional \$214,200 for BH100 Block Party; \$194,000 from Centennial budget and \$20,200 from contingency programs.)</i>	\$867,000	\$1,000,000
TOTAL	\$4,367,196 (<i>\$980,804 carryover to FY 2013-14</i>)	\$5,771,404 (<i>\$95,915 carryover to FY 2014-15</i>)	\$4,952,000 (<i>\$215,000 carryover to FY 2015-16</i>)	\$6,129,202 (<i>\$153,535 remaining to be allocated</i>)

*CVB FY 2012-13 base budget of \$2,665,000 plus credit to City of \$200,000 for ice rink vendor contract and addition of \$12,841 for rink expenses.

**The RDC's formal funding request is \$788,000, however, \$713,000 in program funding is to be reviewed as it relates to the Tourism and Marketing Budget, since \$75,000 has been earmarked from Centennial funding, which is a separate budget line item. This is due to the fact that \$75,000 is a funding allocation to the RDC to fulfill the City's contractual obligation with Rolex/Gearys for their

Attachment 2



Fiscal Year 2015/16 Budget Presentation

July 21, 2015



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Discontinued Programs 2014/15

BHCVB discontinued the following programs for a reallocation of \$365,000:

- Holiday market - *\$165,000*
 - This program included a European Style market in Beverly Canon Gardens for the weekend of December 13-14, 2014. While the market was charming and well received, the cost and amount of resources required measured against return on investment led the Board of Directors to decide that is was not a priority for 2015/16.
- Hotel Promotions for Fall and Spring - *\$200,000*
 - At the recommendation of the Marketing Committee, comprised of all hotel General Managers on the Board, the organization opted not to do hotel specific promotions for spring and fall 15/16. It was felt that each individual hotel had their own promotions in place and that CVB funds would be better utilized for a Spring branding campaign in targeted feeder markets.



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New for Fiscal Year 2015/16

One of the CVB's most important core values is to keep a fresh perspective on all programming. This allows for new flourishes on existing programs as well as the execution of completely new ideas.

New Programs by category:

- Domestic Marketing
 - Branding initiative including development of graphics - *\$45,000*
 - Branded advertising campaign to be run spring 2016 - *\$390,000*
 - Domestic public relations/media influencer events including desk-side appointments in key markets and small interactive activities (dine-around, spa "crawl", etc.) that target social media influencers that have large following - *\$60,000*
 - Partnership marketing corporate co-operative programs which target companies that have large audiences that we can communicate with and/or who generate interest among press - *\$25,000*
 - Meeting Planner advertising to reach prospective travel buyers - *\$40,000*
 - Meeting Planner Advisory Board made up of industry experts who book a lot of meetings who can advise us the best way to sell the market to this audience - *\$20,000*



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New for Fiscal Year 2015/16 cont'd

- **New Programs by category:**
- International Marketing
 - New events and/or social media in established markets including UK, Australia and China - *\$44,000*
 - France and/or London sales event (similar to what we did in Chicago) – targeting travel buyers and meeting planners - *\$10,000*
 - India meeting planner mission with Brand USA which includes one on one appointments in Southern India. - *\$17,750*
 - India public relations and trade representation - *\$25,000*
 - Russia and/or Gulf initiatives which include a trade show component and press appointments to build awareness - *\$21,000*
 - Global summit with representatives from all international agencies to make sure that they are all strategically aligned - *\$10,000*
 - Tour bus support – promotion of new location once decided as well as assistance with staffing, maintenance, etc. with long term solution *(City Council has asked that this be held separately from BHCVB budget until a decision has been made on go-forward for Tour Buses)*



New for Fiscal Year 2015/16 cont'd

New Programs by category:

- Interactive
 - Search Engine Optimization to attract new visitors to our site by targeting users who are searching for information on the web which can also be found on our site - *\$50,000*
- Collateral
 - Partner Marketing Tool Kit which will provide local businesses with information on how to utilize/maximize marketing opportunities available through the CVB - *\$7,500*
- Metrics
 - Smith Travel Research hotel data report which looks at the year forward for the destination - *\$2,800*
- Visitor Center
 - Visitor Center events to showcase partners who display merchandise or provide services for the event day and to showcase merchandise - *\$25,000*



BHCVB Salary History

Fiscal year 13-14	Actual	Budget	
	% Change YOY	% Change YOY	Notes
Salaries	0.7%	-2.4%	When Accounting services outsourced
Payroll Taxes	11.2%	55.0%	New Coordinator added
Benefits	-15.9%	-39.7%	8 full-time 1 part-time employees
TOTAL:	-0.7%	-4.4%	Former Controller estimated budget

Fiscal year 14-15	Actual	Budget	
	% Change YOY	% Change YOY	Notes
Salaries	-0.6%	3.2% +	Three employees received job grade changes (promotions)
Payroll Taxes	-3.4%	2.9%	8 full-time 1 part-time employees
Benefits	5.6%	40.5% *	New outsourced Controller forecasted budget
TOTAL	-0.1%	6.9%	

*New controller (outsourced through the Chamber) recalculated benefit forecast based on industry best practice from 13/14 projection of 7% to 28% of salaries for 14/15.

+There were three promotions at the end of 13/14 - CEO, Sr. Director Business Programs and Director of Marketing

Fiscal Year 15-16	Actual	Budget	
	% Change YOY	% Change YOY	Notes
Salaries		4.1% +	8 full-time 1 part-time employees
Payroll Taxes		4.4%	
Benefits		6.6%	
TOTAL		4.4%	

+This proposes that one assistant manager position be reclassified to a manager.

BHCVB Travel Expenditure History

2013/14 Activity	Program Budget	Total Travel	Travel % of Activity	
Domestic Total	\$105,900	\$10,070	9.5%	9.5%
International Total	\$298,000	\$56,499	19.0%	19%
Total Cost of Activities	\$403,900	\$66,568		16%

2014/15 Activity	Program Budget	Total Travel	Travel % of Activity	
Domestic Total	\$369,000	\$12,714	3.4%	3%
International Total	\$485,100	\$92,940	19.2%	19%
Total Cost of Activities	\$854,100	\$105,654		12%

Percentages will be used to calculate budget for 2015/16

2015/16 Activity	Program Budget	Total Travel	Travel % of Activity	
Domestic Total	\$398,400	\$13,546	3.4%	3%
International Total	\$440,181	\$84,515	19.2%	19%
Total Cost of Activities	\$838,581	\$98,060		12%

2015/16 Budget Summary

Description	2014/15 Original Budget	2014/15 Revised Forecast*	Cost of Discontinued Programs	Cost of New Programs 2015/16	Carryover Funds**	2015/16 Proposed Budget April 2015+
Marketing						
Local/Holidays	\$240,000	\$173,818				\$75,000
Events	\$135,000	\$133,955			\$135,000	\$140,400
Domestic Marketing	\$658,000	\$674,506				\$1,066,640
International Marketing	\$571,700	\$571,712			\$40,000	++\$717,758
Interactive	\$330,000	\$311,649			\$60,000	\$284,832
Collateral	\$45,000	\$42,000				\$84,300
Special Programs	\$55,000	\$55,000				\$55,000
Metrics/Research	\$36,000	\$36,000				\$40,440
Operations including Salaries, Taxes & Benefits	\$1,079,300	\$943,949				\$1,183,832
Visitor Center	\$150,000	\$120,660				\$181,000
TOTAL	\$3,300,000	\$3,063,249	\$365,000	++\$793,050	\$235,000	\$3,829,202

*Revised forecast is as of April 2015.

**Carryover funds are only estimated as of April 2015. Final numbers to be determined June, 2015.

+Figures represent a 4% or slightly higher than \$100,000 cost of doing business increase.

++\$100,000 for Tour Bus support will be kept in a separate fund and has been removed from the total presented on 6/16 which equaled \$817,758 for international marketing and \$893,202 for new programs.



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Attachment 3



BHCVB New Programs for 2015/16

Domestic Marketing

1. Branding Guidelines - \$45,000

- a. There are several entities in the city that promote Beverly Hills. These include the Rodeo Drive Committee, The Chamber of Commerce, the City of Beverly Hills and BHCVB. Each organization creates materials and communications that look very different from each other. While internal stakeholders understand that these different organizations promote the city in different ways, the average consumer does not.
- b. One BHCVB's strategic objectives for the next three years is to "Enhance the Brand." Key strategies include aligning organizations so their communications feel like they are in the same family (eliminating any confusion that may be caused by totally separate looks). Another strategic objective as part of Enhancing the Brand is making sure that the Brand Message points are represented in each communication that carries the shield:
 - i. Sophisticated, luxurious, warm, approachable, current, worldly, etc.
- c. As a result, BHCVB will be creating graphics and identity guidelines to be used by all organizations to make sure our communications embody that messaging in i. above and also so that our materials look like they are from the same family.

2. Branding Campaign - \$390,000

- a. In past years the hotels have opted to do seasonal campaigns which are specifically tied to filling the hotels. An example of this is Breakfast in Beverly Hills. For this year, the Board voted to forego those campaigns in lieu of a major spring initiative that builds awareness and conveys the destination message. This initiative will include:
 - i. Developing creative that can be used for advertising in key domestic feeder markets. This will include video and state images.
 - ii. Advertising placement online and in print in these feeder markets including the Los Angeles drive market (San Diego to Santa Barbara), San Francisco, Chicago, New York, Washington DC, Miami/Ft. Lauderdale and Las Vegas. Please note that the success of an advertising campaign is usually predicated on frequency of placement. Thus, BHCVB will chose a limited number of communication channels and show repeatedly the same ad.

3. *Domestic Public Relations Events - \$60,000*

- a. \$35,000 of this spend will be used to enhance our sales efforts in New York, San Francisco and Chicago with media events that invite key press representatives to a venue where the CEO will discuss all that is going on in the city in hopes that they will write about the destination.
- b. \$17,260 of this spend will also be used to invite social media and interactive media tastemakers to experience Beverly Hills in person. 5-10 of these individuals spanning interests in luxury, culinary, fashion and good living will be invited for a familiarization trip to Beverly Hills to experience the destination first-hand. Costs will cover meals, activities, air and hotel (when in-kind sponsorship dollars are unavailable).
- c. \$10,000 of this spend will also be used for an event in Beverly Hills targeting local social media and press where the CEO, staff, Board and City officials will give a brief presentation on exciting happenings in the city and network with 20-40 influencers. The event will also feature gifts showcasing local businesses (in-kind donations will be solicited) as well as culinary treats and pampering treatments. If local businesses support, we will try to incorporate fashion as well with either a fashion exhibit or show.

4. *Meeting Planner Advertising - \$40,000*

- a. BHCVB will work with their Group Sales Agency, Bixel and Company to target key publications for advertising that will target meeting and incentive buyers. The ads will feature why the destination is perfect for a group booking of 10-1000 people.

5. *Cooperative Programs - \$25,000*

- a. These dollars will be used to partner with outside company(ies) to conduct co-op marketing programs that will expand the audience reach of Beverly Hills. An example of this might be a promotion with American Express, whereby Beverly Hills receives exposure to Amex Card Members through their marketing channels.

6. *Advisory Board - \$20,000*

- a. Beverly Hills is looking to grow its group sales efforts and results. One of the best practices in the Destination Marketing Industry is to develop an advisory board of individuals who book this type of travel. BHCVB will work with its group sales agency, Bixel and Company, to form a council of successful planners and use this council to get input on the best way to represent the city (advertising, sales calls, collateral materials, etc.). The budget will cover cost of economy domestic travel and one night of accommodations and expenses for 10 planners for one day of meetings with BHCVB and Bixel.

International Marketing

1. Sales Missions - \$10,000

- a. Both the UK and France has a very influential meeting planner markets. In conjunction with ILTM Cannes (so as to not incur any additional airline fees), BHCVB will hold an intimate cocktail reception for 25-40 meeting planners in either location (exact destination to be determined once proposals are received from both third party contractors) for an evening of networking, showcasing all that Beverly Hills has to offer.

2. Representation - \$44,000

- a. BHCVB has employed in market lifestyle agencies in the UK, Australia and China for more than 5 years. This year we are asking each agency to come up with an idea for an event (and corresponding budget) that will increase exposure of Beverly Hills to influencers (either meeting and incentive planners or media or both). The additional \$44,000 will be spent on the best ideas that suit the Beverly Hills brand. An example of such an event is the proposal from China to do an event that focuses on sleeping in hotels instead of just shopping. The press will be invited to an event that features an interactive evening of everything you can do in a hotel when in Beverly Hills. Examples of activities include, food served on room service trays, beds to lounge on, chair massages and lotions and products to represent the spa, cocktails that are traditionally served poolside, etc. Proposals will also have a social media component to boost Beverly Hills exposure to consumers.

3. Emerging Markets - \$63,750

- a. India Public Relations and Trade Agency - \$25,000
 - i. Beverly Hills will work with Sartha Marketing to expand Beverly Hills presence in India. For the last two years (and planned for this year) Beverly Hills has traveled to India on Brand USA Sales Missions to build relationships with travel agents, meeting planners and press in India. Hoteliers have stated that they are beginning to see more Indian travelers and groups. As this is clearly a growing market, Beverly Hills will continue to expand presence in this market in hopes of seeing more growth in the coming years.
- b. India Meeting Planner Mission - \$17,750
 - i. To continue momentum, of past visits to this market Beverly Hills will be participating in a meeting planner specific sales mission to India offered by Brand USA this year (in lieu of the more generic missions of the past two years).
- c. GCC/Russia Sales Mission - \$21,000
 - i. BHCVB has seen a tremendous amount of growth from the Gulf Cooperation Council countries (UAE has seen a 60% growth in the past year). BHCVB will work with an in-country representation firm (worked with New York this past year) to do a media and trade mission (to talk

about Beverly Hills specifically) in conjunction with the Arabian Travel Market.

- ii. If money is left over and the Russian market continues to be in the Beverly Hills top 10, BHCVB will also look at attending Luxury Travel Market in Moscow in March 2016 – which will expose Beverly Hills to Luxury Travel planners based in Russia.

4. *Tour Bus Support - \$100,000*

- a. Since the elimination of the Louis Vuitton stop on Dayton and Rodeo, the City has been working diligently to come up with an alternate location for tour buses that will not impede the flow of traffic in the city, or block the entrances of any businesses. These funds will be used for promotional efforts to tour companies once a final loading zone(s) has been selected for all buses. These funds will also be used to support any additional expenses for staff needed to manage the traffic flow and/or maintenance of the area around the zone.

5. *Global Summit - \$10,000*

- a. Beverly Hills is now working with 5 international agencies – India, China, Australia, UK and Brazil. These funds will be used to pay for the expenses (not airfare – most of which will be sourced through partnerships with international airlines) of five representatives in total to come together for two days of meetings designed to align strategies and message points and to make sure that everyone has the opportunity to experience the destination and meet the global BHCVB team.

Interactive Marketing

1. *SEM/SEO - \$50,000*

- a. BHCVB has traditionally focused solely on Search Engine Marketing/paid search to drive traffic to the website. These funds will be used for Search Engine Optimization which will add code and language to the site on an ongoing basis to make sure that we are driving traffic through organic (non-paid) search avenues as well.

Collateral

1. *Marketing Tool Kit - \$7,500*

- a. Information in both a printed brochure as well as in USB format for all local businesses to introduce them to the CVB and let them know how to take advantage of all of our marketing initiatives (i.e., website, social media, pr, sales, etc.) to drive business to their locations.

Metrics/Research

1. *Smith Travel Research Forecast Report - \$2,800*

- a. This report gives an overview of future occupancy trends for the destination 12 months into the future. This will help BHCVB project TOT, and give us a clear idea of when we need to drive hotel business.

Visitor Center

1. *Visitor Center Events - \$25,000*

- a. One of the key challenges for the Visitor Center is driving traffic and building awareness of our services. Events will be created and promoted that will bring people to the Visitor Center and get the press and social media talking about our merchandise and services. An example of this type of event would be China Night which was done a couple of years ago, or Summer Sweets. This year we are working through a proposal to honor an international holidays from our top feeder markets each month with food treats, décor, etc. (ex: Bastille Day, Chinese New Year, etc.).

Attachment 4

BHCVB Salaries and Benefits

Fiscal year 13-14

	Actual		Budget			Notes
	ACTUAL	% Change YOY	BUDGET	% Change YOY	Variance	
Salaries	\$ 597,425.15	0.7%	\$ 612,258.00	-2.4%	\$ (14,832.85)	When Accounting services outsourced
Payroll Taxes	\$ 51,775.43	11.2%	\$ 85,717.00	55.0%	\$ (33,941.57)	New Coordinator added
Benefits	\$ 75,838.06	-15.9%	\$ 77,032.00 *	-39.7%	\$ (1,193.94)	8 full-time 1 part-time employees
TOTAL:	\$ 725,038.64	-0.7%	\$ 775,007.00	-4.4%	\$ (49,968.36)	Former Controller estimated budget

Fiscal year 14-15

	Actual		Budget			Notes
	ACTUAL	% Change YOY	BUDGET	% Change YOY	Variance	
Salaries	\$ 594,040.43	-0.6%	\$ 631,706.00 +	3.2%	\$ (37,665.57) +	Three employees received job grade changes (promotions)
Payroll Taxes	\$ 50,019.88	-3.4%	\$ 88,209.12	2.9%	\$ (38,189.24)	8 full-time 1 part-time employees
Benefits	\$ 80,062.70	5.6%	\$ 108,203.00 *	40.5%	\$ (28,140.30) *	New outsourced Controller forecasted budget
TOTAL	\$ 724,123.01	-0.1%	\$ 828,118.12	6.9%	\$ (103,995.11)	

*New controller (outsourced through the Chamber) recalculated benefit forecast based on industry best practice from 13/14 projection of 7% to 28% of salaries for 14/15.

+There were three promotions at the end of 13/14 - CEO, Sr. Director Business Programs and Director of Marketing

Fiscal Year 15-16

	Actual		Budget		Notes
	% Change YOY	BUDGET	% Change YOY		
Salaries		\$ 657,492.72 +	4.1%		+ 8 full-time 1 part-time employees
Payroll Taxes		\$ 92,048.98	4.4%		
Benefits		\$ 115,345.00	6.6%		
TOTAL		\$ 864,886.70	4.4%		

+This proposes that one assistant manager position be reclassified to a manager.

Attachment 5

BHCVB Travel Expenditures

2013/14 Activity	Program Budget	Total Travel	Travel % of Activity	
New York Sales Mission	\$95,000	\$5,820		6%
New York Media Mission	\$3,000	\$1,117		37%
San Francisco Media Mission	\$2,500	\$583		23%
WACVB Conferences	\$2,500	\$1,000		40%
CalTrav Conferences	\$1,000	\$0		0%
Visit California Conferences	\$1,250	\$1,550		124%
PRSA Conference	\$650			
Domestic Total	\$105,900	\$10,070	9.5%	9.5%
Cost of Int'l Activities				
UK/Europe	\$14,500	\$4,270		29%
Mexico	\$3,500	\$151		4%
Japan/Korea	\$10,000	\$1,788		18%
ILTM Americas	\$10,000	\$600		6%
IMEX	\$13,500	\$593		4%
WTM	\$7,500	\$3,596		48%
ILTM Cannes	\$17,500	\$1,030		6%
Toronto Media Mission	\$2,000	\$1,137		57%
Brazil Travel Week	\$15,000	\$826		
India Sales Mission	\$22,000	\$16,080		73%
China Sales Mission	\$20,000	\$4,000		20%
ILTM Asia	\$162,500	\$22,426		14%
International Total	\$298,000	\$56,499	19.0%	19%
Total Cost of Activities	\$403,900	\$66,568		16%

2014/15 Activity	Program Budget	Total Travel	Travel % of Activity	
New York Sales Mission	\$170,000	\$2,947		2%
San Francisco/Chicago	\$190,000	\$2,959		2%
New York Media Mission	\$3,000	\$864		29%
San Francisco Media Mission	\$1,500	\$1,544		103%
WACVB Conferences	\$2,500	\$2,587		103%
CalTrav Conferences	\$1,000	\$1,255		125%
Visit California Conference	\$1,000	\$557		56%
Domestic Total	\$369,000	\$12,714	3.4%	3%
Cost of Int'l Activities				
UK Media Mission	\$9,000	\$0		0%
Luxperience	\$32,500	\$11,141		34%
India Sales Mission	\$13,250	\$10,038		76%
ILTM Americas	\$11,600	\$972		8%
IMEX	\$34,200	\$2,864		8%
WTM	\$13,650	\$1,690		12%
Chinese New Year	\$135,000	\$27,119		20%
ILTM Cannes	\$20,900	\$1,340		6%
Japan/Korea Sales Mission	\$10,500	\$5,476		52%
Toronto Media Mission	\$2,000	\$864		43%
Arabian Travel Market	\$35,000	\$16,268		46%
China Sales Mission	\$20,000	\$1,228		6%
ILTM Asia	\$147,500	\$13,939		9%
International Total	\$485,100	\$92,940	19.2%	19%
Total Cost of Activities	\$854,100	\$105,654		12%

BHCVB Travel Expenditures

Percentages will be used to calculate budget for 2015/16

2015/16 Activity	Program Budget	Total Travel	Travel % of Activity	
New York Sales Mission	\$156,000	TBD		TBD
San Francisco/Chicago	\$197,600	TBD		TBD
BHCVB SFO Media	\$10,000	TBD		TBD
BHCVB CHI Media	\$10,000	TBD		TBD
New York Media Mission	\$3,000	TBD		TBD
NY BHCVB Media	\$15,000	TBD		TBD
San Francisco Media Mission	\$1,300	TBD		TBD
Los Angeles Media Mission	\$1,000	TBD		TBD
WACVB Conferences	\$2,500	TBD		TBD
CalTrav Conferences	\$1,000	TBD		TBD
Visit California Conference	\$1,000	TBD		TBD
Domestic Total	\$398,400	\$13,546	3.4%	3%
Cost of Int'l Activities				
UK Media Mission	\$7,910	TBD		TBD
Luxperience	\$41,400	TBD		TBD
China Sales Mission	\$20,000	TBD		TBD
India Sales Mission	\$23,500	TBD		TBD
IMEX	\$47,600	TBD		TBD
WTM	\$15,060	TBD		TBD
Chinese New Year	\$140,400	TBD		TBD
ILTM Cannes	\$51,561	TBD		TBD
Torronto Media Mission	\$2,000	TBD		TBD
Calgary	\$2,750	TBD		TBD
Arabian Travel Market	\$46,000	TBD		TBD
ILTM Asia	\$42,000	TBD		TBD
International Total	\$440,181	\$84,515	19.2%	19%
Total Cost of Activities	\$838,581	\$98,060		12%

Attachment 6

Top BH Markets Based on Visa Vue Data - 2014									
#	Country	Dept. Store	Lodging	Other Retail	Restaurants	Total Spend	Lodging % of Total	Total Transactions	Average Spend per Transaction
1	CHINA	\$5,003,093	\$1,946,152	\$79,999,416	\$1,020,709	\$90,293,707	2.2%	28,270.00	\$1,624.47
2	CANADA	\$949,508	\$3,029,086	\$8,035,654	\$1,315,090	\$15,348,068	19.7%	19,639.00	\$384.45
3	SAUDI ARABIA	\$1,789,179	\$3,819,912	\$5,359,907	\$374,417	\$12,635,761	30.2%	2,729.00	\$1,145.02
4	UNITED KINGDOM	\$371,678	\$4,064,300	\$4,108,039	\$975,742	\$11,274,642	36.0%	11,322.00	\$435.84
5	RUSSIAN FEDERATION	\$941,722	\$934,775	\$5,704,137	\$283,592	\$9,313,716	10.0%	5,070.00	\$910.46
6	UNITED ARAB EMIRATES	\$1,071,536	\$2,004,696	\$4,035,708	\$269,711	\$8,682,708	23.1%	3,445.00	\$985.77
7	AUSTRALIA	\$584,281	\$1,781,771	\$3,791,731	\$523,817	\$7,510,841	23.7%	12,896.00	\$428.07
8	JAPAN	\$367,529	\$1,434,862	\$3,190,300	\$723,158	\$6,027,268	23.8%	5,947.00	\$484.64
9	KUWAIT	\$751,165	\$828,193	\$2,726,075	\$128,601	\$5,060,720	16.4%	4,587.00	\$892.24
10	SINGAPORE	\$483,267	\$512,924	\$2,911,447	\$175,925	\$4,397,245	11.7%	3,001.00	\$1,470.31
	Other					\$64,396,416.25			
TOTAL SPEND						\$234,941,093			

2013 Total and Lodging		
2013 Total	2013 Lodging	2013 Rank
\$75,284,749	\$1,324,976	1
\$13,992,827	\$2,863,187	2
\$12,974,212	\$5,467,400	3
\$9,907,629	\$3,399,297	5
\$11,104,035	\$1,026,344	4
\$5,355,268	\$1,200,179	8
\$6,877,000	\$1,577,254	6
\$5,581,494	\$704,186	7
\$4,598,773	\$619,481	9
\$4,163,726	\$416,005	10
\$58,979,813.12		
\$208,819,527		

YOY Change		
% increase total over 2014	% lodging 2013	% lodging 2014 over 2013
19.9%	1.8%	0.4%
9.7%	20.5%	-0.7%
-2.6%	42.1%	-11.9%
13.8%	34.3%	1.7%
-16.1%	9.2%	0.8%
62.1%	22.4%	0.7%
9.2%	22.9%	0.8%
8.0%	12.6%	11.2%
10.0%	13.5%	2.9%
5.6%	10.0%	1.7%
9.2%		
13%		

Attachment 7

**American Express Domestic
2013/14 Q1-3 TOTAL**

Market	Lodging	Retail	Dining	Other	Total Visitors	Total \$s
New York	\$ 31,988,054	\$ 2,433,896	\$ 2,124,805			\$ 36,701,301
Chicago	\$ 5,038,821	\$ 1,382,697	\$ 428,768			\$ 6,919,481
SFO	\$ 4,579,328	\$ 1,597,399	\$ 425,962			\$ 6,655,963
Miami/Ft Laud	\$ 5,099,780	\$ 608,624	\$ 304,312			\$ 6,086,237
Wash DC	\$ 2,885,659	\$ 237,965	\$ 445,093			\$ 3,592,811
Atlanta	\$ 2,142,131	\$ 240,380	\$ 203,720			\$ 2,612,355
San Diego	\$ 1,917,691	\$ 635,167	\$ 164,701			\$ 2,745,009
Other						\$ 78,686,503
Total 2013/14					53,278	\$ 143,999,660

International

2013/14 Visitors	Total Visitors	Total \$s
Total 2013/14	10,846	\$ 55,638,574

2014/15 Q1-3 TOTAL

Market	Lodging	Retail	Dining	Other	Total Visitors	Total \$s
New York	\$ 33,283,745	\$ 10,945,333	\$ 2,533,796			\$ 50,675,925
Chicago	\$ 7,104,984	\$ 4,841,978	\$ 587,381			\$ 13,655,261
SFO	\$ 7,022,789	\$ 4,303,573	\$ 812,160			\$ 13,550,472
Miami/Ft Laud	\$ 4,643,967	\$ 2,639,306	\$ 401,645			\$ 8,184,135
Wash DC	\$ 4,098,155	\$ 1,914,711	\$ 292,838			\$ 6,852,993
Atlanta	\$ -	\$ -	\$ -			\$ -
San Diego	\$ 1,910,350	\$ 3,550,856	\$ 390,394			\$ 6,519,296
Other						\$ 136,892,796
Total 2014/15					97,422	\$ 236,330,878

International

2014/15 Visitors	Total Visitors	Total \$s
Total 2014/15	17,163	\$ 83,369,725

% increase visitors	% increase spend
83%	64%

% increase visitors	% increase spend
58%	50%