

*Visit*

# BIRMINGHAM

ANNUAL REPORT and BUSINESS PLAN  
FISCAL YEARS 2011-2012







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# WELCOME TO BALTIMORE

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## Our MISSION

The official sales and marketing organization for Baltimore that generates economic benefits for stakeholders through the attraction of convention, group and leisure visitors.

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Over the past few years, unsure economic times have impacted the tourism industry not only in Baltimore, but across the nation. This turbulence proved to be challenging as we encountered a number of barriers. But during these dark times, Fiscal Year 2011 brought us a ray of sunshine as we recover from a national crisis that still affects the spending habits of individuals, governments and organizations. The strides that we have made this year in promoting Baltimore as a premier tourism and meetings destination have laid the foundation for a prosperous and exciting Fiscal Year 2012.

For all of the economic uncertainty, the tourism industry in Baltimore has weathered the storm. In calendar year 2010, we saw 21 million visitors to our historic city, an increase of almost one million. This is no small feat during a time when people are cutting back on “unnecessary” expenses. Our sales, marketing and public relations initiatives have been crucial to bringing visitors and meetings back to Baltimore. Marketing outreach to multicultural groups and more than \$16.1 million in free media placements have contributed greatly to promoting Baltimore as a leisure destination.

We recently received exciting news that the Visit Baltimore budget will get a boost because of a tax settlement from online travel booking agencies. This influx allows us to recover funds lost during a decline in revenue because of the economy over the past few years. We are in good shape, and even more prepared to implement strategies needed to increase our organizational capacities.

This year, the Baltimore Convention Center began a cosmetic transformation, including new carpeting and seating; updated concession facilities; and expanded green practices, including a garden terrace that grows herbs used by the center’s caterers. Under the watchful eye of Peggy Daidakis, the Convention Center continues to thrive in spite of increasingly

limited financial and physical resources. Peggy’s guidance of the past two decades has been instrumental in ensuring that we have a strong centerpiece for attractive meetings packages. It is this leadership that made Peggy this year’s recipient of the William Donald Schaefer Tourism Visionary Award.

This year, we mourned the passing of the architect of Baltimore’s tourism industry, Governor William Donald Schaefer. Without his vision and resolve, the beautiful Baltimore that we cherish today would not exist. The city’s tourism industry would be suffering. I encourage all of us to closely revisit Governor Schaefer’s intent to make tourism a top economic driver in Baltimore. As leaders, we must focus our strategy on making the best decisions to further this industry; \$508 million in local and state tax revenue and tens of thousands of jobs depend on our ongoing commitment to this cause. We must continue to strive toward our goal of making tourism a leading industry in the city by carefully building and enacting sound strategic plans that work not only now, but in the future as well. We need to be bold in our decisions and advocate for what is best for the industry to remain relevant in a competitive landscape.

Thank you to the board for the strong support that you have provided; I am honored to work with an amazing group that brings a cross-section of outlooks and ideas. Thank you to the city leadership for supporting us, and Mayor Stephanie Rawlings-Blake for her work with us, especially her instrumental role in bringing the U.S. Conference of Mayors meeting in June. Thank you, Peggy, Tom Noonan, and the teams at Visit Baltimore and the BCC for your tireless efforts.

Together, we can all ensure that tourism in Baltimore continues to thrive now and for years to come.





We end Fiscal Year 2011 on a high note, entering what I like to call the “Summer of Tourism Recovery.” Last month, we welcomed leaders from across the country to the U.S. Conference of Mayors. Following that, we hosted America Meetings Week and AIBTM, the first international tradeshow held in America. In addition to major U.S. cities, over 90 international tourism boards participated in the exhibition, including Canada, China, Mexico, Abu Dhabi and Brazil. This exhibition showcased Baltimore to thousands of influential domestic and international meeting planners who were genuinely impressed by our city; feedback about Baltimore and our staff was overwhelmingly positive. The accompanying exposure will change the perception of Baltimore and have a positive impact on future bookings. We look forward to AIBTM’s return in 2012 and 2013.

We also have an “event-full” summer planned. In September, the streets will rumble as the Baltimore Grand Prix roars into town. Upwards of 100,000 fans will descend on Baltimore during a traditionally slow Labor Day weekend, making a substantial economic impact. The Grand Prix will also generate unprecedented opportunities to showcase Baltimore to the world, as the races are broadcast on major networks nationally and abroad. Millions of viewers will see panoramic views of the Inner Harbor, Camden Yards and downtown, contributing to a positive perception of Baltimore.

Our work on these events, as well as promotion of the redesigned African American Festival, the 30th Anniversary of ArtScape and the 150th Anniversary of the Civil War, is only the beginning for Baltimore. Next year, we celebrate the Bicentennial of the War of 1812 with a number of events centered at the Inner Harbor and Fort McHenry. This provides Baltimore with another great opportunity to attract more positive attention and welcome visitors to explore our great city.

These events demonstrate something else: the commitment of our partners to the growth of tourism in Baltimore. Our success would not have been possible without help from the state tourism officials; our restaurants, hotels, transportation and entertainment companies; and other partners. We are grateful for their support and realize that they provide the foundation for what we do.

Visit Baltimore is finishing strong even with the trappings of the current economic landscape. Baltimore is one of a handful of cities across the country that still experienced growth in room night bookings; and in FY 2011, we posted our third-highest number of future room night bookings. Hotel occupancy and room night rates are up by 8 percent, and we expect this growth to continue in FY 2012.

We are also preparing for dialogue surrounding the construction of a new convention center and arena in Baltimore. We need to examine possibilities and advance strategies to make Baltimore a major player in the increasingly competitive meetings landscape. Other cities are unveiling plans for expanded meetings facilities that put us at a serious disadvantage, and Baltimore can no longer realistically expect to compete without making substantial changes. The late William Donald Schaefer had the foresight to cultivate an infrastructure that lasted decades beyond its inception; it is crucial that we do the same if we want to be relevant in the future.

I know that this year will be a critical one, ripe with possibilities. Thank you to Ed, the board and the Visit Baltimore staff for their unwavering support as we move Visit Baltimore and the city’s tourism industry forward.

A handwritten signature in black ink that reads "Tom Nowan". The signature is written in a cursive, flowing style with a long horizontal line extending to the right.

## Baltimore Convention & Tourism Board of Directors

### **BOARD CHAIRMAN**

**Ed Hale**  
Chairman and CEO  
1st Mariner Bank

.....

**Delegate Curt Anderson**  
Baltimore City Delegate

**Jim Britton**  
Owner  
Class Act Catering

**Eddie Brown**  
President  
Eddie Brown & Associates, Inc.

**Javier Bustamante**  
Board Member  
Baltimore Hispanic Chamber  
of Commerce

**Councilman William H. Cole, IV**  
Baltimore City Council

**Woody Collins**  
Executive VP of M&T Bank  
President and COO  
of Mid-Atlantic Region  
of M&T Bank

**Mary Ann Cricchio**  
Owner  
Da Mimmo's Italian Restaurant  
of Little Italy

**Jason Curtis**  
General Manager  
Springhill Suites

**Peggy Daidakis**  
Executive Director  
Baltimore Convention Center

**Edward Dopkin**  
Vice President for Finance  
The Classic Catering People

**LaRian Finney**  
CEO  
Visionary Marketing Group

**Vanessa Finney**  
Executive Vice President  
Mid-Atlantic Nursery  
Trade Show, Inc.

**Kirby Fowler**  
President  
Downtown Partnership  
of Baltimore

**Michael Frenz**  
Executive Director  
Maryland Stadium Authority

**Donald Fry**  
President  
Greater Baltimore Committee

**Bill Gilmore**  
Executive Director  
Baltimore Office of Promotion & The Arts

Paul Hartgen  
President and CEO  
Restaurant Association  
of Maryland

Michael Haynie  
Vice President and Managing Director  
Tremont Suites Hotels

**Kyle Kandel**  
Senior Vice President  
Centerplate

**Jon Koscher**  
General Manager  
Sheraton Inner Harbor Hotel

**Dominick Murray**  
Deputy Secretary  
Maryland Department of Business &  
Economic Development

**Carla Nelson**  
Director  
Mayor's Office of Minority and Women-  
Owned Business Development

**Thomas Noonan**  
President and CEO  
Visit Baltimore

**Kaliopé Parthemos**  
Deputy Mayor  
Office of the Mayor

David Pittenger  
Executive Director  
National Aquarium of Baltimore

**Frank Remesch**  
General Manager  
1st Mariner Arena

**Arpad Romandy**  
General Manager  
InterContinental Harbor Court Baltimore

**Ed Rudzinski**  
General Manager  
Marriott Waterfront Hotel

**Gail E. Smith-Howard**  
General Manager  
Hyatt Regency Baltimore

**Note: Members as of June 30, 2011, in bold.**

**David Taft Terry, Ph.D.**  
Executive Director  
Reginald F. Lewis Museum of Maryland  
African American History & Culture

**Chuck G. Tildon, III**  
Vice President of Marketing  
and Communications  
United Way of Central Maryland

**Sergio Vitale**  
Owner  
Aldo's Italian Restaurant and  
Chazz: A Bronx Original

**Mark Wasserman**  
Senior Vice President,  
External Affairs  
University of Maryland  
Medical Systems

Jordan Wertlieb  
General Manager  
WBAL TV

**Linda Westgate**  
General Manager  
Hilton Baltimore Convention Center Hotel

## Committees of the Board of Directors

### FACILITIES COMMITTEE

**Vanessa Finney**, Chair  
**Michael Frenz**  
**Jason Curtis**  
**Frank Remesch**

*Staff Liaisons:*  
**Claire Copsey**  
**Jeff Hungate**

### FINANCE COMMITTEE

**Woody Collins**, Treasurer/Chair  
**Edward Dopkin**  
**Dominick Murray**  
**Jon Koscher**  
**Mark Wasserman**

*Staff Liaisons:*  
**Claire Copsey**  
**Jeff Hungate**

### LEGISLATIVE AND GOVERNMENT AFFAIRS COMMITTEE

**Don Fry**, Chair  
**Delegate Curt Anderson**  
**Kirby Fowler**  
**Dominick Murray**  
**Mark Wasserman**

*Staff Liaisons:*  
**Peggy Daidakis**  
**Tom Noonan**  
**Karyn Riley**

### MARKETING AND COMMUNICATIONS COMMITTEE

**Edie Brown**, Chair  
**Javier Bustamante**  
**Mary Ann Cricchio**  
**LaRian Finney**  
**Bill Gilmore**  
Paul Hartgen  
**Carla Nelson**  
**Kaliopé Parthemos**  
David Pittenger  
**David Taft Terry, Ph.D.**  
**Chuck Tildon**  
Jordan Wertlieb

*Staff Liaisons:*  
**Sam Rogers**  
**Sara Hisamoto**  
**Stacy Knoppel**  
**Jennifer Douglass**

### SALES COMMITTEE

**Ed Rudzinski**, Co-Chair  
**Linda Westgate**, Co-Chair  
**Councilman William Cole, IV**  
**Jason Curtis**  
**Peggy Daidakis**  
**Kyle Kandel**  
**Jon Koscher**  
**Tom Noonan**  
**Arpad Romandy**  
**Gail Smith-Howard**  
**Sergio Vitale**

*Staff Liaisons:*  
**Amy Calvert**  
**Stacey Knoppel**

Note: Members as of June 30, 2011, in bold.





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# INNER HARBOR

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Baltimore's Inner Harbor is one of the most photographed and visited areas of the city. It has been one of the major seaports in the United States since the 1700s and started blossoming into the cultural center of Baltimore in the 1970s. Distinct in function and form, the Inner Harbor draws locals and visitors alike to the area to enjoy the variety of fine dining, cultural experiences and exciting nightlife.



## Visit Baltimore Advisory Committees

### MULTICULTURAL ADVISORY COMMITTEE

**Chuck Tildon, III**, Chair  
United Way of Central Maryland

**Tanesha Boldin**  
PNC Bank

**Jim Britton**  
Class Act Catering

**Javier Bustamante**  
Baltimore Hispanic Chamber of Commerce

**Zack Germroth**, APR  
Independent Public Relations Collaborative

**James Hamlin**  
The Royal Theater & Community Heritage Corporation

**Nhora Murphy**  
The Media Network

**Carla Nelson**  
Mayor's Office of Minority and Women-Owned Business Development

**Nicolas Ramos**  
Arcos Mexican Restaurant & Bar

**Tom Saunders**  
Renaissance Productions and Tours

**Gail Smith-Howard**  
Hyatt Regency Baltimore

**Al Spence**  
A.S. Midway Tours, Inc. & Limousines

**Jerome Stephens**

**Shelonda Stokes**  
GreiBo Media

**David Taft Terry, Ph.D.**  
Reginald F. Lewis Museum of Maryland African American History & Culture

**Cherrie Woods**  
Reginald F. Lewis Museum of Maryland African American History & Culture

*Staff Liaisons:*  
**Bon Whiting**  
**Laurie Nelson-Choice**

### GROUP TOUR ADVISORY COMMITTEE

**Christine Bradley**  
National Aquarium in Baltimore

**Janet E. Campbell, CHS**  
Best Western Hotel and Conference Center

**Nora Campbell**  
Toby's Dinner Theatre

**Shauntee Daniels**  
Baltimore National Heritage Area

Carmel Gambacorta  
Harborplace and the Gallery

**Rich Gilbert**  
Maryland State - Office of Tourism Development

Patrice Johnson  
Baltimore's Tremonts

**Sarah Jones**  
Geppi's Entertainment Museum

**Dana Kirn**  
B&O Railroad Museum

**Jamie Moore**  
The Hard Rock Café

**Amy O'Connell**  
Holiday Inn Inner Harbor

**Cori Ramos**  
Reginald F. Lewis Museum of Maryland African American History & Culture

**Chris Riehl**  
Baltimore Rent-A-Tour

**Mike Rosa**  
Days Inn Inner Harbor

**Irene Rosen**  
Phillips Harborplace Restaurant

**Karen Solomon**  
Green Spring Tours/Accent on Baltimore

**Jane Scheffsky-Cassiere, CTA**  
The Maryland Zoo in Baltimore

**Ami Taubenfeld**  
Spirit Cruises

**Meghan Welsh**  
The Maryland Science Center

*Staff Liaisons:*  
**Aurelia Welsh**  
**Eric Masterton-Mott, CTA**

### CULTURAL TOURISM ADVISORY COMMITTEE

**Doreen Bolger**  
The Baltimore Museum of Art

**Jeffrey Buchheit**  
Director  
Baltimore National Heritage Area

**Connie Caplan**  
The Time Group

**Jeff T. Daniel**  
The Hippodrome Theatre

**Jed Dietz**  
Maryland Film Festival

**Melissa Geppi-Bowersox**  
Geppi's Entertainment Museum

**Michael Gibbons**  
Babe Ruth Birthplace Museum

**Bill Gilmore**  
Baltimore Office of Promotion & The Arts

**James Harp**  
The Lyric Opera House

**David Henderson**  
CENTERSTAGE

**Nancy Hinds**  
The Maryland Zoo in Baltimore

**Rebecca Hoffberger**  
American Visionary Art Museum

**Donald P. Hutchinson**  
The Maryland Zoo in Baltimore

**J. Buck Jabaily**  
Greater Baltimore Cultural Alliance

**Eileen Andrews Jackson**  
Baltimore Symphony Orchestra

**Burt Kummerow**  
Maryland Historical Society

**Tom Noonan**  
Visit Baltimore

**Van R. Reiner**  
Maryland Science Center

**Kathy Sher**  
National Aquarium

**David Taft Terry**, Ph.D.  
Reginald F. Lewis Museum of Maryland  
African American History & Culture

**Vince Vaise**  
Fort McHenry National Monument and  
Historic Shrine

**Gary Vikan**  
The Walters Art Museum

**Courtney Wilson**  
B&O Railroad Museum

**Roland Woodward**  
Baltimore Museum of Industry

*Staff Liaisons:*  
**Sam Rogers**  
**Sara Hisamoto**

## MEMBERSHIP ADVISORY COMMITTEE

**Harriet Goldberg**, Chair  
Concierge Plus, Inc.

**Susan Gordon**  
Lebanese Taverna

**Dwight Kines**  
Yellow/Checker Cab

**Cynthia Lavery**  
GEP Baltimore

**Craig Lyons**  
Audio Visual Innovations

*Staff Liaison:*  
**Bon Whiting**

## LGBT ADVISORY COMMITTEE

**Bill Gehrman**, Co-Chair  
En Route

**Dionne Joyner-Weems**, Co-Chair  
Visit Baltimore

**Andrew Ansel**  
The Gay, Lesbian, Bisexual, and Transgender  
Community Center of Baltimore

**Keith Berghoff**  
Holiday Inn Inner Harbor

**Ted Blankenship**  
Moveable Feast

**Sgt. Jeffrey Chaney**  
Baltimore Police Department

**Monee Cottman**  
Visit Baltimore

**Bill Gilmore**  
Baltimore Office of Promotion & The Arts

**WC Harvey**  
Visit Baltimore

**John Hawley**  
Hilton Baltimore

**Rebecca Hoffberger**  
American Visionary Art Museum

**Wayne Hooper**  
Inn at The Colonnade

**Fleesie Hubbard-Coursey**  
Firefly Entertainment/The Gay, Lesbian,  
Bisexual, and Transgender Community  
Center of Baltimore

**Cyndne D. Kimbrough**  
Black Gay Pride

**Celia Lourens**  
National Aquarium in Baltimore

**Eric Masterton-Mott**, CTA  
Visit Baltimore

**Gilbert Morrisette**  
The Club Hippo

**Laurie Nelson-Choice**  
Visit Baltimore

**Tom Noonan**  
Visit Baltimore

**Note: Members as of June 30, 2011, in bold.**

**Larry Noto**  
Harbor Magic Hotels

**Frank Riggio-Preston**  
Visit Baltimore

**Sam Rogers**  
Visit Baltimore

**Jane O. Scheffsky-Cassiere**  
Maryland Zoo in Baltimore

**Carlton R. Smith**  
Community Organizer

**Todd Unger**  
Hotel Monaco-Kimpton Hotels

**Andria G. Washington**  
Port Discovery Children's Museum

**Meghan Welsh**  
Maryland Science Center

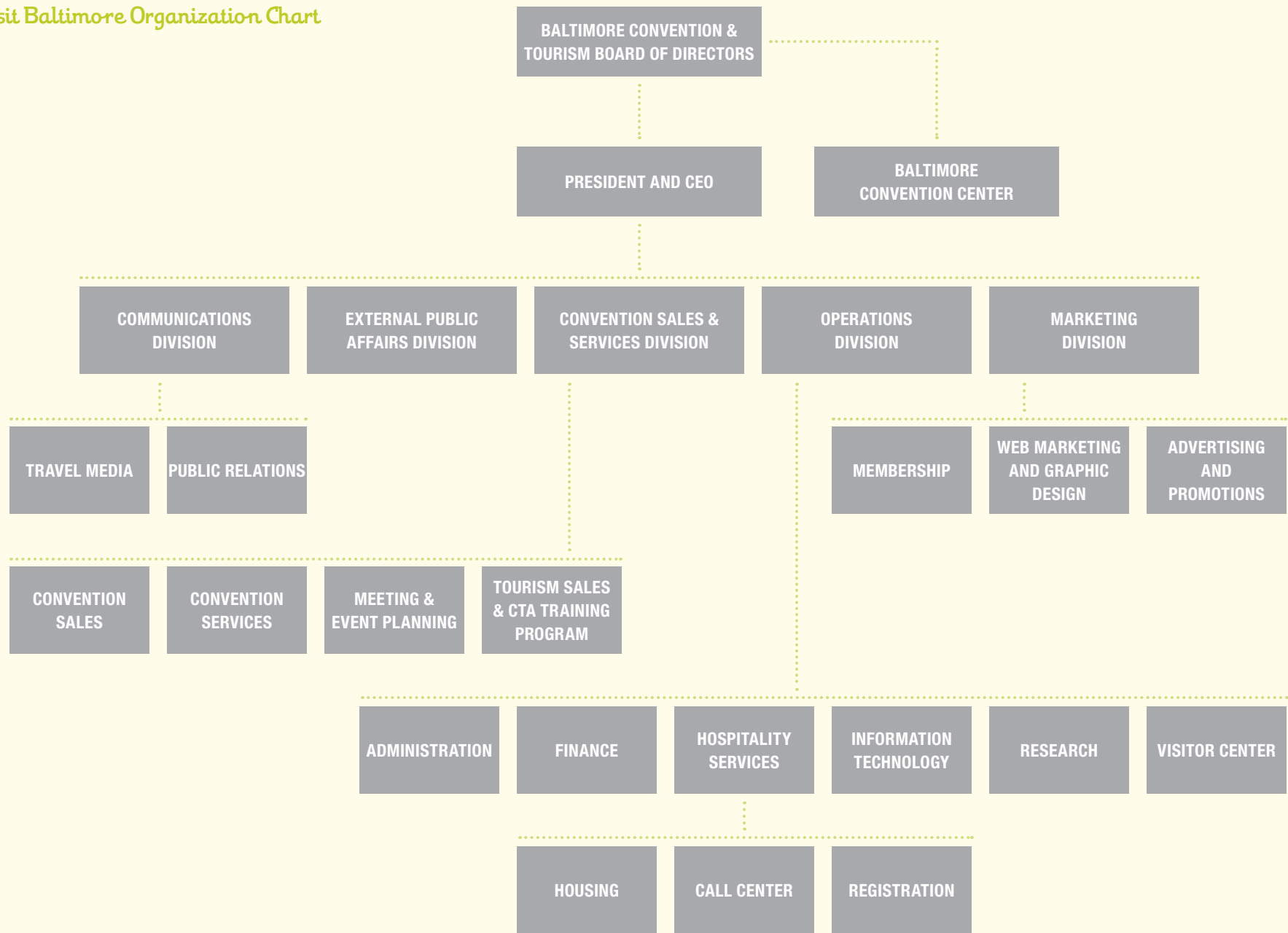
**Barry Werner**  
Scarborough Fair Bed & Breakfast

**Bon Whiting**  
Visit Baltimore

**Craig Wiley**  
LGBT Community Organizer

**Cherrie Woods**  
Reginald F. Lewis Museum of Maryland  
African American History & Culture

Visit Baltimore Organization Chart



## Visit Baltimore Staff Listing

### EXECUTIVE STAFF

**Tom Noonan**  
President and CEO

**Sam Rogers**  
Executive Vice President and  
Chief Marketing Officer

**Jeff Hungate**  
Chief Operating Officer

**Amy Calvert**  
Vice President of Convention  
Sales and Services

**Bon Whiting**  
Vice President of Membership  
and Development

**Karyn Riley**  
Director of External Public Affairs

**Katie Blaha**  
Executive Assistant to the  
President and CEO and to the  
Vice President of Convention  
Sales and Services

### CONVENTION SALES

**Chad Chappell, CMP**  
Director of Sales

**Amra Elmore**  
Associate Director of Sales

**Kim Allison, CAE, CASE**  
Regional Director of Sales, D.C.  
Regional Office

**Susanne Tunney**  
Regional Director of Sales,  
Chicago/Midwest Regional Office

**Laurie Nelson-Choice**  
Director of Diversity and  
National Sales

**Elizabeth Yienger**  
Regional Director of Sales,  
North/East Regional Office

**Sheila Provenzano**  
Regional Sales Manager,  
Chicago/Midwest Regional Office

**Jennifer Lutz**  
Regional Sales Manager

**d. Morales**  
Express Meetings Sales Manager

**Jenna Crye**  
Sales Development Coordinator

**Pamela Pennington**  
Administrative Assistant to Sales

**Kelli Singleton**  
Administrative Assistant to Sales

### CONVENTION SERVICES

**Aurelia Welsh**  
Director of National Accounts  
and Services

**Sheila Mires, CMP**  
Associate Director of Convention  
Services

**Eric Masterton-Mott**  
Director of Group Tour Sales &  
Hospitality Services Training

**Jeff Doggett**  
Convention Services Manager

**Jennifer Quinn**  
Convention Marketing Manager

**Nelle Somerville**  
Events Manager

**Jeleesa Randolph**  
Administrative Assistant to  
Convention Services

**ADMINISTRATION AND  
HUMAN RESOURCES**  
Human Resources Manager  
*VACANT*

**Jason Goggins**  
Fulfillment Specialist

**Janice Stewart**  
Receptionist

**FINANCE AND TECHNOLOGY**  
**Craig Vay**  
Director of Finance

**WC Harvey**  
Staff Accountant

**Andreas Weissenborn**  
Information Technology Manager

**HOUSING AND CALL CENTER**  
**Tammy Davison**  
Director of Housing and  
Call Center Operations

**Charlyene Grimes, CMP**  
Manager of Housing and  
Hospitality Services

**Alexis Perry**  
Convention Staffing Manager

**Ledora Morgan**  
Call Center Supervisor and  
Housing Coordinator

**Ashley McVay**  
Call Center Information Specialist

**MARKETING**  
**Tom Rowe**  
Director of Web Marketing  
and Creative Services

**Dionne Joyner-Weems**  
Director Advertising and  
Promotions

**Amy Quarles**  
Graphics and Production  
Coordinator

**Matt Colly**  
Marketing Project Coordinator for  
Graphics and Web Design

**Marsha Valentine**  
Assistant to the Executive Vice  
President

**MEMBERSHIP**  
**Renee West**  
Manager of Membership Sales  
and Services

**Tia Wilson**  
Administrative Assistant to  
Membership

**PUBLIC AFFAIRS AND  
COMMUNICATIONS**  
**Sara Hisamoto**  
Director of Public Relations

**Monee' Cottman**  
Travel Media Manager

**Leslie Cox**  
Public Relations Coordinator

**RESEARCH**  
**Michael O'Connor**  
Manager of Data Analysis and  
Information Reporting

**VISITOR CENTER**  
**Frank Riggio**  
Director of Visitor Center  
Operations

**Nick Kariotis**  
Manager of Visitor Center  
Operations

**Chuck Boyd**  
Visitor Center Supervisor

**Keith Shuey**  
Visitor Center Supervisor

**Peggy Powell**  
Visitor Center Shift Supervisor

4 Part-Time Sales and  
Information Specialists

45 Volunteers

**Note: All Visit Baltimore staff are Certified Tourism Ambassadors (CTAs).**

## Environmental Scan

The Research Department occupies two major roles – oversight of internal data and the coordination of external meetings and tourism information and reporting. The department ensures the integrity and consistency of internal data by preparing and authenticating internal reports; manages and analyzes Baltimore data from outside sources; and initiates, manages and funds research projects.

### UNITED STATES TRAVEL

According to the United States Travel Association, U.S. resident travelers spent a total of \$655.6 billion in 2010. If one includes international visitors, total spending amounts to more than \$758 billion.

The organization estimates a total of more than 1.96 billion person-trips were consumed in the United States in 2010. Of these trips, 22.8 percent were business related, with the remainder associated with leisure and discretionary travel.

Visitor volume is forecasted to increase by 2.1 percent through 2011 to more than 2 billion person-trips. The biggest movement is predicted to come from expanding leisure-related travel (+2.4 percent in 2011).

Additionally, U.S. Travel predicts a 7.7 percent increase in total travel spending in 2011 to exceed \$800 billion. Of this growth, forecasts are for 10 percent improvement in spending by international visitors and 7.3 percent more from domestic travelers. This growth is a reflection both of increased visitor volume and a more flexible traveler.

Employment in the leisure and hospitality industries is beginning to recover nationwide. After a period of steep decline following the global recession, total employment rose 1.10 percent in 2010 to more than 13.2 million jobs.

Inflation continues to threaten the future of tourism and business travel as the cost of food and fuel digs into budgets. Although prices increased modestly between December of 2009 and 2010 (1.5 percent), the first four months of 2011 have seen the Consumer Price Index rise 2.61 percent.

Consumer confidence is still problematic, as persistently high unemployment (9.0 percent) and inflation cultivate a wary consumer. The Conference Board reported strong improvement in sentiment through 2010 (+ 4.7 points year over year), but turmoil overseas combined with swelling prices has held it relatively flat since the beginning of 2011 (60.6 – 60.8).

*Sources: U.S. Travel Association, U.S. Commerce Department*

### BALTIMORE TRAVEL

According to the latest research conducted by Longwoods International, Baltimore welcomed 21.3 million domestic visitors in 2010, a 4.4 percent increase from 2009. Of those visitors, 15 percent of the trips were for business, 42 percent were for leisure, 39 percent were for visits to family and friends (VFR), and 3 percent combined business and leisure. Of these trips, 41 percent were overnight stays and 59 percent were day-trips.

Longwoods reported the number of overnight leisure visitors at more than 6.7 million, roughly in line with the 2009 figure.

Total business travel held steady as well at 3.3 million, while leisure travel expanded by more than 7.5 percent. Implied in this number is growth in leisure day-trips to Baltimore. Baltimore welcomed an additional 900,000 day-trip visitors for leisure activities in 2010.

In total, leisure trips and other discretionary travel accounted for 17.3 million visits to Baltimore in 2010.

During the same time period, spending rose 8.1 percent to \$4.427 billion driven by greater visitor volume as is evidenced by the year-over-year rise in occupancy rates. Leisure visitors accounted for 70 percent of spending, with overnight visits accounting for 74 percent.

An estimated 8 percent of visitor spending in Baltimore is generated by international visitors, again holding steady against last year.

*Sources: Longwoods International, Tourism Economics*

## HOTEL PERFORMANCE

Nationwide hotel occupancy rose in 2010 to 57.6 percent. Average daily rate (ADR) has dropped fractionally to \$98.08, or less than 0.1 percent, but has been offset by gains in occupancy.

The Baltimore metropolitan area finished 2010 with a 62.2 percent occupancy rate, a jump of 5.8 percent over last year. The average daily room rate dropped 2.2 percent to \$103.99.

Baltimore city saw an even bigger improvement in occupancy, rising 8.3 percent to 61.0 percent. The ADR for hotels in Baltimore city fell in line with national and regional trends, down 1 percent to \$137.51.

Smith Travel Research reported a 1.5 percent rise in the total hotel inventory in Baltimore city through 2010. Their census of city hotel properties produced an aggregate 9,657 rooms available for guests at the end of the year.

New hotel development continues to add inventory to the city, with more than 500 new rooms currently under construction.

Sources: Smith Travel Research, Downtown Partnership

## MEETING PLANNERS SURVEY

According to a biennial survey of meeting planners conducted in 2010, Baltimore received average to high ratings in the evaluation and selection factors for meetings.

Meeting planners ranked Baltimore in the top quartile in five out of eight criteria – “hotels well suited for my largest meetings,” “great all around convention city,” “easy to get to,” “easy accessibility within the city,” and “superior CVB-DMO.”

Baltimore’s clients, who are most familiar with the city, rated the city high ratings in seven out of eight criteria.

Baltimore improved six categories among its prospects.

Overall, Baltimore ranked No. 18 as a “great all-around convention city,” higher than Philadelphia, Pittsburgh and Charlotte, but lower than Boston and Washington, D.C.

## Meeting Planners Survey

### BALTIMORE

	2010 Overall	2008 Overall	2010 Balt Client	2008 Balt Client	2010 Balt Prospect	2008 Balt Prospect
Has hotels well suited for my largest meetings	7.37	6.77	8.14	7.70	7.58	6.77
Is a great all around convention city	7.01	6.91	7.36	8.22	7.04	6.60
Is safe and secure	6.16	6.11	6.27	7.00	6.39	6.00
Is easy to get to	7.66	7.80	8.21	8.22	7.78	7.90
Has easy accessibility within the city	7.42	7.14	8.21	7.78	7.67	7.56
Has superior convention center services	6.40	6.27	7.60	6.25	6.00	6.00
Has superior convention center facilities	6.59	6.14	7.31	6.30	6.38	5.33
Has a superior CVB-DMO	7.07	6.33	7.46	6.40	7.17	6.33

TOP QUARTILE  
AVERAGE  
BOTTOM QUARTILE

Source: Watkins Research



# LITTLE ITALY



Let the intoxicating aromas of garden-fresh basil and garlic-laden tomato sauce lead you to Baltimore's Little Italy. This authentic Italian neighborhood is home to over two dozen cozy, family-owned Italian eateries. No matter which restaurant you choose, rest assured that your meal will be homemade and heavenly. After dinner, relax over cappuccino and tiramisu and then stroll the quaint streets of this charming neighborhood where the same families have lived, worked – and cooked – for generations. Come back in the summer to enjoy the al fresco cinema of the Little Italy Film Festival.

Baltimore moved up four spots and ranked No. 14 out of the top 25 future destinations, with comparative strengths in accessibility and location, hotels, overall convention experience, and convention and visitors bureau performance.

The perception of safety remains an issue.

The survey also revealed that nearly half of the meeting professionals surveyed are seeking complimentary rental at convention centers in the initial proposal. The other half expects deep discounts on space, food and beverage, and other services.

## LEISURE TRAVEL SURVEY

### Visitor Profiles

According to the latest research from Longwoods International, more than 8.7 million people traveled overnight to Baltimore in 2010, with 6.7 million (77 percent) primarily for leisure and family visitation, 1.7 million for business, with the remainder choosing to combine business and leisure. Another 12.5 million people took a day-trip to Baltimore from more than 50 miles away. Of those, 10.5 million were for leisure, 1.6 million for business and 400,000 a combination of the two.

The chart on the following page provides the profiles of leisure visitors provided by Longwoods International as of 2010.



## Leisure Visitor Profiles

### OVERNIGHT LEISURE

### DAY TRIP LEISURE

Market Size:	6.7 million travelers	10.5 million
Average Age:	45.7; 39 percent between 25-44 years old	43.5; 39 percent between 25-44 years old
Gender:	56 percent female; 44 percent male	51 percent female; 49 percent male
Household Income:	27 percent \$100k+ 17 percent \$75k-\$99k 23 percent \$50k-\$74k 33 percent <\$50k	33 percent \$100k+ 17 percent \$75k-\$99k 21 percent \$50k-\$74k 29 percent <\$50k
Marital Status:	59 percent married/with partner 31 percent never married 10 percent divorced/widowed/separated	58 percent married/with partner 32 percent never married 10 percent divorced/widowed/separated
Children in HH:	58 percent no children	56 percent no children
Education:	60 percent college grad/post-grad 23 percent some college	64 percent college grad/post-grad 22 percent some college
Employment:	52 percent full-time 36 percent retired/not employed 12 percent part-time	60 percent full-time 30 percent retired/not employed 10 percent part-time
Travel Party:	2.8 people	2.9 people
Trip Purpose:	63 percent visiting friends and relatives 13 percent special event 9 percent city trip	Visits to friends/relatives (38 percent), city trips (19 percent), special events (15 percent)
Transportation:	72 percent by own auto 20 percent by air 13 percent by rental car	N/A
Stay Length:	47 percent stayed one night; 2.1-night average length of stay	N/A
Accommodations:	57 percent hotel/motel 34 percent friends/relatives 2 percent boat/cruise	N/A
Activity Participation:	Shopping (36 percent), fine dining (25 percent), museum (23 percent), nightlife (17 percent), landmark/historic site (15 percent), national/state park (11 percent), sports event (7 percent)	Fine dining (19 percent), shopping (18 percent), museum (13 percent), landmark/historic site (13 percent), beach/waterfront (11 percent), nightlife (7 percent)
Activities of Special Interest:	Historic places (31 percent), cultural activities/attractions (22 percent), exceptional culinary experiences (12 percent)	Cultural activities/attractions (23 percent), historic places (21 percent), exceptional culinary experiences (9 percent)
Origin Metro Markets:	New York City (12 percent), Washington, D.C. (12 percent) Philadelphia (11 percent) and Baltimore (7 percent) were the top origin cities of overnight visitors.  Other states represented included New Jersey (9 percent), Virginia (8 percent), Florida (6 percent) and North Carolina (4 percent).	Washington, D.C. (31 percent), Baltimore (21 percent), Philadelphia (16 percent) and Harrisburg, PA (10 percent) were top origin cities.

Source: Longwoods International

## AIBTM & America Meetings Week

More than 3,000 people attended the launch of the inaugural international meetings tradeshow in Baltimore. The event attracted 1,500 meeting professionals, including Hosted Buyers ® and Trade Visitors, in addition to approximately 800 exhibitors. More than 240 customers visited the Baltimore and Maryland booth. Visit Baltimore conducted 26 pre-set appointments at the show and 18 site inspections during the week. In conjunction with our partners, we hosted 190 top customers for the U2 concert, preceded by a reception in the M&T Stadium Press Box. These customers represented more than 250,000 hotel room nights and \$130 million in economic impact. Visit Baltimore was also actively engaged with America Meetings Week, co-sponsoring the PCMA Education Conference and the CIC Hall of Leaders Gala.

### Major Convention Groups that Met in Baltimore in FY11

ORGANIZATION	DATE	ATTENDANCE	ROOM NIGHTS	ECONOMIC IMPACT
American Association of Blood Banks	Oct '10	7,000	9,365	\$6,800,000
Cystic Fibrosis Foundation	Oct '10	4,000	7,523	\$3,100,000
National Middle School Association	Nov '10	8,500	5,200	\$5,464,764
American Assn. of Equine Practitioners	Dec '10	3,200	9,964	\$3,100,000
National Soccer Coaches Association of America	Jan '11	7,500	8,615	\$3,800,000
Biophysical Society	Mar '11	6,000	8,700	\$4,400,000
American College Personnel Assoc.	Mar '11	3,000	6,970	\$3,200,000
Optical Society of America	May '11	5,000	7,014	\$3,400,000
IEEE Microwave Theory and Techniques Society	June '11	16,000	16,020	\$7,200,000
Association for Professionals in Infection Control & Epidemiology	June '11	4,000	8,704	\$2,700,000

## Convention Sales and Services

The Convention Sales and Services Division is responsible for generating economic impact for stakeholders through the attraction of convention and meetings business that will serve to grow occupancies and hotel revenues for the city of Baltimore. The sales team works in partnership with the Baltimore Convention Center and Baltimore area hotels to drive meetings business for the city from a variety of targeted and diverse market segments. The Convention Services team assists meeting professionals with a range of logistical and promotional support to increase customer satisfaction and the overall visitor experience and generate attendance to ensure that our customers intend to return with future meetings or individual travel.

### FY 2011 Accomplishments

#### CONVENTION SALES

Confirmed 36 citywide conventions.

Confirmed 457,051 room nights for future years.

Total economic impact for all bookings equals \$365 million, the highest number since implementing the economic impact tracking software.

Drove short-term meetings business by booking 265,851 room nights for 2010-2013.

Confirmed 90,448 room nights for 2011.

Confirmed 127,147 room nights for 2012.

Confirmed 41,325 room nights for 2013.

Confirmed citywide conventions for 2011 (5) and 2012 (8).

Confirmed in-house meetings business: 170 for 2011 and 48 for 2012.

Hosted two Customer Advisory Board Meetings.

Hosted two CEO Destination Reviews.

Hosted Helms Briscoe Destination Review with more than 20 clients in attendance.

Hosted In-House Meetings Destination Review with more than 10 clients in attendance.

Conducted more than 186 client site inspections.

Conducted regional sales missions in Washington, D.C., Atlanta, Denver and Chicago.

Participated in 32 meeting- and travel-related tradeshows.

Launched new business development sales coordinator position, generating 34 lead opportunities representing 89,000 potential room nights.

Tracked the following ROI on FY 2011 Sales Missions: 13 bookings and 83,425 definite room nights.

### **CONVENTION SERVICES**

Hosted 23 citywide conventions.

Conducted 25 marketing meetings with convention customers to help to build attendance and to enhance convention experience.

Launched Quarterly Convention Services Meeting with members to improve the convention experience.

Participated in 2011 Annual Conference for the African American Travel Conference as a strategic sponsor of the closing luncheon to promote the 2012 conference in Baltimore.

Conducted 32 site inspections for upcoming groups.

Serviced 322 conventions and meetings.

Provided Welcome Program for 22 conventions.

Worked with industry partners PCMA, CIC and ASAE to continue to grow awareness of the destination through special marketing opportunities and events.

Conducted 17 promotional trips to customers' conventions to bolster future meeting attendance during the Baltimore rotation in 2012.

### **TOUR AND TRAVEL AND REUNION SALES**

Participated in nine tradeshows for key segments of group tour market to include student, senior, reunion and international.

Assisted and participated in the Carnival Cruise Lines educational tour and work with other cruise lines to increase pre- and post-cruise overnight stays.

Worked with all cruise lines to establish a pre- and/or post- "Baltimore shore excursion" package that will be released in FY 2012.

Participated and supported the state in "Maryland on the Road" sales mission to meet with tour operators in Ohio.

Increased awareness of Baltimore as a group tour destination for the diversity market by taking appointments and through sponsorship of the closing lunch at the 2011 African American Travel Conference.

Exposed Baltimore to group tour operators, in conjunction with the Group Tour Advisory Committee, on state/citywide Star-Spangled 200 familiarization tours.

Enhanced member lead process for both hotels and attractions.

Hosted five CRUSA (Capital Region USA) International group destination education tours.

Researched and provided statistical information to the city for the need of motorcoach parking, which is slated to open in June 2012.

Developed new group tour, reunion and wedding marketing piece that includes group-friendly restaurants and specific information to each market.

Worked with the state of Maryland to initiate the process of creating a Taxi Cab Passenger Bill of Rights due to be finalized and implemented in FY 2012.

### **MARKETING AND COMMUNICATIONS SUPPORT**

Developed AIBTM campaign, including trade advertising, direct mail, online support and a microsite.

Continued to reinforce the "Two Feet" ad with a focus on AIBTM. Publications included:

ASAE Association Now

PCMA's Convene

Forum (Association Forum of Chicagoland)

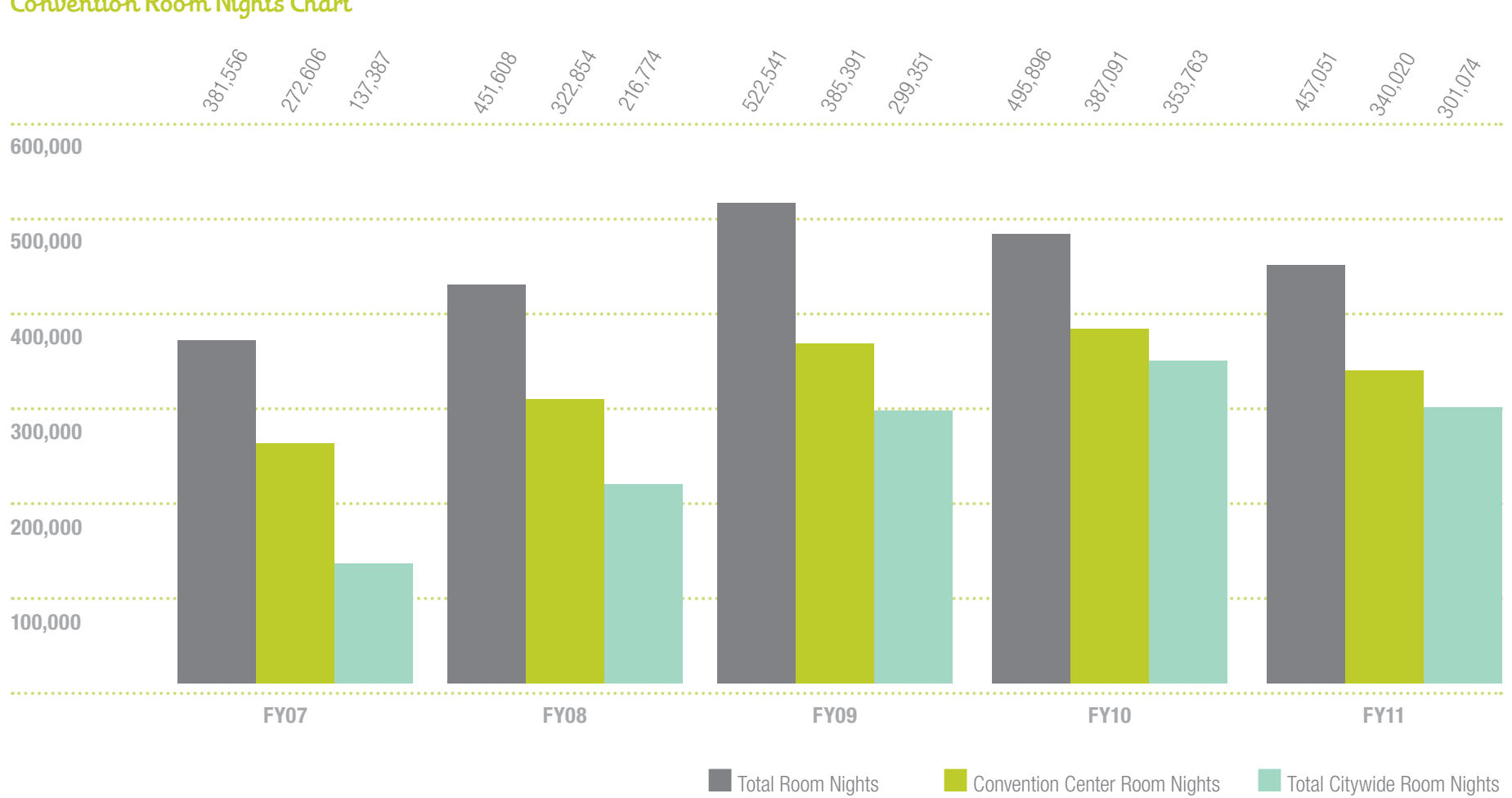
USAE News

Black Meetings & Tourism

Meetings and Conventions Magazine

Meeting Mentor

### Convention Room Nights Chart



Developed direct mail program targeting new prospects with offer of Under Armour® shoes.

Developed direct mail program and landing page to support Hot Dates initiative.

Supported the hosting of the African American Travel Conference sponsorship luncheon in Norfolk, Virginia.

Completed attendance-building elements for Convention Services.

Published the redesigned annual Meeting and Event Planning Guide.

Continued to provide enhancements to customer relationship management tools, such as Baltimore.org and New Media Gateway.

Continued the motorcoach advertising campaign, with creative focusing on the arts and culture, multicultural, and student markets.

Conducted EIBTM press mission including one-on-one appointments with international trade media and a media dinner in conjunction with EIBTM to promote AIBTM in Baltimore.

Arranged desk-side meetings with key New York based trade editors and reporters to provide updates on Baltimore's convention package.

Worked in partnership with Association Forum to provide ideas and content for monthly CEOly Newsletter.

Worked closely with AIBTM marketing and communications team on newsletter content and media outreach, securing international and domestic pre-event coverage in trade magazines and websites for inaugural AIBTM launch in Baltimore.

Communicated with convention trade media regarding AIBTM, customer events, sales incentive programs, renovations, new products and services, and strategic industry partnerships.

## **FY 2012 Action Plan**

### **CONVENTION SALES**

Implement TAP Strategic Sales Planning Tool to build greater citywide sales efficiencies and productivity.



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# **mount vernon**

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The nation's first monument to George Washington sits proudly at the center of Mount Vernon square. What were once the grand mansions of Baltimore's 19th-century industrialists are now museums, galleries, shops and restaurants, beckoning visitors to the neighborhood's many fine museums and arts institutions. From the Walters Art Museum to the Contemporary Museum and across the street to the spiraling heights and ornamental ironwork of the Peabody Library's Grand Cathedral of Books, let the impressive architecture and manicured public gardens transport you to a bygone era.



## Key Groups Booked FY 2011

	Peak Room Number	Total Rooms	Event Start Date	Economic Impact
A T Expositions (American Towman)	1,200	3,125	11/17/2010	\$3,846,853
Head Start Resource Center	2,000	6,700	02/14/2011	\$1,888,233
Cygnus Expositions (Firehouse Expo)	2,236	8,651	07/20/2011	\$9,790,805
Armed Forces Communications & Electronics Association	1,500	6,225	08/15/2011	\$3,304,822
Commerce Corporation	1,500	3,675	09/09/2011	\$1,858,587
A T Expositions (American Towman)	1,400	3,845	11/16/2011	\$5,417,680
Mid-Atlantic Nursery Trade Show, Inc.	2,090	6,175	01/10/2012	\$4,690,135
East Coast Volleyball, Inc.	3,000	19,002	03/26/2012	\$7,756,638
Hospitality Financial & Technology Professionals	1,400	4,867	06/25/2012	\$3,976,131
Cygnus Expositions (Firehouse Expo)	2,250	8,817	07/12/2012	\$10,125,608
International AIDS Society	2,005	13,180	07/20/2012	\$7,567,932
USA Track & Field	1,300	6,300	07/24/2012	\$8,941,606
Baltimore Racing Development, LLC	3,500	10,700	08/29/2012	\$16,461,070
Out & Equal Workplace Advocates	1,830	6,472	10/30/2012	\$2,687,061
Associated Professional Sleep Societies	2,100	9,808	06/01/2013	\$4,932,332
National Association of Elementary School Principals	1,250	4,613	07/11/2013	\$2,137,281
Otakorp, Inc.	2,000	5,450	08/09/2013	\$10,678,572
Society Of Women Engineers	1,500	5,572	10/24/2013	\$2,509,979
National School Supply & Equipment Association	2,000	7,683	03/05/2014	\$2,571,398
Christian Methodist Episcopal Church	3,000	19,000	06/27/2014	\$6,814,650
Otakorp, Inc.	2,000	5,450	08/08/2014	\$11,773,362
National Association For Gifted Children	1,500	5,360	11/11/2014	\$3,264,352
Association of Equipment Manufacturers	1,500	5,855	03/17/2015	\$5,482,778
American Association of Collegiate Registrars and Admissions Officers	1,200	4,400	03/22/2015	\$1,998,652
Society of Gastroenterology Nurses & Associates, Inc.	1,300	5,375	05/14/2015	\$2,648,586
Otakorp, Inc.	2,000	5,450	07/24/2015	\$12,018,886
New Hope Natural Media	3,000	11,664	09/16/2015	\$13,107,995
American Society for Reproductive Medicine	3,200	14,624	10/17/2015	\$7,735,323
American Association for Thoracic Surgery	1,675	6,450	05/15/2016	\$2,648,069
National Athletic Trainers Association	4,200	16,044	06/22/2016	\$8,358,038
Otakorp, Inc.	2,000	5,439	08/12/2016	\$12,261,791
New Hope Natural Media	3,000	11,664	09/21/2016	\$13,347,731
SPIE	1,750	7,484	04/23/2017	\$5,019,217
Biophysical Society	2,100	9,001	03/02/2019	\$5,577,566
National Recreation and Park Association	3,000	12,330	09/24/2019	\$4,891,019
American Society for Reproductive Medicine	3,200	14,624	10/16/2021	\$8,470,190

Support newly opened Northeast Regional Sales Office to create enhanced presence and direct sales effort in Northeast Corridor.

Leverage new business development role to uncover meeting opportunities as it relates to War of 1812 celebration, education and multicultural-related groups.

Promote awareness of Baltimore as a top meeting and convention destination through key sales missions and customer events.

Drive short-term citywide and in-house sales through continued promotion of hot dates and customized incentives.

Build citywide pipeline from top account list – emphasis growing market share from key regions (mid-Atlantic, Midwest and Northeast) and key vertical segment focus.

Leverage value proposition of the next generation of “Two Feet” trade ad campaign through direct sales initiatives, including enhanced digital, social media and direct mail campaigns to align with need periods.

Continue to leverage strategic partnerships with PCMA, ASAE and Association Forum of Chicagoland to enhance awareness of Baltimore.

Capitalize on key opportunities over need periods within the education, multicultural, religious and sports convention markets.

Continue to leverage the three-city partnership to build multi-city deals on joint “top accounts.”

Engage city and hospitality leadership throughout the sales cycle on key citywide opportunities and sales initiatives.

Host multiple destination awareness events for top prospect CEOs and executive directors.

### **CONVENTION SERVICES**

Host second AIBTM & America Meetings Week tradeshow and industry events, focusing on assisting Reed Travel Exhibitions in building awareness of the Hosted Buyer concept and meeting professional ROI.

Work to raise awareness of convention marketing manager’s role with current customers as well as potential customers.

Host “Meet and Greet” reception as well as quarterly convention services meetings with hospitality community to increase customer satisfaction and intent to return.

Work in conjunction with sales team to increase percentage of repeat business through implementation of strategic sales-related activities leading up to and following conventions.

Leverage social media tools to create interactive customized member discount or promotions during key conventions.

### **TOUR AND TRAVEL AND REUNION MARKET**

Participate in key group tour and reunion-related tradeshows, including attending Military Morale/Wellness/Recreation program to uncover military-related reunion opportunities.

Work collaboratively with the Marketing and Communications departments on Star-Spangled Spectacular 2012.

Work collaboratively with African American Travel Conference, Host Committee and Marketing department to maximize future sales opportunities for Baltimore through the hosting of the 2012 African American Travel conference.

Host “Destination Reviews/FAM Tours” in conjunction with CRUSA to encourage international group tour operators to consider Baltimore.

### **MARKETING AND COMMUNICATIONS SUPPORT**

Develop next phase of the “Two Feet” campaign.

Test lead-generating digital media.

Assist in generating Hosted Buyers and Trade Visitors for AIBTM in 2012.

Continue to run the motorcoach advertising campaign, with creative focusing on the hosting of the African American Travel Conference (AATC) in April 2012.

Support the efforts of the Sales and Services team for AATC.

Continue to host convention trade and business journalists for media tours and site visits. Pitch convention sales strategies, event photos and customer success stories.

Support the efforts of AIBTM 2012.



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# FELL'S POINT

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Named for the Englishmen who founded a ship-building company here in 1726 that produced the famous Baltimore Clipper ships, Fell's Point is a spirited waterfront community of Baltimore's British nautical roots. Enjoy the 18th- and 19th-century homes along streets with names like Shakespeare and Fleet and explore the unique shops of Thames Street and Broadway. Whether you crave oysters on the half shell at a local pub or upscale seafood at a charming romantic restaurant, Fell's Point comes alive late at night, so why not also plan a stay at a charming local B&B or inn?



## Tradeshow Event Calendar FY 2012

Tradeshow/Event Name	Dates 2010/2011	Location/Venue
CESSE Annual Meeting	July 19-22, 2011	Vancouver, BC
Meeting Professionals International (MPI)–World Education Congress (WEC)	July 23-26, 2011	Orlando, FL
ASAE & Center Annual Meeting and Expo	August 6-10, 2010	St. Louis, MO
Experient E4 Conference	August 14-17, 2011	Indianapolis, IN
Connect Marketplace	August 25-27, 2011	Chicago, IL
Student Youth Travel	August 19-24, 2011	New York, NY
Teams 2010	October 3-6, 2011	Las Vegas, NV
Rejuvenate Marketplace	November 7-9, 2011	San Jose, CA
National Tour Association	November 5-9, 2011	Las Vegas, NV
EIBTM	November 29-Dec 1, 2011	Barcelona, Spain
National Coalition of Black Meeting Planners	December 1- 4, 2011	Las Vegas, NV
IAEE Expo! Expo! Annual Meeting	December 6 - 8, 2011	Las Vegas, NV
Association Forum of Chicagoland “Holiday Showcase”	December 12-16, 2011	Chicago, IL
American Bus Association (ABA)	January 6-12, 2012	Grapevine, TX
PCMA	January 8-11, 2012	San Diego, CA
RSAA Summit	Jan/Feb, 2012	TBD
DMAI Destination Showcase	February 23, 2012	Washington, DC
Pharmaceutical Meeting Planners Forum	March TBD	Philadelphia, PA
African American Travel Conference	April 18, 2012	Baltimore, MD
ASAE & The Center SPRINGTIME	May 3, 2012	Washington, DC
Society of Government Meeting Professionals (SGMP)	May 16-19, 2012	New Orleans, LA
Travel Industry Association (TIA) Pow Wow	April 21-25, 2012	Los Angeles, CA
AIBTM	June 19-21, 2012	Baltimore, MD

## Leisure Marketing and Communications

The Marketing and Communications Divisions plan and manage all advertising, marketing, promotions and media relations efforts aimed at best positioning Baltimore as a preferred destination for travel. Key segments for marketing include overnight and day-trip leisure travelers, meeting and event planners, and group tour operators and planners. Key market segments for public relations include travel media, regional and national media outlets, local media, the local community, stakeholders, and legislators.

### FY 2011 Accomplishments

#### MARKETING

Developed and implemented the Find Your Happy Place in Baltimore seasonal campaign.

First phase focused on the summer travel season, with radio, print, digital and out-of-home advertising.

Second phase in the fall highlighted major exhibitions at the Maryland Science Center, American Visionary Arts Museum, The Walters Art Museum and the Baltimore Museum of Art in all media.

Campaign featured the Bmore Happy Sweetstakes, with prizes provided by partners.

Reenergized the “Expect the Unexpected” campaign with insertions in Maryland Office of Tourism Development co-ops in Better Homes and Gardens, Ladies Home Journal, Family Circle, MORE, Southern Living and AAA World.

Supplemented the co-ops with additional insertions and larger geography in Destination Maryland, Better Homes and Gardens, Ladies Home Journal, Family Circle, MORE, Oprah Magazine and Southwest Spirit and aggressive digital program.

Developed new “Expect the Unexpected” multicultural creative focusing on the Frederick Douglass-Isaac Myers Maritime Museum, which targeted out-of-market African American travelers; insertions included Pathfinders, Heart and Soul, Philadelphia Tribune, along with an expanded digital campaign.

Initiated a lead-generating digital campaign for spring/summer, with objective to drive requests for the Official Guide.

Continued bimonthly event-oriented advertising with new creative look in Maryland Life and AAA World, with combined circulation of more than 1.9 million.

Organized event with National Park Service and other partners around the 150th anniversary of President-elect Abraham Lincoln’s journey through Baltimore “under the cover of darkness” on February 23; used as a vehicle to announce events for the April 15-17 commemoration of the Pratt Street Riots.

Assisted in planning components of the April 15-17 commemoration, specifically the living history theatrical production and the Maryland Civil War Trails Expo, presented by AAA.

Developed regional marketing campaign focused on the Civil War 150, including radio, print, digital and collateral, to promote the weekend and drive traffic to the events and opening of new exhibitions.

Created microsite, [www.CivilWarBaltimore.com](http://www.CivilWarBaltimore.com), to promote statewide activities as part of matching grant from the Maryland Heritage Areas Authority.

Worked with attractions and Visitor Services to create a Civil War Experience Pass to be sold at the Baltimore Visitor Center and through the Call Center and the ARES booking engine.

Worked with the attractions and Visitor Services to create a new Harbor Pass, which now included a discount at six of Baltimore’s major attractions (sold at Visitor Center and through the Call Center and the ARES booking engine).

Created first campaign focusing on the Hispanic-American market, initially targeting the Washington, D.C., metro; campaign included news print, digital banners and radio ads.

Continued family reunion advertising in the AFRO American, Baltimore Times and Power Magazine.

Updated and reprinted Multicultural Guide to Baltimore.

Worked with the new African American Festival on marketing program, with sponsorship support.

Created first LGBT cooperative insert, with hotel, restaurant and attraction partners; insert ran in key LGBT publications in New York, New Jersey, Philadelphia and Washington, D.C.

Developed and implemented the city's first Baltimore LGBT Tourism Educational Program; presented to Visit Baltimore members.

Continued working with the online tourism ambassador program, called the Baltimore Buzz Brigade, formed by Visit Baltimore.

Rolled out expanded mobile presence with mobile-friendly version of www.baltimore.org for iPhone, Android and BlackBerry and a tablet app for iPad.

Expanded social media outreach, nearly doubling followers on Twitter and Facebook; added 4,550 new followers on Twitter to reach 13,000, and increased Facebook fans more than 11,000 to reach 20,000.

Continued to develop additional video content on baltimore.org, offering personal views of museums, attractions, special exhibitions and culinary arts.

Worked with Downtown Partnership of Baltimore to produce and promote Restaurant Weeks during the summer and winter; included charitable support of The Journey Home-Baltimore's 10-Year Plan to End Homelessness.

Developed new commemoration-themed displays at the Baltimore Visitor Center and upgraded all images, with support from a matching grant from the Maryland Heritage Areas Authority.

Published two editions of the Official Guide, in conjunction with Media Two.

## COMMUNICATIONS

Generated \$16.1 million in free, positive editorial coverage of Baltimore based on advertising equivalency rates.

Increased free editorial coverage by 19 percent, total number of stories written by 36 percent and circulation reached with destination Baltimore stories by 761 percent over Fiscal Year 2010.

Secured national broadcast media coverage for Baltimore on the Weather Channel ("Wake Up with AI"), the Food Network ("Food Feuds"), the Travel Channel ("Food Paradise") and the Travel Channel UK ("Civil War 150").

## Communication Ad Equivalency

\$20,000,000

\$15,000,000

\$10,000,000

\$5,000,000

Dollars are in millions.

\$10.98

\$13.47

\$16.10

FY 09

FY 10

FY 11

## Media Tracking

	FY 10	FY 11	%CHANGE
<b>TRAVEL</b>			
Placements	951	2,523	165%
Circulation	390,346,399	4,137,121,451	959%
Ad Equivalency	\$6,535,511	14,013,203.19	114%
<b>OUT-OF-MARKET, NON-TRAVEL</b>			
Placements	693	16	-97%
Circulation	64,441,682	6,906,174	-89%
Ad Equivalency	\$5,771,287	618,277	-89%
<b>CONVENTION TRADE</b>			
Placements	71	56	-21%
Circulation	1,007,485	937,556	-7%
Ad Equivalency	\$189,617	\$282,752	49%
<b>LOCAL MEDIA</b>			
Placements	415	312	-25%
Circulation	29,177,645	30,666,574	5%
Ad Equivalency	\$976,397	\$1,218,598	25%
<b>TOTAL</b>			
Placements	2,131	2,907	36%
Circulation	484,973,211	4,175,631,755	761%
Ad Equivalency	\$13,472,812	16,132,831	19%

Hosted “BUMP!” in Baltimore for a 30-minute travel program targeting LGBT visitors. The show airs in international markets, reaching more than 45 million households in the United States, Canada, United Kingdom, Austria and Spain.

Met with Martha Stewart’s team in New York to discuss how Baltimore can become more involved with her magazines and television show.

Secured positive travel coverage of Baltimore in Travel & Leisure, National Geographic Traveler, MSNBC.com, Boston Globe, New York Post, Parent & Child Magazine, the History Channel Magazine, New York Times and CNN.com, among others.

Promoted Fall 2010 Find Your Happy Place in Baltimore and Summer 2011 Play More, Save More initiative through satellite media tours generating more than 680 articles, and broadcast segments.

Promoted the 150th Anniversary of the Civil War with an early morning press conference with guest appearance by Abraham Lincoln, Civil War themed press trip and media relations efforts surrounding the Civil War 150th weekend in April. Coverage included more than 580 articles in publications like the History Channel Magazine and CNN.com and more than \$5.8 million in advertising equivalency.

Hosted five domestic familiarization press tours for members of the travel media that highlighted the city’s historical ties to President Lincoln and the Civil War, arts and culture, nightlife, neighborhoods, culinary scene, and accessibility.

In partnership with Capital Region USA (CRUSA) and the Maryland Office of Tourism Development, hosted seven international press tours and numerous individual journalist visits throughout the year, resulting in positive travel stories about Baltimore in The Guardian, Daily Mail, Sunday Mail and the Travel Channel (UK).

Strengthened Baltimore’s LGBT awareness with national media outreach including familiarization tours, individual journalist visits and the Rainbow Round-Up quarterly online newsletter. Coverage secured included Passport, MetroSource, Boston Spirit Magazine, Edge Publications, Out Traveler, EquallyWed.com, AOL Travel and Go Magazine, among others.

Created a multicultural quarterly e-newsletter for the travel media to further raise

awareness of Baltimore’s multicultural events and attractions. Also helped to promote the new African American Festival out of market.

Worked with the Baltimore Grand Prix and Communications Committee to promote ticket sales, grand marshal and music lineup announcements to regional and national travel media.

## FY 2012 Action Plan

### MARKETING

Implement the Play More, Save More in Baltimore seasonal leisure promotion for the summer of 2011. Campaign, based upon a value message, promotes deals, hotel packages, free things to do and see, and the revamped Harbor Pass. The initiative is supported by radio, digital media, print and media relations and events promotion in primary markets: Philadelphia, Central Pennsylvania, Pittsburgh, metro Washington, D.C., and Richmond.

Promote Baltimore Grand Prix and Race Week in outer markets.

Develop and implement a comprehensive, integrated marketing and communications campaign to promote Star-Spangled 200, the bicentennial of the War of 1812, in conjunction with the State Bicentennial Commission, the Maryland Office of Tourism Development, the city of Baltimore, the Baltimore Office of Promotion and The Arts, and the Baltimore National Heritage Area and its committees, among other organizations.

The campaign to include:

- Pre-promotion of Star-Spangled 200 as part of the *Pride of Baltimore II*'s tour of the Atlantic Seaboard and the Great Lakes through November 2011.

- Building awareness of the celebration through the late winter and spring to drive visitation to key historical sites and museums during the 2012 summer and fall travel seasons.

- Promotion of Star-Spangled Spectacular 2012, a land, sea and air festival that will serve as the launch of the national bicentennial. The event will feature U.S. Navy grey hulls, international naval vessels and OpSail 2012.

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# FEDERAL HILL

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For perhaps the best view in town of the Inner Harbor and downtown skyline, take the 10-minute walk up to the top of Federal Hill, the grassy hilltop that lends its name to one of downtown's most gracious neighborhoods. Federal Hill boasts a variety of antiques and specialty shops, as well as a wealth of pubs and restaurants, many in walking distance of Baltimore's stellar pro sports stadiums. While in the area, don't miss the neighboring American Visionary Art Museum and the Baltimore Museum of Industry. Come for the view, stay for, well, everything!



## Web and Social Media Usage

### BALTIMORE.ORG

Unique Users	1,256,096
User Visits	1,611,250
Page Views	5,793,038

### MOBILE

Unique Users	86,794
User Visits	113,604
Page Views	506,099
iPhone/Blackberry App Downloads*	7,334

### BALTIMORERESTAURANTWEEK.COM

Unique Users	213,061
User Visits	363,558
Page Views	2,256,912

### VISITMYBALTIMORE.COM

Videos Shared	2,751
Photos Shared	25,458
Users	1,549

### SOCIAL MEDIA CHANNELS

Facebook Likes	21,055
Total Post Views	5,219,017
Twitter Followers	13,984
Youtube Videos	99
Total Video Views	276,515
Foursquare Followers	4,772
Flickr Photo Views	1,996

\*Android app downloads unavailable.

Continue to maintain a print and digital presence throughout the year in primary and expanded geographic markets to reinforce the “Expect the Unexpected” messaging and generate requests for the Official Guide and opt-ins for the e-newsletter.

Expand multicultural advertising campaigns, including the African American tourism effort and the new Hispanic ad campaign.

Continue to promote the Civil War Experience Pass to history buffs to capitalize on museums and attractions with exhibitions devoted to the 150th anniversary of the Civil War and to position Baltimore as an important overnight stop on any Civil War anniversary itinerary.

Expand the LGBT outreach through print, digital and cooperative advertising.

Continue to work with Visit Baltimore’s LGBT Tourism Advisory Committee to develop ideas to highlight the city’s message at Pride festivals and other LGBT events.

Continue to promote wide range of events and exhibitions regionally (Central Pennsylvania, Maryland and Washington, D.C.) through advertising, promotions, e-newsletters and baltimore.org to increase day-trip visitation to benefit museums and attractions, restaurants, and retail members.

Refresh the family reunion advertising, microsite and promotions, focusing on the local African American market throughout the year, and continue to build upon the successful partnership with the Enoch Pratt Library system.

Promote high-profile events in key markets, such as the new African American Festival, the 30th Anniversary of Artscape, the 30th anniversary of the National Aquarium, the inaugural Baltimore Grand Prix, the Baltimore Book Festival, the Preakness Stakes, July 4th and New Year’s Eve fireworks shows, and more.

Continue to enhance the website with updated information and features, including expanded section on “green” Baltimore for meeting professionals, based upon a survey of Visit Baltimore’s membership.

Further promote the online booking engine, powered by ARES, a leading provider of reservation systems for destination marketing organizations, with packages, offers and promotions in the leisure market.

Build upon social media networking opportunities, including the Baltimore Buzz Brigade.

Support cultural, heritage (War of 1812 bicentennial) and culinary tourism outreach with additional video content on baltimore.org and visitmybaltimore.com.

Organize and promote two Restaurant Weeks in partnership with the Downtown Partnership of Baltimore.

Publish two issues of the Official Guide.

## COMMUNICATIONS

Secure media coverage for the “Play More, Stay More” in Baltimore summer marketing campaign in Baltimore’s key drive markets including D.C., New York, Philadelphia, Southern New Jersey, Central Pennsylvania, Pittsburgh and Richmond. Key messages include summer value in Baltimore by highlighting the Deal Driver couponing, Harbor Pass, Civil War Experience Pass, 30 free things to do in Baltimore, hotel packages and free summer events.

Drive awareness of the Baltimore Grand Prix on both a national and regional level using media relations outreach and activities to generate print and broadcast segments promoting Baltimore and the race. Targets will include national broadcast morning shows, bloggers and green writers.

Work in partnership with the State Office of Tourism Development, the Bicentennial Commission, the Baltimore National Heritage Area and the Baltimore Office of Promotion and The Arts to secure media coverage for the Bicentennial of the War of 1812. The campaign will include:

*Pride of Baltimore II* ambassador mission media events and outreach in key markets including Chicago, New York, Boston, Philadelphia and Washington, D.C.

General education of the travel media as to Baltimore’s key role in the War of 1812.

Promotion of the Star-Spangled Spectacular 2012 in June 2012 including pre-promotion on a regional and national level of the land, sea and air festival that will kick off the national celebration of the bicentennial of the War of 1812.

Commemorative coin sale, PBS documentary and public flag campaign

Utilize attraction and museum exhibitions, and special events like Artscape, the African American Festival and the Aquarium’s 30th anniversary to generate positive travel media coverage for Baltimore.

Host a series of group and individual familiarization tours for targeted travel media through themed trips that could include culinary, multicultural, history, LGBT, nightlife, and arts and culture.

Continue to draft and distribute niche e-newsletters targeting the LGBT and multicultural travel writer markets.

Secure satellite media tours with well-known travel experts to promote key Baltimore events and promotions including the Bicentennial of the War of 1812 and the Baltimore Grand Prix.

Host Society of American Travel Writers Regional Meeting in 2012 bringing Northeast travel writers to Baltimore for education and city tours to generate positive travel stories about Baltimore and the surrounding region.

Create and distribute new culinary tourism fact sheets and pitches to incorporate ever-changing culinary product in Baltimore. Target regional and national media opportunities along with food bloggers and pitch Baltimore chefs for regional in-studio cooking segments.

Host a media marketplace in New York City with Baltimore tourism partners to update the New York–based travel media on what is new in Baltimore.

Continue to promote Baltimore hotel packages and deals to online travel bloggers, deal sites and travel columns to reinforce Baltimore’s affordability message.

Partner with the Capital Region USA (CRUSA) to host international print and broadcast travel writers for Baltimore education tours.

## Local Media and Community Relations

Visit Baltimore's local media and community relations efforts are spearheaded by the President and CEO and the External Public Affairs and Communications Divisions, supported by the other divisions throughout the organization. The program's goals are to increase exposure for Visit Baltimore and its sales and marketing programs through local media relations and enhanced communications with key stakeholders, including city and state elected officials, leadership in the business and nonprofit communities, local residents, and Visit Baltimore's members. Another important emphasis is to position the organization as a leader in the community by continually demonstrating influence and impact of tourism as an important economic generator and employer in the Baltimore region.

### FY 2011 Accomplishments

Generated \$1.2 million in free, local media coverage and more than 300 positive stories about Visit Baltimore and Baltimore's tourism industry.

Partnered with Harborplace & The Gallery and Downtown Partnership of Baltimore to host the First Course Appetizer Challenge, a media and consumer event that drove awareness for Summer (2010) Restaurant Week.

Assisted Visit Baltimore members and partners with local media coverage for Frank Zappa statue dedication, the James Beard Celebrity Chefs Dinner, the *Pride of Baltimore II* model dedication at the Visitor Center, Taxi Cab Appreciation Day and the launch of the new Baltimore Trolley Tours.

Organized a local media summit with news directors, publishers, editors and reporters to review ways to share more positive tourism news and preview the summer events taking place in 2011.

Partnered with Downtown Partnership of Baltimore to invite local media on a Winter (2011) Restaurant Week dine-around so they could preview menus and drive traffic during Restaurant Week.

Enhanced Visit Baltimore President and CEO's exposure in community by continuing to position him as an important resource for the local media and a valued partner in Baltimore's business community on public policy discussions.

Distributed positive news about Baltimore's tourism and convention industry to the local media, city and state government leaders, and stakeholders through Visit Baltimore's Member Update and media relations outreach.

Partnered with member organizations to develop the first place prize package, "A Weekend in Baltimore," for the winner of the Baltimore Screenwriters Festival.

Developed resources highlighting and identifying attractions for visually-impaired visitors and presented them at the Maryland School for the Blind's annual field day.

Worked closely with the Mayor's Office to involve Mayor Rawlings-Blake in customer sites and events with meeting planners and the Sales department.

Visit Baltimore President and CEO served on Baltimore Development Corporation's Inner Harbor RFP selection committee to weigh in on future of Inner Harbor attractions and development.

Worked with the Public Service Commission to create a Taxi Cab Passenger Bill of Rights.

### FY 2012 Action Plan

Utilize proactive media relations to continue to promote the importance of tourism in Baltimore.

Work in partnership with BmoreMedia to promote positive tourism stories taking place throughout the city.

Work in partnership with members of Visit Baltimore's advisory committees to uncover human interest and little known, yet important, tourism stories to promote to local and regional media.

Support and promote the Bicentennial of the War of 1812 events and promotions to the local and regional media in an effort to encourage visitation to Baltimore and the city's War of 1812 historic sites.



Host networking opportunities with local media to generate increased awareness of what's happening within Baltimore's tourism community.

Continue to support convention sales and marketing efforts with the local media and community by promoting benefits of the industry and publicizing successes and bookings throughout the year.

Organize and promote events that engage locals and encourage them to experience and learn more about Baltimore's tourism assets including Baltimore Restaurant Weeks.

Advocate for projects that will improve the resident and visitor experiences in Baltimore via transportation, infrastructure and other capital improvement initiatives.

Maintain and enhance legislative and city government relationships and stakeholder outreach to ensure the economic contributions of the meetings and tourism industry in Baltimore and the region is top-of-mind and embraced when important budget and policy decisions are made.

Work with the Mayor's Office, City Council and state government to ensure leadership is involved in marketing and selling the destination including customer site visits, convention sales events, local and national media opportunities, and member events.

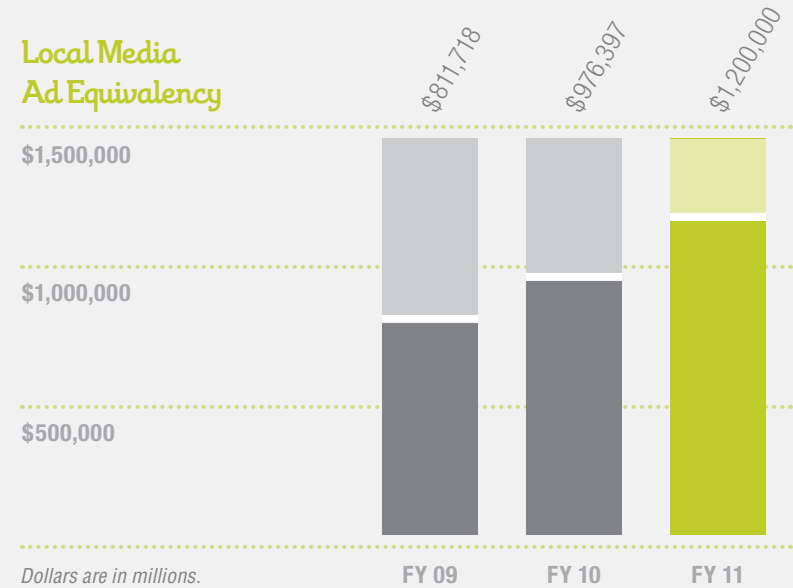
Keep Visit Baltimore members informed regarding sales, marketing and public relations campaigns and opportunities for partnerships via the membership blog and weekly e-newsletter.

Continue and enhance partnership with Mayor's Office and Baltimore Convention Center to educate state legislators on Baltimore tourism economics and initiatives at the annual Maryland Association of Counties convention.

Ensure Visit Baltimore CEO is involved in important public policy decisions involving Baltimore's tourism product.

Implement and maintain community relationships to increase awareness of tourism and its impact on the city and all of its residents.

### Local Media Ad Equivalency

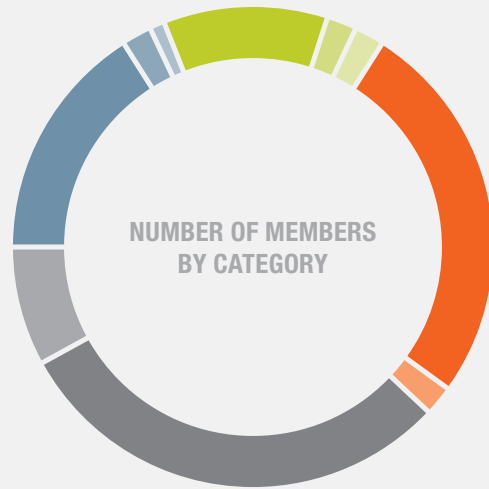


Dollars are in millions.

### Local Media

	FY 10	FY 11	%CHANGE
Placements	415	312	-25%
Circulation	29,177,645	30,666,574	5%
Ad Equivalency	\$976,397	\$1,218,598	25%

Attractions	59
B&B	9
Church	4
Hotel	55
Nightlife	11
Nonprofit	26
Restaurant	141
Retail	18
Service	155
Trade	46
<b>Total</b>	<b>524</b>



Attractions	9%
B&B	1%
Church	1%
Hotel	48%
Nightlife	1%
Nonprofit	2%
Restaurant	18%
Retail	2%
Service	18%
<b>Total</b>	<b>100%</b>



## Membership

The Membership department is dedicated to developing effective programs, benefits and information for Visit Baltimore's members. The department also focuses on attracting new members and creating strategic partnerships to generate additional funds to support sales and marketing efforts, which in turn expand business opportunities for the membership and generate tax revenues for the city of Baltimore.

### FY 2011 Accomplishments

Retained 91 percent of paying members.

Secured 43 new members.

Retained 524 businesses and organizations for their Fiscal Year 2011 Visit Baltimore membership.

Retained Amtrak, Proforma Pan Optics and Veolia Transportation as strategic partners.

Secured Entertainment Cruises and Royal Caribbean Cruise Line as strategic partners.

Secured Centerplate Baltimore, GEP Baltimore and Cruises on the Bay by Watermark as corporate partners.

Secured additional sponsor revenue for AIBTM and America Meetings Week and serviced sponsors.

Hosted the Fourth Annual Town Hall Meeting with a focus on major events scheduled for Baltimore. Jay Davidson, president, Baltimore Racing Development, presented Baltimore Grand Prix; Jeffrey Buchheit, director, Baltimore National Heritage Area, presented the Civil War 150: A Baltimore Commemoration.

Conducted the first "green survey" of member hotels and restaurants.

Incorporated strategic and corporate partner opportunities on Baltimore.org.

Hosted fall and spring "Visit Baltimore Member Nights" at member establishments.

Conducted the annual survey of members to gauge their satisfaction levels.

## FY 2012 Action Plan

Expand the integrated membership sales and marketing plan, using electronic customer relationship management system, sales blitzes in conjunction with Media Two and new marketing collateral to increase membership.

Continue an aggressive program to attract targeted strategic and corporate partners.

Engage local retail merchant associations for membership solicitation by attending association meetings, utilizing direct mail and conducting sales blitzes.

Continue targeting direct mail and sales blitzes to key neighborhoods and categories.

Continue outreach in the African American, Latino/Hispanic and LGBT business communities to encourage membership.

Continue promoting membership benefits to members of other business associations.

Conduct an annual survey of membership satisfaction to gauge interest in new opportunities.

Conduct an annual “green” survey of targeted members to capture their sustainability efforts to correlate with sales and marketing programs.

Utilize the Membership Advisory Committee to evaluate membership benefits.

Expand the number of “Visit Baltimore Member Nights” to enhance the number of networking opportunities for members.



Harbor East is one of Baltimore's newest and most exciting neighborhood destinations. Centered around several luxurious waterfront condominium developments, Harbor East is home to some of Baltimore's newest hotel properties, designed to satisfy the every need of business and leisure visitors alike. Shopping and dining options abound: from shoes to sushi and furniture to fine wines, an array of unique local and national retailers and restaurants awaits you. A new, upscale movie theater, spa and health club round out the Harbor East experience.

## Operations

Operations provides day-to-day support activities for all departments within the organization to accomplish their objectives and goals. Operations includes the following departments: Finance, Administration, Technology, Research as well the Visitor Center, and Hospitality Professional Development and Training departments whose goals are also to educate visitors, deliver detailed information and provide excellent customer service to positively impact the generation of tourism dollars.

Hospitality Services is the frontline sales and services provider that directly promotes Baltimore to leisure travelers, groups, convention attendees and residents. The goals are to educate visitors, deliver detailed information and provide excellent customer service to positively impact the generation of tourism dollars.

## FY 2010 Accomplishments

### BALTIMORE VISITOR CENTER

Worked with the Marketing department and local attractions and museums to negotiate and upgrade the Baltimore Harbor Pass and to create the Baltimore Civil War Experience Pass to provide visitors with new ticketing options with great discounts.

Worked with Visit Baltimore's group tour sales manager to provide up-to-date information to one of the primary motorcoach tour companies with event and traffic/road construction details to enhance their experience in Baltimore and increase our level of customer service upon their arrival at the Visitor Center.

Began to track all motorcoach tour companies arriving at the Visitor Center to allow the group tour sales manager to follow up and to enhance the customer service experience for groups arriving at the Visitor Center.

Hosted four live radio broadcasts as part of the Find Your Happy Place in Baltimore seasonal tourism campaign in coordination with the Marketing department.

Worked with the Marketing and Information Technology departments to review, propose and implement a new integrated digital signage and display software and hardware system for the Visitor Center.

Participated in the development of the "In The Footsteps of Giants" history display for the commemorations of the 150th anniversary of the Civil War, the bicentennial of the War of 1812, and the centennial of Harriet Tubman's death and tribute to the Underground Railroad at the Visitor Center in conjunction with the Marketing department and stakeholders; funded through a matching grant from the Maryland Heritage Areas Authority.

Participated in the Civil War 150 Grand Procession and commemoration activities.

Hosted the dedication and presentation of a model of the Pride of Baltimore II to Mayor Stephanie Rawlings-Blake for the citizens of the city of Baltimore to be on permanent display at the Visitor Center.

Continued to build on the successful relationship built last year with the Baltimore National Heritage Area and the National Park Service to increase our knowledge and historical perspective of Baltimore and the surrounding area to enhance the visitor experience.

Conducted nine continuing educational opportunities throughout the year; focused specifically on venues with exhibitions dedicated to the 150th anniversary of the Civil War during the spring months.

Conducted ADA Awareness and Sensitivity Training for paid staff and provided training aids to staff and volunteers on the Civil War, War of 1812, Underground Railroad and LGBT Awareness.

Participated in Waterfront Partnership research project to develop marketing plan for activities around the Inner Harbor for 2012.

Renewed CTA certification of all Visitor Center staff and most volunteers, and department management and full-time supervisors completed CTA Facilitator training.

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# WEST SIDE

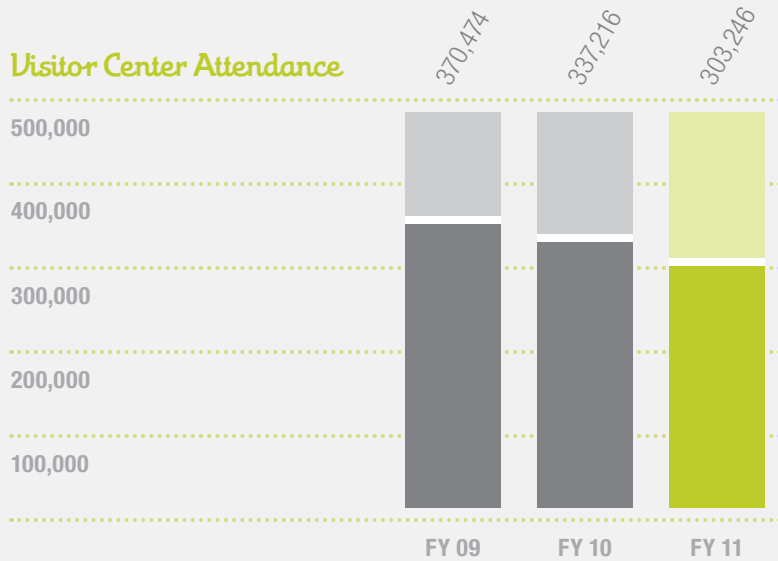
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The Westside neighborhood is home to generations of African American history and culture. Nearby where Cab Calloway, Louis Armstrong and Nat King Cole once performed at local nightclubs, modern theatergoers can catch Broadway's finest touring productions at the Hippodrome Theatre at the France Merrick Performing Arts Center. The Westside is also home to Edgar Allan Poe's Westminster Hall burial ground, the Lexington Market, and the Baltimore & Ohio Railroad Museum, where visitors can hop aboard and ride the first few miles of passenger rail ever laid in the United States. All aboard, indeed.

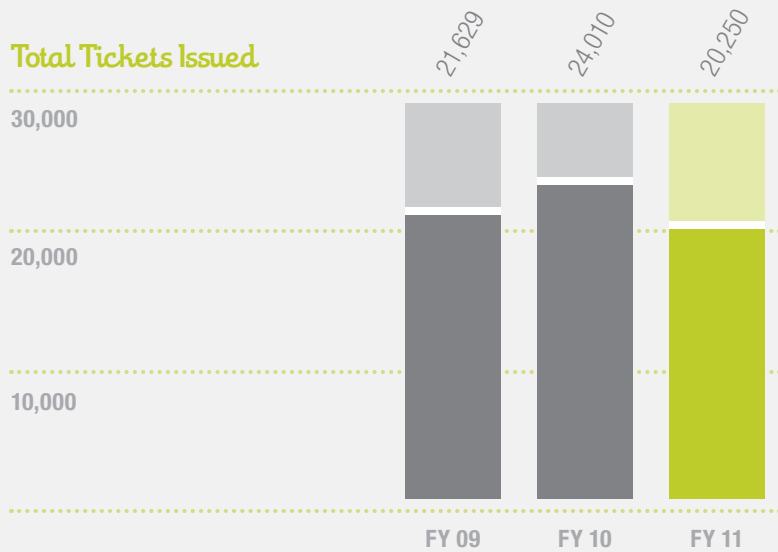
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**Visitor Center Attendance**



**Total Tickets Issued**



**HOUSING BUREAU AND LEISURE CALL CENTER**

Booked over 39,000 reservations for 52 convention groups including 10,000 in other cities.

Expanded services to include Atlanta, Los Angeles, Philadelphia, New York and Michigan.

Provided service to over 25,000 (includes housing and leisure) inquirers requesting hotel, transportation, restaurant and attraction information.

Fulfilled 43,000 requests for collateral and publications.

**TEMPORARY CONVENTIONS STAFFING SERVICES**

Provided over 14,000 staff hours for 68 groups.

Accredited 95 percent of registration staff as CTAs.

Worked with the director of Services to get Charm City Circulator and Downtown Partnership presence at the Convention Concierge Desk in the Baltimore Convention Center.

Added a computer and printer to the Convention Concierge Desk to improve services offered.

**FINANCE DEPARTMENT**

Compared Visit Baltimore's financial/travel and entertainment policies with other CVBs.

Conducted internal payroll and benefits audit.

Generated RFP to select new CPA firm for annual audit.

Successfully passed FY 2010 financial audit with no issues or misstatements

Successfully managed FY 2011 financial results within overall budget.

Completed Board of Directors-approved FY 2012 budget.

## **HUMAN RESOURCES**

Organized annual Employee Benefits Fair.

Revised new employee performance evaluation process.

Participated in the City's Youth Works program by hiring four students.

Continued improving the workplace recycling program.

Completed the Visit Baltimore Employee Handbook.

Continued improving the Visit Baltimore staff cross-training program.

## **TECHNOLOGY**

Successfully bid and implemented new color copier.

Participated in the implementation of new kiosk program.

Participated in implementation of new digital signage at the Visitor Center.

Upgraded postage machine.

## **HOSPITALITY PROFESSIONAL DEVELOPMENT AND TRAINING**

Coordinated and held 15 CTA classes.

Renewed 169 CTAs.

Certified 209 new CTAs.

1,178 CTAs have passed the exam to date.

Organized the efforts to have CTAs staff more than 11 Visit Baltimore events in FY 2011.

Coordinated 15 restaurant-sponsored networking events and attraction-sponsored continuing education opportunities.

Held educational and tourism events for Baltimore National Tourism Week Celebration, such as Taxi Cab Appreciation Day, CTA classes, National Tourism Day Mixer and Cultural Awareness Seminars in preparation for the summer.

Held CTA Award luncheon to recognize the impact that CTAs have had on Baltimore as well as recognized the CTA of the Year for FY 2011.

Developed International Cultural Awareness Seminar for frontline hospitality and meetings industry professionals. Held five classes and educated over 215 employees on the importance of understanding the specific needs of inbound international visitors.

Worked with Visit Baltimore's Information Technology department to educate members on tourism-based iDSS training for hotel and leisure travel.

Coordinated large scale volunteer project to welcome and educate AIBTM attendees on convention information and visitor information.

## **FY 2012 Action Plan**

### **BALTIMORE VISITOR CENTER**

Work with Visit Baltimore's Marketing department on the promotion of the War of 1812 Bicentennial and on major seasonal campaigns involving the Visitor Center.

Work with Visit Baltimore's Membership department to promote members' products and services at the Visitor Center.

Work with group tour sales to enhance the experience of group visitors when they arrive in Baltimore at the Visitor Center.

Track the arrival of motorcoach tours to the parking lot and Light Street adjacent to the Visitor Center and provide data to the director of group tour and hospitality training.

Work with group tour sales to provide amenity packages to tour guides and drivers when they check in at the Visitor Center.

When possible, greet group tour visitors on motorcoaches upon arrival at the Visitor Center to welcome them and provide information about services offered at the Visitor Center.

● State Funding	3.6%
● Advertising	1.0%
● Membership	3.4%
● Convention Services/Housing	5.6%
● Promotional Participation	3.3%
● Other	0.8%
● Sponsorships/Partnerships	0.3%
● Occupancy Tax	82.0%



● Convention Services/Housing	10.5%
● Visitor Services	6.1%
● Communications/PR	5.9%
● Membership	2.7%
● Administration/Other	9.4%
● Convention Sales & Marketing	35.1%
● Travel Trade Sales & Marketing	1.1%
● Leisure Marketing	29.2%



Work with group tour sales and the Convention Housing Bureau to promote Visitor Center ticketing to group tours and convention attendees.

Work with the director of Housing and Call Center Operations to provide Visitor Center ticketing information to convention attendees using Visit Baltimore's housing services when their housing needs are fulfilled prior to their visit.

Work with other city and state tourism-neglected agencies to enhance visitor experience.

Work with the Baltimore National Heritage Area to provide walking tours and other tour options for visitors.

Work with Maryland Office of Tourism Development and the State's Bicentennial Commission, when appropriate, to promote the celebration and events.

Work with the Baltimore Office of Promotion and The Arts to promote citywide events through the Visitor Center.

#### HOUSING BUREAU AND LEISURE CALL CENTER

Survey/compare other DMO's pricing and services offered.

Implement "secret shopper" program for Call Center to improve customer service.

Research other call centers and DMO customer service levels and offerings.

Offer pre-registration services to convention groups.

#### TEMPORARY CONVENTIONS STAFFING SERVICES

Continue to work with hotel partners in growing business at the downtown properties.

Further decrease the reliance and amount spent on outside temporary agencies.

Establish relationships with new hotels opening in the downtown area.



## FINANCE DEPARTMENT

Develop fiscal year budgets for approval by the Baltimore Convention and Tourism Board.

Manage financial results within budget.

Pass Fiscal Year 2011 audit with no issues or misstatements.

Implement/utilize report writing software for accounting reports.

## TECHNOLOGY

Evaluate company-wide CRM system.

Develop departmental data widgets based upon CRM database.

Implement report writing software with Research department.

Implement/utilize report writing software for monthly productivity reports.

Evaluate “cloud-based” call center systems.

Secure licenses for Microsoft Office 2010 through City Technology Services.

## RESEARCH

Coordinate FY 2011 Sales Audit to ensure compliancy with established guidelines.

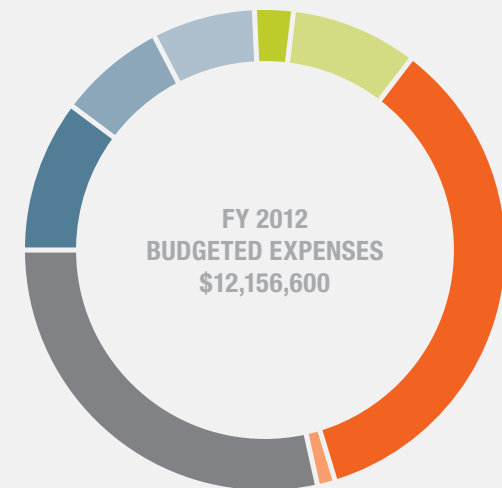
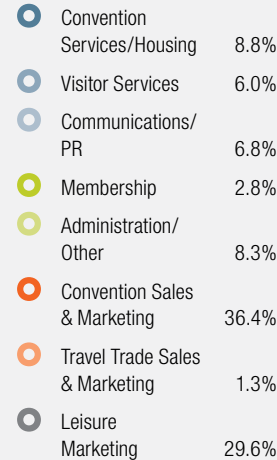
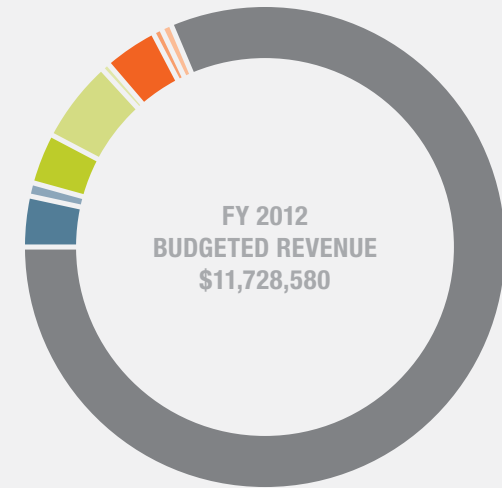
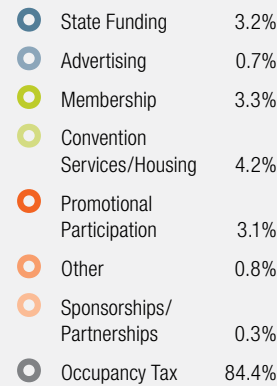
Lead effort in implementing report writing software.

Utilize report writing software for FY 2012 sales customer data.

Coordinate data for annual Economic Impact Study for Convention Sales Impact report.

Research new conversion studies for the Marketing department.

Coordinate annual Visitor Volume Profile and Economic Spending Reports through Longwoods International and Tourism Economics.



## HUMAN RESOURCES

Coordinate annual benefits fair and enrollment.

Participate in City's Youth Works Program.

Attend M/WBE Employment Workshops.

Evaluate new time and tracking tools for employees.

## HOSPITALITY PROFESSIONAL DEVELOPMENT AND TRAINING

Continue development of customer-focused training programs for frontline hospitality professionals.

Maintain success of the Baltimore Tourism Ambassador Program in the following areas:

- Annual renewal.

- Building value through educational events and discovery days.

- Recruiting new hotel properties in Baltimore as well as the outlying member hotels and attractions.

Continue building relationships in the transportation sector to make taxi, shuttle and limo companies as customer-focused as possible.

Continue integrating CTAs into Baltimore Convention Center customer events and Baltimore events where knowledgeable folks are needed to represent the front line of the city.

Continue providing opportunities for CTAs to discover and learn more about Baltimore attractions, restaurants and lodging through networking mixers and CTA discovery days.

Hold 12 to 15 public CTA classes.

Hold a minimum of five International Cultural Awareness Seminars.

Hold National Tourism Awareness Day events in May 2012 such as Taxi Cab Appreciation Day, educational seminars and events created to highlight tourism.



# Visit Baltimore™

100 Light Street, 12th floor  
Baltimore, Maryland 21202  
baltimore.org

- B - William Donald Schaefer statue
- A - Maryland steamed crabs
- L - National Aquarium at Baltimore
- T - Mount Vernon/Washington Monument
- I - Bromo Seltzer/Baltimore Arts Tower
- M - Federal Hill Park
- O - Fell's Point
- R - Fort McHenry
- E - The Oriole Bird/Camden Yards

