



455 Mountain Village Blvd. Mountain Village, CO 81435
(970) 369-8606

Agenda Item 9

TO: Town Council
FROM: Paul Wisor, Town Manager
DATE: March 21, 2024
RE: Consideration of Sustainable Destination Marketing and Tourism Management Services Agreement Between the Town of Mountain Village and Telluride Tourism Board

EXECUTIVE SUMMARY:

The Town collects a 4% lodging tax, of which 50% is designated for use on marketing and tourism management. As part of these efforts, the Town has historically contracted with the Telluride Tourism Board (TTB) for tourism management services on behalf of the Town of Mountain Village. As such, the 2024 Sustainable Destination marketing and Tourism Management Services Agreement is before you for consideration.

ATTACHMENT:

- Sustainable Destination Marketing and Tourism Management Services Agreement Between the Town of Mountain Village and Telluride Tourism Board

OVERVIEW:

The Telluride Tourism Board (TTB) has historically provided destination marketing and tourism management services for the Town of Mountain Village. Beginning in 2022, at the request of the Town, the TTB engaged Karsh Hagan, a marketing agency based in Denver, CO, to develop and execute a comprehensive national and regional marketing campaign to market Mountain Village as part of the TTB's service agreement.

Of note, beginning in 2024 the Town of Telluride has re-engaged the Telluride Tourism Board to provide destination marketing services and is working in collaboration with the Town of Mountain Village, TTB, and Karsh Hagan as an equal funding partner in 2024 marketing efforts.

In addition to destination marketing, this service agreement outlines the following services and objectives: Operate of the visitors center and provide guest services staffing; operate telluride.com, the official website of the destination; operate central reservations booking services; produce and distribution professional lodging metrics; deliver consumer analytics via an economic dashboard; produce and distribute communications collateral; develop a summer and winter visitor guide; provide public relations management; and develop and implement international promotions.

The full contract including these objectives, associated compensation per objective, key performance indicators, and performance measures & goals is attached.

PROPOSED MOTION:

I move to approve the Sustainable Destination Marketing and Tourism Management Services Agreement Between the Town of Mountain Village and Telluride Tourism Board as presented.

**SUSTAINABLE DESTINATION MARKETING AND TOURISM MANAGEMENT SERVICES
AGREEMENT
BETWEEN TOWN OF MOUNTAIN VILLAGE AND TELLURIDE TOURISM BOARD**

THIS SUSTAINABLE DESTINATION MARKETING AND TOURISM MANAGEMENT SERVICES AGREEMENT (“Agreement”) is made and entered into this ___ day of _____, 2024, by and between the TOWN OF MOUNTAIN VILLAGE, COLORADO, a Colorado home rule municipality (“**Town**”) and Marketing Telluride, Inc. d/b/a TELLURIDE TOURISM BOARD (“**TTB**”) a Colorado 501(c)(6) nonprofit corporation. Town and TTB are at times individually referred to herein as a “**Party**” and collectively referred to herein as the “**Parties**”.

RECITALS

- A. TTB was formed in 2005 to assume the responsibility of marketing the Telluride region as a year-round visitor destination.
- B. Town desires to engage TTB for general marketing and tourism management services (“**Services**”).
- C. The Parties desire to set forth certain terms and conditions between Town and TTB with respect to TTB’s Services.

NOW THEREFORE, in consideration of the mutual covenants, conditions, and agreements contained herein, the Parties agree as follows:

- 1. Term of Agreement; Exclusivity. This Agreement shall be effective, *nunc pro tunc*, as of January 1, 2024 (“**Effective Date**”) for a period of three (3) years and thereafter, subject to annual appropriation, shall renew every year for terms of one calendar year unless otherwise agreed by the Parties or unless Town or TTB delivers written notice to the other Party of their election not to renew not less than 90 days prior to the expiration of the then current term or in the event this Agreement is otherwise terminated pursuant to this Agreement. During the term of this Agreement and any renewal terms, TTB shall be the Town’s exclusive marketing/destination management organization.
- 2. Scope of Services to be provided by TTB. TTB shall perform the Services necessary to carry out the objectives set forth on **Exhibit “A”** attached hereto and incorporated herein by this reference, as may be amended by agreement of both Parties from time to time.
- 3. Compensation. For the satisfactory performance of the Services, Town shall pay Contractor the annual compensation in the amount set forth on **Exhibit “B,”** subject to revenue appropriations, and as such compensation may be amended by mutual agreement of the Parties, each year during the term of this Agreement. Payments for work not included in the Services shall be billed at TTB’s standard hourly rates unless otherwise agreed. TTB shall submit a detailed invoice monthly to the Town describing the professional services rendered pursuant to this Section 3. The Town shall pay the invoice within forty-five (45) days of receipt unless the work or the documentation therefore is unsatisfactory, in which case the Town shall provide written notice to TTB identifying with sufficient detail the non-compliant work and/or documentation and may only withhold payment for such portions of the Services that are not performed in accordance with this

Agreement, as may be amended, and only for so long as the Services remain non-compliant or the documentation is not provided. Except for those payments properly withheld as set forth herein, payments due and unpaid under this Agreement shall bear interest from the date payment is due at the rate of 1.5% per month (18% per annum).

4. TTB Board Composition. The TTB Board of Directors shall include at least one member appointed from the Town of Mountain Village Town Council or Town Council may elect to have their TTB Board seat(s) filled by a direct appointment that does not include an elected Town Councilmember. The number of the Town's appointees on the TTB Board of Directors shall increase at the same rate and by the same number as for Mountain Village's TTB Board appointees.
5. TTB Budgets. No later than September 1st of each year, TTB shall submit a budget to the Town of Telluride for the following year's Services. Such budget shall be approved by the Town no later than November 1st of each year. In the event the Town of Telluride does not approve a budget, the Town may choose to not appropriate funds for the following year in which case this Agreement shall be terminated. In the event that the Town approves a decreased budget or partial appropriation, TTB shall have the right to terminate this Agreement.
6. Marketing Plan. TTB shall, on an annual basis, not later than the 31st day of October in each year, prepare and submit to Town, a two (2) year marketing plan that shall include, at a minimum: objectives, tactics and goals.
7. Performance Indicators. TTB shall track and report the performance indicators set forth on **Exhibit "C"** which is attached hereto and incorporated herein (the "**performance indicators**" also referred to in the tourism industry as "**KPIs**"). Performance indicators reflect the relative success of the destination and are thus an important consideration, however TTB will not be held accountable for achieving targets for performance indicators.
8. Performance Measures. TTB shall track and report progress toward achievement of the performance measures set forth on **Exhibit "D"** which is attached hereto and incorporate herein. (the "**Performance Measures**"). TTB will hold itself accountable for achieving performance measures and report on measures regularly. The parties acknowledge and agree that the tax revenue and occupancy performance measures can be greatly affected by the economic climate and other factors beyond TTB's reasonable control.
9. Additional Performance Measures. This Agreement may contain such additional performance measures as Town may reasonably require and request in writing from TTB (the "**Additional Performance Measures**").
10. Reporting. During the term of the Agreement, TTB shall report to Town on a quarterly basis, as available, progress related to the Performance Measures. No later than April 1st of each year, TTB shall report to Town the outcome of the Performance Measures for the preceding year (the "**Annual Report**"). Not later than June 1 of each year, Town shall review the Annual Report to determine compliance.
11. Audits. TTB shall conduct annual audits of both the Annual Report and the Performance Measures outcomes to ensure credible reporting. The audits shall be conducted by outside independent

persons or firms qualified to conduct such audits having appropriate skills and experience including being experienced in conducting audits of non-profit entities. The results of the audits shall be made available to Town.

12. Meeting and Communication Policy. It shall be the policy of TTB to regularly communicate with Town, constituents and the public. In that regard, TTB will meet with Town staff and Mayor on an as needed basis. The Parties shall reasonably cooperate to ensure timely and accurate delivery of Services. Specifically, Town agrees to provide complete and accurate information to TTB when and as requested. TTB shall not be responsible or liable for delays resulting from Town's failure to provide timely or accurate information. Payment of TTB's fees set forth in this Agreement shall not be reduced, delayed or modified as a result of Town's failure to provide timely or accurate information.

All meetings of the TTB Board of Directors (the "**TTB Board**") shall be open to the public. Except in the event of an emergency meeting, TTB Board meeting notices/agendas shall be posted online at www.telluride.com at least 48 hours in advance of the meeting. The TTB Board shall only meet in executive session for the purposes enumerated in the TTB's executive session policy.

TTB shall, upon written request from the Town's manager, and within five (5) business days, provide the Town with financial reports, meeting minutes, and TTB Board resolutions which are kept by the TTB in the ordinary course of business. TTB shall have the right to redact from such disclosed records which relates to trade secrets, personnel or personnel matters, third party agreements or negotiations, information protected by attorney-client privilege and records of an executive session.

13. TTB to Remain Apolitical. Due to the current nature of the majority of the funding for TTB being derived from governmental public funds, TTB agrees that it will remain apolitical on Town ballot questions and candidates running for election to the Town Council, including a limitation that the TTB not expend funds on Town ballot issues except to provide responses to questions about Town ballot questions and to provide a factual summary, if and as determined by the TTB Board, on Town ballot questions, provided the summary includes arguments both for and against the election issue. Nothing herein shall prohibit any employee, board member or officer of TTB from receiving comments, or stating their own personal position, or other personal activities, regarding or relating to Town ballot questions and/or candidates.

14. Termination. Notwithstanding anything contained herein, this Agreement may be terminated by either Party in the event the other fails to perform or otherwise breaches any of its obligations hereunder, if, following the giving of notice by the terminating Party of its intent to terminate and stating the grounds therefor, the Party receiving such notice does not cure the failure or breach within ten (10) days. In the event that more than ten (10) days are required to cure a non-monetary breach, the cure must be commenced within ten (10) days of notice and be diligently prosecuted to completion within a reasonable period of time. Either Party may terminate this Agreement without cause following the giving of notice by the terminating Party of its intent to terminate ninety (90) days prior to the effective date of such termination. TTB's fee shall be due and payable to and including the effective date of termination. In the event that termination occurs during an annual term of this Agreement, TTB shall refund that portion of the pre-paid annual fee to the Town, less non-cancelable, or non-refundable payments and deposits, paid by

TTB, or due and payable by TTB, to third parties for purposes of performing the Services after the effective date of termination.

15. Indemnification. TTB shall agree to indemnify and hold harmless, Town and its officials, officers, agents, and employees, from and against all liabilities, claims, demands, actions, and debts (including reasonable attorney's fees) arising out of, claimed on account of, or in any manner predicated upon any injury, loss or damage to the property of, injuries to, or death of any person whatsoever, which may occur or be sustained in connection with the performance of the Agreement, or by any condition created thereby or based upon any alleged violation of any statute, ordinance, or regulation, except to the extent caused by the gross negligence or willful misconduct of the Town and/or its officials, officers, agents, or employees.
16. Data Limitations. Town acknowledges and agrees that marketing analytics and reports will be subject to confidentiality and other use limitations of third-party licensors and that TTB must comply with such restrictions in fulfilling its Services hereunder.
17. Consumer and Third-Party Content. Certain digital projects allow third parties to upload, download and otherwise interact with the digital materials that TTB produces. TTB is not responsible for any consumer generated content (blogs, digital materials, comments, etc.) or for any use by third parties of materials that are contained in any digital materials. In addition, many websites and other digital materials link to one another, and TTB is not responsible for materials and websites to which any TTB produced digital materials link with Client's authorization (including any references to those third-party materials and websites (e.g., descriptions, titles, trademarks, etc.) included in TTB produced digital materials to delineate or describe the existence of the link) nor for third party materials or websites that link to any Agency produced digital materials. Agency makes no warranties, shall have no liability, and shall have no obligation to indemnify Client, in connection with these links, content or materials.
18. LIMITATION ON DAMAGES. THE PARTIES AGREE THAT REMEDIES FOR ANY CLAIMS ASSERTED AGAINST EITHER PARTY, WHETHER BASED IN CONTRACT, WARRANTY OR ANY OTHER LEGAL OR EQUITABLE GROUNDS, SHALL BE LIMITED TO PROVEN DIRECT DAMAGES IN AN AMOUNT NOT TO EXCEED FEES IN EFFECT FOR THE THEN CURRENT YEAR OF SERVICES UNDER THIS AGREEMENT.
19. No Waiver of Governmental Immunity. Nothing in this Agreement shall be construed to waive, limit, or otherwise modify any governmental immunity that may be available by law to the Town, its officials, employees, contractors, or agents, or any other person acting on behalf of the Town and, in particular, governmental immunity afforded or available pursuant to the Colorado Governmental Immunity Act, Title 24, Article 10, Part 1 of the Colorado Revised Statutes.
20. Independent Contractor. TTB shall perform the services hereunder as an independent contractor and shall not be deemed by virtue of this Agreement to have entered into any partnership, joint venture, employer/employee or other relationship with the Town other than as a contracting party and independent contractor. The Town shall not be obligated to secure, and shall not provide, any insurance coverage or employment benefits of any kind or type to or for TTB or TTB's employees, sub-consultants, contractors, agents, or representatives, including coverage or benefits related but not limited to: local, state, or federal income or other tax contributions; insurance contributions (e.g., FICA); workers' compensation; disability, injury, or health;

professional liability insurance, errors and omissions insurance; or retirement account contributions.

21. Attorney's Fees. The Parties shall have all rights available at law or in equity to enforce the terms of the Agreement. In the event that any action is filed or maintained by either Party in relation to this Agreement, the primarily prevailing Party in any such action shall be entitled to recover its costs and reasonable attorneys' fees incurred or the reasonable value of salaried attorney's time.
22. Binding Effect. The Agreement shall constitute the entire understanding and agreement between the parties thereto and shall be binding upon the respective Parties.
23. TABOR Compliance. The Parties understand and acknowledge that the Town is subject to Article X, § 20 of the Colorado Constitution ("TABOR"). The Parties do not intend to violate the terms and requirements of TABOR by the execution of this Agreement. It is understood and agreed that this Agreement does not create a multi-fiscal year direct or indirect debt or obligation within the meaning of TABOR and, therefore, notwithstanding anything in this Agreement to the contrary, all payment obligations of the Town are expressly dependent and conditioned upon the continuing availability of funds beyond the term of the Town's current fiscal period ending upon the next succeeding December 31. Financial obligations of the Town payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available in accordance with the rules, regulations, and resolutions of Town, and other applicable law. Upon the failure to appropriate such funds, this Agreement shall be terminated.
24. Governing Law, Venue, and Enforcement: This Agreement shall be governed by and interpreted according to the law of the State of Colorado. Venue for any action arising under this Agreement shall be in the appropriate court for San Miguel County, Colorado. To reduce the cost of dispute resolution and to expedite the resolution of disputes under this Agreement, the parties hereby waive any and all right either may have to request a jury trial in any civil action relating primarily to the enforcement of this Agreement. The parties agree that the rule that ambiguities in a contract are to be construed against the drafting Party shall not apply to the interpretation of this Agreement. If there is any conflict between the language of this Agreement and any exhibit or attachment, the language of this Agreement shall govern.
25. Time of Essence. Time shall be of the essence with respect to the covenants and conditions to be contained in the Agreement.
26. Entire Agreement; Amendments. This Agreement constitutes the entire agreement between the parties, and supersede all prior or contemporaneous negotiations, agreements and representations, whether oral or written, related to this subject matter, which specifically includes superseding, repealing and replacing, as between TTB and the Town, the prior 2005 Intergovernmental Agreement between San Miguel County, the Town of Telluride, the Town of Mountain Village and Marketing Telluride Inc. (now known as TTB) and the 2005 Service Agreement between the same parties referenced above. This Agreement may only be amended or modified in writing with the signatures of the Parties.
27. Counterparts; Electronic Signatures. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same

document. Electronically signed, scanned/emailed, facsimile copies of any Party's signature hereon shall be deemed an original for all purposes of this Agreement.

Accepted and agreed to by the Parties as of the Effective Date.

TOWN OF MOUNTAIN VILLAGE:

By: _____
Marti Prohaska, Mayor

APPROVED AS TO FORM:

Paul Wisor, Town Manager

Marketing Telluride, Inc. d/b/a Telluride Tourism Board

By: _____
Kiera Skinner, Executive Director

Exhibit "A"

Services and Objectives

Objective 1: Visitors Center/Guest Services: The Visitors Center welcomes an average of 12,000 people per year. Its central location in the Town of Telluride generates strong foot-traffic and a captive audience. Often the final touchpoint in the visitor funnel, the Visitors Center plays an essential role in destination management efforts, and offers an opportunity to reiterate community values to the guest. The TTB's local team is knowledgeable about the area, and are essential in directing guest activities, behaviors and traffic flows. Guest education will continue to be an important function of the guest service program, and more of an emphasis will be placed on business and event promotion and support.

In collaboration with the Colorado Flights Alliance, the TTB provides guest service staffing at the Montrose Regional Airport. The guest services team ensures a positive first impression for the destination, and is available to answer questions about the region. The guest services team will continue to educate guests about Mountain Village businesses and events, with ongoing training to emphasize its importance.

Objective 2: Telluride.com: The official website for the destination, Telluride.com garners over 1 million views annually with its strong organic url and freshly designed content. The site is a primary resource for visitors and locals, and is updated and monitored daily. Telluride.com will be the call to action for all marketing programs, with custom landing pages created to highlight Town of Mountain Village lodging, shopping, restaurants, events and activities.

Objective 3: Central Reservations: The TTB's Central Reservations platform is an essential component to Telluride.com and the destination, and is the call to action for all marketing. Whether guests are booking through Central Reservations online, or using it as a search engine to later book direct, they expect to find and have the ability to book lodging through a DMO's website. The TTB's local guest services team tailors lodging and activities based on the caller's preferences and budgets. Central Reservations also provides another touchpoint for the guest services team to highlight local businesses and events with potential visitors, and provide follow-up information via email.

Objective 4: Professional Lodging Metrics: The TTB will continue to produce and distribute important lodging metrics that assist with forecasting and destination management, including occupancy, average daily rate, revenue per available room, average length of stay and more. In 2023, the TTB worked to provide lodging metrics to third party agency EPS/RRC for the Town of Telluride's Short Term Rental (STR) Study. EPS/RRC commented on the accuracy of the TTB's lodging metrics platform and confirmed that it was the best source for their reporting. The TTB will continue to work with both towns on any upcoming projects that involve lodging metrics.

Objective 5: Consumer Analytics & Economic Dashboard: The TTB is currently using an in-bound consumer analytics platform to track visitation and guest behaviors. In addition, the TTB worked collaboratively with the municipalities to develop an economic dashboard through

Tourism Economics' Symphony platform. The economic dashboard will provide real-time economic metrics that can be used internally and for public consumption.

Objective 6: Communications/Collateral Development: Communication with visitors plays an essential role in destination management and business development. The TTB will continue to support businesses and events through collateral distribution at the Visitors Center, kiosk signage, Peak Sheet, banners and additional assets as needed. Print advertising and paid social campaigns will promote destination stewardship and provide business support. Summer and winter maps, and other stewardship materials will be produced to provide guest education tools.

Objective 7: Visitor Guide Development: The TTB will continue to develop and produce a destination Visitor Guide for the purpose of enhancing and promoting the visitor experience in the Telluride region. The guide will promote Mountain Village businesses and events through listings and editorial. The TTB/Visitor Guide team will continue to involve Town of Mountain Village staff in the process to ensure effective coverage and accuracy.

Objective 8: Public Relations Management: The TTB plays an important role in vetting direct media inquiries to ensure proper representation of Mountain Village and the destination. The team will continue to work with journalists and publications as the destination information resource, including message management, visit coordination, media monitoring and reporting.

Objective 9: International Promotions: The TTB will continue to focus on international efforts, and build on the momentum created during 2023. International tourists are Colorado's highest-value visitors, spending an average of 3x the domestic tourist. With a longer length of stay, higher spend and general preference for public transportation, the international visitor delivers lower impact on the destination while garnering more revenue.

In 2023, the TTB partnered with the Colorado Tourism Office (CTO) on media and travel trade missions in multiple cities in Mexico (spring and fall) and Australia in the fall to promote the winter season. In addition, the TTB participated in IPW, the world's largest international trade show, in the spring.

The TTB will continue to target key international markets (Mexico, Australia, South America (winter), and UK and Germany (summer), and represent Telluride & Mountain Village through in-market missions with travel trade and media, as well as hosting. In addition to partnering with the CTO, the TTB would like to work with the local lodgers on exclusive Telluride/Mountain Village missions as well.

The TTB will work with the CTO on co-op programs, and continue Search Engine Optimization (SEM) efforts in key international markets to keep Telluride top of mind.

Objective 10: Destination Marketing: The TTB will work with the Town of Mountain Village and the Town of Telluride on a collaborative destination marketing program with the goal of creating a positive economic impact on the Town of Mountain Village and regional community.

In collaboration with town teams, the TTB will work with existing agency, Karsh Hagan, to conceptualize, develop and execute a successful program. Karsh Hagan has produced strong results for Mountain Village over the past two years, and understands the challenges and opportunities that the region faces. With the direction of the TTB, Karsh has the ability to hit the ground running to seamlessly implement a destination campaign, while continuing to highlight the Town of Mountain Village as its own unique community through regional marketing.

A planning session with Karsh Hagan will take place in early Q1 to determine destination brand identity, conceptualize creative and discuss a media plan for summer. In February, creative concepts will be finalized followed by final review and approvals on the media plan. The summer campaign is slated to launch in April to encourage early bookings.

In June, winter marketing planning will begin, with an in-person meeting including TTB, Town of Telluride, Town of Mountain Village and Karsh Hagan. The winter campaign will kick-off in early October.

Campaigns will be tracked and monitored closely, and optimized as needed to ensure effectiveness. Karsh will generate monthly campaign reports that include KPIs such as impressions, click through rate (CTR), video completion rate (VCR) to measure engagement. The TTB will track destination KPIs including lodging metrics, tax revenues, visitation data, etc. to measure impact.

*Payments for additional work/expenses
billed at TTB's standard hourly rates (unless otherwise agreed)*

Exhibit "B"
Compensation

Visitors Center/Guest Services

Labor (Visitors Center and Montrose)	\$62,000
Rent, Space Cost	\$25,000
IT/Phones/Supplies	\$16,000
Total	\$103,000

Telluride.com

Website Management & Maintenance (web agency & internal)	\$70,500
Webcams	\$17,000
Customer Relationship Management Platform	\$15,000
Assets- Photos, creative & photo library platform	\$22,500
Total	\$125,000

Central Reservations

Operations (personnel)	\$96,000
Central Reservations Booking App	\$13,000
Fees (CC & Cen Res Platform)	\$26,000
Rent, Space Fees, Taxes	\$16,000
Telephone	\$9,000
Total	\$160,000
Less Projected 2024 Cen Res Revenue (60% of Total \$100,000)	(\$60,000)
Total	\$100,000

Metrics & Analytics

Professional Lodging Metrics	\$24,000
Consumer Analytics/Economic Dashboard	\$33,000
Management	\$15,000
Total	\$72,000

Communications/Collateral Development

Printing (maps, banners, posters, calendars, wraps)	\$25,000
Assets - photography, customer relationship management platform	\$20,000
Advertising: print, paid social, PPC	\$30,000

Creative Development	\$20,000
Labor	\$48,000
Total	\$143,000
Visitor Guide Development	
Development, Production & Distribution	\$40,000
Total	\$40,000
Public Relations Management	
Media Monitoring & Reporting Platform	\$8,000
Compensation for PR management services	\$45,000
Total	\$53,000
International Promotions	
Travel Expenses for missions & hosting	\$30,000
International events and shows	\$20,000
Marketing co-ops with CTO, travel trade and other partners	\$40,000
Search Engine Marketing (SEM)	\$24,000
Total	\$114,000
Destination Marketing	
Media Buy	\$520,000
Creative Development/Services	\$130,000
Media Planning/Execution	\$100,000
Total	\$750,000
Total Budget	\$1,500,000

Exhibit "C"

PERFORMANCE INDICATORS

Performance Indicator	Tracking Mechanisms
1. Occupancy	KeyData/Lodging Analytics
2. Average Daily Rate (ADR)	KeyData/Lodging Analytics
3. Tax Revenues	MuniRevs
4. Web Analytics	Google Analytics
5. Paid Media Impressions	Advertising Analytics Platform
6. Click Through Rates (CTRs)	Advertising Analytics Platform
7. Media Equivalencies	Critical Mention Platform
8. Air Load Factors	Colorado Flights Alliance
9. Visitor Center Traffic	TrafSys/Traffic Monitoring System
10. Central Reservations Booking Pace & Revenues	Central Reservations Platform
11. Visitor Data	Marketing Research Platform
12. Economic Data	Economic Dashboard

Exhibit D
PERFORMANCE MEASURES / GOALS

Performance Measures	Tracking Mechanisms	Target
Web Analytics	Google Analytics	At or over industry benchmarks
Pages/Session		1.5
Average Session Duration		> 1 minute
Bounce Rate		<60%
Marketing CTR	Advertising Reports	At or over .1% (industry benchmark)
Occupancy	Lodging Analytics	Increase by 2% YOY (all stays including domestic & international)
Tax Revenues	MuniRevs	Grow sales tax revenues by 5% annually, specifically in-town retail, restaurant, and lodging tax revenues