

**CITY OF BAINBRIDGE ISLAND
2017 LODGING TAX / TOURISM FUND PROPOSAL
COVER SHEET**

Project Name: Destination Bainbridge 2017

Name of Applicant Organization: Bainbridge Island Lodging Association (BILA)

Applicant Organization IRS Chapter Status and Tax ID Number: 501(c)3; EIN: 71-1051175

Date of Incorporation as a WA Corporation and UBI Number: January 16, 2002, 602-175-381

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Number of pages in proposal: 10 (plus Exhibits)

**Under the definition of “tourism promotion”, which does your proposal include?
Please mark all that apply and how much is requested in each category:**

	Funding Category	Dollar Amount
	Tourism marketing	\$28,600
	Marketing and operations of special events and festivals designed to attract tourists.	\$32,700 \$19,400
	Supporting the operations of a tourism-related facility owned or operated by a nonprofit organization.	
	Supporting the operations and/or capital expenditures of a tourism-related facility owned or operated by a municipality.	
	Total Request:	\$61,300 \$48,000

I. Applicant Information

1. Describe the applicant organization's mission, history and areas of expertise. Describe the applicant's experience in tourism promotion on Bainbridge Island and its demonstrated ability to complete the proposed project.

Bainbridge Island Lodging Association (BILA) was established in 2001 and is incorporated as a 501(c)3 not-for-profit organization. The Association was formed to promote lodging owner networking, to share business practices, encourage cross-referral of guests, to pursue common marketing and to promote Bainbridge Island tourism generally. Since 2012, BILA has taken the lead in fully promoting Island tourism via the Internet. We concentrate our promotional efforts on Internet marketing to increase on-line visibility of overnight accommodations and also publicize local tourism attractions, restaurants, and activities.

BILA's efforts do not duplicate those of any other organization on Bainbridge Island, including the Chamber of Commerce and the Downtown Association. Other tourism organizations generally concentrate on welcoming and assisting day visitors, through events, visitor centers, and brochures. Additionally they coordinate with the Seattle Visitor Center and Seattle hotel concierges. In contrast, BILA concentrates on overnight travelers and on Internet marketing.

In 2015, the Lodging Association had a banner year with 64,000 web hits and an average of 1,500 page views, monthly, for *each* member. Throughout 2015, BILA emphasized Internet promotion (see Exhibit 1). It also managed a last-minute availability calendar (Exhibit 2), and created print calendars to present to overnight guests on arrival at their accommodations (Exhibit 3). Finally, BILA created numerous community partnerships, with Internet links, discounts and promotions.

BILA received no LTAC funding in 2016. This lack of funding forced BILA to eliminate its Internet marketing efforts, causing the number of paid association members to plunge 20%. Without constant Internet activities (new content, blogging, SEO, and Google advertising), BILA's year-to-date website traffic decreased by 47%! This decrease - of 22,000 visitors - is one indication of the importance of BILA's website — and of the need to frequently update content, engage in blogging about Island events and activities, and use social media to drive visitors to a lodging site.

In the past five years, BILA has primarily served well-established lodging facilities. During that time period though, numerous vacation rentals appeared on the Island, using the booking engines of AirBnb, VRBO, and other online sites. As shown in Exhibit 4, since 2011, virtually all growth in accommodations on the Island has been in vacation rentals, i.e., businesses that offer rooms, accessory dwellings, or entire houses for short term rental. The count of rooms available in paid accommodations increased by 37%. But the count of Island businesses offering accommodations increased 138%. The implications of these changes have driven BILA's activities this past year.

Despite a lack of funding in 2016, BILA's members logged over 2,000 volunteer hours. To increase our effectiveness in generating tourism, we worked to boost our membership potential, and to research and design services that reflect new trends in the lodging industry and the needs of new vacation rental businesses. Today the Association is on the verge of a transformation that will better serve not only Island lodging establishments but also local businesses, organizations, and the Island's tourism economy in general. We are re-booting the Lodging Association.

During the last six months, BILA connected with more than one hundred new Island vacation rental businesses that have listed on VRBO, AirBnb, or other on-line travel services. We worked with COBI to plan and conduct three workshops for 45 new lodging owners. We conducted a pivotal focus group with both new and established lodging operators.

We surveyed both [trends and emerging technologies](#) for trip planning, on-line searches for lodging, cooperative Internet promotion, destination marketing, networking and association management. We sought and obtained [B2B \(business to business\) partnerships](#) with local tourism attractions and organizations to promote overnight accommodations in tandem with events, tours, and classes planned mainly for the shoulder and off seasons. Finally, we have just completed an on-line [survey of Island lodging owners](#) to secure input as we finalized this proposal.

We are proud to present this application as **a virtually new approach to promoting overnight stays** on our Island including: 1) a new trip-planning website available for free to all lodging establishments on Bainbridge Island, with an island-wide availability calendar, itineraries for tourists, and links to events and activities on the island; 2) the revival of important marketing tools that were left without support in 2016; and, 3) a B2B partnership of Bainbridge Island lodging establishments working collaboratively with local restaurants, wineries, tours and classes to promote tourism during the shoulder and off seasons through special lodging/event packages.

2. Please identify the project partners and describe the involvement of each.

BILA's 2017 application is a collaborative proposal with a large number of partners — and the intention to focus on the concept of collaborative marketing. The partnerships we implement in 2017 will test the potential for a broad coalition of tourism interests working together to bring more overnight visitors to Bainbridge Island.

First, BILA is pursuing a new partnership that involves [all licensed accommodations](#) on Bainbridge Island. Every lodging owner/manager will be invited to join our website with a free listing of their accommodation(s), with an automated calendar and highlights of their location, type of lodging and amenities. We believe there is a potential for 125 to 150 lodging partners. Participants in our focus group and survey overwhelmingly requested that BILA pursue this new concept and we have located two vendors capable of providing the needed software.

Second, our proposal is presented in partnership with [local tourism experts](#). Jeff Logan, Inc. will provide website design services for BILA. Kelly Shannon Gurza will provide contract marketing activities. Local experts will provide assistance and oversight on advertising and on social media.

Third, our proposal is offered in partnership with [local businesses and tourist attractions](#) — which are, or will be, featured on our website. These partners will be included in new visitor itineraries and blogs. Among those which BILA wants to include on our website and in our itineraries are farms, parks, museums, the Farmers Market, Wineries, the Aquatic Center and water activities.

Fourth, this proposal presents new partners in a [B2B coalition](#) to bring visitors to the Island, primarily in the shoulder and off-seasons, to participate in tours, events, and classes. Overnight travel packages are already being developed with BARN, the Island Wine Alliance, Winslow Art Center, and Island restaurants. BARN (Bainbridge Arts Resource Network) is a key partner. As it celebrates the first year in its new facility, BARN is planning a series of weekend classes in 2017. Similarly, the Island Wine Alliance is planning four wine weekends for 2017. Another partner, Winslow Art Center, has committed to sponsor an extended series of art weekends with nationally and internationally known artists. Advertising for these packages will be undertaken through Internet ads, social media campaigns, and a new Island Getaway Newsletter.

Finally, [Visit Kitsap Peninsula \(VKP\)](#), a regional tourism organization, has committed to partnering with BILA and will provide professional marketing, promotions, advertising, and public relations programs. BILA will subcontract with VKP for \$5,000 in marketing services and collateral. VKP will provide a \$5,000 cash match and will also contribute \$10,000 of in-kind services. These will include listing Island lodging partners on the regional [VisitKitsap.com](#) website, along with radio broadcast, print and digital advertising resources. The VKP matching dollars and in-kind services will be covered by funds from other donors to our regional tourism organization and will include Kitsap County Lodging Tax funds earmarked for cooperative marketing campaigns.

Bainbridge Island Lodging Association (BILA) – 2017 Lodging Tax / Tourism Fund Proposal Narrative

3. If appropriate, please list each project and amount of funding awarded and utilized from the Lodging Tax (Civic Improvement) Fund within the last five years (2011-2016).

2016	\$0	BILA received no Lodging Tax funding for 2016.
2015	\$27,743	Marketing: Website enhancement; Social media marketing and targeted advertising; Content development; Community partnerships;
2014	\$25,200	Marketing: Website enhancement; Social media marketing and targeted advertising; Content development; Member events; Promotional consulting;
2013	\$10,000	Marketing: Website overhaul; Social media; Online marketing; targeted advertising; Brochure production / distribution; Graphics and copywriting;
2012	\$19,150	Marketing: Website development, management & consulting; Online marketing; Off-season marketing; Copywriting; Graphics;
2011	\$8,900	Marketing: Website re-positioning; Social media marketing; Local print marketing; Local digital marketing (ferries); Targeted off-Island marketing;

4. If any projects previously funded through the Lodging Tax (Civic Improvement) Fund were not completed and/or if reports were not submitted to the City as requested, please explain: Not Applicable

II. Project Description

1. Describe the proposed project. [a] Identify the Project's main objectives and how each will be achieved; [b] Be as specific as possible about the proposed services, measurable impacts, distribution method and costs. [c] If appropriate, provide details about the facility operating costs to be funded.

BILA's 2017 LTAC application is a dramatic departure from what we submitted for 2016. To grasp the evolution in BILA's proposed services, one must understand that seismic shifts are underway in the lodging industry. Ten years ago lodging owners could rely on brochures, rack cards and the "yellow pages" to attract customers. The Internet and arrival of companies like VRBO and Homeaway created new options for lodging, but also changed tourism markets. The early listing sites provided a needed bridge to the digital consumer and they benefited both lodging and customers. However, an extraordinary proliferation of on-line travel sites, the onset of steep booking fees for both owners and tourists, and stories of dissatisfaction on both sides have now created a dilemma for travelers and for those who offer accommodations.

Travelers today rely on the Internet for inspiration and for committing to both a destination and accommodations. The research is startling. Studies conclude that *65% of bookings are now made through the Internet; even more are influenced by information gleaned from travel sites.* But, new travelers to Bainbridge Island must visit numerous sites and review dozens of listings to find overnight accommodations that meet their preferences. High fees, and OTA control of reservations are causing serious shifts for our industry. And now, the arrival of the big players in travel distribution (AirBnb, TripAdvisor, and Facebook) is changing where and how travelers shop — forcing lodging to adjust our promotions to current consumer behavior.

An important new trend, to assist visitors and guide Internet users, is toward the resurgence of local trip-planning websites. Large and small cities, lodging associations, and tourism groups have jumped onboard — trying to cut through the confusion and duplication of OTAs and to help travelers looking for accommodations *and* activities at their destination. This is a trend we want to emulate: ***One stop shopping for overnight tourists*** coming to Bainbridge Island.

OBJECTIVE A. Enhance the current lodging website, transitioning to a *comprehensive trip-planning website*. The enhanced lodging site will have a new identity, increased visibility, and a complete listing of ALL licensed overnight accommodations on Bainbridge Island. It will offer advanced search technology, automated availability calendars, a new mapping tool, and the key search functions requested by customers.

Here are the specific elements of the trip planning website part of our proposal:

1. Enhance the existing lodging website adding a complete directory of all licensed overnight lodging — creating ***the only place on the Internet or anywhere else to see a full list of all Bainbridge Island accommodations***.

Currently there is no single website or brochure that provides a full list of the many hotels, inns, B&Bs, vacation rentals, guest houses and private rooms that are available for short term stays. Travelers may look at AirBnb, VRBO, TurnKey, Expedia or another dozen on-line travel agencies (OTAs) — or visit local tourism sites — but just see more incomplete lists.

Our proposal is to offer complete listings website at no charge to all Island lodging, with the only prerequisite being that the facility is licensed by the City of Bainbridge Island. Our proposal does not include or promote a single booking site. Instead, it will provide direct links to the booking services that individual lodging owners choose. Our primary goal is to present a clear and comprehensive lodging guide for travelers.

2. Establish an automated up-to-date availability calendar for all lodging on the Island. The calendar must allow for automatic synchronization with other booking calendars used by Island lodging owners and manual updates by owners who might maintain their own paper reservation system. We want to assure that potential guests can easily identify lodging that is available during the period of time that they want to travel.
3. Develop search and sorting capabilities so that guests can identify lodging that meets their specific needs and preferences. For example, guests should be able to search by general categories (waterfront, in-town, forest, farm or rural accommodations), type of housing (hotel, inn, entire house, apartment, room) by amenities (fireplace, beach, swimming pool, hot tub) and accessibility (wheelchair accessible, pet-friendly, elevator access, free parking).
4. Transition our current website to a new identity (potentially “**Destination Bainbridge**”) and a trip planning site that offers a wide range of information, services, and incentives for overnight visitors to visit the Island. BILA has already purchased eight alternative website addresses and we are working with a highly accomplished consultant for lodging and tourism websites. We will make design decisions after consulting with local tourism organizations and our many partners in this proposal.

We plan to heavily promote the new website with aggressive Internet advertising to bring tourists to the site and expand its presence on search engines. Kitsap Visitors Bureau has agreed to list all Island accommodations on their site as part of their partnership in this proposal. We hope that other tourism organizations will also be interested. If local attractions and tourism organizations use the directory, it will increase the visibility and promotion of all overnight lodging, resulting in increased tourism dollars being spent on the Island.

OBJECTIVE B: Revive successful promotional efforts suspended in 2016 — including blogging, fresh content for the website, and weekly calendars for overnight tourists.

Before LTAC funding to BILA was discontinued in 2016, many visitors were drawn to our website by articles about local events and attractions (such as the Mochi Tsuki Festival and Bloedel

Bainbridge Island Lodging Association (BILA) – 2017 Lodging Tax / Tourism Fund Proposal Narrative

Reserve), by our weekly calendar, and by blogs about local business (i.e., Churchmouse Yarns, Hitchcock, Marche). It is clear that web efforts to promote local activities also promote overnight lodging — *when they are on the same website*. We want to reinstate these activities as website traffic strategies but also to support out partners in our Island community.

With funding, we will expand website content by creating a series of itineraries for overnight stays on Bainbridge Island. Each itinerary will describe two days of activities for targeted niche audiences — including families, foodies, wine lovers and outdoor enthusiasts — with ideas about where to eat and shop, as well as the activities they might participate in.

Finally, we want to continue producing our colorful “This Week on Bainbridge Island” events calendar (see Exhibit 3) . Every lodging operation will be able to print the single-page PDF for their guests upon check-in. The attractive line-up of Island events shows our community’s diverse and high-quality offerings and encourages visits to local attractions.

OBJECTIVE C: Provide workshops and additional trainings to lodging owners and prospective owners, to ensure high quality lodging and satisfied overnight visitors.

An important part of BILA’s mission is to assist lodging owners to provide high-quality and attractive accommodations. This is a tourism strategy: to improve lodging quality and customer satisfaction. BILA learned, through our workshops with new and prospective lodging owners, that there is an ongoing need for training and informational resources for lodging owners. We want to continue working with COBI staff and other Island resources to provide quarterly training in which lodging owners can learn more about marketing, business management, licensing, insurance, sustainable environmental activities, and the many attractions on the Island.

OBJECTIVE D: Implement a new approach to promotion by partnering with Island attractions and businesses. This B2B approach will include expanded listings and promotions on the lodging website and travel packages aimed at matching overnight stays with multi-day tours, classes, and events being undertaken by our partners.

BILA has partnered with Island businesses and attractions in the past. For at least five years, our website has included pages on local food, events, and activities taking place on the Island (see Exhibit 1). We have previously packaged accommodations with wine festivals, downtown holiday shopping, concierge tours, and tickets to local productions. Our goal, for 2017, is making travel packages even more appealing, and bringing them into the digital age.

This proposal reflects BILA’s interest in including every restaurant and attraction on our enhanced website. We also propose to conduct a pilot program that will test the potential payoff from aggressive efforts to promote overnight accommodations in tandem with advertising for multi-day tours, classes and events — created, for example, by our partner organizations BARN, Winslow Art Center, the Wine Alliance. We anticipate adding more partners once funding is secured and expect to be able to offer 18 different packages.

BILA is planning a multi-media promotional campaign for the overnight packages. It will include targeted social media ads; blogging; a new website page with an additional identity of its own: **BainbridgeGetaways.com**; a new Bainbridge Travel newsletter; and a package of media and print resources from VKP (including radio broadcast, print and digital advertising).

Finally, we propose a new advertising campaign in community newspapers and on community websites in areas outside of a fifty-mile radius of Bainbridge Island. The campaign will be designed to promote overnight packages and to drive potential visitors to our website and event page. We look forward to working out the details of this advertising campaign with partners.

Bainbridge Island Lodging Association (BILA) – 2017 Lodging Tax / Tourism Fund Proposal Narrative
[C] If appropriate, provide details about the facility operating costs to be funded. N/A

2. Provide a brief narrative statement to address each of the stated selection criteria. Describe outcomes anticipated from each criterion, as well as the overall project.

- A. Expected impact in increased tourism in 2017. Please provide estimates of how the project will impact the number of people traveling to Bainbridge from 50 miles or more one way from their place of residence, or traveling from another country or state. If appropriate, compare/contrast this impact to actual number of tourists at your event/facility in 2015 and estimates for 2016.

BILA's proposal has the potential to increase the number of people traveling to Bainbridge Island in several ways:

- Social media marketing will target people traveling at least 50 miles to reach the Island;
- The new trip-planning orientation of the website will enhance the attractiveness of the Island by presenting itineraries and information about Island events and attractions;
- Availability calendars will improve the ability for visitors to capture last-minute reservations;
- Travel packages, linking overnight accommodations with events and classes, will increase the number of people choosing to travel to the Island.

Since BILA serves, almost exclusively, overnight visitors, our estimated impact on the number of people traveling to Bainbridge Island is detailed in the following response.

- B. Expected impact on or increase in overnight stays on the Island. Please include actual or estimated numbers of tourists who will stay overnight in paid accommodations in Bainbridge lodging establishments in 2017 as a result of proposed activities. Please include the basis for any estimates.

Projected Impact on Paid Overnight Stays in 2017	Lodging Taxes Generated	Lodging Revenues Generated	Estimated Count of Room Nights	Estimated Count of Overnight Tourists	Change From Previous Year
2015	\$157,473	\$3,936,825	24,605	54,131	23%
2016	\$160,000	\$4,000,000	25,000	11,364	2%
5% Increase from new website	\$8,000	\$200,000	1,250	2,750	5%
Increase from overnight packages	\$5,280	\$132,000	800	1,760	3%
Increase from other trends	\$166,720	\$4,168,000	25,223	55,490	4%
Projected 2017	\$180,000	\$4,500,000	27,273	60,000	13%

BILA's activities are projected to increase overnight bookings by 2,000 nights in 2017, and increase overnight tourists by nearly 4,500 visitors, as explained below.

With a heavily promoted new website we project that BILA can increase overnight stays year-round by 5% — increasing the count of overnight tourists by 2,750 (assuming an occupancy of 2.2 visitors per booking). This estimate is based on increases experienced in the first year at similar sites with the availability calendar and features that we are proposing. We also project 800 additional overnight stays due to the promotion of overnight packages — leading to an estimate of nearly 1,800 new overnight stays during the off season.

Bainbridge Island Lodging Association (BILA) – 2017 Lodging Tax / Tourism Fund Proposal Narrative

C. Projected economic impact on Bainbridge businesses, facilities, events and amenities., including sales of overnight lodging, meals, tours, gifts, and souvenirs.

Economic studies of the impact of travel and tourism in Washington State show that overnight visitors have a greater per capita economic impact. Dean Runyan Associates reports that for every \$1 spent on overnight accommodations \$4 is spent on local retailers, restaurants, arts and entertainment businesses. In fact, overnight visitors account for 79% of all visitor spending in the State of Washington. The most significant economic impact for Bainbridge Island appears to be through proposals that *specifically focus* on overnight visitors.

The Lodging Association's proposal, adding 2,000 new overnight stays in 2017, should increase lodging tax revenues by \$13,000 and increase overnight visitor spending by \$1.3M.

D. The project's potential to draw visitors to the Island and increase overnight stays during the off-season, i.e. October 1 until Memorial Day.

New overnight travel packages will be highly targeted toward off-season overnight stays on the Island. As noted in our response to Criteria B, BILA expects a 5% increase in overnight bookings, due to the new website, during the off-season. We also project 800 additional overnight stays due to the promotion of overnight packages — leading to an estimate of 1,600 new overnight stays during the off season.

E. The applicants' demonstrated history of organizational and project success.

BILA has enjoyed 15 years of experience in managing tourism projects and lodging tax contracts. Individually, our member partners are business owners who study tourism markets, trends, and technology. We each undertake our own marketing activities and observe the results of our efforts with individual tourists, family reunions, weddings, meetings, tours and visitors considering a move to our Island.

In working on this application, we have brought together incredible backgrounds and talents. Innkeepers are former and current public employees, lawyers, developers, software engineers, landscape architects, designers, photographers, and artists. We bring extraordinary experience in project management, education and community efforts.

F. Describe any partnerships with other organizations and businesses in the proposed project – including efforts to minimize duplication of services and encourage cooperative marketing.

Our partnerships are described in our response to Question 2 in the preceding section. We believe that our proposal can significantly reduce duplication of services. In particular we are offering to make our lodging planner (listing all Island lodging) available to other tourism organizations, to local attractions, and to local businesses. We think that centralizing this activity will benefit all — as will our efforts to continue to promote other Island events and activities.

The proposed travel packages will streamline numerous organizational efforts to promote their activities to longer-distance tourists. If the travel packages prove successful, we will be able to put in place more and more cooperative marketing efforts — increasing tourism as well as the number of participants in the tours, classes, and meal offerings of our partners.

G. Describe the degree to which the project goals and/or results can be objectively assessed.

For 2017, BILA will rely on Google Analytics, Facebook Insights, and our website's internal metrics to provide comprehensive data.

Bainbridge Island Lodging Association (BILA) – 2017 Lodging Tax / Tourism Fund Proposal Narrative

With the new listings we will be able to track the number of referrals to accommodations from our website — and we can estimate how many result in bookings for individual lodging businesses. We will be able to assess the importance of the websites where we embed our lodging planner; and we will count the number and types of links made to our website.

However, focusing solely on website metrics can distract us from the bigger picture – which is our **impact on tourism**. Our bottom line is increasing occupancy and lodging tax revenue as the real measures of our success. Staying focused on these measures — tied to the count of overnight visitors and the revenue produced, is the best way to ensure that various elements of our proposal are actually performing. Our success can be measured by the number of lodging and partner participants in our proposals, the count of workshop participants, purchases of overnight packages, changes in lodging occupancy and changes in lodging tax receipts.

H. Describe the degree to which the project will leverage award funds with additional matching funds or donated in-kind goods or services.

BILA's proposal will be matched by the following contributions:

- \$5,000 from lodging owners dues;
- \$9,600 in kind service for 2,500 hours of lodging partners' time (modestly valued at \$12 per hour) for training, counsel, promotion, & special events;
- \$5,000 in purchased professional marketing services from Visit Kitsap Peninsula;
- \$5,000 cash match in advertising and public relations programs from Kitsap Visitors Bureau;
- \$2,500 in-kind services for lodging listings (typically \$150 per accommodation);
- \$2,500 in-kind services for campaign development and oversight;
- Additional donations toward B2B Travel Packages for co-sponsors and lodging owners.

III. Supporting Documentation

1. Provide a project timeline that identifies major milestones.

Major Milestones	Date
Enter 2017 Lodging Tax Contract	January
Subcontract with software vendor and website designer	January
Develop and launch overnight packages for Spring & Summer	March
Recruit new lodging listings & dues-paying members	January - April
Conduct quarterly trainings and networking for lodging partners	Mar., Apr., Oct., Dec.
Redesign and launch new website	February - May
Promote new site with aggressive social media and Internet ads	May - August
Launch overnight packages for Fall & Winter	September
Assess impacts of project, apply for 2018 funding, prepare reports	Oct - Dec

2. Include a detailed budget for the proposed project itemizing expenses and income. Include the amount requested from the Lodging Tax Fund and identify other sources of funding anticipated or obtained, including matching funds, as well as any in-kind contributions necessary to complete the project.

Bainbridge Island Lodging Association (BILA) – 2017 Lodging Tax / Tourism Fund Proposal Narrative

A summary of BILA's 2017 Proposal Budget is presented here. A much more detailed budget, exceeding this limited space availability, is attached in Exhibit 5.

Project Budget Line Items	Income
2017 Lodging Tax Award	\$61,300 \$48,000
BILA Dues	\$5,000
Match contribution from VKP	\$5,000
Project Total Income	\$71,000 \$58,000

Project Budget Line Items	LTAC Request	Other Revenues	Value of In Kind
New Trip Planning Website	\$19,500	\$4,000	\$6,580
Revive Marketing & Promotional Tools	\$6,100	\$200	\$7,640
Promote Quality Lodging	\$2,400	\$800	\$1,800
B2B Partnership Activities	\$32,700 \$20,000	\$5,000	\$3,580
Project Total Expenses	\$61,300 \$48,000	\$10,000	\$19,600

3. **If applicable, please describe the project's scalability. How would the project scope and budget be adjusted should the full amount of the LTAC funding request not be awarded? Please provide specifics.**

If full funding is not provided, BILA will undertake additional fund-raising and seek sponsorships for our activities. We may be able to sell advertising on our website, charge restaurants and attractions for listings (as other Bainbridge tourism organizations do). Or we may ask the partners in our B2B efforts to share advertising costs. If forced to make cuts in the proposal we would eliminate the line item for advertising in communities 50+ miles away.

If significant funding is not awarded in this round of lodging tax awards, we expect that our lodging association will simply disband. We think that this would be a major loss for the tourism economy on the Island. That would certainly disappoint the lodging owners who have worked so hard to preserve our organization and the partners who have joined us in submitting this energetic proposal.

4. **Provide copies of your organization's 2015 income/expense summary and 2016 budget. Please see Exhibits 6 and 7**
5. **Provide an estimate of 2016 revenue and expenses. Please see Exhibit 8**
6. **Letters of partnership – include letters from any partnering organizations committing to joint sponsorship of the application and specifying their intended activities. Please see Exhibit 9 through 13**

IV. Attachments and Exhibits

Exhibits

1. Screenshots of current website pages and blog
2. Screenshot of current availability calendar
3. Example of BILA's "This Week on Bainbridge Island" Printable Events Calendar
4. Estimates of Island Lodging Businesses and Overnight Accommodations
5. Projections for BILA Proposal's Impact on Tourist Count and Tourism
6. 2015 Income/Expense Summary
7. 2016 Budget
8. 2016 Revenue & Expenses (as of Sept. 1, 2016)

Letters of Partnership and Support

9. Letter from BARN
10. Letter from Winery Alliance of Bainbridge Island
11. Letter from Visit Kitsap Peninsula (VKP)
12. Letter from Winslow Art Center
13. Letter from Farmers Market