

Council of the District of Columbia
COMMITTEE ON BUSINESS AND ECONOMIC DEVELOPMENT
PERFORMANCE OVERSIGHT HEARING
1350 Pennsylvania Avenue, N.W., Washington, D.C. 20004

January 11, 2022

Mr. Elliott Ferguson
President & CEO
Destination DC
901 7th Street, NW, Suite 400
Washington, DC 20009

Dear Mr. Ferguson:

The Committee on Business and Economic Development (“Committee”) will hold performance oversight hearings on agencies under its purview between February 2, 2022, and March 3, 2022. Destination DC’s (“DDC”) hearing will be held on **Wednesday, February 2, 2022 at 9:00 a.m. via a virtual platform**. In addition to your attendance at the hearing, I would like to request that the Chairman of the Board of Directors of Destination DC attend as well, and I would also welcome any other board members to attend. In preparation for your hearing, the Committee is sending the following questions for your response.

Please submit your responses by no later than **12:00pm on Tuesday, January 25, 2022**, in Word or Excel format, as applicable, and *minimize the use of attachments*. If you need to discuss any of the questions, please contact Alicia DiFazio, Committee Director, at adifazio@dccouncil.us or (202) 374-4221.

Racial Equity Questions

1. In the context of DDC (including its Board of Directors) and its mission, what are three areas, programs, or initiatives where you see the most opportunity to address racial inequity?
 - The American Experience Foundation, Destination DC’s 501C3 organization
 - Destination DC’s inaugural DEI Business Fellowship Program
 - Promoting Washington, DC’s history and unique experiences connected with racial equity.

The American Experience Foundation (AEF) enriches the lives of students through inspirational travel experiences and educational opportunities to cultivate the next generation of hospitality industry professionals. AEF invests in young people in our community, supporting their college and career readiness through connections to professionals, work-based learning programs, internships, and other programs to engage, inspire, and educate.

Please see [AEF's 2021 annual review](#) for a complete overview of this work and the students we serve.

AEF strives to close un- and under-employment gaps by working to ensure our students are empowered to graduate high school successfully and take on post-secondary college and career opportunities with confidence. Four out of the five Academies which AEF serves are Title 1 schools with either a majority or entirely student of color population.

*Five DC high schools have Career and Technical Education (CTE) programs in hospitality and culinary arts. AEF works directly with these schools:

1. Ballou Senior High School
2. Columbia Heights Educational Campus
3. Roosevelt Senior High School
4. Wilson Senior High School (school name change pending)
5. Maya Angelou Public Charter School

AEF is also the lead hospitality and tourism partner with DCPS's Career Bridge program for high school seniors seeking apprenticeship, career education, military, employment, and two-year pathways to participate in professional skill building and internship opportunities. The goal is for students to secure a post-secondary plan.

In 2021, the following high schools participated Career Bridge program for the hospitality sector. The schools will be similar for 2022, but student participation is still TBD.

- Anacostia High School
- Ballou High School
- Ballou STAY High School
- Cardozo Education Campus
- Columbia Heights Education Campus
- Coolidge High School
- Dunbar High School
- Eastern High School
- H.D. Woodson High School
- Luke C. Moore High School
- Roosevelt High School
- Roosevelt STAY High School

NEW: DEI Business Fellowship

In the fall of 2021, DDC announced a DEI Business Fellowship. This is a purposeful effort to reach out, connect with, and support small businesses in the local tourism industry owned by people of color, LGBTQ+, women, and disabled persons. The fellows will receive one year of free membership in DDC. The intention of this fellowship is to empower minority entrepreneurs with marketing, mentorship,

education, and networking opportunities during the 2022 calendar year to sustain and grow their businesses.

This initiative was shared widely to promote the opportunity including with area BIDs, Chambers, Embassies and through the existing DDC member network.

The inaugural class of DEI fellows include 14 small businesses, which six are restaurants/F&B outlets and eight convention service providers. Among the majority owners, there are seven Black women, two White women, one Black man, one Latino man, one Asian woman, and two White men from the LGBTQ+ community.

BENEFITS

- Complimentary membership for calendar year 2022; value: \$1,050.
- Member benefits, except listings in print publications.
- Dedicated account manager.
- Two tickets for the 2022 Marketing Outlook Meeting; value: \$95 each.
- Content inclusion in the DEI District on washington.org, as appropriate.
- Five exclusive sessions with DDC's specialists from all departments.
- Annual return on investment report.

ELIGIBILITY

- Independently owned small businesses in the travel and tourism industry with annual revenue less than \$10 million and/or fewer than 50 employees. Majority ownership should be a person from a minority group.
- Other businesses that have significant DEI programs will be considered.
- Excluded businesses are any type of accommodation, airline or cruise line.
- Minimum of one (1) year in business.
- Registered to conduct business in DC, MD or VA
- Former members in the last three (3) years are not eligible.
- Must comply with terms and conditions

2. Do you think there are any areas/programs where DDC has had success in building racial equity over the past year? Which areas/programs?

DDC's National Leadership:

As the leader of Destination DC, Elliott L. Ferguson, II plays a significant role in addressing and bringing awareness to racial equity within the tourism industry locally and nationally. Elliott was named chair of the board of directors of Tourism Diversity Matters, an organization focused on creating diversity, equity and inclusion opportunities at all levels of the tourism and hospitality workforce. This organization has drawn widespread attention and raised \$1 million towards its programming over the last year.

DDC's Team:

DDC prioritizes and practices DEI work. We note the diversity of Washington, DC, the city we represent, and our responsibilities as leaders in our community. DDC is an equal opportunity employer with a diverse team representing many races, ethnicities, and sexual orientations, led by a Black President & CEO. We actively recruit candidates and reach out to passive job seekers to ensure a diverse candidate pool.

DDC proactively addresses DEI issues and evolving the company's culture and initiatives through its DEI Task Force. The internal group, made up of employees from a range of diverse backgrounds, meets monthly to advance an agenda focused on how to attract a diverse application pool, discussing relevant DEI-related issues and developing new company initiatives to make all employees feel welcomed.

DDC currently hosts two paid apprentices that are part of the Tourism Diversity Matters apprenticeship program. These early career professionals are accomplished academically and have impressive skills. A top destination marketing organization, like DDC, teaches them about the travel and tourism industry and provides valuable, *paid*, experiences to help launch their career.

DDC's Marketing:

Our commitment to inclusion is also reflected in the information we share to our mass consumer audiences via our website and social media channels that reach hundreds of millions of users annually. Robust content on washington.org, called "The DEI District," is specifically created to highlight DC as a destination to visit, learn, meet and engage as it relates to DEI content. Information shared focuses on diverse groups in DC (including Black and LGBTQ+) from a historic and current perspective, while a variety of resources for visitors spotlights minority-, veteran-, and woman-owned small businesses. Likewise, advertising created by DDC deliberately includes multi-racial people of all ages.

3. Consider the demographic data DDC collects, tracks, and evaluates as part of its operations. Do you collect information on race and geographic area? If not, why not?

DDC currently tracks whether member businesses are Woman, Disabled, Minority, Veterans or LGBTQ+ owned businesses. This information is self-reported by the member business. DDC does not verify nor audit this information.

Through DDC's support for member businesses, we provide information, data, networking and social events for local businesses. Travel and tourism is a complicated and wide-ranging industry. Businesses—especially small businesses—benefit from DDC's expertise and the accessibility for coaching, consult and support of local businesses.

The American Experience Foundation does not currently track racial or geographic data of specific students we serve.

As stated above, four out of the five Academies that AEF serves are Title 1 schools with either a majority or entirely student of color population. AEF welcomes any student from these academies to participate in our programs.

The total domestic visitation for Washington, DC is not broken down by race. We do not receive a breakdown of our full domestic visitation by geographic area, but we know based on other research that Washington, DC's top domestic visitor markets in 2019 were:

1. New York, NY
2. Boston, MA
3. Philadelphia, PA
4. Los Angeles, CA
5. San Francisco, CA
6. Chicago, IL
7. Seattle, WA
8. Atlanta, GA
9. Virginia Beach, VA
10. Dallas, TX

Overseas visitors are not broken down by race, but we do know that Washington, DC's top overseas visitor markets in 2019 were:

1. China
2. UK
3. India
4. Germany
5. South Korea
6. France
7. Australia
8. Italy
9. Brazil
10. Spain

Racial breakdown of visitation is not collected because DDC has moved away from advertising to demographic groups and is instead concentrated on advertising to psychographic groups, or our personas. These personas better represent individuals' interests and motivations for travel, allowing a more nuanced view of potential visitors than demographics allow. In addition to advertising to these personas, DDC spends a portion of our annual marketing dollars advertising in publications concentrated on Black, Latine and LGBTQ+ travelers in order encourage visitation within these groups that are so vital to the District.

4. Consider the data DDC collects, tracks, and evaluates as part of its performance or strategic plan. Do you collect information on race and geographic area? If not, why not?

As mentioned in question three, the total domestic visitation for Washington, DC is not broken down by race. We do not receive a breakdown of our full domestic visitation by

geographic area, but we know based on other research that Washington, DC's top domestic visitor markets in 2019 were:

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5. What are two areas/programs where DDC has significant potential to succeed in building racial equity? Please elaborate on why you chose those two areas.

As detailed in question two, DDC has had significant success in building awareness about the lack of racial equity and the need for the tourism industry to do more. Through extensive conversations with colleagues and media exposure, Elliott has been able to create a sense of urgency within our industry to better understand racism, the need for more people of color in C-suite positions and the understanding that as a hospitality industry built on welcoming people, not all people are welcome everywhere. The conversation has spurred action through the creation of organizations including Tourism

Diversity Matters noted above and others dedicated to creating industry guidelines surrounding diversity, equity and inclusion.

DDC's affiliated 501c3 charity, the American Experience Foundation helps build racial equity in DC's hospitality and tourism industry. AEF is uniquely positioned to open doors for students, filling a need for career exposure and paths to success with inspiration, real experiences and training opportunities. By leveraging DDC's reach, resources and its members expertise, AEF provides students with unforgettable opportunities, brings curricula to life and supports college and career readiness.

By giving young people the tools needed to navigate college and career, they are also better equipped to know how to change this industry for the better. AEF also works with hospitality industry professionals by providing ways companies and individuals can invest their time, energy, and resources into BIPOC young people and better understanding what their needs and challenges look like.

6. Consider what a racially equitable District of Columbia would look like. What are three ways DDC's operations would reflect this achievement?

Creating a pipeline of local jobs and exposure to career opportunities for students in the District of Columbia:

DDC's nonprofit, the American Experience Foundation, offers scholarships to qualified students and alumni from DC's four high school Academies of Hospitality & Tourism, and facilitates internships, connections to hospitality professionals and career exposure for DC students. Read more in the [AEF 2021 annual review](#). Highlights last year include:

- 176 total student engagements
- 8 scholarships awarded
- 89 students participating in educational programs
- 11 Spring Career Bridge Interns
- 34 summer Career Ready interns

Raising awareness for potential travelers and visitors to our destination:

DDC will continue using our content channels to draw attention to the rich Black history throughout all eight Wards of the city, to encourage a deeper understanding of the experience and contributions of Black people to our nation from its inception to present day. Content includes:

- [Ways to Honor Influential Black Women](#)
- [Black-Owned Businesses to Support in Washington, DC](#)
- [Free Things To Do - African American History & Culture](#)
- [Black Chefs & Restaurants](#)
- [How to Celebrate Black History and Culture in DC](#)
- [Black History Virtual Itinerary](#)
- [Keep on Groovin': An Intro to Go-Go Music in Washington, DC](#)
- [Video about Black History targeting educators and student travelers](#)

Additionally, DDC has developed The DEI District, curated content focused on how DC can be experienced through a DEI lens. The pillars include visit, engage, learn and meet and connect to content related to leisure, meetings and education audiences to help promote the unique history and experiences in Washington, DC.

General Questions

7. Please provide a list of DDC's current board members and executive board. For each member, please provide the following:

Please refer to attachment tab Q7.

- a. Name;
 - b. Seat type;
 - c. Whether the member is a District resident and if so, the Ward they live in;
 - d. Whether the member is also a member of the executive board;
 - e. When the member's term started and expires;
 - f. Who the member replaced in the event they are a recent appointee; and
 - g. Attendance record for calendar year 2021 and 2022, to date.
8. What, if any, are the consequences for board and/or executive members who do not attend their respective meetings or have an overall poor attendance record?

Per section 4.8 in bylaws: "Any board member who is absent from more than fifty percent (50%) of the board meetings during any year shall be deemed to have submitted his or her resignation to the Chairperson. Except for good cause shown or other extenuating circumstances, such resignation shall be accepted."

9. Please provide the following information for all contracts entered into by DDC during fiscal years 2021 and 2022, to date:

Please refer to attachment tab Q9.

- a. Name of Vendor;
 - b. Indicate whether the vendor is a Certified Business Enterprise;
 - c. Indicate whether the vendor is a District-based business;
 - d. Purpose of the contract, including consulting purposes;
 - e. Agency employee responsible for monitoring the contract;
 - f. Contract term;
 - g. Contract cost, including budgeted amount and actual spent;
 - h. Funding source; and
 - i. Whether the contract was competitively bid.
10. Please provide a list of the board's meeting dates, times, and locations for fiscal years 2021 and 2022.

Please refer to attachment tab Q10.

11. Please provide the following information regarding DDC’s members and signature partners for fiscal years 2021 and 2022, to date, and note any variations from this time last year:

Please refer to attachment tab Q11.

- a. Name of member and signature partner;
- b. Member location (i.e. DC, Maryland, etc.);
- c. Member events calendar for fiscal years 2021 and 2022; and
- d. Which, if any, event location has closed or no longer exists.

12. Please provide a current DDC organizational chart and current Schedule A, or its equivalent, which identifies all employees by name, title/position, position status, program/division, salary, and fringe benefits. This submission should also include:

Please refer to attachment tab Q12.

- a. The date the employee began in the position;
- b. The number of vacant, frozen, or furloughed positions; and
- c. An explanation of any organizational changes made during the previous year.
Please list this information by program and activity.

13. How many of DDC’s employees (full and part-time) are District residents?

Please refer to attachment tab Q13.

14. Please provide the following and be sure to note any variations from this time last year:

Please refer to attachment tab Q14.

- a. A list of all vehicles (year, make, model) owned, leased, or otherwise used by the organization and to whom the vehicle is assigned.
 - i. Please include the lease amount(s), if applicable, and date the lease(s) expires;
- b. A list of employee bonuses or special award pay granted in fiscal years 2021 and 2022, to date;
- c. A list of travel expenses by employee; and
- d. A list of total overtime and worker’s compensation payments paid in fiscal years 2021 and 2022, to date.

15. According to Attachment 4 from the 2020 Performance Oversight responses entitled, “Destination DC FY19 Travel Expenses by Department,” the organization reported a total of \$1,044,751 in travel expenses for staff. Understanding that the pandemic’s impact has likely curbed staff travel, please provide an updated Attachment 4 for FY21-22 which details the following:

Please refer to attachment tab Q15.

- a. The nature of travel;
- b. The return of investment (“ROI”) DDC realized as a direct result;
- c. Specific examples of new and/or repeat business bookings as a direct result of staff attendance at industry conferences, tradeshow, and sales and media missions; and
- d. Where the industry conferences, tradeshow, and sales and media missions occurred.

16. Please provide DDC’s fiscal years 2020 and 2021 travel expenses by department and discuss how these expenses vary from fiscal year 2019. For this information, please provide the following:

Please refer to attachment tab Q16. FY2020 and FY2021 travel expenses are significantly lower than FY2019 due to the pandemic and many cancellations of meetings and conventions.

- a. The nature of travel;
- b. The return of investment (“ROI”) DDC realized as a direct result;
- c. Specific examples of new and/or repeat business bookings as a direct result of staff attendance at industry conferences, tradeshow, and sales and media missions; and
- d. Where the industry conferences, tradeshow, and sales and media missions occurred.

17. Please provide budget information showing your agency’s approved budget and actual spending, by division, for fiscal years 2021 and 2022, to date. How has this changed from fiscal year 2020? Please describe any variance between fiscal year appropriations and actual expenditures.

Please refer to attachment tab Q17.

When FY2021 and FY2022 actual budgets are compared to FY2020, both revenue and expenses are significantly lower than the same period in FY2020.

18. Please describe in detail DDC’s funding sources by providing a complete budget and plan (including specific projects) for DDC’s revenue stream(s), including amount received in fiscal years 2020, 2021 and 2022, to date, and amount projected for the remainder of the year. In particular, please also provide the following:

Please refer to attachment tab Q18 for financial data.

- a. A discussion of any change in partnerships, donations, and revenue when compared to this time last year; and

DDC is working to support and steward local businesses. The strain on businesses has been intense and that is reflected in DDC’s membership numbers. As of September 30, 2021 (the close of the last fiscal year), 130 non-hotel members and

30 hotels had dropped DDC membership. There is a combination of reasons for dropping membership including businesses closing permanently, a lack of budget for sales and marketing and unresponsiveness to DDC's outreach.

There is churn that happens within DDC's membership. Members leave and rejoin as their resources allow. As of January 24, 2022, DDC has 884 members, down from a 2019 high of 1,012.

The ratio of the type of DDC members is relatively unchanged. This includes attractions, transportation providers, restaurants, convention service providers and accommodations. It seems that no one hospitality business type is more impaired or successful than another due to the pandemic.

Membership revenue is projected to increase in FY22 over FY21. However, it is projected to be just 55% of FY19 revenue. The damage to the local hospitality business community has been significant and it will take several years to rebuild. In the meantime, DDC provides sales and marketing access and programs for local businesses that cannot replicate their own initiatives or find similar resources through another partner. DDC's engagement with the local business community is a vital part of recovery as they are forced to do more with less.

Please see the budget documents for specific amounts.

- b. A discussion of the status of DDC's routine seasonal partnerships.

Important seasonal partners include festivals and events. The National Cherry Blossom Festival is covered extensively below in question 40.

Other significant festivals and events include DC JazzFest, Smithsonian Folklife Festival, National Capital BBQ Battle and Enchant Christmas. DDC provides significant promotion of these activities through marketing in social media, on washington.org and in our newsletters. Each activity has been curtailed due to the pandemic. This could mean size, location, audience, revenue and content such as limited artists or suppliers. As we navigate through the recovery, it is expected that robust event programming will resume and DDC will support these events accordingly.

Sporting teams provided tremendous content and valuable partnerships pre-pandemic. These partnerships have not yet been fully restored as teams are still navigating the continued challenges and have fewer overall resources. DDC hopes that in 2022 robust partnerships with Monumental Sports, DC United and the Washington Nationals will be restored along with the thousands of fans to root for the teams.

- 19. According to the year totals submitted in last year's Performance Oversight response entitled, "DDC FY20 Q4 Report Card", DDC reported a 24 percent decline in Partnership Cash Revenue and a 66% decline in Partnership In-Kind Revenue. Please discuss the

reason for that loss and whether DDC has experienced similar losses for fiscal years 2021 and 2022.

Partnership cash revenue includes event sponsorships, strategic partnerships and royalties from publishing DDC's official guides. Event sponsorships traditionally included the Annual Marketing Outlook Meeting and July 4 events. Both were curtailed in recent years and see limited potential in 2022. The publishing royalty and revenue is projected to be much lower because of smaller publication circulation due to fewer visitors and less ad revenue. As a result, the cash partnerships goal is less than it was in FY21.

Big corporate brands in the travel and tourism industry continue to have sparse budgets. Past partners such as Big Bus Tours and Madame Tussaud's have eliminated their spending on marketing in Washington, DC. (In fact, the Madame Tussaud's museum closed permanently.)

New partners include Amtrak (in-kind) and Hilton (cash). These do not replace all the losses but are valuable additions.

DDC will host the August 2022 Student and Youth Travel Association annual conference. Regional organizations including the Virginia Tourism Corporation and Visit Maryland have joined DDC to sponsor this conference. Washington, DC is a top student-travel market and this is an important business-to-business conference attended by tour companies that buy student travel. The conference has not been held in person since 2019. DC competed to win host-city status and is pleased to enlist our Maryland and Virginia regional partners to help support it.

Programs

20. Please provide a breakdown of business and leisure visits (actual or anticipated) for 2021 and 2022, and any information regarding group visits (business or pleasure, if available). For that information, please also discuss the following:

- a. DDC's top overseas and domestic visitor markets;
 - b. The specific decrease in visitor count and visitor spending; and
 - c. The overall impact meetings and conventions had on the city's and DDC's revenues in fiscal years 2021 and 2022, to date, when compared to fiscal year 2020.
- a. The most recent year for which DDC has visitor data is calendar year 2020. Washington, DC welcomed 13.1 million visitors (domestic and overseas) in 2020. Visitation was down 45.9% over 2019, when DC welcomed 24.6 million visitors. DDC does not have a breakdown of the number of group versus individual tourists, but we can share some insight into business and leisure visitors.

In calendar year 2020, business visitors made up 34% of our total domestic visitation, while leisure made up 66%. Leisure visitors made up a slightly large share of domestic visitation in 2020, up from 63% in 2019. Based on industry research, we know that the share of visitors through the U.S. traveling for leisure has increased compared to the share of business travelers in 2020, as conventions have been

canceled and many companies are not allowing business travel during this time out of concern about liability. However, the precautions taken by the District government to discourage the spread of COVID-19 may have an impact on whether or not leisure visitors chose to visit Washington, DC in 2020 compared to other destinations. Additionally, the presence of the federal government meant that that District retained small amounts of essential business travel. We do not have projections on the breakdown of business vs. leisure visitors for calendar years 2021 or 2022 currently.

Washington, DC's top overseas visitor markets in 2019 were:

1. China
2. UK
3. India
4. Germany
5. South Korea
6. France
7. Australia
8. Italy
9. Brazil
10. Spain

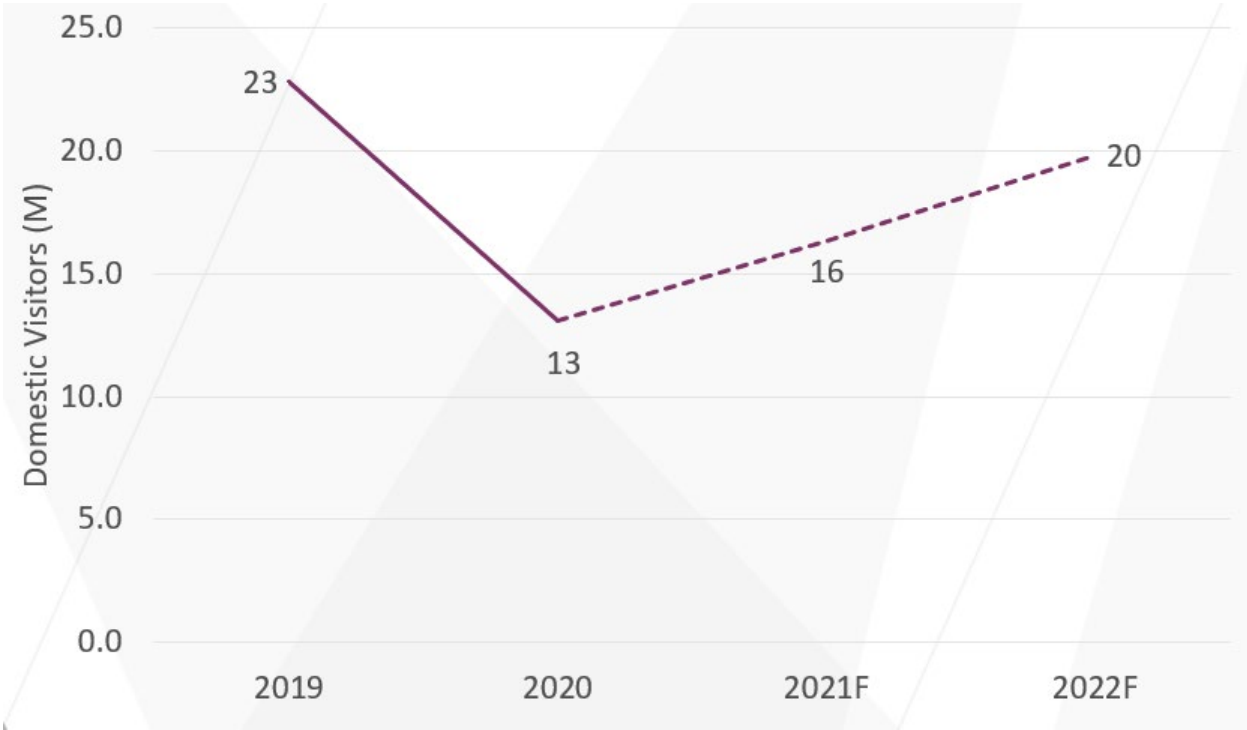
Washington, DC's top domestic visitor markets in 2019 were:

1. New York, NY
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8. Atlanta, GA
9. Virginia Beach, VA
10. Dallas, TX

As travel recovers, industry research suggests that leisure travel will recover faster than business travel. Transient travel (those traveling in a small groups that would require fewer than 10 hotel rooms per night) has already recovered faster than group travel (conventions, meetings, tour groups and others who require 10 or more hotel rooms per night). Domestic travel recovers before international travel, and within domestic, local and regional visitors remain strongest, as they are able to drive to the destination rather than fly. Therefore, we expect that our 2020 and 2021 markets were much closer to the city than in the past. We expect to see this as the recovery begins, and so we plan to adjust our marketing to target these closer, road-trip visitors until visitation patterns return to normal, likely sometime later in 2022 or 2023.

While we do not have final visitation data for 2021, we can share some estimates from Tourism Economics, a well-respected industry research partner. In 2021, domestic visitation to the District was estimated to be down 29% over 2019. This estimate is based on research commissioned in fall 2021, which broke out the

forecast into the baseline, upside and downside scenarios. Based on hotel revenue returns in the last months of 2021, DDC is currently pacing just above the upside forecast scenario. In 2022, the forecast estimates that the District will likely see 20 million domestic visitors, down 13% from 2019.



- b. In 2020, IHS Markit’s model estimated that the District lost 55% in visitor spending compared to 2019, equaling a loss of \$4.4 billion. We do not yet have final data for 2021, but Tourism Economics worked with the U.S. Travel Association to provide estimated visitor spending losses by state, including the District of Columbia. For January through October 2021 TE estimated that the District lost \$3.8 billion in visitor spending.

Domestic visitation is calculated by DK Shifflet. DKS has a panel of more than 50,000 Americans, of whom they ask a quarterly survey about their travel in the last three months (destination, reason, length, spending, etc.). DKS then uses the data to determine the number of visitors who come to DC each year, as well as the breakdown between business and leisure travel. Overseas travelers are calculated by Travel Market Insights, which uses data from the Survey of International Air Travelers, conducted by the U.S. Department of Commerce. The survey is distributed to overseas residents (which does not include residents of Canada or Mexico) as they leave the U.S. on their return flight home, and asks them about their current trip (destination, reason, length, spending, etc.). From this data, they calculate the number of visitors who came to the U.S. from overseas, regardless of whether they flew into local airports. Visitation from Canada is calculated by XBorder Canada, which conducts a survey of Canadians who have recently visited the U.S. and asks about their trip (destination, reason, length, spending, etc.). Visitation data from Mexico is not available.

c. Fiscal Year 2020-2022 Citywide Summary Including Economic Impact (EIC)

Fiscal Year	No. of Leads	No. of Total Rooms	EIC
2020	9	142,064	\$ 123,091,916
2021	1	17,548	\$ 5,621,288
2022	16	330,731	\$ 222,024,657
Total	26	490,343	\$ 350,737,860

- Room night generation for 2022 is based off of pre-pandemic expectations.
- A citywide is any group that reaches 2,500 peak room nights.

21. What are the business and leisure visit projections for the remainder of fiscal year 2022 and for fiscal year 2023? In your responses, please discuss the following:

- What measurements are used to track each type of visit;
 - How the numbers for fiscal years 2020, 2021 and 2022 compare to DDC’s earlier projections; and
 - The reason for (and impact of) any variances in great detail.
- a. In calendar year 2020, business visitors made up 34% of our total domestic visitation, while leisure made up 66%. Leisure visitors made up a slightly large share of domestic visitation in 2020, up from 63% in 2019. Based on industry research, we know that the share of visitors through the U.S. traveling for leisure has increased compared to the share of business travelers in 2020, as conventions have been canceled and many companies are not allowing business travel during this time out of concern about liability. However, the precautions taken by the District government to discourage the spread of COVID-19 may have an impact on whether or not leisure visitors chose to visit Washington, DC in 2020 compared to other destinations. We do not have projections on the breakdown of business vs. leisure visitors for calendar years 2021 or 2022 currently. Additionally, the presence of the federal government meant that the District retained small amounts of essential business travel.

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- b. Tourism Economics has completed three domestic visitation forecasts for DDC since the pandemic began. The first forecast for 2020 was completed in summer 2020, and projected 10.6 million domestic visitors. The actual domestic visitation for 2020 was 13.1 million, so we received 2.5 million more visitors than the projection. The most recent forecast from fall 2021 projected 16.3 million domestic visitors in 2021, and for 2022, 19.8 million total visitors.
 - c. The decline in visitation in 2020-2022 compared to 2019 (and earlier projections for this year) comes primarily from COVID-19 and the resulting economic crisis. Full recovery will require: the end of the health crisis, the recovery of the U.S. economy, the reopening of borders and the return of traveler confidence in their own safety while away from home.
22. Discuss your research that explores the types of people most likely to travel to DC and the associated reasons. In your response, please discuss the following:
- a. Who the visitors are (by demographic group or persona);
 - b. Why they travel to DC;
 - c. How DDC has incorporated that research into its strategic planning; and
 - d. Whether these demographics are likely to remain the same or change in a post-pandemic world.

During the first part of 2018, DDC utilized proprietary data collected from visitor profile research to identify the individuals most likely to travel to the District. Profiles were identified as:

- Primary (Tier One):
 - **Eclectic Cultural Travelers:** Travelers looking to experience the essence of a destination through arts and culture.
 - **Family Travelers:** Travelers seeking educational and fun experiences for the whole family.
- Primary (Tier Two):
 - **The Cool Crowd:** Travelers to whom others look for ideas and advice, and who are looking for trendy destinations with social media “buzz.”
 - **African American History Buffs:** Travelers of any background looking for destinations that celebrate the African American experience.
 - **Political Junkies:** Travelers who are interested in destinations with political significance and where history is made. [Note: not partisan]
 - **Sports Fanatics:** Travelers who are excited about a destination with world-class sports.
- Niche/Opportunity:
 - **LGBTQ+ Travelers:** Travelers who identify as LGBTQ+ and for whom an LGBTQ+-friendly destination is extremely important.
 - **Foodies:** Travelers who are looking for a unique and diverse food scene with notable restaurants and celebrity chefs.

While these personas were adjusted for our summer 2021 advertising campaign to account for varying levels of travel comfort and available activities, it’s unlikely that the base personas will change in a post-pandemic world. The thematic

offerings within Washington, DC are likely to remain appealing to these types of groups in the future.

23. How have the results of this analysis changed, if at all, between fiscal years 2020, 2021, and 2022? For this response, please also discuss the following:
- Which of the eight personas discussed in last year's performance oversight responses have been most and least impacted by the pandemic;
 - What lessons DDC learned; and
 - How DDC plans to adapt or pivot its business model and marketing approach, particularly with regards to potential travel in a post COVID-19 world.

Most impacted:

Sports Fanatics: With no in-person sporting events for much of the pandemic March, there were few opportunities for this group to travel for sports.

Families: With safety top of mind for parents and vaccinations still unavailable for children under 5, it may take more time for this segment to fully return.

Eclectic Cultural Travelers: Many cultural institutions including theater, music venues, museums and art galleries were forced to close at some point during the pandemic.

Foodies: Limited capacity and options at local restaurants, as well as the increased risk of dining indoors, prevented this group from booking travel. Vaccination requirements may also impact the recovery of this segment.

Least Impacted:

African-American History Buffs: Outdoor monuments and memorials were still open, as well as indoor options, including the National Museum of African American History and Culture, were open at some point during the pandemic.

Political Junkies: Given the renewed significance of learning about American democracy following the insurrection, Washington, DC is still an attractive option for travel.

The Cool Crowd: This group tends to be younger and open to more risk, including with travel.

LGBTQ Travelers: No specific impediments to this group's travel decisions.

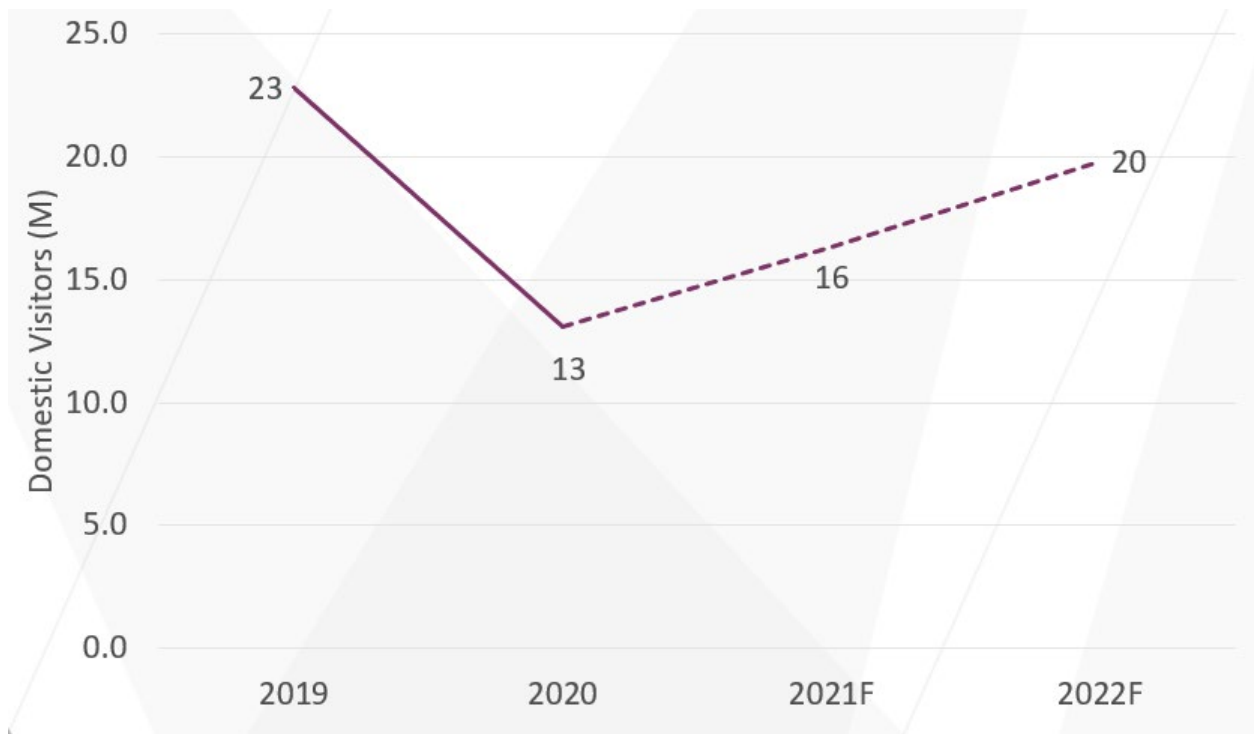
While these personas were adjusted for our summer 2021 advertising campaign to account for varying levels of travel comfort and available activities, it's unlikely that the base personas will change in a post-pandemic world. The thematic offerings within Washington, DC are likely to remain appealing to these types of groups in the future.

24. How many visitors came to DC in fiscal years 2020, 2021, and 2022? What is the specific breakdown by domestic and international visitors?

The most recent year for which DDC has visitor data is calendar year 2020. Washington, DC welcomed 13.1 million visitors (domestic and overseas) in 2020. Visitation was down 45.9% over 2019, when DC welcomed 24.6 million visitors. DDC does not have a

breakdown of the number of group versus individual tourists, but we can share some insight into business and leisure visitors.

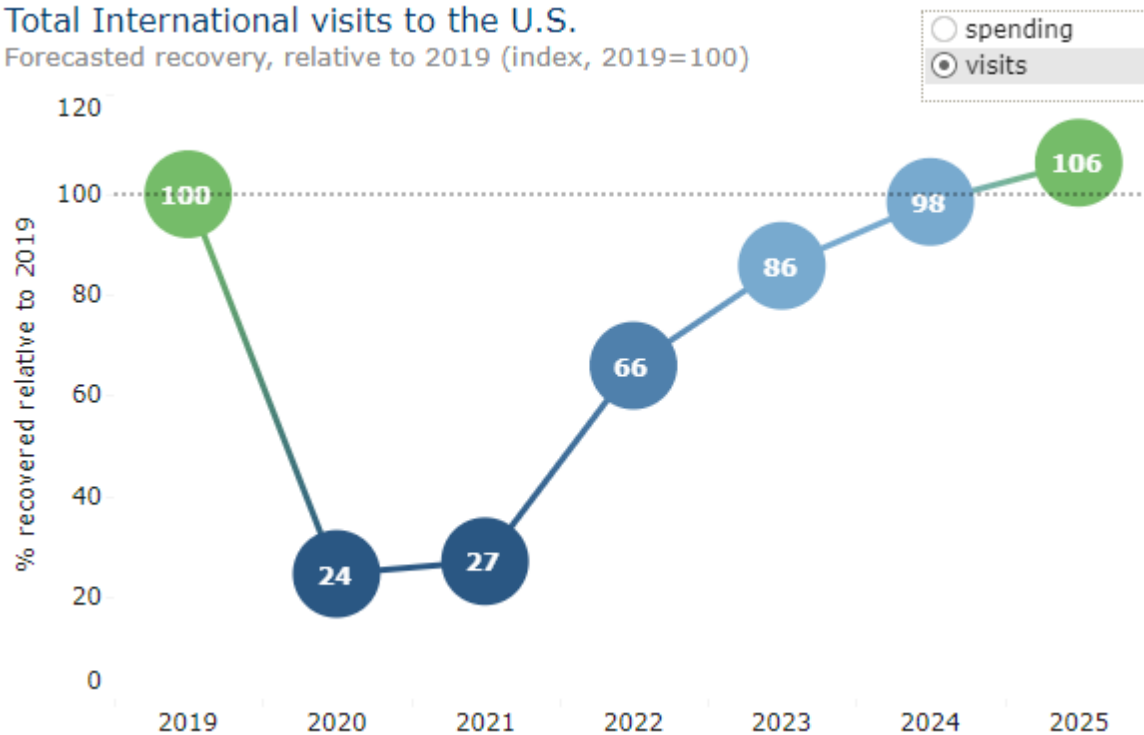
While we do not have final visitation data for 2021, we can share some estimates from Tourism Economics, a well-respected industry research partner. In 2021, domestic visitation to the District was estimated to be down 29% over 2019. This estimate is based on research commissioned in fall 2021, which broke out the forecast into the baseline, upside and downside scenarios. Based on hotel revenue returns in the last months of 2021, DDC is currently pacing just above the upside forecast scenario. In 2022, the forecast estimates that the District will likely see 20 million domestic visitors, down 13% from 2019.



DDC does not have a forecast for the recovery of international visitation to the District, but according to Tourism Economics, it will take until at least 2025 for the U.S. to recover its total international visitation back to the levels seen in 2019:

Total International visits to the U.S.

Forecasted recovery, relative to 2019 (index, 2019=100)



25. During last year’s testimony, President Ferguson noted that “Washington, DC is only the 8th most visited U.S. destination for overseas visitors.” Has the city retained its ranking? What is DC’s domestic travel ranking? Has this rank changed over the years?

Washington, DC retained its ranking as the 8th most visited U.S. destination for overseas visitors in 2019, the last year before the pandemic.

Comparisons are difficult to make for domestic visitation, as cities define visitors differently (some count overnight only, some include day visitors; some include only the city, others include the county; some do not report domestic vs. international, but focus on day vs. overnight visitors); some use different external vendors to determine their number, others use a combination of different sources and calculate it internally. DDC counts day and overnight visitors to the District of Columbia only, without including commuters to work or school.

Washington, DC ranks 14th out of this list of 20 destinations in terms of domestic visitation in 2019, the last year before the pandemic. DC’s ranking was consistent for 2017-2019. (Many destinations don’t have 2020 data and the data wouldn’t be representative of the market situation as a whole.)

1. Orlando, FL: 69.3 million
2. Chicago, IL: 59.4 million
3. Atlanta, GA: not publicly released
4. New York, NY: 53.1 million
5. Greater Philadelphia, PA: 44.4 million

6. Los Angeles, CA: 43.3 million
 7. Seattle/King County, WA: 39.1 million
 8. Las Vegas, NV: 36.9 million
 9. Minneapolis-St. Paul, MN: not publicly released
 10. Denver, CO: 31.9 million
 11. San Diego County, CA: not publicly released
 12. Dallas, TX: not publicly released
 13. San Francisco, CA: 25.9 million
 14. Washington, DC: 22.8 million
 15. Houston, TX: 21.5 million (preliminary)
 16. Anaheim, CA: 21.3 million
 17. Boston, MA: 19.9 million
 18. New Orleans, LA: 19.8 million
 19. Greater Miami and the Beaches, FL: 17.3 million
 20. Nashville, TN: not publicly released
26. At the beginning of calendar year 2019, DDC launched the “Discover the Real DC” advertising campaign. What is the status of this initiative? Please also describe any milestones and/or challenges with this initiative, particularly as it relates to the pandemic.

With the COVID-19 pandemic, our Discover the Real DC campaign creative pivoted in 2020 to reflect the changing priorities of our city and travelers. By tapping into the expertise of local hospitality industry partners on DDC’s marketing committee, and analyzing Destination Analysts’ bi-weekly Coronavirus Traveler Sentiment Index, we identified four key messaging points: health and safety, free things to do, outdoor recreation and family-friendly activities. The tailored messaging is reflected visually in creative along with a written safety disclaimer driving to washington.org, and COVID-appropriate imagery - i.e. outdoor experiences, no crowds.

By 2021, consumer sentiment towards travel and local safety protocols had shifted enough to warrant paid media placements promoting travel to the District. DDC partnered with Events DC and the woman- and Washingtonian-founded agency, January Third to create a campaign that blends the iconic aspects and local flavor to tell a distinctly DC story. From this, the *Experience DC* campaign was born.

The recovery campaign media plan targeted four audiences: Family Travelers, Foodies, Cultured Fans and History Buffs, as well as a focus on reaching individuals within three target geographic markets: locals, consumers within a 4-hour drive of the District and a broader national audience of potential visitors who show travel intent. We also layered an additional buys specifically aimed at marginalized audiences including Black, Latine and LGBTQ+ travelers. Recovery advertising buys are mostly digital and include streaming video networks, interactive mobile units, targeted email blasts, digital out-of-home and more. Specific placements include:

- Cable TV – Philadelphia, Baltimore and Richmond markets
- Travel Endemic Partners: TripAdvisor, Travelzoo, Expedia
- Paid Social: Facebook, Instagram and Pinterest

- Audio Streaming: Spotify and Pandora
- Premium Publishers: NYTimes, Boston Globe, Afar, NYMag
- LGBTQ+ Outlets: Passport, Edge, Instinct
- Hispanic and Spanish-Language Outlets: H Code, Vevo
- Black Traveler Outlets: iOne

The *Experience DC* campaign delivered positive results. 31,000 room nights were booked through the campaign with Expedia, while ads run through Sojern (a digital ad network) was responsible for more than 7,500 travelers into the city. Arrivalist can use geolocation on cell phones to track consumers who are exposed to a DC ad and then arrive in the city. They calculated that consumers exposed to a DC ad were 58% more likely to arrive in the city than those who were not exposed to an ad. Spanish language ads on select media (which DDC has not run in recent years) were particularly successful this year. This data varied by region and type of media, but showed the impact of the advertising on the recovery of the city.

27. The Council provided \$5 million to Destination DC for support during the ongoing COVID-19 pandemic. How is this \$5 million infusion being used?
- a. How much, if any, of the \$5 million allocation has either not been allocated or spent?

MARKETING AND COMMUNICATIONS

\$4.5 million has been allocated to paid media to continue the Experience the DC advertising campaign and reach domestic visitors in a year which research predicts those travelers are most likely to help market recovery. The paid campaign will include the following strategy:

- Focus on regional, drive and national travel intent markets
- Digital-focused advertising connected to washington.org
- Using data partners to track advertising impact to drive visitation to DC

TOURISM

\$250,000 has been allocated from to be deployed for:

- Supporting our DDC international offices in the execution of Marketing/PR/Social/Trainings in our primary markets: China/India/UK/Australia/New Zealand.
 - Marketing partnership with key international tour operators through the Brand USA matching dollar funds
 - Dollars currently have not been spent

CONVENTION SALES AND SERVICES

\$250,000 will be allocated to convention sales and services to enrich the meetings and conventions sector. The dollars will be spent among various initiatives including:

- Convention trade positioning to enhance brand awareness
- Direct face to face engagement with customers on sales missions, tradeshow and customer events

- Tools to further grow our *Connected* campaign to include all three pillars of Capital, Campus and Community.

28. How have recent social and political demonstrations held in DC, particularly the Summer 2020 racial equality demonstrations and the January 6, 2021 insurrection, further impacted its image and ability to grow its tourism market? What efforts, including DDC's "Discover the Real DC" campaign, can better position the city to improve its image and grow its tourism market?

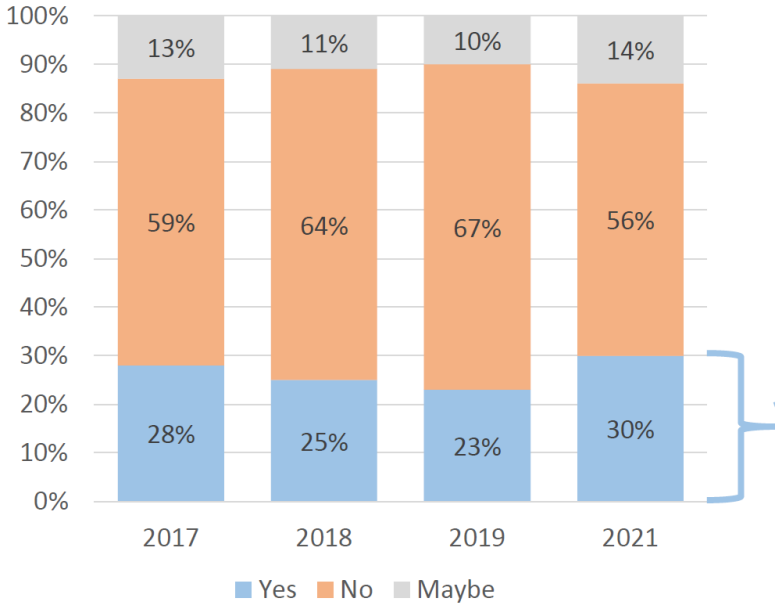
Washington, DC is known for being a place where visitors come to peacefully express their First Amendment rights – which is wholly different from the violent insurrection on the U.S. Capitol on Jan. 6. Peaceful protest tourism is a differentiating factor for the nation's capital and we include information on exercising your rights through our marketing and communications channels, including content on washington.org. We have also leveraged this benefit of the city through editorial coverage ("For a city still struggling to revitalize its downtown, protests become an economic lifeline," *Washington Post*).

DDC also works to challenge the narrative associated with "Washington" and politics, emphasizing the real DC that residents know and love. "Experience DC," which is an extension of the "Discover the Real DC" campaign, promotes DC's local culture, diverse neighborhoods, free things to do, arts and theater, nightlife, music scene, small businesses and much more.

To gauge consumer sentiment directly, DDC and Events DC ran a custom research study in summer 2021 which included questions about safety. One question provided a list of words and asked respondents to choose all the words that they believed described Washington, DC in their minds. 23% chose "dictated by the political climate," and only 6% chose "unsafe."

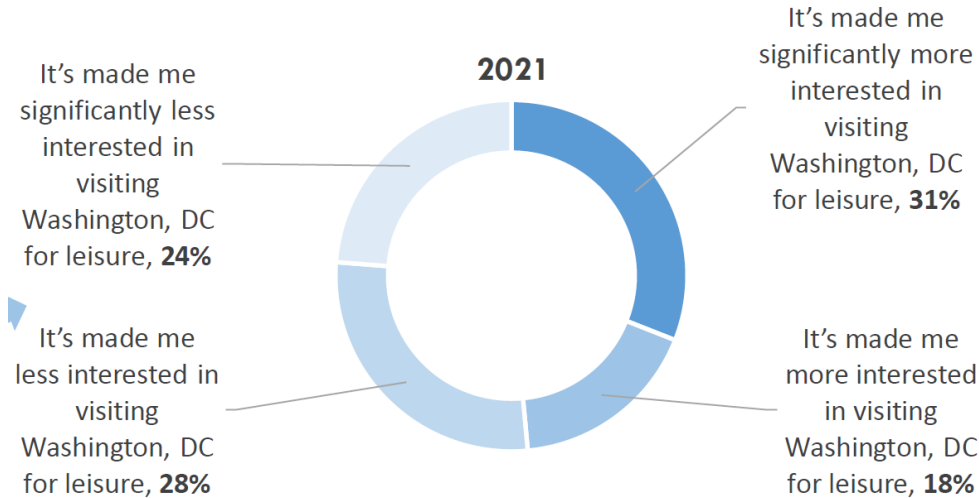
As part of the Advertising Effectiveness & Return on Investment study in 2019, DDC surveyed travelers in its major domestic markets, including New York, Boston, Philadelphia, Chicago, Atlanta and Richmond. In 2017, in response to the changing political climate, we added a set of questions asking how the "recent political climate" affected travelers' interest in visiting Washington, DC for leisure. This question was repeated as part of the custom research study in summer 2021. In 2021, 30% of respondents reported that the recent political climate affected their interest in visitor Washington, DC for leisure. This is up from 23% in 2019.

Question: Has the recent political climate in Washington, DC affected your interest in visiting Washington, DC for leisure?



Those 30% who reported that their interest was affected were then asked how it was affected:

Question: How has the recent political climate in Washington, DC affected your interest in visiting Washington, DC for leisure?
 [asked of those who said “yes,” politics impacted their interest]
 [2021]

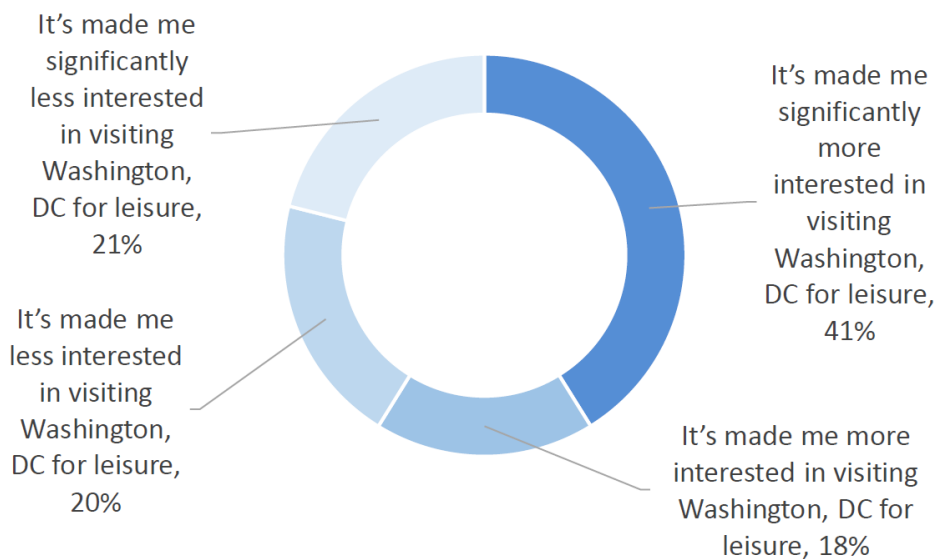


52% said that they were negatively affected by the recent political climate. This is down from 56% in 2019.

In 2021, in response to the insurrection in January 2021, we added an additional question asking how the “events at the U.S. Capitol in Washington, DC on January 6, 2021” affected travelers’ interest in visiting Washington, DC for leisure. 30% of respondents reported that the events in January 2021 affected their interest in visitor Washington, DC for leisure.

Those 30% who reported that their interest was affected were then asked how it was affected:

Question: How have the events at the U.S. Capitol in Washington, DC on January 6, 2021 affected your interest in visiting Washington, DC for leisure? [asked of those who said “yes,” the events impacted their interest]



Only 41% said that the events in January 2021 made them less likely to visit Washington, DC for leisure, compared with 59% who said it made them “significantly more interested” or “more interested” in visiting for leisure. In the past we’ve seen this positive response to events like this caused by a renewed interest in American democracy and the opportunity to learn about it in Washington, DC.

It is important to note that we purposefully wrote the question in a way that made respondents think about January 2021 rather than reminding them of the insurrection. This means that it’s possible that the “events of January 2021” could refer to the certification of the electoral votes declaring Joe Biden the winner of the presidential campaign.

29. Will the naming of Go-Go as the official music of DC or the forthcoming placement of eight commemorative works on public space honoring native Washingtonians who made significant contributions to American culture or history help generate tourism and activate the hospitality industry?

As the official music of Washington, DC, Go-Go features prominently on washington.org and in DDC marketing and events. The homegrown artform is explained through two local, modern-day musicians in a video entitled [Go-Go: The Official Music of Washington, DC](#). The website also features the article [Keep on Groovin': An Intro to Go-Go Music in Washington, DC](#), in which Go-Go music's roots, rise and resistance are explained.

DDC is committed to promoting Go-Go to potential visitors. With plans for a Go-Go Museum in DC, DDC members like Go-Go Symphony and a cadre of local bands who continue the genre's legacy, Go-Go will continue to play a central role in how visitors can experience DC's Black history and culture with each visit.

Additionally, yes, the measure that will honor female and minority native Washingtonians with statues in each Ward of the District will benefit tourism. Washington, DC has numerous public monuments and memorials that are free and open to the public. Adding native Washingtonians to DC's roster of memorials shows that this city continues to be a foundation for everyone's history lesson. The addition of these statues will help us tell lesser-known stories and connect to the District's rich culture and Black history. It's an opportunity to highlight forgotten changemakers and leaders from DC.

30. How many visitors (business/leisure) should we expect to see in the District each year? What is the goal? How, specifically, has this goal shifted? How does this compare to visitors to other major metropolitan areas?

TOURISM Goals:

TOURISM ROOM NIGHT NUMBERS			
2019 Actual	2021 Goal	2021 Actual	2022 Goal
509,190	64,000	28,272	236,956

- **Tourism numbers include:** Domestic/International group tour, International FIT travel and Sporting Events
- **2019 Actual:** represents goals achieved in a pre-pandemic year and baseline for goals to return to normal years
- **2021 Goal vs. Actual:** Actual room nights returned short of goal due to the following factors:
 - International boarders did not open during the 2021 season
 - Group tour only returned in Q3/Q4 with smaller groups.
 - Sporting events returned, albeit limited, late in Q3/Q4
- **2022 Goals:** Target goals represent room nights returning for:
 - Group tour returning to 40% recovery for peak travel in late Q2 and Q3
 - Sporting events returning strong with new sporting events and the return of those canceled in 2020/21 seasons
 - International travel to show slow return due to boarders opening in November 2021 with projections of a 20-40% return in Q3/Q4. These numbers will be dependent on Omicron variant pace by country and international flight service returning

- Goals will be adjusted on a quarterly bases depending on COVID-19 vs. travel opportunities.
- **Virtual Assets/Trade Training:** Virtual platforms have become our most important tool for inspiration, education and relationship building. The past two years we shifted from our in-person, travel trade efforts to a more creative, virtual platform to engage customers through sales missions, familiarization tours, destination training programs and one-on-one appointments.
- **Sales Appointments: Live/virtual**
Domestic sales appointments have returned along with our industry tradeshow which allows us to connect with customers in all our markets. Internationally, in-person engagement is slow to return due to the COVID variants across the world. Virtual sales opportunities will continue for the foreseeable future. The 2022 season will return with more in-person/live opportunities while complemented by virtual opportunities due to those offices that have yet to return in-person full time.
- **Familiarization Tours: Live/virtual**
We have always felt confident that once a customer experiences the assets of the city, they love what they see and become an extension of our sales team. We have welcomed in-person familiarization tours for those that feel comfortable traveling again and will continue using a hybrid platform as the recovery continues.

As previously outlined, comparisons are difficult to make for total visitation, as cities define visitors differently (some count overnight only, some include day visitors; some include only the city, others include the county; some include domestic only, some do or do not include Canada; some use different external vendors to determine their number, others use a combination of different sources and calculate it internally). DDC counts day and overnight visitors to the District of Columbia only (without including commuters to work or school). Below are the visitation counts that each jurisdiction released for 2019 the last year before the pandemic DC's ranking was consistent for 2017-2019. (Many destinations don't have 2020 data and the data wouldn't be representative of the market situation as a whole.)

1. Orlando, FL: 75.8 million
2. New York, NY: 66.6 million
3. Chicago, IL: 60.8 million
4. Atlanta, GA: not publicly released
5. Los Angeles, CA: 50.7 million
6. Greater Philadelphia, PA: 46 million
7. Las Vegas, NV: 42.5 million
8. Seattle/King County, WA: 41.9 million
9. San Diego County, CA: 35.1 million
10. Minneapolis-St. Paul, MN: 34.6 million
11. Denver, CO: 32.5 million
12. Dallas, TX: not publicly released
13. San Francisco, CA: 26.2 million

14. Houston, TX: 24.9 (preliminary)
 15. Washington, DC: 24.6 million
 16. Anaheim, CA: 24.2 million
 17. Greater Miami and the Beaches, FL: 24.2 million
 18. Boston, MA: 22.7 million
 19. New Orleans, LA: 19.8 million
 20. Nashville, TN: 16.1 million
31. Please provide a copy of your 2022 marketing plan and marketing outlook presentation. Also, please provide a summary highlight of what is new for 2022.

See .pdfs: “Marketing Outlook Meeting 2021- Elliott”; “Marketing Outlook Meeting 2021 – STR” and “FY2022 Annual Plan”

NEW: DEI Business Fellowship

In the fall of 2021, DDC announced a DEI Business Fellowship. This is a purposeful effort to reach out, connect with, and support small businesses in the local tourism industry owned by people of color, LGBTQ+, women, and disabled persons. The fellows will receive one year of free membership in DDC. The intention of this fellowship is to empower minority entrepreneurs with marketing, mentorship, education, and networking opportunities during the 2022 calendar year to sustain and grow their businesses.

This initiative was shared widely to promote the opportunity including with area BIDs, Chambers, Embassies and through the existing DDC member network.

The inaugural class of DEI fellows include 14 small businesses, which six are restaurants/F&B outlets and 8 convention service providers. Amongst the majority owners, there are seven Black women, two White women, one Black man, one Latino man, one Asian woman, and two White men from the LGBTQ+ community.

BENEFITS

- Complimentary membership for calendar year 2022; value: \$1,050.
- Member benefits, except listings in print publications.
- Dedicated account manager.
- Two tickets for the 2022 Marketing Outlook Meeting; value: \$95 each.
- Content inclusion in the DEI District on washington.org, as appropriate.
- Five exclusive sessions with DDC’s specialists from all departments.
- Annual return on investment report.

ELIGIBILITY

- Independently owned small businesses in the travel and tourism industry with annual revenue less than \$10 million and/or fewer than 50 employees. Majority ownership should be a person from a minority group.
- Other businesses that have significant DEI programs will be considered.
- Excluded businesses are any type of accommodation, airline or cruise line.
- Minimum of one (1) year in business.

- Registered to conduct business in DC, MD or VA.
- Former members in the last three (3) years are not eligible.
- Must comply with terms and conditions.

CONVENTION SALES AND SERVICES

Convention Sales and Services has three sectors within the department: domestic sales, international sales and convention services. Each sector plays a pivotal role in the rest of the teams' success. Especially in this climate, we work seamlessly to capture and retain more market share. However, each sector has specific areas of focus that are instrumental to overall accomplishments.

Domestic Sales: While citywide business lays the foundation for future success, small in house (meaning they will book in a singular hotel) is going to continue to be necessary for our short-term recovery. The “in-house” team books and actualizes business within a two-year time period. It is imperative the team leverages their strategic relationships, engage our in-house client advisory council and work with our entire team to capture total account management so we are attracting meetings of all shapes and sizes.

International Sales: Connected DMV is an initiatives-based, charitable 501(c)(3) organization that works with regional organizations across Washington D.C., Maryland, and Virginia – the DMV – to help drive ongoing improvements to social, digital, and physical infrastructure. Connected DMV focuses on initiatives that span local jurisdictions and require public-private-academia-community collaboration to best achieve the dual objectives of enduring economic health and social equity.

Under DDC's guidance, Connected DMV has put an emphasis on event engagement and attrition. Part of that Connected DMV initiative is to create meetings where there are strong industry sector support. Recently, Connected DMV and its regional partners (DMPED and WDCEP) launched a first-of-its-kind global quantum conference, exposition, and networking series called the Quantum World Congress and announced the inaugural two-day event will occur in fall 2022 in Washington, DC.

Convention Services: the number one priority of meeting planners and their delegates is safety and security. Our convention services team has worked tirelessly to message to all constituents what the city, venues and DDC are doing to help create a safe environment. Our Walter E. Washington Convention Center has been a leader in the health and safety realm and services advocates for both parties to understand how critical communications strategy is imperative in this climate. If an event can give a level of baseline safety, they are more inclined to have a successful show. Convention Services works with Events DC and all our member organizations with that communication strategy to our customers.

TOURISM

As the return to travel gains momentum, so does the return to connecting live/in- person with our customers all over the world. If we, the travel industry, are not traveling, then it is hard to convince the world to travel again. We are also taking advantage of the sales tools we built over the past 24 months to complement the sales successes we know are needed across all markets. Each market will return at a different pace and flexibility to accommodate these changes is reflected in the 2022 marketing plan initiatives.

New strategies for the tourism markets are as follows:

International Efforts: PR/Trade training will continue both live and virtual as the borders have opened and consumer confidence builds into the 2022 travel season. As demand increases and is reflected in our data collection, DDC will introduce in-market promotions partnered with international air service and tour operators.

Group Tour: Domestic Student groups have been the fastest leisure segment to return to the District. Early spring season bookings are showing an optimistic return. DDC's past efforts to introduce new itineraries to include: Black History, neighborhood experiences, and inclusion of new museum product have shown great success. We will be monitoring the response of the vaccine mandate and other restrictions to ensure all groups are aware of the processes and offering the itineraries that can best suit their group

Sports: Primed for a very strong return of amateur, collegiate and national events have been the highlight for the 2021 season. We were able to secure new events for future years with a strong emphasis on soccer, basketball, rugby, and lacrosse events. We will continue to advance the tired level of tournament play.

32. Are there updates to DDC's ROI study, or any activities underway as a result of that study, that the Committee ought to be aware?

Given the lack of advertising in the second half of FY2020, there was not a traditional advertising effectiveness and ROI study conducted. However, a portion of DDC's digital advertising included the ability to track those who were exposed to the ads and then book travel to and/or arrived in Washington, DC. The metrics for bookings and arrivals are calculated separately, and so a traveler may be included in both. The campaign was responsible for 19,000 flight tickets, 31,000 room nights and more than 27,000 arrivals into the city. Once there is a return to advertising, the ROI research on the campaign is expected to continue annually.

33. Please provide an update to your 2021 marketing plan including successes of the communications strategy, convention sales and services strategy, and the tourism and visitor services strategy.

TOURISM

Travel Agent Training

Launched in 2020, the Washington, DC Special Agent Academy is a virtual program designed to train and engage travel agents in the U.S. and around the world who are interested in becoming Washington, DC experts. As a DC Special Agent, travel professionals will be better prepared to sell the nation's capital to their customers. The program is available now in three languages, English, Spanish, and Mandarin. To date, we have trained more than 1,200 agents from nearly 55 countries.

PR/Communications

DDC works with our international offices to understand the latest market conditions and keep Washington, DC top of mind through public relations and social media efforts. The

tourism and communications teams deliver creative virtual content and messages directed toward trade and consumer audiences on the latest in DC to help maintain market share when borders open. The team leveraged seasonal content and what's new in DC to provide travel inspiration and earn steady media coverage in the UK, China, India, Germany, France and Australia. Without hosting international journalists in DC or conducting any in-person media missions, media coverage in FY21 still amounted to \$4.1 million in advertising equivalency value because of proactive efforts. One unexpected success came from leveraging timely market news. DC hosted an international rugby match when USA Rugby played the revered New Zealand All Blacks. The game inspired positive coverage of DC in New Zealand and Australia, with nearly 20 stories reaching a circulation of 17.7 million and valued at about \$265,000 in advertising equivalency value.

GROUP TOUR

Student groups make up over one million visitors to the city annually. Like all markets, this student groups were hit hard with cancellations, but surprisingly have been one of the first to return to the city. We took advantage of the slow market during the pandemic to introduce new itineraries that include the strong DEI, STEM, multi-generational tours and new museum products. These companies used the new itineraries to sell travel and complemented them with training workshops on how to explore the city differently.

SPORTS

Outdoor sporting events returned strong after more than 85% of sporting events canceled in the 2020 season. In addition, some LGBTQ+ sporting events have been secured in DC due to cancellations in Asia.

COMMUNICATIONS STRATEGY

Editorial was a success story in 2021. Earned media coverage supported travel to the destination, kept Washington, DC top of mind before travel picked up and provided exposure to local businesses. DDC achieved record domestic earned media advertising equivalency value in FY21, topping \$135 million. While borders remained closed to overseas visitors, DDC generated inspirational travel pieces in top overseas markets.

Key events and turning points in the pandemic helped the team achieve goals. Media coverage tied to inauguration and the Jan. 6 insurrection accounted for 30 percent of the domestic story value in FY21. While leaders told visitors not to come to DC for inauguration and the headlines were tough, DDC provided expertise on the state of tourism and economic impact of lost business. The flip side was DC's reopening in spring 2021. Communications leveraged the news to impact editorial across all channels, including domestic and international leisure, as well as the meeting planner and travel trade audience.

At the end of 2021, DDC was able to welcome more media visits and overseas journalists for the first time since the pandemic, timed with borders reopening Nov. 8. The team provided in-person itineraries and experiences that showcased what's new, DC's neighborhoods, hotels, nightlife, arts and culture and more. Looking ahead, DDC will continue to support "stay local" messaging this winter, especially while the omicron

variant is surging, and travel throughout the remainder of 2022. Pitches will concentrate on several themes, including but not limited to:

- DC’s vast green and outdoor space
- Free things to do
- New development and hotels
- Dining and nightlife
- Anniversaries, including the Smithsonian Institution 175th, Harriett Tubman’s bicentennial, 100th anniversary of the Lincoln Memorial and citywide programming in May and the Kennedy Center’s 50th.
- Return of DC signature events in person, including the National Cherry Blossom Festival, Smithsonian Folklife Festival, Capital Pride
- Theater, arts and culture and new exhibits, including the reopening of the Smithsonian’s Arts and Industries building and *FUTURES* exhibit
- DC’s intellectual capital and assets that set it apart for meetings and conventions

CONVENTION SALES AND SERVICES

Much like our FY2022 Sales and Marketing plan, we have three divisions that operate seamlessly to create a healthy meetings and conventions landscape in The District. In 2021, as trying as the year continued to be, we had much emphasis in trying to support those that did want to meet, in whatever form that took.

Domestic Sales and Convention Services: Virtual support continued to be the strongest support we could give in 2021. This was true as we tried to attract new customers as well as support those that canceled their DC meeting. First, we didn’t let the lack of face to face stop our selling efforts. We did consistent 1:1 zoom calls with prospective clients for future years. In addition, those who unfortunately had to cancel their in-person meeting in DC received a toolkit to bring Washington, DC to them virtually. The kit included zoom backgrounds for speakers, Go-Go music playlists to use when a speaker was “entering” a zoom room, and one page guides for virtual attendees that highlighted attractions and restaurants for the next time they visit.

International Sales: Since international travel had slowed dramatically, the international team focused its efforts on maintaining and recruiting for its Ambassador Circle (AC). The AC is a select group of industry experts that use their knowledge and expertise to help attract sector specific meetings and conventions. Such examples include leaders at Children’s National Hospital, Gallaudet University, American University, JLABs, to name a few. These subject matter experts give both a local perspective and industry perspective as to why a particular meeting would thrive in Washington, DC.

34. Please provide a copy of your fiscal year 2022 goals presentation, including a copy of the fiscal year 2021 goals. How is DDC performing compared to fiscal year 2021 goals?

TOURISM

TOURISM ROOM NIGHT NUMBERS			
2019 Actual	2021 Goal	2021 Actual	2022 Goal

509,190

64,000

28,272

236,956

- Room Night Goals:
 - **Tourism numbers include:** Domestic/International group tour, International FIT travel and Sporting Events
 - **2019 Actual:** represents goals achieved in a pre-pandemic year and baseline for goals to return to normal years
 - **2021 Goal vs Actual:** Actual room nights returned short of goal due to the following factors:
 - International boarders did not open during the 2021 season
 - Group tour only returned in Q3/Q4 with smaller groups.
 - Sporting events returned, albeit limited, late in Q3/Q4
 - **2022 Goals:** Target goals represent room nights returning
 - Group tour returning to 40% recovery for peak travel in late Q2 and Q3
 - Sporting events returning strong with new sporting events and the return of those canceled in 2020/21 seasons
 - International travel to show a slow return due to boarders opening in November 2021 with projections of a 20-40% return in Q3/Q4. These numbers will be dependent on omicron variant pace by country and international flight service returning
- Goals will be adjusted on a quarterly bases depending on COVID-19 vs. travel opportunities.
 - Foreseeable challenges that will affect these numbers include:
 - Amateur sporting and student travel: vaccine mandate has the potential to influences decisions from demographics that do not support the vaccine protocols
 - Surge of new variants causing consumer confidence to fluctuate
 - Cost and availability of testing sites and clear communication to international travelers as to the processes and steps needed to enter the US and also return back to country
- **Virtual Assets/Trade Training:** Virtual platforms have become our most important tool for inspiration, education and relationship building. The past two years we shifted from our in-person, travel trade efforts to a more creative, virtual platform to engage customers through sales missions, familiarization tours, destination training programs and one-on-one appointments.
- **Sales Appointments: Live/virtual**
Domestic sales appointments have returned along with our industry tradeshow which allows us to connect with customers in all our markets. Internationally, in-person engagement is slow to return due to the COVID variants across the world. Virtual sales opportunities will continue for the foreseeable future. The 2022 season will return with more in-person/live opportunities while complemented by virtual opportunities due to those offices that have yet to return in-person full time.
- **Familiarization Tours: Live/virtual**

We have always felt confident that once a customer experiences the assets of the city, they love what they see and become an extension of our sales team. We have welcomed in-person familiarization tours for those that feel comfortable traveling again and will continue using a hybrid platform as the recovery continues.

PARTNERSHIPS & ALLIANCES

See membership and partnership revenues also discussed in questions 18 and 19, above.

Membership revenue is projected to increase 10% in FY22. It is too early to tell if DDC will meet that number. There is always a slowdown in member sign-ups around the holidays (November and December) and the surge of the omicron variant is proving challenging for businesses in January and February. As a result, new member sign-ups are not pacing where they should be to meet goals.

Partnership cash revenue includes event sponsorships, strategic partnerships and royalties from publishing DDC's official guides. Event sponsorships traditionally included the Annual Marketing Outlook Meeting and July 4 events. Both were curtailed in recent years and see limited potential in 2022. The publishing royalty and revenue is projected to be much lower because of smaller publication circulation due to fewer visitors and less ad revenue. As a result, the cash partnerships goal less than it was in FY21.

As business resumes, an important partnership program, the "Dining and Driving Power" program is expected to pick-up. Restaurants and transportation companies provide in-kind services to DDC in exchange for direct client interaction. This is projected to be a significant increase over FY21 but still only 20% of FY19 in-kind revenue.

CONVENTION SALES AND SERVICES

2022 goals for convention sales and services are seeing an uptick thus far. We are clearly not to pre-pandemic levels, but after two years of hiatus on booking future business, organizations realize they need to continue to prepare for future success, and that includes finding locations for future meetings. On the citywide front, groups are beginning to book again for 5+ years out. In-house meetings (smaller business) are crucial to recovery, and we are seeing an increase in bookings, but at the same time, many cancellations due to emerging variants. We are approaching goals to align with our hotel community and gauging success on a quarterly basis.

Threats to our success include new variants, mandates in the city and the lack of in-person lobbying. Because of these factors, we have lost business or have not had the opportunity to secure it in the first place, and have seen diminished demand.

MARKETING AND COMMUNICATIONS

Editorial was a success story in 2021. Earned media coverage supported travel to the destination, kept Washington, DC top of mind before travel picked up and provided exposure to local businesses. DDC achieved record domestic earned media advertising equivalency value in FY21, topping \$135 million. A major factor was media coverage

tied to inauguration and the Jan. 6 insurrection, which accounted for 30 percent of the domestic story value in FY21. While borders remained closed to overseas visitors, DDC still generated inspirational travel pieces in top overseas markets. Without hosting international journalists in DC or conducting any in-person media missions, media coverage in FY21 still amounted to \$4.1 million in advertising equivalency value because of proactive efforts with in-country representation in top markets. DDC has started FY22 by hosting more domestic journalists. While we don't have a high-profile event like inauguration this year, we are on pace to leverage anniversaries, new art exhibits, arts and culture, dining, new hotels, development and more to generate buzz about the destination. DDC also started welcoming international travel journalists back for the first time since the pandemic. After an immediate uptick in journalist visits, they tapered due to the omicron variant. We anticipate visits picking back up in the spring and will rely on the experience of FY21 to still pitch and land stories targeting an international audience eagerly awaiting travel back to the U.S. and DC.

In FY2021, web traffic to washington.org accounted for 8.6 million users and 13.7 million unique pageviews. The goals in FY2022 have gone up to 9.2 million users and 15 million unique pageviews. After the first quarter of FY2022, we're in a good position to hit our web goals for the year thanks to a strong start to the fiscal year. Much of the fiscal year's early success on the website can be attributed to promoting major events, festivals and attractions. Recurring rundowns of things to do by week, weekend and month generate substantial web traffic, as do lists of seasonal inspiration, such as the collection of holiday displays. New additions to the next Michelin Guide also led to increased traffic to content about DC's dining scene. Additionally, two of the site's most popular web pages synthesize the latest DC government travel guidance for visitors and status updates on museums and attractions. Continuing to update this content regularly remains an ongoing priority for the rest of FY2022 to ensure potential visitors are able to visit and maintain health and safety while doing so.

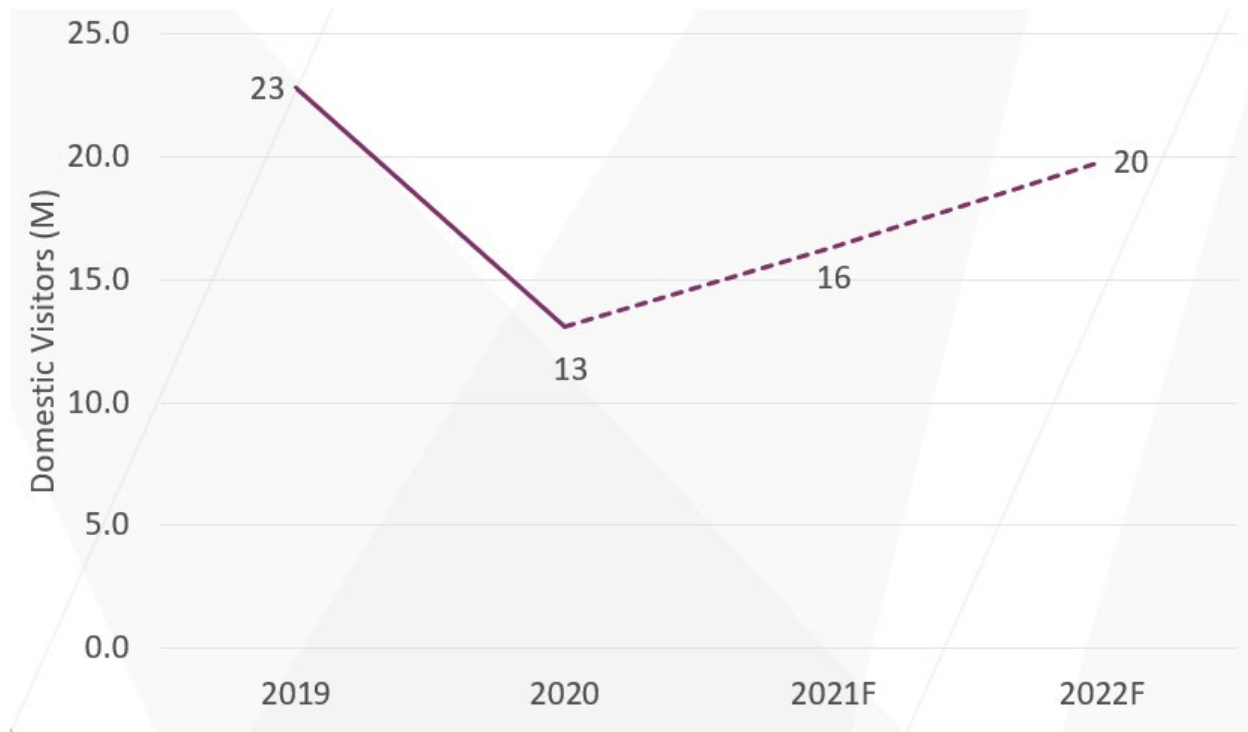
On social media, last fiscal year the team generated 3.6 million social media engagements, and is working to drive 3.9 million social media engagements this year. Paid social played a major factor in driving social media engagement last year. Current social metrics are tracking a little behind, but the team is hopeful that it can make up ground once we begin paid advertising again. In the meantime, the team has continued to amplify washington.org content across its social channels, while providing authentic experiences in DC through sharing user-generated content on Instagram, creating both timely and evergreen social videos and generating engaging Instagram stories, such as trivia content.

35. In calendar year 2021, how many virtual and/or in-person citywide conventions and special events were hosted? How many total room nights, if any, did these convenings generate? How has this differed from past years? Please discuss the overall impact of tourism to the city.
 - a. When compared to calendar year 2020, how many visitors did the city receive in calendar years 2021 and 2022, to date?
 - b. How much money did visitors spend in calendar years 2020, 2021, and 2022, to date?

- c. For the same three years, how much money did those visitors generate in local taxes?

The most recent year for which DDC has visitor data is calendar year 2020. Washington, DC welcomed 13.3 million visitors (domestic and overseas) in 2020. Visitation was down 45.9% over 2019, when DC welcomed 24.6 million visitors.

While we do not have final visitation data for 2021, we can share some estimates from Tourism Economics, a well-respected industry research partner. In 2021, domestic visitation to the District was estimated to be down 29% over 2019. This estimate is based on research commissioned in fall 2021, which broke out the forecast into the baseline, upside and downside scenarios. Based on hotel revenue returns in the last months of 2021, DDC is currently pacing just above the upside forecast scenario. In 2022, the forecast estimates that the District will likely see 20 million domestic visitors, down 13% from 2019.



According to IHS Markit, visitors to the District spent \$3.7 billion in the city in 2020. In 2020, IHS Markit's model estimated that the District lost 55% in visitor spending compared to 2019, equaling a loss of \$4.4 billion. We do not yet have final data for 2021, but Tourism Economics worked with the U.S. Travel Association to provide estimated visitor spending losses by state, including the District of Columbia. For January through October 2021 TE estimated that the District lost \$3.8 billion in visitor spending.

According to IHS Markit, visitor spending resulted in \$368 million in taxes to the District in 2020, down 62% from 2019. Estimates for 2021 are not available.

Calendar year 2021 Citywide Summary Including Economic Impact (EIC)

Meeting Date: 1/1/2021-12/31/2021							
Meeting Size: 2,500+ Rooms on Peak							
Meeting Location: WEWCC							
Meeting Status: Definite							
Account	Start Date	End Date	Peak Rooms	Total Rooms	Attendees	EIC	
Otakon	8/6/2021	8/8/2021	5,094	17,548	25,170	\$ 5,621,288	
Association of the United States Army	10/10/2021	10/13/2021	3,000	13,800	20,202	\$ 17,694,554	
Association for Financial Professionals, Inc.	11/7/2021	11/9/2021	4,025	15,051	6,495	\$ 6,321,584	
American Speech Language Hearing Association*	11/17/2021	11/19/2021	4,000	13,240	5,000	\$ 6,320,621	
				59,639	56,867	\$ 35,958,046	

*The EIC of the group is a pre-pandemic number.

Calendar Year 2020-2022 Summary

Calendar Year	No. of Leads	No. of Total Rooms	EIC	
2020	3	44,369	\$ 45,962,121	
2021	4	59,639	\$ 35,958,046	
2022	18	366,523	\$ 282,928,268	
Total	25	470,531	\$ 364,848,435	

- Room night generation for 2022 is based off of pre-pandemic expectations
- A citywide is any group that reaches 2,500 peak room nights

36. What are DDC’s current efforts related to its Strategic Plan goals and strategies?

DDC’s website, washington.org, serves as the authority on visiting the nation’s capital. The website helps to convert potential visitors by serving as an engaging endpoint for target audiences. In addition to marketing, it also serves as a resource for a variety of audiences looking to maximize their planned visit with useful content about timely events, museums, neighborhoods, dining options, theater performances, itinerary ideas, history and more.

Social media is used to extend the reach of washington.org by sharing content that inspires travel or generates positive interactions with the destination. The #MyDCCool hashtag campaign, which has generated 920,000 mentions on Instagram since September 2015, helps DDC source authentic user-generated content about local attractions and businesses.

37. What are the financial benefits (ROI, etc.) to DC for any advertising promotions on social media or otherwise by Destination DC for events, attractions or locations not within the District of Columbia?

- a. What metrics are used to measure of quantify the financial benefits that Destination DC’s social media marketing provides?

Visitors associate some of the top national attractions and sights in Northern Virginia and Maryland with Washington, DC. These varied attractions relate to the nation’s history, wars, presidents and more. Examples include Arlington National Cemetery,

George Washington's Mount Vernon and National Harbor, most of which are accessible thanks to DC-based, WMATA-operated public transportation.

DDC promotes these attractions for a multitude of reasons, including that they're DDC members, they enhance the overall visitor experience in the nation's capital and they help bolster our international marketing presence via partners such as Capital Region USA, an organization promoting the region to overseas markets supported by DDC, Virginia Tourism Corporation and Visit Maryland.

Visitors may be inspired to explore Mount Vernon for an afternoon after seeing web or social content about the attraction, but they could very likely be contributing to paying hotel taxes within DC. The accessibility of the area makes visiting the entire region more attractive for visiting, and DDC's majority of content focused on the District directly means these consumers may also be inspired to venture back to the District to experience a new eatery, Michelin-starred restaurant or food market.

- a. What metrics are used to measure or quantify the financial benefits that Destination DC's social media marketing provides?

DDC does not have a point-of-sale system, nor does it book business directly. It serves as an inspirational and informational resource that connects consumers directly to hotels, restaurants, attractions and other local businesses through its channels. DDC measures the effectiveness of its messaging on social media through social media engagements.

38. Aside from membership fees, what revenue does DDC receive from any entity outside of the District of Columbia? Please provide descriptions and amounts along with an example.

- Sponsorship from MWAA (Metropolitan Washington Airport Authority) – DDC had received \$150,000/year in the past years until FY2019 but did not receive any sponsorship in FY2020 and FY2021 due to the pandemic
- Publication revenue from Miles Media – \$100,000/year plus performance incentive (revenue share)

39. When will this year's DC Cherry Blossom Festival occur?

- a. Participation in the 2021 DC Cherry Blossom Festival was available both virtually and in-person. Do you anticipate that participation in the 2022 DC Cherry Blossom Festival will have a virtual option?

This year's National Cherry Blossom Festival is March 20 – April 17, 2022. The National Cherry Blossom Festival, Inc., is a nonprofit organization that produces and promotes the festival and its events, and DDC works closely with festival organizers to market available activities to visitors. According to organizers, the 2022 festival will be held in person.

40. What plans and budget efforts are underway for the Cherry Blossom Festival? Is it anticipated that the historic level of in-kind contributions and sponsorships will remain the same?

TOURISM

Again, the National Cherry Blossom Festival (NCBF) organizers have shared programming plans will be in person and be complemented by streaming and virtual opportunities. The festival will be prioritizing health and safety measures as well as pivot their indoor programming if necessary.

NCBF has announced all their key events including the Petal Porch Parade, Kite Festival, Petalpalooza and the famous NCBF Parade. DDC will support and amplify these events through the power of washington.org, our various social media channels and editorial pitching.

- DDC will continue our strong partnership with the NCBF by supporting:
 - Creating springtime hotel deals/packages to complement their activities
 - Push out all special events on our events page of washington.org
 - Complement all PR/communications strategies in-line with their activities
 - Include NCBF in our digital/print marketing

National and global brands see the value of Washington DC's signature springtime celebration and want to affiliate with NCBF. In turn, NCBF reaches audiences both locally and around the world. DDC expects NCBF's programming to continue to be world-class and it will provide DDC meaningful in-kind partnership again this year.

41. Please provide a copy of your bylaws.

Please see the PDF document "(Q-41 DDC By-Laws)"

42. Please provide an update on your contract with Events DC. Please also provide the following:

- A highlight or summary of activities conducted pursuant to this contract in fiscal years 2021 and 2022, to date;
- A list and copies of all reports, plans, presentations, or analysis DDC provided as a part of the contract for fiscal year 2021 and 2022, to date;
- A copy of approved budgets for fiscal years 2021 and 2022; and
- A copy of any addendums or updates made within the last year.

Marketing and Communications:

DDC will capitalize on the successful launch of the Experience DC recovery campaign in FY2021 by building data discovery from the initial advertising buy and the available creative assets and apply what's learned to best promote the District. Paid media will continue to be focused solely on the audiences and markets that are open and willing to travel during recovery in order to drive potential visitors to the District. This means ensuring that campaigns are developed to specifically speak to each individual audience and market to maximize influence over potential visitors.

Convention Sales and Services:

The role of Convention Sales and Services is to maximize economic impact to the entire city by driving convention bookings to the destination, including a specific emphasis on the Walter E. Washington Convention Center. Collaboration between DDC and Events DC is primary to leveraging business opportunities. We strategically focused on key areas that would engage, educate and move our customer towards confirming Washington, DC. Included in our virtual and in person sales efforts are promoting the Connected campaign, focusing on DC as a hybrid hub, pushing for in house business as a primary recovery market and ensuring our communication is a priority for groups choosing to convene.

Tourism, Sports and Visitor Services:

Tourism, Sports and Visitor Services will maximize annual visitation through specific sales and marketing efforts, as outlined in the annual plan, to attract international and domestic group and individual travel for all vacation travel, sporting events, education group travel, adult group tour and special event programs that drive overnight bookings to Washington, DC. These efforts are specific to the recovery based on the changing trends and budgets which will require flexibility based on the demand from the diversity of markets represented.

Partnerships and Alliances:

Membership

The partnerships and alliances team provides the connections, visibility, resources and ways to engage in order to support member businesses and facilitate recovery together. These benefits will be critically important to support recovery and resilience efforts. While local businesses are asked to do more with less and may not be able to fund their own marketing, the support and collective voice provided by DDC are more critical than ever. The team provides member businesses ways to get involved in the sales and marketing programs created by DDC plus tactical things they can do to leverage their membership to reach customers. All this grounded in data that helps members shape strategy and plan for the year ahead.

Publications

The Official Visitors Guide and Event Planning Guide are among the coveted destination resources for visitors and business event strategists. Members have an opportunity to ensure their businesses are showcased in the guides, providing valuable exposure and visibility as consumers plan a visit to DC. DDC will shift its messaging to focus on more evergreen differentiators about the destination. Chief among these are free things to see and do, what to experience on the National Mall and ways to experience history in Washington, DC, such as the upcoming inauguration. The Official Visitors Guide will tease major deals and discounts, and point back to washington.org. The Event Planning Guide will shift messaging to be inclusive of virtual meetings and DC's one-of-a-kind access to top speakers and government leaders across its Connected Capital sectors.

Recovery Focus

- Empower members to recognize that while their resources may be limited, DDC is the most affordable, strategic way to establish online marketing programs and participate in the convention and tourism industry.

- Engage new advocates. The pandemic forced out many tenured experts that leveraged DDC's benefits. Training these professionals to maximize what DDC offers is a vital part of the businesses' return on investment.
- Encourage broad participation. Help businesses recognize the contribution travel and tourism makes to the city's economy and resident's quality of life. By working with the BIDs and Main Streets to enlist their trusted referrals, DDC can extend our reach to new and diverse businesses and neighborhoods.

Business Outreach

During the pandemic, DDC offered a free trial for first-time, non-accommodations businesses in the hospitality industry. The program introduced DDC's community and member benefits to prospects prior to any financial commitment. DDC's generous approach emphasized collaboration and recognized that we all need to work together to navigate recovery. All in all nearly 200 businesses expressed meaningful interest, 86 joined the free trial and 35 converted to dues-paying members. This program proved to be a successful way to broaden DDC's reach and lend needed support.

Now, DDC is launching a Diversity, Equity and Inclusion Business Fellowship. The program provides small, minority-owned or affiliated hospitality businesses with free membership in 2022 plus related programming to help them build their sales and marketing plans. The program aims to create more exposure for underrepresented business owners in the hospitality space and affirm Washington, DC's status as a vibrant, diverse city where all people can thrive. The inaugural cohort includes 14 small businesses.

Member Events

DDC has kept members engaged with educational and social virtual programming and the return to in-person events was celebrated by many. Looking ahead, we will continue to offer programming both online and in-person to reach the greatest number of members in ways that fit their needs and provide actionable insights, inspirational leadership and networking fun.

Partnerships

Partnerships enable DDC to steward strategic relationships and ensure mutual success as travel rebounds. Partners provide access and resources to support DDC and offset expenses. In turn, DDC provides enhanced marketing and exclusive access to decision makers.

43. Please describe any pending litigation of which DDC is a party.

Not Applicable

44. Please list and describe any ongoing investigations, audits, or reports on DDC or any DDC employee.

Not Applicable

45. Please list and describe any investigations, studies, audits, or reports on DDC or any DDC employee that were completed during fiscal years 2021 and 2022, to date.

Not applicable

46. Please list all settlements entered into by DDC or by the District on behalf of DDC in fiscal years 2021 and 2022, to date. For this response, please include the following:

Not applicable

- a. The parties' names;
- b. The amount of the settlement;
- c. If related to litigation, the case name and a brief description of the case; and
- d. If unrelated to litigation, a description of the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

47. Please describe DDC's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations DDC received in fiscal years 2021 and 2022, to date, whether or not those allegations were resolved.

Not applicable

48. Please list the administrative complaints or grievances DDC received in fiscal years 2021 and 2022, to date, broken down by source. As part of your response, please also include the following:

Not applicable

- a. A description of the process utilized to respond to any complaints and grievances received;
- b. A description of any changes to DDC policies or procedures as a direct result of the complaints or grievances received;
- c. A description of how all complaints or grievances filed in fiscal years 2020 and 2020, to date, were resolved.

49. What efforts are underway to recruit other organizations or events that would have a significant impact on tourism spending? Please also include an update on your Asset Intelligence Project.

TOURISM

- Domestic/international partnerships continue to be a part of our DNA. As we continue recovery, our relationships with other key organizations are as important as ever.
- We have been collaborating on programs, communication and engagement with many of our partners:
 - **CRUSA:** DDC will continue our partnership with CRUSA as we promote Washington, DC, Maryland and Virginia to international visitors

- **EastCoast USA:** As the international airways open, research shows visitors will be staying longer and choosing itineraries by demographic to make the most of their visit. We will continue our partner outreach with New York on a campaign to “Return to the U.S. by starting with the East Coast first.”
- **MWAA:** Work closely on marketing and communications with the IAD/DCA airports as new and existing service expands in both domestic and international gateways
- **Airlines:** In addition to working with MWAA, we are working directly with the airlines on building a marketing strategy to launch campaigns for seasonal peak travel months.
 - i. Both United and American Airlines have continued their strategic partnerships with DDC.
- **Train:** Amtrak has joined DDC as a strategic partner providing travel credits in exchange for DDC’s marketing. DDC uses these credits to entice journalists and clients to visit. This is a renewal of partnership Amtrak discontinued in 2017 and represents Amtrak’s understanding of how important a partnership is with a destination partner like DDC to work towards recovery together.
- **Events DC:** As we look to be the Capital of Sports, we will continue to work in lock step with Events DC on an aligned strategy to host professional, collegiate, and amateur sports as well as support the festival and special events as they come back into the city.

CONNECTED CAMPAIGN

DDC has put significant emphasis on the Connected campaign. This is our greatest differentiating strategy as compared to our competitive cities. The Connected Campaign has three pillars:

- Connected Capital (formerly known as the Asset Intelligence Project)
- Connected Campus
- Connected Community

Connected Capital – as the original pillar of this campaign, we continue to focus a great amount of messaging around the benefits to this strategy. Connected Capital is bringing awareness around the significant intellectual capital in the Washington, DC region. With influencers, advocates, federal and private corporate headquarters among many other assets, we leverage these organizations and individuals to help tell the DC story from their perspective. Being experts in industry topics they can speak to why DC is both a great destination platform as well as accessible city for speakers, education and experiential design of a convention. We message about Connected Capital in all of our convention trades, publicize on podcasts and industry interviews and proactively use these resources to attract new business.

Connected Campus – this pillar was originally designed as an enhanced meeting option outside of and in addition to the Walter E. Washington Convention Center. The convention center is at capacity with its meeting rooms and space. Under Connected Campus, we activated many unconventional meeting destinations around the convention center to act as ad hoc meeting space or exhibition space. For example, Boeing could

sublet the Long View Gallery to showcase new plane parts and get attendees out of the convention center and experience something truly unique to DC. Other locations include United Methodist Church, Capital One Arena and American Association of Medical Collages. During COVID, we adapted and can use these spaces to create additional socially distanced locations for meetings.

Connected Community – our newest pillar, but likely to gain very quick attraction is the thought to increase alignment of our conventions to needs within our community. We partnered with Serve DC to understand needs in the city and help with facilitating conversations. This is not a typical social responsibility initiative, however. Our discovery process with a meetings organizer starts two years in advance of them coming to DC. We want to really understand what their mission is, what is important to them and their members. We then assess what needs the city has and how can we partner them with underserved communities in DC? This legacy project is highly customized and benefits both the community and organization as a whole. Our intention is to follow the impact and its success for years to come and ensure that our meetings attendees doing just come to the city for three days and leave. It is that they leave a long-term positive impact on our community and residence.

50. Please list any awards or accolades DDC has received or been nominated for in the past year.

DDC is recognized and appreciated for its work to support students in our community through DDC's affiliated American Experience Foundation (AEF) to support students who are interested in the travel and tourism industry and their college and career readiness.

AEF provided 171 meaningful student engagements in 2021 through partnerships with five DC high schools that have hospitality or culinary arts programs. These schools include Ballou, Columbia Heights Educational Campus, Roosevelt, Wilson (to become Jackson-Reed) DCPS high schools, and Maya Angelou Public Charter School.

AEF is the primary work-based learning partner for all of DC's hospitality career and technical education students.

Learn more: americanexperiencefoundation.org/annualreview.

DDC Staff Recognition:

DDC president and CEO **Elliott Ferguson** received the Destinations International Destination Organization Leadership Award for 2021. The award was created in 2017 and is amongst the association's most prestigious honors, recognizing those outstanding individuals who, through their exceptional work and achievements, have made a significant contribution to the destination marketing and management industry and a profound difference in the communities they serve.

Melissa Riley, vice president, convention sales and services, was recognized as a [2021 Smart Women in Meetings Innovator](#) winner

2021 Emerging Professionals Committee Star by PCMA Capital Chapter: **Katelyn Campbell**, convention sales manager

U.S. Travel Association's 2021 Destinations Council Emerging Leaders program: **Dani Campana**, membership manager

2021 Washington, DC Accolades:

- 2021 ParkScore Ranking: #1, The Trust for Public Land
- World's 20 Most Tranquil Cities, *Travel+Leisure*
- 2021 Most Innovative States – Washington, DC is #2, Wallet Hub
- The 12 hottest destinations of 2021, The Points Guy
- The Best Destinations in the World: The 2021 Gold List, *Conde Nast Traveler*