“Charm City lived up to its name, and then some...”
– Trade Show News Network

“One of the 16 Intriguing Things to See and Do in the U.S. in 2016.”
– CNN on Light City Baltimore

“Make no mistake, there is a foodie renaissance underfoot in Charm City.”
– Fodor’s

“We haven’t heard ‘No, you can’t do that’ from Baltimore...”
– Michael Walton, Chairman, The American Legion Convention Commission
OUR ROLE

Visit Baltimore, a private, not-for-profit membership organization, is the official sales and marketing organization for Baltimore City.

We generate economic benefits for the region through the attraction of convention, group and leisure visitors. We also work to provide a positive experience for all guests.

Learn more about who we are, what we do and why it matters in the pages that follow.

- Key groups booked in FY2016 for 2017 and beyond
- Tradeshows/event calendar FY2017
- Environmental scan
There are visible signs. Cranes dotting Baltimore’s skyline speak to the investments being made in our urban core, developments spanning residential, office, retail and hotel. Events such as the inaugural Light City Baltimore festival have helped illuminate our neighborhoods, drawing positive attention and setting the stage for an even brighter return in 2017. Attractions serving visitors and locals alike are also receiving welcomed facelifts. An expansive redevelopment of McKeldin Square Park, improvements to our public markets, a new waterfront campus for the National Aquarium and updates to Harborplace are just a few of the projects in progress.

The faces of Baltimore’s leadership are also changing. Consider that a new mayor and much changed city council will shortly take office. Several anchor institutions are also experiencing a “changing of the guard” – the Baltimore Museum of Art, the Baltimore Symphony Orchestra, and the Enoch Pratt Free Library, to name a few. We can expect an influx of new perspectives, informing continuing and new efforts to move our city towards a stronger, more inclusive and prosperous future.

Visit Baltimore is not immune to change. At the time of publication, we are in the midst of a national search for a new President and CEO. Our Fiscal Year 2016 sales numbers point to industry trends that are increasingly affecting how we do business and how we measure success, including shorter booking windows, an emphasis on innovation and more conservative room blocks. And, following a challenging year for our city and faced with limited resources, Visit Baltimore has changed the way in which we tell Baltimore’s story. An improved smart-technology Baltimore Visitor Center; the addition of new, more diverse voices and markets to our “MyBMore” campaign; new marketing and communications strategies, from embracing peer-to-peer testimonials to the targeting of “foodie” travelers – these are just a few ways we have embraced change to secure new opportunities.

In the midst of all this evolution, we should all remember what is constant – the indisputable value of a strong and healthy tourism industry to greater Baltimore’s economy and quality of life. Consider the following: in calendar year 2015, Baltimore welcomed a record 25.2 million domestic visitors, saw $5.4 billion in visitor spending, and realized a 2.5% boom in hospitality and tourism-supported employment to reach 84,438 jobs. We also hosted 414 events including 21 citywide conventions in collaboration with the Baltimore Convention Center.

Clearly, tourism is essential to a strong Baltimore with ripple effects felt across the city, the region and the state. It remains our job to fuel this engine and continue to bring more people to see and experience Baltimore’s vibrant neighborhoods, rich culture and history, world-class venues, and inspiring people – today and tomorrow.

We encourage you to read more about our recent results and key efforts underway in the pages that follow.

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Baltimore as a city, and as a destination, is in the midst of transformation.

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JOHN FRISCH
Chairman, Baltimore Convention & Tourism Board of Directors

RON MELTON
Interim President & CEO
Baltimore is Maryland’s top destination, and its tourism industry drives the city’s economy and quality of life in a number of direct and indirect ways – visitor spending, job creation and tax generation. What follows is an executive summary of Baltimore’s meetings and tourism industry through calendar year 2015.

**VISITATION BY THE NUMBERS**

In CY2015, Baltimore welcomed 25.2 million person trips, of which 41%, or 10.4 million, were overnight stays.

<table>
<thead>
<tr>
<th>Year</th>
<th>Day Visitors (in millions)</th>
<th>Overnight Visitors (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>13.1</td>
<td>9.2</td>
</tr>
<tr>
<td>2013</td>
<td>13.9</td>
<td>10</td>
</tr>
<tr>
<td>2014</td>
<td>14.3</td>
<td>10.2</td>
</tr>
<tr>
<td>2015</td>
<td>14.8</td>
<td>10.4</td>
</tr>
</tbody>
</table>

25.2 million marks a 3% visitor gain from 2014, with the largest growth seen in “Visiting Friends & Relatives” (VFR) for Day and Overnight categories.

**10.4 MILLION OVERNIGHT TRIPS**

- 51% Friends/Relatives
- 31% Marketable Leisure
- 18% Business Trips

**14.8 MILLION DAY TRIPS**

- 46% Marketable Leisure
- 43% Friends/Relatives
- 11% Business Trips
VISITOR DEMOGRAPHICS

Baltimore’s visitors come from all over – in particular, the East Coast drive market.

TOP 5 STATES BY TRIP ORIGIN:
1. Maryland
   - 28% Day • 11% Overnight
2. Pennsylvania
   - 19% Day • 11% Overnight
3. Virginia
   - 17% Day • 11% Overnight
4. New York
   - 6% Day • 11% Overnight
5. New Jersey
   - 7% Day • 6% Overnight

ACTIVITIES OF SPECIAL INTEREST

Regardless of their point of trip origin, Baltimore’s Overnight and Day visitors are enjoying our historic places, cultural assets and culinary scene at similar or higher rates than in other U.S. destinations.

* A new special interest category in this year’s Longwoods Visitor Survey, Baltimore’s position as a Family Reunion destination reinforces our high quantity of VFR travelers.
HOTEL PERFORMANCE

On the heels of a challenging spring/summer 2015, and aided in part by a strong convention arrivals calendar, Baltimore’s hotels ended FY2016 with a rebound in occupancy and revenue performance.

<table>
<thead>
<tr>
<th>Fiscal Year*</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy %</td>
<td>66.8%</td>
<td>64.1%</td>
<td>67.2%</td>
<td>63.7%</td>
<td>65.2%</td>
<td>65.1%</td>
</tr>
<tr>
<td>Average Daily Rate (ADR)</td>
<td>$145.65</td>
<td>$143.37</td>
<td>$146.43</td>
<td>$113.59</td>
<td>$119.02</td>
<td>$122.94</td>
</tr>
<tr>
<td>Revenue per Available Room (RevPar)</td>
<td>$95.27</td>
<td>$91.96</td>
<td>$98.38</td>
<td>$72.36</td>
<td>$77.57</td>
<td>$79.98</td>
</tr>
</tbody>
</table>

*B by FY, or from July 1–June 30 YTD average

$34 MILLION
Baltimore City hotel taxes collected in FY2016

$1.389 HOTEL ROOMS
Are under construction or in planning as of May 2016

VISITOR SPENDING

National trends including wage growth, improved consumer confidence and lower gas prices helped drive more visitors – and visitor dollars – to Baltimore in CY2015. Direct visitor spending increased across all major categories, to reach $5.4 billion, with the largest surges (+4% per category) in Food & Beverage, Recreation (including casinos) and Retail.

Visitor Spending by Category

- Food & Beverage ($1.555M)
- Lodging ($1.217M)
- Recreation ($902M)
- Retail ($705M)
- Other Transportation ($672M)
- Air Travel ($392M)

$218 Average Spend per Baltimore Visitor

Visitor Spending by Market

- Purpose: Leisure 76% Business 24%
- Stay: Overnight 72% Day 28%
- Market: Domestic 93% International 7%

Overnight leisure visitors continue to represent the majority of Baltimore visitor spending.
TOURISM IMPACTS

The total economic impact of tourism extends far beyond direct visitor spending, as evident in CY2015.

84,437 JOBS created or sustained
58,552 directly employed
25,885 indirectly employed
7.4% of total wage and salary employment

$2.8 BILLION pumped back into the community through salaries earned

$9.9 BILLION in total tourism industry sales

Activity generating $1.4 BILLION in taxes and fees, including

$396 MILLION in State Revenues

and $283 MILLION in City Revenues

SUPPORTING VITAL COMMUNITY SERVICES
- Schools
- Healthcare
- EMS

And saving $660 in personal tax contributions PER BALTIMORE HOUSEHOLD

Sources: Downtown Partnership of Baltimore, Longwoods International, Smith Travel Research, Tourism Economics
YEAR IN REVIEW

When reflecting back on Visit Baltimore’s major activities for FY2016, several campaigns and institution-wide initiatives stand out.

LIGHT CITY

March 28 – April 3, 2016

The first large-scale, international light, music and innovation festival in the United States had a successful debut, thanks in part to Visit Baltimore’s targeted marketing and communications efforts. In addition to coordinated efforts with festival partners and leadership, we executed all out-of-market campaigns including train station “dominations” in Philadelphia and Washington D.C.; ads in the Sunday New York Times Arts & Leisure section; special “Light” features in Southwest The Magazine, Amtrak’s Arrive and AAA World; and promotion via our traditional Pandora radio, print and digital outlets as well as intensive local and out-of-market travel media outreach.

The result? **More than 30% of Light City’s estimated 400,000 attendees came from outside the state of Maryland.** Included among these festival attendees were members of our Customer Advisory Board and other current/prospective meeting planners we hosted over the course of Light City (and Light City U) to showcase the bright lights and big ideas on offer as well as to spark a dialogue about Baltimore’s bright future.

$180,000 secured in in-kind advertising and promotion with local media

2.9 Million Impressions generated through dominations at Philadelphia’s 30th Street and D.C.’s Union Stations

$3,749,717 advertising equivalency of free, positive Light City coverage secured
A Diverse Baltimore

Our Commitment to Diversity & Inclusion

Baltimore’s rich history and culture heritage underscore its status as a premier diversity travel and meetings destination; as such, a diverse message is interlaced throughout all that we do. In FY2016, Visit Baltimore confirmed 13 prestigious multicultural meetings including the National Urban League (2016), Alpha Phi Alpha Fraternity (2017), Alpha Kappa Alpha Sorority (2017), Prospanica (2017) and the 2017 100th Anniversary year of the American Tennis Association’s National Championships (the oldest African American sporting event in the country). Our pilot Diversity Membership Initiative engaged 20 local women- and/or minority- owned businesses in the benefits of Visit Baltimore membership — at no-cost.

We also enhanced our communications to help attract and welcome visitors, calling on a new LGBT guide, web improvements including a comprehensive Black History Month calendar, and, a Spanish translation of the multi-media Baltimore Experience film at the Baltimore Visitor Center.

$18,675,332
future economic impact of 13 diversity meetings booked

2,000 people & 20 vendors
participated in the Third Annual Family Reunion Expo

$13,000
value of in-kind memberships offered through the new Diversity Membership Initiative

4,250,000
reached through print and digital distribution of a special two-page spread in USA Today’s Black History Month commemorative magazine

“When it comes to diversity marketing, Visit Baltimore and the Greater Miami Convention & Visitors Bureau are the exceptions to the rule because they actively target a broad set of visitor demographics.”

–Skift, January 2016
A Three-City Sales Platform
Hosting Year One of the IAEE Expo! Expo! Synchronicities Partnership

Visit Baltimore delivered marketing and communications programs throughout the year to spotlight our Synchronicities™ sales partnership in trade publications, at tradeshows and customer events, and through key industry partnerships. We also hosted the first of a three-year partnership with the International Association of Exhibitions and Events (IAEE), bringing 2,500 association and corporate events/tradeshow planners and supplier partners to experience Baltimore and the Synchronicities™ platform for themselves including an enhanced Welcome Reception, a new branded tradeshow booth and custom video content. Visit Baltimore, together with our BCC partners, also capitalized on the unique opportunity to build ties with so many current and prospective customers at one time — holding one-on-one appointments with clients representing 10 unique organizations, hosting a city tour with 24 meeting professionals, and, coordinating a Community Service Project with onsite clean-up of Benjamin Franklin High School.

104 Visitors to the new Synchronicities™ booth, clients representing at least 16 unique organizations worth see...
42,000+ in definite total room nights and a further 80,986 in tentative/prospective room nights

$21,500 in donations raised for United Way of Central Maryland and One Baltimore as part of IAEE Expo! Expo!
Humanity Rocks event

“‘Charm City’ lived up to its name, and then some, when more than 2,500 attendees flocked to Baltimore, Md., last week for the International Association of Exhibitions’ Expo! Expo! Annual Meeting & Exhibition 2015.”

— Trade Show News Network, December 2015
Meet, Stay and Play Local

Driving business to a rebounding Baltimore tourism community

Visit Baltimore continued to manage media inquiries related to the lingering impact of 2015’s unrest on tourism; invested in an expanded Stay + Play local leisure campaign in both key feeder and the more immediate surrounding markets; and, worked closely with all partners to provide relevant updates and talking points, to convention customers and the general visiting public alike. We also took a proactive approach to driving more regional, short-term business to our hospitality community through a reinvigorated Meet Local program. Meet Local highlights the value of meetings and tourism to the community as well as the unique value of working with the regional destination marketing organization (DMO). Through presentations to key stakeholder groups, events, direct mail and local marketing, Meet Local has already generated 24 new business opportunities representing $5.7 million in economic impact.

30 Exhibiting Companies
Participated in the inaugural Meet Local Educational Forum and Tradeshow, attended by 37 meeting professionals

$100,000
the potential impact of 100 people “meeting locally” over three days/night

328,000 Impressions
Secured via comprehensive Stay + Play email and digital campaigns with the Baltimore Sun and CBS Radio targeting families in the Baltimore region with deal-based messaging in July 2015

1,500
Number of “Explore More” window clings distributed to Visit Baltimore members as part of our BMore Local campaign
CONVENTION SALES & SERVICES

The Sales & Services teams drive business and economic impact to the city of Baltimore and the region.

We do this by booking and servicing conventions, meetings and events at the Baltimore Convention Center (BCC; 18 months out), the Royal Farms Arena, hotels and other venues. And whether the business is a citywide group, a convention center-related event or a short-term, self-contained meeting, the team employs a strategic focus on top accounts as well as key vertical and feeder markets. Our ultimate goal is for customers to return with future meetings and for individual travel.

We kicked off FY2016 with a special “Thank You for Believing in Baltimore” message with customers and in trade media, communications reinforced by enhanced direct mail efforts inclusive of a thought leadership program with Northstar Travel Media. In total, and thanks to intensive efforts by Visit Baltimore’s sales team including executing six Hospitality Leadership Sales Missions to key markets and customer forums, delivering 1,623 sales appointments and presentations, hosting 131 prospective client site inspections and gaining exposure via seven strategic sales partnerships, Visit Baltimore booked 475 groups arriving as far out as 2025. We also hosted 414 events, providing customized services and enhanced welcome program benefits to 28 citywide and 22 non-citywide meetings to enhance the attendee experience and to promote Visit Baltimore member services.

Our Strategic Sales Partners:

- Professional Convention Management Association (PCMA)
- International Association of Exhibitors & Events (IAEE)
- American Society of Association Executives (ASAE)
- Association Forum™ of Chicagoland
- Conference Direct
- AMC Institute
Booking Productivity by Fiscal Year

FY2016 Booking Productivity by the Numbers

421,756 ROOM NIGHTS

245,453
BCC

185,861
Citywide

235,895
In-House

475 EVENTS

60
BCC Events

415
Non-BCC Events

Worth $251,797,685 in economic impact through 2025

Citywide events are defined as 1,200+ room nights on peak; may or may not touch the BCC.

* 2011-2013 attendance figures include estimates for the Baltimore Grand Prix.
**FY2016 Sales Success Stories**

**#1. Short-term & Need Period Wins.** Of Visit Baltimore’s total bookings, 402 events or the equivalent of 85% of total room nights booked are for events taking place in 2016 through 2018. Equally important, we continued to successfully drive business into key “need” periods, including the months of January and March, over Easter, and during peak summer weeks in July and/or August.

- 402 out of 475 (85%) Events Booked
- 259,372 out of 421,756 (61%) Room Nights Contracted
- 341,946 out of 469,079 (73%) Future Attendees
- $154,111,172 out of $251,797,685 (61%) in Economic Impact

**#2. Citywide & BCC Bookings.** Building on a record year of hosted citywide events in CY2015, the team booked 29 citywide groups for future years, adding to an already strong arrivals calendar. Together with 31 additional non-citywide BCC-related events, Visit Baltimore generated a total of 60 unique pieces of business for the Baltimore Convention Center (including 44 pieces of short-term business arriving by or before 2018).

- 29 out of 475 (6%) Events Booked
- 185,861 out of 421,756 (44%) Room Nights Contracted
- 277,200 out of 469,079 (59%) Future Attendees
- $121,157,137 out of $251,797,685 (48%) in Economic Impact

**#3. High Performing Sectors Aligned with Baltimore’s Key Industries.** Baltimore continues to perform well with corporations and associations in the scientific, technical, health/medical and educational markets – bookings representing 41% of all FY2016 room night bookings (up from a ~25% aggregate market share in the prior two years) and 35% of total economic impact. Note – a further 9% of all FY2016 room nights booked came from the hobby/vocational market.

<table>
<thead>
<tr>
<th>Room Nights by Market</th>
<th>Total Room Nights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scientific, Technical &amp; Engineering</td>
<td>172,768</td>
</tr>
<tr>
<td>Health, Medical &amp; Pharmaceutical</td>
<td>15%</td>
</tr>
<tr>
<td>Educational</td>
<td>18%</td>
</tr>
<tr>
<td>Other</td>
<td>59%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Room Nights</th>
</tr>
</thead>
<tbody>
<tr>
<td>248,988</td>
</tr>
</tbody>
</table>

SHORT-TERM BOOKINGS

CITYWIDE BOOKINGS

ROOM NIGHTS BY MARKET
“On average, one in three group room nights are booked ‘outside the block’ of contracted room nights.”
- 2015 Joint Industry Study**

66% of Visit Baltimore’s BCC-related bookings in FY2016 were for events taking place more than 12-24 months out — that same window generated less than 25% of all BCC-related business in each of the four previous fiscal years.

Baltimore’s Booking Pace

97% (Room Nights)
110% (Events)
through 2022

TAP Report as of June 30, 2016

Trends to Watch

FY2016 numbers also reinforced several national and Baltimore-specific trends.

More Conservative Room Night Contracts

For the past several years, the total number of future room nights booked by Visit Baltimore has decreased slightly; however, the total number of events booked and/or the projected attendees associated with those bookings have remained relatively stable if not increased. The increasing influence of alternative lodging options and online travel companies on attendee and meeting planner behavior is part of the issue. As a result, and in the face of attrition issues, meeting planners are being more conservative in their room night contracts.

Shorter Booking Cycles

Contracting closer to actual event dates is not just another way meeting planners are attempting to minimize room-block attrition issues; it is simply the new way of doing business.

Operating at Practical Maximum Occupancy

The BCC has operated at or near “practical maximum capacity”** from 2012 through 2015 – achieving 83%, 62%, 66% and 63% occupancy – while also outperforming centers of similar size and centers much larger than our own. And, according to the Trends, Analysis and Projections (TAP) reports, Visit Baltimore is consistently meeting our annual consumption targets as well as regularly beating out our regional peer set (Charlotte, Philadelphia, Pittsburgh, and D.C.), among other national aggregate groups, for each year through 2022.

*Industry Definition: According to PricewaterhouseCoopers, “practical” maximum exhibit hall occupancy is 70% and the “efficient” range is 50-60% (e.g., occupancy rates above 60% increase the potential for lost business or turn-aways).
### FY2016 Convention Highlights

Visit Baltimore hosted **414 EVENTS** whose **493,674 ATTENDEES** occupied **359,268 ROOM NIGHTS**, generating **$180,305,706** in economic impact.

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>START</th>
<th>ROOMS</th>
<th>ATTENDANCE</th>
<th>ECONOMIC IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>The American Legion</td>
<td>8/13/2015</td>
<td>15,072</td>
<td>8,500</td>
<td>$10,993,850</td>
</tr>
<tr>
<td>Otakorp, Inc.</td>
<td>7/17/2015</td>
<td>9,030</td>
<td>26,877</td>
<td>$10,809,919</td>
</tr>
<tr>
<td>New Hope Network</td>
<td>9/11/2015</td>
<td>15,247</td>
<td>25,452</td>
<td>$8,947,690</td>
</tr>
<tr>
<td>National Athletic Trainers Association</td>
<td>6/17/2016</td>
<td>15,385</td>
<td>12,460</td>
<td>$7,750,270</td>
</tr>
<tr>
<td>American Society for Reproductive Medicine</td>
<td>10/12/2015</td>
<td>12,569</td>
<td>9,053</td>
<td>$7,528,929</td>
</tr>
<tr>
<td>American Society of Human Genetics</td>
<td>10/3/2015</td>
<td>11,297</td>
<td>7,866</td>
<td>$6,775,118</td>
</tr>
<tr>
<td>American Pediatric Society &amp; Society for Pediatric Research</td>
<td>4/25/2016</td>
<td>12,384</td>
<td>8,489</td>
<td>$6,438,948</td>
</tr>
<tr>
<td>National Soccer Coaches Association of America</td>
<td>1/9/2016</td>
<td>9,955</td>
<td>11,000</td>
<td>$6,128,532</td>
</tr>
<tr>
<td>American Physical Society</td>
<td>3/10/2016</td>
<td>9,118</td>
<td>9,874</td>
<td>$5,905,262</td>
</tr>
<tr>
<td>American Industrial Hygiene Association</td>
<td>5/17/2016</td>
<td>11,572</td>
<td>4,375</td>
<td>$5,788,845</td>
</tr>
<tr>
<td>Teachers of English to Speakers of Other Languages, Inc</td>
<td>3/31/2016</td>
<td>7,893</td>
<td>6,708</td>
<td>$5,589,951</td>
</tr>
<tr>
<td>Islamic Circle of North America</td>
<td>5/25/2016</td>
<td>4,047</td>
<td>21,500</td>
<td>$5,442,822</td>
</tr>
<tr>
<td>Association of American Medical Colleges</td>
<td>11/3/2015</td>
<td>10,248</td>
<td>4,076</td>
<td>$5,318,931</td>
</tr>
<tr>
<td>Society of Hispanic Professional Engineers</td>
<td>11/7/2015</td>
<td>6,447</td>
<td>7,234</td>
<td>$5,212,448</td>
</tr>
<tr>
<td>Geological Society of America</td>
<td>10/27/2015</td>
<td>8,210</td>
<td>7,400</td>
<td>$4,913,064</td>
</tr>
<tr>
<td>Lunar Solis Corporation</td>
<td>8/4/2015</td>
<td>5,024</td>
<td>10,011</td>
<td>$4,585,719</td>
</tr>
<tr>
<td>American Pharmacists Association</td>
<td>2/29/2016</td>
<td>7,472</td>
<td>5,802</td>
<td>$3,950,260</td>
</tr>
<tr>
<td>SPIE</td>
<td>4/13/2016</td>
<td>5,226</td>
<td>4,909</td>
<td>$3,644,911</td>
</tr>
<tr>
<td>A T Expositions (American Towman)</td>
<td>11/16/2015</td>
<td>3,264</td>
<td>14,000</td>
<td>$3,333,216</td>
</tr>
<tr>
<td>SouthComm</td>
<td>7/9/2015</td>
<td>2,777</td>
<td>3,601</td>
<td>$3,244,343</td>
</tr>
</tbody>
</table>

Groups among the 28 total citywide events that met in Baltimore during FY2016 and outperformed projected (or even achieved record) attendance.

---

“We haven’t heard ‘No, you can’t do that’ from Baltimore, we’ve heard ‘Yes, we want to help you do that.’” – Michael Walton, Chairman, American Legion
Trade Marketing and Communications

Visit Baltimore took great efforts in FY2016 to elevate and enhance Baltimore’s meetings brand and unique value proposition. Highlights included:

- Producing a series of subject-specific and other client testimonial video content featuring voluntourism, welcome program benefits, unique event venues, and Baltimore’s walkable convention campus, promoted via sponsored LinkedIn and other web channels.
- Redesigning all sales collateral, from bid books to direct mail.
- Creating content to position Visit Baltimore as a thought leader and share Baltimore’s story with the meetings industry, including quarterly Meetings Buzz e-newsletters and a custom survey program in collaboration with ASAE on innovation.

$3,199,893

ADVERTISING EQUIVALENCY OF POSITIVE TRADE COVERAGE SECURED

3,199,839 People Reached
48 Trade Placements

“Baltimore’s continued vitality comes from a variety of offerings: its strategic location on the Atlantic seaboard, its walkable layout, and a wealth of culinary and cultural riches.”

– Successful Meetings, November 2015

“Baltimore is a city that embraces a diversity of cultures and offers plenty with its entertainment, restaurants, museums, plays, musicals, sports and more. The saying ‘something for everyone’ carries extra weight when it comes to planning Baltimore as a destination visit.”

– Venues Today, July 2015

“Baltimore brings more to the boutique table than ever. But it’s not just about being fancy, it’s about penetrating niche markets with a delectable variety of distinctive offerings for every price range.”

– Meetings Today, March 2016

“We’ve been able to work together to get the biggest bang for our buck, and I think, the biggest welcoming impact.”

– Windy Christner, Senior Director of Meetings and Expositions, American Pharmacists Association (APhA)
The Marketing and Communications team promotes Baltimore as a top East Coast travel destination through targeted advertising, promotions, visitor publications, and public relations efforts.

Our campaigns leverage the power of partnerships for maximum reach and resonance in both changing the conversation about Baltimore and encouraging visitation.

FY2016 was no different. While Light City efforts dominated the first half of the year, we also teamed up with Baltimore City Recreation and Parks, the Baltimore National Heritage Area, Fort McHenry National Monument and Historic Shrine, and Parks & People Foundation to encourage locals and visitors alike to get outside and “Find Your Park” in Baltimore this spring and summer through a dedicated webpage, PR and featured Visitor Guide promotion. A joint effort capitalizing on the centennial of the National Park Service, Visit Baltimore was recognized by the Department of the Interior with a Centennial Superstar Award. We unveiled a new, magazine-style biannual Visitor Guide, incorporating more editorial content and design. Examples of enhanced features have included “Explore Our Neighborhoods”, “10 under $10”, “Must See Baltimore” and a variety of culinary-themed articles and vignettes, the latter complementing the FY2017 launch of improved culinary content and pages on Baltimore.org (see “Looking Ahead” for more information).

Of course, MyBMore continued to underscore our leisure campaigns and messaging. Following a brief pause in spring 2015, we relaunched MyBMore advertising using a wide variety of media including Pandora radio; ads in magazines such as Better Homes & Gardens, Family Circle, Woman’s Day, Oprah and AAA World; newspapers and radio in key drive markets including Philadelphia, Washington, D.C. and Central Pennsylvania; digital; and, dedicated extensions in African American, LGBT and Hispanic media. MyBMore also provided the backbone for on-site activation and event promotion, be it Artscape, the Baltimore Book Festival, the Legends & Legacies Pass or the African American Festival.

29,273 EDITIONS of the guide fulfilled in FY2016
Introducing
BRAVE WILLIAMS

Performer, Fearless, and Newest MyBMore Ambassador

Brave Williams is a national recording artist, actress, dedicated philanthropist and proud Baltimore native. Throughout her celebrated career as a singer and performer, she starred in P. Diddy’s former MTV reality show, “Making the Band,” performed on national stages, acted in both television and film, and even opened for Beyoncé. She recently released her debut solo EP, and continues to work with multiple Baltimore-based charitable associations.

About MyBMore

A campaign showcasing the city through the genuine experiences of well-known personalities who were either born in or have authentic connections to the city, each of the MyBMore personalities speaks to a different aspect of the city that resonates with him or her and, in turn, prospective visitors. Brave’s My BMore ads focus on Baltimore’s dining and nightlife. Her voice complements an established roster of personalities including Julie Bowen, Josh Charles, Mike Rowe, Common, Cal Ripken, Jr., Choo Smith, Johnathon Schaech, Marin Alsop and Kevin Plank.
Baltimore in the Media

Securing $12.89 Million
In free, positive editorial coverage of Baltimore

Reaching 355 Million People through 1,012 Placements

Including

$2,986,186 in Local Media Ad Equivalency

510 Local Placements
59,737,291 Local Circulation

Hosting 7 Fam Trips
Highlighting Bespoke Baltimore, new hotel openings and Light City, among other events and attractions

46 Journalists/Travel Writers Hosted

Praise for Baltimore

Baltimore included on The Daily Beast’s list of 2016’s Hottest Destinations

Zagat names Baltimore #2 on list of Top 17 Food Cities for 2015

Baltimore ranked as third on USA Today’s list of 10 Best U.S. Budget Destinations

Additional travel features in national print, broadcast and online media including:

Web And Social Media
The Digital Download

Baltimore.org

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<th>Page Views</th>
<th>Unique Visitors</th>
<th>Active E-News “Buzz” Subscribers</th>
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<td>5 Million</td>
<td>1.59 Million</td>
<td>118,562</td>
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<td></td>
<td></td>
<td></td>
<td>and growing on seven platforms</td>
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</table>

MyBmore Stars Align

Not only was newest personality Brave Williams a host of the 2016 African American Festival, Common was also a featured performer! Visit Baltimore leveraged MyBMore to promote the 2016 festival including a special “meet and greet” contest with Common.
The Visit Baltimore Education & Training Foundation, Inc. was founded to promote and support Baltimore City and the local tourism community.

In fall 2015, we launched a new Professional Development Scholarship program to support people engaged in our industry but who may be looking to expand their professional capacity and, in turn, the capacity of area businesses to attract and serve our visitors, by attending an educational conference and/or earning an advanced professional certification. We also piloted a Youth Staffing Program inclusive of professional interview feedback, CTA certification, soft skills/computer skills/systems trainings, and on-site shadowing before placing students in a variety of paid temporary registration staffing roles for groups meetings at area hotels and the Baltimore Convention Center. Most recently, we awarded $12,500 in 2016 Academic Scholarships to candidates representing five Baltimore area institutions and pursuing degrees in everything from event and hospitality management to the culinary arts, nonprofit and business studies.

Of course, underscoring our ability to deliver programs was the support of many philanthropic partners, from the Baltimore Convention & Tourism Board of Directors to the more than 20 sponsors and participants in this year’s Casual for a Cause campaign for Tourism Week.

“In Because of your generosity and commitment to building Baltimore through its workers, I am better equipped to make the 2017 STA Conference a unique and memorable experience for the attendees, showcasing not only the Chesapeake Shakespeare Company but also the City of Baltimore.”

- K. Lambdin, 2015 Professional Development Scholarship Recipient

In total, six Baltimore young people aged 16-20 amassed 600+ hours of paid work experience. One student was subsequently invited to remain on Visit Baltimore’s staff in the position of convention registrar.
2015 PROFESSIONAL DEVELOPMENT SCHOLARSHIP WINNERS

• Danielle Ellington, Harbor Magic Hotels – pursuing a Certified Meeting Professional (CMP) certification.

• Ben Hyman, Pigtown Main Street – attended the National Main Streets Conference to better promote the revitalization of Baltimore’s Pigtown neighborhood.

• Babielyn Trabbic, Horseshoe Casino – completing coursework at Anne Arundel Community College to become a more valuable employee.

• David London, Greater Baltimore Cultural Alliance – attended the National Arts Marketing Project conference to expand his toolset and, in turn, benefit the GBCA’s arts, culture, history, heritage, humanities, and attraction members.

• Kristina Lambdin & Lelsey Malin, Chesapeake Shakespeare Company – attended the 2016 Shakespeare Theatre Association conference to enhance Baltimore’s hosting of the same event in 2017.

2016 ACADEMIC SCHOLARSHIP WINNERS

• Aidan Alston, Coppin State University
  Business Studies, B.S. (2020)

• Ayana Bass, Morgan State University
  Hospitality Management, M.S. (2017)

• Patrick Cutter, Johns Hopkins University
  Museum Studies, M.A., with a Certificate in Non-Profit Management (2017)

• Malcom Grimes, Stratford University

• Jodian Hamilton, Morgan State University

Name: Daria (or call me Dee) Age: 17
School: Baltimore City College
Role: Youth Staffing Participant, Visitor Center, Summer ’16

How did you become interested in the Youth Staffing Program? I first became interested in the Youth Staffing Program after being employed by the Baltimore Convention Center as part of Youth Works in summer 2015. I enjoyed working in the hospitality field and wanted to get more exposure. After interviewing in the fall, I was invited to train and work with Visit Baltimore – but I was unable to commit to the position because of my school hours (I was able to become a Certified Tourism Ambassador). Visit Baltimore then referred me to the Visitor Center as a way to participate in the program over the summer. I felt this position would give me the extra exposure I was looking for in the hospitality field, and, make me more aware of my city.

What are your educational goals? I plan to graduate high school in the spring of 2017 and then move on to a four-year college or university. I am undecided as to my exact choice of school, but I would like to study Mass Communications.

What excites you most about working a summer job at the Visitor Center? I am most excited about learning more about Baltimore and interacting with tourists – helping them find the best places in my hometown of Baltimore. I love meeting and helping new people, so I think that working in the Visitor Center is perfect!
MEMBERSHIP

Membership in Visit Baltimore means more business opportunities.

The Membership team oversees a host of benefits and programs to help members market their products and services to leisure and convention visitors alike. By building a collaborative, engaged and informed hospitality and services network, we can help more people discover our city and ensure the best possible visitor experience when they are here.

In FY2016, membership in Visit Baltimore once again proved a valuable investment. We retained 89% of all members, year-over-year, and welcomed 97 new members – including the 20 women- and/or minority-owned Baltimore City businesses recruited in the first year of the new Diversity Initiative membership program.

Membership by the Numbers

11 MEMBER EVENTS
offered for industry information sharing and networking

78 MEMBERS
participating in SHOW YOUR BADGE, providing greater exposure and a better convention attendee experience

$13,000
value of in-kind memberships provided through the Diversity Initiative

Thank You to Our Partners

STRATEGIC PARTNERS:
Amtrak
Horseshoe Casino Baltimore
Ripken Baseball
SuperShuttle/Execucar

CORPORATE PARTNERS:
Spirit Cruises
Baltimore Water Taxi
Flowers & Fancies
Host Baltimore
Centerplate

Cruises on the Bay by Watermark
Pepsi Co.
Party Plus
The Ivy Hotel – new in FY16
Membership by Region
Visit Baltimore members span the city and the state:

- Baltimore City: 600 members
- Baltimore County: 64 members
- Anne Arundel County: 50 members
- Howard County: 9 members
- Harford County: 6 members
- Prince George's County: 6 members
- Montgomery County: 5 members
- Carroll County: 4 members
- Eastern Shore: 2 members
- Non-Maryland: 14 members

Membership by Category
Visit Baltimore members represent all types of businesses:

<table>
<thead>
<tr>
<th>Category</th>
<th>Members</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopping &amp; Retail</td>
<td>184</td>
<td>24%</td>
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<tr>
<td>Restaurants &amp; Caterers (includes Catering &amp; Banquet Facilities)</td>
<td>180</td>
<td>24%</td>
</tr>
<tr>
<td>Attractions &amp; Entertainment</td>
<td>142</td>
<td>19%</td>
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<tr>
<td>Professional Services (includes Transportation)</td>
<td>121</td>
<td>16%</td>
</tr>
<tr>
<td>Accomodations</td>
<td>68</td>
<td>9%</td>
</tr>
<tr>
<td>Agencies &amp; Nonprofits</td>
<td>43</td>
<td>6%</td>
</tr>
<tr>
<td>Nightlife</td>
<td>22</td>
<td>3%</td>
</tr>
</tbody>
</table>

Total: 760 Members
In FY2016, the team completed key IT upgrades, moving all desktop and laptop computers at Visit Baltimore’s administrative offices, remote locations and the Visitor’s Center to Windows 10 – upgrades underscoring a future move to a cloud-based Sharepoint server. Operations also continued to coordinate organizational and staff-supported community initiatives, from a Blanket and Coat Drive benefiting a local homeless and women’s shelter to the in-office assembly of 200+ elementary school reading kits for the United Way of Central Maryland. Operations also continued to support relevant professional development and training initiatives, from hosting the MOED HireOneYouth Hospitality Career Fair (matching interested students with prospective hotel employers) to supporting our partners at the Maryland Center for Hospitality Training in their management of the Certified Tourism Ambassador™ program.

Perhaps the most autonomous units within the Operations team, Visit Baltimore’s Housing Bureau, Leisure Call Center and Temporary Convention Staffing Services divisions each saw record output. Not only did the Housing Bureau achieve a 13% increase in reservation volume; but also, the team secured a contract worth upwards of $170,000 in annual revenues to become the preferred housing provider for the CVB in Austin, TX. Equally impressive, the Convention Staffing team provided over 15,000 staffing hours at the Convention Center, at area hotels and other venues, and partnered with the Visit Baltimore Foundation to provide new job opportunities for Baltimore young people as part of the pilot Youth Staffing Program.

**GENERAL OPERATIONS**

The Operations division provides day-to-day support in the areas of finance, human resources, administration, technology and research for Visit Baltimore.

In this way, and in addition to touting any number of its own impressive results, the Operations team influences achievements across all Visit Baltimore departments.

**Operations by the Numbers**

- Making **34,805 RESERVATIONS** for **48 CONVENTIONS**
- Fielding **55,585 INQUIRIES** for hotel, transportation, restaurant and attraction information
- Providing **15,343 STAFF HOURS** for **48 CONVENTIONS** (worth **$253,659 IN BILLABLE REVENUE**)
- Marking **11 CONSECUTIVE YEARS** of financial audits with no management letters or significant issues
-Welcoming **221 NEW CTAs** and **RENEWING 59%** of all active CTAs

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A New Baltimore Visitor Center

The Baltimore Visitor Center welcomed its four millionth patron in June 2016 – an individual that would have experienced a facility much changed since it originally opened in 2004.

The Visitor Center re-opened in March 2016 – just in time to host one of Light City’s 28 large-scale, light installations – following an extensive three-month renovation. The facility is now first and foremost a better Visitor Center, featuring custom brochure racks, charging stations, informative content panels, display cases to accommodate a rotating series of art and artifacts from local partners, and, interactive touchscreen monitors – all encouraging visitors to explore the city electronically, be inspired and plan their visit. It is also a more visible community icon thanks to a custom ceiling light installation and programmable exterior LED lights. Last but not least, it was designed as a flexible event space, providing our 700+ member experts in the areas of catering, audio visual, décor, flowers, event production and more with a new, waterfront event space in which to do business. The other good news? The base rental fee associated with using the Visitor Center goes to support the Visit Baltimore Education & Training Foundation. Already, the Center has hosted four receptions raising more than $7,000 for the Foundation.

**Visitor Center by the Numbers**

- 250 PIECES OF GLASS AND METAL form the ceiling installation that imitates sea grass and reflects light, created by local artists Matthew McCormack and Jennifer Figg
- 8,000 SQUARE FEET newly available as a working venue for Visit Baltimore’s members and partners
- 500 COPIES of the 47-page “Baltimore For Kids, By Kids” travel guide printed and distributed [A guide written by 3rd graders at City Neighbors Charter School who visited restaurants and attractions all over the city to answer, “What is the best place in Baltimore?”]
- 2,697 HOURS worked by Visitor Center volunteers
- 9,346 TICKETS sold to area attractions and tours
In 1997, the Maryland General Assembly enacted legislation allotting 40% of all hotel taxes collected in Baltimore City to Visit Baltimore for convention sales and tourism promotion – a tax paid by those convention and leisure visitors that we work so hard to attract.

### FY16 AUDITED REVENUE | $16,031,021

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<thead>
<tr>
<th>Category</th>
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<tr>
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<td>97%</td>
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<td>Convention Services/Housing</td>
<td>4%</td>
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<td>Membership</td>
<td>2%</td>
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<td>Promotional Participation</td>
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<td>$301,037</td>
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<td>Advertising</td>
<td>2%</td>
<td>$265,077</td>
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<td>State Funding</td>
<td>1%</td>
<td>$251,325</td>
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<td>Other</td>
<td>1%</td>
<td>$96,754</td>
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<td>Sponsorships/Partnerships</td>
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<td>$87,082</td>
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### FY16 AUDITED EXPENSES | $16,237,831

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<td>Leisure Marketing</td>
<td>31%</td>
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<td>Administration/Other</td>
<td>11%</td>
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<td>Visitor Services</td>
<td>6%</td>
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<td>Communications/PR</td>
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<td>Membership</td>
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<td>Convention Services/Housing</td>
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<td>Travel Trade Sales &amp; Marketing</td>
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<td>$124,092</td>
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The remaining 60% goes to the City of Baltimore to support general services. This legislation must be renewed every five years, and will be up for debate in Annapolis this 2017 session.

### FY17 BUDGETED REVENUE | $15,373,130

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<thead>
<tr>
<th>Source</th>
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<td>Membership</td>
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<td>2%</td>
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<td>State Funding</td>
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<td>Sponsorships/Partnerships</td>
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<td>Other</td>
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<td>Promotional Participation</td>
<td>1%</td>
<td>$89,790</td>
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### FY17 BUDGETED EXPENSES | $15,373,130

- **Convention Sales & Marketing**: $5,047,690 (33%)
- **Leisure Marketing**: $4,880,580 (32%)
- **Convention Services/Housing**: $1,518,690 (10%)
- **Visitor Services**: $1,053,810 (7%)
- **Communications/PR**: $1,012,060 (6%)
- **Membership**: $485,270 (3%)
- **Travel Trade Sales & Marketing**: $136,550 (1%)
- **Administration/Other**: $1,238,480 (8%)
- **Occupancy Tax**: $13,466,100 (87%)
- **State Funding**: $251,330 (1%)
- **Other**: $91,180 (1%)
- **Promotional Participation**: $89,790 (1%)
- **Sponsorships/Partnerships**: $150,500 (1%)
LOOKING FORWARD

Visit Baltimore’s strategic priorities and FY2017 action plan are designed to further grow Baltimore’s meetings and tourism industry.

That includes thinking big, and tackling change head-on to drive future opportunity. We will look to the leadership of a new President & CEO to steer the organization, destination brand and top-level transformative projects forward. At the same time, we will focus on solidifying our core operations. That includes securing our renewed occupancy tax funding legislation in Annapolis; exploring new revenue streams to supplement resources available for tourism marketing and promotion; ensuring a new Mayor and City Council understand the value of tourism; and embracing new practices and tools that better address evolving industry trends as well as better tell our story.

Specific FY2017 goals and action plans are outlined on the following pages.

“I love that there’s so much going on (in Baltimore), but there are still so many possibilities. Our food culture is coming into its own.”
– Spike Gjerde, Woodberry Kitchen

Visit Baltimore’s Culinary Tourism Plan

**PRESENT** opportunities to engage visitors, developing new quality tourism experiences and the ways in which we tell our story and share it.

**SHOWCASE** the city as a destination worth discovering through its authentic neighborhood restaurants.

**CAPITALIZE** on market-ready experiences by showcasing the diversity of the local food movements.

**BUILD** media awareness of Baltimore’s culinary offers in top culinary outlets on national and international platforms.
Launched in July 2016, baltimore.org/culinary is Visit Baltimore’s newly dedicated online home for chef interviews, food events and activities, recipes, dining deals and discounts, and more.
**GOAL: Ensure a Strong Meetings and Convention Calendar inclusive of Future Bookings and In-Year Arrivals**

Visit Baltimore will build on a solid base of high-impact, citywide and short-term business through a number of strategic sales initiatives. The team will activate a new Creating Business Value Sales Platform, top account targets and MDI Analytics as well as leverage existing resources (e.g. vertical B2B platform, MeetLocal, etc.) to create greater awareness of Baltimore as a destination and Visit Baltimore’s unique value proposition to drive new business opportunities; in particular, business aligned with Baltimore’s target vertical segments including healthcare, science/ engineering, education, technology, diversity and sports. Visit Baltimore will also leverage partners to amplify our sales message, calling on the Synchronicities™ brand, strategic industry partnerships, global sales organizations and key intermediary groups to gain support from major influencers and create face-to-face experiences in both key feeder markets and direct hosting opportunities in Baltimore. We will also continue to offer an enhanced Convention Services Platform, complete with community activation, to ensure an excellent attendee experience and exceed customer expectations for groups arriving in FY2017.

### Arrival Year - Citywide Business on the Books*

<table>
<thead>
<tr>
<th>ARRIVAL YEAR</th>
<th>CITYWIDE BUSINESS ON THE BOOKS*</th>
<th>TOTAL ROOM NIGHTS</th>
<th>ECONOMIC IMPACT</th>
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<td>2016</td>
<td>28</td>
<td>215,149</td>
<td>$133,948,504</td>
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<td>2017</td>
<td>24</td>
<td>184,243</td>
<td>$95,056,251</td>
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<tr>
<td>2018</td>
<td>21</td>
<td>152,550</td>
<td>$83,531,313</td>
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<tr>
<td>TOTAL</td>
<td>73</td>
<td>551,942</td>
<td>$312,536,068</td>
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*Business as of August 2016

**GOAL: Leverage the Improved Visitor Center**

Visitor Center staff will capitalize on the facility’s new functionality and display capabilities. That includes working with heritage, museum and other nonprofit members and partners to ensure that our museum quality display cases contain exciting and timely exhibits throughout the year; working with Visit Baltimore members to help them promote and, in turn, utilize the building as a venue for corporate and social events in the off-hours; and, creating and hosting various activities in the building that draw additional visitors as well as attract and educate local residents. In addition to operating the Visit Baltimore store, the Visitor Center will also install a certified U.S. Postal Service Unit to provide a new service while at the same time generate additional revenues.
GOAL: Amplify our Pro-Baltimore Message and Invest in New Tools to Encourage Visitation

Visit Baltimore will continue to promote special events such as the return of Light City Baltimore and the inaugural Maryland Fleet Week and Air Show Baltimore that motivate travel. The Marketing & Communications team will also invest in new opportunities, advocates and markets to better tell the Baltimore story. We will roll out an integrated culinary initiative to build awareness and enhance perceptions of Baltimore as a destination for “foodies.” In addition to developing unique and authentic culinary experiences, we will launch culinary advertorial spreads in national publications like New York Times Magazine and regional issues of Food & Wine, Travel & Leisure and Real Simple as well as proactive PR and media events. We will expand the MyBMore campaign in consumer and trade media, unveiling at least three new personalities that appeal to the broad consumer market and/or are industry-specific in the meetings and conventions arena. We will also build on recent extensions of the campaign into more diverse media markets, including launching Spanish translations of content on Baltimore.org. We will revamp and expand our social media and digital advertising to better focus on the millennial travel market. And, we will create a new destination video that will be used to complement all of our respective campaigns and vertical markets – a video painting the picture of Baltimore as an exciting, sophisticated and authentic place for meetings, conventions, tradeshows, family reunions and leisure visits, domestic or international.

“Baltimore is welcoming to all—bringing you back time and time again.”
– Wes Moore

IPW: A Unique Opportunity

IPW, the nation’s largest international tradeshow, is coming to Washington, D.C. in June 2017. Working in conjunction with Capital Region USA (CRUSA) and the State Office of Tourism Development (OTD), Visit Baltimore will leverage this unique opportunity to showcase Baltimore (and champion the increase in inbound international travel via BWI Thurgood Marshall Airport) to the attending international leisure and meeting buyers and journalists.

GOAL: Diversify. Engage and Grow our Membership Network

Visit Baltimore will add at least two new communities to the Strategic Neighborhood Program as well as expand the Diversity Initiative to provide year-one participants with added touch points and lead-generation, and, increase participation from Asian and Latino tourism-related businesses through targeted outreach. We will also add new tools to our tool belt to demonstrate the valuable return on membership investment, including a new Visit Baltimore Membership Citywide Convention Opportunity Program. This program will bring members and citywide convention planners together to discuss conference background, sponsorship opportunities, specific needs for goods and services, and, ways in which members can attract event attendees to their businesses.
GOAL: Embrace More Efficient, Effective and Sustainable Operations

In addition to evaluating the current office lease (expiring in September 2019), the team will focus on streamlining to reap time (and cost) savings, and explore ways to increase non-occupancy tax derived revenues. For example, following a several-month long training and implementation process, Visit Baltimore will move to Blackbaud’s Financial Edge – an accounting database offering new tools and accommodating both Visit Baltimore Inc. and Visit Baltimore Foundation needs as well as providing multiple departmental leaders with various levels and greater detail of access. The Technology department will convert from a physical file server to cloud-based Sharepoint operations. The Research department will implement a new set of comprehensive economic impact guidelines for use across the Sales & Services department. And, the Housing department will expand its external fee-for-service client base, becoming the preferred housing provider for the Austin, TX, CVB.

GOAL: Promote and Support Baltimore’s Tourism Community through the Visit Baltimore Foundation

The Visit Baltimore Foundation will continue the workforce development and biannual scholarship programs we have worked so hard to establish. This includes working with Visit Baltimore Inc. and community partners on joint initiatives, be it getting out into the community to promote and recruit for our Youth Staffing Program or collaborating in special fundraising. FY2017 also marks the foundation’s third year in operation, and the final year in which we are constrained by a $50,000 gross annual fundraising cap set by the IRS as part of our initial 501-c-3 expedited approval process. The Foundation Board and leadership will craft a strategic plan that charts a course through and beyond this transformational period with maximum efficiency and impact.

The Convention Industry Council is bringing the CMP Conclave to Baltimore this September – the industry’s only exclusive meeting for Certified Meeting Planners. As part of their meeting, attendees can enjoy a night at the Horseshoe Casino Baltimore to benefit the foundation. Event revenues will underwrite dedicated Professional Development Scholarships for Baltimore’s aspiring/emerging meetings and tourism leaders – future CMPs included!
FY2017 EVENTS, MEETINGS & PROMOTIONS HIGHLIGHTS

- **Marketing/PR Effort**
- **Leisure Tourism Event**
- **Convention or Meeting**

**Culinary Tourism Campaign Launch**
July 2016

**Maryland Fleet Week & Air Show Baltimore**
October 10–17, 2016

**5th Annual Family Reunion Expo**
September 10, 2016

**Baltimore Summer Restaurant Week**
July 27–August 7, 2016

**36th Annual Maryland Tourism & Travel Summit**
November 2–4, 2016

**CMP Conclave**
September 16–18, 2016

**3rd Annual Family Reunion Expo**
September 10, 2016

**Baltimore Winter Restaurant Week**
January 2017

**“It’s a Waterfront Life” Holiday Promotion**
December 2016

**Hairspray Live! on NBC**
December 7, 2016

**IAEE Expo! Expo! (Anaheim)**
2nd Anniversary of Synchronicities™ Platform (including new Toolkit launch)
December 6–8, 2016

**Army vs. Navy Football Game**
December 10, 2016

**2nd Annual Meet Local Baltimore Tradeshows and/or Forum**
Late February/Early March 2017

**Light City Baltimore**
March 31 – April 8, 2017

**Black History Month Promotion**
February 2017

**Conference Direct Annual Partner Meeting (Baltimore)**
April 9 – 13, 2017

**Spring/Summer Tourism Campaign Launch**
May 2017

**U.S. Travel’s IPW (Washington D.C., advance FAMs and PR activities TBD)**
June 3–7, 2017
LEADERSHIP

BALTIMORE CONVENTION & TOURISM BOARD OF DIRECTORS

CHAIR
John Frisch*
Miles & Stockbridge P.C.

Gene-Michael Addis
Lord Baltimore Hotel

Delegate Curt Anderson
Maryland House of Delegates

Jim Britton
Class Act Catering

Edie Brown
Edie Brown & Associates, Inc.

Greg Brown
Hilton Baltimore

Erin Chamberlin
Horseshoe Casino

William H. Cole IV
Baltimore Development Corporation

Douglas Conner
Centerplate

Mary Ann Cricchio
Da Mimmo’s Italian Restaurant of Little Italy

Peggy Daidakis*
Baltimore Convention Center

Azikiwe DeVeaux
Events4GoodPeople, LLC

Vanessa A. Finney*
Mid-Atlantic Nursery Trade Show

Tony Foreman
Foreman Wolf Group

Kirby Fowler
Downtown Partnership of Baltimore

Michael Frenz
Maryland Stadium Authority

Donald Fry*
Greater Baltimore Committee

Mike Gill
Maryland Department of Commerce

Bill Gilmore
Baltimore Office of Promotions & The Arts

Alison Jones
Days Inn Inner Harbor

Kevin Kennedy
Hyatt Regency Baltimore

Shawn King
Under Armour

Ron Melton*
Visit Baltimore

Carlos Plazas
Planned Parenthood of Maryland

John Racanelli
The National Aquarium

Frank Remesch
Royal Farms Arena

J. Michael Riley*
M&T Bank

Marianne Rowan-Braun
University of Maryland Medical Center

Ed Rudzinski
Marriott Waterfront Hotel

Dr. Skipp Sanders
Retired

Onahlea Shimunek*
Baltimore Marriott Inner Harbor at Camden Yards

Alex Smith
Atlas Restaurant Group

Shelonda Stokes
GreiBO Communications

Colin Tarbert
Office of the Mayor

Chuck Tildon*
United Way of Central Maryland

Mark Wasserman
University of Maryland Medical Systems

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John Frisch, Chairman*
Miles & Stockbridge P.C.

Ellis G. Brown, Jr.
Morgan State University

Mr. Gregory Brown
The Land of Kush

Peggy Daidakis
Baltimore Convention Center

Ron Melton (interim)
Visit Baltimore

Danielle Rembert
National Academy Foundation School #421

J. Michael Riley
M&T Bank

Marianne Rowan-Braun
University of Maryland Medical Center

Alex Smith
Atlas Restaurant Group

(Ex Officio) Allison Burr-Livingstone
Executive Director Visit Baltimore Foundation

COUNSEL

Steve Bers
Whiteford, Taylor & Preston

Elena DiPietro
Baltimore City Law Department

*Executive Committee Member

VISIT BALTIMORE ADVISORY COMMITTEES

Thank you to the members of our volunteer Cultural Tourism, Group Tour, LGBT, Multicultural and Membership Advisory Committees for your time, consideration, creativity and efforts on our behalf!
VISIT BALTIMORE STAFF

EXECUTIVE STAFF
Ron Melton  
Interim President and CEO
Sam Rogers  
Executive Vice President and Chief Marketing Officer
Amy Calvert  
Senior Vice President of Convention Sales and Services
Dionne Joyner-Weems  
Vice President of Marketing
Sara Warfield  
Vice President of Communications
Bon Whiting  
Vice President of Membership and Development
Allison Burr-Livingstone  
Associate Vice President of Public Affairs
Holland Millham  
Executive Assistant to the President and CEO

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Kim Allison, CAE, CASE  
Associate Director of Sales
Amra Elmore  
Regional Director of Sales
Sheila Provensano  
Regional Director of Sales, Chicago/Midwest  
Regional Office
Laurie Nelson-Choice  
Director of Diversity and National Sales
Sally Sutera  
Regional Director of Sales, Northeast Regional Office
Eric Masterton  
Director of Group Tour/Travel Sales and Training
Vacant  
Senior National Sales Manager
Kathryn Taylor  
National Sales Manager, Midwest
Christie Paul  
National Sales Manager
Christina Ghanı  
National Sales & Sports Manager
Katherine Shenés  
Convention Sales Coordinator
Amy Musgrove-LaPenna  
Sales and Services Coordinator
J’Quara Scott  
Administrative Assistant to Sales
Vacant  
Administrative Assistant to Sales

CONVENTION SERVICES
Aurelia Welsh  
Director of Sales and Services
Lindsay Ruocco  
Associate Director of Events & Tradeshows
Olivia Puglisi  
Associate Director of Convention Services
Vacant  
Convention Services Manager
Camille Spilker  
Convention Services Coordinator

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Kyla McConnell  
Human Resources Manager
Anastasia O’Donnell  
Administrator
Janice Stewart  
Office Manager

FINANCE
Craig Vay  
Director of Finance
WC Harvey  
Staff Accountant

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Director of Technology, Research & Data Analysis

Natalie Jamieson  
Database Report Writer
Jessica Lehrer  
Business Analysis Coordinator

HOUSING AND CALL CENTER
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Director of Housing and Call Center Operations
Charlyene Grimes, CMP  
Sr. Manager of Housing
Paula Eggleston  
Manager of Housing
Alexis Perry  
Convention Staffing Manager
Leda Cornish  
Call Center and Fulfillment Manager
Trena Carter  
Call Center Information Specialist
Chandler Williams  
Call Center Information Specialist
Eboni Kirkland  
National Group Housing Assistant
Calvin Coates  
Fulfillment & Call Center Specialist

MARKETING
Brendan Janishefski  
Director of Web Marketing
Bridget Weininger  
Director of Meetings and Conventions Marketing

Kimberly Alvarado  
Web and Social Media Manager
Katie Crowe  
Publications and Promotions Manager
Amy Quarles  
Graphics and Production Manager
Marsha Valentine  
Assistant to the Executive Vice President

COMMUNICATIONS AND PUBLIC AFFAIRS
Kelly Nagle  
Director of Communications
Vacant  
Public Relations Manager
Deanna Martino  
Communications Assistant

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d. Ricklin  
Director of Member Relations and Sales
Pamela Pennington  
Member Services and Events Manager
Tia Wilson  
Administrative Assistant to Membership

VISITOR CENTER
Frank Riggle-Preston  
Director of Visitor Center Operations
Jennifer Anderson  
Manager of Visitor Center Operations
Chuck Boyd  
Visitor Center Supervisor
Peggi Powell  
Visitor Center Supervisor
Keith Shuey  
Visitor Center Supervisor
## APPENDIX A

Key Groups Booked in FY2016 for Future Years

Attendance and economic impact figures are estimated based on definite contract.

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>EVENT NAME</th>
<th>EVENT START</th>
<th>PEAK ROOMS</th>
<th>TOTAL ROOMS</th>
<th>ATTENDEES</th>
<th>ECONOMIC IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliance for Academic Internal Medicine</td>
<td>Academic Internal Medicine Week 2017</td>
<td>3/17/2017</td>
<td>1,700</td>
<td>4,730</td>
<td>2,600</td>
<td>$2,460,052</td>
</tr>
<tr>
<td>Zero to Three</td>
<td>Birth to Five Annual Conference</td>
<td>4/2/2017</td>
<td>2,450</td>
<td>9,150</td>
<td>2,800</td>
<td>$3,374,614</td>
</tr>
<tr>
<td>The Drupal Association</td>
<td>DrupalCon North America 2017</td>
<td>4/20/2017</td>
<td>1,100</td>
<td>5,117</td>
<td>3,000</td>
<td>$2,647,009</td>
</tr>
<tr>
<td>Alpha Phi Alpha Fraternity, Inc.</td>
<td>2017 General Convention</td>
<td>7/8/2017</td>
<td>1,275</td>
<td>5,240</td>
<td>3,000</td>
<td>$2,266,303</td>
</tr>
<tr>
<td>Prospanica</td>
<td>Annual Conference and Career Expo</td>
<td>10/7/2017</td>
<td>1,105</td>
<td>4,217</td>
<td>3,300</td>
<td>$2,531,721</td>
</tr>
<tr>
<td>US Lacrosse</td>
<td>2018 LAXCON</td>
<td>1/15/2018</td>
<td>1,500</td>
<td>3,640</td>
<td>7,500</td>
<td>$2,688,417</td>
</tr>
<tr>
<td>Special Libraries Association</td>
<td>2018 Annual Conference &amp; Info-Expo</td>
<td>6/7/2018</td>
<td>1,000</td>
<td>3,930</td>
<td>2,800</td>
<td>$2,252,545</td>
</tr>
<tr>
<td>American Society for Clinical Pathology</td>
<td>2018 Annual Meeting</td>
<td>9/29/2018</td>
<td>1,200</td>
<td>3,915</td>
<td>2,000</td>
<td>$2,357,637</td>
</tr>
<tr>
<td>A T Expositions</td>
<td>2018 American Towman Trade Show &amp; Expo</td>
<td>11/14/2018</td>
<td>1,400</td>
<td>3,845</td>
<td>10,000</td>
<td>$3,675,266</td>
</tr>
<tr>
<td>Society of American Gastrointestinal Endoscopic Surgeons</td>
<td>2019 Postgraduate Course &amp; Scientific Session</td>
<td>3/31/2019</td>
<td>1,900</td>
<td>7,190</td>
<td>2,400</td>
<td>$3,513,266</td>
</tr>
<tr>
<td>Americans of Indian Descent (SANSKRITI)</td>
<td>2019 North American Bengali Conference</td>
<td>7/18/2019</td>
<td>1,200</td>
<td>2,650</td>
<td>8,000</td>
<td>$3,339,126</td>
</tr>
<tr>
<td>A T Expositions</td>
<td>2019 American Towman Trade Show &amp; Expo</td>
<td>10/23/2019</td>
<td>1,400</td>
<td>3,845</td>
<td>10,000</td>
<td>$3,741,534</td>
</tr>
<tr>
<td>National Council of Teachers of English</td>
<td>2019 Annual Meeting</td>
<td>11/18/2019</td>
<td>2,700</td>
<td>10,430</td>
<td>6,000</td>
<td>$5,059,190</td>
</tr>
<tr>
<td>Lunar Solis Corporation</td>
<td>BronyCon 2020</td>
<td>7/28/2020</td>
<td>2,500</td>
<td>8,900</td>
<td>10,000</td>
<td>$6,511,537</td>
</tr>
<tr>
<td>A T Expositions</td>
<td>2020 American Towman Trade Show &amp; Expo</td>
<td>11/17/2020</td>
<td>1,400</td>
<td>3,845</td>
<td>10,000</td>
<td>$3,810,069</td>
</tr>
<tr>
<td>Council for Exceptional Children</td>
<td>2021 Annual Conference &amp; Expo</td>
<td>2/6/2021</td>
<td>2,400</td>
<td>8,458</td>
<td>6,000</td>
<td>$4,891,683</td>
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<tr>
<td>Society of Health and Physical Educators</td>
<td>National Convention &amp; Expo</td>
<td>4/8/2021</td>
<td>1,700</td>
<td>7,249</td>
<td>5,000</td>
<td>$4,641,042</td>
</tr>
<tr>
<td>PLM World</td>
<td>Siemens PLM Connection-Americas 2021</td>
<td>6/2/2021</td>
<td>2,000</td>
<td>9,160</td>
<td>3,000</td>
<td>$4,866,542</td>
</tr>
<tr>
<td>Lunar Solis Corporation</td>
<td>BronyCon 2021</td>
<td>8/10/2021</td>
<td>2,500</td>
<td>8,900</td>
<td>10,000</td>
<td>$7,127,621</td>
</tr>
<tr>
<td>Emergency Nurses Association</td>
<td>Emergency Nursing 2021</td>
<td>9/4/2021</td>
<td>1,600</td>
<td>8,535</td>
<td>5,500</td>
<td>$4,158,316</td>
</tr>
<tr>
<td>American Anthropological Association</td>
<td>2021 Annual Meeting</td>
<td>11/15/2021</td>
<td>1,850</td>
<td>7,354</td>
<td>6,500</td>
<td>$3,850,265</td>
</tr>
<tr>
<td>NASPA Student Affairs Professionals In Higher Education</td>
<td>2022 Annual Conference</td>
<td>3/14/2022</td>
<td>3,200</td>
<td>14,563</td>
<td>7,000</td>
<td>$9,263,717</td>
</tr>
<tr>
<td>Lunar Solis Corporation</td>
<td>BronyCon 2022</td>
<td>8/2/2022</td>
<td>2,500</td>
<td>8,900</td>
<td>10,000</td>
<td>$8,076,570</td>
</tr>
<tr>
<td>American Society for Engineering Education</td>
<td>2023 ASEE Annual Meeting</td>
<td>6/21/2023</td>
<td>1,975</td>
<td>8,138</td>
<td>4,400</td>
<td>$4,465,237</td>
</tr>
</tbody>
</table>

Diversity Meeting | Scientific, Medical, Educational Meeting | Hobby/Vocational Meeting
# APPENDIX B

## Tradeshow Calendar CY2016

<table>
<thead>
<tr>
<th>TRADESHOW/EVENT</th>
<th>DATES</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Association of Medical Society Executives</td>
<td>July 20-23, 2016</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>CESSE Annual Meeting</td>
<td>July 26-28, 2016</td>
<td>Omaha, Nebraska</td>
</tr>
<tr>
<td>Experient E4 Conference</td>
<td>July 31-August 2, 2016</td>
<td>Las Vegas, Nevada</td>
</tr>
<tr>
<td>IAEE Chapter Leader retreat</td>
<td>August 8 - 10, 2016</td>
<td>Huntington Beach, CA</td>
</tr>
<tr>
<td>ASAE Annual Meeting &amp; Exposition</td>
<td>August 13-16, 2016</td>
<td>Salt Lake City, Utah</td>
</tr>
<tr>
<td>Connect Marketplace</td>
<td>August 25-27, 2016</td>
<td>Grapevine, TX</td>
</tr>
<tr>
<td>Student Youth Travel (SYTA) Annual Conference</td>
<td>August 18-23, 2016</td>
<td>Orlando, Florida</td>
</tr>
<tr>
<td>CDX16 (Conference Direct)</td>
<td>August 28-September 2, 2016</td>
<td>Tampa, FL</td>
</tr>
<tr>
<td>Trust for Insuring Educators (host)</td>
<td>September 13-16, 2016</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>Sustainable Meetings Conference</td>
<td>September 15-16, 2016</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>2016 CMP Conclave</td>
<td>September 16-19, 2016</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>NYIAEE War on the Shore</td>
<td>TBD</td>
<td>Atlantic City, NJ</td>
</tr>
<tr>
<td>ASAE 5-Star</td>
<td>September 29-October 2, 2016</td>
<td>Carlsbad, CA</td>
</tr>
<tr>
<td>OMCA Marketplace</td>
<td>October 30-November 2, 2016</td>
<td>Niagara Falls, ON</td>
</tr>
<tr>
<td>ASAE Summit Dinner</td>
<td>October 5, 2016</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>IMEX America / CIC Hall of Leaders Gala</td>
<td>October 18-20, 2016</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>Connect Faith</td>
<td>October 25-27, 2016</td>
<td>Orlando, Florida</td>
</tr>
<tr>
<td>NASC Market Segment</td>
<td>October 25-26, 2016</td>
<td>Indianapolis, IN</td>
</tr>
<tr>
<td>AMC Institute - Accredited Forum</td>
<td>November 9-11, 2016</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>Meet Local Executive &amp; Senior Leadership Breakfast</td>
<td>TBD</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>National Coalition of Black Meeting Planners</td>
<td>November 30-December 4, 2016</td>
<td>St Louis, MO</td>
</tr>
<tr>
<td>CVBREPS Holiday Event</td>
<td>December 1, 2016</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>IAEE Expo! Expo!</td>
<td>December 6-8, 2016</td>
<td>Anaheim, CA</td>
</tr>
<tr>
<td>Association Forum Holiday Showcase</td>
<td>December 15, 2016</td>
<td>Chicago, IL</td>
</tr>
</tbody>
</table>
## APPENDIX C
Tradeshow Calendar CY 2017

<table>
<thead>
<tr>
<th>TRADESHOW/EVENT</th>
<th>DATES</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCMA Convening Leaders / Annual Meeting</td>
<td>January 8-11, 2017</td>
<td>Austin, TX</td>
</tr>
<tr>
<td>American Bus Association (ABA)</td>
<td>January 14-17, 2017</td>
<td>Cleveland, OH</td>
</tr>
<tr>
<td>SYTA Summit</td>
<td>January 22-25, 2017</td>
<td>Alberta, Canada</td>
</tr>
<tr>
<td>Diversity Marketplace (Connect)</td>
<td>February TBD</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>National Tour Association Marketplace</td>
<td>February 26-March 2, 2017</td>
<td>St Louis, MO</td>
</tr>
<tr>
<td>PMPI MACE</td>
<td>TBD</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>DMAI Destinations Showcase</td>
<td>TBD</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>NYSAE Meet NY Day</td>
<td>TBD</td>
<td>New York, NY</td>
</tr>
<tr>
<td>Experient EnVision</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>NASC Symposium</td>
<td>March 26-30, 2017</td>
<td>Sacramento, CA</td>
</tr>
<tr>
<td>Spring CAB/Light City Customer Event</td>
<td>March 31-April 8, 2017</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>ConferenceDirect APM</td>
<td>April 9-13, 2017</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>PCMA Foundation Dinner</td>
<td>TBD</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>IAEE’s Women’s Leadership Forum</td>
<td>TBD</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Helmsbriscoe Annual Business Conference</td>
<td>April 18-20, 2017</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Preakness Customer Event</td>
<td>May 20, 2017</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>ASAE’s Xperience Design Project</td>
<td>May 23-24, 2017</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>CDX17 (Conference Direct)</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>US Travel Association’s IPW</td>
<td>June 3-7, 2017</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>PCMA Education Conference</td>
<td>June 2017</td>
<td>TBD</td>
</tr>
<tr>
<td>Association Forum and Honors Gala</td>
<td>TBD</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>MPI WEC</td>
<td>June 19-22, 2017</td>
<td>Las Vegas, NV</td>
</tr>
</tbody>
</table>
# APPENDIX D

## Environmental Scan

<table>
<thead>
<tr>
<th></th>
<th><strong>DAY VISITORS</strong></th>
<th><strong>OVERNIGHT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>14,868,000</td>
<td>10,332,000</td>
</tr>
<tr>
<td><strong>Adults &amp; Children</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children</td>
<td>3,568,320</td>
<td>2,169,720</td>
</tr>
<tr>
<td>Adults</td>
<td>11,299,680</td>
<td>8,162,280</td>
</tr>
<tr>
<td><strong>Trip Purpose</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VFR</td>
<td>6,393,240</td>
<td>5,269,320</td>
</tr>
<tr>
<td>Leisure</td>
<td>6,839,280</td>
<td>3,202,920</td>
</tr>
<tr>
<td>Business</td>
<td>1,189,440</td>
<td>1,343,160</td>
</tr>
<tr>
<td>Business &amp; Leisure</td>
<td>446,040</td>
<td>516,600</td>
</tr>
<tr>
<td><strong>Season of Trips</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January-March</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>April-June</td>
<td>27%</td>
<td>26%</td>
</tr>
<tr>
<td>July-September</td>
<td>26%</td>
<td>27%</td>
</tr>
<tr>
<td>October-December</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Average Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day: 42.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overnight: 44.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-24</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>25-44</td>
<td>44%</td>
<td>39%</td>
</tr>
<tr>
<td>45-64</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>65+</td>
<td>12%</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>56% Female</td>
<td>54% Female</td>
</tr>
<tr>
<td><strong>Household Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under $49.9k</td>
<td>41%</td>
<td>44%</td>
</tr>
<tr>
<td>$50k-$74k</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>$75k-$99.9k</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>$100k+</td>
<td>22%</td>
<td>19%</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College/Post Grad</td>
<td>59%</td>
<td>60%</td>
</tr>
<tr>
<td>Some College</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td>50%</td>
<td>52%</td>
</tr>
<tr>
<td>Part time</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Retired/Not working</td>
<td>38%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Travel Party Size</strong></td>
<td>2.8 Persons</td>
<td>2.7 Persons</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Auto</td>
<td>N/A</td>
<td>64%</td>
</tr>
<tr>
<td>Air Travel</td>
<td>N/A</td>
<td>23%</td>
</tr>
<tr>
<td>Rental Car</td>
<td>N/A</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Length of Stay</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Only 1 night</td>
<td>N/A</td>
<td>33%</td>
</tr>
<tr>
<td>Avg. nights</td>
<td>N/A</td>
<td>3</td>
</tr>
<tr>
<td><strong>Accommodations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel/Motel</td>
<td>N/A</td>
<td>58%</td>
</tr>
<tr>
<td>Friends/Relatives</td>
<td>N/A</td>
<td>33%</td>
</tr>
<tr>
<td>Boat/Cruise</td>
<td>N/A</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Activity Participation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shopping</td>
<td>29%</td>
<td>38%</td>
</tr>
<tr>
<td>Fine Dining</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td>Museum</td>
<td>17%</td>
<td>19%</td>
</tr>
<tr>
<td>Landmark/Historic</td>
<td>11%</td>
<td>17%</td>
</tr>
<tr>
<td>Waterfront</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Nightlife</td>
<td>6%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>State of Origin of Trips</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maryland</td>
<td>28%</td>
<td>11%</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>19%</td>
<td>11%</td>
</tr>
<tr>
<td>Virginia</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td>New Jersey</td>
<td>7%</td>
<td>6%</td>
</tr>
<tr>
<td>New York</td>
<td>6%</td>
<td>11%</td>
</tr>
<tr>
<td>DC</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Delaware</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Florida</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Ohio</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>