

**Board of Directors Meeting
Kalispell Tourism Business Improvement District
Wednesday – October 19, 2011
2:30 pm – 5:00 pm**

Location: Hampton Inn, Kalispell

AGENDA

2:30 pm Meeting Called to Order: Gib Bissell, Chairman of the Board

1. Hear from the Public

Members of the public are invited to present information related to the Tourism Business Improvement District. Presenters are limited to three (3) minutes each.

2. Board Action

- a) Approval of minutes: September 7, 2011 board meeting
- b) TBID financial statement as of 08/31/2011
- c) Reapproval of \$2,000 pledge to airport for solicitation of new flight
- d) Calgary CVB membership

3. Board Discussion

- a) TBID hotel management/ownership updates
- b) TBID Failure to Collect and Report updates
- c) STR Report and competitive segments
- d) Special event proposal
- e) Proposed group sales plan
- f) Redistricting of Urban Development Area

4. KCVB

- a) Marketing and advertising updates
- b) Event updates

5. Wayfinding Study: field work results and discussion

Vicki Sodenberg, Cygnet Strategies

5:00 pm Meeting Adjourns

Enclosures: September 7, 2011 minutes
October 12, 2011 officer meeting minutes
TBID financial statements
KCVB: marketing report, draft group sales plan
Kalispell STR Report

For Further Information, Please Contact:

Gib Bissell, Board Chairman gib@aeroinn.com or 406-755-3798
Diane Medler, KCVB Director dianem@kalispellchamber.com or 406-758-2808

TBID Board Meeting Schedule for 2011

January 5	February 2	March 2	April 6	May 4	June 1
July 6	August 3	September 7	October 19	November 2	December 7

Note: Other than the meeting starting time, times listed are approximate and agenda items may be rearranged. Action may be taken on any item listed on the agenda. Public comment is welcome on all items.

Kalispell Tourism Business Improvement District
Board Attendance

2010

	Jun 16	Jul 7	Jul 16	Jul 21	Aug 18	Sep 1	Oct 13	Nov 10	Dec 8
Bissell, Gib	~	X	X	~	X	X	X	X	X
Clark, Janet	X	~	X	X	X	X	X	X	X
Fisher, Lori	X	X	X	~		X	X	X	X
Ginepra, David	X	X	X	X	X	X	X	X	X
Scott, Bryan	X	X	~	X	X	X	X	X	X
Walters, Chris	~	X	X	X	X	X	X	~	X
Wolfe, Arlinna	~	~	~	X	X	X	X	X	~

2011

	Jan 5	Feb 2	Mar 2	Apr 6	May 4	Jun 1	Jul 6	Aug 3	Sep 7	Oct 5	Nov 2	Dec 7
Bissell, Gib	X	~	X	X	X	X	X	~	X			
Brown, Lisa								X	X			
Clark, Janet	X	X	X	X	X	X	X	X	X			
Fisher, Lori	X	X	X	X	X	X	X	~	X			
Moderie, Dan					X	X	X	X	X			
Ginepra, David	X	X	X	~								
Scott, Bryan	~	X	X	X	X							
Walters, Chris	X	X	X	X	X	X	X	X	X			
Wolfe, Arlinna	X	X	X	X	~	X	X	X	X			

**Board of Directors Meeting
Kalispell Tourism Business Improvement District
Wednesday, September 7, 2011 – 3:00 PM
Kalispell Chamber of Commerce**

Minutes

Board Members Present: Chris Walter, Dan Moderie, Janet Clark, Arlinna Wolfe, Lisa Brown. Gib Bissell, Lori Fisher

Board Members Absent: none

Staff Present: Joe Unterreiner, Diane Medler, Rob Brisendine

Guests Present: none

Meeting was called to order by Gib Bissell, Chairman of the Board at 3:00 PM.

1. Hear from the public
none

2. Board Action

- a. Approve Minutes from the August 3, 2011 Meeting: Discussion: None
Action: Motion was made by Janet Clark to approve the minutes as written. Motion seconded by Arlinna Wolfe. Board approved unanimously.
- b. TBID financial statements: Discussion - None
Action: Motion was made by Lori Fisher to approve the financial statements. Motion seconded by Lisa Brown. Board approved unanimously.
- c. MLHA Tourism PR Initiative: Stuart Doggett of MLHA requesting sponsorship of MT tourism PR initiative. The sponsorship would help to fund efforts to educate the public and politicians on impact of tourism on economy, before and during the next legislative session through the efforts of a dedicated PR person and media firm. MLHA has pledged \$40,000, other CVB's and Regions have pledged sponsorships. Sponsorship levels were outlined in the letter ranging from \$500 to \$20,000. The board discussed the importance of the initiative but felt it was prudent to pledge half now with anticipation of pledging additional amount after the summer quarter revenue is in. The second payment will be revisited at the December or January TBID board meeting.
Action: Motion was made by Lisa Brown to pledge \$2,500 now and \$2,500 in 2012. Motion seconded by Janet Clark. Board approved unanimously.

3. Board Discussion

- a. Calgary Trade Show – October 2012: Diane has reserved a booth at the Calgary Women's Show October 22-23rd at Stampede Park. Expected attendance at the 2-day event is 10,000. Diane is looking for TBID members to attend and help at the booth to promote Kalispell. The booth rental is paid by bed tax/TBID and the TBID members that participate pay their own travel and lodging expenses.
- b. KCVB Updates: Diane provided a handout updating status of marketing and advertising initiatives: fall online marketing campaign, PR campaign, RMI Fam, statistics from VIC, website, Facebook and Trip Advisor

Meeting was adjourned by Gib Bissell at 4:15 PM.

Respectfully Submitted: Diane Medler

For Further Information, Please Contact

Gib Bissell, Board Chairman, gib@aeroinn.com or 406-755-3798
Diane Medler, CVB Director, dianem@kalispellchamber.com or 406-758-2808

Board Meeting Schedule for 2011 - Kalispell Chamber Conference Room at 3:00 Pm

January 5	February 2	March 2	April 6	May 4	June 1
July 6	August 3	September 7	October 5	November 2	December 7

TBID Officers Meeting
October 12, 2011
Colter Coffee
4:00 pm

Present: Gib Bissell, Janet Clark, Lori Fisher, Diane Medler, Rob Brisendine

Agenda

Approved list of board action items:

Minutes – September 7, 2011 board meeting
Financial statements

Discussion items:

- Failure to Collect and Report updates – based on the TBID Payment Instructions, the collection procedure has been implemented by the TBID and City on the past due collections from two properties. Diane will revisit the procedure with city attorney Charlie Harball to better understand how the debt will be assessed moving forward since both properties have had a change of ownership.
- Special event proposal – Rob summarized the large event festival being planned for fall 2012. He will present a summary, cost proposal and special event grant application at the board meeting. The expenses are in line with the event marketing budget but he'd like the board's buy-in prior to proceeding.
- Proposed group sales plan – Rob will present a draft plan outlining the proposed marketing efforts to increase our group/meeting business including trade show and travel estimates, lead purchase programs and advertising initiatives.
- Redistricting of the Urban Development Area – Diane will send out notice to TBID members alerting them to the City Council public hearing on Oct 17th where the Council is looking for comments for or against the redistricting that was recommended by the Planning council. Approval of the redistricting will allow the city to accept proposed projects from this expanded area to bond to the Westside TIF. Diane will attend the council meeting and recommends a letter of support from the TBID board to be sent to Council prior to the November Council meeting.
- The officers read over the remainder of the agenda and agreed to move forward as is with no further changes.

Meeting was adjourned at 5:15 pm

Kalispell Tourism Business Improvement District
Summary of Expenditures
October 19, 2011

Profit and Loss Statement August 2011:

Office Supplies - \$61.29: White envelopes to mail presentation folders; frame for poster for office

Telephone - \$420.35: Rob phone install plus monthly phone charges

Travel Expenses - \$24.53: local mileage

Equipment - \$129.95: Purchase of Publisher software

Employee Search - \$7333.33: Express Employment for Rob; Rob moving allowance

Consumer Marketing - \$820.74: airport stocking; Facebook page administration; fall campaign creative; deposit on Calgary Outdoor & Recreation Show (March)

Group Marketing - \$38.95: pre-FAM dinner

Public Relations - \$197: photography model payments

Research/Education - \$225.00: Leadership Flathead

Prior Fiscal Year – (\$425.01): credit, expense moved to bed tax

Statement of Cash Flow													0	
TBID FY 2012													0	
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	Total
	Jul-11	Aug-11	Estimate Sep-11	Estimate Oct-11	Estimate Nov-11	Estimate Dec-11	Estimate Jan-12	Estimate Feb-12	Estimate Mar-12	Estimate Apr-12	Estimate May-12	Estimate Jun-12	Estimate	Estimate
ASSETS														
Cash on Hand	\$ 94,251.69	\$ 79,759.57	\$ 125,634.84	\$ 77,559.84	\$ 50,284.84	\$ 140,009.84	\$ 112,234.84	\$ 86,239.84	\$ 107,214.84	\$ 75,120.84	\$ 49,026.84	\$ 67,432.84	\$ 280,819.25	\$ 41,588.84
TBID Quarterly Collections	\$ -	\$ 62,819.25	\$ -	\$ -	\$ 120,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -	\$ -
Fixed Asset	\$ 1,099.80	\$ (1,099.90)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19.21	\$ -
Interest Income	\$ 7.13	\$ 12.08	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,838.46	\$ -
Total Cash Receipts	\$ 1,107.03	\$ 61,731.43	\$ -	\$ -	\$ 120,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -	\$ -	\$ -	\$ 280,838.46	\$ -
Total Cash Available	\$ 95,358.72	\$ 141,491.00	\$ 125,634.84	\$ 77,559.84	\$ 170,284.84	\$ 140,009.84	\$ 112,234.84	\$ 135,239.84	\$ 107,214.84	\$ 75,120.84	\$ 98,026.84	\$ 67,432.84	\$ 41,588.84	\$ -
LIABILITIES & EQUITY														
Staffing - Program Mgr & Sales Mgr	\$ 4,314.56	\$ 4,741.13	\$ 9,400.00	\$ 9,750.00	\$ 9,750.00	\$ 9,750.00	\$ 9,950.00	\$ 10,025.00	\$ 10,075.00	\$ 10,075.00	\$ 10,075.00	\$ 10,075.00	\$ 107,980.69	\$ -
Bank Fees	\$ 2.25	\$ 2.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,976.00	\$ -
Rent	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 2,583.23	\$ -
Telephone	\$ 162.88	\$ 420.35	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 754.25	\$ -
Office Supplies	\$ 192.96	\$ 61.29	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 2,114.58	\$ -
Postage & Copies	\$ 43.03	\$ 71.55	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 6,000.00	\$ -
Audit	\$ -	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,332.50	\$ -
Bookkeeping	\$ 192.50	\$ 140.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 6,551.78	\$ -
Tax Prep	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,333.33	\$ -
City of Kalspell Admin Fee	\$ -	\$ 1,551.78	\$ -	\$ -	\$ 3,000.00	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ 1,428.32	\$ -
Employee Search/moving expenses	\$ -	\$ 7,333.33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 496.00	\$ -
Travel and entertainment	\$ 128.79	\$ 49.53	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 749.95	\$ -
Technology support	\$ 80.00	\$ -	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 5,025.00	\$ -
Equipment & Software	\$ 45.00	\$ 129.95	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ -	\$ -
Research and Education	\$ -	\$ 225.00	\$ 4,800.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Website	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 5,237.50	\$ -
Maintenance & enhancements	\$ 1,237.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,750.00	\$ -
SEO & SEM	\$ 750.00	\$ -	\$ 2,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,900.00	\$ -
Publications	\$ -	\$ -	\$ 3,400.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consumer Marketing	\$ 1,707.75	\$ 820.74	\$ 9,000.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 49,778.49	\$ -
Event Sponsorship/Marketing	\$ -	\$ -	\$ 3,100.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 4,600.00	\$ 44,500.00	\$ -
Grant Marketing	\$ -	\$ 38.95	\$ 4,000.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 47,238.95	\$ -
Public Relations/Publicity	\$ -	\$ 197.00	\$ 4,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 750.00	\$ 12,947.00	\$ -
Prior Fiscal Year Expenses	\$ 6,243.93	\$ (425.01)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-total	\$ 15,599.15	\$ 15,866.16	\$ 48,075.00	\$ 27,275.00	\$ 30,275.00	\$ 27,775.00	\$ 25,975.00	\$ 28,045.00	\$ 32,094.00	\$ 26,094.00	\$ 30,594.00	\$ 25,844.00	\$ 333,501.31	\$ -
Total Cash Paid Out	\$ 15,599.15	\$ 15,866.16	\$ 48,075.00	\$ 27,275.00	\$ 30,275.00	\$ 27,775.00	\$ 25,975.00	\$ 28,045.00	\$ 32,094.00	\$ 26,094.00	\$ 30,594.00	\$ 25,844.00	\$ 333,501.31	\$ -
Cash Position	\$ 79,759.57	\$ 125,634.84	\$ 77,559.84	\$ 50,284.84	\$ 140,009.84	\$ 112,234.84	\$ 86,239.84	\$ 107,214.84	\$ 75,120.84	\$ 49,026.84	\$ 67,432.84	\$ 41,588.84	\$ -	\$ 41,588.84

Tourism Business Improvement District
Balance Sheet
As of August 31, 2011

	<u>Aug 31, 11</u>
ASSETS	
Current Assets	
Checking/Savings	138,306.83
1010 - Checking	138,306.83
Total Checking/Savings	<u>138,306.83</u>
Total Current Assets	138,306.83
Fixed Assets	
1710 - Office Equipment	1,099.90
Total Fixed Assets	<u>1,099.90</u>
TOTAL ASSETS	<u>139,406.73</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	13,771.89
2000 - Accounts Payable	13,771.89
Total Accounts Payable	<u>13,771.89</u>
Total Current Liabilities	13,771.89
Total Liabilities	13,771.89
Equity	
32000 - Unrestricted Net Assets	94,251.69
Net Income	31,383.15
Total Equity	<u>125,634.84</u>
TOTAL LIABILITIES & EQUITY	<u>139,406.73</u>

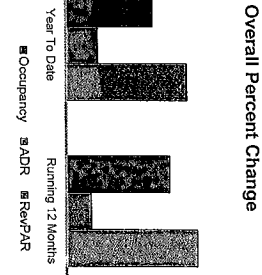
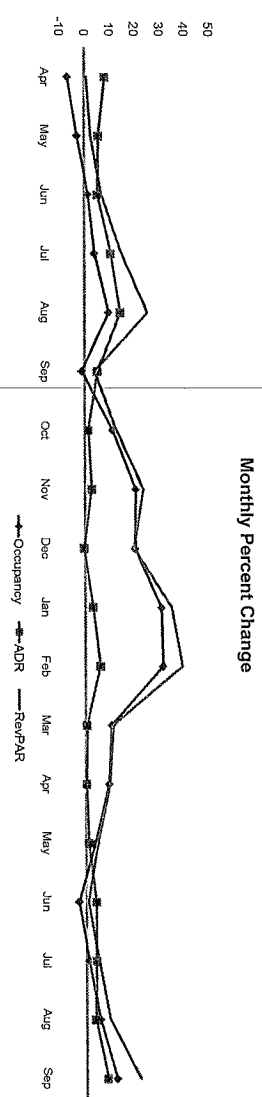
Tourism Business Improvement District Profit & Loss August 2011

	Aug 11	Jul - Aug 11
Income		
4000 · TBID Revenue	62,819.25	62,819.25
4100 · Interest Income	12.08	19.21
Total Income	62,831.33	62,838.46
Expense		
5000 · Staffing	3,775.66	7,150.66
5010 · Wages	965.47	1,905.03
5020 · Benefits	4,741.13	9,055.69
Total 5000 · Staffing	9,482.26	18,111.38
5100 · Administrative		
5350 · City of Kalispell Admin Fee	1,551.78	1,551.78
5110 · Bank Fees	2.57	4.82
5125 · Bookkeeping	140.00	332.50
5140 · Office Supplies	61.29	254.25
5150 · Postage & Copies	71.55	114.58
5160 · Rent	498.00	996.00
5180 · Telephone	420.35	583.23
5185 · Travel Expenses	24.53	153.32
5190 · Technology Support	0.00	80.00
5195 · Equipment (Software)	129.95	174.95
5199 · Employee Search Exp	7,333.33	7,333.33
Total 5100 · Administrative	10,233.35	11,578.76
5250 · Web Site		
5260 · Development	0.00	600.00
5270 · Maintenance	0.00	637.50
5280 · SEO & SEM	0.00	750.00
Total 5250 · Web Site	0.00	1,987.50
5400 · Consumer Marketing		
5430 · Social Media	375.00	500.00
5450 · Online Advertising	0.00	1,482.75
5460 · Travel Shows	345.74	345.74
5490 · Stock Airport VIC	100.00	200.00
Total 5400 · Consumer Marketing	820.74	2,528.49
5550 · Group Marketing		
5565 · Trade Show, FAM Trips	38.95	38.95
Total 5550 · Group Marketing	38.95	38.95
5650 · Public Relations		
5670 · Photography	197.00	197.00
Total 5650 · Public Relations	197.00	197.00
5750 · Research	225.00	225.00

2:18 PM
09/16/11
Accrual Basis

Tourism Business Improvement District
Profit & Loss
August 2011

	Aug 11	Jul - Aug 11
5850 - Travel	25.00	25.00
6000 - Prior Fiscal Year Expense	-425.01	5,818.92
Total Expense	15,856.16	31,455.31
Net Income	46,975.17	31,383.15



Occupancy (%)		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	33.9	43.9	63.0	67.0	83.5
May	46.2	62.1	83.7	76.2	93.8
Jun	58.8	79.9	115.5	101.2	121.1
Jul	68.2	92.6	137.8	127.2	152.1
Aug	74.7	107.9	157.2	147.2	171.1
Sep	70.2	107.2	157.2	147.2	171.1
Oct	65.0	92.6	137.8	127.2	152.1
Nov	58.8	79.9	115.5	101.2	121.1
Dec	46.2	62.1	83.7	76.2	93.8
Jan	33.9	43.9	63.0	67.0	83.5
Feb	33.9	43.9	63.0	67.0	83.5
Mar	33.9	43.9	63.0	67.0	83.5
Apr	33.9	43.9	63.0	67.0	83.5

ADR		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	70.26	74.75	66.90	107.92	107.12
May	82.62	70.87	82.65	97.73	92.82
Jun	81.1	5.5	5.1	10.4	14.2
Jul	81.1	5.5	5.1	10.4	14.2
Aug	81.1	5.5	5.1	10.4	14.2
Sep	81.1	5.5	5.1	10.4	14.2
Oct	81.1	5.5	5.1	10.4	14.2
Nov	81.1	5.5	5.1	10.4	14.2
Dec	81.1	5.5	5.1	10.4	14.2
Jan	81.1	5.5	5.1	10.4	14.2
Feb	81.1	5.5	5.1	10.4	14.2
Mar	81.1	5.5	5.1	10.4	14.2
Apr	81.1	5.5	5.1	10.4	14.2

RevPAR		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	23.64	32.81	54.73	93.90	89.47
May	23.48	32.03	51.31	81.79	71.48
Jun	0.7	2.4	6.7	14.8	25.2
Jul	0.7	2.4	6.7	14.8	25.2
Aug	0.7	2.4	6.7	14.8	25.2
Sep	0.7	2.4	6.7	14.8	25.2
Oct	0.7	2.4	6.7	14.8	25.2
Nov	0.7	2.4	6.7	14.8	25.2
Dec	0.7	2.4	6.7	14.8	25.2
Jan	0.7	2.4	6.7	14.8	25.2
Feb	0.7	2.4	6.7	14.8	25.2
Mar	0.7	2.4	6.7	14.8	25.2
Apr	0.7	2.4	6.7	14.8	25.2

Supply		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	48,680	50,313	48,680	50,313	48,680
May	50,313	48,680	50,313	48,680	50,313
Jun	48,680	50,313	48,680	50,313	48,680
Jul	48,680	50,313	48,680	50,313	48,680
Aug	48,680	50,313	48,680	50,313	48,680
Sep	48,680	50,313	48,680	50,313	48,680
Oct	48,680	50,313	48,680	50,313	48,680
Nov	48,680	50,313	48,680	50,313	48,680
Dec	48,680	50,313	48,680	50,313	48,680
Jan	48,680	50,313	48,680	50,313	48,680
Feb	48,680	50,313	48,680	50,313	48,680
Mar	48,680	50,313	48,680	50,313	48,680
Apr	48,680	50,313	48,680	50,313	48,680

Demand		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	18,383	22,063	30,666	43,776	42,024
May	17,583	22,741	30,223	42,104	38,331
Jun	-8.8	-2.9	1.5	4.0	8.8
Jul	-8.8	-2.9	1.5	4.0	8.8
Aug	-8.8	-2.9	1.5	4.0	8.8
Sep	-8.8	-2.9	1.5	4.0	8.8
Oct	-8.8	-2.9	1.5	4.0	8.8
Nov	-8.8	-2.9	1.5	4.0	8.8
Dec	-8.8	-2.9	1.5	4.0	8.8
Jan	-8.8	-2.9	1.5	4.0	8.8
Feb	-8.8	-2.9	1.5	4.0	8.8
Mar	-8.8	-2.9	1.5	4.0	8.8
Apr	-8.8	-2.9	1.5	4.0	8.8

Revenue		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
May	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Jun	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Jul	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Aug	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Sep	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Oct	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Nov	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Dec	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Jan	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Feb	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Mar	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523
Apr	1,151,145	1,650,810	2,664,911	4,501,238	2,640,523

Census %		2010		2011	
Year	Last Year	ADR	RevPAR	ADR	RevPAR
Apr	19	1623	1623	1623	1623
May	19	1623	1623	1623	1623
Jun	19	1623	1623	1623	1623
Jul	19	1623	1623	1623	1623
Aug	19	1623	1623	1623	1623
Sep	19	1623	1623	1623	1623
Oct	19	1623	1623	1623	1623
Nov	19	1623	1623	1623	1623
Dec	19	1623	1623	1623	1623
Jan	19	1623	1623	1623	1623
Feb	19	1623	1623	1623	1623
Mar	19	1623	1623	1623	1623
Apr	19	1623	1623	1623	1623

Source: 2011 SMITH TRAVEL RESEARCH, Inc.

A blank row indicates insufficient data.

Tab 4 - Multi-Segment

Kalspell Area CVB

For the month of: September 2011

Currency: USD - US Dollar

	Current Month - September 2011 vs September 2010												Year to Date - September 2011 vs September 2010												Participation			
	Occ %		ADR		RevPAR		Percent Change from September 2010						Percent Change from YTD 2010						Properties	Rooms								
	2011	2010	2011	2010	2011	2010	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	2011	2010	2011	2010	Occ	ADR	RevPAR	Room Rev	Room Avail	Room Sold	Census	Sample	Census	Sample		
Kalspell, MT	73.9	65.9	89.24	82.31	65.93	54.23	12.1	8.4	21.6	16.6	-4.1	7.6	55.6	51.9	90.58	88.30	50.34	45.86	7.0	2.6	9.8	7.8	-1.8	5.1	19	14	1557	1347
Missoula, MT	73.1	67.4	85.74	84.31	62.64	56.80	8.5	1.7	10.3	13.3	2.7	11.4	60.7	57.9	82.68	82.55	50.17	47.77	4.8	0.2	5.0	6.6	1.5	6.4	41	23	3107	2119
Butte, MT	69.8	57.7	80.80	83.65	56.43	48.26	21.0	-3.4	16.9	16.9	0.0	21.0	57.0	52.9	82.10	82.87	46.78	43.83	7.7	-0.9	6.7	11.4	4.4	12.5	13	7	1170	745
Bozeman, MT	75.8	73.5	88.76	87.17	67.32	64.04	3.2	1.8	5.1	5.1	-0.0	3.2	64.8	62.2	85.69	85.13	55.54	52.98	4.1	0.7	4.8	7.6	2.6	6.9	27	15	2047	1416
Whitefish, MT	65.8	65.8	98.31	98.31	64.67	64.67							54.1	54.1	101.41	101.41	54.82	54.82							14	2	782	119
Rapid City MSA, SD	76.2	76.6	78.89	77.55	60.13	59.42	-0.5	1.7	1.2	3.3	2.0	1.5	59.0	61.8	90.49	90.48	53.43	55.89	-4.4	0.0	-4.4	-4.0	0.4	-4.0	84	45	5952	4195
Park City, UT	46.9	42.0	141.42	128.15	66.32	53.82	11.7	10.4	23.2	31.5	6.7	19.2	50.1	46.4	229.09	204.28	114.67	94.82	7.8	12.1	20.9	29.6	7.2	15.6	34	14	3813	2146
Helena/Great Falls	66.1	70.3	81.97	76.20	54.16	53.60	-6.1	7.6	1.1	11.0	9.8	3.2	64.0	64.5	79.31	75.37	50.73	48.63	-0.9	5.2	4.3	11.1	6.5	5.6	50	36	3866	3272
Coeur D Alene, ID	70.4	69.4	119.21	119.92	83.89	83.25	1.4	-0.6	0.8	0.8	0.0	1.4	59.0	60.3	117.41	115.17	69.33	69.39	-2.0	1.9	-0.1	-0.4	-0.3	-2.3	20	12	1644	1329
Sandpoint, ID	65.0	62.5	100.26	96.22	65.12	60.13	3.9	4.2	8.3	8.0	-0.3	3.7	51.3	53.9	97.86	94.24	50.18	50.83	-4.9	3.8	-1.3	-1.5	-0.2	-5.1	8	4	396	244
Bend, OR	69.2	66.5	97.56	87.85	67.47	58.45	3.9	11.1	15.4	15.4	0.0	3.9	56.8	54.7	96.07	91.01	53.65	49.78	2.1	5.6	7.8	7.8	0.0	2.1	37	17	2734	1482
Spokane, WA	66.2	67.5	86.30	85.66	57.15	57.84	-1.9	0.7	-1.2	-1.4	-0.2	-2.1	61.8	62.6	88.16	87.63	54.51	54.87	-1.3	0.6	-0.7	-0.7	-0.0	-1.3	58	36	6003	5042
Billings, MT	85.2	68.6	82.22	74.92	70.04	51.40	24.2	9.7	36.3	36.3	0.0	24.2	69.5	62.6	79.77	75.23	55.45	47.07	11.1	6.0	17.8	17.8	0.0	11.1	45	27	3991	2973

A blank row indicates insufficient data.

Source 2011 SMITH TRAVEL RESEARCH, Inc.

Tab 3 - Response Kalspell, MT

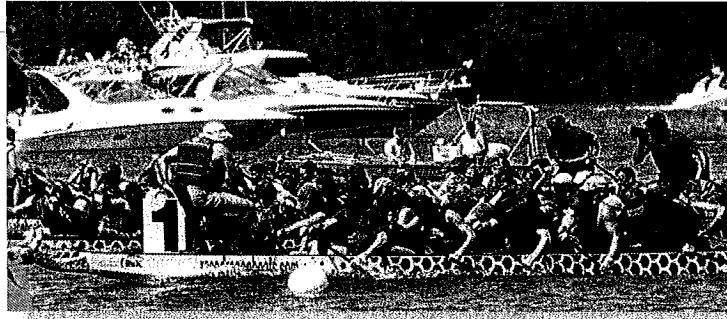
Kalspell Area CVB
 For the Month of September 2011

STR Code	Name of Establishment	City & State	Zip Code	Aft Date	Open Date	Rooms	Chg in Rms	2009	2010	2011																							
								J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
11231	Aero Inn	Kalspell, MT	59901	Mar 1989	Apr 1978	62		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
23693	Best Western Plus White Oak Grand	Kalspell, MT	59901	Jun 2011	Jun 1965	59		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
15351	Blue & White Motel	Kalspell, MT	59901	Jun 1940	Jun 1940	105	Y	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
23255	Closed Alpine Inn	Kalspell, MT	59901	Jun 2004	Jun 1940	0		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
96371	Comfort Inn Big Sky Kalspell	Kalspell, MT	59901	Jun 2009	Jun 1974	64		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
16816	Econo Lodge Inn & Suites Kalspell	Kalspell, MT	59901	May 2005	Jun 1980	66		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
27550	Glacier Peaks Inn	Kalspell, MT	59901	Feb 2008	Mar 1991	33		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•		
61558	Glacier Ridge Suites	Kalspell, MT	59901	Jan 2007	Jan 2007	6		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
34087	Hampton Inn Kalspell	Kalspell, MT	59901	Dec 1996	Dec 1996	120		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
56239	Hilton Garden Inn Kalspell	Kalspell, MT	59901	Jun 2007	Jun 2007	144		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
56219	Holiday Inn Express & Suites Kalspell	Kalspell, MT	59901	Jun 2007	Jun 2007	111		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
57088	Homewood Suites Kalspell	Kalspell, MT	59901	Jun 2007	U/C	115		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
31673	Kalspell Grand Hotel	Kalspell, MT	59901	Jun 1912	Jun 1912	40		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
61267	Kalspell Hilltop Inn	Kalspell, MT	59901	Jun 1930	Jun 1930	24		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
40923	La Quinta Inns & Suites Kalspell	Kalspell, MT	59901	Jun 1990	Jul 2001	71		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
6454	Motel 6 Kalspell	Kalspell, MT	59901	Feb 2002	Jun 1979	114		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
27717	Red Lion Hotel Kalspell	Kalspell, MT	59901	Jun 1979	Jun 1986	170	Y	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
8733	Super 8 Kalspell Glacier Park Area	Kalspell, MT	59901	Jan 2006	Jan 1984	74		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
2800	The New Outlaw Hotel	Kalspell, MT	59901	Jan 1984	Jun 1973	152		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
16815	Travelodge Kalspell Main Street	Kalspell, MT	59901	Sep 2007	Jun 1967	86	Y	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
16817	Vacationer Motel	Kalspell, MT	59901	Sep 2007	Jun 1984	22		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
	Total Properties:					21																											

- - Monthly data received by STR
- - Monthly and daily data received by STR
- Blank - No data received by STR
- Y - (Chg in Rms) Property has experienced a room addition or drop during the time period of the report



**MONTANA
DRAGON BOAT FESTIVAL**



The most fun, unique cultural event featuring adrenaline-pumping action, dragon boat racing grows in world-wide popularity each year. Teams rave about the excitement, friendly competition and community spirit surrounding the sport. Teams wear their dragon apparel and cheer throughout - this is their day and they enjoy it to the fullest extent!

Teams of 20 paddlers, a drummer and steerer race in authentic 46-foot long Chinese dragon boats. All ages, skill levels and physiques can participate, making it the ultimate team building sport, requiring synchronicity and finesse, more than power to win.

The Montana Dragon Boat Festival showcases competitive community and corporate teams racing for title of Grand Champion. In its first year, this event will be the ultimate in fun and fundraising. Bring your best! More detail at racedragonboats.com.

Dates	Race Day, September 8, 2012 Practices: September 5-7, 2012
Location	Kalispell, Montana at Flathead Lake
Promotion	Television, newspaper, radio, print, editorial, Internet, newsletters.
Participants	About 650 paddlers from area businesses and organizations practicing all week and competing on race day.
Spectators	Up to 3,000 on festival day.
Other Activities	Asian cultural entertainment, music and food, and fun for kids.

Gender	Male	58%
	Female	42%
Age	18-30	27%
	31-40	27%
	41-50	24%
	51-60	15%
	61+	7%
Household Income	<\$50,000	32%
	>\$50,000	68%
	>\$75,000	40%

MONTANA DRAGON BOAT FESTIVAL ADVERTISING / MARKETING PLAN

TARGET AUDIENCE

Dragon boat festivals occur all over North America with a significant concentration of participants located in the Pacific Northwest and Alberta, Canada. Our marketing efforts will concentrate on the regional drive markets to promote the festival. Canadian support of dragon boating is a growing trend and the expansion of festivals in markets where recreational travelers frequent is increasing.

Visitors interested in Kalispell and our region primarily come from: Alberta, WA, CA, British Columbia, TX, OR, FL, CO, AZ, and IL. There are long-standing dragon boat programs established in most of those markets, both in recreational dragon boat club teams, and successful dragon boat festivals. In many cities in Canada, and several western U.S. states, dragon boat paddling is considered common due to its popularity and history in the region. Placement of the Montana Dragon Boat Festival in September will limit competition in those markets.

Target Geographic Markets:

- a. Calgary, Lethbridge Alberta Canada, Tacoma, Seattle-Puget Sound area and Eastern Washington, Portland Oregon and Montana.
- b. Locally, businesses and civic organizations will be solicited to field teams in the event and support promotion.

Target Demographic Markets:

- a. Individuals or couples ages 35+ and families that seek a memorable experience that offers a balance of city amenities and outdoor adventure.
- b. Geotravellers - leverage Montana Office of Tourism's focus to attract this high-value, low impact visitor that appreciates local culture, recreation, heritage and landmarks.
- c. Non-profit teams that support dragon boating and primarily breast cancer teams from across US and Canada.
- d. National club teams from association.
- e. College students from identified regions.

MARKETING METHODS

Concentration into regional drive markets that support dragon boating and the fundamentals of the sport. The creation of multiple media outlets will ensure access and ease of use, an effective understanding of the events, activities and promotions. Through a combination of public and private funds the marketing strategies will build upon the foundation to further the awareness of Dragon Boating as a sport and Kalispell as a travel destination. Our target markets include providing effective training and resources to the local community to create brand advocates and improve the visitor experience, and continue the cooperative efforts with other local agencies and organizations to grow Kalispell's vitality.

Part of that experience includes unique events, like the Montana Dragon Boat Festival. We expect to build upon the visual, colorful, culture, inclusive and invigorating nature of racing in a 46-foot long dragon boat in competitions throughout the day on the water combined with the festivities on-land for everyone.

The key strategies and tactics include:

- a. Web Site: On November 11, 2011 the KCVB will announce the first Montana Dragon Boat Festival. The Web sites www.montanadragonboat.com and www.montana.racedragonboats.com will feature content related to the event. The Web site will feature travel information and links, sponsor logo and Web site promotion, online team registration, content about the event, video, photos, direct links to social media platforms associated with the event, team list, team information, dragon boat FAQs and history, volunteering, news and many other details.
- b. Advertising and Social Media: To maximize the efficiency of the identified marketing budget, our event media strategy will focus on increasing visitations in September through online media that builds word of mouth awareness for Kalispell through measurable media outlets. The KCVB is planning strong participation in cooperative marketing opportunities in both online and print with MTOT, Glacier Country and other CVB's where possible.
- c. Direct Marketing: The KCVB and Kalispell Chamber of Commerce will leverage its contacts in the region and local community; the race producer, Dynamic Dragon Boat Racing LLC, will promote the Montana race to contacts in its diverse dragon boat network throughout the U.S. and Canada. Direct promotions to regional college communities will be a directed campaign for participation.
- d. Public Relations/Publicity: The KCVB will invest in publicity efforts to position the Montana Dragon Boat Festival as a travel destination. Media coverage and endorsement of Kalispell will continue to drive discovery of our destination to an audience that we could not afford to reach with traditional advertising. This will be achieved through efforts such as event advertising, press releases, and direct promotion to teams at dragon boat festivals, and travel writer recruitment.
- e. Tourism resources and education: The KCVB will work cooperatively with other regional CVB's and tourism related organizations to educate about the Dragon Boat Festival and its value of tourism and Geotourism to our local economy and cooperative methods of increasing out of area visitation, particularly from the Canadian market.
- f. Ancillary events will take place to extend stays which will include: A Health and Wellness Expo from KRMC and Northwest Healthcare, National country talent concert from national promoter at local public assembly facility, and additional recreation driven special events to be identified and included in plan.

Marketing plan goals will be supported by the following strategies:

Goals	Marketing Strategies
MONTANA DRAGON BOAT FESTIVAL	
Promote first Montana Dragon Boat Festival as travel destination for teams and spectators	Website development/updates
	Promote through use of quality dragon boat videos
	Print promotion and distribution
	Speak at local organizations and companies to promote the event
	Partnerships with State Chamber of Commerce offices to promote festival
	Grow the season advertising campaign through media that provides trackable ROI (media creative, production and placement)
	Local and regional E-newsletters, e-blasts and word-of-mouth
	Social media
	Print, radio or broadcast advertising
	Online advertising
	Advertise in travel guides
	Print and online Coop programs
	Public Relations - press releases to submit to media and bloggers in target markets, send event info to dragon boat forums, including the Yahoo, Dragon Sports USA, dragonboatwest.com and dragonboatnet.com forums, the International Dragon Boat Federation (IDBF); Pacific Dragon Boat Association (PDBA), United States Dragon Boat Federation (USDBF), and various dragon boat publications.
Event leads	E-marketing through a 2,000-subscriber newsletter sent by Dynamic Dragon Boat Racing.
	E-Campaigns, direct marketing tactics, promotions, sponsorships, and media placement. KCVB and KCC
	Event promotion at dragon boat festivals held regionally – in southern Alberta and in the northwestern United States. KCVB
Create incentives to increase number of visits and length of stay	Develop lodging/activity packages to promote team participation regionally.
	Event development - incentives and sponsorships
	Identify activities to enhance the event from a cultural and entertainment perspective.

Complete detailed proforma budget of the Montana Dragon Boat Festival is attached.



**KALISPELL CONVENTION AND VISITOR BUREAU
15 DEPOT PARK, KALISPELL, MT 59901
GROUP SALES PLAN DRAFT**

PURPOSE

To identify opportunities that will bring group business to Kalispell and make recommendations to allocate resources to support plan.

GOALS

Primary Market – Groups and Meetings

- a. Generate qualified meeting and convention leads
- b. Recruit meetings, conventions & sports tournaments

Secondary Market - Events

- a. Secure a long-term calendar of events during shoulder and winter seasons

MEASURABLE OBJECTIVES

Primary Market – Groups, Meetings, Tournaments

- a. Generate 100 qualified meeting planner leads
- b. Generate 6,700 room night bookings through groups, meetings and tournaments

Secondary Market – Events

- a. Identify 20 events to be brought to Kalispell, make 6 presentations

TARGET AUDIENCE

Target Geographic Markets:

- a. Group travel: Southern Alberta and Southeastern B.C. Canada, Eastern Washington and Seattle-Puget Sound area, Idaho, Oregon and Montana.
- b. Direct flight travel markets. Salt Lake City, Denver, Las Vegas, Minneapolis, etc.
- c. All regional drive markets.
- d. Texas

Target Demographic Markets:

- a. Group: Associations or corporate groups of 300 or less who travel to destination, resort communities for their meetings or retreats, and regional sports tournaments.
- b. Special Events: Unique events that have proven track records for success in other markets with visitor profiles that identify available discretionary income.

MARKETING METHODS

Various proven methods of recruitment will be used to attract and retain new business to Kalispell including:

Advertising and social media banner placement to targeted groups.

Continue to leverage local business and industry contacts by reaching out to regional and national meeting professionals and group coordinators to consider Kalispell as a viable destination.

Contact database mining and cold contacts to potential business professionals.

Website page development of meeting destination options with meeting planner guide, public assembly options, convention space specifics, area amenities, services and group attraction options.

Direct marketing methods to specified user groups. (ie. Fishing and hunting license holders)

Public relations will include recruitment of destination group travel writers and publication editors to highlight Kalispell. (ie. Editor of Smart Meetings schedule site in April for June Montana guide placement)

Possible Trade Shows:

a.	Go West	Las Vegas, NV	February 2012
b.	POW WOW International	Los Angeles, CA	April 2012
c.	Affordable Meetings West	Long Beach, CA	June 2012
d.	Teams Conference	Las Vegas, NV	October 2012
e.	Faith Travel Expo	Atlanta, GA	October 2012

Possible Consumer Shows:

a.	International Sportsmen's Expo	Denver, CO	January 2012
b.	Morris Murdock Travel Show	Salt Lake City, UT	January 2012
c.	Seattle Golf and Travel Show	Seattle, WA	February 2012
d.	Outdoor Recreation Show	Calgary, Alberta CA	March 2012
e.	Ice Fishing & Winter Sports Show	St. Paul, MN	December 2012

Meeting Planner Familiarization Tours and Direct Meeting Planner Recruitment Trips.

Online destination planning resources and publications:

DMAI Empower-Mint Featured Destination (Meeting Planners RFP)

Smart Meetings Destination Region Creation Featured Destination

Special Events Recruitment and Creation

Ice Fishing Tournament Campaign	NW Montana	January 2012
Montana Dragon Boat Festival	Kalispell Montana at Flathead Lake	September 2012
Montana Health and Wellness Expo	Kalispell, MT	September 2012
Montana Wild West Music Fest	Kalispell, MT	September 2012
National Junior High Rodeo	Kalispell, MT	2014 & 2015



**Kalispell Convention & Visitor Bureau
Monthly Update – October 19, 2011**

Priorities	Projects	Status
Online Marketing	<ol style="list-style-type: none"> 1. DiscoverKalispell.com 2. SEO 3. SEM 4. Facebook 5. Trip Advisor 6. Banner ads 	<ol style="list-style-type: none"> 1. Website: September 1-30, 2011 (comparisons are Sept vs. August) 3,217 visits (-8%) 9,164 page views (-7%) 2.85 pages/visit (-9%) 76% new visits (same) 75% referred by search engines (+5%); 16% direct traffic, 9% referring sites Top states: MT, WA, CA, OR, TX, CO, FL, ID, NY, MN Canada: Calgary, Okotoks, Airdrie, Red Deer, Lethbridge, Vancouver, Edmonton Top pages: home, shopping, outdoor activities, lodging, wine-dine Top referring sites: kalispellchamber.com, tripadvisor, kxly, facebook, Glacier Country 2. SEO: top keywords: kalispell montana, kalispell tourism; glacier national park map; shopping Kalispell; Kalispell restaurants, things to do in Kalispell 3. SEM: Click Through Rate (CTR) 1.45%, avg Cost Per Click (CPC) \$0.28 4. Facebook: total Likes = 622 (+9%); Top cities: Kalispell, Seattle; highest demographic 35-54 yr. old females, 42,096 post views (-54%) 5. Trip Advisor: statistics provided quarterly, will be included in November report 6. Banner advertising campaign begins October 19 in Canada: Calgary, Medicine Hat, Kelowna/Okanagan Valley, Lethbridge, Fernie
Marketing/Advertising Projects	<ol style="list-style-type: none"> 1. Wayfinding 2. KXLY Explorer TV 3. Fall/Winter press campaign 4. E-blast 	<ol style="list-style-type: none"> 1. Wayfinding site study completed, review findings, finalize report, discuss next steps 2. KXLY Explorer TV – Kalispell travel segment and the TBID 30 sec commercial, aired 73 x's, avg Nielsen rating of 3 (3% of total 560,520 households), 5% CTR online promo ad, 165,007 impressions 3. Fall press campaign: Autumn Cycling story ran in 2 publications, other pitches submitted to Spokesman Review, Bend Source Weekly, MT Magazine, ID Statesman, Boise Treasure Valley, Prime Magazine, Spokane Living, Calgary Sun, blogs, websites and papers 4. Eblast sent to 1035 recipients, CTR 35.42%, 8.5% clicked links, most popular link: Lodging, 2% unsubscribed
Visitor Information Center	<ol style="list-style-type: none"> 1. September VIC Stats 2. September Demographics 3. Other information 	<ol style="list-style-type: none"> 1. (Year over year comparisons) Walk-in visitors: 784 (+8%), Calls: 186 (last yr not available) Vacation packets mailed: 98 (+6%) 2. Demographics: Alberta (114), MT (54), CA (49), AZ, OR, IN, BC, WI, TX, NY 3. Referrals to TBID hotels: 6 soft referrals Delivery of visitor information to TBID hotels and other key visitor points in Kalispell

<p>Infrastructure</p>	<p>4. Bed Tax 5. TBID 6. CVB</p>	<p>4. Bed Tax</p> <ul style="list-style-type: none"> • Attended TAC in Ennis • Regions/CVB conference calls • Project approvals <p>5. TBID</p> <ul style="list-style-type: none"> • Monthly board and officer meeting preparation and minutes • Follow up on Failure to Pay and Report process on two properties • Contact and submit materials to TBID properties with new management • Attend City Council meetings • Dragon Boat event planning • NJHS Rodeo planning • Ice fishing festival planning <p>6. CVB</p> <ul style="list-style-type: none"> • Attendance at KBID and KDA board meetings • Attend Preserve America Grant Meetings • Canadian marketing committee • Calgary trade mission • Crown of the Continent Conference presentation • Leadership Flathead • Calgary Women's Show preparation
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