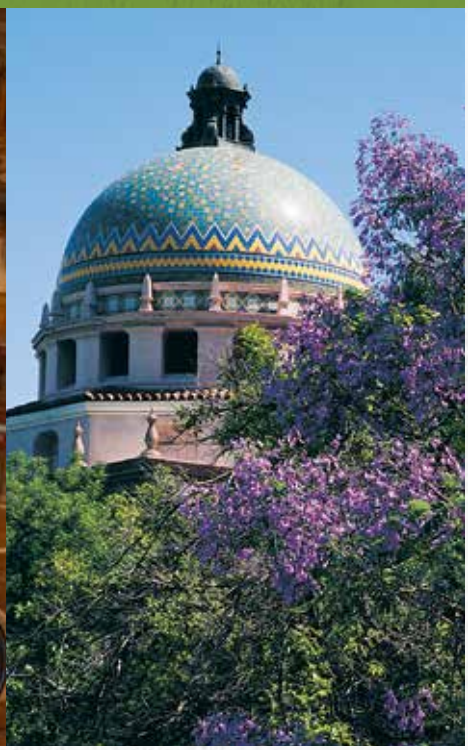
Visit tucson®

2016-17 ANNUAL REPORT
2017-18 MARKETING PLAN



FREE YOURSELF.®

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Dear Customers & Stakeholders,

Thank you for supporting Visit Tucson and our many initiatives to generate travel and visitor-related spending in metro Tucson and Southern Arizona.

Hotel revenue in the Tucson region was up more than eight percent in our recently concluded July 2016-June 2017 fiscal year, including 10 percent year over year from January through June 2017.

We credit a strong U.S. economy that is driving leisure, business and meetings travel throughout the nation, along with the marketing, promotional and sales efforts put forth by Visit Tucson and our 470 partner businesses.

Following are some of Visit Tucson's top accomplishments in growing travel during the past fiscal year:

- $30 million in travel media coverage generated vs. $5.4 million two years ago
- $1.3 million in advertising spending leveraged into $4.5 million in value
- 174,000 meetings room nights booked
- 41,000 sports room nights booked
- $11 million in film/television spending generated vs. $6.3 million last year
- 20 events sponsored

To keep that momentum rolling, we went through a deliberative process called DestinationNEXT to help develop a three-year strategic plan for Visit Tucson, which will be in place through June 2020.

The strategic plan focuses on:

- Enhancing our marketing, promotion and sales of the Tucson region
- Increasing community support for the value of tourism
- Growing events-related visitation
- Bringing in more visitors from Mexico, Canada, western Europe and China
- Attracting more flights to Tucson International Airport
- Further entrenching Visit Tucson in the region's economic development initiatives

Great places to live are great places to visit. That's why Visit Tucson is committed to helping Pima County, City of Tucson, Town of Oro Valley, Pascua Yaqui Tribe, Tohono O'odham Nation and the region's economic development organizations enhance the area's quality of life.

We welcome your input and partnership as we continue to grow travel to Tucson and Southern Arizona. Our recent successes are attributable to strong partnerships with numerous stakeholders. We need your involvement to maximize travel and its associated impacts on our region.

Best Regards,

Brent DeRaad
President & CEO

BOARD OF DIRECTORS

The following 25 tourism, community and elected leaders make up Visit Tucson's 2017-18 board of directors.

BOARD EXECUTIVE COMMITTEE

Chair
Russell Bond, General Manager
JW Marriott Tucson Starr Pass Resort & Spa

Vice Chair
Craig Ivanyi, Executive Director
Arizona-Sonora Desert Museum

Secretary
John Hinderaker, Partner
Lewis Roca Rothgerber Christie

Treasurer
Dick Gruentzel,
VP Administration & Finance/CFO
Tucson Airport Authority

Member at Large
Amber Harkin, General Manager
Embassy Suites Tucson Paloma Village

Member at Large
Nancy Kluge, President
Reid Park Zoological Society

Immediate Past Chair
Richard Bratt, CPA
Shareholder, COO
BeachFleischman PC

2017–18 BOARD OF DIRECTORS

General Business

Carol Blomstrand, Founder
Trumpet Social Media

Dan Cavanagh, Consultant
Lloyd Construction

John Denker, Senior Director of Marketing
University of Arizona

Glenn Grabski, General Manager
Tucson Convention Center

Thomas "TJ" Morgan, President & CEO
Gray Line Tours

Steve Rosenberg, Owner & Publisher
BizTucson Magazine

Hospitality/Visitor Services

Ghee Alexander, General Manager
Hilton Tucson El Conquistador Resort

Laura Cortelyou, President
Southern Arizona Attractions Alliance

Marion Hook, Owner
Adobe Rose Inn

Neil Shah, Owner & General Manager
Best Western Plus Royal Sun

Laura True, Owner
White Stallion Ranch

Charles Wetegrove, President
Southern Arizona Lodging & Resort Association

Government

Pima County
Sharon Bronson, Chair
Pima County Board of Supervisors

City of Tucson
Shirley Scott,
Tucson City Council, Ward 4

Town of Oro Valley
Lou Waters, Vice Mayor
Oro Valley Town Council

Members at Large

Andrea Ballard, COO
Tucson Association of Realtors

Lea Marquez Peterson, President & CEO
Tucson Hispanic Chamber of Commerce

David Welsh, Executive Vice President
Sun Corridor Inc.

VISIT TUCSON STAFF

ADMINISTRATION

Brent DeRaad, President & CEO
Roni Thomas, Chief Financial Officer
Lynn Bultman, *Accounting Coordinator
Amanda Flores, Office Coordinator
Gloria Fontana, *Administrative Receptionist
Vicente Razura, *Office Clerk

MEXICO MARKETING

Felipe Garcia, Executive Vice President
Marisol Vindiola, Mexico Projects Manager
Liz Silva, Medical Tourism Coordinator

MARKETING

Lee McLaughlin, Senior Director of Marketing
Rusty Boulet-Stephenson, Graphic Designer
Julie Pulliam, Production Coordinator
Hope Patterson, IT Manager
Ed Farias, Network Systems Administrator

Communications

Mary Rittmann, Senior Director of Public Relations & Communications
Dan Gibson, Director of Communications
Debbie Melcher, Content Marketing Manager
James Jefferies, Content Coordinator

SALES, SPORTS & SERVICES

Graeme Hughes, Vice President of Sales

Sales & Services

Jane Roxbury, Director of Convention Services
RoxAnne Erickson, National Sales Manager
Joy Johnson, National Sales Manager
Mary Meade, National Sales Manager
Brooke Sauer, National Sales Manager
Pamela Traficanti, National Sales Manager
Cindy Aguilar, Partner Relations & Services Manager
Bernice Villa, Administrative Assistant

Sports

Jeffrey John, Sports Manager
Luchie Javelosa, Sports Coordinator

PARTNERSHIP & VISITOR SERVICES

Vanessa Bechtol, Senior Director of Community Partnerships

Partnership

Nick Pazzi, Partner Relations Manager
Laurie J. White, Partner Services & Events Manager

Visitor Services

Nadia Stefanik, Visitor Center Supervisor
Ruth Allard, *Visitor Information Specialist
Elva Carbajal, *Visitor Information Specialist
Kim Lauber, *Visitor Information Specialist

TOURISM

Jackie Ludwig, Director of Tourism
Jalyssa Gasmen, Tourism Sales Manager
Isela Cano, Administrative Assistant – Tourism & PR

FILM TUCSON

Shelli Hall, Director of Film Tucson
Peter Catalanotte, Project Manager

*Part-time position

ECONOMIC IMPACT AND RETURN ON INVESTMENT

24:1 Visit Tucson generates **$24** for the Metro Tucson region for every **$1** invested in the organization.

ECONOMIC IMPACT INCREASED **16.5% IN 2016-17**

$87,320,000	LEISURE VISITOR INQUIRY IMPACT
$64,522,461	MEETINGS ECONOMIC IMPACT
$15,199,857	SPORTS ECONOMIC IMPACT
+ $4,255,655	MEXICO ECONOMIC IMPACT
$30,552,866	PUBLIC RELATIONS EARNED MEDIA
$11,031,008	FILM DIRECT SPENDING

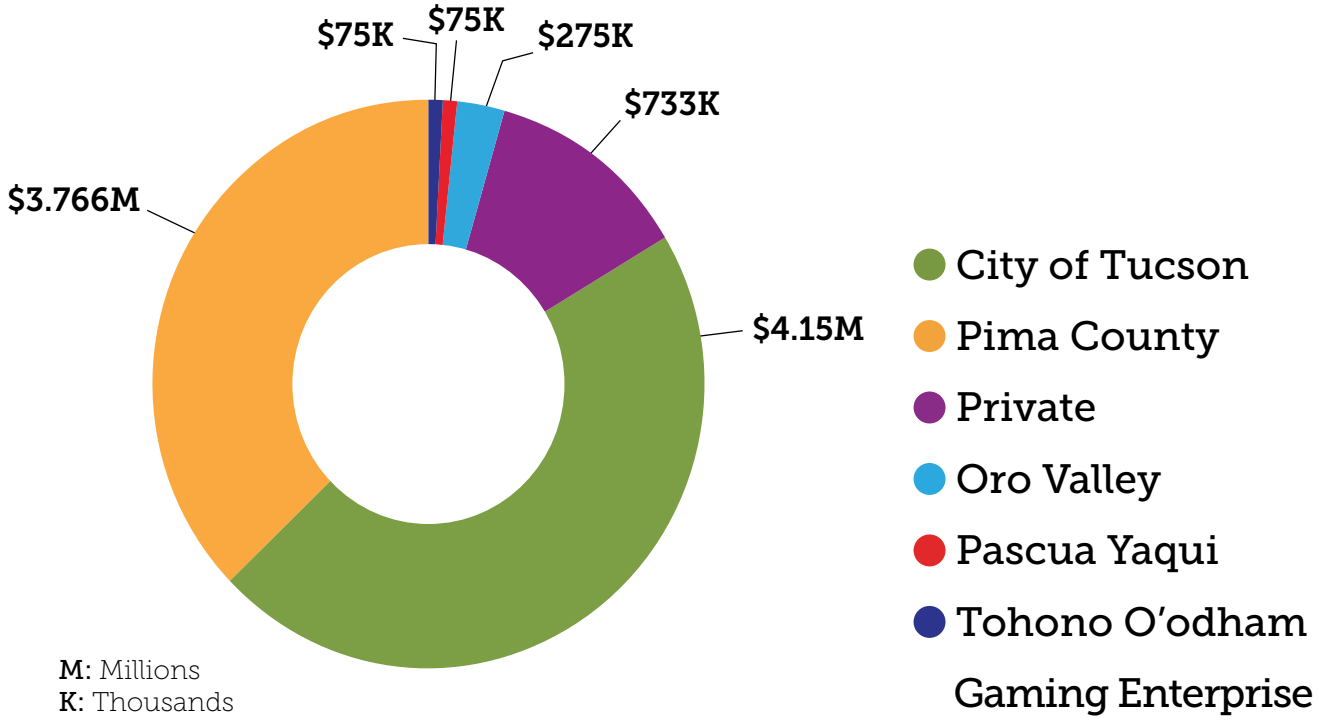
TOTAL 2016-17 ECONOMIC IMPACT **$212,881,847**

VISIT TUCSON FUNDING

Visit Tucson is a 501(c)(6) nonprofit organization that provides destination marketing services for Pima County, City of Tucson and the Town of Oro Valley. Visit Tucson also partners with the Pascua Yaqui Tribe and the Tohono O'odham Nation. Combined, these entities are expected to invest $8.3 million in Visit Tucson in 2017-18, approximately 92 percent of the organization's revenue.

Pima County, Tucson and Oro Valley invest only bed-tax revenue in Visit Tucson. Bed (transient occupancy) tax is paid by people who stay for 30 days or less in hotels, resorts, some bed and breakfasts and other short-term lodging facilities. Visit Tucson doesn't receive any general fund revenue.

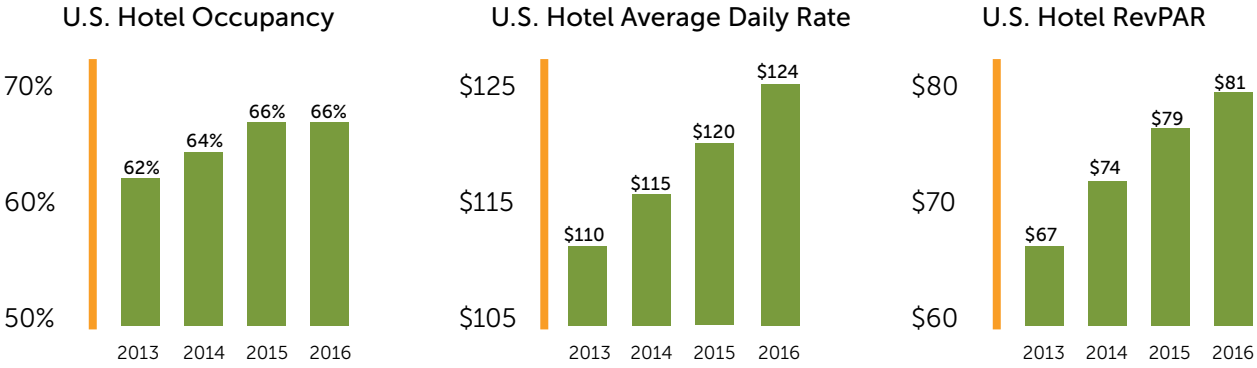
Private-sector revenue makes up the remaining $733,000 in Visit Tucson's proposed 2017-18 fiscal year budget. Visit Tucson's 470 partner businesses pay annual membership dues and many invest in advertising on our website, in our publications and at the visitor center. Partners also invest in our cooperative advertising programs and travel with us on sales missions and to industry trade shows. We also derive revenue from booking metro Tucson hotel room nights for customers in our Hermosillo and Ciudad Obregon, Sonora visitor centers.



Projected 2017-18 Revenue: **$9,074,000**

Moderate U.S. Travel Growth Expected Through 2018

After several strong years for U.S. travel, the rate of growth is slowing in 2017 with modest increases in supply (+2.2%), demand (+2.0%), average daily rate (+2.7%) and revenue per available room (+2.5%) forecast for 2018.



Source: STR, December 2013-16 reports

Many markets have exceeded their pre-recession hotel occupancy, average daily rate (ADR) and revenue per available room (RevPAR) levels and are operating at all-time highs in those areas. That success has led to a substantial amount of new inventory being built in top-performing cities, including New York, Austin and Nashville.

Cities that have enjoyed monumental travel growth this decade, such as San Francisco and New York, are focused on sustaining occupancies above 80%, while pushing rates and absorbing new inventory. Their rate of profitability may be slowing, but, make no mistake, the great majority of properties in those cities are making money.

International Travel to U.S. Will Likely Suffer

Nearly all the projected growth in U.S. hotel metrics in 2017 and 2018 is expected to come from domestic leisure and meetings travel. Several factors are blunting international travel to the U.S., including:

- The U.S. Supreme Court's decision in June to uphold a limited travel ban on visitors from Iran, Libya, Somalia, Sudan, Syria and Yemen.
- Rhetoric from the Trump administration about building a border wall between the U.S. and Mexico.
- The Trump administration eliminated funding for Brand USA in its proposed 2018 budget, although Congress could restore that funding. Brand USA markets U.S. travel to potential visitors throughout the world.
- The U.S. dollar is very strong in comparison to many international currencies, making it more expensive to vacation or meet here.

U.S. cities that rely on international travel will be impacted in the next few years. According to the U.S. Travel Association, 2.5 million American jobs depend on international travel to the U.S.

U.S. Meetings Outlook

Despite the current political environment and factors such as Brexit, immigration policies, currency values and safety, indicators point toward continued growth in meetings through 2017 and into 2018.

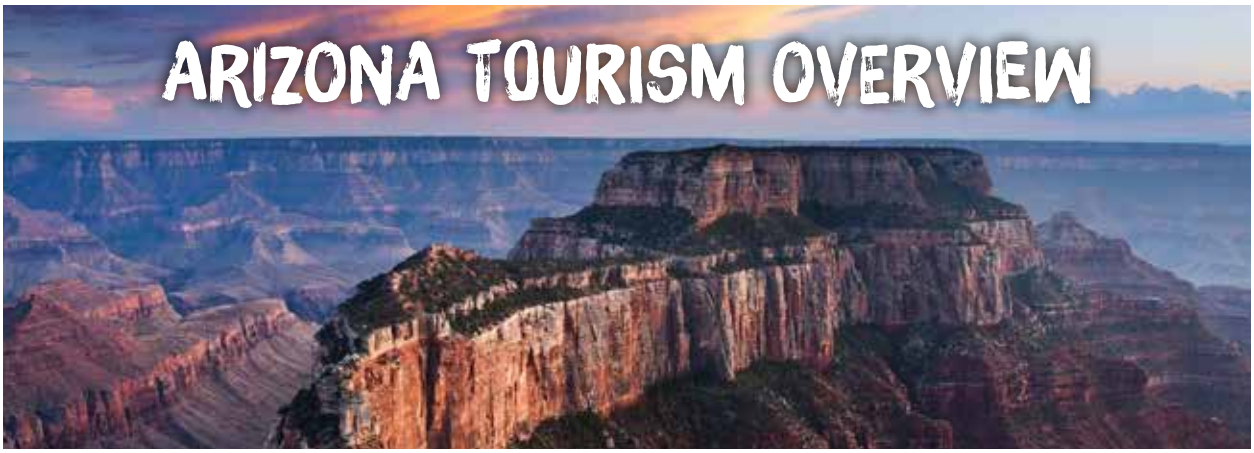
According to the spring 2017 edition of Meetings Outlook, 69% of respondents to its recent survey are predicting favorable business conditions in the year to come with meetings attendance expected to grow by 2%. Additionally, 52% predict their meetings/events budgets will increase next year, while 28% estimate flat spending.

Conversely, 46% of planners said U.S. immigration policies will negatively impact their meetings and events, while 50% said those policies have no impact on their businesses.

Sources: Meetings Outlook 2017 Spring Edition and mpiweb.org, June 2017

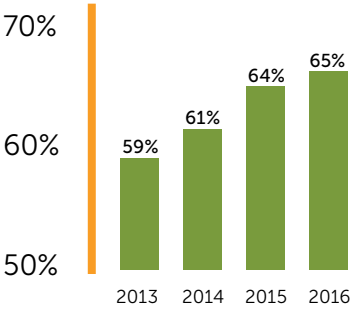
Other meetings trends include the use of apps and other technology to enhance attendees' meetings experiences, incorporating Airbnb and other housing options, and destinations offering customized group and individual experiences for delegates. Cities that embrace these changes will have an advantage in booking meetings.

In its 2017 meetings industry forecast, Meetings & Conventions noted that in 2017 supply growth of U.S. hotel rooms should outpace demand growth for the first time since 2009. Considering the strong pipeline of hotels in various stages of financing and construction, the increase in supply will likely provide planners with more leverage on pricing and concessions during the next few years.

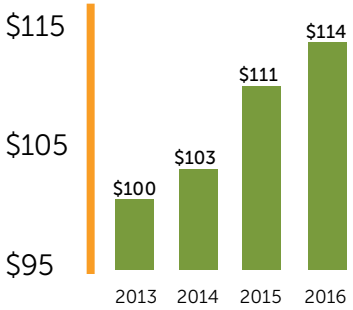


Travel to and within Arizona has grown significantly in recent years, with RevPAR increasing 28% in the past four years.

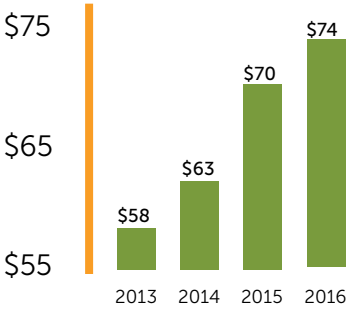
Arizona Hotel Occupancy



Arizona Hotel Average Daily Rate



Arizona Hotel RevPAR



Source: STR, December 2013-16 reports

Through the first six months of 2017, the state's travel numbers are off to a healthy start. Occupancy (+2.4%), ADR (+3.2%) and RevPAR (+5.7%) are well above the national average. Metro Phoenix's occupancy is down slightly year over year in 2017, but ADR is up more than 5%. The Tucson region's 11.2% RevPAR growth during the first half of 2017 is a major reason for the state's increasing hotel revenues.

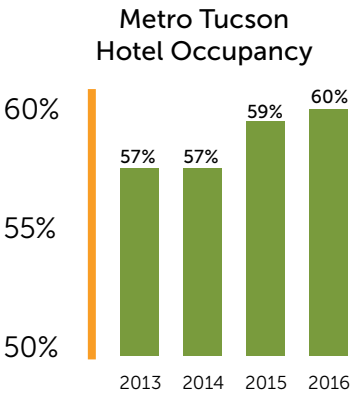
Metro Phoenix will not have the benefit of a "mega event" in the coming year. In the past three years, that region has hosted a Super Bowl (2015), College Football Playoff National Championship Game (2016), and NCAA Final Four (2017).

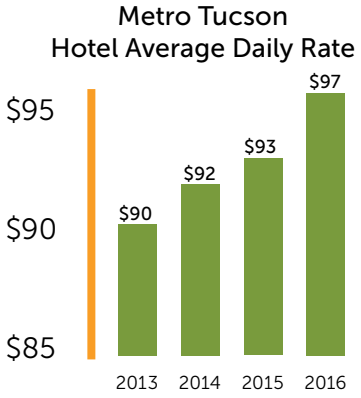
While visitation from many international markets to Arizona has leveled off or declined, the China market continues to experience double-digit increases in visitation volume and total spending. Much of this growth has occurred in Northern Arizona, but other parts of the state have experienced significant increases as well.

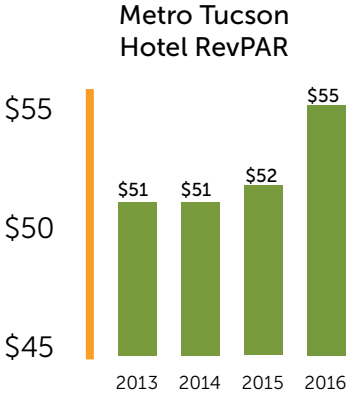
The Arizona Office of Tourism's (AOT) budget will grow slightly in 2017-18 to $14.3 million. While that figure has been stagnant in recent years, AOT leverages its dollars well to maximize promotion of Arizona domestically and internationally. Additionally, AOT is a valued marketing partner of Visit Tucson by including us in several cooperative programs, while also investing in Tucson events.

The 2016-17 fiscal year (July 2016-June 2017) was the Tucson region's best in more than a decade, from a lodging standpoint. Occupancy was up 5.2%, ADR grew by 4.6% and RevPAR increased by 10.1%. The fiscal-year numbers for those metrics were 62.0%, $98.40 and $62.27, respectively. The number of hotel rooms in metro Tucson decreased slightly to 15,566 during the past year, which elevated RevPAR growth above that of room revenue, which grew 8.7%.

Tucson, and Arizona as a whole, was one of the last regions to feel the recession in 2008, but was also one of the final areas to emerge from it. While many cities in the western United States began to recover as early as 2010, Tucson's RevPAR remained flat through the first half of the decade. It has only been in the last two years that travel to Tucson has rebounded significantly. The calendar year-over-year stats show the full picture.







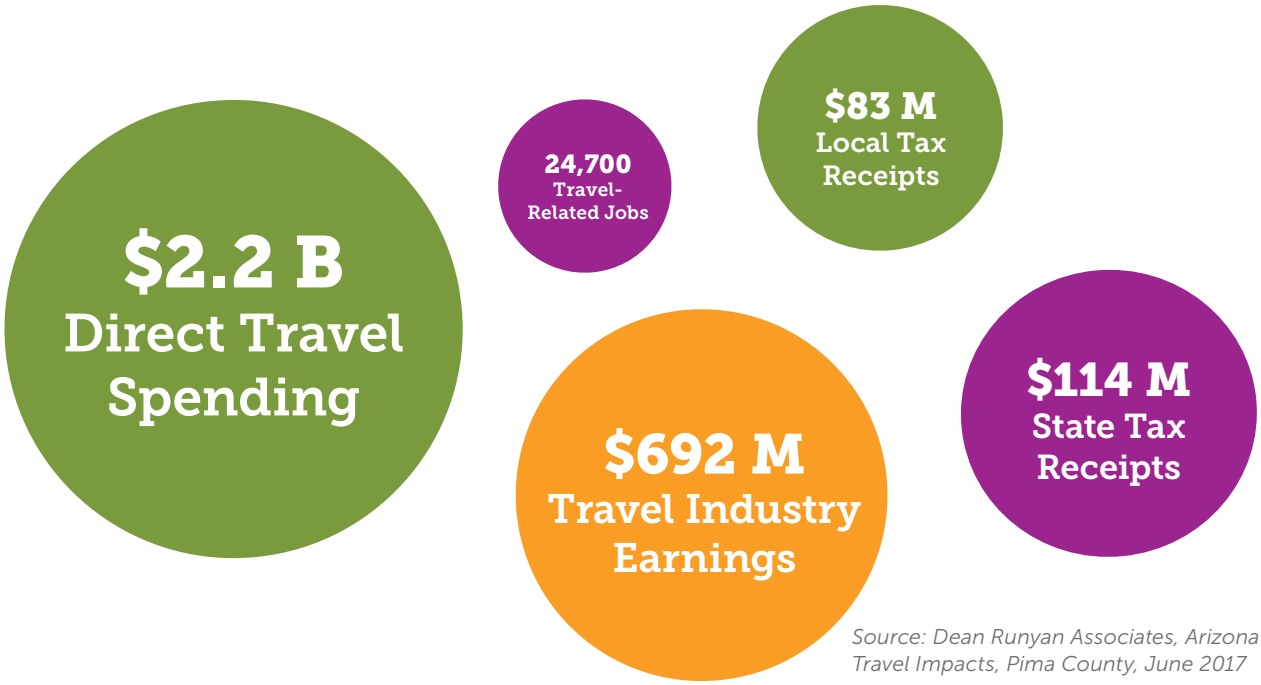
Source: STR, December 2013-16 calendar-year reports

The strong U.S. economy has bolstered consumer confidence and domestic travel. While meetings business is growing in metro Tucson, leisure travel has led the growth. In recent years, the Tucson region's lodging numbers have increased significantly during the January through April peak season, and more modestly from May through December.

As lodging performance plateaus at historically-high levels in many top U.S. cities, we believe the Tucson region's growth will exceed the national average through at least 2018. Tucson's lodging occupancy during the past year is still well below its high of 70% a decade ago. Additionally, lodging rates remain below the national average.

Our recent visitor analysis, where more than 200,000 leisure guest records from 16 Tucson-area properties were analyzed by a third party, told us that our top domestic markets for leisure spending are: 1) New York; 2) Los Angeles; 3) San Francisco; 4) Chicago; and 5) Phoenix. That same top five remains in place when analyzing the number of visits, but Phoenix moves to the top, doubling the visits from second-place Los Angeles.

PIMA COUNTY 2016 TRAVEL IMPACTS



Source: Dean Runyan Associates, Arizona Travel Impacts, Pima County, June 2017

6.0 MILLION

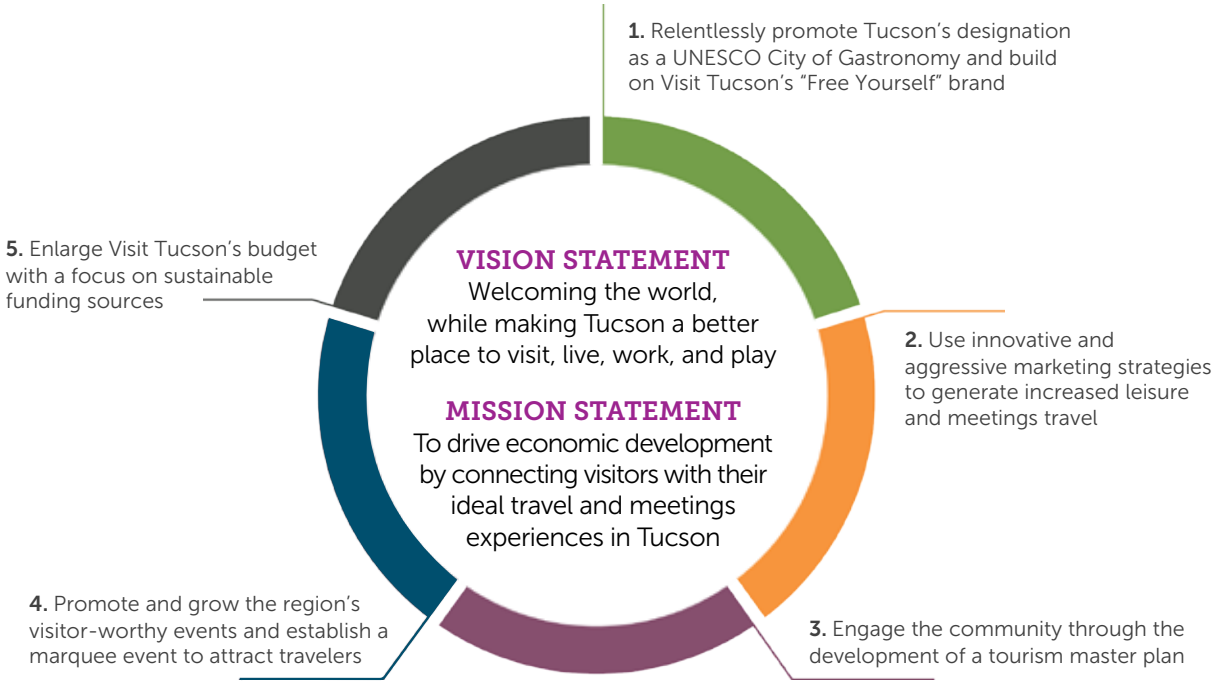
The total number of 2016 domestic overnight visitors to Tucson and Southern AZ Region.

Source: Arizona Office of Tourism, 2017

As you read on, you'll learn about our new three-year strategic plan. We're excited by the growth experienced in the Tucson region in recent years and our strategic plan will help us at Visit Tucson to better market, sell and promote, while enhancing our infrastructure and travel-related product offerings.

STRATEGIC PLAN 2017 - 2020

Strategic Goals | Five goals were developed around helping make the vision a reality.



Goal #1: Relentlessly promote Tucson's designation as a UNESCO City of Gastronomy and build on Visit Tucson's "Free Yourself" brand

Objectives

Strengthen Tucson's position of gastronomy

Build and expand on Free Yourself Brand

Grow Mexico visitation

Enhance and expand reach to leisure customers

Develop more effective marketing strategy to Millennials

Expand digital story-telling platform

Produce effective international messaging and positioning

2017-2020 Targets

Create a gastronomy event and tours

Increase community's use of "Free Yourself"

Implement a medical tourism program to attract Mexican consumers

Enhance video and photography assets and use them in expanded digital campaigns

Utilize new social media tools to grow Millennials' awareness of Tucson and get them downtown

Dedicate more staff and financial resources toward digital marketing

Partner with Brand USA and Arizona Office of Tourism to attract international visitors

Goal #2: Use innovative and aggressive marketing strategies to generate increased leisure and meetings travel

Objective

Increase meetings business

Grow international visitation

Grow leisure group room nights

Book more sports room nights

Grow film-related direct spending

2017-2020 Targets

Bring 150 meeting planners to Tucson in 2017-18

Create commercial or charter air service between Tucson and a Canadian city by 2020

Grow advertising in Sonora

Maintain Mexico air service

Increase bookable Tucson "product" in international tour operators brochures

Partner with Rio Nuevo, Downtown Tucson Partnership and others to further enhance downtown

Bring five sports decision-makers to Tucson in 2017-18

Target attainable film, TV and commercial business

Goal #3: Engage the community through the development of a tourism master plan

Objective

Develop a tourism master plan

Engage productively with government officials

Collaborate with local/regional community and economic development groups

Build community support for the value of tourism and Visit Tucson

Create stronger relationships with partners/ tourism-related businesses

Create a community of tourism ambassadors

2017-2020 Targets

Use the plan to map marketing and product-development strategies for next 7-10 years

Discuss Visit Tucson's return on investment, and sales, marketing and promotional programs with 30 or more local/county officials

Participate in Tucson Business Alliance and stay engaged in the community

Increase Visit Tucson's local messaging regarding tourism's economic impacts

Grow our value proposition to regional tourism-related businesses

Develop a local tourism ambassador program

Goal #4: Promote and grow the region's visitor-worthy events and establish a marquee event to attract travelers

Objective

Grow visitation via events

Create a stable and sustainable funding source to retain and attract air service

Foster cultural and arts opportunities to enhance visitors' experiences

2017-2020 Targets

Grow an existing event or create a new event by 2020 that attracts thousands of visitors from outside Southern Arizona

Work with the Tucson Metro Chamber to pursue public and private funding to sustain an air-service fund that delivers New York and other East coast nonstop flights to Tucson

Partner with local arts organizations to identify and market unique opportunities for visitors to experience Tucson/Southern Arizona arts and culture

Goal #5: Enlarge Visit Tucson's budget with a focus on sustainable funding sources

Objective

Increase Visit Tucson's funding

Leverage technology to increase sales and marketing effectiveness

Identify and secure the most efficient Visit Tucson office space

Review bylaws

2017-2020 Targets

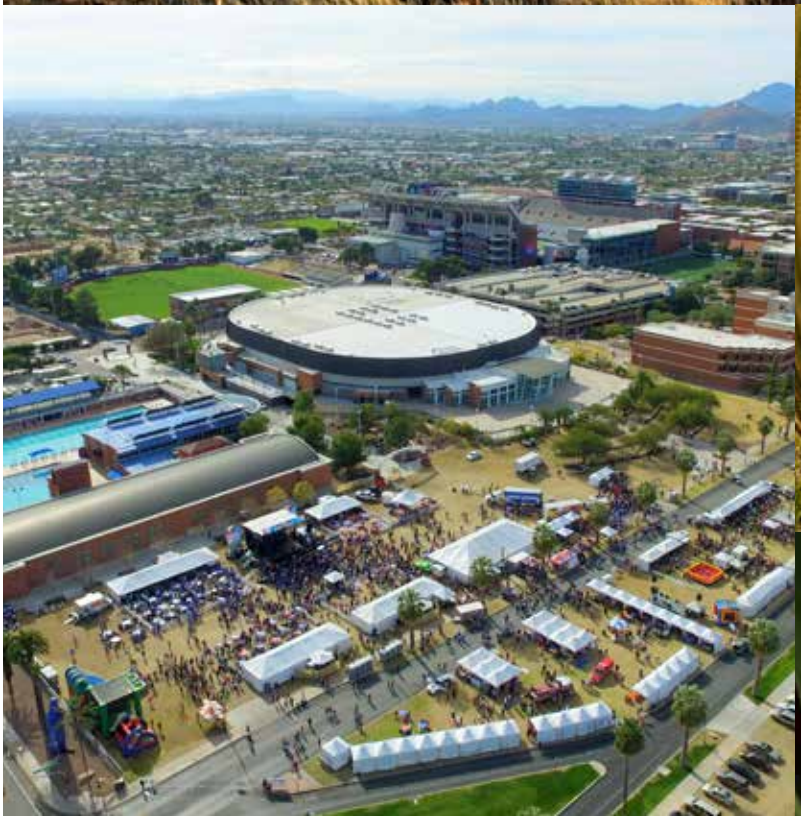
Grow Visit Tucson's budget to $10 million by 2019-20

Use emerging technology platforms to refine our messaging, to whom it is targeted and when

Create a more modern work environment and cluster departments that collaborate most frequently

Review in 2018-19 Visit Tucson's bylaws, which were last updated in 2012, and revise, if needed, to reflect the organization's evolution

VISIT TUCSON DEPARTMENTS



MARKETING

To deliver consistent messaging and increase destination awareness among leisure, business, and international travelers, Visit Tucson's Marketing department takes an integrated approach to media planning, content development, and creative execution. Through research and analysis, we identify potential visitors in key markets and target them with relevant content and branded advertising deployed seasonally through a variety of media channels. Our primary goal is to engage travelers with the "Free Yourself" brand and inspire them to experience everything Tucson and Southern Arizona have to offer.

TOP 10 MARKETS FOR VISITOR SPENDING

- New York
- ✈ Los Angeles
- ✈ San Francisco
- ✈ Chicago
- ✈ Phoenix
- ✈ Denver
- Washington, DC
- ✈ Seattle
- ✈ Atlanta
- ✈ Dallas

Source: 2016 Visitor Analysis
✈ Denotes nonstop flight market

Marketing Recap – Responsive Design, Social Gains and Digital Storytelling

In fiscal year 2016-17 Visit Tucson saw increases in key performance indicators (KPIs) for website users and people reached via social media. Though we track many metrics through a variety of means, these two KPIs are important in benchmarking the collective success of our marketing campaigns and initiatives.

1,183,390 WEB USERS

32,702,950 SOCIAL REACH

137,000 TOTAL SOCIAL AUDIENCE (+33%YOY)

At the core of Visit Tucson's 2016-17 marketing efforts was the development of our new responsive website. Launched in July 2016, the new VisitTucson.org was built on an open source platform (Drupal) and designed to drive engagement through improved user experience and robust content. New features and functionality have allowed us to move toward a more consumer-centric approach to how we present the destination, and the responsive nature of the site ensures that it functions consistently regardless of device or screen size.

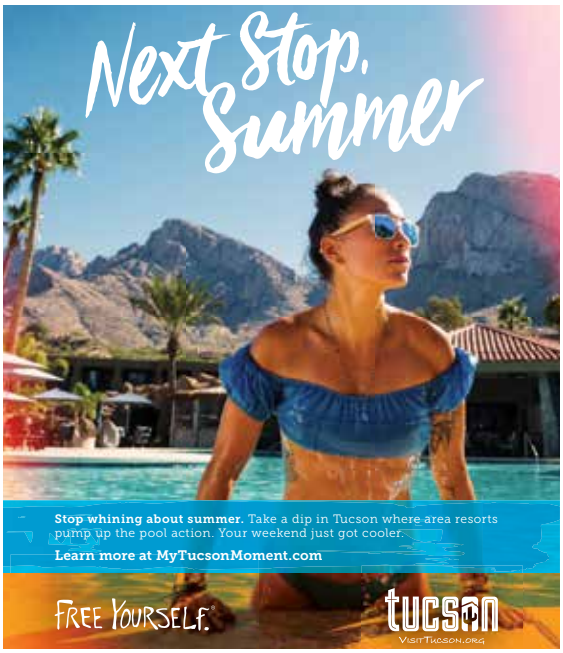
Since the rollout of the "Free Yourself" brand in 2013 Visit Tucson has consistently increased our social media audience year over year, and 2016-17 brought the biggest gains yet. As social has become more prevalent in consumers' day-to-day lives we have been able to leverage these channels to connect with potential travelers and expose them to the "Free Yourself" brand through video, imagery, and text.

In 2016-17, the Marketing department employed a multi-platform approach to native advertising (a paid promotion that blends with editorial content surrounding it) and video distribution that led to increased levels of engagement with Visit Tucson content. By shifting marketing efforts toward these digital storytelling techniques, we connected with travelers at key points in the decision-making process and appealed to their interests in more dynamic and meaningful ways.

2016-17 Marketing Highlights:

JFK Activation: To promote new nonstop service from New York City, Visit Tucson executed a four-week brand activation inside JFK International Airport. We worked with Visit Tucson partners and stakeholders to provide travelers with authentic Tucson experiences centered around health and wellness, outdoor adventure, and Tucson's designation as a UNESCO City of Gastronomy.

High Season Campaign: Visit Tucson creative and messaging were deployed in top feeder markets, including two new :30 TV spots as well as digital display, print and high-impact outdoor advertising. The campaign landing page, MyTucsonMoment.com, received over 200,000 page views.



Summer Campaign: A new campaign was developed for summer 2017 utilizing new creative in print and video forms. A branded activation in Phoenix over Memorial Day aligned with a video campaign that was deployed in select area movie theaters. The activation included branded giveaways and allowed for distribution of over 2,500 Visit Tucson Official Travel Guides. The campaign landing page, MyTucsonSummer.com, achieved over 16,000 page views between May 1 and June 30.

Increased Media Value: By leveraging added value opportunities and frequency media buying, Visit Tucson's media spend of $1.3 million yielded a total value of over $4.5 million.

Expand Existing Strategies & Create New Concepts

In fiscal year 2017-18 the Marketing department will expand on existing strategies and tactics, specifically in the areas of content marketing and digital advertising. In addition to these previously employed methods we will look to develop new distribution channels, utilize emerging technology, and leverage relationships with new media partners to enhance the impact of seasonal campaign messaging. Though specific campaigns and means of deployment are sure to evolve, they will ultimately support the goals and objectives laid out in Visit Tucson's three-year strategic plan.

Expanding the 'Free Yourself' Brand

As we move into the fifth year of "Free Yourself," the Marketing department will continue to look for new ways to not only expose consumers to the brand, but also to expand upon it. This requires working with community stakeholders to develop new creative concepts, products, and content that will continue to shed light on our destination and strengthen the perception of our brand. As we carry the mantle of "UNESCO City of Gastronomy," promote the concept of "Best 23 Miles of Mexican Food," or position ourselves as an "Outdoor Mecca" the brand will provide the necessary context to tie these and many other ideas together and elevate our destination in the minds of travelers.

Content Strategy

This year we will, for the first time, implement a new approach to content strategy that centers around an integrated content plan. The plan will outline topics that require new, additional, or updated content across all owned media channels, providing a consistent timeline for development and deployment. This valuable tool will allow us to align paid and earned media with relevant owned content to drive engagement and support the "Free Yourself" brand.

As we endeavor to connect with travelers through inspirational content, we will utilize in-house staff (including a newly hired Content Coordinator) to develop new video and text that will be deployed through our owned channels, including our website, social media and monthly consumer eblasts. We will also partner with strategic media partners and social media influencers to develop sponsored content that will be distributed through their respective channels. As consumers become more impervious to overt advertising, this new hybridization of marketing and public relations will allow us to engage with target audiences through platforms and individuals that they follow and trust.

PAID MEDIA	OWNED MEDIA	EARNED MEDIA
PRINT ADS & ADVERTORIALS	WEBSITE CONTENT	TRAVEL ARTICLES
DIGITAL DISPLAY ADS	SOCIAL MEDIA	INDUSTRY COVERAGE
VIDEO PRE-ROLL	OFFICIAL TRAVEL GUIDE	SOCIAL SHARING
SPONSORED CONTENT	VIDEO CONTENT	ONLINE REVIEWS
INFLUENCER MARKETING	E-NEWSLETTERS	AWARDS & ACCOLADES

Paid Media

Despite exceptional growth in recent years, Visit Tucson still has a relatively small media budget when compared to many of our competitive destinations. With this competition in mind, and the need to adjust with changing consumer habits, we have adopted a paid media strategy that focuses primarily on digital platforms. The benefit of these platforms lies in the ability to accurately target specific audiences and better evaluate campaign ROI, two crucial factors in maximizing our budget. While we purchase print and occasional television placements, we try to partner with vendors who offer digital inventory as added value and/or provide unique access to a desired audience.

Our paid digital strategy centers around partnerships with top platforms in the travel space and across the web. We utilize search engine marketing to capitalize on growing numbers of travel-related Google searches and partner with leading travel sites including Expedia and TripAdvisor to serve up display ads and host sponsored destination pages. We also place targeted native ads and display banners across a range of relevant high-traffic sites and inject branded content directly into users' social feeds through paid ads on networks like Facebook, Pinterest and YouTube. When executed properly, these tactics align to ensure our brand is present throughout various stages of the customer journey.

2017-18 Top Paid Media Placements

Vendor/Network	Media Description	Timing
Outside	As host city for the 2018 Outside Bike Test, Tucson will be featured as a premier cycling destination in video, social and article content on Outsidemagazine.com. Includes one full-page print ad and exclusive digital display media.	November, 2017 - March, 2018
CHEFSFEED	ChefsFeed will feature a selection of local chefs and signature Tucson dishes on their website and app. Sponsored video, social and article content, geared towards millennials, will showcase Tucson as a unique culinary destination.	October, 2017 - April, 2018
GOLF MAGAZINE	Tucson will be featured in three issues of Golf Magazine, including ads and advertorial content in Arizona-specific sections. These placements will position Tucson as a top golf destination and promote the 2018 Tucson Conquistadores Classic.	November, 2017 - March, 2018
NBC UNIVERSAL	Sponsored content hosted on NBC news sites in L.A. and the San Francisco Bay Area will promote Tucson's position as UNESCO City of Gastronomy and as a top outdoor destination. Includes video pre-roll, social promotion and digital display media.	October, 2017 - November, 2017
tripadvisor®	Digital media targeted to key feeder markets will feature Tucson as a top travel destination. Includes featured destination page on Tripadvisor.com, display banners, native content and video pre-roll promoting nonstop air service in select markets.	September, 2017 - May, 2018
LINQIA	Select social media influencers and bloggers will create custom content promoting Tucson to a range of audiences including foodies, families and outdoor enthusiasts. Includes written articles, social media promotion and custom video content.	September, 2017 - October, 2017
Los Angeles MAGAZINE	Sponsored content and digital media targeted to affluent L.A. residents will promote Tucson as a culinary and health & wellness destination. This media buy also includes ads and advertorial content in two printed issues of Los Angeles Magazine.	November, 2017 - March, 2018
YouTube	Digital media targeted to key feeder markets to raise Tucson awareness and drive traffic to VisitTucson.org. In addition to our top ten markets we will also target DMAs that have new or additional nonstop air service, including San Jose and Minneapolis.	July, 2017 - June, 2018

PR & COMMUNICATIONS

Visit Tucson's PR and Communications department works with the media – publications, editors, journalists, and freelance writers – to produce articles about tourism attractions and amenities in Tucson and Southern Arizona. The resulting publicity, called "earned media," helps leverage Visit Tucson's overall marketing efforts and extend our advertising reach, while providing important third-party validation from the writers' unbiased views of our destination.

To create earned media coverage, PR either responds with information to a journalist's request or proactively produces and distributes topical content through our website and newsletters, social media channels, and advertorial placements. PR develops and maintains relationships with key writers and editors at trade shows and on media missions while pitching stories about great Tucson experiences for visitors. While occasionally an article is generated without our hosting a journalist, major feature stories generally require staff coordination of a group press trip or an individual media visit.

A Record Breaking Year for PR

In fiscal year 2016-17, due to the increasing global importance of food travel, PR continued to pitch Tucson's culinary assets and the 2015 UNESCO City of Gastronomy designation. This strategy of focusing consistently on a specific message that was relevant to the travel media and the public resulted in press coverage equaling $30.5 million in earned media value for metro Tucson.

82%
EARNED MEDIA GROWTH

A REMARKABLE YEAR FOR MEDIA & PUBLIC RELATIONS

VALUE OF MEDIA COVERAGE: **$30.5 Million**

VIEWERS REACHED: **8.5 Billion**

TRAVEL MEDIA HOSTED: **79**

Other major successes included hosting the Family Travel Association Summit and participation in Travel Classics West. In October 2016, when the Family Travel Association held its annual conference in Tucson, the PR department hosted nine journalists representing six publications on pre- and post-familiarization (FAM) tours. In November 2016, when Travel Classics West was held in Scottsdale, we coordinated itineraries for 12 journalists who visited Tucson for a pre-FAM tour. Visit Tucson subsequently secured this conference for Tucson, and it will be hosted at the Westin La Paloma Resort & Spa, November 16-19, 2017.

MEDIA HIGHLIGHTS IN 2016–17

New York Times
USA Today
BBC Good Food
Rodale's Organic Life
Steve Dolinsky Podcast

Tucson to Host Prestigious Travel Writers Conference

In 2017-18, PR and Communications will continue to cultivate relationships with journalists and freelance writers, with the goal of generating earned media coverage valued at $25 million for metro Tucson. We will broaden the message beyond culinary to include outdoor adventure with an emphasis on cycling.

In addition to hosting the prestigious Travel Classics West Annual Conference, we will attend several other conferences and trade shows, as well as coordinate media missions and press trips.

CONFERENCES & TRADE SHOWS	MEDIA MISSIONS	PRESS TRIPS
BOOK PASSAGE AUGUST 2017	GERMANY DECEMBER 2017	INFLUENCERS OCTOBER 2017
FOOD JOURNALISTS SEPTEMBER 2017	LONDON JANUARY 2018	TRAVEL CLASSICS WEST NOVEMBER 2017
TRAVEL CLASSICS WEST NOVEMBER 2017	TORONTO FEBRUARY 2018	GOLF MARCH 2018
TRAVEL CLASSICS INT'L MAY 2018	NEW YORK FEBRUARY 2018	COLLEGE TOWNS APRIL 2018
IPW MAY 2018	LOS ANGELES TBD	ADVENTURE APRIL 2018

$14.5 MILLION
2016-17 CULINARY COVERAGE

Typically, the most in-depth coverage generated is a result of a press visit, and we will strive to host 75 journalists in 2017-18, including 15 international journalists.

SALES & SERVICES

To attract meetings, conventions and groups to metro Tucson and Southern Arizona, Visit Tucson deploys a team of five experienced national sales managers who handle designated geographic territories and industry-specific markets in the U.S. and Canada. The Sales team works with qualified meeting and event planners and their clients to generate leads and bookings for Visit Tucson partner venues. The Services team provides marketing resources and information to enhance the client and attendee experience.

A Banner Year for Sales

During the 2016-17 fiscal year, for the first time in Visit Tucson's history, the Sales team generated more than 850 qualified leads, which resulted in 311 definite booked meetings and 174,140 rooms nights, totaling more than $64.5 million in economic impact for the Tucson region.

850 LEADS → **311** BOOKINGS → **174,140** ROOM NIGHTS = **$64.5** MILLION ECONOMIC IMPACT

The Sales team's successful group sales strategy centered on inbound site inspections and familiarization tours (FAMs) for qualified meeting and event planners. Between July 1, 2016 and June 30, 2017, sales managers conducted 129 site inspections, featuring our "You Fly, We Buy" incentive program, and 130 FAM tours for a combined total of 259 visits for individual planners – another record for the Sales department.

In 2016-17, Visit Tucson's master account incentive program helped book 150 groups for a value of 86,465 total contracted room nights, with $102,325 invested to bring this group business to the Tucson region.

While bringing top clients and prospects here continues to be the top priority, engaging them where they meet is a strong second. In the same period, the Sales team executed 34 outbound sales missions, trade shows, and client events – ranging from IMEX America in Las Vegas to the TUS/JFK direct flight marketing event in New York – which showcased significant "Free Yourself" brand experiences that impact group business.

These efforts – combined with advertising-and-marketing promotions for group sales, strong support from our third-party affiliations, and industry-leading booking incentives — contributed to strong year-over-year growth in RevPAR for the Tucson region.

Build on Positive Momentum in Meetings Market

In 2017-18, the Sales strategy will capitalize on the momentum of 2016-17 and continue efforts to grow our meetings market. Currently, growth in demand combined with few planned increases in full-service or luxury hotel inventory have allowed our lodging partners to enjoy higher average daily rates (ADR).

The Sales team will take Visit Tucson's "Free Yourself" brand to meeting and event planners with the greatest potential for business. The robust 2017-18 schedule of outbound sales missions, trade shows, and client events will include 40 separate engagements (up from 34 in 2016-17). Major national and regional trade shows will be complemented by in-market client events where Visit Tucson will be joined by hotel, resort, and attraction partners.

TRADE SHOWS & CONFERENCES

- ASAE
- ConferenceDirect
- Connect Association, Corporate, Faith & Sports
- HelmsBriscoe Annual Business Conference
- Holiday Showcase
- IMEX America
- Incentive Works
- Shoppers
- Meeting Professionals International
- Professional Conference Management Association
- Site Southern California
- Smart Meetings

SALES MISSIONS

- Austin
- Chicago
- Cincinnati
- Denver
- Los Angeles
- Memphis
- Minneapolis
- Nashville
- Orlando
- St. Louis/Kansas City
- San Diego
- San Francisco
- Toronto
- Washington, D.C.

We will continue hosting FAMs and site visits as a priority, given the conversion rate is 80% when a client or prospective customer experiences our destination firsthand. We plan to conduct three FAMs targeting high-potential, third-party affiliate networks with demonstrated interest in Tucson through our "You Fly, We Buy" program.

We will promote "Tucson On Us" with advertisements and advertorials placed in most major meetings industry publications. Regional publications will be emphasized to ensure clients within Arizona and southern California keep Tucson top of mind, while national exposure will be tied to opportunities that feature content on Arizona and the Southwest. As appropriate, lead generation components will accompany this exposure to maximize our investment and potential.

In 2017-18, the Sales team will continue to build on the strategic partnerships that led to a record number of leads for partner businesses in 2016-17. Industry leaders HelmsBriscoe, Experient, and ConferenceDirect will each represent the Tucson region to their owned and prospect accounts. Specialized efforts from Prestige Global Meeting Source and Spinnaker DME will support our efforts in specific markets and geographic regions. We will explore additional ways to deliver value using our Cvent platform, which continues to produce opportunities at a very high level, and we will pursue additional suitable partnerships that demonstrate potential to deliver more meetings to the Tucson region.

"I CONSIDER VISIT TUCSON A TRUE PARTNER IN MAKING MY MEETING A SUCCESS."

-Deborah Reilly
Director for Member Relations, Conference Sponsorship and Planning
The National Association of Independent Colleges and Universities

Our Sales team's approach to account management continues to be a distinguishing point for Visit Tucson. Despite an industry trend to rely more heavily on electronic RFP dissemination and response platforms, our managers initiate and maintain a dialog with each prospect. This personal touch has resulted in Visit Tucson's Sales department being recognized for outstanding service to the meetings industry by *Meetings & Conventions*, *Smart Meetings*, and *Corporate and Incentive Travel* magazines.

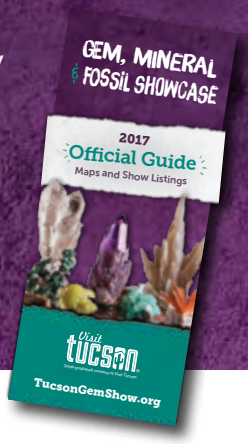
Visit Tucson's Convention Services department receives a 98% Customer Satisfaction Index (CSI) rating from meeting planners who have booked in metro Tucson through Visit Tucson's Sales department.

A TUCSON TREASURE: GEM SHOW

The metro Tucson region reaps $120 million annually in direct spending associated with Tucson Gem, Mineral & Fossil Showcase – the largest gem-and-mineral event of its kind in the world and the single most financially beneficial event in the Tucson region. Visit Tucson is the lead marketing entity for the event and Convention Services is the liaison between the 40-plus gem show owners, operators and vendors, and the City of Tucson and Pima County.

- **3,040 downloaded the Gem Show App**
- **1,845 followed @TucsonGems on Twitter**
- **9,259 passengers on the GemRide shuttle**

Source: FMR Associates, February 2014, Visit Tucson and Park Tucson



TUCSON SPORTS

Visit Tucson Sports is charged with securing sporting events that require hotel rooms and fill venues throughout the metro Tucson region. Staff targets professional and amateur sporting events at regional, national and international levels, including youth sports, that are a match for facilities and fields in Pima County, City of Tucson, and Town of Oro Valley. They work with local sports organizers to grow existing events, while seeking new events to fill need periods.

MLS Preseason in Tucson at Kino Sports Complex

For Pima County, the department focuses on filling Kino Sports Complex, while also working with Sporting Chance Center and with events that use Pima County venues and roads. Within the City of Tucson, our staff assists with event placements at Tucson Convention Center, Lincoln Park, and Tucson City Golf facilities. For Oro Valley, our staff partners with Town staff to grow out-of-market participation in the Arizona Distance Classic running event, to host Major League Soccer (MLS) teams' practice sessions, and to secure national, state, and regional events at the Oro Valley Aquatic Center.

Sports Produced $15 Million Economic Impact

2016-17 was a strong transition year in which Visit Tucson Sports worked diligently to strengthen relationships with stakeholders and community partners. These efforts subsequently led to expanded opportunities for business, and initiating connections with new industry associations and potential clients for future bookings.

A highlight of the year was the expanded presence of both rugby and soccer, which led to Tucson becoming known by athletes and spectators alike as a top destination for these sports. In 2015-16, Kino Sports Complex hosted USA Rugby, accounting for 292 room nights. In 2016-17, the department worked with the organizers to expand USA Rugby and added PAC 12 Rugby for a combined total of 661 room nights. Meanwhile, Major League Soccer (MLS), which began with the vision of FC Tucson and a single exhibition game in 2010, grew to 10 teams in 2017.

54 EVENTS → **41,138** ROOM NIGHTS (5% Increase) = **$15** MILLION ECONOMIC IMPACT

TRADE SHOWS

American Baseball Coaches Association

Connect Sports

National Fastpitch Coaches Association

National Association of Sports Commissions

S.P.O.R.T.S.

TEAMS

United States Olympic Committee

US Sports Congress

In 2016-17, the Sports team secured the first-ever Arizona State Middle School Basketball Championship. Held at Sporting Chance Center, this event attracted 70 teams in March 2017 and generated an economic impact of $647,000. It is predicted to grow to 100+ teams when it returns for its second year in March 2018.

New Sports Advisory Council to Foster Collaboration

In 2017-18, Visit Tucson Sports will lead the formation of a Sports Advisory Council consisting of City of Tucson and Pima County government officials, a University of Arizona representative, facility operators, and event organizers to ensure all invested parties are working together to achieve the greatest level of success for the metro Tucson region. The council is part of the department's community outreach plans that include bringing together local facility operators, sports events organizers, and hospitality representatives for educational sessions on improving collaboration, understanding clients' needs, and learning the intricacies of the sports tourism industry.

Additionally, in 2017-18, Visit Tucson Sports will expand efforts to generate business. Our staff will work with local sports organizers to determine how to grow existing events, and travel to industry trade shows and association meetings to promote our region and identify prospects for new competitions, practices, and trainings. Staff will bring sports decision-makers here for site visits and familiarization tours (FAMs). And staff will also initiate contact with event operators at grassroots organizations – meaning those not affiliated with a national or state athletic governing body, such as Gameday USA Baseball, Perfect Game Baseball, and the LGBT sports community – to identify potential new business.

Oro Valley Aquatic Center

TOURISM

Visit Tucson's Tourism department markets Tucson and Southern Arizona as a leisure destination to domestic and international receptive operators, tour operators, and travel agents. The tourism team serves as the primary contact for these clients and directly connects them with our partner hotels and attractions using a strategic sales approach.

Tourism Efforts Reached 2,000 Clients

During fiscal year 2016-17, the Tourism team actively targeted tour operators and travel agents at trade shows, sales missions, and familiarization tours (FAMs), conducting 716 product meetings and facilitating six FAMs and 19 site inspections. Additionally, they produced over 150 leads for hotel partners for frequent individual traveler (FIT) and leisure group business, and helped to generate over 7 million brochure impressions with new products being offered in the Tucson region.

Westin La Paloma

Many industry trade shows take place across the country and around the globe; however, Tucson was fortunate to host two trade shows in 2016-17. The Family Travel Association held their annual summit at the Westin La Paloma in October 2016. This provided us an opportunity to showcase our destination to all attendees, while conducting product meetings and trainings with 32 new clients. Additionally, 12 attendees participated in a post-FAM tour highlighting Biosphere 2, Arizona-Sonora Desert Museum, Kartchner Caverns State Park, and Tombstone.

Travel Alliance Partners also held their annual convention, Tap Dance, at Radisson Suites Tucson in June 2017. Travel Alliance Partners is a member-owned organization of premier tour operators in the U.S. and Canada. The Tourism department conducted 29 product meetings during this convention.

Targeting Travel Trade Professionals Worldwide

For 2017-18, the Tourism team will focus on frequent visitation to attraction, special interest, and ground handler partners to develop tour products, experiences, and packages that can be promoted to all markets. Additionally, throughout the year, the team will conduct educational sessions highlighting specific sales strategies for hotel and attraction partners.

Domestically, we will aggressively target travel agent consortia markets to actively promote Tucson's new nonstop service from San Jose on Alaska Airlines and from Minneapolis on Sun Country Airlines. Lead development will continue to be a priority as we seek new clients in student and youth tours, special interest tours, and escorted tours.

Internationally, the tourism team will promote the message we are "Open for Business." The strong U.S. dollar is predicted to be a key factor in weaker international visitation for 2017-18. Therefore, we will continue to maintain our vital market presence in and support of Arizona Office of Tourism's initiatives in mature markets, including Canada, the United Kingdom, Germany and France.

The Tourism team will host a minimum of eight FAMs to Tucson and Southern Arizona in 2017-18, actively pursuing Brand USA mega-FAMs and other opportunities for the region.

INTERNATIONAL TRADE SHOWS

UK SALES MISSION
September 2017

WORLD TRAVEL MARKET
November 2017

IBTM WORLD
November 2017

GO WEST SUMMIT
January 2018

CANADA SALES MISSION
February 2018

ITB
March 2018

IPW
May 2018

DOMESTIC TRADE SHOWS

SYTA
August 2017

NTA TRAVEL EXCHANGE
December 2017

AMERICAN BUS ASSOCIATION
January 2018

NTA CONTACT
April 2018

SPOTLIGHT ON THE SOUTHWEST
April 2018

TAP DANCE
June 2018

Old Tucson Studios

MEXICO MARKETING

Visit Tucson's Mexico Marketing department works to increase visitation by Mexican nationals to metro Tucson and Southern Arizona by promoting leisure travel and medical tourism. Additionally, the department works to leverage and enhance trade opportunities by collaborating with government officials, economic development agencies, and community leaders in Southern Arizona and northern Mexico and promoting the tourism industry's positive regional economic impact. Besides marketing and promotions, the department also works with U.S. Customs and Border Protection to increase and ease cross-border traffic between Arizona and Mexico.

Creative Tactics Aided Challenging Year

The 2016-17 fiscal year was marked by challenges and opportunities for Mexico Marketing. Among Mexico visitors to the U.S., the presidential election in November created negative perceptions, which were exacerbated by false information disseminated on social media. Uncertainty in international financial markets combined with a strong U.S. dollar resulted in the Mexican peso losing nearly 17% of its value against the dollar. Yet, despite misleading travel information and a devalued peso, U.S. Customs and Border Protection reported an increase of vehicles crossing at the Nogales Port of Entry during the traditionally busy Easter and Christmas holiday seasons.

Visitors from Mexico booked approximately 5,000 room nights through Visit Tucson's reservation system during 2016-17, despite the unstable political climate.

During this year, Visit Tucson maintained its marketing efforts while expanding public relations efforts in Mexico. In December, several government agencies and private-sector representatives in Southern Arizona signed a letter reinforcing the importance of our region's relationship with Mexico. Subsequently, with the collaboration of Pima County Communications, Mexico Marketing produced a series of videos celebrating Tucson's diversity and featuring Jonathan Rothschild, Mayor of Tucson; Sharon Bronson, Chairwoman, Pima County Board of Supervisors; Ramon Valadez, Supervisor, Pima County Board of Supervisors; Lou Waters, Vice Mayor of Oro Valley; and Tom Murphy, Mayor of Sahuarita.

Visitors from Mexico booked approximately 5,000 room nights through Visit Tucson's reservation system during 2016-17, despite the unstable political climate. To accomplish this, Mexico Marketing utilized creative, new tactics – such as flash sales offering a discount for stays reserved on the first Wednesday of every month – that drove guests to participating Tucson-area hotels.

New Initiatives Planned for Increasing Visitation

In 2017-18, Mexico Marketing will execute a Vamos a Tucson (Let's go to Tucson) integrated marketing campaign using traditional and digital marketing channels to promote the Tucson region in Sonora, Sinaloa, and Jalisco, Mexico. Campaign components:

- Distribute Spanish-language Vamos a Tucson Visitors Guide to key residential areas and businesses in Sonora and Sinaloa
- Continue promotions through Vamos a Tucson TV segment broadcast during the weekly "Entre Todos" newscast in Sonora
- Offer personal assistance and comprehensive destination information to consumers booking Tucson travel at our Tucson Visitor Centers in Hermosillo and Ciudad Obregon
- Stage a retail trade show in Sonora and execute trips to Mexico with local government and business leaders to promote travel and trade in our destination
- Provide Visit Tucson partners with tools to encourage Mexican travelers to book and extend their stays through our reservation system

Mexico Marketing will also expand its **Vamos a Tucson Rewards** loyalty program for Mexico visitors, which offers information in Spanish at VamosaTucsonRewards.com. This program rewards travelers who book hotel reservations through the Vamos a Tucson portal by offering points toward gift certificates for shopping, restaurants, breweries, future hotel stays, and airline flights.

Finally, the department will expand the **Tucson Health Association** (THA) initiative, launched in spring 2017 due to the leadership of Jonathan Rothschild, Mayor of Tucson, and Chuck Huckelberry, Pima County Administrator, and the support of four Tucson hospital groups – Banner University Medical Center, Carondelet St. Joseph Hospital, Northwest Healthcare, and Tucson Medical Center. The THA positions Tucson and Pima County as the preferred destination for high-quality medical services as evidenced by several potential patients from Mexico who have already received referrals to physicians and hospitals.

Banner University Medical Center

Carondelet. Be well. Carondelet St. Joseph's Hospital

NORTHWEST HEALTHCARE Northwest Medical Center | Oro Valley Hospital

Tucson Medical Center

FILM TUCSON

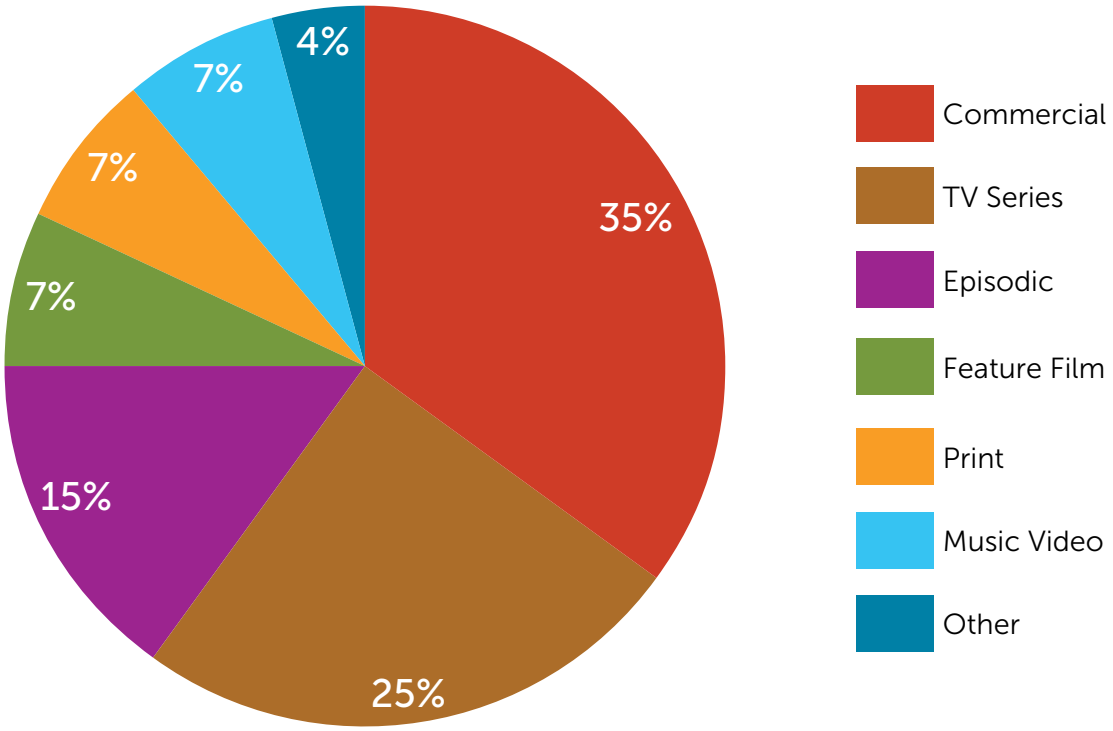
Visit Tucson's film office, Film Tucson, markets metro Tucson and Southern Arizona as a production location for feature films, TV series and episodes, print and television commercial advertising, and other filmed content that generates economic impact for the region. Film Tucson works closely with producers, directors, location managers and other film industry decision-makers to support and simplify the on-location production process in the areas of scouting, liaison services, and production resources.

The Tucson region has a proud and storied history of film and television production. Yet, in recent years, global competition for studio productions has intensified and the states and countries with lucrative motion picture tax incentives have won out. Since Arizona does not offer a film incentive, Film Tucson proactively targets commercial advertising, unscripted projects (i.e. "Reality TV"), and low-budget independent features that do not require tax incentives.

Film Tucson Brought in $11 Million in Direct Spending

In 2016-17, Film Tucson had a stellar year, with $11 million in film-related direct spending, and booking and assisting 60 definite projects, which represents 76% growth over $6.3 million in direct spending generated the previous fiscal year.

The following chart shows Film Tucson's production categories by percentage of overall direct spending for 2016-17:



Television commercial production dominated all other categories with several national brands choosing Tucson, including Jeep, Subaru, Iams, Philosophy, and Kind snack bars, which brought Oscar-winning Mexican cinematographer Emmanuel "Chivo" Lubezki here to shoot their spot at a pristine Sonoran Desert location.

Other 2016-17 accomplishments include Tucson being chosen as the U.S. production base for the first season of RUN COYOTE RUN, a Fox/FX Spanish-language television series made for the Mexico market. Fox/FX employed 36 full-time Tucson crew and hired several local actors. The film office lured several other international productions here from as far away as New Zealand, Japan, the United Kingdom, and a record seven projects from France.

Film Tucson launched a new Tucson film festival promotional program to attract regional and niche-market visitors, and to expose more industry decision-makers to Tucson's film-friendly community, crew, and diverse production locations. This program incentivizes potential growth of local film festivals by reimbursing those that apply for out-of-market advertising and/or travel funds for hosting visiting filmmakers and industry decision-makers. Four of Tucson's nine major film festivals utilized the program in 2016-17.

On the set of Run Coyote Run at "The Boneyard," Davis-Monthan Air Force Base

Focus on TV & Commercial Production

In 2017-18, Film Tucson's goal is to exceed $11 million in total production spending in Tucson and Pima County via continued marketing to commercial advertising and unscripted reality TV target markets, which are not as dependent on statewide tax incentives.

Film Tucson will also work closely with the new Arizona Office of Film & Digital Media to develop and execute a joint strategy to increase production-related business to the Tucson region. This strategy will involve Visit Tucson partners and local businesses in a program to offer private-sector incentives to the filmmaking industry. Additionally, Film Tucson will exhibit at location-specific trade shows, attend industry conferences, and host site visits for target market decision-makers.

COMMUNITY PARTNERSHIPS

Visit Tucson's Community Partnerships department works to provide visitors with their ideal experiences in Tucson and Southern Arizona by connecting them with partner businesses that can enhance their stay. Not all visitors are leisure travelers, and Visit Tucson's nearly 500 partners benefit from the variety of potential customers – meetings delegates, sports groups, special events organizers and attendees, and film crews – that we also help attract to the region.

To build stronger relationships with our partners we distribute monthly e-newsletters, post frequently to our B2B Facebook page, and organize numerous networking events such as our Annual Meeting, which takes place every June. We offer one-on-one meetings with opportunities for in-depth discussions on how to further enhance mutual partnerships. Most important, we manage programs and communications intended to drive business to our partners through leads, referrals, and inclusion on Visit Tucson communication platforms, such as VisitTucson.org, the Tucson Official Travel Guide, and in our Visit Tucson Visitor Center.

New Partner Packages Expanded Benefits

In July 2016, we launched a new, tiered partnership program for non-lodging businesses that included an entry-level option designed to be affordable for all. Many small, locally-owned businesses took advantage of the new option, the Agave Package, while more than 80% of non-lodging partners opted to benefit from the additional marketing and return on investment offered through our reformatted standard partnership option, the Ocotillo Package.

Visit Tucson 2017 Annual Meeting

470
PARTNERS

85%
PARTNER RETENTION

19
PARTNERSHIP EVENTS

1,097
PEOPLE REACHED AT EVENTS

325
ANNUAL MEETING ATTENDEES

After nearly two decades at La Placita, the Visitor Center moved to the University of Arizona Visitor Center in August 2016. Collaborative efforts between partnership, visitor center and marketing staff, along with key staff from the UA Visitor Center led to improved community outreach, greater partner exposure and an enhanced visitor experience at the new Visitor Center.

38
VOLUNTEER TRAININGS AT PARTNER BUSINESSES

15,135
VISITOR CENTER VISITORS

15,833
VISITOR INQUIRIES

Increase Partner Marketing Opportunities

To foster stronger relationships with partners, Visit Tucson will host ten or more partner events, meetings, and trainings in 2017-18, including our quarterly Tucson Tourism Trends trainings, partner orientations, Meet & See networking events, and our annual meeting.

We will also focus on expanding marketing opportunities for partner businesses in our monthly consumer newsletters, on our websites VisitTucson.org and VamosaTucson.com, across our social media platforms, and with video co-ops.

To increase Visit Tucson partners' utilization of our "Free Yourself" brand, we will establish usage guidelines along with an incentive program that benefits partners who include our logo in their advertising. We will also provide a collection of "welcome" messages that partners can use in their own collateral materials and communications.

The Visitor Center will be supplied with iPads or tablets so visitors can explore VisitTucson.org and better plan their stay. Visit Tucson will continue to pursue options to merge our Visitor Center into a new, regional Visitor Center proposed for the Old Pima County Courthouse downtown by June 30, 2019.

Visit Tucson & University of Arizona Visitor Center

40 Number of **LOCAL, STATE, & NATIONAL BOARDS & COMMITTEES** that Visit Tucson staff serve on.

- Arizona Film and Media Coalition
- Arizona Governor's Tourism Advisory Council
- Arizona Lodging & Tourism Association
- Arizona Society of Association Executives, Education Committee
- Arizona-Mexico Commission, Tourism Committee
- Arizona-Sonora Desert Museum
- Arts Foundation of Tucson and Southern Arizona
- Children's Museum Tucson & Oro Valley
- Desert Thunder Squadron
- Destination Marketing Association West
- Downtown Tucson Partnership
- Festivals & Events Association of Tucson & Southern Arizona (FEATSAZ)
- Friends of Saguaro National Park
- Girl Scouts of Southern Arizona
- Greater Tucson Leadership, Gala Committee
- Habitat for Humanity, Marketing Committee
- International Association of Golf Tour Operators Tourism Board
- Meeting Professionals International Arizona Sunbelt Chapter, Meet and Greet Committee
- NOVA Home Loans Arizona Bowl
- Park Tucson Commission
- Patronato San Xavier
- Pima Association of Governments' Economic Vitality Advisory Committee
- PRSA Southern Arizona
- Silver and Turquoise Board of Hostesses
- SKAL Club of Tucson
- Southern Arizona Attractions Alliance
- Southern Arizona Concierge Network
- Southern Arizona Defense Alliance
- Southern Arizona Lodging & Resort Association
- Southwest Folklife Alliance
- TCC Commission
- The Gregory School, Marketing and Development Committee
- Tucson Botanical Gardens, Gala Committee
- Tucson Business Alliance
- Tucson Conquistadores
- Tucson-Mexico Sister Cities
- Arts Foundation for Tucson and Southern Arizona
- Tucson's Leading Women
- U.S. Department of Commerce District Export Council
- Up With People Alumni
- Women at the Top