

## COMBINING ENTITIES – *A Best Practices Review*

### Cape Cod, Massachusetts

Organization: **CAPE COD Chamber of Commerce, Convention and Visitors Bureau.** Not a member of the US Chamber of Commerce.

Mission: A membership organization that advocates on behalf of business to strengthen and promote regional economic vitality while addressing related cultural, environmental and community concerns.

Function: Four primary pillars:

- Convention and Visitor's Bureau
- Membership
- Economic & Community Development
- Community-wide Public Policy

Budget: Revenues include municipal contract for services, state tourism funding, other state grants based on competitive proposals, membership dues, license plate grants, other.

- Operating Budget: \$2,500,000
- Percent Revenues:
  - Municipality / grants 17%
  - State RTC (MOTT) 20%
  - Advertising/CVB Programs 38%
  - Membership 16%
  - Other 9%
- Percent Expenses:
  - Payroll Expenses 28%
  - General Expenses 72%

Other: Barnstable County Economic Development Dept. staff merged with Cape Cod Chamber of Commerce. Private Chamber entity hired county workers during transition. Represents 15 towns and is predominately private-sector driven. Town Managers support entity, work collaboratively and would be available to discuss with Nantucket stakeholders. Works with municipalities to support enterprise activities (airport, sports fields, wastewater, other).

Recognized as a Regional Tourism Council for the area and Regional Economic Development. Markets region for group travel (meetings, weddings, sports, and motor coach), foreign independent travel and leisure travel. Operates 2 visitor centers. Also staffed to manage economic development programs. Two sister corporations with different tax status each offer access to capital and funding for regional economic programs. CVB operates as 501c6 and participates in shows promoting tourism and visitation. Has approximately 1333 members and a strong, diverse board of directors of 30 critical to the organization's success.

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### Aspen, Colorado

- Organization: **Aspen Chamber Resort Association (ACRA)**. Not affiliated with the US Chamber of Commerce. Is *The Official Online Guide to Aspen*™ A 501(c) 6 organization.
- Mission: To serve the Aspen business and nonprofit communities by:
- Attracting visitors to the resort
  - Provide valuable member benefits and services
  - Facilitating synergy between business, non-profit and government
  - Provide advocacy on relevant community issues
- Function: Uniting four primary tools:
- Destination Marketing and Group Sales
  - Membership
  - Special Events
  - Visitor's Services
- Budget: Revenues include municipal contract for services, membership dues, event management, rooms tax allocation, other.
- Operating Budget: \$3,051,162
  - Percent Revenues:
    - Municipal contracts / Rooms Tax 66%
    - Membership Dues 19%
    - Events / Advertising 15%
  - Percent Expenses:
    - Payroll Expenses 31%
    - General Expenses 69%
- Other: ACRA is a non-profit organization dedicated to supporting the business community and enhancing the visitor experience. ACRA is a unique blend of a traditional chamber of commerce and a visitors' and convention bureau made up of approximately 725 local businesses, a strong, diverse board of directors of 25, and a dedicated staff. Its vision is to be the unifying voice for Aspen businesses and nonprofit organizations, promoting the success of its members for the benefit of the entire community. The by-laws, strategic plan, budgets, other available online at [www.aspenchamber.org/membership/overview](http://www.aspenchamber.org/membership/overview).

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## Vail, Colorado

- Organization: **Vail Valley Partnership.** Several affiliations including the US Chamber of Commerce.
- Mission: The Vail Valley Partnership (VVP) takes the leadership role to create and manage collaborative programs that encourage economic development and result in increased destination tourism in Eagle County. Its vision: To develop and enhance the economic vitality of the Vail Valley.
- Function: Three primary pillars:
- Destination Marketing Organization: Encompasses our group & leisure sales efforts, our destination marketing efforts via our official vacation guide, publication of our wedding guide and the management of our valley wide tourism information website [www.VisitVailValley.com](http://www.VisitVailValley.com). The Partnership's destination sales & marketing efforts will result in \$69,000,000 of direct spending in the Eagle River Valley in 2012.
  - Chamber of Commerce: For business community. Focused on member benefits, networking & educational events, signature programs, cost savings programs and marketing tools to benefit partners.
  - Economic Development: The Economic Council of Eagle County (501c6) helps lead regional economic development efforts including the Economic Research Center, Economic Development Leadership Council and the Eagle Air Alliance for air service programs to grow our airport.
- Budget: Revenues include municipal contract for services, tourism funding, membership dues, commissions, other.
- Operating Budget: \$1,800,000
  - Percent Revenues:
    - Municipal contracts 27%
    - Membership / Private 28%
    - Ad Sales / Commissions 30%
    - Programming 15%
  - Percent Expenses:
    - Payroll Expenses 49%
    - General Expenses 51%
- Other: In 2002, Vail Valley Tourism & Convention Bureau (VVTCB) merged with the Vail Valley Chamber of Commerce. In 2007 VVCTB becomes the Vail Valley Partnership (VVP) to better reflect the organization's partnership with the community, businesses and commitment to enhancing the region's tourism industry. New bylaws and a new governing body were adopted in addition to the motto: **support, unite, lead**. There are 800 active members with annual dues ranging from \$365 to \$900 per year. VVP owns its hotel booking engine and receives 15% commission. They actively recruit events.

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### New York City, New York

Organization: **NYC & Company, Inc.** is a private not-for-profit that provides services to the City of New York via contract on a fee for service basis. In addition to its City services, NYC & Company represents the hospitality sector in NYC as its traditional convention and visitors bureau. No affiliation to the US Chamber of Commerce. Work with Brand USA on promotion of the United States.

Mission: NYC & Company, Inc. is the official marketing, tourism and partnership organization for the City of New York, dedicated to maximizing travel and tourism opportunities throughout the five boroughs, building economic prosperity and spreading the positive image of New York City worldwide. See Annual report at: <http://www.nycgo.com/assets/files/pdf/2012annualsummary.pdf>

Corporate Structure: 501(c) (6), with a related 501(c) (3)

Function: Three primary pillars:

- Destination Marketing Organization: Traditional CVB functions:
  - Membership - 1900 dues paying members
  - nycgo.com – Travel, information and B2B site with transactional capability
  - Marketing Programs (NYC Restaurant Week, etc.)
  - Publications – 4 quarterly guides, 2 planners (1 meeting, 1 travel trade)
  - Group sales and meetings
  - Tourism Development (international markets primarily)
  - Trade Show participation
  - Information centers
  - Research
- Marketing and Advertising Services:
- Licensing agent: Manage and monetize all City-owned Intellectual Property.

Budget: Revenues include municipal contract for services, tourism funding, membership dues, commissions, other.

- Operating Budget: \$34,400,000
- Percent Revenues (see Finance Slide in link above for a more precise breakdown):
  - Municipal contracts 39%
  - Membership 12%
  - Ad Sales 9.5%
  - Sponsorship 23.5%
  - Misc. 14%
- Percent Expenses:
  - Payroll Expenses 5%
  - General Expenses 95%