

A night-time photograph of the Austin skyline, featuring the illuminated Leaning Tower of the Americas and other city buildings. A large, semi-transparent red silhouette of a guitar is overlaid on the left side of the image, extending from the top to the bottom.

Austin

2015-2016 MARKETING PLAN



Travel remains an integral part of Austin's economic fabric as we continue to shape our city's blueprint for the future. The Austin Convention & Visitors Bureau (CVB) serves as the economic engine that helps grow, support and foster this industry.

To demonstrate the healthy state of our industry, here are a few stand-out facts:

- Austin welcomed 21.5 million visitors in 2013, up from 20.5 million in 2012 and 19 million in 2011.
- Those visitors spent \$6.3 billion in 2013, employed 54,000 people in the Austin MSA and generated \$444 million in state and local taxes.
- Austin-Bergstrom International Airport (ABIA) set a new record for annual traffic with 10.7 million passengers in 2014, up 7% from the previous year.
- Austin's first transatlantic nonstop air service, a British Airways flight between Austin and London, launched last year. From March through December, 123,110 passengers enjoyed this service. Air Canada began nonstop service from Toronto in May 2015.

Our demand for additional hotel inventory has grown an average of 5% per year for the last decade, which is extremely healthy for a market. In 2017, Austin will have 11,000 rooms downtown and 36,000 citywide. The new hotels in downtown Austin are already having an impact on convention business, helping the city secure larger groups that traditionally would have bypassed us. One of the keys to continuing this success is the addition of new and improved public assembly facilities to help support this additional inventory.

As Austin continues to evolve, our vision for the future and quest to achieve it must also take on a more proactive, intentional and intelligent approach to concretize the blueprint into reality. There are several industry game-changers on the horizon, including the new Dell Medical Center, wayfinding initiatives and the Austin Innovation Zone. The Austin Convention Center Department is working with a consultant to develop a long-range plan to better determine how to address this growing need for expansion. We believe that supporting this endeavor is crucial to our continued success and ability to grow the meetings and conventions business – and achieve a positive economic impact for the city.

Austin continues to gain notoriety among respected industry partners. In July 2015, we will welcome the annual convention of Destination Marketing Association International (DMAI), the global trade association for destination marketing organizations. In less than two years, we will host the Professional Convention Management Association's (PCMA) Convening Leaders Annual Meeting, which is estimated to generate an immediate economic return of \$11 million.

We'll continue to work with local leaders, community partners and industry associations to surpass our goals and objectives for 2015-2016 and lay the foundation for future successes. On behalf of the Austin CVB and our Board of Directors, we proudly present the 2015-2016 Marketing Plan. It is evidence of our optimism for the future and a reflection of our unwavering commitment to ensure tourism and hospitality contribute on a large scale to Austin's transforming economic landscape.

A handwritten signature in black ink, reading "Bob Lander". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Bob Lander
President & CEO
Austin CVB

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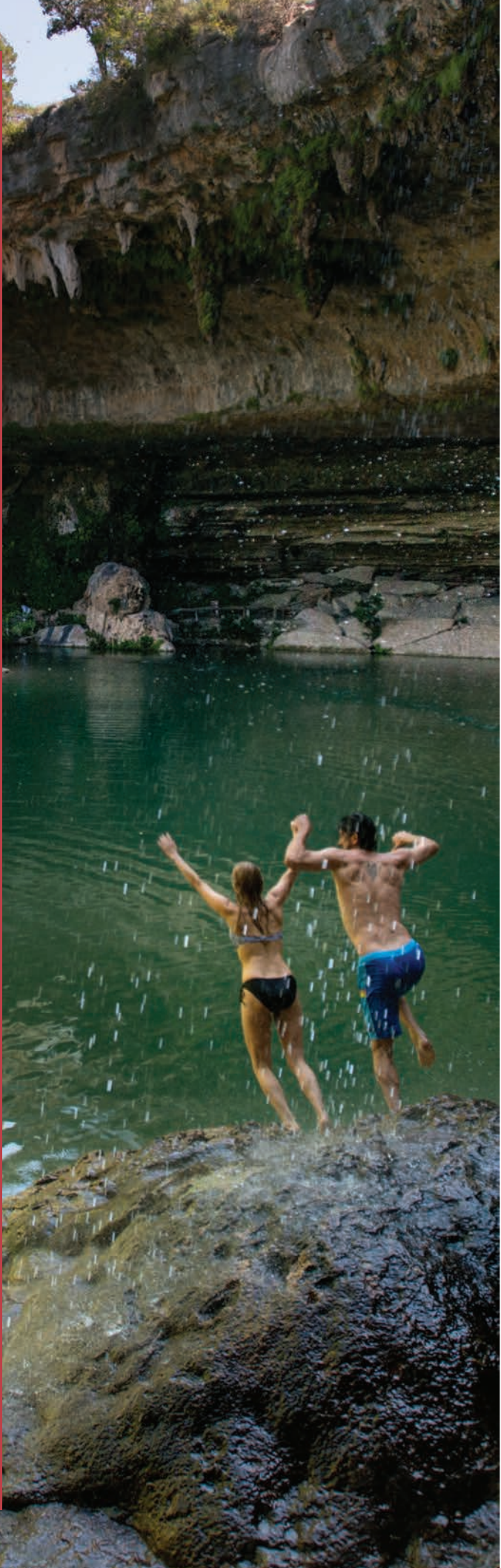
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The Austin CVB is the official destination marketing organization (DMO) for the City of Austin. An accredited member of Destination Marketing Association International, the Austin CVB is contracted by the City of Austin to market Austin nationally and internationally as a premier business and leisure travel destination. In addition, the Austin CVB houses the Film Commission, Music Office and Sports Commission. The organization is a private, nonprofit 501(c)(6) corporation in its 19th year of operation as an independent agency.

The Austin CVB is funded primarily through a portion of the 15% hotel occupancy tax. For each dollar collected, the Austin CVB receives 1.45 cents. In comparison, the Austin Convention Center receives 6.5 cents, the State of Texas receives 6 cents and arts organizations receive 1.05 cents. The Bureau operates on a fiscal calendar from October 1 through September 30. To accomplish its mission and objectives, the Bureau seeks partnerships with hotels, the Austin Convention Center, tourist attractions, private sector businesses, publishing and media companies, airlines, car rental companies and many other community partners.

OBJECTIVES

The Austin CVB presents the 2015-2016 Marketing Plan to be implemented as the approved budget allows. In pursuit of its mission, the Austin CVB seeks to:

- Serve as an economic engine for the City of Austin.
- Increase demand in the Austin MSA for hotel rooms, attraction visits, package tours, retail sales, restaurant receipts, local transportation and other events and activities that positively affect the economic impact of the local tourism industry.
- Serve as the primary booking entity for the Austin Convention Center for all future groups and special events that in turn draw attendees to stay overnight in Austin hotels.
- Support the economic viability of Austin's growing film industry through activities of the Austin Film Commission while maintaining a strong relationship with the local film community.
- Gain national and international media exposure for Austin's diverse attractions, natural environment, rich history, culture and unique personality to further education and understanding of the Austin product.
- Utilize the Austin Sports Commission to recruit, grow and retain sporting events in the Austin area and continue to expand visibility of Austin as a premier athletic destination, especially in the amateur sports market.
- Support and contribute to the enrichment of Austin's multicultural performing and visual arts as well as historic, recreation, education, sports, business and entertainment communities.
- Through the Austin Music Office, stay at the forefront of the music industry and local community through active participation in the Austin Music Commission and organizations such as Austin Music People and Health Alliance for Austin Musicians (HAAM).
- Solidify Austin's reputation as the Live Music Capital of the World® by continuing to book live music acts for conventions and corporate meetings and by encouraging patronage of Austin music venues.
- Through strong community outreach and with recognized expertise in the tourism industry, actively participate in and contribute to the overall strategic planning for the growth and sustainability of the visitor industry in Austin.
- Provide a welcoming environment to all visitors.

The Austin CVB continues to scrutinize all programs and pay careful attention to those that do not directly impact hotel occupancy. Our efficient and accountable fiscal controls are carefully monitored by the Austin CVB's Board of Directors to ensure resources are invested carefully and efficiently. To allow for adjustments to changing market conditions, select marketing plan objectives and/or tactics may change throughout the year.



FACTS, FIGURES & DATA

AUSTIN OUTLOOK

The Austin market continues to lead Texas in hotel performance and is positioned competitively among other destinations of similar size, with 2014 year-end occupancy at 79% downtown and 72% citywide.

- In FY 13/14, the Bureau achieved 110% of the convention sales room night goal, confirming 556,259 room nights, a 9% increase over FY 12/13. As of the end of March 2015, FY 14/15 is anticipated to reach the set goal of 570,000 room nights.
- Austin’s year-end average daily rate downtown surpassed the \$200 mark for the first time at nearly \$204, an 8% increase over the previous year (\$188); citywide, the average rate was \$127, close to 7% over the previous year and more than \$20 above the closest competing Texas city.
- The corporate segment continues to grow, up 157% from five years ago. The increased volume of short-term opportunities such as corporate business can be directly correlated to the contraction of the booking window for the Convention Center; in FY 13/14, nearly 80% of new Convention Center groups confirmed within 36 months of the event date.
- Medical meeting bookings are up 98% in the last three years.

In FY 15/16, we will closely monitor the effects of six hotel openings (JW Marriott Austin, Westin Downtown, Hotel Van Zandt, South Congress Hotel, Hotel Granduca and Sonesta Bee Cave Austin, totaling 2,170 new rooms into the market) with an established sales team to assist in booking meetings leads. In addition, we will actively promote the pre-selling of new inventory arriving in 2016 and 2017, including the new 1,066-room Fairmont Austin Hotel.

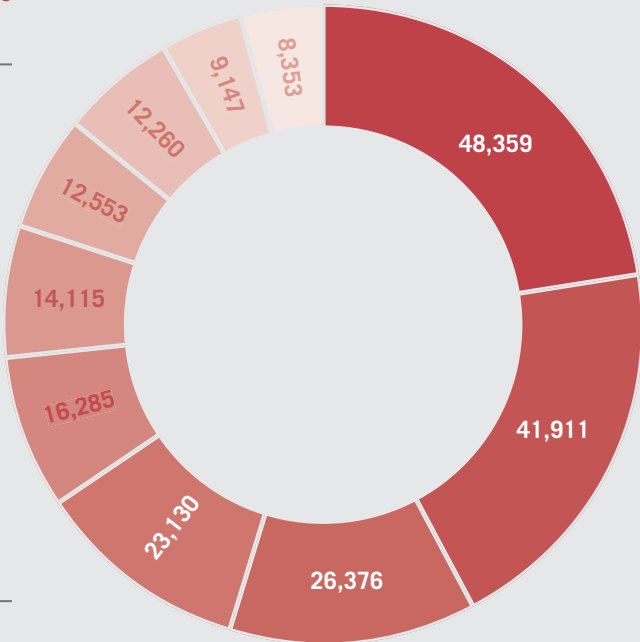
INTERNATIONAL TRAVEL

Top international market overnight stays for Austin include the United Kingdom (48,359), China (41,911), Germany (26,376), South Korea (23,130), Australia (16,285) and Japan (14,115). Looking ahead five years, China, the United Kingdom and Germany are projected to be among the fastest-growing of these markets, increasing annual overnight stays to 75,400 (80% growth), 61,300 (27% growth) and 34,500 (31% growth) respectively.

The Tourism Department will work to continue momentum gains in these primary market segments along with the U.S., Mexico, Canada and Brazil markets. To extend marketing dollars and reach, the Tourism Department will also work cooperatively with Brand USA to develop travel trade programs and execute various promotions and ad buys. Recent tourism activities include hosting the Brand USA 2015 Australia Mega FAM (Familiarization Trip) in conjunction with Qantas Airlines.

Austin, TX 2014 International Overnights by Origin Country* (Top 10)

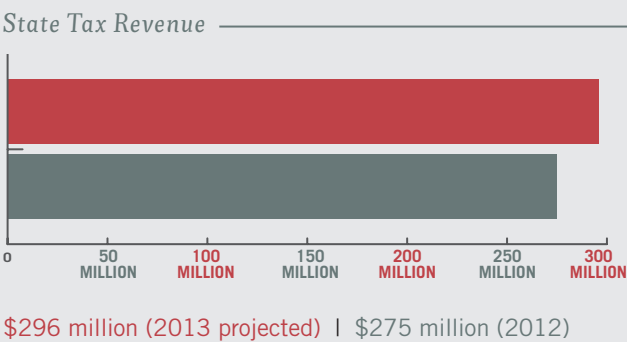
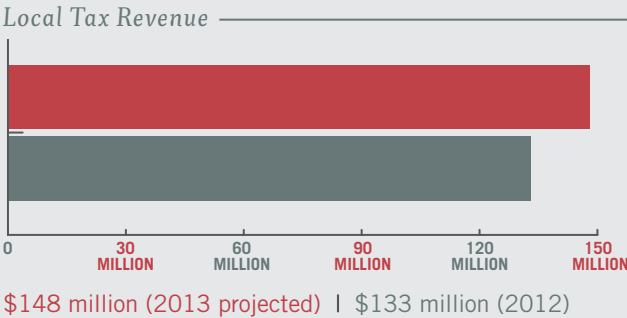
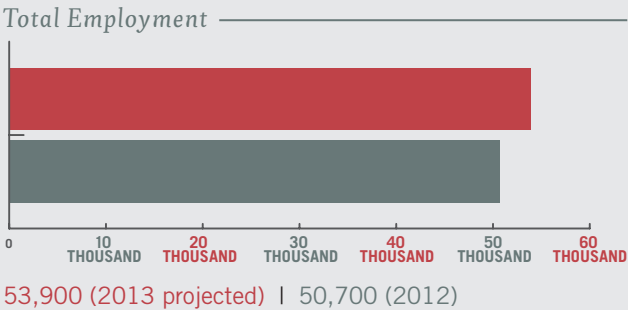
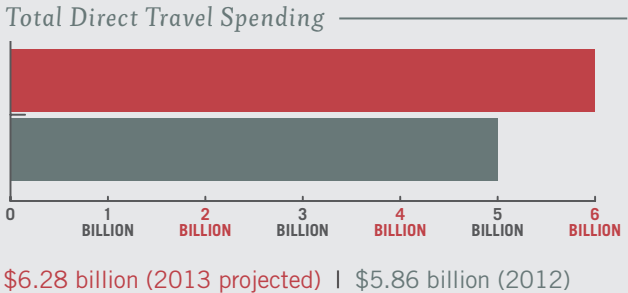
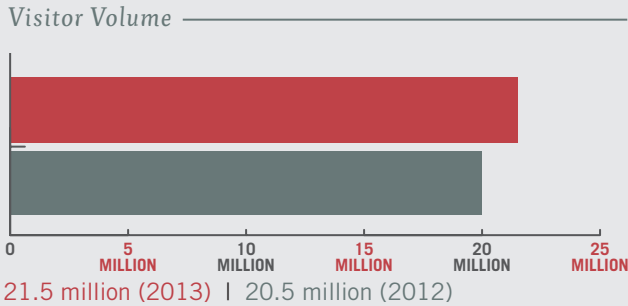
- United Kingdom
- China
- Germany
- South Korea
- Australia
- Japan
- France
- India
- Brazil
- Taiwan



*Excluding Mexico and Canada
Mexico: 722,515 | Canada: 143,987

Source: Oxford Economics

AUSTIN ECONOMIC IMPACT FACTS
2013 Economic Impact (Austin MSA)



Nationally, travel contributes more than \$134 billion to the federal, state and local tax base. Each American household would pay \$1,093 more in taxes without travel revenues. (Source: U.S. Travel Association)

Sources: Dean Runyan and Associates, Economic Impact of Travel on Texas, June 2014
D.K. Shifflet & Associates, Year-End 2013 Texas Tourism Regions and MSA Profile, Hill Country Region



FIRST OVERSEAS FLIGHT

A recent success of the Air Services Task Force Team was the 2014 launch of the first overseas flight on British Airways.

AUSTIN FUN FACT



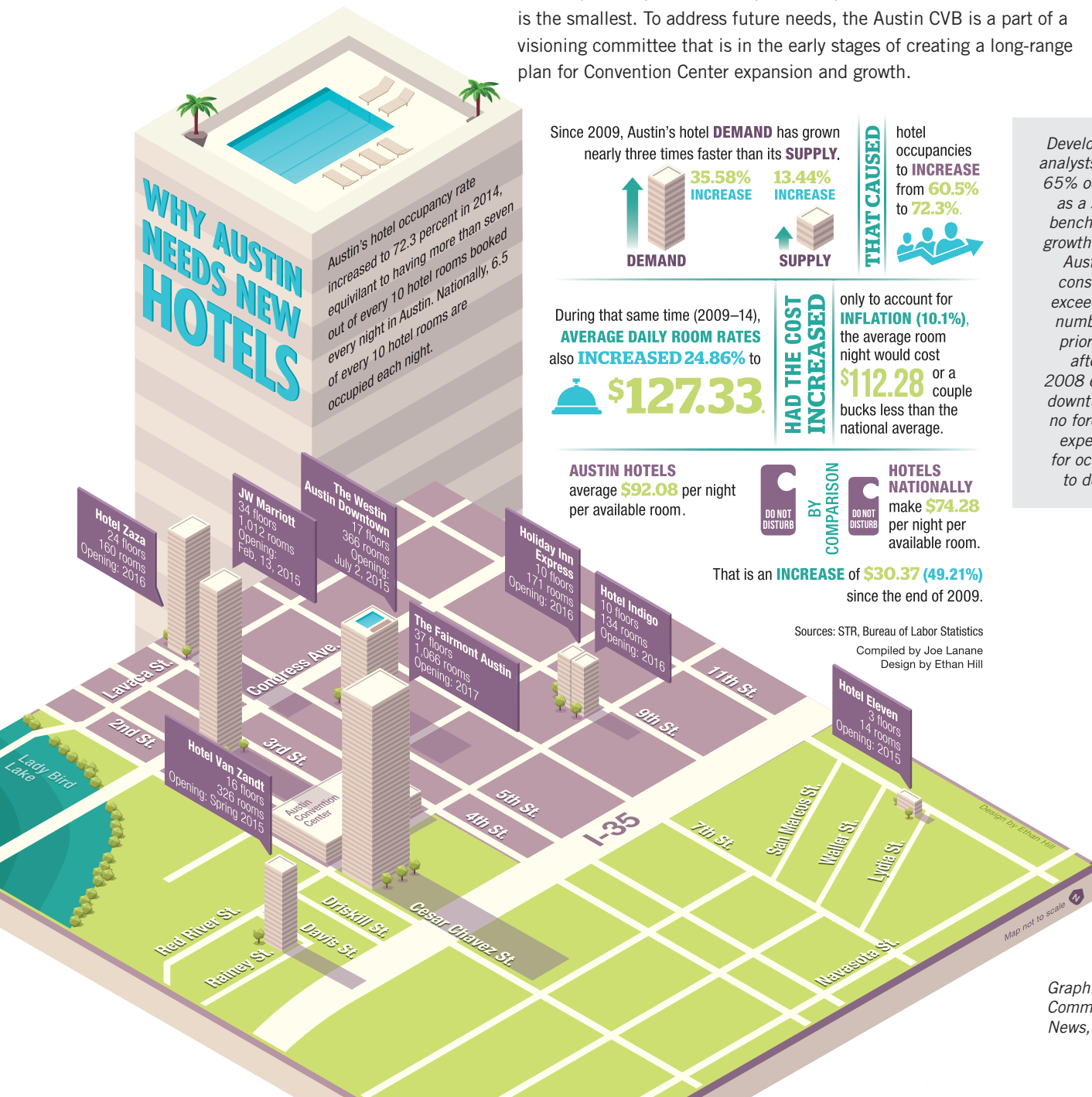
DESTINATION & INDUSTRY OBJECTIVES

Austin is a creative, collaborative and innovative city that is constantly evolving. As we look to the future, the Austin CVB will continue to adapt its approach to solidify our position as a premier leisure, convention and meeting destination.

SUPPORT CONVENTION CENTER EXPANSION

With the recent opening of Austin’s largest convention-style hotel, the 1,012 room JW Marriott Austin, and with at least 10 hotels under construction, the city is on pace to increase downtown’s available rooms by 64%. In 2017, Austin will have 11,000 rooms downtown and 36,000 citywide. Austin’s demand has grown an average of 5% per year for the last decade, which is extremely healthy for a tourism market, and points to support for additional inventory. The new hotels in downtown Austin are already having an impact on convention business, helping us secure larger groups that traditionally would have bypassed the city.

Those larger groups, however, also require large amounts of space for meetings, tradeshow and breakout rooms. Currently, the number-one reason for losing citywide groups is the size and lack of availability of our Convention Center. Compared to other cities against which we frequently compete for convention business (Nashville, San Antonio, Denver, New Orleans, Phoenix), Austin’s Convention Center is the smallest. To address future needs, the Austin CVB is a part of a visioning committee that is in the early stages of creating a long-range plan for Convention Center expansion and growth.



Graphic Credit: Community Impact News, Ethan Hill

GROW INTERNATIONAL BUSINESS AND AIRPORT LIFT

International markets provide many of the destination’s most exciting growth opportunities. Airport growth and passenger totals continue to increase in Austin allowing for more penetration into new markets that previously didn’t hold strong appeal. Aside from Mexico and Canada, the city’s top international markets include the United Kingdom, China, Germany, South Korea and Australia.* Additional hotel inventory and meeting space are also starting to draw more attention from international business markets.



Austin-Bergstrom International Airport (ABIA) set a new record for annual traffic with 10.7 million passengers in 2014, up 7% from the previous year. Highlighting the year’s growth in passenger traffic was the launch of Austin’s first transatlantic nonstop air service, a British Airways flight from Austin to London. March through December, 123,110 passengers enjoyed the London Heathrow nonstop service. ABIA has already added several new nonstop flights in 2015, including Air Canada from Toronto; American Airlines from Miami; Southwest Airlines from St. Louis and Orange County; Allegiant Air from Orlando and Cincinnati; Frontier from Atlanta, Chicago O’Hare and Las Vegas; and Virgin America from Dallas Love Field.

*Source: Oxford Economics

PROTECT AND EVOLVE THE AUSTIN BRAND, “LIVE MUSIC CAPITAL OF THE WORLD®”

Since the Austin City Council adopted the slogan in 1991, Austin has been officially recognized as the Live Music Capital of the World®. And in recent years, research has shown the brand has gained significant traction among visitors. Consider for example:

- A 2011 visitor profile study found that the vast majority of visitors (94.2%) agreed or strongly agreed that Austin is a destination to enjoy live music (up from 75% in 2003).
- In that same study, more than half of the respondents (59.5%) indicated live music as the reason for visiting Austin.
- In 2010, the economic impact of Austin’s music industry jumped 47% compared to 2005 to more than \$856 million, supporting 8,000 jobs.

Sources: 2011 Austin Visitor Inquiry Study, University of Houston; Economic Impact of the Creative Sector in Austin, City of Austin, 2012



While Austin’s appeal certainly extends beyond live music, the brand has proven successful in keeping Austin top-of-mind among visitors and meeting professionals. Research has further indicated that it is a primary reason visitors consider Austin in the first place.

However, as multiple competitive destinations have also embraced live music in their branding and marketing efforts, we must continue to infuse live music into everything that we do. We must amplify our positioning through strategic sales and marketing tactics to fulfill the brand promise and ultimately drive continued awareness, consideration and visitation.

SUCCESSFULLY WELCOME KEY INDUSTRY MEETINGS TO AUSTIN

Beginning this summer, Austin will host several key industry meetings and conferences:

In July, Austin will once again welcome Destination Marketing Association International (DMAI), the global trade association for destination marketing organizations, for its 2015 Annual Convention. Austin is one of the few cities to have ever repeated serving as host for this prestigious meeting, last held in Austin in 2006.

In August, Austin will host e4, Maritz/Experient’s premier annual customer conference. Maritz and Experient are among the best-known and respected leaders in the meeting, event management and incentive travel industry. This conference will have an estimated 450 attendees, bringing together approximately 200 top-level corporate and association clients, Maritz and Experient account owners and executive leadership. e4 (short for Escape, Experience, Encounter, Engage) is designed to provide valuable peer-to-peer networking and industry-specific education that focuses on the future of event design.

This November, the American Society of Association Executives (ASAE) Leadership Conference comes to Austin. Approximately 200 association and industry executives will converge to discuss ways to engage volunteers and share insights on the latest industry trends and issues.

And in January 2017, Austin will welcome Professional Convention Management Association’s (PCMA) Convening Leaders. Testament to Austin’s growth as a destination, other host cities include Orlando (2013), Boston (2014), Chicago (2015) and Vancouver (2016). Hosting PCMA will showcase Austin as a premier meetings destination for future national and international association and corporate conventions, and it is expected to generate an immediate economic return of an estimated \$11 million.

Leadership committees comprised of select Austin CVB board members, staff and relevant local stakeholders will be formed to boost attendance, showcase Austin’s culture and ensure a successful welcome for these leading meeting professionals and attendees.

ELEVATE THE AUSTIN VISITOR EXPERIENCE

Austin welcomed 21.5 million visitors in 2013, up from 20.5 million in 2012 and 19 million in 2011. While Austin continues to benefit from a healthy tourism industry, as the city grows it is critical that we manage that growth and elevate the quality of the visitor experience accordingly.

To help achieve this, the Austin CVB will conduct a new visitor profile study; evaluate new tools, opportunities and visitor information distribution systems; continue industry discussions regarding front-line employee training; participate in community-based advocacy programs to ensure continued new product development and to address infrastructure and wayfinding needs; and fulfill the brand promise as Live Music Capital of the World® by assisting visitors and meeting professionals in navigating Austin’s live music scene and many destination attributes.

Source: 2013 Texas Tourism Region and MSA Visitor Profile, Hill Country Region

ADVOCATE FOR THE INDUSTRY

As Austin continues its growth and success as an attractive destination, it is imperative to continue cooperative work between national travel advocacy entities such as Brand USA and the U.S. Travel Association (USTA).



A unique public-private partnership between the federal government and travel businesses, Brand USA serves to increase international visitation to the U.S. In 2013, Brand USA drew more than 1.1 million incremental visitors to the United States, a 2.3% increase over growth that would not have occurred without Brand USA’s marketing efforts in partnership with tour operators, travel agents, travel brands and destinations. These additional visitors spent \$3.4 billion in the U.S., including travel and fare receipts. Last year, the Austin CVB partnered with Brand USA on several key marketing, tourism and public relations initiatives including FAMs (Familiarization Trips) from the United Kingdom, Australia and New Zealand.



A national, nonprofit organization, USTA serves as the voice for the U.S. travel industry and works to increase travel to and within the United States. Last year (2014) proved to be a banner year for the Travel Effect campaign, which sheds light on the epidemic facing America around taking time off. The initiative, now called “Project: Time Off,” aims to shift culture so that using personal time off is not considered frivolous, but instead is viewed as essential to strengthening families and improving personal health. In short, it is a business investment with proven returns and an economic necessity. The Austin CVB serves on the U.S. Travel Association Board and will continue to monitor upcoming association initiatives and organizational efforts to further promote Austin in domestic and international markets.





KEY ACCOMPLISHMENTS

\$83 MILLION

PUBLICITY VALUE OF AUSTIN MEDIA COVERAGE YTD TOTAL



\$517 MILLION

HOSTED MEDIA VALUE YTD TOTAL

224 MILLION

MEDIA VIEWS/IMPRESSIONS YTD TOTAL



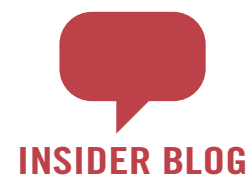
OVER 6.4 MILLION
PAGES VIEWED
(LAST 12 MONTHS)

OVER 1.75 MILLION
UNIQUE VISITORS
(LAST 12 MONTHS)



MORE THAN
489,000
UNIQUE VISITS ANNUALLY

2 MILLION
PAGE VIEWS



116,000
PAGE VIEWS/MONTH



116,620,628
IMPRESSIONS TO DATE

MARKETING

COVERAGE IN



TRUE AUSTIN PROGRAM

WINNER OF A SMITTY AWARD FROM TRAVEL + LEISURE
IN THE CUSTOMER SERVICE CATEGORY

120.5 MILLION

FYTD SOCIAL MEDIA IMPRESSIONS



CONVENTION SALES & SERVICES



FILM



ECONOMIC IMPACT



SPORTS



MUSIC



316
MUSIC
INQUIRIES

104
MUSIC
BOOKINGS



TOURISM

188 TOURISM PACKAGES

INCLUDING

54 NEW INTERNATIONAL PROGRAMS

VISITOR SERVICES



RANKINGS

#1 FASTEST-GROWING CITY
Forbes

AMONG THE TOP MEETINGS
DESTINATIONS IN THE U.S.
PCMA

TOP CITY FOR TECH BUSINESS
Wall Street Journal

#1 CITY TO WATCH IN 2015
Forbes

TOP GAY DESTINATION FOR 2015
Orbitz

ONE OF AMERICA'S BEST BIKE CITIES
Bicycling Magazine

#1 CITY FOR LIVE MUSIC & CONCERTS
EventBrite

TAKE A LOOK AT WHAT ACTUAL VISITORS ARE SAYING ABOUT AUSTIN

For more on Austin’s social media activities, follow us at:

- facebook.com/visitaustintexas
- instagram.com/visitaustintx
- flickr.com/groups/visitaustintexas

- twitter.com/visitaustintx
- youtube.com/user/visitaustintx
- pinterest.com/visitaustintx



“ @VISITAUSTINTX HAS SERIOUSLY WON ME OVER. MUSIC EVERYWHERE, GREAT FOOD, AND SO LAID BACK. #AUSTINCITYLIMITS ”

Tweeted by @RomanoSidoli

“ THANK YOU @VISITAUSTINTX FOR A GREAT #F1 RACING WEEKEND! CAN’T WAIT TO DO IT AGAIN NEXT YEAR! @CIRCUITAMERICAS #COTA ”

Tweeted by @GJGunit

“ AUSTIN IS THE FRIENDLIEST PLACE IN THE WORLD I BELIEVE ”

Ernest via Facebook

“ DUDE. AUSTIN IS PRETTY RAD. @VISITAUSTINTX @TEXASTOURISM @ROADTRIPPERS #LONESTARBRUCE ”

Tweeted by @Tatiana_Danger

“ @VISITAUSTINTX MADE ME MY FIRST TRIP TO AUSTIN A WEEK AGO AND I COULD NOT HAVE BEEN MORE IMPRESSED. BEAUTIFUL CITY AND AMAZING PEOPLE. ”

Tweeted by @thebiv76

“ I LOVE AUSTIN FOR ALL THE WONDERFUL PLACES IT HAS AND THAT WE ALWAYS ENJOY. WE ARE SO BLESSED. ”

Ana via Facebook

“ IT IS THE MOST BEAUTIFUL CITY I HAVE BEEN TO, NO PLACE CAN COMPARE TO THE BEAUTY OF AUSTIN AND THAT AT HOME FEELING IT GIVES. STAY WEIRD AUSTIN! ”

Brandi via Facebook

“ JUST GOT A MAJOR HOOK UP FROM THE #ACVB & FEEL LIKE WE WON THE LOTTERY... @VISITAUSTINTX IS ONE OF THE BEST RESOURCES AN ATX BIZ CAN UTILIZE ”

Tweeted by @BrittAshtonATX





DEPARTMENT PLANS



Department Overview

Competing against some of the nation’s top convention and resort destinations, the Convention Sales Department promotes Austin nationally and internationally to meeting and event professionals. The Department secures citywide business that benefits multiple hotels and the Convention Center, as well as in-house meetings that provide high-impact revenue to hotels within the Austin region.

Department Goals, FY 15/16

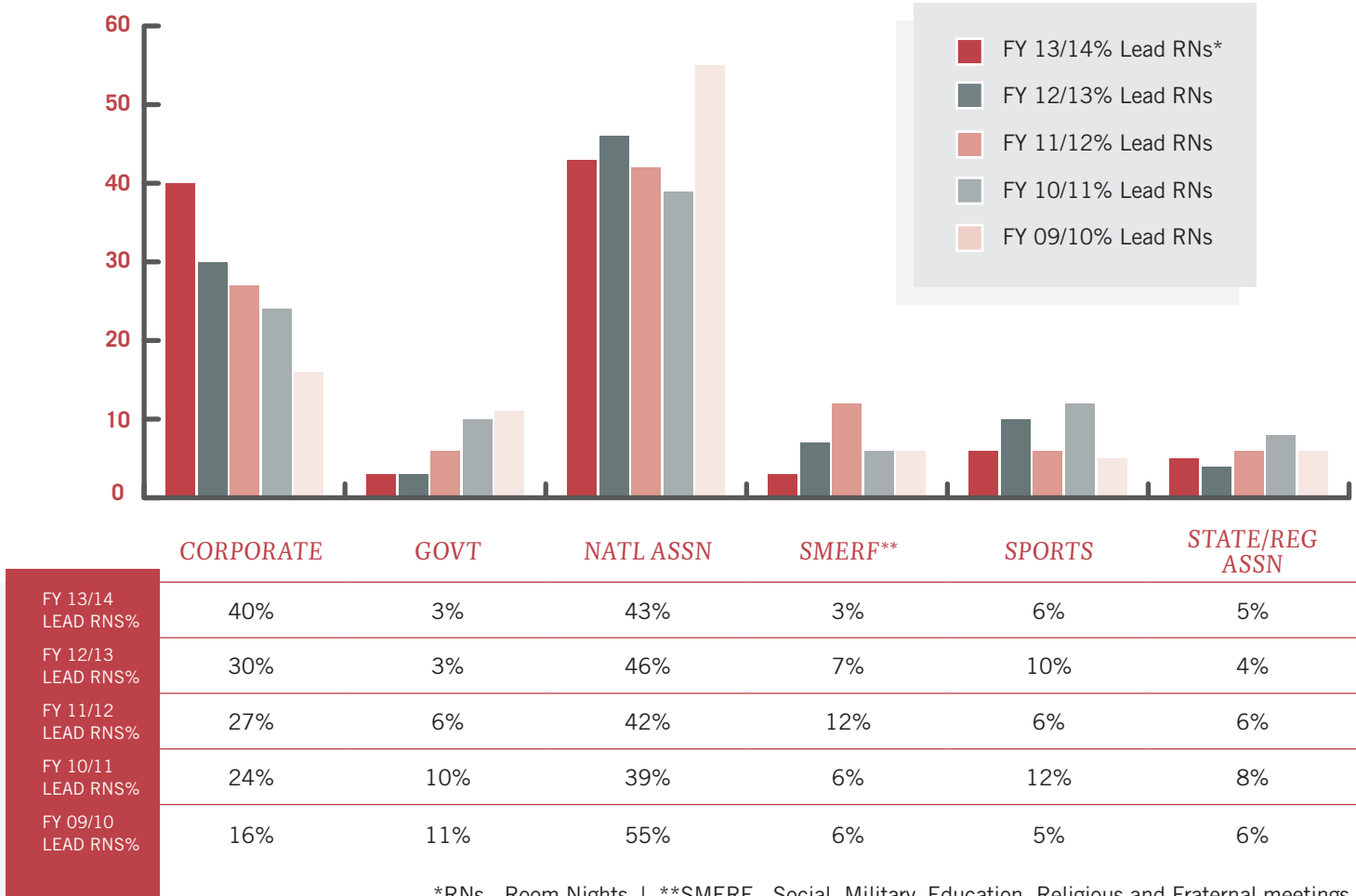
Sales management will continue to monitor year-end projections through September 2015 and use this information in conjunction with historical data to determine sales goals for FY 15/16. Year-end results and goals will be available in October 2015.

Major Convention Center Groups Confirmed in FY 14/15

| MEETING START | PEAK* ATTENDANCE | TOTAL ROOM NIGHTS |
|---------------|------------------|-------------------|
| May 2015 | 1,899 | 3,559 |
| August 2015 | 730 | 2,390 |
| May 2016-2020 | 1,500 | 7,500/year |
| October 2016 | 1,400 | 4,156 |
| February 2017 | 1,050 | 4,842 |
| March 2018 | 2,790 | 7,900 |
| April 2018 | 1,600 | 6,185 |
| May 2018 | 1,600 | 6,656 |
| June 2018 | 1,510 | 4,770 |
| July 2018 | 2,100 | 23,950 |
| March 2019 | 2,100 | 9,435 |
| July 2019 | 1,720 | 6,512 |

*Peak: Largest room night(s) of guest room bookings

Lead Production by Market
FY 13/14 - 12/13 - 11/12 - 10/11 - 09/10



*RNs - Room Nights | **SMERF - Social, Military, Education, Religious and Fraternal meetings
Source: Austin Convention & Visitors Bureau

Objective 1
Maximize citywide and in-house bookings for hotels.

Strategies

- Conduct sales calls and events around the country with particular emphasis in the growing and mature markets of Washington, D.C., Chicago, west coast and northeast/southeast markets.
- Prepare and deliver highly successful Austin events by hosting clients attending Experient/ Maritz Travel e4, Smith Bucklin and American Society of Association Executives (ASAE) conferences and tours.
- Continue to persuade clients to consider alternative booking dates where sell-out annual events are compressing the city.
- Work closely with new hotels opening in FY 15/16 to strategize on filling their availability.
- Attract a larger volume of multicultural meetings and conventions from the African American, LGBT, Hispanic and Asian American markets.
- Attend major industry events such as Professional Convention Management Association (PCMA), International Association of Exhibitions & Events (IAEE) and ASAE to maintain top-of-mind status among key decision-makers.
- Focus on emerging markets such as international financial/insurance meetings through participation with Financial and Insurance Conference Planners (FICP) and direct selling efforts.

Metrics

- Booking pace in CRM system
- Number of leads generated
- Monthly Forecast Report based on closure likelihood

Objective 2

Maximize business for the Austin Convention Center and downtown hotel package.

Strategies

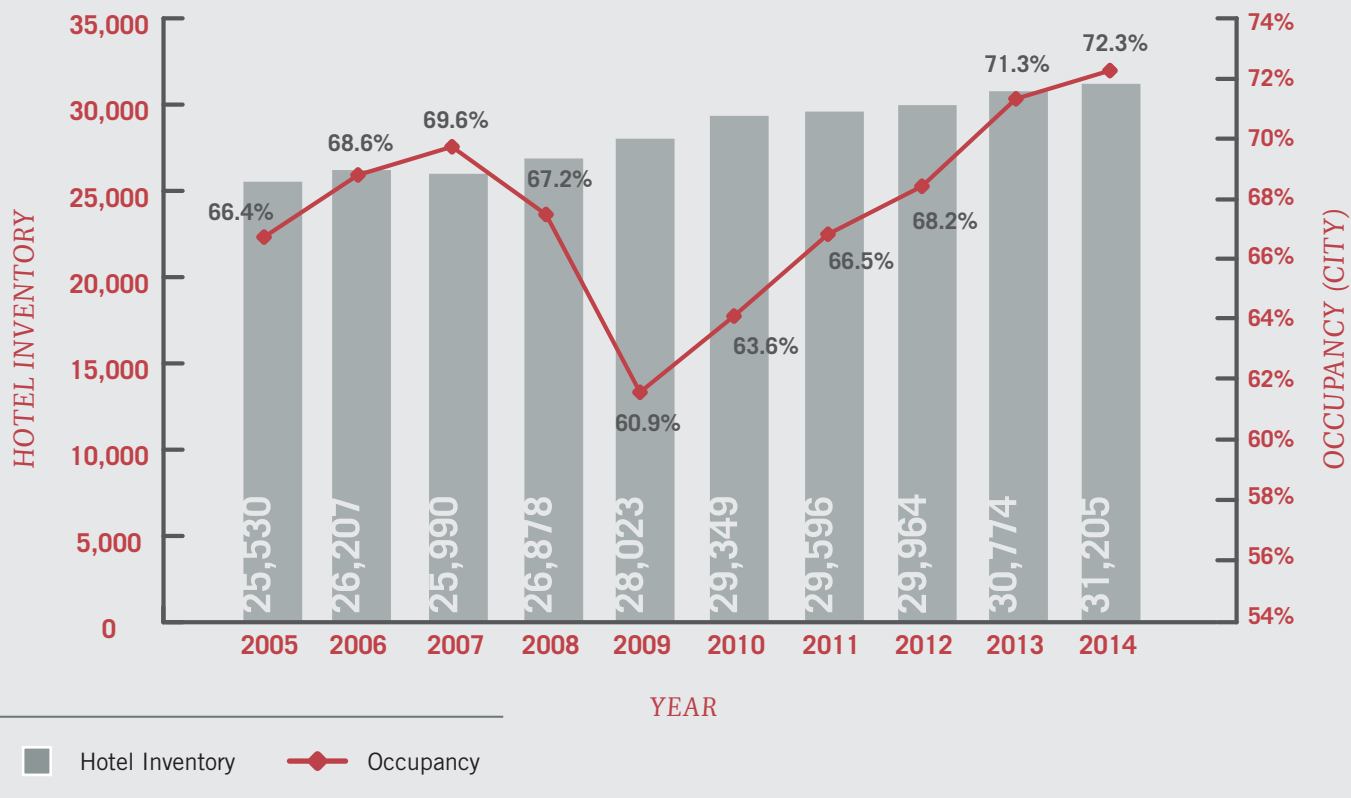
- Continue to partner with the Austin Convention Center Department (ACCD) and key hotels to target key citywide associations and corporate meetings.
- Continue to maximize space at ACCD for the medical and tech meetings that are trending to book only three years out.
- Strategize with ACCD to place and secure regional and state repeat/annual groups into future years.
- Continue to maximize PCMA strategic partnership to target new customers and create exclusive sales opportunities.
- Leverage our alliance with the Seattle CVB, a non-competitor for Austin, for joint client events.
- Implement community citywide hit list targeting conventions 2,000+ peak.
- Increase compression by booking larger citywide conventions and stacking groups in the Convention Center.

Metrics

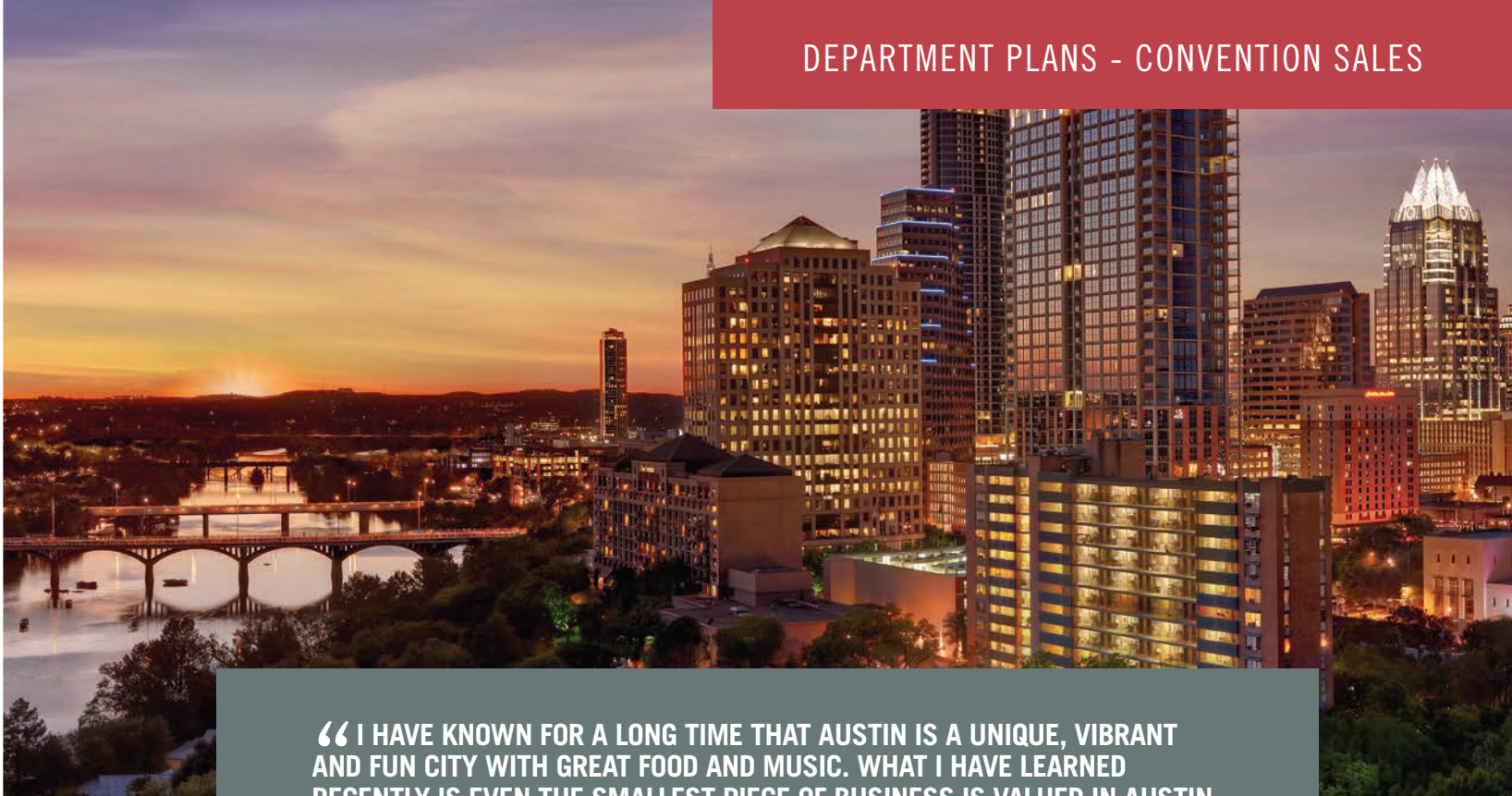
- Booking pace in CRM system
- Number of leads generated
- Industry TAP Report* for ACCD

**The Trends, Analysis, Projections (TAP) Report, a product of Strategic Data Resources, is a leading industry resource for measuring booking pace and convention sales performance benchmarks.*

Occupancy vs. Hotel Inventory
10-Year Overview



Source: Smith Travel Research



“ I HAVE KNOWN FOR A LONG TIME THAT AUSTIN IS A UNIQUE, VIBRANT AND FUN CITY WITH GREAT FOOD AND MUSIC. WHAT I HAVE LEARNED RECENTLY IS EVEN THE SMALLEST PIECE OF BUSINESS IS VALUED IN AUSTIN, WITH THE HOSPITALITY COMMUNITY PROVIDING THE SAME HIGH LEVEL OF SERVICE TO EVERYONE. THANK YOU, AUSTIN. WE’LL BE BACK. ”

- Roberta A. Kravitz, Executive Director, International Society for Magnetic Resonance in Medicine

Objective 3

Book 70,000 hotel room nights targeting the 2015 through 2018 need period as defined by the TAP Report.

Strategies

- Identify key groups that meet in these time frames and establish if they are still sourcing cities for this period. Vertical markets include corporate, hobby, religious, multicultural and sports.
- Establish specific target room nights for sales managers and sales commission to promote value dates.
- Book at least one large citywide convention specifically for December in 2017 or 2018.
- Ensure availability of key hotels and ACCD match up for citywide opportunities.

Metrics

- Booking pace in the CRM system
- Smith Travel Report
- Industry TAP Report for ACCD

Department Overview

Working as an extension of the Austin CVB sales team, the Austin Sports Commission (ASC) actively recruits, retains and grows sporting events in the Austin area.

Please see Convention Sales section for department goals.

Objective 1

Elevate profile of the Austin Sports Commission in community.

Strategies

- Recruit new members to ASC Board of Directors to expand reach and influence within the community.
- Explore establishing an Austin Sports Commission Foundation.
- Continue working to support relationships with Circuit of the Americas,™ University of Texas Athletics, University Interscholastic League and other regional sports properties.

Metrics

- Confirm six to eight key additions of Austin's top business and sports leaders to the ASC Board of Directors
- Schedule quarterly meetings with key partners to ensure effective partnerships

Objective 2

Support new, key sporting events in Austin while attracting future opportunities.

Strategies

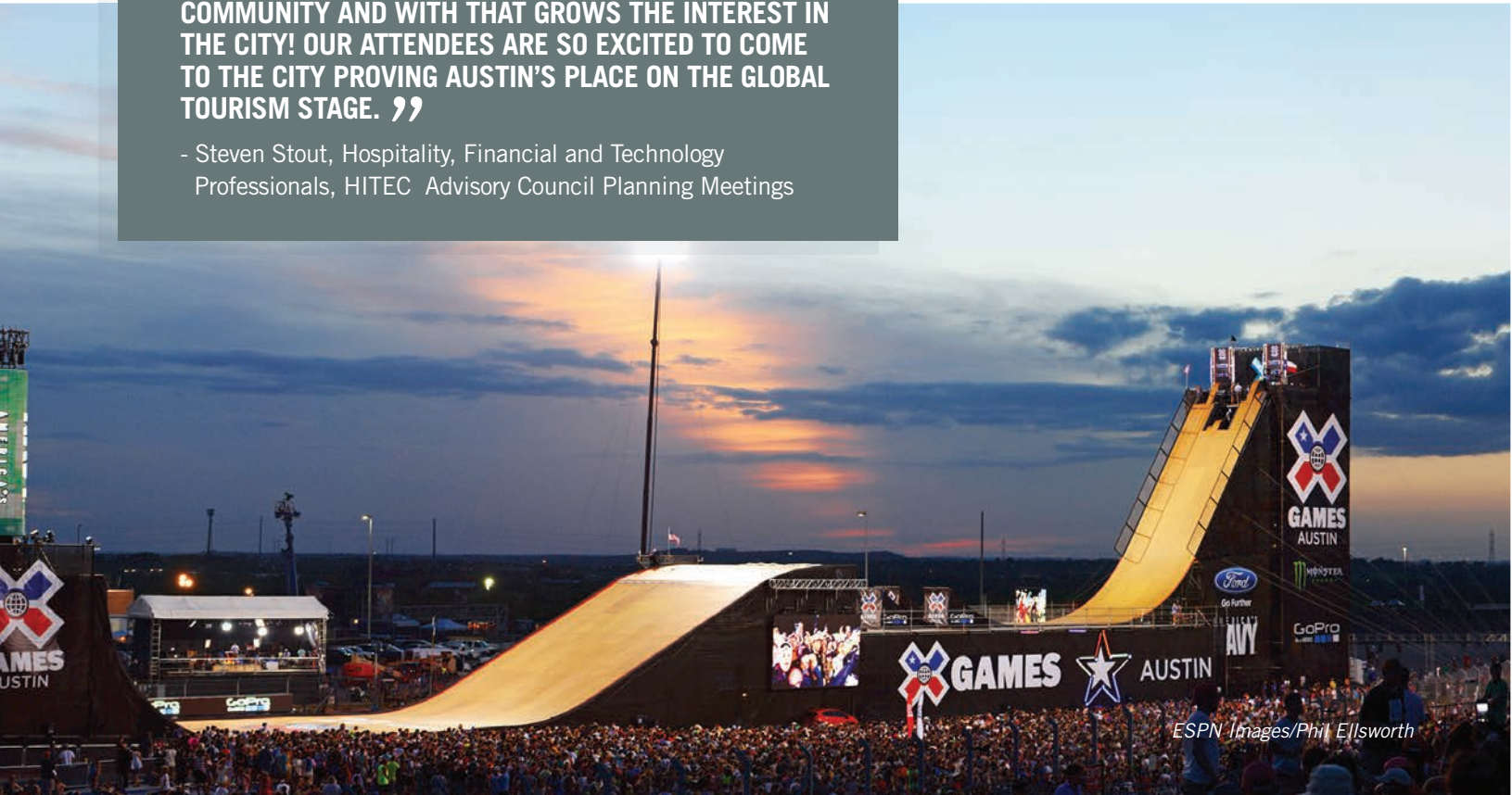
- Continue working with PGA TOUR to ensure successful launch of World Golf Championships– Dell Match Play (March 23-27, 2016).
- Exhaust all opportunities to establish an annual college football bowl game in Austin.

Metrics

- Number of new sporting events booked
- Launch new bowl game in December 2015 or 2016

“AUSTIN CONTINUES TO GROW THEIR HOSPITALITY COMMUNITY AND WITH THAT GROWS THE INTEREST IN THE CITY! OUR ATTENDEES ARE SO EXCITED TO COME TO THE CITY PROVING AUSTIN’S PLACE ON THE GLOBAL TOURISM STAGE.”

- Steven Stout, Hospitality, Financial and Technology Professionals, HITEC Advisory Council Planning Meetings



ESPN Images/Phil Ellsworth

Objective 3

Initiate and execute aggressive prospecting plan.

Strategies

- Conduct comprehensive visit to Colorado Springs, home to numerous national governing bodies of Olympic sports.
- Attend National Association of Sports Commissions (NASC) Sports Event Symposium.
- Present at Connect Sports Marketplace: Olympic SportsLink to highlight Austin as a desirable location to stage future sporting events.
- Outreach to targeted list of prospective event owners.

Metrics

- Host at least one sporting event in lead-up to 2016 Olympics, solidifying Austin as an Olympic city
- Minimum of 50+ cold calls per month to prospective event owners
- Send periodic email blast to approximately 700+ event owners highlighting Austin's sports and tourism initiatives
- Build on social media presence (60% growth for FY 14/15) for ASC and sporting events staged in Austin

Objective 4

Continue support of venue upgrades and new construction.

Strategies

- Monitor rehabilitation of Downs Field, supported by ASC's financial assistance, to ensure future success of this historic baseball field in east Austin.
- Play an integral role in discussions regarding finding new scenarios for the University of Texas and/or new civic center.
- Meet with local sports entities to obtain information on venue inventory and venue needs (e.g. Lonestar Soccer, Capital Area Tennis Association).
- Continue to work with Austin Parks & Recreation Department and City officials on potential Austin sports event venue space, including the potential golf course and master-planned multi-sports facility in east Austin.

Metrics

- Identify local chapters of sports-centric organizations to support (for example, RBI Baseball, Andy Roddick Foundation and others)
- Play integral role in increasing number of area fields, courts and playing surfaces for available venue space



Department Overview

Convention Services supports meetings and conventions by providing customers with support, resources and direction to ensure the highest level of success.

Department Goals FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|--------------------------------------|------------------------|------------------------|-----------------------|-----------------------|
| Meetings Services | 125 | 135 | 1,500 | 1,620 |
| Registration Staffing Hours Provided | 350 | 400 | 4,200 | 4,800 |
| Reservations Assigned | 1,350 | 1,500 | 16,200 | 18,000 |
| Supplier Referrals & Leads | 20 | 30 | 240 | 360 |
| Site Visits/Planning Meetings | 9 | 12 | 108 | 144 |
| Pre/Post Convention Meetings | 3 | 4 | 36 | 48 |
| Community Outreach/Supplier Meetings | 5 | 7 | 60 | 84 |

Objective 1

Provide online housing services to actualize room nights and reduce attrition for multi-hotel conventions.

Strategies

- Promote housing services to all multi-hotel groups through use of Passkey's GroupMax, our group housing software provider.
- Educate customers on housing benefits during the booking process.
- Continue to educate local hospitality community on system benefits, upselling opportunities and ongoing enhancements.

Metrics

- Number of reservations actualized
- Revenue generated to offset expenses

Objective 2

Raise client awareness of services available to ensure successful conventions and repeat business.

Strategies

- Continue to evaluate service and material offerings to assist groups in achieving projected goals and successful events.
- Develop relationships with booked clients by scheduling meetings in key markets or through participation in planning site-visits.
- Promote digital marketing tools and content to booked groups.
- Evaluate survey responses and respond to customers' suggestions for improved services.
- Continue to enhance presence at attendance boosters through creative interaction with convention attendees.
- Improve awareness of resources available through the Austin Visitor Center.

Metrics

- Number of groups serviced
- Percentage of positive survey responses



“ I CANNOT SAY ENOUGH ABOUT WHAT A DELIGHT IT HAS BEEN TO WORK CLOSELY WITH THE AUSTIN CONVENTION & VISITORS BUREAU. THEIR OFFERINGS AND SPECIAL ADDITIONS MADE OUR CONFERENCE SO SPECIAL AND HELPED ENSURE OUR OUT-OF-TOWN GUESTS HAD A TRUE AUSTIN EXPERIENCE. I LOOK FORWARD TO NEXT YEAR’S CONFERENCE AND MORE OPPORTUNITIES TO SHOWCASE THIS TRULY UNIQUE AND WONDERFUL CITY. ”

- Erin Lemons, Abila 2015 Users Conference

Objective 3

Ensure community awareness of conventions.

Strategies

- Provide timely convention alert information on upcoming conventions to local partners and industry stakeholders.
- Send leads and referrals for services to enhance relationships with supplier community.
- Work in tandem with Marketing and Strategic Alliances departments to promote and engage local businesses in the meetings market.
- Further educate local industry stakeholders on the importance of upcoming key industry events to convene in Austin, including ASAE's Leadership Conference and PCMA's Convening Leaders.
- Attend local and national industry events and meetings to network and build relationships with industry partners.
- Provide local resources to groups that wish to give back to the community, thus raising awareness locally about the economic benefits of the convention industry.

Metrics

- Number of supplier leads/referrals
- Meetings attended

Department Overview

As the official marketing arm of the Austin CVB, the Marketing Department delivers consistent messaging about Austin and the Bureau to visitors, meeting professionals, travel trade and the hospitality industry. The team creates awareness of the destination through a variety of strategic integrated efforts including advertising, promotions, collateral, publishing, social media and research.

Department Goals FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|---|---------------------|---------------------|--------------------|--------------------|
| Unique Web Visits | 110,000 | 120,000 | 1.32 million | 1.44 million |
| Unique Mobile Site Visits | 30,000 | 35,000 | 360,000 | 420,000 |
| Austin Insider Guide Fulfillment | 5,416 | 5,416 | 65,000 | 65,000 |
| Virtual Views, Austin Insider Guide | 5,000 | 5,000 | 60,000 | 60,000 |
| Virtual Views, Austin Meeting Planner Guide | 208 | 167 | 2,500 | 2,000 |
| Leisure e-newsletter opt-ins* | 1,010 | 1,021 | 73,744 | 86,000 |

*FY 15/16 e-newsletter goals changed to reflect total number of subscribers and opt-ins.

Objective 1

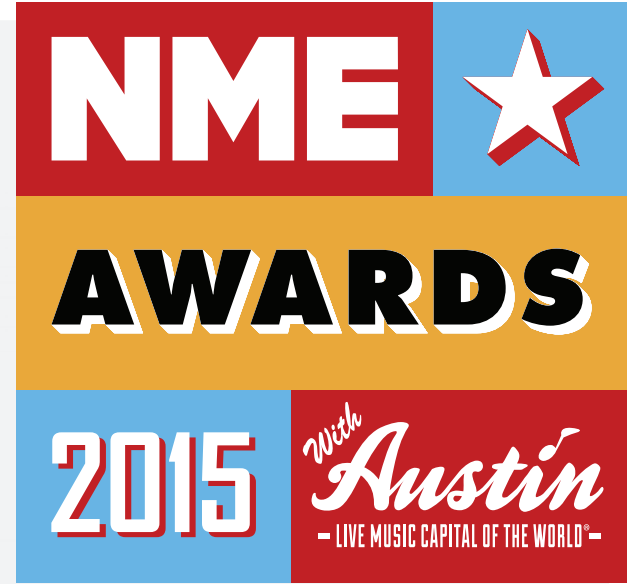
Build upon Austin’s brand equity as the Live Music Capital of the World® to drive consideration and, ultimately, visitation among target audiences.

Strategies

- Clearly differentiate destination offerings/appeal through the “Live. Music.” ad campaign.
- Evaluate, place and optimize integrated, disruptive media based on behavioral targeting and multi-dimensional consumer passion points, including music.
- Explore relevant partnerships that strengthen and further the brand, such as New Musical Express (NME) and C3 Presents.
- Deepen consumer engagement by developing new ways to leverage live music as an effective communications platform including music-based content, promotions, tools and video assets.
- Employ messaging, tone and visual consistency across communications channels to aid in brand awareness and recall.

Metrics

- Website and social media engagement
- E-newsletter sign-ups, publication requests and online visitor and meeting planner guide views



Objective 2

Continue to build on established digital efforts to be an online resource for visitors and meeting planners, stretch marketing dollars and engage new audiences.

Strategies

- Utilize AustinTexas.org and Austin Insider Blog as portals for compelling, timely content and as vehicles to deepen engagement with leisure visitors, meeting professionals and travel trade.
- In partnership with WayBlazer and IBM Watson, integrate new cognitive discovery tool into AustinTexas.org and digital marketing initiatives.
- Continue to promote and enhance the True Austin program.
- Maintain the Austin CVB’s position as a leader in destination social media marketing by exploring new trends and successfully applying them to reach key audiences.
- Keep Austin top of mind by engaging with meeting planners through digital marketing.
- Provide resources and expertise to assist meeting and event professionals with digital marketing.

Metrics

- Number of unique website visits
- Number of website conversions
- Social media followers/engagement metrics



Objective 3

Continue development and production of the Austin CVB's primary fulfillment pieces, including the Austin Insider Guide, Austin Meeting Planner and Destination Guide and the leisure, meeting and sports e-newsletters.

Strategies

- Work with local partners and the local hospitality industry to ensure comprehensive representation of Austin offerings in print and digital programs.
- Utilize key insights from the meeting planner guide survey to evolve the meeting planner guide program and develop new and/or improved tools.
- Focus on continued improvement, evolution and development of existing and new tools and resources.

Metrics

- Austin Insider Guide in-and out-of-market fulfillment data
- Virtual Austin Insider Guide and meeting planner guide engagement
- Implementation of new tools

Objective 4

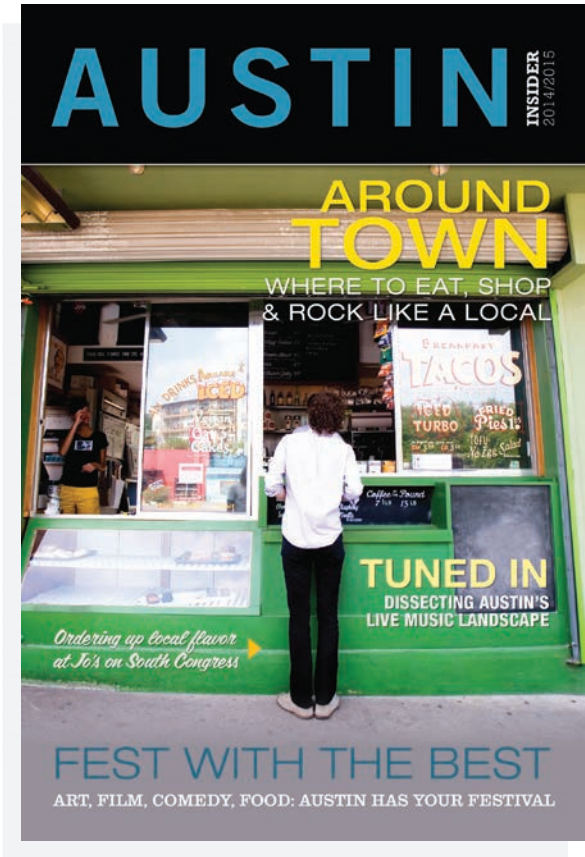
Improve the usability, design, content and conversion of Austin CVB programs through content development, execution and management efforts.

Strategies

- Develop and maintain strategic content plan for AustinTexas.org.
- Develop and maintain editorial calendar for content channels across organization.
- Develop new video content to be featured on AustinTexas.org and Austin CVB social channels.
- Continue development and implementation of strategies for growing e-newsletter database opt-ins and maximizing subscriber engagement.
- Partner with online publishers to distribute Austin content to reach new audiences.

Metrics

- Content engagement score
- Website conversions



Objective 5

Further develop awareness and exposure for Austin's multicultural and LGBT offerings by targeting diverse visitors and groups.

Strategies

- Work with the Greater Black Austin Chamber of Commerce to support and promote various initiatives, including the #IAMBLACKAUSTIN campaign.
- Work with the Austin Gay and Lesbian Chamber of Commerce to promote flagship Austin-area LGBT events; explore opportunities to expand LGBT packaging with international tour and travel professionals.
- Reach diverse audiences through behavioral ad targeting and optimization.
- Ensure campaign, editorial photography, publications, website, social media and general content (events, attractions, points of interest) reflect diverse models and interests.
- Promote Austin's diverse attractions, rich history, culture and unique personality.
- Maintain Austin CVB's association with, outreach to and support of numerous local and national multicultural groups and events.
- Continually evaluate new opportunities to improve diversity offerings to visitors and meeting professionals.

“IT WAS FANTASTIC TO ATTEND THE NME AWARDS AND WITNESS FIRST-HAND THE EXCEPTIONAL EXPOSURE FOR AUSTIN THROUGHOUT THE EVENT. I’VE NO DOUBT THAT THIS PARTNERSHIP WILL INSPIRE INCREASED VISITATION TO AUSTIN AMONGST UK MUSIC FANS WHILE BOLSTERING AUSTIN’S REPUTATION AS ONE OF THE FASTEST-GROWING U.S. DESTINATIONS.”

- Gerry Boyle, Account Director, Brand USA – UK & Ireland



Department Overview

As the official voice of the Austin CVB, the Communications/PR Department delivers consistent messaging about Austin and the Bureau to media and the hospitality industry. The Department creates awareness of the destination through a variety of strategic integrated efforts including media relations, securing partner support, familiarization tours, pitches, press releases and inquiry fulfillment.

Department Goals, FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|--|---------------------|---------------------|--------------------|--------------------|
| Media Outreach (Releases/Pitches) | 16 | 20 | 192 | 240 |
| # Outlets Reached | 22 | 25 | 264 | 300 |
| Press Trips / Media Hosted | 5 | 3 | 60 | 36 |
| Dollar Value of Media (Source: Cision) | \$1,250,000 | \$1,500,000 | \$15 million | \$20 million |
| Significant Placements | 11 | 11 | 132 | 132 |

Objective 1

Continue to generate and shape positive and valuable media coverage of Austin in domestic and international print, broadcast and online media outlets.

Strategies

- Secure feature stories in print, broadcast, online, social media and industry publications that provide prominent Austin coverage.
 - Coordinate press trips and host qualified journalists.
 - Drive support for the Austin CVB's overall mission by advocating tourism globally through U.S. Travel Association and Brand USA partnerships.
 - Expand coverage topics to include more niche placement of stories in relevant publications.
- Generate awareness messaging to enhance local community understanding of the Austin CVB's goals and purpose.

Metrics

- Media value generated
- Media coverage produced in key and emerging international markets
- Media coverage in outlets with circulation/ impressions over 75,000
- Coverage in local print, radio and broadcast media

Objective 2

Target business and meetings-related publications.

Strategies

- Continue growing partner relations with existing and new hotels to secure coverage in publications that reach target audiences and that grow occupancy and citywide, tourism-generated economic impact.
 - Host media on assignment from meetings and trade-specific print, broadcast and online outlets
- Continually evaluate new opportunities to improve diversity offerings to visitors and meeting professionals; work closely with local organizations to identify areas of potential synergy.

Metrics

- Media value generated
- Diversity of coverage through a variety of mediums

Objective 3

Create more collaborative opportunities for community partners and local public relations teams to feature their local clients in ongoing media coverage.

Strategies

- Continue to work closely with hotel public relations teams to increase positive media exposure through sharing media leads, hosting press and collaboration with other community outreach programs.
- Set up site visits to both established and new businesses.

Metrics

- In-kind donations value secured each month
- Diversity of Austin product reported by media
- Quality of coverage that includes tangible call to action and attribution

Objective 4

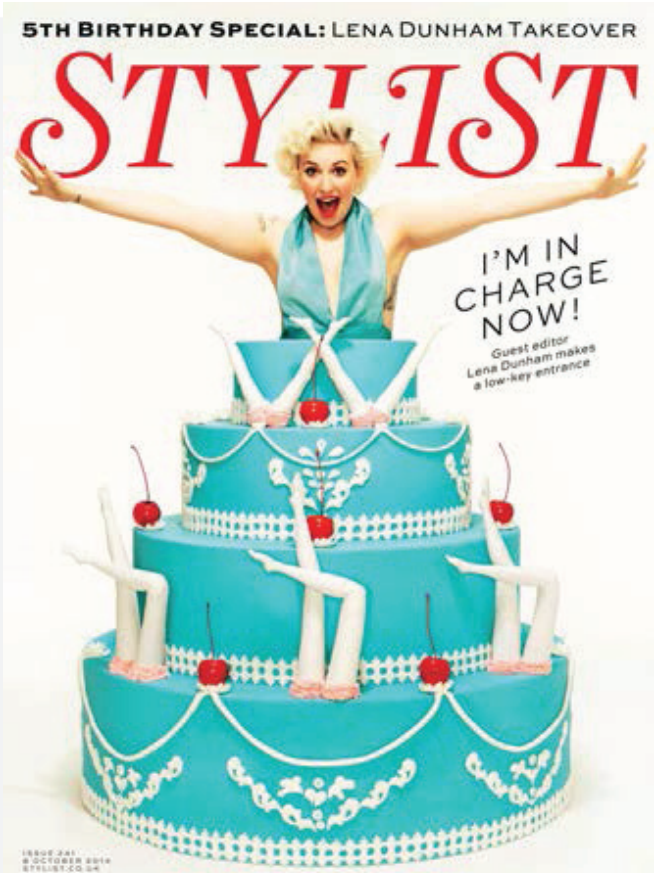
Further develop awareness and exposure for Austin's multicultural and LGBT communities by targeting diverse visitors and groups.

Strategies

- Host writers/media on assignment from outlets and publications that target and cater to diverse ethnic and LGBT demographics.
- Ensure editorial photography and general content (events, attractions and points of interest) reflect multicultural models and interests.
- Promote Austin's diverse attractions, rich history, culture and unique personality.
- Maintain Austin CVB's association, outreach, collaboration and support of numerous local and national multicultural groups and events.

Metrics

- Media value generated
- Diversity of coverage



Department Overview

Strategic Alliances serves to enhance Austin's position as a world-class destination. The Department furthers the mission of the Austin CVB by building strategic alliances with non-traditional partners such as corporations, businesses and brands, as well as with traditional hospitality partners.

Department Goals, FY 15/16

| GOALS | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|----------------------------------|--------------------|--------------------|
| Donated Services/Expenses Offset | \$100,000 | \$300,000 |
| Revenue | \$75,000 | \$300,000 |

Objective 1

Build strategic brand alliances that further the mission of the Austin CVB.

Strategies

- Promote the Strategic Partnership/Sponsorship Program.
 - Develop alliances with partners and sponsors outside the hospitality industry.
 - Pursue and develop brand alliances for the following categories: Vehicle, Technology, Music and Consumer Products/Services.
 - Maintain and further develop catalog of Austin CVB, partner and other destination assets.
 - Identify gaps and opportunities for new, unique value offerings that promote partner participation as well as customer and consumer engagement, both experiential and joint-venture value programs.
 - Work with partners to identify unique ways to provide co-branded marketing opportunities to enhance exposure to Austin's meetings/conventions and consumer audiences.
- Identify, execute, manage and fulfill Strategic Alliance agreements.
 - Further enhance CRM database to ensure effective account development, partner fulfillment and streamlined partner and internal communications.
 - Enhance partner tools and resources available on AustinTexas.org or partner microsites.

Metrics

- Number of new partners secured: secure up to three new strategic alliances in FY 15/16
- Partner retention: maintain existing partners and grow their participation with Austin CVB
- Revenue actualized: meet or exceed annual revenue goals
- Donated services: meet or exceed annual goals for donated and in-kind services

Objective 2

Develop and expand industry partnerships.

Strategies

- Serve as primary clearinghouse for all industry partnerships and agreements. Work with internal and external contacts regarding tracking and measurement of contract deliverables.
 - Provide oversight and ensure fulfillment of strategic partnership with Professional Convention Management Association (PCMA).
 - Continue longstanding partnership with Destination Marketing Association International (DMAI).
- Work with internal departments to ensure all activation opportunities are maximized.

Metrics

- Contract deliverables met
- Activations captured

Objective 3

Provide event oversight, development and fundraising strategies for Austin CVB marquee events.

Strategies

- Manage and oversee Austin CVB Annual Luncheon and other applicable industry events.
- Collaborate with internal departments to develop overall plans for each marquee event, including event theme, marketing and promotional strategy, sponsorship strategy and event logistics.
- Coordinate event production details and logistics with external event production partners.
- Solicit and secure sponsorships and ensure sponsorship fulfillment.
- Focus on opportunities for community outreach and engagement.

Metrics

- Revenue actualized: meet or exceed designated revenue goals
- Donated services: meet or exceed designated goals for donated and in-kind services

Objective 4

Provide event oversight, development and fundraising strategies for industry events hosted by the Austin CVB.

Strategies

- Provide event oversight, fundraising/sponsorship strategy and opportunities for community outreach and engagement for the 2017 PCMA Convening Leaders Annual Meeting, DMAI Annual Convention, ASAE Leadership Conference and other Austin CVB-hosted industry events as applicable.
- Work in conjunction with internal departments and event partners to develop and execute overall plans for host city components of each conference, including event themes, marketing and promotional strategy, sponsorship strategy and event logistics.

Objective 5

Engage traditional hospitality and non-traditional partners.

Strategies

- Further develop an a-la-carte menu of year-round Austin CVB offerings, including co-op advertising, partner programs and event participation.
- Develop, catalog and allocate destination assets.
- Identify and solicit new partners while refining and expanding existing partnerships.
- Enhance partner tools and resources available on AustinTexas.org or partner microsites.

- Identify unique ways to educate and further engage partners in the Austin hospitality, meetings/conventions and tourism industries.

Metrics

- Number of new partners secured
- Partner retention
- Revenue actualized



Department Overview

The Tourism Department promotes the Austin travel product to domestic and international travel markets through strategic activities, attending tradeshow, sales missions, familiarization tours (FAMs), educational seminars and cooperative marketing campaigns. Key travel trade clients include tour operators, wholesalers, receptive tour operators, travel agents and Online Travel Agencies (OTAs).

The Tourism Department provides hospitality partners with tourism leads and co-op packaging opportunities. In addition, the Department provides assistance to the Austin-Bergstrom International Airport in its efforts to maintain and increase air service to Austin.

Department Goals, FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|----------------------------|------------------------|------------------------|-----------------------|-----------------------|
| Product Placement | 3 | 3 | 36 | 36 |
| Destination Training | 12 | 10 | 144 | 120 |
| Tourism Partner Leads | 30 | 30 | 360 | 360 |
| Online Package Development | 1 | 2 | 11 | 24 |

Objective 1

Increase Austin product packaging in domestic and international markets.

Strategies

- Develop and enhance Austin packaging with domestic and international travel trade.
 - Target top-producing travel trade clients in domestic and international markets to develop Austin itineraries that will meet client demands.
 - Partner with Texas Tourism, Brand USA and airlines to maximize efforts promoting Austin in domestic and international tour company brochures, on websites and through other distribution channels.
- Strengthen OTA product offerings both domestically and internationally with intent to increase destination awareness and number of Austin room nights.
 - Monitor research data on inbound travel from key and emerging markets.

Metrics

- Conduct packaging program audit
- Destination training and tradeshow meetings

Objective 2

Develop opportunities to increase awareness of the Austin product for clients in primary and emerging markets while providing leads to Austin's hospitality community.

Strategies

- Participate in tradeshow, sales missions and other activities that target domestic and international markets.
- Partner with Texas Tourism and other entities on events and co-operative marketing efforts to strengthen awareness of Austin.
- Identify new market opportunities with airlines.

Metrics

- Number of tradeshow attended
- Clients trained at hosted events
- Leads developed for partners

Objective 3

Increase online packages offered on AustinTexas.org via deals program, promotions and booking engine partner.

Strategies

- Enhance existing packages and create new packages through development of local partnerships.
- Work cooperatively with the Marketing and Communications/PR departments to develop campaigns that enhance consumer awareness of packages offered on AustinTexas.org.

Metrics

- Number of packages offered on AustinTexas.org



10,718,854 PASSENGERS

For the fourth consecutive year, Austin-Bergstrom International Airport (AUS) set a new record for annual traffic with 10.7 million passengers in 2014.

AUSTIN FUN FACT



Department Overview

The Austin Film Commission markets the Austin area as a desirable location for film and television projects.

Department Goals, FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|----------------------------|------------------------|------------------------|-----------------------|-----------------------|
| Production Leads | 200 | 210 | 2,400 | 2,520 |
| Fulfillment | 9 | 10 | 108 | 120 |
| Production Starts | 3 | 3 | 36 | 36 |
| Commercials / Still Shoots | 3 | 4 | 36 | 48 |
| Production Days | 70 | 75 | 840 | 900 |



MORE THAN \$1 BILLION

Global receipts for locally filmed *Transformers: Age of Extinction*, making it the biggest worldwide grossing film of 2014.



AUSTIN FUN FACT

Objective 1

Increase the number of motion picture and television projects produced in the greater Austin area.

Strategies

- Scout for potential motion picture and television series with visiting directors and studio executives by touring Austin filming locations and making local crew introductions.
- Enhance and increase the number of listings in the Reel-Scout location database.
- Continue to promote and build the online Reel-Crew production directory.

Metrics

- Production starts
- Production days completed
- Production leads
- Reel-Scout database tracking
- City of Austin Film Permit tracking

Objective 2

Maximize promotional opportunities to advance the perception of Austin as a leading motion picture hub.

Strategies

- Develop and update content and features for the Austin Film Commission website.
- Partner with local festivals such as the Austin Film Festival, SXSW™ Film Festival and the Capital City Black Film Festival to welcome industry visitors and promote Austin as a film destination.
- Continue to promote the Austin film scene and local filmmaker profiles through press channels.
- Utilize social media to build community buzz and market Austin films globally.
- Promote locally produced films through the “Made in Austin” credit program/logo.

Metrics

- Number of locally produced film or television shows that include the “Made in Austin” logo in project credits
- Austin Film Commission Twitter account growth
- Film Festival event attendance data

Objective 3

Raise awareness among local businesses of the positive impact and partnerships available with motion picture productions.

Strategies

- Work with state and community film groups such as the Texas Film Commission and the Austin Film Society to promote Austin at events and tradeshow such as the Sundance Film Festival.
- Identify and develop brand partnerships with the assistance of the Austin CVB Strategic Alliances Department.
- Revamp the Film Production Discount Card to generate revenue for local businesses from film spending.
- Participate in promotional events and activations with hospitality and industry partners.

TRIPLE THREAT AT SUNDANCE

Austin had three locally produced independent films in competition at the prestigious Sundance Film Festival: *Results*, *The Beaver Trilogy Part IV* and *Entertainment*.



Boyhood won Best Picture (Drama) at the 2015 Golden Globe Awards and topped more than 25 international critic associations’ “best film” polls. It was also the first Austin film nominated for Best Picture at the Academy Awards.

Metrics

- Partner participation and involvement in Film Commission activities
- Number of businesses partaking in Discount program
- Promotional values generated from partnerships
- Increase in Reel-Crew database views and sign-ups

AUSTIN FUN FACT

Department Overview

The Austin Music Office promotes Austin as the Live Music Capital of the World® and serves as a clearinghouse for music inquiries.

Department Goals, FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|-------------------|------------------------|------------------------|-----------------------|-----------------------|
| Music Inquiries | 50 | 75 | 600 | 800 |
| Industry Contacts | 70 | 70 | 840 | 840 |
| Media Contacts | 5 | 5 | 60 | 60 |
| Media Events | 1 | 1 | 12 | 12 |

Objective 1

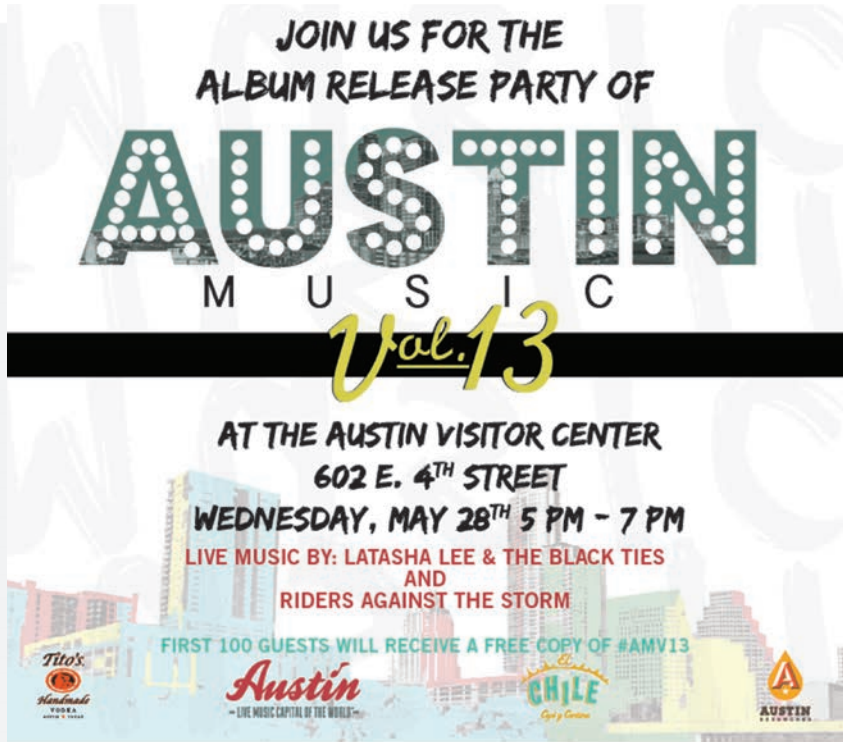
Promote the Austin brand, the Live Music Capital of the World®

Strategies

- Collaborate with ALL ATX on annual compilation of Austin music highlighting premier local talent.
- Assist the Communications/PR Department by hosting journalists to increase press coverage about Austin music.
- Coordinate with Convention Sales and Services departments to use music as an additional selling tool when competing with other destinations.
- Produce “Local & Live” music series at the Austin Visitor Center.
- Produce a bi-annual specialty music compilation that focuses on a specific genre of Austin music.
- Assist conventions, tradeshow and local businesses with recommendations for live music and booking information by managing the “Hire an Austin Musician” program.
- Book live music for familiarization tours, sales, tourism and media events.

Metrics

- Number of CDs and download cards distributed
- Number of live music bookings and inquiries
- “Local & Live” attendance
- Press coverage of Austin music



Objective 2

Further develop online and social media presence to facilitate visitor discovery of Austin music.

Strategies

- Showcase music events happening throughout the city via Music Austin accounts on Twitter, Instagram and Austin Insider blog.
- Drive visitors to music section of AustinTexas.org for current news on live music, entertainment district maps and unique music opportunities.
- Enhance music information on Austin CVB website for visitors.
- Showcase Austin music to global audiences via music platforms such as Spotify, Pandora and other online stations.
- Explore streaming “Local & Live” music series online live from the Austin Visitor Center.

AUSTIN FUN FACT



MORE THAN 1,000 LIVE MUSIC PERFORMANCES

Featured at Austin-Bergstrom International Airport annually.

Metrics

- Growth of followers on Music Austin Twitter and Instagram accounts
- Visits to music section of AustinTexas.org
- Online radio plays/visits on jukebox on AustinTexas.org

Objective 3

Collaborate with community partners to strengthen and promote Austin's music industry.

Strategies

- Partner with the City of Austin Music Division to develop and market local initiatives to the music industry and promote the importance of the music industry.
- Coordinate marketing activations with Austin musicians to elevate brand awareness.
- Build Austin musician database within Austin CRM system.

- Continue to work and partner with the community in promoting the development of the local music industry: venues, recording studios, record labels, etc.

Metrics

- Number of musician entries in CRM system
- Number of out-of-market activations

Objective 4

Raise awareness of various opportunities with the Austin CVB Music Office to local musician community.

Strategies

- Attend annual ATX Music Expo.
- Partner with various local music organizations such as the Austin Music Foundation, Health Alliance for Austin Musicians (HAAM), Sims Foundation and Texas Chapter of the Recording Academy.
- Target Austin musicians via social media.
- Growth of Austin musician database within Austin CVB website.

Metrics

- Number of musician entries in database
- Number of events in which Austin Music Office participates



Department Overview

The Visitor Center staff serve as ambassadors for the Austin tourism industry, providing the highest level of customer service in-market to both leisure and business travelers.

Department Goals FY 15/16

| GOALS | MONTHLY GOALS 14-15 | MONTHLY GOALS 15-16 | ANNUAL GOALS 14-15 | ANNUAL GOALS 15-16 |
|---|---------------------|---------------------|--------------------|--------------------|
| Walk-In Inquiries | 13,750 | 14,000 | 165,000 | 168,000 |
| Call-In Inquiries | 1,475 | 1,500 | 17,700 | 18,000 |
| Retail Revenue* | \$82,583 | \$83,333 | \$991,000 | \$1,000,000 |
| Email Inquiries | 60 | 75 | 720 | 900 |
| Historic Walking Tours | 458 | 458 | 5,500 | 5,500 |
| Business/Industry Group Presentations** | - | 2 | - | 24 |

*Retail goals for FY14/15 increased from those published in 2014 Marketing Plan
**Presentation goals not previously measured

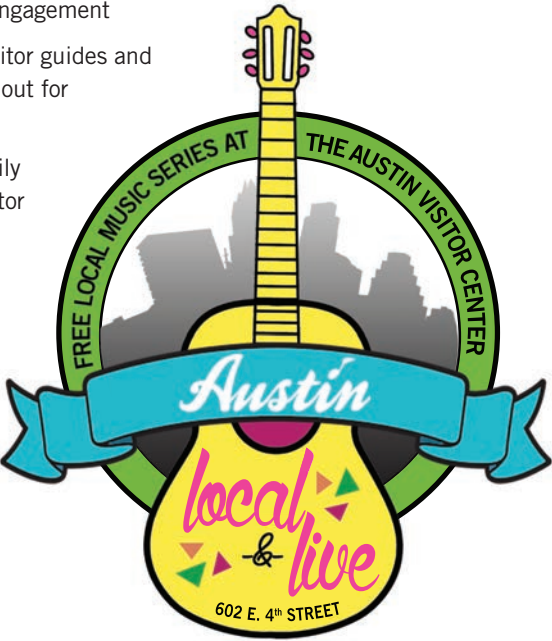
Objective 1

Provide additional visitor services to increase visitor volume, length of stay and visitor spending.

Strategies

- Promote Visitor Center to drive visitor use and engagement with visitor kiosk and free Wi-Fi services.
- Drive traffic to AustinTexas.org for visitor opt-ins and merchandise sales.
- Continue to partner with Capital Metro to design and produce downtown and other Austin area maps to help visitors navigate the city.
- Work with the City of Austin’s wayfinding committee to improve signage for foot and vehicle traffic.
- Work with new tour companies, such as Austin Detours and Access ATX, to provide quality and unique visitor experiences.
- Promote and execute “Local & Live” music series in conjunction with Music and Marketing departments.

- Utilize social media to generate incremental foot traffic to the Visitor Center.
- Metrics
- Visitor kiosk engagement
 - Number of visitor guides and maps handed out for distribution
 - Number of daily visitors to Visitor Center
 - Zip code tracking in POS system



Objective 2

Increase retail revenue to offset operational expenses.

Strategies

- Protect the Live Music Capital of the World® brand and continue to pursue licensing agreements with new vendors.
- Continue to pursue wholesaling Live Music Capital of the World® merchandise to other retail outlets.
- Expand our Shopify sales software to track customers, create and sell giftcards, blog about new and exciting merchandise and use Shopify Mobile in-house and offsite.
- Implement a loyalty program.
- Continue to market online store through social media to increase online sales.
- Promote kiosk digital advertising for business partners in addition to rack wall program sales.
- Continue to sell amenity packages to local business partners and offer them online.

Metrics

- Total retail revenue
- Incentive goals met
- Collateral materials distributed for partners
- Tracking of online sales and email opt-ins for visitor referrals

Objective 3

Plan and execute events at the Visitor Center that represent the City of Austin.

Strategies

- Continue to support local musicians through “Local & Live” music series scheduled ten or more times a year.
- Display work from ten or more artists at the Visitor Center.
- Continue to feature merchandise from local events such as SXSW®, KGSR and Run Austin.
- Promote welcome tours and presentations for local businesses and educational groups.
- Continue educational programming and internships with Travis High School Hospitality Program.

Metrics

- Report event values to the city





BUREAU ACTIVITIES

FY 15/16 Bureau Activities

FIRST QUARTER

| | | | |
|------------------|---|-------------------------------|--|
| OCTOBER | | | |
| 10/1-10/2..... | Brand Manage Camp | Las Vegas, NV | Strategic Alliances |
| 10/2-10/4, | | | |
| 10/9-10/11..... | Austin City Limits Music Festival | Austin, TX..... | Marketing Communications, Music Office, Strategic Alliances |
| 10/13-10/15..... | IMEX America | Las Vegas, NV | Convention Sales |
| 10/15..... | Brand Innovators MegaTrends..... | Dallas, TX | Strategic Alliances |
| 10/23-10/25..... | Formula 1 U.S. GRAND PRIX | Austin, TX..... | Tourism |
| 10/27..... | Biz Bash Live Event Innovation Forum..... | New York, NY | Strategic Alliances |
| 10/29-11/5..... | Austin Film Festival | Austin, TX..... | Austin Film Commission, Strategic Alliances |
| TBD | West Coast Sales Mission | San Francisco, CA | Convention Sales |
| NOVEMBER | | | |
| 11/2-11/5..... | World Travel Market | London, UK | Tourism |
| 11/6-11/8..... | Fun Fun Fun Fest..... | Austin, TX..... | Marketing Communications, Music Office |
| 11/15-11/18..... | Financial and Insurance Conf. Planners..... | Paradise Island, Bahamas..... | Convention Sales |
| 11/15-11/19..... | DC Sales Mission and Client Event..... | Washington, DC | Convention Sales |
| 11/16-11/18..... | ASAE Leadership Conference..... | Austin, TX..... | Convention Sales |
| 11/18-11/21..... | National Coalition of Black Meeting Planners | Newport Beach, CA..... | Convention Sales |
| 11/23..... | Austin Sports Commission Golf Classic | Austin, TX..... | Austin Sports Commission |
| DECEMBER | | | |
| 12/1-12/3..... | International Assoc. of Exhibition and Events | Baltimore, MD..... | Convention Sales |
| 12/13..... | Chicago Holiday Client Event | Chicago, IL | Convention Sales |
| 12/15..... | Association Forum's Holiday Showcase | Chicago, IL | Convention Sales |
| TBD | IAEE Holiday Event | Austin, TX..... | Convention Sales |
| TBD | Texas CVB Holiday Event..... | Washington, DC..... | Convention Sales |
| TBD | TSAE Holiday Luncheon..... | Austin, TX..... | Convention Sales |



SECOND QUARTER

| | | | |
|----------------|--|----------------------------|---|
| JANUARY | | | |
| 1/8-1/10..... | Event Services Professionals Association | Vancouver, BC | Convention Services |
| 1/10-1/13..... | Professional Convention Management Association | Vancouver, BC | Convention Sales, Convention Services, Strategic Alliances |
| 1/21-1/31..... | Sundance Film Festival..... | Park City, UT | Austin Film Commission, Strategic Alliances |
| 1/28..... | Southwest Showcase..... | Austin, TX..... | Convention Sales |
| FEBRUARY | | | |
| 2/10-2/12..... | AMC Institute Annual Meeting | Anaheim, CA | Convention Sales |
| TBD | Midwest Sales Calls..... | TBD | Convention Sales |
| TBD | Southeast Sales Calls..... | TBD | Convention Sales |
| MARCH | | | |
| 3/9-3/13..... | ITB | Berlin, Germany | Tourism |
| 3/11..... | Brand Innovators MegaTrends Conference | Austin, TX..... | Strategic Alliances |
| 3/11-3/20..... | SXSW Conferences and Festival®..... | Austin, TX..... | Austin Film Commission, Marketing Communications, Music Office, Strategic Alliances |
| TBD | IEG Sponsorships Conference | Chicago, IL | Strategic Alliances |
| TBD | PCMA Partner Conference | Chicago, IL | Strategic Alliances |
| TBD | Meet NY & Northeast Sales Calls | New York, NY | Convention Sales |
| TBD | Annual National Governing Body Sales Calls | Colorado Springs, CO | Austin Sports Commission |
| TBD | DMAI Foundation Dinner..... | Washington, DC | Convention Sales |
| TBD | DMAI Destination Showcase | Washington, DC | Convention Sales |
| TBD | Local Client Appreciation Event | Austin, TX..... | Convention Sales |

“ HOW DO I LIKE WORKING IN AUSTIN? MIGHT JUST BUY
A HOME TOMORROW. IT'S HEAVEN ON EARTH AND THE CREWS
ARE UNBEATABLE.”

- Jason Reitman (Oscar winner and director of *Men, Women & Children*)

THIRD QUARTER

| | | | |
|----------------|---|-------------------------|--|
| APRIL | | | |
| 4/3-4/7 | National Association of Sports Commissions | Grand Rapids, MI | Austin Sports Commission |
| 4/4-4/7..... | ATX Television Festival | Austin, TX..... | Austin Film Commission |
| 4/10..... | Filmmakers' Luncheon, Dallas Interntl. Film Festival .. | Dallas, TX | Austin Film Commission |
| 4/20..... | Texas Filmmakers' Brunch..... | Los Angeles, CA..... | Austin Film Commission |
| TBD | Cine Las Americas..... | Austin, TX..... | Austin Film Commission |
| TBD | IAEE/CTC Event | Austin, TX..... | Convention Sales |
| TBD | PCMA Foundation Dinner | Washington, DC | Convention Sales, Strategic Alliances |
| TBD | ASAE Springtime Expo..... | Washington, DC | Convention Sales |
| TBD | PCMA Partnership Summit | TBD | Convention Sales |
| MAY | | | |
| 5/1-5/31..... | Latino Music Month..... | Austin, TX..... | Music Office |
| 5/19-5/21..... | IMEX Frankfurt..... | Frankfurt, Germany..... | Convention Sales |
| TBD | Southeast Sales Mission and Client Event..... | Atlanta, GA | Convention Sales |
| TBD | Passkey Housing Forum | TBD | Housing Department |
| TBD | Pachanga Latino Music Festival | Austin, TX..... | Music Office |
| TBD | Volume 14 Music Series..... | Austin, TX..... | Visitor Center |

JUNE

| | | | |
|-----------|------------------------------------|-----------------------|--|
| 6/4-6/7 | X Games Austin | Austin, TX | Austin Sports Commission |
| 6/11-6/14 | MPI World Education Congress | Atlantic City, NJ | Convention Sales |
| 6/18-6/22 | USTA IPW | New Orleans, LA | Tourism |
| TBD | DFW Sales Mission and Client Event | Dallas/Fort Worth, TX | Convention Sales |
| TBD | Airstream Summer Road Tour | TBD | Convention Sales, Marketing Communications |
| TBD | PCMA Education Conference | TBD | Convention Sales, Strategic Alliances |
| TBD | Toronto Sales Mission | Toronto, ON | Convention Sales |
| TBD | TSAE Summer Break | Austin, TX | Convention Sales |
| TBD | DC Summer Client Event | Washington, DC | Convention Sales |
| TBD | Collinson's Collaborate | TBD | Convention Sales |

FOURTH QUARTER

JULY

| | | | |
|-----|--|------------|--|
| TBD | DMAI Annual Convention | TBD | Convention Sales, Convention Services, Strategic Alliances, Marketing Communications |
| TBD | Northeast Sales Mission and Client Event | TBD | Convention Sales |
| TBD | Corporate Event Marketing Association | West Coast | Strategic Alliances |

AUGUST

| | | | |
|-----------|---------------------------------|--------------------|--|
| 8/13-8/16 | ASAE Annual Meeting | Salt Lake City, UT | Convention Sales |
| TBD | Collinson's Connect Marketplace | New Orleans, LA | Austin Sports Commission, Convention Sales |
| TBD | Connect Sports | New Orleans, LA | Austin Sports Commission |

SEPTEMBER

| | | | |
|-----------|---|-----------------|------------------------------|
| 9/1 | HAAM Benefit Day | Austin, TX | Music Office, Visitor Center |
| 9/10-9/13 | Austin Gay & Lesbian International Film Festival | Austin, TX | Film Commission |
| 9/11-9/13 | TSAE Annual Conference | San Antonio, TX | Convention Sales |
| TBD | West Coast Sales Calls | TBD | Convention Sales |
| TBD | Southeast Sales Calls | TBD | Convention Sales |
| TBD | Fantastic Fest | Austin, TX | Austin Film Commission |
| TBD | Congressional Black Caucus Found. Legislative Conf. | Washington, DC | Convention Sales |
| TBD | Chicago Sales Mission and Client Event | Chicago, IL | Convention Sales |
| TBD | Austin CVB Annual Luncheon | Austin, TX | Marquee Event |

“AUSTIN SUPPORTS ITS MUSICIANS BY HAVING ORGANIZATIONS LIKE THE AUSTIN CONVENTION & VISITORS BUREAU, THE AUSTIN MUSIC FOUNDATION AND HAAM. IT'S A VERY RECIPROCAL THING, AND IT'S A VERY SPECIAL THING. I'VE BEEN WORKING WITH THE ACVB FOR FIVE YEARS NOW AND ESSENTIALLY HAVE BECOME AN AMBASSADOR FOR THE CITY OF AUSTIN, AND I'M SO PROUD TO DO THAT.”

- Ryan Harkrider, The Nightowls





OFFICES & CONTACT INFORMATION

EXECUTIVE COMMITTEE

| | | |
|--|--|---|
| Albert Black <i>Vice President</i> Child, Inc. | Robert Lander <i>President and CEO</i> Austin Convention & Visitors Bureau | Lance Stumpf <i>At Large</i> Hyatt Regency Austin |
| Greg Chanon <i>Immediate Past Chair</i> McGinnis, Lochridge, Kilgore | Gene McMenamin <i>Vice Chair and Secretary</i> Omni Austin Downtown Hotel | Mark Tester <i>At Large</i> Austin Convention Center Department |
| Jill Griffin <i>Board Chair and Treasurer</i> The Loyalty Maker | Jeff Newberg <i>At Large</i> Endeavor Real Estate Group | Robert Watson <i>At Large</i> Hilton Austin |
| | | Glenn E. West <i>At Large</i> |

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| Scott Blalock JW Marriott | Jesse Herman New Waterloo/Violet Crown | Dennis McDaniel Community Volunteer |
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AUSTIN CONVENTION & VISITORS BUREAU | WWW.AUSTINTEXAS.ORG

111 Congress Avenue, Ste. 700, Austin, Texas 78701
Main 512-474-5171 | Toll-Free 1-800-926-2282 | Fax 512-583-7282

STAFF CONTACTS

ADMINISTRATION

| | | |
|------------------------|--|----------|
| Bob Lander | President and CEO | 583-7201 |
| Candi Diebel | Executive Assistant to President | 583-7254 |
| Melissa Bryan..... | Director of Information Technology..... | 583-7208 |
| Philip Curry..... | Finance and HR Manager..... | 583-7213 |
| Gloria Gonzalez | Finance Coordinator | 583-7249 |
| Ryan Holbrook..... | Information Technology Support Manager | 583-7211 |
| Cindy Nale | Human Resources Manager..... | 583-7207 |
| Deb Ormerod..... | Office Manager/Receptionist..... | 583-7203 |
| Gina Palmertree | Director of Finance | 583-7204 |
| Rickey Palmertree..... | Operations Coordinator | 583-7251 |
| Julie Hart..... | Vice President and Chief Financial Officer | 583-7205 |

MARKETING, COMMUNICATIONS, STRATEGIC ALLIANCES, MUSIC, FILM, TOURISM

| | | |
|------------------------|--|----------|
| Julie Chase | Vice President and Chief Marketing Officer | 583-7228 |
| Mary Kay Hackley | Vice President, Strategic Alliances | 583-7215 |

| | | |
|---------------------------|---|----------|
| Jennifer Walker..... | Director of Marketing Communications..... | 583-7209 |
| Katie Cook | Director of Digital Marketing | 583-7245 |
| Susan Richardson..... | Director of Content and Publishing | 583-7206 |
| Shilpa Bakre | Senior Communications Manager..... | 583-7210 |
| Brian Gannon | Marketing and Film Manager..... | 583-7230 |
| Rebekah Grmela..... | Marketing and Tourism Coordinator..... | 583-7219 |
| Kristen Maurel..... | Film, Music and Marketing Coordinator | 583-7278 |
| Lourdes Gomez..... | Tourism and Public Relations Manager..... | 583-7232 |
| Stephanie Washington..... | Partner Relations Specialist | 583-7240 |
| Gary Bond..... | Director of Film | 583-7229 |
| Amanda Garcia..... | Music Industry Manager..... | 583-7233 |

CONVENTION SALES

| | | |
|----------------------------|---|----------|
| Steve Genovesi | Senior Vice President, Sales | 583-7259 |
| Lance Aldridge | Executive Director, Sports Commission..... | 583-7257 |
| Amy Brown, CMP..... | Director of Sales | 583-7241 |
| Suzanne Burkard | Sales Support Manager..... | 583-7221 |
| Shannon Cannon | Senior Director of Texas Accounts..... | 583-7214 |
| Liz Carlson..... | Sales Program Coordinator | 583-7258 |
| Christine Yang Cramer..... | Director of Market Analysis and Research | 583-7218 |
| Lindsey Elliott | Account Director, Western Region | 583-7261 |
| Milo Greye | Account Manager | 583-7247 |
| Terra Tipton..... | Sales Coordinator..... | 583-7269 |
| Chandler Jones..... | Sales Coordinator..... | 583-7262 |
| Val Mashaw..... | Account Director, Southeast Region | 583-7216 |
| Dane Piper..... | Account Manager | 583-7220 |
| Courtney Sculley..... | Account Director, Northeast Region, International | 583-7200 |
| Paige Singleton | Account Manager | 583-7217 |
| Kelly Thomas | Account Manager | 583-7266 |

MID-ATLANTIC REGIONAL OFFICE

| | | |
|----------------------|--|--------------|
| Jim Doherty..... | Director of Eastern Regional Sales | 703-647-7507 |
| Kristen Parker | Director of Eastern Regional Sales | 843-767-1788 |

MIDWEST REGIONAL OFFICE

| | | |
|-------------------|--|--------------|
| Sarah McCabe..... | Director of Midwest Regional Sales | 773-774-1342 |
|-------------------|--|--------------|

CONVENTION SERVICES

| | | |
|-------------------------|---|----------|
| Linda Atkins..... | Vice President of Services..... | 583-7222 |
| Rose Curran | Housing Manager | 583-7225 |
| Michele Edison..... | Senior Convention Services Manager | 583-7271 |
| Jerry Esters Jahn | Associate Housing Manager..... | 583-7260 |
| Janice Foster..... | Assistant Director of Convention Services | 583-7224 |
| Chenisse Johns..... | Convention Services Coordinator..... | 583-7250 |
| Narisa Trammell | Convention Services Manager | 583-7223 |

VISITOR CENTER

602 E. Fourth St., Austin, Texas 78701
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| | | |
|--------------------------|--|----------|
| Cheri Winterrowd | Director of Retail & Visitor Services..... | 583-7255 |
| Harrison Eppright | Manager of Visitor Services | 583-7237 |
| Tracy Flynn | Visitor Center Manager of Operations..... | 583-7242 |
| Patsy Stephenson | Visitor Service Tour Coordinator | 583-7234 |
| Spencer Streetman | Visitor Center Coordinator | 583-7260 |
| Erin Bevins | Visitor Center Retail Coordinator | 583-7284 |
| Cynthia Trenckmann | Visitor Center Assistant Manager | 583-7235 |

All area codes are 512 unless otherwise noted.

Austin

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