

2013 DMO Visitor Information Centers Study



A Benchmarking Study including Budgets, Strategies and Operations



2013 DMO Visitor Information Centers Study

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INTRODUCTION

Official destination marketing organizations (DMOs) are responsible for increasing the economic benefits of tourism and meetings to their respective destinations. They do this by inspiring travelers to visit their destination as well as influencing travel throughout their communities to increase spending and enhance the visitor experience. Visitor information centers are one of the most significant ways DMOs connect with visitors while in the destination.

The 2013 DMO Visitor Information Centers Study is the most comprehensive study on DMO visitor information center (VIC) practices to date. This inaugural research program focuses on budgets, strategies and initiatives. The goal of this study is to provide DMOs with a unique and invaluable informational resource to guide their VIC marketing, budgeting and planning.

The report covers the following key VIC areas and themes:

- Location, size, seasonality, who owns and manages, openings and closings
- Services offered
- Revenues and expenses
- Personnel trends
- Reservation and ticketing practices
- Performance reporting and ROI

In January 2013, an online survey was sent to 854 US and Canadian DMO visitor services executives. A total of 284 DMOs responded for a 33% response rate. The responses were a balanced representation of DMOs:

Organizational Structure	% of DMO Respondents
501c3/c4/c6 (US only)	59
Non-profit (Canada only)	6
Chamber of Commerce	9
City gov't. agency	10

Organizational Structure	% of DMO Respondents
County gov't. agency	8
Quasi-gov't entity/Authority	19
Other	3

The number of destination VICS represented was 543.

Canadian DMOs represented 6% of all respondents. The currency exchange rate used for the aggregated results: 1USD=0.993CAD (as of Jan.25, 2013).

The aggregated results are broken out in six budget range categories:

Budget Range	# (%) of DMO Respondents
Less than \$500,000	41 (15%)
\$500,000 - \$999,999	50 (18%)
\$1,000,000 - \$1,999,999	63 (23%)
\$2,000,000 - \$3,999,999	53 (19%)
\$4,000,000 - \$9,999,999	36 (13%)
\$10,000,000 or more	32 (11%)
Unknown (<i>not used in budget breakdowns</i>)	10

This report is divided into two sections: aggregated results and individual responses. The questionnaire can be found at the end of the report.

Sums may not total 100% due to rounding.

The *DMO Visitor Information Centers Study* is published by Destination Marketing Association International (DMAI), which protects and advances the success of official destination marketing organizations worldwide.

DMAI thanks all of the respondents for their invaluable contributions to this study. Appreciation also goes to Ruth Trojan, Nadler & Associates, for managing the project and authoring the report.

RESPONDENTS – ALPHABETICAL

1000 Islands Int'l. Tourism Council	Champaign County CVB	Experience Kissimmee	Hawaii VCB
Aberdeen Area CVB	Charlotte Regional Visitors Auth.	Fayetteville CVB	Heritage Corridor CVB
Albany County CVB	Charlottesville Albemarle CVB	Fayetteville Visitors Bureau	Hershey Harrisburg Reg. Visitors Bureau
Albuquerque CVB	Chicago North Shore CVB	Flagler County CofC & Affiliates	Hilton Head Island VCB
Alexandria CVA/Visitor Center	Choose Chicago	Flagstaff CVB	Hocking Hills Tourism Association
Amarillo CVC	Cincinnati USA CVB	Florence SC CVB	Hopkinsville-Christian County CVB
Amelia Island CVB	Cobb Travel & Tourism	Fort Worth CVB	Houma Area CVB
Ames CVB	Colorado Springs CVB	Frankenmuth CVB	Huntingdon County Visitors Bureau
Ann Arbor Area CVB	Columbia Cty Tourist Dev. Council	Franklin County CVB	Huntington Beach Mtg. & Visitors Bureau
Annapolis & Anne Arundel County CVB	Columbia Missouri CVB	Fresno/Clovis CVB	Independence KS (Chamber) CVB
Armstrong County Tourist Bureau	Conroe Texas CVB	Frisco TX CVB	Independence MO Tourism
Asheville CVB	Crystal Coast Tourism Authority	Galena/Jo Daviess County CVB	Indiana Dunes Tourism
Atlanta CVB	Cumberland Valley Visitors Bureau	Gettysburg CVB	Irving CVB
Atlantic City CVA	Dallas CVB	Glendale CVB	Ithaca CVB
Augusta CVB	Dayton/Montgomery County CVB	Glenwood Springs Chamber Resort Assn.	Joplin MO CVB
Bakersfield CVB	Des Moines CVB	Go Wichita CVB	Juneau CVB
Bay Area Houston CVB	Destination College Park	Golden Isles CVB	Kalispell CVB
Bayfield Chamber and Visitor Bureau	Destination Loveland	Grand Island/Hall County CVB	Kansas City Kansas CVB
Beaches of Fort Myers & Sanibel - Lee County VCB	Destination Missoula	Great Lakes Bay Regional CVB	La Crosse Area CVB
Billings Chamber/CVB	Discover Lehigh Valley	Greater Binghamton CVB	Lafayette Parish CVC
Bismarck-Mandan CVB	Discover Newport	Greater Lansing CVB	Laguna Beach VCB
Bowling Green Area CVB	Discover Palm Beach	Greater Morgantown CVB	Lake Charles/SW Louisiana CVB
Brookings CVB	Discover Saint John	Greater Newark CVB	Lake Havasu City VCB
Brown County CVB	Door County Visitor Bureau	Greater Palm Springs CVB	Lake Tahoe Visitors Authority
Bryan-College Station CVB	Douglasville CVB	Greater Philadelphia Tourism Mktg Corp.	Las Cruces CVB
Burlington/Alamance County CVB	Dublin CVB	Greater Raleigh CVB	Las Vegas CVA
Burnsville CVB	DuPage CVB	Greater St. Charles (MO) CVB	Lexington CVB
Butler County TCB	Durham CVB	Greensboro Area CVB	Licking County CVB
Cabarrus County CVB	Edmond CVB	Gulf Shores & Orange Beach Tourism	Little Rock CVB
Calhoun County Visitors Bureau	Edmonton Tourism	Halifax County CVB	Louisville CVB
Cape Cod Chamber of Commerce/CVB	Ennis CVB	Hamilton County CVB	Lynnwood, Washington Tourism
Carthage CVB	Experience Arlington	Hampton CVB	Macomb Area CVB
Central Pennsylvania CVB	Experience Columbus	Harrison County CVB	Mahoning County CVB
	Experience Jackson	Harrison County Tourism Comm.	Manhattan CVB

**RESPONDENTS –
ALPHABETICAL (CONT'D.)**

Marina del Rey CVB	Roanoke Valley CVB	Tourism Abbotsford	Visit Knoxville
Marshall County CVB	Rochester MN CVB	Tourism Burlington, Ontario	Visit Lafayette-West Lafayette
Metropolitan Tucson CVB	Roseville Visitors Association	Tourism Calgary	Visit Loudoun
Minneapolis Northwest CVB	Ruston Lincoln Parish CVB	Tourism Council of Frederick County	Visit Mason City
Mitchell CVB	Rutherford County CVB	Tourism Jasper	VISIT Milwaukee
Monterey County CVB	San Antonio CVB	Tourism Kamloops	Visit Napa Valley
Muskegon County CVB	San Francisco Travel Association	Tourism Richmond	Visit Newport Beach
Myrtle Beach Area CofC/CVB	Sandy Springs Hospitality & Tourism	Tourism Vancouver	Visit Oakland
Naples, Marco Island, Everglades CVB	Santa Monica CVB	Tourism Vancouver Island	Visit Orlando
Nelson County Tourism	Scottsdale CVB	Tourism Whistler	Visit Santa Rosa
Newport News Tourism Dev. Office	Seattle Southside Visitor Services	Tourism Windsor Essex Pelee Island	VISIT SARASOTA COUNTY
Newton CVB	Shakopee Chamber and Visitor's Bureau	Tourism Winnipeg	Visit Savannah
Niagara Tourism and Convention Corp.	Shelby KY CVB	Tourisme Îles de la Madeleine	Visit Seattle
Norman (OK) CVB	Sioux Falls CVB	Tourisme Montréal	Visit South Walton
Northern KY CVB	Smithfield/Johnston County CVB	Travel Portland	Visit Spokane
NYC & Company	Snohomish County Tourism Bureau	Traverse City Visitor Center	Visit St. Pete/Clearwater
Ottawa Tourism	Sonoma County Tourism	Tri-Cities VCB	Visit Tallahassee
Overland Park CVB	South County Tourism Council	Virginia Beach CVB	Visit Winston-Salem
Paducah CVB	South Padre Island Visitors Center	Visit Addison	VisitErie
Panama City Beach CVB	Spencer County Visitors Bureau	Visit Anchorage	VisitHattiesburg
Peachtree City CVB	Spotsylvania Cty Dep't. Econ. Dev. & Tourism	Visit Baltimore	VisitNorfolk
Perry County CVB	Springfield, Missouri CVB	Visit Baton Rouge	VisitPittsburgh
Philadelphia CVB	St. Joseph MO Visitor Center	Visit Bellevue Washington	VisitRochester (NY)
Plano CVB	St. Louis CVC	Visit Bloomington	VisitTulsa
Platte County CVB	Statesville CVB	Visit Brookfield	Waco & the Heart of Texas
Pocono Mountains Visitors Bureau	Steuben County CVB	Visit Buffalo Niagara	Warren County CVB
Positively Cleveland	Stevens Point Area CVB	Visit Carlsbad	Watauga County Tourism Dev. Auth.
Providence Warwick CVB	Stockton CVB	Visit Corvallis	Wicomico Cty Rec., Parks & Tourism
Pulaski County Tourism Bureau	Susquehanna River Valley Visitors Bureau	Visit Cheyenne	Williamson County Visitor Center
Quad Cities CVB	Syracuse CVB	VISIT DENVER	Williston CVB
Real Racine	Tacoma Regional CVB	Visit Eau Claire	Wisconsin Dells VCB
Reno Sparks CVA	Tampa Bay & Company	Visit Enid	Woodfield Chicago NW Conv. Bureau
Richmond Metropolitan CVB	Team San Jose	Visit Fairfax	Yakima Valley VCB
	Temecula Valley CVB	Visit Fort Wayne	York County CVB
	Tempe CVB	Visit Indy	York County Tourism Development
		Visit Jacksonville	Ten Unidentified DMOs

RESPONDENTS – BUDGET SIZE

Less than \$500,000

Aberdeen Area CVB
 Amelia Island CVB
 Armstrong County Tourist Bureau
 Billings Chamber/CVB
 Brookings CVB
 Burlington/Alamance County CVB
 Burnsville CVB
 Carthage CVB
 Conroe Texas CVB
 Douglasville CVB
 Edmond CVB
 Ennis CVB
 Florence SC CVB
 Franklin County CVB
 Grand Island/Hall County CVB
 Greater Binghamton CVB
 Hopkinsville-Christian County CVB
 Huntingdon County Visitors Bureau
 Independence KS (Chamber) CVB
 Kalispell CVB
 Licking County CVB
 Lynnwood, Washington Tourism
 Macomb Area CVB
 Mahoning County CVB
 Marshall County CVB
 Mitchell CVB
 Nelson County Tourism
 Newton CVB
 Peachtree City CVB
 Perry County CVB
 Platte County CVB
 Shakopee Chamber & Visitor's Bureau
 Shelby KY CVB
 Spencer County Visitors Bureau
 Statesville CVB

Stevens Point Area CVB
 Tourism Abbotsford
 Visit Corvallis
 Visit Enid
 Visit Mason City
 York County Tourism Development

\$500,000-\$999,999

1000 Islands Int'l. Tourism Council
 Bakersfield CVB
 Bayfield Chamber and Visitor Bureau
 Bowling Green Area CVB
 Brown County CVB
 Calhoun County Visitors Bureau
 Central Pennsylvania CVB
 Champaign County CVB
 Chicago North Shore CVB
 Columbia County Tourist Dev. Council
 Cumberland Valley Visitors Bureau
 Destination Loveland
 Destination Missoula
 Dublin CVB
 Experience Jackson
 Flagler County CofC & Affiliates
 Fresno/Clovis CVB
 Glendale CVB
 Glenwood Springs Chamber Resort Assn
 Harrison County CVB
 Hocking Hills Tourism Association
 Kansas City Kansas CVB
 Laguna Beach VCB
 Manhattan CVB
 Marina del Rey CVB
 Muskegon County CVB
 Norman (OK) CVB
 Paducah CVB

Pulaski County Tourism Bureau
 Roseville Visitors Association
 Ruston Lincoln Parish CVB
 Smithfield/Johnston County CVB
 Snohomish County Tourism Bureau
 South County Tourism Council
 Spotsylvania County Department of Economic Development & Tourism
 St. Joseph MO Visitor Center
 Steuben County CVB
 Susquehanna River Valley Visitors Bureau
 Tacoma Regional CVB
 Tourism Burlington, Ontario
 Visit Bellevue Washington
 Visit Brookfield
 Visit Carlsbad
 Visit Lafayette-West Lafayette
 Visit Santa Rosa
 VisitErie
 VisitHattiesburg
 Wicomico Cty. Rec., Parks & Tourism
 Williamson County Visitor Center
 Williston CVB

\$1,000,000-\$1,999,999

Albany County CVB
 Amarillo CVC
 Ames CVB
 Bismarck-Mandan
 Bryan-College Station CVB
 Butler County TCB
 Cape Cod CofC/CVB
 Charlottesville Albemarle CVB
 Cobb Travel & Tourism
 Columbia Missouri CVB
 Dayton/Montgomery County CVB

Destination College Park
 Discover Saint John
 DuPage CVB
 Flagstaff CVB
 Frankenmuth CVB
 Frisco CVB TX
 Galena/Jo Daviess County CVB
 Gettysburg CVB
 Greater Morgantown CVB
 Greater Newark CVB
 Halifax County CVB
 Heritage Corridor CVB
 Houma Area CVB
 Îles de la Madeleine
 Indiana Dunes Tourism
 Ithaca CVB
 Joplin MO CVB
 Juneau CVB
 La Crosse Area CVB
 Lake Havasu City VCB
 Las Cruces CVB
 Minneapolis Northwest CVB
 Newport News Tourism Dev. Office
 Overland Park CVB
 Plano CVB
 Providence Warwick CVB
 Quad Cities CVB
 Real Racine
 Roanoke Valley CVB
 Rochester MN CVB
 Rutherford County CVB
 Sandy Springs Hospitality & Tourism
 Seattle Southside Visitor Services
 Stockton CVB
 Syracuse CVB
 Temecula Valley CVB

RESPONDENTS – BUDGET SIZE (CONT'D.)

Tourism Council of Frederick Cty
 Tourism Jasper
 Tourism Kamloops
 Tourism Windsor Essex Pelee Island
 Tourism Winnipeg
 Tri-Cities VCB
 Visit Addison
 Visit Bloomington
 Visit Cheyenne
 Visit Eau Claire
 Visit Fort Wayne
 Visit Oakland
 Watauga County Tourism Dev. Auth.
 Woodfield Chicago NW Conv. Bureau
 Yakima Valley VCB
 York County CVB

\$2,000,000-\$3,999,999

Alexandria CVA/Visitors Center
 Ann Arbor Area CVB
 Annapolis & Anne Arundel Cty CVB
 Augusta CVB
 Colorado Springs CVB
 Crystal Coast Tourism Authority
 Discover Lehigh Valley
 Discover Newport
 Door County Visitor Bureau
 Durham CVB
 Experience Arlington
 Fayetteville CVB
 Fayetteville Visitors Bureau
 Go Wichita CVB
 Golden Isles CVB
 Great Lakes Bay Regional CVB

Greater Raleigh CVB
 Greater St. Charles (MO) CVB
 Greensboro Area CVB
 Hamilton County CVB
 Hampton CVB
 Harrison County Tourism Comm.
 Hershey Harrisburg Reg. Visitors Bureau
 Huntington Beach Mktg & Visitors Bureau
 Independence, MO Tourism
 Lafayette Parish CVC
 Lake Charles/Southwest Louisiana CVB
 Louisville CVB
 Niagara Tourism and Convention Corp
 Ottawa Tourism
 Richmond Metropolitan CVB
 Santa Monica CVB
 Sioux Falls CVB
 South Padre Island Visitors Center
 Springfield, Missouri CVB
 Tempe CVB
 Tourism Richmond
 Tourism Vancouver Island
 Tourisme Montréal
 Traverse City Visitor Center
 Visit Baton Rouge
 Visit Buffalo Niagara
 Visit Fairfax
 Visit Jacksonville
 Visit Knoxville
 Visit Loudoun
 Visit Spokane
 Visit Winston-Salem
 VisitNorfolk
 VisitRochester (NY)
 VisitTulsa
 Waco & the Heart of Texas
 Warren County CVB

\$4,000,000-\$9,999,999

Albuquerque CVB
 Asheville CVB
 Bay Area Houston CVB
 Cabarrus County CVB
 Cincinnati USA CVB
 Des Moines CVB
 Discover Palm Beach
 Edmonton Tourism
 Experience Columbus
 Fort Worth CVB
 Greater Lansing CVB
 Greater Palm Springs CVB
 Gulf Shores & Orange Beach Tourism
 Hilton Head Island VCB
 Irving CVB
 Lake Tahoe Visitors Authority
 Lexington CVB
 Little Rock CVB
 Metropolitan Tucson CVB
 Monterey County CVB
 Naples, Marco Island, Everglades CVB
 Northern KY CVB
 Pocono Mountains Visitors Bureau
 Positively Cleveland
 Sonoma County Tourism
 Team San Jose
 Tourism Calgary
 Travel Portland
 Visit Anchorage
 VISIT Milwaukee
 Visit Napa Valley
 Visit Newport Beach
 VISIT SARASOTA COUNTY
 Visit Savannah
 Visit Tallahassee
 Unnamed DMO

\$10,000,000 or more

Atlanta CVB
 Atlantic City CVA
 Beaches of Fort Myers and Sanibel - Lee County VCB
 Charlotte Regional Visitors Auth.
 Choose Chicago
 Dallas CVB
 Experience Kissimmee
 Greater Philadelphia Tourism Mktg Corp
 Hawaii VCB
 Las Vegas CVA
 Myrtle Beach Area CofC/CVB
 NYC & Company
 Panama City Beach CVB
 Philadelphia CVB
 Reno Sparks CVA
 San Antonio CVB
 San Francisco Travel Association
 Scottsdale CVB
 St. Louis CVC
 Tampa Bay & Company
 Tourism Vancouver
 Tourism Whistler
 Virginia Beach CVB
 Visit Baltimore
 VISIT DENVER
 Visit Indy
 Visit Orlando
 Visit Seattle
 Visit South Walton
 Visit St. Pete/Clearwater
 VisitPittsburgh
 Wisconsin Dells VCB
 Nine unidentified DMOs

EXECUTIVE SUMMARY

Destinations Continue Investment in Official Visitor Information Centers

More than eight of out ten destinations have an official visitor information center(s) [a permanent, staffed physical structure – VIC]. Almost one-quarter also have some form of mobile VIC – kiosk, van or roaming counselors on Segways.

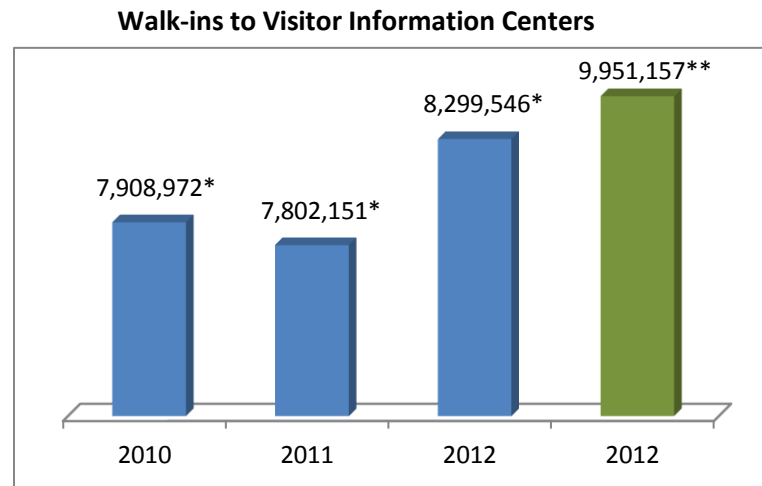
One-third of destinations opened a VIC in the last five years, most noticeably among the larger DMOs. Despite recessionary conditions, many DMOs were able to secure better locations and additional funding/new partners.

	% of respondents
Destination has official VIC(s)	83
Destination has mobile VIC(s) (kiosks, vans, counselors on Segways)	23

multiple responses	% of respondents
Destination opened a VIC(s) in last 5 yrs	30
Destination closed a VIC(s) in last 5 yrs	14
Neither opened/closed a VIC(s) in last 5 yrs	63

Visitor Information Centers Serve Millions of Visitors

Reporting DMOs welcomed almost 10 million walk-ins to their VICs in 2012. DMOs who reported three years of VIC walk-in traffic saw a 6% increase in traffic during the year, to 8,299,546 walk-ins.



* figures only from those respondents who supplied VIC walk-ins counts for all three years

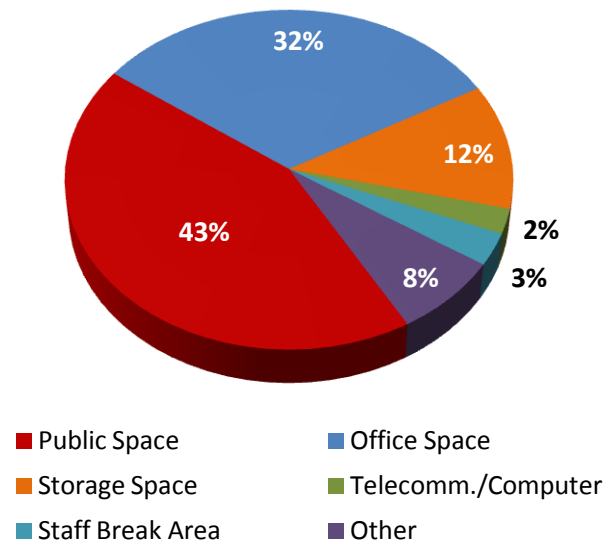
** all respondents

Striving for High Traffic, High Public Space Locations

Given that visitor information centers are often ‘the face’ of the destination to visitors, DMOs are actively pursuing opportunities to have a greater presence where visitor volume is high and space wholly devoted to visitor services. The previous page touched upon the extent of VIC openings in the last five years that resulted in an enhanced location. Currently, more than half of VICs are in a high traffic area or downtown.

There are limitations, however, to achieving the ideal location and space mix. Overall, only one half of DMOs own their VICs. Of the average 4,065 square footage per VIC, one-third is devoted to office space as almost two-thirds of DMOs are in the same building as their VICs.

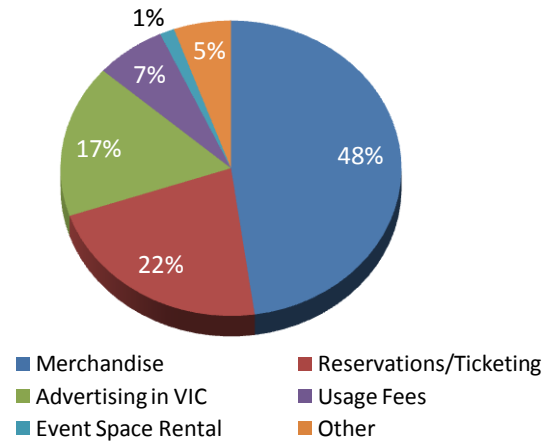
Primary VIC Space Usage



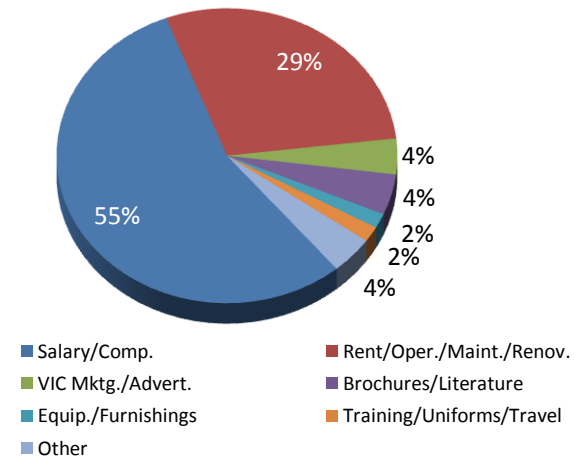
	% of respondents
Location of Primary VIC	
Building Separate from DMO Offices	40
High Traffic Area	62
Downtown	57
Major Highway	26
Airport	6

DMOs Invest Significant Resources in Visitor Information Centers While Diversifying Revenue Streams

Total VIC Revenues (FY2012) = \$16,741,785



Total VIC Expenses (FY2012) = \$27,103,131



VICs reported healthy contributions to their DMOs' bottom line, generating \$16.7 million in FY2012. They continue to diversify their revenue sources with selling merchandise the largest stream, representing 48% of all direct revenues generated by VICs.

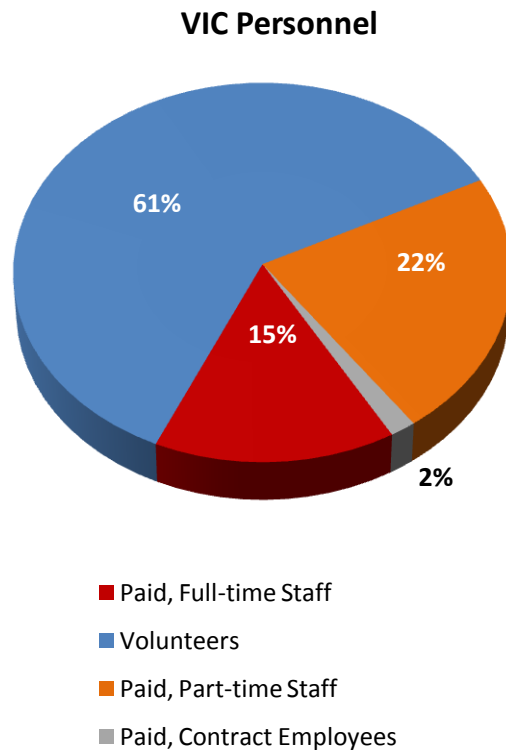
DMOs invested significant resources in maintaining and enhancing their VICs during the year, at \$27.1 million. VIC staff salary/compensation represented slightly more than half of VIC expenses with facility costs comprising almost one-third.

The cost per walk-in for DMOs was \$2.72.

DMO Investment in Visitor Information Center Personnel Grows

There has been a small but noticeable shift toward more VIC paid staff versus volunteers in the last three years. Key reasons include increased staff workload, new VIC and expanded VIC hours.

DMOs reported a total of 2,849 VIC personnel working in their visitor information centers in 2012, with almost two-thirds as volunteers.



	% of respondents
Change in the # of VIC Paid Staff vs. Volunteers in Last Three Years	
Increased	22
Decreased	10
Remained the Same	68
Have Staff Training Program	94
VICs Require Staff to Wear Uniforms	36

Visitor Information Centers Provide Diverse Services to Visitors

As the frontline point of contact for the visitor, visitor information centers offer extensive services, with brochure racks, public restrooms and public WiFi the most common offerings. One in two VICs sells merchandise; a broad array that includes souvenirs, clothing and books.

VIC counselors provide comprehensive services as well, including travel counseling to walk-ins, responding to inquiries (telephone, email, mail) and surveying walk-ins. A noticeable percentage also supports non-VIC activities such as attending trade and consumer shows.

	% of respondents
Top Services Provided in the VIC	
Brochure Racks	100
Public Restrooms	77
Public WiFi	62
Retail Space/Store	48
TV Monitors for News, Weather, etc.	45
Public Lounge	43
Information Kiosks	43
Public Internet Access (via Terminals)	30
Conference Room	27
Merchandise Sold in the VIC	
Souvenirs	53
Clothing	42
Books	42
Local Arts & Crafts	31
Prints/Posters	31
Jewelry	20
Food/Drink	20
No Merchandise Sold	42

	% of respondents
Top Services Provided by VIC Counselors	
Travel Counseling to Walk-ins	100
Respond to Telephone Inquiries	93
Respond to Email Inquiries	82
Respond to Mail Inquiries	77
Sell Merchandise	53
Survey VIC Walk-ins	53
Sign Visitors Up for E-newsletters	46
Respond to Social Media Inquiries (Facebook, Twitter, etc.)	40
Make Reservations (hotel, restaurant, tour, etc.)	40
Staff Trade/Consumer Shows	35
Sell Tickets (attractions, etc.)	32

DMOs Support Visitor Information Center Investment with Formalized Policies and Procedures

Given their high level of visibility and investment, many DMOs have formal policies and procedures to maximize their visitor information centers:

- Half of DMOs have annual marketing or business plans for their VICs.
- More than one third have an incentive program to encourage VIC visitation.
- Two-thirds of DMOs have a formal policy on literature distribution in their VICs. Common policy points cover brochure size and content, tourism-related businesses only and reciprocal relationships with other destinations and state tourism offices and approval processes.
- A large majority of DMOs have brochures sent directly to their VICs and charges no placement fee.

Local Tourism Business Opportunities at Visitor Information Centers Vary

Almost half of DMOs offer the destination's local businesses the opportunity to advertise in their VICs.

Renting the VIC for events is not common among DMOs, with fewer than one in ten offering this service. For those who do, a fee is usually charged.

Reservations and ticket sales are generally uncommon in VICs.

	% of Respondents
Hotel Room Reservations	35
Attraction Ticket Sales	27
Restaurant Reservations	23
Tour Reservations/Sales	16
Tee Times	4
None Offered	52

Strong Focus on Visitor Information Center Performance Measures

DMOs' adoption of DMAI-recommended performance measures for VICs, which illustrate the results of VIC (and DMO) activity, is strong with traffic counts, retail sales and inquiries handled the most common measures.

Fewer than one in five DMOs measure the Return on Investment of their VIC. When ROI was measured, capturing data on how the VIC contributed to the increase in length of stay and visitor spending for the current trip were the preferred ROI parameters.

	% of respondents
Top Five VIC Performance Measures	
# of Walk-ins (actual counts)	93
\$ Retail Sales*	81
# of Walk-ins who are Visitors to Destination	79
# of Tele./Email/Mail/Text/ Social Media Inquiries Handled	70
# Walk-ins Assisted by VIC Counselors (actual counts)	57

	% of respondents
DMO Measures VIC ROI	17
ROI Metrics Used	
Increased Length of Stay of Current Trip	65
Increased Visitor Spending for Current Trip	65
Number of Future Trips/Visitors	48
VIC Usage/Satisfaction Survey in Last Three Years	33

Monitoring VIC activity measures varied depending on services offered in the VIC, staff resources and organizational priorities. Brochure distribution and business representation in the VIC are more common than other activity measures.

	% of respondents
Top Five VIC Activity Measures	
# of Brochures Distributed	68
# of Members/Partners Represented (brochures, etc.)	53
In-kind Services Received	32
# of Local Industry Training Sessions Conducted by VIC Staff	35
Attendance at Training Sessions	30

RESEARCH FINDINGS

Presence and Number of Official Visitor Information Center(s) in Destination

More than four out of five responding destinations have an official visitor information center(s) [a permanent, staffed physical structure – VIC]. Almost one-quarter also have some form of mobile VIC – kiosk, van or roaming counselors on Segways.

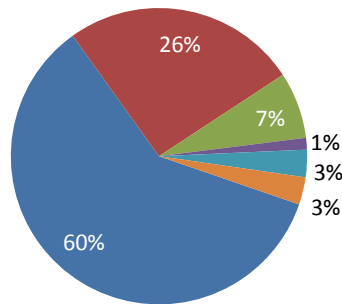
(% of respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Destination has official VIC(s)	83	83	80	76	92	86	86
Destination has mobile VIC(s) (kiosks, vans, counselors on Segways)*	23	10	19	24	35	19	29

*small sample sizes for budget categories, directional only

The majority of destinations have either no or one seasonal VIC, as well as one or two year-round VICs.

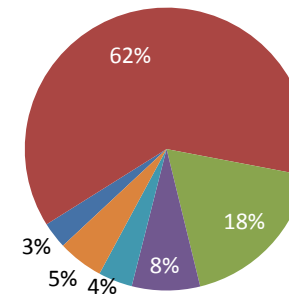
Number of Seasonal VICs in Destination

Average number = 1.77 VICs*



Number of Year-Round VICs in Destination

Average number = 1.68 VICs*



of VICs
0
1
2
3
4
5+

* DMOs who reported at least one VIC

Interestingly, nearly one-third of destinations opened a VIC in the last five years, most noticeably among the larger DMOs. Reasons cited for opening a new center included a better location or space, as well as securing more funding/new partners despite recessionary pressures.

(% of DMO Respondents multiple responses)	All Respondents	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Destination opened a VIC(s) in last 5 yrs	30	18	20	34	29	44	33
Destination closed a VIC(s) in last 5 yrs	14	3	7	20	16	16	21
Neither opened/closed a VIC(s) in last 5 yrs	63	79	75	60	57	50	54

Reasons for opening: better location, new space opportunity (18 mentions each); more funding/new partners (17); opened kiosk(s)/mobile VIC(s) (11); demand for more locations (10)
Reasons for closing: low traffic (14 mentions), budget cuts (13), business where VIC was housed closed/asked VIC to move (5), consolidated VICs (1), contract terminated (1)

Responsibility for Operating Destination’s Visitor Information Center(s) & DMO Involvement

Of the destinations with at least one official VIC, 85% are DMO-operated, while 15% have at least one that is not operated by the DMO.

(% of DMO respondents)	
Operator of (at least one) of the YEAR-ROUND VICs	
DMO	93
Other Entity* (multiple responses)	15
Chamber of Commerce (other than DMO)	3
City	2
Another 501(c)(3)/private operator	2
State/Province	1
BID/TID	1
County	--
Other**	7

* small sample sizes, directional only

** fed. gov’t., partner w/other entity (two mentions); USACE, airport, state, civic ctr (single mention each)

(% of DMO respondents)	
Operator of (at least one) of the SEASONAL VICs	
DMO	87
Other Entity* (multiple responses)	13
Chamber of Commerce (other than DMO)	9
BID/TID	6
City	5
Another 501(c)(3)/private operator	5
County	4
State/Province	--
Other**	6

* small sample sizes, directional only

** airport, partner w/other DMO, partner w/BID (single mention each)

DMOs are actively involved with those VICs they do not operate, providing printed brochures/maps, funding and staff training, geared toward ensuring a consistent visitor experience in the destination.

(% of DMO Respondents)	
DMO Involvement with YEAR-ROUND VICs Managed by Other Entity*	
Printed Brochures/Maps	72
Funding	41
Training	41
Signage	38
Paid Staff/Volunteers	22
Office Equipment	19
Space	16
Other**	9
Not Involved	25

* small sample sizes, directional only

** VIC marketing (single mention)

(% of DMO Respondents)	
DMO Involvement with SEASONAL VICs Managed by Other Entity*	
Printed Brochures/Maps	63
Training	47
Funding	21
Paid Staff/Volunteers	21
Signage	16
Office Equipment	5
Space	5
Other**	21
Not Involved	21

* small sample sizes, directional only

** VIC marketing (single mention)

Visitor Information Center Revenues

Total FY2012 VIC revenue for all reporting DMOs is \$16,741,785. (See * footnote for full explanation.)

Overall, selling merchandise is the largest VIC revenue producer, representing 48% of all revenues. Reservations/Ticketing sales and advertising in the VIC come in at a distant second and third, 21% and 17%, respectively.

(DMOs Who Reported Revenues - FY2012)	Average Revenue/DMO	All Respondents
TOTAL*	\$45,261	\$4,028,206
Merchandise	21,520	1,915,263
Reservations/Ticketing*	9,908	862,018
Advertising in VIC	7,530	670,197
Usage Fees+	3,011	267,995
Event Space Rental+	628	55,856
Other	2,448	217,877

* excludes 3 DMOs with reservations/ticket revenues well over \$1 million. If included, average revenue/DMO=\$188,110; total revenue for all respondents=\$16,741,785

+ small sample sizes. Directional only

(DMOs Who Reported Revenues - FY2012)	Average Revenue/DMO	Ave. Rev. Merchandise Sold
TOTAL+*	\$45,261	\$21,520
Less than \$500,000	10,085	4,426
\$500,000-\$999,000	7,446	5,189
\$1,000,000-\$1,999,999	21,684	11,334
\$2,000,000-\$3,999,999	54,634	31,180
\$4,000,000-\$9,999,999	69,298	61,353
\$10 million or More*	225,623	112,520

+ insufficient response to break out revenue categories except merchandise sold

* excludes 3 DMOs with reservations/ticket revenues well over \$1 million. If included, average revenue/DMO=\$188,180; \$10,000,000 or More category = \$1,167,290

Visitor Information Center Expenses

Total FY2012 VIC expenses for all reporting DMOs are \$27, 103,131. This translates, on average, to \$2.72 per walk-in visitor.

Staff salary/compensation comprises slightly more than half (55%) of VIC expenses with operations (13%) and rent (11%) second and third. VIC expenses represent a larger percentage of smaller DMO budgets compared to their larger counterparts, not surprising given smaller DMOS engage in fewer sales and marketing activities overall.

(DMOs Who Reported Expenses - FY2012)	Average Expenses/DMO	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
TOTAL	\$187,640	\$82,878	\$117,410	\$125,950	\$202,000	\$132,840	\$523,531
Staff Salary/Compensation	103,749	46,148	70,138	64,710	102,157	87,129	287,770
Rent	20,712	3,342	3,954	5,563	13,636	28,695	85,434
Operations (phone, supplies, etc.)	23,651	7,989	6,150	15,879	41,351	3,570	71,553
Marketing/Advertising of VIC	7,362	9,864	15,705	12,786	1,760	1,093	1,588
Brochures/Literature	8,347	2,099	5,818	11,341	14,603	1,300	10,417
Maintenance/Upkeep	7,054	1,407	5,801	4,926	12,602	4,322	12,171
Renovations	2,877	2,836	1,651	500	4,440	1,925	7,488
Office Equipment	2,438	816	1,299	418	6,647	1,273	3,337
Staff Training	1,375	748	291	1,848	871	1,312	3,533
Staff Travel Expenses	1,283	745	1,163	1,389	1,322	688	2,396
Furnishings	580	137	557	653	128	391	1,819
Uniforms	503	75	200	210	520	645	1,548
Other	7,708	6,672	5,401	5,727	1,964	497	34,477

Ownership, Size and Location of Visitor Information Center

Overall, one half of DMOs own their VICs. Of the average 4,065 square footage per VIC, more than three-fourths of the area is devoted to public and office space.

Smaller DMOs often have 'larger' VICs as they are often combined with the office space for non-VIC staff. Only 10% of small DMO VICs are in separate facilities compared to more than half for the largest DMOs. Not surprisingly, more than half of VICs are in a desirable location such as a high traffic or downtown area.

(% of Responding DMOs)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or more
DMO Owns VIC	54	58	57	48	61	41	57
Average square footage:							
Public Space	1,802	3,045	1,289	2,031	1,785	1,170	2,096
Office Space	1,327	1,716	1,019	1,193	2,380	446	968
Storage Space	496	460	586	718	465	254	353
Telecommunications/ Computer Space	99	52	98	125	140	37	73
Staff Break Area	128	77	97	176	171	94	96
Other	312	95	163	94	545	297	567
TOTAL	4,065	5,445	3,252	4,337	5,486	2,298	4,153
Location of VIC*							
Building Separate from DMO Offices	40	10	29	41	43	63	57
High Traffic Area	62	52	69	60	55	63	76
Downtown	57	57	57	36	78	52	62
Major Highway	26	38	29	31	23	19	14
Airport	6	--	3	5	8	15	5
Other**	22	29	14	21	23	7	38

* multiple choices

** near/in major attraction (11 mentions), different part of same building (10), near/in convention center (6), part of DMO space (4)

Visitor Information Center Personnel

Slightly more than one in five DMOs saw a shift toward more VIC paid staff in the last three years. Most common reasons include increased staff workloads, a new VIC, expanded VIC hours (e.g., weekends, evenings) and difficulties in enlisting volunteers. 10% experienced a decrease in the percentage of paid staff due, in part, to budget cuts and VIC closings.

DMOs have, on average, 19.76* individuals staffing their VICs, with more than half being volunteers. The number of paid staff, full- and part-time, generally doubles from the smallest DMOs to the largest ones. DMOs reported a total of 2,849 VIC personnel in 2012.

In general, the vast majority of DMOs have training programs for their VIC staff, though at a slightly lower level for the smallest DMOs. On-the-job training and destination familiarization tours are the most common training components.

Average number of	Total	Less than \$500,000**	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or more
Paid, Full-time Staff (total=484)	2.72	2.00	1.77	2.11	3.57	2.36	4.67
Paid, Part-time Staff (total=723)	4.13	1.47	3.33	3.93	5.40	3.95	5.77
Paid, Contract Employees (total=52)	0.62	1.00	0.40	1.25	0.15	0.57	0.67
Volunteers (total=1,951)	14.35	6.67	12.95	7.00	15.80	25.86	19.06
TOTAL (total= 2,849)*	19.76	10.41	16.79	12.33	22.22	30.77	27.29

* part-time staff counted as ½ full-time staff in 'total' counts

(% of respondents)							
Change in the % of VIC Paid Staff vs. Volunteers in Last Three Years							
Increased	22	17	19	26	22	26	19
Decreased	10	13	11	11	12	11	--
Remained the Same	68	71	69	63	66	63	81
Reasons for <u>increase</u> : increased workload (15 mentions), new VIC (9), expanded VIC hrs (7), lack of volunteers (7), cover vacations/leaves (3), more funding (2)							
Reasons for <u>decrease</u> : budget cuts (8 mentions), VIC closed (3)							

Have Staff Training Program	94	75	94	98	100	100	95
On-the-job Training	91	75	88	91	98	92	95
Destination FAM Tours	69	54	76	70	60	80	81
Classes	30	17	21	26	28	52	48
Certification Exam	12	8	6	13	13	12	24
First Aid/CPR	9	13	12	2	8	16	10
Other*	8	4	9	11	5	8	14

* Tourism Ambassador program (3 mentions); Super Host training, continuing education, Telephone Doctor training program (one mention each)

Services Provided by Visitor Information Center Counselors

VIC counselors provide a wide variety of services, with more than half of reporting DMOs offering travel counseling to walk-ins, responding to inquiries (telephone, email, mail), selling merchandise, and surveying walk-ins. And while a larger number of bigger DMOs offer reservations and ticketing services (as well as service a larger number of walk-ins, see page 29), smaller DMOs are more likely to staff trade and consumer shows and respond to social media and text inquiries, though the latter may change with time.

Larger DMOs are more likely to require their VIC to wear uniforms – only 8% at the smallest budget category, rising to 77% at largest.

(% of DMO Respondents)	Total	Less than \$500,000**	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or more
Services Provided by VIC Counselors							
Travel Counseling to Walk-ins	100	100	100	100	100	100	96
Respond to Telephone Inquiries	93	100	100	91	93	85	86
Respond to Email Inquiries	82	92	89	87	76	59	82
Respond to Mail Inquiries	77	92	94	83	73	44	68
Sell Merchandise	53	54	58	52	54	52	36
Survey VIC Walk-ins	53	54	57	61	56	30	46
Sign Visitors Up for E-newsletters	46	39	53	57	44	33	36
Respond to Social Media Inquiries (Facebook, Twitter, etc.)	40	73	39	52	29	7	27
Make Reservations (hotel, restaurant, tour, etc.)	40	35	22	41	46	41	55
Staff Trade/Consumer Shows	35	46	31	39	34	30	23
Sell Tickets (attractions, etc.)	32	31	31	24	34	30	50
Training	28	19	36	24	37	30	18
Respond to Text Inquiries	11	27	19	9	7	--	5
Other*	12	4	11	13	12	15	14
* non-VIC administrative duties (9 mentions); rack/display stocking & brochure inventory (8); staffing local events (3); fulfillment, Live Chat (2 mentions each)							
Percentage of VICs Requiring Staff to Wear Uniforms	36	8	17	38	37	48	77

Services Provided in Visitor Information Centers

DMOs offer a wide variety of services in their VICs, with brochure racks, public restrooms and public WiFi the most common. Many services, however, are slightly more common in the VICs of smaller DMOs (e.g., public restrooms and lounges) perhaps due to the challenges of maintaining such facilities in high traffic VICs.

Although almost half do not sell merchandise in their VICs, those who do offer a wide variety including souvenirs, clothing and books.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or more
Services Provided in VIC							
Brochure Racks	100	100	100	100	100	100	100
Public Restrooms	77	92	75	83	76	67	64
Public WiFi	62	65	75	60	54	70	41
Retail Space/Store	48	46	53	47	49	48	36
TV Monitors for News, Weather, etc.	45	35	50	51	46	30	55
Public Lounge	43	46	47	45	51	37	27
Information Kiosks	43	35	33	53	46	44	41
Public Internet Access (via Terminals)	30	15	25	32	37	26	41
Conference Room	27	39	33	28	32	7	14
Vending Machines	16	12	19	23	12	11	14
ATM	7	--	6	4	5	7	23
Movie Theater	5	4	3	4	5	7	9
Other*	13	8	14	11	10	15	32
* destination video (3 mentions); live music, AAA resources, picnic tables, dog walk, photo wall, wine tasting, art gallery (single mention each)							
Merchandise Sold in VIC							
Souvenirs	53	60	51	52	58	52	35
Clothing	42	36	40	43	48	44	30
Books	42	48	46	39	40	48	30
Local Arts & Crafts	31	32	29	39	30	32	20
Prints/Posters	31	28	31	39	35	28	15
Jewelry	20	20	17	21	25	24	15
Food/Drink	20	20	26	14	20	24	25
Other*	13	12	9	20	8	4	20
No Merchandise Sold	42	40	31	46	40	44	60

* local/state-made products, postcards (4 mentions); hats, blankets, DVDs, CDs, stickers, magnets, pins, license plates (single mention each)

Visitor Information Center Brochure Display

Two-thirds of DMOs have a formal policy on literature distribution in their VICs, though more common among larger DMOs. Common policy points cover brochure size and content, tourism-related businesses only and reciprocal relationships with other destinations and state tourism offices and approval processes.

A large majority has brochures sent directly to their VICs – again a practice slightly more common among large DMOs who also are more likely to use a third-party supply company to supplement their VIC literature.

(% of DMO Respondents)	Total	Less than \$500,000*	\$500,000-\$999,999*	\$1,000,000-\$1,999,999*	\$2,000,000-\$3,999,999*	\$4,000,000-\$9,999,999	\$10,000,000 or More
VIC has Formal Policy on Literature Distribution	63	46	56	64	68	71	78
Key Policy Points: member/partner only/preferred (63 mentions); 4x9 only/preferred, tourism-related business (24), accept 'official' state brochures (22), pre-approval process (11); no lodging brochures in racks/hotel listings in visit guide, businesses only in DMO's geographical area (10); one slot per member (7)							
How Brochures are Supplied to VIC (multiple choice)							
Businesses send direct to VIC	79	60	83	83	85	72	82
Businesses send to DMO and DMO brings to VIC	38	52	28	38	36	52	27
DMO Uses Third-party Supply Company	20	8	28	15	18	8	46
Other*	9	12	3	9	10	12	14
* DMO calls (6 mentions), DMO picks up occasionally (3)							
Brochure Placement/Distribution Fee?							
No Fee	87	84	94	85	87	82	91
Everyone Charged	7	--	3	7	8	15	10
Non-members/Non-partners Charged	6	16	3	9	5	4	--

Reservation/Ticketing Services Provided at Visitor Information Center

Reservations and ticket sales are generally uncommon in VICs, though larger DMOs are more likely to offer these services.

(% of Responding DMOs)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Hotel Room Reservations	35	19	28	30	40	48	50
Attraction Ticket Sales	27	19	22	16	26	28	59
Restaurant Reservations	23	15	19	21	18	36	41
Tour Reservations/Sales	16	15	9	7	11	20	46
Tee Times	4	12	--	5	--	8	--
Other*	17	12	19	16	16	16	23
None Offered	52	62	67	50	55	52	36

* event tickets (8 mentions); will call on as needed basis (5); aRes (2); music venues, car rental (single mention each)

Rental Space Availability in Visitor Information Center

Renting the VIC for events is not common among DMOs, with fewer than one out of ten offering this service. For those who do, a fee is usually charged.

(% of Responding DMOs)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Rent VIC Space for Events	9	12	6	17	5	--	9
Rental Fee?*							
Yes	61	67	100	75	--	--	50
Sometimes	28	33	--	13	67	--	50
No	11	--	--	13	33	--	--

* small sample size for individual budget categories, directional only

Advertising Opportunities for Local Businesses in Visitor Information Center

Nearly half of DMOs generate revenue by offering its destination's local businesses the opportunity to advertise in their VICs. The DMOs in the smallest and largest budget categories are more likely to offer this marketing service to local businesses.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or more
Advertising Opportunities in VIC for Local Businesses	41	52	29	38	36	46	57

Annual Marketing Plan/Business Plan for Visitor Information Center

Half of DMOs have annual marketing or business plans for their VICs.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Annual VIC Marketing/Business Plan	52	48	39	43	70	50	59

Incentive Program to Encourage Visits to Visitor Information Center

Fewer than 40% of all DMOs report using an incentive program of some kind to encourage visitation to their VICs. However DMOs in the smallest budget category are more likely to manage such a program, nearing 60%.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Incentive Program (e.g., coupons, discounts, free gift) to encourage VIC visitation	39	57	28	30	45	39	41

Performance Reporting: Activity Measures for Visitor Information Centers

Given the large investment on and the high visibility of visitor information centers, DMOs have been encouraged to adopt DMAI’s recommended guidelines for visitor services performance reporting outlined in the DMAI *DMO Performance Reporting Handbook*. The following pages review the pace of adoption among responding DMOs.

DMOs’ embrace of DMAI-recommended activity measures varies depending on services offered in the VIC, staff resources and organizational priorities. Monitoring brochure distribution and business representation in the VIC are more common than other activity measures.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
VIC Activity Measures							
# of Brochures Distributed	68	75	88	70	54	55	67
# of Members/Partners Represented (brochures, etc.)	53	50	52	61	43	60	50
In-kind Services Received	32	31	20	33	46	40	11
# of Local Industry Training Sessions Conducted by VIC Staff	35	6	44	36	51	30	17
Attendance at Training Sessions	30	6	32	39	43	25	11
# of VIC Staff Site Inspections @ Local Tourism Industry Businesses	28	25	24	24	29	45	22
# of VIC Staff Presentations to Visitor Groups	24	19	28	30	31	25	--
# of VIC Onsite Promotions	21	25	16	27	23	5	22

Performance Reporting: Performance Measures for Visitor Information Centers

Performance measures, which illustrate the results of VIC (and DMO) activity, are typically monitored more than activity measures. Traffic counts, retail sales and inquiries handled are the most common measures among responding DMOs.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
VIC Performance Measures							
# of Walk-ins (actual counts)	93	78	94	93	95	96	100
\$ Retail Sales*	81	56	78	75	94	69	63
# of Walk-ins who are Visitors to Destination	79	72	81	86	86	65	73
# of Telephone/Email/Mail/ Text/ Social Media Inquiries Handled	70	94	70	74	69	50	64
# Walk-ins Assisted by VIC Counselors (actual counts)	57	50	56	55	58	58	64
VIC Space Rental Fees*+	46	+	+	+	+	+	+
# of Bookings/Reservations/ Ticket Sales*	45	44	42	39	56	31	64
\$ Bookings/Ticket Sales*	43	11	33	39	50	39	71
VIC Advertising/Marketing/ Promotion Revenue	18	6	15	21	19	15	27
\$ Sponsorship/Partnership Revenue from VIC Services	12	11	11	12	14	8	14

* only among those who offer the service at the VIC

+ small sample size, directional only. Insufficient response for budget category breakdowns

Performance Reporting: Visitor Information Center Walk-ins

2012 walk-in traffic for ALL DMO respondents was 9,951,157.

All DMOs who reported three years of VIC walk-in traffic welcomed a total of 8,299,546 walk-in visitors in 2012, a 6% increase over 2011. This increase was not universal across budget categories due in part to VIC openings/closings and travel trends. The overall, average number of walk-ins also increased, up 6% to 64,338 in 2012.

DMOs use a variety of methods to count their VIC walk-ins with at least half using hand tallies and/or guest book signatures. The exception is the largest DMO budget group, who are much less likely to depend on guest books, while opting slightly more for electronic door counters.

	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Average Number of VIC Walk-ins*		**				***	
2010 (total=7,908,972)	61,310	22,438	23,789	25,635	71,422	57,107	139,628
2011 (total = 7,802,151)	60,759	30,511	23,011	38,621	64,838	55,300	131,282
2012 (total = 8,299,546)	64,645	31,465	23,237	25,929	66,912	58,034	129,613

* figures only from those VICs who supplied VIC walk-ins counts for all three years

** small sample size, directional only

*** excludes one DMO whose VIC walk-in counts more than doubled during this time period.

(% of DMOs Who Track VIC Walk-ins)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
How VIC Walk-in Visitors are Tracked							
Hand tallies (paper/manual checkers)	66	50	71	73	67	68	55
Guest Book Signatures	49	56	52	51	61	44	23
Electronic Door Counters	17	22	13	10	14	20	32
Surveys	12	17	10	17	8	12	5
Electronic Vehicle Counters	1	--	--	2	3	--	--
Other*	4	--	6	7	--	8	--

* database/CRM (four mentions); online statistics tool, zip code, log (visits, calls, time, party size, reason for visit/inquiry, referrals), Excel spreadsheet (one each)

Performance Reporting: VIC Return on Investment (ROI)

Fewer than 20% of DMOs measure the real Return on Investment of their VIC. The percentage rises slightly among the small budget DMOs.

For those who do, monitoring the increase in length of stay and visitor spending for the current trip are slightly more common than gathering information on future trips generated.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
DMO Measures VIC ROI	17	23	27	16	17	4	9
ROI Metrics Used*							
Increased Length of Stay of Current Trip	65	40	50	67	100	100	100
Increased Visitor Spending for Current Trip	65	60	50	67	75	--	100
Number of Future Trips/Visitors	48	60	100	67		--	--
Other**	18	--	75	--	25	--	--

* small sample size for individual budget categories, directional only

** media buy response, total visitor spending, number of direct referrals to members (single mention each)

Walk-in Visitor Usage/Satisfaction with Visitor Information Center

Overall, one-third of DMOs surveyed walk-ins on their usage of/satisfaction with the VIC in the last three years.

(% of DMO Respondents)	Total	Less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$10,000,000 or More
Surveyed Walks-in on VIC Usage/Satisfaction in Last Three Years							
Yes	33	32	21	38	41	23	41
No	63	59	79	60	57	69	55
Don't Know	4	9	--	2	3	8	5

INDIVIDUAL RESPONSES

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
DMO current FY budget	\$500,000-\$999,999	less than \$500,000	\$1,000,000- \$1,999,999	\$4,000,000- \$9,999,999	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	less than \$500,000	\$1,000,000- \$1,999,999	\$2,000,000- \$3,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)		no	no	yes	no			no	no
VIC openings/closings (last 5 yrs) opened a VIC(s) closed a VIC(s)								x	
Reason(s) for opening and/or closing the VIC(s)								opportunity to take over a facility for such use.	
# seasonal VIC(s) in destination	0	1	0	0	0	0	1	0	0
Who operates seasonal VIC(s) DMO BID/TID Chamber of Commerce (other than DMO) city county state/province Other		x					x	x	
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate funding space paid staff/volunteers printed brochures/maps office equipment signage training not involved Other									

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
DMO current FY budget	\$2,000,000- \$3,999,999	less than \$500,000	\$4,000,000- \$9,999,999	\$10,000,000 or more	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$500,000-\$999,999	\$4,000,000- \$9,999,999	\$500,000-\$999,999
DMO organizational structure	501c6/c3/c4	County Gov't. Agency	Quasi-gov't. entity/Authority	501c6/c3/c4	Quasi-gov't. entity/Authority	501c6/c3/c4	City Gov't. Agency	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	no	no	no	yes	no	yes	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)			x						
closed a VIC(s)									
Reason(s) for opening and/or closing the VIC(s)			opened VIC in city park in ctr of downtown Asheville to primarily serve visitors on foot						
# seasonal VIC(s) in destination	0	1	0	0	0	0	0	0	1
Who operates seasonal VIC(s)									
DMO		x		x					x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county		x							
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
DMO current FY budget	\$10,000,000 or more	less than \$500,000	\$1,000,000- \$1,999,999	\$500,000-\$999,999	less than \$500,000	\$500,000-\$999,999	\$1,000,000- \$1,999,999	less than \$500,000	less than \$500,000
DMO organizational structure	County Gov't. Agency	Chamber of Commerce	501c6/c3/c4	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4
Official VIC(s) in destination	no	yes	yes	yes	no	yes	yes	yes	no
Destination has mobile VIC(s)	yes	no	no	yes	no	no	no	no	no
VIC openings/closings (last 5 yrs) opened a VIC(s) closed a VIC(s)							x		
Reason(s) for opening and/or closing the VIC(s)							low traffic. No "manned" VIC in historic downtown; 24 hr kiosk in dwntrn htl lobby		
# seasonal VIC(s) in destination		2	0	0		0	0	0	
Who operates seasonal VIC(s) DMO BID/TID Chamber of Commerce (other than DMO) city county state/province Other		x							
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate funding space paid staff/volunteers printed brochures/maps office equipment signage training not involved Other		x x x x x x							

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
DMO current FY budget	\$1,000,000- \$1,999,999	\$4,000,000- \$9,999,999	\$500,000-\$999,999	\$1,000,000- \$1,999,999	less than \$500,000	\$500,000-\$999,999	\$500,000-\$999,999	\$10,000,000 or more	\$1,000,000- \$1,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency	City Gov't. Agency
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	no	yes	yes	no	no	no	no	no	yes
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x					x	x	x
closed a VIC(s)		x		x					x
Reason(s) for opening and/or closing the VIC(s)		VIC relocated in Oct. 2011 from Kannapolis to Concord, NC.		State budget cuts - affected the highway visitor info center that we staff.			First time opening VIC. Moved offices, front part of building houses VIC.	Airport VIC: Assumed mgt four years ago. Partnership with airprt who paid for most of upfit.	Monticello new VIC. New satel. VIC in cty bldg: funding agreem. - must have presence in cty
# seasonal VIC(s) in destination	0	0	1	4	1	0	2	2	0
Who operates seasonal VIC(s)									
DMO		x	x	x	x		x	x	
BID/TID									
Chamber of Commerce (other than DMO)				x					
city									
county									
state/province									
Other								3rd satellite in hist. mus. - their staff operates	
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding				x					
space									
paid staff/volunteers									
printed brochures/maps				x					
office equipment									
signage									
training								x	
not involved									
Other								staff @ hist. mus. VIC trained by DMO	

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
DMO current FY budget	\$500,000-\$999,999	\$10,000,000 or more	\$4,000,000-\$9,999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$500,000-\$999,999	\$1,000,000-\$1,999,999	less than \$500,000	\$2,000,000-\$3,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	County Gov't. Agency	City Gov't. Agency	City Gov't. Agency	Quasi-gov't. entity/Authority
Official VIC(s) in destination	no	yes	yes	no	yes	no	no	yes	yes
Destination has mobile VIC(s)	no	yes	no	no	no	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)			x						
closed a VIC(s)		x							
Reason(s) for opening and/or closing the VIC(s)		low attendance, no visibility, bad location	Last VIC closed in 2005, renov. Offered free space in same area in 2010; new VIC. No VIC in interim						
# seasonal VIC(s) in destination		2	1	0	0			5	5
Who operates seasonal VIC(s)									
DMO		x	x	x	x				x
BID/TID									
Chamber of Commerce (other than DMO)									
city								x	
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
DMO current FY budget	\$500,000-\$999,999	\$10,000,000 or more	\$1,000,000- \$1,999,999	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	\$500,000-\$999,999	\$500,000-\$999,999	\$2,000,000- \$3,999,999	\$2,000,000- \$3,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency	501c6/c3/c4	501c6/c3/c4	Quasi-gov't. entity/Authority
Official VIC(s) in destination	yes	yes	yes	yes	no	yes	yes	no	yes
Destination has mobile VIC(s)	no	no	yes	yes	no	yes		no	yes
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x						x		x
closed a VIC(s)									
Reason(s) for opening and/or closing the VIC(s)	respond to visitors looking for info on the area						2 opened. 1 - Moved to ctr of dwntrn. 2 - Partner w/Arpt. Possible 3rd VIC in major mall.		We took on 3 more counties, pened a 2nd ctr in one of these counties.
# seasonal VIC(s) in destination	0	1	1	0		1	0		1
Who operates seasonal VIC(s)									
DMO		x				x			x
BID/TID									
Chamber of Commerce (other than DMO)									
city						x			
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers			x						
printed brochures/maps			x						
office equipment									
signage									
training			x						
not involved									
Other									

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
DMO current FY budget	\$4,000,000-\$9,999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	less than \$500,000	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	less than \$500,000	\$4,000,000-\$9,999,999
DMO organizational structure	501c6/c3/c4	Non-profit	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Quasi-gov't. entity/Authority	City Gov't. Agency	Non-profit
Official VIC(s) in destination	yes	yes	yes	yes	yes	no	yes	yes	yes
Destination has mobile VIC(s)	no	yes	yes	no	no	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x								x
closed a VIC(s)		x							
Reason(s) for opening and/or closing the VIC(s)	assist travelers, visitor experience at Palm Beach Intl Airport	Moving to more non-traditional methods of visitor information services							Expanded operations into international airport to better service visitors.
# seasonal VIC(s) in destination	1	4	0	0	0		0	0	1
Who operates seasonal VIC(s)									
DMO	x	x			x		x		x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
DMO current FY budget	less than \$500,000	\$2,000,000- \$3,999,999	\$4,000,000- \$9,999,999	\$500,000- \$999,999	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$2,000,000- \$3,999,999	\$500,000-\$999,999	\$1,000,000- \$1,999,999
DMO organizational structure	County Gov't. Agency	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	County Gov't. Agency	501c6/c3/c4	Quasi-gov't. entity/Authority	CofC w/county	City Gov't. Agency
Official VIC(s) in destination	yes	yes	yes	no	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	no	no	no	no	no	yes	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)			x		x	x			
closed a VIC(s)					x				
Reason(s) for opening and/or closing the VIC(s)			Moved offices to new loc. needed VIC in downtown to reflect changes in the city.		Budget cuts & traffic - new road access to dest.	partnership w/ Cross Creek Mall; opened perm. kiosk & Children's Play Area			
# seasonal VIC(s) in destination	1	0	0		0	0	2	2	1
Who operates seasonal VIC(s)									
DMO							x		x
BID/TID									
Chamber of Commerce (other than DMO)								x	
city	x								
county									
state/province									
Other								one @ Flagler Beach Hist. Mus.	
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
DMO current FY budget	less than \$500,000	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	less than \$500,000	\$500,000-\$999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$500,000-\$999,999
DMO organizational structure	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency	County Gov't. Agency	501c6/c3/c4	City Gov't. Agency
Official VIC(s) in destination	yes	yes	yes	yes	yes	no	yes	yes	yes
Destination has mobile VIC(s)	no	yes	no	no	no	no	no	yes	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)					x				
closed a VIC(s)		x					x		
Reason(s) for opening and/or closing the VIC(s)		Parking constraints, lack of signage, lack of visibility, low attendance			To capture more visitors on their way to the National Parks		Had two VIC in the same community and budget cuts required closing one.		
# seasonal VIC(s) in destination	0	4	0	1	4	0	0	0	0
Who operates seasonal VIC(s)									
DMO		x		x	x			x	
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers					x				
printed brochures/maps					x				
office equipment									
signage					x				
training					x				
not involved									
Other									

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
DMO current FY budget	\$500,000-\$999,999	\$2,000,000-\$3,999,999	\$2,000,000-\$3,999,999	less than \$500,000	\$2,000,000-\$3,999,999	less than \$500,000	\$4,000,000-\$9,999,999	\$1,000,000-\$1,999,999	\$1,000,000-\$1,999,999
DMO organizational structure	Chamber of Commerce	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	no
Destination has mobile VIC(s)	no	no	no	no	yes	yes	no		no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x			x			x		
closed a VIC(s)			x						
Reason(s) for opening and/or closing the VIC(s)	We closed our old location and reopened in a new location.		Lack of visitors	VIC in main office in town. Satellite VIC at Bosselman's Truck Stop(180)		added infor. kiosk at Airport for visitors coming to the community	Opened a secondary VIC in different part of our destination, adjacent to major university.		
# seasonal VIC(s) in destination	1	0	0	1	5	0	0	0	
Who operates seasonal VIC(s)									
DMO				x	x	x			
BID/TID									
Chamber of Commerce (other than DMO)	x								
city									
county									
state/province									
Other					one is coop effort of two CVBs				
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other					not applicable. 1 of 5 VICs outside official geo. area				

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
DMO current FY budget	\$4,000,000-\$9,999,999	\$10,000,000 or more	\$2,000,000-\$3,999,999	\$2,000,000-\$3,999,999	\$2,000,000-\$3,999,999	\$4,000,000-\$9,999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	\$2,000,000-\$3,999,999
DMO organizational structure	Quasi-gov't. entity/Authority	501c6/c3/c4	Quasi-gov't. entity/Authority	Quasi-gov't. entity/Authority	Quasi-gov't. entity/Authority	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	no	no	yes			no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x	x					x	x
closed a VIC(s)									
Reason(s) for opening and/or closing the VIC(s)		Demand for information at more locations	In Sept. 2010 moved into dedicated space at Conv. Ctr.					connect w/ visitors where they gather ; incr. DMO visibility in comm.s.	Expand coverage & outreach by setting up satellite locs.
# seasonal VIC(s) in destination	1	5	0	0	1	2	1	1	3
Who operates seasonal VIC(s)									
DMO	x				x	x	x	x	x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other		Private, non-profit operates, fed. govt. owns							
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps		x							
office equipment									
signage		x							
training		x							
not involved									
Other		mktg/advert. of Independence Visitor Ctr							

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
DMO current FY budget	\$500,000-\$999,999	\$2,000,000- \$3,999,999	\$10,000,000 or more	\$1,000,000- \$1,999,999	\$2,000,000- \$3,999,999	\$4,000,000- \$9,999,999	\$500,000-\$999,999	less than \$500,000	\$1,000,000- \$1,999,999
DMO organizational structure	501c6/c3/c4	County Gov't. Agency	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4	Quasi-gov't. entity/Authority	state political subdivision
Official VIC(s) in destination	yes	yes	no	yes	yes	no	yes	yes	yes
Destination has mobile VIC(s)	no	no	no	no	yes	no	yes	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x		x	x				
closed a VIC(s)				x					
Reason(s) for opening and/or closing the VIC(s)		Hurricane Katrina rebuild		Open - new partnership in new loc. Closed – no funds to maintain operation	kiosks: PA Farm Show Complex, Natl Civil War Mus. Lobby, Harrisburg Hilton				
# seasonal VIC(s) in destination	0	0		2	0		0	1	1
Who operates seasonal VIC(s)									
DMO				x			x	x	x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
DMO current FY budget	less than \$500,000	\$2,000,000- \$3,999,999	less than \$500,000	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	Chamber of Commerce	City Gov't. Agency	County Gov't. Agency	City Gov't. Agency	501c6/c3/c4	City Gov't. Agency
Official VIC(s) in destination	yes	yes	no	no	yes	no	yes	no
Destination has mobile VIC(s)	no	no	no	no	no	no	yes	no
VIC openings/closings (last 5 yrs) opened a VIC(s) closed a VIC(s)							x	
Reason(s) for opening and/or closing the VIC(s)							Moved VIC to more prime loc. in '09. Sum '12: w/BID staffed mobile kiosk in ped. mall	
# seasonal VIC(s) in destination	0	0			0	0	1	
Who operates seasonal VIC(s) DMO BID/TID Chamber of Commerce (other than DMO) city county state/province Other							x	
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate funding space paid staff/volunteers printed brochures/maps office equipment signage training not involved Other							x x x	

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
DMO current FY budget	\$1,000,000- \$1,999,999	less than \$500,000	\$500,000- \$999,999	\$1,000,000- \$1,999,999	\$2,000,000- \$3,999,999	\$500,000-\$999,999	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	\$4,000,000- \$9,999,999
DMO organizational structure	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4	501c6/c3/c4	County Gov't. Agency	501c6/c3/c4	County Gov't. Agency	Quasi-gov't. entity/Authority	501c6/c3/c4
Official VIC(s) in destination	yes	yes	no	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	no	no	no	no	yes	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x			x					
closed a VIC(s)	x								
Reason(s) for opening and/or closing the VIC(s)	Opened two new VICs to replace two old ones. Closed VIC due to budget issues.			Wisc closed VIC; yr later reopened w/ support from grps incl. Wis Dept of Tour. & Transp					
# seasonal VIC(s) in destination	4	1		2	0	0	0	0	1
Who operates seasonal VIC(s)									
DMO	x	x		x	x	x	x		x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
DMO current FY budget	\$1,000,000- \$1,999,999	\$10,000,000 or more	\$4,000,000- \$9,999,999	less than \$500,000	\$4,000,000- \$9,999,999	\$2,000,000- \$3,999,999	less than \$500,000	less than \$500,000	less than \$500,000
DMO organizational structure	City Gov't. Agency	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency		City Gov't. Agency	501c6/c3/c4	County Gov't. Agency
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	no	no
Destination has mobile VIC(s)	yes	no	no	no	yes	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x		x		x				
closed a VIC(s)									
Reason(s) for opening and/or closing the VIC(s)	Opened portable VIC on Sats. for Craft & Farmers market.		We moved from one location to another in the summer of 2012		wanted a VIC in dwntwn entertainment district & offer souvenirs				
# seasonal VIC(s) in destination	1	0	0	1	0	0	0		
Who operates seasonal VIC(s)									
DMO	x			x					
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
DMO current FY budget	\$500,000- \$999,999	\$500,000-\$999,999	less than \$500,000	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	less than \$500,000	\$4,000,000- \$9,999,999	\$500,000-\$999,999
DMO organizational structure	Chamber of Commerce	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4 ; div. of CofC	501c6/c3/c4	County Gov't. Agency
Official VIC(s) in destination	no	yes	yes	yes	no	yes	yes	yes
Destination has mobile VIC(s)	yes	no		no	no	no	no	no
VIC openings/closings (last 5 yrs)								
opened a VIC(s)							x	
closed a VIC(s)							x	
Reason(s) for opening and/or closing the VIC(s)							2 opened: new funding; 1 closed - loc. business closed; 1: closed lack of funding	
# seasonal VIC(s) in destination		0	0	0		1	0	1
Who operates seasonal VIC(s)								
DMO						x	x	x
BID/TID								
Chamber of Commerce (other than DMO)							x	
city								
county								x
state/province								
Other								
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate								
funding							x	
space								
paid staff/volunteers								
printed brochures/maps								
office equipment								
signage								
training								
not involved								
Other							We help fund the CA Welcome Center in Salinas	

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
DMO current FY budget	\$10,000,000 or more	\$4,000,000- \$9,999,999	less than \$500,000	\$1,000,000- \$1,999,999	less than \$500,000	\$2,000,000- \$3,999,999	\$500,000- \$999,999	\$4,000,000- \$9,999,999	\$10,000,000 or more
DMO organizational structure	501c6/c3/c4	County Gov't. Agency	County Gov't. Agency	City Gov't. Agency	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Quasi-gov't. entity/Authority	501c6/c3/c4
Official VIC(s) in destination		yes	yes	yes	yes	yes	no	no	yes
Destination has mobile VIC(s)	no	no	no	no	no	no	no	no	yes
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x			x	x			
closed a VIC(s)									
Reason(s) for opening and/or closing the VIC(s)		New opportunity development with opening of a new National Park Service facility			Better Visibility of the community	Obtained a Federal Transp. Enhancement Grant for \$1.4m specifically for a new VIC			
# seasonal VIC(s) in destination		0	1	1	1	1			0
Who operates seasonal VIC(s)									
DMO				x	x	x			
BID/TID									
Chamber of Commerce (other than DMO)									
city				x					
county			x						
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
DMO current FY budget	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	\$500,000-\$999,999	\$10,000,000 or more	less than \$500,000	less than \$500,000	\$10,000,000 or more	\$1,000,000- \$1,999,999	less than \$500,000
DMO organizational structure	Non-profit	501c6/c3/c4	Quasi-gov't. entity/Authority	501c6/c3/c4		501c6/c3/c4	501c6/c3/c4	City Gov't. Agency	County Gov't. Agency
Official VIC(s) in destination	yes	no	yes	yes	yes	yes	yes	no	yes
Destination has mobile VIC(s)	no	no	no	no	yes	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)					x	x			
closed a VIC(s)	x								
Reason(s) for opening and/or closing the VIC(s)		Cost of rent. VIC moved to smaller, less expensive location			relocation		new building from the city funding		
# seasonal VIC(s) in destination	0		1	0	1	0	4		0
Who operates seasonal VIC(s)									
DMO			x		x				
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other							501(c)3		
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps							x		
office equipment									
signage									
training									
not involved									
Other									

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
DMO current FY budget	\$4,000,000- \$9,999,999	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	\$500,000-\$999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	no	yes	yes
Destination has mobile VIC(s)	no	no	no	no	no	no	no	yes	yes
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x				x			x	
closed a VIC(s)	x				x				
Reason(s) for opening and/or closing the VIC(s)	Opened new VIC; needed accurate visitor info in part. area. Closed VIC; lack of traffic				too exp. opened 1 dwntwn & 1 on interstate w/ facilities who allow us to operate VIC		Opportunity to open a center off of Interstate 95 inside the Bass Pro Shops in Ashland, VA.		
# seasonal VIC(s) in destination	0	0	0	0	0	2		3	1
Who operates seasonal VIC(s)									
DMO		x				x		x	
BID/TID						x			
Chamber of Commerce (other than DMO)									
city									
county									x
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps						x			x
office equipment									
signage									
training									x
not involved									
Other									

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
DMO current FY budget	\$1,000,000- \$1,999,999	\$500,000- \$999,999	\$500,000-\$999,999	\$1,000,000- \$1,999,999	\$10,000,000 or more	\$10,000,000 or more	\$1,000,000- \$1,999,999	\$2,000,000- \$3,999,999	\$10,000,000 or more
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	Quasi-gov't. entity/Authority	Chamber of Commerce	City Gov't. Agency	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	no	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	yes	no	no	no	no	no	no	yes	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x			x	x			x	
closed a VIC(s)									x
Reason(s) for opening and/or closing the VIC(s)	More exposure and better location			opened new chamber bldg/VIC/ Gift Shop on I24 south of Nashville	infor desk opened in conv ctr			Opened a new (add'l.) loc. in high tourist area where one hadn't been before	Not enough traffic
# seasonal VIC(s) in destination	1		0	1	0	0	0	0	2
Who operates seasonal VIC(s)									
DMO	x			x				x	x
BID/TID									
Chamber of Commerce (other than DMO)				x					
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Vistors Ctr United States
DMO current FY budget	\$1,000,000- \$1,999,999	less than \$500,000	less than \$500,000	\$2,000,000- \$3,999,999	\$500,000-\$999,999	\$500,000- \$999,999	\$4,000,000- \$9,999,999	\$500,000-\$999,999	\$2,000,000- \$3,999,999
DMO organizational structure	Transitioning to Quasi- gov't. entity	Chamber of Commerce	Quasi-gov't. entity/Authority	Chamber of Commerce	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	CVB, Municipal Gov't
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	no	no	no	no	no	yes	no	yes	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)					x	x			
closed a VIC(s)				x		x		x	
Reason(s) for opening and/or closing the VIC(s)				contract was terminated	new offices in downtown; opened VIC in Jan 2012	Closed: low traf, no high visibility rent free loc. Open: ptr w/major attract. manage VIC in lobby		State of RI VIC closed due to lack of funding.	
# seasonal VIC(s) in destination	1	0	0	0	0	0	0	1	0
Who operates seasonal VIC(s)									
DMO	x			x					
BID/TID									
Chamber of Commerce (other than DMO)								x	
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps								x	
office equipment									
signage									
training								x	
not involved									
Other									

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
DMO current FY budget	less than \$500,000	\$500,000-\$999,999	\$2,000,000- \$3,999,999	\$500,000-\$999,999	\$10,000,000 or more	less than \$500,000	\$500,000-\$999,999	less than \$500,000	\$1,000,000- \$1,999,999
DMO organizational structure	501c6/c3/c4	County Gov't. Agency	501c6/c3/c4	Quasi-gov't. entity/Authority	Quasi-gov't. entity/Authority	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	no	yes	yes	yes	yes	yes	no	yes	no
Destination has mobile VIC(s)	no	no	yes	no	no	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)					x				
closed a VIC(s)		x	x						
Reason(s) for opening and/or closing the VIC(s)		Building was needed for something else and there were a low number of visitors.	closed one of three VICs in Oct. 2012: incr. costs of oper. & decr. traffic		We took over a visitor information location at an area attraction.				
# seasonal VIC(s) in destination		1	2	0	1	1		0	
Who operates seasonal VIC(s)									
DMO			x	x	x	x			
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other		Lake Anna Business Partnership							
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
DMO current FY budget	\$500,000-\$999,999	\$1,000,000-\$1,999,999	\$500,000-\$999,999	\$10,000,000 or more	\$4,000,000-\$9,999,999	\$1,000,000-\$1,999,999	\$2,000,000-\$3,999,999	less than \$500,000	\$500,000-\$999,999
DMO organizational structure	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Non-profit	Non-profit
Official VIC(s) in destination	yes	yes	yes	yes	no	yes	yes	yes	yes
Destination has mobile VIC(s)	yes	no	no	no	no	no	yes	no	yes
VIC openings/closings (last 5 yrs)									
opened a VIC(s)						x	x		
closed a VIC(s)				x				x	
Reason(s) for opening and/or closing the VIC(s)				kiosk in Conv. Ctr closed - may reopen later. Space is being reno		High demand - large special event. 12 new touch screen kiosk in htl lobby - BID funded	So visitors have access to info when office is closed during weekends and holidays.	There was not enough funds to continue to run our secondary ViC at YXX	
# seasonal VIC(s) in destination	0	0	0	0		1	0	0	5
Who operates seasonal VIC(s)									
DMO						x			x
BID/TID						x			
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
DMO current FY budget	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$2,000,000- \$3,999,999	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$10,000,000 or more	\$1,000,000- \$1,999,999
DMO organizational structure	Non-profit	501c6/c3/c4	Non-profit	Non-profit	Non-profit	Non-profit	Non-profit	Non-profit	Non-profit
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	yes	no	no	yes	yes	yes	no	yes	yes
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x	x		x	x	x			x
closed a VIC(s)					x	x			x
Reason(s) for opening and/or closing the VIC(s)	Partnership w/ Travel Alberta to open VIC at the Calgary Intl. Arpt. Four staff hired in 2013.	New location more accessible on interstate hwy/new downtown gateway.			closed due to decrease in rubber tire traffic opened in improved location	Opened Olympics satell. VICs, one still open. Closed VIC: Cruise Ship term.- change in loc. priorities			Temp 1 month closure of VICs to re- organize.
# seasonal VIC(s) in destination	2	0	0	1	2	0	5	0	0
Who operates seasonal VIC(s)									
DMO	x		x		x		x		
BID/TID				x					
Chamber of Commerce (other than DMO)							x		
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding				x					
space									
paid staff/volunteers									
printed brochures/maps				x					
office equipment									
signage									
training				x					
not involved									
Other									

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
DMO current FY budget	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$2,000,000- \$3,999,999	\$4,000,000- \$9,999,999	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	\$10,000,000 or more	\$1,000,000- \$1,999,999	\$4,000,000- \$9,999,999
DMO organizational structure	Non-profit	Non-profit	Non-profit	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency	City Gov't. Agency	501c6/c3/c4
Official VIC(s) in destination	no	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	yes	no	no	no	no	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)						x	x	x	
closed a VIC(s)									
Reason(s) for opening and/or closing the VIC(s)						Rcv'd funding to open 2 satellite unstaffed VICs; one in city hall other in an event center.	Offered a space on Chesapeake Bay Bridge Tunnel at limited cost to CVB.	City Manager wanted it.	
# seasonal VIC(s) in destination		5	1	0	1	0	2	0	1
Who operates seasonal VIC(s)									
DMO			x		x		x		x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									x
training									
not involved									
Other									

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
DMO current FY budget	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$500,000- \$999,999	\$1,000,000- \$1,999,999	\$500,000-\$999,999	\$2,000,000- \$3,999,999	\$500,000-\$999,999	\$1,000,000- \$1,999,999	less than \$500,000
DMO organizational structure	501c6/c3/c4	Political Sub Division of State	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	pseudo non-profit	501c6/c3/c4	Quasi-gov't. entity/Authority	501c6/c3/c4
Official VIC(s) in destination	yes	yes	no	yes	no	yes	yes	yes	yes
Destination has mobile VIC(s)	no	yes	no	no	no	no	no	yes	yes
VIC openings/closings (last 5 yrs) opened a VIC(s) closed a VIC(s)						x			
Reason(s) for opening and/or closing the VIC(s)						Opport. to open space on secure side of airport which we were able to secure underwriting to fund build out.			
# seasonal VIC(s) in destination	0	1		0	0	0	0	0	0
Who operates seasonal VIC(s) DMO BID/TID Chamber of Commerce (other than DMO) city county state/province Other		x							
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate funding space paid staff/volunteers printed brochures/maps office equipment signage training not involved Other									

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
DMO current FY budget	\$10,000,000 or more	\$1,000,000- \$1,999,999	less than \$500,000	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$2,000,000- \$3,999,999	\$500,000-\$999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4	City Gov't. Agency	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	yes	no	yes	yes	yes
Destination has mobile VIC(s)	no	yes	no	no	no	yes	no	yes	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x	x						
closed a VIC(s)		x		x			x		
Reason(s) for opening and/or closing the VIC(s)		Closed 4 yrs ago: more ppl. use website. New w/Menomonie, Chippewa Falls, Hudson CofCs	We are a new office as of May 2011.	VIC in htl - prior agreement; other htls wanted VICs . Also, declining traffic & budget.			@ request of bus. it was located - cruise port; loc poor & low traffif		
# seasonal VIC(s) in destination	0	3	0	0	0		4	0	1
Who operates seasonal VIC(s)									
DMO		x					x		x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
DMO current FY budget	\$2,000,000- \$3,999,999	less than \$500,000	\$4,000,000- \$9,999,999	\$4,000,000- \$9,999,999	\$4,000,000- \$9,999,999	\$1,000,000- \$1,999,999	\$10,000,000 or more	\$500,000-\$999,999	\$4,000,000- \$9,999,999
DMO organizational structure	501c6/c3/c4	501c6/c3/c4		501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	Chamber of Commerce	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	no	no	yes	yes	yes
Destination has mobile VIC(s)	yes	yes	no	no	no	no	yes	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x							
closed a VIC(s)			x						
Reason(s) for opening and/or closing the VIC(s)		mktg tool to extend visitors stays, awareness of & increase repeat visits to area	Lack of traffic						
# seasonal VIC(s) in destination	0	0	2	0			0	1	0
Who operates seasonal VIC(s)									
DMO				x					
BID/TID			x					x	
Chamber of Commerce (other than DMO)								x	
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps			x						
office equipment									
signage									
training									
not involved									
Other									

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
DMO current FY budget	\$4,000,000- \$9,999,999	\$10,000,000 or more	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$10,000,000 or more	\$4,000,000- \$9,999,999	\$2,000,000- \$3,999,999	\$500,000- \$999,999	\$500,000-\$999,999
DMO organizational structure	Chamber of Commerce	501c6/c3/c4	County Gov't. Agency	501c6/c3/c4	County Gov't. Agency	County Gov't. Agency	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	yes	yes	yes	yes	yes	yes
Destination has mobile VIC(s)	yes	no	no	no	no	no	no	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)	x	x							
closed a VIC(s)				x					
Reason(s) for opening and/or closing the VIC(s)	More visitors, expanded distribution, new space opportunity	Opened our new VIC three years ago; opportunity to be in Pike Place Market.		County Parks Department didn't have budget to keep restrooms open.	Consolidating several of the Chamber of Commerce Visitor Centers				
# seasonal VIC(s) in destination	0	0	0	0	0	0	0	2	1
Who operates seasonal VIC(s)									
DMO								x	x
BID/TID									
Chamber of Commerce (other than DMO)									
city									
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
DMO current FY budget	\$2,000,000- \$3,999,999	\$10,000,000 or more	\$2,000,000- \$3,999,999	\$2,000,000- \$3,999,999	\$2,000,000- \$3,999,999	\$2,000,000- \$3,999,999	\$1,000,000- \$1,999,999	\$500,000-\$999,999	\$500,000-\$999,999
DMO organizational structure	501c6/c3/c4		501c6/c3/c4		City Gov't. Agency	501c6/c3/c4	Quasi-gov't. entity/Authority	County Gov't. Agency	501c6/c3/c4
Official VIC(s) in destination	yes	yes	yes	no	yes	no	no	yes	yes
Destination has mobile VIC(s)	yes	no	yes	no	no	no	yes	no	no
VIC openings/closings (last 5 yrs)									
opened a VIC(s)		x	x						
closed a VIC(s)		x							
Reason(s) for opening and/or closing the VIC(s)		Closed dwntn VIC; New VIC - more visibility, lgr. retail. New VIC: high visible loc. More traf @attraction	got funding/ sponsorship for Mobile Unit						
# seasonal VIC(s) in destination	0	0	1		1			0	1
Who operates seasonal VIC(s)									
DMO			x		x				x
BID/TID									
Chamber of Commerce (other than DMO)									
city					x				
county									
state/province									
Other									
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
Other									

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
DMO current FY budget	\$500,000-\$999,999	\$10,000,000 or more	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	\$1,000,000- \$1,999,999	less than \$500,000
DMO organizational structure	Quasi-gov't. entity/Authority	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	501c6/c3/c4	County Gov't. Agency
Official VIC(s) in destination	yes	yes	no	yes	yes	no
Destination has mobile VIC(s)	no	no	no	yes	no	no
VIC openings/closings (last 5 yrs)						
opened a VIC(s)	x	x				
closed a VIC(s)						
Reason(s) for opening and/or closing the VIC(s)	VIC also our office, tucked in another city bldg. Needed our own space, signage & accessibility	Increased visibility; ability to assist visitors coming into area via interstate				
# seasonal VIC(s) in destination	1	0		1	0	
Who operates seasonal VIC(s)						
DMO						
BID/TID						
Chamber of Commerce (other than DMO)						
city						
county						
state/province				x		
Other						
DMO involvement w/<u>seasonal</u> VIC(s) it does NOT operate						
funding						
space						
paid staff/volunteers						
printed brochures/maps						
office equipment						
signage						
training						
not involved						
Other						

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
# of year-round VIC(s) in destination	1	1	1	2	1	2	1	1	1
DMO operates year-round VIC(s)	yes	yes	yes	All the year-round VICs	yes	Some of the year- round VICs	yes	yes	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other						Texas Dept of Transp.			
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved						x			
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes	no	no	yes	no	no	no	no	yes
VIC square footage									
TOTAL	4,480	500	15,500	410	2,140	-	1,200	500	4,098
Public space	1,200	225	13,000	410	800		500	500	300
Office space	1,500	120	1,000		180		150		3,598
Storage space	1,600	75	1,000		180		400		100
Computer/telecomm. space		45					-		
Staff break area	180		500		180		100		100
Other		35			800		50		

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
# of year-round VIC(s) in destination	0	1	2	5	2	1	1	1	1
DMO operates year-round VIC(s)		yes	All the year-round VICs	Some of the year- round VICs	All the year-round VICs	yes	yes	yes	yes
Other operators of year-round VIC(s):									
BID/TID				x					
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding				x					
space									
paid staff/volunteers									
printed brochures/maps				x					
office equipment									
signage									
training				x					
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		yes	no	no	no	no	yes	no	yes
VIC square footage									
TOTAL	-	-	4,725	7,000	-	1,445	-	2,000	1,270
Public space			4,000	5,150		900		400	265
Office space			300	1,000		-		600	465
Storage space			225	500		545			540
Computer/telecomm. space				150					-
Staff break area			200	200		-		-	-
Other								1,000	

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
# of year-round VIC(s) in destination		1	1	2		1	1	1	
DMO operates year-round VIC(s)		no	yes	All the year-round VICs		yes	yes	yes	
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber		x							
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved		x							
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC			yes	yes		no	yes	yes	
VIC square footage									
TOTAL	-	-	8,900	3,100	-	1,360	3,100	-	-
Public space			2,000	700		1,100	400		
Office space			5,000	1,685		80	2,000		
Storage space			1,000	400		100	600		
Computer/telecomm. space			500	175		80	50		
Staff break area			400	140		-	50		
Other									

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
# of year-round VIC(s) in destination	1	1	3	1	1	2	1	2	2
DMO operates year-round VIC(s)	yes	yes	Some of the year- round VICs	yes	yes	All the year-round VICs	yes	All the year-round VICs	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber			x						
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps			x						
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes	yes	yes	yes	yes	no	no	no	no
VIC square footage									
TOTAL	6,700	5,000	4,240	1,248	-	15,435	4,900	1,400	-
Public space	1,500	1,650	1,500	624		6,580	1,500	900	
Office space	3,200	2,880	2,000	624		6,556	1,500	200	
Storage space	1,500	300	500			2,275	1,500	300	
Computer/telecomm. space	250	20	-				200	-	
Staff break area	250	150	240			24	200	-	
Other									

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
# of year-round VIC(s) in destination		2	1		1			5	4
DMO operates year-round VIC(s)		All the year-round VICs	yes		yes			All the year-round VICs	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		yes	no		no				yes
VIC square footage									
TOTAL	-	1,300	900	-	7,005	-	-	-	-
Public space		900	400		900				
Office space		-	300		4,695				
Storage space		400	200		109				
Computer/telecomm. space		-			30				
Staff break area		-			522				
Other					749				

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
# of year-round VIC(s) in destination	1	1	1	2		1	2		1
DMO operates year-round VIC(s)	no	yes	yes	All the year-round VICs		yes	Some of the year- round VICs		yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other	partnershp w/ Cumberland Cty Histl Soc						Airport		
DMO involvement with year-round VIC(s) it does NOT operate									
funding	x						x		
space							x		
paid staff/volunteers							x		
printed brochures/maps	x						x		
office equipment							x		
signage	x						x		
training	x						x		
not involved									
other							All for VIC; brochures, maps, training for other		

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		no	no	no			yes		no
VIC square footage									
TOTAL	-	3,098	160	100	-	-	-	-	21,400
Public space		2,958	160	100					10,000
Office space		140							9,000
Storage space		-							1,500
Computer/telecomm. space		-							600
Staff break area		-							300
Other									

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
# of year-round VIC(s) in destination	1	1	1	0	1		1	1	2
DMO operates year-round VIC(s)	yes	yes	All the year-round VICs		yes		yes	yes	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

PRIMARY YEAR-ROUND VIC DMO OPERATES

DMO owns VIC	no	no	yes		yes		yes	yes	no
VIC square footage									
TOTAL	50	1,600	3,867	-	400	-	5,068	1,035	6,186
Public space	50	800	880		400		500		4,004
Office space			2,266				4,000	250	1,517
Storage space		800	432				300	350	258
Computer/telecomm. space			64				150	125	
Staff break area			225				118	210	301
Other								100	106

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
# of year-round VIC(s) in destination	1	1	0		1	3	2	2	1
DMO operates year-round VIC(s)	yes	yes	no		yes	All the year-round VICs	All the year-round VICs	None of the year- round VICs	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber								x	
state/province									
other								Flagler Beach Historical Museum	
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers								x	
printed brochures/maps								x	
office equipment									
signage								x	
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		no			yes	yes	yes		no
VIC square footage									
TOTAL	-	13,800	-	-	6,000	-	3,000	-	6,000
Public space		2,500			4,000		1,000		6,000
Office space		8,500			2,000		2,000		
Storage space		1,500							
Computer/telecomm. space		300							
Staff break area		450							
Other		550							

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
# of year-round VIC(s) in destination	0	4	2	1	3	1	2	2	1
DMO operates year-round VIC(s)		All the year-round VICs	Some of the year- round VICs	yes	All the year-round VICs	yes	Some of the year- round VICs	All the year-round VICs	yes
Other operators of year-round VIC(s):									
BID/TID									
city							x		
county									
chamber									
state/province									
other			One w/reg. DMO & State: rest area off Interstate						
DMO involvement with year-round VIC(s) it does NOT operate									
funding			x						
space			x						
paid staff/volunteers			x						
printed brochures/maps			x						
office equipment			x						
signage			x						
training			x						
not involved							x		
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		no	no	yes	no		no	no	yes
VIC square footage									
TOTAL	-	2,203	6,700	4,308	-	-	1,360	120	3,000
Public space		2,000	1,400	1,400			1,000	-	1,500
Office space		200	2,800	260			-	100	700
Storage space		-	2,500	2,144			180	20	700
Computer/telecomm. space		3		144			180	-	
Staff break area		-		-			-	-	
Other				360			-		100

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
# of year-round VIC(s) in destination	1	1	2	1	5	1	1	2	
DMO operates year-round VIC(s)	yes	yes	All the year-round VICs	yes	All the year-round VICs	yes	yes	All the year-round VICs	
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	no	yes	no	yes	yes	no	yes	no	
VIC square footage									
TOTAL	-	-	1,900	-	-	-	400	2,200	-
Public space			1,000				400	440	
Office space			400					1,100	
Storage space			400					220	
Computer/telecomm. space									
Staff break area			100					220	
Other								220	

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
# of year-round VIC(s) in destination	1	5	1	1	1	2	1	3	1
DMO operates year-round VIC(s)	yes	None of the year-round VICs	yes	yes	yes	All the year-round VICs	yes	All the year-round VICs	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other		Operated by priv. nonprofit, fed. gov't. owns							
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps		x							
office equipment									
signage		x							
training		x							
not involved									
other		GPTMC handles mktg of Independence Visitor Center							

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes		yes	yes		yes	yes	no	
VIC square footage									
TOTAL	1,203	-	1,200	-	-	-	1,500	406	7,500
Public space	800		1,200				300	360	5,000
Office space	-		-				600	-	
Storage space	400		-				200	30	2,000
Computer/telecomm. space	2		-					16	
Staff break area	1		-				400	-	500
Other									

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
# of year-round VIC(s) in destination	1	4		4	3		2	1	1
DMO operates year-round VIC(s)	yes	None of the year- round VICs		Some of the year- round VICs	All the year-round VICs		All the year-round VICs	yes	yes
Other operators of year-round VIC(s):									
BID/TID									
city		x		x					
county									
chamber									
state/province		x							
other				Non profit groups					
DMO involvement with year-round VIC(s) it does NOT operate									
funding				x					
space									
paid staff/volunteers									
printed brochures/maps		x		x					
office equipment									
signage				x					
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC				no	yes		yes	no	yes
VIC square footage									
TOTAL	1,559	-	-	4,700	2,124	-	-	4,000	5,615
Public space	1,202			2,000	864			750	2,000
Office space	217			2,000	864			2,500	3,000
Storage space	77			500	132			750	500
Computer/telecomm. space	63			200	132				15
Staff break area	-			-	132				100
Other	-								

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
# of year-round VIC(s) in destination	1	1			1	1	2	
DMO operates year-round VIC(s)	no	yes			yes	yes	All the year-round VICs	
Other operators of year-round VIC(s):								
BID/TID								
city								
county								
chamber								
state/province								
other	USACE							
DMO involvement with year-round VIC(s) it does NOT operate								
funding								
space								
paid staff/volunteers								
printed brochures/maps								
office equipment								
signage								
training								
not involved	x							
other								

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		yes			yes		yes	
VIC square footage								
TOTAL	-	150	-	-	12,180	-	-	-
Public space					8,141			
Office space					2,223			
Storage space					1,487			
Computer/telecomm. space					129			
Staff break area					200			
Other		150						

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
# of year-round VIC(s) in destination	1	1		2	2	1	1	1	2
DMO operates year-round VIC(s)	yes	yes		Some of the year- round VICs	All the year-round VICs	yes	yes	yes	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city				x					
county									
chamber									
state/province							x		
other							DMO		
DMO involvement with year-round VIC(s) it does NOT operate									
funding							x		
space							x		
paid staff/volunteers							x		
printed brochures/maps							x		
office equipment							x		
signage							x		
training							x		
not involved				x					
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		yes		no	yes	no	yes	yes	no
VIC square footage									
TOTAL	114	725	-	-	-	225	11,000	4,400	1,500
Public space	100	650				144	7,000	4,000	1,000
Office space	-						3,000	200	250
Storage space	14	75					600	200	250
Computer/telecomm. space	-						50	-	-
Staff break area	-					81	350	-	-
Other								-	-

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
# of year-round VIC(s) in destination	1	5	1	1	3	1	1		
DMO operates year-round VIC(s)	yes	All the year-round VICs	yes	yes	All the year-round VICs	yes	no		
Other operators of year-round VIC(s):									
BID/TID									
city									
county							x		
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding							x		
space							x		
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes	yes	no	no	yes	no			
VIC square footage									
TOTAL	1,700	2,357	1,650	2,325	510	2,300	-	-	-
Public space	1,200	2,357	1,200	1,600	500				
Office space	500		300	600	-				
Storage space			100	100	-				
Computer/telecomm. space			-	25	10				
Staff break area			50	-	-				
Other			-	-	-	2,300			

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
# of year-round VIC(s) in destination		1	1	1		0	5	1
DMO operates year-round VIC(s)		yes	yes	yes			Some of the year-round VICs	yes
Other operators of year-round VIC(s):								
BID/TID							x	
city							x	
county								
chamber							x	
state/province								
other							Private operator	
DMO involvement with year-round VIC(s) it does NOT operate								
funding							x	
space								
paid staff/volunteers								
printed brochures/maps							x	
office equipment								
signage								
training								
not involved								
other								

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		no	no	yes			no	yes
VIC square footage								
TOTAL	-	1,805	1,490	2,364	-	-	1,135	3,450
Public space		480	790	1,284			935	2,000
Office space		300	500	80				800
Storage space		1,000	200	1,000				600
Computer/telecomm. space		25	-	-				-
Staff break area		-	-	-				50
Other		-	-				200	

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
# of year-round VIC(s) in destination		5	1	1	1	1			5
DMO operates year-round VIC(s)		None of the year-round VICs	yes	yes	yes	yes			All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber		x							
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers		x							
printed brochures/maps		x							
office equipment									
signage									
training		x							
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

			yes	no	no	yes			no
DMO owns VIC									
VIC square footage									
TOTAL	-	-	1,420	4,216	-	8,260	-	-	1,500
Public space			400			3,360			1,200
Office space			800			3,360			150
Storage space			100			840			50
Computer/telecomm. space			100			100			50
Staff break area			20			200			50
Other						400			

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
# of year-round VIC(s) in destination	1		2	1	1	1	3		1
DMO operates year-round VIC(s)	no		Some of the year- round VICs	yes	yes	yes	None of the year-round VICs		yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province			x						
other	National Capital Commission (federal)						501 (c)3		
DMO involvement with year-round VIC(s) it does NOT operate									
funding			x						
space			x						
paid staff/volunteers			x						
printed brochures/maps			x				x		
office equipment			x						
signage									
training			x						
not involved	x								
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC			yes	yes	no	no			yes
VIC square footage									
TOTAL	-	-	-	5,120	900	57,000	-	-	1,800
Public space				2,958	350	35,000			800
Office space				1,633	250	20,000			600
Storage space				360	100	2,000			200
Computer/telecomm. space				25	100				
Staff break area				144	100				200
Other									

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
# of year-round VIC(s) in destination	3	1	1	1	5	1		3	3
DMO operates year-round VIC(s)	All the year-round VICs	yes	yes	yes	All the year-round VICs	yes		All the year-round VICs	Some of the year- round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									x
county									
chamber									
state/province									
other									Salem Civic Ctr: mtgs & perf venue as well
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									x
office equipment									
signage									
training									x
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes	yes	yes	yes	no	yes		no	yes
VIC square footage									
TOTAL	3,235	1,100	1,720	4,000	2,429	6,000	-	2,299	-
Public space	1,714	1,100	1,200	2,000	1,629	2,000		925	
Office space	492		120	1,000	800	2,000		175	
Storage space	70		400	500		2,000		355	
Computer/telecomm. space	114			25				620	
Staff break area	70							224	
Other	775			475					

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
# of year-round VIC(s) in destination	1		1	1	1	1	1	4	2
DMO operates year-round VIC(s)	yes		yes	yes	yes	yes	yes	All the year-round VICs	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	no	yes	no	yes	yes	yes	yes	yes	yes
VIC square footage									
TOTAL	250	-	2,250	-	3,634	3,516	5,852	-	500
Public space	200		1,200		1,260	2,432	2,926		
Office space	-		750		819	364	2,306		500
Storage space	50		100		1,555	351	216		
Computer/telecomm. space	-		50			209	17		
Staff break area	-		150			160	165		
Other	-						222		

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Vistors Ctr United States
# of year-round VIC(s) in destination	1	1	1	1	2	3	5	1	1
DMO operates year-round VIC(s)	yes	yes	yes	yes	Some of the year- round VICs	All the year-round VICs	None of the year- round VICs	Some of the year- round VICs	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber					x		x		
state/province									
other					Carolina Premium Outlets		2 reg. DMOs & 1 nonprofit- 13 VICs total		
DMO involvement with year-round VIC(s) it does NOT operate									
funding					x				
space									
paid staff/volunteers									
printed brochures/maps					x		x		
office equipment					x				
signage					x		x		
training					x		x		
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes		no	no	no	no		yes	
VIC square footage									
TOTAL	2,700	-	250	780	1,200	900	-	1,500	-
Public space	1,000			720	500	700		1,500	
Office space	300		250	-	500	100			
Storage space	300			60	200	100			
Computer/telecomm. space	300			-					
Staff break area	800			-					
Other				-					

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
# of year-round VIC(s) in destination		2	2	1	5	1		1	
DMO operates year-round VIC(s)		Some of the year-round VICs	All the year-round VICs	yes	All the year-round VICs	yes		yes	
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other		National Park Service							
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved		x							
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC		no	yes	no	yes	yes		yes	
VIC square footage									
TOTAL	-	2,022	-	-	3,395	360	-	-	-
Public space		1,000			900	168			
Office space		374			88	120			
Storage space		518			460	48			
Computer/telecomm. space		100			96				
Staff break area		30			364				
Other					1,487	24			

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
# of year-round VIC(s) in destination	1	1	1	1		1	1	1	1
DMO operates year-round VIC(s)	yes	yes	yes	yes		yes	yes	yes	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	no	no	yes	no		yes	yes	yes	no
VIC square footage									
TOTAL	4,080	180	900	2,300	-	1,710	3,562	1,675	1,800
Public space	1,000	150	600	1,400		800	414	850	800
Office space	1,500		100	200		800	2,199	350	700
Storage space	580	30	200	700		100	763	350	300
Computer/telecomm. space	500					6	95		
Staff break area	200					4	91	125	-
Other	300								

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
# of year-round VIC(s) in destination	2	1	1	1	1	2	5	3	3
DMO operates year-round VIC(s)	All the year-round VICs	yes	yes	yes	yes	All the year-round VICs		Some of the year- round VICs	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city								x	
county									
chamber							x		
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers								x	
printed brochures/maps								x	
office equipment								x	
signage								x	
training								x	
not involved							x		
other								Partial Funding	

PRIMARY YEAR-ROUND VIC DMO OPERATES

DMO owns VIC	no	yes	no	no	no	yes		no	no
VIC square footage									
TOTAL	1,324	6,810	2,400	6,200	-	2,500	-	900	1,575
Public space	434	4,800	800	1,500		1,800		900	1,050
Office space	137	1,600	800	1,500		200		-	100
Storage space	466	200	800	3,000		50		-	300
Computer/telecomm. space	150	50				250		-	25
Staff break area	137	160		200		200		-	100
Other								-	

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
# of year-round VIC(s) in destination			1	1	1	1	3	1	3
DMO operates year-round VIC(s)			None of the year- round VICs	yes	yes	yes	All the year-round VICs	yes	All the year-round VICs
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province			x						
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps			x						
office equipment									
signage			x						
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC				yes	yes	yes	yes	yes	no
VIC square footage									
TOTAL	-	-	-	1,325	6,900	1,751	-	6,300	900
Public space				700	3,500	856		5,000	600
Office space				100	3,400	-		200	100
Storage space				200		895		800	150
Computer/telecomm. space				75				100	
Staff break area				250				200	50
Other									

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
# of year-round VIC(s) in destination	1	3		2	0	2	1	2	1
DMO operates year-round VIC(s)	yes	All the year-round VICs		Some of the year- round VICs		All the year-round VICs	yes	All the year-round VICs	yes
Other operators of year-round VIC(s):									
BID/TID									
city				x					
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding				x					
space									
paid staff/volunteers									
printed brochures/maps				x					
office equipment									
signage									
training				x					
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

	no	yes		yes		no	yes	yes	
DMO owns VIC									
VIC square footage									
TOTAL	7,970	17,500	-	6,000	-	1,400	1,600	-	-
Public space	6,204	1,500		2,500		1,000	800		
Office space	226	15,000		1,700		-	300		
Storage space	120	-		1,200		400	400		
Computer/telecomm. space	120	500		300		-			
Staff break area	100	500		300		-	100		
Other	1,200					-			

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
# of year-round VIC(s) in destination	3	3	1	1	1		4	4	1
DMO operates year-round VIC(s)	All the year-round VICs	All the year-round VICs	yes	yes	yes		All the year-round VICs	All the year-round VICs	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	no	no	yes	no	yes		no	yes	yes
VIC square footage									
TOTAL	1,868	-	1,686	940	2,442	-	-	3,030	3,000
Public space	1,200		1,136	500	1,140			2,304	2,000
Office space	64		400	170	400			210	300
Storage space	600		150	135	532			216	500
Computer/telecomm. space	4			135	250			-	50
Staff break area	-				-			-	50
Other	-				120			300	100

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
# of year-round VIC(s) in destination		1	2	1			1	1	1
DMO operates year-round VIC(s)	yes	yes	Some of the year- round VICs	yes			yes	yes	yes
Other operators of year-round VIC(s):									
BID/TID			x						
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding			x						
space									
paid staff/volunteers									
printed brochures/maps			x						
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes	yes	no	no			yes	no	no
VIC square footage									
TOTAL	1,000	1,127	300	2,000	-	-	2,160	-	3,500
Public space	650	510	200	1,600			1,500		3,000
Office space		355		200			350		
Storage space	200	120	100				250		500
Computer/telecomm. space	150	25					30		
Staff break area		117		200			30		
Other									

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
# of year-round VIC(s) in destination	4	2	1	2	1	1	1	1	1
DMO operates year-round VIC(s)	All the year-round VICs	All the year-round VICs	yes	All the year-round VICs	yes	yes	yes	yes	yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other									
DMO involvement with year-round VIC(s) it does NOT operate									
funding									
space									
paid staff/volunteers									
printed brochures/maps									
office equipment									
signage									
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	no	no	yes	no	no	yes	yes	no	yes
VIC square footage									
TOTAL	980	1,400	1,500	2,650	9,913	-	-	-	2,800
Public space	760	1,000	1,500	1,300	200				1,500
Office space	120	200		750	9,493				1,000
Storage space	100	200		600	50				200
Computer/telecomm. space				-	20				
Staff break area				-	-				100
Other					150				

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
# of year-round VIC(s) in destination	1	4	2		1			0	1
DMO operates year-round VIC(s)	yes	Some of the year- round VICs	All the year-round VICs		yes				yes
Other operators of year-round VIC(s):									
BID/TID									
city									
county									
chamber									
state/province									
other		Heinz History Center, Duquesne Incline.							
DMO involvement with year-round VIC(s) it does NOT operate									
funding		x							
space									
paid staff/volunteers									
printed brochures/maps		x							
office equipment									
signage		x							
training									
not involved									
other									

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	no		yes		yes				yes
VIC square footage									
TOTAL	1,090	729	922	-	2,530	-	-	-	1,640
Public space	750	447	350		1,300				1,340
Office space	300	106	100		100				
Storage space	20	70	200		930				
Computer/telecomm. space	-	106	8						
Staff break area	20	-	64		200				300
Other			200						

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
# of year-round VIC(s) in destination	1	2		1	2	
DMO operates year-round VIC(s)	yes	All the year-round VICs		yes	All the year-round VICs	
Other operators of year-round VIC(s):						
BID/TID						
city						
county						
chamber						
state/province						
other						
DMO involvement with year-round VIC(s) it does NOT operate						
funding						
space						
paid staff/volunteers						
printed brochures/maps						
office equipment						
signage						
training						
not involved						
other						

**PRIMARY YEAR-ROUND
VIC DMO OPERATES**

DMO owns VIC	yes	yes		no	no	
VIC square footage						
TOTAL	-	-	-	-	-	-
Public space						
Office space						
Storage space						
Computer/telecomm. space						
Staff break area						
Other						

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
Location of VIC									
bldg. separate from DMO office				x	x		x	x	
in a high traffic area	x				x		x	x	x
downtown		x	x			x	x		x
on a major highway	x								
at an airport									
Other (please specify):		Part of our CVB office space	just off exit of a major highway			inside Convention center			Part of the CVB offices
VIC Staff Size									
TOTAL*	2.50	1.50	10.00	32.00	7.00	2.50	1.50	2.00	1.00
Paid, full-time DMO staff			2.00		1.00	1.00			1.00
Paid, part-time DMO staff	5.00	1.00	8.00		10.00	3.00	3.00	4.00	-
Paid, contract employees					-	-			-
Volunteers		1.00	4.00	32.00	1.00	-			-
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	remained the same	remained the same	remained the same	remained the same	remained the same	remained the same	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x	x	x	x	x
respond to telephone inquiries	x	x	x	x	x	x	x	x	x
respond to mail inquiries	x	x	x		x	x	x		x
respond to email inquiries	x	x			x	x	x		x
respond to social media inquiries: Facebook/Twitter/etc.	x				x			x	
respond to text msg. inquiries	x					x			
make reservations (hotel, restaurant, tour, etc.)		x			x				
sell merchandise			x		x	x			
sell tickets (attractions, etc.)					x			x	
staff trade/consumer shows									
survey VIC walk-ins	x		x		x	x	x	x	
sign visitors up for e-newsletter		x	x		x	x			
training					x				
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	no	no	no	no	no	yes	yes	no

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
Location of VIC									
bldg. separate from DMO office				x		x			
in a high traffic area		x		x	x		x	x	x
downtown		x	x	x		x	x		x
on a major highway									
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	-	2.50	80.00	5.00	5.00	9.00	4.00	8.00	5.00
Paid, full-time DMO staff		2.00	4.00	1.00	4.00	1.00	4.00	3.00	4.00
Paid, part-time DMO staff		1.00	2.00	6.00	2.00	2.00	-		2.00
Paid, contract employees							-	3.00	
Volunteers			75.00	1.00		7.00	-	2.00	
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:		remained the same	decreased	remained the same	remained the same	remained the same	remained the same	increased	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins		x	x	x	x	x	x	x	x
respond to telephone inquiries		x	x	x	x	x	x	x	x
respond to mail inquiries		x	x		x		x	x	x
respond to email inquiries		x	x		x		x		x
respond to social media inquiries: Facebook/Twitter/etc.		x	x						x
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)			x	x	x	x			
sell merchandise		x	x		x	x			x
sell tickets (attractions, etc.)			x	x		x		x	x
staff trade/consumer shows		x					x		
survey VIC walk-ins		x		x		x			x
sign visitors up for e-newsletter		x		x	x				x
training			x	x		x			x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required		no	no	yes	yes	yes	no	no	no

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
Location of VIC									
bldg. separate from DMO office									
in a high traffic area			x	x		x	x		
downtown						x		x	
on a major highway			x						
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	-	-	3.00	1.00	-	5.00	10.00	1.00	-
Paid, full-time DMO staff			2.00	-		1.00	1.00	1.00	
Paid, part-time DMO staff			2.00	2.00		6.00		-	
Paid, contract employees								-	
Volunteers						1.00	9.00	-	
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:			remained the same	remained the same		remained the same	decreased	remained the same	
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins			x	x		x	x	x	
respond to telephone inquiries			x	x		x	x	x	
respond to mail inquiries			x	x			x	x	
respond to email inquiries			x	x			x	x	
respond to social media inquiries: Facebook/Twitter/etc.							x	x	
respond to text msg. inquiries							x		
make reservations (hotel, restaurant, tour, etc.)			x				x		
sell merchandise			x	x		x	x		
sell tickets (attractions, etc.)				x		x			
staff trade/consumer shows								x	
survey VIC walk-ins			x				x		
sign visitors up for e-newsletter						x	x		
training			x						
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required			yes	no		no	no	no	

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
Location of VIC									
bldg. separate from DMO office				x				x	
in a high traffic area		x		x	x		x	x	
downtown			x		x		x	x	x
on a major highway		x							
at an airport									
Other (please specify):				in a building next to our admin offices		Next to football stadium & major artery to univ.			
VIC Staff Size									
TOTAL*	1.00	8.50	12.00	6.00	1.00	6.00	1.00	9.50	12.50
Paid, full-time DMO staff	1.00	2.00	1.00		1.00	2.00		4.00	6.00
Paid, part-time DMO staff		3.00	2.00	4.00		6.00	2.00	3.00	5.00
Paid, contract employees								-	
Volunteers		5.00	10.00	4.00		1.00		4.00	4.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	remained the same	decreased	decreased	remained the same	decreased	remained the same	decreased	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x	x	x	x	x
respond to telephone inquiries	x	x	x	x	x	x	x	x	x
respond to mail inquiries	x	x	x	x	x	x	x	x	x
respond to email inquiries	x	x	x	x	x	x	x	x	x
respond to social media inquiries: Facebook/Twitter/etc.	x		x		x		x		
respond to text msg. inquiries	x				x				
make reservations (hotel, restaurant, tour, etc.)	x	x		x	x	x			x
sell merchandise		x	x	x	x	x		x	
sell tickets (attractions, etc.)		x	x	x		x		x	x
staff trade/consumer shows	x	x	x		x				
survey VIC walk-ins				x	x	x			
sign visitors up for e-newsletter	x	x	x	x			x	x	
training			x					x	x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	no	no	no	no	yes	no	no	no

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
Location of VIC									
bldg. separate from DMO office		x	x						
in a high traffic area		x	x						x
downtown		x	x						x
on a major highway									x
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	-	10.50	60.00	-	39.50	-	-	-	8.00
Paid, full-time DMO staff		3.00	-		1.00				5.00
Paid, part-time DMO staff		15.00	-		3.00				4.00
Paid, contract employees			-		-				1.00
Volunteers			60.00		37.00				-
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:			remained the same		decreased				remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins		x	x		x			x	x
respond to telephone inquiries		x	x		x			x	x
respond to mail inquiries					x			x	x
respond to email inquiries		x			x			x	x
respond to social media inquiries: Facebook/Twitter/etc.		x						x	x
respond to text msg. inquiries								x	x
make reservations (hotel, restaurant, tour, etc.)		x							x
sell merchandise					x				
sell tickets (attractions, etc.)		x							
staff trade/consumer shows									x
survey VIC walk-ins								x	x
sign visitors up for e-newsletter									x
training									x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required		yes	yes		no			no	no

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
Location of VIC									
bldg. separate from DMO office		x							
in a high traffic area		x					x		x
downtown		x					x		x
on a major highway									
at an airport			x	x					
Other (please specify):									
VIC Staff Size									
TOTAL*	-	7.00	5.00	25.00	-	-	3.50	-	43.00
Paid, full-time DMO staff		2.00					1.00		25.00
Paid, part-time DMO staff		10.00	10.00				3.00		10.00
Paid, contract employees		-							1.00
Volunteers		-		25.00			1.00		12.00
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:		increased	remained the same	remained the same			increased		remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins		x	x	x			x		x
respond to telephone inquiries		x	x				x		x
respond to mail inquiries		x	x				x		x
respond to email inquiries		x	x				x		x
respond to social media inquiries: Facebook/Twitter/etc.							x		
respond to text msg. inquiries							x		
make reservations (hotel, restaurant, tour, etc.)			x						x
sell merchandise									x
sell tickets (attractions, etc.)									x
staff trade/consumer shows			x				x		
survey VIC walk-ins		x					x		x
sign visitors up for e-newsletter							x		
training							x		x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required		yes	yes	yes			no		yes

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
Location of VIC									
bldg. separate from DMO office	x								
in a high traffic area	x	x	x		x				x
downtown		x			x		x		
on a major highway			x						x
at an airport	x								
Other (please specify):								In our own bldg adjacent to an attraction	
VIC Staff Size									
TOTAL*	14.00	2.50	6.50	-	-	-	9.50	11.50	3.50
Paid, full-time DMO staff		1.00	5.00				2.00	2.00	1.00
Paid, part-time DMO staff		3.00	1.00				1.00	1.00	5.00
Paid, contract employees			-					-	
Volunteers	14.00		1.00				7.00	9.00	
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	remained the same	increased		remained the same		increased	remained the same	increased
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x		x		x	x	x
respond to telephone inquiries		x	x		x		x	x	x
respond to mail inquiries			x		x		x	x	x
respond to email inquiries		x	x		x		x	x	x
respond to social media inquiries: Facebook/Twitter/etc.					x			x	x
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)							x		x
sell merchandise			x				x		x
sell tickets (attractions, etc.)								x	x
staff trade/consumer shows					x		x		x
survey VIC walk-ins		x					x		
sign visitors up for e-newsletter					x				
training					x		x		
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	yes	yes	yes		no		no	no	yes

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
Location of VIC									
bldg. separate from DMO office					x				x
in a high traffic area							x		x
downtown						x	x		x
on a major highway									
at an airport									
Other (please specify):		Next to a ball park							
VIC Staff Size									
TOTAL*	-	56.00	-	-	9.00	18.00	18.00	-	4.00
Paid, full-time DMO staff		19.00			6.00	13.00	7.00		2.00
Paid, part-time DMO staff					4.00	2.00	2.00		2.00
Paid, contract employees					-				
Volunteers		37.00			1.00	4.00	10.00		1.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:		remained the same			remained the same		increased		remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins		x			x	x	x		x
respond to telephone inquiries					x	x	x		x
respond to mail inquiries					x	x	x		x
respond to email inquiries					x	x	x		x
respond to social media inquiries: Facebook/Twitter/etc.					x	x	x		x
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)									
sell merchandise					x	x	x		x
sell tickets (attractions, etc.)									x
staff trade/consumer shows						x	x		
survey VIC walk-ins					x	x	x		x
sign visitors up for e-newsletter					x	x			x
training						x			x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required		yes			no	no	no		yes

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
Location of VIC									
bldg. separate from DMO office		x			x		x	x	
in a high traffic area		x	x		x		x		
downtown			x		x				x
on a major highway				x	x				
at an airport					x				
Other (please specify):								National Park facility	
VIC Staff Size									
TOTAL*	-	24.00	6.00	37.50	21.00	-	3.00	4.00	6.00
Paid, full-time DMO staff		1.00	1.00	1.00	1.00		-	1.00	1.00
Paid, part-time DMO staff		2.00	10.00	1.00			-	6.00	
Paid, contract employees		2.00	-	1.00			3.00	-	
Volunteers		20.00	-	35.00	20.00		-	-	5.00
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:		increased	remained the same	decreased	remained the same		remained the same	increased	decreased
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins		x	x	x	x		x	x	x
respond to telephone inquiries		x	x	x	x		x	x	x
respond to mail inquiries			x		x		x		x
respond to email inquiries			x		x		x		
respond to social media inquiries: Facebook/Twitter/etc.			x						
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)								x	x
sell merchandise			x	x					x
sell tickets (attractions, etc.)				x					
staff trade/consumer shows									
survey VIC walk-ins			x	x	x			x	
sign visitors up for e-newsletter			x				x	x	
training				x	x				
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required		yes	no	no	no		no	yes	no

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
Location of VIC									
bldg. separate from DMO office			x		x		x		
in a high traffic area	x		x	x	x		x		
downtown	x	x			x		x		
on a major highway			x		x	x			
at an airport					x				
Other (please specify):								near a major hotel	
VIC Staff Size									
TOTAL*	7.50	2.50	4.50	3.00	4.50	10.00	2.00	9.50	-
Paid, full-time DMO staff	4.00	2.00	3.00	3.00	4.00	2.00		7.00	
Paid, part-time DMO staff	5.00	1.00	3.00		1.00	4.00	4.00	1.00	
Paid, contract employees	1.00					6.00			
Volunteers	-					-		2.00	
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	decreased	remained the same	decreased	decreased	increased		remained the same	increased	
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x	x	x		
respond to telephone inquiries	x	x	x	x	x	x	x		
respond to mail inquiries	x	x		x	x				
respond to email inquiries	x	x		x	x	x			
respond to social media inquiries: Facebook/Twitter/etc.	x			x	x	x			
respond to text msg. inquiries	x				x				
make reservations (hotel, restaurant, tour, etc.)						x	x		
sell merchandise		x							
sell tickets (attractions, etc.)				x	x		x		
staff trade/consumer shows				x	x				
survey VIC walk-ins					x				
sign visitors up for e-newsletter				x	x		x		
training									
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	no	no	no	no	no	no	no	

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
Location of VIC									
bldg. separate from DMO office			x					x	x
in a high traffic area			x			x	x	x	
downtown			x	x				x	x
on a major highway	x					x	x		
at an airport									
Other (please specify):	VIC is located inside the CVB building.		space btw. conv. ctr./main conv. htl						In our Hampton History Museum
VIC Staff Size									
TOTAL*	4.00	-	42.00	114.50	-	8.50	3.50	10.00	7.50
Paid, full-time DMO staff	2.00		1.00	10.00		4.00	3.00	1.00	1.00
Paid, part-time DMO staff	4.00		2.00	9.00		9.00	1.00	18.00	13.00
Paid, contract employees	-		-						
Volunteers	-		40.00	100.00					
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	increased		increased	decreased		remained the same	increased	remained the same	increased
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x		x	x		x	x	x	x
respond to telephone inquiries	x		x	x		x	x		x
respond to mail inquiries	x		x	x			x		x
respond to email inquiries	x		x	x			x		x
respond to social media inquiries: Facebook/Twitter/etc.				x					
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)	x		x	x					
sell merchandise	x								
sell tickets (attractions, etc.)							x		x
staff trade/consumer shows	x		x						x
survey VIC walk-ins	x		x	x			x		x
sign visitors up for e-newsletter	x			x			x	x	x
training			x			x			
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no		no	no		yes	no	yes	yes

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
Location of VIC									
bldg. separate from DMO office	x								
in a high traffic area	x						x		
downtown	x				x				
on a major highway				x				x	x
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	3.50	-	-	3.50	3.00	-	39.50	2.50	1.50
Paid, full-time DMO staff	1.00				2.00		3.00	2.00	1.00
Paid, part-time DMO staff	5.00			3.00	2.00		3.00	1.00	1.00
Paid, contract employees	-			2.00	-				
Volunteers	-				-		35.00		
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same			decreased	remained the same		remained the same	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x			x	x		x	x	x
respond to telephone inquiries	x			x	x		x	x	x
respond to mail inquiries	x			x	x		x	x	x
respond to email inquiries	x			x	x		x		x
respond to social media inquiries: Facebook/Twitter/etc.				x	x			x	
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)									
sell merchandise	x						x		
sell tickets (attractions, etc.)	x								
staff trade/consumer shows				x	x				
survey VIC walk-ins	x				x				
sign visitors up for e-newsletter	x			x	x				x
training					x				
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required				no	no		no	no	no

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
Location of VIC								
bldg. separate from DMO office		x						
in a high traffic area					x			
downtown								
on a major highway								
at an airport								
Other (please specify):		at the base of our pier					just off a major highway	
VIC Staff Size								
TOTAL*	-	2.00	-	-	5.50	-	6.00	-
Paid, full-time DMO staff		1.00			-		2.00	
Paid, part-time DMO staff		2.00			5.00		8.00	
Paid, contract employees		-			-			
Volunteers		-			3.00			
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>								
In last 3 years, the % of VIC paid staff vs. volunteers has:		remained the same			increased		increased	
<i>Reasons for personnel shift: Appendix A</i>								
Services performed by VIC counselors								
travel counseling to walk-ins					x		x	
respond to telephone inquiries					x		x	
respond to mail inquiries					x		x	
respond to email inquiries					x		x	
respond to social media inquiries: Facebook/Twitter/etc.							x	
respond to text msg. inquiries								
make reservations (hotel, restaurant, tour, etc.)							x	
sell merchandise					x		x	
sell tickets (attractions, etc.)								
staff trade/consumer shows							x	
survey VIC walk-ins					x			
sign visitors up for e-newsletter								
training							x	
<i>Additional counselor services in Appendix B</i>								
VIC staff uniforms required					yes		no	

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
Location of VIC									
bldg. separate from DMO office				x	x	x		x	x
in a high traffic area		x		x	x	x	x		
downtown		x				x	x		
on a major highway				x	x		x		x
at an airport	x								
Other (please specify):									
VIC Staff Size									
TOTAL*	30.00	6.50	-	10.00	5.00	2.50	9.00	35.00	4.00
Paid, full-time DMO staff		1.00		1.00	3.00	1.00	3.00	1.00	3.00
Paid, part-time DMO staff		1.00		6.00	4.00	3.00	-	-	2.00
Paid, contract employees							-	-	-
Volunteers	30.00	5.00		6.00			6.00	34.00	-
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	increased	increased		remained the same	remained the same	remained the same	remained the same	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x		x	x	x	x	x	x
respond to telephone inquiries		x		x	x	x	x	x	x
respond to mail inquiries		x		x	x	x	x	x	x
respond to email inquiries		x		x	x		x	x	x
respond to social media inquiries: Facebook/Twitter/etc.		x		x	x			x	
respond to text msg. inquiries								x	
make reservations (hotel, restaurant, tour, etc.)						x		x	
sell merchandise							x	x	
sell tickets (attractions, etc.)									
staff trade/consumer shows							x	x	
survey VIC walk-ins		x		x		x	x		
sign visitors up for e-newsletter						x	x	x	
training						x		x	
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	no		yes	no	no	no	yes	yes

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
Location of VIC									
bldg. separate from DMO office			x			x			
in a high traffic area			x	x					
downtown	x		x			x			
on a major highway				x					
at an airport					x				
Other (please specify):		Located at Las Vegas conv. ctr.							
VIC Staff Size									
TOTAL*	1.50	8.50	10.00	4.50	5.50	11.50	-	-	-
Paid, full-time DMO staff	1.00	7.00	1.00	3.00	4.00	3.00			
Paid, part-time DMO staff	1.00	3.00	6.00	1.00	3.00	7.00			
Paid, contract employees		-			-				
Volunteers		-	6.00	1.00	-	5.00			
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	increased	remained the same	remained the same	remained the same	remained the same	remained the same			
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x	x			
respond to telephone inquiries	x	x	x	x	x	x			
respond to mail inquiries	x	x	x	x	x	x			
respond to email inquiries	x	x	x	x	x	x			
respond to social media inquiries: Facebook/Twitter/etc.	x			x					
respond to text msg. inquiries				x					
make reservations (hotel, restaurant, tour, etc.)				x		x			
sell merchandise	x		x	x	x	x			
sell tickets (attractions, etc.)			x						
staff trade/consumer shows				x	x				
survey VIC walk-ins	x	x	x			x			
sign visitors up for e-newsletter	x		x	x		x			
training	x			x	x	x			
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	yes	no	no	yes	yes			

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
Location of VIC								
bldg. separate from DMO office		x		x			x	
in a high traffic area		x					x	x
downtown			x	x				x
on a major highway								
at an airport								
Other (please specify):				in a downtown historic plaza				
VIC Staff Size								
TOTAL*	-	1.50	2.00	31.50	-	-	6.00	3.00
Paid, full-time DMO staff		-	2.00	1.00			1.00	2.00
Paid, part-time DMO staff		3.00		7.00			10.00	2.00
Paid, contract employees		-		-			-	-
Volunteers		-		27.00			-	-
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>								
In last 3 years, the % of VIC paid staff vs. volunteers has:		remained the same	remained the same	remained the same			increased	remained the same
<i>Reasons for personnel shift: Appendix A</i>								
Services performed by VIC counselors								
travel counseling to walk-ins		x	x	x			x	x
respond to telephone inquiries		x	x				x	x
respond to mail inquiries		x	x				x	x
respond to email inquiries		x	x				x	x
respond to social media inquiries: Facebook/Twitter/etc.			x					x
respond to text msg. inquiries			x					x
make reservations (hotel, restaurant, tour, etc.)							x	
sell merchandise				x				
sell tickets (attractions, etc.)								
staff trade/consumer shows			x	x				x
survey VIC walk-ins		x					x	
sign visitors up for e-newsletter			x	x				x
training				x				
<i>Additional counselor services in Appendix B</i>								
VIC staff uniforms required		yes	no	no			no	no

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
Location of VIC									
bldg. separate from DMO office				x					
in a high traffic area			x						x
downtown						x			
on a major highway			x	x					
at an airport									
Other (please specify):					in same building with our offices				in the ground floor of our office building
VIC Staff Size									
TOTAL*	-	-	4.00	5.00	1.00	32.00	-	-	8.00
Paid, full-time DMO staff			2.00	2.00	1.00	1.00			6.00
Paid, part-time DMO staff			4.00	6.00		2.00			4.00
Paid, contract employees			-			1.00			
Volunteers			-			29.00			
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:			increased		increased	remained the same			remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins			x	x	x	x			x
respond to telephone inquiries			x	x	x				x
respond to mail inquiries			x	x	x				
respond to email inquiries			x	x	x				x
respond to social media inquiries: Facebook/Twitter/etc.			x		x				
respond to text msg. inquiries			x		x				
make reservations (hotel, restaurant, tour, etc.)			x			x			x
sell merchandise			x	x	x				
sell tickets (attractions, etc.)			x	x		x			x
staff trade/consumer shows			x	x					x
survey VIC walk-ins			x	x	x	x			x
sign visitors up for e-newsletter					x	x			
training			x	x					
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required			no	yes	no	yes			yes

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
Location of VIC									
bldg. separate from DMO office									
in a high traffic area				x					
downtown			x			x			
on a major highway									
at an airport				x					
Other (please specify):			In one side of the CVB office		Recreational Complex				in same building as CVB office
VIC Staff Size									
TOTAL*	-	-	1.00	6.50	6.00	6.00	-	-	17.00
Paid, full-time DMO staff				6.00	3.00	2.00			2.00
Paid, part-time DMO staff			2.00	1.00	-				
Paid, contract employees				-	-				
Volunteers				-	3.00	4.00			15.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:			remained the same	increased	remained the same	remained the same			remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins			x	x	x	x			x
respond to telephone inquiries			x	x	x	x			x
respond to mail inquiries			x	x	x	x			x
respond to email inquiries			x	x	x	x			x
respond to social media inquiries: Facebook/Twitter/etc.				x	x	x			
respond to text msg. inquiries				x					
make reservations (hotel, restaurant, tour, etc.)					x				
sell merchandise					x	x			
sell tickets (attractions, etc.)									
staff trade/consumer shows			x		x				x
survey VIC walk-ins			x		x	x			x
sign visitors up for e-newsletter				x	x	x			
training									
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required			no	yes	no	no			no

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
Location of VIC									
bldg. separate from DMO office	x		x		x				
in a high traffic area		x	x	x		x			
downtown		x	x		x			x	x
on a major highway				x		x			
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	2.50	39.00	14.50	5.00	4.50	21.50	-	10.50	9.00
Paid, full-time DMO staff	2.00	3.00	1.00	5.00	1.00	1.00		1.00	2.00
Paid, part-time DMO staff	1.00	-	1.00	-	7.00	1.00		19.00	6.00
Paid, contract employees	-	1.00	1.00	-	-			-	-
Volunteers	-	35.00	12.00	-	-	20.00		-	4.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	remained the same	remained the same	increased	decreased	decreased		remained the same	increased
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x	x		x	x
respond to telephone inquiries	x	x	x	x	x	x		x	x
respond to mail inquiries		x	x	x	x	x			x
respond to email inquiries	x	x	x	x	x	x			x
respond to social media inquiries: Facebook/Twitter/etc.			x	x		x			x
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)	x	x	x		x			x	x
sell merchandise		x	x	x	x	x		x	
sell tickets (attractions, etc.)		x		x		x		x	
staff trade/consumer shows		x	x	x	x				
survey VIC walk-ins		x	x	x	x	x			x
sign visitors up for e-newsletter		x		x		x			x
training		x	x	x					
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	yes	no	yes	no	no	no		no	no

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
Location of VIC									
bldg. separate from DMO office	x				x	x			
in a high traffic area	x			x	x	x	x		
downtown	x				x	x			x
on a major highway			x	x					
at an airport									
Other (please specify):					Across from The Alamo			connected to our administrative office	
VIC Staff Size									
TOTAL*	3.50	-	3.00	3.50	9.00	26.00	8.50	8.00	4.50
Paid, full-time DMO staff			3.00	2.00	7.00	3.00	4.00	2.00	2.00
Paid, part-time DMO staff	3.00			3.00	4.00	6.00	1.00	12.00	3.00
Paid, contract employees					-	-			1.00
Volunteers	2.00				-	20.00	4.00		-
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	increased		remained the same	remained the same	remained the same	remained the same	increased	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x		x	x	x	x	x	x	x
respond to telephone inquiries			x	x		x	x	x	x
respond to mail inquiries			x	x	x	x	x	x	
respond to email inquiries	x		x	x		x	x	x	x
respond to social media inquiries: Facebook/Twitter/etc.	x		x			x	x		
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)				x		x	x	x	x
sell merchandise				x	x			x	
sell tickets (attractions, etc.)					x	x		x	
staff trade/consumer shows					x	x	x		x
survey VIC walk-ins	x		x		x		x	x	
sign visitors up for e-newsletter			x	x			x		
training								x	
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no		no	no	yes	yes	no	yes	no

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Vistors Ctr United States
Location of VIC									
bldg. separate from DMO office				x	x	x			
in a high traffic area				x	x				
downtown			x	x					
on a major highway			x		x			x	
at an airport									
Other (please specify):	Across street from intl airport 2 miles two major hwys								
VIC Staff Size									
TOTAL*	9.00	-	1.00	5.50	1.00	116.50	-	5.00	-
Paid, full-time DMO staff	4.00		1.00	-		1.00		3.00	
Paid, part-time DMO staff	2.00			11.00		1.00		2.00	
Paid, contract employees				-	1.00			1.00	
Volunteers	4.00			-		115.00			
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same		remained the same	remained the same	remained the same	remained the same		remained the same	
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x		x	x	x	x		x	
respond to telephone inquiries	x		x	x	x	x		x	
respond to mail inquiries	x		x		x			x	
respond to email inquiries	x		x		x			x	
respond to social media inquiries: Facebook/Twitter/etc.	x							x	
respond to text msg. inquiries								x	
make reservations (hotel, restaurant, tour, etc.)	x					x			
sell merchandise				x					
sell tickets (attractions, etc.)	x								
staff trade/consumer shows	x							x	
survey VIC walk-ins						x		x	
sign visitors up for e-newsletter	x			x				x	
training	x			x		x		x	
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no		no	yes	no	no		no	

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
Location of VIC									
bldg. separate from DMO office		x		x					
in a high traffic area									
downtown			x		x	x			
on a major highway									
at an airport			x						
Other (please specify):		in a shopping center			At Convention Center			off major hwy exit	
VIC Staff Size									
TOTAL*	-	5.50	52.00	6.00	43.00	0.50	-	4.50	-
Paid, full-time DMO staff		-	1.00	1.00				4.00	
Paid, part-time DMO staff		11.00	2.00		6.00	1.00		1.00	
Paid, contract employees									
Volunteers			50.00	5.00	40.00				
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:		remained the same	decreased	remained the same	remained the same	remained the same		remained the same	
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins		x	x	x	x	x		x	
respond to telephone inquiries		x	x	x		x		x	
respond to mail inquiries		x	x	x		x		x	
respond to email inquiries		x	x	x		x		x	
respond to social media inquiries: Facebook/Twitter/etc.				x		x		x	
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)					x	x			
sell merchandise		x	x	x				x	
sell tickets (attractions, etc.)		x							
staff trade/consumer shows		x						x	
survey VIC walk-ins		x		x				x	
sign visitors up for e-newsletter			x	x	x				
training				x					
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required		yes	yes	no	yes	no		no	

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
Location of VIC									
bldg. separate from DMO office		x	x	x					
in a high traffic area	x			x		x	x	x	x
downtown			x	x			x		x
on a major highway	x	x							
at an airport									
Other (please specify):		Part of a New York Rest Area	in a hotel, across the street from conv. center					3 min. drive Huntingdon Abbotsford US border	City owned bldg w/other econ. dev. partners
VIC Staff Size									
TOTAL*	27.00	1.00	27.00	4.00	-	50.00	12.00	3.50	12.00
Paid, full-time DMO staff	5.00		1.00	1.00		8.00	12.00	2.00	1.00
Paid, part-time DMO staff	2.00	2.00	2.00	6.00		4.00	-	1.00	4.00
Paid, contract employees				-			-		1.00
Volunteers	21.00		25.00			40.00	-	1.00	8.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	increased	remained the same	remained the same	increased		remained the same	increased	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x		x	x	x	x
respond to telephone inquiries	x		x	x		x	x	x	x
respond to mail inquiries	x		x	x		x	x	x	x
respond to email inquiries	x		x	x		x	x	x	x
respond to social media inquiries: Facebook/Twitter/etc.	x					x	x	x	
respond to text msg. inquiries	x							x	
make reservations (hotel, restaurant, tour, etc.)			x			x		x	
sell merchandise	x		x	x		x		x	x
sell tickets (attractions, etc.)	x			x				x	
staff trade/consumer shows	x					x		x	x
survey VIC walk-ins			x			x			x
sign visitors up for e-newsletter	x					x		x	x
training	x						x		x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	yes	no	yes		yes	no	yes	no

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
Location of VIC									
bldg. separate from DMO office	x		x					x	x
in a high traffic area		x	x	x	x			x	x
downtown	x	x	x			x		x	
on a major highway				x					x
at an airport	x								
Other (please specify):		In the same building as DMO offices				Across the road from the Conv Centre		in Taxi/bus loop	
VIC Staff Size									
TOTAL*	12.00	3.50	9.00	8.00	8.00	232.50	-	9.50	1.50
Paid, full-time DMO staff	6.00	2.00		1.00	1.00	7.00		6.00	
Paid, part-time DMO staff	2.00	3.00		4.00	14.00	11.00		7.00	3.00
Paid, contract employees	1.00		9.00	5.00		-		-	
Volunteers	4.00					220.00		-	
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	decreased	remained the same	increased	remained the same	increased	remained the same		remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x	x		x	x
respond to telephone inquiries	x	x	x	x	x	x		x	x
respond to mail inquiries		x	x	x		x		x	
respond to email inquiries	x	x	x	x	x	x		x	x
respond to social media inquiries: Facebook/Twitter/etc.			x	x		x			
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)		x			x	x			
sell merchandise		x		x	x			x	
sell tickets (attractions, etc.)		x			x	x		x	
staff trade/consumer shows			x	x					
survey VIC walk-ins			x	x	x	x			x
sign visitors up for e-newsletter									
training	x			x		x		x	
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	yes	yes	yes	yes	yes	yes		yes	no

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
Location of VIC									
bldg. separate from DMO office				x				x	x
in a high traffic area				x	x		x	x	x
downtown				x	x				x
on a major highway					x		x		
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	-	-	-	67.50	106.00	1.50	22.50	11.00	70.00
Paid, full-time DMO staff				2.00	1.00	1.00	7.00	1.00	2.00
Paid, part-time DMO staff				1.00		1.00	1.00		6.00
Paid, contract employees				-		-	9.00		
Volunteers				65.00	105.00	-	6.00	10.00	65.00
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:				remained the same	remained the same	remained the same	remained the same	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins				x	x	x	x	x	x
respond to telephone inquiries				x	x	x	x		x
respond to mail inquiries						x	x		
respond to email inquiries				x		x	x		
respond to social media inquiries: Facebook/Twitter/etc.									
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)					x				
sell merchandise				x	x		x	x	x
sell tickets (attractions, etc.)					x		x		
staff trade/consumer shows							x		x
survey VIC walk-ins					x				
sign visitors up for e-newsletter						x			
training					x				
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required				no	yes	no	yes	no	yes

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
Location of VIC									
bldg. separate from DMO office	x								
in a high traffic area	x			x			x		x
downtown	x	x				x	x	x	
on a major highway									
at an airport									
Other (please specify):	Inner Harbor - main attraction area for region					same bldg as admin. office; different floor			
VIC Staff Size									
TOTAL*	32.00	8.50	-	3.00	-	2.00	26.50	3.00	3.00
Paid, full-time DMO staff	4.00	1.00		1.00		1.00	1.00	2.00	1.00
Paid, part-time DMO staff	4.00	15.00		4.00		2.00	1.00	2.00	
Paid, contract employees	-			-		-			
Volunteers	26.00			-		-	25.00		2.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:									
	remained the same	remained the same		remained the same		remained the same	remained the same	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x		x		x	x	x	x
respond to telephone inquiries		x		x		x	x	x	x
respond to mail inquiries		x		x		x	x	x	x
respond to email inquiries		x		x		x	x	x	x
respond to social media inquiries: Facebook/Twitter/etc.				x		x		x	
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)	x					x	x		
sell merchandise				x		x	x	x	x
sell tickets (attractions, etc.)						x		x	
staff trade/consumer shows				x		x		x	
survey VIC walk-ins		x		x		x	x	x	x
sign visitors up for e-newsletter				x		x			
training				x		x			x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	yes	no		yes		no	no	no	no

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
Location of VIC									
bldg. separate from DMO office	x			x				x	
in a high traffic area	x	x		x	x		x	x	x
downtown	x		x		x		x	x	
on a major highway		x							x
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	17.00	21.00	6.00	1.50	3.50	-	2.00	4.50	3.00
Paid, full-time DMO staff	5.00	8.00	3.00	1.00	2.00		1.00	3.00	1.00
Paid, part-time DMO staff	16.00	20.00	-	1.00	3.00		2.00	3.00	4.00
Paid, contract employees	-		-		-		-	-	
Volunteers	4.00	3.00	3.00		-		-	-	
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	increased	remained the same	decreased	remained the same		remained the same	remained the same	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x	x		x	x	x
respond to telephone inquiries	x	x	x	x	x		x	x	x
respond to mail inquiries	x	x	x		x		x	x	x
respond to email inquiries	x	x	x	x	x		x	x	x
respond to social media inquiries: Facebook/Twitter/etc.		x	x		x			x	x
respond to text msg. inquiries									x
make reservations (hotel, restaurant, tour, etc.)	x		x	x	x			x	
sell merchandise	x		x		x			x	x
sell tickets (attractions, etc.)	x		x					x	
staff trade/consumer shows			x		x			x	
survey VIC walk-ins	x		x				x		
sign visitors up for e-newsletter	x	x	x	x	x		x		
training								x	x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	yes	no	no	no		no	no	no

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
Location of VIC									
bldg. separate from DMO office			x	x			x	x	x
in a high traffic area		x	x				x		x
downtown	x		x	x				x	x
on a major highway		x							
at an airport									
Other (please specify):									
VIC Staff Size									
TOTAL*	2.50	22.50	2.00	85.00	-	-	21.50	13.50	52.00
Paid, full-time DMO staff	-	2.00		4.00			15.00	1.00	1.00
Paid, part-time DMO staff	5.00	1.00	4.00				13.00	5.00	2.00
Paid, contract employees	-			1.00			-	-	-
Volunteers	-	20.00		80.00			-	10.00	50.00
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	increased	decreased	increased			remained the same	increased	remained the same
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x			x	x	x
respond to telephone inquiries	x	x	x	x			x	x	x
respond to mail inquiries	x	x	x	x			x	x	
respond to email inquiries	x	x	x	x			x	x	x
respond to social media inquiries: Facebook/Twitter/etc.		x							
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)	x	x	x	x			x	x	x
sell merchandise		x		x				x	x
sell tickets (attractions, etc.)	x	x		x			x	x	x
staff trade/consumer shows	x	x							
survey VIC walk-ins		x		x			x	x	
sign visitors up for e-newsletter				x			x	x	x
training				x					x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	no	yes	no			yes	yes	yes

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
Location of VIC									
bldg. separate from DMO office	x	x		x					
in a high traffic area	x	x	x			x	x		x
downtown	x	x		x		x		x	
on a major highway			x		x				x
at an airport									
Other (please specify):					off a major roadway and business district		hist. bldg near Old Salem Mus. & Gardens - most pop. attraction		
VIC Staff Size									
TOTAL*	10.00	10.50	3.00	25.50	1.00	6.00	5.00	3.50	6.50
Paid, full-time DMO staff	4.00	3.00	2.00	2.00	1.00	1.00	1.00	1.00	3.00
Paid, part-time DMO staff	12.00	3.00	2.00	3.00	-	2.00	6.00	5.00	5.00
Paid, contract employees					-		-		
Volunteers		6.00		22.00	-	4.00	1.00		1.00
<i>* part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:									
	increased	increased	remained the same	increased	remained the same	remained the same	remained the same	remained the same	increased
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x	x		x	x	x	x
respond to telephone inquiries		x	x	x	x	x	x	x	x
respond to mail inquiries		x			x	x	x	x	x
respond to email inquiries		x	x		x	x	x	x	x
respond to social media inquiries: Facebook/Twitter/etc.		x							
respond to text msg. inquiries									
make reservations (hotel, restaurant, tour, etc.)		x		x					x
sell merchandise	x		x	x		x			x
sell tickets (attractions, etc.)									
staff trade/consumer shows				x					
survey VIC walk-ins	x		x			x	x		x
sign visitors up for e-newsletter	x		x				x	x	x
training			x						
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	no	yes	no	yes	no	no	no	yes	yes

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
Location of VIC									
bldg. separate from DMO office	x		x		x				x
in a high traffic area		x	x		x				
downtown		x	x		x				x
on a major highway	x				x				
at an airport			x						
Other (please specify):		Located in bldg with offices on higher floor	1) Lobby of offices; 2) Airport at Baggage Claim						
VIC Staff Size									
TOTAL*	6.00	3.50	8.00	-	4.00	-	-	-	5.00
Paid, full-time DMO staff	1.00	2.00	3.00		3.00				1.00
Paid, part-time DMO staff	10.00	3.00	10.00		2.00				4.00
Paid, contract employees		-	-						
Volunteers		-	-						2.00
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>									
In last 3 years, the % of VIC paid staff vs. volunteers has:	remained the same	remained the same	remained the same		remained the same				increased
<i>Reasons for personnel shift: Appendix A</i>									
Services performed by VIC counselors									
travel counseling to walk-ins	x	x	x		x				x
respond to telephone inquiries	x	x	x		x				x
respond to mail inquiries	x		x		x				x
respond to email inquiries	x	x			x				x
respond to social media inquiries: Facebook/Twitter/etc.		x			x				
respond to text msg. inquiries					x				
make reservations (hotel, restaurant, tour, etc.)		x	x						x
sell merchandise	x	x			x				x
sell tickets (attractions, etc.)	x	x			x				x
staff trade/consumer shows	x								
survey VIC walk-ins		x			x				
sign visitors up for e-newsletter training	x								x
<i>Additional counselor services in Appendix B</i>									
VIC staff uniforms required	yes	yes	no		no				no

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
Location of VIC						
bldg. separate from DMO office				x	x	
in a high traffic area	x					
downtown						
on a major highway	on a major hxy			on a major hxy		
at an airport						
Other (please specify):						
VIC Staff Size						
TOTAL*	2.50	-	-	2.50	3.50	-
Paid, full-time DMO staff	1.00			2.00	1.00	
Paid, part-time DMO staff	3.00			1.00	5.00	
Paid, contract employees					-	
Volunteers					-	
<i>*part-time staff counted as 1/2 full-time staff in 'total' count</i>						
In last 3 years, the % of VIC paid staff vs. volunteers has:	increased			remained the same	remained the same	
<i>Reasons for personnel shift: Appendix A</i>						
Services performed by VIC counselors						
travel counseling to walk-ins	x			x	x	
respond to telephone inquiries	x			x	x	
respond to mail inquiries	x			x	x	
respond to email inquiries	x			x	x	
respond to social media inquiries: Facebook/Twitter/etc.				x		
respond to text msg. inquiries						
make reservations (hotel, restaurant, tour, etc.)					x	
sell merchandise	x			x		
sell tickets (attractions, etc.)				x		
staff trade/consumer shows				x	x	
survey VIC walk-ins					x	
sign visitors up for e-newsletter				x	x	
training						
<i>Additional counselor services in Appendix B</i>						
VIC staff uniforms required	no			no	no	

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
Included in VIC staff training									
on-the-job training	x	x	x		x	x		x	x
FAM tours of the destination classes	x	x		x					
certification exam		x		x					
First Aid/CPR									
no staff training program									
Other (please specify):			training before start/ FAM tours if needed						
VIC services									
brochure racks	x	x	x	x	x	x	x	x	x
public lounge			x						x
conference room			x		x				
ATM					x				
vending machines	x				x				
public bathrooms	x		x		x			x	
movie theater									
retail space/store			x		x	x			
TV monitors: news/weather/etc.	x								
information kiosks		x	x		x				
public Internet access (terminals)					x			x	
public WiFi	x	x		x	x			x	
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing			x		x	x			
local arts & crafts			x		x	x			
souvenirs			x		x	x			
jewelry			x						
prints/posters	x		x		x	x			
books	x		x		x	x			
food/drink					x	x			
none		x		x			x	x	x
Other									
Formal VIC literature distrib. policy	yes	no	yes	yes	yes	yes	yes	yes	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
Included in VIC staff training									
on-the-job training		x	x	x	x	x			x
FAM tours of the destination classes			x	x	x	x			
certification exam				x					
First Aid/CPR					x				
no staff training program									
Other (please specify):									
VIC services									
brochure racks		x	x	x	x	x	x	x	x
public lounge						x	x		
conference room									
ATM			x						
vending machines									
public bathrooms		x	x	x		x		x	
movie theater				x					
retail space/store		x	x		x	x			
TV monitors: news/weather/etc.				x	x	x			
information kiosks			x	x					x
public Internet access (terminals)			x						
public WiFi			x			x	x	x	
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing		x	x		x	x			x
local arts & crafts			x			x			
souvenirs		x	x		x	x			
jewelry			x						
prints/posters		x	x		x	x			x
books		x	x		x			x	
food/drink			x			x			
none				x			x		
Other									
Formal VIC literature distrib. policy		no	yes	yes	yes	yes	no	no	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
Included in VIC staff training									
on-the-job training			x	x		x	x		
FAM tours of the destination classes			x	x					
certification exam			x	x					
First Aid/CPR									
no staff training program								x	
Other (please specify):									
VIC services									
brochure racks			x	x		x	x	x	
public lounge			x	x		x			
conference room				x					
ATM									
vending machines									
public bathrooms			x	x			x	x	
movie theater									
retail space/store			x	x		x			
TV monitors: news/weather/etc.				x		x	x		
information kiosks			x			x			
public Internet access (terminals)							x		
public WiFi			x	x		x			
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing			x	x			x		
local arts & crafts			x	x					
souvenirs			x	x		x	x		
jewelry			x	x					
prints/posters			x	x			x		
books			x	x					
food/drink									
none								x	
Other									
Formal VIC literature distrib. policy			no	no		yes	no	yes	
<i>Key points of the literature distribution policy In Appendix D</i>									

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
Included in VIC staff training									
on-the-job training		x	x	x		x		x	x
FAM tours of the destination classes	x	x	x	x				x	x
certification exam		x							
First Aid/CPR									
no staff training program					x				
Other (please specify):									
VIC services									
brochure racks	x	x	x	x	x	x	x	x	x
public lounge	x	x	x						
conference room	x	x			x	x	x		
ATM						x			
vending machines				x		x			
public bathrooms	x	x		x	x	x		x	
movie theater						x			
retail space/store		x		x		x		x	
TV monitors: news/weather/etc.		x	x	x		x		x	
information kiosks	x	x		x	x	x			
public Internet access (terminals)	x			x					
public WiFi	x	x	x	x		x	x	x	x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing		x	x			x		x	
local arts & crafts		x		x				x	
souvenirs		x	x	x	x	x		x	
jewelry		x				x		x	
prints/posters			x			x		x	
books		x	x		x	x		x	
food/drink						x		x	
none	x						x		
Other	We do offer sales on our website								tickets to local music venues
Formal VIC literature distrib. policy	no	yes	no	yes	no	yes	no	no	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
Included in VIC staff training									
on-the-job training		x	x		x			x	x
FAM tours of the destination classes		x	x						x
certification exam			x						x
First Aid/CPR									
no staff training program									
Other (please specify):									
VIC services									
brochure racks		x	x		x			x	x
public lounge			x						x
conference room					x				
ATM									
vending machines		x							
public bathrooms					x			x	x
movie theater									
retail space/store									
TV monitors: news/weather/etc.		x							x
information kiosks					x				
public Internet access (terminals)									
public WiFi		x			x				
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing									
local arts & crafts									
souvenirs					x				
jewelry									
prints/posters									
books									
food/drink									
none			x					x	x
Other									
Formal VIC literature distrib. policy		yes	no		no			no	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
Included in VIC staff training									
on-the-job training		x	x	x			x		x
FAM tours of the destination classes		x	x	x			x		x
certification exam		x	x				x		
First Aid/CPR									
no staff training program									
Other (please specify):									
VIC services									
brochure racks		x	x	x			x		x
public lounge							x		x
conference room									x
ATM		x					x		x
vending machines							x		x
public bathrooms		x		x			x		x
movie theater									
retail space/store							x		x
TV monitors: news/weather/etc.		x					x		x
information kiosks			x						x
public Internet access (terminals)		x							
public WiFi			x				x		
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing							x		x
local arts & crafts							x		x
souvenirs							x		x
jewelry							x		
prints/posters							x		
books							x		x
food/drink							x		
none		x	x	x					
Other		Bldg lobby offers souvenirs, snacks and drinks							
Formal VIC literature distrib. policy		yes	no	yes			no		yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
Included in VIC staff training									
on-the-job training	x	x	x				x	x	x
FAM tours of the destination classes	x	x	x				x	x	x
certification exam	x								x
First Aid/CPR							x	x	
no staff training program					x				
Other (please specify):									
VIC services									
brochure racks	x	x	x		x		x	x	x
public lounge								x	x
conference room			x					x	
ATM									
vending machines									x
public bathrooms	x	x	x				x	x	x
movie theater									
retail space/store									x
TV monitors: news/weather/etc.									x
information kiosks	x		x		x		x		
public Internet access (terminals)		x					x		
public WiFi	x		x				x	x	x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing			x						x
local arts & crafts									x
souvenirs			x				x		x
jewelry									
prints/posters							x		x
books							x		x
food/drink									x
none	x	x			x			x	
Other									
Formal VIC literature distrib. policy	yes	yes	yes		no		yes	yes	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
Included in VIC staff training									
on-the-job training		x			x	x	x		x
FAM tours of the destination classes		x				x			x
certification exam						x			
First Aid/CPR		x			x				
no staff training program									
Other (please specify):									
VIC services									
brochure racks		x			x	x	x		x
public lounge									x
conference room					x	x			
ATM									x
vending machines		x							x
public bathrooms		x			x	x			x
movie theater									
retail space/store					x	x	x		x
TV monitors: news/weather/etc.		x					x		
information kiosks					x	x			x
public Internet access (terminals)		x							
public WiFi		x			x		x		
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing						x	x		x
local arts & crafts					x		x		x
souvenirs					x	x	x		x
jewelry					x		x		x
prints/posters							x		x
books					x		x		x
food/drink		x			x		x		
none									
Other						Magnets, City Stickers, CDs, Air Freshners, Pedometers,			
Formal VIC literature distrib. policy		no			no	yes	no		yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
Included in VIC staff training									
on-the-job training		x	x	x			x		x
FAM tours of the destination classes		x	x		x		x		x
certification exam		x		x	x			x	x
First Aid/CPR								x	
no staff training program									x
Other (please specify):									
VIC services									
brochure racks		x	x	x	x		x	x	x
public lounge				x					x
conference room			x	x					
ATM									
vending machines		x	x						
public bathrooms		x	x	x	x		x		x
movie theater		x							
retail space/store				x					x
TV monitors: news/weather/etc.				x					x
information kiosks				x				x	x
public Internet access (terminals)			x	x	x				x
public WiFi			x	x			x		
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing				x					
local arts & crafts				x	x				
souvenirs				x	x				x
jewelry									
prints/posters				x					
books				x					x
food/drink				x	x				
none		x					x	x	
Other			Pins						
Formal VIC literature distrib. policy		yes	yes	no	no		yes	yes	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
Included in VIC staff training									
on-the-job training	x	x	x	x	x	x		x	
FAM tours of the destination classes	x	x			x	x	x		
certification exam									
First Aid/CPR									
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x	x	x	x	x	x	x	x	
public lounge		x			x	x	x		
conference room				x	x				
ATM									
vending machines						x			
public bathrooms		x	x	x		x		x	
movie theater									
retail space/store		x		x				x	
TV monitors: news/weather/etc.			x		x	x		x	
information kiosks	x				x	x			
public Internet access (terminals)	x							x	
public WiFi	x	x				x		x	
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing									
local arts & crafts		x						x	
souvenirs		x		x				x	
jewelry								x	
prints/posters									
books		x							
food/drink									
none	x				x		x		
Other						cannot sell merch. Vending machines in lobby area			
Formal VIC literature distrib. policy	yes	yes	yes	no	yes	yes	yes	no	
<i>Key points of the literature distribution policy In Appendix D</i>									

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
Included in VIC staff training									
on-the-job training			x			x	x	x	x
FAM tours of the destination classes			x			x	x	x	x
certification exam			x			x	x		x
First Aid/CPR									
no staff training program									
Other (please specify):			Tourism Amb., special mus. exhibit previews			Telephone Dr. Training pgm. required courses			
VIC services									
brochure racks	x		x	x		x	x	x	x
public lounge	x		x					x	x
conference room							x		
ATM									
vending machines									
public bathrooms	x			x		x	x	x	x
movie theater									
retail space/store									x
TV monitors: news/weather/etc.	x						x		x
information kiosks			x				x		
public Internet access (terminals)	x					x	x		
public WiFi	x		x	x		x	x		
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing	x								x
local arts & crafts									x
souvenirs	x								x
jewelry									x
prints/posters	x								x
books	x								x
food/drink	x								
none			x	x		x	x	x	
Other									History Mus. Fdtn. gift shop next to VIC lobby
Formal VIC literature distrib. policy	no		yes	no		yes	yes	yes	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
Included in VIC staff training									
on-the-job training	x			x	x			x	x
FAM tours of the destination classes	x				x			x	x
certification exam									x
First Aid/CPR	x								
no staff training program							x		
Other (please specify):									
VIC services									
brochure racks	x			x	x		x	x	x
public lounge	x				x			x	x
conference room				x	x		x	x	x
ATM									
vending machines									
public bathrooms	x			x			x	x	x
movie theater									
retail space/store	x						x		
TV monitors: news/weather/etc.					x		x		x
information kiosks					x		x		
public Internet access (terminals)									
public WiFi	x			x			x	x	x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing									
local arts & crafts									
souvenirs	x								
jewelry									
prints/posters									
books	x						x		
food/drink							x		
none				x	x			x	x
Other									
Formal VIC literature distrib. policy	no			no	yes		yes	no	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
Included in VIC staff training								
on-the-job training					x		x	
FAM tours of the destination classes					x		x	
certification exam					x			
First Aid/CPR					x			
no staff training program								
Other (please specify):								
VIC services								
brochure racks					x		x	
public lounge							x	
conference room								
ATM								
vending machines								
public bathrooms					x		x	
movie theater					x			
retail space/store					x		x	
TV monitors: news/weather/etc.							x	
information kiosks							x	
public Internet access (terminals)							x	
public WiFi					x		x	
<i>Additional Services offered by VIC in Appendix C</i>								
Merchandise sold in VIC								
clothing					x		x	
local arts & crafts							x	
souvenirs					x		x	
jewelry								
prints/posters					x		x	
books					x		x	
food/drink								
none								
Other								
Formal VIC literature distrib. policy					yes		yes	
<i>Key points of the literature distribution policy In Appendix D</i>								

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
Included in VIC staff training									
on-the-job training	x			x	x	x	x	x	x
FAM tours of the destination classes	x			x	x	x	x	x	x
certification exam				x		x	x	x	
First Aid/CPR						x			
no staff training program		x							
Other (please specify):	specific membership training	Super Host training				Certified Tourism Ambassador certification			
VIC services									
brochure racks	x	x		x	x	x	x	x	x
public lounge							x	x	
conference room							x		
ATM									
vending machines				x			x	x	
public bathrooms		x		x	x		x	x	x
movie theater									
retail space/store							x	x	x
TV monitors: news/weather/etc.	x	x		x	x		x	x	
information kiosks		x			x		x	x	x
public Internet access (terminals)		x			x		x	x	
public WiFi		x		x	x	x		x	
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing							x	x	
local arts & crafts							x	x	
souvenirs		x					x	x	
jewelry							x		
prints/posters							x	x	
books							x	x	
food/drink								x	
none	x			x	x	x			
Other									
Formal VIC literature distrib. policy	yes	yes		yes	yes	yes	no	no	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
Included in VIC staff training									
on-the-job training	x	x	x	x	x	x			
FAM tours of the destination classes	x	x	x	x					
certification exam			x	x					
First Aid/CPR			x	x	x				
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x	x	x	x	x	x			
public lounge	x								
conference room									
ATM									
vending machines									
public bathrooms	x	x		x					
movie theater				x					
retail space/store	x		x	x	x	x			
TV monitors: news/weather/etc.	x	x		x					
information kiosks	x		x		x	x			
public Internet access (terminals)	x	x			x				
public WiFi			x	x	x				
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing	x		x	x	x	x			
local arts & crafts	x			x	x				
souvenirs	x		x	x	x				
jewelry				x					
prints/posters	x		x	x					
books			x	x	x				
food/drink									
none		x							
Other									
Formal VIC literature distrib. policy	yes	yes	no	no	no	yes			
<i>Key points of the literature distribution policy In Appendix D</i>									

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
Included in VIC staff training								
on-the-job training		x		x			x	x
FAM tours of the destination classes		x		x			x	x
certification exam							x	
First Aid/CPR								
no staff training program			x					
Other (please specify):				2 four hour orientations				
VIC services								
brochure racks		x	x	x			x	x
public lounge								x
conference room								x
ATM								
vending machines								
public bathrooms		x	x	x			x	x
movie theater								
retail space/store				x				
TV monitors: news/weather/etc.								
information kiosks		x					x	
public Internet access (terminals)							x	
public WiFi								x
<i>Additional Services offered by VIC in Appendix C</i>								
Merchandise sold in VIC								
clothing				x				
local arts & crafts				x				
souvenirs				x				
jewelry				x				
prints/posters				x				
books				x				
food/drink				x				
none		x	x				x	x
Other								
Formal VIC literature distrib. policy		yes	no	yes			yes	no
<i>Key points of the literature distribution policy In Appendix D</i>								

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
Included in VIC staff training									
on-the-job training			x	x		x			x
FAM tours of the destination classes			x	x		x			x
certification exam									
First Aid/CPR									
no staff training program									
Other (please specify):				New hire checklist to complete					
VIC services									
brochure racks			x	x	x	x			x
public lounge			x	x	x	x			x
conference room				x	x	x			
ATM									
vending machines				x	x				
public bathrooms			x	x	x	x			
movie theater									
retail space/store			x	x					
TV monitors: news/weather/etc.			x	x	x	x			x
information kiosks						x			x
public Internet access (terminals)				x					x
public WiFi			x		x	x			x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing				x					
local arts & crafts				x	x				
souvenirs			x	x	x				
jewelry									
prints/posters									
books			x	x					
food/drink			x						
none						x			x
Other						Plan on adding retail in 2014			
Formal VIC literature distrib. policy			yes	yes	no	yes			yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
Included in VIC staff training									
on-the-job training			x	x	x	x			x
FAM tours of the destination classes			x	x					x
certification exam				x					
First Aid/CPR									
no staff training program						x			
Other (please specify):									
VIC services									
brochure racks			x	x	x	x			x
public lounge			x			x			x
conference room				x	x	x			x
ATM									
vending machines									x
public bathrooms			x	x	x	x			x
movie theater									
retail space/store					x	x			
TV monitors: news/weather/etc.			x						
information kiosks									
public Internet access (terminals)			x						x
public WiFi			x		x	x			x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing					x	x			
local arts & crafts						x			
souvenirs					x	x			
jewelry						x			
prints/posters						x			
books						x			
food/drink									
none			x	x					x
Other									
Formal VIC literature distrib. policy			no	yes	no	no			yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
Included in VIC staff training									
on-the-job training	x	x	x	x	x	x		x	x
FAM tours of the destination classes	x	x	x	x	x	x			x
certification exam									
First Aid/CPR	x								
no staff training program									
Other (please specify):									attract. passes to familiarize themselves
VIC services									
brochure racks	x	x	x	x	x	x		x	x
public lounge	x	x	x	x	x	x			
conference room				x		x			
ATM			x						
vending machines	x		x						x
public bathrooms	x		x	x	x	x		x	x
movie theater								x	
retail space/store			x	x	x			x	
TV monitors: news/weather/etc.		x	x	x	x	x			x
information kiosks			x	x	x	x			x
public Internet access (terminals)				x				x	x
public WiFi	x	x		x	x	x			x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing			x	x	x			x	
local arts & crafts				x	x			x	
souvenirs			x	x	x			x	
jewelry				x				x	
prints/posters								x	
books				x	x			x	
food/drink				x	x			x	
none	x								x
Other		Post Cards and attraction tickets only			Locally made food items	Kiwanis xmas ornaments. Ended all other merch. sales.			
Formal VIC literature distrib. policy	yes	yes	no	yes	yes	yes		no	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
Included in VIC staff training									
on-the-job training	x		x	x	x	x		x	x
FAM tours of the destination classes	x				x	x	x		x
certification exam	x					x	x	x	
First Aid/CPR			x						
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x		x	x	x	x	x	x	x
public lounge				x		x	x		
conference room			x				x		
ATM									
vending machines									
public bathrooms			x	x	x		x	x	x
movie theater									
retail space/store				x	x	x		x	
TV monitors: news/weather/etc.			x	x		x		x	x
information kiosks	x			x	x				x
public Internet access (terminals)						x		x	
public WiFi	x		x	x		x			
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing				x	x			x	
local arts & crafts				x	x				
souvenirs				x	x			x	
jewelry				x	x				
prints/posters				x	x			x	
books				x	x			x	
food/drink				x	x				
none	x						x		x
Other				Local food products: honey, jams, jellies, etc.	Helmets, cookie cutters, kit. towels, phone accessories, ornaments, etc	this is still being determined			
Formal VIC literature distrib. policy	yes		yes	yes	yes	yes	yes	yes	no
<i>Key points of the literature distribution policy In Appendix D</i>									

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Vistors Ctr United States
Included in VIC staff training									
on-the-job training	x		x	x	x	x		x	
FAM tours of the destination classes			x	x	x	x		x	
certification exam			x						
First Aid/CPR									
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x		x	x	x	x		x	
public lounge	x				x				
conference room	x		x					x	
ATM									
vending machines					x			x	
public bathrooms	x		x	x	x	x		x	
movie theater									
retail space/store				x					
TV monitors: news/weather/etc.					x				
information kiosks			x					x	
public Internet access (terminals)						x			
public WiFi					x	x			
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing				x					
local arts & crafts									
souvenirs				x		x			
jewelry									
prints/posters				x					
books				x		x			
food/drink									
none	x		x		x			x	
Other									
Formal VIC literature distrib. policy	no		yes	yes	yes	no		yes	
<i>Key points of the literature distribution policy In Appendix D</i>									

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
Included in VIC staff training									
on-the-job training		x		x	x			x	
FAM tours of the destination classes		x		x	x			x	
certification exam			x						
First Aid/CPR									
no staff training program						x			
Other (please specify):									
VIC services									
brochure racks		x	x	x	x	x		x	
public lounge			x	x		x		x	
conference room			x					x	
ATM									
vending machines									
public bathrooms		x	x	x		x		x	
movie theater									
retail space/store		x	x	x				x	
TV monitors: news/weather/etc.		x							
information kiosks			x	x					
public Internet access (terminals)									
public WiFi		x	x	x	x	x		x	
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing		x	x	x					
local arts & crafts									
souvenirs		x	x	x				x	
jewelry									
prints/posters									
books		x	x	x				x	
food/drink									
none					x	x			
Other								postcards	
Formal VIC literature distrib. policy		no	no	yes	yes	yes		no	
<i>Key points of the literature distribution policy In Appendix D</i>									

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
Included in VIC staff training									
on-the-job training	x	x	x	x		x	x		x
FAM tours of the destination classes	x					x			x
certification exam									
First Aid/CPR	x								
no staff training program								x	
Other (please specify):									Ambass. Training 1/2 day, staff hndbk
VIC services									
brochure racks	x	x	x	x		x	x	x	x
public lounge	x					x		x	x
conference room	x						x		
ATM									
vending machines		x							
public bathrooms	x	x				x	x	x	x
movie theater									
retail space/store	x		x	x		x		x	x
TV monitors: news/weather/etc.		x	x	x		x		x	x
information kiosks						x		x	
public Internet access (terminals)				x		x			
public WiFi	x	x	x	x		x	x		x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing				x		x		x	x
local arts & crafts			x	x				x	x
souvenirs	x			x		x		x	x
jewelry				x		x		x	
prints/posters	x								x
books	x			x		x		x	x
food/drink				x		x			
none		x					x		
Other									Maps,
Formal VIC literature distrib. policy	yes	yes	no	yes		no	yes	yes	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
Included in VIC staff training									
on-the-job training	x	x	x	x	x	x		x	x
FAM tours of the destination classes		x	x	x	x	x		x	
certification exam			x	x		x		x	
First Aid/CPR				x	x	x		x	
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x	x	x	x	x	x		x	x
public lounge			x	x		x			
conference room									
ATM								x	
vending machines									
public bathrooms		x		x	x			x	
movie theater		x							
retail space/store		x	x	x	x				
TV monitors: news/weather/etc.			x			x		x	
information kiosks						x			
public Internet access (terminals)	x			x		x		x	
public WiFi	x	x	x		x	x		x	
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing			x	x					
local arts & crafts			x		x				
souvenirs		x	x	x	x				
jewelry			x						
prints/posters		x	x	x					
books		x	x	x	x				
food/drink								x	
none	x					x			x
Other									
Formal VIC literature distrib. policy	no	yes	yes	yes	yes	no		yes	no
<i>Key points of the literature distribution policy In Appendix D</i>									
			We have a gift shop run by a different org., but in same bldg						

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
Included in VIC staff training									
on-the-job training				x	x			x	x
FAM tours of the destination classes				x				x	x
certification exam					x				x
First Aid/CPR				x				x	
no staff training program						x	x		
Other (please specify):							40 hours of training when counselor starts		
VIC services									
brochure racks				x	x	x	x	x	x
public lounge							x	x	
conference room					x		x	x	
ATM							x		
vending machines					x		x		
public bathrooms				x	x	x	x	x	
movie theater									
retail space/store				x	x		x	x	x
TV monitors: news/weather/etc.				x	x	x			
information kiosks				x	x	x		x	x
public Internet access (terminals)							x		x
public WiFi					x			x	x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing					x		x		
local arts & crafts					x			x	
souvenirs				x	x		x		x
jewelry					x			x	
prints/posters								x	
books							x		
food/drink							x		x
none						x			
Other									
Formal VIC literature distrib. policy				yes	no	no	no	no	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
Included in VIC staff training									
on-the-job training	x	x		x		x	x	x	x
FAM tours of the destination classes	x	x		x			x	x	x
certification exam	x	x							x
First Aid/CPR									
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x	x		x		x	x	x	x
public lounge		x						x	
conference room				x					
ATM	x								
vending machines									
public bathrooms	x	x		x			x	x	x
movie theater	x					x			
retail space/store				x		x	x		x
TV monitors: news/weather/etc.									x
information kiosks	x			x				x	
public Internet access (terminals)						x			
public WiFi				x		x			x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing				x		x	x		x
local arts & crafts				x		x			x
souvenirs				x		x	x	x	x
jewelry						x			x
prints/posters				x		x			x
books				x		x			x
food/drink									
none	x	x							
Other									
Formal VIC literature distrib. policy	yes	no		yes		no	no	no	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
Included in VIC staff training									
on-the-job training	x	x	x	x	x		x	x	x
FAM tours of the destination classes	x	x	x	x	x				x
certification exam									
First Aid/CPR			x						
no staff training program									
Other (please specify):	Inservice training sessions 3 - 4 times/yr				Industry training activities				
VIC services									
brochure racks	x	x	x	x	x		x	x	x
public lounge			x		x		x	x	x
conference room					x		x		x
ATM									
vending machines		x							
public bathrooms		x	x		x			x	x
movie theater									
retail space/store	x		x		x			x	x
TV monitors: news/weather/etc.		x			x			x	
information kiosks	x	x	x		x		x	x	
public Internet access (terminals)	x						x	x	
public WiFi			x				x	x	x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing	x		x		x			x	
local arts & crafts	x		x		x			x	x
souvenirs	x		x		x			x	
jewelry								x	
prints/posters	x				x			x	
books	x		x		x			x	
food/drink			x					x	x
none		x			x		x		
Other	Limited AAA travel accessories		hats, blankets, DVD, license plates		Local merch: eg., DeBrand Fine Chocolates, Vera Bradley				post cards
Formal VIC literature distrib. policy	yes	yes	no	yes	yes		yes	yes	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
Included in VIC staff training									
on-the-job training	x	x	x	x			x	x	x
FAM tours of the destination classes	x	x	x	x			x	x	
certification exam							x	x	
First Aid/CPR									
no staff training program									
Other (please specify):									
VIC services									
brochure racks	x	x	x	x			x	x	x
public lounge	x			x			x	x	
conference room								x	x
ATM									
vending machines									
public bathrooms		x		x			x	x	x
movie theater									
retail space/store		x		x				x	x
TV monitors: news/weather/etc.	x							x	x
information kiosks		x	x						
public Internet access (terminals)	x	x						x	
public WiFi	x	x	x	x					x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing		x		x				x	x
local arts & crafts				x				x	
souvenirs		x		x				x	x
jewelry				x				x	
prints/posters		x		x				x	
books		x		x				x	x
food/drink		x		x				x	
none	x		x				x		
Other									
Formal VIC literature distrib. policy	yes	yes	no	yes			yes	yes	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
Included in VIC staff training									
on-the-job training	x	x	x	x		x	x		
FAM tours of the destination classes		x	x	x		x	x		x
certification exam				x		x			
First Aid/CPR									
no staff training program									
Other (please specify):									Staff Training
VIC services									
brochure racks	x	x	x	x	x	x	x	x	x
public lounge	x	x		x		x	x		x
conference room									x
ATM	x	x							
vending machines					x			x	x
public bathrooms	x	x	x	x	x	x	x	x	x
movie theater	x								
retail space/store	x		x	x		x			x
TV monitors: news/weather/etc.	x				x	x			x
information kiosks	x				x	x	x		x
public Internet access (terminals)				x			x		
public WiFi	x				x	x	x	x	x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing	x		x	x		x			x
local arts & crafts	x					x			x
souvenirs	x		x	x		x			x
jewelry	x			x		x			x
prints/posters	x								x
books	x					x			x
food/drink				x					x
none		x			x		x	x	
Other									
Formal VIC literature distrib. policy	yes	yes	yes	yes	no	yes	no	yes	yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
Included in VIC staff training									
on-the-job training	x	x	x		x				x
FAM tours of the destination classes			x		x				x
certification exam					x				
First Aid/CPR					x				
no staff training program									
Other (please specify):			2hr mtg w/meal at mbr loc. 6x/yr some w/tour						
VIC services									
brochure racks	x	x	x		x				x
public lounge	x		x						
conference room									
ATM									
vending machines									
public bathrooms	x		x		x				x
movie theater									
retail space/store	x	x			x				x
TV monitors: news/weather/etc.	x	x	x						x
information kiosks		x	x						
public Internet access (terminals)	x	x	x						x
public WiFi	x	x							x
<i>Additional Services offered by VIC in Appendix C</i>									
Merchandise sold in VIC									
clothing	x	x			x				x
local arts & crafts		x							
souvenirs	x	x			x				
jewelry					x				
prints/posters	x	x			x				
books		x			x				
food/drink	x								
none			x						
Other		Local artist & attraction gift shop items on consignment							
Formal VIC literature distrib. policy	no	yes	yes		yes				yes
<i>Key points of the literature distribution policy In Appendix D</i>									

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
Included in VIC staff training						
on-the-job training	x			x		
FAM tours of the destination classes				x		
certification exam						
First Aid/CPR						
no staff training program						
Other (please specify):						
VIC services						
brochure racks	x			x	x	
public lounge						
conference room						
ATM						
vending machines					x	
public bathrooms	x			x	x	
movie theater						
retail space/store	x			x		
TV monitors: news/weather/etc.				x	x	
information kiosks				x		
public Internet access (terminals)						
public WiFi				x		
<i>Additional Services offered by VIC in Appendix C</i>						
Merchandise sold in VIC						
clothing	x			x		
local arts & crafts	x			x		
souvenirs	x			x		
jewelry				x		
prints/posters	x			x		
books				x		
food/drink	x			x		
none					x	
Other	Products made in our state			bottles of wine		
Formal VIC literature distrib. policy	no	yes		yes	yes	
<i>Key points of the literature distribution policy In Appendix D</i>						

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x		x		x	x		x	x
businesses send brochures to DMO & we bring to VIC		x		x			x	x	
we use a third-party brochure supply company									
Other (please specify):									
Charge for brochure placement/distribution in VIC	non-mbrs/non-partners only	no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations					x				
restaurant reservations					x				
tour reservations/sales									
attraction ticket sales								x	
tee times									
none	x	x	x	x			x		x
Other (please specify):					Special/annual events ticket sales				
Space rented in VIC for events?	no	no	yes	no	no	no	no	no	no
Rental fee?			yes						
Fee structure			\$300/2hr rental; \$50/hr addt'l. hr						
Advertising opportunities in VIC for local businesses		no	no	no	yes	yes	no	no	no
Annual mktg/business plan for VIC	no	yes	yes	no	yes	no	no	no	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes	yes	yes	yes	yes	no	no	no

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC			x		x	x	x	x	x
businesses send brochures to DMO & we bring to VIC		x			x	x			x
we use a third-party brochure supply company				x					
Other (please specify):		DMO and VIC are the same location.				We also pick up brochures occassionally			
Charge for brochure placement/distribution in VIC		no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations			x	x	x	x			x
restaurant reservations			x	x					
tour reservations/sales				x		x			x
attraction ticket sales			x	x		x			
tee times									
none		x					x		
Other (please specify):				Half price same day performing arts tickets					
Space rented in VIC for events?		no	no	no	no	no	no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses		yes	yes	no	no	no	no	no	yes
Annual mktg/business plan for VIC		yes	yes	no	yes	yes	yes	yes	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		yes	yes	no	no	yes	no	yes	no

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC			x	x		x	x	x	
businesses send brochures to DMO & we bring to VIC								x	
we use a third-party brochure supply company									
Other (please specify):									
Charge for brochure placement/distribution in VIC			no charge	no charge		no charge	no charge	no charge	
Reservation/Ticketing services provided at VIC									
hotel room reservations			x			x			
restaurant reservations			x						
tour reservations/sales			x						
attraction ticket sales				x		x			
tee times			x						
none							x	x	
Other (please specify):									
Space rented in VIC for events?			no	no		no	no	no	
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses			no	no		no	no	no	
Annual mktg/business plan for VIC			no	no		no	no	yes	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?			yes	yes		no	no	no	

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x		x		x	x	x	x
businesses send brochures to DMO & we bring to VIC	x		x		x				
we use a third-party brochure supply company						x			x
Other (please specify):								order constantly for our city racks and region	
Charge for brochure placement/distribution in VIC	no charge	no charge	no charge	non-mbrs/non-partners only	no charge	no charge	no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations	x	x	x			x			x
restaurant reservations		x				x			
tour reservations/sales		x							
attraction ticket sales		x		x				x	
tee times									
none					x		x		
Other (please specify):			event tickets			special event ticket/button sales		official Ticket Master Outlet; sell some attract. & consumer show tix at discount	tickets to music venues
Space rented in VIC for events?	no	no	no	no	no	yes	no	no	no
Rental fee?						yes			
Fee structure						Mbr, nonmbr rates. Fee if our AV used			
Advertising opportunities in VIC for local businesses	no	yes	no	yes	no	yes	no	no	yes
Annual mktg/business plan for VIC	no	yes	yes	yes	yes	no	no	yes	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes	no	no	yes	no	no	yes	

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC		x			x				x
businesses send brochures to DMO & we bring to VIC			x					x	
we use a third-party brochure supply company									
Other (please specify):									
Charge for brochure placement/distribution in VIC		yes, we charge everyone	no charge		no charge			no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations		x							
restaurant reservations		x							
tour reservations/sales		x							
attraction ticket sales		x			x				
tee times									
none			x		x			x	x
Other (please specify):									
Space rented in VIC for events?		no	no		no			yes	no
Rental fee?								yes	
Fee structure									
Advertising opportunities in VIC for local businesses		yes	no		no			yes	yes
Annual mktg/business plan for VIC		yes	no		no			yes	yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		no	no		no			yes	yes

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC		x					x		x
businesses send brochures to DMO & we bring to VIC			x	x			x		
we use a third-party brochure supply company							x		
Other (please specify):									
Charge for brochure placement/distribution in VIC		no charge	no charge	no charge			no charge		non-mbrs/non-partners only
Reservation/Ticketing services provided at VIC									
hotel room reservations									x
restaurant reservations			x						x
tour reservations/sales									x
attraction ticket sales									
tee times									
none		x		x					
Other (please specify):							events tix sold at box office in retail section of bldg w/VIC		
Space rented in VIC for events?		no	no	no			no		no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses		no	no	no			no		yes
Annual mktg/business plan for VIC		no	no	yes					yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		yes	no	no			yes		no

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x		x				x		x
businesses send brochures to DMO & we bring to VIC	x	x			x			x	x
we use a third-party brochure supply company									
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	no charge	no charge		no charge		no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations							x		x
restaurant reservations									
tour reservations/sales								x	
attraction ticket sales									x
tee times									
none	x	x	x		x				
Other (please specify):									
Space rented in VIC for events?	no	no	no		no		no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	yes	no	no		no		no	yes	yes
Annual mktg/business plan for VIC	no	yes	yes		no			yes	yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	yes	no	no		no		no	yes	no

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC		x					x		x
businesses send brochures to DMO & we bring to VIC					x	x			
we use a third-party brochure supply company					x				
Other (please specify):									
Charge for brochure placement/distribution in VIC		no charge			no charge	no charge	no charge		no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations									
restaurant reservations									
tour reservations/sales									
attraction ticket sales									x
tee times									
none		x			x		x		
Other (please specify):						ARes system on our website			Grand Canyon tickets
Space rented in VIC for events?		no			yes	no	yes		no
Rental fee?					yes		sometimes		
Fee structure					meeting space costs between \$250 and \$500		\$100 per day.		
Advertising opportunities in VIC for local businesses		yes			yes	no	yes		no
Annual mktg/business plan for VIC		no			no		yes		no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		yes			no		yes		no

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC			x	x			x		x
businesses send brochures to DMO & we bring to VIC		x			x			x	
we use a third-party brochure supply company									
Other (please specify):									
Charge for brochure placement/distribution in VIC		no charge	no charge	no charge	no charge		non-mbrs/non-partners only	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations									x
restaurant reservations								x	x
tour reservations/sales									
attraction ticket sales				x					
tee times									
none		x			x		x		
Other (please specify):			call station (GSRs also call) for htl, rest. reser., price, etc.	special event sales					
Space rented in VIC for events?		no	no	yes	no		no	yes	no
Rental fee?				sometimes				yes	
				\$5/hr nonprofit; \$10/hr profit bus.					
Fee structure				Major event w/visitors: no fee				Flat fee based on hours	
Advertising opportunities in VIC for local businesses		yes	yes	yes	no		no	no	no
Annual mktg/business plan for VIC		yes	no	yes	no		no	yes	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		yes	yes	yes	no		no	yes	yes

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x	x		x	x		x	
businesses send brochures to DMO & we bring to VIC				x	x		x		
we use a third-party brochure supply company	x				x				
Other (please specify):									
Charge for brochure placement/distribution in VIC	yes, we charge everyone	no charge	no charge	no charge	no charge	non-mbrs/non-partners only	no charge	no charge	
Reservation/Ticketing services provided at VIC									
hotel room reservations						x	x		
restaurant reservations							x		
tour reservations/sales									
attraction ticket sales									
tee times									
none	x	x	x	x	x			x	
Other (please specify):									
Space rented in VIC for events?	no	no	no	no	no	no	no	no	
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses		no	no		no	yes	no	no	
Annual mktg/business plan for VIC		yes	no		yes	no	no	no	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		no	yes		no	no	no	no	

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x		x	x		x	x		x
businesses send brochures to DMO & we bring to VIC			x	x		x		x	x
we use a third-party brochure supply company									
Other (please specify):			keep inventory, contact when supplies decline						We order as needed from Virginia attractions.
Charge for brochure placement/distribution in VIC	yes, we charge everyone		no charge	no charge		no charge	no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations	x		x	x			x		
restaurant reservations	x		x				x		
tour reservations/sales				x					x
tee times	x								
none	x					x		x	
Other (please specify):	Via website, we make reservations and tee times.		on an "as requested" basis						
Space rented in VIC for events?	no		no	no		no	yes	no	no
Rental fee?							no		
Fee structure									
Advertising opportunities in VIC for local businesses	yes		no	no				no	no
Annual mktg/business plan for VIC	no		yes	yes				yes	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	yes		no	no				no	no

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x						x		x
businesses send brochures to DMO & we bring to VIC				x	x			x	
we use a third-party brochure supply company									
Other (please specify):									state distribution participation
Charge for brochure placement/distribution in VIC	no charge			non-mbrs/non-partners only	no charge		no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations									
restaurant reservations									
tour reservations/sales									
attraction ticket sales	x								
tee times									
none				x	x		x	x	x
Other (please specify):									
Space rented in VIC for events?	no			no	no		no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	no			yes	no		no		no
Annual mktg/business plan for VIC	no			no	no		no		no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no			no	yes		no		no

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
How brochures are supplied to VIC								
businesses send their brochures directly to the VIC					x		x	
businesses send brochures to DMO & we bring to VIC								
we use a third-party brochure supply company							x	
Other (please specify):							brochure exchanges in our community and region	
Charge for brochure placement/distribution in VIC					no charge		no charge	
Reservation/Ticketing services provided at VIC								
hotel room reservations							x	
restaurant reservations							x	
tour reservations/sales								
attraction ticket sales								
tee times								
none					x			
Other (please specify):								
Space rented in VIC for events?					no		no	
Rental fee?								
Fee structure								
Advertising opportunities in VIC for local businesses					yes		no	
Annual mktg/business plan for VIC					no		no	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?					no		no	

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC		x		x		x		x	
businesses send brochures to DMO & we bring to VIC	x			x		x		x	
we use a third-party brochure supply company					x	x		x	
Other (please specify):									We have to beg the businesses to give us their brochures
Charge for brochure placement/distribution in VIC	no charge	no charge		no charge	no charge	no charge		no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations						x			
restaurant reservations						x			
tour reservations/sales						x		x	
attraction ticket sales									
tee times									
none	x	x		x	x		x		x
Other (please specify):									
Space rented in VIC for events?	no	no		no	no	no	no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	no	yes		no	yes	no	no	yes	no
Annual mktg/business plan for VIC	no	yes		yes		yes	yes	no	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes		no		yes	no	no	no

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x	x	x		x			
businesses send brochures to DMO & we bring to VIC					x				
we use a third-party brochure supply company				x		x			
Other (please specify):					involved in design/printing of our own broch				
Charge for brochure placement/distribution in VIC	no charge	no charge	no charge	no charge	no charge	no charge			
Reservation/Ticketing services provided at VIC									
hotel room reservations		x	x	x		x			
restaurant reservations				x		x			
tour reservations/sales		x							
attraction ticket sales		x	x						
tee times				x					
none	x				x				
Other (please specify):		Services offered through partnership with LasVegas.com							
Space rented in VIC for events?	no	no	no	no	no	no			
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	no	no	no		no	yes			
Annual mktg/business plan for VIC	no	yes	yes		no	yes			
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	no	no		no	no			

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
How brochures are supplied to VIC								
businesses send their brochures directly to the VIC		x					x	x
businesses send brochures to DMO & we bring to VIC		x					x	
we use a third-party brochure supply company							x	
Other (please specify):			DMO and VIC located together	VIC calls/emails requests for brochures from businesses				
Charge for brochure placement/distribution in VIC		no charge	no charge	yes, we charge everyone			no charge	no charge
Reservation/Ticketing services provided at VIC								
hotel room reservations							x	
restaurant reservations							x	
tour reservations/sales							x	
attraction ticket sales								x
tee times								
none		x	x	x				
Other (please specify):				Will occasion. call for avail. & pricing for visitors				Occasional attraction ticket sales
Space rented in VIC for events?		no	no	no			no	no
Rental fee?								
Fee structure								
Advertising opportunities in VIC for local businesses			no	yes			yes	no
Annual mktg/business plan for VIC			no	yes			yes	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?			no	no			yes	yes

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC			x	x	x	x			x
businesses send brochures to DMO & we bring to VIC					x				
we use a third-party brochure supply company						x			x
Other (please specify):				staff oversees brochure supply & when more needed					
Charge for brochure placement/distribution in VIC			no charge	no charge	no charge	non-mbrs/non-partners only			no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations						x			x
restaurant reservations						x			x
tour reservations/sales						x			x
attraction ticket sales				x		x			x
tee times									
none			x		x				
Other (please specify):									
Space rented in VIC for events?			no	no	no	no			no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses			no	yes	yes	yes			yes
Annual mktg/business plan for VIC			yes	yes	no	yes			yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?			no	yes	no	yes			yes

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC					x	x			x
businesses send brochures to DMO & we bring to VIC			x						
we use a third-party brochure supply company				x we also call businesses and either pick up or they deliver	x				
Other (please specify):									
Charge for brochure placement/distribution in VIC			no charge	no charge	no charge	no charge			no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations									
restaurant reservations									
tour reservations/sales					x				
attraction ticket sales									
tee times									
none			x	x		x			x
Other (please specify):									
Space rented in VIC for events?			no	no	no	yes			no
Rental fee?						yes			
Fee structure									
Advertising opportunities in VIC for local businesses				yes	no	yes			no
Annual mktg/business plan for VIC				yes	yes	no			no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?				yes	no	no			no

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC		x	x	x		x		x	x
businesses send brochures to DMO & we bring to VIC	x		x		x				
we use a third-party brochure supply company				x Branson items are stocked by brochure supply company					
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	no charge	no charge	no charge	no charge	no charge		no charge	yes, we charge everyone
Reservation/Ticketing services provided at VIC									
hotel room reservations	x	x	x		x			x	x
restaurant reservations		x	x		x				x
tour reservations/sales		x						x	
attraction ticket sales		x							
tee times									
none						x			
Other (please specify):		Car rental reservations		Local event ticket outlet	assist visitors w/ online reserv. if no smart phone				
Space rented in VIC for events?	no	no	no	no	no	yes		no	yes
Rental fee?						yes			yes
Fee structure						conf. room rental \$25/4 hrss, \$50/day			We do not manage this.
Advertising opportunities in VIC for local businesses	no	no	no	yes	yes	no		no	no
Annual mktg/business plan for VIC	no	no	yes	yes	yes	no		yes	yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes	no	yes	yes	no		no	yes

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x		x	x	x	x			x
businesses send brochures to DMO & we bring to VIC	x		x						
we use a third-party brochure supply company			x		x	x	x		
Other (please specify):							Businesses bring brochures directly to the VIC		
Charge for brochure placement/distribution in VIC	no charge		no charge	no charge	no charge	yes, we charge everyone	no charge		no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations				x		x	x		
restaurant reservations									
tour reservations/sales					x	x			
attraction ticket sales					x	x			
tee times									
none	x		x						x
Other (please specify):							contact any attraction, retail est. or vendor for free		
Space rented in VIC for events?	no		yes	yes	no	no	no		no
Rental fee?			yes	yes					
Fee structure			100 for a 1/2 day 150 for full day	can use space if good client. Usually no fee					
Advertising opportunities in VIC for local businesses	no		no		yes		no		no
Annual mktg/business plan for VIC	no		no		yes	yes	yes		no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no		no		yes	no	no		no

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Vistors Ctr United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x		x	x	x	x		x	
businesses send brochures to DMO & we bring to VIC				x					
we use a third-party brochure supply company	x								
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge		no charge	yes, we charge everyone	no charge	no charge		no charge	
Reservation/Ticketing services provided at VIC									
hotel room reservations	x								
restaurant reservations	x								
tour reservations/sales	x		x						
attraction ticket sales	x								
tee times	x								
none				x	x	x		x	
Other (please specify):									
Space rented in VIC for events?	no		no	no	no	no		no	
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	no		no	yes	no	no		yes	
Annual mktg/business plan for VIC	yes		no	yes	no	yes		yes	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	yes		yes	yes	no	no		no	

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC		x	x	x	x	x		x	
businesses send brochures to DMO & we bring to VIC					x				
we use a third-party brochure supply company									
Other (please specify):									
Charge for brochure placement/distribution in VIC		no charge	yes, we charge everyone	no charge	no charge	non-mbrs/non-partners only		no charge	
Reservation/Ticketing services provided at VIC									
hotel room reservations			x						
restaurant reservations									
tour reservations/sales									
attraction ticket sales		x							
tee times									
none				x	x	x		x	
Other (please specify):					staff/volunt. often call htls, rest., etc for reserv.				
Space rented in VIC for events?		no	no	no	no	no		no	
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses		no	yes	no	no	yes		no	
Annual mktg/business plan for VIC		no	yes	yes	yes	no		no	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?		no	yes	no	no	no		no	

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x	x	x		x	x	x	x
businesses send brochures to DMO & we bring to VIC		x	x	x		x		x	
we use a third-party brochure supply company			x						
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	yes, we charge everyone		no charge		yes, we charge everyone	no charge	non-mbrs/non-partners only	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations			x			x		x	
restaurant reservations				x				x	
tour reservations/sales									
attraction ticket sales				x					
tee times									
none		x					x		x
Other (please specify):									
Space rented in VIC for events?	no	no	no	no		no	no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	yes	yes	yes	yes		yes	no	yes	yes
Annual mktg/business plan for VIC	yes	no	yes	yes		no	no	yes	yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	no	no	yes		yes	no	yes	yes

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x	x	x	x	x		x	x
businesses send brochures to DMO & we bring to VIC								x	x
we use a third-party brochure supply company			x		x			x	
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	no charge	no charge	non-mbrs/non-partners only	no charge	no charge		no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations					x	x			
restaurant reservations						x			
tour reservations/sales						x			
attraction ticket sales					x	x			
tee times									
none	x	x	x	x				x	x
Other (please specify):									
Space rented in VIC for events?	no	no	no	no	no	yes		no	no
Rental fee?						sometimes			
Fee structure						Mbr:\$150/hr. Expanded VIC may be avail. After hrs			
Advertising opportunities in VIC for local businesses	yes	no	yes	no	no	yes		no	yes
Annual mktg/business plan for VIC	no	yes	yes	no	yes	yes		yes	yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	no	no	yes	no	yes		yes	no

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC				x	x		x	x	x
businesses send brochures to DMO & we bring to VIC						x			x
we use a third-party brochure supply company								x	
Other (please specify):									
Charge for brochure placement/distribution in VIC				yes, we charge everyone	yes, we charge everyone	no charge	no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations				x	x				
restaurant reservations				x	x				
tour reservations/sales				x					
attraction ticket sales				x	x		x		
tee times				x					
none						x		x	x
Other (please specify):				no formal reserv. pgm, will call venue & make reservation					
Space rented in VIC for events?				no	no	no	no	yes	no
Rental fee?								yes	
Fee structure								fees more on wknds. Special rate to htls	
Advertising opportunities in VIC for local businesses				no	no	no	yes	no	yes
Annual mktg/business plan for VIC				yes	yes	yes	no	no	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?				no	no	no	no	no	no

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x			x		x		x	x
businesses send brochures to DMO & we bring to VIC	x	x							
we use a third-party brochure supply company	x	x					x		
members send to DMO office and DMO staff deliver to VC									
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	no charge		no charge		no charge	no charge	no charge	
Reservation/Ticketing services provided at VIC									
hotel room reservations	x								
restaurant reservations	x								
tour reservations/sales	x								
attraction ticket sales	x							x	x
tee times									
none		x		x			x		
Other (please specify):									
						contract w/ARES for pkgs; staff assists w/ referrals, sometimes bkgs			hotel reserv. thru online service offered on website
Space rented in VIC for events?	no			no		no	no	no	no
Rental fee?		no							
Fee structure									
Advertising opportunities in VIC for local businesses	yes	no		no		no	no	yes	no
Annual mktg/business plan for VIC	no	no		yes		yes	no	yes	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	no		no		yes	no	no	yes

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x		x	x		x	x	x
businesses send brochures to DMO & we bring to VIC			x				x		
we use a third-party brochure supply company			x						
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	no charge	no charge	no charge	no charge		no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations	x		x						
restaurant reservations	x		x						
tour reservations/sales	x		x						
attraction ticket sales	x		x					x	
tee times			x						
none		x		x			x		
Other (please specify):	Regional Transportation District Day Passes, Ticketmaster				Reservations on case by case basis. No formal policy			Buy It Card sales, supporting downtown businesses	Call for avail tee times & hotels, visitor does own reserv.
Space rented in VIC for events?	no	no	no	no	no		yes	no	no
Rental fee?							sometimes		
Fee structure							Private groups pay minimal fee.		
Advertising opportunities in VIC for local businesses	yes	yes	yes		yes		no	yes	no
Annual mktg/business plan for VIC	yes	yes	no	no	yes		yes	yes	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes	yes	yes	yes		no	yes	no

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x		x	x			x	x	x
businesses send brochures to DMO & we bring to VIC		x	x						
we use a third-party brochure supply company								x	x
Other (please specify):									
Charge for brochure placement/distribution in VIC	no charge	non-mbrs/non-partners only	non-mbrs/non-partners only	no charge			no charge	no charge	yes, we charge everyone
Reservation/Ticketing services provided at VIC									
hotel room reservations	x	x		x			x	x	x
restaurant reservations		x	x	x			x	x	
tour reservations/sales		x		x				x	
attraction ticket sales	x	x		x			x	x	
tee times		x							
none									
Other (please specify):									
Space rented in VIC for events?	no	no	no	no			no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	no	yes	no	no			yes	yes	yes
Annual mktg/business plan for VIC	no	no	no	yes			no	no	no
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes	no	no			yes	yes	yes

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC	x	x	x	x		x	x	x	x
businesses send brochures to DMO & we bring to VIC									
we use a third-party brochure supply company		x			x				
Other (please specify):			pick up from bed tax collectors, rest., activity venues						
Charge for brochure placement/distribution in VIC	no charge		no charge	no charge	no charge	no charge	no charge	no charge	no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations		x		x					
restaurant reservations		x		x					x
tour reservations/sales		x							
attraction ticket sales		x							
tee times									
none			x		x	x	x	x	
Other (please specify):				May sell tix soon. Make any reserv. visitor requires					
Space rented in VIC for events?	no	no	no	no	no	no	no	no	no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	yes	yes	no	yes	no	no	yes	yes	no
Annual mktg/business plan for VIC	yes	yes	no	no	no	yes	yes	no	yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	no	yes	no	no	no	no	yes	no	yes

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
How brochures are supplied to VIC									
businesses send their brochures directly to the VIC			x		x				
businesses send brochures to DMO & we bring to VIC	x	x	x		x				
we use a third-party brochure supply company			x						x
Other (please specify):			Mbrs bring to mtgs at VIC or other events for staff						
Charge for brochure placement/distribution in VIC	no charge	yes, we charge everyone	no charge		no charge				no charge
Reservation/Ticketing services provided at VIC									
hotel room reservations		x	x						x
restaurant reservations			x						x
tour reservations/sales									
attraction ticket sales		x							x
tee times									
none	x				x				
Other (please specify):		Hotel rooms & attraction tix purchased as pkg. Very few done in VIC							
Space rented in VIC for events?	no	no	no		no				no
Rental fee?									
Fee structure									
Advertising opportunities in VIC for local businesses	yes	no	no		no				no
Annual mktg/business plan for VIC	yes	yes	yes		yes				yes
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?	yes	yes	yes		yes				no

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
How brochures are supplied to VIC						
businesses send their brochures directly to the VIC	x			x	x	
businesses send brochures to DMO & we bring to VIC				x	x	
we use a third-party brochure supply company						
Other (please specify):						
Charge for brochure placement/distribution in VIC	no charge				no charge	
Reservation/Ticketing services provided at VIC						
hotel room reservations					x	
restaurant reservations						
tour reservations/sales						
attraction ticket sales				x		
tee times						
none	x					
Other (please specify):						
Space rented in VIC for events?	no			yes	no	
Rental fee?				sometimes		
Fee structure						
Advertising opportunities in VIC for local businesses				yes	no	
Annual mktg/business plan for VIC				no	no	
Incentive program (e.g., coupons, discounts, free gift) to encourage people to visit VIC?				no	no	

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
VIC's sales revenues in FY2012									
Usage fees	5,000		-						
Advertising in VIC			-						
Event space rental			1,160						
Reservations/Ticketing:					19,805			-	
Merchandise			17,270		51,800	10,568			
Other			18,800						
VIC's expenses in FY2012									
Staff salary/compensation	55,000	6,000	129,000	52,575	72,000	42,000	25,693	20,000	
Staff training		500		5,450					
Rent				11,160			10		
Furnishings		500						1,000	
Maintenance/Upkeep	10,000	1,200	27,000	780	11,000			500	
Renovations								2,000	
Brochures/Literature			1,170						
Office equipment		300							
Uniforms	1,000						770		
Staff travel expenses			525	1,750	3,500				
Operations (phone, supplies, etc.)		500	1,255	3,650	1,200		7,383		
Marketing/Advertising of VIC			1,035						
Other		500	13,000	8,740		29,800	2,495		
VIC activity measures tracked									
# of brochures distributed at VIC	x	x		x	x				x
# of members/partners/ businesses represented in VIC	x		x	x					
In-kind services received by the DMO for the VIC		x	x	x					
# of local industry training sessions conducted by VIC staff									
Attendance at these sessions									
# of VIC staff site inspections at local tour. industry bus.				x					
# of VIC staff presentations to groups visiting the destination									
# of VIC onsite promotions	x		x						
# of VIC walk-ins (not estimated)									
How walk-in visitors tracked	yes	yes	yes	yes	yes	yes	yes	yes	no
guest book signatures	x	x		x		x			
hand tallies	x		x	x	x	x		x	
electronic door counters	x								
electronic vehicle counters									
surveys							x		
Other									

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
VIC's sales revenues in FY2012									
Usage fees				-				-	
Advertising in VIC			100,000	-				-	
Event space rental								-	
Reservations/Ticketing:			130,000			11,000		-	4,700,000
Merchandise			200,000			25,000		-	
Other								-	
VIC's expenses in FY2012									
Staff salary/compensation				99,700		55,291		280,000	
Staff training				-		1,200		5,000	
Rent				-		24,000		-	1,800,000
Furnishings				-				-	
Maintenance/Upkeep				16,000				-	480,000
Renovations				-				-	
Brochures/Literature				15,000				-	
Office equipment				-					4,000
Uniforms				750		800			
Staff travel expenses				-		1,200			5,000
Operations (phone, supplies, etc.)				2,500		4,000			2,200,000
Marketing/Advertising of VIC				-		15,000			
Other				-		23,000			
VIC activity measures tracked									
# of brochures distributed at VIC									
# of members/partners/ businesses represented in VIC		x	x	x	x				
In-kind services received by the DMO for the VIC				x				x	
# of local industry training sessions conducted by VIC staff						x			
Attendance at these sessions									
# of VIC staff site inspections at local tour. industry bus.						x		x	
# of VIC staff presentations to groups visiting the destination								x	
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)		yes	yes	yes	yes	yes	yes	no	no
How walk-in visitors tracked									
guest book signatures		x				x			
hand tallies		x			x	x	x		
electronic door counters			x	x					
electronic vehicle counters									
surveys									
Other									

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
VIC's sales revenues in FY2012									
Usage fees				-					
Advertising in VIC				-					
Event space rental				-					
Reservations/Ticketing:						4,000			
Merchandise			40,000			1,000			
Other									
VIC's expenses in FY2012									
Staff salary/compensation				20,000		80,000			
Staff training				-					
Rent				-		2,400			
Furnishings				465		-			
Maintenance/Upkeep				-		1,000			
Renovations				800		-			
Brochures/Literature				-					
Office equipment				-		2,000			
Uniforms				-		-			
Staff travel expenses				-		500			
Operations (phone, supplies, etc.)				-		11,000			
Marketing/Advertising of VIC				-					
Other									
VIC activity measures tracked									
# of brochures distributed at VIC			x	x		x	x	x	
# of members/partners/ businesses represented in VIC			x	x					
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff				x					
Attendance at these sessions				x					
# of VIC staff site inspections at local tour. industry bus.				x					
# of VIC staff presentations to groups visiting the destination				x					
# of VIC onsite promotions			x						
# of VIC walk-ins (not estimated)									
How walk-in visitors tracked			yes	yes		yes	yes	no	
guest book signatures			x				x		
hand tallies			x			x	x		
electronic door counters									
electronic vehicle counters									
surveys				x			x		
Other									

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
VIC's sales revenues in FY2012									
Usage fees	-					5,195			-
Advertising in VIC	-			1,000		-			-
Event space rental	-					-			-
Reservations/Ticketing:	-					-		1,000	-
Merchandise	-	2,400			500	-		75,000	-
Other				11,201					
VIC's expenses in FY2012									
Staff salary/compensation	15,000	113,428		21,920		80,113		187,000	
Staff training		1,000		-		-			
Rent		132,000		10,103		-		15,000	
Furnishings				-		-			
Maintenance/Upkeep		18,738		14,949		44,600			
Renovations						-			
Brochures/Literature						-		5,000	
Office equipment				477		-			
Uniforms						-		500	
Staff travel expenses		2,000				-		1,200	
Operations (phone, supplies, etc.)		1,000		440		-		80,000	
Marketing/Advertising of VIC		5,000				-			
Other				187					
VIC activity measures tracked									
# of brochures distributed at VIC	x	x	x		x	x	x	x	
# of members/partners/ businesses represented in VIC	x				x	x			
In-kind services received by the DMO for the VIC			x		x	x		x	
# of local industry training sessions conducted by VIC staff		x	x			x			
Attendance at these sessions		x	x			x			
# of VIC staff site inspections at local tour. industry bus.		x	x		x	x			
# of VIC staff presentations to groups visiting the destination					x	x			
# of VIC onsite promotions		x							
# of VIC walk-ins (not estimated)		yes	yes	yes	no	yes	yes	yes	yes
How walk-in visitors tracked									
guest book signatures	x	x							
hand tallies		x	x	x		x	x	x	x
electronic door counters									
electronic vehicle counters									
surveys									
Other									

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
VIC's sales revenues in FY2012									
Usage fees			-		-				
Advertising in VIC			-		-				
Event space rental			-		-				
Reservations/Ticketing:			-		-				
Merchandise			-		1,923				
Other			-		-				
VIC's expenses in FY2012									
Staff salary/compensation			-		61,000				
Staff training			-		-				
Rent			-		17,927				
Furnishings			200		-				
Maintenance/Upkeep			300		170				
Renovations			4,000		-				
Brochures/Literature			-		-				
Office equipment			-		-				
Uniforms			500		-				
Staff travel expenses			-		60				
Operations (phone, supplies, etc.)			500		1,296				
Marketing/Advertising of VIC			1,500		-				
Other			1,200		-				
VIC activity measures tracked									
# of brochures distributed at VIC		x						x	x
# of members/partners/ businesses represented in VIC		x			x			x	
In-kind services received by the DMO for the VIC			x		x				x
# of local industry training sessions conducted by VIC staff			x						x
Attendance at these sessions									x
# of VIC staff site inspections at local tour. industry bus.					x				
# of VIC staff presentations to groups visiting the destination									x
# of VIC onsite promotions									x
# of VIC walk-ins (not estimated)		yes	yes		yes			yes	
How walk-in visitors tracked									
guest book signatures			x		x			x	x
hand tallies		x	x						x
electronic door counters					x				
electronic vehicle counters									
surveys									
Other									

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
VIC's sales revenues in FY2012									
Usage fees		-							
Advertising in VIC		-							120,000
Event space rental		-							
Reservations/Ticketing:		-							150,000
Merchandise		-							15,000
Other									
VIC's expenses in FY2012									
Staff salary/compensation		179,694		20,000					370,000
Staff training		500		2,000					
Rent		68,724		-					40,000
Furnishings				-					
Maintenance/Upkeep				-					38,000
Renovations				-					100,000
Brochures/Literature		58,776		-					
Office equipment		3,500		50					28,000
Uniforms		2,000		500					3,000
Staff travel expenses				-					7,000
Operations (phone, supplies, etc.)		2,760		400					600,000
Marketing/Advertising of VIC				-					
Other		76,138		-					
VIC activity measures tracked									
# of brochures distributed at VIC		x	x				x		
# of members/partners/ businesses represented in VIC		x		x			x		
In-kind services received by the DMO for the VIC				x					x
# of local industry training sessions conducted by VIC staff							x		x
Attendance at these sessions									x
# of VIC staff site inspections at local tour. industry bus.		x							
# of VIC staff presentations to groups visiting the destination									
# of VIC onsite promotions									x
# of VIC walk-ins (not estimated)									
How walk-in visitors tracked		yes	no	yes			yes		yes
guest book signatures							x		
hand tallies		x		x					x
electronic door counters									x
electronic vehicle counters									
surveys									
Other									

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
VIC's sales revenues in FY2012									
Usage fees	-		-				-	-	
Advertising in VIC	-		-				-	-	
Event space rental	-		-				-	-	
Reservations/Ticketing:	-		-				-	-	
Merchandise	-		200				1,030	-	21,000
Other							-		
VIC's expenses in FY2012									
Staff salary/compensation		30,000	143,926				104,858	21,000	110,000
Staff training		2,000	1,750				1,000	1,000	
Rent			-		9,600		23,436	-	49,000
Furnishings	110		105				-	-	
Maintenance/Upkeep			7,000				11,556	-	20,000
Renovations			-		12,000		-	-	
Brochures/Literature		10,000	-				190,600	-	
Office equipment	300		250				21,932	1,300	5,000
Uniforms	600	200	1,257				-	-	1,000
Staff travel expenses			758				-	500	
Operations (phone, supplies, etc.)		2,000	37,874				4,800	2,500	
Marketing/Advertising of VIC			-				-	2,000	
Other			10,127				450		
VIC activity measures tracked									
# of brochures distributed at VIC		x						x	
# of members/partners/ businesses represented in VIC			x					x	
In-kind services received by the DMO for the VIC							x	x	
# of local industry training sessions conducted by VIC staff							x		
Attendance at these sessions					x		x		
# of VIC staff site inspections at local tour. industry bus.							x	x	
# of VIC staff presentations to groups visiting the destination							x	x	
# of VIC onsite promotions							x	x	
# of VIC walk-ins (not estimated)	yes	yes	yes		no		yes	yes	yes
How walk-in visitors tracked									
guest book signatures		x					x		
hand tallies	x	x							x
electronic door counters			x						
electronic vehicle counters									
surveys									
Other									

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
VIC's sales revenues in FY2012									
Usage fees		-							
Advertising in VIC		-							
Event space rental		-							
Reservations/Ticketing:		-							
Merchandise		-							
Other		-							
VIC's expenses in FY2012									
Staff salary/compensation		53,140							
Staff training		1,000							
Rent		49,500							
Furnishings		600							
Maintenance/Upkeep		1,000							
Renovations		-							
Brochures/Literature		-							
Office equipment		3,000							
Uniforms		1,000							
Staff travel expenses		-							
Operations (phone, supplies, etc.)		1,000							
Marketing/Advertising of VIC		-							
Other									
VIC activity measures tracked									
# of brochures distributed at VIC		x			x	x			
# of members/partners/ businesses represented in VIC									
In-kind services received by the DMO for the VIC		x				x	x		
# of local industry training sessions conducted by VIC staff						x			
Attendance at these sessions		x				x			
# of VIC staff site inspections at local tour. industry bus.		x			x	x			
# of VIC staff presentations to groups visiting the destination						x	x		
# of VIC onsite promotions						x	x		
# of VIC walk-ins (not estimated)		yes			yes	yes	yes		yes
How walk-in visitors tracked									
guest book signatures		x			x	x			x
hand tallies						x	x		
electronic door counters									
electronic vehicle counters									
surveys						x			x
Other									

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
VIC's sales revenues in FY2012									
Usage fees								-	
Advertising in VIC		2,000	17,000	1,997				-	
Event space rental				1,446				1,000	
Reservations/Ticketing:								-	
Merchandise				1,955				-	2,000
Other								-	
VIC's expenses in FY2012									
Staff salary/compensation		35,000		77,131			95,725	41,000	25,000
Staff training		1,500		1,625			-	2,500	
Rent		-		-			11,105	12,000	
Furnishings		2,500		102			-	-	
Maintenance/Upkeep		-		1,280			-	750	
Renovations		-		-			-	-	
Brochures/Literature		-		5,089			-	-	
Office equipment		1,500		880			340	400	5,000
Uniforms		1,500					40	625	
Staff travel expenses		-		3,000			350	-	
Operations (phone, supplies, etc.)		3,500		47,500			6,000	1,400	1,000
Marketing/Advertising of VIC		-		15,500			-	2,500	
Other		-						-	
VIC activity measures tracked									
# of brochures distributed at VIC						x			x
# of members/partners/ businesses represented in VIC						x	x	x	
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff								x	
Attendance at these sessions								x	
# of VIC staff site inspections at local tour. industry bus.							x	x	
# of VIC staff presentations to groups visiting the destination								x	x
# of VIC onsite promotions								x	x
# of VIC walk-ins (not estimated)		yes	yes	yes	yes		yes	yes	yes
How walk-in visitors tracked									
guest book signatures		x		x	x			x	x
hand tallies		x	x		x		x		x
electronic door counters									
electronic vehicle counters									
surveys									
Other					database				

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
VIC's sales revenues in FY2012									
Usage fees									
Advertising in VIC						39,000			
Event space rental									
Reservations/Ticketing:									
Merchandise									
Other					-				
VIC's expenses in FY2012									
Staff salary/compensation			100,000			112,000			
Staff training						3,600			
Rent									
Furnishings									
Maintenance/Upkeep			5,000			12,000			
Renovations						31,200			
Brochures/Literature									
Office equipment						6,000			
Uniforms			1,000						
Staff travel expenses									
Operations (phone, supplies, etc.)			10,000			19,800			
Marketing/Advertising of VIC									
Other					-	35,400			
VIC activity measures tracked									
# of brochures distributed at VIC			x		x	x	x	x	
# of members/partners/ businesses represented in VIC					x	x	x		
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff		x			x				
Attendance at these sessions					x				
# of VIC staff site inspections at local tour. industry bus.					x				
# of VIC staff presentations to groups visiting the destination					x				
# of VIC onsite promotions					x				
# of VIC walk-ins (not estimated)	yes	yes			yes	yes	yes	yes	
How walk-in visitors tracked									
guest book signatures		x					x	x	
hand tallies			x		x				
electronic door counters	x					x			
electronic vehicle counters					x				
surveys					x				
Other							entered by staff into CRM system		

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
VIC's sales revenues in FY2012									
Usage fees	-		-						
Advertising in VIC	-		-						
Event space rental	-		-						
Reservations/Ticketing:	-		-						
Merchandise	-		-						
Other			-						
VIC's expenses in FY2012									
Staff salary/compensation	40,000							60,000	90,000
Staff training	-							1,500	1,500
Rent	-							-	
Furnishings	4,000							300	
Maintenance/Upkeep	-							250	
Renovations	11,000							-	
Brochures/Literature	-							-	
Office equipment	-							1,000	
Uniforms	-							1,000	2,000
Staff travel expenses	-							500	1,500
Operations (phone, supplies, etc.)	-							2,000	
Marketing/Advertising of VIC	-							-	
Other	-							-	
VIC activity measures tracked									
# of brochures distributed at VIC	x		x					x	
# of members/partners/ businesses represented in VIC	x								x
In-kind services received by the DMO for the VIC	x		x						x
# of local industry training sessions conducted by VIC staff									x
Attendance at these sessions				x					x
# of VIC staff site inspections at local tour. industry bus.									x
# of VIC staff presentations to groups visiting the destination			x						x
# of VIC onsite promotions									x
# of VIC walk-ins (not estimated)	yes		yes	yes				yes	yes
How walk-in visitors tracked									
guest book signatures	x							x	
hand tallies			x					x	
electronic door counters									x
electronic vehicle counters									
surveys	x								
Other									

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
VIC's sales revenues in FY2012									
Usage fees	-								
Advertising in VIC	-								
Event space rental	-								
Reservations/Ticketing:	6,500								
Merchandise	1,500						6,740		
Other	-								
VIC's expenses in FY2012									
Staff salary/compensation	79,225				43,180		40,180		
Staff training	-				99				
Rent	-				20,826		250		
Furnishings	-				200				
Maintenance/Upkeep	2,000				-		9,828		
Renovations	-				-		15,530		
Brochures/Literature	-				-				
Office equipment	1,000				-		4,306		
Uniforms	-				-				
Staff travel expenses	-				75				
Operations (phone, supplies, etc.)	3,500				5,870		13,650		
Marketing/Advertising of VIC	-				-				
Other	-				1,000		32,780		
VIC activity measures tracked									
# of brochures distributed at VIC	x			x					
# of members/partners/ businesses represented in VIC				x	x				
In-kind services received by the DMO for the VIC				x	x				
# of local industry training sessions conducted by VIC staff					x				x
Attendance at these sessions					x				x
# of VIC staff site inspections at local tour. industry bus.					x				
# of VIC staff presentations to groups visiting the destination					x				
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)	yes			yes	yes		yes		yes
How walk-in visitors tracked									
guest book signatures				x	x				x
hand tallies	x			x	x		x		
electronic door counters									
electronic vehicle counters									
surveys									
Other									

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
VIC's sales revenues in FY2012								
Usage fees					-		-	
Advertising in VIC					2,000		-	
Event space rental					-		-	
Reservations/Ticketing:					-		-	
Merchandise							7,500	
Other								
VIC's expenses in FY2012								
Staff salary/compensation					237,249			
Staff training					5,567			
Rent					-			
Furnishings					1,180			
Maintenance/Upkeep					63,418			
Renovations					11,000			
Brochures/Literature					81,822			
Office equipment					2,989			
Uniforms					808			
Staff travel expenses					1,651			
Operations (phone, supplies, etc.)					29,243			
Marketing/Advertising of VIC					-			
Other								
VIC activity measures tracked								
# of brochures distributed at VIC							x	
# of members/partners/ businesses represented in VIC								
In-kind services received by the DMO for the VIC								
# of local industry training sessions conducted by VIC staff								
Attendance at these sessions							x	
# of VIC staff site inspections at local tour. industry bus.								
# of VIC staff presentations to groups visiting the destination							x	
# of VIC onsite promotions								
# of VIC walk-ins (not estimated)								
How walk-in visitors tracked					yes		yes	
guest book signatures								
hand tallies					x		x	
electronic door counters								
electronic vehicle counters								
surveys								
Other							ask for zip codes	

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
VIC's sales revenues in FY2012									
Usage fees									
Advertising in VIC									
Event space rental									
Reservations/Ticketing:									
Merchandise							25,531		
Other									
VIC's expenses in FY2012									
Staff salary/compensation		30,000		52,000		60,320	140,795		155,000
Staff training		500		450					-
Rent						-			-
Furnishings				500		1,000			-
Maintenance/Upkeep				150		3,600	180,994		5,000
Renovations						-			10,000
Brochures/Literature						35,000	163,750		3,000
Office equipment				1,100		1,200	91,332		2,000
Uniforms		50		500		-			2,000
Staff travel expenses				1,350		-	800		1,000
Operations (phone, supplies, etc.)		6,000				3,600	299,811		21,000
Marketing/Advertising of VIC		5,000							-
Other				3,000					
VIC activity measures tracked									
# of brochures distributed at VIC	x	x		x		x	x	x	
# of members/partners/ businesses represented in VIC				x		x		x	
In-kind services received by the DMO for the VIC						x		x	
# of local industry training sessions conducted by VIC staff						x	x	x	
Attendance at these sessions						x	x	x	
# of VIC staff site inspections at local tour. industry bus.									x
# of VIC staff presentations to groups visiting the destination						x		x	
# of VIC onsite promotions								x	
# of VIC walk-ins (not estimated)	yes	yes		yes	yes	yes	yes	yes	yes
How walk-in visitors tracked									
guest book signatures		x			x	x	x	x	
hand tallies	x	x				x			x
electronic door counters				x				x	
electronic vehicle counters									
surveys									
Other									

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
VIC's sales revenues in FY2012									
Usage fees					-				
Advertising in VIC					-				
Event space rental					-				
Reservations/Ticketing:					-				
Merchandise	2,500				28,000	80,125			
Other					-	20,324			
VIC's expenses in FY2012									
Staff salary/compensation	80,000				70,000				
Staff training	2,000				-				
Rent	36,000				7,200				
Furnishings					-				
Maintenance/Upkeep					-				
Renovations					4,000				
Brochures/Literature					-				
Office equipment					400				
Uniforms					-				
Staff travel expenses	500				-				
Operations (phone, supplies, etc.)					-				
Marketing/Advertising of VIC					-				
Other									
VIC activity measures tracked									
# of brochures distributed at VIC		x	x						
# of members/partners/ businesses represented in VIC									
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff									
Attendance at these sessions									
# of VIC staff site inspections at local tour. industry bus.									
# of VIC staff presentations to groups visiting the destination									
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)	yes	yes	yes		yes	yes			
How walk-in visitors tracked									
guest book signatures		x	x						
hand tallies	x		x		x				
electronic door counters						x			
electronic vehicle counters									
surveys	x								
Other									

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
VIC's sales revenues in FY2012								
Usage fees				30,000				
Advertising in VIC				7,000			32,000	
Event space rental				-				
Reservations/Ticketing:				-				
Merchandise				29,000				
Other				-				
VIC's expenses in FY2012								
Staff salary/compensation				73,763			212,514	
Staff training				-			5,000	
Rent				26,000			145,039	
Furnishings				-			-	
Maintenance/Upkeep				-			-	
Renovations				-			-	
Brochures/Literature				1,000			-	
Office equipment				200			-	
Uniforms				-			-	
Staff travel expenses				1,200			3,300	
Operations (phone, supplies, etc.)				4,900			-	
Marketing/Advertising of VIC				-			-	
Other								
VIC activity measures tracked								
# of brochures distributed at VIC								x
# of members/partners/ businesses represented in VIC				x				x
In-kind services received by the DMO for the VIC				x				
# of local industry training sessions conducted by VIC staff								
Attendance at these sessions								
# of VIC staff site inspections at local tour. industry bus.				x				x
# of VIC staff presentations to groups visiting the destination				x				
# of VIC onsite promotions								x
# of VIC walk-ins (not estimated)			no	yes			yes	yes
How walk-in visitors tracked								
guest book signatures				x				x
hand tallies				x				x
electronic door counters							x	
electronic vehicle counters								
surveys								
Other								

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
VIC's sales revenues in FY2012									
Usage fees									
Advertising in VIC						14,150			100,000
Event space rental									
Reservations/Ticketing:									2,000,000
Merchandise			6,000	12,537					
Other						95,300			
VIC's expenses in FY2012									
Staff salary/compensation			164,400			79,529			350,000
Staff training			500						
Rent									380,000
Furnishings			500						
Maintenance/Upkeep			1,000			22,020			
Renovations									
Brochures/Literature						2,700			
Office equipment			500						
Uniforms									
Staff travel expenses			3,000			1,800			
Operations (phone, supplies, etc.)				147,339		18,900			
Marketing/Advertising of VIC			75,000						
Other			35,000						90,000
VIC activity measures tracked									
# of brochures distributed at VIC				x					
# of members/partners/ businesses represented in VIC									
In-kind services received by the DMO for the VIC				x					
# of local industry training sessions conducted by VIC staff				x					
Attendance at these sessions				x					
# of VIC staff site inspections at local tour. industry bus.				x					
# of VIC staff presentations to groups visiting the destination									
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)			yes	yes	yes	yes			yes
How walk-in visitors tracked									
guest book signatures				x	x	x			
hand tallies			x	x		x			
electronic door counters									x
electronic vehicle counters									
surveys				x	x				
Other									

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
VIC's sales revenues in FY2012									
Usage fees				-	-				
Advertising in VIC				-	-				
Event space rental				-	-				
Reservations/Ticketing:				-	-				
Merchandise				-	12,000				
Other				6,000	-				
VIC's expenses in FY2012									
Staff salary/compensation				221,125	50,000				
Staff training				3,050	-				
Rent				-	18,750				
Furnishings				-	-				
Maintenance/Upkeep				18,000	-				
Renovations				-	-				
Brochures/Literature				40,000	10,000				
Office equipment				-	-				
Uniforms				2,000	-				
Staff travel expenses				1,575	-				
Operations (phone, supplies, etc.)				36,125	2,500				
Marketing/Advertising of VIC				-	10,000				
Other				-	-				
VIC activity measures tracked									
# of brochures distributed at VIC				x					x
# of members/partners/ businesses represented in VIC									
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff									
Attendance at these sessions									
# of VIC staff site inspections at local tour. industry bus.									
# of VIC staff presentations to groups visiting the destination									
# of VIC onsite promotions				x					
# of VIC walk-ins (not estimated)				yes	no	no			yes
How walk-in visitors tracked									
guest book signatures									x
hand tallies									x
electronic door counters				x					
electronic vehicle counters									
surveys									x
Other									

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
VIC's sales revenues in FY2012									
Usage fees				300	-	-			
Advertising in VIC				3,000	-	-			
Event space rental				-	-	500			
Reservations/Ticketing:				50	-	-			
Merchandise		5,670		4,139	11,904	-			
Other				1,100	2,252	-			
VIC's expenses in FY2012									
Staff salary/compensation	75,000	134,400	62,786	60,000	20,530	38,000		190,000	50,000
Staff training		298	172	300	-	-			
Rent	36,000				-	-			
Furnishings				6,000	-	-			10,000
Maintenance/Upkeep	1,200			13,000	-	3,000		2,000	
Renovations				8,000	-	-			
Brochures/Literature				40,000	-	-			20,000
Office equipment			4,562	1,000	-	-		1,500	
Uniforms	300		1,917	400	-	-			
Staff travel expenses	2,000	587	954	1,000				4,000	200
Operations (phone, supplies, etc.)	1,000		3,362	18,000	2,269			3,200	
Marketing/Advertising of VIC				3,000					
Other			18,906						
VIC activity measures tracked									
# of brochures distributed at VIC		x		x				x	
# of members/partners/ businesses represented in VIC		x	x	x	x	x			
In-kind services received by the DMO for the VIC		x				x			
# of local industry training sessions conducted by VIC staff			x		x				x
Attendance at these sessions			x						x
# of VIC staff site inspections at local tour. industry bus.		x							
# of VIC staff presentations to groups visiting the destination		x	x						x
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)	yes	yes	yes	yes	yes	yes		yes	yes
How walk-in visitors tracked									
guest book signatures				x	x	x			x
hand tallies	x	x	x		x				x
electronic door counters					x				
electronic vehicle counters									
surveys									
Other				date/time/party #, inquiry/ visit reason, referrals					

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
VIC's sales revenues in FY2012									
Usage fees							-		
Advertising in VIC							-		
Event space rental			1,200						
Reservations/Ticketing:					109,525	238,299			
Merchandise					246,693				
Other							-		
VIC's expenses in FY2012									
Staff salary/compensation					389,650	242,732	224,095		
Staff training					1,934	6,557	33,604		
Rent							57,440		
Furnishings						16,385			
Maintenance/Upkeep					3,395	3,716	13,000		
Renovations					13,694				
Brochures/Literature					5,472		181,364		
Office equipment					1,164	5,109			
Uniforms							177		
Staff travel expenses					4,475	2,000	28,587		
Operations (phone, supplies, etc.)					45,751	55,000	159,282		
Marketing/Advertising of VIC							322,703		
Other					139,846				
VIC activity measures tracked									
# of brochures distributed at VIC					x	x	x		x
# of members/partners/ businesses represented in VIC						x	x		x
In-kind services received by the DMO for the VIC						x			
# of local industry training sessions conducted by VIC staff									
Attendance at these sessions	x								
# of VIC staff site inspections at local tour. industry bus.									x
# of VIC staff presentations to groups visiting the destination							x		
# of VIC onsite promotions						x			
# of VIC walk-ins (not estimated)	yes		yes		yes	yes	yes		yes
How walk-in visitors tracked									
guest book signatures	x		x				x		x
hand tallies	x		x						
electronic door counters					x	x			
electronic vehicle counters									
surveys									
Other									

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Visitors Ctr United States
VIC's sales revenues in FY2012									
Usage fees				-					
Advertising in VIC				2,900					
Event space rental				-					
Reservations/Ticketing:	11,719			-					
Merchandise				175,000		11,760			
Other				-		900			
VIC's expenses in FY2012									
Staff salary/compensation	27,000		10,000	90,000	25,000	86,502		220,029	
Staff training				-		-			
Rent				-		1		6,611	
Furnishings				-		737			
Maintenance/Upkeep				-	3,500	2,260			
Renovations				-		-			
Brochures/Literature	500		1,000	5,000		-			
Office equipment				1,000		-		5,175	
Uniforms				100		-			
Staff travel expenses	1,000			-		700		9,040	
Operations (phone, supplies, etc.)				2,500		5,000		18,041	
Marketing/Advertising of VIC				-		-		328,504	
Other	60,000			-		12,753		64,294	
VIC activity measures tracked									
# of brochures distributed at VIC	x				x			x	
# of members/partners/ businesses represented in VIC				x				x	
In-kind services received by the DMO for the VIC	x					x			
# of local industry training sessions conducted by VIC staff	x							x	
Attendance at these sessions	x								
# of VIC staff site inspections at local tour. industry bus.	x		x			x			
# of VIC staff presentations to groups visiting the destination	x								
# of VIC onsite promotions	x								
# of VIC walk-ins (not estimated)	yes		no	yes	yes	yes		yes	
How walk-in visitors tracked									
guest book signatures				x		x			
hand tallies				x	x			x	
electronic door counters								x	
electronic vehicle counters	x								
surveys						x			
Other									

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
VIC's sales revenues in FY2012									
Usage fees		-							
Advertising in VIC		-	35,000						
Event space rental		-							
Reservations/Ticketing:		600							
Merchandise		1,000	8,000						
Other									
VIC's expenses in FY2012									
Staff salary/compensation		135,000	50,000	30,000	105,609				
Staff training		2,000		400	15,750				
Rent		30,000	55,000	1,500	-				
Furnishings		-	2,000	560	800				
Maintenance/Upkeep		6,000	12,000		5,000				
Renovations		-			10,000				
Brochures/Literature		3,000			10,000				
Office equipment				1,500	1,500				
Uniforms		1,000			9,300				
Staff travel expenses		2,000		600	13,200				
Operations (phone, supplies, etc.)		10,000	2,000		14,220				
Marketing/Advertising of VIC		-			10,720				
Other				2,000					
VIC activity measures tracked									
# of brochures distributed at VIC		x		x	x	x			
# of members/partners/ businesses represented in VIC			x			x			
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff				x					
Attendance at these sessions				x					
# of VIC staff site inspections at local tour. industry bus.									
# of VIC staff presentations to groups visiting the destination				x					
# of VIC onsite promotions						x			
# of VIC walk-ins (not estimated)		yes	yes	yes	yes	yes		yes	
How walk-in visitors tracked									
guest book signatures				x	x	x			
hand tallies		x	x	x	x	x			
electronic door counters								x	
electronic vehicle counters									
surveys									
Other									

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
VIC's sales revenues in FY2012									
Usage fees									
Advertising in VIC		29,000		7,500					
Event space rental									
Reservations/Ticketing:			10,656						
Merchandise	2,000		1,205	86,734					3,000
Other									
VIC's expenses in FY2012									
Staff salary/compensation		6,000	58,775	122,969					106,000
Staff training			-						1,700
Rent			6,630	52,217					20,000
Furnishings		4,000	1,500	5,000					
Maintenance/Upkeep				4,324					
Renovations				85,123					
Brochures/Literature									
Office equipment			500	17,435					1,000
Uniforms			-	2,770					1,000
Staff travel expenses				683					500
Operations (phone, supplies, etc.)			4,500	18,486					5,000
Marketing/Advertising of VIC				4,000					4,000
Other			5,000	3,843					2,000
VIC activity measures tracked									
# of brochures distributed at VIC	x					x			x
# of members/partners/ businesses represented in VIC	x			x		x	x	x	x
In-kind services received by the DMO for the VIC						x	x		
# of local industry training sessions conducted by VIC staff	x					x			x
Attendance at these sessions						x			x
# of VIC staff site inspections at local tour. industry bus.						x			
# of VIC staff presentations to groups visiting the destination						x			x
# of VIC onsite promotions						x			x
# of VIC walk-ins (not estimated)	yes	no	yes	yes		yes	no	yes	yes
How walk-in visitors tracked									
guest book signatures	x					x			x
hand tallies	x		x	x		x		x	x
electronic door counters									
electronic vehicle counters									
surveys						x			x
Other									

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
VIC's sales revenues in FY2012									
Usage fees						107,500			
Advertising in VIC	15,000					50,000			
Event space rental						300			
Reservations/Ticketing:					3,500	27,000			
Merchandise		2,000			6,000	-			
Other						-		1,413,579 (ttl)	
VIC's expenses in FY2012									
Staff salary/compensation	205,367	124,450	60,000		120,000	864,000			54,709
Staff training			1,000		10,000	18,700			
Rent			-		-	433,000			
Furnishings			300			5,100			
Maintenance/Upkeep	2,500				5,000	11,200			
Renovations	2,000					2,500			
Brochures/Literature						-			
Office equipment			200			-			
Uniforms	3,000		1,000		650	2,000			
Staff travel expenses			500			5,500			
Operations (phone, supplies, etc.)		44,596			4,500	36,800			4,165
Marketing/Advertising of VIC						9,100			400
Other						22,000		1,413,579 (ttl)	
VIC activity measures tracked									
# of brochures distributed at VIC	x	x	x	x	x				
# of members/partners/ businesses represented in VIC	x		x	x					
In-kind services received by the DMO for the VIC									
# of local industry training sessions conducted by VIC staff	x			x				x	
Attendance at these sessions	x			x				x	
# of VIC staff site inspections at local tour. industry bus.	x		x						
# of VIC staff presentations to groups visiting the destination									
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)									
How walk-in visitors tracked	yes	yes	no	yes	yes	yes		yes	yes
guest book signatures	x			x					
hand tallies				x	x	x		x	x
electronic door counters									
electronic vehicle counters									
surveys	x								
Other	Online Statistics Tool	running excel spreadsheet							database; manual entry/each visitor

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
VIC's sales revenues in FY2012									
Usage fees								120,000	-
Advertising in VIC									20,000
Event space rental								50,000	-
Reservations/Ticketing:									-
Merchandise				12,678	8,000			400	5,000
Other									-
VIC's expenses in FY2012									
Staff salary/compensation				81,929	50,000	62,000			95,000
Staff training				500		-			2,500
Rent				37,708	56,000	-			-
Furnishings				-		-			-
Maintenance/Upkeep				14,931	14,150	-			4,000
Renovations				-	6,000	-			7,500
Brochures/Literature				-		-			-
Office equipment				5,000	1,000	500			2,500
Uniforms				-	425	-			500
Staff travel expenses				1,225	2,200	-			500
Operations (phone, supplies, etc.)				8,949	1,040	-			7,500
Marketing/Advertising of VIC				360		4,800			
Other									
VIC activity measures tracked									
# of brochures distributed at VIC				x	x				x
# of members/partners/ businesses represented in VIC				x	x	x			x
In-kind services received by the DMO for the VIC				x	x				
# of local industry training sessions conducted by VIC staff				x	x				x
Attendance at these sessions				x					x
# of VIC staff site inspections at local tour. industry bus.				x					
# of VIC staff presentations to groups visiting the destination				x					
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)				yes	yes	yes	yes	yes	yes
How walk-in visitors tracked									
guest book signatures					x			x	x
hand tallies					x	x	x		x
electronic door counters				x					
electronic vehicle counters									
surveys					x				
Other									

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
VIC's sales revenues in FY2012									
Usage fees	-			-		-			
Advertising in VIC				-		-			
Event space rental	-			-		-			
Reservations/Ticketing:	62,300			-		-			
Merchandise	-			3,000		100,000	187		
Other	-								
VIC's expenses in FY2012									
Staff salary/compensation	318,500			75,000		62,278	42,900		
Staff training	4,000			-					
Rent	12			-					
Furnishings				-					
Maintenance/Upkeep	102,000			5,000		500			
Renovations	1,000			-					
Brochures/Literature	-					3,015			
Office equipment	5,000					7,500	500		
Uniforms	1,200			200		200			
Staff travel expenses	2,000			-		800	100		
Operations (phone, supplies, etc.)	77,000			10,000		3,500	11,000		
Marketing/Advertising of VIC	-			500					
Other	13,400			24,000					
VIC activity measures tracked									
# of brochures distributed at VIC	x	x		x		x		x	x
# of members/partners/ businesses represented in VIC				x		x			
In-kind services received by the DMO for the VIC				x		x			
# of local industry training sessions conducted by VIC staff	x	x		x		x			
Attendance at these sessions				x		x			
# of VIC staff site inspections at local tour. industry bus.				x					
# of VIC staff presentations to groups visiting the destination				x		x			
# of VIC onsite promotions	x			x					
# of VIC walk-ins (not estimated)	yes	yes		yes		yes	yes	yes	yes
How walk-in visitors tracked									
guest book signatures		x		x		x	x		
hand tallies		x		x		x		x	
electronic door counters	x			x					x
electronic vehicle counters									
surveys				x					
Other									

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
VIC's sales revenues in FY2012									
Usage fees	-						-		
Advertising in VIC	4,400						-		
Event space rental	-						250		
Reservations/Ticketing:	12,000						-	1,191	
Merchandise	41,651		4,100		17,000		-	51,037	300
Other	-						-		
VIC's expenses in FY2012									
Staff salary/compensation	287,068			65,000	56,000		65,000	92,250	50,000
Staff training	-				750		500		
Rent	112,781				18,000				10,000
Furnishings	-		400				-		
Maintenance/Upkeep	6,433				300		1,000		
Renovations	-						5,000		
Brochures/Literature	-		7,000				-		
Office equipment	-				300		250		
Uniforms	-						-		
Staff travel expenses	1,313		1,700		500		500	1,035	
Operations (phone, supplies, etc.)	28,652			5,000	1,500		6,000		
Marketing/Advertising of VIC	-				500		-		
Other	1,931						-		
VIC activity measures tracked									
# of brochures distributed at VIC		x			x		x	x	x
# of members/partners/ businesses represented in VIC	x	x			x		x	x	
In-kind services received by the DMO for the VIC		x	x		x			x	
# of local industry training sessions conducted by VIC staff		x	x	x				x	x
Attendance at these sessions		x	x					x	
# of VIC staff site inspections at local tour. industry bus.			x		x			x	
# of VIC staff presentations to groups visiting the destination			x		x			x	
# of VIC onsite promotions		x	x					x	
# of VIC walk-ins (not estimated)	yes	yes	yes	yes	yes		yes	yes	yes
How walk-in visitors tracked									
guest book signatures			x	x				x	x
hand tallies	x	x			x		x	x	
electronic door counters	x								
electronic vehicle counters									
surveys	x								
Other									

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
VIC's sales revenues in FY2012									
Usage fees									
Advertising in VIC		1,600					42,000	3,250	20,000
Event space rental									
Reservations/Ticketing:				15,873			9,300,000		
Merchandise		2,000		165,574				33,000	
Other	-							7,000	
VIC's expenses in FY2012									
Staff salary/compensation	49,750	11,400	25,000	183,600			750,000	94,000	60,000
Staff training	-	500		8,000			2,500	1,000	
Rent	50,753	18,000	-	109,796			77,000	1	20,000
Furnishings	-	-	1,000					2,000	
Maintenance/Upkeep	1,200	-		12,000			12,500	6,000	7,000
Renovations	-	-						-	
Brochures/Literature	-	-		22,000				-	
Office equipment	-	-		7,000			15,000	400	1,500
Uniforms	-	-	500				1,500		2,500
Staff travel expenses	-	-		200			1,000	1,150	
Operations (phone, supplies, etc.)	5,700	1,700	1,500	15,000			72,500	6,000	2,500
Marketing/Advertising of VIC	-	1,000		15,000			-	-	
Other								-	
VIC activity measures tracked									
# of brochures distributed at VIC		x		x					
# of members/partners/ businesses represented in VIC		x	x				x	x	
In-kind services received by the DMO for the VIC								x	
# of local industry training sessions conducted by VIC staff							x		x
Attendance at these sessions							x		x
# of VIC staff site inspections at local tour. industry bus.				x			x		
# of VIC staff presentations to groups visiting the destination									x
# of VIC onsite promotions		x					x		
# of VIC walk-ins (not estimated)									
How walk-in visitors tracked	yes	yes	yes	yes			yes	yes	yes
guest book signatures		x							
hand tallies	x	x	x				x		x
electronic door counters		x		x				x	
electronic vehicle counters									
surveys									
Other									

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
VIC's sales revenues in FY2012									
Usage fees		-			-				-
Advertising in VIC	15,000	21,000			-				-
Event space rental					-				-
Reservations/Ticketing:					-				-
Merchandise	200,000			4,000	-	5,565			10,000
Other		55,000			-				-
VIC's expenses in FY2012									
Staff salary/compensation		150,000			48,500			45,000	150,000
Staff training					-				1,000
Rent		1,200			141,578				-
Furnishings					-				-
Maintenance/Upkeep					-				10,000
Renovations					-				-
Brochures/Literature					22,000				50,000
Office equipment					1,350				5,000
Uniforms		1,200			-				1,000
Staff travel expenses		3,000			-				10,000
Operations (phone, supplies, etc.)		3,500			600,000				25,000
Marketing/Advertising of VIC					-				10,000
Other					170,000				
VIC activity measures tracked									
# of brochures distributed at VIC			x		x	x		x	x
# of members/partners/ businesses represented in VIC	x			x				x	
In-kind services received by the DMO for the VIC				x					
# of local industry training sessions conducted by VIC staff				x					x
Attendance at these sessions				x					x
# of VIC staff site inspections at local tour. industry bus.									x
# of VIC staff presentations to groups visiting the destination									x
# of VIC onsite promotions									
# of VIC walk-ins (not estimated)	yes	yes	yes	yes	yes	yes	yes	yes	yes
How walk-in visitors tracked									
guest book signatures				x	x	x	x		x
hand tallies		x	x	x		x		x	
electronic door counters	x								
electronic vehicle counters									
surveys	x								
Other									

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
VIC's sales revenues in FY2012									
Usage fees	-								
Advertising in VIC	3,400								
Event space rental	-								
Reservations/Ticketing:	-								
Merchandise	2,056				6,531				
Other	-								
VIC's expenses in FY2012									
Staff salary/compensation	181,647				164,273				
Staff training	3,226				-				
Rent	3,450				-				
Furnishings	-				-				
Maintenance/Upkeep	544				1,662				
Renovations	-		-		-				
Brochures/Literature	-				-				
Office equipment	1,368				8,050				
Uniforms	1,579		-		-				
Staff travel expenses	1,200				6,113				
Operations (phone, supplies, etc.)	6,255				7,334				
Marketing/Advertising of VIC	5,000				24,000				
Other	-				14,518				
VIC activity measures tracked									
# of brochures distributed at VIC		x	x		x				
# of members/partners/ businesses represented in VIC		x	x		x				
In-kind services received by the DMO for the VIC			x						
# of local industry training sessions conducted by VIC staff	x		x						
Attendance at these sessions	x		x						
# of VIC staff site inspections at local tour. industry bus.			x						
# of VIC staff presentations to groups visiting the destination	x								
# of VIC onsite promotions		x							
# of VIC walk-ins (not estimated)	yes	yes	yes		yes				yes
How walk-in visitors tracked									
guest book signatures	x	x			x				x
hand tallies	x	x	x						x
electronic door counters									
electronic vehicle counters									
surveys		x							
Other									

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
VIC's sales revenues in FY2012						
Usage fees					-	
Advertising in VIC					-	
Event space rental					-	
Reservations/Ticketing:					-	
Merchandise					-	
Other					-	
VIC's expenses in FY2012						
Staff salary/compensation					58,000	
Staff training					-	
Rent					1	
Furnishings					-	
Maintenance/Upkeep					-	
Renovations					-	
Brochures/Literature					-	
Office equipment					-	
Uniforms					-	
Staff travel expenses					-	
Operations (phone, supplies, etc.)					-	
Marketing/Advertising of VIC					-	
Other					-	
VIC activity measures tracked						
# of brochures distributed at VIC				x		
# of members/partners/ businesses represented in VIC				x		
In-kind services received by the DMO for the VIC				x		
# of local industry training sessions conducted by VIC staff						
Attendance at these sessions						
# of VIC staff site inspections at local tour. industry bus.						
# of VIC staff presentations to groups visiting the destination						
# of VIC onsite promotions				x		
# of VIC walk-ins (not estimated)				yes	yes	
How walk-in visitors tracked						
guest book signatures				x		
hand tallies					x	
electronic door counters						
electronic vehicle counters						
surveys				x		
Other						

	1000 Islands Int'l. Tourism Council United States	Aberdeen Area CVB United States	Albany County CVB United States	Albuquerque CVB United States	Alexandria CVA/ Visitors Center United States	Amarillo CVC United States	Amelia Island CVB United States	Ames CVB United States	Ann Arbor Area CVB United States
Number of VIC walk-ins									
2010	30,000	688	15,400	43,635	76,616				
2011	30,000	625	15,600	37,199	76,810	7,394	6,465	3,274	
2012	32,000	724	12,400	32,709	79,755	7,262	7,431	3,495	
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x		x	x	x		x	
# of walk-in visitors assisted by VIC counselors (actual counts)	x	x	x		x			x	
# of tele/email/text/ mail/social media inquiries handled		x		x					x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)									
\$ sales - bookings/ticket sales					x				
\$ retail sales (merchandise, gift cards, vending machines, etc.)			x		x				
VIC space rental fees	x		x						
Sponsorship/partnership revenue from VIC services	x								
VIC advert./mktg/promo rev.			x						
VIC ROI measured	no	no	no	no	no	no	no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	yes	no	no	no	no	don't know	no	no
Add'l. Comments in Appendix E									

	Annapolis/ Anne Arundel Cty CVB United States	Armstrong County Tourist Bureau United States	Asheville CVB United States	Atlanta CVB United States	Atlantic City CVA United States	Augusta CVB United States	Bakersfield CVB United States	Bay Area Houston CVB United States	Bayfield Chamber & Visitor Bureau United States
Number of VIC walk-ins									
2010			197,941	261,012	126,000	17,904			
2011			191,642	244,111	131,000	19,197			
2012			200,501	249,297	134,000	20,352			
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x		x	x	x		x	
# of walk-in visitors assisted by VIC counselors (actual counts)		x					x		
# of tele/email/text/ mail/social media inquiries handled		x			x		x		
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)					x			x	
\$ sales - bookings/ticket sales				x	x	x			
\$ retail sales (merchandise, gift cards, vending machines, etc.)					x	x			
VIC space rental fees			x						
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.									
VIC ROI measured		no		no	no	no	no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		don't know	no	yes	no	yes	no	no	no
Add'l. Comments in Appendix E									

	Beaches Fort Myers Sanibel Lee Cty VCB United States	Billings Chamber/CVB United States	Bismarck-Mandan CVB United States	Bowling Green Area CVB United States	Brookings CVB United States	Brown County CVB United States	Bryan-College Station CVB United States	Burlington/ Alamance County CVB United States	Burnsville CVB United States
Number of VIC walk-ins									
2010						91,044			
2011						84,922			
2012						86,723			
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination			x	x		x	x		
# of walk-in visitors assisted by VIC counselors (actual counts)				x			x		
# of tele/email/text/ mail/social media inquiries handled						x	x	x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)			x	x					
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)			x	x			x		
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.									
VIC ROI measured			no	no		no	no	no	
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs			no	no		no	no	no	
Add'l. Comments in Appendix E									

	Butler County TCB United States	Cabarrus County CVB United States	Calhoun County Visitors Bureau United States	Cape Cod CofC & CVB United States	Carthage CVB United States	Central Pennsylvania CVB United States	Champaign County CVB United States	Charlotte Reg. Visitors Auth United States	Charlottesville Albemarle CVB United States
Number of VIC walk-ins									
2010		4,401		25,919		88,122		31,002	35,042
2011		3,957		24,953		76,959		42,235	32,969
2012		3,653		26,088		76,726	2,500	43,942	34,106
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x	x	x		x	x		x
# of walk-in visitors assisted by VIC counselors (actual counts)		x						x	
# of tele/email/text/ mail/social media inquiries handled		x					x	x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)		x				x		x	
\$ sales - bookings/ticket sales		x	x	x					
\$ retail sales (merchandise, gift cards, vending machines, etc.)		x	x	x		x		x	
VIC space rental fees						x			
Sponsorship/partnership revenue from VIC services				x					
VIC advert./mktg/promo rev.				x					
VIC ROI measured	no	no	no	no	no	no	no	no	yes
ROI metrics used									
Increase in length of stay of current trip									x
Increase in visitor spending for current trip									x
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	no	no	no	no	yes	no	yes	
Add'l. Comments in Appendix E									

	Chicago North Shore CVB United States	Choose Chicago United States	Cincinnati USA CVB United States	Cobb Travel & Tourism United States	Colorado Springs CVB United States	Columbia Cty Tourist Dev. Council United States	Columbia Missouri CVB United States	Conroe Texas CVB United States	Crystal Coast Tourism Authority United States
Number of VIC walk-ins									
2010			2,000		27,736			350	100,000
2011		530,000	5,000		27,813			350	100,000
2012		638,000	7,500		21,580			425	
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination			x					x	x
# of walk-in visitors assisted by VIC counselors (actual counts)		x						x	x
# of tele/email/text/ mail/social media inquiries handled		x			x			x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)		x							
\$ sales - bookings/ticket sales		x							
\$ retail sales (merchandise, gift cards, vending machines, etc.)					x				
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.									x
VIC ROI measured		no	no		no			yes	yes
ROI metrics used									
Increase in length of stay of current trip									x
Increase in visitor spending for current trip									
# of future trips/visitors								x	
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		yes	yes		no			yes	yes
Add'l. Comments in Appendix E									

	Cumberland Valley Visitors Bureau United States	Dallas CVB United States	Dayton/ Montgomery County CVB United States	Des Moines CVB United States	Destination College Park United States	Destination Loveland United States	Destination Missoula United States	Discover Lehigh Valley United States	Discover Newport United States
Number of VIC walk-ins									
2010		61,338		21,475					645,000
2011		65,647		23,366					638,000
2012		65,147		21,178					650,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination				x			x		x
# of walk-in visitors assisted by VIC counselors (actual counts)		x		x			x		x
# of tele/email/text/ mail/social media inquiries handled		x		x			x		x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)									x
\$ sales - bookings/ticket sales									x
\$ retail sales (merchandise, gift cards, vending machines, etc.)									x
VIC space rental fees									x
Sponsorship/partnership revenue from VIC services									x
VIC advert./mktg/promo rev.									x
VIC ROI measured		no		no			yes		yes
ROI metrics used									
Increase in length of stay of current trip									x
Increase in visitor spending for current trip									x
# of future trips/visitors							x		
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		no		no			no		yes
Add'l. Comments in Appendix E									

	Discover Palm Beach United States	Discover Saint John Canada	Door County Visitor Bureau United States	Douglasville CVB United States	Dublin CVB United States	DuPage CVB United States	Durham CVB United States	Edmond CVB United States	Edmonton Tourism Canada
Number of VIC walk-ins									
2010		15,000	63,000				8,345	25,000	50,000
2011		15,000	63,000				6,362	2,679	50,000
2012	12,000	15,000	61,000				5,905	3,789	50,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x	x				x	x	
# of walk-in visitors assisted by VIC counselors (actual counts)	x						x	x	x
# of tele/email/text/ mail/social media inquiries handled		x			x		x	x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)							x		
\$ sales - bookings/ticket sales							x		
\$ retail sales (merchandise, gift cards, vending machines, etc.)							x		x
VIC space rental fees									
Sponsorship/partnership revenue from VIC services							x		
VIC advert./mktg/promo rev.									
VIC ROI measured	no	no	no		no		no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	no	no		no		yes	yes	yes
Add'l. Comments in Appendix E									

	Ennis CVB United States	Experience Arlington United States	Experience Columbus United States	Experience Jackson United States	Experience Kissimmee United States	Fayetteville CVB United States	Fayetteville Visitors Bureau United States	Flagler County Chamber of Commerce United States	Flagstaff CVB United States
Number of VIC walk-ins									
2010		11,252			-		10,208		90,766
2011		11,276			-		13,228		84,416
2012		11,549			2,000		16,817		95,233
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x			x		x		x
# of walk-in visitors assisted by VIC counselors (actual counts)		x			x				x
# of tele/email/text/ mail/social media inquiries handled							x		
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)									
\$ sales - bookings/ticket sales									x
\$ retail sales (merchandise, gift cards, vending machines, etc.)							x		x
VIC space rental fees					x				
Sponsorship/partnership revenue from VIC services							x		
VIC advert./mktg/promo rev.							x		
VIC ROI measured		no			no		yes		no
ROI metrics used									
Increase in length of stay of current trip							x		
Increase in visitor spending for current trip							x		
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		don't know			don't know		yes		yes
Add'l. Comments in Appendix E									

	Florence SC CVB United States	Fort Worth CVB United States	Frankenmuth CVB United States	Franklin County CVB United States	Fresno/Clovis CVB United States	Frisco CVB TX United States	Galena/ Jo Daviess County CVB United States	Gettysburg CVB United States	Glendale CVB United States
Number of VIC walk-ins									
2010		128,447	37,712	6,295			45,366	48,000	11,610
2011		154,673	29,914	5,529			39,753	52,000	11,450
2012		168,062	36,593	4,244			34,762	54,000	13,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x		x			x	x	x
# of walk-in visitors assisted by VIC counselors (actual counts)		x	x	x					
# of tele/email/text/ mail/social media inquiries handled			x	x			x		x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)								x	
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x					x
VIC space rental fees				x				x	
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.			x	x					
VIC ROI measured		no	no	no	no		no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		no	no	no	no		yes	yes	no
Add'l. Comments in Appendix E									

	Glenwood Springs Chamber Resort Assn United States	Go Wichita CVB United States	Golden Isles CVB United States	Grand Island/Hall County CVB United States	Great Lakes Bay Regional CVB United States	Greater Binghamton CVB United States	Greater Lansing CVB United States	Greater Morgantown CVB United States	Greater Newark CVB United States
Number of VIC walk-ins									
2010		810	250,000		-	108,000	-		
2011		518	240,000		-	193,000	-	774	
2012		750	250,000		-	200,089	290	801	
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x	x		x		x	x	
# of walk-in visitors assisted by VIC counselors (actual counts)							x	x	
# of tele/email/text/ mail/social media inquiries handled		x			x	x	x	x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)						x			
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)		x						x	
VIC space rental fees									
Sponsorship/partnership revenue from VIC services						x			
VIC advert./mktg/promo rev.									
VIC ROI measured		no	no		no	no	no	no	
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		no	yes		no	yes	no	no	
Add'l. Comments in Appendix E									

	Greater Palm Springs CVB United States	Greater Phila. Tourism Mktg Corp. United States	Greater Raleigh CVB United States	Greater St. Charles (MO) CVB United States	Greensboro Area CVB United States	Gulf Shores & Orange Beach Tourism United States	Halifax County CVB United States	Hamilton County CVB United States	Hampton CVB United States
Number of VIC walk-ins									
2010			10,059					4,745	36,256
2011	2,904		7,836					4,800	27,348
2012	3,298		9,165					5,113	30,181
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x							x	x
# of walk-in visitors assisted by VIC counselors (actual counts)	x		x						x
# of tele/email/text/ mail/social media inquiries handled	x		x						x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)	x								
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)	x								
VIC space rental fees									
Sponsorship/partnership revenue from VIC services	x								
VIC advert./mktg/promo rev.									
VIC ROI measured	no		no					no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no		no					no	yes
Add'l. Comments in Appendix E									

	Harrison County CVB United States	Harrison County Tourism Commission United States	Hawaii VCB United States	Heritage Corridor CVB United States	Hershey Harrisburg Reg. Visitors Bureau United States	Hilton Head Island VCB United States	Hocking Hills Tourism Association United States	Hopkinsville- Christian County CVB United States	Houma Area CVB United States
Number of VIC walk-ins									
2010	25,711				2,139		49,841		3,311
2011	26,617				1,867		50,748		3,334
2012	24,964				1,654		50,120		4,694
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination				x	x		x		x
# of walk-in visitors assisted by VIC counselors (actual counts)	x			x	x				
# of tele/email/text/ mail/social media inquiries handled	x			x	x				x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)									
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)							x		
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.				x					
VIC ROI measured	no			no	no		no		no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no			don't know	no		no		yes
Add'l. Comments in Appendix E									

	Huntingdon County Visitors Bureau United States	Huntington Beach Mktg & Visitors Bureau United States	Indepence (KS) Chamber of Commerce CVB United States	Independence, MO Tourism United States	Indiana Dunes Tourism United States	Irving CVB United States	Ithaca CVB United States	Joplin MO CVB United States
Number of VIC walk-ins								
2010					72,000		13,467	
2011					68,000		10,576	
2012					77,000		10,100	
VIC performance measures tracked								
# of walk-in visitors who are visitors to the destination					x		x	
# of walk-in visitors assisted by VIC counselors (actual counts)								
# of tele/email/text/ mail/social media inquiries handled					x		x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)							x	
\$ sales - bookings/ticket sales								
\$ retail sales (merchandise, gift cards, vending machines, etc.)							x	
VIC space rental fees								
Sponsorship/partnership revenue from VIC services								
VIC advert./mktg/promo rev.								
VIC ROI measured					yes		no	
ROI metrics used								
Increase in length of stay of current trip					x			
Increase in visitor spending for current trip					x			
# of future trips/visitors					x			
Other (please specify):								
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs					yes		no	
Add'l. Comments in Appendix E								

	Juneau CVB United States	Kalispell CVB United States	Kansas City Kansas CVB United States	La Crosse Area CVB United States	Lafayette Parish CVC United States	Laguna Beach VCB United States	Lake Charles / Southwest Louisiana CVB United States	Lake Havasu City VCB United States	Lake Tahoe Visitors Authority United States
Number of VIC walk-ins									
2010	2,387	5,100		-		15,299	25,712	84,538	54,565
2011	6,541	4,800		50,055		15,995	25,006	191,592	52,481
2012	7,778	5,000		39,602		17,454	24,950	113,277	43,302
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x		x	x	x	x	x	x
# of walk-in visitors assisted by VIC counselors (actual counts)				x		x	x		x
# of tele/email/text/ mail/social media inquiries handled		x		x	x	x		x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)						x			
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)							x		
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.									
VIC ROI measured	no	yes		no		yes	yes	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors		x				x			
Other (please specify):							cost per advert. inquiry		
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	no		no	no	yes	yes	yes	yes
Add'l. Comments in Appendix E									

	Las Cruces CVB United States	Las Vegas CVA United States	Lexington CVB United States	Licking County CVB United States	Little Rock CVB United States	Louisville CVB United States	Lynnwood, Washington Tourism United States	Macomb Area CVB United States	Mahoning County CVB United States
Number of VIC walk-ins									
2010			11,000		20,500	59,592			
2011	2,100		9,000		21,000	59,539			
2012	2,745		12,000		17,000	61,527			
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x			x	x			
# of walk-in visitors assisted by VIC counselors (actual counts)		x	x						
# of tele/email/text/ mail/social media inquiries handled		x							
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)		x							
\$ sales - bookings/ticket sales			x						
\$ retail sales (merchandise, gift cards, vending machines, etc.)			x			x			
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.									
VIC ROI measured	no	no	no		no				
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		no	yes		don't know	yes			
Add'l. Comments in Appendix E									

	Manhattan CVB United States	Marina del Rey CVB United States	Marshall County CVB United States	Metropolitan Tucson CVB United States	Minneapolis Northwest CVB United States	Mitchell CVB United States	Monterey County CVB United States	Muskegon County CVB United States
Number of VIC walk-ins								
2010				51,477			132,662	
2011				41,788			101,631	
2012				37,304			119,817	
VIC performance measures tracked								
# of walk-in visitors who are visitors to the destination				x			x	
# of walk-in visitors assisted by VIC counselors (actual counts)								
# of tele/email/text/ mail/social media inquiries handled				x				
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)								
\$ sales - bookings/ticket sales								
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x				
VIC space rental fees								
Sponsorship/partnership revenue from VIC services				x				
VIC advert./mktg/promo rev.				x			x	
VIC ROI measured			no	no			yes	
ROI metrics used								
Increase in length of stay of current trip							x	
Increase in visitor spending for current trip								
# of future trips/visitors								
Other (please specify):								
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs			yes	no			no	
Add'l. Comments in Appendix E								

	Myrtle Beach Area CofC/CVB United States	Naples, Marco Island, Everglades CVB United States	Nelson County Tourism United States	Newport News Tourism Dev. Office United States	Newton CVB United States	Niagara Tourism and Conv. Corp. United States	Norman (OK) CVB United States	Northern KY CVB United States	NYC & Company United States
Number of VIC walk-ins									
2010			11,535	30,316		18,715			200,000
2011			12,428	27,434		34,192			200,000
2012			12,864	28,491		43,692			210,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination			x						x
# of walk-in visitors assisted by VIC counselors (actual counts)				x		x			x
# of tele/email/text/ mail/social media inquiries handled			x	x		x			x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)						x			x
\$ sales - bookings/ticket sales				x		x			x
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x					
VIC space rental fees						x			
Sponsorship/partnership revenue from VIC services									x
VIC advert./mktg/promo rev.						x			x
VIC ROI measured			yes	no		no			no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip			x						
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs			yes	yes		no			yes
Add'l. Comments in Appendix E									

	Ottawa Tourism Canada	Overland Park CVB United States	Paducah CVB United States	Panama City Beach CVB United States	Peachtree City CVB United States	Perry County CVB United States	Philadelphia CVB United States	Plano CVB United States	Platte County CVB United States
Number of VIC walk-ins									
2010				48,887					
2011				47,299					
2012				44,584					
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination				x	x				x
# of walk-in visitors assisted by VIC counselors (actual counts)									
# of tele/email/text/ mail/social media inquiries handled				x	x				x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)									
\$ sales - bookings/ticket sales									
\$ retail sales (merchandise, gift cards, vending machines, etc.)					x				
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.				x					
VIC ROI measured				no	no	no			no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs				no	no	no			no
Add'l. Comments in Appendix E									

	Pocono Mountains Visitors Bureau United States	Positively Cleveland United States	Providence Warwick CVB United States	Pulaski County Tourism Bureau United States	Quad Cities CVB United States	Real Racine United States	Reno Sparks CVA United States	Richmond Metropolitan CVB United States	Roanoke Valley CVB United States
Number of VIC walk-ins									
2010	23,853	11,161	16,712	7,022	9,021	9,776			22,559
2011	22,181	9,314	17,638	7,138	9,804	8,384			16,261
2012	28,343	16,649	19,627	6,832	9,382	8,046			15,956
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x	x	x	x	x			x
# of walk-in visitors assisted by VIC counselors (actual counts)	x		x	x		x			x
# of tele/email/text/ mail/social media inquiries handled		x	x	x	x	x			x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)		x							x
\$ sales - bookings/ticket sales		x							
\$ retail sales (merchandise, gift cards, vending machines, etc.)		x		x	x				
VIC space rental fees									
Sponsorship/partnership revenue from VIC services				x					
VIC advert./mktg/promo rev.				x					
VIC ROI measured	no	no	no	yes	no	no			no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	yes	no	yes	yes	yes			yes
Add'l. Comments in Appendix E									

	Rochester MN CVB United States	Roseville Visitors Association United States	Ruston Lincoln Parish CVB United States	Rutherford County CVB United States	San Antonio CVB United States	San Francisco Travel Association United States	Sandy Springs Hospitality & Tourism United States	Santa Monica CVB United States	Scottsdale CVB United States
Number of VIC walk-ins									
2010	5,600				378,419	340,466	1,391		8,300
2011	6,600				285,566	327,083	1,415		8,800
2012	6,250				348,471	274,565	1,255		7,800
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x				x		x		x
# of walk-in visitors assisted by VIC counselors (actual counts)	x				x				x
# of tele/email/text/ mail/social media inquiries handled	x					x	x		x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)						x			
\$ sales - bookings/ticket sales						x	x		
\$ retail sales (merchandise, gift cards, vending machines, etc.)						x			
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.						x	x		
VIC ROI measured	yes		no		yes	no	yes		no
ROI metrics used									
Increase in length of stay of current trip	x				x				
Increase in visitor spending for current trip	x				x				
# of future trips/visitors							x		
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no		no		yes	yes	yes		yes
Add'l. Comments in Appendix E									

	Seattle Southside Visitor Services United States	Shakopee Chamber and Visitor's Bureau United States	Shelby KY CVB United States	Sioux Falls CVB United States	Smithfield/ Johnston County CVB United States	Snohomish County Tourism Bureau United States	Sonoma County Tourism United States	South County Tourism Council United States	South Padre Island Vistors Ctr United States
Number of VIC walk-ins									
2010	1,708			177,365	6,354	15,199		17,710	
2011	2,089			170,164	7,935	14,232		15,330	
2012	2,361			174,959	7,650	11,974		13,895	
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x			x	x	x		x	
# of walk-in visitors assisted by VIC counselors (actual counts)	x					x		x	
# of tele/email/text/ mail/social media inquiries handled	x		x			x		x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)	x								
\$ sales - bookings/ticket sales	x								
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x		x			
VIC space rental fees									
Sponsorship/partnership revenue from VIC services								x	
VIC advert./mktg/promo rev.								x	
VIC ROI measured	yes		no	no	no	no		yes	
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):								Placed media buys response in drive market	
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no		no	yes	no	no		no	
Add'l. Comments in Appendix E									

	Spencer County Visitors Bureau United States	Spotsylvania Cty Dept. of Econ. Dev. & Tourism United States	Springfield, Missouri CVB United States	St. Joseph MO Visitor Center United States	St. Louis CVC United States	Statesville CVB United States	Steuben County CVB United States	Stevens Point Area CVB United States	Stockton CVB United States
Number of VIC walk-ins									
2010		10,701		11,591	14,954				
2011		8,601	32,000	8,988	12,710			15,146	
2012		7,500	25,000	7,650	15,445	1,872		15,018	
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination		x	x	x	x	x		x	
# of walk-in visitors assisted by VIC counselors (actual counts)		x		x	x				
# of tele/email/text/ mail/social media inquiries handled		x	x			x			
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)			x						
\$ sales - bookings/ticket sales		x							
\$ retail sales (merchandise, gift cards, vending machines, etc.)		x	x	x					
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.			x						
VIC ROI measured		no	no	yes	no	yes		no	
ROI metrics used									
Increase in length of stay of current trip				x		x			
Increase in visitor spending for current trip				x		x			
# of future trips/visitors				x		x			
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs		no	yes	yes	no	no		no	
Add'l. Comments in Appendix E									

	Susquehanna River Valley Visitors Bureau United States	Syracuse CVB United States	Tacoma Regional CVB United States	Tampa Bay & Company United States	Team San Jose United States	Temecula Valley CVB United States	Tempe CVB United States	Tourism Abbotsford Canada	Tourism Burlington, Ontario Canada
Number of VIC walk-ins									
2010	10,000		7,308	22,654				13,975	12,906
2011	10,000		8,448	18,497				12,952	14,264
2012	10,000		11,951	30,422				12,109	13,782
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x		x	x		x			x
# of walk-in visitors assisted by VIC counselors (actual counts)			x			x		x	x
# of tele/email/text/ mail/social media inquiries handled	x		x	x		x		x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)			x			x			x
\$ sales - bookings/ticket sales			x			x			
\$ retail sales (merchandise, gift cards, vending machines, etc.)	x		x	x		x			x
VIC space rental fees						x			
Sponsorship/partnership revenue from VIC services						x			
VIC advert./mktg/promo rev.	x	x		x		x			
VIC ROI measured	yes	no	no	no		yes	no	no	no
ROI metrics used									
Increase in length of stay of current trip	x					x			
Increase in visitor spending for current trip	x					x			
# of future trips/visitors	x					x			
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	no		no		yes	no	no	no
Add'l. Comments in Appendix E									

	Tourism Calgary Canada	Tourism Council of Frederick County United States	Tourism Jasper Canada	Tourism Kamloops Canada	Tourism Richmond Canada	Tourism Vancouver Canada	Tourism Vancouver Island Canada	Tourism Whistler Canada	Tourism Windsor Essex Pelee Island Canada
Number of VIC walk-ins									
2010	12,865	21,934			39,852	74,733		251,458	18,349
2011	10,690	25,862			19,575	67,282		244,427	14,440
2012	12,209	24,684		19,000	18,332	60,208		189,407	4,860
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x		x		x		x	x
# of walk-in visitors assisted by VIC counselors (actual counts)	x	x		x	x	x		x	x
# of tele/email/text/ mail/social media inquiries handled		x		x	x	x		x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)					x			x	
\$ sales - bookings/ticket sales		x			x	x		x	
\$ retail sales (merchandise, gift cards, vending machines, etc.)		x		x	x	x		x	
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.	x								
VIC ROI measured	no	no	no	no	yes	no		no	no
ROI metrics used									
Increase in length of stay of current trip					x				
Increase in visitor spending for current trip					x				
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	don't know	no	yes	yes	yes	yes		no	no
Add'l. Comments in Appendix E									

	Tourism Winnipeg Canada	Tourisme Îles de la Madeleine Canada	Tourisme Montréal Canada	Travel Portland United States	Traverse City Visitor Center United States	Tri-Cities VCB United States	Virginia Beach CVB United States	Visit Addison United States	Visit Anchorage United States
Number of VIC walk-ins									
2010				580,288	67,109	4,445	165,419	-	120,000
2011				716,038	65,240	4,045	168,314	200	128,000
2012					67,469	4,623	163,202	8,000	140,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination				x	x		x	x	x
# of walk-in visitors assisted by VIC counselors (actual counts)						x	x		
# of tele/email/text/ mail/social media inquiries handled						x	x		x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)					x				
\$ sales - bookings/ticket sales					x				
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x	x			x	
VIC space rental fees								x	
Sponsorship/partnership revenue from VIC services								x	
VIC advert./mktg/promo rev.									
VIC ROI measured				no	no	no	no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs				no	no	no	no	no	no
Add'l. Comments in Appendix E									

	Visit Baltimore United States	Visit Baton Rouge United States	Visit Bellevue Washington United States	Visit Bloomington United States	Visit Brookfield United States	Visit Buffalo Niagara United States	Visit Carlsbad United States	Visit Cheyenne United States	Visit Corvallis United States
Number of VIC walk-ins									
2010	337,216			15,967		11,000	11,375	50,293	
2011	303,246			15,434		11,166	12,368	58,999	
2012	302,246			15,007		13,494	11,818	41,578	
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x		x		x	x	x	x
# of walk-in visitors assisted by VIC counselors (actual counts)		x		x		x			x
# of tele/email/text/ mail/social media inquiries handled				x		x	x	x	x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)	x					x	x		x
\$ sales - bookings/ticket sales	x					x		x	
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x		x	x		x
VIC space rental fees									
Sponsorship/partnership revenue from VIC services						x			
VIC advert./mktg/promo rev.									
VIC ROI measured	no	no		no		no	no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	yes	no		no		no	no	no	no
Add'l. Comments in Appendix E									

	VISIT DENVER United States	Visit Eau Claire United States	Visit Enid United States	Visit Fairfax United States	Visit Fort Wayne United States	Visit Indy United States	Visit Jacksonville United States	Visit Knoxville United States	Visit Lafayette-West Lafayette United States
Number of VIC walk-ins									
2010	105,871		-	28,900	4,945		357,892		5,000
2011	99,538		372	38,293	4,803		195,696		5,000
2012	89,982		4,561	39,249	5,163		209,126	5,736	5,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x	x	x	x		x	x	x
# of walk-in visitors assisted by VIC counselors (actual counts)	x			x	x		x	x	
# of tele/email/text/ mail/social media inquiries handled	x	x	x	x	x		x	x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)	x	x	x					x	
\$ sales - bookings/ticket sales	x		x					x	
\$ retail sales (merchandise, gift cards, vending machines, etc.)	x		x		x			x	
VIC space rental fees									
Sponsorship/partnership revenue from VIC services	x	x						x	
VIC advert./mktg/promo rev.	x	x						x	
VIC ROI measured	no	yes	no	no	no		no	no	no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors		x							
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	no	no	no	yes		no	no	no
Add'l. Comments in Appendix E									

	Visit Loudoun United States	Visit Mason City United States	VISIT Milwaukee United States	Visit Napa Valley United States	Visit Newport Beach United States	Visit Oakland United States	Visit Orlando United States	Visit Santa Rosa United States	VISIT SARASOTA COUNTY United States
Number of VIC walk-ins									
2010	10,619	-	14,500	158,005			107,500	50,347	78,000
2011	12,132	-	11,000	149,797			112,130	47,113	76,000
2012	11,403	3,000	13,000	149,657			117,168	45,648	80,000
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x						x	
# of walk-in visitors assisted by VIC counselors (actual counts)	x	x	x				x		x
# of tele/email/text/ mail/social media inquiries handled	x	x	x	x			x	x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)	x			x			x		
\$ sales - bookings/ticket sales				x			x		x
\$ retail sales (merchandise, gift cards, vending machines, etc.)		x		x				x	x
VIC space rental fees									
Sponsorship/partnership revenue from VIC services		x							
VIC advert./mktg/promo rev.							x	x	
VIC ROI measured	no	yes	no	no			yes	yes	no
ROI metrics used									
Increase in length of stay of current trip		x					x		
Increase in visitor spending for current trip		x					x		
# of future trips/visitors									
Other (please specify):								Ttl visitor \$, # direct mbr referrals	
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	no	no	no			yes	yes	no
Add'l. Comments in Appendix E									

	Visit Savannah United States	Visit Seattle United States	Visit South Walton United States	Visit Spokane United States	Visit St. Pete/Clearwater United States	Visit Tallahassee United States	Visit Winston-Salem United States	Visit Erie United States	Visit Hattiesburg United States
Number of VIC walk-ins									
2010		131,000	17,000	15,644	700	5,651	9,035		10,029
2011	822,000	140,000	18,000	13,777	700	7,280	6,700		9,399
2012	850,000	142,000	18,000	14,156	700	7,790	7,200		9,500
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination			x	x			x		
# of walk-in visitors assisted by VIC counselors (actual counts)	x	x				x	x		x
# of tele/email/text/ mail/social media inquiries handled				x		x	x		x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)		x		x					
\$ sales - bookings/ticket sales		x							
\$ retail sales (merchandise, gift cards, vending machines, etc.)	x		x	x		x			x
VIC space rental fees									
Sponsorship/partnership revenue from VIC services		x							
VIC advert./mktg/promo rev.	x								
VIC ROI measured	no	no	no	yes	no	no	no		no
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip									
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	yes	no	no	yes	no	no	yes		yes
Add'l. Comments in Appendix E									

	VisitNorfolk United States	VisitPittsburgh United States	VisitRochester (NY) United States	VisitTulsa United States	Waco & the Heart of Texas United States	Warren County CVB United States	Watauga County Tourism Dev. Auth. United States	Wicomico Cty Rec., Parks & Tourism United States	Williamson County Visitor Center United States
Number of VIC walk-ins									
2010	17,037	17,448	45,840		22,865				12,407
2011	15,951	17,641	51,059		23,750				17,717
2012	16,299	19,935	52,983		21,800				23,792
VIC performance measures tracked									
# of walk-in visitors who are visitors to the destination	x	x	x		x				
# of walk-in visitors assisted by VIC counselors (actual counts)	x	x	x		x				x
# of tele/email/text/ mail/social media inquiries handled	x	x	x		x				x
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)									x
\$ sales - bookings/ticket sales		x							x
\$ retail sales (merchandise, gift cards, vending machines, etc.)	x	x			x				x
VIC space rental fees									
Sponsorship/partnership revenue from VIC services									
VIC advert./mktg/promo rev.	x								
VIC ROI measured	no	yes	no		no				yes
ROI metrics used									
Increase in length of stay of current trip									
Increase in visitor spending for current trip		x							
# of future trips/visitors									
Other (please specify):									
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs	no	yes	no		yes				no
Add'l. Comments in Appendix E									

	Williston CVB United States	Wisconsin Dells VCB United States	Woodfield Chicago NW Conv. Bureau United States	Yakima Valley VCB United States	York County CVB United States	York County Tourism Development United States
Number of VIC walk-ins						
2010				16,487	24,992	
2011				14,997	27,153	
2012				14,492	29,132	
VIC performance measures tracked						
# of walk-in visitors who are visitors to the destination				x		
# of walk-in visitors assisted by VIC counselors (actual counts)				x	x	
# of tele/email/text/ mail/social media inquiries handled				x	x	
# of bookings/ reservations ticket sales (hotel, rest., attractions, tours, etc.)					x	
\$ sales - bookings/ticket sales						
\$ retail sales (merchandise, gift cards, vending machines, etc.)				x		
VIC space rental fees		x				
Sponsorship/partnership revenue from VIC services				x		
VIC advert./mktg/promo rev.				x		
VIC ROI measured					no	
ROI metrics used						
Increase in length of stay of current trip						
Increase in visitor spending for current trip						
# of future trips/visitors						
Other (please specify):						
VIC walk-ins survey: usage of/ satisfaction with VIC in last 3 yrs				yes	no	
Add'l. Comments in Appendix E						

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

1000 Islands Int'l. Tourism Council	
Aberdeen Area CVB	
Albany County CVB	
Albuquerque CVB	
Alexandria CVA/ Visitors Center	
Amarillo CVC	
Amelia Island CVB	
Ames CVB	
Ann Arbor Area CVB	
Annapolis/Anne Arundel Cty CVB	
Armstrong County Tourist Bureau	
Asheville CVB	consolidation due to budget constraints
Atlanta CVB	
Atlantic City CVA	
Augusta CVB	
Bakersfield CVB	
Bay Area Houston CVB	expanded marketing and sales efforts
Bayfield Chamber & Visitor Bureau	
Beaches of Fort Myers & Sanibel - Lee Cty VCB	
Billings Chamber/CVB	
Bismarck-Mandan	
Bowling Green Area CVB	
Brookings CVB	
Brown County CVB	
Bryan-College Station CVB	we use more student interns / workers - not full time staff.
Burlington/ Alamance County CVB	
Burnsville CVB	
Butler County TCB	
Cabarrus County CVB	
Calhoun County Visitors Bureau	More volunteers and interns that are paid through other programs, ie. grants or organizations
Cape Cod CofC & CVB	budget cuts
Carthage CVB	
Central Pennsylvania CVB	Utilized full-time staff to rotate weekends...adjusted work schedules
Champaign County CVB	
Charlotte Reg. Visitors Auth	reduced full time staff to part time staff - someone retired & incr. job duties to existing full time employees & incr. salaries
Charlottesville Albemarle CVB	
Chicago North Shore CVB	

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

Choose Chicago	
Cincinnati USA CVB	
Cobb Travel & Tourism	
Colorado Springs CVB	Budget cuts
Columbia Cty Tourist Dev. Council	
Columbia Missouri CVB	
Conroe Texas CVB	
Crystal Coast Tourism Authority	
Cumberland Valley Visitors Bureau	
Dallas CVB	due to lack of volunteers
Dayton/ Montgomery County CVB	
Des Moines CVB	
Destination College Park	
Destination Loveland	
Destination Missoula	Hard keeping vol. during hrs we need VIC staffed - retail hrs - ptr w/prof. baseball org. w/retail space/box office where VIC is located
Discover Lehigh Valley	
Discover Newport	
Discover Palm Beach	
Discover Saint John	
Door County Visitor Bureau	Increase in visitors
Douglasville CVB	
Dublin CVB	
DuPage CVB	
Durham CVB	Added a part time position to assist with information desk coverage
Edmond CVB	
Edmonton Tourism	Increased due to volume and more avenues of communication with visitors
Ennis CVB	
Experience Arlington	
Experience Columbus	
Experience Jackson	
Experience Kissimmee	
Fayetteville CVB	
Fayetteville Visitors Bureau	
Flagler County Chamber of Commerce	
Flagstaff CVB	
Florence SC CVB	
Fort Worth CVB	To accomodate for weekends lack of volunteer staffing

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

Frankenmuth CVB	
Franklin County CVB	decrease in funding
Fresno/Clovis CVB	
Frisco CVB TX	
Galena/Jo Daviess County CVB	
Gettysburg CVB	
Glendale CVB	Reduction in force for staff and loss of volunteers through attrition
Greenwood Springs Chamber Resort Assn	We have remained about the same in the last 5 years I've been here. We have more part time staff in the summer, our busiest month.
Go Wichita CVB	
Golden isles cvb	Reduce overhead
Grand Island/Hall County CVB	The Executive Director resigned and as of today, a new one has not been hired.
Great Lakes Bay Regional CVB	We acquired additional locations
Greater Binghamton CVB	
Greater Lansing CVB	
Greater Morgantown CVB	expanded marketing initiatives
Greater Newark CVB	
Greater Palm Springs CVB	Renovation and expansion of the VIC...Also, opened the VIC on Saturdays. The VIC used to operate only M-F.
Greater Phila. Tourism Mktg Corp.	
Greater Raleigh CVB	Added part time staff to supplement vacation and leave times for full time manager, & staffing VIC on wknds & holidays
Greater St. Charles (MO) CVB	Increased...more visitors, improved customer service program
Greensboro Area CVB	
Gulf Shores & Orange Beach Tourism	
Halifax County CVB	
Hamilton County CVB	
Hampton CVB	Satellite locations and covering more outreaches to conferences increased the need for additional staff.
Harrison County CVB	
Harrison County Tourism Commission	
Hawaii Visitors & Convention Bureau	
Heritage Corridor CVB	funding
Hershey Harrisburg Reg. Visitors Bureau	
Hilton Head Island VCB	
Hocking Hills Tourism Association	
Hopkinsville-Christian County CVB	
Houma Area CVB	
Huntingdon County Visitors bureau	
Huntington Beach Mktg & Visitors Bureau	
Indepence (KS) Chamber of Commerce CVB	

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

Independence, MO Tourism	
Indiana Dunes Tourism	Amount of visitors and responsibility of this staff.
Irving CVB	
Ithaca CVB	We've started relying on our Visitor Services Specialists to do more for us around the office; resulted in more hours being available
Joplin MO CVB	
Juneau CVB	volunteers are retiring. It is hard to get volunteers to staff the airport. If we do not have a volunteer it is a self-serve VIC.
Kalispell CVB	increase in visitations, DMO taking over the VIC so a more concentrated effort to improve visitor services
Kansas City Kansas CVB	
La Crosse Area CVB	
Lafayette Parish CVC	
Laguna Beach VCB	
Lake Charles / Southwest Louisiana CVB	in order to be open seven days a week with a minimum of two people at all times
Lake Havasu City VCB	
Lake Tahoe Visitors Authority	
Las Cruces CVB	We added a part-time college intern student to our staff
Las Vegas CVA	
Lexington CVB	
Licking County CVB	
Little Rock CVB	
Louisville CVB	
Lynnwood, Washington	
Macomb Area CVB	
Mahoning County CVB	
Manhattan CVB	
Marina del Rey CVB	
Marshall County CVB	
Metropolitan Tucson CVB	
Minneapolis Northwest CVB	
Mitchell CVB	
Monterey County CVB	Need more on call staff to cover vacations, people out sick, busy event weekends.
Muskegon County CVB	
Myrtle Beach Area CofC/CVB	
Naples, Marco Island, Everglades CVB	
Nelson County Tourism	
Newport News Tourism Dev. Office	Remained the same. As travel counselors leave, their positions are filled.
Newton CVB	this is a newly opened VIC and there's not been staff previously
Niagara Tourism and Convention Corp.	

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

Norman (OK) CVB	
Northern KY Convention & Visitors' Bureau	
NYC & Company	
Ottawa Tourism	
Overland Park CVB	
Paducah CVB	
Panama City Beach CVB	Increased, new airport opened and we man the information kiosk
Peachtree City CVB	
Perry County CVB	
Philadelphia CVB	
Plano CVB	
Platte County CVB	
Pocono Mountains Visitors Bureau	
Positively Cleveland	
Providence Warwick CVB	
Pulaski County Tourism Bureau	Expansion of services in office sales, social media and increased event promotion.
Quad Cities CVB	Closed a welcome center, and restructured hours at other locations and did not replace employees who left.
Real Racine	we laid off 3 part time employees and hired one full time employee
Reno Sparks CVA	
Richmond Metropolitan CVB	
Roanoke Valley CVB	Decreasing availability of volunteers
Rochester MN CVB	increased due to expanded hours
Roseville Visitors Association	
Ruston Lincoln Parish CVB	
Rutherford County CVB	
San Antonio CVB	
San Francisco Travel Association	
Sandy Springs Hospitality & Tourism	Sales function and Marketing/Public Relations function was separated into two personnel positions
Santa Monica CVB	
Scottsdale CVB	
Seattle Southside Visitor Services	
Shakopee Chamber and Visitor's Bureau	
Shelby KY CVB	
Sioux Falls CVB	
Smithfield/ Johnston County CVB	
Snohomish County Tourism Bureau	
Sonoma County Tourism	

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

South County Tourism Council	
South Padre Island Visitors Center	
Spencer County Visitors Bureau	
Spotsylvania Cty Dept. of Econ. Dev. & Tourism	We lost a full-time position when we closed one of the three VICs in October 2012.
Springfield, Missouri CVB	
St. Joseph MO Visitor Center	
St. Louis CVC	
Statesville CVB	
Steuben County CVB	
Stevens Point Area CVB	
Stockton CVB	busier workload
Susquehanna River Valley Visitors Bureau	
Syracuse CVB	
Tacoma Regional CVB	utilizing more paid part-time staff, using fewer volunteers
Tampa Bay & Company	
Team San Jose	
Temecula Valley CVB	Increased to add one social media position.
Tempe CVB	
Tourism Abbotsford	
Tourism Burlington, Ontario	Budget reasons
Tourism Calgary	
Tourism Council of Frederick County	We have extended our hours, expanded our services, and moved to a more high profile location within the building.
Tourism Jasper	
Tourism Kamloops	Opened additional seasonal location
Tourism Richmond	
Tourism Vancouver	
Tourism Vancouver Island	
Tourism Whistler	
Tourism Windsor Essex Pelee Island	
Tourism Winnipeg	
Tourisme Îles de la Madeleine	
Tourisme Montréal	
Travel Portland	
Traverse City Visitor Center	
Tri-Cities Visitor & Convention Bureau	
Virginia Beach CVB	
Visit Addison	

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

Visit Anchorage	
Visit Baltimore	
Visit Baton Rouge	
Visit Bellevue Washington	
Visit Bloomington	
Visit Brookfield	we opened our airport location in July of 2012
Visit Buffalo Niagara	
Visit Carlsbad	
Visit Cheyenne	
Visit Corvallis	
VISIT DENVER	We have recently opened 2 more VIC so our staff has grown.
Visit Eau Claire	closed a visitor center
Visit Enid	
Visit Fairfax	
Visit Fort Wayne	
Visit Indy	
Visit Jacksonville	
Visit Knoxville	
Visit Lafayette-West Lafayette	
Visit Loudoun	increased due to the new center and increased amount of traffic.
Visit Mason City	Closed call center and replaced mostly with volunteers
VISIT Milwaukee	Secured Tourism Improvement District (TID) funding and addition of retail merchandise sales
Visit Napa Valley	
Visit Newport Beach Inc.	
Visit Oakland	
Visit Orlando	Executive Director and Director of Sales moved to other business offices, increased volunteers for better coverage
Visit Santa Rosa	
VISIT SARASOTA COUNTY	Increased due to demand and expanded facilities
Visit Savannah	We budgeted for an additional staff member in 2011 - this has decreased our need for as many volunteers.
Visit Seattle	
Visit South Walton	
Visit Spokane	We opened on weekends year round downtown and opened on weekends at the airport - these are paid staff v. volunteers
Visit St. Pete/Clearwater	
Visit Tallahassee	
Visit Winston-Salem	
VisitErie	
VisitHattiesburg	We have grown in our office needs.

APPENDIX A - Reason(s) for Increase/Decrease in Number of VIC Staff vs. Number of Volunteers

- VisitNorfolk
- VisitPittsburgh
- VisitRochester (NY)
- VisitTulsa
- Waco & the Heart of Texas
- Warren County CVB
- Watauga County Tourism Dev. Auth.
- Wicomico Cty Rec., Parks & Tourism
- Williamson County Visitor Center
- Williston CVB
- Wisconsin Dells VCB
- Woodfield Chicago NW Conv. Bureau
- Yakima Valley VCB
- York County CVB
- York County Tourism Development

More Visitation, larger VIC

Increased hours and demand

APPENDIX B - Additional Services Provided by Visitor Counselors

1000 Islands Int'l. Tourism Council

Aberdeen Area CVB

Albany County CVB

Albuquerque CVB

Alexandria CVA/ Visitors Center

Amarillo CVC

Amelia Island CVB

Ames CVB

Ann Arbor Area CVB

Annapolis/Anne Arundel Cty CVB

Armstrong County Tourist Bureau

Asheville CVB

Atlanta CVB

Atlantic City CVA

Augusta CVB

Bakersfield CVB

Bay Area Houston CVB

Bayfield Chamber & Visitor Bureau

Beaches of Fort Myers & Sanibel - Lee Cty VCB

Billings Chamber/CVB

Bismarck-Mandan

Bowling Green Area CVB

Brookings CVB

Brown County CVB

Bryan-College Station CVB

Burlington/ Alamance County CVB

Burnsville CVB

Butler County TCB

Cabarrus County CVB

Calhoun County Visitors Bureau

Cape Cod CofC & CVB

Carthage CVB

Central Pennsylvania CVB

Champaign County CVB

Charlotte Reg. Visitors Auth

Charlottesville Albemarle CVB

Chicago North Shore CVB

act as receptionist to administrative personnel in next building, process mailings (e.g. invoices),

accts receivable, payable, taxes and cleans the restrooms

Sell university parking permits, complete tracking reports

APPENDIX B - Additional Services Provided by Visitor Counselors

Choose Chicago

Cincinnati USA CVB

Cobb Travel & Tourism

Colorado Springs CVB

Columbia Cty Tourist Dev. Council

Columbia Missouri CVB

Conroe Texas CVB

Crystal Coast Tourism Authority

Cumberland Valley Visitors Bureau

Dallas CVB

Dayton/ Montgomery County CVB

Des Moines CVB

Destination College Park

Destination Loveland

Destination Missoula

May add retail sales;that will be a part of job. May provide summer tours from VIC which we would sell tix for

Discover Lehigh Valley

Discover Newport

Discover Palm Beach

Discover Saint John

Door County Visitor Bureau

Douglasville CVB

Dublin CVB

DuPage CVB

Durham CVB

Edmond CVB

Edmonton Tourism

Ennis CVB

Experience Arlington

Experience Columbus

Experience Jackson

Experience Kissimmee

Fayetteville CVB

Organize events

Fayetteville Visitors Bureau

Flagler County Chamber of Commerce

Flagstaff CVB

Florence SC CVB

Fort Worth CVB

APPENDIX B - Additional Services Provided by Visitor Counselors

Frankenmuth CVB
Franklin County CVB
Fresno/Clovis CVB
Frisco CVB TX
Galena/Jo Daviess County CVB
Gettysburg CVB
Glendale CVB
Glenwood Springs Chamber Resort Assn
Go Wichita CVB
Golden Isles CVB
Grand Island/Hall County CVB
Great Lakes Bay Regional CVB
Greater Binghamton CVB
Greater Lansing CVB
Greater Morgantown CVB
Greater Newark CVB
Greater Palm Springs CVB
Greater Phila. Tourism Mktg Corp.
Greater Raleigh CVB
Greater St. Charles (MO) CVB
Greensboro Area CVB
Gulf Shores & Orange Beach Tourism
Halifax County CVB
Hamilton County CVB
Hampton CVB
Harrison County CVB
Harrison County Tourism Commission
Hawaii Visitors & Convention Bureau
Heritage Corridor CVB
Hershey Harrisburg Reg. Visitors Bureau
Hilton Head Island VCB
Hocking Hills Tourism Association
Hopkinsville-Christian County CVB
Houma Area CVB
Huntingdon County Visitors bureau
Huntington Beach Mktg & Visitors Bureau
Independence (KS) Chamber of Commerce CVB

Other duties are preformed at Call Center not connected to the VIC

APPENDIX B - Additional Services Provided by Visitor Counselors

Independence, MO Tourism
Indiana Dunes Tourism
Irving CVB
Ithaca CVB
Joplin MO CVB
Juneau CVB
Kalispell CVB
Kansas City Kansas CVB
La Crosse Area CVB
Lafayette Parish CVC
Laguna Beach VCB
Lake Charles / Southwest Louisiana CVB
Lake Havasu City VCB
Lake Tahoe Visitors Authority
Las Cruces CVB
Las Vegas CVA
Lexington CVB
Licking County CVB
Little Rock CVB
Louisville CVB
Lynnwood, Washington
Macomb Area CVB
Mahoning County CVB
Manhattan CVB
Marina del Rey CVB
Marshall County CVB
Metropolitan Tucson CVB
Minneapolis Northwest CVB
Mitchell CVB
Monterey County CVB
Muskegon County CVB
Myrtle Beach Area CofC/CVB
Naples, Marco Island, Everglades CVB
Nelson County Tourism
Newport News Tourism Dev. Office
Newton CVB
Niagara Tourism and Convention Corporation

APPENDIX B - Additional Services Provided by Visitor Counselors

Norman (OK) CVB	
Northern KY Convention & Visitors' Bureau	
NYC & Company	
Ottawa Tourism	
Overland Park CVB	
Paducah CVB	
Panama City Beach CVB	
Peachtree City CVB	
Perry County CVB	
Philadelphia CVB	
Plano CVB	
Platte County CVB	
Pocono Mountains Visitors Bureau	
Positively Cleveland	Live Chat - from the Positively Cleveland website
Providence Warwick CVB	
Pulaski County Tourism Bureau	Administrative duties, stocking of brochures, center and community orientation for partners
Quad Cities CVB	
Real Racine	
Reno Sparks CVA	
Richmond Metropolitan CVB	
Roanoke Valley CVB	
Rochester MN CVB	
Roseville Visitors Association	
Ruston Lincoln Parish CVB	
Rutherford County CVB	
San Antonio CVB	
San Francisco Travel Association	
Sandy Springs Hospitality & Tourism	
Santa Monica CVB	
Scottsdale CVB	
Seattle Southside Visitor Services	racks, network events, online events, website listings, mktg/ sales calls, FAMs, admin support, contacts database
Shakopee Chamber and Visitor's Bureau	
Shelby KY CVB	
Sioux Falls CVB	
Smithfield/ Johnston County CVB	
Snohomish County Tourism Bureau	
Sonoma County Tourism	

APPENDIX B - Additional Services Provided by Visitor Counselors

South County Tourism Council	
South Padre Island Visitors Center	
Spencer County Visitors Bureau	
Spotsylvania Cty Dept. of Econ. Dev. & Tourism	
Springfield, Missouri CVB	
St. Joseph MO Visitor Center	brochure inventory, ordering, shipment to other Visitor Centers
St. Louis CVC	
Statesville CVB	
Steuben County CVB	
Stevens Point Area CVB	
Stockton CVB	
Susquehanna River Valley Visitors Bureau	stock brochure racks
Syracuse CVB	
Tacoma Regional CVB	
Tampa Bay & Company	
Team San Jose	
Temecula Valley CVB	
Tempe CVB	
Tourism Abbotsford	make referrals, prepare welcome packages, update resources, stock brochures
Tourism Burlington, Ontario	Airport info duties, lost and found, baggage storage, Gypsy Guide rentals
Tourism Calgary	
Tourism Council of Frederick County	
Tourism Jasper	
Tourism Kamloops	
Tourism Richmond	
Tourism Vancouver	
Tourism Vancouver Island	
Tourism Whistler	
Tourism Windsor Essex Pelee Island	
Tourism Winnipeg	
Tourisme Îles de la Madeleine	
Tourisme Montréal	
Travel Portland	
Traverse City Visitor Center	
Tri-Cities Visitor & Convention Bureau	
Virginia Beach CVB	
Visit Addison	

APPENDIX B - Additional Services Provided by Visitor Counselors

Visit Anchorage	sell tickets
Visit Baltimore	
Visit Baton Rouge	
Visit Bellevue Washington	
Visit Bloomington	
Visit Brookfield	main loc. : requests, tour check-in for tour agency in bldg, racks, VG distrib.; schedule art gallery; preview Buffalo vignette-films; assist with small weddings
Visit Buffalo Niagara	
Visit Carlsbad	
Visit Cheyenne	brochure procurement, pub. fulfillment for specific groups, transp. logistics, sell transp. & attraction passes
Visit Corvallis	
VISIT DENVER	
Visit Eau Claire	
Visit Enid	
Visit Fairfax	Maintain website, office administrative assistance, assist with publications
Visit Fort Wayne	
Visit Indy	
Visit Jacksonville	Assist with on site activities
Visit Knoxville	
Visit Lafayette-West Lafayette	
Visit Loudoun	
Visit Mason City	
VISIT Milwaukee	Supply marketing materials to regional Chamber Welcome Centers
Visit Napa Valley	
Visit Newport Beach Inc.	
Visit Oakland	
Visit Orlando	
Visit Santa Rosa	
VISIT SARASOTA COUNTY	
Visit Savannah	
Visit Seattle	
Visit South Walton	
Visit Spokane	
Visit St. Pete/Clearwater	
Visit Tallahassee	
Visit Winston-Salem	
VisitErie	

APPENDIX B - Additional Services Provided by Visitor Counselors

VisitHattiesburg	
VisitNorfolk	Respond to Live Chat inquiries
VisitPittsburgh	
VisitRochester (NY)	reception duties for office staff
VisitTulsa	
Waco & the Heart of Texas	
Warren County CVB	
Watauga County Tourism Dev. Auth.	
Wicomico Cty Rec., Parks & Tourism	
Williamson County Visitor Center	
Williston CVB	
Wisconsin Dells VCB	
Woodfield Chicago NW Conv. Bureau	
Yakima Valley VCB	Contribute to visitor focused social media (Twitter and facebook)
York County CVB	Staff welcome tables at events, light data entry, survey partners for information as needed
York County Tourism Development	

APPENDIX C - Additional Services in the VIC

1000 Islands Int'l. Tourism Council	
Aberdeen Area CVB	
Albany County CVB	planetarium/ multi-purpose theatre
Albuquerque CVB	
Alexandria CVA/ Visitors Center	
Amarillo CVC	
Amelia Island CVB	
Ames CVB	
Ann Arbor Area CVB	
Annapolis/Anne Arundel Cty CVB	
Armstrong County Tourist Bureau	
Asheville CVB	
Atlanta CVB	
Atlantic City CVA	
Augusta CVB	
Bakersfield CVB	
Bay Area Houston CVB	
Bayfield Chamber & Visitor Bureau	lodging availability system
Beaches of Fort Meyers & Sanibel - Lee Cty VCB	
Billings Chamber/CVB	
Bismarck-Mandan	
Bowling Green Area CVB	
Brookings CVB	
Brown County CVB	
Bryan-College Station CVB	
Burlington/ Alamance County CVB	
Burnsville CVB	
Butler County TCB	
Cabarrus County CVB	Free refreshments and souvenir for each visitor
Calhoun County Visitors Bureau	
Cape Cod CofC & CVB	dog walk area, picnic table,
Carthage CVB	
Central Pennsylvania CVB	vending, coffee, exhibit area
Champaign County CVB	
Charlotte Reg. Visitors Auth	next to coffee house, inside CofC bldg - open space/ lounge area behind space we rent avail. to visitors
Charlottesville Albemarle CVB	
Chicago North Shore CVB	

APPENDIX C - Additional Services in the VIC

Choose Chicago
Cincinnati USA CVB
Cobb Travel & Tourism
Colorado Springs CVB
Columbia Cty Tourist Dev. Council
Columbia Missouri CVB
Conroe Texas CVB
Crystal Coast Tourism Authority
Cumberland Valley Visitors Bureau
Dallas CVB
Dayton/ Montgomery County CVB
Des Moines CVB
Destination College Park
Destination Loveland
Destination Missoula
Discover Lehigh Valley
Discover Newport
Discover Palm Beach
Discover Saint John
Door County Visitor Bureau
Douglasville CVB
Dublin CVB
DuPage CVB
Durham CVB
Edmond CVB
Edmonton Tourism
Ennis CVB
Experience Arlington
Experience Columbus
Experience Jackson
Experience Kissimmee
Fayetteville CVB
Fayetteville Visitors Bureau
Flagler County Chamber of Commerce
Flagstaff CVB
Florence SC CVB
Fort Worth CVB

The building lobby offers snacks and drinks

website touchscreen, local artifacts , hist. photos of area

Photo wall, cowboy hats for photos, lapel pins

APPENDIX C - Additional Services in the VIC

Frankenmuth CVB
Franklin County CVB
Fresno/Clovis CVB
Frisco CVB TX
Galena/Jo Daviess County CVB
Gettysburg CVB
Glendale CVB
Glenwood Springs Chamber Resort Assn
Go Wichita CVB
Golden isles cvb
Grand Island/Hall County CVB
Great Lakes Bay Regional CVB
Greater Binghamton CVB
Greater Lansing CVB
Greater Morgantown CVB
Greater Newark CVB
Greater Palm Springs CVB
Greater Phila. Tourism Mktg Corp.
Greater Raleigh CVB
Greater St. Charles (MO) CVB
Greensboro Area CVB
Gulf Shores & Orange Beach Tourism
Halifax County CVB
Hamilton County CVB
Hampton CVB
Harrison County CVB
Harrison County Tourism Commission
Hawaii Visitors & Convention Bureau
Heritage Corridor CVB
Hershey Harrisburg Reg. Visitors Bureau
Hilton Head Island VCB
Hocking Hills Tourism Association
Hopkinsville-Christian County CVB
Houma Area CVB
Huntingdon County Visitors bureau
Huntington Beach Mktg & Visitors Bureau
Independence (KS) Chamber of Commerce CVB

adjacent to primary conv. htl & conv. ctr where visitors may use restrooms

VICs are shared spaces. Public lounge: courtesy bench/chairs. Pub. bathrooms not incl. in sq ft

APPENDIX C - Additional Services in the VIC

Independence, MO Tourism	
Indiana Dunes Tourism	Exhibit room
Irving CVB	
Ithaca CVB	Rotating art gallery, restaurant menus, 24 hour lobby access
Joplin MO CVB	
Juneau CVB	
Kalispell CVB	
Kansas City Kansas CVB	
La Crosse Area CVB	
Lafayette Parish CVC	
Laguna Beach VCB	
Lake Charles / Southwest Louisiana CVB	
Lake Havasu City VCB	
Lake Tahoe Visitors Authority	
Las Cruces CVB	
Las Vegas CVA	
Lexington CVB	restrooms are available in building but not in our VIC
Licking County Convention and Visitors Bureau	
Little Rock CVB	
Louisville CVB	
Lynnwood, Washington	
Macomb Area CVB	
Mahoning County CVB	
Manhattan CVB	
Marina del Rey CVB	
Marshall County CVB	
Metropolitan Tucson CVB	one computer with screen access only to our website and google
Minneapolis Northwest CVB	
Mitchell CVB	
Monterey County CVB	
Muskegon County CVB	
Myrtle Beach Area CofC/CVB	
Naples, Marco Island, Everglades CVB	
Nelson County Tourism	
Newport News Tourism Dev. Office	
Newton CVB	
Niagara Tourism and Convention Corporation	

APPENDIX C - Additional Services in the VIC

Norman (OK) CVB

Northern KY Convention & Visitors' Bureau

NYC & Company

Ottawa Tourism

Overland Park CVB

Paducah CVB

Panama City Beach CVB

Peachtree City CVB

Perry County CVB

Philadelphia CVB

Plano CVB

Platte County CVB

Pocono Mountains Visitors Bureau

Positively Cleveland

Providence Warwick CVB

Pulaski County Tourism Bureau

Quad Cities CVB

Real Racine

Reno Sparks CVA

Richmond Metropolitan CVB

Roanoke Valley CVB

Rochester MN CVB

Roseville Visitors Association

Ruston Lincoln Parish CVB

Rutherford County CVB

San Antonio CVB

San Francisco Travel Association

Sandy Springs Hospitality & Tourism

Santa Monica CVB

Scottsdale CVB

Seattle Southside Visitor Services

Seattle's CVB

Shakopee Chamber and Visitor's Bureau

Shelby KY CVB

Sioux Falls CVB

Smithfield/ Johnston County CVB

Snomish County Tourism Bureau

TV monitor to play destination video or other destination related videos

The retail space will open in the spring

APPENDIX C - Additional Services in the VIC

Sonoma County Tourism	
South County Tourism Council	
South Padre Island Visitors Center	
Spencer County Visitors Bureau	
Spotsylvania Cty Dept. of Econ. Dev. & Tourism	
Springfield, Missouri CVB	Television monitor that shows 15 minute information video
St. Joseph MO Visitor Center	ATM, Vending, Bathrooms available nearby in the Conv Center
St. Louis CVC	
Statesville CVB	
Steuben County CVB	
Stevens Point Area CVB	
Stockton CVB	
Susquehanna River Valley Visitors Bureau	
Syracuse CVB	
Tacoma Regional CVB	
Tampa Bay & Company	
Team San Jose	
Temecula Valley CVB	
Tempe CVB	
Tourism Abbotsford	Restaurant tenant, parking garage on site
Tourism Burlington, Ontario	
Tourism Calgary	
Tourism Council of Frederick County	
Tourism Jasper	
Tourism Kamloops	
Tourism Richmond	
Tourism Vancouver	
Tourism Vancouver Island	
Tourism Whistler	
Tourism Windsor Essex Pelee Island	
Tourism Winnipeg	
Tourisme Îles de la Madeleine	
Tourisme Montréal	
Travel Portland	
Traverse City Visitor Center	
Tri-Cities Visitor & Convention Bureau	
Virginia Beach CVB	

APPENDIX C - Additional Services in the VIC

Visit Addison	
Visit Anchorage	plan to add public WiFi & cell phone charging stations; movie theater currently not in use
Visit Baltimore	
Visit Baton Rouge	
Visit Bellevue Washington	
Visit Bloomington	
Visit Brookfield	
Visit Buffalo Niagara	
Visit Carlsbad	
Visit Cheyenne	Regional transportation information and kiosks, Regional AAA resources
Visit Corvallis	
VISIT DENVER	
Visit Eau Claire	large screen TV with a continuous DVD of the County
Visit Enid	
Visit Fairfax	
Visit Fort Wayne	
Visit Indy	
Visit Jacksonville	Live music concert Monday-Saturday at noon
Visit Knoxville	
Visit Lafayette-West Lafayette	
Visit Loudoun	vertual tour of community on TV monitors
Visit Mason City	
VISIT Milwaukee	
Visit Napa Valley	
Visit Newport Beach Inc.	
Visit Oakland	
Visit Orlando	
Visit Santa Rosa	
VISIT SARASOTA COUNTY	
Visit Savannah	
Visit South Walton	
Visit Spokane	
Visit St. Pete/Clearwater	only the brochure rack is in our VIC, other services in the common area of our building
Visit Tallahassee	
Visit Winston-Salem	
VisitErie	
VisitHattiesburg	

APPENDIX C - Additional Services in the VIC

VisitNorfolk
VisitPittsburgh
VisitRochester (NY)
VisitTulsa
Waco & the Heart of Texas
Warren County CVB
Watauga County Tourism Dev. Auth.
Wicomico Cty Rec., Parks & Tourism
Williamson County Visitor Center
Williston CVB
Wisconsin Dells VCB
Woodfield Chicago NW Conv. Bureau
Yakima Valley VCB
York County CVB
York County Tourism Development

wine tasting by fee

APPENDIX D - VIC Literature Distribution Policy

1000 Islands Int'l. Tourism Council	Free literature display for DMO service area tourism-related businesses and organizations, subject to content review by VIC staff. Paid display of tourism literature from within state/province, but outside service area.
Aberdeen Area CVB	
Albany County CVB	Members have preference.
Albuquerque CVB	member only, 4x9 size preferred. Fee for distribution of partner literature that contains any paid advert. or paid listings of non partners.
Alexandria CVA/ Visitors Center	Members only, 4x9 rack cards preferred
Amarillo CVC	preferably rack brochures only; preferably cities/counties brochures
Amelia Island CVB	Our colateral All other pre-approved
Ames CVB	Members only
Ann Arbor Area CVB	
Annapolis/Anne Arundel Cty CVB	
Armstrong County Tourist Bureau	
Asheville CVB	members only, 4x9, 1 per member
Atlanta CVB	Priority for member collaterals, however no competing visitors guides to ours
Atlantic City CVA	no larger than 4x9, must be printed on solid coated material so it will not bend over in racks. All brochures must be approved by ACVA
Augusta CVB	must be of an interest to a visitor, no political or controversial issue, prefer 4x9 but accept other sizes
Bakersfield CVB	
Bay Area Houston CVB	
Bayfield Chamber & Visitor Bureau	member only, less than 50% ads
Beaches of Fort Meyers & Sanibel - Lee Cty VCB	
Billings Chamber/CVB	
Bismarck-Mandan	
Bowling Green Area CVB	
Brookings CVB	
Brown County CVB	Must be tourism related bus., 95% of space to local bus., size requirements & paper weights to fit in racks, no business cards, right to refuse
Bryan-College Station CVB	
Burlington/ Alamance County CVB	Chamber of Commerce members only unless an attraction
Burnsville CVB	
Butler County TCB	
Cabarrus County CVB	Only visually displays collateral from inside Cabarrus Cty. Additional collateral from outlying destinations stored & distributed on request
Calhoun County Visitors Bureau	
Cape Cod CofC & CVB	At year round center - members only - or are one of the 16 tourism councils in the state (we will put the council's lit. out - not their members.)
Carthage CVB	
Central Pennsylvania CVB	One brochure space/mbr. Limited quantities can be obtained from racks, requests of 10 or more must be requested through fulfillment clerk
Champaign County CVB	
Charlotte Reg. Visitors Auth	
Charlottesville Albemarle CVB	

APPENDIX D - VIC Literature Distribution Policy

Chicago North Shore CVB	
Choose Chicago	partners, 4x9, pay to display, seasonal vs. annual subscriptions
Cincinnati USA CVB	
Cobb Travel & Tourism	
Colorado Springs CVB	
Columbia Cty Tourist Dev. Council	
Columbia Missouri CVB	
Conroe Texas CVB	
Visit Corvallis	Must promote a region, destination or visitor attraction, promoting an individual business must be tourism related or of interest to the visitor i.e. River Guide Service, car rental company
Crystal Coast Tourism Authority	North Carolina material only, if coupons are used, must have expiration date, no political or religious material, tourism info only
Cumberland Valley Visitors Bureau	
Dallas CVB	Member only
Dayton/ Montgomery County CVB	
Des Moines CVB	Need to be a partner of the CVB.
Destination College Park	
Destination Loveland	
Destination Missoula	
Discover Lehigh Valley	
Discover Newport	Must be a business in Newport counties. Must be of card stock material, must be 4 x 9. May only be put in the brochure racks by VIC staff.
Discover Palm Beach	must be CVB member, municipality, chamber or local Palm Beach County map. Prefer 4" x 9" in size. Limited space so first come first serve.
Discover Saint John	members priority to non members.
Door County Visitor Bureau	Member only, 4x9 only (unless we receive printed piece prefolded), rotating positioning, top to bottom, left to right, 1 printed piece per mbr
Douglasville CVB	
Dublin CVB	
DuPage CVB	
Durham CVB	Only local features and events and other brochures for things to see and do, no lodging rack cards allowed.
Edmond CVB	local businesses only; distribution to bonafide visitors as much as possible
Edmonton Tourism	
Ennis CVB	
Experience Arlington	
Experience Columbus	
Experience Jackson	
Experience Kissimmee	
Fayetteville CVB	
Fayetteville Visitors Bureau	
Flagler County Chamber of Commerce	

APPENDIX D - VIC Literature Distribution Policy

Flagstaff CVB	8 1/2 X 11 flyer size or brochure size
Florence SC CVB	
Fort Worth CVB	Hospitality providers only, delivery to Main Administrative office for distribution to VIC's
Frankenmuth CVB	Mbr only. Area for VG of other Pure Mich. dest. & attractions. Coupons, small items on/behind counter for hand out & to keep neat. Posters & promo. info. for events on front counter if open to public & approp. subj. material. Signage spaces on rental basis w/waiting list
Franklin County CVB	
Fresno/Clovis CVB	
Frisco CVB TX	
Galena/Jo Daviess County CVB	Must had signed up for the Basic Services Program of the CVB. Free to county businesses and \$500 for out-of-county businesses. Includes website listing, one rack space, courtesy phone listing
Gettysburg CVB	Members only. One piece per membership
Glendale CVB	
Glenwood Springs Chamber Resort Assn	We do not allow posters etc. We give the interested party a card that explains how they can post the information online.
Go Wichita CVB	1 brochure per member; can be either 4X9 or 9X12.
Golden isles cvb	Tourism business in county or state cvb
Grand Island/Hall County CVB	
Great Lakes Bay Regional CVB	must be within our geographic region or promoting the entire state of michigan
Greater Binghamton CVB	8 1/2 x 11" or tri-fold size (4 1/4 by 11"). Rack spaces accepted for distribution. Other situations require special permission.
Greater Lansing CVB	members only
Greater Morgantown CVB	
Greater Newark CVB	
Greater Palm Springs CVB	
Greater Phila. Tourism Mktg Corp.	
Greater Raleigh CVB	distribute only info that promotes Greater Raleigh/ Wake Co. attractions & svcs. No htl info (htls listed in VG) Feature display rack for distrib of "dated" events promo. All subject to approval by mutual assent by VIC mgr, Dir of Svcs, EVP
Greater St. Charles (MO) CVB	
Greensboro Area CVB	
Gulf Shores & Orange Beach Tourism	Lodging tax district or attraction to the area.
Halifax County CVB	
Hamilton County CVB	Partners only.
Hampton CVB	Virginia Certified Visitor Center - only brochures from Virginia. Attractions and destinations statewide. Only hotels and restaurants from our city. More popular destinations are featured in prime display location. Hampton locations in center of display.
Harrison County CVB	
Harrison County Tourism Commission	
Hawaii Visitors & Convention Bureau	
Heritage Corridor CVB	
Hershey Harrisburg Reg. Visitors Bureau	
Hilton Head Island VCB	Partners of HHRVB only, non-profit organization in Dauphin & Perry County can provide brochures, rack cards or event window posters to the HHRVB VIC for distribution. If there are any questions about policy, we ask our Partnership Director for clarification.

APPENDIX D - VIC Literature Distribution Policy

Hocking Hills Tourism Association	Members only; brochures only; one area for non-member region wide non-profit attractions / info
Hopkinsville-Christian County CVB	
Houma Area CVB	
Huntingdon County Visitors bureau	
Huntington Beach Mktg & Visitors Bureau	
Tourisme Îles de la Madeleine	
Independence (KS) Chamber of Commerce CVB	
Independence, MO Tourism	
Indiana Dunes Tourism	Types of businesses we display for desti. Only display official CVBs brochure for other parts of Indiana. Explain quality of paper, size, etc.
Irving CVB	
Ithaca CVB	Our only policy is that it must be tourism related and that we reserve the right to discontinue display.
Joplin MO CVB	
Juneau CVB	Members only. Everything should be brought to our administrative offices prior to bein sent to the sites.
Kalispell CVB	Chamber members only; stress strong preference for 4x9 rack brochure, do accept other sizes
Kansas City Kansas CVB	
La Crosse Area CVB	Members only plus any publications approved by the Wisc. Dept of Tourism
Lafayette Parish CVC	
Laguna Beach VCB	Hotel, restaurant, retail members only. Community events/happenings. Rack card size (4x9) required. Major festivals marketed through posters and rack cards. Special section for out of city/area visitor guides, state maps, etc.
Lake Charles / Southwest Louisiana CVB	Only information on attractions i the state of Louisiana
Lake Havasu City VCB	
Lake Tahoe Visitors Authority	No restriction on size. To have a broch or flyer on display bus. must be tourism-related mbr of CofC or lodging property in our geog. area. Funding by lodging taxes so that's why all lodging can display their brochures.
Las Cruces CVB	We do not disseminarte information for political causes or private enterprises not related to the hospitality industry.
Las Vegas CVA	Rack cards supporting entertainment, hotels, shows and tours within Clark County and Nevada are generally approved.
Lexington CVB	
Licking County Convention and Vsitors Bureau	
Little Rock CVB	
Louisville CVB	Partners
Lynnwood, Washington	
Macomb Area CVB	
Mahoning County CVB	
Manhattan CVB	
Marina del Rey CVB	only visitor related businesses located in the community. No size restrictions. No fee.
Marshall County CVB	
Metropolitan Tucson CVB	With purchase of partnership in the MTCVB, for an additional fee of \$150.00 partners can distribute collateral at VIC
Minneapolis Northwest CVB	

APPENDIX D - VIC Literature Distribution Policy

Mitchell CVB	
Monterey County CVB	Must be a member of the MCCVB, rack cards should be 4X9 size
Muskegon County CVB	
Myrtle Beach Area CofC/CVB	
Naples, Marco Island, Everglades CVB	
Nelson County Tourism	follow VA Tourism guidelines for certified regional visitor centers
Newport News Tourism Dev. Office	We are a Virginia certified Visitor Center; therefore, we have to carry a certain amount of brochures outside our area. We have mostly 4x9 racks, but do have two magazine stands to accommodate larger publications
Newton CVB	
Niagara Tourism and Convention Corporation	size of brochures, paper weight, no coupons in fronts of brochures, must be professionally printed
Norman (OK) CVB	
Northern KY Convention & Visitors' Bureau	
NYC & Company	member and sponsors only . . . limited brochure rack space - some rotation required
Ottawa Tourism	
Overland Park CVB	
Paducah CVB	
Panama City Beach CVB	Must be 4x9 in size, must be in taxing district, special condition-for tourist attractions located outside Bay County, FL are eligible to place brochures in VIC but must be located within 50 miles of the VIC.
Peachtree City CVB	
Perry County CVB	
Philadelphia CVB	
Plano CVB	
Platte County CVB	Must be: tourism related (hotel/attractions/parks/annual events), uniform in size (limited availability for magazine size materials), from MO
Pocono Mountains Visitors Bureau	Members only, brochure rack size preferred others will be displayed as space allows.
Positively Cleveland	At present only partner organizations belonging to Positively Cleveland have an opportunity to have brochures in the Visitors Center.
Providence Warwick CVB	
Pulaski County Tourism Bureau	Reciprocal agreement, brochures for Pulaski County as well as attractions across the state. Brochures may be of any size but must pertain to tourism. No cost to display. 1. Brochures of members only 2. Try to limit to standard brochure size when possible. 3. One brochure place per member. If they have more than one brochure, it will share the same space.
Quad Cities CVB	
Real Racine	It must be of interest to the traveling public.
Reno Sparks CVA	
Richmond Metropolitan CVB	
Roanoke Valley CVB	
Rochester MN CVB	must be located within our city and of interest to visitors
Roseville Visitors Association	
Ruston Lincoln Parish CVB	We are part of a State Wide distribution program
Rutherford County CVB	Tourism related. Meets standards--will not put out questionable literature.

APPENDIX D - VIC Literature Distribution Policy

San Antonio CVB	Approved 1st, min. # sent to VIC, prof. produced, not offensive, error-free, informative w contact info. Expiry date, restrictions, etc. if prizes, coupons, etc. Min. adv., editorial must be devoted to tourism entities/events. Displayed if adeq. space is avail.
San Francisco Travel Association	For display, mbrs allowed one brochure slot. Addt'l. purchased at addt'l. Countertop display: only SFTA materials. Key partners may have a countertop display at sig. partnership level. Staff & volunteers are invited to use materials behind the desk
Sandy Springs Hospitality & Tourism	size: 7x10 inches high, 3.5 and 4.5 inches wide, vertical format. Infor must promote tourism w/pertinent info to visitors about GA points of interest. Addt'l. info. may be placed at ctrs if benefits staff in answering inquiries.
Santa Monica CVB	
Scottsdale CVB	
Seattle Southside Visitor Services	
Seattle's CVB	We are a membership-based program, therefore we only display member brochures. We can only guarantee placement of 4x9, 5x7 and magazine-sized collateral.
Shakopee Chamber and Visitor's Bureau	
Shelby KY CVB	Tourism related, cannot be a private business not of interest to visitors.
Sioux Falls CVB	Purchased ad space. County wide visitor industry businesses - no charge. Separate area for all Johnston County brochures. Visitor Center offers other state attractions space for brochures in a separate rack.
Smithfield/ Johnston County CVB	
Snohomish County Tourism Bureau	
Sonoma County Tourism	
South County Tourism Council	Regional business.
South Padre Island Vistors Center	
Spencer County Visitors Bureau	
Spotsylvania Cty Dept. of Econ. Dev. & Tourism	
Springfield, Missouri CVB	
St. Joseph MO Visitor Center	No larger than 8 1/2 x 11, must be tourism related Members only. Prefer 4x9 but will take other sizes particularly for special coupons, special event/exhibition materials. One face per business unless have special exhibition piece created.
St. Louis CVC	
Statesville CVB	CVB Partners, other North Carolina DMOs and State information only
Steuben County CVB	
Stevens Point Area CVB	
Stockton CVB	
Susquehanna River Valley Visitors Bureau	Members only
Syracuse CVB	Advertisers, 4x9 and 8 1/2x11 slots, window displays
Tacoma Regional CVB	
Tampa Bay & Company	rack size and members only
Team San Jose	
Temecula Valley CVB	
Tempe CVB	Membership based. We distribute all our communities brochures to the rest of ViCs of BC upon request. We also have a limited ditribution to the province of Alberta upon request. We also include our brochures in any sports/ welcome/ conference packages, etc.
Tourism Abbotsford	
Tourism Burlington, Ontario	Partners only (no fee), visitor information takes priority, business card display partners must participate in coop programs

APPENDIX D - VIC Literature Distribution Policy

Tourism Calgary	
Tourism Council of Frederick County	Member only, 4X9, consideration given to local non profits
Tourism Jasper	Tourism Jasper VIC employees distribute and directly promote only our shareholder organizations unless specifically asked about a non-shareholder organization.
Tourism Kamloops	Rackers must fall into one of the 6 tourism sectors in BC, attraction, restaurants, etc.,
Tourism Richmond	Member and recipricol collateral only
Tourism Vancouver	
Tourism Vancouver Island	
Tourism Whistler	must be a member of the DMO or chamber or both
Tourism Windsor Essex Pelee Island	
Tourism Winnipeg	
Tourisme Montréal	
Travel Portland	Must be a member of the DMO.
Traverse City Visitor Center	
Tri-Cities Visitor & Convention Bureau	
Virginia Beach CVB	
Visit Addison	
Visit Anchorage	members only 4x9 no oversize
Visit Baltimore	mbr only, based on mbr category. If selling mbr tix, must have broch w/no discounts on it. One broch per category of mbrshp unless mbr pays for add'tl. mbr category. must submit broch to staff/cannot place in racks themselves. Have inventory system to track brochure usage.
Visit Baton Rouge	
Visit Bellevue Washington	
Visit Bloomington	partners only, no hotels outside county
Visit Brookfield	
Visit Buffalo Niagara	
Visit Carlsbad	
Visit Cheyenne	
VISIT DENVER	Member only Brochures: bet 8" – 9" tall by 4" wide vertical format to be displayed at all VICs. For any "mis-sized" brochure received an additional fee of \$250 per location will be imposed.
Visit Eau Claire	These are approved by the Wisconsin Department of Tourism.
Visit Enid	
Visit Fairfax	Tourism literature of the Fairfax County, surrounding area and other certified visitor centers in the state.
Visit Fort Wayne	Mbr only, unless important comm. event. One piece per event/ org, reasonable size. Hotel info is given out as requested, not displayed. Out of county (in state) info only if produced/ sanctioned by state tourism office.
Visit Indy	
Visit Jacksonville	members only for private companies, events need to be visitor appealing
Visit Knoxville	Relevant for tourism (local gets priority, regional and state); color brochure (preferred); and start up quantity minimums.
Visit Lafayette-West Lafayette	Local and state visitor info, appropriate materials only, accept 8.5 by 11 and smaller materials, posters work for the windows if room is available - priority given to events that attract the most people.

APPENDIX D - VIC Literature Distribution Policy

Visit Loudoun	4x9 only / tourism related businesses only / premier rack space given to members
Visit Mason City	If listed in travel guide or shopping guide can have one brochure in the center for free. Others must agree to feature our brochure at their location. If this reciprocal trade is not available then they pay a flat fee.
VISIT Milwaukee	
Visit Napa Valley	Only Partner collateral & special offer coupons are distributed, incl. all lodging entities in the County. Napa Valley Guidebook is free
Visit Newport Beach Inc.	
Visit Oakland	
Visit Orlando	4 x 9 only one slot per member
Visit Santa Rosa	Must be a BIA hotel, Chamber member, or local county or non profit sponsored event relevant to visitors
VISIT SARASOTA COUNTY	must be a member of the bureau - would like to have it be only 4x9 but that is a tough one when you are partner based. once piece of collateral per partner.
Visit Savannah	Brochures only from Chamber members can be displayed
Visit South Walton	The VC stocks bed tax collector accommodation brochures first then culinary and activities in our county. Space permitting, we then stock brochures of recreational activities that take place in surrounding counties if we do not have those activities in our county.
Visit Spokane	member only for the most part unless it is decided that we need to carry something as a visitor service.
Visit St. Pete/Clearwater	
Visit Tallahassee	Org solely funded by bed tax dollars only carry htl collateral in the Leon County Area. Attractions in surrounding counties are allowed, kept to a min. All brochures have tie to visitor vs.local residence. No brochures soliciting mbrshp, donations, etc...
Visit Winston-Salem	
VisitErie	member only
VisitHattiesburg	Must be local and tourism-related brochures approved by VIC Supervisor.
VisitNorfolk	
VisitPittsburgh	Partners only Some local charities
VisitRochester (NY)	Member Only
VisitTulsa	
Waco & the Heart of Texas	Attraction must be open to the public, targeted to tourists, non real-estate.
Warren County CVB	
Watauga County Tourism Dev. Auth.	
Wicomico Cty Rec., Parks & Tourism	
Williamson County Visitor Center	Quantities of our Printed Publications
Williston CVB	
Wisconsin Dells VCB	
Woodfield Chicago NW Conv. Bureau	
Yakima Valley VCB	member only, one piece per member (usuall,unless they have a poster or flyer on a special event. Some exceptions on membership requirement are granted- i.e. outside DMO visitor guides, information from various agencies like the Forest Service, etc.
York County CVB	Members only. Nonmember materials held in cabinet and used when requested or as needed.
York County Tourism Development	

APPENDIX E - Additional Comments

1000 Islands Int'l. Tourism Council	Part of hwy rest area w/outdoor space incl. visitor signage, vending machines, picnic pavilion, walking paths, etc. At USA/Canada border (NY/Ontario); also serves as State welcome ctr (no State comp.)
Aberdeen Area CVB	Main VIC in seasonal establishment. In 2012 we had 18,500 visitors sign regist. Book, up 17% over 2011. Run by paid part-time staff, volunteers; open mid-Mar - late Oct, weather permitting
Albany County CVB	
Albuquerque CVB	
Alexandria CVA/ Visitors Center	
Amarillo CVC	
Amelia Island CVB	
Ames CVB	
Ann Arbor Area CVB	Our Visitor Center is part of the CVB offices. We do not operate in the 'traditional' sense of larger CVB VICs.
Annapolis/Anne Arundel Cty CVB	
Armstrong County Tourist Bureau	
Asheville CVB	
Atlanta CVB	
Atlantic City CVA	
Augusta CVB	Brochures/Lit. in Mktg Budget. We do not purchase brochures from other orgs. for VC.
Bakersfield CVB	
Bay Area Houston CVB	
Bayfield Chamber & Visitor Bureau	
Beaches of Fort Meyers & Sanibel - Lee Cty VCB	
Billings Chamber/CVB	
Bismarck-Mandan	
Bowling Green Area CVB	
Brookings CVB	
Brown County CVB	
Bryan-College Station CVB	
Burlington/ Alamance County CVB	
Burnsville CVB	
Butler County TCB	
Cabarrus County CVB	
Calhoun County Visitors Bureau	
Cape Cod CofC & CVB	we collect comments in a guest book (and capture email addresses)
Carthage CVB	
Central Pennsylvania CVB	
Champaign County CVB	
Charlotte Reg. Visitors Auth	
Charlottesville Albemarle CVB	

APPENDIX E - Additional Comments

Chicago North Shore CVB

Choose Chicago

Cincinnati USA CVB

Cobb Travel & Tourism

Colorado Springs CVB

Columbia Cty Tourist Dev. Council

Columbia Missouri CVB

Conroe Texas CVB

Visit Corvallis

Crystal Coast Tourism Authority

Cumberland Valley Visitors Bureau

Dallas CVB

We have a guest book and the comments are reviewed

Dayton/ Montgomery County CVB

Des Moines CVB

Destination College Park

Destination Loveland

Destination Missoula

No but it is on the slate for this year.

Discover Lehigh Valley

Discover Newport

Discover Palm Beach

Discover Saint John

Door County Visitor Bureau

Douglasville CVB

Dublin CVB

Would love to hear other DMO's ideas about guest book: do they ask guests to sign, is it electronic, what info do they ask from guests, etc.

DuPage CVB

Durham CVB

Edmond CVB

Edmonton Tourism

Ennis CVB

Experience Arlington

Experience Columbus

Experience Jackson

Experience Kissimmee

Fayetteville CVB

Fayetteville Visitors Bureau

Flagler County Chamber of Commerce

Flagstaff CVB

APPENDIX E - Additional Comments

Florence SC CVB	
Fort Worth CVB	
Frankenmuth CVB	
Franklin County CVB	
Fresno/Clovis CVB	
Frisco CVB TX	
Galena/Jo Daviess County CVB	
Gettysburg CVB	
Glendale CVB	
Glenwood Springs Chamber Resort Assn	
Go Wichita CVB	
Golden isles cvb	
Grand Island/Hall County CVB	
Great Lakes Bay Regional CVB	2013 is our 2nd year of operation as a Regional operation - answers containing a 0 refer to data we have not yet measured. We will measure this in the future. Thank you
Greater Binghamton CVB	
Greater Lansing CVB	Opur VIC opened Nov. 2012 which is the reason our information appears incomplete or low related to some of the survey questions. Our VIC is small, not easy to find. Moving to major hwy exit area in 2013; anticipate sig. incr. walk-ins & svcs. offered. Also operate 2nd very small VIC in small rural area in CofC office. In 2012 we added mobile Info to take VIC "on the road" .
Greater Morgantown CVB	
Greater Newark CVB	
Greater Palm Springs CVB	
Greater Phila. Tourism Mktg Corp.	
Greater Raleigh CVB	last survey was in 2009
Greater St. Charles (MO) CVB	
Greensboro Area CVB	
Gulf Shores & Orange Beach Tourism	
Halifax County CVB	
Hamilton County CVB	
Hampton CVB	Surveys are part of Visitor Registration.
Harrison County CVB	
Harrison County Tourism Commission	
Hawaii Visitors & Convention Bureau	
Heritage Corridor CVB	
Hershey Harrisburg Reg. Visitors Bureau	If we had a visitor center with free parking and easy access we would have more walk-in traffic.
Hilton Head Island VCB	
Hocking Hills Tourism Association	No expenses for visitor lobby vs. staff offices); Office Equip/Oper figures are combined. Not all salaraires incl.
Hopkinsville-Christian County CVB	
Houma Area CVB	VIC located in DMO offices. Designing new VIC/Interperative Ctr to attract more visitors to our offices which has declined due to internet .

APPENDIX E - Additional Comments

Huntingdon County Visitors bureau
Huntington Beach Mktg & Visitors Bureau
Tourisme Îles de la Madeleine
Independence (KS) Chamber of Commerce CVB
Independence, MO Tourism
Indiana Dunes Tourism
Irving CVB
Ithaca CVB
Joplin MO CVB
Juneau CVB
Kalispell CVB
Kansas City Kansas CVB
La Crosse Area CVB
Lafayette Parish CVC
Laguna Beach VCB
Lake Charles / Southwest Louisiana CVB
Lake Havasu City VCB
Lake Tahoe Visitors Authority
Las Cruces CVB
Las Vegas CVA
Lexington CVB
Licking County Convention and Visitors Bureau
Little Rock CVB
Louisville CVB
Lynnwood, Washington
Macomb Area CVB
Mahoning County CVB
Manhattan CVB
Marina del Rey CVB
Marshall County CVB
Metropolitan Tucson CVB
Minneapolis Northwest CVB
Mitchell CVB
Monterey County CVB
Muskegon County CVB
Myrtle Beach Area CofC/CVB
Naples, Marco Island, Everglades CVB

VIC operates in building with CVB

Expenses are for all 3 VICs as well as visitor counts

We have a survey kiosk that our guest complete and they receive a gift.

APPENDIX E - Additional Comments

Nelson County Tourism

Newport News Tourism Dev. Office

Newton CVB

Niagara Tourism and Convention Corporation

Norman (OK) CVB

Northern KY Convention & Visitors' Bureau

NYC & Company

Ottawa Tourism

Overland Park CVB

Paducah CVB

Panama City Beach CVB

Peachtree City CVB

Perry County CVB

Philadelphia CVB

Plano CVB

Platte County CVB

Pocono Mountains Visitors Bureau

Positively Cleveland

Providence Warwick CVB

Pulaski County Tourism Bureau

Quad Cities CVB

Real Racine

Reno Sparks CVA

Richmond Metropolitan CVB

Roanoke Valley CVB

Rochester MN CVB

Roseville Visitors Association

Ruston Lincoln Parish CVB

Rutherford County CVB

San Antonio CVB

San Francisco Travel Association

Sandy Springs Hospitality & Tourism

Santa Monica CVB

Scottsdale CVB

Seattle Southside Visitor Services

Visit Seattle

this is a new building just moving in.

Surveyed as they stop and call in. Follow up survey'sent twice/yr via mail/email asking more detailed info. regarding their stay

Overall, we get a very positive response from our visitors regarding staff and cleanliness of the center and the restrooms.

Partner w/UT-SA students to conducts surveys. VIC conducts on-going, yr-round surveys onsite - one for even numbered yrs, one for odd yrs.

We are planning a guest satisfaction survey for 2013

APPENDIX E - Additional Comments

Shakopee Chamber and Visitor's Bureau

Shelby KY CVB

Sioux Falls CVB

Smithfield/ Johnston County CVB

Snohomish County Tourism Bureau

Sonoma County Tourism

South County Tourism Council

South Padre Island Visitors Center

Spencer County Visitors Bureau

Spotsylvania Cty Dept. of Econ. Dev. & Tourism

Springfield, Missouri CVB

St. Joseph MO Visitor Center

St. Louis CVC

Statesville CVB

Steuben County CVB

Stevens Point Area CVB

Stockton CVB

Susquehanna River Valley Visitors Bureau

Syracuse CVB

Tacoma Regional CVB

Tampa Bay & Company

Team San Jose

Temecula Valley CVB

Tempe CVB

Tourism Abbotsford

Tourism Burlington, Ontario

Tourism Calgary

Tourism Council of Frederick County

Tourism Jasper

Tourism Kamloops

Tourism Richmond

Tourism Vancouver

Tourism Vancouver Island

Tourism Whistler

CofC has contract w/CVB to provide VIC svcs. for past 23 yrs. The CVB has had little or no oversight of the staff, goals, training, or services. In 2013 CVB ended the agreement & is moving VIC to outlet ctr w/10x times the traffic.

We measure metrics based much more on our media buys than on VIC - which is also serviced by 24/7 kiosks.

Budget numbers reflect operation of 6 VICs. Incl. uniforms, parking, staff training, several hundred volunteers. Walk in traffic is at conv. ctr location only; is lower than most of other locations

The entire Visitor Information Center program of the Syracuse CVB will be undergoing an enormous change for 2013. These changes will be reflected in your next VIC survey.

We relocated our center in 2012 and had higher than normal expenses due to renovation costs. Our volunteer base has been shrinking - due to age, costs of gas, etc.

done in2005

We survey visitors on a mthly basis. Renovating flagship VIC. Decreasing visitor center of space from 6000 to 2000 sq. ft. Moving bulk of storage offsite and moving admin.duties (phones, email) to admin. Office

APPENDIX E - Additional Comments

Tourism Windsor Essex Pelee Island

Tourism Winnipeg

Tourisme Montréal

Travel Portland

Traverse City Visitor Center

Tri-Cities Visitor & Convention Bureau

Virginia Beach CVB

Visit Addison

Visit Anchorage

Visit Baltimore

Visit Baton Rouge

Visit Bellevue Washington

Visit Bloomington

Visit Brookfield

Visit Buffalo Niagara

All numbers quoted are for main, downtown VIC location. Airport location opened July 2012; we were hesitant to include 6 mths of info

Visit Carlsbad

Visit Cheyenne

VISIT DENVER

Number 37 represents walk-in traffic for our main Visitor Center only.

Visit Eau Claire

Visit Enid

Visit Fairfax

Visit Fort Wayne

Visit Indy

Visit Jacksonville

Visit Knoxville

Visit Lafayette-West Lafayette

Visit Loudoun

Visit Mason City

VISIT Milwaukee

Visit Napa Valley

We provide a comment card and visitors are encouraged to complete it.

Visit Newport Beach Inc.

Visit Oakland

Visit Orlando

Visit Santa Rosa

VISIT SARASOTA COUNTY

Visit Savannah

Visit South Walton

APPENDIX E - Additional Comments

Visit Spokane	Numbers for 2010-2012 were for the downtown VIC only.
Visit St. Pete/Clearwater	DMO is primarily office space/reception area/VIC. Some # are overall office costs, divided by # of employees ; others are yr costs for those expenses. There are also 14 CofC offices that serve at cty VICs
Visit Tallahassee	
Visit Winston-Salem	
VisitErie	
VisitHattiesburg	
VisitNorfolk	Literature comes from marketing budget.
VisitPittsburgh	Had surveyors in center first year of opening to determine what the public wanted in a Welcome Center. Added a customer survey on sales receipts for feedback
VisitRochester (NY)	Our hourly rate for part time staff is 8.50 an hour i am curious to see what other VIC staffs are paid.
VisitTulsa	
Waco & the Heart of Texas	
Warren County CVB	
Watauga County Tourism Dev. Auth.	
Wicomico Cty Rec., Parks & Tourism	
Williamson County Visitor Center	
Williston CVB	
Wisconsin Dells VCB	
Woodfield Chicago NW Conv. Bureau	
Yakima Valley VCB	
York County CVB	
York County Tourism Development	

Appendix: Questionnaire

DMAI DMO Visitor Information Center Study

Thank you for taking the time to complete DMAI's *DMO Visitor Information Center Study* questionnaire! It should take about 15 minutes to complete and will provide valuable insight into how DMOs plan, allocate and execute their visitor services programs. If you need to leave this survey before completing it: You can return at any time by completing the page you are on by clicking 'next' and then closing that browser window. You can return by clicking on the link that was emailed to you. You **MUST** complete the page you are on for that page's responses to be saved.

DMO Name: _____

Contact Name: _____

Contact Email: _____

Country: Canada United States

Please answer the survey's financial questions in your country's currency.

1. What is your DMO's total budget for the current fiscal year?
() less than \$500,000 () \$2,000,000-\$3,999,999
() \$500,000-\$999,999 () \$4,000,000-\$9,999,999
() \$1,000,000-\$1,999,999 () \$10,000,000 or more
2. What is your DMO organizational structure?
() 501(c)(6)/501(c)(3)/501(c)(4) (US DMOs ONLY) () county government agency
() non-profit (Canadian DMOs ONLY) () quasi-government entity/authority
() Chamber of Commerce () other
() city government agency
3. Does your destination have an official Visitor Information Center(s) [defined as a permanent, physical, staffed structure [VIC]? () yes () no **[END SURVEY]**
4. Does your destination have any mobile VIC [defined as a kiosk, van, roaming counselors on Segways]
() yes () no
5. Has your destination opened and/or closed any new VIC(s) in the last five years?
() opened a VIC(s) () closed a VIC(s) () neither opened nor closed a VIC(s)
b. What was the reason(s) for opening and/or closing the VIC(s)? _____
6. How many official year-round/seasonal VIC(s) does your destination have?
a. Year-round: _____ () NONE b. Seasonal: _____ () NONE
7. Who operates the seasonal VIC(s) in your destination?
() DMO () county
() Chamber of Commerce (other than DMO) () state/province
() BID/TID () other
() city () no seasonal VICs

8. If your DMO does not operate the seasonal VIC(s) in your destination, what is your involvement?
- () funding () printed brochures/maps () training
 () space () office equipment () other: _____
 () paid staff/volunteers () signage () not involved
9. Who operates the official, year-round VIC(s) in your destination?
- () DMO () BID/TID () state
 () Chamber of Commerce () city () other
 (other than DMO) () county
10. If your DMO does not operate the official, year-round VIC(s) in your destination, what is your involvement?
- () funding () printed brochures/maps () training
 () space () office equipment () other: _____
 () paid staff/volunteers () signage () not involved

[IF RESPONDENT ANSWERED Q10, END SURVEY]

THE FOLLOWING QUESTIONS ARE TO BE ANSWERED FOR THE PRIMARY, YEAR-ROUND VISITOR INFORMATION CENTER THE DMO OPERATES

11. Do you own this center? () yes () no
12. What is the square footage of the VIC:
- public space: _____ computer/telecommunications space: _____
 office space: _____ staff break area: _____
 storage space: _____ other: _____
13. Is this VIC (check all that apply):
- () in a building separate from your offices () on a major highway
 () in a high traffic area () at an airport
 () downtown () other: _____
14. a. How many paid DMO staff at the VIC: full-time: _____ part-time: _____
 b. How many paid contract employees: _____
 c. How many volunteers: _____
15. a. In the last three years, has the number of VIC staff vs. the number of volunteers:
 () increased () decreased () remained the same
 b. If the number of VIC staff has increased or decreased, why? _____
16. Which services do the VIC travel counselors perform?
- () provide travel counseling to walk-ins () make reservations (hotel, restaurant, tour, etc.)
 () respond to telephone inquiries () sell tickets (attractions, etc.)
 () respond to mail inquiries () staff trade/consumer shows
 () respond to email inquiries () survey VIC walk-ins
 () respond to social media inquiries (Facebook, Twitter, etc.) () sign visitors up for e-newsletters
 () respond to text message inquiries () training
 () sell merchandise () other: _____
17. Is your VIC staff required to wear uniforms? () yes () no

-
27. Do you have an annual marketing plan/business plan for the VIC? () yes () no
28. Do you have an incentive program (e.g., coupons, discounts, free gift) to encourage people to visit the VIC?
() yes () no
29. Which of the following activity measures do you track for your VIC?
- () Number of brochures distributed at VIC
 - () Number of members/tourism industry businesses represented in VIC (e.g., brochure racks)
 - () In-kind services received by the DMO for the VIC (\$ equivalent)
 - () Number of local industry training sessions conducted by VIC staff
 - () Attendance at these sessions
 - () Number of VIC staff site inspections at local tourism industry businesses
 - () Number of VIC staff presentations to groups visiting the destination
 - () Number of VIC onsite promotions
30. Which of the following performance measures do you track for your VIC?
- () Number of walk-in visitors (actual counts, not estimates)
 - () Number of walk-in visitors who are visitors to the destination
 - () Number of walk-ins assisted by VIC staff/volunteers
 - () Number of bookings/reservations/ticket sales (hotel, restaurant, attractions, tours, etc.)
 - () \$ sales from bookings/ticket sales
 - () \$ retail sales (merchandise, vending machines, gift cards, etc.)
 - () VIC space rental fees
 - () Sponsorship/partnership revenue from VIC services
 - () VIC advertising/marketing/promotion revenue
31. How do you track walk-ins?
- () guest book signatures
 - () hand tallies (paper/manual checkers)
 - () electronic door counters
 - () surveys
 - () other: _____
32. What was the total number of walk-ins came to the VIC in:
- 2010: _____ 2011: _____ 2012: _____
33. Do you measure the ROI impact for your VIC? () yes () no
- b. If yes, what ROI metrics do you measure?
- () Increase in length of stay of current trip
 - () Increase in visitor spending for current trip
 - () Number of future trips/visitors
 - () other: _____
34. Have you surveyed your VIC walk-ins on their usage of/satisfaction with the VIC in the last three years?
() yes () no

Additional Comments: _____

ABOUT DESTINATION MARKETING ASSOCIATION INTERNATIONAL

Destination Marketing Association International (DMAI) protects and advances the success of destination marketing worldwide. DMAI's influential membership includes nearly 600 official destination marketing organizations (DMOs), also known as tourism boards or Convention and Visitor Bureaus, from nearly 20 countries that command \$1.5 billion in annual budgets. As the world's largest and most reliable resource for DMOs, it provides more than 3,500 individual members – professionals, industry partners, educators and students – the most innovative and relevant educational resources, networking opportunities and marketing intelligence worldwide.

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