

WCVA
BUSINESS PLAN
FY 2011-12



WASHINGTON COUNTY
OREGON
VISITORS ASSOCIATION

**FY 2011-12
WASHINGTON COUNTY VISITORS ASSOCIATION
BUSINESS PLAN**

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MESSAGE FROM TERRY GOLDMAN, PRESIDENT AND CEO

The Washington County Visitors Association (WCVA) has had the distinct honor and privilege of serving Washington County as the official visitors bureau since 1983. In our 28 year history, we have proudly represented the county and its tourism related assets through our efforts with media, consumers, meeting and event planners, sports events and tournament organizers, and tour operators - all who spend dollars in our hotels, restaurants, retail locations, wineries and other businesses throughout the entire county. Tourism benefits all Washington County businesses, employees and residents, and the WCVA is proud to share this great region of the state with the world.

Since 2007, the Tourism 2015 Plan has guided our overall efforts to consistently spread the tourism message about Washington County's four key attractors. Wine, nature/outdoor adventure and amateur sports/golf are three pillars identified in the Tourism 2015 plan. In recognition of the extreme value that shopping related tourism has to our visitor economy, the WCVA, as recommended by our board of directors, added shopping as the fourth pillar, or key attractor.

As we look ahead to 2011-12, we will continue to center our energy and efforts in these four areas, while adding focal points the board and staff feel are instrumental to our future success, which include arts and culture and the small meetings and events market.

Our team remains committed to promoting this destination and its diverse collection of tourism assets. We serve Washington County with pleasure, and look forward with anticipation to the outstanding results our efforts will produce in FY 2011-12 and beyond.

VISION & MISSION STATEMENTS

The WCVA Board of Directors adopted in September 2010 the following statements to guide the organization:

VISION: The Washington County Visitors Association positions Washington County, Oregon, as a pre-eminent destination for travel, tourism and events.

MISSION: The Washington County Visitors Association exists to encourage visitors to stay, spend and play in Washington County, Oregon, by selling, marketing and promoting the county's diverse collection of tourism related assets.

ABOUT THE WASHINGTON COUNTY VISITORS ASSOCIATION

The Washington County Visitors Association (WCVA) is a not-for-profit, 501(c) (6) destination marketing organization, charged with marketing and promoting Washington County, Oregon, as a travel destination to a variety of audiences.

The WCVA is solely funded by county transient lodging taxes (or room tax), which is a 9-percent tax paid by tourists, business travelers and other visitors for stays less than 31 consecutive days in hotels, motels, other lodging such as cabins and bed-and-breakfasts and RV parks. The state of Oregon also collects an additional 1% room tax to fund the Oregon Tourism Commission, bringing the total tax collected to 10 percent. The WCVA receives 33 percent (or 1/3) of the county room tax collected, which is earmarked to be used for marketing Washington County as a tourism destination.

The WCVA operates on a fiscal-year budget (July-June), and reports its progress biannually based on the fiscal year. The mid-year report is presented in January, and a year-end report is presented after the culmination of the fiscal year in July. The organization's total annual revenue is between \$1.8 and \$2.0 million, based on tax collections.

HISTORY OF THE ORGANIZATION

The Washington County Visitors Association (WCVA) was established as a membership destination marketing organization in 1983. At that time, the WCVA received one point of the total seven percentage points in allocated room taxes collected by Washington County. In 2007, by Washington County Commission approval, the WCVA received additional funding, a result of a two-percent increase in countywide lodging tax collection, thus increasing Washington County's lodging taxes from 7 to 9 percent. This increase was approved by Washington County voters in May 2006 (Measure 34-118).

The additional funding allowed the WCVA to increase its marketing efforts, impact and competitiveness. In 2007, the organization was restructured as it started to implement the tourism roadmap, defined by the Tourism 2015 plan, which was approved by the WCVA's board of directors. This plan included destination branding and positioning, which formed the necessary marketing infrastructure the WCVA needed to increase Washington County's visitor demand in the years to come.

The 2007 reorganization included moving the organization from a member-based model to a stakeholder model, creating an inclusive, customer-focused destination marketing organization that encourages all tourism businesses to become involved in the WCVA's tourism programs. Throughout 2007 and 2008, new positions were added to the WCVA, which included expanding the organization's marketing and direct sales divisions.

In 2010 after a national search, Terry Goldman, an experienced hotelier, who previously served as chair of the WCVA's board of directors, was selected to succeed the previous president & CEO.

ORGANIZATIONAL STRUCTURE

Board of Directors

The WCVA is governed by a board of directors comprised of individuals who represent Washington County from various sectors, including chambers of commerce, lodging, local government, and local tourism areas. The total makeup of the board is as follows:

- Chambers of commerce (three representatives)
- Lodging properties (three representatives)
- Washington County Board of Commissioners (one representative)
- City Councilor/Mayor (one representative)
- Corporate sector (one representative)
- Citizens-at-large (two representatives)
- Tourism sectors: wine, nature, sports, arts (three representatives)

The WCVA's board of directors guides the organization's mission, business and financial responsibilities. It is divided into committees, including:

- **Executive Committee:** Oversees the business plan of the WCVA
- **Grants Committee:** Oversees and establishes policies for grant applications and investments; reviews and makes recommendations for the WCVA's grants program(s); sets up tourism funds as well as an oversight committee
- **Scenic Tour Route Committee:** Oversees management of the Washington County Scenic Tour Route, works the state approved corridor management plan along with WCVA staff and appropriate agencies to keep the route and route signage in the best possible condition.
 - **Scenic Bikeway Sub-Committee:** Leads the countywide-effort in cooperation with a diverse representation from community, government and interested stakeholders to establish the Tualatin Valley Scenic Tour Route covering 80+ miles of scenic roads and trails in Washington County, Oregon
- **Sports Committee:** Advises the sports sales and executive team of the WCVA on how to best approach the development of the sports market; partners with a variety of key stakeholders, including venue owners, city parks and recreation employees, and recognized sports leaders in the community
- **Nature Committee:** Serves in an advisory capacity to the WCVA, and is made up of a variety of nature and outdoor recreation experts and stakeholders

WCVA Staff

The WCVA plans to employ 12 staff members in the 2011-12 fiscal year:

Administrative

President/CEO

Serves as the government and community liaison and industry advocate; oversees the day-to-day business of the organization; serves as spokesperson for the WCVA

Director of Operations and Finance

Handles the administration of the organization; oversees the WCVA's finances, payroll, human resources, benefits and information technology

Administrative Assistant

Works directly with and assists managers in sales, marketing, operations and stakeholder development with administrative tasks; responsible for taking minutes at staff and other meetings

Direct Sales

Tourism Sales Manager

Works with the group tour market; works directly with the county's lodging properties and other stakeholders in creating group-focused itineraries

Sports Sales Manager

Works directly with sports facilities, sports groups and tournament directors in attracting, maintaining sports business; responsible for prospecting for new sports events opportunities and maintaining relationships with existing accounts; provides on-the-ground assistance with sports groups and organizers

Meeting Sales Coordinator

Works with hotels and meeting and event facilities throughout the county to fill available meeting space, including single day meetings/events and multi-day meetings events with the related lodging components; works with individuals and groups in booking catering leads

Marketing/Communications

Director of Marketing and Communications

Oversees the implementation of the WCVA's marketing strategies, including advertising, design, public relations and social media; handles media relations and media/PR planning; serves as creative director and editor-in-chief; leads the marketing team and manages relationships with external vendors (i.e. printing vendors)

Communications Associate

Writes and edits content for the WCVA website, blog and newsletters; coordinates and writes posts on the WCVA's social media accounts; contributes content for marketing materials; and collects and analyzes statistical data, such as blog traffic, e-newsletter tracking and social media engagement

Graphic Designer

Creates and designs visual communications pieces, including logos, advertisements, brochures and other marketing collateral

Online and Interactive Coordinator

Responsible for the maintenance of the WCVA's websites and social media platforms, such as page creation, troubleshooting and web functionality; collects and analyzes data, such as web traffic, referral traffic and other reports; and provides suggestions for search engine optimization (SEO)

Stakeholder Relations

Stakeholder Development Manager

Oversees community relations; serves as the organization's stakeholder liaison; works with stakeholders and other members of the community to develop and maintain relationships to build the WCVA's stakeholder base; serves as a liaison between the organization and other non-profit organizations assisting with the development of key brands (wine, nature, golf)

Visitor Information Services

Visitor Information Specialist/Executive Assistant to President/CEO

Oversees the Visitor Information Center; manages inventory of marketing collateral; interacts with and responds to visitor requests; provides administrative support to WCVA President/CEO

TOURISM DEVELOPMENT GRANTS AND INVESTMENT FUNDS

TOURISM DEVELOPMENT GRANT

Approximately 13 percent of the WCVA's FY 2011-12 budget (based on room tax collections) will be allocated for Tourism Development Grants, intended to benefit Washington County's tourism industry. This grant supports initiatives that are aligned with the "Tourism 2015" strategy, and other key areas of tourism development in the county. Funds are awarded to organizations and/or programs that are designed to increase and develop tourism to Washington County.

Grant recipients for FY 11-12 have been selected and will be announced on June 1, 2011. Applications for FY 12-13 will open during the 3rd quarter of FY 11-12, and final decisions will be made in the 4th quarter of the same fiscal year. Recipients will be notified by June 1, 2012. Disbursement of funds for the 11-12 fiscal year may begin after July 1, 2011 and must be completed by June 15, 2012.

Grant Application Evaluations

Recipients are selected and managed by the WCVA's grant committee, comprised of select members of the board of directors. The WCVA has established criteria and weighting measurements for evaluating applications and how funds will be awarded by the Grant Committee. The WCVA also monitors and evaluates effectiveness of the investments ensuring appropriate use of the awarded funds.

Washington County Chambers of Commerce Partnership Visitor Services Agreement

The Visitor Services Agreement is a \$50,000 fund (and also is included in the tourism development grant program), which is directed to the local chambers of commerce. This partnership allocates funds solely for the support of each chamber's visitor information services. Chambers in Washington County that operate a visitor information center receive a portion of the \$50,000 fund as determined by the Washington County Chambers of Commerce Partnership.

STRATEGIC INVESTMENT FUND

The Strategic Investment Fund is an annual investment for programs and projects that are not covered in the Tourism Development Grant, as well as to establish and implement destination research studies, including visitor profile studies, economic impacts studies, which measure and evaluate tourism in Washington County.

Up-to-date market research is imperative to measure success of the WCVA's marketing programs and in identifying potential markets regarding tourism in Washington County. The tourism roadmap, as outlined in the Tourism 2015 Plan, recommends that seven percent (7%) of funds to be set aside for research studies, ambassador-type missions and promotional activities.

In previous years, the WCVA invested this fund to conduct several research studies, such as travel impact studies, a visitor profile study, website search engine optimization study, as well as to fund the continued development of the Vineyard and Valley Scenic Tour Route, which launched April 2009. In FY 2011-12, the WCVA will complete a new visitor profile study, as well as an updated brand evaluation. The last of these studies were completed in 2008 and 2007 respectively.

ATHLETIC FUND

In 2007, the WCVA set aside a fund of \$100,000 to be allocated as seed money to attract sporting events to Washington County. This Athletic Fund is used to bid on sports events that will attract overnight visitation to Washington County. Funds are allocated as grants, which provide resources to sports organizations for new and emerging sports events that will attract additional visitors and increased overnight stays in the county. This fund is replenished from time to time at the discretion of the WCVA board.

Similar to the Tourism Development Fund, the WCVA developed criteria for the athletic fund, and grants are awarded to sports organizations upon approval from the WCVA's executive board of directors. Past recipients of Athletic Fund grants from FY 2010-11 include: The City of Hillsboro Parks and Recreation (to assist with costs associated with the 2010 ASA 16U Western Regional Championships held in August 2010); Tualatin Hills Synchronized Swimming Club (for help to put on a regional tournament in May 2011) and Athleta Iron-Girl (to assist with the women's triathlon event this June).

FY 2011-12 WORK PLAN SYNOPSIS AND GOALS

Administration/Leadership Goals

The following are goals set for the overall leadership and administration of the organization for FY 2011-12:

GOAL #1: Contract with a reputable firm to conduct an updated analysis of the WCVA's brand by October 2011 for a study to be completed by June 2012

RATIONALE

Our last brand study was completed in April of 2007. In the years since the study was done, marketing strategies have changed significantly as a result of web 2.0 and social media. The WCVA seeks to get an updated perspective on our brand, and utilize the information on how we market the destination to prospective customers.

ACTION STEPS

- A) Write the solicitation for RFP with Director of marketing and Communications**
 - Determine criteria
 - Solicit staff feedback
 - Utilize previous RFP as a guide
 - Post to a variety of outlets

- B) Award the bid**
 - Select the contractor
 - Sign agreement

- C) Engage in the study**
 - Work with selected firm to provide them access to necessary information

- D) Receive results and present to the WCVA Board**
 - Present the information to the WCVA Board and recommend adoption of the plan

- E) Implement action items addressed in the study into our current strategic marketing plan**

GOAL #2: Contract with a trustworthy research firm to conduct a comprehensive visitor profile study and have results ready to share by the WCVA's annual tourism luncheon in May 2012

RATIONALE

The WCVA's last visitor profile was conducted in 2008 and was incomplete, as several key areas/attractions were not included in the study. The goal of this study is to find out exactly who Washington County's visitors are (according to the state of Oregon's definition of tourism*) their motivations to travel to Washington County, what they do while visiting, and other statistical data that provides a snapshot of the Washington County visitor.

ACTION STEPS

- A) Write the solicitation for RFP with Director of marketing and Communications**
 - a. Determine criteria
 - b. Solicit staff feedback
 - c. Post to a variety of outlets

- B) Award the bid**
 - Select the contractor
 - Sign agreement
 -
- C) Engage in the study**
 - Work with selected firm to provide them access to necessary information

- D) Receive results and present to the WCVA Board**

- E) Present results to County Commission**

- F) Present results and information at the 2012 Annual Luncheon**

* **Tourism** is identified as economic activity resulting from tourists.

Tourist is identified a person who, for business, pleasure, recreation or participation in events related to the arts, heritage or culture, travels from the community in which that person is a resident to a different community that is separate, distinct from and unrelated to the person's community of residence, and that trip: (1) requires the person travel more than 50 miles from the community of residence; or (2) includes an overnight stay.

Department Visions: Broad guiding principles for each department; specific measurable items are listed on the coming pages

Direct Sales:

- Position Washington County, Oregon, as a premier destination for sports events that will generate overnight stays
- Help establish stakeholders in the packaged travel market through tradeshow participation, sales mission participation, familiarization tours and WCVA education courses
- Sell Washington County as a desirable destination to hold small to mid-size meetings and events
- Continue to promote Washington County as a visitor destination to the travel trade market throughout the United States and abroad
- Continue to build partnerships and awareness of Washington County stakeholders in the Travel Trade market

Stakeholder Relations:

- Elevate potential stakeholders' awareness about the economic benefits of tourism, Washington County's tourism assets and products, and the benefits of actively partnering with the WCVA
- Develop partnerships with stakeholders and local tourism attractions, businesses and organizations to further expand Washington County's tourism product

Visitor Services:

- Encourage visitation—both first time and repeat visitation—to Washington County by providing exceptional customer service and variety of materials for on-site visitors
- Fulfill requests for information in a timely manner so visitors have what they need to make their plans to visit Washington County

Marketing and Communications:

- Continue to build and grow a brand image for Washington County as a destination for business, leisure and sports travelers, via direct advertising, social media and marketing collateral efforts
- Develop strong and effective advertising, public relations and online marketing plans to create awareness in the marketplace and position Washington County as a desirable travel destination
- Develop online marketing initiatives, including expanding the WCVA's website and social media efforts, to forward the WCVA's goals to reach potential customers, increase visitation and enhance the consumer's ability to plan travel to Washington County

FY 2011-12 PERFORMANCE MEASURES

The WCVA reports its progress on the outlined scope of work to the Washington County Board of Commissioners on a biannual basis. Success of each program will be measured by the criteria outlined in the following tables, and will include only work by the WCVA that played a total or significant role in acquiring, managing and/or servicing the business, lead, booking, media placement, etc.

Specific documentation of results will be available upon request by the county, and will include the origin of the lead/inquiry, professional and productive dialogue with the clients, and coordination of efforts with area partners to close on the business.

DIRECT SALES: TOURISM & GROUP TOUR MARKET

OBJECTIVE	ACTIVITY	PROJECTED GOAL
Help establish stakeholders in the packaged travel market through tradeshow participation, sales mission participation, familiarization tours and WCVA education courses	Engage stakeholders to participate in opportunities geared towards the travel trade market to help increase bookings in the county	Invite stakeholders to join the WCVA on the September and March Canadian Sales Mission
		Hold a Travel Trade 101 seminar to educate hotels and attractions about how to work with the Travel Trade Market
		Send stakeholders communications of all travel trade participation opportunities presented to the WCVA
		Communicate various tradeshow opportunities available to stakeholders and offer partnerships and promotional opportunities at tradeshows
Continue to promote Washington County as a visitor destination to the travel trade market throughout the United States and abroad	Promote Washington County within the travel trade market through tradeshow attendance, sales missions, FAM tours, co-ops, and prospecting	Attend three (3) tradeshows geared toward the Travel Trade markets
		Produce a minimum of 65 leads in FY 2011 -12
		Produce a minimum of 2,000 room nights in 2011-12 with a projected economic impact of \$1 million
		Host a Washington County familiarization tour to showcase a variety of stakeholders directly to tour operators, wholesalers, receptive operators and agents for 2011-2012 new bookings
Continue to build partnerships and awareness of Washington County stakeholders with tourism partners in the Travel Trade market	Build a presence and increase awareness of Washington County stakeholders to other major tourism partners	Continue to be an active member of the Oregon Tour & Travel Alliance Board
		Participate in tourism partner promotions and familiarization tours when relevant to Washington County and opportunity for market growth exists
		Invite active tourism partners to networking functions, open houses and offer site tours of new suppliers

DIRECT SALES: MEETINGS & EVENTS

OBJECTIVE	ACTIVITY	PROJECTED GOAL
Reinstate organized efforts to proactively solicit sales for Washington County's meetings and events venues	Build and develop relationships with the meetings and events market	Attend four (4) local and or regional trade shows to solicit new meeting business for the county
		Book meetings and/or events totaling \$100,000 in economic impact

DIRECT SALES: SPORTS MARKET

OBJECTIVE	ACTIVITY	PROJECTED GOAL
Bring new state, regional, and national sports events with qualified room nights to Washington County	Increase outreach to new sports events and maintain strong relationships with existing events	Attend 2 sports conventions annually and meet with amateur and professional event organizers
		Generate at least 3 new qualified bids from these sports conventions annually
		Generate a total of 18 sports event leads
		Book a minimum of 5,000 room nights in FY 2011-12 with a projected economic impact of \$2 million
Fill the hotels and sports venues with business during the shoulder season	Work with the WCVA Sports Committee & hoteliers to create a new, county-wide event that will fill the needs of sports venues and hoteliers in their soft season	Create 1 new sports event during a needy time in the next twelve months that has the opportunity to become a long term annual event
Industry education and familiarization of sports tourism in the county	Build awareness of Washington County's sports venue and sports tourism among local partners	Plan a stakeholder familiarization day focused on sports, open house format to happen in the next six months

STAKEHOLDER RELATIONS

OBJECTIVE	ACTIVITY	PROJECTED GOAL
Continue direct communication and services to tourism-related businesses and stakeholders	Initiate personal visits and periodic staff site tours to stakeholders and businesses to maintain relationships between the WCVA and its partners	Conduct a minimum of 25 periodic site visits and personal visits to stakeholders and businesses
	Complete annual stakeholder validation for visitor guide and web listings	Complete the updates of all stakeholder accounts
Increase the number of Washington County tourism products through the facilitation of partnerships	Continue to seek out and partner with local businesses and organizations to increase the number of WCVA stakeholders	Recruit 50 new stakeholders
Provide industry-wide networking and educational opportunities to showcase Washington County's tourism products and stakeholders	Host stakeholder events to foster cohesive partnerships among the tourism industry and to showcase Washington County's tourism products	Plan and implement nine (9) events: <ul style="list-style-type: none"> • 6 networking events • 1 partner familiarization trip • 1 annual stakeholder appreciation event • 1 AAA Travel Counselor/Media familiarization trip
Evaluate current stakeholder programs to assess industry-related needs and developmental opportunities	Complete annual stakeholder satisfaction survey	Achieve response rate of at least 50%

VISITOR SERVICES

OBJECTIVE	ACTIVITY	PROJECTED GOAL
Provide a high-quality comprehensive visitor service experience to visitors and potential visitors	Maintain and update tourism information by keeping materials up-to-date and well-stocked in the Visitor Information Center	Report total number of visitors to the Visitor information center monthly
		Keep an updated inventory of tourism materials and report numbers accordingly
		Collect demographic information on visitors to the WCVA's Visitor Information Center (via walk-in, phone and online) for internal marketing purposes

MARKETING AND COMMUNICATIONS

OBJECTIVE	ACTIVITY	PROJECTED GOAL
Marketing & Sales Collateral		
Produce quality marketing and sales materials that will result in increases in visitation—overnight and day visits—and sales leads	Publish consumer marketing collateral that highlights Washington County's venues, attractions and activities	Publish a 2012 Visitor Guide
		Publish a weddings brochure
	Create new sales materials and one-sheets for emerging and existing sales markets	Produce meetings/events one-sheets
		Produce sports-specific one-sheets tailored to key sports market segments
	Publish sales materials that highlight industry-specific venues and facilities in Washington County	Publish a comprehensive Facilities Guide for meeting, event, wedding and sports planners
		Produce a comprehensive Travel Planner Guide with sample itineraries for group tour planners and operators and travel agents
Print and Online Advertising		
Increase consumer awareness of and travel to Washington County by positioning it as a key tourism destination in the Pacific Northwest to consumers, leisure and business travelers, meetings and event organizers, and the travel trade.	Develop a comprehensive and integrated advertising plan and campaigns that will capture key demographics and audiences, and Drive year-round visitation by expanding marketing seasonal messages	Realize a 10% increase from the previous year in the number of visitor information requests (ad leads) directly related to advertising efforts
		Garner a total of 250 visits to the website (via unique URLs) that are direct results from advertising placements
	Position Washington County as a potential destination site in industry and trade publications (i.e. sports marketing, meeting planners, group travel, etc.)	Realize a 10% increase from the previous year in the number of request for leads and bookings of group tours, meeting and events directly resulting from advertising efforts
Public Relations		
Position the WCVA as a reliable and credible source of tourism and destination information, and maximize opportunities for editorial coverage in media outlets and build positive awareness of the destination	Build relationships with writers and editors and provide story ideas that are relevant, on-topic, accurate and newsworthy	Hire a local public relations firm for regional/national/international media outreach
		Conduct three (3) out-of-market media "blitzes" and conduct in-person meetings with writers and editors
		Participate and/or coordinate three (3) regional/statewide media familiarization tours (group or individual)
	Provide relevant, timely and newsworthy information to media, resulting in mentions and features about the destination and its products in print and online articles and posts	Garner \$150,000 in media value of exposure in print publications
Increase the total number of articles (print, online and blogs) to 50, which are about or include Washington County (direct result of PR efforts)		
Continue outreach to new audiences by targeting public relations efforts to "niche" markets and media (print, online and blogs) that serve these media	Develop targeted communications plans in an effort to formulate messages and outreach for niche interests and audiences	Develop a nature/wildlife viewing communications outreach plan
		Develop a cycling/biking communications outreach plan
Continue to build a positive image of the WCVA in the local community and position the WCVA as a reliable and credible source of tourism information by providing media relevant and accurate information	Write and distribute to local media press releases about the economic impact of tourism and related events, whenever applicable	Garner a minimum of 5 local positive stories written about Washington County's tourism impact

Website		
Increase awareness of Washington County as a preferred destination and position the WCVA as a resource of tourism and destination information	Rebuild the consumer website with improved functionality and features and ensure that the site continues to rank high on major search engines by frequently updating content	Increase total visitors to the website by 10% over the previous fiscal year
		Increase average length of time spent on the website by 20 seconds over the previous fiscal year
	Develop a mobile-friendly site to capture web audiences who use smart phone technology to browse websites	Increase the total number of visitors via mobile devices by 25% over the previous fiscal year
		Increase the average length of time spent on the mobile site over the previous fiscal year
E-newsletters and Blogs		
Build brand and destination awareness and reinforce messages among consumers, stakeholders and industry partners via monthly e-newsletters	Produce six (6) consumer e-newsletters filled with relevant and newsworthy content	Increase the average open rate to 25%
		Increase the average click-through rate to 9%
		Experience fewer than 250 unsubscribes
	Develop a promotional campaign (via social media and/or advertising) encouraging consumers to subscribe to the consumer e-newsletter	Add 350 new subscribers to the consumer e-newsletter database directly resulting from the campaign
	Produce six (6) industry e-newsletters filled with relevant and newsworthy content	Increase the average open rate to 30%
		Increase the average click-through rate to 10%
Create diverse, unique, personal and relevant content on the WCVA consumer blog and promote posts via social media platforms	Increase blog readership and the number of subscribers to the WCVA blog from the previous fiscal year	
	Reach a total of 300 click-throughs from social media sites to the consumer blog	
Social Media		
Increase engagement on social media platforms and grow social media efforts via providing relevant and timely information	Continue to post relevant information in real time to Twitter, retweet relevant posts, and create conversation with other Twitter followers	Reach 1,100 followers on Twitter
		Aim for 150 Twitter posts to be "retweeted" or mentioned by others (3 rd party)
	Continue to develop new content on Facebook, such as new tabs, photo albums, video and other relevant information	Reach a total of 7,500 fans on Facebook and increase engagement to 2,500 interactions (likes, comments and wall posts)
Create Facebook promotions, and support campaigns with mentions in PR and advertising efforts		

--END--