

EXPERIENCE AMERICA'S FRIENDLIEST COLLEGE TOWN!

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Visit Stillwater OK, Inc. (dba: Visit Stillwater) is the official Destination Marketing Organization (DMO) for the City of Stillwater. As the DMO, and primary storyteller for the community, Visit Stillwater leads the Stillwater area tourism industry to generate visitor spending by developing and implementing comprehensive destination marketing programs. It is charged with representing Stillwater to assist in long-term development through a travel and tourism strategy. Visit Stillwater is a self-governing private nonprofit corporation with a Board of Directors.

The 2018-19 Business Plan is a reflection of the developments taking place in our community combined with travel trends and industry best practices. New hotel properties, event

venues, enhanced attractions, and locally held events fuel a renewed appreciation for Stillwater as a visitor destination. Visit Stillwater is prepared to leverage these assets through creative and innovative messaging, programming, and branding. Additionally, marketing and sales efforts planned for the year align with the adopted three-year strategic plan.

Visit Stillwater produces the official Stillwater Visitors Guide and Event Planners Guide geared toward driving additional business into Stillwater in the



form of meetings, events, and leisure travel. Visit Stillwater also manages a robust website, social media outlets, and marketing campaigns geared toward visitors and residents to remain "in the know" of activities occurring within the community.

The 24/7 Visitor Information Center is maintained and stocked by the Visit Stillwater team averaging 175 complimentary travel resources available to visitors upon arrival in our community or when needed by our residents. Two additional visitor information stands are provided by Visit Stillwater for both the inbound and outbound terminals at the Stillwater Regional Airport. The Visit Stillwater team secures a constant supply of material from Oklahoma State University, Oklahoma State University Athletics, the Stillwater Chamber of Commerce, and Visit Stillwater for distribution at the airport.

For visitors, Visit Stillwater is the key to the city. Visit Stillwater serves as a broker or an official point of contact for conference, meeting, and leisure travelers and assistance is provided to all visitors who are encouraged to visit local historic, cultural, and recreational sites and attractions.

Visit Stillwater History

In 1985, a referendum establishing a 4% hotel room tax (lodging/hotel occupancy tax) was approved by a vote of the citizens of Stillwater. The "Hotel Room Tax" Ordinance states the funds collected "shall be set aside and used exclusively for the purpose of encouraging, promoting and fostering conventions, conferences, and tourism development in the City of Stillwater."

The City Council then approved and adopted the "Stillwater Visitors and Special Events Board" Ordinance which created an advisory board for oversight responsibility of the activities performed utilizing the hotel room tax. The City contracted with the Stillwater Chamber of Commerce to provide facilities, management services, and to hire Visitors and Special Events Bureau staff to carry out the functions outlined within the Hotel Room Tax Ordinance.

Since July 1, 1985, Stillwater's Destination Marketing Organization (DMO) name has been updated from Visitors and Special Events Bureau (VASE) to Convention & Visitors Bureau (CVB), and Red Dirt DMO to the more industry recognized Visit Stillwater. The team has been restructured and has increased from one to currently four full-time personnel.

In January 2011, the CVB/Visit Stillwater became a department of the City of Stillwater. The Visit Stillwater team partnered with a local business person to completely renovate one of his properties into the current Visit Stillwater office and 24/7 Visitor Information Center.

Stillwater's DMO restructured again four years later back within the private sector on January 1, 2015. The City of Stillwater contracted with the Visit Stillwater Board of Directors for destination marketing professional services. Structured as a 501 (c) (6) nonprofit corporation, Visit Stillwater is now better able to act quickly in a competitive environment and remain flexible according to industry trends.

DMO Organizational Structure

Chamber of Commerce:25 1/2 yearsJuly 1, 1985 – December 2010City of Stillwater:4 yearsJanuary 1, 2011 – December 2014

Independent 501(c)(6): 3 1/2 years January 1, 2015 – Present

DMO Location

1985-2010: Chamber of Commerce – 409 South Main **2011-Present:** Current Location – 2617 West 6th Avenue

· Visit Stillwater & 24/7 Visitor Information Center

DMO Name Updates

Visitors and Special Events Bureau (VASE)

· Named in the ordinance at the time of inception

Convention and Visitors Bureau (CVB)

 DMO request to Council to modernize name to industry standard and ordinance was changed. (also eliminated the numerous exemptions within the original ordinance)

Visit Stillwater

 Was website and email address for over a decade so dropped CVB completely when a department of the City to modernize once again to an industry standard – stopped using CVB for DMO (Destination Marketing Organization)

Red Dirt DMO, Inc.

• During contract negotiations with the City as a 501 (c) (6), City determined all intellectual property, including the name "Visit Stillwater", belonged to the City and required a name change.

Visit Stillwater OK, Inc.

• In response to client and partner feedback and confusion in regard to name identity crisis (What is a Red Dirt DMO?) as well as geographic location (which Stillwater?), our name was changed back to Visit Stillwater and we added the "OK" to the registered corporate name for use in print.



AMERICA'S **FRIENDLIEST** COLLEGE TOWN!

Visit Stillwater Board of Directors

Chairman of the Board - Willie Baker - Baker, Ihrig, & Corley, P.C. Vice Chairman of the Board - Chris Norris - CJN Properties, LLC

Treasurer - Kent Kinzie - Leonard Jewelry

Secretary - Jan Harris - Best Western PLUS Cimarron Hotel & Suites

Directors

- · Dale Brendel Stillwater News Press
- · Colin Campbell Payne County Expo Center
- · Ival Gregory Retired
- · Biff Horrocks McDonald's

- · Scott Leming State Farm Insurance
- · Joe Martin Hampton Inn & Suites
- · Chad Weiberg OSU Athletics Department

CPA - Mark Gunkel, Mark Gunkel, CPA PC

Staff Accountant - Kasey Yerby, Mark Gunkel, CPA PC

DMO Employees



Cristy Morrison President/CEO



Nicole Horn **Director of Sales**



Jessica Kincannon **Director of Marketing Director of Operations**



Jinnie Potts

DMO Employee History

1995-1997: 1 employee

· CEO (Executive Director)

1997-2004: 2 employees

· CEO and Administrative Assistant

2004-2011: 3 employees

· CEO, Director of Sales, Director of Marketing

2011-2014: 4 employees

· CEO, Director of Sales, Director of Marketing, Office Manager

2015-2017: 5 employees

· CEO, Vice President of Marketing, Director of Sales, Director of Marketing, Coordinator of Operations

2018: 4 employees

· CEO, Director of Sales, Director of Marketing, Director of Operations

Our Vision

To be a respected destination management leader through effective and innovative marketing, sales, and partnerships to ensure exceptional visitor experiences.

Our Mission

To enhance
Stillwater's economy,
image, and quality
of life through
the promotion,
marketing, and
development of
the region's visitor
economy.

Destination Vision

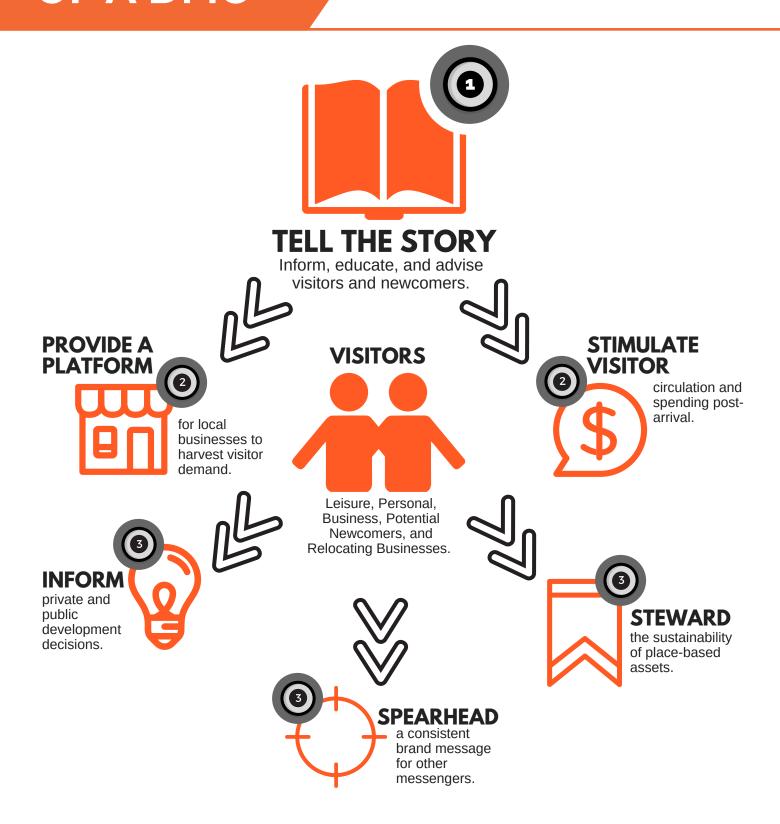
Stillwater will be recognized as one of the top visitor destinations in Oklahoma and "America's Friendliest College Town!"

Destination Value Statement

Visit Stillwater is committed to providing the maximum return on investment to the City of Stillwater and its industry partners through a highly effective program of marketing, sales, and customer service, facilitating economic growth by advocating destination development. To that end, we will:

- Be Stillwater's official storyteller, sharing the community's brand as "America's Friendliest College Town"
- Offer leadership through inclusion, facilitation, collaboration, innovation, and partnership
- Value and strive for creativity and diversity throughout all functional areas of our destination marketing organization
- · Be customer focused, exceeding expectations with superior service
- · Demand a culture of integrity, honesty, and fairness in everything we do
- · Address every opportunity with passion, enthusiasm, and energy

ROLES OF A DMO



AN **OVERVIEW**

Stillwater's Destination Marketing Efforts

The Visit Stillwater Board of Directors engaged Tourism Economics, an Oxford Economics Company, to analyze the performance of the local tourism industry and the role of Visit Stillwater in attracting visitors to the area. Using industry figures from STR and Dean Runyan Associates, along with an economic model of Payne County, Tourism Economics analyzed important market trends and assessed the positive impact of tourism on the Stillwater economy.

According to Dean Runyan Associates, visitors spent \$126 million in Payne County in 2015. This spending directly supported 2,100 local jobs with associated incomes of \$34.8 million. The spending also generated \$6.3 million in state taxes and \$5.4 million in local taxes. The \$11.7 million in state and local taxes generated is equivalent to \$388 for every household in Payne County. Key indicators demonstrate Stillwater is increasing market share in the hotel sector and tourism industry as a whole.

Tourism Economics research showed travel continues to prove its resilience, with a strong recovery from the most recent economic downturn. As incomes rise, consumer spending on travel has grown at an even faster rate and employment in the travel economy has led growth. Tourism is a major generator of employment and tax revenue in the Stillwater area. The number of trips, visitor spending, employment, and earnings have all increased at a faster rate in Payne County than the State of Oklahoma.

Destination marketing plays an integral and indispensable role in the competitiveness of the local visitor economy by addressing unique challenges.

- The visitor economy is diverse with a great deal of benefits accruing across numerous small business partners who lack the capacity to market themselves beyond the Stillwater area. Therefore, Visit Stillwater promotion provides the scale and strategic vision to support a wide array of individual businesses.
- The primary motivator of a trip is usually the experience of a destination extending beyond the offerings marketed by a single business. As a result, Visit Stillwater promotion articulates the brand message that is consistent with consumer motivations and represents Stillwater collectively as "America's Friendliest College Town."
- Effective destination marketing requires significant and consistent funding that produces efficiencies that drives down per unit advertising costs and enables higher impact and more specialized efforts than what individual businesses could accomplish.
- A variety of studies demonstrate that spending on tourism marketing and promotion yields a high return on investment. Smaller metro and regional DMOs can typically generate returns of over 50:1.

AN **OVERVIEW**

Stillwater's Destination Marketing Efforts

A primary benefit of coordinated marketing facilitated by Visit Stillwater is the ability to have a stable organization and funding base to support destination marketing. As a result, Visit Stillwater is able to efficiently leverage the brand, infrastructure, and relationships that have been built and maintained over time.

For instance, Visit Stillwater utilizes a variety of complementary channels to encourage potential travelers to visit and spend the night in Stillwater. Aligning with destination marketing trends and best practices, Visit Stillwater continues to modernize its marketing efforts and has switched its primary focus from print to digital campaigns. Key indicators show this effort is

paying off. Total visits to

www.VisitStillwaterOK.org reached 92,000 in 2016, up from 58,000 in 2013¹. This represents a 60% increase in just three years. Visit Stillwater placed particular emphasis on increasing web traffic from Texas and these efforts resulted in almost tripling the number of visits in three years. Website visits from Texans reached 21,000 in 2016, up from 8,000 in 2013.

Through these economic factors, destination promotion helps expand the visitor economy in ways that are consistent with local priorities, therefore, building the types of opportunities that are a critical part of broader economic development and growth.

STRENGTHS AND CHALLENGES

Organizational

Over 100 community leaders, partners, and stakeholders responded to an online survey that was fielded in the days prior to the Visit Stillwater Board of Director's Strategic Planning Retreat. The survey asked several questions regarding the marketing of Stillwater as a compelling visitor destination.



When asked what they believed the most important tactics should be, respondents offered the following thoughts:

- Market Stillwater as a Destination 70%
- Promote Area Festivals & Events 56%
- Secure Overnight Hotel Business 41%
- Provide Information for Visitors 36%

When broken out from the full group, only those in the lodging industry had a slightly different expectation of Visit Stillwater:

- Secure Overnight Group Business 77%
- Develop Leads for Industry Partners 69%
- Market Stillwater as a Destination 54%
- Develop New Products / Experiences 46%
- Promote Area Festivals & Events 38%

Stakeholders were asked to rate the effectiveness of Visit Stillwater in the three primary markets in which it operates. The vast majority rated Visit Stillwater "Extremely Effective" or "Effective."

- Meetings & Conferences 78%
- · Sports Tournaments 88%
- · Leisure Travel 86%

STRENGTHS AND CHALLENGES

Organizational

Stakeholders were queried on their opinions regarding the strengths of and challenges before Visit Stillwater. Among their responses:



Strengths

- Awesome networking with other DMOs, statewide and nationally.
- · Amazing website.
- Not afraid to try new things to get events, people, etc. to Stillwater.
- It is the go-to agency for information on all things Stillwater.
- Excellent presence and resource in the community.
- Superb and energetic leadership and longevity.
- · Great enthusiasm, knowledge and initiative.
- Strong vision and cutting edge in terms of how they accomplish goals.

- · Professional, knowledgeable staff.
- Eager and friendly. Always willing to listen.
- Enthusiastic, knowledgeable staff members.
- Great leadership and a known entity within the State and regionally.
- Good working relationship with OSU and the Fairgrounds.
- · Quality advertising.
- Excellent working relationship with the City of Stillwater.
- · Always makes Stillwater look great.
- Strong drive to help Stillwater grow. A passion for the town.
- · High energy, which is contagious.



Challenges

- Community understanding of the mission and how it is accomplished.
- Lack of cooperation from others in Stillwater.
- Not always seeing the possibilities to host larger events.

- · Limited Budget.
- · Lack of local awareness of Visit Stillwater.
- Attempting not to step on toes of other organizations slows progress.
- Adequate funding. The hotel/motel tax passed was intended to fund what Visit Stillwater does.

STRENGTHS AND CHALLENGES

Destination Challenges

Stakeholders were also asked their opinion on the challenges before the destination. Among their responses:



- Lack of Dining Options.
- Physical look of the town. Not enough good quality retail.
- Lack of entertainment/ recreation opportunities and activities for all ages.
- People are not responsible/ accountable for their trash left behind after moving.

- Workforce is neither reliable or experienced.
- · Affordable housing.
- · Lack of high end lodging and retail.
- · Small town mentality.
- · Traffic and poverty.
- Too many chains and not enough things unique to our town.
- Lack of entertainment districts, like in OKC: The Pesao, The Plaza, etc.

What's Next?

Stakeholders offered their opinions on what infrastructure developments would be most likely to elevate Stillwater's magnetism as a visitor destination. Among their responses:



- Convention or Conference Center.
- Musical / Entertainment venues.
- More fine dining.
- · Movie Theatre / IMAX

with entertainment / dining.

- · Increased Air Service.
- Comprehensive downtown redevelopment.
- · Fun family activities.
- More entertainment & recreation activities for all age groups.

- More events like Polar Express.
- Event grounds for concerts/festivals.
- · More festivals, music, art, food.
- · Tournament-grade Sports complex.
- · Science Museum.
- Public facilities for regional draw of summer activities.
- A cultural district near downtown Stillwater.
- Make the entry ways and gateways into the city more attractive.
- · Downtown Block 34.

STRATEGIC PLAN

Visit Stillwater Goals

Goal 01

Advocate for Destination Enhancing Developments

- · Advocate for the expansion of the Expo Center
- · Support the development of a World-Class Equestrian Center
- Encourage the development of Tournament-Grade Multi-Purpose Sports Venues
- Consider opportunities to develop competitive meetings and conference space

Goal 02

Support Enhancements to the Visitor Experience

- · Enhance Wayfinding & Welcome Signage
- Advocate for the creation of Entertainment Districts and Downtown Revitalization
- · Support other Destination Enhancement



Elevate the Effectiveness and Impact of Visit Stillwater

- Enhance Community Outreach and Partnerships
- · Increase DMO Resources

A. Marketing and Communications

Develop a comprehensive marketing and communications plan for the overall destination brand strategy.

- I. Manage a robust and responsive website spotlighting local hospitality industry partners, locally held events, and visitor/meeting planner resources through experiential, visual, and content driven storytelling.
 - · Dynamic Website Content Personalization
 - · User Experience Optimization
 - · User-Generated Content Utilization
 - Search Engine Optimization
 - · Search Engine Marketing
 - · On-Line Sweepstakes Giveaways
- II. Produce the Annual Stillwater Visitors Guide.
- III. Develop and Coordinate the official Stillwater Comprehensive Calendar of Events.
- IV. Advertising, Social Media, Promotions, and Public Relations.
 - Online/Digital Activities
 - · Offline/Traditional Activities
- V. Travel Writer/Blogger Site Visits.
- VI. Media Relations and Community Awareness.

MARKETING AND COMMUNICATION GOALS

- Increase website traffic by 25%
- Increase website page views by 10%
- Increase website sessions originating from Dallas DMA by 5%
- · Increase referred Facebook traffic by 20%
- Increase Facebook followers by 10%
- Provide 125 sweepstakes giveaways
- · Promote a minimum of 1,000 locally held events
- · Distribute 125 news releases
- Host 2 travel writiers or bloggers to Stillwater
- · Create 12 videos highlighting Stillwater events and attractions
- · Write 24 blog posts

B. Meeting and Events Sales

Establish a strong regional and national presence in the meetings and events industry to maximize visitor spending through day and overnight visitors for hotel partners and incremental sales for hospitality industry and business partners.

- I. Establish and maintain relationships with meeting and event planners to produce new, and retain existing, business for hotels, meeting and event venues, caterers, and other hospitality industry partners.
- II. Participate in industry related tradeshows and sponsor and attend high profile events that will enhance planner relationships.
- III. Coordinate all elements of event request for proposals including detailed information about the local hospitality industry, availability, local partner options, uniqueness of destination, services provided, and payment of bid fee if required for consideration.
- IV. Administer Stillwater Visitor Development Incentive Grants to encourage new meetings and events or grow existing meetings and events.
- V. Work closely with hotel partners to identify and solicit new meetings and events through the availability of a Group Assistance Program Grant.
- VI. Sponsor locally held annual events that attract substantial day or overnight visitors or provide increased community brand awareness.
- VII. Establish and maintain relationships with industry partners through consistent communication, site visits, hosted events, familiarization tours, and education opportunities.

MEETING AND EVENTS SALES GOALS

- · Generate 80 hotel room block leads
- · Increase new client sales accounts by 20%
- · Book 25 new events
- 1,500 communications to new or prospective clients
- Increase assisted sales account leads by 25%
- · Attend 3 trade shows and/or industry events targeting meeting planner relations
- Fill 100% of potential client inquiries (ex: lists of Stillwater accommodations, amenities, etc.)
- Utilize allocated resources in the amount of \$65,000 for visitor development incentive grants for clients to begin or grow their events

C. Meetings and Events Client Services

Enhance the meeting and event planner experience through excellent customer service, as a trusted source of community resources, as well as reliable and dependable local experts.

- I. Build strong relationships with local hospitality industry partners to provide distinct, unique, and extraordinary visitor experiences.
- II. Serve as a liaison between meeting and event planners and local hospitality industry partners by providing "one stop shop" services.
- III. Pre-Meeting and Event Services
 - · Familiarization Tours or Site Inspections
 - · Hotel Room Block Coordination to determine availability and rates
 - · Meeting Facility, Event Venue, Catering, and Transportation Options
 - · Tours, Special Events, Spouse Programs, Family and Youth Activities
 - Local Marketing and Public Relations Assistance

IV. On-Site Services

- · Stillwater Visitor Guides, Visitor Bags, Promotional Items
- "Welcome" from a local representative or official
- · Registration Table or Volunteer Coordination

MEETING AND EVENTS CLIENT SERVICES GOALS

- · Coordinate 12 site inspections or familiarization (FAM) tours
- · Provide clients with a zero balance, itemized invoice post-event of services received
- · 720 communications to exisiting clients
- · Personally welcome attendees to at least 36 events
- Track value of services provided by Visit Stillwater to local industry partners and meeting and event planners.

D. Enhanced Visitor Experiences

Support enhancements to the visitor experience.

- I. Be Stillwater's official storyteller, sharing the community's brand image.
- II. Advocate for community-wide visitor friendly amenities that reflect a positive local brand image, "Welcoming" environment, and emphasize a commitment to our student community.
- III. Enhance local partnerships and serve as a communicative link when possible to ensure the same brand image and message is conveyed community-wide.
- IV. Operate and Maintain a Stillwater Visitor Information Center and Stands.
 - Main and West entrance into Stillwater off of I-35
 - Stillwater Regional Airport Inbound and Outbound Terminals replenishment of information in partnership with Stillwater Regional Airport

VISITOR EXPERIENCE GOALS

- Distribute 100,000 *Stillwater Visitor Guides* to visitors and online users, both within the leisure and meetings markets and to consumers who request information directly from Visit Stillwater and/or from our travel and tourism partners
- Gather demographic information from visitors, when possible, who interact with the Visit Stillwater team
- Increase the number of consumer inquiries by 10%
- Track the number of walk-in visitors to Visit Stillwater office and Visitor Information Center with door counters
- Keep guest books in the Visit Stillwater office and Visitor Information Center and send 100% of visitors who leave addresses a handwritten follow-up "Thank You" note for visiting Stillwater
- Conduct at least 24 staff site inspections to remain knowledgeable and up-to-date on Stillwater's attractions, hotels, and restaurants

E. Partner and Industry Relations

Advocate for destination enhancing developments.

- I. Work with local economic development partners to encourage the formalization of a community-wide strategic master plan that will enhance the community brand image and destination marketing efforts.
- II. Maintain a local inventory of available meeting and event facilities and venues.
- III. Collect data for destination development opportunities.
- IV. Support local museums and attractions.

PARTNER AND INDUSTRY GOALS

- Update and maintain a printed and online Stillwater *Event Planner's Guide* with facility and venue inventory and amenities, complimentary to partners
- · Host 4 education luncheons for hotel partners
- · Develop and make available Partner Promo Kits to local industry-specific partners
- Continously update Partner Customer Relationship Management (CRM) data and documentation
- Ensure 100% of museums and attractions with collateral material are displayed in the Visitor Information Center

F. Destination and Economic Development Partnerships

Elevate the effectiveness and impact of destination marketing as an integral component of local economic development.

- I. Assist local economic development partners as an integral component of business recruitment, site selection, expansion, and relocation.
- II. Provide market research, trends, impact analysis, visitor spending estimates, and other data to local partners to utilize within their specialized fields of economic development.
- III. Foster a culture of open communication, learning, and collaborating to promote destination prosperity.
- IV. Extend opportunities to hospitality partners, local businesses, and organizations to participate in marketing and promotion opportunities.

DESTINATION ECONOMIC DEVELOPMENT PARTNERSHIP GOALS

- Cross-promote city-wide destination events such as Calf Fry, Land Run 100, Legends Weekend, and Special Olympics Oklahoma
- · Provide hotel room assistance for business recruitment, site selection, expansion, and relocation
- Provide Stillwater baskets for business recruitment, site selection, expansion, and relocation
- Coordinate monthly "Market Stillwater" meetings for local partners to enhance visitor experiences

G. Administration

Provide managerial, administrative, and fiscal services for strategic planning, operation efficiencies, education, and community-based initiatives and partnerships.

- I. Maintain reporting and measurements following industry best practices.
- II. Invest in and conduct research on a regular basis.
- III. Educate all team members to ensure each functional area of Visit Stillwater is operating within recognized industry best practices.

ADMINISTRATION GOALS

- Submit semi-annual report and annual performance measure report per the professional services agreement with Stillwater Economic Development Authority
- · Visit Stillwater team members regularly attend industry training and education relevant to specific job position expertise
- Visit Stillwater will apply for the Destination Marketing Accreditation Program, which defines the quality and performance standards in destination marketing and management

RED BUD AWARDS

Visit Stillwater Awards and Recognitions

The Oklahoma Tourism and Recreation Department and Oklahoma Travel Industry Association Governor's Conference on Tourism Red Bud Awards

- A Red Bud is the highest honor given in the Oklahoma tourism industry, two awards are given in each category Red Bud and Merit Award.
- · The Red Bud Awards celebrate Oklahoma's top tourism entities.

Red Bud Awards

2018

- Red Bud Award Outstanding New Event
 Winter Wonderland
- Red Bud Award Best Partnership Influencer Campaign with Visit Oklahoma City and Visit Norman
- Tourism Lifetime Achievement Award Cristy Morrison for life's work educating & promoting tourism in Oklahoma

2017

- Red Bud Award Best Overall Marketing Campaign
- · Red Bud Award Best Website

2016

 Red Bud Award – Best Social Media Campaign

2015

- Red Bud Award Best Publication (11 or more pages)
- Merit Award Best Social Media Campaign

2014

- Red Bud Award Best Overall Marketing Campaign
- · Merit Award Best Website

2013

- Red Bud Award Tourism Organization of the Year
- Red Bud Award Best Partnership, "Legends Weekend"

2012

 Red Bud Award – Outstanding New Event, "Legends Weekend"

2010

 Red Bud Award – Best Overall Marketing Campaign

2009

Merit Award – Outstanding Feature Story

2008

- Red Bud Award Tourism Organization of the Year
- Merit Award Best Overall Marketing Campaign

2004

 Merit Award – Best Overall Marketing / Promotion Plan

2003

 Merit Award – Best Sponsorship / Partnership

2002

Merit Award – Website2001 – Merit Award
 Outstanding New Event

2001

· Merit Award - Event Promotion