



Virginia Tourism Corporation
Marketing Leverage Program – Fall 2010

Virginia Tourism Corporation Marketing Leverage Program

The Virginia Tourism Corporation (VTC) Marketing Leverage Program is designed to stimulate new tourism marketing programs through the creation of tourism partnerships and to extend the “Virginia is for Lovers” campaign. The objective of this program is to leverage limited marketing dollars, resulting in increased visitor spending, revenue, and jobs. This objective can be accomplished through actions including the following:

- Encouraging and stimulating investment by combined efforts of local, regional and statewide entities for marketing initiatives;
- Marketing Virginia as a year-round leisure travel destination for individuals and groups;
- Marketing Virginia as a meeting, convention, sports, green, and/or environmentally friendly travel destination;
- Marketing Virginia to international travelers;
- Targeting the drivers of visitation to Virginia, such as history and heritage, beaches, affluent travel, epicurean travel, small towns, and/or outdoor recreation;
- Extending the limited “Virginia is for Lovers” campaign budget by tying local and regional marketing initiatives into the “Virginia is for Lovers” campaign.
- Assisting partners in developing a comprehensive and measureable marketing program based on pertinent research.

VTC Marketing Leverage Program

A minimum of three Virginia entities must partner financially to apply for funding consideration. Partners may consist of Virginia towns, cities, counties, convention and visitors bureaus, chambers of commerce, other local or regional destination marketing organizations (DMO), private businesses, museums, attractions, cultural events, and not-for-profit entities. DMOs are *not required* to be a financial partner; however, all applications must include a letter of support from each DMO(s) within the project coverage area. DMOs can be – and are encouraged to be – partners in the application. A list of DMOs can be found at <http://www.vatc.org/csir/dmolist.asp>. Programs that are regional in scope are encouraged. State/federal agencies may not be the lead partner in an application. Applications that include state/federal agencies must have a minimum of two additional, non-state/federal agency financial partners. All applicable partners in the application must be listed on www.Virginia.org and must provide a reciprocal link to www.Virginia.org from their website. One partner must serve as the lead partner who will administer the program. The lead applicant can only be the lead partner in one program per funding cycle and the program can apply only in one funding tier. A potential vendor of services for or to the application partnership program, either directly or indirectly, cannot be a partner in the application. Applicants are encouraged to seek services through a competitive bid process and are encouraged to utilize SWAM (Small Business, Women, or Minority-Owned) vendors, when possible. For more information about SWAM certification, please visit <http://www.dmbc.virginia.gov/>.

There are two levels of funding in the VTC Marketing Leverage Program. The maximum match amount in each program will be as follows:

TIER ONE LEVERAGE PROGRAM

Up to \$5,000 Maximum award of \$5,000 with a **1:1** match required

TIER TWO LEVERAGE PROGRAM

\$5,001 to \$25,000 Minimum of \$5,001 up to a maximum of \$25,000 with a **2:1** match required (two dollars from partners matched by one dollar from VTC).

There are very limited funds for this program, therefore funding will be awarded on a merit scale. Awarding of funding is based upon information contained in the application and will be scored based upon the VTC Marketing Leverage Program Scoring Guidelines (Page 4). Since awards are determined from these scores, the application must be as complete as possible. Do not assume that the review team is familiar with your area, or project, so be sure to include all requested information. Actual award may or may not equal amount requested and is based on available funds at the time of award. In making decisions on funding applications, the Virginia Tourism Corporation may consider such factors as type and scope of the applying organizations, campaign audience and message, the organization's additional resources, past awards to, and applications from, the applying organizations, the impact and priority of the proposed project, the timetable, the number of applications received, the dollar amounts of the applications received and most importantly, the impact of the project's ability to increase and track overnight stays and visitor revenue in the program coverage area. **Applications that score less than 80 points will not be eligible for funding.**

Eligible Program Expenses

- Placement of Advertisements – (includes print ads, radio, television, etc.). Ads must promote the applicants area to visitors. Applications must incorporate aspects of the “Virginia is for Lovers” campaign. Applications that more fully integrate the “Virginia is for Lovers” campaign marketing opportunities will score higher. If the proposal includes media outlets that are not part of the VTC Partnership Advertising Opportunities, justification should be included as to why the proposed media outlet is used. Information on VTC Partnership Advertising Opportunities can be found at <http://www.vatc.org/advertising/coopadprog/partneradvertising.asp>.
- Printed Materials – Travel related printed materials including brochures, media kits, group tour publications, meeting planner publications and other printed information materials designed to promote the partner's area as a travel destination. Such projects must include a marketing mechanism and plan for promoting the availability of such printed materials.
- Website Development – Development of websites to promote the applicants areas are eligible. Maintenance fees for websites are NOT eligible. Websites must include the Virginia is for Lovers logo and must provide a reciprocal link to www.Virginia.org from their website. Such projects must include a marketing mechanism and plan for promoting the availability of such websites.
- Electronic Marketing – Search engine optimization, banner and website advertising, and other electronic marketing initiatives are eligible expenses.
- Production of B-Roll video footage and high resolution photography. Any such materials produced should be offered for use by VTC for promotional purposes and should comply with VTC Usage Rights. Please contact VTC prior to production of such materials for complete technical requirements and VTC Usage Rights policies.
- Travel and Trade Show Booth Rental/Participation Fees – Fees associated with registration at travel and trade shows are eligible. Travel expenses, including accommodations, and transportation, are NOT eligible for funding.
- Dues and Memberships – Fees that are required to participate in marketing initiatives or travel trade shows are eligible.
- Fulfillment Costs – Fees associated with mailing collateral materials as a result of the marketing programs are eligible as well as the cost of toll-free numbers associated with the programs.
- Tradeshow Displays – Design and production of display units that will be used in conjunction with travel promotions at travel and tradeshow are eligible.
- **NEW!** The cost of doing research directly related to your project. Typically 2% to 5% of your projects overall cost should be set aside for research. Please see the Performance Measures sections on Pages 9-12 for more information.

Ineligible Program Expenses

The following will NOT be funded by the VTC Marketing Leverage Program:

- Programs that do not contribute to increased visitation to the partner's area and to Virginia.
- Administrative expenses including office space, salary and personnel costs, office supplies, office equipment, normal office postage, other administrative costs and overhead costs. (Toll-free

numbers associated with the programs will be funded as described above, as will postage fulfillment costs directly associated with the programs).

- Costs of promotional items (such as pens, pencils, etc.)
- Event start up and production costs.
- The cost of signage, including fabrication and installation, is not eligible.
- Maintenance fees for websites are NOT eligible.
- Travel expenses, including accommodations, and transportation, are NOT eligible for funding.

Additional requirements and requested information contained in the VTC Marketing Leverage Program Scoring Guidelines and Instructions (Pages 4 – 12) must also be met.

General Program Information

1. Funds will be disbursed on a reimbursement basis upon receipt by VTC of copies of vendor invoices showing the actual costs, proof of payment of invoices, proof of product or ad campaign (tear sheets, examples of printed materials, copies of audio or video tapes, etc.), and/or screen captures and active web addresses for website related programs. Funding payment requests must include the VTC Marketing Leverage Program Reimbursement Request form provided after award notification.
2. The match is a cash match only. No in-kind services or costs will be allowed for matching purposes.
3. Repeat applicants are allowed, however new applicants are preferred. This program is not intended to be a sustainable funding source for your project. All programs must be for new initiatives. The use of VTC funds must be clearly specified in the application.
4. All programs should be completed within 18 months of the award notification date. VTC may request periodic updates on the progress of your program. A final report must be submitted to the VTC within 60 days of the end of the program detailing the results of the program, including return on investment, performance measure outcomes, the Research and Performance Measure Plan (Page 12), and other supporting data. Failure to provide the final report, or failure to meet guidelines stated in application, may result in partners being in default and any funding awarded to date may be refundable to VTC.
5. ***VTC will offer a review of the draft of your application. Such review drafts must be submitted no later than Tuesday, October 12, 2010. Drafts received after this date cannot be reviewed. Review drafts should be submitted electronically to Steve Galyean at sgalyean@virginia.org. The review comments are intended to assist in strengthening your application. Review is optional and will not in any way guarantee approval of the application.***
6. The final application must be received no later than 5 p.m. on Thursday, October 28, 2010 at the VTC offices. Grading of applications is expected to be completed and award/denial notifications made by the end of November 2010.
7. Please provide the ***original plus three copies of your application***. Applications should be typed or computer printed. Applications and supporting materials should not be bound or placed in a notebook. Staple the application in the upper left-hand corner. Supporting materials may be included in clear sheet holders or similar pockets. ***APPLICATIONS MUST FOLLOW THE FORMAT AS STATED ON PAGES 4-12, AND MUST ADDRESS ALL ASPECTS OF THE GUIDELINES AS COMPLETELY AS POSSIBLE. FAILURE TO FOLLOW THE FORMAT IN THE GUIDELINES WILL RESULT IN LOWERING OF SCORES, AND/OR POSSIBLE DISQUALIFICATION.***
8. ***FAX and/or e-mail applications will NOT BE ACCEPTED.*** For tracking purposes and date/time delivery recording purposes, it is suggested that applications be sent via UPS, FedEx, DHL, or USPS Registered Mail/Return Receipt Requested.
9. Any changes in the applicants program that arise after notification of award must be submitted in writing and approved in writing by VTC. Failure to do so may result in default and any funding awarded to date may be refundable to VTC.
10. Questions regarding the VTC Marketing Leverage Program should be addressed to Steve Galyean at sgalyean@virginia.org or by calling 804-545-5517.

Virginia Tourism Corporation Marketing Leverage Program Scoring Guidelines

The following will be used in evaluating applications for the VTC Marketing Leverage Program. Applicants must follow format as stated on Pages 5-12. **Please make sure your application thoroughly answers EACH of the following questions, IN THE ORDER as shown below.**

	<u>Maximum Points</u>
<u>PROGRAM DESCRIPTION</u>	
<ul style="list-style-type: none"> • Program Description and Partner Evaluation <ul style="list-style-type: none"> ○ <i>What do you want to accomplish?</i> ○ <i>What are the goals for your program?</i> ○ <i>Who are your partners, what is their role and financial commitment?</i> 	15 pts
	Total: 15 pts.
<u>PROGRAM CONTENT</u>	
<ul style="list-style-type: none"> • Target Audience and Market Research <ul style="list-style-type: none"> ○ <i>Who is your target market and audience?</i> ○ <i>Why did you choose this market?</i> ○ <i>What research supports your interest in this market?</i> ○ <i>Have you completed the Research and Performance Measure Plan?</i> • Marketing Message and Program <ul style="list-style-type: none"> ○ <i>What is your marketing message that will cut through the clutter and encourage action? <u>Clearly state this message.</u></i> ○ <i>What resources do you have and need to reach the target market?</i> ○ <i>What is your marketing plan to reach the target market?</i> ○ <i>Is the marketing plan detailed, with specific timelines?</i> ○ <i>Have you clearly stated for what the VTC funds will be used?</i> ○ <i>Have you completed the Marketing Plan, Budget, and Timeline Sheet?</i> • “Virginia is for Lovers” Campaign <ul style="list-style-type: none"> ○ <i>Detail how the program supports the “Virginia is for Lovers” campaign, including the VTC Partnership Advertising Opportunities?</i> 	20 pts. 20 pts.
	Total: 60 pts.
<u>PERFORMANCE MEASUREMENT</u>	
<ul style="list-style-type: none"> • Effectiveness of Program <ul style="list-style-type: none"> ○ <i>Have you clearly established realistic baseline numbers and clearly stated your targets?</i> ○ <i>Have you completed the Research and Performance Measure Plan?</i> ○ <i>How will you know if you have reached your target audience?</i> ○ <i>How will you report the effectiveness of your program?</i> ○ <i>Is there a plan for implementing the program if requested funding is not fully awarded?</i> ○ <i>Is there a sustainability plan to continue the program after the requested funding cycle?</i> 	25 pts.
	Total 25 pts.
TOTAL MAXIMUM SCORE:	100 POINTS

Virginia Tourism Corporation Marketing Leverage Program Application Instructions and Format

TIP: APPLICATIONS MUST FOLLOW THE FORMAT AND ORDER AS STATED ON PAGES 5-12, AND MUST ADDRESS ALL ASPECTS OF THE GUIDELINES (PAGE 4) AS COMPLETELY AS POSSIBLE. EACH QUESTION MUST BE ANSWERED AS COMPLETELY AS POSSIBLE, IN THE ORDER STATED. FAILURE TO FOLLOW THE FORMAT IN THE GUIDELINES WILL RESULT IN LOWERING OF SCORES, AND/OR POSSIBLE DISQUALIFICATION. APPLICATIONS THAT SCORE LESS THAN 80 POINTS WILL NOT BE ELIGIBLE FOR FUNDING.

1) COVER SHEET

- Complete the Virginia Tourism Corporation Marketing Leverage Program Application Cover Sheet and include as the first page of your application. Be sure to indicate program name, funding level requested, anticipated completion date, and a brief summary of your project. Also, include the completed Application Checklist (Page 17) following your cover sheet.

2) PARTNER INFORMATION PAGES

- Complete the information sheets for the lead partner and each partner in the program. A minimum of three Virginia entities must partner financially to apply for funding consideration. Indicate the complete contact information for all partners, including the partners' financial commitment for the project. Attach additional pages for each partner. Do not alter the partner information sheets.

3) PROGRAM DESCRIPTION (attach up to two pages)

- Description of the proposed program and goals, and the partner's role in the program. Answer the following questions: What do you want to accomplish? What are the goals for your program? Who are your partners and what are their specific roles in the project and financial commitment?
- **TIP:** Be sure to briefly describe how your partners will be engaged in the project, aside from any financial commitments.

4) TARGET AUDIENCE AND MARKET RESEARCH (attach up to two pages)

All applications must include detailed research and baselines relevant to the project and the partner's coverage area. Please refer to the Performance Measure section (Pages 9-12) and the Research and Performance Measure Plan (Page 12) for additional metrics that may be included in the research section.

- Who is your target market and audience? Why did you choose this market? What specific, state and local research supports your interest in this market? All program marketing initiatives should be based upon your research, target market and audience. All applications must include detailed research and baselines data relevant to the project and the partner's coverage area.
- **NEW!:** Please refer to the Performance Measure section (Pages 9-12) for metrics that may be included in the research section, and include this data on the Research and Performance Measures Plan sheet.

- **TIP:** This section is one of two sections where most points are deducted by the review team (The other section where most points are deducted is the Performance Measure Section). Be sure to include specific local citations and indicate the source of your information. For example, if your data is from visitor logs at an attraction, indicate this in the market research narrative section. Do not refer to an attachment; rather extract the pertinent information and include in your narrative in this section. ***Make a documentable case in your narrative as to why you chose the particular audience and market. Tie your marketing plan into this research-based audience.***

5) **MARKETING MESSAGE AND PROGRAM (attach up to two pages, plus the detailed Marketing Plan, Budget, and Timeline Sheet)**

All applications must include a detailed marketing plan that clearly states specific media placements, timelines, and costs. The use of both VTC and partner funds must clearly be shown. Failure to include a detailed marketing plan will result in disqualification. The marketing plan must follow the format as shown on Page 8.

- What is your marketing message that will cut through the clutter and encourage action?
 - Your message must be clearly, and specifically stated. Your message is your means for standing out from the competition and reaching your audience, then encouraging them to act (visit). It should include a call to action that encourages the next step, whether requesting additional information, or visitation to your area.
- What resources do you have and need to reach the target market? Does the program efficiently use these resources?
- What is your marketing plan to reach the target market? Is the marketing plan detailed, with specific timelines? Does it reach your defined target audience? *In addition to answering these questions, provide a detailed marketing plan showing specific media placements, placement dates, brochure development, costs associated with program, etc. in the format shown on Page 8 (Marketing Plan, Budget, and Timeline).* You may reproduce the form, but you must follow the format shown.

TIP: It is important to include as much detail in the Marketing Plan and Budget Timeline as possible. Do not include general statements, such as “the program partners will place magazine ads.” Rather, include specific placement dates, ad sizes, rates, etc. For example, indicate that you will place in Smithsonian Magazine a 1/6 page four color ad, two times in the September 2011 and March 2012 editions at a total cost of \$4,320.00.

For non-advertising related expenses, indicate what the expense represents, estimated costs, and anticipated completion dates. For example, if a portion of the application is for the production of a brochure, please indicate the purpose of the brochure, cost of design, cost of production, number produced, and the anticipated completion date. Clearly show for what the requested VTC Marketing Leverage Program Leverage funds will be used, and for what the Partners dollars will be used.

You must include in your narrative specifically how a particular media outlet reaches the target audience identified in your research.

Virginia is for Lovers Campaign

- How does the program support the current "Virginia is for Lovers" campaign, including the VTC Partnership Advertising Opportunities? The VTC Partnership Advertising Opportunities are an effective way to further leverage dollars.

TIP: Applications **must** incorporate aspects of the "Virginia is for Lovers" campaign. Applications that more fully integrate the "Virginia is for Lovers" campaign opportunities will score higher. If the proposal includes media outlets that are not part of the VTC Partnership Advertising Opportunities, justification must be included as to why the proposed media outlet is used. Such justification should include publication demographics, circulation, and issue highlights (editorial focus). The "Virginia is for Lovers" logo and the www.Virginia.org website address must be included in all marketing materials. (Exception for brochure size ad units). Information on usage policies and information on requesting the "Virginia is for Lovers" logo can be found at <http://www.vatc.org/advertising/logopolicy/logopolicy.asp>.

Examples of support of the "Virginia is for Lovers" campaign include the following:

- Participation in VTC consumer and/or trade cooperative media buys listed on the VTC Marketing Calendar. For complete partner media buy information, please refer to <http://www.vatc.org/advertising/coopadprog/partneradvertising.asp>
- Additional information can be found in the VTC Marketing Plan available at <http://www.vatc.org/administration/documents/VTCMktPlan10.pdf>. Please also refer to the VTC Brand Toolkit at <http://www.vatc.org/advertising/VTCBrandToolKit.pdf>.
- Placement of advertising in the Virginia Travel Guide, the Virginia Group Itinerary Planner, and/or the Virginia Meeting Planners Directory.
- Programs that further encourage local tourism industry partners to list on Virginia.org.
- Participation in the VTC Online Booking partnership program with Travelocity.
- Participation in VTC Datashare program; <http://www.vatc.org/emarketing/datashare.asp>
- Providing travel product on Virginia.org for group tour: www.virginia.org/gsm/groups.asp; meetings www.virginia.org/meetings and sports <http://www.virginia.org/gsm/sports.asp>
- Programs that support the Virginia Green initiatives. Information on Virginia Green can be found at <http://www.deq.virginia.gov/p2/virginiagreen/homepage.html> and at <http://www.VirginiaGreenTravel.org>.
- Participation in CRUSA marketing initiatives including sales missions, trade shows, print and electronic guides, FAM trips, and media tours. For more information please refer to <http://www.vatc.org/marketing/inter/crusa.asp>.
- Assistance in hosting of domestic, CRUSA and Canadian FAM trips, media tours, and other VTC sponsored tours.
- Participation in VTC promotional and sweepstakes opportunities.
- Placement of brochures in the Virginia Welcome Centers.
- Placement of a translite ad in the Virginia Welcome Centers.
- Participation in the monthly Virginia Welcome Center Tourism Blitz program.
- Participation in VTC consumer show program.
- Participation in VTC domestic and international trade show opportunities for AAA, group tour, meetings and sports as noted on the VTC Marketing Calendar.

6) PERFORMANCE MEASURES (attach up to two pages, plus the Research and Performance Measure Plan)

NEW! The Virginia Tourism Corporation must validate our Return on Investment of the VTC Marketing Leverage Program. This will become increasingly important as the matching fund program grows. This is also very important to you, your stakeholders, and to the outcomes of your project.

In this section you will answer the questions of “How will you know if you have reached your target audience?”, “Was your program successful?”; and “Did you realize a return on your marketing dollar investment?”

At first glance, this new, revised section may look daunting, but is designed to help you better determine your baselines numbers. To assist you with defining your performance measures, VTC is now requiring you to complete the Research and Performance Measure Plan (Page 12). The information provided will vary depending on the partners. For example, a locality will likely include performance measures for the entire community, such as tax revenue, and/or visitor spending. Likewise, an event, attraction, or business will include information specific to their programming. As stated, VTC realizes that the information asked for will vary among the partners. It is important, however, that all partners include as much information as possible. Programs which more thoroughly include meaningful baselines numbers and targets will score higher in this section.

Performance measures must be used to gauge the effectiveness of your program. Without strong and meaningful measures, you will be unable to effectively determine if your message moved your target audience to act. Clearly defined performance measures will be key in developing your final report, and whenever possible, should relate directly to your stated objectives.

TIP: In addition to completing the Research and Performance Measure Plan, provide a brief narrative, up to two pages, about how you will measure your program’s effectiveness. Include information on any conversion studies, surveying methods or other measurement mechanisms. Refer to the Project Specific Performance Indicators for ideas on responding to this section. Be sure that each of your performance measures has a documented baseline against which to measure your program’s effectiveness.

Be sure in this section you answer the following questions:

- *Have you clearly established realistic baseline numbers and clearly stated your targets?*
- *How will you know if you have reached your target audience?*

RESEARCH and PERFORMANCE MEASURE PLAN

Standard Performance Indicators:

In order to know where you are going, you need to know where you currently are. Therefore, it is VERY important to include clearly-stated baseline numbers. The Research and Performance Measure Plan on Page 12 includes standard metrics that should be familiar to all applicants. In most cases, each partner – whether a local government, organization or a private business – should be able to provide a baseline and targeted goal for at least part of the metrics. If you are starting a new program, you may not have data from previous projects. In this case, realistic projections should be provided, based upon similar projects from either your area, or other areas. Please indicate upon what you are basing your projections in the narrative section. You may reproduce the Research and Performance Measure Plan form, but you **must** follow the format shown.

Examples:

- Total Number of Visitors and Origin of Visitors – Your local attractions, visitor center, or event should have information regarding the visitors, captured through visitor logs, ticket sales, or other means. This is also a source of information about from where your visitors are coming.
- Total Visitor Spending and Total Taxes Generated by Tourism – Your local DMO, and/or locality should have this information for the locality. The information is also available for Virginia counties and cities by visiting <http://virginiascan.yesvirginia.org/localspending>.

You should also include data specific to your project. For example, you may have information obtained from past economic impact studies that show visitor spending at an attraction or event, or you may be able to obtain tax revenue generated for a particular event, or timeframe for the event, from the event coordinator, or the locality.

- Jobs Created or Sustained By Your Project – Include jobs and positions that are directly related to your project. For example, if you are a festival with an executive director and two part-time staff, your job number would be two full-time equivalent (FTE) jobs.
- Total Number of Meetings Booked – If you have meeting space, or host meetings, indicate how many meetings have been booked in the past, and indicate the projected increase in meetings booked as a result of your project.
- Average Occupancy – Your local DMO should have this information for the average occupancy for lodging facilities in your area, or individual properties should be able to provide this information.
- Total Number of Leads – This information should be available from your local DMO, attractions, or partners and includes leads generated by past marketing initiatives.
- Total Number of Unique Visitors to Website – This information should be available from your local DMO, attractions, and/or webmaster.

Project Specific Performance Indicators:

In addition to providing overall travel benchmarks, you should make every effort to measure the effectiveness of your specific project. The best indicators are those which conclusively show that visitors came as a result of your project. Unlike the standard performance indicators, these measures will generally require you to conduct some form of primary research. As a general rule, 2% - 5% of your marketing budget should be set aside for research. However, research does not need to be difficult or expensive. An example is a simple survey that can be completed with a few volunteers armed with clip boards asking a handful of questions to as few as 100 random patrons. Below are some simple ways to measure the effectiveness of your program and tie it back to your stated objectives.

Example: If your goal is to get more visitors (make sure to say how many more) to an event or attraction...

- You can do a simple random sample survey to see how they learned about your event or attraction. This should be done in addition to measuring the number of people and will tell you what impact your marketing efforts had on overall visitation.
- If you aren't able to do a detailed survey, just find out their ZIP code. Do this before and after your marketing campaign to find out if more people start coming from the areas where you are advertising.
- Including a coupon or other item that visitors can turn in or mention for an incentive is a great way to accurately measure how many people your advertising reached.
- At the absolute very least, find out how the change in this year's attendance at your event or attraction compared with similar events in your area. In other words, did you do better than average?

Example: If your goal is to convert more leads or website hits into visits...

- You can do a conversion survey to follow-up with inquirers / visitors later and see if they came and how useful the information they received was. This is easiest with inquirers because you already have their contact information, but it can also be done through a link or pop-up on your website that asks for contact information to be used later.
- Alternatively, you can survey visitors and find out what percent used your travel guide, visited your website, etc. Ideally, you could do a pre- and post-survey to find out how many more visitors came because of your promotional materials. Take this time to find out if those promotional materials caused them to stay longer and spend more too!

Costs associated with measuring the effectiveness of your program are an allowable expense. As a general rule, 2% - 5% of all marketing budgets should be set aside for research. These costs can

include postage for follow up mailings, materials needed for surveying patrons, and data analysis costs. Any such costs need to be documented and submitted for reimbursement per the reimbursement guidelines that will be provided upon award notification.

Reporting and Sustainability

There is a possibility that, due to number of quality applications received and the funds available for projects, that your project may be funded at a reduced level than requested. Please briefly describe how your project will progress if you receive reduced funding. **Applications that score less than 80 points will not be eligible for funding.**

Additionally, indicate how your program will continue after the VTC Marketing Leverage Funds are expended. Will the program continue? How will the program be sustained?

Answer the following questions:

- Is there a plan for implementing the program if requested funding is not fully awarded?
- Is there a sustainability plan to continue the program after the requested funding cycle?

VTC has to report on the effectiveness of the VTC Marketing Leverage Program to our stakeholders. We must show a return on investment of the program. To that end, you will be required to provide a brief final report on the effectiveness and outcomes of your programs.

It is a good idea to communicate your successful receipt of VTC Marketing Leverage Funds to your local stakeholders. This is a great way to show them how your are leveraging your marketing dollars to increase visitation to your area.

- How will you report the effectiveness of your program to the VTC, and to your stakeholders?
 - A final report detailing the outcome of your project is due within 60 days of the completion of the project. The report needs to clearly answer the questions above with specific data, examples of the results of the program, and other supporting documentation. The Research and Performance Measure Plan must be included with your final report showing your baselines as provided in the application, and the data of those performance metrics as a result of your program.
 - Successful recipients should communicate the awarding of the VTC Marketing Leverage Program funds to local media and stakeholders. Information on the amount of local money leveraged, number of partnerships developed, purpose of the program, etc. should be included. Recipients must send VTC a copy of any media releases, as well as documentation of any media coverage. Recipients are also encouraged to communicate the successful outcomes of the program to the stakeholders following the completion of the program. Indicate how you will communicate the awarding of funds and the outcomes of your program.

Applications are due by 5:00 PM on Thursday, October 28, 2010. Send applications to:

Virginia Tourism Corporation
Attention: Steve Galyean
Director of Development
Partnership Alliance Marketing
901 East Byrd Street
Richmond, VA 23219
Tel: 804-545-5517

Research and Performance Measure Plan (RPM)

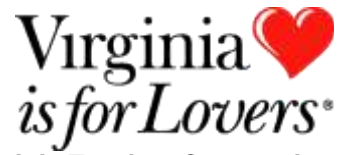
Please include below as much baseline data and other information as possible. This form will need to be included with your final report detailing the outcomes of your program. Refer to Pages 9 – 11 for more information. Your RPM Plan is based upon the duration of your program. You may reproduce this form, but you **must** follow the format shown.

Program Name _____ Lead Applicant _____

Performance Measures	Lead Partner		Partner 2		Partner 3	
	Current Baseline	Goal or % Increase	Current Baseline	Goal or % Increase	Current Baseline	Goal or % Increase
Total Number of Visitors						
Total Visitor Spending						
Total Taxes Generated by Tourism						
Jobs Created or Sustained by your Project						
Total Number of Meetings Booked						
Average Occupancy						
Total Number of Leads						
Total Number of Unique Visitors to Website						
Other _____						
Other _____						

Sources of Research Information:

- **Visitor Counts:** Visitor logs at visitors centers, attractions, and/or events
- **Visitor Spending; Taxes Generated; Jobs:** Locality Economic Impact available at <http://virginiascan.yesvirginia.org/localspending>; economic data from your locality; individual partner data.
- **Average occupancy; number of leads; website data; meetings booked:** Your local Destination Marketing Organization (for a list please visit <http://www.vatc.org/csir/dmolist.asp>); locality data; partners data.



Virginia Tourism Corporation
Marketing Leverage Program – Fall 2010

Virginia Tourism Corporation Marketing Leverage Program Cover Sheet

PROGRAM NAME: _____

LEAD PARTNER: _____

NEW! Please provide a brief (one to two sentences) summary of your program: _____

BUDGET OF PROPOSED PROGRAM

TIER ONE LEVERAGE PROGRAM

Up to \$5,000

Maximum award of \$5,000 with a 1:1 match required

Leveraging Funds Requested \$ _____

Partner's Matching Funds (1:1 Match) \$ _____

Total Budget for Program \$ _____

TIER TWO LEVERAGE PROGRAM

\$5,001 to \$25,000

Minimum of \$5,001 up to a maximum of \$25,000 with a minimum 2:1 match required (Two dollars from partners matched by one dollar from VTC).

Leveraging Funds Requested \$ _____

Partner's Matching Funds (2 : 1 Match) \$ _____

Total Budget for Program \$ _____

ANTICIPATED DATE OF PROGRAM COMPLETION: _____

*All programs should be completed within 18 months of the date of award notification.
The final report must be submitted to the VTC within 60 days of the end of the program.*

LEAD PARTNER CONTACT INFORMATION (Please provide exact contact information for where correspondence regarding application is to be sent, including reimbursement payments.)

Name of Program

Name of Lead Partner

Lead Partner Contact (**Communications regarding your program will be addressed to this person**).

Mailing address of Lead Partner

Physical address of Lead Partner

City

State

Zip

Telephone

Fax

E-mail address (**BE SURE THE E-MAIL ADDRESS IS FOR THE PERSON RESPONSIBLE FOR ADMINISTERING YOUR PROGRAM. Communications regarding your program will be addressed to this person**).

Website address

Federal Employer Identification Number (FEI #)

\$

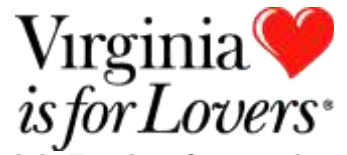
Lead Partners Financial Commitment

Name and title of authorized person (please print)

Signature of authorized person

Date

Please include contact information for each additional partner on the following pages



Virginia Tourism Corporation
Marketing Leverage Program – Fall 2010

PARTNER NUMBER TWO CONTACT INFORMATION

Name of Program

Name of Partner

Mailing address of Partner

Physical address of Partner

City

State

Zip

Telephone

Fax

E-mail address

Website address

Federal Employer Identification Number (FEI #)

\$

Partners Financial Commitment

Name and title of authorized person (please print)

Signature of authorized person

Date

Please attach additional forms for each partner in program

PARTNER NUMBER THREE CONTACT INFORMATION

Name of Program

Name of Partner

Mailing address of Partner

Physical address of Partner

City

State

Zip

Telephone

Fax

E-mail address

Website address

Federal Employer Identification Number (FEI #)

\$

Partners Financial Commitment

Name and title of authorized person (please print)

Signature of authorized person

Date

Please attach additional forms for each partner in program

VTC Marketing Leverage Program
Application Checklist – Please include this sheet with your application.

- Have you completed all sections of the cover sheet, including the project summary?
- Have you provided all requested information for all partners, including the partners' financial commitment? A minimum of three Virginia financial partners are required to participate.
- Are all applicable partners listed on www.Virginia.org? Information on the free listings can be found at <https://www.virginia.org/admin/login.asp>.
- Have you included a letter of support from the DMO(s) in the project coverage area?
- Have you thoroughly described your program, established your goals, and defined the role of your partners?
- Have you identified your target audience, and justified that audience through valid, documented research and data? Have you supplied the requested information on the Research and Performance Measure Plan?
- Have you clearly stated what your specific message to your audience is?
- Have you provided a detailed marketing plan, timeline for action, and budget for your project? Refer to Page 10 of the application and follow that format. Have you completed the Marketing Plan, Budget, and Timeline Sheet?
- Does your program incorporate the Virginia is for Lover campaign opportunities?
- Have you clearly stated your targets, baseline numbers, and benchmarks so as to effectively measure the outcomes of your project? Have you completed the Research and Performance Measure Plan?
- Have you indicated alternative plans in the event full funding requested is not awarded?
- Have you indicated how you will sustain the program in the future?
- Have you indicated how you will communicate the results of your program to the VTC, to the media, and to your stakeholders?
- Have you followed the required format, and answered the questions completely?***
- Have you included the original plus three copies of the application?

Applications are due **by 5:00 PM on Thursday, October 28, 2010**. No electronic submissions or faxes of the final application will be accepted. It is encouraged for you to use a delivery service that allows for tracking of the application delivery. Applications should be sent to:

Virginia Tourism Corporation
Attention: Steve Galyean
Director of Development
901 East Byrd Street • Richmond, VA 23219