



COUNCIL OF THE DISTRICT OF COLUMBIA

THE JOHN A. WILSON BUILDING
1350 PENNSYLVANIA AVENUE, NW
WASHINGTON, D.C. 20004

KENYAN R. McDUFFIE
Councilmember, At Large
Chair Pro Tempore
Chair, Committee on Business and
Economic Development

Committee Member
Executive Administration and Labor
Housing
Recreation and Youth Affairs

January 2, 2024

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 in the first quarter of 2024. When the Council’s final schedule for performance oversight hearings is announced, I will let you know the date, time, and location for the hearing for Destination DC (“DDC” or “Agency”).

In preparation for the hearing, the Committee is sending the attached pre-hearing questions for your response. Please submit your responses no later than **5:00 p.m. on Wednesday, January 24, 2024**, in Word or Excel format, as applicable, and *minimize the use of attachments*. Note that the Committee will make agency responses publicly available. If there are answers or documents that should be redacted, please provide an unredacted copy for the Committee and a redacted copy for public review.

Please contact Daniel Sagrera, Policy Advisor, at dsagrera@dccouncil.gov, with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read "K.R. McDuffie".

Kenyan R. McDuffie

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 (DDC) 501(c)(3) nonprofit
- DDC's DEI Business Fellowship Program (Currently in its third year)
- Promoting Washington, DC's history and unique experiences connected with racial equity in editorial and content. The content on washington.org encompasses a range of articles and stories about civil rights and the history that race plays in the city. Additionally, the DEI District pages of the website highlight how visitors looking to engage experientially through DC's many attractions that address the topic of race and inequity

2. What are areas/programs where DDC has had success in building racial equity over the past year? Which areas/programs?

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 and CMO. 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, discussing relevant DEI-related issues and developing new company initiatives to make all employees feel welcomed.
- DDC also regularly participates in the Tourism Diversity Matters apprenticeship program. The paid apprentices are early career professionals who gain real-world experience in our industry to help launch their careers.

The American Experience Foundation (AEF)

- DDC is proud of the 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 2023 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 11 Academies of Hospitality & Tourism, Culinary Arts and Mass Media at eight District high schools. Seven out of the eight 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 work-based learning educational programs, scholarship program and growing alumni support programs.
 1. Ballou Senior High School
 2. Columbia Heights Educational Campus
 3. Coolidge High School
 4. IDEA Public Charter High School
 5. Jackson-Reed High School
 6. Maya Angelou Public Charter School
 7. River Terrace Education Campus
 8. Roosevelt Senior High School
- Since 2016, DDC and the AEF have partnered to host 132 students as interns through the Career Ready Internship, Career Bridge Internship and Advanced Internship Programs – all funded by the Office of the State Superintendent of Education. 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.
- DDC currently employs four Academy graduates full time, including two former AEF scholarship winners.
- DDC and the AEF both sit on the DC Public Schools' Chancellor's Career Readiness Roadmap Industry Advisory Group, Office of the State Superintendent of Education CTE State Plan Advisory Group, as well as the OSSE's Industry Advisory Board for hospitality, tourism and culinary arts.
- Plans for 2024 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

- Established in 2022, DDC’s DEI Business Fellowship (DEIBF) is now entering its third year. The program was launched in 2021 as a purposeful effort to highlight and support businesses owned/operated by historically underrepresented groups and underserved communities. Each year, the selected cohort receives complimentary DDC membership and sales and marketing training. Since its inception, the program has developed into a globally recognized business development and socially sustainable initiative.
- In 2023, the program worked with a cohort of 36 businesses and provided sales and marketing training and business opportunities throughout the year. DDC invested **\$68,000** in waived member dues and labor costs for a dedicated program manager and fellowship apprentice. Outside of the resources available through traditional membership, DDC supported **80 hours** of event production and account management to execute eight DEIBF-exclusive sessions.
- We look forward to another year of programming for our newly onboarded cohort of 45 businesses. Attention was given to recruiting businesses in Wards 7 and 8 and CBE/CBE-eligible businesses. Moving forward, we intend to continue connecting these businesses to our resources, grant opportunities, and government programs available to them. Following last year’s format, there will be dedicated webinars and in-person education for this group of businesses including new topics such as CBE benefits and advertising strategy.

See the lists provided of DEI Business Fellows (2a) and CBE businesses (2B).

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 AEF 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. While we do not receive a breakdown of our full domestic visitation by geographic area, we know

based on other data sources that Washington, DC's top domestic visitor markets in 2022 were:

1. New York
2. Philadelphia
3. Washington, DC
4. Richmond/Petersburg
5. Norfolk/Portsmouth/Newport News
6. Boston
7. Baltimore
8. Harrisburg/Lancaster/Lebanon/York
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 2022 were:

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

- Racial breakdown of visitation is not available because it is not provided by data partners. Furthermore, DDC has moved away from advertising to demographic groups and is instead concentrated on advertising to psychographic groups, or audience segments. These groups better represent interests and motivations for travel, allowing a more nuanced view of potential visitors than demographics allow. In addition to advertising to these segments, DDC spends a portion of our annual marketing dollars advertising in publications concentrated on Black, Latine, Asian and Pacific Islander and LGBTQ+ travelers 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 3, visitation profiles for Washington, DC are not broken down by race. While we do not receive a breakdown of our full domestic visitation by geographic area, we know based on other research that Washington, DC's top domestic visitor markets in 2022 were:

1. New York
2. Philadelphia

3. Washington, DC
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5. Norfolk/Portsmouth/Newport News
6. Boston
7. Baltimore
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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. Additionally, other leaders and employees of DDC engage the hospitality industry around racial equity at various meetings, conferences and speaking opportunities.

- DDC’s affiliated 501(c)(3) charity, AEF 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 understand 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’s Convention Sales and Services Department implemented a strategic pillar called “Connected Community.” This initiative is meant to leave a positive impact on the underserved residents of the District of Columbia with the conventions that meet in our city. Conventions are known to leave a positive economic impact, but they leave a positive social one. We intentionally align the values of a convention hosted in DC with an area we can positively impact in the city. We hope to have our first full scale social impact report in 2024.
 - Established in 2022, DDC’s DEI Business Fellowship is now entering its third year. The program was launched in 2021 as a purposeful effort to highlight and support businesses owned/operated by historically underrepresented groups and underserved communities. Each year, the selected cohort receives complimentary DDC membership and sales and marketing training. Since its inception, the program has developed into a globally recognized business development and socially sustainable initiative.
 - Since 2016, DDC and AEF have partnered to host 132 students as interns through the Career Ready Internship, Career Bridge Internship and Advanced Internship Programs – all funded by the Office of the State Superintendent of Education. 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. DDC currently employs four Academy graduates full time, including two former AEF scholarship winners.

General Questions

- 7. Please provide a list of DDC’s current board members and executive board. For each member, please provide the following:**
- 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 2023 and 2024, to date.

Please refer to attachment tab Q7

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 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 2023 and 2024, to date:

- 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.

Please refer to attachment tab Q9

10. Please provide a list of the board's meeting dates, times and locations for Fiscal Years 2023 and 2024.

Please refer to attachment tab Q10

11. Please provide the following information regarding DDC's members and signature partners for Fiscal Years 2023 and 2024, to date, and note any variations from this time last year:

- a. Name of member and signature partner;
- b. Member location (i.e. DC, Maryland, etc.);
- c. Member events calendar for Fiscal Years 2023 and 2024; and
- d. Which, if any, event location has closed or no longer exists.

Please refer to attachment tab Q11 A, B, C, D

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:

- 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.

[Please refer to attachment tab Q12](#)

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:
- 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 2023 and 2024, 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 2023 and 2024, to date.

[Please refer to attachment tab Q14](#)

- 15.** Please provide DDC’s Fiscal Years 2022 and 2023 travel expenses by department and discuss how these expenses vary from Fiscal Year 2019. For this information, please provide the following:
- 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.

[Please refer to attachment tab Q15](#)

16. Please provide budget information showing your agency’s approved budget and actual spending, by division, for Fiscal Years 2023 and 2024, to date. How has this changed from Fiscal Year 2022? Please describe any variance between Fiscal Year appropriations and actual expenditures.

[Please refer to attachment tab Q16](#)

17. 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 2022, 2023 and 2024, to date, and amount projected for the remainder of the

year. In particular, please also provide the following:

Please refer to attachment tab Q17

1. A discussion of any change in partnerships, donations, and revenue when compared to this time last year; and
 - DDC is working to support local businesses and help them successfully participate in the travel and tourism economy.
 - Membership revenue (dues) remains below the 2019 highs. There is churn that always happens within DDC's membership. Members leave and rejoin as their resources allow. As of December 31, 2023, DDC has 956 members, down from a 2019 high of 1,012. This number increased from 884 at this time last year.
 - The ratio of the type of DDC members is relatively unchanged. This includes attractions, transportation providers, restaurants, convention service providers and accommodations.
 - FY24 membership and partnerships revenue is projected to be 71% of FY19 revenue. This is an increase over last year's projections of 55% of FY19 revenue. The damage to the local hospitality business community is as anticipated and taking several years to rebuild.
 - In the meantime, DDC's unmatched sales and marketing resources and programs for local businesses are a vital part of a local business's marketing mix. DDC's engagement with the local business community is a critical part of recovery as they are forced to do more with less.
 1. A discussion of the status of DDC's routine seasonal partnerships.
 - Important seasonal partners include many festivals and events: the National Cherry Blossom Festival, DC JazzFest, 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. Film and music festivals also have benefitted from partnership with DDC.
 - Sporting teams have helped bolster our marketing content and partnerships with the Washington Nationals, DC United and Monumental Sports, and have offered the DDC team sales and marketing assets to sell our city to sports enthusiasts.
- 18.** 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 2023 and 2024, to date. Are there strategies in place to help DDC reach previous levels?
- 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.

- Big corporate brands in the travel and tourism industry continue to have sparse budgets and limited marketing spend. The more prominent trend now is negotiated barter – a trade of marketing for partner resources (such as tickets), but not cash. We do not expect cash sponsorships to return to prior levels. Generous event, travel and business events companies (such as Hargrove and Encore for event production) help support DDC’s work and defray costs.

Programs

- 19.** Please provide a breakdown of business and leisure visits (actual or anticipated) for 2023 and 2024, 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 District’s and DDC’s revenues in Fiscal Years 2023 and 2024, to date, when compared to Fiscal Year 2022.
- For the overseas visitor markets, we do not have complete information for 2023, and no information is available for 2024 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 2023 are estimated to be 1.4 million. This is an increase from 1.2 million overseas visitors in 2022. The breakdown of business and leisure visits among overseas visitors and their spending in 2023 is not available yet. That information typically arrives sometime between June and August. Washington, DC’s top overseas visitor markets in 2022 were:
 1. UK
 2. Germany
 3. Canada
 4. India
 5. France
 6. Brazil
 7. Mexico
 8. China
 9. South Korea
 10. Australia
 - For the domestic market, the most recent year for which DDC has visitor data is calendar year 2022. In 2022, Washington, DC welcomed 20.7 million domestic visitors. Domestic visitation in 2022 has recovered to 91% of its pre-pandemic level in 2019, when DC welcomed 22.8 million domestic visitors. In 2022, business visitors made up 29% of our

total domestic visitation, while leisure made up 71%. Domestic visitors in 2022 spent \$8.1 billion in DC, 99% of the expenditure by domestic visitors in 2019.

- Regarding meetings and conventions, in 2023 DC welcomed nearly 250,000 total room nights from citywide conventions (2,500 room nights on peak and above). The convention landscape has recovered from the pandemic, but we still see opportunities in the international market as well as short term corporate and incentive bookings. In addition, the return of in-office workers will be imperative as we continue to rebound with business travelers. Among our 2023 success stories:
 - American Thoracic Society
 - NAFSA: Association of International Educators
 - World Congress of Pediatric Cardiology and Cardiac Surgery
 - Annual Green Building Expo/Content Marketing World
 - American Society of Human Genetics
 - Society for Neuroscience

- As we look to 2024, we are thrilled to welcome 395,000 total room nights in citywide conventions. A few highlights:
 - American Academy of Allergy Asthma and Immunology
 - Digestive Disease Week
 - American Institute of Architects
 - International Microwave Symposium
 - World Convention of Narcotics Anonymous
 - National Black MBA
 - American College of Rheumatology
 - American Geophysical Union

Fiscal Year	Total Attendees	Total Room Nights	EIC
2019	301,984	389,191	\$327,804,198
2022	184,389	240,713	\$219,849,740
2023	172,000	248,580	\$214,417,038
2024	229,000	394,939	\$345,013,987
2025	213,000	391,661	\$289,289,876

- Booked in 2023 for future years: Many large-scale conventions were confirmed in Washington, DC for future years, setting the city up for success in the long term. Traditionally, over 50% of large citywide business is booked in advance of seven years.

Notable groups include:

- International Society on Thrombosis and Haemostasis (2025)

- True Value Company (2026)
- American Association of Physicists in Medicine (2028)
- International Society for Heart and Lung Transplantation (2029)
- American Thoracic Society (2029)
- American Council on the Teaching of Foreign Languages (2030)
- International Society for Technology in Education (2032)

Note that these numbers fluctuate as event organizers promote their event and contend with a fluid registration and housing system.

- 20.** What are the business and leisure visit projections for the remainder of Fiscal Year 2024 and for Fiscal Year 2025? In your responses, please discuss the following:
- What measurements are used to track each type of visit;
 - How the numbers for Fiscal Years 2022, 2023 and 2024 compare to DDC's earlier projections; and
 - The reason for (and impact of) any variances in great detail.
- Overall domestic visitation to Washington, DC is calculated by DK Shifflet. DKS has a panel of more than 50,000 Americans, of whom they survey quarterly 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.).
 - In the calendar year 2022, business visitors made up 29% of our total domestic visitation, while leisure made up 71%. DC's domestic market is likely pacing just as forecasted. We do not have projections on the breakdown of business vs. leisure visitors for 2023 currently. DDC did not work with research partners to project visitation numbers in 2023 or 2024. The decline in visitation in 2021-2022 compared to 2019 comes primarily from COVID-19 and the resulting economic crisis. 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.

21. 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 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.
 5. **LGBTQ+ Travelers:** Travelers who identify as LGBTQ+ and for whom an LGBTQ+-friendly destination is extremely important.
 6. **Black Travelers:** Travelers who are interested in the African-American experience, either culturally or historically
 7. **Latine Travelers:** Travelers who are interested in the Latine experience, either culturally or historically
 8. **Asian and Pacific Islander Travelers:** Travelers who are interested in the Asian and/or Pacific Islander experience, either culturally or historically
 - DDC will be targeting these audience segments through data partners throughout our FY24 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 them. This 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 DDC's target audience groups will change over the next 3-5 years.

22. How have the results of this analysis changed, if at all, between Fiscal Years 2022, 2023, and 2024? For this response, please also discuss the following:
- a. Which of the eight personas discussed in last year’s performance oversight responses have been most and least impacted by the pandemic;
 - b. What lessons DDC learned; and
 - c. 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 eight personas targeted during DDC’s FY22 summer advertising campaign were impacted 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, DDC 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.
 - DDC recently utilized third-party Experian spending data and location-based vendors to identify the individuals most likely to travel to the District. Within 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.
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 4. **Modest Travelers:** Adventurous single or couple travelers interested in local cultures and flavors
 5. **LGBTQ+ Travelers:** Travelers who identify as LGBTQ+ and for whom an LGBTQ+-friendly destination is extremely important.

6. Black Travelers: Travelers who are interested in the African-American experience, either culturally or historically

7. Latine Travelers: Travelers who are interested in the Latine experience, either culturally or historically

8. Asian and Pacific Islander Travelers: Travelers who are interested in the Asian and/or Pacific Islander experience, either culturally or historically

- DDC targeted, and will be targeting, these audience segments through data partners throughout our FY23 and FY24 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.

23. How many visitors came to DC in Fiscal Years 2022, 2023, and 2024? What is the specific breakdown by domestic and international visitors?

- For calendar year 2022, domestic visitations are projections, and overseas visitations are listed below. DDC does not have projections for visitation in 2023 or 2024.

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	20.7	1.2	21.9

24. During last year’s testimony, President Ferguson noted that “Washington, DC is only the 7th most visited U.S. destination for overseas visitors.” Has the District retained its ranking? What is DC’s domestic travel ranking? Has this rank changed over the years?

- According to the National Travel and Tourism Office, Washington, DC retained its ranking as the 7th most visited U.S. destination for overseas visitors.
- 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. 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

25. At the beginning of calendar year 2019, DDC launched the “Discover the Real DC” advertising campaign. As this campaign closes for the “There’s Only One DC” campaign, please describe any milestones and/or challenges with this initiative. Please describe what successes it had and what could be learned from this initiative

- The “Discover the Real DC” served as a vehicle to introduce the true DC that we know and love to the rest of the world. Our new campaign “There’s Only One DC” seeks to influence overnight visitors by displaying the unique attributes of the city that can only be found here.
- The “Discover the Real DC” campaign ultimately did not get the preferred lifespan of a marketing campaign. In a perfect world, we would have allowed this campaign to run for 3-4 years minimally to compile and compare year-over-year performance data. This campaign was cut short due to the COVID-19 pandemic.

26. Please describe the steps that have been taken to prepare for the launch of the new “There’s Only One DC” marketing campaign.

- a. Please describe how the rollout of the “There’s Only One DC” marketing campaign and the initial feedback received after the launch in November?
- Prior to the launch of the “There’s Only One DC” marketing campaign, DDC partnered with Future Partners, a tourism industry expert, to conduct field testing of the campaign

creative. Reception was overwhelmingly positive. As Brandi from Washington, DC said: “There’s Only One DC makes me proud to be a Washingtonian!”

- DDC announced the new campaign to members and stakeholders with a video featuring Virginia Ali at its annual marketing meeting in August. The web team created corresponding landing pages for all target audiences (see 21).
- The campaign launched in November 2023. Campaign creative is refreshed with a flighting schedule of Spring (Jan. 15), Summer (April 1), Fall (July 1) and Winter (Oct .1) to drive future visitation within 30- to 60-day booking windows. More feedback on the campaign and its reception by consumers will be available in the coming months.

27. How have recent social and political demonstrations held in DC impacted DDC? What efforts, including DDC’s “Discover the Real DC” campaign, can better position the District to improve its image and grow its tourism market? With the rise of in-person protest in District this year, are more people traveling to the District to participate in First Amendment Activities

- Washington, DC has long been known as a place for visitors and residents to demonstrate their First Amendment rights. 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.
- DDC’s current campaign, “There’s Only One DC,” highlights differentiating factors that inspire travel to Washington, DC. The nation’s capital is the only one place where visitors can come to demonstrate and make their voices heard against the backdrop of Congress and the White House. The campaign also speaks to the other things to enjoy about DC while in town: DC’s local culture, diverse neighborhoods, free things to do, arts and theater, nightlife, music scene, small businesses and much more.
- DDC 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.
- The Convention Sales and Services department often sources venues and hotels for First Amendment events and protests that are part of larger citywide conventions. 2023 examples include:
 - American Academy of Pediatrics (Oct. 20-24, 2023)
 - 60th Anniversary of March on Washington (National Action Network), Aug. 26, 2023
 - March for Life: Jan. 20, 2023

28. How have 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? Please describe how other aspects

African American History and Culture help drive tourism outside of the Smithsonian Museum.

- Go-Go is introduced and shared across various DDC marketing channels. Some content featuring Go-Go on washington.org includes:
 - [Two local, modern-day musicians in a video entitled Go-Go: The Official Music of Washington, DC](#)
 - [Keep on Groovin': An Intro to Go-Go Music in Washington, DC](#)
 - [5 Reasons to Attend a Capital City Go-Go Basketball Game – Exciting G League basketball with live Go-Go beats](#)
 - [Coming Soon: 2024 Go-Go Museum Honors – Feb 18 \(event support\)](#)
- DDC's locally focused, bi-monthly email, DC on the Go-Go, is inspired by the music genre. The email list has grown to 30,000 locals after it launched in February 2021 during the pandemic.
- In addition to Go-Go, DDC celebrates more of the District's Black history and culture across owned and earned marketing channels, including creative assets, web and social content and editorial pitching.
 - From highlighting [Black Lives Matter Plaza](#) as an attraction to supporting the 60th Anniversary of the March on Washington [featuring Virginia Ali](#) to featuring [Black-owned restaurants and chefs](#), [Black-owned businesses](#) and [Black women who've positively impacted the nation or local community](#). These pieces, and many more, live on a [landing page](#) celebrating DC's Black history and culture.
- The measure that will honor women 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 learning about history.
- The addition of 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.

Convention Sales and Services also recommends that conventions incorporate local music and experiences as part of their meetings. Two examples from 2023 include:

- New York Life (Aug. 20-24, 2023) used Eastern's Marching band to open the general session.
- NAFSA: Association of International Educators (May 30- June 2, 2023) had the Chuck Brown band at its opening ceremony at Nationals Park

29. 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?

- Each year, Destination DC sets target room night goals based on attracting more business and leisure visitors. 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.

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

Leisure tourism goals reflect domestic/international group tour, international FIT travel and sporting events. In 2023, the actual room nights returned above goal due to factors including:

- Growth in international travel with additional nonstop flights
- Domestic student group tour showed very strong return
- International student/education travel was high demographics as local universities welcomed back the world
- Sports, festivals and special events showed high attendance
- Short-term events like the World Culture Festival, protest tourism

- 30.** Please provide a copy of your 2024 marketing plan and marketing outlook presentation. Also, please provide a summary highlight of what is new for 2024.

See pdfs for the **FY2024 Annual Plan and FY2023 Marketing Outlook Meeting presentation.**

- [FY2024 Annual Plan Link](#)
- [M.O.M Presentation Link](#)

New:

- Details the marketing and sales strategy to leverage Tourism Recovery District funds.
- Highlights the domestic, international and convention sales expanded opportunities.
- Shares how DDC is impacting small businesses through the DEI Fellows program.

31. What criteria do you use to evaluate the effectiveness and return on investment of each marketing strategy?

- DDC studies the organization’s advertising effectiveness annually, most recently with the FY23 Spring/Summer Return on Investment Study in Fall 2023. The ROI study was a formal review of the organization’s advertising campaign running from January-September 2023 completed by Future Partners, a third-party destination research company. The campaign resulted in a Tax ROI (taxes generated compared to DDC’s media spend) of \$3.49 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. 12, 2023. Key takeaways from the FY23 Spring/Summer ROI Study include:
 - DDC Paid Media Spend: \$7.36 million
 - Total Incremental Visitor Spending Generated for Washington, DC: \$306.4 million
 - Total Tax Revenue Generated for Washington, DC: \$25.7 million
 - Visitor Spending ROI (Incremental Visitor Spending/DDC Paid Media Spend): \$41.63/\$1
 - Tax ROI (Taxes Generated/DDC Paid Media Spend): \$3.49/\$1

SUSTAINABILITY

- Saving the planet is not a spectator sport and the hospitality industry can be a force for good, acting as changemakers to adopt more sustainable practices and experiences for visitors.
- DDC encourages our partners and members to join in our commitment to leaving a positive social, economic and environmental legacy. This is also a business imperative. Meeting planners and delegates want to know that their chosen destinations take sustainability seriously, and it’s become a selling point in destination marketing.
- New in 2024, DDC has created a Sustainability District program to work with businesses and destination suppliers throughout the hospitality industry committed to promoting a more sustainable place to live, visit and meet. The program is open to DDC members,

including hotels; museums, attractions and shops; restaurants and catering companies; transportation companies and tour operators; and venues. Sustainability District members receive special designation and marketing to help support DC's marketing efforts and raise the profile of these businesses.

Drive Events that Demonstrate Value

- DDC develops compelling positioning to distinguish the city from its competitors and sell the destination.
 - Connected Positioning
 - Connected Capital – DC's thriving industries and experts that enhance meetings
 - Connected Community – working with groups to leave a legacy impact on DC
 - Connected Campus – highlighting unexpected venues that add to a meeting's footprint
 - Pair destination attractiveness with destination expertise
 - Prioritize High-Value Market Segments:
 - Incentive and recognition travel
 - Board meetings and executive retreats
 - International meetings
 - **New:** MICE (meeting, incentive, convention and exhibition) representation in the UK
 - Corporate Conferences
 - Drive client satisfaction through Convention Services initiatives
 - Leverage Annual Meeting Alliance to highlight client and city success

Create Unique Customer and Delegate Experiences

- A holistic and collaborative approach benefits the city and customers.
 - Collaborate with Events DC and the Hospitality Alliance
 - Partner with local economic development entities to drive meetings and events
 - Engage the local business community in the Ambassador Circle to champion international MICE bids
 - Highlight Washington, DC's commitment to sustainability and diversity, equity and inclusion and how they can benefit meetings and events.

Cultivate Destination Awareness and Visibility

- Growth comes from identifying and pursuing attractive new markets.
 - **NEW:** Utilize Best Cities Global Alliance to enhance international profile
 - **NEW:** Highlight destination accolades that validate Washington, DC's attractiveness as a meetings destination
 - Utilize International Business Events Council to grow awareness
 - Leverage industry strategic partnerships
- Increase exposure through convention trade marketing and editorial
- Showcase success through customer testimonials

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

- Any learnings from the Annual ROI Study are implemented into the paid media strategy. The year-over-year results from the FY23 ROI – that for every dollar spent on advertising, \$3.49 came back to the city in taxes – shows the advertising strategy is effective generating an increase of 41-cents YOY.

33. Please provide an update to your 2023 marketing plan ([Link](#)) including successes of the communications strategy, convention sales and services strategy, and the tourism and visitor services strategy.

TOURISM, SPORTS & VISITOR EXPERIENCE

International Marketing

- Launched year-round, consumer-direct marketing in the UK/Australia/India
- Opened up overseas offices in key markets: Brazil, Mexico and Canada
- Hired CBE business for global market research and data to inform marketing and promotions.

Visitors Services/Experience

- Developed DDC member training program
- Expanded Accessibility in DC content on the website
- Revamped our Washington, DC travel trade training program

CONVENTION SALES AND SERVICES

Domestic Marketing

- In collaboration with our marketing department, a new position of Senior Manager, Marketing and Communication, Trade will help CSS be further engaged in customer marketing needs, trade publication editorial and advertorial and overall positioning of Washington, DC to the meetings and conventions market.

International Marketing

- DDC has been accepted and joined the Best Cities Global Alliance, a group of 13 first-tier destinations across the globe dedicated to information-sharing, joint client engagements and marketing our destinations jointly.
- Meetings and conventions has invested in our first full-time, in-market representation firm in the UK focusing solely on meetings. This agency will be present in market and assisting with lead generation, trade show participation and face-to-face client engagement on a regular basis.

Meetings and Conventions

- Showcase the unique value proposition of the destination to enhance competitive advantages. By continuing to leverage the Connected campaign, we will push Washington, DC further ahead of the competition. We are challenged by the fact that our

convention center is not even in the top 20 in terms of size across the United States but with the addition of a convention strategy manager, we will push the capacity of the convention center and activate unique campuses across the city to help build compression throughout DC.

Communication

- Successfully pitching the destination across domestic, international, convention, local and niche outlets has led to exposure in top-tier outlets across the world of DC as a travel destination. In FY23, DDC earned nearly \$127 million in advertising equivalency value across our editorial efforts.

34. Please provide a copy of your Fiscal Year 2024 goals presentation, including a copy of the Fiscal Year 2023 goals. How is DDC performing compared to Fiscal Year 2023 goals?

Please refer to attachment tab Q34

35. In calendar year 2023, how many virtual and/or in-person District-wide 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 on the District.

- When compared to calendar year 2022, how many visitors did the District receive in calendar years 2023 and 2024, to date?
 - How much money did visitors spend in calendar years 2022, 2023, and 2024, to date?
 - For the same three years, how much money did those visitors generate in local taxes?
- The convention business is seeing an uptick demand and conversion in a post-pandemic world. Events have almost fully moved away from virtual meetings knowing that the power of face-to-face education and networking cannot be duplicated on screen.

Calendar Year Walter E. Washington
Convention Center Business

Calendar Year	Total Attendees	Total Room Nights	EIC
2019	420,701	437,067	\$416,496,264
2022	544,989	364,181	\$601,642,543
2023	327,328	386,860	\$370,040,424
2024	544,880	505,472	\$721,071,455
2025	304,771	408,854	\$405,281,073

EIC calculated for all groups over 1,350 on

peak

Calendar Year Non-Walter E. Washington
Convention Center Business

Calendar Year	Total Attendees	Total Room Nights
2019	458,904	642,416
2022	257,075	365,533
2023	359,890	444,722
2024	182,077	332,739
2025	82,091	151,207

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

- DDC develops an Annual Marketing and Sales Plan ([Link](#)) each year to align with its Strategic Plan goals and initiatives. The document details the strategy for each department and highlights shifts, trends and challenges in the market.

37. What are the financial benefits (ROI, etc.) to DC for any advertising promotions on social media or otherwise by DDC 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?
- DDC does not regularly market events, attractions or locations not within the District of Columbia through advertising on social media. Because of this, we do not have details about the financial benefits of this practice.
 - DDC’s owned social media primarily focuses on experiences within the District of Columbia, but may highlight DDC members in Northern Virginia and Maryland, such as Arlington National Cemetery, Reagan National Airport and National Harbor.
 - The team measures social performance through engagements (likes, clicks, saves, shares, etc.), not through purchases. In FY23, DDC’s social media generated 6.3M 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.

- Publication royalty from Miles Media - \$20,000/year plus performance incentive
- Metropolitan Washington Airports Authority provides up to \$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. Please provide a copy of your bylaws.
Reference [\(Link\)](#)
40. Please provide an update on your contract with Events DC. Please also provide the following:
- (a) A highlight or summary of activities conducted pursuant to this contract in Fiscal Years 2023 and 2024, to date;
 - (b) A list and copies of all reports, plans, presentations, or analysis DDC provided as a part of the contract for Fiscal Year 2023 and 2024, to date;
 - (c) A copy of approved budgets for Fiscal Years 2023 and 2024; and
 - (d) A copy of any addendums or updates made within the last year.
- [DDC extended its contract with Events DC for another year for FY23. \(Link\)](#)
41. Please describe any pending litigation of which DDC is a party.
[N/A](#)
42. Please list and describe any ongoing investigations, audits, or reports on DDC or any DDC employee.
[N/A](#)
43. **Please list and describe any investigations, studies, audits, or reports on DDC or any DDC employee that were completed during Fiscal Years 2023 and 2024, to date.**
[N/A](#)
44. **Please list all settlements entered into by DDC or by the District on behalf of DDC in Fiscal Years 2023 and 2024, to date. For this response, please include the following:**
[N/A](#)
- 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.).
45. **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 2023 and 2024, to date, whether or not those allegations were resolved.** [N/A](#)
46. **Please list the administrative complaints or grievances DDC received in Fiscal Years 2023 and 2024, to date, broken down by source. As part of your response, please also include the following:** [N/A](#)
- 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 2023 and 2024, to date, were resolved.
47. 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.
- We continue to invest heavily in our Connected Capital Project, formerly known as Asset Intelligence. 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 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 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 the community and organization. Our intention is to follow the impact and its success for years to come,

ensuring that our meeting attendees leave a long-term positive impact on our community and residence.

48. Please list any awards or accolades DDC has received or been nominated for in the past year.
- In 2023, Skift Meetings named DDC the best Destination Marketing Organization in the country.
 - DDC was also awarded the Innovation Award for the Global Destination Sustainability Movement for our work on the DEI District
 - DC was named as part of [The Best Cities in the United States in 2023](#) by *AFAR*
 - DDC won Chinese lifestyle magazine “Voyage” Sustainability Awards in February 2023
 - Washington, DC won Tuniu.com’s “Recommended Destination 2024” in December 2023
49. **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, it codified the tax into a permanent tax in B25-202 “Fiscal Year 2024 Budget Support Act of 2023”. A year out, how has Destination used this new budget, and how will it be used to grow tourism in the District?**
- a. What metrics are you using to evaluate the effectiveness of these dollars? Please share any data from those metrics.
- DDC received its first allocation from the “Fiscal Year 2024 Budget Support Act of 2023” in June of 2023. The funds from the first six months of this funding source have been used to launch the new “There’s Only One DC” advertising campaign and invest in new/expanded domestic and international visitor market promotions.
 - Performance data for these campaigns is being compiled, but we’ll review the following KPIs to determine the effectiveness of the campaigns and the investment:
 - Pre and post campaign lift (overnight hotel bookings) to the District; available on a month-by-month basis
 - Visitor location data, provided by industry data partner Near
 - Campaign attribution data; utilizing tracking data to determine consumers we specifically influenced to book travel to Washington, DC through the campaign.

Marketing and Communications evaluates the following KPIs:

- Annual ROI study on advertising effectiveness with expanded paid-media spend
- Increased engagement across washington.org and DDC’s social media channels
- Expanded editorial coverage in new markets domestically and internationally and through trade media coverage

- Continued collaboration with diverse content creators to promote a variety of experiences throughout the District
- A wide variety of content will be developed by the creative team for the entire organization to support There's Only One DC.

Convention Sales and Service Evaluates the following KPIs:

Extend Reach

- Investment in strategic partnerships has allowed CSS to gain greater visibility. These partnerships allow us to optimize exposure without fatiguing existing human capital.
 - Customer activations
 - Speaking engagements
 - Marketing exposure
 - Exclusive client access

New Business Acquisition

- Expanding market share across diversified business segments gives access to high valued and need period business. This allows CSS to fill gaps in the Walter E. Washington Convention center as well as meeting campuses across the city creating greater compression.
 - Concessions
 - Market segment analyzation
 - Targeted accounts
 - International

Advancement of Marketing Assets

- Showcasing the unique value proposition of Washington, DC as told through the There's Only One DC/Connected campaigns ensures new and existing customer success.
 - Customer satisfaction and retention
 - Storytelling: Meeting moments/testimonials
 - Community engagement
 - Connected pillars

Tourism, Sports and Visitor Experience Evaluates the following KPIs:

Year-Round Marketing Promotions

- Investment in strategic collaboration across our marketing/sales/PR platforms to create a year-round campaign to drive greater visibility and increase visitation.
 - Customer activations
 - Direct to consumer advertising
 - Brand partnerships
 - Editorial support across all marketing mediums

Content Direct Opportunities

- Targeting specific targeted market content to drive visitation from specific markets
 - Consumer Sentiment data studies
 - WorldPride 2025 promotions
 - Travel trade tour operator sales
 - Luxury/Family targeted content

50. As of now, what can DDC share in terms of the tourism levels for 2023? How does this compare to the 2019 level?

- a. **What is DDC’s outlook for calendar year 2024 regarding tourism levels in the District?**
 - Destination DC does not have final visitation numbers for 2023. The data will be available in May. We do have the following to share as indicators of visitation for 2023: What we can share for 2023 is:
 - Average hotel occupancy rate for calendar year 2023 was 69.9%; this represents a 13.3% increase over 2022
 - Travel Market Insights, Inc. estimates that 1.4 million overseas visitors came to Washington, DC in 2023. The preliminary numbers will be finalized later this year.

We have the following historical visitation numbers to compare to when measuring our visitation levels:

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	20.7	1.2	21.9

Convention Center Business

Calendar Year	Total Attendees	Total Room Nights	EIC
2019	420,701	437,067	\$416,496,264
2022	544,989	364,181	\$601,642,543
2023	327,328	386,860	\$370,040,424
2024	544,880	505,472	\$721,071,455

51. What does the potential move of the Monumental Sports, the Capitals, and the Wizards to Virginia mean for tourism in the District?

- The initial reaction to the potential move shared in the media highlighted challenges and opportunities for the city. DDC will support the city’s efforts to revitalize Chinatown through business development and tackling safety issues. DDC member businesses, such as hotels and restaurants, will be impacted by the Monumental Sports move and it will be paramount to promote the city’s investment in downtown at every opportunity to potential visitors over the next few years.

a. What metrics that you currently track do you expect will be impacted by such a move?

These are the events that have required the use of Capital One Arena in order to meet in DC.

Account	Start Date	End Date	Peak Room Nights	Total Room Nights	Attendees	Definite EIC
American Israel Public Affairs Committee	3/26/2017	3/28/2017	5248	18,201	15,000	\$27,438,518
Microsoft	7/10/2017	7/13/2017	9500	62,385	18,000	\$36,856,396
Narcotics Anonymous World Services, Inc.	8/29/2024	9/1/2024	4300	16,598	20,000	\$19,933,842

b. Do you have data or projections indicating the number of business and leisure visits to the District are attributable to sports events? Please provide any data you have collected for these and related metrics (e.g., expenditure data or projections) by sports team.

- Our overall visitation numbers does not segment down into market specific. However, we have KPI’s driven through two measurements. One is the sports and special event calculator to measure the projected economic impact for each sports and special event into the city. The second measurement is hotel room night goals through our sales department.
- Room nights were 109,273.