

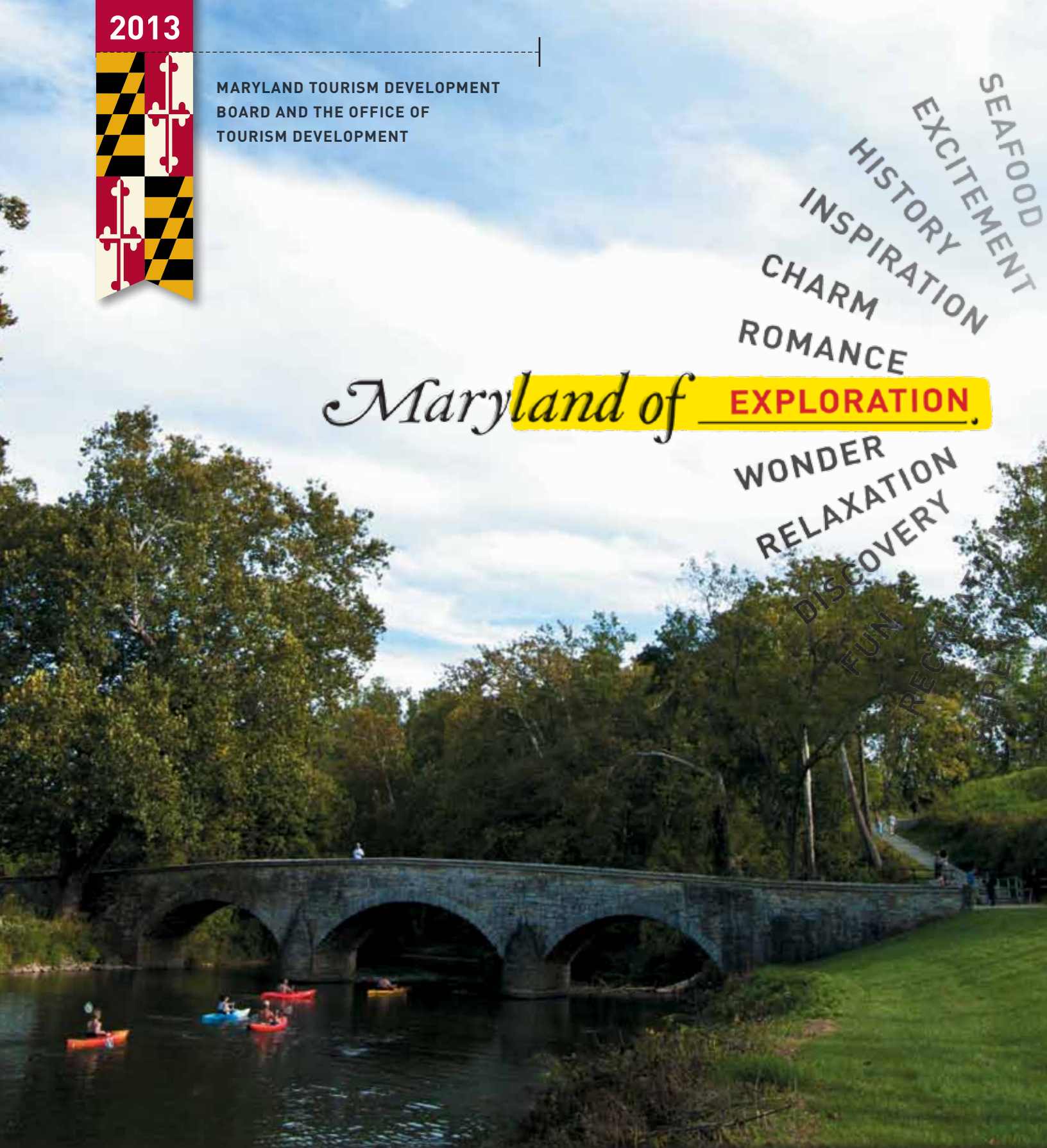
2013



MARYLAND TOURISM DEVELOPMENT
BOARD AND THE OFFICE OF
TOURISM DEVELOPMENT

SEAFOOD
EXCITEMENT
HISTORY
INSPIRATION
CHARM
ROMANCE
WONDER
RELAXATION
DISCOVERY
FUN
RECREATION
SERENITY

Maryland of **EXPLORATION**



Tourism Marketing and Development Plan
Fiscal Year 2013



Tourism Marketing and Development Plan

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Maryland of **EXPLORATION**

DIVERSIONS
SEAFOOD
EXCITEMENT
HISTORY
INSPIRATION
CHARM
ROMANCE
WONDER
RELAXATION
DISCOVERY
FUN
RECREATION
SERENITY
ESCAPE

SECTION 01

Executive Messages

Executive Director's Message

Dear Tourism Partner:

On behalf of the staff of the Maryland Office of Tourism Development (OTD), I am proud to share with you some of last year's accomplishments as well as highlight our FY13 goals.

This Tourism Marketing and Development Plan was designed in alignment with the four goals of the Department of Business and Economic Development (DBED). These goals guided the tourism staff in the development of action plan items that are integral components of our annual work plan. Detailed below are the OTD Goals, and updates on core Action Plan Key Deliverables, specific FY12 Action Plan Key Deliverables and any new FY13 Key Deliverables:

Goal 1: Sustain and Improve Jobs in the Tourism Industry

Core Deliverable:

- » Continue leadership in planning and hosting the Maryland Travel and Tourism Summit, the foremost educational program available to all members of our industry – *The 2012 conference will be held at the Chesapeake Hyatt Resort in Cambridge November 14-16.*

FY12 Key Deliverable:

- » Commission advertising effectiveness study to measure revenues and jobs generated by OTD efforts. – *Calendar Year 2011 study complete; OTD investments generated more than 1,800 new jobs – one new job for every \$458 invested in advertising. 2012 study to go into field in November; results available for 2013 legislative session.*

Goal 2: Sustain and Increase Economic Impact From Tourism

Core Deliverable:

- » Monitor tourism sales tax codes – *Report state data monthly, county data quarterly.*

FY12 Key Deliverables:

- » Maximize future sales opportunities from the African American Travel Conference in Baltimore in April 2012. – *OTD hosted the opening evening dinner and completed 47 appointments with travel planners. Participating in April 2013 conference in Rock Hill, South Carolina.*
- » Promote upcoming commemoration offerings to major tour operators domestically and internationally. Offer Canadian co-op to DMOs and private sector partners. – *OTD promoted commemoration offerings at 20 domestic and international tradeshow and sales missions in FY12; a similar schedule is planned for FY13. Civil War, Harriet Tubman and Star-Spangled itineraries are highlighted in the Maryland Made Easy tour suggestions publication. In FY13, OTD will contract for representation in the Visit USA-Canada committee meetings, literature distribution and CAA mailings; additional functions may be added based upon success.*

FY13 Key Deliverable:

- » Reopen the Mason-Dixon Welcome Center in time to take advantage of the Gettysburg 150th anniversary in July 2013. – *Center reopened as a joint Welcome Center/Fulfillment Operation in August 2012.*

Goal 3: Improve Awareness and Enhance the Positive Perception of Maryland

FY12 Key Deliverables:

- » Launch Phase II of the VisitMaryland interactive map, adding core tourism businesses such as lodging and sporting venues. Survey users to prioritize new enhancements. – *In Progress. Hotel layer added; attractions, dining, sporting venues and other lodging options to be added by Memorial Day, as well as optimizing for mobile usage.*
- » Create custom database of tourism assets as well as a new call center/fulfillment customer management system. – *Complete. Ongoing enhancements to customer and tourism inventory database, including adding fields for group tour product specifics.*
- » Launch updated African-American Heritage Travel Guide during the April 2012 African American Travel Conference in Baltimore. – *Complete.*
- » Develop seasonal sweepstakes with statewide partners, packaging and promoting authentic Maryland experiences – *Launched Deep Creek Lake Vacation Sweepstakes in July. Attracted more than 4,000 page views of sweepstakes content and received 1,500 entries. Holiday, spring and summer promotions planned.*



» Generate and increase video content on Maryland YouTube Channel. – OTD produced 12 videos in FY12. More than 27,000 videos had been uploaded through September 2012, which had received 16,000 page views. Ten to 15 OTD-produced videos will be developed in FY13.

FY13 Key Deliverables:

- » Develop Maryland Civil War Trails mobile app – Antietam complete; other trails in progress, with Gettysburg scheduled for completion by Spring 2013.
- » Commission consumer research on the most compelling and effective tourism website design and content, in preparation for the next iteration of VisitMaryland.org
- » Improve perception and reality of Maryland as a green destination. Increase industry participation in Maryland Green Travel, doubling partners to 240 by FY14.

Goal 4: Leverage Investment in Maryland's Unique Quality of Life Assets

Core Deliverable:

- » Administer projects assisted with \$6.1 million in Federal Highway Administration Scenic Byway Grants for the Civil War Sesquicentennial, Harriet Tubman Centennial and the War of 1812 Bicentennial – *On Target. FY13 marketing efforts include Star-Spangled Banner National Historic Trail interpretive installations; Tubman Byway implementation; domestic and international byways marketing, as well as the planning and development of the Gettysburg Campaign Civil War Trails mobile application.*

FY13 Key Deliverable:

- » Increase investment in Capital Region USA international marketing partnership, in collaboration with Destination DC and the Virginia Tourism Corporation. Scenic Byways marketing efforts continue to produce impressive results in media exposure.

I join Maryland Tourism Development Board Chair, Greg Shockley, in encouraging you to review the OTD Events Calendar as well as the partner marketing and new cooperative advertising opportunities detailed in this plan. Working collaboratively with a unified message is one way to make all our marketing dollars go further.

Once again, I thank all of you for your continued commitment to our industry. I look forward to working together to market our “Maryland of wonder”.

All the best,

Margot A. Amelia
Executive Director, Maryland Office of
Tourism Development

Maryland Tourism Development Board Chairman's Message

MISSION STATEMENT

The Maryland Office of Tourism Development's mission is to increase tourism expenditures (visitor spending) to the State by:

- » Promoting Maryland's attractions, accommodations and visitor services;
- » Providing residents and out-of-state visitors with information and services to ensure a positive trip experience; and
- » Positioning Maryland as a competitive destination worldwide.

Dear Tourism Industry Partner:

As Chair of the Maryland Tourism Development Board, I want to thank you for the hard work you do every day to provide a positive trip experience for Maryland visitors. Our tourism industry is a powerful economic engine and job generator, employing more than 130,000 Marylanders from Oakland to Ocean City.

And tourism generates and continues to grow significant revenue integral to Maryland's economic vitality. The Bureau of Revenue Estimates has reported more than \$377.4 million in revenues attributable to tourism in FY12, an increase of 5 percent over FY11, qualifying the Maryland Tourism Development Board fund for an additional \$3.573 million in FY14 as detailed in the Tourism Promotion Act.

This increase in revenue is no doubt driven by the fact that Maryland welcomed 34.4 million domestic visitors in 2011, an increase of 6.8 percent from 2010, and an increase of 26.4 percent from 2007's 27.2 million visitors, according to D.K. Shifflet and Associates, a leading tourism industry research firm.

Maryland's 26.4 percent increase – representing an additional 7.2 million visitors from 2007 to 2011 – was substantially greater than the 8.1 percent growth the United States saw during this time period, and significantly greater than the performance of other mid-Atlantic states. Maryland has increased market share 16.9 percent since 2007, outperforming national and regional trends during this challenging economic climate.

I am proud of this Board's continuing work with the Office of Tourism, and am pleased to present the Fiscal Year 2013 Tourism Marketing and Development Plan. The objectives and strategies of this plan are designed to enhance tourism's positive economic impact.

To comply with the accountability-related goals of Governor O'Malley's administration, the Office of Tourism Development aligns this marketing plan to performance-based success measurements. Such standards provide both our board and OTD with the tools to better quantify marketing successes, while providing a road map for attaining higher returns on future marketing efforts.

It is the power of partnerships that help drive the industry forward. Please take the time to review the Partner Marketing and Advertising Opportunities at the back of this plan. The 25 Maryland Destination Marketing Organization and Maryland Tourism Council members can benefit from reduced marketing costs and great consumer exposure.

I know I speak for the board when I say we look forward to working with you, our tourism industry partners, to increase tourism expenditures, tax revenues and employment.

Sincerely,

Greg Shockley, Chair
Maryland Tourism Development Board
Owner, Shenanigan's Irish Pub,
Ocean City



Maryland of **ADVENTURE**

SEAFOOD
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SERENITY

SECTION 02

Destination Situation Analysis

TRAVEL INDUSTRY TRENDS

In line with industry forecasts, travel grew in 2011. The U.S. Travel Association reported that travelers spent 8.8 percent more nationwide in 2011 than they had in 2010 and continued growth in visitation and revenue are expected in 2012. The U.S. Travel Association forecasts modest visitation growth for domestic and international travel overall through 2016: 2 percent in 2012, 1.4 percent in 2013, 1.8 percent in 2014, 1.6 percent in 2015 and 1.5 percent in 2016. Travel expenditures are expected to increase at a faster rate: 5.2 percent in 2012, 4 percent in 2013, 5.4 percent in 2014, 4.8 percent in 2015 and 4.5 percent in 2016.

Several recent consumer surveys all report a higher rate of vacation planning among Americans:

- » For the first time since 2007, American's intention to travel is on the upswing. MMGY Global (formerly Ypartnership) and the Harrison Group recently reported that the cost-conscious travel behaviors that emerged during the Great Recession have waned, and the new findings augur well for a boost in 2013 travel spending, thanks to a renewed interest in quality experiences Americans deem "worth it." Travelers in all annual household income groups now value "quality" over "savings." They are more willing to pay full price "as long as I am guaranteed the quality and service I deserve." In a surprising departure from the travel planning scenarios that prevailed during the recent recession, today's travelers choose the destination (34%) and type of trip (33%) first, before setting a budget (18%) and searching for deals (8%).

- » According to an Allianz Global Assistance USA survey, 57 percent of Americans planned to take a summer vacation in 2012 – even though only 50 percent report they typically take a summer vacation.

- » A survey by Deloitte found that 54 percent of Americans expected to take a trip between June 1 and Labor Day 2012, up slightly from the 52 percent who said they planned to take a summer trip last year.

The size and importance of the international travel market also continues to grow – with forecasts between 4 and 5 percent growth over the next five years. According to the U.S. Department of Commerce, 62 million international visitors traveled to the U.S. in 2011. Overseas arrivals totaled 27.9 million, up 6 percent compared to 2010. International visitors spent a record-breaking \$153 billion on U.S. travel and tourism-related goods and services in 2011, up 14 percent over 2010.

State tourism offices around the country responded to the increased demand with increased marketing budgets. According to the U.S. Travel Association, state tourism office budgets increased 7 percent on average in FY12.

Baltimore/Washington International Thurgood Marshall Airport reported a second record-breaking year in a row in 2011, with more than 22 million passengers for the year and 11.2 percent more international passengers. In 2012, BWI added new service to Frankfurt, Germany.

Maryland is poised to benefit from these growing tourism markets due to its strong tourism and lifestyle products – local cuisine, waterfront destinations, cultural heritage and driving tours within short range of many top-rated tourism attractions. Maryland tourism marketers will need to be more nimble than ever as they deal with increased marketing competition from other states, consumers' desires to expand their travel options and move away from staycations, and determine the best channels of communication that can deliver the highest return on investment on their advertising and promotional dollars. Successful travel promotion will require, as always, the best possible understanding of the consumer and the factors influencing their travel decision.



MARYLAND VISITOR STATISTICS

For calendar year 2011, D.K. Shifflet and Associates reports that Maryland hosted more than 34 million estimated domestic visitors, up 6.8 percent from 2010. The U.S. saw the same rate of growth in domestic person-trips.

Seventy-eight percent, or nearly 27 million, were leisure visitors, and the remaining 22 percent, or nearly 8 million, were business travelers. Overnight and day trips were roughly split the same – with 17 million each reported in 2011.

D.K. Shifflet defines a visitor as either someone visiting overnight or someone who travels 50 miles or more from their home outside of their daily activity. In the 2011 traveler survey, it was more common for a leisure traveler to report an overnight visit (52 percent) compared to a day trip (48 percent). For business travelers, 55 percent were reported as day trips and 48 percent included an overnight stay.



VISITOR VOLUME ESTIMATES (PERSON-TRIPS IN MILLIONS)

	Maryland			United States		
	2011	2010	2009	2011	2010	2009
TOTAL	34.37	32.17	29.06	2,160.30	2,021.86	1,841.24
BUSINESS	7.52	7.36	7.00	433.88	429.52	422.17
LEISURE	26.85	24.81	22.07	1,726.42	1,592.34	1,419.07
OVERNIGHT	16.98	16.11	14.15	1,063.26	1,002.21	925.90
DAY TRIP	17.38	16.06	14.92	1,097.03	1,019.65	915.34

Source: D.K. Shifflet and Associates, Ltd. DIRECTIONS Travel Intelligence System based on person-trips



MARYLAND DESTINATION REGIONS

	SHARE OF MARYLAND VISITATION IN 2011
CENTRAL REGION (ANNE ARUNDEL, BALTIMORE CITY, BALTIMORE, CARROLL, HARFORD, HOWARD COUNTIES)	49%
EASTERN SHORE (CAROLINE, CECIL, DORCHESTER, KENT, QUEEN ANNE'S, SOMERSET, TALBOT, WICOMICO, WORCESTER COUNTIES)	22%
CAPITAL (FREDERICK, MONTGOMERY, PRINCE GEORGE'S COUNTIES)	17%
WESTERN MARYLAND (ALLEGANY, GARRETT, WASHINGTON COUNTIES)	7%
SOUTHERN (CALVERT, CHARLES, ST. MARY'S COUNTIES)	5%

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism based on person-stays

Trends and Comparisons

National domestic travel volume grew from 2010. Specifically, total domestic U.S. visitor volume, as measured in person-trips, grew 6.8 percent from 2010. Leisure travel represented more than 79 percent of all person-trips, slightly more than the previous year as the percent of business trips compared to all trips continued to decline, with all overnight and day trips evenly split at 50 percent each.

Maryland saw growth in all segments – both business and leisure as well as both day trips and overnights. Maryland outperformed national trends and reflected growth within the region in 2011, with the largest percent growth in Maryland's leisure segment resulting in net gains in both day and overnight visits in the state. In comparison to 2007 net traveler volume, Maryland grew at a double-digit rate, realizing more growth than any state in the region and outperformed Washington, D.C. in gains in overnights.



Maryland has welcomed an additional 7.2 million visitors since 2007 – an increase of 26 percent, outperforming national and regional trends during this time, and growing market share 16.9 percent.



PERCENT CHANGE IN PERSON-TRIP VOLUME 2010–2011

	U.S.	MD	DC	DE	PA	VA	WV
TOTAL	6.8%	6.8%	11.3%	15.5%	5.8%	4.8%	11.2%
BUSINESS	1.0%	2.1%	8.9%	17.6%	1.1%	9.7%	15.8%
LEISURE	8.4%	8.2%	13.1%	15.1%	6.7%	3.4%	10.3%
DAY TRIP	7.6%	8.2%	22.6%	21.3%	5.3%	5.7%	12.6%
OVERNIGHT	6.1%	5.4%	3.6%	10.2%	6.4%	4.0%	9.6%

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism



PERCENT CHANGE IN PERSON-TRIP VOLUME SINCE 2007

	U.S.	MD	DC	DE	PA	VA	WV
TOTAL	8.1%	26.3%	27.8%	12.9%	8.9%	9.4%	10.0%
BUSINESS	[13.7%]	13.6%	22.4%	[18.4%]	[21.7%]	[5.1%]	10.8%
LEISURE	15.4%	30.4%	31.7%	22.9%	17.0%	14.9%	9.9%
DAY TRIP	8.6%	25.2%	82.6%	[6.1%]	6.5%	5.7%	[2.5%]
OVERNIGHT	8.1%	27.6%	2.9%	41.7%	11.6%	12.9%	30.2%

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism



Top Ten Tourism Activities

The top ten tourism activities in Maryland are the same as the U.S. overall, with slight differences in ranking. Beach/waterfront ranked fourth in Maryland (fifth nationally), touring/sightseeing ranked fifth (fourth nationally), museum/art exhibit ranked ninth (tenth nationally) and parks (national/state) ranked tenth (ninth nationally).



TOP TEN TOURISM ACTIVITIES PER STAY, 2011

Maryland		United States	
DINING	49%	DINING	44%
SHOPPING	35%	SHOPPING	34%
ENTERTAINMENT	25%	ENTERTAINMENT	27%
BEACH/WATERFRONT	25%	TOURING/SIGHTSEEING	16%
TOURING/SIGHTSEEING	14%	BEACH/WATERFRONT	16%
CONCERT, DANCE, PLAY	12%	CONCERT, DANCE, PLAY	14%
NIGHT LIFE	12%	NIGHT LIFE	12%
VISIT HISTORIC SITE	11%	VISIT HISTORIC SITE	11%
MUSEUM, ART EXHIBIT	11%	PARKS (NATIONAL/STATE)	11%
PARKS (NATIONAL/STATE)	8%	MUSEUM, ART EXHIBIT	9%

Source: D.K. Shifflet and Associates, Ltd.

Top Two Destinations

The top two destinations visited in Maryland are Baltimore and Ocean City.

This chart details numbers of visitors, average travel party size, trip length, spending per trip and top feeder markets for those two destinations and for Maryland overall.



MARYLAND AND TOP TWO DESTINATIONS TRAVELER SUMMARY, 2011

	Maryland	Baltimore	Ocean City
Estimated share of visits	--	32.2%	13.9%
Estimated Person-stays	43 million	13.8 million	6 million
Avg. travel party size	2	1.8	2.7
Avg. length of trip (days)	1.4	1.1	2.4
Avg. spending per person per day	\$112	\$138	\$104
Spending in MD per group stay	\$315	\$273	\$674
Top 3 DMAs of origin	Washington, DC (18%) Baltimore (17%) Philadelphia (9%)	Washington, DC (16%) Baltimore (15%) New York (13%)	Baltimore (25%) Washington, DC (16%) Philadelphia (15%)

Source: D.K. Shifflet and Associates, Ltd., with independent analysis by the Maryland Office of Tourism



\$14.3 BILLION IN VISITOR SPENDING IN MARYLAND IN 2011, A NEW RECORD

Preliminary data from Tourism Economics' 2011 Economic Impact of Tourism in Maryland shows that travelers in Maryland spent \$14.3 billion in 2011. Local (non-air) transportation, food and beverage and lodging each represent about 20 percent of tourism industry sales, with retail closely following at 15 percent.

Overall travel expenditures in Maryland grew 7.8 percent from 2010 to 2011, from a revised \$13.3 billion in 2010 to \$14.3 billion in 2011. The \$14.3 billion in 2011 tourism industry sales surpassed Maryland's pre-recession high.

The full 2011 spending analysis, available in November 2012, is likely to report a continued recovery based on the growth in visitor volume, including increased international visitation.



TRAVEL EXPENDITURES (IN MILLIONS)

	2011	2010	2009
LOCAL TRANSPORTATION	\$3,192.0	\$2,788.4	\$2,704.0
FOOD & BEVERAGE	\$2,878.6	\$2,754.0	\$2,655.3
LODGING	\$2,721.2	\$2,615.2	\$2,476.0
RETAIL	\$2,093.2	\$1,933.0	\$1,822.2
ENTERTAINMENT/RECREATION	\$1,210.7	\$1,116.2	\$1,078.8
AIR	\$1,533.3	\$1,439.0	\$1,369.2
OTHER	\$657.0	\$607.4	\$600.5
TOTAL	\$14,286.0	\$13,253.2	\$12,706.0

Source: Tourism Economics, an Oxford Economics company



LODGING SECTOR TRENDS

The lodging sector is an important barometer of the health of the Maryland tourism industry. The Office of Tourism receives information from Smith Travel Research (STR), a leading lodging industry research firm, to provide monthly, bi-annual and annual lodging data for the State of Maryland and its counties. This data provides a level of detail that allows for nearly complete coverage of the State.

The following lodging measurements are detailed below:

- 1) Room Demand – reflects the percentage change in the number of rooms sold
- 2) Room Supply – reflects the percentage change in the number of rooms available
- 3) Room Rates – reflects the average cost per room
- 4) Room Revenue – reflects the percentage change in the amount of revenue collected
- 5) Occupancy Percent – reflects the percentage of rooms occupied
- 6) Revenue per Available Room (RevPAR) — reflects the total guest room revenue divided by the total number of available rooms.
Occupancy x Average Daily Rate = RevPar

Calendar Year 2011 Analysis

Demand for Maryland's hotel rooms grew 3 percent, one-half point more than the region and slightly behind the nation's 5 percent growth rate – keeping in mind that Maryland outperformed both the nation and region in 2010. Maryland's room supply grew less than one percent – on par with the nation and region, which both grew less than one percent in 2011. Average room rates for the state as a whole grew slightly at \$111; compared to the average U.S. room rate at \$102 and the region at \$116. Room revenues, which are tied to room demand and room rates, grew 3.2 percent from 2010; the regional revenue growth rate was 3.7 percent; the national revenue growth was 8.8 percent. Revenue per available room was up 3.7 percent in Maryland, one-half point higher growth than the region, and 5 points lower than the national growth.

The following table details the six metrics for the U.S., Maryland, Maryland's counties (when available), and the MD-VA-DC-DE region.



CALENDAR YEAR 2011 LODGING PERFORMANCE COMPARISON

	ROOM DEMAND PERCENT CHANGE	ROOM SUPPLY PERCENT CHANGE	AVERAGE ROOM RATE (\$)	AVERAGE ROOM RATE PERCENT CHANGE	ROOM REVENUE PERCENT CHANGE	OCCUPANCY RATE	OCCUPANCY PERCENT CHANGE	RevPAR	RevPAR PERCENT CHANGE	HOTEL ROOMS	SAMPLE
SEGMENT											
UNITED STATES	5.0%	0.6%	\$101.64	3.7%	8.8%	60.1%	4.4%	\$61.06	8.2%	4,806,101	3,455,439
MARYLAND	3.0%	0.5%	\$110.94	0.7%	3.7%	60.9%	2.5%	\$67.59	3.2%	72,024	63,811
MD-VA-DC-DE REGION	2.6%	0.7%	\$116.10	0.6%	3.2%	61.2%	1.8%	\$71.09	2.5%	338,082	297,897
MD COUNTIES											
BALTIMORE CITY	3.6%	1.4%	\$138.48	0.6%	4.2%	62.3%	2.2%	\$86.27	4.2%	9,742	9,241
ALLEGANY	(2.0%)	0.0%	\$87.64	1.4%	(0.7%)	52.4%	(2.0%)	\$45.88	(0.7%)	1,015	931
ANNE ARUNDEL	2.0%	0.9%	\$97.16	1.7%	3.7%	69.6%	1.1%	\$67.59	2.8%	10,510	9,758
BALTIMORE	7.9%	(0.1%)	\$88.53	1.3%	9.2%	60.7%	8.0%	\$53.77	9.4%	5,887	5,240
CALVERT	(1.3%)	0.0%	\$102.05	1.3%	0.1%	56.1%	(1.3%)	\$57.28	0.1%	772	772
CECIL	12.2%	2.6%	\$71.71	3.5%	16.1%	51.8%	9.4%	\$37.12	13.2%	1,077	866
CHARLES	13.6%	2.0%	\$82.33	(1.5%)	11.9%	58.1%	11.3%	\$47.83	9.7%	1,569	1,069
DORCHESTER	(2.9%)	0.0%	\$166.75	5.2%	2.1%	49.7%	(2.9%)	\$82.82	2.1%	681	601
FREDERICK	13.8%	(1.3%)	\$82.19	(0.4%)	13.4%	66.8%	15.3%	\$54.91	14.8%	2,203	2,079
HARFORD	6.6%	(0.8%)	\$79.87	6.7%	13.7%	62.4%	7.4%	\$49.80	14.6%	2,561	2,380
HOWARD	6.1%	(0.1%)	\$87.16	0.6%	6.7%	64.9%	6.1%	\$56.58	6.8%	3,541	3,215
MONTGOMERY	0.9%	1.4%	\$123.00	0.4%	1.4%	65.2%	(0.4%)	\$80.26	(0.0%)	9,550	9,401
PRINCE GEORGE'S	0.0%	(0.2%)	\$123.75	0.1%	0.1%	61.9%	0.2%	\$76.57	0.2%	9,983	9,529
QUEEN ANNE'S	5.3%	0.0%	\$112.56	3.1%	8.6%	50.5%	5.3%	\$56.83	8.6%	469	403
ST MARY'S	0.3%	0.8%	\$93.60	3.5%	3.8%	52.4%	(0.5%)	\$49.07	3.0%	1,117	1,009
TALBOT	4.1%	0.6%	\$149.28	1.7%	5.9%	45.3%	3.4%	\$67.68	5.2%	950	630
WASHINGTON	2.1%	1.6%	\$72.95	0.5%	2.6%	49.5%	0.6%	\$36.10	1.1%	2,133	2,032
WICOMICO	(2.3%)	(1.0%)	\$84.26	4.0%	1.6%	46.9%	(1.3%)	\$39.55	2.7%	1,625	1,234
WORCESTER	0.7%	(0.6%)	\$139.62	1.2%	1.9%	52.7%	1.2%	\$73.63	2.5%	5,565	2,951
MD REGIONS											
WESTERN	1.1%	0.9%	\$78.34	0.5%	1.7%	50.2%	0.2%	\$39.33	1.7%	3,630	3,134
CAPITAL	1.7%	0.4%	\$119.00	(0.2%)	1.5%	63.9%	1.3%	\$75.99	1.5%	21,736	21,009
CENTRAL	4.3%	0.7%	\$105.29	1.2%	5.6%	64.8%	3.7%	\$68.18	5.6%	32,387	29,887
SOUTHERN	5.9%	1.2%	\$90.09	0.2%	6.2%	55.9%	4.7%	\$50.38	6.2%	3,458	2,850
UPPER EASTERN SHORE	4.8%	1.0%	\$118.45	1.8%	6.6%	48.6%	3.8%	\$57.58	6.6%	3,463	2,694
LOWER EASTERN SHORE	0.1%	(0.6%)	\$130.14	1.7%	1.8%	51.3%	0.8%	\$66.79	1.8%	7,350	4,237

Source: Smith Travel Research, Inc.; County data unavailable due to small sample sizes in Caroline, Carroll, Garrett, Kent and Somerset counties.

Data for these counties is included in their respective regions.



JANUARY–JUNE 2012
LODGING PERFORMANCE COMPARISON

	ROOM DEMAND PERCENT CHANGE	ROOM SUPPLY PERCENT CHANGE	ROOM REVENUE PERCENT CHANGE	AVERAGE ROOM RATE (\$)	AVERAGE ROOM RATE PERCENT CHANGE	OCCUPANCY RATE	OCCUPANCY PERCENT CHANGE	RevPAR	RevPAR PERCENT CHANGE	HOTEL ROOMS	SAMPLE
SEGMENT											
UNITED STATES	3.7%	0.3%	8.3%	\$105.13	4.4%	61.0%	3.4%	\$64.12	8.0%	4,877,885	3,468,172
MARYLAND	2.6%	1.0%	4.1%	\$110.69	1.4%	60.5%	1.7%	\$66.96	3.1%	76,020	64,249
DC-MD-VA-DE REGION	2.5%	0.3%	2.6%	\$118.08	0.1%	61.8%	2.2%	\$72.92	2.3%	343,984	297,382
MD COUNTIES											
BALTIMORE CITY	1.7%	1.4%	3.4%	\$140.51	1.7%	62.5%	0.3%	\$87.88	2.0%	9,739	9,002
ALLEGANY	0.4%	[0.1%]	[1.8%]	\$82.91	[2.2%]	47.5%	0.5%	\$39.39	[1.7%]	1,013	929
ANNE ARUNDEL	0.4%	0.8%	4.1%	\$98.69	3.6%	70.0%	[0.4%]	\$69.06	3.2%	10,609	9,757
BALTIMORE	6.7%	1.9%	6.9%	\$89.03	0.2%	61.7%	4.7%	\$54.93	5.0%	5,890	5,243
CALVERT	0.6%	0.0%	2.1%	\$101.40	1.5%	55.9%	0.6%	\$56.69	2.1%	772	772
CECIL	3.0%	0.0%	5.4%	\$72.39	2.3%	50.0%	3.0%	\$36.22	5.4%	1,077	866
CHARLES	5.7%	0.0%	6.1%	\$82.99	0.5%	58.4%	5.6%	\$48.49	6.1%	1,570	1,169
DORCHESTER	5.7%	[0.1%]	14.3%	\$167.06	8.2%	48.8%	5.8%	\$81.44	14.4%	680	600
FREDERICK	1.0%	[0.3%]	9.1%	\$88.19	8.0%	64.2%	1.3%	\$56.66	9.4%	2,203	2,079
HARFORD	[0.7%]	4.3%	3.4%	\$81.36	4.2%	59.0%	[4.8%]	\$48.01	[0.8%]	2,694	2,513
HOWARD	[1.4%]	[0.2%]	0.9%	\$89.82	2.3%	63.6%	[1.2%]	\$57.15	1.1%	3,516	3,210
MONTGOMERY	[1.5%]	[0.1%]	[3.6%]	\$124.56	[2.2%]	65.0%	[1.3%]	\$80.97	[3.5%]	9,534	9,224
PRINCE GEORGE`S	4.7%	[0.1%]	4.9%	\$126.05	0.2%	64.6%	4.8%	\$81.37	5.0%	9,980	9,496
QUEEN ANNE`S	[3.0%]	0.0%	4.7%	\$112.83	7.9%	46.1%	[3.0%]	\$52.03	4.7%	469	403
ST MARY`S	13.4%	10.7%	8.7%	\$92.17	[4.1%]	51.0%	2.4%	\$47.02	[1.8%]	1,172	1,064
TALBOT	8.3%	0.0%	5.0%	\$132.53	[3.0%]	42.9%	8.3%	\$56.92	5.0%	976	452
WASHINGTON	10.3%	0.0%	14.2%	\$74.70	3.5%	51.4%	10.3%	\$38.37	14.2%	2,188	2,087
WICOMICO	2.0%	[0.0%]	8.5%	\$83.34	6.3%	42.8%	2.1%	\$35.70	8.5%	1,625	1,234
WORCESTER	5.2%	0.1%	10.8%	\$122.31	5.4%	48.4%	5.1%	\$59.20	10.8%	9,239	3,639
MD REGIONS											
WESTERN REGION	6.8%	[0.0%]	7.9%	\$77.57	1.0%	49.5%	6.8%	\$38.43	7.9%	3,683	3,187
CAPITAL REGION	2.4%	[0.1%]	2.0%	\$121.63	[0.4%]	65.3%	2.5%	\$79.39	2.2%	21,717	20,799
CENTRAL REGION	2.1%	1.9%	4.3%	\$106.85	2.1%	64.6%	0.2%	\$69.06	2.3%	32,594	29,818
SOUTHERN REGION	6.6%	3.3%	5.8%	\$89.86	[0.7%]	55.5%	3.2%	\$49.84	2.5%	3,514	3,005
UPPER EASTERN SHORE	4.7%	[0.0%]	10.1%	\$116.44	5.2%	46.6%	4.7%	\$54.20	10.1%	3,488	2,595
LOWER EASTERN SHORE	4.7%	0.1%	10.5%	\$115.38	5.6%	47.1%	4.6%	\$54.38	10.5%	11,024	4,925

Source: Smith Travel Research, Inc.; County data unavailable due to small sample sizes in Caroline, Carroll, Garrett, Kent and Somerset counties. Data for these counties is included in their respective regions.



First Half 2012 Analysis

Unlike most visitor data, the STR lodging data is available on almost a real-time basis. This is extremely helpful from a destination situational analysis basis, as it’s important to continuously track trends so that we can make appropriate recommendations and adjustments.

Lodging room demand statewide was up 2.6 percent in the first half of 2012, compared to the same six-month period in 2011. Maryland’s demand grew at a slower pace than the nation’s, in line with the regional trend. The number of rooms available (room supply) grew slightly at 1 percent across the state, while the regional and national growth remained flat.

Average room rates for Maryland as a whole were up slightly at \$109 for this six-month period. The rate was higher than the nation’s \$105 room rate, but behind the national growth rate of 4.4 percent. The regional room rate was \$118, the same rate as last year. Room revenues grew, up 2.6 percent compared to the same time the previous year, due to the increases in demand and rate. Revenue per available room was up 3.1 percent for the state, compared to 2.3 percent for the region. Occupancy rates, which reflect changes in supply and demand for rooms, averaged 60.5 percent, 1.7 percent more than last year, compared to 3.4 percent growth for the U.S. and 2.2 percent growth for the region.

PRODUCT ANALYSIS
AND ACCESS

From the family friendly seaside resort of Ocean City to the majestic mountains in Western Maryland to exciting and cultural downtowns and historic small towns, Maryland offers visitors and residents a range of vacation experiences. In addition, Maryland’s mid-Atlantic location and

agreeable climate offer visitors the best of all four seasons and a host of year-round outdoor activities.

Access:

Five interstate highways and several improved national highways provide easy access within a 400-mile radius. There is excellent rail service from major cities throughout the northeast corridor and points north and south. Baltimore/Washington International Thurgood Marshall Airport (BWI) and three regional airports provide outstanding air service. Additionally, many Maryland destinations are accessible by boat.

TRAVEL DECISION
MAKER/TARGET
AUDIENCE DEFINITIONS

Historically, women are the travel decision makers – if not the final decision makers. They generally determine which destinations are in the consideration set. Maryland’s media buys are targeted to adults 25–64 but with a strong skew to women; household income (HHI) \$75,000+; well-educated; and working in managerial and professional occupations. They have made a trip of more than one day’s duration within the United States in the past 12 months, which includes business, vacation, weekend travel and short trips.

The average travel party size to Maryland is two people. Fifteen percent of trips in 2011 were taken with children in tow – compared to 12 percent in 2010. The media purchased for the spring/summer 2012 campaign targeted women both with and without children, in order to reach a wide pool of prospective travelers.

This audience is further defined by special interest in Maryland’s products, which may include but is not limited to the Civil War and the Underground Railroad; Maryland and America’s Byways; other cultural heritage programs; outdoor recreation and sporting events; and multicultural sites/events. Marketing efforts targeting multicultural audiences comprise 13 percent of all advertising, development and sales and marketing activities.

Another important component of Maryland’s target audience is the travel trade. This audience includes group travel leaders, meeting planners, tour operators, travel agents and sporting event managers. Generally, these are not mass-media audiences but are targeted through domestic and international sales programs.

Primary Feeder Markets

Marylanders have historically represented the largest number of Maryland tourists. In 2011, for instance, 28 percent of all trips to Maryland were from within the state, compared to 17 percent from Pennsylvania and 10 percent from Virginia.

Broadcast media purchases have focused strongly on the Washington, D.C. market (which represented 18 percent of travelers to Maryland in 2010); Baltimore (which represented 17 percent) and Philadelphia (which represented 9 percent). Internet and print media still target the broader 400-mile geography.





Secondary Feeder Markets

However, Toronto and Montreal in Canada, the European markets of England, Germany and France, selected markets in Latin America, and the emerging market of China, offer tremendous growth opportunities and a higher-per-capita expenditure because of the increased length of stay. Therefore, OTD will continue to concentrate on building this increasingly important consumer base through sales programs and promotions, often in conjunction with Capital Region USA (CRUSA), Maryland’s collaborative international marketing effort with Washington, D.C. and Virginia.

In addition, Baltimore and Maryland hosted AIBTM – The Americas Meetings and Events Exhibition – June 19-21, 2012 for the second year. This event brought more than 1,500 domestic and international meeting and incentive professionals to the state. The Office of Tourism co-hosted AIBTM with Visit Baltimore and 22 Maryland travel partners exhibited in a joint 50-by-45 foot Baltimore-Maryland Pavilion. The accompanying exposure increased the awareness of the State, and should have a very positive impact on future bookings statewide.

USING RESEARCH TO ENSURE ADVERTISING EFFECTIVENESS

The Office of Tourism strives to make informed decisions regarding advertising placements and expenditures. Following the 2011 Maryland of campaign, the Maryland Tourism Development Board commissioned a leading market research company, Strategic Marketing and Research, Inc. (SMARI) to measure the recognition and effectiveness of OTD’s 2011 advertising placements. SMARI found that OTD’s return on invested advertising dollar compared favorably to other studies – and was, in fact, the highest return on each dollar that they have ever measured compared to other destinations.

The study concluded that OTD-placed advertisements that included the Maryland of images and content generated \$182 million in visitor spending and \$5.5 million in state and local taxes. 211,117 trips to Maryland can be attributed to this campaign. These trips supported 1,800 jobs.

One dollar spent on the Maryland of campaign by the Maryland Office of Tourism returned \$221 dollars

	MEDIA BUDGET	INCREMENTAL TRIPS GENERATED	VISITOR SPENDING	STATE SALES TAX GENERATED	STATE/ LOCAL TAX GENERATED	ADDT'L JOBS
2011 ADVERTISING CAMPAIGN	\$827,095	211,117	\$182 million	\$5.5 million	\$25.9 million	1,804

VISITOR SPENDING PER AD DOLLAR	STATE SALES TAX REVENUE PER AD DOLLAR	STATE AND LOCAL TAX REVENUE PER AD DOLLAR	1,804 NEW JOBS, EQUALING ONE JOB FOR EVERY \$458 IN ADVERTISING
\$220.54	\$6.66	\$31.32	

in visitor spending, more than \$31 in state and local revenue, and nearly \$7 in state sales tax revenue.

One tourism job was supported for every \$458 in Maryland Office of Tourism advertising.

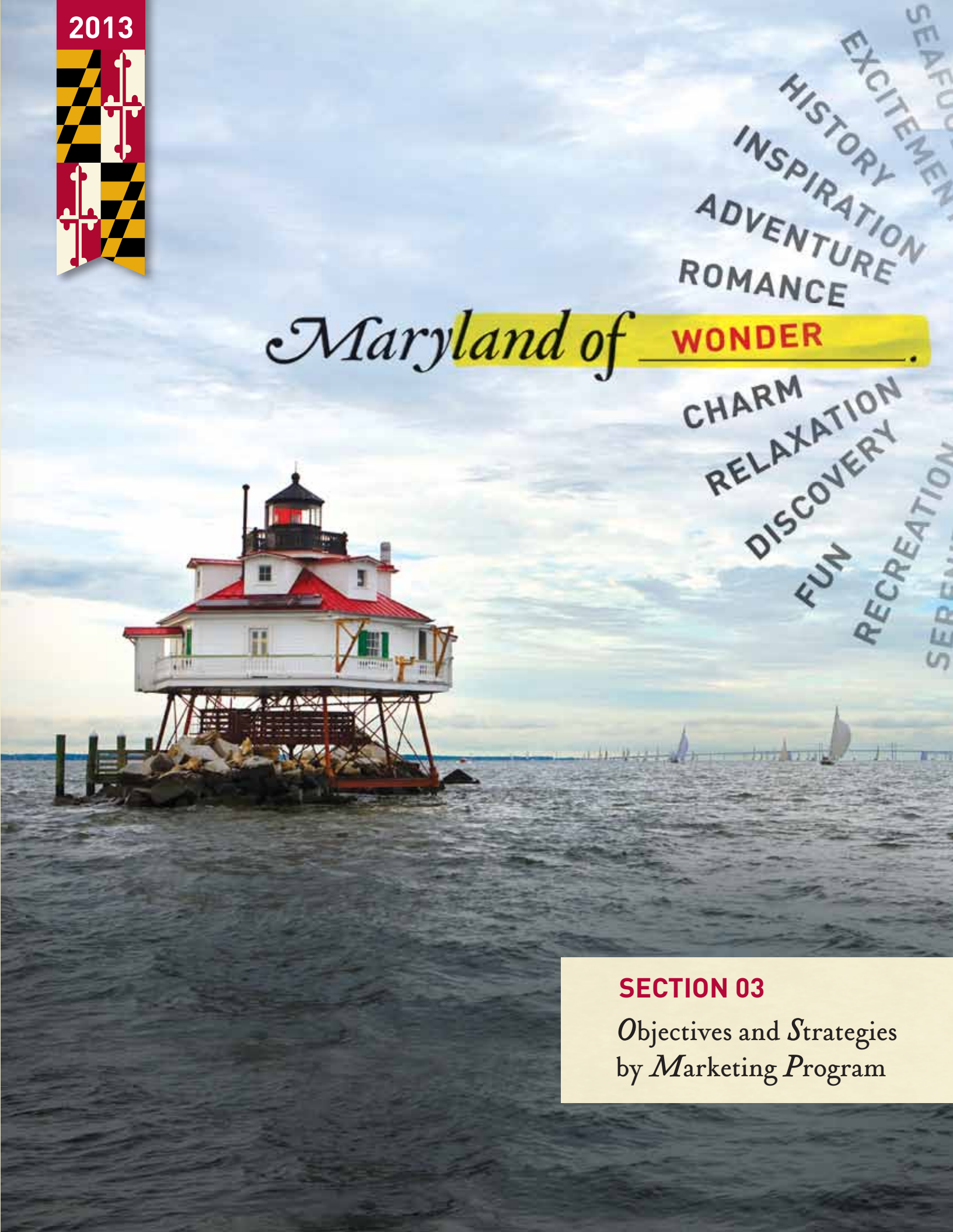
COMPETITIVE ANALYSIS

Competition for the consumer’s discretionary dollar is fierce. There are many other items consumers can choose to purchase besides travel, and other marketers are outspending us.

The U.S. Travel Association anticipates that in 2012, tourism in the United States will generate more than \$855 billion in visitor spending, 5 percent more than in 2011. In the race for consumer travel dollars, states invested more than \$674 million in travel marketing offices in FY12.

Maryland’s closest regional competitors – West Virginia, Virginia and Pennsylvania– had budgets of \$11.9 million, \$17.3 million and \$4 million, respectively, for state tourism office funding and tourism marketing grant programs in FY12. Maryland’s FY12 budget was \$9.7 million. Adjusted for inflation, FY12 dollar amount had had 44 percent less buying power than the FY01 appropriation and 27 percent less buying power than the FY06 appropriation.

The ongoing competition for tourism, convention and investment dollars means that OTD has to work more creatively to continue to build upon its recent successes in generating interest in Maryland as a destination. OTD will need to continue to track performance measurements, measure advertising effectiveness and adjust marketing strategies accordingly in order to achieve the mission of increasing visitor spending.



SECTION 03

Objectives and Strategies by Marketing Program



MARYLAND DEVELOPMENT BOARD

The work of the Office of Tourism Development (OTD) is guided and supported by hospitality industry leadership through an appointed board of executives representing attractions, food service, lodging, retail and transportation, as well as representation from Destination Marketing Organizations and Maryland's General Assembly.

The mission of the Maryland Tourism Development Board (MTDB) is to provide statewide leadership in policy development, management and competitiveness to ensure that Maryland enjoys greater economic benefits from travel and tourism spending.

Objectives

Provide leadership and routine review of the budget, staff and other resources allocated to OTD for tourism development purposes.

Ensure future growth and stability of statewide tourism development through the management of the MTDB Strategic Plan and Marketing/Development Plan.

Key Strategies for Fiscal 2013

Continue to implement the FY 2011 – 2015 Five-Year Strategic Plan, including the following strategies and tactics:

Continue efforts to ensure long-range funding stability for both the Office of Tourism and the Maryland Tourism Development Board funds.

Develop public/private partnerships to supplement General Funds appropriated to OTD and the MTDB fund.

Ensure that grant guidelines annually align with evolving marketing priorities and promote the Maryland brand.

Develop comprehensive industry wide communications plan to educate the public and public officials of the value of the tourism industry and its impact on the quality of life for all citizens of the state. Support the formation of a grass roots industry advocacy campaign promoting the value and importance of industry generated employment.

OFFICE OF TOURISM DEVELOPMENT

Administrative/Management

The goal of the Administrative/Management team is to provide the necessary organizational supervision and direction to ensure that the resources of staff, time and budget are properly deployed to produce measurable results in accordance with the department's core mission.

Objectives

Manage and monitor the OTD staff, prioritizing and balancing the workload in order to maximize efficiency and effectiveness. Ensure that sufficient staff is deployed to accomplish the mission and the recommendations of the DBED FY 2013 Action Plan.

Provide and maintain an internal work environment that is efficient, effective and responsive to the mission.

Establish and maintain relationships with other agencies, tourism industry associations, organizations and institutions to ensure that Maryland's tourism development activities are best-in-class as well as delivering the highest return on investment.

Key Strategies for Fiscal 2013

Maintain full staffing. Add contractual employees as necessary to assist in the plan preparation and implementation (outreach, partner and sponsor relations) for the War of 1812 Bicentennial Commission efforts.

Continue to implement FY 2011–2015 Five-Year Maryland Tourism Development Board Strategic Plan, including regional meetings to engage stakeholders in process, as well as offer technical assistance and training on marketing, product development and customer service.

Maintain membership and active leadership in state, regional and national organizations.

Maintain ongoing collaborative relationships with Destination Marketing Organizations, Arts and Entertainment Districts, Main Streets and Maryland Heritage Areas to ensure proper State and local coordination.

Continue leadership in planning and sponsoring the Maryland Tourism and Travel Summit, the only education program available to all of Maryland's tourism community.

Foster interagency cooperation between local, State and national agencies.

COMMUNICATIONS AND MARKETING SERVICES

Domestic Advertising—Media and Production

The goal of the Domestic Communications and Marketing program is to raise the awareness of and interest in Maryland as a travel destination. Given limited resources, OTD must focus the State's marketing efforts on those consumers, time periods and markets that will reap the highest return on investment.

A special focus will be taken on the unique, time-sensitive opportunity to position Maryland as a “must-see” destination during the 2011–2015 commemoration time period.

Objectives

Focus communication efforts on Maryland's most compelling tourism messages, as determined by recent consumer research (both quantitative and qualitative).

Target the highest-value prospects, based upon consumer research and economic conditions, such as the touring traveler detailed in the Travel Decision Maker/Target Audience section on page 17.

Key Strategies for Fiscal 2013

Continue to leverage the State's marketing dollars by offering strategic advertising cooperative programs. Expand county co-op advertising program utilizing the consumer research-driven “Maryland of [redacted]” thematic creative.

Continue to maintain a Maryland marketing presence year-round, including annual online search efforts and “Maryland Minute” radio sponsorships in Baltimore and Washington, D.C. Explore other media outlets to further expand reach for this year-round strategy.

Produce and run new television commercials in addition to recently produced Scenic Byways and Civil War Trails TV spots, to continue to build awareness of Maryland as the premier location to visit during this commemoration time period; offer cooperative opportunities to DMOs and sponsors.

Promote Maryland's Scenic Byways as an ideal way for the touring traveler to experience not only commemoration events and sites, but also the variety of Maryland's destinations and authentic cultural heritage. Special emphasis on the opening of the Harriet Tubman Underground Railroad Byway, the 150th anniversary of the Battle of Gettysburg and the Chesapeake Campaign of the War of 1812 Bicentennial.

Develop and coordinate the state's procurement process to secure advertising and digital marketing companies well qualified in production and creative services, media purchasing, and digital design and delivery.



Maryland Tourism Civil War Trails TV Advertising



COMMUNICATIONS AND MARKETING SERVICES

Public Relations

The Public Relations team works to secure third-party editorial coverage of the State as a travel destination. This work is accomplished through outreach to and servicing the needs of respected travel editorial professionals in the print and electronic media.

The third-party endorsement of Maryland as a travel destination is a compelling motivator for consumers planning their leisure and business activities. Increased coverage of Maryland as a destination correlates to increased visitation and more tourism-related revenue to the State.

Objectives

Secure “Destination Maryland” media placements that have a value of at least \$15 million.

Continue to promote the significant impact the tourism industry has on the economic health of Maryland and position the division’s leadership as subject matter experts to the media.



Key Strategies for Fiscal 2013

Continue to highlight timely and thematic tourism activities through the “Spotlight” program.

Utilize public relations counsel to expand local, regional and national publicity efforts, including in-house speaker training.

Target both in-state media outlets and travel editorial professionals in Maryland’s primary and secondary feeder markets through public relations campaigns, press outreach, familiarization tours and press missions to Chicago, New York and Washington, D.C.

Target Canadian media outlets, with a focus on Toronto and Quebec, to coordinate press outreach with enhanced travel trade sales efforts. Participate in Discover America Day – Canada, the only media marketplace held in Canada that focuses solely on inbound tourism to the United States.

Maryland Life, April 2012

Continue to provide promotional support for upcoming commemorations activities; developing messaging for out-of-state visitors, residents and stakeholders. Use commemorations as a “hook” to the travel media not only for editorial coverage of commemoration activities, but also to showcase Maryland’s attractiveness and diversity as a travel destination.

Continue to work with Capital Region USA’s international representatives and public relations firms, with a particular focus on promoting Maryland’s Scenic Byways.

Continue efforts targeting outdoor writers, participating in the Outdoor Writers Association conference, the Southeastern Outdoor Press conference, and the Pennsylvania Outdoor Writers conference.



Travel Channel Feature

COMMUNICATIONS AND MARKETING SERVICES

Publications

High-quality and informative print and electronic publications are designed to inspire consumers to choose Maryland as a travel destination, encourage longer stays and motivate repeat visits. This “owned” media channel allows OTD to communicate brand messaging in more detail than paid media (advertising) or earned media (public relations).

Additional vehicles target the tourism industry, communicating OTD’s results and marketing programs.

Objectives

Produce high-quality print and online communications vehicles that support priority visitor experiences and other marketing initiatives.



FISCAL YEAR 2013 PUBLICATIONS

PUBLICATION	AUDIENCE	DISTRIBUTED	QUANTITY
THIS MONTH IN MARYLAND E-NEWSLETTER	CONSUMER	MONTHLY	GOAL: 150,000
PRODUCT DEVELOPMENT COLLATERAL	CONSUMER	AS NEEDED	AS NEEDED
PROFILE SHEETS	TRAVEL TRADE	JANUARY 2013	500
MARYLAND CALENDAR OF EVENTS	CONSUMER	DECEMBER 2012	50,000
DESTINATION MARYLAND	CONSUMER	MARCH 2013	200,000
CHESAPEAKE CAMPAIGN COLLATERAL/PUBLICATIONS	CONSUMER	APRIL 2013	100,000

Key Strategies for Fiscal 2013

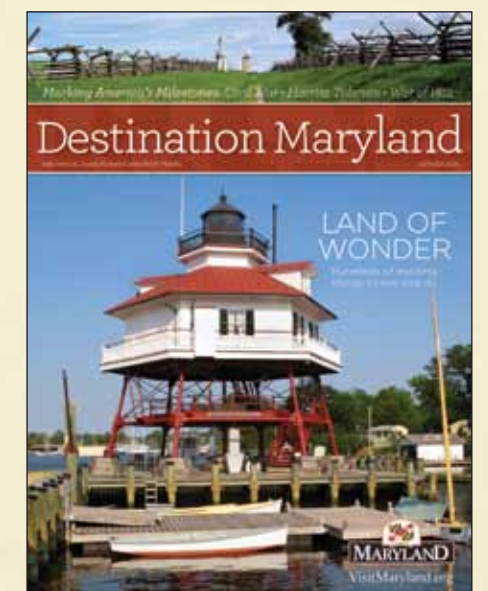
Work with commemoration partners to develop publication templates for collateral highlighting destination and event information.

Inventory and review all product development collateral to ensure proper quantities are available, updating when necessary due to new tourism product. Review content and partner opportunities for a new version of Charms of the Chesapeake.

Work with publishing partner to begin the process to combine the state’s two primary publications, *Destination Maryland* and the *Maryland Calendar of Events*, to create efficiencies in production/printing/fulfillment as well as maximize revenue opportunities. Develop strategic advertising sales opportunities for all properties – *Destination Maryland*, printed and online *Maryland Calendar of Events*, mobile website, etc.

Inform the travel industry of OTD’s activities and promotional/marketing opportunities through regular communication, both in print and electronically.

Continue to develop easy-to-use and downloadable alternatives to printed publications.



Destination Maryland Travel Guide





COMMUNICATIONS AND MARKETING SERVICES

Digital Marketing and Database Services

In addition to paid advertising and publications, and “earned” public relations efforts, a complementary social media and digital marketing strategy is deployed to interact and build relationships with consumers in the Maryland brand and to use technology to differentiate Maryland from its competitors.

Maintain the “Visit Maryland” database of tourism assets for the OTD website, refreshing and enhancing the content on a consistent basis.

Ensure that the “Visit Maryland” database can be easily integrated for use across office programs — Call Center, Welcome Centers, kiosks, mobile applications and publications.

Objectives

Influence visits to the state by interacting and connecting with potential travelers and Maryland fans

online via popular social platforms such as Facebook, YouTube and Twitter. Increase the number and quality of unique individuals touched by online marketing efforts, including digital advertising and social media engagement.

Provide the most persuasive and comprehensive information on Maryland tourism products and events. Ensure that information is readily available to prospective visitors at every travel planning opportunity — pretrip and during trip.

Key Strategies for Fiscal 2013

Generate and increase robust video content for Maryland’s YouTube Channel. You Tube is now the second most used search engine for travel planning.

Develop and coordinate robust content that is aligned with OTD priorities and/or programs (Gettysburg Civil War Trails mobile app, Interactive Map).

Monitor development of new social media platforms to identify brand-appropriate opportunities.

Complete outstanding issues with new “Visit Maryland” custom database of tourism assets and new “MDTrips” CRM application for website/publications, Welcome Centers and Fulfillment/Call Center.

Ensure that new OTD programs and products such as the electronic calendar of events and tourism interactive map integrate efficiently with the “VisitMaryland” custom database.

Add a database of group tour-focused tourism assets to the Groups section of VisitMaryland.

Manage and maintain a fully integrated technology program and infrastructure for internal (Welcome Centers, kiosks, Call Center) and external (Fulfillment Center) use.



facebook



YouTube

INTERACTIVE SERVICES

Website Development/Maintenance, Electronic Newsletters

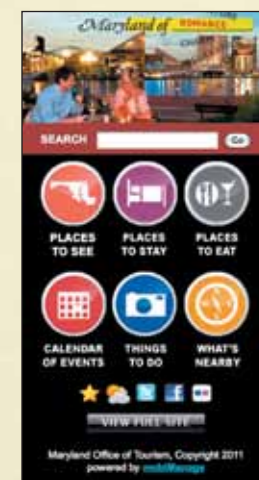
The Interactive Services team enhances the Division of Tourism, Film and the Arts’ web and mobile applications. Maryland’s customers are increasingly using technology to make their travel decisions, and it is imperative to the State’s revenue goals to provide the best that technology has to offer.

Objectives

Ensure that Maryland has the most effective consumer website to engage those researching Maryland as a travel destination.

Increase the number and quality of unique individuals touched by interactive marketing efforts, including visitors to Maryland’s suite of websites, and newsletter subscribers.

Extend marketing reach and frequency through new technologies and email communications.



Screenshot of Mobile Website

Key Strategies for Fiscal 2013

Continue to move website content from old page layouts to new design templates.

Continue to enhance VisitMaryland.org as a proactive consumer trip planning tool, investigating and integrating new interactive opportunities, as well as new and enhanced OTD programs. OTD was ahead of the curve in recognizing the increasingly powerful role online traveler reviews pay in the travel search-shop-buy process and will expand Trip Advisor reviews to restaurant and attraction listings in FY13.

Begin process for next generation of VisitMaryland.org, as well as an enhanced Maryland tourism industry site. Conduct a full site content audit and commission research on the most compelling and effective website design and content.

Launch Phase II of the Visit Maryland Interactive Map, integrating core tourism businesses such as attractions, restaurants and sporting venues.

Update and refresh current content, with a particular emphasis on adding more photography and video.

Expand VisitMaryland.org’s web presence by taking advantage of strategic alliances and partnerships with Brand USA, Capital Region USA and Trip Advisor.

Continue to work with customer acquisition firm to grow subscriber base of monthly consumer e-newsletter, given success of FY11 and FY12 program (120 percent increase from FY11 to 90,000+ subscribers).

Expand upon the popularity and success of the first seasonal sweepstakes by collaborating with statewide partners to establish sweepstakes themes that package and promote authentic Maryland experiences. Promote sweepstakes on VisitMaryland.org home page as well as via public relations, social media and advertising, if appropriate.



Screenshot of VisitMaryland.org





TOURISM DEVELOPMENT

Product Development Initiatives

The Tourism Development team coordinates programs that recognize, develop, integrate and market new and existing tourism resources. The team provides counsel on technical and/or financial assistance and incentives to tourism partners statewide, including the Maryland Green Travel Program. Additional objectives include the promotion of Maryland's travel products via direct sales, Call Center, Fulfillment operations and Welcome Centers, securing alternative funding for priority tourism initiatives, advocacy for appropriate tourism signage and management of the County Cooperative Grant Program.

Working with local stakeholders through cooperative alliances and partnerships, the Tourism Development team develops consumer-focused products that will provide a sustainable competitive advantage in the marketplace.

Objectives

Ensure that upcoming commemorations (Civil War 150, Harriet Tubman Centennial, War of 1812 Bicentennial) have viable visitor-ready product, and market appropriately.

Consistently address the need for tourism signage Statewide.

Provide tourism development technical assistance to agencies and stakeholders as requested to ensure optimal visitor-ready tourism products.

Key Strategies for Fiscal 2013

Manage the Maryland Civil War Trails (CWT) Initiative, including technical assistance for the Civil War Sesquicentennial such as the development of the CWT mobile app, including enhancing the Antietam Campaign Trail and the launch of the Gettysburg Campaign Trail.

Manage the Maryland Underground Railroad (UGRR) Initiative, including technical assistance for the Harriet Tubman Underground Railroad State Park and Byway.

Coordinate with other State agencies on the development and marketing of the State's collection of Maryland and America's byways, including international marketing efforts in conjunction with Capital Region USA.

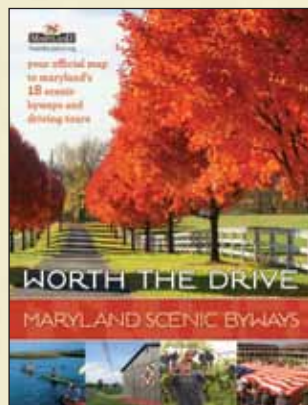
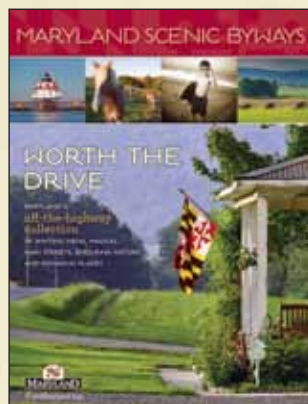
Coordinate with OTD staff, other state agencies and industry stakeholders on a strategic plan outline for new culinary and water-themed Product Development Initiatives.

Coordinate with State Highway Administration, the DMOs and local stakeholders to implement the Tourism Area and Corridor (TAC) Sign Program, Agri-Tourism Sign Program, Winery Sign Program, Byway Sign Program and the Attractions Sign Program.

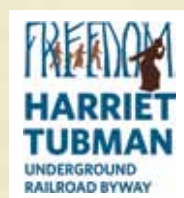
Continue to seek out and secure funding for key projects from alternative funding sources, such as the federal government and corporations/foundations.

Coordinate with other state agencies and industry stakeholders on enhancing the VisitMaryland interactive map, including adapting the map for us on mobile devices.

Provide tourism development technical assistance as requested — e.g., the Maryland Bicycle and Pedestrian Advisory Committee, the Canal Towns and Trail Towns Programs, Maryland Heritage Areas, Sustainable Communities, etc.



Maryland Scenic Byways
Guide and Map



WAR OF 1812 BICENTENNIAL COMMISSION

A Maryland War of 1812 Bicentennial Commission was established by Executive Order in September 2007, with the mission to stimulate and coordinate investment in the commemoration of the bicentennial of the War of 1812 for maximum benefit to Marylanders.

The Commission is staffed by members of the Division of Tourism, Film and the Arts and is an important partner in developing and marketing this exciting opportunity to elevate Maryland globally as a premier location to live, work and visit, and to increase economic opportunities for Marylanders.

Objectives

To ensure all Marylanders have the opportunity to participate, learn and benefit from bicentennial activities.

To ensure all resources in Maryland related to the War of 1812 are identified, protected, sustainably developed and interpreted.

To ensure all Marylanders have engaging opportunities to learn and that Maryland is recognized as the most important portal to understanding the significance and relevance of the events of the War of 1812.

To ensure increased tourism investments and expenditures from which all Marylanders have the opportunity to benefit.

Key Strategies for Fiscal 2013

Provide administrative support for the War of 1812 Bicentennial Commission and manage the Star-Spangled Banner Trail, including projects funded with Scenic Byways grants.

Collaborate with Star-Spangled 200, Inc., the not-for-profit 501C3 entity that supports the fundraising goals of the Maryland War of 1812 Bicentennial Commission.



Continue planning for signature events, including collaboration with the communities producing Bicentennial events under the Chesapeake Campaign banner.

Continue to enhance the Commission's website — www.StarSpangled200.org — with more robust content to reflect the most up-to-date and persuasive information about sites, events and partners.

Coordinate activities for the Annapolis Conference June 12-15, 2013, which will feature academic, diplomatic and popular programs to celebrate the two centuries of peace between the U.S., Great Britain and Canada following the War of 1812.

Work with OTD's sales team to develop itineraries for their use in attracting group travel.



Star-Spangled Sailabration





TOURISM DEVELOPMENT

Sustainable Tourism –the Maryland Green Travel Program

Responding to consumer demand, many segments of the hospitality and tourism industry in Maryland (e.g., lodging, food service, attractions, etc.) already encourage and have adopted green and sustainable practices. The Maryland Office of Tourism, in partnership with sister State agencies, industry associations and environmental leaders, developed the Maryland Green Travel program to recognize and encourage eco-friendly practices.

Objectives

Improve the perception and reality of Maryland as a green destination.

Recognize, promote and expand green and sustainable practices in Maryland's tourism industry.

Reduce environmental impacts from tourism operations.

Key Strategies for Fiscal 2013

Continue to collaborate with industry partners and environmental leaders in the development and execution of Maryland Green Travel. Goal is to double participation in program to 240 by June 30, 2013.

Promote the redesigned application to the hotel industry as well as roll out the program to restaurants, attractions, visitor centers, marinas and campgrounds, and other lodging facilities, such as bed and breakfasts.

Continue a comprehensive and sustained outreach to public and private sector partners to ensure statewide participation in the self-certification program.

Take the Maryland Green Travel “help desk” on the road to local tourism meetings as well as offering training via conference calls or webinars.

Continue to collaborate with the Maryland Department of the Environment and the Maryland Department of Natural Resources to align the Office of Tourism's Green Travel program with other Governor's Smart, Green and Growing initiatives—such as the Maryland Green Registry and the Clean Marina program. Certified Clean Marina facilities receive a free listing on VisitMaryland.org, and are recognized as Green Travel Partners.

Continue to encourage Destination Marketing Organizations and other groups to take the Maryland Green Travel Supporting Partner pledge promising to support, promote and encourage participation in Maryland Green Travel.

Continue to promote participating facilities on the tourism website/publications. Develop and launch a special section on the tourism website which highlights Maryland Green Travel partners and allows consumers to search for green facilities.

Add a data layer to the Visit Maryland Interactive Map that highlights certified facilities.

TOURISM DEVELOPMENT

County Cooperative Grant Program

The Tourism Development team is responsible for the management of the County Cooperative Grant Program, working under the direction of the Maryland Tourism Development Board and the Department of Business and Economic Development.

Objectives

Support financially those political subdivisions that have presented viable marketing plans consistent with the State's annual tourism marketing plan.

Support financially those political subdivisions that have increased tourism

tax revenues from the Comptroller-determined Tourism Tax Codes (an Office of Tourism performance metric).

Ensure grant guidelines align with evolving marketing priorities and promote Maryland's core brand attributes.

Key Strategies for Fiscal 2013

Continue to administer the program, which includes, but is not limited to preparing programmatic reports; participating in the Maryland Destination Marketing Organizations' Grant Review Committee meetings; reconciling reimbursement requests; and administering grant documents, etc.

Support the Maryland Tourism Development Board and the Secretary of the Department of Business and Economic Development in developing new guidelines and marketing cooperative programs for FY 2013 in recognition of the increase in allocated funds as set forth in the Tourism Promotion Act.

Measure effectiveness of program – leveraging of funds; increases in county performance metrics (taxes/advertising inquiries/hotel rooms sold, etc.).

Continue to work with DMO committee to develop new cooperative programs to attract visitors to Maryland.

MARYLAND Green Travel Partner

To become a Maryland Green Travel Partner, an applicant must self-verify that they are practicing certain environmental activities relative to their industry. Additionally, they must commit to strive to improve their environmental practices and report back annually.

Hyatt Regency Chesapeake Bay Golf Resort, Spa and Marina

100 Heron Blvd.
Cambridge, MD 21613
Eastern Shore
410-901-1234
www.chesapeakebay.hyatt.com

To provide Hyatt employees a chance to make a difference in society and the environment by education

Management and Leadership

We use the following best management practices:

- Environmental Policy Statement
- Environmental Team: Our team mission is to reduce our energy costs by 10% from the previous year. Green team meets once a month to discuss issues relating to the environment and surrounding areas.
- Set Annual Goals: Our entire goal of energy consumption is 10%. The action plan is creating, advising and following up with each department so they have the tools to be green.
- Environmental Restoration or Community Environmental Projects: We are involved in "adopt a highway", Blackwater Wildlife Refuge clean up and various Cambridge Mainstreet cleanup activities. Planned an herb garden at the hotel for our Chefs to use.

Waste Reduction

We use the following best management practices:

- Have a plan in place to reduce property waste
- Track overall waste bills and established baseline data for quantity of wastes produced
- Set a numeric goal of overall waste reduction

Guest Rooms

- Instruct housekeeping to save and reuse unopened items

Energy Efficiency

We use the following best management practices:

- Have a plan in place to reduce property energy usage
- Track overall energy bills and establish baseline energy usage
- Have a numeric goal to reduce energy usage over time
- Have an energy management system in place to track and meter energy usage

Lighting:

- Designed use of natural lighting
- Use lighting sensors to turn on/off lights
- Use occupancy sensors to turn on/off lights
- Use high efficiency compact fluorescent light bulbs in rooms, canned lighting or wherever possible
- Use high efficiency fluorescent ballasts and lamps - T-5's & T-8's
- Use LED Exit Signs
- Use LED lighting for Guestrooms, public areas, marina, guest parking

Heating and Cooling:

- Have a high efficiency heating and air conditioning HVAC system
- Perform preventative maintenance on HVAC system
- Have installed programmable thermostats for each room

Linen Service and Laundry:

We use these best management practices:

- Provide optional linen service - Change linens only upon request
- Train staff on the process for optional linen service

Green Events

We use the following best management practices:

- Support event planners who want to hold green events

Measurable Results

We have switched to energy saving lightbulbs and reduced our chiller usage which cut our energy costs by \$100,000 for the year.

Maryland of EXPLORATION

Experience at the Crossroads

The Civil War's pivotal moments are highlighted by a rich collection of historic locations, scenic views and lively events, such as Hagley, Frederick and Washington. These events offer big dining and classic BBQ, plus cultural experiences from a live-on museum and galleries that display local artists' work to musical and theatrical productions based in historic venues. Make a portion of the Appalachian Trail or enjoy wine while relaxing on historic Greek in parks. Then, visit one of 11 wineries that are spread throughout the region.

Capital Entertainment

Surrounding the nation's capital is an area that offers a unique experience, a world of shopping and dining. The area of Bethesda and Silver Spring offers exciting events, including the NFL's D.C. Commanders and Cultural Center headquarters as well as dining options from around the world. On the shores of the Potomac is National Harbor, a destination that offers a more relaxed, yet sophisticated experience. From a scenic view from the water and historic architecture, National Harbor has a perfect place to watch sports that inspire over the nation's capital.

City Life

Baltimore's Charles River is a thoroughfare lined with beautiful restaurants and pubs, which view through some of the city's most historic, cultural, residential and commercial areas. It is an opportunity to experience Baltimore from the inside. From the historic Inner Harbor to vibrant neighborhoods with great shopping, dining and nightlife.

Romance, Splendor, Wonder, and Vision

Enter the gateway to Maryland and our "Nation's Capital," just minutes to downtown DC and home to National Harbor, Gaylord National Resort, Six Flags America and so much more.

www.visitprincegeorges.com
888-929-8300

Meredith Publications Co-Op



TOURISM DEVELOPMENT

Customer Contact Program – Call Center, Welcome Centers and Fulfillment Operations

Welcome Centers, the Maryland Call Center and Fulfillment Operations provide comprehensive and high-quality information and services to individuals and groups who inquire about the State's tourism assets, educating these prospective visitors about Maryland's quality attractions, accommodations and services, generating additional economic impact for the region and the State.

Utilize best-in-class customer relationship management systems in order to efficiently respond to tourism inquiries, delivering the services and/or resources that the prospective visitor requires.

Objectives

Utilize the Welcome Centers as “out-of-home” media outlets—promoting marketing initiatives on an ongoing basis, particularly the Monthly Spotlights and Commemoration events.

Manage and monitor all aspects of facility operations related to Welcome Centers and ensure that the State's investment in this program is deployed efficiently. Engage other state, federal and county visitor centers to share best practices and marketing messages.

Manage and administer the in-house Maryland Call Center, and align with OTD marketing activities.

Manage and administer the in-house fulfillment operation, quickly and efficiently responding to consumers who request Maryland travel information via the call center, the VisitMaryland.org website or print advertising reader response cards.

Key Strategies for Fiscal 2013

Manage, supervise, and train staff and volunteers at five Welcome Centers – I95 North, I95 South, I70 East, I70 West and Mason Dixon.

Manage, supervise and train staff for both the in-house Maryland Call Center and Fulfillment Operations Center.

Design and fabricate marketing exhibits that promote upcoming Commemorations and the Scenic Byways that link these experiences, with a special focus on Civil War Trails messaging at the Mason Dixon Welcome Center leading up to the 150th Anniversary of the Battle of Gettysburg in July 2013.



Mason Dixon Welcome Center

Review and recommend partnership and advertising opportunities at the five Welcome Centers—both individually and as a whole.

Track and collect Welcome Center, Rest Area and Fulfillment Operations Center data monthly, which includes, but is not limited to, fulfillment operations, bathroom door counts, Welcome Center visitor counts, motorcoach usage, hotel reservation revenue, staff outreach and marketing promotions. Develop a simple “monitor” of this activity and its impact on the community.

Track and collect Call Center data monthly which includes, but is not limited to, call volume, call source, call type, brochure orders and information requests. Invoice participating DMOs for their respective services on a monthly basis.

Conduct interactive workshops with staff from other state, federal, county and city travel information centers to share best practices and marketing messages. Continue annual customer service training, including a Maryland tourism track, for these front line travel information center staff as well as Customer Contact staff.

TRAVEL TRADE SALES

Domestic and International Sales

Travel Trade Sales promotes Maryland's travel products to domestic and international trade and consumer markets, predominantly through trade association partnerships, marketplace participation and sales missions. These are often third-party sales channels—and include AAA Clubs, tour operators, travel planners, group leaders, reunion planners, meeting planners and incentive travel planners, receptive tour operators, retail travel agents, student travel providers, travel wholesalers, consumers and other travel planners.

Objectives

Expand and strengthen marketing alliances with Maryland's private-sector business partners and local tourism offices. Coordinate marketing partners, maximizing sales of Maryland destinations to potential clients through sales promotions and lead distribution.

Market Maryland's travel and tour products directly to a variety of third-party distribution channels through trade shows, sales missions and marketplaces.

Leverage funds \$7 to \$1 by partnering with Virginia, Washington, DC and the Metropolitan Washington Airports Authority to promote Maryland and Capital Region USA (CRUSA) to overseas travelers.

Key Strategies for Fiscal 2013

Encourage and support regional marketing initiatives and familiarization (FAM) tours developed by Maryland's tourism partners.

Coordinate marketing partners' sales efforts to meeting and sporting events

planners, through the management of a strategically focused trade show cooperative booth program. Leverage OTD staff and financial resources with county and private sector partners.

Coordinate marketing partners' sales efforts to outdoor enthusiasts through the management of a strategically focused consumer show cooperative booth program. Maximize opportunities from the inaugural joint Visit Maryland/Maryland Marine Trades Association booth at the U.S. Sailboat Show.

Arrange for Maryland partners to have direct contact with clients through sales “blitz” promotions, including Maryland on the Road Enterprises (MORE), and Mini-MORE.

Participate in the International PowWow Marketplace, targeting international trade and press in our primary overseas target markets of the United Kingdom, Germany and Canada, and the secondary markets of France, Mexico and Brazil.

Continue to expand efforts internationally. Contract for representation in the Visit USA–Canada committee meetings, literature distribution in Canada storefront welcome center and for CAA mailings. Add additional travel shows, CAA reception and Montreal sales calls, as budget and program success warrants.



Top: AIBTM 2012

Bottom: Maryland on the Road Enterprises (MORE)



RESEARCH

The Research Unit provides quantitative and qualitative research analysis to support OTD's mission of continued economic growth from the tourism industry, as well as broader programming support to DBED.

Objectives

Provide benchmarks of the importance of the tourism, travel, leisure, hospitality and recreation industries to Maryland's economy.

Track and analyze Maryland and U.S. visitor volume, trip trends and visitor profiles.

Assess the performance of Maryland's tourism-related industries in order to benchmark Maryland against other states and the nation as a whole.

Track performance and measure the effectiveness of the Maryland Office of Tourism programs to ensure the highest return on the State's investment.

Assist tourism industry partners and agencies on collaborative tourism research projects.

Key Strategies for Fiscal 2013

Continue in partnership with the Destination Marketing Organizations to commission an economic impact study that will provide comprehensive data on the impact of Maryland tourism in terms of expenditures, jobs, payroll and tax revenue.

Utilize data from other sources such as Smith Travel Research, the Comptroller's office and national travel trend sources to benchmark Maryland's tourism economy's performance. Continue to track the performance of tourism tax revenue by county as determined by the Tourism Promotion Act of 2008.

Track, analyze and report key tourism performance indicators via the *Monthly Tourism Monitor*, the monthly Governor's StateStat report, the Department of Budget and Management's Managing for Results program and other reporting mechanisms as needed.

Provide ongoing research support to OTD staff, stakeholders and State agencies. In Fiscal 2013, this includes project management for consumer research on the most compelling and effective tourism website design and content.

Use visitor profile data to determine OTD's markets, trip trends and most valuable prospects on annual basis.

Manage the second year of the advertising effectiveness study to measure revenues and jobs generated by OTD efforts.

Monitor research conducted for the Capital Region USA (CRUSA).

2013



Maryland of **PLAY**

PLAY

WONDER

RELAXATION

DISCOVERY

RECREATION

SERENITY

EXPLORATION

FUN

ROMANCE

CHARM

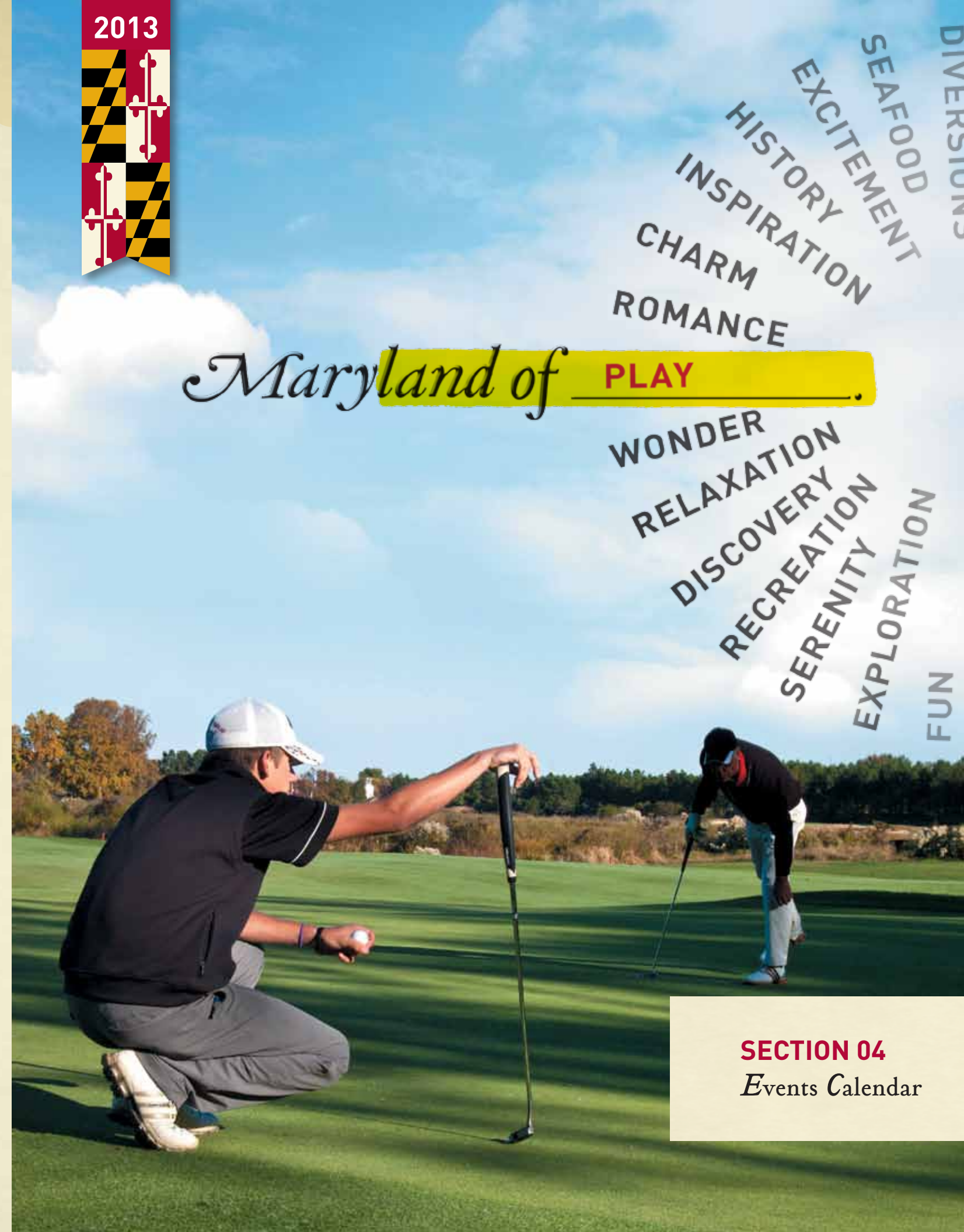
INSPIRATION

HISTORY

EXCITEMENT

SEAFOOD

DIVERSION



SECTION 04

Events Calendar



DATES	ACTIVITY	LOCATION	CONTACT
JUL. 2012			
15–19	Maryland on the Road Enterprise (MORE)	New England (RI, MA, NH)	Rich Gilbert
AUG. 2012			
24–28	Student Youth & Travel Association Marketplace	Nashville, TN	Rich Gilbert
25	SYTA-DC &MD Tour Operator Dinner	Nashville, TN	Rich Gilbert
SEP. 2012			
4–6	Outdoor Writers of America Association	Chena Hot Springs, AK	Connie Yingling
13–16	Virginia/North Carolina Motorcoach Association Marketplace	Winston-Salem, NC	Rich Gilbert
18	SHA District 7 Rest Area Team Meeting	Frederick, MD	Jennifer Jones
18–19	NASC Market Segment Meeting	Colorado Springs, CO	Terry Hasseltine
19	Canal Towns Partnership Meeting	Sharpsburg, MD	Jennifer Jones
19–21	The MATPRA Media Marketplace	Bethlehem, PA	Connie Yingling
20–21	Sports Link	Colorado Springs, CO	Terry Hasseltine
25–27	Mini-Maryland on the Road Enterprise (Mini-MORE)	Suburban Philadelphia, PA	Rich Gilbert
OCT. 2012			
1–4	TEAMS Conference and Expo	Detroit, MD	Terry Hasseltine
2	Discover America Day	Toronto, Ontario	Camila Clark
4–8	U.S. Sailboat Show	Annapolis, MD	Rich Gilbert
9	Johns Hopkins Fun & Family Fair	Baltimore, MD	Jennifer Jones
14–15	Maryland State Educators Association	Ocean City, MD	Rich Gilbert
21	OMCA-Access Marketing Buyers Reception	Buffalo, NY	Rich Gilbert
21–24	Ontario Motorcoach Marketplace	Buffalo, NY	Rich Gilbert
25–26	Global Travel Outlook Conference	Chicago, IL	Margot A. Amelia
NOV. 2012			
5–9	CRUSA Press Mission	Paris & Lyon, France	Camila Clark
14–16	Maryland Tour & Travel Summit	Cambridge, MD	Rich Gilbert
15	Greater New Jersey Motorcoach Association	Atlantic City, NJ	Rich Gilbert
DEC. 2012			
14	MBPAC Meeting	Hanover, MD	Jennifer Jones
19	Canal Towns Partnership	TBA	Jennifer Jones
28	USATF Annual Meeting	Daytona Beach, FL	Terry Hasseltine



DATES	ACTIVITY	LOCATION	CONTACT
JAN. 2013			
5–9	American Bus Association Sponsorship & Floor Booth	Charlotte, NC	Rich Gilbert
5–10	American Bus Association Marketplace	Charlotte, NC	Rich Gilbert
10–12	US Sports Conference	Sarasota, FL	Terry Hasseltine
16	Canal Towns Partnership	TBA	Rich Gilbert
16–19	NCAA Annual Convention	Grapevine, TX	Terry Hasseltine
20–24	National Tour Association Travel Exchange	Orlando, FL	Rich Gilbert
TBA	HTUGRR Ambassador Training	TBA; Cambridge	Jennifer Jones
FEB. 2013			
2–10	Eastern Sport, Travel & Outdoor Show	Harrisburg, PA	Rich Gilbert
20	Canal Towns Partnership Meeting	TBA	Jennifer Jones
MAR. 2013			
20	Canal Towns Partnership Meeting	TBA	Jennifer Jones
25–26	Pennsylvania Bus Association Marketplace	Harrisburg, PA	Rich Gilbert
27	Maryland Motorcoach Association Marketplace	Lancaster, PA	Rich Gilbert
TBA	TIC Workshop	TBA	Jennifer Jones
APR. 2013			
17	Canal Towns Partnership Meeting	TBA	Jennifer Jones
22–25	NASC Sports Event Symposium	Lexington, KY	Terry Hasseltine
23–25	African-American Travel Conference	Rock Hill, SC	Rich Gilbert
MAY 2013			
15	Canal Towns Partnership Meeting	TBA	Jennifer Jones
TBA	Pennsylvania Outdoor Writers Association	TBA	Connie Yingling
JUN. 2013			
2–6	Travel Alliance Partners (TAP Dance)	Norfolk, VA	TBA
12–15	International Pow Wow	Las Vegas, NV	Rich Gilbert
19	Canal Towns Partnership Meeting	TBA	TBA
20–22	Tourism and Travel Research Assoc. Conference	Kansas City, MO	Research Manager



Maryland of **DISCOVERY**

WONDER
RELAXATION
ESCAPE
FUN

RECREATION
SERENITY
EXPLORATION

ROMANCE
CHARM
INSPIRATION
HISTORY
EXCITEMENT
SEAFOOD
DIVERSIONS



SECTION 05

FY 2013 *Partner Marketing*
and *Advertising Opportunities*

Print Advertising Opportunities

AAA Car and Travel

- » The publication reaches New York Metro and surrounding areas.
- » Issue Date: July/August 2013 (Publication only allows editorial in this month and Jan/Feb)
- » Space Reservation: 5/3/13
- » Materials Due Date: 5/17/13
- » Circulation: 940,000
- » 2-4 Page Section inclusive of advertising and edit
- » Listing with photos and travel brochure download and reader service card.
- » Each participant receives editorial equal to 1/2 of their ad space.

Cost to Participate:

- \$12,690 for a FP 4C page
- \$8,460 for 2/3 page 4C
- \$4,230 for 1/3 page 4C
- \$2,115 for 1/6 page 4C

Representative:

Joe Fernandez
jfernandez@aaamidatlantic.com
703-222-4102

AAA Horizons

- » The publication reaches New Haven, Fairfield and Westport, CT.
- » Issue Date: July/August 2013 (Publication only allows editorial in this month and Jan/Feb)
- » Space Reservation: 5/2/13
- » Materials Due Date: 5/9/13
- » Circulation: 284,289
- » 2-4 Page Section inclusive of advertising and edit
- » Listing with photos and travel brochure download and reader service card.
- » Each participant receives editorial equal to 1/2 of their ad space.

Cost to Participate:

- \$5,628 for a FP 4C page
- \$3,752 for 2/3 page 4C
- \$1,876 1/3 page 4C
- \$938 for 1/6 page 4C

Representative:

Joe Fernandez
jfernandez@aaamidatlantic.com
703-222-4102

AAA Journeys

- » The publication reaches Hartford, CT and Cincinnati, OH club members.
- » Issue Date: July/August 2013 (Publication only allows editorial in this month and Jan/Feb)
- » Space Reservation: 4/26/13
- » Materials Due Date: 5/3/13
- » Circulation: 271,283
- » 2-4 Page Section inclusive of advertising and edit
- » Listing with photos and travel brochure download and reader service card.
- » Each participant receives editorial equal to 1/2 of their ad space.

Cost to Participate:

- \$6,817.50 for a FP 4C page
- \$4,545 for 2/3 page 4C
- \$2,272.50 for 1/3 page 4C
- \$1,136.25 for 1/6 page 4C

Representative:

Joe Fernandez
jfernandez@aaamidatlantic.com
703-222-4102



AAA World

The publication is mailed to all AAA members in the Philadelphia Metro, Harrisburg/Lancaster/York Metro and Washington, DC Metro (Northern Virginia, Suburban Maryland and DC) areas.

» Issue Date: March/April 2013

» Space Reservation: 1/6/13

» Materials Due Date: 1/20/13

» Circulation: 1,892,000

» Web banner on AAAWorld.com and year-round reader service, distribution of brochures in AAA office and online events calendar

» 3-6 Page Section inclusive of advertising and edit

Cost to Participate:

\$5,495 for a 1/3 page

\$2,995 for a 1/6 page

Representative:

Joe Fernandez
jfernandez@aaamidatlantic.com
703-222-4102

Airtran's GO Magazine

This publication is distributed in-flight on Airtran Airways .

» Issue Date: May 2013

» Space Reservation: 4/8/13

» Materials Due Date: 4/15/13

» Circulation: 100,000

10-page section consisting of advertising and advertorial.

Cost to Participate:

\$8,500 for a FP 4C ad with full-page advertorial

\$5,666 for 2/3 page 4C ad with 2/3 pg advertorial

\$4,250 for a 1/2 page 4C ad with a 1/2 pg advertorial

\$2,833 for a 1/3 page 4C ad with a 1/3 pg advertorial

\$2,125 for a 1/4 page 4C ad with a 1/4 pg advertorial

Representative:

Banu Yilmaz
Banu.yilmaz@link-global.com
678-553-8085

America's Best Vacations

Full color newspaper insert to run in CT, MD, MA, NJ, NY, OH, PA, VA, DC, WV

» Circulation: 700,000

» Issue Date: Spring 2013 (mid-April 2013)

» Space Reservation: 2/4/13

» Materials Due Date: 2/11/13

Cost to Participate:

1/8 pg: \$4,975

1/4 pg: \$7,900

1/2 pg: \$14,900

FP: \$23,900

All price points include 700,000 in print circulation as well as online impressions. Online impressions vary depending on level.

Representative:

Giles Roberts
groberts@collinsonmedia.com
678-987-9905

American Heritage

Guide to Historic Sites in Maryland

Will consist of a minimum of 8 pages (possibly more depending on Co-Op participation). The guide will include writing, editing, research, permission rights, illustrations and production of the section.

There will be approximately 40 destinations in the guide with an emphasis on editorial TBD. (Destinations will not be required to purchase advertising to be included).

» Issue Date: Spring 2013

» Space Reservation Date: 2/22/13

» Materials Due Date: 3/5/13

» Circulation: 165,000

Cost to Participate:

1/6 Pg 4C: \$3,000

1/3 Pg 4C: \$5,400

1/2 Pg 4C: \$7,200

FP 4C: \$10,000

Representative:

Robert Jenkins
rjenkins@americanheritage.com
240-453-0900 x22

Arrive Magazine

Exclusive onboard magazine for Amtrak's business and leisure travelers throughout the Northeast Corridor

Minimum of a 4-page section consisting of advertising and "State Guide"

» Issue Date: May/June 2013

» Space Reservation Date: 3/18/13

» Materials Due Date: 3/22/13

» Full distribution in each seatback on Amtrak trains in the Northeast

» Circulation: 200,000

Cost to Participate:

\$5,000 - FP 4C

\$2,500 - 1/2 Pg 4C

\$1,250 - 1/4 Pg 4C

Representative:

Matthew Chervin
Matt.chervin@mcmurry.com
212-576-4389

Great Vacations Getaways

Full-color newspaper insert to run in Greater mid-Atlantic, Boston to Atlanta and west to Ohio

» Circulation: 2,000,000

» Issue Date: Spring 2013 (mid-April 2013)

» Space Reservation: 2/18/13

» Materials Due Date: 2/18/13

» Direct link to DMO websites and strong coverage on vginfo.com website for Maryland

Cost to Participate:

\$3,695 for a 1/12 page

\$7,195 for a 1/6 page for spring insert

Representative:

Ken Tabacca
Kent115@aol.com
410-531-2924



AAA Co-Op





Hearst Woman's Group

Circulation concentrated in CT, DE, MD, MA, ME, NH, NJ, NY, PA, RI and VT

» Issue Date: May 2013

» Space Reservation: 2/15/13

» Materials Due Date: 2/22/13

Section offered in the following publications:

» Country Living Magazine (337,876)

» Good Housekeeping (951,831)

» Woman's Day (896,928)

Total Circulation: 2,186,635

Cost to Participate:

\$38,500 for FP 4C

\$19,250 for 1/2 page 4C

\$12,833 for 1/3 page 4C

\$6,416 for 1/6 page 4C

Representative:

Nick Romano
njromano@optonline.net
203-847-0448

Meredith Publications

Multiple page section consisting of advertising and editorial

Circulation concentrated in CT, NY, NJ, PA, DE, MD, DC, OH, VA, WV

» Issue Dates: May 2013 Issue

» Space Reservation: 12/6/12

» Materials Due Date: 12/6/12

Section offered in the following publications:

» Better Homes and Gardens (Circ: 1,581,400)

» Ladies Home Journal (Circ: 692,300)

» Family Circle (Circ: 1,152,300)

» More (Circ: 287,900)

Total circulation: 3,685,000

Cost to Participate:

» \$27,047.90 for 1/3 page

» \$11,922.25 for 2 1/4" x 3" Brochure

» \$7,216.18 for a 2 1/4" x 2" ad

Representative:

Michael DeAnzeris III
miked@strategicmediasalesgroup.com
518-580-4500

O, The Oprah Magazine

2-Page Spread inclusive of edit and advertising

» Issue Date: May 2013

» Space Reservation Date: 1/22/13

» Materials Due Date: 2/5/13

» Editorial Due: 2/12/13

» Circulation: 700,000 - CT, DC, DE, FL, GA, MA, MD, ME, NH, NJ, NY, NC, PA, RI, SC, VT, VA, WV

Cost to Participate:

\$4,290 for 1/8 Page 4-color with a maximum of 8 coop partners

Representative:

Steven Paganelli
spaganelli@maddenmedia.com
203-691-7940

Preservation Magazine

Multiple page section consisting of advertising and editorial. Delivered to members of the National Trust for Historic Preservation

» Issue Date: Spring 2013

» Space Reservation Date: 1/10/13

» Materials Due Date: 1/19/13

» Circulation: 151,000

Cost to Participate:

1/6 Pg 4C: \$2,100, 45 words and 1 image

1/3 Pg 4C: \$4,600, 60 words and 1 image

FP 4C: \$6,000, 120 words and 2 images

Representative:

Susan Seifert
susanseifert@verizon.net
410-377-3007

Southern Living

Multiple page section consisting of advertising and editorial

Section runs in Mid-Atlantic Region

» Issue Date: April 2013

» Space Reservation Date: 1/3/13

» Materials Due Date: 1/10/13

» Circulation 365,000 PA, NJ, NY, DE, MD, DC, VA

Cost to Participate:

\$5,100 for a 1/6 page

Representative:

Cynthia Cavanaugh
cynthiacavanaugh@verizon.net
410-296-7443

Washington Post

One full page, 4-color in the Sunday Travel Section

» Issue Dates: 4/14/13, 5/19/13, 6/9/13

» Space Reservation Deadline: 2/24/13, 3/31/13, 4/21/13

» Materials Due Date: 3/3/13, 4/7/13, 4/28/13

» 1/2 Page of editorial

» 1/2 Page of paid advertising

» Circulation: 780,849

Cost to Participate:

2 col x 4 1/4" : \$3,162 – Limited to 6 participants

Representative:

Ellen Gerhard
gerharde@washpost.com
202-334-7762



Meredith Publications Co-Op



Washington Post Co-Op



Weider History Group

Multipage section in each of the publications below. The rates cited are for an ad in all four publications.

Cost to Participate:

\$3,750 – 1/2 Pg 4C
\$2,500 – 1/3 Pg 4C
\$1,250 – 1/6 Pg 4C

America's Civil War – Editorial is concentrated more on the personalities and issues that cased the Civil War. 53,000 circulation.

» Issue Date: May 2013 (On-sale date: March 5th)

» Space Reservation Date: 1/8/13

» Materials Due Date: 1/15/13

American History – General interest history magazine covering American and its history from the colonial times to the present. 37,000 circulation.

» Issue Date: June 2013 (On-sale date: April 12th)

» Space Reservation Date: 2/5/13

» Materials Due Date: 2/12/13

1863 Special Interest Publication – 75,000 circulation.

» Issue Date: March 2013 (On-sale date: Feb 26th)

» Space Reservation Date: 1/1/13

» Materials Due Date: 1/8/13

Gettysburg Special Interest Publication – 75,000 circulation.

» Issue Date: June 2013 (On-sale date: June 11th)

» Space Reservation Date: 4/16/13

» Materials Due Date: 4/23/13

Representative:

Mike Edison
medison@saintsmarketing.com
212-628-7351

Digital Advertising Opportunities

Collinson Email Blast Program

150,000 emails generated from a third-party provider. Subscribers are people who have requested to receive emails specific to travel in MD.

» Geo-Targeted: MD, DC, VA, PA, DE, NJ, MA, WV and OH

» Demo-Targeted: Women 25-54, HHI of 65K +

Cost to Participate:
(Minimum of 5 partners required)

\$1,875

Representative:

Giles Roberts
Groberts@collinsmedia.com
678-987-9905

Collinson Online Ad Network

Network includes quality websites that span a variety of travel content including trip planning, destination news and reviews, travel tips and deals.

» Geo-Targeted: MD, DC, VA, PA, DE, NJ, MA, WV and OH

» Demo-Targeted: Women 25-54, HHI of 65K+

» Campaign Length: 4 Weeks Spring 2013

Cost to Participate:

\$4,000
1,000,000 impressions – 3,600 estimated clicks

Ad Size – 728x90, 300x250, 160x600

Representative:

Giles Roberts
Groberts@collinsmedia.com
678-987-9905

Madden Media

Customized media plan based on geographic, demographic and/or lifestyle target. Combination of rich media and flash banners through ad networks, content sites and travel sites.

» Campaign Length: 6 Weeks

» Impressions: 2.5MM+

Cost to Participate:

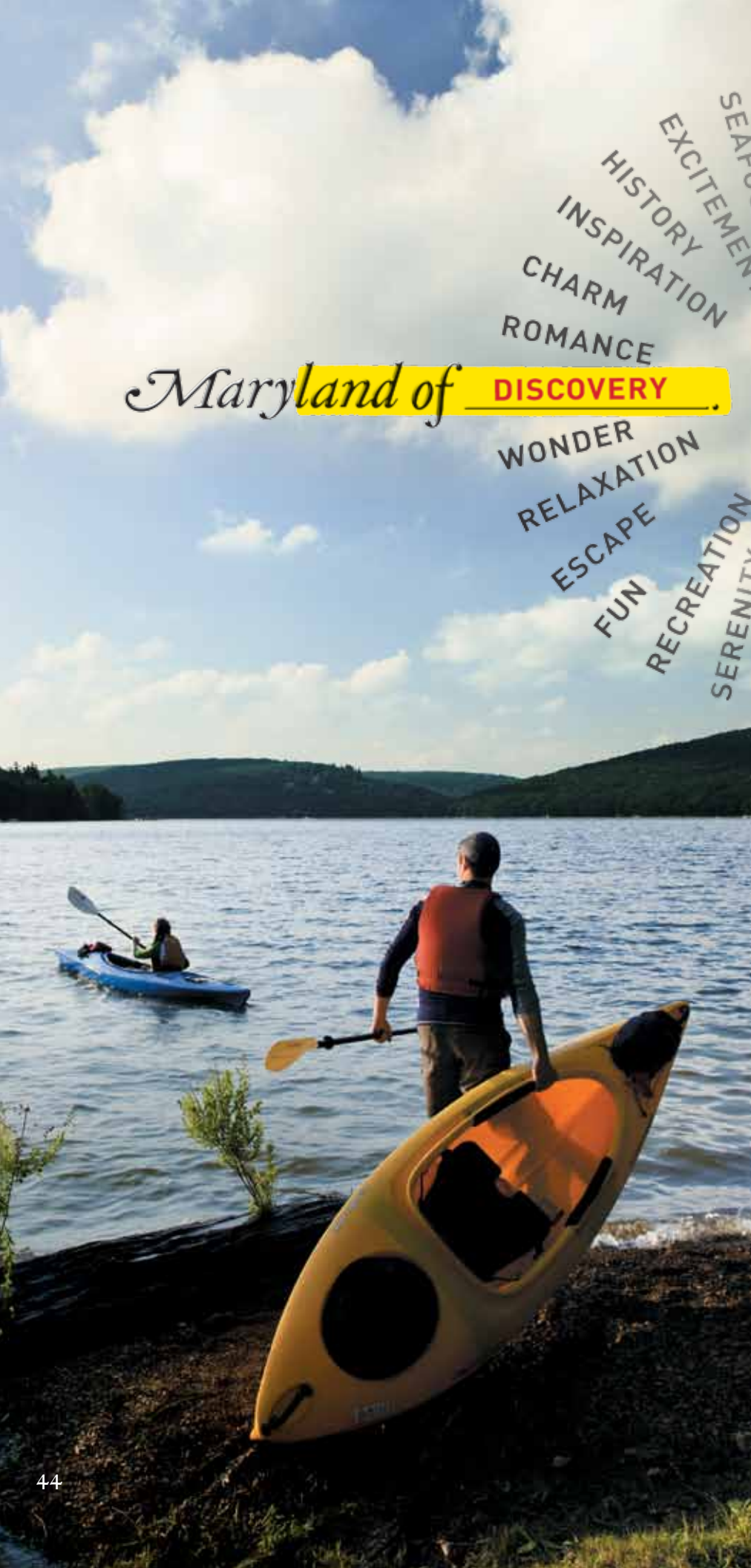
\$6,000

Representative:

Steven Paganelli
spaganelli@maddenmedia.com
203-691-7940



Maryland Web Ads



Washington Post.com

- » Geo-targeted rotating banners throughout washingtonpost.com. Roadblock of Lifestyle section with half-page.
- » Campaign Length: 4 Weeks

Cost to Participate:

\$5,000

Tile position on half-page on Lifestyle section – 88,000 impressions

400,000 ROS impressions

Representative:

Joe DeMarco
Joseph.demarco@wpost.com
202-334-9708

TV Advertising Opportunities

- » 100 total spots per week:
 - Baltimore – 38
 - Washington DC – 35
 - Philadelphia – 27

Bookended :15 spots on early morning TV
and married :15 spots on Cable

Weekly Cost to Participate:
\$23,250

For more information:

Liz Fitzsimmons
410-767-6331

Sales Cooperative Opportunities

Marketing Target: Consumer

Opportunity: Brochure distribution program

Description: Participant's brochures will be distributed to consumers at the Eastern Sport, Travel and Outdoor Show in Harrisburg, Pennsylvania, February 2–10, 2013. This is the largest outdoor show on the East Coast, attracting close to 400,000 potential visitors.

Cost: \$75–\$100, depending upon brochure size.

Marketing Target: Group Leaders

Marketing Target: Group Leaders

Opportunity: GLAMER marketing partnership

Description: OTD coordinates a "Team" approach for Group Leaders of America. GLAMER shows are one-day trade shows held in various cities and last about two hours. Each marketplace may attract between 75–200 group leaders who plan trips for their association, club and/or travel group. Each team member has representation at 12–15 shows via brochure distribution. Each participating partner must pay for and must staff one show, agreeing to market Maryland and the other partners. All partners receive a complete mailing list from each show along with information on the types of tours planned by these group leaders.

Cost: Approximately \$500 and travel expenses associated with one trade show. Booth space is assigned on a first-come basis, and rates are negotiated with GLAMER.

Marketing Target: Group Leaders

Opportunity: Pennsylvania Bus Association (PBA), Maryland Aisle

Description: All Maryland booths are located in one aisle. We will unify the Maryland area with banners and aisle carpet.

Cost: Individual booth space and travel

Marketing Target: Group Leaders

Opportunity: Trade Show Booth co-ops

Description: Maryland purchases booth space in trade shows that offer exposure to group leaders and tour operators in OTD's target markets. You can share in that booth space at a reduced cost. All booth partners must agree to promote the State as well as their own product. Potential shows include Travel Expo-New York, the Greater New Jersey Motorcoach Association (GNJMA), and others.

Cost: Varies (\$250–\$535 plus travel)

Marketing Target: International

Opportunity: U.S. Travel Association's International Pow Wow Show, Las Vegas, Nevada, June 12–15.

Description: Pow Wow is the travel industry's premier international marketplace and is the largest generator of American travel. The marketplace includes three days of intensive prescheduled business appointments with international tour operators, receptive operators and media from Maryland's top feeder markets. At Pow Wow, the Maryland, Virginia and Washington, D.C., booths are located together to create a unified "Capital Region USA" presence. CRUSA members share their leads with all of our suppliers.

Cost: Approximately \$3,000 plus travel—includes booth space and registration

FOR MORE INFORMATION
CONTACT: RichGilbert—
410-767-6288;
rgilbert@visitmaryland.org



Marketing Target: International

Opportunity: Capital Region USA (CRUSA) programs

Description: The Capital Region USA (CRUSA) is a tourism alliance composed of and funded primarily by the Maryland Office of Tourism, the Virginia Tourism Corporation and Destination DC, with significant support from the Metropolitan Washington Airports Authority. CRUSA strives to increase visitation and economic impact to the Capital Region from selected international markets by implementing innovative marketing programs and public/private sector partnerships.

Cost: Varies by marketing program—includes trade shows, trade and press familiarization tours, co-op advertising opportunities, consumer shows, Web marketing programs and consumer promotions.

FOR MORE INFORMATION
CONTACT: Matt Gaffney —
302-226-0422;
mgaffney@capitalregionusa.org

Marketing Target: International

Opportunity: Tourism Center Canadian Marketing

Description: The Maryland Office of Tourism is partnering with the Tourism Center to increase exposure and visitation from Canada. There are available options for DMO and tourism partners as well.

Cost: Varies by marketing program. Contact Tourism Center for custom packages.

FOR MORE INFORMATION
CONTACT: Manny Witt —
1-888-640-3925;
mwitt@ne-tc.com

Marketing Target: Amateur and Professional Sports

Opportunity: TEAM Maryland
Description: Join the statewide initiative to collectively market Maryland to the entire sports industry by creating a synergistic approach to promote all of Maryland as a sports destination. Maximize your sports marketing opportunities by being a partner in TEAM Maryland.

Costs: \$5,000 – \$20,000 (Pricing is tier-based)

FOR MORE INFORMATION
CONTACT: Terry Hasseltine —
410-767-3373;
thasseltine@MarylandSports.us

Marketing Target: Student Travel

Opportunity: Maryland State Educators Association (MSEA)

Description: Join in the Maryland booth to directly promote to 1,500 Maryland school teachers. This is an excellent opportunity to sell our Maryland attractions and destinations as great field trip opportunities. You must assist with stuffing 1,200 bags on Thursday and staffing on Friday.

Cost: \$150 plus travel expenses

Marketing Target: Tour Operator

Opportunity: Maryland on the Road Enterprise (MORE)

Description: Five-day sales blitz targeting motorcoach operators, tour operators and travel planners in a specific region.

Cost: \$1,250 (includes airfare, transportation and four nights' lodging)

FOR MORE INFORMATION
CONTACT: RichGilbert—
410-767-6288;
rgilbert@visitmaryland.org

Marketing Target: Tour Operator

Opportunity: Mini-Maryland on the Road Enterprise (Mini-MORE)

Description: Three-day sales blitz targeting motorcoach operators, tour operators and travel planners close to Maryland. Includes approximately 18 prescheduled sales calls with operators who have the potential for day trips and overnight stays in Maryland.

Cost: \$625 (includes executive motorcoach transportation and two nights' lodging)

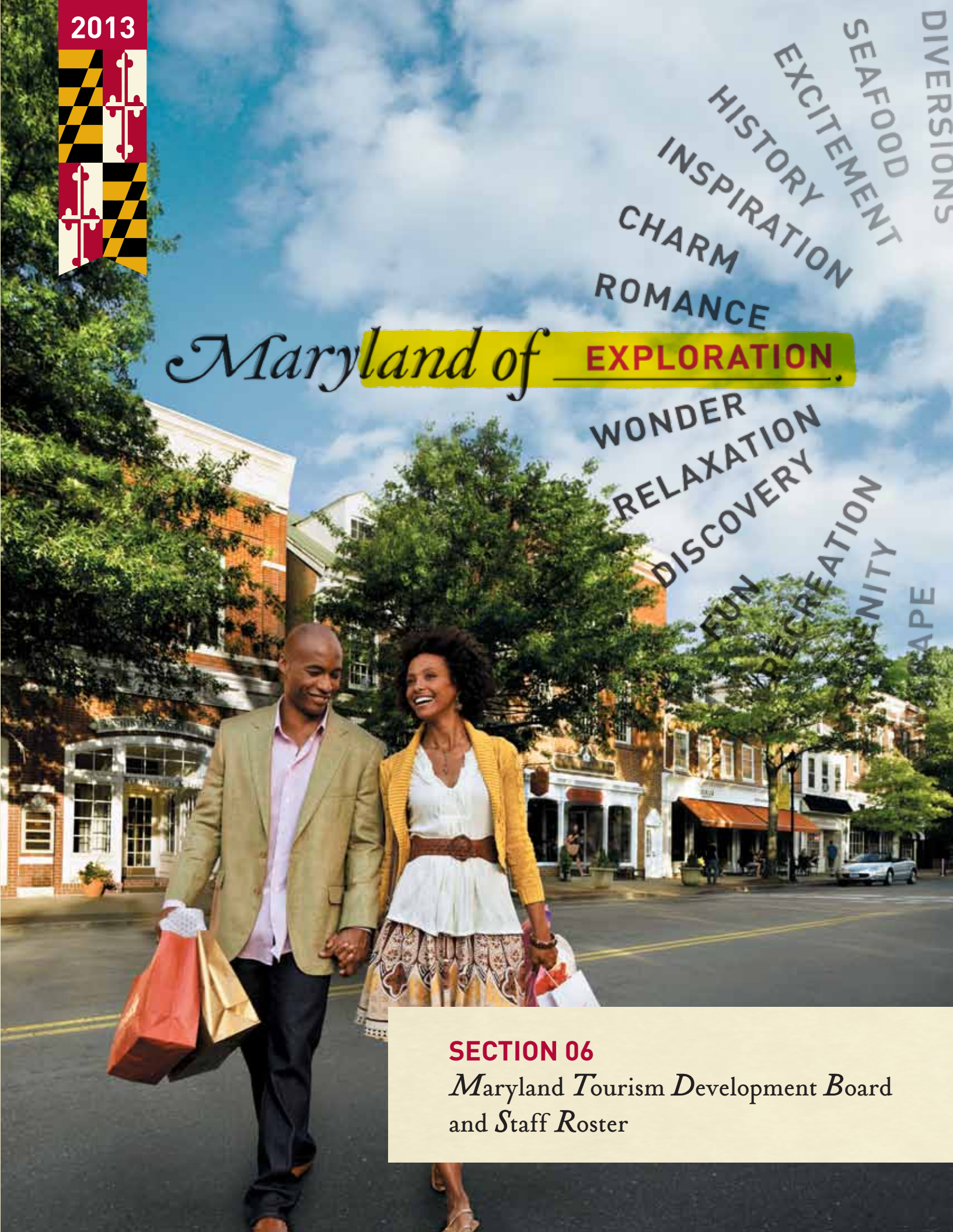
FOR MORE INFORMATION
CONTACT: RichGilbert—
410-767-6288;
rgilbert@visitmaryland.org

2013



Maryland of **EXPLORATION**

DIVERSION
SEAFOOD
EXCITEMENT
HISTORY
INSPIRATION
CHARM
ROMANCE
WONDER
RELAXATION
DISCOVERY
FUN
RECREATION
CITY
CAPE



SECTION 06

Maryland Tourism Development Board
and Staff Roster



Maryland Tourism Development Board Roster

EXECUTIVE COMMITTEE

MR. GREGORY SHOCKLEY
Chair
Owner, Shenanigan's Irish Pub

MS. KATHLEEN CLOYD SHER
Vice Chair—Attractions
Deputy Director of External
Affairs, National Aquarium

MR. PAUL J. BALES
Vice Chair—Food Service
Owner, Culinary Concepts, LLC
Crossing at Casey Jones Restaurant

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Vice Chair—Retail
Senior General Manager
General Growth Properties
Harborplace and the Gallery at Harborplace

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Vice Chair—Transportation
Vice President, Customer Service and
Quality Assurance
Veolia Transportation Services, Inc.

MR. DAVID MELOY
Secretary/Treasurer
President, Merit Hotel Group

MEMBERS-AT-LARGE

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President, The Menare Foundation Inc.
Button Farm Living History Center

MR. ADOLPH W. EBERSBERGER, JR.
Insurance and Financial Specialist,
Retired

MR. JOHN FIESELER
Executive Director
Tourism Council of Frederick County, Inc.

MR. JAMES GRUBE
Owner, Woodlawn Properties, LLC
Woodlawn Bed and Breakfast and
Slack Winery

MS. PATRICIA HEFFLEFINGER
Executive Director
Maryland Soccer Foundation

MR. JOHN JENKINS, JR.
Managing Partner, Sydjul, LLC

MR. J. MATTHEW NEITZEY
Executive Director
Prince George's County CVB

MS. WINIFRED ROCHE
Tourism Manager
Harford County Office of Tourism

MR. KHALED SAID
Marketing Research Analyst
and VP Operations
Northstar Hotel Management, LLC

MS. GAIL SMITH-HOWARD
General Manager
Hyatt Regency-Baltimore

MR. VICTOR A. SULIN
Attorney at Law, Retired

MS. LINDA WESTGATE
General Manager
Hilton Baltimore

LEGISLATIVE APPOINTEES

THE HONORABLE JOHN C. ASTLE
Senator, Maryland District 30
Anne Arundel County

THE HONORABLE
PAMELA G. BEIDLE
Delegate, District 32
Anne Arundel County

THE HONORABLE
WENDELL R. BEITZEL
Delegate, District 1A
Garrett and Allegany counties

THE HONORABLE
JENNIE M. FOREHAND
Senator, Maryland District 17
Montgomery County

THE HONORABLE NANCY JACOBS
Senator, Maryland District 34
Cecil and Harford counties

THE HONORABLE
DAVID D. RUDOLPH
Delegate, District 34B
Cecil County

OTD

MS. MARGOT A. AMELIA
Executive Director

MS. DENISE M. REED
Board Liaison

Maryland Office of Tourism Staff Roster

DIVISION OF TOURISM, FILM AND THE ARTS

401 E. Pratt Street, 14th Floor
Baltimore, MD 21202
410-767-3400
877-209-5883
410-333-6643 (fax)
www.choosemaryland.org

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SHILPA SHAH
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www.visitmaryland.org

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410-767-6288
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SANDY STILLING
Administrative Assistant
410-767-6270
sstilling@visitmaryland.org

Welcome Centers

I-95 NORTH WELCOME CENTER
301-490-1333

I-95 SOUTH WELCOME CENTER
301-490-2444

I-70 EAST WELCOME CENTER
301-293-4172

I-70 WEST WELCOME CENTER
301-293-8435

MASON DIXON WELCOME CENTER
301-447-3719

Maryland of **DISCOVERY**

SEAFOOD
DIVERSION
EXCITEMENT
ROMANCE
INSPIRATION
HISTORY
ADVENTURE
CHARM
RELAXATION
WONDER
FUN
RECREATION
SERENITY
EXPLORATION

SECTION 07
*Maryland Destination
Marketing Organizations*



Maryland Destination Marketing Organizations

ALLEGANY COUNTY

Allegany County Tourism
13 Canal Street, Rm 306
Cumberland, MD 21502
301-777-5138; 800-425-2067
Fax: 301-777-5137
www.mdmountainside.com

ANNAPOLIS/ANNE ARUNDEL COUNTY

Annapolis and Anne Arundel County CVB
26 West Street
Annapolis, MD 21401
410-280-0445; 888-302-2852
Fax: 410-263-9591
www.visitannapolis.org

BALTIMORE CITY

Visit Baltimore
100 Light Street, 12th Floor
Baltimore, MD 21202
410-659-7300
Fax: 443-817-0613
www.baltimore.org

BALTIMORE COUNTY

Baltimore County Tourism and Promotion
400 Washington Avenue
Towson, MD 21204
410-887-2470
Fax: 410-337-8496
www.enjoybaltimorecounty.com

CALVERT COUNTY

Calvert County Department of Economic Development
175 Main Street
Prince Frederick, MD 20678
410-535-4583; 800-331-9771
Fax: 410-535-4585
www.ecalvert.com

CAROLINE COUNTY

Caroline County Office of Tourism
10219 River Landing Road
Denton, MD 21629
410-479-2730
Fax: 410-479-5563
www.tourcaroline.com

CARROLL COUNTY

Carroll County Office of Tourism
225 N. Center Street, Rm. 107
Westminster, MD 21157
410-386-2898; 800-272-1933
Fax: 410-876-1560
www.carrollcountytourism.org

CECIL COUNTY

Cecil County Tourism
Perryville Outlet Center
68 Heather Lane, Suite #43
Perryville, MD 21903-2554
410-996-6299; 800-CECIL-95
Fax: 866-466-7069
www.SeeCecil.org

CHARLES COUNTY

Charles County Government, Office of Tourism
200 Baltimore Street, P.O. Box 2150
La Plata, MD 20646
800-766-3386; 301-396-5819
Fax: 301-885-1311
www.charlescounty.org

DORCHESTER COUNTY

Dorchester County Tourism
2 Rose Hill Place
Cambridge, MD 21613
410-228-1000
Fax: 410-221-6545
www.tourdorchester.org

FREDERICK COUNTY

Tourism Council of Frederick County, Inc.
151 S. East Street
Frederick, MD 21701
301-600-2888; 800-999-3613
Fax: 301-600-4044
www.fredericktourism.org

GARRETT COUNTY

Garrett County Chamber of Commerce
15 Visitors Center Drive
McHenry, MD 21541
301-387-8746
Fax: 301-387-2080
www.visitdeepcreek.com

HARFORD COUNTY

Harford County Office of Tourism
220 S. Main Street
Bel Air, MD 21014
410-638-3059
Fax: 410-879-8043
www.harfordmd.com

HOWARD COUNTY

Howard County Tourism and Promotion
8267 Main St., Side Entrance
Ellicott City, MD 21043
410-313-1900; 800-288-8747
Fax: 410-313-1902
www.VisitHowardCounty.com

KENT COUNTY

Kent County Office of Tourism and Economic Development
400 High Street, 2nd Floor
Chestertown, MD 21620
410-778-0416
Fax: 410-778-2746
www.kentcounty.com

MONTGOMERY COUNTY

CVB of Montgomery, MD, Inc.
111 Rockville Pike, Suite 800
Rockville, MD 20850
240-777-2060; 877-789-6904
Fax: 240-777-2065
www.visitmontgomery.com

OCEAN CITY

Town of Ocean City
4001 Coastal Highway
Ocean City, MD 21842
410-289-2800; 800-626-2326
Fax: 410-289-0058
www.ococean.com

PRINCE GEORGE'S COUNTY

Prince George's County CVB
9200 Basil Court, Suite 101
Largo, MD 20774
301-925-8300
Fax: 301-925-2053
www.visitprincegeorges.com

QUEEN ANNE'S COUNTY

Queen Anne's County Tourism
425 Piney Narrows Road
Chester, MD 21619
410-604-2100
Fax: 410-604-2101
www.discoverqueenannes.com

ST. MARY'S COUNTY

St. Mary's County Department of Economic and Community Development
P.O. Box 653; 23115 Leonard Hall Dr.
Leonardtown, MD 20650
301-475-4200, x1403
Fax: 301-475-4414
www.VisitStMarysMd.com

SOMERSET COUNTY

Somerset County Tourism
P.O. Box 243;
(Deliveries): 11440 Ocean Hwy.
Princess Anne, MD 21853
410-651-2968; 800-521-9189
Fax: 410-651-3917
www.visitsomerset.com

TALBOT COUNTY

Talbot County Office of Tourism
11 S. Harrison Street
Easton, MD 21601
410-770-8000
Fax: 410-770-8057
www.tourtalbot.org

WASHINGTON COUNTY

Hagerstown-Washington County CVB
16 Public Square
Hagerstown, MD 21740
301-791-3246
Fax: 301-791-2601
www.marylandmemories.com

WICOMICO COUNTY

Wicomico County CVB
P.O. Box 2333
Salisbury, MD 21802
410-548-4914; 800-332-TOUR
Fax: 410-341-4996
www.wicomicotourism.org

WORCESTER COUNTY

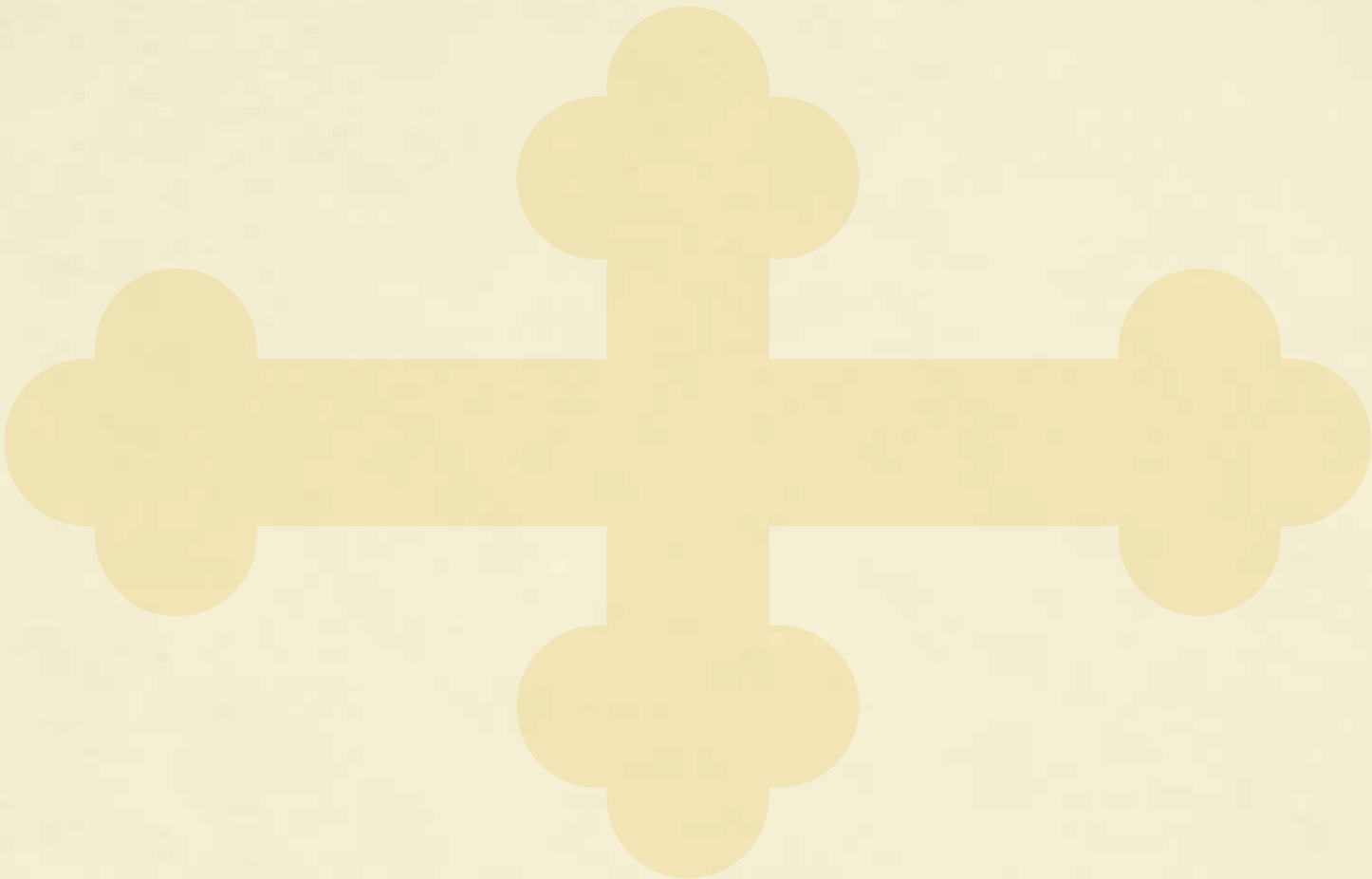
Worcester County Tourism
104 West Market Street
Snow Hill, MD 21863
410-632-3110; 800-852-0335
Fax: 410-632-3158
www.visitworcester.org

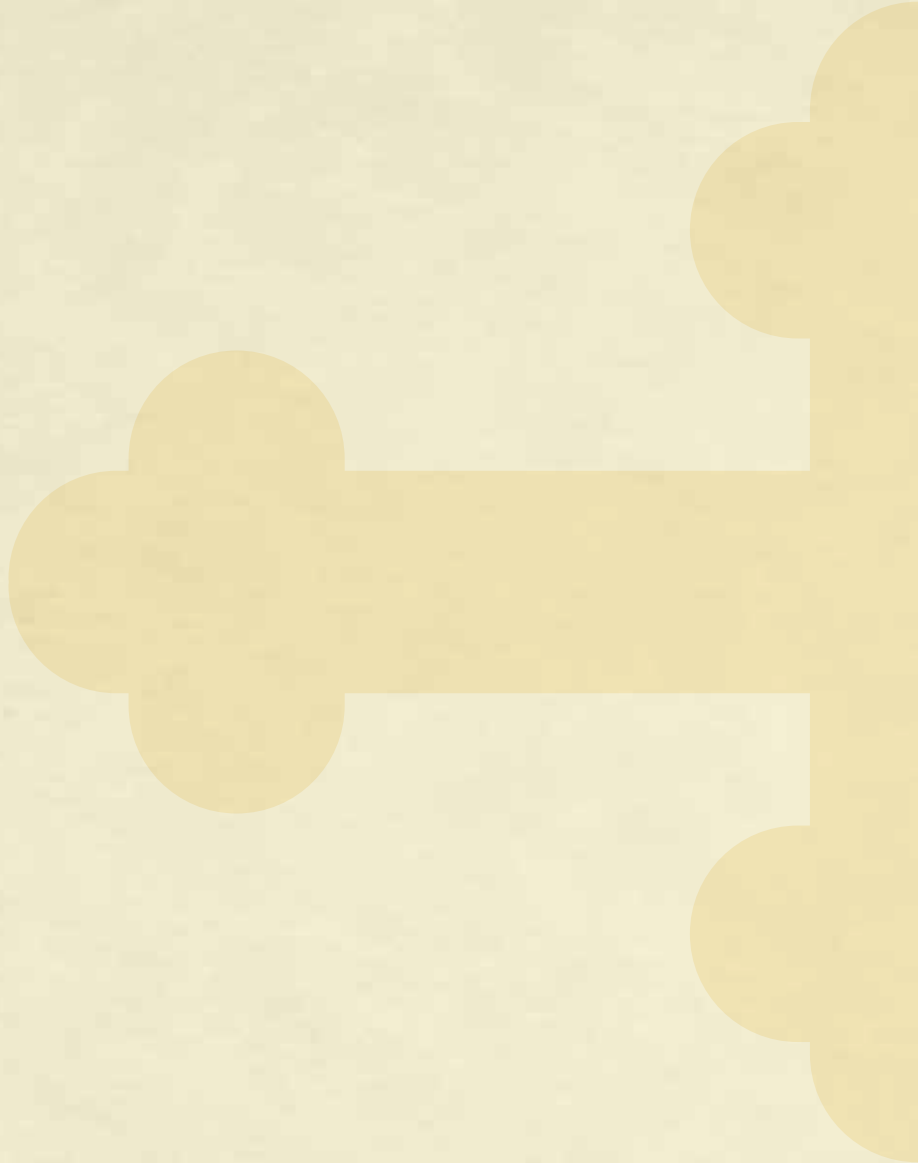




Notes

Lined area for notes, consisting of 28 horizontal lines.





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*Published by the Maryland Department of Business and Economic Development
Martin O'Malley, Governor • Anthony G. Brown, Lt. Governor • Christian S. Johansson, Secretary*