



FISCAL YEAR
2015

*Tourism
Marketing
and
Development
Plan*





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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 FY15 goals. **||||** This Tourism Marketing & 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 FY14 Action Plan Key Deliverables and any new FY15 Key Deliverables:*

GOAL 1: SUSTAIN AND IMPROVE JOBS IN THE TOURISM INDUSTRY

CORE DELIVERABLE:

Continue leadership in planning and hosting the Maryland Tourism and Travel Summit, the foremost educational program available to all members of our industry. – *The 2014 conference will be held at the Ocean City Convention Center November 12-14.*

FY14 KEY DELIVERABLE:

Commission advertising effectiveness study to measure revenues and jobs generated by OTD efforts. *The Maryland Tourism Development Board (MTDB) commissioned two advertising effectiveness studies to quantify the benefits of Calendar Year 2011 and 2012 advertising. The combined number of incremental trips generated by these advertising campaigns was 476,193 with visitor spending of \$499 million. OTD investments generated 4,729 new jobs – one new job for every \$595 invested in advertising. A study on a new marketing campaign will go into the field in October 2015, with results available for the 2016 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.*

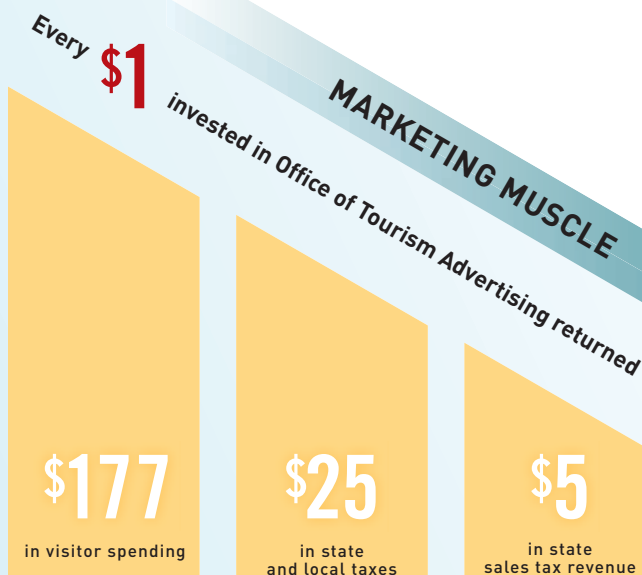
FY14 KEY DELIVERABLES:

Meet with the Comptroller's Office to explore the impact and relationship between gaming revenues and the tourism tax codes. *Met with Bureau of Revenue Estimates and had follow up conversations with the Maryland Lottery & Gaming Control Agency. OTD began to report gaming revenue in the FY2014 Monthly Tourism Monitor.*

Monitor the Maryland State Department of Education-led Task Force on the school start date. *OTD attended all eight meetings of the 19 member Task Force to Study a Post-Labor Day Start Date for Maryland Public Schools. Ultimately, the Task Force recommended to the Governor a post-Labor Day start date for Maryland Public Schools. Currently, the Comptroller is spearheading a petition effort to collect at least 10,000 signatures as a symbolic gesture to encourage the General Assembly to make a change in the 2015 session.*

FY15 KEY DELIVERABLE:

Promote commemoration offerings to major tour operators domestically and internationally. Offer Canadian co-op to DMOs and private sector partners. *OTD promoted commemoration offerings at 17 domestic and international tradeshow and sales missions in FY14; a similar schedule is planned for FY15. Civil War, Harriet Tubman and Star-Spangled itineraries are highlighted in the Maryland Made Easy tour suggestions publication. Beginning in FY13, OTD contracts for representation in the Visit USA-Canada committee meetings, literature distribution and CAA mailings; Maryland also attended Bienvenue Quebec in October 2013 to target the French Canadian market. In lieu of attending Bienvenue Quebec in 2014, OTD led 10 industry partners on a Maryland on the Road Enterprise (MORE) sales blitz of Canada in July 2014. The group met with 32 representatives from 16 tour operators in Montreal, Ottawa and Quebec.*



GOAL 3: IMPROVE AWARENESS AND ENHANCE THE POSITIVE PERCEPTION OF MARYLAND

FY14 & FY15 KEY DELIVERABLES:

Develop seasonal sweepstakes with statewide partners, packaging and promoting authentic Maryland experiences – *Fall (The Chesapeake Bay Getaway in St. Mary’s County); Holiday (Frederick Main Street) and Spring (National Harbor) ran in FY14. Holiday (Berlin Main Street) and spring promotions are also planned for FY15.*

Develop Maryland Civil War Trails mobile app – *The following trails are complete: Antietam; Attack on Washington (Monocacy); Baltimore Riot Trail; Baltimore – A House Divided; Cities and Towns of the Civil War; Gettysburg; Lincoln Collection and Mountain Maryland Collection. The John Wilkes Booth/Escapes of the Assassin Trail and Eastern Shore sites will be completed in FY15.*

Commission consumer research on the most compelling and effective tourism website design and content, in preparation for the next iteration of VisitMaryland.org. – *Complete. Based upon this research, and the best practices of web design firm Miles Marketing Destinations, OTD is currently redesigning the VisitMaryland.org consumer website, as well as developing a separate tourism industry site for stakeholders. Sites scheduled to launch in FY2015.*

Improve perception and reality of Maryland as a green destination. Increase industry participation in Maryland Green Travel, increasing partners to 355 by 9/1/15. – *In progress. 217 Maryland Green Travel Partners as of 10/2014. More user-friendly application in development as part of new industry website.*

Develop strategies and align investments to bring focus to culinary, outdoor and Chesapeake-themed product development and marketing. – *In progress. Researching and adding culinary and water access and activity sites to the VisitMaryland.org database to support product development and marketing initiatives. In addition, collaborating with the Sportsmen’s Marketing Initiative in developing a high-quality hunting and fishing experience in Maryland that has a clear brand, well-defined product, consumer-friendly marketing materials, a robust and dynamic database, identified trade and media relations and targeted marketing activities.*

Scope and commission an image and awareness study of Maryland. – *Complete. Results will inform a new tourism advertising campaign, planned to launch in Spring 2015.*

Work with Department of Natural Resources, Chesapeake Bay Gateways Network and the Chesapeake Conservancy to understand the market demand for access to the range of activities the Bay provides. – *In progress, as part of the outdoor and Chesapeake-themed product development and marketing strategy.*

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 to spend all grant funds by end of FY16. FY15 efforts include domestic and international byways marketing, as well as the planning and development of new digital and printed materials.*

FY14 KEY DELIVERABLES:

Increase investment in Capital Region USA international marketing partnership, in collaboration with Destination DC and the Virginia Tourism Corporation. – *Complete and ongoing.*

Maximize opportunities with the National Museum of American History for the 2014 Star-Spangled Summer. – *Developed a “D.C. Metro Station Domination” marketing campaign that leveraged the Smithsonian “union” to remind Washington residents and visitors of the role Maryland played in saving the nation – and to invite them to visit Maryland during the Star-Spangled summer.*

Explore opportunities for regional partnerships with private sector tourism industry interests. – *Launching a pilot private sector cooperative advertising impact grant program in October 2014.*

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 the wonderful destination that is Maryland.

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 138,000 Marylanders from Oakland to Ocean City.

On behalf of the Maryland Tourism Development Board, I would like to thank Governor O'Malley and the General Assembly for their continuing support of the tourism industry. We appreciate their strong support this past legislative session and thank them for funding the Maryland Tourism Development Board at \$10.5 million in FY2015. The Board is truly honored that you recognized tourism's strong sales tax code performance and we are proud that tourism has been a revenue bright spot during the O'Malley-Brown Administration.

Tourism generates and continues to grow significant revenue integral to Maryland's economic vitality. The Bureau of Revenue Estimates has reported more than \$401.3 million in revenues attributable to tourism in FY14, an increase of 2.4 percent over FY13. Tourism revenue has grown 38.2 percent since the passage of the Tourism Promotion Act in 2008, far outpacing the 22 percent growth in overall sales tax collections.

This increase in revenue is no doubt driven by the fact that Maryland welcomed 36.1 million domestic visitors in 2013, an increase of 2.2 percent from 2012, and an increase of 33 percent from 2007's 27.2 million visitors, according to D.K. Shifflet and Associates, a leading tourism industry research firm.

Maryland's 33 percent increase – representing an additional 8.9 million visitors from 2007 to 2013 – was substantially greater than the 17.2 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 13.3 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 2015 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 the plan. These programs are available to all tourism businesses in the State that 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*



02

*Destination
Situation
Analysis*

TRAVEL INDUSTRY TRENDS

In line with industry forecasts, travel grew in 2013. The U.S. Travel Association reported that domestic travelers spent 2.8 percent more nationwide in 2013 than they had in 2012 and continued growth in visitation and revenue are expected in 2014. The U.S. Travel Association forecasts modest visitation growth for domestic travel overall through 2017: 1.7 percent in 2014, 1.7 percent in 2015, 1.5 percent in 2016 and 1.7 percent in 2017. Domestic travel expenditures are expected to increase at a faster rate: 4.3 percent in 2014, 5.0 percent in 2015, 4.7 percent in 2016 and 5.2 percent in 2017.

ACCORDING TO THE U.S. TRAVEL ASSOCIATION, STATE TOURISM OFFICE BUDGETS INCREASED 15.5 PERCENT ON AVERAGE IN FY14 TO \$19 MILLION PER STATE.

The size and importance of the international travel market also continues to grow – with forecasts between 4.3 and 6.1 growth in visitor spending over the next four years. According to the U.S. Department of Commerce, close to 70 million international visitors traveled to the U.S. in 2013. Overseas arrivals totaled 32 million, up 7.7 percent compared to 2012. International visitors spent a record-breaking \$139.6 billion on U.S. travel and tourism-related goods and services in 2013, up 10.6 percent over 2012.

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 15.5 percent on average in FY14 to \$19 million per state. (Maryland's FY14 budget was reported at \$11.4 million – increasing 7.8 percent over FY13).

Recent leisure and business travel surveys compiled by the U.S. Travel Association detail continued growth in leisure travel (particularly among boomers and affluent Americans), a slower recovery in business travel, flat government travel and declining government meetings:

- » Miles Marketing Destinations' State of the American Traveler, conducted by Destination Analysts, reported that travel sentiment and intentions remain upbeat, with 30 percent of Americans expecting to travel more in the next 12 months. However, travel intentions are much like the economy: at two speeds, with the top 20 percent of income earners extremely positive about travel – including international travel – and the middle class still cautious.
- » Travel is expected to increase across all generations this fall, according to a survey by D.K. Shifflet & Associates. Boomers show the largest increases over 2013, while the number of Millennials planning to travel this year is about the same as last year.

- » Based on a recent end-of-summer consumer survey by Orbitz.com, 83 percent of American travelers said they used at least some of their vacation days this summer.
- » Business travelers are expected to pay more in 2015, according to Carlson Wagonlit Travel's Global Travel Price Outlook. Air and hotel prices will increase for business travelers next year, as increased demand in the Americas will more than offset flattening prices in other regions.
- » Thanks to the effects of sequestration and the political warfare over federal budget deficits, government travel is bouncing back slowly and remains relatively flat, despite an ongoing resurgence of the U.S. hotel industry. Large government meetings cutbacks were evident in a recently released report, "Analyzing U.S. Government Conference Spend," that showed agencies surveyed held few conferences in FY2013 versus FY2012.

Maryland is poised to benefit from the projected growth in tourism 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 deal with the impact of reduced government spending. Successful travel promotion will require, as always, the best possible understanding of the consumer and the factors influencing their travel decision, as well as the best channels of communication that can deliver the highest return on investment on their advertising and promotional dollars.

As this publication went to press, the U.S. Travel Association reported in its September 2014 U.S. Travel Outlook that the outlook for travel remains somewhat clouded by slowing growth in employment, disposable incomes and consumer spending.

MARYLAND VISITOR STATISTICS

For calendar year 2013, D.K. Shifflet & Associates reports that Maryland hosted more than 36.1 million estimated domestic visitors, up 2.2 percent from 2012. **///** Eighty percent, or close to 29 million, were leisure visitors, and the remaining 20 percent, or 7.2 million, were business travelers. Overnight and day trips were roughly split the same – with about 18 million each in 2013. These percentages align with the national trends.

VISITOR VOLUME ESTIMATES (PERSON-TRIPS IN MILLIONS)

	Maryland			United States		
	2011	2012	2013	2011	2012	2013
TOTAL	34.37	35.37	36.14	2,160.30	2,182.95	2,344.05
BUSINESS	7.52	6.73	7.20	433.88	447.70	468.84
LEISURE	26.85	28.64	28.94	1,726.42	1,735.26	1,875.21
DAY TRIP	17.38	17.54	18.36	1,097.03	1,098.34	1,181.95
OVERNIGHT	16.98	17.83	17.78	1,063.26	1,084.61	1,162.10

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

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.

MARYLAND DESTINATION REGIONS

SHARE OF MARYLAND VISITATION IN 2013

CENTRAL REGION	(ANNE ARUNDEL, BALTIMORE CITY, BALTIMORE, CARROLL, HARFORD, HOWARD COUNTIES)	48.2%
EASTERN SHORE	(CAROLINE, CECIL, DORCHESTER, KENT, QUEEN ANNE'S, SOMERSET, TALBOT, WICOMICO, WORCESTER COUNTIES)	22.7%
CAPITAL	(FREDERICK, MONTGOMERY, PRINCE GEORGE'S COUNTIES)	18.8%
WESTERN MARYLAND	(ALLEGANY, GARRETT, WASHINGTON COUNTIES)	6.5%
SOUTHERN	(CALVERT, CHARLES, ST. MARY'S COUNTIES)	3.8%

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

TRENDS AND COMPARISONS

National domestic travel volume rebounded in 2013, with total domestic U.S. visitor volume, as measured in person-trips, growing 7.4 percent from 2012. Leisure travel represented more than 80 percent of all person-trips, with overnight and day trips evenly split at 50 percent each. Travel volume increased within Maryland's regional competitive set in 2013, although not at the national pace.

In 2013, Maryland saw growth in both business and leisure travel, as well as day trips, while overnights remained flat. Maryland outperformed national trends, and led the region, with the largest percent growth in the business segment.

In comparison to 2007 net traveler volume, Maryland has seen more growth than any state in the region, both overall and in the leisure and day-trip segments. Maryland has welcomed an additional 8.9 million visitors since 2007 – an increase of 33.3 percent, substantially greater than the 17.2 percent increase the United States saw during this time period.

Maryland's increase in visitation was significantly greater than the performance of other mid-Atlantic states. Despite the challenging economic climate, Maryland has grown its share of the visitor market 13.3 percent since 2007, outperforming national and regional trends.

MARYLAND HAS SEEN MORE GROWTH THAN ANY STATE IN THE REGION, BOTH OVERALL AND IN THE LEISURE AND DAY-TRIP SEGMENTS

PERCENT CHANGE IN PERSON-TRIP VOLUME 2012-2013

TRAVEL SEGMENT	U.S.	MD	DC	DE	PA	VA	WV
TOTAL	7.4%	2.2%	5.5%	0.6%	4.6%	2.8%	2.4%
BUSINESS	4.7%	7.0%	2.8%	4.2%	4.9%	6.0%	(2.6%)
LEISURE	8.1%	1.0%	7.3%	(0.1%)	4.5%	1.9%	3.6%
DAY TRIP	7.6%	4.7%	1.1%	4.8%	3.5%	3.9%	(3.4%)
OVERNIGHT	7.1%	(0.3%)	8.0%	(2.9%)	5.8%	1.9%	10.9%

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

PERCENT CHANGE IN PERSON-TRIP VOLUME SINCE 2007

TRAVEL SEGMENT	U.S.	MD	DC	DE	PA	VA	WV
TOTAL	17.2%	32.9%	17.5%	4.2%	17.4%	8.5%	12.8%
BUSINESS	(6.8%)	8.9%	7.9%	(33.1%)	(14.2%)	(12.0%)	18.8%
LEISURE	25.3%	40.6%	24.5%	16.1%	25.8%	16.3%	11.6%
DAY TRIP	17.1%	32.2%	30.5%	(16.4%)	19.0%	(0.1%)	2.4%
OVERNIGHT	17.4%	33.5%	11.4%	35.6%	15.6%	16.5%	29.7%

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

TOP TEN TOURISM ACTIVITIES

The top ten tourism activities in Maryland are almost the same as the U.S. overall, with slight differences in ranking. Culinary/Dining Experience ranked first in Maryland (second nationally); shopping ranked second (first nationally); historic sites ranked fifth (seventh nationally); special event (anniversary/birthday) ranked sixth (eighth nationally); holiday celebrations ranked seventh in Maryland (15th nationally); museums/art exhibits ranked eighth (ninth nationally); nightlife ranked ninth (fifth nationally); and movies ranked tenth (16th nationally). National and state parks ranked sixth nationally (11th Maryland) and Concerts, Theatre and Dance ranked tenth nationally (13th Maryland). Gambling was ranked 14th nationally and in Maryland.

TOP TEN TOURISM ACTIVITIES PER STAY, 2013

<i>Maryland</i>		<i>United States</i>	
CULINARY/DINING	31%	SHOPPING	27%
SHOPPING	24%	CULINARY/DINING	27%
BEACH/WATERFRONT	14%	BEACH/WATERFRONT	13%
TOURING/SIGHTSEEING	10%	TOURING/SIGHTSEEING	11%
HISTORIC SITES	10%	NIGHTLIFE	10%
SPECIAL EVENT (ANNIVERSARY/BIRTHDAY)	9%	PARKS (NATIONAL/STATE, ETC.)	10%
HOLIDAY CELEBRATION (4TH JULY, THANKSGIVING)	9%	HISTORIC SITES	9%
MUSEUM, ART EXHIBITS	8%	SPECIAL EVENT (ANNIVERSARY, ETC.)	9%
NIGHTLIFE (BAR, NIGHTCLUB, ETC.)	8%	MUSEUM, ART EXHIBITS	8%
MOVIES	6%	CONCERTS, THEATRE, DANCE	8%

Source: D.K. Shifflet & Associates, Ltd., based on domestic trips to Maryland and U.S.

TOP TWO DESTINATIONS

The top two destinations visited in Maryland are **Baltimore and Ocean City**. The 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, 2013

	<i>Maryland</i>	<i>Baltimore</i>	<i>Ocean City</i>
ESTIMATED SHARE OF VISITS	--	29.4%	14.5%
ESTIMATED PERSON-STAYS	47.1 million	13.8 million	6.8 million
AVERAGE TRAVEL PARTY SIZE	1.8	1.6	2.8
AVERAGE LENGTH OF STAY (DAYS)	1.3	1.1	2.2
AVERAGE SPENDING PER PERSON PER DAY	\$115	\$141	\$127
SPENDING PER GROUP STAY	\$270	\$254	\$782
TOP 3 DMAS OF ORIGIN	Washington, D.C. (24%) Baltimore (22%) Philadelphia (11%)	Washington, D.C. (25%) Baltimore (15%) Philadelphia (14%)	Philadelphia (25%) Baltimore (24%) Washington, D.C. (17%)

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

VISITOR SPENDING AND ECONOMIC IMPACT

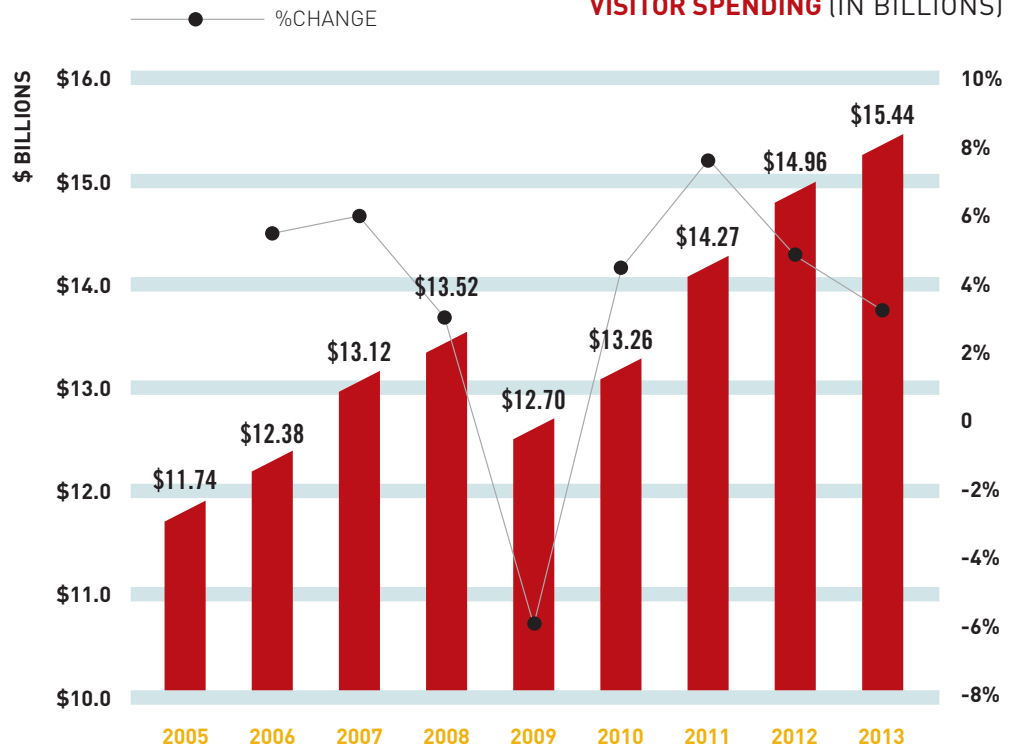
\$15.4 BILLION IN VISITOR SPENDING IN MARYLAND IN 2013, A NEW RECORD

Tourism Economics' 2013 Economic Impact of Tourism in Maryland reports that visitors to Maryland spent \$15.4 billion in 2013. Local (non-air) transportation, food & beverage and lodging each represent roughly 20 percent of tourism industry sales, with retail closely following at 15 percent. Overall travel expenditures in Maryland grew 3.2 percent from 2012 to 2013, from a revised \$15.0 billion in 2012 to \$15.4 billion in 2013, a new peak in tourism sales.

TRAVEL EXPENDITURES (IN MILLIONS)

	2011	2012	2013
LOCAL TRANSPORTATION	\$3,189.6	\$3,342.7	\$3,435.9
FOOD & BEVERAGE	\$2,874.2	\$3,078.4	\$3,233.8
LODGING	\$2,721.2	\$2,888.6	\$2,864.2
RETAIL	\$2,086.2	\$2,204.3	\$2,303.5
ENTERTAINMENT/RECREATION	\$1,208.4	\$1,277.1	\$1,344.9
AIR	\$1,533.3	\$1,536.3	\$1,585.4
OTHER	\$654.7	\$630.0	\$669.4
TOTAL	\$14,268.2	\$14,957.5	\$15,437.1

VISITOR SPENDING (IN BILLIONS)



Visitor spending has grown by more than three percent for four straight years and expanded more than 21 percent since the recession. Visitor spending has reached record growth levels with 2013 surpassing the 2006 base year by 24.7 percent.

CALENDAR YEAR 2013 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	2.2%	0.7%	6.2%	\$110.35	3.9%	62.3%	1.5%	\$68.69	5.4%	4,871,287	3,513,882
MARYLAND	(1.4%)	0.3%	(0.8%)	\$113.73	0.6%	60%	(1.6%)	\$68.19	(1.1%)	72,207	63,949
MD-VA-DC-DE REGION	(1.6%)	0.4%	(1.2%)	\$117.21	0.4%	60.4%	(2.0%)	\$70.79	(1.6%)	339,177	296,586
MD COUNTIES											
BALTIMORE CITY	1.6%	0%	5.8%	\$154.39	4.2%	64%	1.6%	\$98.89	5.9%	8,572	8,530
ALLEGANY	5.2%	(1.5%)	7.6%	\$87.29	2.3%	56.2%	6.8%	\$49.05	9.2%	997	913
ANNE ARUNDEL	(0.4%)	0.2%	(1.5%)	\$99.24	(1.1%)	69%	(0.6%)	\$68.50	(1.7%)	10,407	9,655
BALTIMORE	(1.6%)	1.4%	(1.1%)	\$89.98	0.5%	59.9%	(2.9%)	\$53.87	(2.4%)	5,996	4,883
CALVERT	(11.5%)	0%	(12.5%)	\$100.83	(1.1%)	47.1%	(11.5%)	\$47.48	(12.5%)	772	772
CECIL	1.2%	0.2%	3.3%	\$76.05	2.1%	53.3%	1.0%	\$40.57	3.1%	1,081	870
CHARLES	(9.2%)	(11.7%)	(9.9%)	\$82.30	(0.8%)	58.8%	2.9%	\$48.39	2.0%	1,370	969
DORCHESTER	(2.4%)	0%	(4.5%)	\$170.85	(2.1%)	48.8%	(2.4%)	\$83.38	(4.4%)	680	600
FREDERICK	(3.5%)	4.1%	(3.8%)	\$87.48	(0.3%)	61.4%	(7.3%)	\$53.69	(7.6%)	2,346	2,103
HARFORD	(7.3%)	(1.6%)	(4.6%)	\$84.86	2.9%	56%	(5.7%)	\$47.54	(3.0%)	2,630	2,394
HOWARD	1.1%	2.9%	0.8%	\$89.40	(0.2%)	61.9%	(1.8%)	\$55.35	(2.0%)	3,641	3,335
MONTGOMERY	(1.2%)	(0.7%)	(3.4%)	\$119.65	(2.2%)	64.1%	(0.5%)	\$76.69	(2.7%)	9,345	9,345
PRINCE GEORGE'S	(3.6%)	1.8%	(4.7%)	\$122.65	(1.1%)	59.5%	(5.4%)	\$73.02	(6.4%)	10,256	9,751
QUEEN ANNE'S	(2.0%)	0%	0.4%	\$121.12	2.4%	48.9%	(2.0%)	\$59.21	0.4%	469	403
ST. MARY'S	(6.3%)	2.0%	(8.8%)	\$90.66	(2.7%)	45.2%	(8.1%)	\$40.98	(10.6%)	1,173	1,025
TALBOT	(2.7%)	1.6%	2.4%	\$161.95	5.3%	44.7%	(4.2%)	\$72.41	0.8%	1,013	693
WASHINGTON	(1.4%)	(3.0%)	(0.8%)	\$75.29	0.6%	56.1%	1.7%	\$42.26	2.3%	2,077	1,924
WICOMICO	0.7%	0%	2.8%	\$90.91	2.1%	47.5%	0.8%	\$43.22	2.8%	1,625	1,234
WORCESTER	(0.4%)	0.6%	1.3%	\$149.32	1.8%	52.5%	(1.1%)	\$78.44	0.7%	5,459	3,207
MD REGIONS											
WESTERN	0.4%	(2.2%)	1.9%	\$80.06	1.5%	55.3%	2.6%	\$44.30	4.2%	3,606	3,008
CAPITAL	(2.6%)	0.9%	(4.1%)	\$117.56	(1.5%)	61.7%	(3.5%)	\$72.52	(5.0%)	21,947	21,199
CENTRAL	(0.4%)	0.5%	1.3%	\$109.69	1.7%	63.8%	(0.9%)	\$70.03	0.8%	32,566	29,723
SOUTHERN	(8.8%)	(4.6%)	(10.2%)	\$88.87	(1.5%)	51.3%	(4.4%)	\$45.56	(5.9%)	3,315	2,766
UPPER EASTERN SHORE	(1.0%)	0.5%	0.3%	\$124.73	1.3%	48.7%	(1.5%)	\$60.75	(0.2%)	3,529	2,760
LOWER EASTERN SHORE	(0.3%)	0.5%	1.4%	\$139.18	1.8%	51.4%	(0.8%)	\$71.56	0.9%	7,244	4,493

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.

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:

- 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

CALENDAR YEAR 2013 ANALYSIS

Demand for Maryland's hotel rooms in 2013 declined 1.4 percent, slightly better than the region (1.6) and lower than the nation's 2.2 percent growth rate. The number of rooms available (room supply) remained relatively flat across the state (up 0.3 percent), region (0.4 percent), and nation (up 0.7 percent). The declines in demand, revenues and occupancy can be tied to the impact of sequestration and the government shutdown on travel to the region.

Average room rates for the state as a whole grew slightly to \$113.73; compared to the average U.S. room rate of \$110.35 and the region at \$117.21. Room revenues, which are tied to room demand and room rates, declined for Maryland and the region by 0.8 and 1.2 percent respectively. At the national level, revenue growth was 6.2 percent. Revenue per available room also declined for Maryland and the region by 1.1 and 1.6 percent respectively, while the nation saw a 5.4 percent increase.

Occupancy rates, which reflect changes in supply and demand for rooms, averaged 60 percent, 1.6 percent lower than 2012, compared to 62.3 percent occupancy rate and 1.5 percent growth for the U.S., and 60.4 percent occupancy rate and 2 percent decline for the region.

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

FIRST HALF 2014 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.

Maryland's lodging performance accelerated in the first half of 2014, with room demand statewide increasing 4.7 percent, compared to the same six-month period in 2013. Maryland's demand grew more than the region's 3.2 percent and the nation's 4.1 percent. The number of rooms available (room supply) remained relatively flat across the state (0.2 percent), region (0.4 percent), and nation (0.8 percent).

Average room rates for Maryland as a whole grew slightly to \$112.27 for this six-month period. The rate was lower than the nation's \$114.06 room rate and the regional rate of \$119.01. Total room revenue for the state increased five percent compared to the same six-month period in 2013, twice the pace of regional growth. Revenue per available room increased 4.8 percent for the state, more than twice the pace of the region, while the U.S. grew 7.5 percent. Occupancy rates, which reflect changes in supply and demand for rooms, averaged 62.1 percent, 4.5 higher than last year. While both the national and regional occupancy rates were higher than Maryland's, Maryland's occupancy grew at a faster pace.

See page 14 for the detailed chart.

JANUARY–JUNE 2014 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	4.1%	0.8%	8.4%	\$114.06	4.1%	63.7	3.3%	\$72.64	7.5%	4,955,499	3,555,273
MARYLAND	4.7%	0.2%	5.0%	\$112.27	0.3%	62.1	4.5%	\$69.76	4.8%	75,777	64,850
MD-VA-DC-DE REGION	3.2%	0.4%	2.5%	\$119.01	(0.7%)	62.5	2.8%	\$74.38	2.1%	347,112	300,799
MD COUNTIES											
BALTIMORE CITY	1.9%	(1.2%)	6.5%	\$157.70	4.5%	67.7	3.1%	\$106.84	7.7%	8,188	8,146
ALLEGANY	20.9%	0.0%	29.7%	\$87.52	7.3%	58.4	20.9%	\$51.07	29.7%	997	913
ANNE ARUNDEL	4.1%	(1.9%)	4.2%	\$98.92	0.1%	73.0	6.1%	\$72.21	6.2%	10,407	9,655
BALTIMORE	6.1%	3.1%	4.7%	\$90.80	(1.3%)	62.0	2.9%	\$56.31	1.6%	6,052	5,497
CALVERT	(4.2%)	0.0%	(7.4%)	\$95.98	(3.3%)	46.7	(4.2%)	\$44.78	(7.4%)	772	772
CECIL	8.6%	0.0%	10.7%	\$77.51	1.9%	56.7	8.6%	\$43.98	10.7%	1,081	870
CHARLES	1.1%	(0.3%)	0.1%	\$82.09	(1.0%)	62.0	1.4%	\$50.91	0.4%	1,370	969
DORCHESTER	1.8%	0.0%	1.8%	\$163.34	(0.1%)	45.9	1.8%	\$75.04	1.8%	680	600
FREDERICK	8.2%	0.1%	7.7%	\$87.20	(0.5%)	63.9	8.1%	\$55.71	7.6%	2,346	2,222
HARFORD	13.1%	1.8%	15.6%	\$85.78	2.2%	60.0	11.1%	\$51.44	13.6%	2,713	2,398
HOWARD	7.6%	0.0%	7.6%	\$91.03	(0.0%)	65.6	7.6%	\$59.67	7.6%	3,546	3,240
MONTGOMERY	0.8%	(0.4%)	0.9%	\$124.07	0.1%	66.8	1.2%	\$82.90	1.3%	9,344	9,344
PRINCE GEORGE'S	6.9%	1.3%	5.0%	\$123.75	(1.8%)	64.6	5.6%	\$79.88	3.6%	10,365	9,918
QUEEN ANNE'S	(8.0%)	(7.5%)	(4.4%)	\$121.42	3.9%	46.6	(0.6%)	\$56.63	3.3%	434	368
ST. MARY'S	4.9%	0.1%	0.7%	\$87.49	(3.9%)	48.3	4.8%	\$42.25	0.7%	1,173	860
TALBOT	8.8%	6.2%	9.0%	\$148.03	0.2%	41.2	2.4%	\$60.94	2.7%	1,033	687
WASHINGTON	6.8%	2.1%	7.1%	\$75.41	0.3%	57.3	4.6%	\$43.23	4.9%	2,077	1,976
WICOMICO	1.5%	(0.0%)	5.4%	\$85.31	3.8%	44.7	1.6%	\$38.11	5.4%	1,625	1,234
WORCESTER	3.9%	0.4%	5.0%	\$125.97	1.0%	47.5	3.5%	\$59.79	4.5%	9,275	3,837
MD REGIONS											
WESTERN	20.9%	0.0%	29.7%	\$87.52	7.3%	58.4	20.9%	\$45.40	12.5%	3,606	3,060
CAPITAL	4.1%	(1.9%)	4.2%	\$98.92	0.1%	73.0	6.1%	\$78.59	2.8%	22,055	21,484
CENTRAL	6.1%	3.1%	4.7%	\$90.80	(1.3%)	62.0	2.9%	\$74.38	6.4%	32,227	29,863
SOUTHERN	(4.2%)	0.0%	(7.4%)	\$95.98	(3.3%)	46.7	(4.2%)	\$46.42	(1.4%)	3,315	2,601
UPPER EASTERN SHORE	8.6%	0.0%	10.7%	\$77.51	1.9%	56.7	8.6%	\$56.37	4.4%	3,514	2,719
LOWER EASTERN SHORE	1.1%	(0.3%)	0.1%	\$82.09	(1.0%)	62.0	1.4%	\$55.37	4.7%	11,060	5,123

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.

PRODUCT ANALYSIS AND RETURN ON INVESTMENT

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, including the addition of weekend MARC service between Washington, D.C. and Baltimore. Baltimore/Washington Thurgood Marshall International 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. OTD has adjusted its media buys during the Spring 2012 – Spring 2015 commemoration time period to target the touring travelers who are more likely to visit landmarks and historic sites – these travelers are more likely to be male, slightly older with higher household incomes, and are more likely to live in Illinois and Ohio than Maryland's day trip and overnight visitors.

The average travel party size to Maryland is two people. Eleven percent of trips in 2013 were taken with children in tow – compared to 15 percent in 2011. The media purchased for the fall 2013 and the spring/summer 2014 campaign targeted adults, both with and without children in the home, in order to reach a wider 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 2013, for instance, 34 percent of all trips to Maryland were from within the state, compared to 17 percent from Pennsylvania and 12 percent from Virginia.

Broadcast media purchases have focused strongly on the Washington, D.C. market (which represented 24 percent of travelers to Maryland in 2013); Baltimore (which represented 22 percent) and Philadelphia (which represented 11 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 marketing effort with Washington, D.C. and Virginia.

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 2014, tourism in the United States will generate more than \$926 billion in visitor spending, 4.3 percent more than in 2013. In the race for consumer travel dollars, states were forecast to invest \$837 million in travel marketing office budgets in FY 2014.

For FY 2014, the U.S. Travel Association reported that Maryland's tourism budget was \$11.4 million — \$10.3 million in general funds and \$1.1 million in special and reimbursable funds, and that \$3.2 million of Maryland's budget was dedicated to domestic advertising and sales promotion. The states that compete most heavily with Maryland — with similar beach, urban, cultural heritage or mountain destinations — have historically had larger tourism budgets and targeted the same prospective visitors: in FY 2014 both Virginia and New Jersey allocated more than \$5 million to domestic advertising and sales promotion, in comparison to Maryland's \$3.2 million. Adjusted for inflation, FY 2014's dollar amount has 15 percent less buying power than the FY 2007 appropriation, resulting in a loss of \$1.8 million in marketing funds.

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.

USING RESEARCH TO ENSURE ADVERTISING EFFECTIVENESS AND RETURN ON INVESTMENT

The Office of Tourism strives to make informed decisions regarding advertising placements and expenditures. Following the 2011 and 2012 Maryland of _____ campaigns, 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 advertising placements. SMARI found that OTD's return on invested advertising dollar compared favorably to other studies — and was, in fact, one of the highest return on each dollar that they have ever measured compared to other destinations.

The studies concluded that OTD-placed advertisements that included the Maryland of _____ images and content generated \$499 million in visitor spending and \$70.3 million in state and local taxes. 476,184 trips to Maryland can be attributed to this campaign. These trips supported 4,729 additional jobs.

One dollar spent on the Maryland of _____ campaign by the Maryland Office of Tourism returned \$177 dollars in visitor spending, \$25 in state and local revenue, and \$5 in state sales tax revenue.

One new tourism job was supported for every \$595 in Maryland Office of Tourism advertising.

2011–2012 ADVERTISING CAMPAIGN EFFECTIVENESS RESULTS

	2011	2012	TOTAL/AVG
INCREMENTAL TRIPS GENERATED	211,117	265,067	476,184
VISITOR SPENDING	\$182 million	\$317 million	\$499 million
STATE SALES TAX GENERATED	\$5.5 million	\$9.5 million	\$15 million
STATE/LOCAL TAX GENERATED	\$25.9 million	\$44.4 million	\$70.3 million
ADDITIONAL JOBS	1,804	2,925	4,729
VISITOR SPENDING PER AD DOLLAR	\$220.54	\$159.56	\$177.2
STATE SALES TAX REVENUE PER AD DOLLAR	\$6.66	\$4.79	\$5.33
STATE & LOCAL TAX REVENUE PER AD DOLLAR	\$31.32	\$22.34	\$24.97
ADVERTISING DOLLARS SUPPORTING 1 TOURISM JOB	\$458	\$680	\$595
CAMPAIGN SPENDING	\$827,095	\$1,988,518	\$2,815,613



03

*Objectives
& Strategies
by Marketing
Program*

MARYLAND TOURISM 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. IIII 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 2015

Continue to implement the FY2010 – 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 MTDB 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 and promote the Maryland brand.

Ensure that OTD maximizes competitive position through technology. Identify and secure leading edge technologies to extend the brand and maximize ROI on all programs.

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 FY2015 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 2015

Maintain full staffing and restructure the Office for post-commemorative efficiencies:

- » Realign the advertising & communications unit, including the public relations agency, based upon new objectives focused on deliverables from core feeder markets.
- » Strengthen the tourism development unit through the addition of the outreach & partnership coordinator

Continue to implement FY 2011–2015 Five-Year MTDB Strategic Plan.

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.

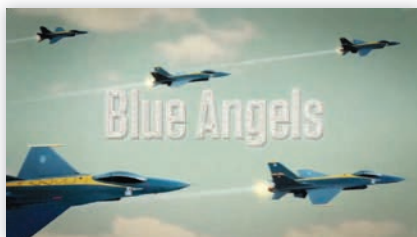
Monitor efforts on behalf of the Post-Labor Day school start petition.

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.

ADVERTISING AND COMMUNICATIONS

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. IIII While a special focus will continue on the unique, time-sensitive opportunity to position Maryland as a "must-see" destination during the 2011-2015 commemoration time period, OTD will begin to expand its marketing efforts on culinary and outdoor recreation assets.*



Star-Spangled Spectacular TV Spot

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 detailed in the Travel Decision Maker/Target Audience section on page 15.

KEY STRATEGIES FOR FISCAL 2015

Develop a new integrated marketing campaign based upon the learning from the recent Image & Awareness study, including creative units for county tourism use.

Explore opportunities for extending advertising reach with private sector tourism industry interests through the pilot private sector cooperative advertising impact partnership program.

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.

Review new media opportunities to target Maryland's highest value prospects. In 2013, leisure travelers to Maryland were 38 percent couples and 11 percent families. More than 43 percent of couples spent \$500 more per trip while 21 percent of families spent \$500 or more.

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.

Work in partnership with Interactive Services to deploy a new consumer website that is easy to update and will deliver the most compelling content to the prospective visitor.

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

ADVERTISING AND COMMUNICATIONS

MEDIA AND DIGITAL COMMUNICATIONS OUTREACH *The Media and Digital Communications Outreach team works to secure third-party editorial coverage and on-line conversations on 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 \$17 million.

Influence visits to the state by interacting and connecting with 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 2015

Continue to utilize the "Spotlight" communications campaign for integrated efforts across OTD-owned properties including VisitMaryland.org, the consumer newsletter and social channels.

Realign priorities, including for outside public relations counsel, based upon new objectives focused on deliverables from core feeder markets.

Target Maryland's core feeder markets through social media engagement, familiarization tours and press outreach and missions to Chicago, New York, Philadelphia and Washington, D.C.

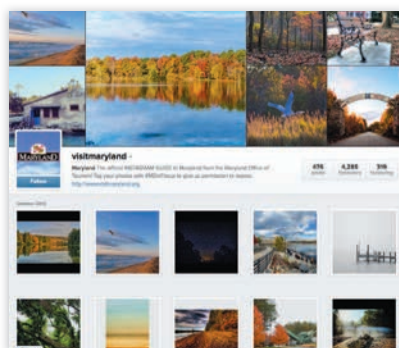
Target Canadian media outlets, with a focus on Toronto and Quebec, to coordinate press outreach with enhanced travel trade sales efforts.

Continue to work with Capital Region USA's international rep and public relations firms, with a focus on promoting Maryland's Scenic Byways, culinary and outdoor recreation offerings.

Institute Maryland "By Local" Social Media Digital Ambassador Program (DAP). These experts will provide an insider's guide to all things Maryland by interest and region.

Increase video content for deployment on social media channels and for OTD-owned assets.

Coordinate biannual blogger bash to introduce vetted bloggers to county tourism offices.



Clockwise from left

AAA World » August 1, 2014

Baltimore Sun » February 23, 2014

#MDinfo Instagram » October 2014

The Freelance Star » June 20, 2013

Southern Living » June 2013

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 audit 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.

Grow digital library through the “Five Regions/Four Seasons” video and image acquisition program. Catalog images/videos in new Digital Asset Management system (WebDAM).

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

Work with new publishing partner to deliver the state’s primary printed travel resource – *Destination Maryland* – at the beginning of Calendar Year 2015.

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 2015

FISCAL YEAR 2015 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 2015	500
DESTINATION MARYLAND	CONSUMER	JANUARY 2015	250,000
AFRICAN-AMERICAN HERITAGE/NETWORK TO FREEDOM GUIDE	CONSUMER	FEBRUARY 2015	100,000
JOHN WILKES BOOTH - ESCAPE OF AN ASSASSIN	CONSUMER	MARCH 2015	100,000

ADVERTISING AND COMMUNICATIONS

DATABASE SERVICES Maintain the “Visit Maryland” database of tourism assets for the OTD web site, 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.

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 – pretrip and during trip.

KEY STRATEGIES FOR FISCAL 2015

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

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

Ensure the quality integration of Maryland’s data into the new VisitMaryland.org website. Develop workflows and procedures for easy assimilation of all data from multiple sources including industry partners, event organizers and county tourism offices. Ensure that new web content such as interactive maps and Maryland Green Travel integrate effectively with the Visit Maryland custom database.

Launch database content for VisitMaryland.org that is tailored to the needs of the travel trade and roll out audience-specific functionality to other database subsets.

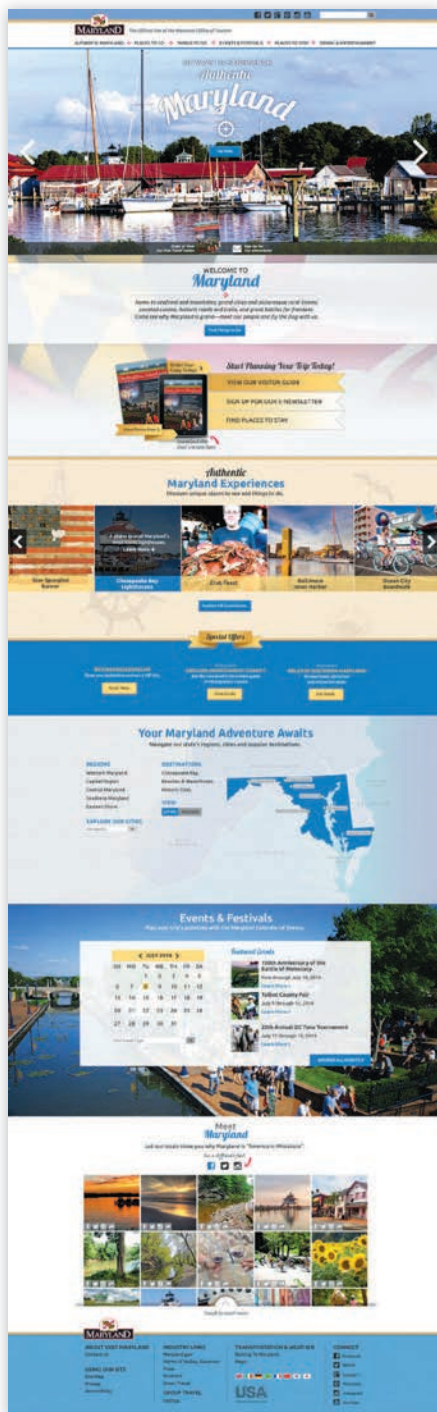
Manage and maintain a fully integrated technology program and infrastructure for Call Center, Fulfillment Center, Welcome Centers, kiosks, mobile applications and publications.

EASTERN SHORE		Accommodations	
		# of Rooms	Reader Response
<p>Hotels and Motels</p> <p>Admiral Motel 9th St. and Baltimore Ave., Ocean City, 21842 410-289-6136, 800-292-6250, www.oceancity.com</p> <p>The Ambassador Inn Fifth St. and Philadelphia Ave., Ocean City, 21842 410-289-6106, 877-250-0740, www.theambassadorinn.com</p> <p>America's Best Value Inn-Cambridge ♿ 2831 Ocean Gateway, Cambridge, 21613 410-221-0800, 888-315-2379</p> <p>America's Best Value Inn-Princess Anne ♿ 30359 Mt. Vernon Rd., Princess Anne, 21853 410-651-4075, 888-315-2378, www.bvinn.com</p> <p>America's Best Value Inn-Salisbury ♿ 2625 N. Salisbury Blvd., Salisbury, 21801 410-742-7194, 888-315-2378, www.americasbestvaluetourism.com</p> <p>Aspen Wye River Marriott Conference Center ♿ 500 Aspen Ln., Queenstown, 21858 410-827-7400, www.aspenwyerivermarriott.com</p> <p>Atlantic Hotel ♿ 2 N. Main St., Berlin, 21811 410-641-5595, www.atlanticohotel.com 1895 historic hotel and restaurant. Eighteen gracious Victorian period rooms/suites, Drummer's Cafe, bar serving lunch and dinner daily. The historic Ballroom for social and corporate gatherings.</p> <p>Atlantic Hotel-Ocean City Wicomico St. and Boardwalk, Ocean City, 21842 410-289-9111, 800-3-81-ATLANTIC, www.atlanticohotel.com</p> <p>Atlantic Oceanfront Inn ♿ 4501 Atlantic Ave., Ocean City, 21842 410-289-6424, 800-638-3244, www.oceancity.com</p> <p>Barfoot Mailman Motel ♿ 35th St. and Ocean side, Ocean City, 21842 410-289-5343, 800-395-3668, www.barfootmailman.com</p> <p>Beach Bum Motel ♿ 293 9th St., Ocean City, 21842 410-289-7557, www.beachbummotel.com</p> <p>Beach Walk Hotel 2 N. 10th St., Ocean City, 21842 410-289-7721, 877-445-6959, www.beachwalkhotel.com</p> <p>Beachcomber Motel ♿ 7500 Coastal Hwy., Ocean side at 75th St., Ocean City, 21842 866-872-9159, www.beachcomber.com</p> <p>Beachmark Motel 3300 Coastal Hwy., Ocean City, 21842 410-524-7300, 888-631-9900, www.beachmarkmotel.com Spacious efficiencies. Full-size refrigerators and microwaves. Ocean City's largest pool area. Reasonable rates for a family vacation. Fitness/Gymnasium. Coffee shop.</p> <p>Best Western 521 Fleetwood Dr., Denton, 21629 410-479-9400, www.bestwesternmaryland.com</p> <p>Best Western Hotel & Suites-OC ♿ 55th St. and Coastal Hwy., Ocean City, 21842 443-684-4001, 888-864-4004, www.bestwesternoc.com</p> <p>Best Western North East ♿ 39 Elwood Rd., North East, 21901 410-287-5450, www.bestwestern.com</p> <p>Best Western-Salisbury Plaza ♿ 1725 N. Salisbury Blvd., Salisbury, 21801 410-546-1300, 800-636-7554, www.bestwestern.com</p> <p>Boardwalk One 107 N. 1st St., Ocean City, 21842 410-289-3161, www.boardwalk1.com</p> <p>Bonita Beach Hotel ♿ 8100 Coastal Hwy., Ocean City, 21842 410-592-0400, 866-529-8282, www.bonitabeachhotel.com</p> <p>Breakers Hotel ♿ Third St. and Boardwalk, Ocean City, 21842 410-289-9165, 800-292-9165, www.oceancity.com</p> <p>Buckingham Hotel 1405 Baltimore Ave., Ocean City, 21842 410-289-6246, 800-787-6246, www.oceancity.com/buckingham_hotel.htm</p>			
<p>Budget Inn-Salisbury 1804 N. Salisbury Blvd., Salisbury, 21801 410-546-2239, www.budgetinn.com</p> <p>Cabana Motel 19 St. and Philadelphia Ave., Ocean City, 21842 410-289-9131, www.cabanamotel.com</p> <p>Captain Tyler Motel-Padstowheel Motel 701 W. Main St., Crisfield, 21817 410-869-2220, www.capttylerscabhouse.com</p> <p>Carosol Oceanfront Hotel and Condominiums ♿ 118th St. and Coastal Hwy., Ocean City, 21842 410-524-1000, 800-641-0011, www.carosolhotel.com</p> <p>Casablanca Oceanfront Inn 2409 Baltimore Ave., Ocean City, 21842 410-289-8273, 800-770-9773, www.casablancacoastalinn.com</p> <p>Castle in the Sand Hotel ♿ 3701 Atlantic Ave., Ocean City, 21842 410-289-6846, 800-552-SAND, www.castleinsand.com</p> <p>Cayman Suites Hotel ♿ 12500 Coastal Hwy., Ocean City, 21842 410-255-7920, 800-546-0042, www.caymansuites.com</p> <p>Chesapeake Inn ♿ 712 N. Salisbury Blvd., Salisbury, 21801 410-219-3300, www.salisburymotel.com</p> <p>Clarion Resort Fontainebleau Hotel ♿ 10100 Coastal Hwy., Ocean City, 21842 410-524-3535, 800-638-2100, www.clarion.com</p> <p>Coastal Palms Inn & Suites 800-641-0011, www.coastalpalmsinn.com</p> <p>Comfort Inn & Suites-Cambridge ♿ 2939 Ocean Gateway, Cambridge, 21613 410-901-0926, 866-902-8626, www.comfortinn.com</p> <p>Comfort Inn & Suites-North East ♿ 1 Center Dr., North East, 21801 410-287-7100, www.comfortinnnortheastmd.com</p> <p>Comfort Inn-Easton ♿ 8523 Ocean Gateway, Easton, 21601 410-320-8333, 800-228-5150, www.comfortinn.com</p> <p>Comfort Inn-Gold Coast ♿ 11201 Coastal Hwy., Ocean City, 21842 410-524-3000, 800-424-6423, www.comfortinn.com</p> <p>Comfort Inn-Salisbury ♿ 2701 N. Salisbury Blvd., Salisbury, 21801 410-543-4666, 800-228-5150, www.comfortinn.com</p> <p>Comfort Suites-Chestertown ♿ 160 Schaefer Rd., Chestertown, 21620 410-810-5555, 800-424-6423, www.chestertown.com/comfortsuites</p> <p>Comfort Suites-Elkton ♿ 1570 Elkton Rd., Elkton, 21821 443-350-9154, 800-4-CHOICE, www.comfortsuites.com/hotel-elkton-maryland-mc215</p> <p>Commander Hotel Suites & Cabana ♿ 1401 Atlantic Ave., Ocean City, 21842 410-289-6166, 888-289-6166, www.commanderhotel.com Oceanfront suites on the boardwalk. Private balcony, coffee maker, refrigerator, CATV, microwave, guest laundry, free Wi-Fi, indoor/outdoor pool, oceanfront restaurant and bar, golf packages, pool bar and grill.</p> <p>Country Inn & Suites-Salisbury ♿ 1804 Sweet Bay Dr., Salisbury, 21804 410-742-2688, 800-456-4000, www.countryinn.com</p> <p>Courtyard by Marriott-Ocean City ♿ Two 15th St., Ocean City, 21842 410-289-5008, 800-321-2211, www.marriott.com</p> <p>Courtyard by Marriott-Salisbury ♿ 128 Troopers Way, Salisbury, 21804 410-742-4405, www.marriott.com</p> <p>Crytal Sands Motel 1705 N. Baltimore Ave., Ocean City, 21842 410-289-6455, 800-646-9608, www.crytalsands.com</p> <p>Days Inn & Suites-Cambridge 2917 Ocean Gateway, Rt. 50, Cambridge, 21613 410-210-4444, 888-735-2980, www.daysinn.com</p>			

Destination Maryland Accommodations Listings page

INTERACTIVE SERVICES

WEBSITE DEVELOPMENT/MAINTENANCE *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, as the Internet is now the number one travel planning tool.*



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 e-mail communications.

KEY STRATEGIES FOR FISCAL 2015

Redesign the VisitMaryland.org consumer website, with the goal to go live with a soft launch by first quarter 2015. The site is being built in Responsive Design, which provides optimal viewing experiences across a wide range of devices – from desktops to smartphones and tablets. The site will offer a modern user interface with strong photo treatments, bold text and web-friendly colors. An enhanced press room will also be developed. Usability testing with prospective visitors will ensure consumer viability. A beta site is scheduled to be previewed at the Maryland Tourism & Travel Summit on November 13.

Develop a new Maryland Office of Tourism Industry website to serve the tourism industry and OTD's other stakeholders. The site will offer information on OTD programs, research and allow stakeholders to update their database and event listings. The new site will feature an enhanced, more user-friendly Maryland Green Travel application as well.

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.

Expand upon the popularity and success of the 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. Holiday and spring promotions are planned for FY15.

Screenshot of new VisitMaryland.org prototype

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 for the Civil War Sesquicentennial and the War of 1812 Bicentennial have viable visitor-ready product, and market appropriately.

Provide support for the products and services associated with Maryland's Underground Railroad heritage in preparation for the 2016 opening of the Harriet Tubman Underground Railroad Park and Visitor Center.

Consistently address the need for tourism signage Statewide.

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

Attack on Washington – Civil War Trail Map and Guide



AMERICA'S BYWAYS™

KEY STRATEGIES FOR FISCAL 2015

Manage the Maryland Civil War Trails (CWT) Initiative, including technical assistance for the Civil War Sesquicentennial such as the update of digital and print products associated with John Wilkes Booth/Escape of the Assassin Trail and Eastern Shore sites. Conduct consumer research to evaluate and plan for future digital, print and place-based interpretive products.

Manage the Maryland Underground Railroad (UGRR) Initiative, including technical assistance for the Harriet Tubman UGRR State Park, Byway and National Monument in preparation for the 2016 park/byway Visitor Center opening. Develop partnerships with potential new Network to Freedom sites, programs and facilities to encourage nominations into the program to build our collection of recognized authentic Underground Railroad sites. Coordinate the development of the Maryland-Delaware UGRR Network to Freedom guide. Coordinate the promotion of Maryland's Emancipation Day events statewide through web content and press outreach.

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 and Brand 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. Research and add culinary and water access and activity sites to the Visit Maryland database to support product development and marketing initiatives. Assist in the development of web content specific to culinary tourism and water access and activities.

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.

Ensure that the data layers from the current VisitMaryland interactive map are utilized in the new, mobile-friendly products being developed as part of the reengineered VisitMaryland.org website.

Provide technical assistance and financial support for high-value public/private partnerships to increase tourism sales tax revenues.

Provide tourism development technical assistance as required by the Sportsmen's Marketing Initiative, Amateur and Youth Sports Program, Arts and Entertainment Districts, DNR's Boating Task Force, Commission on the Commemoration of the 100th Anniversary of the Passage of the 19th Amendment to the United States Constitution and Maryland Heritage Areas Authority.

Provide tourism development technical assistance as requested – e.g., Statewide Trails Committee, Scenic Byway Advisory Committee, the Canal Towns and Trail Towns Programs, Maryland Indian Heritage Trail, Horse Heritage, etc.



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 of the Tourism Development unit 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 2015

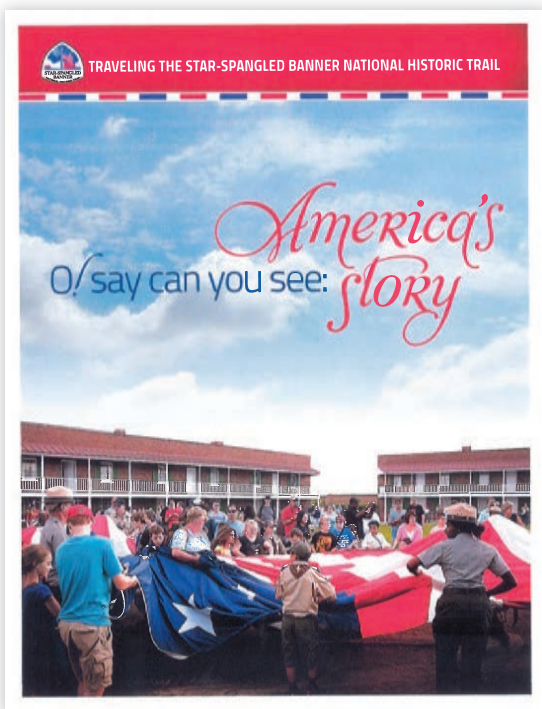
Provide administrative support for the War of 1812 Bicentennial Commission and develop the Star-Spangled Banner National Historic Trail and Byway, including projects funded with Scenic Byways grants.

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

Continue planning and implementation of signature events, including collaboration with the communities producing Bicentennial events under the Chesapeake Campaign banner as well as Star-Spangled Spectacular.

Complete communications effectiveness and economic impact analysis and reporting for all bicentennial-period efforts.

Plan and implement legacy sustainability strategies with partners including the Chesapeake Bay Office of the National Park Service, a Star-Spangled Banner National Historic Trail friends group, and others.



Star-Spangled Banner National Historic Trail Guide



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 2015

Continue to collaborate with industry partners and environmental leaders in the development and execution of Maryland Green Travel. Goal is to increase participation in program to 355 by September 1, 2015.

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, Visitor and Welcome Centers 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 new tourism industry website which facilitates the application process for prospective Maryland Green Travel partners.

MARYLAND Green Travel Partner

To become a Maryland Green Travel Partner, an applicant must self-certify 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.

Hilton Suites Oceanfront

3200 N. Baltimore Ave
Ocean City, MD 21842
Eastern Shore
410-289-6444
www.oceancityhilton.com

The Hilton Suites Ocean City Oceanfront is committed to meeting core requirements with the MD Green Program. We will strive to improve our environmental performance over time.

Management and Leadership

We use the following best management practices:

- **Environment Policy Statement:**
- **Environmental Team:** We meet monthly to discuss all aspects of the community and departments of the hotel to ensure we are on the same page and right track for sustainability.
- **Set Annual Goals:** Focus upon our key environmental commitments: energy efficiency, CO₂ reduction, water efficiency, waste reduction, renewable energy, and sustainable buildings and operations which includes building design & construction, hotel & corporate operations, chemical management, and purchasing.
- **Train all of our staff on our environmental program and empower them to contribute and participate.** Ensure that environmentally friendly initiatives and tactics will impact the guest experience in a positive way.
- **Set targets, measure, benchmark and continually improve our performance.** Liaise with our suppliers and business partners to improve their environmental performance.
- **Support environmental initiatives within the local community.**
- **Communicate our environmental achievements to our team members and guests.**
- **Ongoing review and assessment of our environmental program with annual reporting of progress to management and the Maryland Green Travel program.**
- **We have a purchasing policy to encourage the purchase of environmentally-friendly products and services.**
- **Environmental Restoration or Community Environmental Projects:** We participate in multiple ACT for Coastal Bays events and community clean up for Maryland Coastal Bays. Earth and local community out reaches for environmental policy. We participate in the Humane Society aluminum recycling program and the Global Soap Project.

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 had an energy audit to identify efficiency opportunities
- Have an energy management system in place to track and meter energy usage

Kitchens

- Regularly evaluate existing ovens and other kitchen equipment for temperature settings and energy efficiency opportunities
- Confirmed that all refrigerator, freezer and oven gaskets provide a good seal, or replaced
- Routinely clean condenser coils on all refrigeration equipment

Lighting:

- Designed use of natural lighting
- Turn off lights in unoccupied rooms
- Use of directional, downward-facing, lighting in parking areas and other outdoor areas
- 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 Garage and outdoor lighting

Heating and Cooling

- Have a high efficiency heating and air-conditioning HVAC system
- Regularly perform preventative maintenance on HVAC system
- Have programmable thermostats for each room and ensure they are properly adjusted
- Have a centrally controlled HVAC system that is activated only when occupied
- Have key-entry activated lighting and energy controls
- Keep office doors and windows closed if HVAC system is on
- Housekeeping closes blinds and resets optimal temperatures
- Have installed additional insulation

Energy Efficiency:

- ENERGY STAR computers, appliances, office equipments etc.
- Turn off all electrical items in unoccupied rooms when not in use or at the end of the day

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
- Have signage in each room explaining the linen reuse procedures
- Track optional linen participation rate
- Have water- and energy-efficient washers and dryers

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

*Green Travel Profile:
Hilton Suites Oceanfront, Ocean City*

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 2015

- 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; administering grant documents, and providing technical assistance to grantees, 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 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.



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 to efficiently respond to tourism inquiries, delivering the services and/or resources that the prospective visitor requires.*

OBJECTIVES

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 and organizations who request Maryland travel information via the call center, the VisitMaryland.org website or print advertising reader response cards.

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



KEY STRATEGIES FOR FISCAL 2015

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

Enhance OTD-operated Welcome Centers with exhibits and information that promote upcoming Commemorations, the Scenic Byways that link these experiences, as well as other statewide and regional tourism initiatives.

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.

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.

South Mountain Welcome Centers (I-70 East and West)

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 \$8 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 2015

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 IPW (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, Brazil and China.

Continue to expand efforts internationally. Continue 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.

Encourage and support regional marketing initiatives and familiarization (FAM) tours developed by Maryland's tourism 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 joint Visit Maryland/Maryland Marine Trades Association booth at the U.S. Sailboat Show as well as collaborative efforts at the Great American Sport & Outdoor Show.

Top: IPW 2014

Bottom: American Bus Association Marketplace 2014

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 2015

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.

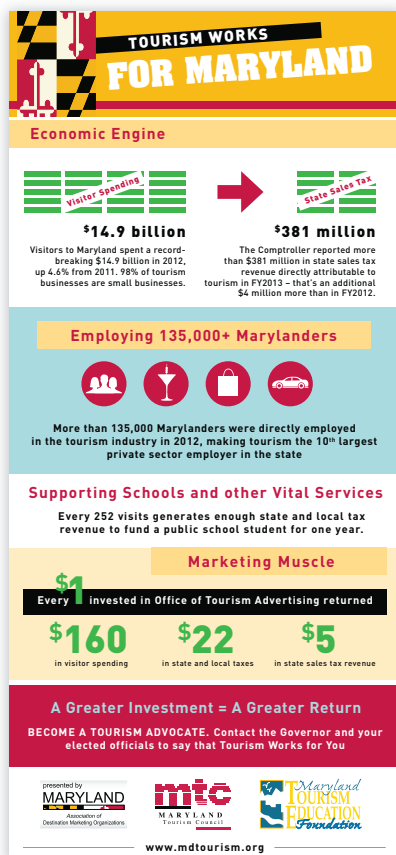
Utilize data from other sources such as Smith Travel Research, the Comptroller's office and national travel trend sources to benchmark Maryland's tourism economy's performance. Continue to track the performance of tourism tax revenue by county as determined by the Tourism Promotion Act of 2008.

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 2015, this includes project management for a Division of Tourism, Film and the Arts Accomplishments report as well as research on future digital, print and place-based interpretative products.

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

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





04
*Events
Calendar*



	DATES	ACTIVITY	LOCATION	CONTACT
JULY	13-16	Virginia/North Carolina/South Carolina Motorcoach Association Marketplace	Richmond, VA	<i>Rich Gilbert</i>
	17-18	SocialFresh-Social Media Conference	Orlando, FL	<i>Leland Strott</i>
	20- 24	Maryland on the Road (MORE)	Montreal, Ottawa, and Quebec, Canada	<i>Rich Gilbert</i>
	26	Bursting in Air	Hyattsville, MD	<i>Kathi Ash</i>
AUGUST	13-16	MD Association of Counties (MACO)	Ocean City, MD	<i>Rich Gilbert</i>
	20	Brig General Leonard Covington SHA sign unveiling	Aquasco, MD	<i>Heather Ersts</i>
	22-26	Student Youth & Travel Association Marketplace (SYTA)	Toronto, ON	<i>Rich Gilbert</i>
	23	CRUSA Annual Partners Meeting	National Harbor, MD	<i>Margot Amelia</i>
	23	Battle of Bladensburg	Bladensburg, MD	<i>Bill Pencek</i>
	24	Student Youth & Travel Association(SYTA) and DC/MD Tour Operator	Toronto, ON	<i>Rich Gilbert</i>
	24-26	USTA Educational Seminar for Tourism Organizations (ESTO)	Louisville, KY	<i>Margot Amelia</i>
	30-31	U.S. Capital for a Day	Brookeville, MD	<i>Bill Pencek</i>
	30	Battle of Caulk's Field	Chestertown, MD	<i>Bill Pencek</i>
31	Battle of Caulk's Field	Fairlee, MD	<i>Bill Pencek</i>	
SEPTEMBER	15	SHA District 7 Rest Area Meeting	Dayton, MD	<i>Jennifer Jones</i>
	6-8	Battle of North Point	North Point, MD	<i>Bill Pencek</i>
	9	Bicentennial Living Flag	Baltimore, MD	<i>Bill Pencek</i>
	10-16	Star-Spangled Spectacular	Baltimore, MD	<i>Bill Pencek</i>
	18-22	Deep Creek 2014	McHenry, MD	<i>Marci Ross</i>
	27	Baltimore Family Reunion Expo	Baltimore, MD	<i>Marti Banks</i>
	28	Tour de Port	Baltimore, MD	<i>Margie Long</i>
	28-30	Discover America Day Media Mission	Toronto, Canada	<i>Leslie Cox</i>
	30-Oct 2	Mini-Maryland on the Road Enterprise (Mini-MORE)	Central PA	<i>Rich Gilbert</i>
	OCTOBER	1-3	MATPRA Media Marketplace	Cumberland Valley, PA
8-11		Southeastern Outdoor Press Association Conference (SEOPA)	Fontana Village, NC	<i>Connie Yingling</i>
9		Staff Destination Training Workshop	Eastern Shore	<i>OTD Staff</i>
10		MD Bicycle and Pedestrian Advisory Training	Hanover, MD	<i>Jennifer Jones</i>
12-14		Public Relations Society of America (PRSA) International Conference	Washington, D.C.	<i>Connie Yingling</i>
20-22		Travel & Tourism Research Association (TTRA): Global Marketing Forum	Atlanta, GA	<i>Diana Chen</i>
22-24		Tubman State Park Design Development	Annapolis, MD	<i>Anne Kyle</i>
28		MD & Chesapeake House Staff Training	Aberdeen, MD	<i>Jennifer Jones</i>
NOVEMBER	5-9	Nat'l Bicycle Tourism Conference	San Diego, CA	<i>Marci Ross</i>
	6	South River High School Career Day	Edgewater, MD	<i>Jennifer Jones</i>
	9	Ontario Motorcoach Association -Access Marketing Buyers Reception (OMCA)	Ottawa, ON	<i>Rich Gilbert</i>
	8-12	OMCA	Ottawa, ON	<i>Rich Gilbert</i>
	12-14	34th Annual Maryland Tourism & Travel Summit (MTTS)	Ocean City, MD	<i>Chanda Miller</i>
	18	Civil War Trails Board Retreat	TBD, VA	<i>Marci Ross</i>
	19	Greater NJ Motorcoach Association	Atlantic City, NJ	<i>Rich Gilbert</i>
	19-21	Social Media in Tourism Conference	Nashville, TN	<i>Leland Strott</i>
DECEMBER	9	District 7 Rest Area Meeting	Frederick, MD	<i>Jennifer Jones</i>
	12	MD Bicycle and Pedestrian Advisory Training	Hanover, MD	<i>Jennifer Jones</i>
	13	Army Navy Football Game	Baltimore, MD	<i>Bill Pencek</i>

DATES	ACTIVITY	LOCATION	CONTACT	
JANUARY	9-13	American Bus Association Marketplace	St. Louis, MO	<i>Rich Gilbert</i>
	18-22	National Tour Association Travel Exchange	New Orleans, LA	<i>Rich Gilbert</i>
	TBD	Legislative Tourism Day	Statewide	<i>Chanda Miller</i>
FEBRUARY	13	MD Bicycle and Pedestrian Advisory Training	Hanover, MD	<i>Jennifer Jones</i>
MARCH	TBD	Staff Destination Training	Prince George, Charles Counties	<i>Jennifer Jones</i>
	16-17	Pennsylvania Bus Association Marketplace	Valley Forge, PA	<i>Rich Gilbert</i>
	18	Maryland Motorcoach Association Marketplace	Hunt Valley, MD	<i>Rich Gilbert</i>
	18-21	Professional Outdoor Media Association Annual Conference (POMA)	Springfield, MO	<i>Connie Yingling</i>
	24-25	National Council of State Travel Directors	Washington, D.C.	<i>Margot Amelia</i>
	25-26	U.S. Travel Spring Forum/Destination Capitol Hill	Washington, D.C.	<i>Margot Amelia</i>
APRIL	8	Multi-State Civil War Trails Annual Meeting	TBD, VA	<i>Marci Ross</i>
	TBD	Sesquicentennial of Lincoln's Assassination & John Wilkes Booth Escape	Prince George, Charles Counties	<i>Anne Kyle</i>
	10	Advisory Committee Meeting	Hanover, MD	<i>Jennifer Jones</i>
	15-17	Southeastern Travel Counselors Alliance	St. Augustine, FL	<i>Jennifer Jones</i>
	TBD	Mason-Dixon Outdoor Writers Annual Conference	TBD	<i>Connie Yingling</i>
MAY	30-June 3	International Pow Wow (IPW)	Orlando, FL	<i>Rich Gilbert</i>
	TBD	Tourism Information Center Workshop (TIC)	TBD	<i>Jennifer Jones</i>
JUNE	7-11	Travel Alliance Partners (TAP)	Oklahoma City, OK	<i>Rich Gilbert</i>
	14-17	PRSA/Travel and Tourism Section and Society of American Travel Writers Conference	Lexington, KY	<i>Connie Yingling</i>
	18-22	AFI Docs	Silver Spring, MD	<i>Jack Gerbes</i>
	22-24	Pennsylvania Bus Association Sales Retreat	Laurel Highlands, PA	<i>Rich Gilbert</i>
	26-28	Outdoor Writers Association of America	Knoxville, TN	<i>Connie Yingling</i>





05

*FY 2015
Partner
Marketing
& Advertising
Opportunities*



PRINT ADVERTISING OPPORTUNITIES

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 2015
- » Space Reservation: January 7, 2015
- » Materials Due: January 7, 2015
- » Web banner on AAWorld.com and year-round reader service AND distribution of brochures in AAA office and online events calendar.
- » 3-6 Page Section inclusive of advertising and edit
- » Circulation: 2,400,000

COASTAL LIVING

Multi-page, full-color dedicated Maryland section to run East of the Mississippi and print and online reader service.

- » Issue Date: April 2015
- » Space Reservation: January 22, 2015
- » Materials Due: January 26, 2015
- » Multiple page, multi-state insert with edit
- » Includes online and print reader service form
- » Circulation: 450,000

FOOD NETWORK MAGAZINE

Full-color, dedicated Maryland magazine insert to run in CT, DC, MA, MD, NY, OH, PA and WV.

- » Issue Date: May 2015
- » Space Reservation: January 9, 2015
- » Materials Due: January 15, 2015
- » Dedicated Maryland insert
- » Includes May reader service in "A Taste for Travel" with header and 30 words of copy, three-months on travel.foodnetmag.com (two photos, 300 words and URL)
- » Circulation: 390,000

COST TO PARTICIPATE:

- » \$5,495 for a 1/3 page 4C
- » \$2,995 for a 1/6 page 4C

COST TO PARTICIPATE:

- » \$4,000 for a 1/6 page 4C

COST TO PARTICIPATE:

- » \$2,300 for a 1/6 page 4C

REPRESENTATIVE:

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

REPRESENTATIVE:

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

REPRESENTATIVE:

Erin McDonnell
Erin@McDonnellmedia.com
1-888-410-5220

GREAT VACATIONS GETAWAYS

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

- » Issue Date: Spring 2015 (mid-April 2015)
- » Space Reservation: February 13, 2015
- » Materials Due: February 13, 2015
- » Direct link to DMO websites, lead generation form and strong coverage on vginfo.com website for Maryland
- » Circulation: 1,500,000

HEARST WOMAN'S GROUP

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

- » Issue Date: May 2015
 - » Space Reservation: February 9, 2015
 - » Materials Due: February 13, 2015
- Section offered in the following publications:
- » *Country Living Magazine* (Circ: 337,876)
 - » *Good Housekeeping* (Circ: 951,831)
 - » *Woman's Day* (Circ: 896,928)

Total Circulation: 2,186,635

MEREDITH PUBLICATIONS

Multiple page section consisting of advertising and editorial. Circulation concentrated in CT, DC, DE, MD, NJ, NY, PA, OH, VA and WV.

- » Issue Dates: May 2015 Issue (All Recipes: June/July 2015 – on sale May 2015)
- » Space Reservation: January 12, 2015
- » Materials Due: January 14, 2015

Section offered in the following publications:

- » *Better Homes and Gardens* (Circ: 1,581,400)
- » *More* (Circ: 287,900)
- » *Eating Well* (Circ: 176,000)
- » *Everyday with Rachel Ray* (Circ: 443,000)
- » *All Recipes* (Circ: 260,000)

Total Circulation: 3,900,600

COST TO PARTICIPATE:

- » \$7,095 for a 1/6 page 4C
- » \$3,695 for a 1/12 page 4C

COST TO PARTICIPATE:

- » \$39,881 for a FP 4C
- » \$20,055 for a 1/2 page 4C
- » \$13,378 for a 1/3 page 4C
- » \$6,677 for a 1/6 page 4C

COST TO PARTICIPATE:

- » \$27,047.90 for a 1/3 page 4C
- » \$11,922.25 for a 2 1/4" x 3" brochure 4C
- » \$7,216.18 for a 2 1/4" x 2" ad 4C

REPRESENTATIVE:

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

REPRESENTATIVE:

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

REPRESENTATIVE:

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

O, THE OPRAH MAGAZINE

Multi-page—multi-state travel section with reader response form. Circulation concentrated in CT, DC, DE, FL, GA, MA, MD, ME, NH, NJ, NY, NC, PA, RI, SC, VT, VA, and WV

- » Issue Date: May 2015
- » Space Reservation: January 16, 2015
- » Materials Due: January 23, 2015
- » Circulation: 700,000

PRESERVATION MAGAZINE

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

- » Issue Date: Spring 2015
- » Space Reservation: January 8, 2015
- » Materials Due: January 12, 2015
- » Circulation: 158,246

SOUTHERN LIVING

Multiple page Maryland section consisting of advertising and editorial runs in Mid-Atlantic Region (DC, DE, MD, NJ, NY, PA and VA).

- » Issue Dates: April 2015
- » Space Reservation: December 12, 2014
- » Materials Due: December 18, 2014
- » Includes reader service listing on Travel Planner page, plus online listing with link on SLvacations.com.
- » Circulation: 345,000

COST TO PARTICIPATE:

- » \$4,000 for 1/8 page 4C

COST TO PARTICIPATE:

- » \$2,400 for a 1/6 page 4C, 45 words and 1 image

COST TO PARTICIPATE:

- » \$5,100 for a 1/6 page 4C

REPRESENTATIVE:

Lori Stockman
lstockman@maddenmedia.com
978-561-9900

REPRESENTATIVE:

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

REPRESENTATIVE:

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



WASHINGTON POST

Full page, 4C Discover Maryland ad in the Sunday Travel Section.

- » Issue Dates: April 12, 2015 and June 14, 2015
- » Space Reservation Deadline: April 12 issue » February 20, 2015
June 14 issue » April 24, 2015
- » Materials Due Date: April 12 issue » March 4, 2015
June 14 issue » April 29, 2015
- » 1/2 page of editorial
- » 1/2 page of paid advertising
- » Circulation: 780,849

COST TO PARTICIPATE:

- » \$3,162 for a 2 col x 4 1/4" 4C
Limited to 6 participants

REPRESENTATIVE:

Cheryl Wood
cheryl.wood@washpost.com
202-815-6280

WEIDER HISTORY GROUP

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

Issue Dates:
American History and Civil War Times:
June (on sale 4/1)
America's Civil War: July (on sale 5/6)
1864 Special Issue: On sale 7/1

Includes a spot in Heritage Travel and Lifestyle Showcase page with BRC, MD advertorial spread will appear on Weider Heritage Travel landing page for six months and 300,000 impressions on www.historynet.com.

America's Civil War and Civil War Times

Editorial is concentrated more on the personalities and issues that caused the Civil War.

America's Civil War

- » Space Reservation: March 9, 2015
- » Materials Due: March 16, 2015
- » Circulation: 37,000

Civil War Times

- » Space Reservation: February 2, 2015
- » Materials Due: February 9, 2015
- » Circulation: 53,000

American History

General interest history magazine covering America and its history from the colonial times to the present.

- » Space Reservation: February 2, 2015
- » Materials Due: February 9, 2015
- » Circulation: 53,000

150th Anniversary... End of the Civil War

- » Space Reservation: January 1, 2015
- » Materials Due: January 8, 2015
- » Circulation: 75,000

COST TO PARTICIPATE:

- » \$4,545 for a 2/3 page 4C
- » \$3,750 for a 1/2 page 4C
- » \$2,500 for a 1/3 page 4C
- » \$1,250 for a 1/6 page 4C

REPRESENTATIVE:

Richard Vincent
richard.vincent@weiderhistorygroup.com
703-779-8388

TELEVISION ADVERTISING OPPORTUNITIES

Costs are for a :10 spot (art card plus audio). Schedules must run between 3/30 – 6/28/15.
Costs shown are for a one week schedule. Two – three minimum recommended.

BALTIMORE

WBAL-TV (NBC)

OPTION 1:

- » 4 Spots M-F (5A-9A)
- » 4 Spots M-F (5P-8P)
- » 3 Spots Sa-Su (6A-10:30A)
- » 11 Spots Total = \$3,500
- » Adults 25-54
- » Gross Impressions: 196,632

OPTION 2:

- » 3 Spots M-F (5A-9A)
- » 2 Spots M-F (5P-8P)
- » 3 Spots Sa-Su (6A-10:30A)
- » 8 Spots Total = \$2,550
- » Adults 25-54
- » Gross Impressions: 148,940

REPRESENTATIVE:

Katie Walsh
kmwalsh@hearst.com
410-338-6420

WBFF-TV (FOX)

OPTION 1:

- » 23 Spots M-F (5A-9A);
- » 12 Spots Sa-Su (7A-11A)
- » 35 Spots Total = \$3,000
- » Adults 25-54
- » Gross Impressions: 381,415

OPTION 2:

- » 20 Spots M-F (5A-9A)
- » 8 Spots Sa-Su (7A-11A)
- » 28 Spots Total = \$2,500
- » Adults 25-54
- » Gross Impressions: 319,929

REPRESENTATIVE:

Tony Mastromatteo
amastromatteo@sbgtv.com
410-662-1490

WMAR-TV (ABC)

- » 26 Spots M-F (5A-9A)
- » 2 Spots Sa-Su (8A-9A)
- » 28 Spots Total = \$1,820
- » Adults 25-54
- » Gross Impressions: 222,688

REPRESENTATIVE:

Gail Chapolini
chapolini@wmar.com
410-372-2350

COMCAST CABLE

- » Each participant receives :10 of a :30 spot

OPTION 1: NEWS PACKAGE

- ESPN, Fox News, CNN
Headline News, MSNBC
- » 4 Spots M-F (6A-9A)
 - » 2 Spots Sa-Su (7A-11A)
 - » 2 Spots M-Th (6P-Mid)
 - » 8 Spots per Network –
40 Spots Total = \$1,938
 - » Adults 25-54
 - » Gross Impressions: 84,876
 - » Each participant receives :10 of a :30 spot

OPTION 2: PRIME PACKAGE

- Food, History, Discovery,
TNT, Travel
- » 4 Spots M-Su (6P-Mid)
per network
 - » 20 Spots Total = \$2,125
 - » Adults 25-64
 - » Gross Impressions: 68,625

WJZ-TV (CBS)

OPTION 1:

- » 12 Spots M-F (5A-9A)
- » 4 Spots Sa-Su (6A-10:30A)
- » 16 Spots Total = \$2,975
- » Adults 25-54
- » Gross Impressions: 381,946

OPTION 2:

- » 9 Spots M-F (5A-9A)
- » 3 Spots Sa-Su (6A-10:30A)
- » 12 Spots Total = \$2,210
- » Adults 25-54
- » Gross Impressions: 284,700

REPRESENTATIVE:

Jennifer Schmidt
jschmidt@wjz.com
410-578-1292

WMPT-TV (PBS)

- » Must run 5/4 – 6/28/15
- » Minimum 2 weeks

OPTION 1:

- » 35 Spots M-Su (7P-Mid)
- » 35 Spots Total = \$2,500
- » Adults 25-54
- » Gross Impressions: 96,000+

OPTION 2:

- » 20 Spots M-Su (7P-Mid)
- » 20 Spots Total = \$1,500
- » Adults 25-54
- » Gross Impressions: 55,000+

REPRESENTATIVE:

Victoria Hecht
vhecht@mpt.org
410-581-4302

REPRESENTATIVE:

Jenn Tawney
jennifer_tawney@cable.comcast.com
443-761-6134

WASHINGTON, DC

WJLA-TV (ABC)

OPTION 1:

- » 8 Spots M-F (5A-9A)
- » 6 Spots M-F (4P-6P)
- » 6 Spots Sa-Su (7A-10A)
- » 20 Spots Total = \$3,550
- » Adults 25-54
- » Gross Impressions: 312,330

OPTION 2:

- » 4 Spots M-F (5A-9A)
- » 4 Spots M-F (4P-8P)
- » 4 Spots Sa-Su (7A-10A)
- » 12 Spots Total = \$2,100
- » Adults 25-54
- » Gross Impressions: 176,151

REPRESENTATIVE:

Steve Zafirooulos
stevez@wjla.com
703-236-9660

WRC-TV (NBC)

OPTION 1:

- » 10 Spots M-F (5A-9A);
- » 5 Spots Sa-Su (6A-10A)
- » 15 Spots Total = \$5,100
- » Adults 25-54
- » Gross Impressions: 563,901

OPTION 2:

- » 8 Spots M-F (5A-9A)
- » 3 Spots Sa-Su (6A-10A)
- » 11 Spots Total = \$3,800
- » Adults 25-54
- » Gross Impressions: 437,864

REPRESENTATIVE:

Katie Sobash
katie.sobash@nbcumi.com
202-885-4290

WTTG-TV (FOX)

OPTION 1:

- » 10 Spots M-F (5A-9A)
- » 3 Spots Sa (7A-9A)
- » 13 Spots Total = \$2,975
- » Adults 25-54
- » Gross Impressions: 427,491

OPTION 2:

- » 6 Spots M-F (5A-9A)
- » 2 Spots Sa (7A-9A)
- » 8 Spots Total = \$1,700
- » Adults 25-54
- » Gross Impressions: 240,958

REPRESENTATIVE:

Jennifer Cheadle
jennifer.cheadle@foxtv.com
202-895-3372

WUSA-TV (CBS)

OPTION 1:

- » 16 Spots M-F (5A-9A)
- » 4 Spots (Sa-Su (8A-10:30A))
- » 20 Spots Total = \$2,975
- » Adults 25-54
- » Gross Impressions: 260,446

OPTION 2:

- » 14 Spots M-F (5A-9A)
- » 14 Spots Total = \$1,743
- » Adults 25-54
- » Gross Impressions: 171,002

REPRESENTATIVE:

Mark Young
myoung5@wusa9.com
202-895-5925

COMCAST CABLE

- » Each participant receives
:10 of a :30 spot

OPTION 1: NEWS PACKAGE

Fox News, CNN Headline News, CNBC

- » 2 Spots M-F (5A-9A)
- » 2 Spots Sa-Su (6A-11A)
- » 2 Spots M-F (4P-Mid)
- » 6 Spots per Network –
24 Spots Total = \$2,550
- » Adults 25-54
- » Gross Impressions: 80,538

OPTION 2: PRIME PACKAGE

Food, Entertainment, USA, Travel

- » 3 Spots M-Su (4P-Mid) per network
- » 12 Spots Total = \$2,550
- » Adults 25-64
- » Gross Impressions: 78,875

REPRESENTATIVE:

Cindy Friedman
cindy_friedman@cable.comcast.com
240-482-2519

DIGITAL ADVERTISING OPPORTUNITIES

MILLENNIAL MEDIA MOBILE AD NETWORK

Geo-targeted mobile ad network placements will reach users in key DMA's on smartphones and tablets viewing content specific to Travel, Weather, Dining and Entertainment.

- » Flight Dates: May 1 – June 30, 2015
- » Space Reservation: March 31, 2015
- » Ad Sizes: 320x53; 300x250; 728x90; 300x50; 216x36

PRICELINE.COM

Content targeting reaches users, in key DMA's, searching travel information for Maryland and surrounding destinations.

- » Flight Dates: May 1 – June 30, 2015
- » Space Reservation: March 31, 2015
- » Ad Sizes: 300x250; 728x90

TRIPADVISOR.COM

Content targeting reaches users, in key DMA's, searching for travel information for Maryland and surrounding destinations.

- » Flight Dates: May 1 – June 30, 2015
- » Space Reservation: March 31, 2015
- » Ad Sizes: 728x90; 160x600; 300x250



COST TO PARTICIPATE:

- Option 1 » \$10,000 for 45,000 Clicks
- Option 2 » \$5,000 for 22,500 Clicks
- Option 3 » \$2,500 for 11,250 Clicks

COST TO PARTICIPATE:

- Option 1 » \$10,000 for 854,545 Impressions
- Option 2 » \$5,000 for 427,273 Impressions
- Option 3 » \$2,500 for 227,273 Impressions

COST TO PARTICIPATE:

- Option 1 » \$15,000 for 877,709 Impressions
- Option 2 » \$7,500 for 438,854 Impressions
- Option 3 » \$5,000 for 292,570 Impressions
- Option 4 » \$1,000 for 61,765 Impressions

REPRESENTATIVE:

Ariel Deitz
adeitz@millennialmedia.com
 646-457-9685

REPRESENTATIVE:

Robyn Augustine
robyn.augustine@priceline.com
 203-299-8020

REPRESENTATIVE:

Mark Preston
mpreston@tripadvisor.com
 617-795-7951

WASHINGTONPOST.COM

Geo-targeted rotating banners throughout washingtonpost.com. Roadblock of Lifestyle section with half-page.

- » Flight Dates: May or June 2015
- » Campaign Length: 4 Weeks

SCRIPPS NETWORK – FOOD SITES

Geo-targeted rotating banners will run on FoodNetwork.com, Food.com, CookingChannelTV.com and RachelRay.com.

- » Flight Dates: May or June 2015
- » Campaign Length: 4 Weeks

COST TO PARTICIPATE:

Option 1 » \$5,000 for 525,000 Impressions (run of site 1/2 page ad and expanding leaderboards, tile and text on splash page)

Option 2 » \$3,500 for 367,000 Impressions (run of site expanding leaderboards, tile and text on splash page)

Option 3 » \$2,000 for 210,000 Impressions (run of site expanding leaderboards, tile and text on splash page)

COST TO PARTICIPATE:

Option 1 » \$10,000 for 1,443,636 Impressions

Option 2 » \$5,000 for 454,545 Impressions

Option 3 » \$2,500 for 227,273 Impressions

REPRESENTATIVE:

Terri Mays
Teresa.mays@washpost.com
202-497-8930

REPRESENTATIVE:

Tim Chandler
tchandler@scrippsnetwork.com
865-560-3970



TRADE ADVERTISING OPPORTUNITIES

GROUPS TODAY

Option 1 » Ad space in Marvh/April 2015, and May/June 2015 issues – size determined by number of participants.

Option 2 » Ad space in July/August 2015, September/October 2015, and November/December 2015 issues – size determined by number of participants.

Option 3 » Ad space in all 5 issues – size determined by number of participants.

With either options, each participant receives:

- » Social spotlight
- » Editorial in What's New section
- » Itinerary posting on groupstoday.com
- » eNews editorial
- » Custom web page on groupstoday.com
- » Extended exposure in the digital edition of the magazine
- » Space Reservation:
 - March/April » December 12, 2014
 - May/June » February 13, 2015
 - July/August » April 10, 2015
 - September/October » June 12, 2015
 - November/December » August 21, 2015
- » Materials Due:
 - March/April » December 28, 2014
 - May/June » February 27, 2015
 - July/August » April 10, 2015
 - September/October » June 26, 2015
 - November/December » September 4, 2015

GROUP TOUR MAGAZINE

Ad space with Maryland edit in every issue in February, May, August and November 2015 issues.

In-Book Features

- » Premier placement with Maryland edit in every issue
- » Leads delivered after each issue (1 lead converted = an average of 46 people per visit)
- » 4x advertisers get guaranteed editorial in one of the issue
- » Inclusion in the Digital Edition of each issue with bonus circulation of over 2,500 inbound international tour operators

On grouptourmagazine.com:

- » 1x and 2x insertions includes a listing on the Maryland suppliers page (Company name, address, phone)
- » 4x insertions feature the advertiser with a full extended profile on the Maryland suppliers page (pictures, 75 word description, group policies, website link, email address, Google map)
- » 4x advertisers get guaranteed online editorial coverage

Deadlines:

- » Space reservation: 60 days before issue date
- » Materials due: 45 days before issue date

COST TO PARTICIPATE:

Option 1 = \$990/each participant
 Option 2 = \$1,485/each participant
 Option 3 = \$2,475/each participant

COST TO PARTICIPATE:

1/12 page 4C » \$724 per (2x) or \$615 per (4x)
 1/6 page 4C » \$1,526 per (1x), \$1,373 per (2x) or \$1,221 per (4x)
 1/4 page 4C » \$2,525 per (1x), \$2,273 per (2x) or \$2,020 per (4x)

REPRESENTATIVE:

Tim Compton
tim@serendipitymediallc.com
 866-252-7108

REPRESENTATIVE:

Greg Jones
greg@goxmedia.com
 859-273-6464

SALES COOPERATIVE OPPORTUNITIES

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: 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)

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)

MARKETING TARGET: INTERNATIONAL

Opportunity: U.S. Travel Association’s IPW (International Pow Wow Show), Orlando, FL, May 30–June 3, 2015.

Description: IPW 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 IPW, 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 Maryland suppliers.

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

FOR MORE INFORMATION CONTACT:

Rich Gilbert » 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 » 443-994-1862 » 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 SPORTS EVENTS OWNERS AND NATIONAL GOVERNING BODIES (NGB) RELATED TO 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.

Cost: \$4,300 - \$14,500 (Pricing is tier-based)

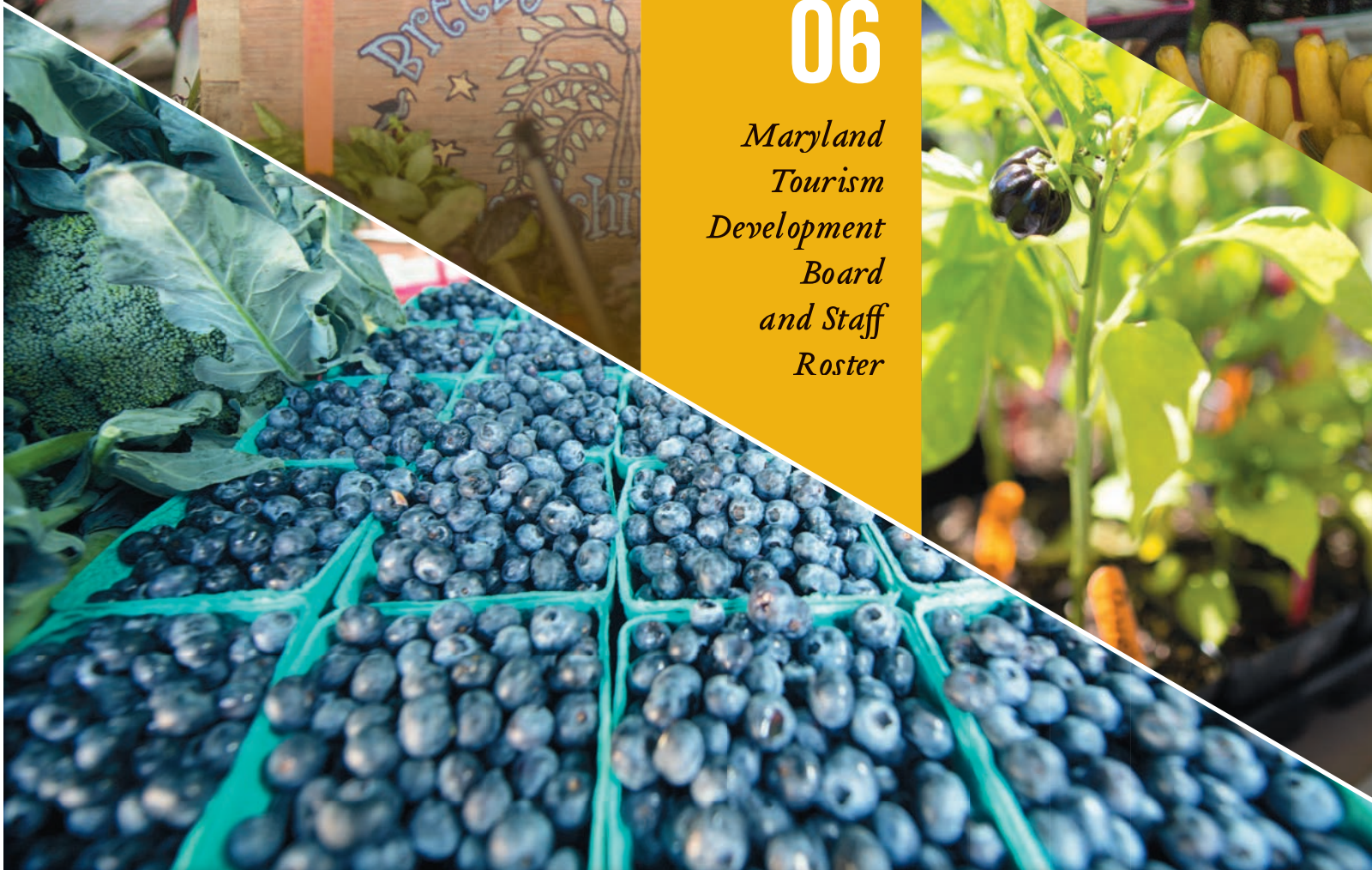
FOR MORE INFORMATION CONTACT:

Terry Hasseltine » 410-223-4139
thasseltine@MarylandSports.us



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*Maryland
Tourism
Development
Board
and Staff
Roster*



MARYLAND TOURISM DEVELOPMENT BOARD ROSTER

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President, Merit Hotel Group

MR. CHRISTOPHER S. SCHARDT

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Senior General Manager
General Growth Properties
The Gallery

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Button Farm Living History Center

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Insurance and Financial Specialist
Retired

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Executive Director
Tourism Council of Frederick County, Inc.

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Woodlawn Bed & Breakfast
and Slack Winery

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Maryland Soccer Foundation

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Bartlett Pear Inn

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Executive Director
Prince George's County CVB

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Director of Marketing
Big Steaks Management

MS. WINIFRED ROCHE

Tourism Manager
Harford County Office of Tourism

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Managing Partner
Comfort Inn Shady Grove

MR. VICTOR A. SULIN

Attorney at Law
Retired

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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

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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. CHANDA MILLER

Board Liason

MARYLAND OFFICE OF TOURISM STAFF ROSTER

DIVISION OF TOURISM, FILM AND THE ARTS

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Welcome Centers

I-95 NORTH WELCOME CENTER

301-490-1333
Margie Long, Supervisor

I-95 SOUTH WELCOME CENTER

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

301-447-3719
Casey Keyfauber, Supervisor



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*Maryland
Destination
Marketing
Organizations*



MARYLAND DESTINATION MARKETING ORGANIZATIONS

ALLEGANY COUNTY

Allegany County Tourism
13 Canal Street, Room 306
Cumberland, MD 21502
301-777-5138; 800-425-2067
Fax: 301-777-5137

www.mdmountainside.com

ANNAPOLIS/ ANNE ARUNDEL COUNTY

Annapolis & 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
Office of Communications
400 Washington Avenue
Towson, MD 21204
410-887-4289
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, Room 107
Westminster, MD 21157
1-800-272-1933; 410-386-2898
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; 1-800-CECIL-95
Fax: 1-866-466-7069

www.seececil.org

CHARLES COUNTY

Charles County Government
P.O. Box 2150; 200 Baltimore Street
La Plata, MD 20646
800-766-3386; 301-396-5839
Fax: 301-885-1311

www.charlescountymd.gov

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 & 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
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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; 1-800-626-2326
Fax: 410-289-0058

www.ococean.com

PRINCE GEORGE'S COUNTY

Prince George's County CVB
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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.visitqueenannes.com

ST. MARY'S COUNTY

St. Mary's County Department of
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P.O. Box 653; 23115 Leonard Hall Dr.
Leonardtown, MD 20650
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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
301-745-5770
Fax: 301-791-2601

www.marylandmemories.org

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
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www.visitworcester.org







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