

Five-Year Financial Plan for Tourism Fund Expenditures

FY 2008 - FY 2012

Visitor Services Board Recommendations to the Board of Selectmen, November 2006

Submitted by Visitor Services Board pursuant to
§3.1.4 of Administrative Directive No. 99-2, as
amended

Visitors Service Board:

Lynne Davies, Chair
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Chapter 178 of the Acts of 1996

Section 1. There is hereby established in the town of Provincetown a tourism fund to receive revenue under section 3A of chapter 64G, as set forth in section two of this act; and said town may appropriate monies in said fund to market, beautify, and enhance tourism in the town of Provincetown.

Section 2. Twenty-five percent of the excise collected under section 3A of chapter 64G of the General Laws by the town of Provincetown for the fiscal year ending June 30, 1997 shall be credited to the tourism fund, for the fiscal year ending June 30, 1998, thirty-five percent; and for the each succeeding fiscal year, forty-five percent.

Town Meeting

Article 5 of the April 7, 1997 Special Town Meeting established a Visitor Services Board, to be appointed by the Board of Selectmen, to develop, coordinate and implement a long-term comprehensive plan to enhance tourism year-round and for the purpose of overseeing expenditures of the Tourism Fund, under the direction of the Town Manager, as appropriated by Town Meeting. Article was amended to make expenditures of any funds of the Visitor Services Board to be expended under the Board of Selectman.

Administrative Procedures

Excerpt - Administrative Directive No. 99-2, as amended by the Board of Selectmen May 23, 2000

3.1.1 The Town Manager and the Director of Municipal Finance shall, from time to time, update projections of Tourism Fund revenues under Chapter 178 of the Acts of 1996, based upon the most recent quarterly payments from the local room occupancy excise tax.

3.1.2 The Tourism Director shall, after consultation with the Town Manager and the department heads, annually by August first, submit to the Visitor Services Board for its approval her recommendation for a five-year financial plan for Tourism Fund expenditures, based upon the projections in 3.1.1 above.

3.1.3 The Visitor Services Board may hold one or more public hearings on its proposed five-year plan prior to its submission to the Board of Selectmen.

3.1.4 The Visitor Services Board shall, annually by November first, submit to the Board of Selectmen for its approval a five-year financial plan for Tourism Fund expenditures.

3.1.5 The Board of Selectmen shall act on the Visitor Services Board's recommended plan by not later than November thirtieth, and may approve said plan with or without modifications.3.1.6 Said five-year plan shall be expressed in terms of percentages of total annual Tourism Fund proceeds which shall be used for

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marketing, promotional events; municipal projects; coordination and support; and/or such other categories as may be appropriate.

Five-Year Plan for Tourism Fund Expenditures VSB Recommendations to the Board of Selectmen, November 2006

Executive Summary

In accordance with §3.1.4 of Administrative Directive 99-2 as amended, the Visitor Services Board hereby submits to the Board of Selectmen the VSB recommendation for a five-year financial plan for Tourism Fund expenditures.

Consistent with the past several years, receipts as reported by Cape Cod businesses and merchants were mixed with most reporting flat to off. However, Provincetown, again out-performed the Cape overall, with mixed results for individual businesses.

The Visitor Services Board is charged with developing, coordinating, and implementing a long-term comprehensive plan to enhance tourism year-round and oversee expenditures of the Tourism Fund.

In response to that directive, and in keeping with its mission statement and goals, the VSB has made major strides this past year to respond to the current trend in tourism.

Improvement to Provincetown's tourism infrastructure needs to be addressed to maintain and grow Provincetown's economic base. Without this attention, Provincetown will become a second rate visitor destination rather than a premier destination. The competition is fierce and the marketing done by the VSB and Tourism Office will only go so far if the visitor's stay is not enjoyable and businesses leave Town. Areas of concern that should be addressed include the following:

- how to keep businesses in Town;
- initiatives/incentives to attract new businesses, including accommodations;
- incentives for businesses to stay open longer;
- enhanced services such as restrooms, bike racks, benches and visitor centers;
- improved environment, including clean streets and beaches, additional trash receptacles and pick-ups;
- enhancement of our waterfront, and amenities for our boating visitors; and
- in concert with the VSB's travel partners, the Provincetown Business Guild (PBG) and Provincetown Chamber of Commerce (Chamber), the VSB strongly encourages the BOS to aggressively pursue the taxation of short-

term condominium and house rentals in order to maintain and enhance the infrastructure to support the short-term rental visitors to Town.

On February 27, 2006, the Board of Selectmen voted to approve the five-year plan submitted by the VSB for Fiscal Years 2007 through 2011. The VSB's recommendations for Fiscal Years 2008 through 2012 propose the following amendments to that plan:

Marketing – 48.86% - \$206,016 in FY 2008

- This plan proposes to continue the aggressive marketing campaign begun in 2005. The marketing budget for FY 2008 is \$206,016 (an increase from FY 2007), which represents 48.86% of annual room tax revenues.

Grants – 23.71% - \$100,000 in FY 2008

- The plan also proposes to establish and maintain the grant budget at 23.71% of annual room tax revenues. For FY 2008, this amount is \$100,000 (the same amount as FY 2007).

Coordination/Support – 18.08% - \$76,250 in FY 2008

- This plan defines the staffing level for support of the VSB at a cost of \$76,250 for FY 2008 —18.08% of annual room tax revenues. This budget funds the salary and benefits for the Administrative Director of Tourism and the permanent part-time clerical employee, a union Grade 6 Administrative Assistant II. The Coordination and Support budget also includes membership dues for trade organizations for the Administrative Director of Tourism and includes a mobile phone for the Administrative Director of Tourism and other improvements to increase communication while the Administrative Director of Tourism is out of the office on business.

Municipal – 5.32% - \$22,453 in FY 2008

- The plan has traditionally been to provide funds for seasonal maintenance and infrastructure support, including additional trash barrel collection, restroom and comfort station attendants and maintenance, and grounds maintenance. The VSB recommends a broader approach be developed which focuses on all of the visitor services and amenities rather than just the traditional seasonal needs. As has been outlined in previous editorials¹, more attention to visitor services and amenities needs to be addressed. This proposal includes a total of 5.32% - \$22,453 in FY 2008, which represents a decrease from FY 2007 [\$29,022], and the VSB recommends using these funds to enhance the visitor services and amenities rather than routine maintenance of them.

Beautification – 4.03% - \$16,961 in FY 2008

- The plan would provide funds for such projects as planting trees, landscaping and helping to enhance the Waterfront Park as well as working with the VSB to provide additional benches and bike racks as well as other potential VSB projects. A total of 4.03% - \$16,961 in FY 2008 represents a significant increase from FY 2007 [\$7,004].

¹ Attached as Appendix B is *Provincetown Banner* editorial dated June 1, 2006; attached as Appendix C is *Provincetown Banner* editorial dated August 17, 2006.

Percentages

The five-year plan shall be expressed in terms of percentages of total annual Tourism Fund proceeds, which shall be used for marketing, grants, municipal projects, coordination and support, and/or such other categories as may be appropriate. Those percentage figures are shown below:

	Budget		Projections									
	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010			
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%		
TOTAL REVENUES	\$ 414,360	100.0%	\$ 421,680	100.0%	\$ 433,603	100.0%	\$ 421,680	100.0%	\$ 421,680	100.0%		
Recommended Budget	\$ 414,360	100.0%	\$ 421,680	100.0%	\$ 421,680	97.0%	\$ 421,680	100.0%	\$ 421,680	100.0%		
<i>% increase from prior year</i>			1.74%									
TOTAL EXPENSES												
699 Tourism Budget												
Coordination - Support	\$ 82,000	19.8%	\$ 75,000	17.80%	\$ 76,250	18.08%	\$ 76,250	18.08%	\$ 76,250	18.08%		
Marketing	191,448	46.2%	198,806	47.20%	206,016	48.86%	206,016	48.86%	206,016	48.86%		
Grants	100,000	24.1%	100,000	23.74%	100,000	23.71%	100,000	23.71%	100,000	23.71%		
Municipal	32,625	7.9%	47,430	11.26%	22,453	5.32%	22,453	5.32%	22,453	5.32%		
Beautification		0.0%		0.0%	16,961	4.03%	16,961	4.03%	16,961	4.03%		
<i>699 Tourism Subtotal</i>	<u>406,073</u>	<u>98.0%</u>	<u>421,236</u>	<u>100.0%</u>	<u>421,680</u>	<u>100.0%</u>	<u>421,680</u>	<u>100.0%</u>	<u>421,680</u>	<u>100.0%</u>		
TOTAL EXPENSES	<u>\$ 414,360</u>	<u>100.0%</u>	<u>\$ 421,236</u>	<u>100.0%</u>	<u>\$ 421,680</u>	<u>100.0%</u>	<u>\$ 421,680</u>	<u>100.0%</u>	<u>\$ 421,680</u>	<u>100.0%</u>		
SURPLUS/(DEFICIT)	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%		

Revenue Estimates

Chapter 178 of the Acts of 1996 provides that forty-five percent (45%) of Provincetown's local room tax proceeds are deposited in the Tourism Fund for purposes which "market, beautify, and enhance tourism" in Provincetown. At the end of each calendar quarter, the Town receives from the State the amount collected for the 4% room tax in Provincetown during the prior quarter². The four such payments received in FY 2006 totaled \$963,563—an increase of 1.10% from FY 2005's total of \$953,858. Deposited in the Tourism Fund for FY 2006 was 45% of that year's total, or \$433,603. The VSB projects a possible decrease in room tax proceeds for FY2007, reflecting the increased trend towards the conversion of guest rooms to condominiums. Given this possible erosion of the VSB funding, the VSB recommends a flat budget for FY2008 at \$421,680.

² For example, the June 2004 payment was for local room tax revenues collected during the quarter ending March 31, 2004.

The detail of quarterly room tax payments over the past 12 quarters is shown below:

<u>Local Room Tax Quarterly Payments</u>				<u>Distribution of Room Tax Receipts</u>		
	FY 04	FY 05	FY 06		FY 2007	FY 2008
September	\$392,434	\$394,906	\$403,556	Tourism Fund %	45%	45%
December	\$433,188	\$458,126	\$432,684	Tourism Fund	\$433,603	\$433,603
March	\$54,134	\$48,915	\$79,011	Wastewater Enterprise %	19.125%	19.125%
June	\$41,043	\$51,911	\$48,312	Wastewater Enterprise	\$184,281	\$184,281
TOTAL	\$920,799	\$953,858	\$963,563	General Fund %	35.875%	35.875%
% increase	-4.92%	3.50%	1.10%	General Fund	\$345,678	\$345,678
					\$963,563	\$963,563

Details of Spending Plan

Coordination, Grants, Marketing, Municipal, Beautification

Introduction

The VSB recommends establishing budget allocations in the first year of the new five-year plan (FY 2008) and carrying the resulting percentages forward in years two through five (FY 2009 through FY 2012) based upon the budget direction set by the VSB and adopted by the Board of Selectmen for FY 2007. Two years ago, the VSB shifted a significant portion of their overall budget into an aggressive marketing campaign in an effort to secure new markets and retain the markets that have been historically captured. The continued need to market Provincetown is necessary to maintain and grow a robust tourism economy.

Following last year's underlying theme of collaboration, the VSB continues to advocate the need for improvement to Provincetown's tourism infrastructure to maintain and grow Provincetown's economic base. Because of fierce competition throughout the country, more attention needs to be paid to raise the bar so Provincetown can effectively compete as a renowned cultural resort destination.

Significant improvement in communication between the Office of Tourism, various local business organizations and tourism-related businesses, our travel partners and other Town Boards has been accomplished during the past year. The VSB will continue to develop a cohesive and cooperative approach among these businesses and organizations in marketing a focused and enhanced image of Provincetown that is consistent, non-redundant and unifying. With the goal of becoming a leader in strategically marketing and promoting Provincetown, the VSB has implemented several cross-promotional opportunities that have been enhanced by an aggressive website presence and media campaign. To complement these initiatives, the VSB will continue to work with local businesses to improve customer service to all constituents through the development of VSB policies and procedures.

To assist in meeting their mission and goals as well as to help measure the economic development of Provincetown, the VSB is developing a database

and collection structure for capturing non-subjective information. This information will be included in an annual report which will be published and available online.

Tremendous efforts have been made to improve the appearance of the storefront windows during the shoulder and winter seasons. Through an initiative implemented last year by the VSB, local students and artists have collaborated to produce an assortment of artwork depicting Provincetown's heritage and culture, which has created an outdoor strolling art gallery.

During this year, the VSB plans to complete their work on the Waterfront Park project and the first phase of the Historic/Cultural Walking Trail. Working with Town and community groups, the "greening" of the waterfront, one of our most important and historic assets, will include beautifying the area around the Municipal Parking Lot, providing an area of respite and reflection for residents and visitors alike. The VSB has will continue to develop a Historic and Cultural Trail during this year, and is continuing to develop information that will help bring this project to fruition. Both projects will be accomplished by utilizing a community-wide approach that encompasses public and private resources. The VSB has already formed two working groups that consist of the Chamber, PBG, Cultural Commission, Beautification Committee, Historic Committee, and the Provincetown Public Pier Corporation.

The VSB has spoken many times about the collaborative approach it has adopted in meeting its goals and mission. Besides the examples briefly outlined above, the VSB in collaboration with the Chamber, Family Pride, PBG and School Committee, both the Tourism Office and VSB are exploring options to introduce a Town Fair during Family Week next year. The VSB and Administrative Director of Tourism recommend the revenues generated from this event be placed in the Fourth of July Fireworks Gift Fund to help defray expenses associated with the annual fireworks display beyond the VSB's standard donation of \$3,000. The VSB will continue to look at innovative ways to realize its mission to enhance tourism and at the same time provide residents economic viability and enjoyable experiences.

Coordination/Support – 18.08% \$ 76,250

For FY 2008, Coordination and Support totals will be \$76,250. The staff includes a full-time Administrative Director of Tourism and a part-time, Grade 6 Administrative Assistant II, to provide administrative support to the Office of Tourism 20 hours per week, year-round. The Assistant is available to take minutes for the VSB meetings, manage the tourism fund budget figures and to cover the Tourism Office when the Administrative Director of Tourism is attending travel and trade shows.

Grants – 23.71% \$100,000

The VSB has recommended that a significant proportion of the Tourism Fund should be used for promotional and enhancement projects. The total amount for grants has varied over the past several years -- \$85,675 in FY 2002, \$96,503 in FY 2003, \$101,328 in FY 2004, \$110,000 in FY 2005, \$100,000 in FY 2006 and FY 2007. For FY 2008, the VSB again recommends \$100,000.

Last summer the VSB held two public meetings to hear comments regarding the grant funding guidelines. The overwhelming consensus from those who attended and spoke at these public hearings was that change was not necessary. The VSB refined the grant application process to provide applicants with clear guidelines which helped determine if requests for funding met the criteria established by the mission of the VSB, which include three types of grants: promotional grants (for events that bring visitors to Town for the purpose of enhancing the economic base of our tourism industry), tourism enhancement grants (for beautification projects and service enhancements that will improve the enjoyment of visitors to Provincetown and residents alike), and other grants that help promote and enhance tourism to Provincetown.

Events are funded either through Mini-Grants less than \$5,000 or Full Grants of \$5,000 and up. Recipients of Full Grants are required to submit periodic reports to the VSB. Appendix A contains the adopted grant policy guidelines and application procedures. Based on discussion and feedback received during the past year, the changes recommended by the VSB need to be included in the grant agreement, which address pre-event funding for startup expenses, which will be considered by the Administrative Director of Tourism if (a) the funds are used to cover only advertising expenses prior to the event; and (b) the amount does not exceed fifty percent (50%) of the allowed advertising expenses. In the event the promotional event/project does not come to fruition as described in the grant application, the grant applicant shall repay the pre-event funds disbursed by the Town of Provincetown.

The grants awarded thus far for FY 2007 are shown below.

FY 2007 Grant Awards:

EVENT	AWARD
Portuguese Festival	\$6,500
Provincetown International Film Fest	\$15,000
Meet Your Man In Provincetown	\$4,000
Holly Folly	\$4,000
Norman Mailer Society Conference	\$2,500
Mates Leather Weekend	\$2,500
Women's Week	\$8,500
Single Women's Weekend	\$5,000

Shakespeare on the Cape	\$4,000
Great Provincetown Schooner Regatta	\$8,000
Bear Week 2006	\$1,750
Ptown Swim for Life & Paddler Flotilla	\$2,000
4th Annual Kate Clinton Classic IWFFA Tour	\$2,500
Fantasia Fair 2006	\$2,500
Ptown Tennessee Williams Festival	\$2,500
PAAM Blanche Lazzell Exhibition	\$5,000
2nd Annual WOMR Jazz Festival	\$3,500
New Ptown Players' Holiday Extravaganza	\$7,000
3rd Annual Harbor - Memorial of Hope	\$1,000
Outer Cape Chorale	\$2,000
Video Tour of Provincetown	\$4,800
Castle Hill Paints the Town	\$1,000
Provincetown Dance Festival	\$2,500
Great Music on Sundays at 5	\$2,000
TOTAL GRANT AWARDS – FY 2007	\$100,050

Marketing – 48.86% \$206,016

The VSB recommends a Marketing Budget of \$206,016 for FY 2008. In an effort to secure new markets and retain the markets we have traditionally served, the VSB will be spending 48.86% of the total annual Tourism Fund revenues to meet these goals. This continues to be the most important area of the plan in order to meet the VSB's mission.

Some of the points the marketing plan addresses are as follows:

- During the past year, adjustments to the media plan were made to include regional markets where three recent surveys indicate a significant percentage of Provincetown visitors resided. Shifting a portion of advertising dollars from one of three Boston hotel publications, new regional advertising includes the *Best Read Guide*, radio advertisements, website banner advertising and rack cards distributed at regional transportation centers throughout Cape Cod and along Boston's South Shore.
- An aggressive Internet advertising campaign to promote Provincetown was launched last year. With the combined efforts of several advertising partnerships implemented with PR Newswire, *Boston Phoenix* and *CapeCodTravel.com*, the Tourism Office website is now among the top three web addresses offered via traditional Internet search engines. Following the recommendation of the VSB, the Administrative Director of Tourism implemented a partnership with local business owners by providing website

links from the Tourism Office website, generating traffic to local businesses that do not have the funding source for advertising and marketing.

- Earlier this year, strategic cross-promotional efforts were implemented with three Provincetown cultural institutions, producing the One-Day Museum Pass. Marketing initiatives with our travel partners have produced several other cross-promotional opportunities. Boston Harbor Cruises displayed tent cards promoting the Portuguese Festival; Bay State Cruise Company's chief marketing officer attended the Travel Industry Association's annual trade summit, supporting both the Cape Cod Chamber of Commerce and Provincetown Tourism Office trade show booths; Cape Air has partnered with the Tourism Office at the annual Gay and Lesbian Travel Expo in New York; the Portuguese Princess introduced sunset dinner cruises and the P-Town pass. Additional travel partnerships are being explored with Air Canada, American Airlines, Amtrak and Jet Blue, which will provide the Tourism Office with greater visibility at consumer travel expos in southern California, New York, Toronto and Washington, DC.
- Cutting edge advertising campaigns portray a myriad of Provincetown images, capturing a glimpse of the natural resources that surround us as well as our unique trademarks, which have been recognized by recent awards from the National Trust for Historic Preservation, Out Traveler and Planet Out's "Out and About" travel awards, and Curve Magazine's readership poll.
- The image of Provincetown has been refreshed with a new trade show booth and display banners, providing consumers and travel industry professionals with an enhanced image of the Town.
- \$20,000 of the marketing budget is earmarked to be equally divided for co-op advertising with the PBG and Chamber. Co-op marketing serves to penetrate the target markets of these two active town organizations and allows existing tour and travel promoters to convey their message to targeted audiences. At a joint meeting with the VSB, Chamber and PBG, the Tourism Office media plan was introduced, developing a cohesive and cooperative approach in marketing Provincetown.
- As a result of an increase in travel to America from England, Ireland and Canada, the Tourism Office expanded its advertising campaign to include two additional core markets: England and Canada. Marketing partnerships with the Chamber and PBG are being explored for consumer travel expos in Toronto and Berlin.
- During the past year, the Tourism Office developed several media partnerships, providing a better return on investment by generating a significant amount of advertising leads. More funds have been allocated to continue marketing the Tourism Office website and generating e-newsletters to the expanding database of email addresses which have been received through cross promotion opportunities, collateral advertising and bounce back reader response cards.
- Using one of our most valuable resources, the Tourism Office introduced a new initiative having senior volunteers welcome visitors to Town Hall during the peak summer months. With the generous donation of brochure racks from the

Provincetown Public Library, the display of promotional materials has become more inviting for visitors.

- In collaboration with the Chamber, Family Pride, PBG and School Committee, the Tourism Office and VSB are exploring options to introduce a Town Fair during Family Week next year. The Administrative Director of Tourism recommends the revenues generated from this event be placed in the Fourth of July Fireworks Gift Fund to help defray expenses associated with the annual fireworks display.
- The motor coach business continues to be a viable component of the Town's tourism business and the Administrative Director of Tourism convened an annual meeting with the Cape and Island Tour Guide Association to forge stronger partnerships with motor coach tour operators. In addition, the Tourism Office will be attending the annual American Bus Association convention and marketplace in Grapevine, Texas next winter to continue our efforts to attract motor coach tour operators to Provincetown.
- In an effort to promote the myriad of year-round activities to our part-time residents and generate off-season visits to boost our economy, the Tourism Office produced the annual Calendar of Events, which was sent to over 1,650 second homeowners in February.

During the goal setting meetings and budget review process, the VSB identified the seven primary markets for advertising and developed a comprehensive media plan that will aggressively reach those markets as outlined in the marketing plan. The media plan for FY 2008 is shown below.

MEDIA NAME	TYPE	FY07 BUDGET
ARTnews	Arts	\$14,850
Bay Windows	GLBT	\$5,168
Best Read Guide	Regional	\$8,271
Boston Phoenix	Regional	\$2,500
Boston Spirit	Regional	\$9,000
Campus Provincetown	Arts	\$150
Concierge Magazine	Regional	\$6,000
Curve Magazine	GLBT	\$6,700
Discover New England	Europe	\$3,443
EDGE	GLBT	\$7,234
Group Tour Magazine	Group Travel	\$9,996
Holiday Media (New England Group Travel Planner)	Canada	\$2,110
Natural New England	Eco Tourism	\$1,240
New England Travel & Life	Regional	\$3,568
Out Traveler	GLBT	\$4,400
Panorama	Regional	\$9,700
Provincetown Art Guide	Arts	\$1,500
Co-Op Advertising (Chamber/PBG)	Co-op	\$20,000
TOTAL		\$115,830

The breakdown of these primary markets is shown below.

Media By Type	%
Regional	34
GLBT	20
Co-Op (Chamber, PBG)	17
Arts	14
Group Travel	09
Europe	03
Canada	02
Eco Tourism	01
TOTAL	100

Last year the Tourism Office implemented the tagline “*Provincetown – like nowhere else*” -- which has garnered a very positive reaction from many businesses and organizations throughout the Town. Following a comprehensive review of the staffing requirements needed to meet its mission, the VSB recommended the Tourism Office contract with a graphics designer and public relations firm. The primary responsibility of the graphics design firm is to oversee the implementation of the media campaign, which includes 86 advertising insertions in 18 publications in addition to banner advertisements on four websites reaching seven key markets. The primary focus of the public relations firm is to attract journalists and travel writers to visit Provincetown that will ultimately produce proactive published articles encouraging future travel. At the direction of the VSB, during the past eight months, 12 familiarization trips to Provincetown were organized by FOCUS Communications, the public relations firm retained by the Tourism Office. The following media outlets have produced stories about Provincetown: Gayot.com, Edge Boston, Cn8, Instinct, Genre, New York Daily News, HotelChatter.com, Westchester Magazine, Privilege Magazine, Canarsie Courier, Parentguide and Let’s Shop. Fox 25 News concluded their live “Zip Trip” summer series with a three-hour telecast from Provincetown on September 1, 2006. In addition, a Video News Reel was produced this summer, showcasing the arts, culture and rich heritage that reside in Provincetown. Approximately 15% of the overall marketing budget has been set aside to fund the graphics design and public relations firm contracts. The additional marketing expenses for FY 2007 are outlined below:

Travel and Trade Show	FY08 Budget
American Bus Association	\$1,055
Gay and Lesbian Expo	\$6,900
G&L Int’l Conference on Tourism	\$550
Gay Lifestyle Enrichment Expo	\$200
IGLTA International Conference	\$2,500
IACVB Registration	\$995
MOTT Trade Show	\$1,000
Receptive Services Association	\$895
TIA Expo – Los Angeles	\$2,300
TIA Expo – Washington, DC	\$2,300
Travel and Leisure Show	\$5,000

Travel Industry Assn (Pow Wow)	\$2,500
Travel and Expenses	\$12,000
TOTAL	\$38,195

Other Marketing Expenses	FY07 Budget
Tour Guide Appreciation Event	\$1,500
Organization Dues	\$2,991
Holiday Lights	\$1,000
Fireworks	\$3,000
E-Newsletter	\$2,000
Town Banners	\$2,000
VSB Website	\$4,000
Upgrade Trade Show Booth	\$4,000
Graphics Design	\$7,500
PR Firm	\$24,000
TOTAL	\$51,991

Municipal Projects – 5.32% \$22,453

The VSB recommends a total of \$22,453 for municipal projects, which enhance the visitor experience. Following a natural progression, the VSB is recommending that the Town now assume the expenses associated with additional service levels being provided by the Department of Public Works (DPW), including an extra and third barrel pick-up, extended restroom hours and beautification maintenance [which is a provision of seasonal landscaping and other landscaping services].

When first approached about the need for such services, the VSB agreed to provide the funding as the need was great, but the DPW budget at that time would not support these initiatives. In addition, the tourism environment was vastly different at that time. The streets were crowded and guesthouses and motels hadn't even considered condominium conversions; therefore, VSB funds could be diverted for this purpose. The VSB is very proud that the Board has been able to fund the DPW for these very necessary visitor amenities.

The Tourism environment has changed across the Cape and in Provincetown. Efforts to market Provincetown as a premier visitor location must be enhanced. Tourists are looking for value added. **It is time to raise the bar of the status quo.** As stated in the Executive Summary, the visitor's experience must be enhanced to keep them coming back and spreading the word. In this light, it is now time for the VSB to hand over the responsibility of funding these infrastructure tasks to the Town. This will allow the VSB to use these funds to enhance and add to the visitor amenities in Town rather than fund the maintenance of the visitor infrastructure. To help with this transition, the VSB has formed a working group of its travel partners, the Chamber and the PBG along with the DPW to develop a mutual understanding of the existing needs and limitations and the desired results. This working group has developed some positive solutions and at this writing, is sponsoring a financial

summit of the BOS, FinCom, DPW, Chamber, PBG and others to look at the issue of Tourism Infrastructure and ways to move beyond the status quo with imaginative funding, solutions and a comprehensive approach to addressing visitor amenities and service needs.

Beautification – 4.03% \$16,961

By its vote on September 6, 2000, the VSB recommended that the annual allotment for the Beautification Committee be increased from \$3,900 to \$10,000, beginning in FY 2002. In FY 2006, the VSB reduced all budgets to pursue an aggressive marketing campaign. As part of that effort, the Beautification budget was cut to \$8,287. For FY 2007, \$7,004 was recommended. For FY 2008, the VSB recommends \$16,961 be set aside for such projects as planting trees, landscaping and providing additional benches and bike racks. As one of their goals, the VSB plans to beautify the area surrounding the Municipal Parking Lot. Working in collaboration with the Beautification Committee, some of these funds will allow the completion of the Waterfront Park project.

Appendices

- A - Grant Policy Guidelines and Grant Application
- B - Editorial – *Provincetown Banner* – June 1, 2006
- C - Editorial – *Provincetown Banner* – August 17, 2006
- D – Grant Agreement – Tourism Fund Promotional Grant – less than \$5,000
- E – Grant Agreement – Tourism Fund Promotional Grant - \$5,000 or more