



Annual Conference & Vendor Showcase

September 17-19, 2014 • Albuquerque
Register at www.wacvb.com

PG 1



WACVB Foundation

- Scholarships
- DMO Survey
- Road Trip Raffle

PG 2



Bureau News

- Branding
- Meetings
- New Members

PG 12

Photo Credit: Albuquerque CVB

WACVB

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For Member Bureaus ~ September 2014

newsnotes

Take Your Destination to New Heights

Annual Conference • September 17-19 • Albuquerque

Take advantage of the educational opportunities at the WACVB Annual Conference to gather strategies to “Take Your Destination to New Heights.”

Join your destination-marketing peers for valuable industry education and be inspired by the culturally rich destination of Albuquerque at the 2014 WACVB Annual Conference at Hotel Albuquerque at Old Town.

General Sessions

Trends guru Daniel Levine, director of the Avant-Guide Institute, presents “What Travelers Want...A Look Into the Lives of Today’s Visitors.” Destination marketers need to know what will be, not just what is now. So fasten your seat belts, put your tray tables in the upright position and get ready for an exhilarating look forward to the most intriguing and profitable social trends that are just around the bend.

“The Power of Sports: Scoring Big Wins for Travel,” with Dan Ballou, Ph.D., director of sports marketing for the Albuquerque CVB; Pete Isais, director of national events, USA Wrestling; and Timothy Schneider, publisher of

SportsTravel Magazine, moderating the panel. Sports-related travel generates hotel room nights and significant economic impact for destinations large and small all over the West.

As a marketing vehicle, music can deliver emotional, shareable and inspirational content and media. How many DMOs use music to tell their destination’s story? In this enlightening session, “Does Your Online Marketing Sing? What the Music Business Can Teach Tourism Marketers,” multi-platinum songwriter and producer Kenny Lamb (Aristotle Entertainment) and online marketing expert Marla Johnson (Aristotle, Inc.) provide a unique perspective about the power of music and technology to work together to drive traffic, define your brand and expand your reach.

At the Friday closing luncheon, we’ll conclude the conference with travel writer and author Doug Lansky presenting “The Biggest Mistakes in Travel Marketing...and What We Can Learn From Them.” Marketing disasters are amusing to everyone...well, except the one who committed them.

*Soar with new marketing
and sales strategies*

*Raise your DMO’s statue
in your community*

*Define lofty,
but achievable goals*

Continued on page 15

Foundation News

Save Money!

WACVB Foundation Scholarships Available

Information and application form at www.wacvb.com/foundation.html

The WACVB Education & Research Foundation has several scholarship programs available. Complete your application today for attendance at the March 2015 Destination Marketing Tech Summit in Sacramento.

- **2015 Tech Summit Scholarships** (includes registration and lodging; travel not included) to attend the March 25-27, 2015, program in Sacramento (**application deadline February 2, 2015**)

Scholarship Applicant Criteria

The WACVB Education & Research Foundation Scholarship Committee will select applicants as scholarship recipients and provide registration and lodging for those applicants who meet the following criteria:

1. Applicant must be employed on a full-time basis, and for at least one (1) year, at a local destination marketing organization (convention & visitors bureau, association, authority, council, chamber) responsible for destination marketing.
2. Applicant may not have received a previous scholarship to attend the WACVB Destination Marketing Tech Summit.
3. Bureau/organization must be financially unable to pay the registration fee and associated travel and lodging costs for the scholarship applicant. (No financial documentation required, honesty appreciated.)

Scholarship Awards (new policies)

- Scholarships are for attendance at the WACVB Destination Marketing Tech Summit. The WACVB Education & Research Foundation Scholarship Committee selects the recipients.
- Each scholarship includes the WACVB Destination Marketing Tech Summit registration fee and two nights lodging. Any additional room nights, other meals, activities or incidentals will be the scholarship recipient's responsibility.
- Scholarship recipients are responsible for their own travel arrangements and expenses (e.g., airfare) to attend the Tech Summit.
- No bureau may receive more than one scholarship per Destination Marketing Tech Summit.

CEO/Senior Executives Scholarships Granted

Rosalind Williams Memorial Scholarship Program

The WACVB Education and Research Foundation awarded three scholarship grants as part of the CEO/Senior Executives Scholarship Program. Each recipient used his or her grant toward attendance the 2014 CEO Forum in Solvang. Congratulations!

Andi Day, Executive Director, Long Beach Peninsula Visitors Bureau (WA)
Lee McMichael, Tourism Director, Page Lake Powell Tourism (AZ)
Chastity Starrett, Executive Director, Discover Kodiak (AK)

Industry Survey

Member and Prospective Member Needs Assessment and Perceptions Survey

In May 2014, the WACVB Foundation Board of Trustees selected Destination Analysts, Inc. to conduct a Comprehensive Member and Prospective Member Needs Assessment and Perceptions Survey. The purpose of the survey is to gather and prioritize identified member and prospective member needs for professional development and advocacy, and measure member/nonmember perceptions of WACVB and its current programs.

The survey included topics related to the Association's programs and services as well as issue facing destination-marketing organizations. In addition, survey participants had the opportunity to recommend ideas for industry research projects that the WACVB Education & Research Foundation could conduct that would be beneficial to the DMO industry.

The survey was distributed to the designated representative (typically the CEO) of each WACVB-member bureau as well as dozens of CEOs from non-member DMOs.

The Survey outcomes will inform priorities for Association educational programs and Foundation research projects. An overview of the survey findings will be included in the December issue of *NewsNotes*.



The 2014 CEO/Senior Executives Scholarship recipients in Solvang at the WACVB CEO Forum (L to R): Chastity Starrett, Lee McMichael and Andi Day.

2014 Western Road Trip Raffle

Funds Support Research Projects

The WACVB Education & Research Foundation Board of Trustees is pleased to promote the 2014 Western Road Trip Raffle. Special thanks to Trustee John Reyes (San Francisco) and the participating destinations.

Trip Itinerary

- Roundtrip airfare for two to/from San Francisco
- Rental car for a week
- Three-day, two-night stay at The Fairmont San Francisco
- San Francisco Tour
- Dinner for two at Scoma's Restaurant San Francisco
- Three-day, two-night stay at Fairmont Sonoma Mission Inn & Spa
- Sonoma County Wine Tour
- Three-day, two-night stay at Intercontinental Hotel The Clement Monterey
- Monterey Bay Aquarium Tickets

Valid trip dates: January 1, 2015 to September 30, 2015.

All trip package components are based on space availability; blackout dates apply.

All trip package components are for two (2) adults.

Raffle Tickets

The WACVB Education & Research Foundation will be selling raffle tickets for the 2014 Western Road Trip at the 2014 Annual Conference. A raffle ticket downloadable form is available at the WACVB website (www.wacvb.com/foundation).

1 ticket = \$25
5 tickets = \$100

Raffle Drawing

The WACVB Education & Research Foundation will conduct a raffle drawing for the 2014 Western Road Trip raffle in September 2014. You need not be present to win. Proceeds benefit the Foundation. Donations are tax deductible.



Scott Chernis



Sonoma County Tourism



Monterey County CVB

San Francisco • Sonoma • Monterey

San Francisco "Everybody's Favorite City"

San Francisco is often called "Everybody's Favorite City," a title earned by its scenic beauty, cultural attractions, diverse communities and world-class cuisine. Measuring 49 square miles, this very walk-able city is dotted with landmarks like the Golden Gate Bridge, cable cars, Alcatraz and the largest Chinatown in the United States. A stroll of the City's streets can lead from Union Square to North Beach to Fisherman's Wharf, with intriguing neighborhoods to explore at every turn. Views of the Pacific Ocean and San Francisco Bay are often laced with fog, creating a romantic mood in this most European of American cities. World-renowned, The Fairmont San Francisco hotel presents an awe-inspiring picture of historic San Francisco. The grandeur of the luxury hotel atop Nob Hill coupled with its reputation for impeccable service promises a truly memorable experience during your San Francisco trip. Centrally located, this luxury San Francisco hotel is a short cable car trip from the bustling Downtown, Financial District, Union Square and Fisherman's Wharf. In fact, The Fairmont San Francisco hotel is the only spot in San Francisco where each of the City's cable car lines meet. Scoma's has been family owned and operated for 50 years. Scoma's legacy of fresh, sustainable seafood has made it a true San Francisco tradition with an award-winning wine list, unsurpassed views and service. The restaurant is located on the west end of Fisherman's Wharf on Pier 47.

Sonoma County Delights

Just a 45-minute drive north from San Francisco's Golden Gate Bridge, Sonoma County is a traveler's paradise in California. The world-class Sonoma wine region offers more than 400 wineries—from wine castles to simple and rustic tasting rooms. Sonoma County was named the top wine destination in the U.S. by TripAdvisor's Travelers' Choice Awards 2012. Sonoma County represents the best of Northern California—premium wine, farm-to-table dining, ancient redwood forests, more than 50 miles of stunning Pacific Coast, oak-covered mountains and quiet rivers. Breathtaking Highway 1 delights visitors with crashing waves, sea lions and otters sunning on the beaches and amazing sunsets that color the sky in brilliant hues. The Fairmont Sonoma Mission Inn is the ultimate Wine Country destination. Blessed by natural mineral hot springs in Sonoma Valley and an idyllic, world-famous wine-growing region abundant with local products, the Willow Stream Spa, championship Sonoma Golf Course and the Michelin award-winning restaurant Santé, offer an unforgettable retreat. The Fairmont Sonoma Mission Inn & Spa is just a short drive from downtown Sonoma, a charming town offering year-round outdoor activities, events, festivals, dining and shopping.

Monterey Moments

Monterey offers iconic California experiences. Experience the top road trip in the United States as you wind along the breathtaking Big Sur coastline on Highway 1. Take time to explore the shops and attractions of iconic Cannery Row. Sip handcrafted wines at tucked-away tasting rooms where the winemaker might just be the person pouring. Take a surfing lesson and catch a glimpse of a barefoot beach wedding as you ride your board to shore. Play 18 holes at legendary golf courses, or just hang out at the 19th hole and watch the pros practice. Monterey County has something special for everyone. Enjoy panoramic coastal views, radiant sunsets and a breath of ocean air on beautiful Monterey Bay at the InterContinental The Clement Monterey. Overlooking the sapphire waters on Monterey Bay on Cannery Row, The Clement is a vibrant waterfront hotel, resort and spa. Located next to the Monterey Bay Aquarium on historic Cannery Row, InterContinental The Clement Monterey is steps from fashionable boutiques, delectable eateries, galleries, attractions, beaches and a lively street scene. The hotel is a short drive to Fisherman's Wharf, Downtown Monterey, Pebble Beach, Carmel and the Monterey Wine Country. The hotel is walking distance to the Monterey Bay Coastal Recreation Trail along Monterey's breathtaking coastline.

Nominating Committee Report

Proposed Board Slate

The WACVB Nominating Committee has reported the results of its deliberations to Board President Bill Malone. The Nominating Committee is pleased to recommend the following slate of Officers and Directors to serve as the Association's Board of Directors.

The report of the Nominating Committee will be presented during the General Business Session of the Annual Conference, Wednesday, September 17, 2014, at the Hotel Albuquerque in Albuquerque, New Mexico.

The election is scheduled for Friday, September 19, 2014, at the same location.

OFFICERS (one-year terms)

President

Wes Rhea, CTA, CDME
Stockton, CA
(nominated for 2015 term)

President-elect

Sara Toliver
Ogden, UT
(nominated for 2015 term)

Secretary/Treasurer

Aaron McCreight, CDME
Casper, WY
(nominated for 2015 term)

Past President

Bill Malone
Park City, UT
(per Bylaws; 2015 term)

DIRECTORS (two-year terms, except as noted)

Kim Bennett

Vancouver, WA
(continuing 2014/2015 term)

Jim Kissinger, CTA

Anaheim/Orange County, CA
(continuing 2014/2015 term)

John Reyes, CMP

San Francisco, CA
(continuing 2014/2015 term)

Julie Saupe

Anchorage, AK
(continuing 2014/2015 term)

Debbie Braun, IOM

Aspen, CO
(nominated for one-year term
appointment to complete unexpired
2014/2015 term)

Anne Jenkins

Medford, OR
(nominated for 2015/2016 term)

Bonnie Quill

Mat-Su/Palmer, AK
(nominated for 2015/2016 term)

Salary and Budget Online Surveys

*Has Your Bureau Completed
the 2014 Questionnaires?*

Salary & Benefits Survey

Everyone is interested in salaries and benefits for DMO CEOs and staff! Thanks to those WACVB-member organizations that have completed the 2014 survey edition on behalf of their DMO.



As with all WACVB surveys, the salary and benefit survey is a participatory survey, with access to results only available to those member bureaus completing the online survey.

The survey includes a bureau-background data section as well as chief executive officer and staff sections focusing on salaries and benefits. Participating CEOs may download survey summary reports based on operating budgets.

Bureau Budget Survey.

Are you interesting in knowing how your budget stacks up to others in your budget set? Curious about changing budget allocations in today's environment. If you have not yet completed the online survey, plan to complete the 2014 edition of the Bureau Budget Survey by **October 31** and encourage your fellow CEOs to do the same. Members use the survey information when creating budgets, researching funding sources and planning bureau expenditures.

The annual Bureau Budget Survey is designed to determine member budget classifications and to provide a focus on those items having an impact on a bureau's budget. Participating CEOs will find the bureau profiles useful for planning purposes. Results available via the standard bureau 'profile' or download the tabulation version.

The Bureau Budget Survey is a "members-only" program, with results accessible *only* to survey participants. Use the same login and password to access both surveys.

Remember, the more member bureaus that participate in the surveys, the more valuable the data.

Destination Marketing Tech Summit & Vendor Showcase

March 25-27, 2015 • Sacramento, California

California's capital—Sacramento—will be the site for the 10th annual edition of this popular conference, set for March 25-27, 2015. The Destination Marketing Tech Summit & Vendor Showcase will be at the Sheraton Grand Hotel in downtown Sacramento.

Plan to join your DMO industry peers for sessions about clarifying complex technology choices and understanding how consumers and clients use technology to gather information and make travel and meeting decisions.

The Tech Summit includes two consecutive labs on the afternoon of March 25, with general sessions and workshops and the vendor showcase on March 26 and 27. The Planning Committee begins its work this fall.

WACVB will invite technology companies to participate in the Tech Summit Vendor Showcase to demonstrate their products and services for delegates.

Our hosts at the Sacramento CVB look forward to welcoming WACVB members to their city. The Summit includes a welcome reception at the hotel Wednesday, March 25. Our Sacramento CVB hosts are planning an offsite event for Thursday evening, March 26.

Watch your email and WACVB's website for more information and registration materials for the Tech Summit in Sacramento. Registration will open in mid/late January.



Resource Library

Member Submissions Add Value

You may not need to reinvent the wheel! The Resource Library has annual reports, job descriptions, policy manuals, evaluation forms, marketing program ideas, and more.

The library is at www.wacvb.com – click on Resource Library. This member service is available to WACVB-member bureaus and their staff members—a username and password is required—instructions are online regarding library access.

We invite you to send your documents (PDF) to info@wacvb.com – please type **WACVB Library** in the subject line of your message.

Sample material suggestions include:

- annual reports
- board policy manuals
- job descriptions (CEO and staff)
- employee evaluation forms
- marketing plans
- sales and marketing reports
- economic impact reports
- tracking reports
- emergency preparedness manuals



25th Annual CEO Forum

Solvang Hosts Group

Fifty-one new and veteran bureau leaders gathered in Solvang, California, for WACVB's 25th annual CEO Forum—Thriving at the Top—with about a dozen CEOs participating as first-time attendees—several of them newly named CEOs.

The open forum session discussions included topics such as DMO focus and performance measures, tracking and reporting, marketing tools and technology, print versus social and co-op advertising.

A sampling of other topics included community relations, event involvement and promotion, member/partner structures, visitor centers, research projects, rural tourism and the importance of continuing to educate government leaders about value of meetings and travel.

Perennial topics such as board development and effectively communicating with stakeholders and elected officials about the work and value of the DMO were also on the agenda. Delegates also participated in the popular bureau budget sessions to discuss funding, operations and staffing.



Delegates at the CEO Forum in Solvang discuss a variety of industry topics facing destination marketing organizations.

The Marketing Idea Exchange is a valuable fixture at the CEO Forum. The exchange offers a quick way for CEOs to take home numerous ideas. Participants shared one marketing idea that has worked for them. The ideas were varied—drone images and videos, customer service classes, seasonal campaigns, marketing plan presentation formats, membership referral programs, community engagement ideas, destination storytelling, open houses for various market segments, billboard campaigns and even a hotel promotion in conjunction with the city's 100th anniversary.

At this year's CEO Forum, the focus was on thriving at the top. Entrepreneur Shaun Tomson presented the keynote session, "Riding a Wave of Change: How to Deal with Risk and Uncertainty While Maintaining a Vision for the Future." Tomson shared his philosophies about self-empowerment, positive values and peak performance. He spoke about the influence of a positive attitude on success in life and business based on his own experiences of overcoming seemingly insurmountable challenges on land and in the world's most dangerous waves as a world-champion professional surfer. Tomson is the author of the best-selling books *Surfer's Code* and *The Code -The Power of "I Will"* and the writer and producer of the award-winning documentary film *Bustin' Down the Door*.

Thanks to the CEO Forum Planning Committee members (Tracy Farhad, Debbie Braun, Kim Bennett and Layla Forstedt) for their work planning the program, with special thanks to our host CEO Tracy Farhad and the Solvang Conference & Visitors Bureau. In addition, thanks to the peer facilitators who guided discussion and captured session comments—Scott Beck, Debbie Braun, Melyssa Laughlin, Dale Lockett, Bill Malone, Stephanie Nowack, Wes Rhea, Barbara Steinfeld, Sara Toliver and Jennifer Wesselhoff.

WACVB Board President Bill Malone presented a special toast at the Thursday evening dinner to note the 25th anniversary of the CEO Forum program. The first CEO Forum in 1990 was in Tucson. Throughout the years, this conference has been in 10 different states...eight times in California...four

times in Arizona...three times in Nevada...twice in Alaska, Utah and Washington...and once in Hawaii, Idaho, New Mexico and Oregon. Although the CEO Forum destination and activities vary year to year, what remains constant is the desire for DMO leaders to share, commiserate, encourage and serve as resources for one another.

Some of the comments shared by CEO Forum delegates about this year's event in Solvang included:

- *Always one of my favorites*
- *Topics relevant and timely; information shares essential*
- *Enjoyed hearing others comments/ suggestions/troubles/successes*
- *Offsite networking and entertainment were outstanding in Solvang*
- *I absolutely love the CEO Forum and WACVB and am so pleased to be coming back! So valuable— always amazing takeaways and great peer support.*
- *Great location allowed for good networking. Great attendance = high energy.*

CEOs are searching for ways to stay fresh and keep their organizations nimble. The CEO Forum provides insight into the evolving challenges facing DMOs and those who lead them. If you did not attend this year, plan to attend the 2015 CEO Forum, July 30 to August 1 in Alaska, with Visit Anchorage as the conference host. Mark your calendar now to share your knowledge and learn from industry peers.

"Thanks again for putting on a great forum; I'm really looking forward to Alaska!"

- Deborah Hopkins Buchanan,
Executive Director,
San Juan Islands Visitors Bureau



CEO Forum host Tracy Farhad, Executive Director of the Solvang Conference & Visitors Bureau.

CEO Forum Signature Sponsors

Welcome Reception and Dinner at Hotel Corque
Madden Media

Luncheon at Hotel Corque
TripAdvisor

Offsite Reception and Dinner at Buttonwood Farms & Winery
Solvang CVB, Visit Santa Barbara, Buellton Visitors Bureau and the Chumash Casino Resort

2014-15 Calendar of Events

Annual Conference & Vendor Showcase & Best Idea Program

September 17-19, 2014 • Albuquerque, New Mexico

Hotel Albuquerque at Old Town

Registration fee includes conference sessions and group meal functions.

Registrant from a WACVB-member bureau:

\$295 for the first member registrant

\$220 for each additional member registrant from the same WACVB-member bureau

Registrant from a nonmember CVB/DMO:

\$590 for each registrant

Destination Marketing Tech Summit & Vendor Showcase

March 25-27, 2015 • Sacramento, California

Sheraton Grand Hotel

Registration fee includes Tech Summit sessions and group meal functions.

Registrant from a WACVB-member bureau:

\$370 includes March 25 afternoon labs and March 26 & 27 sessions/meals/reception

\$295 includes March 26 & 27 sessions/meals/reception (**no** March 25 afternoon labs)

Registrant from a nonmember CVB/DMO:

\$740 includes March 25 afternoon labs and March 26 & 27 sessions/meals/reception

\$590 includes March 26 & 27 sessions/meals/reception (**no** March 25 afternoon labs)

Hotel Reservations

Group rate: \$169 plus tax & tourism assessment; s/d occupancy

CEO Forum

July 30 - August 1, 2015 • Anchorage, Alaska

The Hotel Alyeska

Details forthcoming

Just for Fun

Read Thoroughly

Salt Lake City Hoping To Boost Tourism By Reminding Visitors They're Free To Leave At Any Time

Pay attention here>>Source: The Onion, August 21

SALT LAKE CITY (Aug. 21, 2014) In a move designed to help the metropolitan area attract more tourists, Salt Lake City officials unveiled a new advertising campaign Thursday reminding potential visitors that they can leave at any time. "With our new 'Free to Leave' campaign, we're letting the world know that when you visit Salt Lake City, you can get out whenever you want, day or night, whether you've only been here for a couple of hours or a couple of days," Mayor Ralph Becker said, emphasizing that the city's main attractions are all conveniently located near train stations, airports, and a number of major highways. "The award-winning Hogle Zoo, Red Butte Garden and Arboretum, the Natural History Museum of Utah—these are all places you can up and leave any moment you please. And as you stroll through world-famous Temple Square, you can rest assured in knowing that, if you just hop on I-80, you can be in Nevada in about 90 minutes." The city's tourism officials added that if visitors don't feel like it, they don't even have to come at all.

Mayor Closes All Exit Routes from Capital City

SALT LAKE CITY (Aug. 22, 2014) In a swift reaction to an editorial travel segment he discovered in an online news publication yesterday, Salt Lake Mayor Ben McAdams has signed an emergency bill effectively blocking all exits from the Salt Lake valley.

The editorial segment highlighted a Salt Lake tourism campaign, which reminded visitors that they're never far from an exit and are free to leave at any time. "How are we expecting to increase revenue that way?" an incredulous Mayor McAdams asked tourism board members in an emergency meeting late Thursday night. "The amount of revenue this new bill will generate in hotel and restaurant taxes will pay for the closing of all Salt Lake's exit routes almost immediately. Keeping visitors here indefinitely will help secure our already thriving economy."

Construction began on freeway onramps this morning, and includes traffic cones, barricades, tire shredders, and other obstacles that will essentially prevent visitors from leaving the valley.

The bill also mandates that all airline tickets to Salt Lake be one-way. "Most of the major airlines are threatening to pull out of the Salt Lake International Airport, but we have a plan in place that should smooth over any ruffled feathers," commented McAdams this morning, as he stuffed gift baskets with Dante Exum bobbleheads, saltwater taffy, and koozies embroidered with the phrase "Mayor McAdams Wuvvs You."

Many of the city's leaders are questioning whether the bill will deter new travelers from visiting, but McAdams has roundly dismissed these fears, stating that "any loss of potential new tourism dollars will be offset by the revenue our community will collect from the visitors who can never, ever leave. Ever."

Visit Salt Lake And Never Leave is a private, non-profit corporation responsible for the promotion of Salt Lake as the awesome travel destination it is... and for keeping visitors from ever leaving. In partnership with Salt Lake County, Utah Department of Transportation, and local law enforcement officials, VSLANL is committed to attracting and providing support to conventions, leisure travelers, visitors, and soon-to-be residents.

Welcome to Salt Lake. You Can Check In Any Time You Like...



New Study

Fear of Being Replaced and Poor Communication Prevent American Workers From Taking Time Off

“Work Martyr Complex” Emerges at Expense of Americans’ Health and Well-Being

Fear of being replaced and work piling up coupled with a lack of employer support and communication is keeping Americans from using the time off they have earned, according to the new study, [“Overwhelmed America: Why Don’t We Use Our Paid Time Off?”](#) conducted by GfK Public Affairs and Corporate Communications (GfK) for the U.S. Travel Association’s [Travel Effect](#) initiative. Despite a universal acceptance of the importance of paid time off (PTO), 40% of American workers will leave vacation days on the table, sacrificing their health and well-being and adopting a “work martyr complex” to demonstrate their value.

The “Work Martyr Complex”

“Americans suffer from a work martyr complex. In part, it’s because ‘busyness’ is something we wear as a badge of honor. But it’s also because we’re emerging from a tough economy and many feel less secure in their jobs,” said Roger Dow, president and CEO of the U.S. Travel Association. “Unfortunately, workers do not seem to realize that forfeiting their vacation time comes at the expense of their overall health, well-being and relationships.”

Americans construct many of their own biggest barriers to using time off. Workers cite returning to a mountain of work (40%) and the feeling that nobody else can do their work (35%) as the top reasons they leave PTO unused. The effects of a tough economy still linger, with one-third (33%) of respondents saying they cannot afford to use their PTO, and a fifth (22%) of workers expressing concern that they do not want to be seen as replaceable.

Failure to Communicate

This “work martyr complex” is reinforced by company culture, chiefly poor communication around time off. Even though senior business leaders overwhelmingly recognize the impor-

tance of using time off (95%), two-thirds (67%) of American employees say their company says nothing, sends mixed messages about or discourages using their PTO. Further, one-third (33%) of senior business leaders state they never (19%) or rarely (14%) talk with employees about the benefits of taking time off.

The survey suggests that management may be unintentionally sending employees mixed messages when they take their time off. Nearly half (46%) keep responding to emails, while roughly three-in-ten (29%) return calls from work during their PTO, sending the signal that it is not acceptable to be away from the job. Additionally, senior business leaders are dramatically more likely to do work while taking time off: just 37% of senior business leaders reported unplugging entirely from work, compared to 74% of employees.

“Use it or Lose it” Motivates Time Off

“While the survey revealed a number of barriers to taking time off, it may have also uncovered the silver bullet,” said Vice President of Research at GfK Chris Moessner. “‘Use it or Lose it’ policies are tremendously effective at getting employees to use the time off they have earned.”

According to the study, company policy may most strongly influence employees’ decisions to use time off. Five of six workers (84%) with a “Use it or Lose it” policy plan to use all their PTO in 2014, while less than half (48%) of workers who can roll over, bank or be paid out for their unused PTO plan to use all of it. But only one quarter (26%) of workers report that their employers have a “Use it or Lose it” policy.

“Companies and employees need to recognize the value of getting away from the office. It’s time to start a conversation and reclaim the benefits we work so hard to earn,” concluded Dow.

Report Methodology

GfK Public Affairs and Corporate Communications conducted an online survey using the GfK KnowledgePanel® from June 20-30, 2014 with 1,303 American workers working at least 35 hours per week, including 235 managers, defined as those with managerial responsibilities for direct reports and involvement in the decision-making at their companies. GfK’s KnowledgePanel® is the only large-scale online panel based on a representative random sample of the U.S. population. The data were weighted and scaled to ensure that the sample’s composition reflects that of the actual population of American adults working 35 hours a week or more. The margin of error for workers overall is +/-2.71% and for managers is +/-6.39%.

About Travel Effect

Travel Effect is the U.S. Travel Association’s research-driven initiative to prove the personal, business, social and economic benefits that taking earned time off can deliver. For more information about survey findings, visit [TravelEffect.com](#).

About GfK Public Affairs and Corporate Communications

GfK is the trusted source of relevant market and consumer information that enables its clients to make smarter decisions. More than 13,000 market research experts combine their passion with GfK’s 80 years of data science experience. This allows GfK to deliver vital global insights matched with local market intelligence from more than 100 countries. By using innovative technologies and data sciences, GfK turns big data into smart data, enabling its clients to improve their competitive edge and enrich consumers’ experiences and choices. For more information, please visit [GfK.com](#) or follow GfK on Twitter: [twitter.com/GfK_en](#).

“Meetings Mean Business” Campaign Talking Points

Overview

- Meetings Mean Business creates an information and advocacy platform that highlights our industry’s role in not only driving business success but also creating jobs and generating economic value.
- Leaders from across the meetings and events industry are working together to showcase the substantial value derived from meetings, conferences, conventions, incentive travel, trade shows and exhibitions.
- To actively engage with stakeholders, the media and key policymakers.

Meetings Mean Business is Organized Around Three Central Pillars

- **Creating Personal Connections** – Personal relationships are at the core of every business decision and face-to-face meetings provide professionals with that personal interaction, which leads to deeper relationships.
- **Driving Positive Business Outcomes** – Meetings and events deliver profits, help win new accounts, serve as education platforms and allow colleagues and partners to come together to innovate and achieve results.
- **Building Strong Communities** – Outside of the results driven by business meetings, the events and meetings industry creates hundreds of thousands of jobs, generates billions of dollars of revenue and supports communities across the country.

Creating Personal Connections

- When people meet face-to-face, relationships are developed in a way that technology cannot recreate or match. The ability to look a new business opportunity in the eye and close the deal with a handshake simply cannot be replicated.
- Face-to-face meetings more effectively capture the attention of participants, inspire positive

emotional climates and drive collaboration by building meaningful business relationships.

- Meetings create a shared sense of missions and purpose, foster empathy across organizational lines and create camaraderie that positions an organization for success.

Driving Positive Business Outcomes

- Organizations depend on face-to-face meetings to win new customers, close new deals and develop high-performing talent. The business outcome of a face-to-face meeting far exceeds any other.
- The ability to sit down one-on-one with colleagues and leaders across industries provides for instant collaboration and real-time productivity.
- Conventions and conferences serve as critical education platforms for professionals and are key components for developing advanced skills and workforce training.
- Government meetings facilitate effective information sharing, employee training and development, taxpayer services and collaboration with other agencies and private-sector partners in a way that cannot be accomplished by other means.
 - A recent study by Rockport Analytics reaffirmed that government travel for meetings leads to greater productivity and efficiency and found that cancelling government participation in meetings and conferences can actually cost taxpayers more in the end.

- The private sector also benefits from in-person meetings and events as companies depend on face-to-face interaction to win new customers, close new deals and develop high performing talent.
- An Oxford Economics report highlights the industry’s value to businesses, finding that companies

that invested more in business travel during the economic downturn grew the fastest. In fact, the report found that every dollar invested in business travel realizes \$9.50 in new revenue and produces \$2.90 in profits.

Building Strong Communities

- The services provided by the meetings and travel industry often go unnoticed, but the economic impact is unmistakable. The industry contributes more to national GDP than the air transportation, motion picture, sound recording, performing arts and spectator sport industries. It is an economic engine, creating hundreds of thousands of jobs, generating billions of dollars in revenue and supporting communities across the country.
- Hosting an event, convention or trade show stimulates a region’s economy by bringing in a new visitors, who stay in area hotels, eat in local restaurants, shop in neighborhood stores and bring new revenue to the destination.
- According to a recent study by PwC, the meetings industry contributed more than \$280 billion to the national economy and put another \$88 billion back into the economy through federal, state and local taxes in 2012.
- Experiencing a destination first hand is the best marketing tool for a community. While at a meeting, attendees have the opportunity to explore a destination and those experiences often influence their decision to come back—whether for business or leisure travel.
- The breadth and variety of career paths within the travel industry offers exceptional opportunities for students, young professionals and emerging leaders who are looking to establish and grow careers.

Source: Meetings Mean Business
www.meetingsmeanbusiness.com



MEETINGS MEAN BUSINESS

Awards and Kudos

Scott Beck is New DMAI Board Chairman

Visit Salt Lake's Scott Beck began his term of service as Board Chair of the Destination Marketing Association International (DMAI) 2014-15 Board of Directors at the global trade association's 100th anniversary meeting in July.

"Serving as chair of DMAI provides me an opportunity to give back to an industry and the people within it who have given me so much," said Beck, president & CEO of Visit Salt Lake. "Yes, it means more meetings, but it also means more chances to learn from these incredible professionals. Being chair at this time is particularly special, as DMOs are more relevant than ever. Our centennial this year proves that, but we must look for opportunities to enhance that relevance and provide additional value for our destinations."

Beck has been a member of DMAI since 2005, the same year he was selected to lead Visit Salt Lake (VSL). During his tenure with VSL, Beck has been named CEO of the Year by *Utah Business Magazine*, successfully renegotiated and secured the annual Outdoor Retailer summer and winter tradeshow, and led the rebranding of the Salt Lake Convention & Visitors Bureau into today's more relevant Visit Salt Lake, years before it became the norm among DMOs.



LVCVA's Rossi Ralenkotter Inducted into Inaugural Destination Marketing Hall of Fame

Rossi Ralenkotter, president & CEO of the Las Vegas CVA, has been honored with the 2014 destination marketing Hall of Fame Award by Destination Marketing Association International (DMAI). The award was created to honor individuals who have changed the future of destination marketing for the better, made significant contributions to the advancement of the industry and shaped travel marketing.

Ralenkotter, last year celebrated his 40th year at the LVCVA, where he oversaw the creation of the most successful branding campaign in tourism history, best known for its oft-repeated tagline, "What happens here, stays here." It was selected the No. 1 campaign by the voting public and was inducted into the Madison Avenue Advertising Walk of Fame in 2011.

Ralenkotter is engaged with the travel industry, having served as a delegate to the White House Conference on Tourism, chairman of the Travel and Tourism Advisory Board for the U.S. Department of Commerce, and chairman of the U.S. Travel Association.

Ralenkotter has been named one of the 25 Most Influential People in the Meetings Industry by Meeting News and was named Co-Brand Marketer of the Year by Brandweek magazine. He has received Lifetime Achievement Awards from the American Marketing Association, the Travel and Tourism Research Association, and was recently announced to be inducted into the U.S. Travel Hall of Leaders.

"With more than 41 years at the LVCVA, Rossi is truly the North Star for the Las Vegas tourism industry," said Cathy Tull, senior vice president of marketing for the LVCVA. "He has made an indelible mark on the destination with his leadership and vision and without Rossi, we wouldn't have one of the most popular Vegas phrases ever—'What Happens Here, Stays Here.'"

2015 Western Destinations Guide

WACVB/PCMA Convene Partnership

Let's market THE WEST to meeting professionals!

WACVB will again collaborate with *Convene*®, the award-winning journal of the Professional Convention Management Association (PCMA), to produce a special section—*Western Destinations Guide*—in the March 2015 issue of *Convene*. This guide will be mailed to more than 30,000 meeting professionals and enjoy bonus distribution by WACVB throughout the year. This valuable marketing opportunity is available exclusively to WACVB members to showcase western destinations.

All advertisers purchasing ¼ page or larger will receive FREE matching editorial to describe their destinations' many assets. Additionally, WACVB will receive up to six pages of editorial to promote the West as a meetings/convention destination.

Reserve your space now! Contact Albert Pereira at (312) 423-7277 • apereira@pcma.org or Wendy Krizmanic at (312) 423-7248 • wkrizmanic@pcma.org.

Let's bring more meetings and conventions—of all sizes—to the West! Take advantage of WACVB's partnership with *Convene*!

Bureau News



Branding

■ **Travel Tacoma + Pierce County** is the new name of the Tacoma Regional CVB. "This name really reflects who we are and what we do," said President & CEO of Travel Tacoma + Pierce County Bennish Brown. Travel Tacoma is the official destination marketing organization for Tacoma and Pierce County. It is charged with promoting Tacoma and surrounding cities in the county as a prime destination to leisure travelers, meeting planners and tour group operators. Last year, more than 8 million visitors came to Pierce County. These visitors spent an estimated \$981 million. The name change comes as one of the final pieces of a larger retooling process that the organization has been undergoing since last July—a transition that included business model changes, a rebranding effort, and a new campaign—Fearless Exploration.

Convention Centers

■ **The Los Angeles Convention Center (LACC)** is embarking on a \$10 million project to provide a new look and feel to the facility located in the heart of Downtown Los Angeles. Designed to enhance the customer experience and help attract new shows, the year-long

transformation began in August, with work to occur around shows and events in the building. Some of the numerous interior aesthetic and facility systems enhancements include installing a new, energy-efficient solar-ready "cool roof" on the South Hall and Concourse Hall, rolling out new carpet throughout the Center, overhauling parking systems to provide more automated options and faster entrance and exit times, remodeling the theater and upgrading AV capabilities to accommodate a variety of technology options and more. The LACC is also preparing for its first expansion in more than 20 years. This expansion will either occur as part of the development of a new stadium or as a stand-alone development project, pending a decision later this year on whether or not Los Angeles will be awarded a professional football team.

Green Meetings

■ The Eugene, Cascades & Coast area (**Travel Lane County**) has been nationally recognized during the years for its commitment to a "green" lifestyle, whether at home, in the office or at events. Eugene made Successful Meetings list of "Top 10 Green U.S. Cities," as well as Entrepreneur.com's list of "Top Cities for Green Scenes: Where Capitalism Meets Eco-Consciousness." The community goes above and beyond the standard recycling station to help reduce the environmental impact of an event, whether it's for 10 people or 10,000.



It's not uncommon to see features like bicycle valets and biodiesel vehicles offered at events to help reduce the use of gasoline vehicles. For groups in town looking to explore or to get around during a convention, bikes can be rented at numerous local shops, or are available from some of the hotel and convention spots. Composting is commonplace at many functions, and waste stations are often staffed by volunteers to assist with disposal to work toward zero-waste events. Local food is celebrated in the area through area farmers, farmers markets, or even onsite gardens. This not only provides some of the freshest food, it reduces the need for transports in the process. Check out Travel Lane County's webpage on green meetings for more information.



Meetings/Conventions

■ In August 2014 the **Anaheim/Orange County VCB**, **Visit Baltimore** and the **San Antonio CVB** announced the formation of Synchronicities, a three-city partnership designed to assist meeting professionals in maximizing return on investment. Anaheim, Baltimore and San Antonio conducted in-depth research with meeting professionals via focus groups and surveys to shape Synchronicities into a partnership that delivers what meeting professionals and attendees want most, an unbeatable combination of value and resources. The partnership assists professionals in achieving their specific business objectives by offering customizable options based on the needs of individual meetings. This personalization is the foundation of Synchronicities, along with a seamless knowledge transfer between the three cities, and a united services and marketing platform



“Synchronicities provides meetings professionals with a comprehensive solution when considering events in different parts of the country,” said Jay Burress, president & CEO of the Anaheim/Orange County VCB. An early example of Synchronicities success is the partnership with the National Postal Forum, which selected Anaheim, Baltimore and San Antonio to host their annual conference in 2015, 2017 and 2018, respectively. To learn more about Synchronicities, explore www.synchronicities.us.

Sustainable Offices

■ **San Francisco Travel** moved to new offices in June. The new headquarters on the 29th floor at One Front Street was created to reflect the spirit and creativity of the city while incorporating cutting-edge design, a preference for local artists and materials and a commitment to sustainability. True to San Francisco, technology plays an integral role throughout the offices. Visitors are greeted on arrival by a monitor welcoming guests and providing information on current meetings and events, weather, trivia and other news. Meeting rooms are named after neighborhoods throughout the city. A large illustrated map of San Francisco—an original design in marker on drywall—gives a lighthearted overview of the city’s many neighborhoods, icons and characteristics. An oversized floor-to-ceiling map of the city encourages staff or guests to share their latest discoveries on a wipe-board wall. “Our new building is LEED Gold Certified, but we are making bold choices to achieve Green Business Certification too,” noted San Francisco Travel President & CEO Joe D’Alessandro. This will be accomplished through repurposed and salvaged materials,

LED lighting and views and daylight accessible to all. The company strives to be a “paperless” office with less waste and more connectivity. Twenty works by notable Bay Area artists are displayed throughout the new office space.



Visitor Centers

■ **Visit Laguna Beach** has developed an interactive kiosk that is on display in the Laguna Beach Visitors Center. Guests have the ability to sign a digital guestbook, view events, book hotel rooms and restaurant reservations, purchase attraction tickets, create a trip itinerary, print boarding passes, maps, directions and more.

Websites

■ **Visit Laguna Beach** has launched a fresh and visually appealing new website, reflective of the recent name change and rebranding efforts. This fully responsive website provides an optimal viewing experience across multiple devices, from smartphones to desktop computers. Special features include a new listings layout for attractions, restaurants and lodging; visually appealing, enlarged photos; an Open Table functionality for dining reservations; home page navigation buttons presented through visual tiles introducing categories of interest such as Restaurants, Hotels, Things To Do, Weddings, Plan Your Trip and Photo Gallery; and social media buttons allowing direct connections to Facebook, Twitter, YouTube, Pinterest and Instagram. Click on the customized Map Explorer from a listing or from the maps & information section for an interactive map of Laguna Beach. Last, but not least, Visit Laguna Beach has

fully integrated their staff blogging efforts into the website, showing visitors an insider’s view of Laguna Beach.



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People On the Move

Former CEO **Dan Cuning** remains with Yosemite Sierra Visitors Bureau in a newly created position, director of special projects development. In this capacity, he will focus on developing sports tourism, an off-road vehicle park, an equestrian center and team sports tournaments.



The Albuquerque CVB has hired **Jeff Poole** as director of sales. In his new role, Poole will play a leadership role in managing a team of sales managers and support staff who together sell Albuquerque as a premier meetings, conventions and events destination. He will be dividing accounts in the Northeast and Washington, D.C. markets with ACVB's associate director of sales. For the last 10 years, Poole has owned and operated his own business, managing group sales accounts for five mid-size destinations. Prior to his most recent role, he held senior sales and marketing positions for several hotels and represented the Los Angeles Tourism & Convention Board in the Washington, D.C. market.



The Yosemite Sierra Visitors Bureau Board of Directors has named **Rhonda Salisbury** as the bureau's new CEO. Salisbury previously served as the Bureau's director of marketing. A longtime travel-marketing expert, she has been with Yosemite Sierra Visitors Bureau since 2011, but her experience endorsing Madera County tourism stretches nearly 30 years. Salisbury previously served on the Yosemite Sierra Visitors Bureau Board of Direc-



tors for five years, including three as its president. Previously employed by a number of Madera County properties, including The Pines Resort at Bass Lake and Paradise Springs, north of Oakhurst, Salisbury says she looks forward to furthering connections with partners in tourism, locally and with other DMOs and travel organizations.

The Marina del Rey CVB has named **Lawrence Stafford** as business development manager. Stafford has served as national sales manager for the Pasadena CVB and has meeting and group business experience working with hotels such as Hilton, Four Points by Sheraton, DoubleTree and Embassy Suites.

Travel Tacoma + Pierce County welcomed **Jaime Vogt** as the new director of marketing & communications this spring to lead the marketing and communications team. Vogt's responsibilities include directing, planning and implementing marketing and communication strategies to attract business, leisure and group tour travel markets to Pierce County. She is responsible for the collaborative management of the branding and imaging of Travel Tacoma + Pierce County, WA. Vogt has 15 years of experience in marketing, web strategy, social media and design. She comes to the bureau from Sound Transit, where she built their social media division from the ground up, developing their mobile website and strategy.

Jessica Young is now the meetings and events sales and marketing specialist at the Flagstaff CVB. She previously worked as a conference planning manager for the High Country Conference Center at Northern Arizona University.

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Annual Conference

Continued from page 1

Mistakes can go viral and cause serious brand damage, but they can also be prevented with some basic control measures. This program will have delegates laughing, but also thinking about travel in a new light.



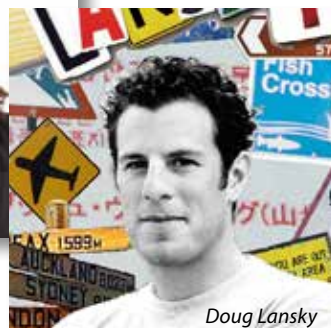
Daniel Levine



Kenny Lamb



Marla Johnson



Doug Lansky

Workshops

- DMO Prospecting for Conventions and Meeting Business and Practice Makes Profits
- If You Measure It, They Will Come: A User-friendly Guide to Research-based Success
- Developing a Tourism Master Plan
- Destination Debates
- The View From the Outside: Using Perception and Image to Your Advantage

Best Idea Program

A favorite component of the conference is Best Idea Program luncheon where members share innovative presentations about creative and imaginative approaches to marketing destinations and managing our organizations. Thanks to PCMA/Convene for sponsoring the luncheon.

Budget Roundtables

CEOs and staff members gather in an open-discussion format with the conversations guided by peer facilitators. These popular roundtables provide opportunities to share ideas, challenges and solutions at these roundtables (by budget category).

Time with Peers

Spend time with peers at the Wednesday welcome reception at the Hotel Albuquerque—thanks to the Catalyst Marketing Company for sponsoring this event. On Thursday evening, the Albuquerque CVB will host a reception at the New Mexico Museum of Natural History and Science. Delegates will experience New Mexican culture, entertainment and hospitality.

For more information about the host destination, visit the Albuquerque CVB website www.visitalbuquerque.org.

Annual Conference Vendor Showcase

Special thanks to the companies that support WACVB through participation at the Annual Conference Vendor Showcase; many of them also serve as conference sponsors. During the conference, DMO representatives meet with suppliers to discuss advertising and publishing opportunities, research and marketing strategies, as well as multimedia and technology solutions.

[List as of September 5, 2014]

Adara – www.adaramedia.com

Aria – www.ariaagency.com

Aristotle, Inc. – www.aristotle.net

Barberstock – www.barberstock.com

Bluebridge Digital – www.gobluebridge.com

Catalyst Marketing Company – www.teamcatalyst.com

Certified Folder Display Service, Inc. – www.certifiedfolder.com

Destination Analysts, Inc. – www.destinationanalysts.com

Destination Arena – www.destinationarena.com

The Experience Institute/Training – www.theexperienceinstitute.org

GumCo, Inc. – www.gumco.com

iDSS, Internet Destination Sales System – www.idss.com

Internet Marketing Expert Group – www.imegonline.com

Madden Media – www.maddenmedia.com

Meetings Focus – www.meetingsfocus.com

Miles – www.milespartnership.com

Mindset Brands Destination – www.mindsetinc.net

mobiManage – www.mobimanage.com

National Association of Sports Commissions – www.sportscommissions.org

Orbitz Worldwide – www.orbitz.com

PCMA/Convene – www.pcma.org

Schneider Publishing – www.schneiderpublishing.com

Simpleview – www.simpleviewinc.com

Smart Meetings – www.smartmeetings.com

STR, Inc. – www.str.com

Tempest interactive Media – www.tempest.im

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