

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 25, 2023

Mr. Elliott Ferguson
President & CEO
Destination DC
901 7th Street, NW, Suite 400
Washington, DC 20001

Dear Mr. Ferguson:

The Committee on Business and Economic Development (“Committee”) will hold performance oversight hearings on agencies under its purview between February 8, 2023, and March 1, 2023. Destination DC’s (“DDC”) hearing will be held on **Wednesday, February 15th, 2023 at 9:30 a.m. via a virtual platform, after the Office of the Deputy Mayor for Planning and Economic Development and Events DC**. 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 **9:30 a.m. on Thursday, February 9, 2023**, in Word or Excel format, as applicable, and *minimize the use of attachments*. If you need to discuss any of the questions, please contact Derron Parks, Interim Committee Director, at dparks@dccouncil.gov 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 501(c)(3) nonprofit
- Destination DC’s DEI Business Fellowship Program (Currently, in its second year)
- Promoting Washington, DC’s history and unique experiences connected with racial equity.

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 industry leadership:

DDC President and CEO Elliott L. Ferguson, II, is a leader in advancing and discussing racial equity in the tourism industry locally and nationally.

- Elliott regularly presents to industry partners. Most recently, he was the keynote speaker at the Event Service Professionals Association’s [annual meeting](#) to discuss how event professionals can work with meeting planners to incorporate DEI initiatives.

- He often provides media interviews related to DEI topics, providing more awareness of how all travelers can interact with DC’s small and minority-owned businesses or gain a different cultural perspective through travel. For example:
 - *Connected Leadership* podcast with Andy Lopata: [Leading Conversations on Race: Elliott Ferguson](#)
 - *Meetings Today*: [5 ways to Deliver on DEI at your Meeting](#) and [The Roles of DMOs on DEI](#)
 - [Guest column](#) in *USAE*
 - [Are You Behind the Curve In Your Efforts to Target the Ethnic Market](#), *Black Meetings & Tourism*
- He is chair of the board of directors of Tourism Diversity Matters (TDM), an organization focused on creating diversity, equity and inclusion opportunities at all levels of the tourism and hospitality workforce.

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 and CEO. We actively recruit a diverse pool of candidates during the hiring process.
- DDC has a culture focused on DEI and has an employee resource group, the DEI Task Force, dedicated to the effort. Composed of employees from diverse backgrounds, the DEI Task Force advances an agenda focused on how to attract a diverse application pool, discusses relevant DEI-related issues and develops new company initiatives to make all employees feel welcomed.
- DDC also regularly participates in the TDM apprenticeship program. The paid apprentices are early career professionals who gain real-world experience in our industry to help launch their career.

DDC’s marketing:

- Our commitment to diversity, equity and inclusion is reflected in the information we share with consumers 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. Content focuses on ways that travel can facilitate learning about different cultures 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, DDC’s advertising creative purposely includes multi-racial people of all ages.

The American Experience Foundation

- Destination DC is proud of the American Experience Foundation (AEF), its official affiliate community engagement 501(c)(3) organization. DDC is a leader among destination marketing organizations across the United States in its community impact because of this partnership.
- AEF enriches the lives of students in Washington, DC 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, field trips, site visits, scholarships, internships and other programs to engage, inspire, train and educate. Please see [AEF's 2022 Annual Review](#) for a complete overview of this work and the students it serves.

- AEF strives to close gaps in unemployment and under-employment by working to ensure District students are empowered to graduate high school successfully and take on post-secondary college and career opportunities with confidence. AEF supports the work of 10 Academies of Hospitality & Tourism, Culinary Arts, and Mass Media at seven District high schools. Six out of the seven high schools which AEF serves are Title 1 schools with either a majority or entirely student of color population. AEF supports graduates of these Academies through its scholarship program and growing alumni support programs.
 1. Ballou Senior High School
 2. Columbia Heights Educational Campus
 3. Coolidge High School
 4. Jackson-Reed High School
 5. Maya Angelou Public Charter School
 6. River Terrace Education Campus
 7. Roosevelt Senior High School
- Destination DC currently employs three Academy graduates full time, including two former AEF scholarship winners. Since 2016, Destination DC and the American Experience Foundation have partnered to host 132 students as interns through the Career Ready Internship, Career Bridge Internship and Advanced Internship Programs – all funded by the Department of Employment Services. AEF has helped place hundreds of other interns at member businesses across the District through those programs, giving these students opportunities to experience working in the industry firsthand and gaining valuable professional skills.
- Destination DC and the American Experience Foundation both sit on the DC Public Schools' Chancellor's Career Readiness Roadmap Industry Advisory Group as well as the Office of the State Superintendent of Education's Industry Advisory Board for hospitality, tourism and culinary arts.
- Plans for 2023 partnership include educational events to train member businesses on how to best recruit, develop and retain the talented young people who have grown up in Washington, DC to strengthen the workforce pipeline from DC schools to DC industry.

DEI Business Fellowship

- Destination DC launched the DEI Business Fellowship in 2021 as a purposeful effort to highlight and support businesses owned/operated by historically underrepresented groups. As DDC looked to support businesses through pandemic recovery, a clear opportunity was identified to support and amplify these companies. Fourteen businesses received complimentary membership and supportive marketing and sales training in the inaugural year of the DEI Business Fellowship.
- In addition to the **\$14,700** investment by DDC for their membership dues, Destination DC absorbed their cost of attending our member events (i.e., \$2,660 for tickets to Marketing Outlook Meeting and July 4th celebration valued at \$250 per person) and committed hours of planning for four one-hour

exclusive sales and marketing trainings with the DDC team of experts.

- We are proud to say that DDC has more than doubled the program's size for 2023. The 2023 cohort of DEI fellows includes 36 small businesses operating in the DC Metro Area. This represents **\$44,640** invested by DDC in the form of membership dues and event registrations. Specific attention was given to recruiting businesses in Wards 7 and 8. As a result, there are four from that area included. We will provide eight exclusive training sessions with the fellows. The DDC team and industry experts will present workshops on subjects including Social Media Management, Interpreting Hotel Data and more.
- We look forward to another year of programming and working with these businesses. We are proud of this program and know it meaningfully advances diversity, equity and inclusion among DC's businesses and as a result, in our visitor economy.

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-, veteran- and/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, marketing, networking and educational 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, technical expertise and access.
- The American Experience Foundation does not currently track racial or geographic data of specific students we serve. The DC schools that AEF partners with do offer this information for their entire student bodies.
- As stated above, six of the seven schools that AEF serves are Title 1 schools with either a majority or entirely student of color population. AEF welcomes any student from these Career and Technical Education 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 2021 were:
 1. New York
 2. Philadelphia
 3. Washington, DC
 4. Richmond/Petersburg
 5. Norfolk/Portsmouth/Newport News
 6. Boston
 7. Harrisburg/Lancaster/Lebanon/York
 8. Baltimore

9. Los Angeles
10. Chicago

- Overseas visitors are not broken down by race, but we do know that Washington, DC's top overseas visitor markets in 2021 were:
 1. Colombia
 2. UK
 3. India
 4. Germany
 5. Spain
 6. France
 7. Netherlands
 8. Argentina
 9. Chile
 10. Venezuela

- 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 to 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 2021 were:
 1. New York
 2. Philadelphia
 3. Washington, DC
 4. Richmond/Petersburg
 5. Norfolk/Portsmouth/Newport News
 6. Boston
 7. Harrisburg/Lancaster/Lebanon/York
 8. Baltimore
 9. Los Angeles
 10. Chicago

- Overseas visitors are not broken down by race, but we do know that Washington, DC's preliminary top overseas visitor markets in 2022 were:
 1. Colombia

2. UK
3. India
4. Germany
5. Spain
6. France
7. Netherlands
8. Argentina
9. Chile
10. Venezuela

- Racial breakdown of visitation is not collected because Destination DC has moved away from advertising to demographic groups and is instead concentrating 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 targeting Black, Latine and LGBTQ+ travelers in order to encourage visitation within these groups to the District.

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 501(c)(3) 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 a 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 young BIPOC persons 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?

- DDC will continue using its content channels to draw attention to the city’s 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. Additionally, DDC’s 2023 DEI Business Fellows, many representing Black-owned businesses, have been and will be featured in content throughout washington.org. Some featured content emphasizing racial equity includes:
 1. [Landing Page: Black History and Culture in DC](#) (content, hotels, photos)
 2. [Ways to Support and Honor Black Women in Washington, DC](#)
 3. [Black-Owned Businesses to Support in Washington, DC](#)
 4. [Free Things To Do: African American History & Culture](#)
 5. [Guide to Smithsonian’s National Museum of African American History and Culture](#)
 6. [Black Chefs & Black-Owned Restaurants](#)
 7. [3-Day Itinerary: Black History and Culture](#)
 8. [Black History Virtual Itinerary](#)
 9. [Keep on Groovin’: An Intro to Go-Go Music in Washington, DC](#)
 10. [Video about Black History targeting educators and student travelers](#)

- DDC continues to promote its [DEI District initiative](#), which celebrates the city’s diversity, culture, history, and makes it accessible for visitors. Content connects to leisure, meetings and education audiences through the pillars of visit, engage, learn and meet, and it covers volunteer opportunities, how to leave a legacy after an event and listings for DEI Business Fellows.

- DDC’s convention sales and services department entered into a strategic partnership with Meeting Professionals International (MPI). Part of this agreement allows access to MPI’s Black Meeting Professionals community. Through our partnership, we are able to support this community by hosting webinars, familiarization trips, media posts and securing a seat as an active member of the Black Meeting Professionals Council. This community will drive opportunities for meeting professionals of color and DEI-focused events to be held 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 2022 and 2023, 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?

- 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 2022 and 2023, 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 2022 and 2023.

Please refer to attachment tab Q10.

11. Please provide the following information regarding DDC's members and signature partners for fiscal years 2022 and 2023, to date, and note any variations from this time last year:

Please refer to attachment tabs Q11 A-D.

- a. Name of member and signature partner;
 - b. Member location (i.e. DC, Maryland, etc.);
- There are 936 member and partner accounts as of January 27, 2023.
 - There was a notable increase in the last quarter of 2022 as businesses continued to recover. As of September 30, 2022, there were 884 members and partners.
 - 721 are DC-based businesses, including the monuments, memorials and federal museums.
 - 22 are signature partners.
 - 36 are members of the 2023 DEI Business Fellowship Cohort.
- Member distribution does not vary significantly as membership fluctuates:
 - 32% See & Do

- 25% Restaurants
- 23% Convention Services
- 15% Accommodations
- 5% Transportation
- DEI Demographics, as self-reported by members businesses
 - 14% Owned by any race, gender, disability status or sexual orientation minority group
 - 3% owned by race or sexual orientation minority group
 - 11% Woman owned
- New Member Trends
 - New members were twice as likely to have a non-fixed address/service location, three times as likely to be based in NoMa and Mt. Vernon Square, 23% owned by a person belonging to any minority group (LGBTQ+, BIPOC, Women), 20% woman owned compared to 11% overall.
- Metrics
 - 936 Members & Partners – Up 52 members (5.9% Increase) YOY
 - 721 DC-based – Up 55 DC-based members (8.3% increase) YOY.
 - 77.0% of members are now DC-based, up from 75.3% last year.
- c. Member events calendar for fiscal years 2022 and 2023; and
- d. Which, if any, event location has closed or no longer exists.
- Note, this number has decreased from prior calendar years.
 - 2022, 12 permanently closed members. None were signature partners.
 - 2021, -25
 - 2020, - 37

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 2022 and 2023, 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 2022 and 2023, 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 FY22-23 which details the following:

Please refer to attachment tab Q15

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

16. Please provide DDC’s fiscal years 2021 and 2022 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

- The nature of travel;
- The return of investment (“ROI”) DDC realized as a direct result;
- Specific examples of new and/or repeat business bookings as a direct result of staff attendance at industry conferences, tradeshows, and sales and media missions; and
- Where the industry conferences, tradeshows, 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 2022 and 2023, to date. How has this changed from fiscal year 2021? Please describe any variance between fiscal year appropriations and actual expenditures.

Please refer to attachment tab Q17

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 2021, 2022 and 2023, to date, and amount projected for the remainder of the year. In particular, please also provide the following:

Please refer to attachment tab Q18

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

- A discussion of the status of DDC’s routine seasonal partnerships.
- Partnership cash revenue includes event sponsorships, strategic partnerships and royalties from publishing DDC's official guides.
- For event sponsorships, DDC's annual events in FY22 the Marketing Outlook Meeting and July 4 had minimal engagement from sponsors. However, a large sponsorship opportunity for DDC was the Student and Youth Travel Association Annual Conference in August of 2022. DDC engaged with regional organizations including Virginia Tourism Corporation and Maryland Office of Tourism Development and various members, as it showcased Washington, DC as the top student travel market to conference attendees, i.e., tour companies that buy student travel. The event had not been held in person since 2019 and saw record attendance. Both cash and in-kind revenue were factors in its success.
- Big corporate brands in the travel and tourism industry continue to have sparse budgets or have not returned to the DC market including Go City, Madame Tussauds, Big Bus – major sponsors in 2019.

19. According to last year’s Performance Oversight response, DDC expected a limited potential in Partnership Cash Revenue and Partnership In-Kind Revenue after reporting losses in the year before that. Did DDC see any uptick in these categories in FY 2022 and 2023, to date. Are there strategies in place to help DDC reach previous levels?

- We have seen both new and a return to partners in FY22 with cash and in-kind contributions including Monumental Sports and the Washington Nationals, while in FY23 the DC Defenders were added.
- As we enter FY23, strategies are in place to engage with new corporate partners. With the return of the annual event, Global Marketplace, members have had early opportunities to see the benefits event sponsorships provide and we’ve seen new members engage with those opportunities.

Programs

20. Please provide a breakdown of business and leisure visits (actual or anticipated) for 2022 and 2023, and any information regarding group visits (business or pleasure, if available). For that information, please also discuss the following:

- DDC’s top overseas and domestic visitor markets;
- The specific decrease in visitor count and visitor spending; and
- The overall impact meetings and conventions had on the city’s and DDC’s revenues in fiscal years 2022 and 2023, to date, when compared to fiscal year 2021.
- We do not have complete information for 2022, and no information is available for 2023 yet. 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.

- Based on the preliminary results from Travel Market Insights, Inc., DDC’s research partner in international tourism, DC’s total overseas visitors in 2022 are estimated to be 1.1 million, 59% of the overseas visitors in 2019. The breakdown of business and leisure visits among overseas visitors and their spending in 2022 is not available yet. That information typically arrives sometime between June and August.
- Washington, DC’s top overseas visitor markets in 2021 were:
 1. Colombia
 2. UK
 3. India
 4. Germany
 5. Spain
 6. France
 7. Netherlands
 8. Argentina
 9. Chile
 10. Venezuela
- For the domestic market, the most recent year for which DDC has visitor data is calendar year 2021. In 2021, Washington, DC welcomed 18.8 million domestic visitors. Domestic visitation in 2021 has recovered to 82% of its pre-pandemic level in 2019, when DC welcomed 22.8 million domestic visitors. In 2021, business visitors made up 31% of our total domestic visitation, while leisure made up 69%. Leisure visitors made up a large share of domestic visitation in 2021, up from 63% in 2019. Domestic visitors in 2021 spent \$5,361 million in DC, 66% of the expenditure by domestic visitors in 2019.
- Washington, DC’s top domestic visitor markets in 2021 were:
 1. New York
 2. Philadelphia
 3. Washington, DC
 4. Richmond/Petersburg
 5. Norfolk/Portsmouth/Newport News
 6. Boston
 7. Harrisburg/Lancaster/Lebanon/York
 8. Baltimore
 9. Los Angeles
 10. Chicago
- We do not have final domestic visitation data for 2022. However, based on the forecasting research commissioned in fall 2021 from Tourism Economics, a well-respected industry research partner, the District is forecasted to see 20 million domestic visitors in 2022, 87% of 2019 domestic visitation. Moreover, based on hotel revenue returns through December 2022, the 2022 YTD revenues of hotels in DC is \$1,771,733,031, 85% of the revenues in 2019, \$2,085,055,046. Likely, DC’s domestic market is pacing just as forecasted.

In the same forecasting research by Tourism Economics, the District is forecasted to receive \$6,872 million in visitor spending, 16% loss comparing to 2019.

Fiscal Year 2021-2023 (WEWCC) Citywide Summary including Economic Impact (EIC)

Fiscal Year	Number of Leads	Total Room Nights	Economic Impact (EIC)
2021	1	12,600	\$ 14,498,138
2022	14	240,713	\$ 219,849,739
2023*	16	281,540	\$ 241,763,829
Totals	31	534,853	\$ 476,111,706

*2023 projected totals

- A citywide is any group that reaches or exceeds 2,500 peak room nights
- Total Room Nights column reflects contracted rooms data

21. What are the business and leisure visit projections for the remainder of fiscal year 2023 and for fiscal year 2024? In your responses, please discuss the following:

- What measurements are used to track each type of visit;
 - How the numbers for fiscal years 2021, 2022 and 2023 compared to DDC’s earlier projections; and
 - The reason for (and impact of) any variances in great detail.
- 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, Inc., 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.). DDC does not purchase DC visitation data from Canada or Mexico from Travel Market Insights, Inc.
 - In the calendar year 2021, business visitors made up 31% of our total domestic visitation, while leisure made up 69%. Leisure visitors made up a large share of domestic visitation in 2021, up from 63% in 2019.
 - Based on the forecasting research commissioned in the fall 2021 from Tourism Economics, a well-respected industry research partner, the District is forecasted to see 19.8 million domestic visitors in 2022, 86% of 2019 domestic visitation. Moreover, based on hotel revenue returns through December 2022, the 2022 YTD revenues of hotels in DC is \$1,771,733,031, 85% of the revenue in 2019, \$2,085,055,046. Likely DC’s domestic market

is pacing just as forecasted. We do not have projections on the breakdown of business vs. leisure visitors for 2022. DDC did not work with research partners to project for visitations in 2023 or 2024.

- The decline in visitation in 2021-2022 compared to 2019 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.
- Overseas visitation projections are not available, but previous data from Tourism Economics shows that international travel in the U.S. is likely to recover to 2019 levels by 2026.

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:

- Who the visitors are (by demographic group or persona);
 - Why they travel to DC;
 - How DDC has incorporated that research into its strategic planning; and
 - Whether these demographics are likely to remain the same or change in a post-pandemic world.
- During the fall of 2022, DDC utilized third-party Experian spending data and location-based vendors to identify the individuals most likely to travel to the District. During this analysis, the organization identified the following visitor profiles:

1. Suburban Dwellers: Family travelers wanting their children to experience as much as possible: museums, live sports, waterfront activities and more.

2. Sophisticated Boomers. Travelers in the age range of 55+ who consider themselves to be thriving in their golden years. Interested in history, museums and bucket-list items, but also willing to spend on unique experiences.

3. Prosperous Families: Visitors with a high-propensity to spend above average amounts on travel who see themselves as an elite group looking for high-end experiences.

4. Modest Travelers: Adventurous single or couple travelers interested in local cultures and flavors.

Niche/Opportunity:

- **LGBTQ+ Travelers:** Travelers who identify as LGBTQ+ and for whom an LGBTQ+-friendly destination is extremely important.
- **Black Travelers:** Travelers who are interested in African American history and culture and seek out relevant experiences during their trips.

- Destination DC will be targeting these audience segments through data partners throughout our FY23 advertising campaigns. Digital media buys coupled with access to data partners allow us to identify consumers as falling within one of our target audiences, and then serve them with advertising specifically meant for that audience. The strategy creates deeper engagement and increases the likelihood of a conversion to booking an overnight visitor.
- While we cannot predict outside influences, given this data is taken from a very new sample, it's unlikely that Destination DC's target audience groups will change over the next 3-5 years.

23. How have the results of this analysis changed, if at all, between fiscal years 2021, 2022, and 2023? 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.
- All of the eight personas targeted during Destination DC's FY22 summer advertising campaign were impacted in some way by the COVID-19 pandemic. The outcome of this was a change in the frequency and logistics of travel throughout the U.S. However, we do know that some audience segments reacted differently to limitations naturally put in place by the pandemic, so we're able to infer outcomes. For example, the COVID-19 pandemic was particularly more challenging for more vulnerable consumers, specifically the elderly. The Historophiles segment tends to skew older in age, so we could infer that the pandemic impacted them more than our Eclectic Cultural Traveler group, which tends to skew younger in age.
- During the fall of 2022, Destination DC began to dive into data that outlined our personas not as groups of people interest in one area (i.e., history or food or sports or culture), but rather as robust groups with multiple interests at different priority levels. With these learnings, we've pivoted our audience targeting in FY23 to reflect groups that are more balanced.
- Destination DC recently utilized third-party Experian spending data and location-based vendors to identify the individuals most likely to travel to the District. During this analysis, the organization identified the following visitor profiles:

1. Suburban Dwellers: Family travelers wanting their children to experience as much as possible: museums, live sports, waterfront activities and more.

2. Sophisticated Boomers: Travelers in the age range of 55+ who consider themselves to be thriving in their golden years. Interested in history, museums and bucket-list items, but also willing to spend on unique experiences.

3. Prosperous Families: Visitors with a high-propensity to spend above average amounts on travel and who see themselves as an elite group looking for high-end experiences.

4. Modest Travelers: Adventurous single or couple travelers interested in local cultures and flavors.

Niche/Opportunities:

- **LGBTQ+ Travelers:** Travelers who identify as LGBTQ+ and for whom an LGBTQ+-friendly destination is extremely important.
- **Black Travelers:** Travelers who are interested in African American history and culture and seek out relevant experiences during their trips.

Destination DC will be targeting these audience segments through data partners throughout our FY23 advertising campaigns. Digital media buys coupled with access to data partners allow us to identify consumers as falling within one of our target audiences, and then serve them with advertising specifically meant for that audience. The strategy creates deeper engagement and increases the likelihood of a conversion to booking an overnight visitor.

24. How many visitors came to DC in fiscal years 2021, 2022, and 2023? What is the specific breakdown by domestic and international visitors?

For calendar year 2022, domestic visitations are projections, and overseas visitations are preliminary. DDC does not have projections for visitations in 2023.

Year	Domestic (millions)	Overseas (millions)	Total (millions)
2019	22.8	1.8	24.6
2020	13.1	0.2	13.3
2021	18.8	0.3	19.1
2022	19.8 (projected)	1.1 (preliminary)	20.9 (projected)

25. During last year’s testimony, 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?

- International borders were not fully open until June 2022. Our previous, largest market, China did not open until January 2023. With limited access to the U.S, air service and visa challenges, the overall consumer confidence has been given only six months to show signs of strong recovery with a 56% return of 2019 numbers. The main airline gateway cities are showing the strongest and fastest return of overseas travel, ranking Washington, DC #7. However, a true reading of most visited destinations will be more accurate after additional data collection to support true travel trends.
- Comparisons and rankings of total visitation, to include domestic travelers, are difficult to make. This is due to cities defining 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, etc.). 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 and is representative of the market situation as a whole. DC's ranking was consistent for 2017-2019.

1. Orlando, FL: 75.8 million
2. New York, NY: 66.6 million
3. Chicago, IL: 60.8 million
4. Atlanta, GA: 57 million
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: 27 million
13. San Francisco, CA: 26.2 million
14. Houston, TX: 24.9
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

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 new creative that blends the iconic aspects and local flavor to tell a distinctly DC story. From this, the Experience DC campaign was born.
- In 2022, the Experience DC campaign was refreshed with new design and photography and utilized throughout Destination DC's summer advertising plan. This advertising campaign was the first under the \$5 million given to Destination DC by the City Council. The campaign targeted four audiences: Family Travelers, Foodies, Cultured Fans and History Buffs, and focused on reaching

individuals within three target geographic markets: locals, consumers within a four-hour drive of the District and a broader national audience of potential visitors who show travel intent. The campaign also layered in 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:

- Streaming TV: Philadelphia, Baltimore and Richmond markets
 - Audio Streaming: Spotify, Pandora, NPR and NYTimes
 - Travel Endemic Partners: TripAdvisor, Travelzoo, Expedia
 - Out of Home Digital Billboards: New York City, Philadelphia, Boston, Chicago and DC
 - Paid Social: Facebook, Instagram and Pinterest
 - Premium Publishers: Conde Nast, NYTimes, Afar, Vox Media
 - LGBTQ+ Outlets: Passport, Edge, Instinct
 - Hispanic, Spanish-Language and Black Traveler Outlets: MyCode, Spotify and Pandora
 - Influencer Collaborations: Emphasis on BIPOC, women via the Wanderful network
- The Experience DC campaign delivered positive results. More than 25,000 room nights were booked through the campaign with Expedia, while ads run through Sojern (a digital ad network) was responsible for more than 28,000 travelers into the city. Partnering with Arrivalist taps into 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.

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?

- How much, if any, of the \$5 million allocation has either not been allocated or spent?
- DDC utilized the generous \$5 million fund provided by the Council in 2022 to execute the Experience DC advertising campaign. The campaign targeted four audiences: Family Travelers, Foodies, Cultured Fans and History Buffs, and focused on reaching individuals within three target geographic markets: locals, consumers within a four-hour drive of the District and a broader national audience of potential visitors who show travel intent. Specific focus was aimed at reaching marginalized audiences, including Black, Latine and LGBTQ+ travelers, through advertising placements and content to increase visitation from these audiences.
- Recovery advertising buys are mostly digital and include streaming video networks, interactive mobile units, targeted email blasts, digital out-of-home and more. Specifically, the campaign included:
 - Streaming TV: Philadelphia, Baltimore and Richmond markets
 - Audio Streaming: Spotify, Pandora, NPR and NYTimes
 - Travel Endemic Partners: TripAdvisor, Travelzoo, Expedia
 - Out of Home Digital Billboards: New York City, Philadelphia, Boston, Chicago and DC
 - Paid Social: Facebook, Instagram and Pinterest
 - Premium Publishers: Conde Nast, NYTimes, Afar, Vox Media

- LGBTQ+ Outlets: Passport, Edge, Instinct
 - Hispanic, Spanish-Language and Black Traveler Outlets: MyCode, Spotify and Pandora
 - Influencer Collaborations: Emphasis on BIPOC, women via the Wanderful network
- Destination DC executed the organization’s FY22 Spring/Summer Return on Investment Study in Fall 2022. The ROI study included a formal review of the organization’s advertising campaign running from April-September 2022, completed by Destination Analysts, a third-party destination research company. The campaign resulted in a Tax ROI (taxes generated compared to Destination DC’s media spend) of \$3.08 for every \$1 spent on media. This is the highest Tax ROI in the history of the study. The study was presented to the DC Office of the Chief Financial Officer on Dec.7, 2022. Key takeaways from the FY22 Spring/Summer ROI Study include:
 - Destination DC Paid Media Spend: \$4.25 million
 - Total Incremental Visitor Spending Generated for Washington, DC: \$175.1 million
 - Total Tax Revenue Generated for Washington, DC: \$13.1 million
 - Visitor Spending ROI (Incremental Visitor Spending/DDC Paid Media Spend): \$41.21/\$1
 - Tax ROI (Taxes Generated/DDC Paid Media Spend): \$3.08/\$1

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 has long been known as a place for visitors and residents to demonstrate their First Amendment rights – a far cry from the violent insurrection on Jan. 6, 2021. The city makes it clear that peaceful protests are welcome in the nation’s capital, and “Protest Tourism” is a differentiating factor for Washington, DC.
- Destination DC includes information on exercising your rights through our marketing and communications channels, including content on washington.org. Protest tourism in DC has also been covered editorially.
- Through our marketing, Destination DC works to challenge the perception associated with “Washington” and politics. Our campaigns promote DC’s local culture, diverse neighborhoods, free things to do, arts and theater, nightlife, music scene, small businesses and much more.

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.

- Destination DC is committed to promoting Go-Go to potential visitors and it will continue to play a central role in how visitors can experience DC's Black history and culture with each visit.
- Destination DC's locally focused, bi-monthly email, called "DC on the Go-Go," is inspired by the music genre, and the email has grown from just under 2,000 subscribers to 14,000 since launching in February 2021 during the pandemic.
- 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 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 borders 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 borders opening in November 2021 with projections of a 20-40% return in Q3/Q4. Numbers depend on the Omicron variant pace by country and international flight service returning.
- 2022 Goal vs. Actual: Actual room nights returned above goal due to the following factors:
 - Lift of COVID-19 test requirement for international travelers entering the U.S. from mid-June, 2022

- Events toward the end of the year, e.g., the U.S.-Africa Leaders Summit
 - Domestic student group tour showed very strong return
 - International student/education travel was high demographics as local universities welcomed back the world
 - Gateway/Airport entry cities are fastest to return due to limited air seat availability to top overseas markets
 - Sports, festivals and special events showed high attendance
- Virtual Assets/Trade Training: Virtual platforms have become our most important tool for inspiration, education and relationship building. The past three 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 and international sales appointments have returned along with our industry tradeshow which allows us to connect with customers in all our markets. Virtual sales opportunities will continue to be incorporated into the sales strategies, allowing us to reach customers in cities/countries we would not be able to reach due to location and resources. The 2023 season will return with more in-person/live opportunities in our top markets while complemented by virtual opportunities in-country second and third-tier cities.
 - Familiarization Tours: Live/virtual
In our experience, once a customer can see and feel 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 and is representative of the market situation as a whole. DC's ranking was consistent for 2017-2019.

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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 2023 marketing plan and marketing outlook presentation. Also, please provide a summary highlight of what is new for 2023.

- [2022 Marketing Outlook Meeting Presentation-FINAL \(1\).pdf](#)
- [FY2023 Marketing&Sale AnnualPlan 20221216 FINAL.pdf](#)

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?

- DDC executed the organization's FY22 Spring/Summer Return on Investment Study in Fall 2022. The ROI study was a formal review of the organization's advertising campaign running from April-September 2022 completed by Destination Analysts, a third-party destination research company. The campaign resulted in a Tax ROI (taxes generated compared to DDC's media spend) of \$3.08 for every \$1 spent on media. This is the highest Tax ROI in the history of the study. The study was presented to the DC Office of the Chief Financial Officer on Dec.7, 2022. Key takeaways from the FY22 Spring/Summer ROI Study include:
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 - Tax ROI (Taxes Generated/DDC Paid Media Spend): \$3.08/\$1

33. Please provide an update to your 2022 marketing plan including successes of the communications strategy, convention sales and services strategy, and the tourism and visitor services strategy.

See .pdfs for FY23 Annual Plan and Marketing Outlook Meeting presentation.

- 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.

- Our FY2022 Sales and Marketing plan focuses on these three divisions that operate seamlessly to create a healthy meetings and conventions landscape in the District.
- Domestic Sales:
 - Connected Strategy
 - We continue to sell and market Washington, DC as an intellectual capital. Using the assets in the DMV to differentiate ourselves from the competition is a key to success. Because of this sales methodology, we were able to secure the following:
 - Institute of Electrical and Electronic Engineers Microwave Symposium
 - June 11-13, 2029
 - 14, 280 total room nights
 - 7,500 attendees
 - Showcasing Raytheon and Boeing moving into the region was a key to their selection of Washington, DC
 - In-House Sales
 - The key to success in the year for the year is through driving smaller business directly into our hotels. These smaller opportunities drive incremental revenue to the city. In FY22, the in-house team produced just shy of 380,000 total room nights representing 126% of their goal.
- Convention Services:
 - Staffing Solutions
 - DDC continues to offer staffing solutions to our customers. Staffing solutions are temporary workers who can help meetings and conventions on a short-term basis. During COVID, we drastically lost many of the workers. We have been on a campaign to rehire talent and grow the pool.
 - Health and Safety
 - This remains a priority for all our events. We work in collaboration, particularly with Events DC, to convey health and wellness practices. We support their continuous investment in certification programs. Our position is to convey these investments and protocols to the client base, as well as leverage it as a competitive advantage.
- International Sales:
 - Connected DMV
 - Through our partnership with Connected DMV, we saw the successful development and execution of Quantum World Congress at the Ronald Reagan Building and International Trade Center.
 - Nov. 29 – Dec. 1, 2022
 - 793 total room nights
 - 1,000 attendees
 - This was a new event in Washington, DC because of the Quantum infrastructure in the region.
- Ambassador Circle:
 - The Ambassador Circle is a select group of industry experts that use their knowledge and expertise to help attract sector-specific meetings and conventions. Examples include leaders at Children’s National Hospital, Gallaudet University, American University and JLABs, to name a few. The subject

matter experts give both a local and industry perspective as to why a particular meeting would thrive in Washington, DC.

- What's New:
 - DDC is grateful to the City Council for recognizing the need for additional funding to be competitive in marketing our destination through the TRD assessment. DDC anticipates the increased tax starting on April 1 and that we will start to realize the additional funding in June 2023 (hotel tax collections lag about two months behind). Planning is currently underway, and the plan will generally focus on the following key areas:

Domestic Marketing

- Develop national, year-round advertising. Target additional markets where data shows potential for visitation growth.
- Execute major media takeovers in top markets.
- Expand social media reach, personalized content and consumer activations.

International Marketing

- Launch year-round, consumer-direct marketing in top international markets.
- Expand Washington, DC offices in key overseas markets to execute travel trade, marketing and public relations.
- Increase market research and data to inform marketing and promotions.

Meetings and Conventions

- Increase lead and room-night generation.
- Grow client acquisition through missions, events and tradeshow.
- Enhance strategic partnerships to generate new business opportunities.
- Increase conversion rates through the creation of new marketing tools.
- Showcase the unique value proposition of the destination to enhance competitive advantages.

34. Please provide a copy of your fiscal year 2023 goals presentation, including a copy of the fiscal year 2022 goals. How is DDC performing compared to fiscal year 2022 goals?

Please refer to attachment tab Q34

35. In calendar year 2022, 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.

- When compared to calendar year 2020, how many visitors did the city receive in calendar years 2022 and 2023, to date?
- How much money did visitors spend in calendar years 2021, 2022, and 2023, to date?
- For the same three years, how much money did those visitors generate in local taxes?

Calendar Year 2021-2023 (WEWCC) Citywide Summary including Economic Impact (EIC)

Calendar Year	Number of Leads	Total Room Nights	Economic Impact (EIC)
2021	3	36,829	\$ 51,646,651
2022	15	268,516	\$ 246,141,792
2023*	17	344,176	\$ 262,851,334
Totals	35	649,521	\$ 560,639,777

*2023 projected totals

- A citywide is any group that reaches or exceeds 2,500 peak room nights
- Total Room Nights column reflects contracted rooms data

Calendar Year 2022 (WEWCC) Citywide Summary including Economic Impact (EIC)

Account	Start Date	End Date	Peak Rooms	Total Rooms	Show Attendees	EIC
National Academy of Sciences on behalf of Transportation Research Board	1/9/2022	1/11/2022	5,269	21,773	10,000	\$11,356,982.34
Capitol Hill Volleyball Classic	2/12/2022	2/21/2022	3,455	7,308	30,114	\$7,004,123.87
Credit Union National Association	2/27/2022	3/3/2022	3,428	15,172	4,653	\$12,465,102.83
American College of Cardiology	4/1/2022	4/3/2022	7,760	31,754	25,000	\$28,913,834.90
American Society of Cataract & Refractive Surgery	4/22/2022	4/24/2022	4,846	24,031	12,000	\$19,462,774.77
International Trademark Association	5/1/2022	5/3/2022	3,912	20,015	7,000	\$12,760,477.90
American Society for Microbiology	6/9/2022	6/13/2022	3,548	17,508	6,500	\$17,644,089.25
American Library Association	6/24/2022	6/27/2022	5,615	24,663	9,000	\$35,727,033.81
American Association of Physicists in Medicine	7/10/2022	7/13/2022	2,635	13,081	3,384	\$7,403,359.67
Otakon	7/29/2022	7/31/2022	4,156	13,812	40,036	\$14,952,032.27
American Academy of Family Physicians	9/20/2022	9/23/2022	3,240	15,560	7,000	\$9,010,585.14
Association of the United States Army	10/9/2022	10/11/2022	4,700	18,575	30,000	\$25,357,616.98
Infectious Diseases Society of America	10/19/2022	10/22/2022	3,919	17,595	7,000	\$10,053,650.73
American Association for the Study of Liver Diseases	11/4/2022	11/7/2022	3,325	16,463	8,000	\$13,599,689.17
National Association for the Education of Young Children	11/16/2022	11/19/2022	2,931	11,206	8,000	\$20,430,437.98
Totals				268,516	207,687	\$246,141,791.61

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

Destination DC will be updating its Strategic Plan in FY2023 to reflect the expanded strategy to attract leisure and business travelers to the District thanks to the new Tourism Recovery District assessment. The overall strategy will include the following:

Domestic Marketing

- Develop national, year-round advertising. Target additional markets where data shows potential for visitation growth.
- Execute major media takeovers in top markets.
- Expand social media reach, personalized content and consumer activations.

International Marketing

- Launch year-round, consumer-direct marketing in top international markets.
- Expand Washington, DC offices in key overseas markets to execute travel trade, marketing and public relations.
- Increase market research and data to inform marketing and promotions.

Meetings and Conventions

- Increase lead and room-night generation.
- Grow client acquisition through missions, events and tradeshows.
- Enhance strategic partnerships to generate new business opportunities.
- Increase conversion rates through the creation of new marketing tools.
- Showcase the unique value proposition of the destination to enhance competitive advantages.

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 or 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: 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, and DDC's majority of content focused directly on the District means followers, fans and consumers

may also be inspired to venture back to the District to experience a pop-up museum, Michelin-starred restaurant or food market.

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.

- Publication royalty from Miles Media – \$20,000/year plus performance incentive
- During FY22, Destination DC hosted the Student and Youth Travel Association Annual Conference. In order to offset costs for the trade event and to highlight the DMV regions, we solicited sponsorships from the following entities outside of the District of Columbia: Virginia Tourism Association, \$25,000; Maryland Office of Tourism Development, \$25,000; National Harbor, \$5,000; Visit Baltimore, \$5,000; Macerich, \$2,500. These are not revenue sources we expect to be reoccurring.
- Metropolitan Washington Airports Authority provides \$150,000 to the International Tourism efforts to partner with the authority to support new international routes to Washington Dulles International.
- Dollars are put toward hosting special sales related events, promotions and in-market familiarization tours

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

- Participation in the 2022 DC Cherry Blossom Festival was available fully in-person again for the first time since 2019. How was attendance of the 2022 Cherry Blossom Festival perform compared to years prior to the pandemic?
- What are the plans in place to help achieve pre-pandemic levels of performance if that has not been achieved yet?
 - This year's National Cherry Blossom Festival is March 20 – April 16, 2023. The National Cherry Blossom Festival, Inc., is a separate nonprofit organization that produces and promotes the festival and its events, and DDC works closely with festival organizers to market available activities to visitors.
 - Festival organizers will have the best estimate of performance and attendance at specific events. DDC will continue to promote the Festival's world-class and mostly free programming throughout all of its earned and owned channels.
 - According to the 2022 National Cherry Blossom [Annual Review](#), more than 1 million visitors and residents attended the festival. According to the 2021 Annual Review, the festival "entertained and engaged an audience of hundreds of thousands."

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?

- The National Cherry Blossom Festival (NCBF) organizers have 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 its strong partnership with the NCBF by supporting:
 - Springtime hotel deals/packages to complement NCBF’s activities
 - Special event promotion in content and events pages on washington.org
 - PR/communications strategies that are in-line with NCBF’s activities
 - Digital/print marketing that highlights NCBF
- 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.

- [DDC By-Laws amended 2021.docx](#)

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 2022 and 2023, to date;
- A list and copies of all reports, plans, presentations, or analysis DDC provided as a part of the contract for fiscal year 2022 and 2023, to date;
- A copy of approved budgets for fiscal years 2022 and 2023; and
- A copy of any addendums or updates made within the last year.

Please refer to attachment tab Q42

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

N/A

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

N/A

45. Please list and describe any investigations, studies, audits, or reports on DDC or any DDC employee that were completed during fiscal years 2022 and 2023, to date.

N/A

46. Please list all settlements entered into by DDC or by the District on behalf of DDC in fiscal years 2022 and 2023, to date. For this response, please include the following:

N/A

- The parties’ names;
- The amount of the settlement;

- If related to litigation, the case name and a brief description of the case; and
- 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 2022 and 2023, to date, whether or not those allegations were resolved.

N/A

48. Please list the administrative complaints or grievances DDC received in fiscal years 2022 and 2023, to date, broken down by source. As part of your response, please also include the following:

N/A

- A description of the process utilized to respond to any complaints and grievances received;
- A description of any changes to DDC policies or procedures as a direct result of the complaints or grievances received;
- A description of how all complaints or grievances filed in fiscal years 2022 and 2023, 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.

CONNECTED CAMPAIGN (formerly the Asset Intelligence Project)

- DDC has put significant emphasis on the Connected campaign. This is our greatest differentiating strategy 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 on industry topics, they can speak to why DC is both a great destination platform as well as an 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 Colleges.

- Connected Community – this is our newest pillar, which increases 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 before they come 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 we can connect them to 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, ensuring that our meetings attendees leave a long-term positive impact on our community and residence.

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.

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

DDC's editorial team has helped secure Washington, DC as part of:

- [Where to go in 2022](#), *AFAR*
- [The best places to visit in the USA for every month of 2022](#), *Timeout*

Washington, DC has also been named:

- [The Best Cities in the United States in 2022](#), *AFAR*
- [22 of the best places to travel to in the U.S. in 2022.](#), *Business Insider*
- #1 Park Score in 2022 according to the [Trust for Public Land](#)

- The DEI Business Fellowship was a Global Destination Sustainability Movement
- DDC was recognized as one of the top five organizations raising the bar with initiatives supporting our efforts toward regenerative destination management. This program was in its infancy and still set Washington, DC apart from other applicants. We look forward to reapplying this year and highlighting the program changes and data we have gathered.

51. The DC Council at the end of Council Period 24 passed a temporary 1% hotel tax that will bring in additional funding for DDC marketing to help boost DC tourism. What plans are currently in place to use this new budget and how will it be used to grow tourism in the District?

DDC is grateful to the City Council for recognizing the need for additional funding to be competitive in marketing our destination. DDC anticipates the increased tax starting on April 1 and that we will start to realize the additional funding in June 2023 (hotel tax collections lag about two months behind). Planning is currently underway, and the plan will generally focus on the following key areas:

Domestic Marketing

- Develop national, year-round advertising. Target additional markets where data shows potential for visitation growth.
- Execute major media takeovers in top markets.
- Expand social media reach, personalized content and consumer activations.

International Marketing

- Launch year-round, consumer-direct marketing in top international markets.
- Expand Washington, DC offices in key overseas markets to execute travel trade, marketing and public relations.
- Increase market research and data to inform marketing and promotions.

Meetings and Conventions

- Increase lead and room-night generation.
- Grow client acquisition through missions, events and tradeshow.
- Enhance strategic partnerships to generate new business opportunities.
- Increase conversion rates through the creation of new marketing tools.
- Showcase the unique value proposition of the destination to enhance competitive advantages.

52. In August of 2022, DDC released that in 2021 DC had achieved 77.6% of 2019 tourism levels. As of now, what can DDC share in terms of the tourism levels for 2022? How does this compare to the 2019 level?

What is DDC's outlook for calendar year 2023 regarding tourism levels in the District?

- Visitation levels for 2022 are not yet available. These numbers are available each April and released at Destination DC's annual Travel Rally event. However, based on the forecasting research commissioned in the fall 2021 from Tourism Economics, a well-respected industry research partner, the District is forecasted to see 19.8 million domestic visitors in 2022, 86% of 2019 domestic visitation. Moreover, based on hotel revenue returns through December 2022, the 2022 YTD revenues of hotels in DC is \$1,771,733,031, 85% of the revenues in 2019, \$2,085,055,046. Likely, DC's domestic market is pacing as forecasted.
- Destination DC does not have a formal forecast of expected visitation levels for 2023, however, the U.S. Travel Association (USTA) currently forecasts that in 2023 domestic travel volume will reach 97% of 2019 levels. USTA forecasts that domestic travel volume will surpass 2019 levels in 2024.