

MARYLAND
TOURISM
DEVELOPMENT
BOARD
AND THE
OFFICE OF
TOURISM
DEVELOPMENT



Office of Tourism

2017 Tourism Marketing **and** Development Plan

2017 Tourism
Marketing and
Development Plan

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The Jokers Jinx, Six Flags America

01 EXECUTIVE MESSAGE

DEAR TOURISM INDUSTRY PARTNER:

As Chair of the Maryland Tourism Development Board, I want to thank you for the hard work that you do every day to create a positive visitor experience that leaves our guests with wonderful memories and our state and local governments with \$2.3 billion in tax revenue.

Tourism continues to generate real dollars for the businesses that are in the hospitality industry. In Calendar Year 2015, \$16.8 billion was spent at the state's accommodations, restaurants, shops and attractions.

As the president of the largest theme park in Maryland, I know the importance of the visitor economy as do my 2,500 employees. Tourism is the 10th largest private sector employer in Maryland and it employs more than 140,000 people.

This work plan has been developed by the staff at the Maryland Office of Tourism with Maryland Tourism Development Board support. This plan will serve as the roadmap for all staff activities and programs in the upcoming Fiscal Year. There are new partnership initiatives such as hosting the Mid-Atlantic Tourism Public Relations

Alliance marketplace; Maryland Fleet Week and Air Show Baltimore; the opening of the Harriet Tubman Underground Railroad State Park and the largest generator of international inbound travel to the U.S., IPW coming to the region.

These and all of the activities are designed to increase Maryland's image as a must-see travel destination.

Through Governor Hogan's leadership, the Department of Commerce and the Office of Tourism have the opportunity to showcase tourism's role in creating economic benefit for the citizens of Maryland through visitor spending and the amenities that the tourism industry provides for visitors and residents alike.

RICK HOWARTH

CHAIR | Maryland Tourism Development Board

PRESIDENT | Six Flags America

02 DESTINATION SITUATION ANALYSIS

Visitor Landscape:

The competition for the consumer's discretionary dollar is fierce and marketers are investing billions of dollars to capture those dollars. The recently released *Power of Promotion*, from the U.S. Travel Association, cites that in the United States the top 50 discretionary brand advertisers spent \$81 billion marketing and promoting their brands. By comparison, the 50 state tourism offices spent one-half of one percent as much to market their destinations. These are the messages that we compete with that our potential visitors receive multiple times a day.

Building Destination Awareness. How to encourage consumers to select your destination to invest their time and money. Some call it branding. We call it an invitation to visit Maryland.

Tourism annually generates \$947 billion to the United States economy, which is a 2.1 percent increase from 2013 to 2014. In the race for the consumers' travel dollars, states are spending \$437 million in direct advertising to build awareness for their destination. Hawaii and Florida both invest approximately

\$75 million but states such as Michigan spend \$30 million and much of it within Maryland's primary trading area.

In the states throughout the region, tourism budgets have waned and waxed. The value of the visitor dollar has increasingly become more important to the state's budgetary considerations. According to numbers released by the U.S. Travel Association for Fiscal Year 2014, the average state tourism budget was \$16.7 million. In our regional breakdown, the average state tourism budget is \$20 million with New York topping the charts at \$45 million. Maryland's budget ranks 25th nationally with the \$11.4 million and Virginia ranks eighth with an \$18.6 million budget for Fiscal Year 2014. The numbers for Fiscal Year 2016 and projected Fiscal Year 2017 are still being compiled at the time of this report.

Maryland Visitors Statistics

Maryland welcomed 40.47 million domestic travelers in 2015, an increase of 5.9 percent according to a national survey of U.S. travelers conducted by D.K. Shifflet and Associates, a leading tourism industry research firm. Eighty-one percent, or slightly more than 31 million, were leisure travelers, and the remaining 19 percent, or more than 7 million were business travelers.

Trends and Comparisons

National domestic travel volume increased in 2015, with total domestic U.S. visitor volume, as measured in person-trips growing 4.9 percent. Leisure travel represented nearly 80 percent of all person trips, with day trips representing 53 percent and overnight 47 percent of visitor volume.

Maryland's 5.9 percent increase year over year was also approximately a full percentage point higher than the United States' year over year increase of 4.9 percent. Eighty-one percent, or close to 33 million visitors to Maryland were leisure travelers. The remaining 7 million visitors came to the state for business travel.

Maryland Visitor Profile

The following tables compare the demographics and trip profiles for Maryland day trippers and overnight travelers.

- Day trip: any journey for business or pleasure, outside your community and not part of your normal routine that did not include an overnight stay. Day trips involve travel of more than 50 miles from home.

- Overnight trip: any journey for business or pleasure, outside your community and not part of your normal routine, where you spent one more nights away from home.

Demographics Characteristics

- Males make up 48 percent of overnight visitors while females make up 53 percent of overnight visitors.
- 53 percent of day travelers are over 50 years of age compared 52 percent of overnight travelers. Those travelers under the age of 50 make up 48 percent of overnight travel.
- 73 percent of day travelers come from Maryland and bordering states while only 46 percent of overnight travelers come from these same states.
- Overnight travelers are a little more diversified with 16 percent coming from "longer" haul states such as, Florida, North Carolina, California, and Ohio.

This information is of importance as it can identify those markets where Maryland can invest is promotional and advertising efforts to deliver greater economic greater economic impact as a result of increased length of stay and greater spending.

Maryland Visitor Volume (Person-trips in Millions)					US Visitor Volume (Person-trips in Millions)			
	2012	2013	2014	2015	2012	2013	2014	2015
Total	35.37	36.14	38.23	40.47	2,182.95	2,344.05	2,512.78	2,637.08
Business	6.73	7.20	7.15	7.56	447.70	468.84	517.99	537.26
Leisure	28.64	28.94	31.09	32.92	1,735.26	1,875.21	1,994.79	2,099.82
Overnight	17.83	18.36	19.38	19.49	1,084.61	1,181.95	1,340.63	1,228.36
Day Trip	17.54	17.78	18.85	20.98	1,098.34	1,162.10	1,172.15	1,408.73



Maryland and Top Two Destination Traveler Summary, 2015

	Maryland	Baltimore	Ocean City
Estimated share of visits	-	34%	11.8%
Estimated person-stays	51.39 million	17.5 million	6.1 million
Avg. travel party size	1.9	1.8	2.8
Avg. length of stay (days)	1.4	1.3	2.1
Avg. spending per person per day	\$112	\$113	\$120
Spending per group stay	\$272	\$263	\$707
Top 3 DMAs of origin	Washington, D.C. (25%) Baltimore (20%) Philadelphia (10%)	Washington, D.C. (22%) Baltimore (15.5%) Philadelphia (12%)	Baltimore (28%) Washington, D.C. (17%) Philadelphia (16%)

The majority of day trips and overnights are taken with a partner.

	All MD Day Trips	All MD Overnight
Male	48%	47%
Female	52%	53%
Age		
18-34	22%	21%
35-49	24%	27%
50-64	29%	33%
65+	24%	19%

Marital Status	All MD Day Trips	All MD Overnight
Married/with partner	69%	70%
Never married	19%	18%
Divorced/widowed	12%	13%
NO children in household under 18	55%	54%

MARYLAND has outpaced the growth of nation and the region in overall growth of visitors both in the leisure and business travel segments.

	U.S.	MD	D.C.	PA	VA	WV
Travel Segment						
Total	4.9	5.9	3.5	3.1	4.2	3.7
Business	3.7	5.7	1.3	5.4	4.6	-0.7
Leisure	5.3	5.9	4.9	2.6	4.0	4.8
Day	5.1	8.3	0.5	4.8	4.2	7.2
Overnight	4.8	3.4	5.2	0.7	4.1	-1.4



Inner Harbor

Maryland Destination Regions	Share of Maryland Visitation In 2015
Central Region (Anne Arundel, Baltimore City, Baltimore, Carroll, Harford, Howard counties)	50.7
Eastern Shore (Caroline, Cecil, Dorchester, Kent, Queen Anne’s, Somerset, Talbot, Wicomico, Worcester counties)	19.6
Capital (Frederick, Montgomery, Prince George’s counties)	19.3
Western Maryland (Allegany, Garrett, Washington counties)	8.1
Southern (Calvert, Charles, St. Mary’s counties)	2.3

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

The family composition of a day and overnight trips looks fairly similar. A greater percentage of overnight travelers have a larger household size of 2 or more.

Household Size	All MD Day Trips	All MD Overnight
1 member	14%	14%
2 members	45%	46%
3 members	21%	19%
4 members	12%	14%
5+	9%	8%

The largest percentage of day trips are taken by individuals with household income less than \$100,000. More than half of the overnight visitors have household incomes of \$75,000 and above.

Income	All MD Day Trips	All MD Overnight
Under \$50K	21%	21%
\$50K – \$74.9K	20%	20%
\$75K – \$99.9K	22%	22%
\$100K – \$199.9k	30%	31%
\$200k+	5%	5%



Origination of visitors

Growth from our primary markets was 2.9 percent but growth of visitation from more than 50 miles away was 19 percent. Nearly 66 percent of **MARYLAND'S** travel comes from these five DMAs

	2014		2015	
	% of Maryland Visitors	Total Maryland Visitors	% of Maryland Visitors	Total Maryland Visitors
Washington, D.C	24.3	9,282,600	22.7	9,193,500
Baltimore	21.7	8,289,400	18.3	7,411,500
New York	11.6	4,431,200	13.1	5,305,500
Pittsburgh	2.4	916,800	2.5	1,012,500
Philadelphia	7.9	3,041,500	9.1	3,685,500
		25,961,500		26,608,500
	67.9		65.7	



USS Constellation

03 OBJECTIVES & STRATEGIES BY PROGRAM

MARYLAND TOURISM DEVELOPMENT BOARD

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 marketing and 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 2017

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 grant guidelines annually align with evolving marketing priorities.

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 to encourage funding support at the city, county and state level.

OFFICE OF TOURISM DEVELOPMENT

ADMINISTRATIVE/MANAGEMENT: The goal of the Administrative/Management team is to provide the necessary organizational supervision and direction to en-

sure that the resources of staff, time and budget are properly deployed to produce measurable results in accordance with the department's core mission.

OBJECTIVES

Provide administrative support services such as Maryland Tourism Development Board support, budget development and monitoring, financial reporting, accounting and procurement.

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.

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 2017

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 & Travel Summit, the only education program available to all of Maryland's tourism community.

Foster interagency cooperation between local, State and national agencies.



Susquehanna State Park

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 for Commerce.

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 profiles.

Assess 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 efforts.

KEY STRATEGIES FOR FISCAL 2017

Work with the Destination Marketing Organizations to commission an economic impact study that provides comprehensive data in 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.

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

Monitor research conducted for the Capital Region USA (CRUSA) and procure trip profiles of overnight Canadian visitors to Maryland.

ADVERTISING AND COMMUNICATIONS

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. OTD must focus the State’s marketing efforts on those consumers, time periods and markets that will reap the highest return on investment.

OBJECTIVES

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

Increase visitor revenue volume by targeting consumers with a heightened focus on overnight stays.

KEY STRATEGIES FOR FISCAL 2017

Continue to work with Capital Region USA on international marketing efforts in its trade markets of the United Kingdom, France and Germany.

Develop a complete communications package that can be leverage and enhanced by the DMOs and the private sector to increase destination awareness of Maryland as a destination that is fun, has a wide range of activities and is a must-see destination.

Review media opportunities in light of trend for consumers to increase their travel budgets and travel more. Overnight visitation from Ohio and Western Pennsylvania provides an opportunity for growth in tourism tax revenue.

Explore opportunities for extending advertising reach with private sector tourism industry interests through collaboration and coordination of advertising programs.

Expand our presence in newest digital marketing platforms such as Pandora, Fodor’s, Millennial Media, TripAdvisor and Google Remarketing.

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.

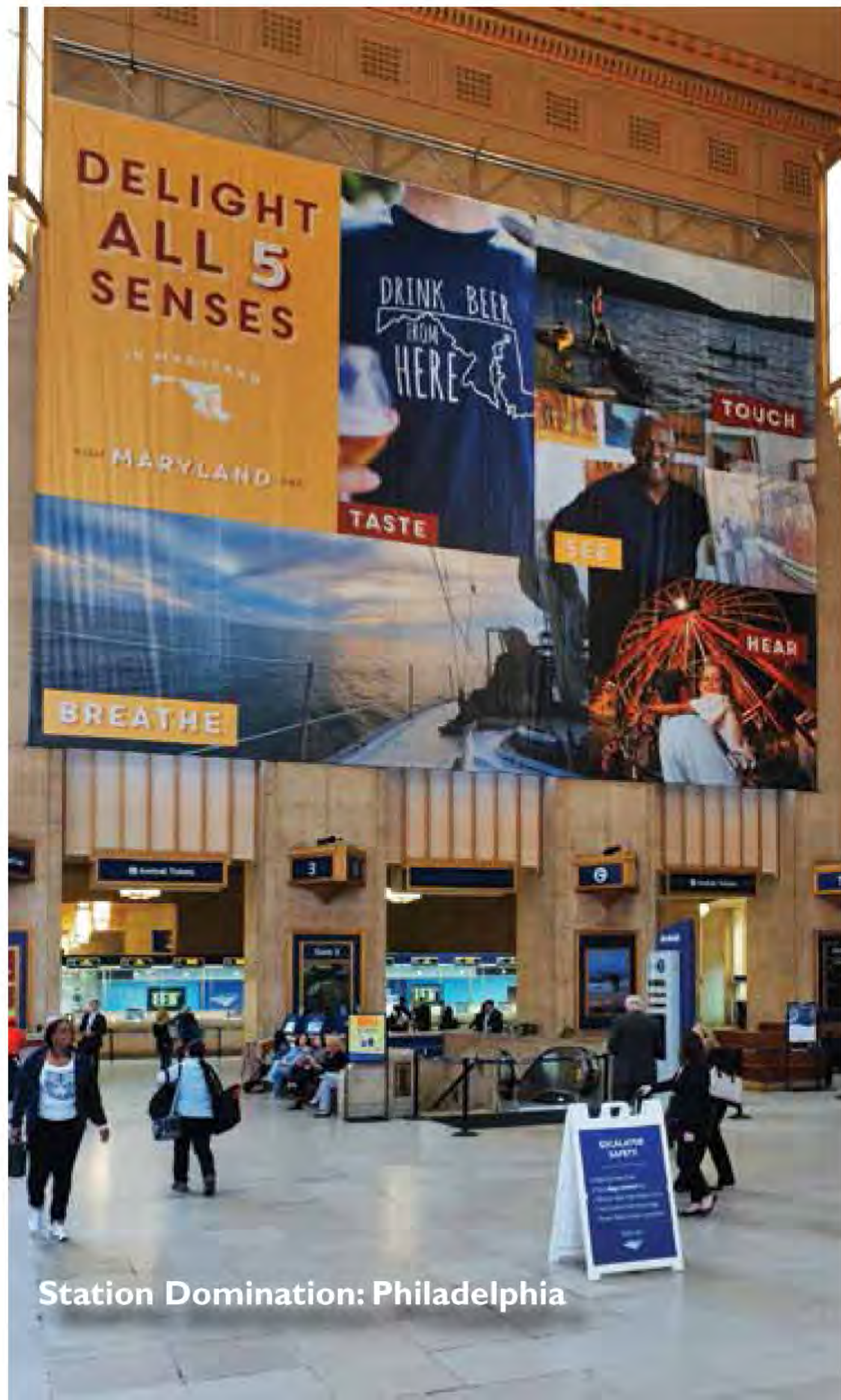
Promote Maryland’s Scenic Byways as an ideal way to experience not only commemoration events and sites, but also the variety of Maryland’s destinations and authentic cultural heritage. Promote the opening and on-going visitation of the new Harriet Tubman Underground Railroad Visitors Center.

Increase conversion rates from lookers to buyers of Maryland travel by harvesting data from newsletter subscribers and those who request travel information.

Maryland’s assets need to be highlighted and celebrated, and her story needs to be told. Employ successful marketing and branding strategies will attract new travelers as our heightened efforts help Maryland compete directly with other state and regional brands.

Increasing our state’s profile and formulating strategy to counter-balance lack of image.

Utilize the newly reopened state Welcome Centers to expand our border-to-border marketing footprint with users.



ADVERTISING AND COMMUNICATIONS

MEDIA AND DIGITAL COMMUNICATIONS

OUTREACH: The Media and Digital Communications Outreach team works to secure third-party editorial coverage and online conversation about Maryland as a travel destination. Additionally, they consult/develop compelling editorial content for VisitMaryland.org and other related sites and develop social media conversations for journalists and the public. The third-party endorsement of Maryland as a travel destination is a compelling motivator for consumers planning their leisure and business activities.

OBJECTIVES

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

Influence visits to the state by interacting and connecting potential travelers and Maryland fans online via social platforms such as Facebook, Instagram, Twitter, and YouTube.

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 2017

Secure and indoctrinate new outside public relations firm, and strategize with them for moving forward with the realigned priorities, markets and messaging agenda.

Be strategic in coordinating all outgoing tourism messaging between platforms (advertising, electronic communications, social media) and make use of all available assets at our disposal.

Target Maryland’s core feeder markets through social media engagement, familiarization tours, and press outreach and missions to Philadelphia, Pittsburgh, and select cities in Ohio.

Target Canadian media outlets, with a focus on Toronto, to coordinate press outreach with enhanced travel trade sales efforts. Work with BWI Airport on increasing these efforts.

Continue to work with Capital Region USA’s international representative and public relations firms, with a focus on



promoting Maryland's Scenic Byways, culinary, and outdoor recreation offerings.

Implement a social media program that works to develop user-generated stories that allow visitors to share their Maryland travel memories, tips, and expertise through website content and social media features.

Increase video content for deployment on social media channels and for OTD-owned assets to amplify Maryland’s content to consumers.

Continue hosting the Blogger bash to introduce vetted bloggers to county tourism offices.

Investigate and implement social media training for (DMO's) and private sector to further amplify OTD’s messaging.

ADVERTISING AND COMMUNICATIONS

CONTENT AND MULTIMEDIA VISITOR COLLATERAL

High-quality and informative print and digital 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 (press outreach).

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

OBJECTIVES

Perform strategic publication/collateral inventory to determine which products could be eliminated, combined or further developed. Upon completion, produce high-quality print and online vehicles that support priority visitor experiences and other marketing initiatives.

Conduct research to determine how consumers want to receive travel information and through what outlets.

Develop content funnels to support marketing initiatives for use throughout OTD’s communications channels.

Work with publishing partner to deliver the state’s primary printed travel resource – Destination Maryland.

Develop strategic advertising sales opportunities for all OTD-owned properties to offset production costs.

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

Continue to work with Interactive Services to deploy easy-to-use and downloadable alternatives to printed publications.

KEY STRATEGIES FOR FISCAL 2017

Work with publishing partner to develop engaging content for Destination Maryland, the state’s primary printed travel resource.

Develop strategic advertising sales opportunities and partnerships for all OTD-owned properties to offset production costs.

Inform the travel industry of OTD’s activities and promotional/marketing opportunities through regular communication and outreach.

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

Work with research unit and product development unit to determine best analytical method to gauge consumer’s interaction with content and how they would best consume information on Maryland travel products to guide development of consumer publications and outreach.

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

Deploy our newest video assets to strategically integrate with our ongoing messaging and social media outreach.

Conduct research to determine how consumers want to receive travel information and through which channels/outlets.

Continue to work with Interactive Services to deploy easy-to-use and downloadable alternatives to printed publications.

ADVERTISING AND COMMUNICATIONS

DATABASE SERVICES

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, Fulfillment Center, Welcome Centers, kiosks, mobile applications and publications.

Publication	Audience	Distributed	Quantity
This Month in Maryland newsletter	Consumer	Monthly	140,000
Product Development collateral	Consumer	As needed	As needed
Profile Sheets	Trade and Media	As needed	As needed
Destination Maryland	Consumer	January 2017	250,000

OBJECTIVES

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 — pre-trip and during trip.

KEY STRATEGIES FOR FISCAL 2017

Continue to maintain and further enhance database content to accurately reflect Maryland's tourism assets.

Develop and coordinate robust business information that is aligned with OTD priorities and/or programs such as culinary, outdoor recreation and Chesapeake-themed products.

Continue the data hygiene of Maryland data as it drives the web site, and publications. The data is also deployed through various feeds to OTD partners. Develop workflows and procedures for easy assimilation of all data from multiple sources including industry partners, event organizers and county tourism offices.

Manage and maintain a fully integrated technology program and infrastructure for Call Center, Fulfillment Center, Welcome Centers, kiosks, mobile applications and publications.

INTERACTIVE SERVICES

WEB SITE DEVELOPMENT/MAINTENANCE

The Internet is now the number one planning tool and travelers turn to the Maryland Office of Tourism (OTD) as the destination expert on all there is to see and do in Maryland. OTD's website, VisitMaryland.org, is different from all other travel websites in that, along with vetted business listings, it offers the authentic stories of the people, places, heritage and culture that make Maryland extraordinary.



OBJECTIVES

Ensure that VisitMaryland.org is the most effective consumer website to engage those researching Maryland as a travel destination and impact the choices of travelers by appealing to their five senses through vibrant, quality images and videos and informative content.

Support and empower our tourism industry partners by providing access to news, education and resources to ensure they feel connected, informed and excited about being involved a vital industry that helps create better lives for all Marylanders by making a positive impact in terms of job creation and economic growth.

KEY STRATEGIES FOR FISCAL 2017

Increase the presence of and promote Maryland as a Group Tour market destination by working with Travel Trade Manager to build a more robust Group Tour portal in VisitMaryland catering to the Group Tour industry. Highlight relevant tourism industry partners providing services to the Group Travel market and feature thematic itineraries to inspire and motivate Group Tour operators interested in bringing groups to Maryland.

Development and implement strategy for growing e-newsletter database opt-ins and maximizing subscriber engagement by redesigning the template for the consumer newsletter to improve open and click through rates. Distribute themed newsletters with content closely matched and customized to subscribers expressed areas of interests.

Develop a program to generate revenue by offering enhanced listings on VisitMaryland. Tourism partners will have the opportunity to make their business listing more prominent on the website by adding more compelling descriptions and photos.

Expand VisitMaryland reach by taking advantage of strategic alliances and partnerships with Brand USA, Capital Region USA and Trip Advisor, enhance Maryland's presence on those sites.

Assist all County Destination Marketing Organizations (DMOs) in their individual marketing efforts by sharing high quality photo and video assets; and work with them to enhance their destinations' content on VisitMaryland.

The Maryland Tourism Industry web portal, Industry.VisitMaryland.org, serves the tourism community by providing news, education and resource information to ensure our industry partners feel connected, informed and excited about being involved a vital industry that helps create better lives for all Marylanders by making a positive impact in terms of job creation and economic growth. Working with the database services team, we plan to further support and empower our tourism industry partners by enhancing functionality on the Maryland Office of Tourism Industry website to allow industry partners to update their database listings similar to the way they are able to manage their event listings online.

TOURISM DEVELOPMENT

PRODUCT DEVELOPMENT INITIATIVES

The Tourism Development team coordinates programs that evolve existing tourism resources and integrate new products that elevate the state's competitive advantage in the domestic and international marketplace. Through direct engagement, the team ensures the efficient and effective production of distinctive and marketable visitor experiences that positively impact the growth of tourism sales tax revenues.

OBJECTIVES

Ensure that existing initiatives are enhanced through stakeholder engagement and product development (place-based, print, web and digital) are effectively integrated into OTD marketing platforms.

Provide support for the products and services associated with Maryland's Underground Railroad heritage in preparation for the 2017 opening of the Harriet Tubman Underground Railroad State Park/Visitor Center.

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

KEY STRATEGIES FOR FISCAL 2017

Manage the Maryland Civil War Trails Initiative, including updating digital and print products, executing an annual maintenance contract, and adding Eastern Shore and Southern Maryland sites to the mobile app. Maintain a seat on the multi-state Civil War Trails Board of Directors.

Manage the Maryland Underground Railroad (UR) Initiative which includes:

- Participating in the Harriet Tubman UR State/National Historical Park exhibit development team;
- Coordinating the multi-state planning efforts for the March 10, 2017 parks' opening event;
- Developing new versions of the Harriet Tubman Underground Railroad Byway map-guide and audio-guide (pending the award of a Maryland Heritage Areas Authority grant);
- Conducting outreach to UR sites and stakeholders statewide to engage them in the initiative and recruit new Network to Freedom sites programs and facilities; and,
- Coordinating with the National Park Service and representatives from Maryland, Delaware and Pennsylvania on a multi-state HTURR byway.

Coordinate with the State Highway Administration and other stakeholders on the development and marketing of Maryland's 18 Scenic Byways, including the maintenance of print and digital products. Work with Capital Region USA and Brand USA to continue international marketing efforts of 'fly-drive' products and experiences.

Provide technical assistance to Maryland Historical Trust and the stakeholder working group as part of the planning process for the Southern Maryland Indian Heritage Trail. Evaluate the feasibility of a statewide Native Peoples Product Development Initiative.

Provide product development support as needed and required for emerging initiatives.

Continue to seek out and secure funding for key projects from alternative funding sources.

TOURISM DEVELOPMENT

INDUSTRY AND INTER-AGENCY ENGAGEMENT

The Tourism Development Team takes the lead in working directly with the industry to build the economic output of destinations and businesses. Through outreach activities and inter-agency coordination, the team assists stakeholders who are working to develop competitive assets and destinations that will positively impact the growth of tourism sales tax revenues.

OBJECTIVES

Provide tourism development technical assistance to agencies, organizations and stakeholders as required or requested to ensure visitor-ready and marketable destinations, products and experiences.

Provide relevant tourism education and training to private-sector stakeholders statewide to increase industry engagement in OTD programs and with OTD staff.

KEY STRATEGIES FOR FISCAL 2017

Provide project management in support of Destination Next, the statewide tourism assessment.

Coordinate OTD's preparation for U.S. Travel's IPW 2017 being held in Capital Region USA on June 3 – 10, 2017. Activities include the development of pre- and post-familiarization tours; event planning, trade show attendance, industry meetings, etc.

Provide support for Maryland Fleet Week and Baltimore Air Show being held October 10-17, 2016. Activities include development of the Festival Village, participation planning meetings, working with various stakeholder groups, etc.

Coordinate with agency, organization and industry stakeholders and within OTD on a Culinary Tourism Initiative. Activities include database development, evaluation of culinary assets, digital content development and marketing promotions such as "Febrewary" and those associated with Maryland's Scenic Byways.

Manage the Outdoor Recreation Initiative, which includes but is not limited to, advancing Fish & Hunt Maryland, evaluating cycling products and experiences, supporting the development of unique trail assets, and advancing motorized and non-motorized boating experiences Increase the awareness

of OTD marketing opportunities and provide destination marketing expertise through the delivery of high-quality education and training presentations. Presentations will be delivered in the format that best suits stakeholder audiences which include trade associations, businesses, DMO members/constituents, towns, municipalities, agencies, etc.

Increase the awareness of OTD marketing opportunities and provide destination marketing expertise through the delivery of high-quality education and training presentations. Presentations will be delivered in the format that best suits stakeholder audiences which include trade associations, businesses, DMO members/constituents, towns, municipalities, agencies, etc.

Provide "hands-on" destination development services as requested by stakeholders to assist with coordination and enhancement of amenities, facilities, products and services. Implement a business engagement strategy for Maryland Scenic Byways utilizing the Harriet Tubman Underground Railroad Byway as a "pilot project." Activities include developing a "tool kit", meeting with stakeholders and conducting an effectiveness survey.

Provide tourism development technical assistance as required for state-authorized programs such as Arts and Entertainment Districts, Maryland Heritage Areas Authority, Maryland Scenic Byways Program, Transportation Enhancement/Alternatives, Recreational Trails, Statewide Trail Committee, Maryland Bicycle and Pedestrian Advisory Committee and others as assigned.

Work with OTD staff and industry representatives to develop programming for Annual Maryland Travel and Tourism Summit.

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.

TOURISM DEVELOPMENT

MARKETING LEVERAGE THROUGH THE COUNTY COOPERATIVE GRANT PROGRAM: The Tourism Development team is responsible for the management of the annual County Cooperative Grant Program, working under the direction of the Maryland Tourism Development Board (MTDB) and the Department of Commerce. Through OTD, the MTDB grants funds directly to the County-recognized Destination Marketing Organization (DMO) for each Maryland County, Ocean City and Baltimore City. Grant funds are intended to leverage DMO marketing investments in key feeder markets. Grant funds are not intended to replace local DMO investment.

OBJECTIVES

Ensure grant guidelines align with evolving marketing priorities and promote Maryland's high-value attributes.

Administer the program to meet internal deadlines and deliverables.

KEY STRATEGIES FOR FISCAL 2017

Continue to administer the County Cooperative Grant 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; administering grant documents, and providing technical assistance to grantees and measuring program effectiveness, etc.

Support the MTDB and the Secretary of the Department of Commerce in developing new guidelines and cooperative programs in response to performance metrics of the Tourism Promotion Act.



New Graphics for Maryland Welcome Centers

TOURISM DEVELOPMENT

CUSTOMER CONTACT PROGRAM – WELCOME CENTERS, CALL CENTER AND FULFILLMENT SERVICES: Maryland's eight Welcome Centers are vital gateways for travel information and customer service. Simultaneously, they offer the tourism industry an un-paralleled opportunity to reach visitors through free statewide brochure distribution and seasonal/regional promotions. Because of their exceptional product knowledge, Welcome Center staff support OTD at trade/consumer shows, by reviewing publications and through industry outreach.

OTD responds to consumers and organizations requesting Maryland travel information through the Call Center, reader response cards, bulk order forms and OTD's websites via its Fulfillment Services operations located at the Mason and Dixon Welcome Center.

OBJECTIVES

Manage the Customer Contact Program to ensure efficient and effective operation of Welcome Centers, the Call Center and Fulfillment Services.

Utilize the Welcome Centers as "out-of-home" media outlets— promoting marketing initiatives such as Monthly Spotlights on a continual basis.

KEY STRATEGIES FOR FISCAL 2017

Provide operational oversight for Welcome Centers, the Call center and Fulfillment Services. Responsibilities include budgetary administration, contractual administration, facility evaluations, hiring/supervising staff, training activities, industry outreach, data collection/reporting, etc.

Enhance the Welcome Center experience through new exhibits, window displays and programming that promote statewide, regional and seasonal tourism experiences that align with OTD's content calendar.

Coordinate with the State Highway Administration on operations and maintenance through regular communication channels and attending quarterly Rest Area Meetings.

Conduct tourism industry workshops to share best practices and marketing messages, including the Annual Travel Information Center Workshop.

Conduct two OTD Destination Training Workshops including staff training in preparation for the March 2017 opening of the HTUR State/National Parks.

Support the Travel Trade Sales program by attending trade shows and conducting industry outreach.

TRAVEL TRADE SALES

DOMESTIC AND INTERNATIONAL SALES: Travel Trade Sales promotes the increased salability and purchase of Maryland's travel products to a variety of travel trade markets in North America and select international markets. These markets include tour operators, student travel providers, receptive tour operators, group leaders, meeting planners, incentive travel planners, consumers, reunion planners and others.

OBJECTIVES

Third-Party Sales to tour operators, student travel planners, group leaders, and meeting & incentive planners through trade association partnerships, marketplace participation and sales missions.

Leverage Media buys in new markets with public relation efforts and client meetings.

Strong Capital Region USA international marketing partnership with Destination DC and Virginia Tourism; expand on develop with key Maryland-based tour partner servicing Korean in-bound travel

KEY STRATEGIES FOR FISCAL 2017

Partner with the Maryland Fish & Hunt to promote Maryland and partner destinations at the Great American Sport & Outdoor Show to reach individuals in targeted geographic markets..

Organize participation in trade shows and marketplaces that support the selling of Maryland travel products to tour operators and receptive tour operator clients.

Coordinate with Information Technology to increase group focused web presence. This includes itineraries and tour packages, which supports sales to the packaged travel industry. Continue general updates and inputting records to keep Yoda database current.

Coordinate the development of regional tour products and participate in promotional opportunities, which will result in Maryland being highlighted as a preferred tour destination; includes preview familiarization tour of the new Harriet Tubman Visitor Center.

Coordinate efforts for a stronger sales presence in Canada.

Maintain industry involvement to produce more business for Maryland venues and facilities by meeting, convention, conference and other group event planners.

Continue participation in a Capital Region USA through participation in targeted U.S. based international travel marketplaces, FAM tours and other promotional activities.



Maryland Team at IPW

EVENTS CALENDAR

DATES	ACTIVITY	LOCATION	STAFF ATTENDING
JULY 2016			
21	CRUSA Goes Global International Marketing Summit	Washington, DC	Liz Fitzsimmons
21-22	MATPRA Quarterly Meeting	Clearfield, PA	Leslie Troy
AUGUST 2016			
1-4	Destination Marketing Association International	Minneapolis, MN	Marci Ross
2-4	International Motorcoach Group Strategic Alliance Meeting	Norfolk, VA	Rich Gilbert
17-20	Maryland Association of Counties	Ocean City, MD	Marci Ross
20	SYTA - DC/MD Tour Operator Dinner	Orlando, FL	Rich Gilbert
18-23	Student Youth & Travel Association	Orlando, FL	Rich Gilbert
	Marketplace (SYTA)		
27-30	U.S. Travel Association's Educational Seminar for Tourism Organizations (ESTO)	Boca Raton, FL	Lucy Chittenden, Liz Fitzsimmons
SEPTEMBER 2016			
1	Harriet Tubman State Park Industry Preview Fam	Cambridge, MD	Rich Gilbert
20-22	Mini-Maryland on the Road	TBD	Rich Gilbert
20-23	Nat'l Association for Interpretation Workshop	Cacapon, WV	Anne Kyle
10-13	MATPRA pre-FAM Tour	Dorchester & Caroline Co. MD	Leslie Troy
13-15	2016 MATPRA Marketplace	Talbot County, MD	Leslie Troy
TBD	Statewide UGRR Promotional Meeting	TBD	Anne Kyle

OCTOBER 2016			
5-6	ABA Marketplace Advisory Committee	Cleveland, OH	Rich Gilbert
6-10	U.S. Sailboat Show	Annapolis, MD	Heather Ersts
10-17	Maryland Fleet Week and Air Show Baltimore	Baltimore	Liz Fitzsimmons
24-26	Travel & Tourism Research Assn (TTRA) Annual Marketing Outlook Forum	Ft. Lauderdale, FL	TBD
26-27	Greater New Jersey Motorcoach Association Marketplace	Atlantic City, NJ	Rich Gilbert
30	OMCA Buyers Reception	Niagara Falls, ON	Rich Gilbert
30-Nov 2	Ontario Motorcoach Association	Niagara Falls, ON	Rich Gilbert
	Marketplace (OMCA)		
NOVEMBER 2016			
2-4	36th Annual MD Tourism & Travel Summit (MTTS)	Baltimore, MD	Chanda Miller
9	Multi-State Civil War Trails Fall Meeting	TBD	Marci Ross
DECEMBER 2016			
6	Staff Destination Training Workshop	Washington Co.	Heather Ersts
January 2017			
14-17	American Bus Association Marketplace	Cleveland, OH	Rich Gilbert
FEBRUARY 2017			
TBD	Legislative Tourism Day	Annapolis, MD	Chanda Miller
4-12	Great American Outdoor Show	Harrisburg, PA	Rich Gilbert
22-23	Destination Training - Harriet Tubman	Tubman Byway	Anne Kyle
26-Mar2	National Tour Association Travel Exchange	St. Louis, MO	Rich Gilbert
MARCH 2017			
10	Harriet Tubman State Park Ribbon Cutting	Cambridge, MD	Anne Kyle
28-29	Pennsylvania Bus Association Marketplace	Manheim, PA	Rich Gilbert
29-30	Maryland Motorcoach Association Marketplace	TBD	Rich Gilbert
April 2017			
12	Civil War Trails Annual Meeting	Central VA	Marci Ross
26	Annual Travel Information Center Workshop	Central MD	Jennifer Jones
MAY 2017			
7-13	National Tourism Week Welcome Center Open House	Statewide	Jennfier Jones
31-June 2	IPW Pre-Conference Fam Tours	TBD	Heather Ersts
JUNE 2017			
3-7	International Pow Wow (IPW)	Washington, DC	Rich Gilbert
8-11	IPW Post-Conference Fam Tours	TBD	Heather Ersts
TBD	National UGRR Network to Freedom Conference	Cambridge, MD	Anne Kyle
TBD	Pennsylvania Bus Association Sales Retreat	TBD	Rich Gilbert



FY2017 MARYLAND TOURISM DEVELOPMENT BOARD ROSTER

EXECUTIVE COMMITTEE

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Park President/Six Flags America

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Tourism and Marketing Director
Town of Ocean City

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MR. ALAN FRIEDMAN

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Director of Marketing
Big Steaks Management

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MR. DAN SPEDDEN

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Hagerstown-Washington County CVB

MS. RUTH UMBEL

Teacher Retired

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Founder & CEO
Route One Apparel

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Anne Arundel County

THE HONORABLE WENDELL R. BEITZEL

Delegate, District 1A
Garrett and Allegany Counties

THE HONORABLE JAMES MATTHIAS

Senator, Maryland District 32
Somerset, Wicomico and Worcester
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301-490-2444
Marti Banks, Supervisor

I-70 EAST WELCOME CENTER

301-293-4172
Vickie Grinder, Supervisor

I-70 WEST WELCOME CENTER

301-293-8435
Vickie Grinder, Supervisor

MASON DIXON WELCOME CENTER

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Casey Keyfauver, Supervisor

SIDELING HILL WELCOME CENTER

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Jeanie Newcomer, Supervisor

YOUGHIOGHENY WELCOME CENTER

410-746-5230
Robin Smith, Supervisor

BAY COUNTRY WELCOME CENTER

410-758-2181
Deborah Clarke, Supervisor

MARYLAND DESTINATION MARKETING ORGANIZATIONS

ALLEGANY COUNTY

Allegany County Tourism
13 Canal Street, Room 306
Cumberland, MD 21502
301-777-5138; 800-425-2067
mdmountainside.com

ANNAPOLIS/ ANNE ARUNDEL COUNTY

Annapolis & Anne Arundel County CVB
26 West Street
Annapolis, MD 21401
410-280-0445; 888-302-2852
visitannapolis.org

BALTIMORE CITY

Visit Baltimore
100 Light Street, 12th Floor
Baltimore, MD 21202
410-659-7300
baltimore.org

BALTIMORE COUNTY

Baltimore County Tourism and Promotion
Office of Communications
400 Washington Avenue
Towson, MD 21204
410-887-4289
enjoybaltimorecounty.com

CALVERT COUNTY

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

CAROLINE COUNTY

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

CARROLL COUNTY

Carroll County Office of Tourism
225 N. Center Street, Room 107
Westminster, MD 21157
800-272-1933; 410-386-2898
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
seececil.org

CHARLES COUNTY

Charles County Government
P.O. Box 2150; 200 Baltimore Street
La Plata, MD 20646
800-766-3386; 301-396-5839
charlescountymd.gov

DORCHESTER COUNTY

Dorchester County Tourism
2 Rose Hill Place
Cambridge, MD 21613
410-228-1000
tourdorchester.org

FREDERICK COUNTY

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

GARRETT COUNTY

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

HARFORD COUNTY

Visit Harford!
108 S. Bond Street
Bel Air, MD 21014
410-838-7777
visitharford.com

HOWARD COUNTY

Howard County Tourism & Promotion
8267 Main St, Side Entrance
Ellicott City, MD 21043
410-313-1900; 800-288-8747
visithowardcounty.com

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400 High Street
Chestertown, MD 21620
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kentcounty.com

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ococean.com

PRINCE GEORGE'S COUNTY

Prince George's County CVB
9200 Basil Court, Suite 101
Largo, MD 20774
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visitprincegeorges.com

QUEEN ANNE'S COUNTY

Queen Anne's County Tourism
160 Coursevall Drive
Centreville, MD 21617
410-758-4418
visitqueenannes.com

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St. Mary's County Department of Economic and
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visitstmarysmd.com

SOMERSET COUNTY

Somerset County Tourism
P.O. Box 243;
11440 Ocean Hwy.
Princess Anne, MD 21853
410-651-2968; 800-521-9189
visitsomerset.com

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

WASHINGTON COUNTY

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16 Public Square
Hagerstown, MD 21740
301-745-5770
marylandmemories.org

WICOMICO COUNTY

Wicomico County CVB
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Salisbury, MD 21802
410-548-4914; 800-332-TOUR
wicomicotourism.org

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

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BOYD K. RUTHERFORD | Lt. Governor
MIKE GILL | Secretary, Department of Commerce
LIZ FITZSIMMONS | Managing Director, Division of Tourism, Film and the Arts
visitmaryland.org



Office of Tourism

2017 Tourism Marketing **and** Development Plan