ROLE OF THE DESTINATION MARKETING ORGANIZATION (DMO)

Visit Baltimore, a private, not-for-profit 501(c)(6) membership organization, is the official sales and marketing organization for Baltimore City. We generate economic benefits for the region through the attraction of convention, group and leisure visitors. We also work to provide a positive experience for all guests.
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FROM THE CHAIRMAN

The Fiscal Year 2014 recently concluded reminds us just how Baltimore’s all-important tourism industry is driving our region’s economy and quality of life.

We welcomed 23.9 million visitors and a record $5.15 billion in direct spending in 2013, activity generating $629 in state and local taxes. To accommodate this increased demand, our tourism community expanded its workforce, growing to 80,400 jobs worth $2.5 billion in personal income. In fact, by almost every measure – hotel occupancy, average daily rates and room revenue – the industry and its ripple effects have grown since 2012.

Yes, the rate of this year-over-year growth has steadied to a more sustainable pace as the economy settles into its new post-recession norm. The fact remains that we left 2013 in a stronger position than ever before – Baltimore’s tourism derived sales now stand 14 percent higher than in 2008. Equally palpable is the sense of community collaboration and pride bolstered by our thriving and increasingly visible tourism sector. The stage is set for Visit Baltimore to only expand on the positive image of our historic, waterfront city on a local, regional and national level.

Star-Spangled Spectacular, a robust meetings and convention calendar, major sporting events such as the Navy vs. Ohio State and Army vs. Navy football games and more in Fiscal Year 2015 and beyond all ensures that the future of Baltimore tourism is indeed bright.

It is my confidence in this bright future, and in the expert teams in place at Visit Baltimore and the Baltimore Convention Center, that enable me to exit my post as Chairman without pause or concern. I want to congratulate my successor, John Frisch, on his appointment. I also want to encourage the Board to advocate for continued investment in our tourism industry and convention product. This investment is essential to maintain our competitive position. It is also a cost effective business, with every $1 invested in tourism generating $40 in visitor spending.

Thank you to Tom Noonan, Peggy Daidakis, and the staff for all that you do. I would also like to thank Mayor Rawlings-Blake for the opportunity to lead such a distinguished group of people from a cross-section of industries. It has been a privilege to serve at the helm of this organization.

MEET JOHN FRISCH
CHAIRMAN & CHIEF EXECUTIVE OFFICER, MILES & STOCKBRIDGE

Having spent more than 30 years working in and enjoying downtown, I am thrilled to have the opportunity to work with the Visit Baltimore and Baltimore Convention Center teams to continue to leverage Baltimore’s strong assets in attracting more tourism and convention center business to our region. I am grateful to have the opportunity to build on all that has been achieved during Woody’s tenure.
FROM THE PRESIDENT & CEO

Fiscal Year 2014 lived up to its predictions as a ‘banner year’ for Baltimore tourism. It was an equally ‘banner year’ for the Visit Baltimore organization.

We booked 370 events generating 461,247 future room nights and an economic impact of more than $241 million. These numbers are impressive. They are also part of a bigger picture, building on six consecutive years of record setting sales – booking 450,000 to 500,000 future room nights annually. Put simply, ‘the inn is full,’ and Visit Baltimore, together with our many partners, are successfully driving short-term meetings business and a long-lead convention calendar.

Beyond the numbers, this was a year marked by significant investments in our brand, in our technology and in our member- and visitor-services infrastructure. I encourage you to delve into these initiatives in the pages that follow, including the redesigned Baltimore.org and new campaigns such as Absolutely Febulous to drive visitation during traditionally off-peak periods. All will continue to empower Visit Baltimore and our entire community to capitalize on recent and seed further growth in Baltimore’s leisure and meetings markets.

Over the next fiscal year, Visit Baltimore will add even more tools to our sales and marketing operation. Synchronicities, an effort with Anaheim and San Antonio, will generate new citywide business by offering more convenience, more return on investment and more service in a single three-city sales package. We will also launch a new Experiential Tour product, creating more immersive experiences highlighting our partners. Setting the tone for all of this work will be a comprehensive brand marketing campaign that complements our new logo, look and feel while highlighting the assets and experiences uniquely Baltimore. This will include a go-to-market strategy for our new unique value proposition in the meetings industry, “Meetings with More.”

Of course, we will also continue to nurture Baltimore’s emergence as a global visitor destination by supporting key developments in our city’s tourism landscape. The opening of Baltimore’s first downtown casino, new offerings and milestone anniversaries at the city’s world-class arts and culture institutions, a re-imagined Inner Harbor 2.0, transportation improvements, more international service at BWI, and the addition of 550 hotel rooms and 300,000 square feet of retail space to downtown by 2017 – all influence our ability to successfully realize a future of more meetings, more visitation and more impact.
ENVIRONMENTAL SCAN

The travel and tourism industry is one of the largest revenue generators and top employers in the country and in the state. As Maryland’s top destination, tourism drives Baltimore’s economy and quality of life in a number of direct and indirect ways including visitor spending, tax generation and workforce development. The industry is also growing. Baltimore welcomed more than 23.9 million leisure travelers, convention and meeting attendees, motor coach groups and sports enthusiasts who spent a record $5.15 billion in 2013.

The Research department at Visit Baltimore serves two major roles – oversight of internal data and the coordination of external meetings and tourism reports that analyze industry trends, measure our performance, and imply future action. Special research projects in FY2014 included a hotel compression study establishing the impact of Visit Baltimore bookings on city and regional hotels, and a multiphase study with Temple University on Visit Baltimore’s leisure tourism influence and conversion.

WHAT FOLLOWS IS AN IMPACT REPORT ON THE UNITED STATES AND BALTIMORE’S MEETINGS AND TOURISM INDUSTRY IN 2013.

Tourism and travel is the
#1 INDUSTRY EXPORT
IN THE UNITED STATES
responsible for
2.7% OF U.S. GDP

SUPPORTING
14.9 MILLION JOBS
IN THE U.S.
AND
80,541 JOBS
IN BALTIMORE

Travel generated more than
$2.1 TRILLION
in impacts nationally with
$134 BILLION
in tax receipts

- As of 2013, VFR accounted for 10.5 million of all Baltimore travel – up 2.6 million from 2012. In total, leisure and other discretionary travel accounted for 20.7 million visits (a 3.8% growth in market share).
- Baltimore’s business travel dropped from 3.2 million to 2.8 million – a change reflected in day business trips (overnight holding stable at 1.5 million).
IN 2013, VISITORS SPENT $5.15 BILLION IN BALTIMORE (increase of 2.2%) 

$615 in TAXES SAVED FOR EACH BALTIMORE HOUSEHOLD 

$629 MILLION IN TAX REVENUES GENERATED BY BALTIMORE VISITORS 

LOCAL TAXES 42.3% $266.3 MILLION 
STATE TAXES 57.7% $363.1 MILLION 

OVERNIGHT LEISURE VISITORS REPRESENT THE MAJORITY OF ALL BALTIMORE VISITOR SPENDING 

BALTIMORE’S HOTELS OUTPERFORMED 2012 AND SURPASSED 2011 REVENUE STATS. THEY ALSO CONTINUED TO OUTPERFORM THE NATIONAL AVERAGE.

Purpose: Leisure Business
Stay: Overnight Day
Market: Domestic International

28.5% 7.0% 12.5% 13.6% 16.3% 21.9% 
FOOD & BEVERAGE 
ACCOMMODATIONS ARTS, ENTERTAINMENT & RECREATION RETAIL GROUND TRANSPORTATION (includes gas stations) AIR TRANSPORTATION

*Arts, entertainment and recreation spending outpaced overall tourism spending, growing 4.4% 

SOURCES: Longwoods International Tourism Economics U.S. Travel Association Smith Travel Research
See Appendix A for complete visitor profiles
NEW BRAND, NEW TECHNOLOGY

Visit Baltimore unveiled a new logo with associated color palette and branding elements, updating all our materials – from welcome signage to letterhead – with a look that is bolder, more sophisticated and adaptable. This logo will feed an ongoing and comprehensive new brand campaign spanning the leisure and meetings markets, with messaging that better reflects Baltimore’s unique qualities and unique value proposition.

We also launched a cutting-edge version of Baltimore.org complete with responsive design, parallax scrolling, SmartContent® technology, improved navigation and enhanced member profile pages. Future developments will include new tools, images and article pages, a refreshed meeting professionals’ section complete with video testimonials, and, more interactive elements including a social media hub to activate the Baltimore Buzz Brigade.

MORE ‘OFF-SEASON’ PROMOTIONS

To help drive visitation and business to our members during traditionally slow periods, Visit Baltimore introduced new promotions to the city’s holiday season and winter calendar. These campaigns have the added benefit of encouraging locals to learn more about our tourism product by incenting them to visit hotels, attractions, and restaurants.

We joined forces with Waterfront Partnership of Baltimore in It’s a Waterfront Life, advertising the Power Plant Light Show, the new German Christmas Village and New Year’s Eve fireworks. Building on a successful track record with Summer Restaurant Week, we developed and implemented Absolutely Fabulous with Downtown Partnership and Waterfront Partnership. Fabulous combined the offers of Winter Restaurant Week, Hotel Week and Museum Week into 10 days of savings.
MORE WORLD-CLASS SPORTING EVENTS

Major sporting events help raise a city’s tourism profile to new heights. In addition to supporting September 2013’s Grand Prix of Baltimore, The Baltimore Running Festival and the annual running of the Preakness Stakes, Visit Baltimore promoted the Colonial Athletic Association’s Men’s Basketball Championship and the NCAA Men’s Lacrosse Final Four through numerous channels and in key feeder markets. This included securing more than $78,000 in partner sponsorships for the 2014 CAA tournament, the first in a three-year deal to bring championship basketball to Baltimore. FY2015 will build on these efforts with the inaugural LPGA International Crown, and the Navy vs. Ohio State and Army vs. Navy football games.

AN ENHANCED VISITOR CENTER EXPERIENCE

To commemorate the 10th Anniversary of the Baltimore Visitor Center and opening of a redesigned theater, Visit Baltimore with Mayor Stephanie Rawlings-Blake premiered a new immersive video – The Baltimore Experience – in May 2014. Integrating multiple 3-D screens and digital projection, the film can accommodate new images and video to reflect our evolving tourism landscape, ensuring an up-to-date first impression of Baltimore to all future visitors – starting with the nearly 300,000 guests who patron the Visitor Center each year.

FY2015 will see the addition of a retail gift shop, a print-at-home compatible ticketing system, and the building’s first-ever capital infrastructure improvement plan. To call attention to these added resources and drive both traffic and revenues, the Visitor Center will continue to host special activities during public hours as well as explore added use for private event rentals.

FIRST FAMILY REUNION EXPO

Visit Baltimore in partnership with greiBo Media created and launched the first Baltimore Family Reunion Expo. An event catered to family reunion planners as well as family, lifestyle and group tour outlets, the inaugural event was held at the Frederick Douglass – Isaac Myers Maritime Park and drew more than 1,700 guests and 35 exhibitors and sponsors. The Family Reunion Expo will return September 27, 2014 at the Reginald F. Lewis Museum of African American History & Culture.
MORE STAR-SPANGLED

2014 will be remembered as a ‘banner’ year for Baltimore, with Visit Baltimore providing the muscle to promote the city as the birthplace of our national anthem and a “must-see” destination during the Bicentennial of the War of 1812.

From national travel media to key drive markets, Visit Baltimore will continue to build interest in the lead up to the grand finale, Star-Spangled Spectacular, September 10-16, 2014. Whether participating in executive planning meetings or hosting special 1812-themed press trips, we are an active partner in this event that will feature tall ships, Navy vessels, concerts, special guests and the biggest fireworks show Baltimore has ever seen.

SPOTLIGHT ON: Star-Spangled Summer

Visit Baltimore developed and is promoting Baltimore’s Star-Spangled Summer, highlighted by Fort! Flag! Fire! special events and immersive living history programs at Fort McHenry National Monument and Historic Shrine. Television in Philadelphia and Central Pennsylvania, print ads in publications such as Better Home & Gardens, Family Circle, Women’s Day, American History and more, digital and PPC advertising, special contests and social media continue to drive traffic to all of our 1812 historic sites for this campaign and encourage heritage visitation throughout Baltimore all summer long.

SPOTLIGHT ON: Group Tour Market

Visit Baltimore has helped to position Star-Spangled Spectacular as the nation’s most significant historical group tour destination event of 2014 as well as promote Star-Spangled tours continuing into 2015. The American Bus Association named Star-Spangled Spectacular as the #1 Top Group Event in America for 2014.

★ SALUTING OUR STAR-SPANGLED PARTNERS ★

THE MARYLAND WAR OF 1812 BICENTENNIAL COMMISSION

STAR-SPANGLED 200, INC.

MARYLAND OFFICE OF TOURISM DEVELOPMENT
The American flag flies 24 hours a day by Presidential proclamation at Fort McHenry. In history’s “wildcards” of the famous and infamous, visitors may meet one member of the gun crew. Visitors will learn why the British wanted to take the fort, the purpose of the 24 guns and the forces involved; Armistead, who commanded Fort McHenry; a British soldier from the 4th Regiment of Foot; and even Dr. William Beanes, who was indirectly involved in the British attack.

Discover what it was like to be a defender at the fort in 1814 by becoming a member of the gun crew. Visitors will learn why the British wanted to take the fort, the purpose of the 24 guns and the forces involved; Armistead, who commanded Fort McHenry; a British soldier from the 4th Regiment of Foot; and even Dr. William Beanes, who was indirectly involved in the British attack.

In this interactive program, visitors move model ships, figures of British soldiers and small flags as the ranger tells the story of the battles of the War of 1812 and the events leading up to the writing of our national anthem.

During the day, you can experience historic Fort McHenry, with daily programming that includes tours of the original buildings, hoisting the grand 30-by-42-foot flag over the ramparts of the historic fort.

Ranger Programs

Ranger programs, living history participants dressed in the replica historic outfit or write a letter using the same types of quill and ink with wooden muskets, help stitch a flag, engage in cutlass drill, try on a piece from 1814. Hear about how music inspired the troops, regulated the duty day and reflected the diversity of the young United States.

Hear the thunderous beat of the drums and the shrill fifes of Fort McHenry’s nationally recognized fife and drum corps. Dressed in their uniform, the Fort McHenry Guard provides daily musketry demonstrations. For more information and schedule updates, visit www.baltimore.org.

For more information, visit www.baltimore.org or call (410) 685-3374.

**PRICES:**

- Adults: $19
- Students (ages 13-15): $10.50
- Children: $8.75
- Senior citizens: $18
- Youths (ages 16-18): $16.50

Students and youth with groups of 10 or more receive discounts. One pass opens the door at all three sites. Passes are valid Monday through Saturday.

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**Star-Spangled Spectacular press event in Washington, D.C.**

**Fort! Flag! Fire! at Fort McHenry**

**Baltimore's Star-Spangled Summer**

Celebrate the 200th anniversary of our national anthem in Baltimore! Have the opportunity to view the original manuscript of the national anthem written by Francis Scott Key first saw that “our flag was still there” during the Battle of Baltimore. Join the park ranger to help raise the grand 30-by-42-foot Star-Spangled Banner flag over the ramparts of the historic fort. Experience 30-by-42-feet of “pure awesome” by unrolling the large flag on the exact site where it flew in 1814.

Students (ages 13-15): $10.50
Children: $8.75
Senior citizens: $18
Young adults (ages 16-18): $16.50

---

**AAA WORLD**

**Cover story in AAA World magazine**

**The Official Guide**

**Commemorative issue of Visit Baltimore The Official Guide**

**Star-Spangled Summer brochure**

**Fort! Flag! Fire!**

**Star-Spangled Spectacular press event in Washington, D.C.**
CONVENTION SALES & SERVICES

Meetings and conventions are the only segment of Baltimore tourism that consistently stimulates long-term group business, occupancy revenues and economic impact.

Convention Sales and Services work with the Marketing and Communications team as well as partners at the Baltimore Convention Center (BCC), Baltimore-area hotels and our members to attract convention and meetings business from a variety of market segments. We assist meeting professionals with a range of logistical and promotional support to increase customer satisfaction, generate event attendance, and ensure the best overall visitor experience – a commitment to service that encourages our customers to return with future meetings or for individual travel.

FY2014 ACHIEVEMENTS

- Conducted regional sales missions in key feeder markets (Mid-Atlantic, Midwest and Northeast), and created direct sales and hospitality initiatives to enhance awareness of our convention package, flexibility and thriving culinary scene.

- Hosted niche industry events such as the ASAE 2013 Executive Leadership Conference and the 2014 EXPO NEXT Marketing Summit.

- Supported 24 citywide and 320 non-citywide meetings with customized services and ‘Welcome Program’ benefits, including print and e-marketing solutions, and microsites, welcome letters, guest speakers, and media relations support and guidance.

- Circulated the annual Meetings & Event Planning Guide, a quarterly e-newsletter, and other materials including media coverage to maintain an open, positive dialogue on Baltimore.

- Obtained the Accepted Practices Exchange (APEX) “Green” Certification through the Convention Industry Council, recognizing our destination as a location for environmentally sustainable events.

DEFINITE ROOM NIGHT GENERATION

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>495,898</td>
<td>457,051</td>
<td>475,554</td>
<td>477,764</td>
<td>461,247</td>
</tr>
<tr>
<td>BCC</td>
<td>387,091</td>
<td>340,020</td>
<td>341,887</td>
<td>305,283</td>
<td>321,106</td>
</tr>
<tr>
<td>CW</td>
<td>353,763</td>
<td>301,074</td>
<td>293,025</td>
<td>264,560</td>
<td>270,316</td>
</tr>
</tbody>
</table>

IN FY2014 VISIT BALTIMORE

participated in 29 Convention and group-travel related industry tradeshows, conducted more than 139 prospective client site inspections, delivered 1,485 sales appointments and presentations, attended the annual meetings of 22 top citywide prospects, and is outperforming our peer set* in booking pace percentage through 2021 (97% vs. 73%)

* Charlotte, Philadelphia, Pittsburgh, Washington D.C.

See Appendix B for key groups booked in FY2014

461,247 TOTAL ROOM NIGHTS FOR FUTURE YEARS

370 EVENTS INCLUDING 60 BCC “RELATED” BOOKINGS

AND

31 CITYWIDE BOOKINGS WORTH $241 MILLION IN ECONOMIC IMPACT OF THESE BOOKINGS, 209,439 ROOM NIGHTS (45%) ARE DRIVING SHORT-TERM MEETINGS BUSINESS FOR 2014-2016

AND

243,197 ROOM NIGHTS (52%) ARE FOR 2017 AND BEYOND

OUR STRATEGIC SALES PARTNERSHIPS

American Society of Association Executives (ASAE)
Association Forum of Chicagoland™
Professional Convention Management Association (PCMA)
Conference Direct
AMCInstitute
Collinson Media and Events
### Major Convention Groups that Met in Baltimore in FY 2014

<table>
<thead>
<tr>
<th>Organization</th>
<th>Date</th>
<th>Attendance</th>
<th>Room Nights</th>
<th>Economic Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cygnus Business Media (Firehouse Expo)</td>
<td>7/22/13</td>
<td>10,000</td>
<td>7,994</td>
<td>$3,766,904</td>
</tr>
<tr>
<td>Otakorp, Inc. (Otakon)</td>
<td>8/5/13</td>
<td>25,000</td>
<td>5,450</td>
<td>$5,099,611</td>
</tr>
<tr>
<td>New Hope Natural Media (Natural Products)</td>
<td>9/21/13</td>
<td>20,000</td>
<td>11,664</td>
<td>$6,642,119</td>
</tr>
<tr>
<td>American Society For Bone and Mineral Research</td>
<td>9/30/13</td>
<td>5,500</td>
<td>13,160</td>
<td>$6,096,712</td>
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<tr>
<td>Society of Women Engineers</td>
<td>10/19/13</td>
<td>6,000</td>
<td>5,572</td>
<td>$2,509,979</td>
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<tr>
<td>American Association for Laboratory Animal Science</td>
<td>10/24/13</td>
<td>4,500</td>
<td>11,900</td>
<td>$4,519,936</td>
</tr>
<tr>
<td>American College of Allergy, Asthma &amp; Immunology</td>
<td>11/5/13</td>
<td>4,000</td>
<td>7,070</td>
<td>$5,800,538</td>
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<tr>
<td>American Academy of Religion</td>
<td>11/20/13</td>
<td>10,500</td>
<td>12,072</td>
<td>$17,627,992</td>
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<tr>
<td>Mid-Atlantic Nursery Trade Show, Inc. (MANTS)</td>
<td>1/5/14</td>
<td>11,000</td>
<td>5,182</td>
<td>$2,980,383</td>
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<tr>
<td>American Mathematical Society</td>
<td>1/11/14</td>
<td>4,000</td>
<td>9,532</td>
<td>$3,707,494</td>
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<tr>
<td>National Association of Student Personnel Administrators</td>
<td>3/11/14</td>
<td>5,500</td>
<td>10,695</td>
<td>$5,010,935</td>
</tr>
<tr>
<td>American Occupational Therapy Association</td>
<td>3/29/14</td>
<td>4,000</td>
<td>7,145</td>
<td>$3,170,445</td>
</tr>
<tr>
<td>SPIE</td>
<td>4/30/14</td>
<td>5,000</td>
<td>7,484</td>
<td>$4,241,804</td>
</tr>
<tr>
<td>American Telemedicine Association</td>
<td>5/14/14</td>
<td>2,400</td>
<td>5,287</td>
<td>$2,435,956</td>
</tr>
<tr>
<td>Southern Baptist Convention</td>
<td>6/2/14</td>
<td>16,000</td>
<td>19,607</td>
<td>$10,549,744</td>
</tr>
<tr>
<td>American Society for Mass Spectrometry</td>
<td>6/13/14</td>
<td>7,000</td>
<td>19,656</td>
<td>$8,285,123</td>
</tr>
</tbody>
</table>

**Clockwise from Left:**
- Southern Baptist Convention
- Firehouse Expo
- Natural Products Expo
- Otakon

**17 Groups Exceeding 5,000 Room Nights**

**9 Groups With Economic Impact Exceeding $5 Million**
SPOTLIGHT ON: Baltimore InSite

Visit Baltimore developed and launched InSite, the most advanced virtual planning tool in the industry, at the 2013 ASAE Annual Meeting and Expo. Targeted advertising, an award-winning 3-D “lenticular” direct mail piece, and a microsite featuring a ‘how-to’ tutorial with our president & CEO helped generate application downloads and industry attention. Insite remains a valuable tool in bid communications with meeting professionals and on-site in event exhibit booths, as well as a convenient tool for visitors.

SPOTLIGHT ON: Synchronicities

A new three-city sales partnership joins Visit Baltimore with the convention and visitors bureaus in Anaheim and San Antonio. A partnership developed to offer maximum ROI and convenience to our customers, Synchronicities has the added benefits of utilizing the intellectual capital of each destination to drive new business opportunities and increase efficiencies. In collaboration with our partners, we will launch Synchronicities at the 2014 ASAE Annual Meeting and Expo; and develop a cooperative marketing and communications campaign to leverage greater brand equity in the meetings market.

SPOTLIGHT ON: Tour and Travel and Reunion Sales

Visit Baltimore’s proactive sales efforts and member education has ensured Baltimore’s emergence as a group-friendly destination – including our nomination as a Top 5 Eastern Destination for Groups in Today Magazine’s 2014 Readers’ Choice Awards. In FY2015, and building on our work with the State’s “Maryland on the Road” program, a new “Baltimore on the Road” sales mission will expand our reach in the domestic and Canadian markets. Continued collaboration with Capital Region USA (CRUSA) and BRAND USA will strengthen our presence in the international and inbound F.I.T. markets.

$137,000
Equivalency of earned Sales and Services editorial coverage secured in trade media publications

TOTAL CIRCULATION
612,825
40 MEDIA PLACEMENTS

PUBLICATIONS INCLUDING:
Meetings Focus, Smart Meetings, Rejuvenate, Collaborate, Teach & Travel, Connect Magazine, Mid-Atlantic Events, Smart Meetings Magazine, USAE Association News and Group Travel Leader
Meetings with MORE

SPOTLIGHT ON:
New Unique Value Proposition (UVP)

Visit Baltimore has developed a UVP for the meetings and conventions market that highlights our new brand and high 'value' rankings – “Meetings with More.” A multi-channel customer engagement marketing campaign will enable the sales team to convert top prospect accounts by focusing on Baltimore’s core attributes of service, convenience and financial value.

Our Commitment to MORE in FY2015

- Leveraging recent changes to deployment including a new in-market Southeast Regional Sales Manager to work more closely with customers in various markets.

- Creating branded communications targeting niche growth sectors with particular relevance to Baltimore including: healthcare and biotechnology, technology and engineering, higher education, multicultural, cybersecurity, finance and insurance, religion and sports.

- In addition to our Customer Advisory Board (CAB), forming a Corporate Task Force to better leverage contacts in Baltimore’s immediate business community and advance the Meet Local concept.

- Promoting and enhancing the ‘Welcome Program’ including the addition of new participating members and a retail component to the ‘Show Your Badge’ program.

- Developing customizable manuals for in-house and citywide clients that reflect our commitment to meeting the unique needs of each group and promote our services platform, including attendance building and marketing tools.

- Introducing a series of customer video testimonials and photography components to better share our success stories across a strategic sales and marketing platform – online, as part of bid presentations and at sales events.

See Appendix C for a Tradeshow/Event Calendar in FY2015.
LEISURE MARKETING & COMMUNICATIONS

The Marketing and Communications departments plan and manage all advertising, promotions, public relations and collateral efforts positioning Baltimore as a top East Coast travel destination. Our campaigns leverage the power of partnerships for maximum reach and resonance. They are not only helping to drive record numbers of visitors, year-over-year; they are effectively changing the conversation about Baltimore by building a positive image of our city in domestic and international travel media, regional and national media outlets, and the travel trade.

FY2014 ACHIEVEMENTS

- In addition to the Bicentennial of the War of 1812, promoted statewide commemorations including the 150th anniversary of the Civil War and the Tribute to Harriet Tubman and the Underground Railroad with special passes and hotel packages, including the Legends and Legacies Heritage Pass and the Civil War 150 Explorer Pass.

- Developed a New! Hot! Cool! events and exhibitions quarterly advertising campaign in Washingtonian, Philadelphia magazine, Harrisburg Magazine and Susquehanna Style – expanding to bi-monthly insertions in FY2015.

- Developed new annual publications to better highlight Baltimore’s visitor assets, from culinary (Restaurant Guide) to multicultural (Heritage Guide).

- Sponsored local leisure tourism events such as the African American Festival, Artscape and the Baltimore Book Festival, and secured regional media coverage in support of other annual events such as the Kinetic Sculpture Race and Defender’s Day.

- Organized promotions with Zagat to draw attention to Visit Baltimore’s strategic retail partners via a neighborhood to neighborhood trolley tour.

  - Planned and executed our first Health and Wellness Familiarization (FAM) press trip with a custom lifestyle tour targeting the city’s museums, attractions, restaurants and nightlife.

  - Secured two opportunities for national syndication on PBS including a three-minute video introduced by Martin Sheen and a 30-minute Family Travels feature with Colleen Kelly (1,200 airings).

- Social Media Growth

<table>
<thead>
<tr>
<th>Platform</th>
<th>FY2012</th>
<th>FY2014</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twitter Followers</td>
<td>20,258</td>
<td>36,242</td>
<td>79%</td>
</tr>
<tr>
<td>Facebook Likes</td>
<td>30,416</td>
<td>46,603</td>
<td>53%</td>
</tr>
<tr>
<td>Youtube Views</td>
<td>305,034</td>
<td>416,195</td>
<td>36%</td>
</tr>
</tbody>
</table>

- Buzz E-News

  +190,000 Subscribers

- Baltimore à la Carte

  +20,000 Subscribers

- Culture Chronicles

  +12,100 Subscribers

SPOTLIGHT ON: Penn Station Signage

In collaboration with Downtown Partnership, Visit Baltimore helped develop and will continue to promote a new BALTIMORE welcome sign and track level landscaping at Penn Station. This sign features a large digital screen with dynamic and consistently updated content.
Visit Baltimore generated the advertising equivalency of $21.9 MILLION in free, positive editorial coverage of Baltimore.

<table>
<thead>
<tr>
<th>Year</th>
<th>AD EQUIVALENCY (IN MILLIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY12</td>
<td>$28.02*</td>
</tr>
<tr>
<td>FY13</td>
<td>$29.9*</td>
</tr>
<tr>
<td>FY14</td>
<td>$21.97</td>
</tr>
</tbody>
</table>

FY12 included $14.4 million of Star-Spangled Sailabration coverage and FY13 included national Super Bowl Coverage worth $11.9 million.

TRAVEL FEATURES IN NATIONAL PRINT AND ONLINE MEDIA
- USA Today
- National Geographic Traveler
- Fodors.com
- Passport Magazine
- Huffington Post
- Upscale Magazine
- Globe & Mail
- CNN.com
- Travel & Leisure

BALTIMORE IN NATIONAL BROADCAST MEDIA
- NBC’s Today Show
- CBS Sunday Morning
- CBS This Morning
- CNN
- Teen Kids News
- QVC
- PBS

HOLDING DESK-SIDE APPOINTMENTS WITH TRAVEL AND LIFESTYLE MEDIA IN WASHINGTON, D.C., NEW YORK CITY AND PHILADELPHIA

HOSTING 35 INDIVIDUAL WRITERS

4,061 TOTAL FY2014 PLACEMENTS (+48.2%)
983,765,925 TOTAL FY2014 CIRCULATION
Our commitment to MORE in FY2015

- Developing a new Experiential Tourism Product with nine member partners initially.
- Developing and promoting programs for Jubilee 1864 (the end of slavery in Maryland) with various state and city partners.
- Building on our successful growth in the multicultural and LGBT tour and media markets with extended outreach to, and new content for, Hispanic travelers.
- Supporting the efforts of BWI Thurgood Marshall Airport and the Maryland Office of Tourism Development to ensure the successful introduction of added service by international carriers.
- Delivering an updated culinary marketing and communications campaign.
- Promoting Baltimore’s newest permanent attractions and special offerings such as the Horseshoe Baltimore Casino, the Maryland Zoo’s African Penguin Exhibit, and those surrounding milestone anniversaries at major arts and culture attractions such as the Baltimore Museum of Art, the Walters Art Museum, the Reginald F. Lewis Museum of Maryland African American History & Culture and the B&O Railroad Museum’s recreation of the Lincoln funeral train.
- Developing an expanded series of themed group and individual FAM tours and satellite media tours for targeted travel media that reflect major destination developments and new or seasonal campaigns.

SPOTLIGHT ON: LGBT Tourism Development

Visit Baltimore is enhancing its relationship with and positive press coverage in the LGBT market through:
- LGBT film festival sponsorships in four cities, driving traffic to All-Access Baltimore.com
- Publishing the LGBT Visitors Guide in collaboration with Gay Life
- Pro-active media relations including a BMore OURtrageous press trip, and local media targeting Baltimore Pride, QFest and more

In FY2015 a comprehensive study of the LGBT travel market will measure progress and identify further areas of growth and opportunities.
LOCAL PR & EXTERNAL AFFAIRS

Local Media and External Affairs position Visit Baltimore as a respected and valuable leader in the community. This team pays particular attention to communications with stakeholder groups including the Mayor’s Office, city and state elected officials, business and nonprofit leadership, local residents, and our members. Our public affairs activities are taking an increasingly proactive approach from advocacy in Annapolis to grassroots programming. All of these efforts help to build support and understanding of our work, the importance of the tourism industry, and the contributions our members make to Baltimore’s quality of life.

FY2014 ACHIEVEMENTS

- Worked with local media to address stories such as the government shutdown, the impact of added MARC weekend services, French travel advisories, and the Inner Harbor 2.0 plan.
- Enhanced the profile of Visit Baltimore’s President & CEO as a resource to the local media, as a valued partner in Baltimore’s business community on public policy discussions, and as a thought leader in the industry through community speaking engagements, appearances and interviews.
- Managed the organization’s state and city legislative agenda including monitoring more than a dozen bills in session, drafting legislation and providing written or oral testimony in support of key issues such as the film production tax credit, funding for the Maryland Office of Tourism Development, and charitable gaming.
- Supporting Mayoral initiatives such as the HireOne YouthWorks program by sponsoring student youth leaders for the Inner Harbor Project.

LOCAL MEDIA COVERAGE GROWTH

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>AD EQUIVALENCY</td>
<td>$735,000</td>
<td>$1.3 MILLION</td>
</tr>
<tr>
<td># OF POSITIVE STORY PLACEMENTS</td>
<td>310</td>
<td>397</td>
</tr>
</tbody>
</table>

SPOTLIGHT ON: Visit Baltimore

SPOTLIGHT ON: Tourism Matters

Visit Baltimore joined with DMOs and peer organizations from throughout the state in events such as Tourism Day in Annapolis and the Maryland Association of Counties in Ocean City. New this year, we celebrated National Tourism Week with a citywide campaign designed to rally our membership and give back to the local community. Casual for a Cause challenged tourism and hospitality employees to wear jeans to work for a $5 donation to The Journey Home, Baltimore City’s plan to end homelessness. Plans are underway to implement a Baltimore Tourism Day with city elected officials and to host a series of shadowing programs encouraging key stakeholders to see and experience our sales efforts, the BCC and other programs in person.

Visit Baltimore will operate a charitable foundation arm to encourage employment and professional development in Baltimore’s meetings and tourism industry through targeted scholarship programs. The Foundation will also educate the public regarding heritage and multicultural tourism programs and special events with unique connections to Baltimore City and the state of Maryland.

Visit Baltimore Education & Training Foundation

New in FY2015, Visit Baltimore will operate a charitable foundation arm to encourage employment and professional development in Baltimore’s meetings and tourism industry through targeted scholarship programs.
MEMBERSHIP

Membership in Visit Baltimore means more business opportunities. The Membership department develops benefits and programming to help members market their products and services to leisure and convention visitors. This includes forming strategic partnerships with key service providers and organizations, collaborative partnerships that strengthen the whole of our tourism infrastructure as well as generate additional funds to support Visit Baltimore’s sales and marketing efforts. The goal of all of these efforts and an engaged membership network is to help more people discover our city, and support a thriving local economy.

In FY2014, we retained 91 percent of our members while growing our overall membership base 15 percent including welcoming 153 new members.

In FY2015, we will enhance our member service and communications by offering educational business seminars and quarterly tourism update meetings. We will also build on the work of our marketing and sales colleagues to deepen our outreach and encourage membership from the local African American, Latino and Hispanic, and LGBT business communities.

MEMBERSHIP BY CATEGORY

TOTAL MEMBERS 710

- RETAIL 180 MEMBERS 25%
- RESTAURANTS 63 MEMBERS 9%
- SERVICES 121 MEMBERS 17%
- Attractions 133 MEMBERS 19%
- Accomodations 153 MEMBERS 22%
- Agencies/Non-Profits 42 MEMBERS 6%
- Nightlife/Entertainment 18 MEMBERS 2%

RETAIL MEMBERSHIP ↑53%
AGENCY/NON-PROFIT MEMBERSHIP ↑367%
TOTAL MEMBERSHIP REVENUES $445,907 ↑12%

PARTNERSHIPS

OUR STRATEGIC PARTNERS
Amtrak
SuperShuttle/ExecuCar
NEW! Horseshoe Baltimore

OUR CORPORATE PARTNERS
Cruises on the Bay by Watermark
Flowers & Fancies
Baltimore Water Taxi
ZBest Limousine
Centerplate
NEW! Host Baltimore
NEW! AAA
NEW! Party Plus Rentals
NEW! Entertainment Cruises
NEW! Weddings 411
The story of Visit Baltimore’s recent membership growth is told through our expanding strategic neighborhood partnership and retail initiative. By partnering with key neighborhood associations we are making membership a more viable option for each of their individual retail businesses and merchants, at the same time, benefiting the entire association by promoting the neighborhood as a destination.

SPOTLIGHT ON: NEIGHBORHOOD RETAIL INITIATIVE

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harbor East</td>
<td>21</td>
</tr>
<tr>
<td>Charles Street Corridor</td>
<td>60</td>
</tr>
<tr>
<td>Hampden</td>
<td>20</td>
</tr>
<tr>
<td>The Gallery</td>
<td>39</td>
</tr>
<tr>
<td>Harborplace</td>
<td>25</td>
</tr>
<tr>
<td>Pigtown Main Street</td>
<td>8</td>
</tr>
<tr>
<td>Village of Cross Keys</td>
<td>17</td>
</tr>
</tbody>
</table>

NEW IN FY2014
The Operations division provides day-to-day support in the areas of finance, human resources, administration, technology and research for all Visit Baltimore departments. Equally important, this division oversees the Baltimore Visitor Center and the Hospitality Professional Development and Training programs, whose goals are to educate visitors, deliver detailed information and ensure our city’s front-line hospitality professionals are equipped to provide excellent customer service to all visitors at all times.

FY2014 Highlights and Plans for MORE

NEW CUSTOMER RELATIONS MANAGEMENT (CRM) SYSTEM
Operations spearheaded Visit Baltimore’s transition to a new internal CRM platform – Simpleview. A tool to significantly streamline and increase efficient operations across the organization, this process included the implementation of a brochure inventory system at the Visitor Center and delivering the first in an ongoing series of face-to-face and online training sessions for our members. Visit Baltimore will continue to leverage Simpleview technology to develop new custom reports as well as empower our members to have more control over their own deals and promotions on Baltimore.org.

HOSPITALITY PROFESSIONAL DEVELOPMENT & TRAINING
Visit Baltimore has officially transferred management of its flagship Baltimore Tourism Ambassador (CTA ™) Program to the Maryland Center for Hospitality Training. We continue to support the CTA program, coordinating networking mixers and Discovery Days, hosting classes, and partnering in special events including the annual CTA and CTA Business of the Year Awards. In FY2015 our efforts will include securing certification of and increased participation by key personnel such as Charm City Circulator and taxi cab drivers.

Visit Baltimore booked more than 44,000 reservations for 51 convention groups and events in FY2014 – surpassing last year and exceeding budget goals by $60,000. We also fielded more than 289,000 inquiries for hotel, transportation, restaurant and attraction information, fulfilling 20,000 requests for publications and increasing attraction ticket sales by 37 percent in the process. We anticipate increasing Housing revenues in FY2015 through new uses of Groupmax Passkey and updated marketing materials reflective of the new brand.

TEMPORARY CONVENTION STAFFING SERVICES
Directly supporting the Convention Services team and in collaboration with our BCC partners, this team provided more than 10,000 staff hours for 45 groups worth more than $150,000 in billable revenues. Following a new staff training program launched in FY2014, FY2015 will see a new continuing education program for Convention Concierge Desk Information Specialists.

TECHNOLOGY
Mirroring other similar advances in FY2014, Visit Baltimore converted all of its physical servers and onsite backups to virtualized servers. Network storage and email servers will also move to cloud based operations in FY2015. Additional improvements to Visit Baltimore’s tech infrastructure included new copiers, upgraded Firewall and Internet – the backbone to support future expansion in all areas of what we do.

THE BALTIMORE VISITOR CENTER

<table>
<thead>
<tr>
<th>FY</th>
<th>ATTENDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>301,436</td>
</tr>
<tr>
<td>13</td>
<td>322,803</td>
</tr>
<tr>
<td>14</td>
<td>272,164</td>
</tr>
</tbody>
</table>

191 new CTAs
Renewed 59% of current CTAs
Finishing FY2014 with 528 active CTAs certified since 2008
HUMAN RESOURCES

A demonstration of our commitment to the safety and security of our staff and to the city’s tourism and visitor community, Visit Baltimore created a comprehensive Emergency Management plan.

FY2014 also welcomed measures to increase individual job satisfaction, encourage professional development, and to set, monitor and inspire performance - from individuals, departments, and the entire organization. These included a new annual performance review process, a performance-based compensation plan for all non-sales positions, and a recognition program featuring a Rock Star of the Month, Employee of the Month and Employee of the Year. Staff teams were also formed to coordinate special projects such as the annual retreat, staff outings and volunteerism.

TICKET SALES UP 12%

<table>
<thead>
<tr>
<th>TICKETS SOLD</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 12: 17,885</td>
</tr>
<tr>
<td>FY 13: 19,075</td>
</tr>
<tr>
<td>FY 14: 20,002</td>
</tr>
</tbody>
</table>

TICKET SALES REVENUE UP 49%

<table>
<thead>
<tr>
<th>TICKET SALES REVENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 12: $344,578</td>
</tr>
<tr>
<td>FY 13: $440,835</td>
</tr>
<tr>
<td>FY 14: $481,461</td>
</tr>
</tbody>
</table>
FINANCIALS

FY14 FORECASTED REVENUE
$15,027,390

- 87.6% OCCUPANCY TAX
- 4.4% CONVENTION SERVICES/HOUSING
- 2.7% MEMBERSHIP
- 2.6% STATE FUNDING
- 1.1% OTHER
- .8% SPONSORSHIPS/PARTNERSHIPS
- .4% PROMOTIONAL PARTICIPATION
- .4% ADVERTISING

FY14 FORECASTED EXPENSES
$14,521,100

- 35.8% CONVENTION & TRAVEL TRADE SALES & MARKETING
- 33.3% LEISURE MARKETING
- 8.9% ADMINISTRATION/OTHER
- 8.3% CONVENTION SERVICES/HOUSING
- 5.7% VISITOR SERVICES
- 5.1% COMMUNICATIONS/PR
- 2.9% MEMBERSHIP
FY15 BUDGETED REVENUE
$16,160,760

- 88.4% OCCUPANCY TAX
- 3.1% CONVENTION SERVICES/HOUSING
- 2.7% MEMBERSHIP
- 2.4% STATE FUNDING
- 1% OTHER
- 1.4% SPONSORSHIPS/PARTNERSHIPS
- .6% PROMOTIONAL PARTICIPATION
- .4% ADVERTISING

FY15 BUDGETED EXPENSES
$15,960,760

- 35.6% CONVENTION & TRAVEL TRADE SALES & MARKETING
- 33.3% LEISURE MARKETING
- 7.5% ADMINISTRATION/OTHER
- 8.5% CONVENTION SERVICES/HOUSING
- 6.6% VISITOR SERVICES
- 5.7% COMMUNICATIONS/PR
- 3.3% MEMBERSHIP
Baltimore Convention and Tourism Board of Directors

**Board Chairman**
Woody Collins* (Outgoing)
Executive VP of M&T Bank
President and COO of Mid-Atlantic Region of M&T Bank

John Frisch, Esq. ± (Incoming)
Chairman & CEO
Miles & Stockbridge, LLC.

**Delegate Curt Anderson**
Baltimore City Delegate

**Chad Barnhill**
Senior Vice President & General Manager
Horseshoe Casino

**Jim Britton**
Owner
Class Act Catering

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

**Greg Brown**
General Manager
Hilton Baltimore

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

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

Peggy Daidakis ±
Executive Director
Baltimore Convention Center

Azikiwe DeVeaux
President
Events4GoodPeople, LLC.

Salvatore Ferrulo
Senior Vice President
Centerplate

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

Tony Foreman
Owner
Charleston Group

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 Promotions & The Arts

Alison Jones
General Manager
Days Inn Inner Harbor

Kevin Kennedy
General Manager
Hyatt Regency Baltimore

Shawn King
Director of Design – OUR HOUSE
Under Armour

Dominick Murray
Deputy Secretary
Maryland Department of Business & Economic Development

Thomas Noonan ±
President & CEO
Visit Baltimore

Carlos Plazas
Vice President of Finance
Planned Parenthood of Maryland

John Racanelli
President and CEO
National Aquarium

Frank Remesch
General Manager
Baltimore Arena

Marianne Rowan-Braun
Vice President & Director of the Campaign for Shock Trauma
R. Adams Cowley Shock Trauma, University of Maryland

Ed Rudzinski
General Manager
Marriott Waterfront Hotel

Skipp Sanders, Ed. D.
Executive Director
Reginald F. Lewis Museum of Maryland
African American History & Culture

Onahlea Shimunek
General Manager
Baltimore Marriott Inner Harbor

at Camden Yards

Alex Smith
Owner
Ouzo Bay

Shelonda Stokes
President
GreiBo Media

Colin Tarbert
Deputy Mayor
Office of the Mayor

Chuck Tildon ±
Vice President of Government Relations & Strategic Partnerships
United Way of Central Maryland

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

**Counsel**
Steve Bers
Whiteford, Taylor & Preston

Elena DiPietro
Chief Solicitor, General Counsel
Baltimore City Law Department

* Executive Committee member

Additional Board Committees include:
Facilities, Finance, Legislative & External Affairs, Marketing & Communications, Membership and Sales

Listing as of June 30, 2014
VISIT BALTIMORE ADVISORY COMMITTEES

CULTURAL TOURISM
Eileen Andrews
Baltimore Symphony Orchestra

Doreen Bolger
Baltimore Museum of Art

Jeffrey Buchheit
Baltimore National Heritage Area

Katie Caljean
Maryland Historical Society

Tina Cappetta
Fort McHenry National Monument and Historic Shrine

Jed Dietz
Maryland Film Festival

Roswell Encina
Enoch Pratt Free Library

Michael Gibbons
Babe Ruth Birthplace Museum

Bill Gilmore
Baltimore Office of Promotions & The Arts

Andy Hershberger
Geppi's Entertainment Museum

Joy P. Heyrman
The Walters Art Museum

Nancy Hinds
The Maryland Zoo in Baltimore

Rebecca Hoffberger
American Visionary Art Museum

Jeannie Howe
Greater Baltimore Cultural Alliance

Heather Keating
Creative Alliance

Vincent Lancisi
Everyman Theatre

Lesley Malin
Chesapeake Shakespeare Company

Larry Noto
National Aquarium

Van R. Reiner
Maryland Science Center

Stephen Richard
CENTERSTAGE

Skipp Sanders, Ed.D.*
Reginald F. Lewis Museum of Maryland African American History & Culture

Phoebe Stein
Maryland Humanities Council

Gregg Wilhelm
CityLit Project

Courtney Wilson
B&O Railroad Museum

Michelle Winner
Port Discovery Children’s Museum

GROUP TOUR
Janet E. Campbell, CHS Best Western Hotel & Conference Center

Nora Campbell
Ripley’s Believe It or Not!

Shauntie Daniels
Baltimore National Heritage Area

Jennifer Delancey
Watermark

Rich Gilbert
Maryland Office of Tourism Development

Beka Goldman
American Visionary Art Museum

Lindsey Grocholski
Holiday Inn Inner Harbor

Dana Kirn
B&O Railroad Museum

Jill Logsdon*
National Aquarium

John Mayotte*
Hilton Garden Inn - BWI

Jamie Moore
The Hard Rock Café

Debbie Morroni
Entertainment Cruises

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

Chris Riehl
Baltimore Rent-A-Tour

Mona Rock
The Walters Art Museum

Mike Rosa*
Days Inn Inner Harbor

Irene Rosen
Phillips Harborplace Restaurant

Karen Salamon
Greenspring Tours

Jane Scheffsky-Cassiere
The Maryland Zoo in Baltimore

Beth Sanchez
Spirit Cruises

Spencer Sydorko
Academy Bus

LGBT
Ted Blankenship
Moveable Feast

Chuck Bowers
The Hippo

Kat Bryer

Jane O. Scheffsky-Cassiere
The Maryland Zoo in Baltimore

Ken Conklin
Harbor Magic Hotels

Emma Connor
National Aquarium

Timoth Copney
Maryland Technology Development Corporation

Chris Cropper
Maryland Science Center

Jason Curtis
Brookshire Suites

Bill Gehrmann
En Route

Bill Gilmore
Baltimore Office of Promotion & The Arts

John Hawley
Hilton Baltimore

Barry Werner
Scrabble Board Tours

Mike DeGeorge
Virginia Transportation

Timothy Copney
Maryland Technology Development Corporation

Dwight Kines
VTOD Veolia Transportation

Cynthia Lavery
Host Baltimore

Barry Werner
Scrabble Board Tours

Dwight Kines
VTOD Veolia Transportation

Cynthia Lavery
Host Baltimore

Megan McCloskey
Harbor East

Libby Shein
PowerPlant Live!
VISIT BALTIMORE STAFF

EXECUTIVE STAFF
Tom Noonan
President & CEO

Sam Rogers
Executive Vice President & Chief Marketing Officer

Ron Melton
Chief Operating Officer

Amy Calvert
Senior Vice President of Convention Sales & Services

Sara Warfield
Vice President of Communications

Bon Whiting
Vice President of Membership & Development

Holland Spilker
Executive Assistant to the President & CEO

CONVENTION SALES
Chad Chappell, CMP
Director of Sales

Kim Allison, CAE, CASE
Associate Director of Sales

Amra elmore
Regional Director of Sales

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

Laurie Nelson-Choice
Director of Diversity & National Sales

Sally Sutera
Regional Director of Sales, North/East Regional Office

Eric Masterton
Director of Group Tour/Travel Sales & Training

Sheila Provenzano
Senior National Sales Manager, Chicago/Midwest Region

Jennifer Sullivan
Senior National Sales Manager

Kathryn Bryer
National Sales Manager

Alexis Cummins
National Sales Manager, Mid-Atlantic & Sports

Christie Buckley
National Sales Manager, Southeast

Jessica Lehrer
Convention Sales Coordinator

Vacant
Administrative Assistant to Sales

Annie Davis
Administrative Assistant to Sales

Jason Lessard
Administrative Assistant to Sales

CONVENTION SERVICES
Aurelia Welsh
Director of National Sales & Services

Lindsay Ruocco
Associate Director of Convention Services & Events

Olivia Puglisi
Senior Convention Services Manager

Tasha McDougle
Convention Services Manager

Camille Granchelli
Administrative Assistant to Convention Services

ADMINISTRATION & HUMAN RESOURCES
Kyla McConnell
Human Resources Manager

Anastasia O’Donnell
Administrator

Jason Goggins
Fulfillment Specialist

Janice Stewart
Office Manager

FINANCE
Craig Vay
Director of Finance

WC Harvey
Staff Accountant

RESEARCH AND TECHNOLOGY
Andreas Weissenborn
Information Technology Manager

Michael O’Connor
Manager of Research and Data Analysis

Peter Tran
Research and IT Coordinator

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

Charlyene Grimes, CMP
Sr. Manager of Housing & Hospitality Services

Alexis Perry
Convention Staffing Manager

Rayne McAndrews
Call Center & Fulfillment Manager

Ledora Cornish
Call Center & Housing Coordinator

Chandler Williams
Call Center Information Specialist

Trena Carter
Call Center Information Specialist

2 Part Time Call Center Information Specialists

MARKETING
Brendan Janishefski
Director of Web Marketing

Dionne Joyner-Weems
Director Advertising & Promotions

Bridget Weininger
Director of Meetings & Conventions Marketing

Matt Colly
Web & Social Media Manager

Katie Crowe
Publications & Promotions Manager
VISIT BALTIMORE STAFF

Amy Quarles
Graphics & Production Manager

Marsha Valentine
Assistant to the Executive Vice President

COMMUNICATIONS & PUBLIC AFFAIRS
Allison Burr-Livingstone
Director of Government Affairs & Communications

Moneé Cottman
National Public Relations Manager

Christina Bortner
Public Relations Manager

Megan Bosse
Communications Assistant

MEMBERSHIP
d. Morales
Director of Member Relations and Sales

Pamela Pennington
Member Services and Events Manager

Tia Wilson
Administrative Assistant to Membership

VISITOR CENTER
Frank Riggio-Preston
Director of Visitor Center Operations

Jennifer Anderson
Manager of Visitor Center Operations

Chuck Boyd
Visitor Center Supervisor

Keith Shuey
Visitor Center Supervisor

Peggi Powell
Visitor Center Supervisor

3 Port-Time Visitor Center Services Specialists

VISITOR CENTER VOLUNTEERS
25+ Years of Service
Connie Taylor
Boyce Flora

20+ Years of Service
Gideon Steff
Samuel Ruddie
Miriam Nathanson
Sandra Thoman

10 to 19 Years of Service
Jerry Katz
Sonny Freiman
Anita Clayton
Mel Valentine
Isabel Levin
Stanley Levin
Lois Balser

5 to 9 Years of Service
Leonard Monfred
Rebecca Tucker
Bonnie King-Rose
Sydney Bass
Stephen Knipp
Charles Kachalo
Lois Mannes

Esther Krasevac
Gilbert Ruddie
Sharon Ruddie
Mary Sturm
Phillip Sagal

Up to 4 Years of Service
Carol Mondshour
Alan Leonhart
Howard Davidov
Howard Cornblatt
Martin Taudenfeld
Kenneth Greci
Daniel Locke
Kayle Lytle
Deidre Gold
Stephanie Begin
Lisa Murphy
Steve Gaudio
Molly Hayslip
James Henry
Dick Goldman
Roy Parsons
M. Lisa Snodgrass
Terrell Thompson
# APPENDIX A: Baltimore Visitor Profile

<table>
<thead>
<tr>
<th></th>
<th>DAY VISITORS</th>
<th>OVERNIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>13,900,000</td>
<td>10,000,000</td>
</tr>
<tr>
<td><strong>Adults &amp; Children</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adults</td>
<td>10.6 million</td>
<td>7.8 million</td>
</tr>
<tr>
<td>Children</td>
<td>3.3 million</td>
<td>2.2 million</td>
</tr>
<tr>
<td><strong>Trip Purpose</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VFR</td>
<td>5,560,000</td>
<td>4,900,000</td>
</tr>
<tr>
<td>Leisure</td>
<td>6,950,000</td>
<td>3,300,000</td>
</tr>
<tr>
<td>Business</td>
<td>1,251,000</td>
<td>1,500,000</td>
</tr>
<tr>
<td>Business &amp; Leisure</td>
<td>139,000</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Season of Trips</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January-March</td>
<td>24%</td>
<td>23%</td>
</tr>
<tr>
<td>April-June</td>
<td>25%</td>
<td>27%</td>
</tr>
<tr>
<td>July-September</td>
<td>28%</td>
<td>28%</td>
</tr>
<tr>
<td>October-December</td>
<td>23%</td>
<td>22%</td>
</tr>
<tr>
<td><strong>Average Age</strong></td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td><strong>Age Quartiles</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-24</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>25-44</td>
<td>47%</td>
<td>43%</td>
</tr>
<tr>
<td>45-64</td>
<td>30%</td>
<td>30%</td>
</tr>
<tr>
<td>65+</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>50% female</td>
<td>53% female</td>
</tr>
<tr>
<td>Part-time</td>
<td>9%</td>
<td>11%</td>
</tr>
<tr>
<td>Retired/Not working</td>
<td>38%</td>
<td>38%</td>
</tr>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Auto</td>
<td>N/A</td>
<td>71%</td>
</tr>
<tr>
<td>Air Travel</td>
<td>N/A</td>
<td>21%</td>
</tr>
<tr>
<td>Rental Car</td>
<td>N/A</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Length of Stay</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Only 1 night</td>
<td>N/A</td>
<td>25%</td>
</tr>
<tr>
<td>Avg. nights</td>
<td>N/A</td>
<td>2.2</td>
</tr>
<tr>
<td><strong>Accommodations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel/Motel</td>
<td>N/A</td>
<td>49%</td>
</tr>
<tr>
<td>Friends/Relatives</td>
<td>N/A</td>
<td>34%</td>
</tr>
<tr>
<td>Boat/Cruise</td>
<td>N/A</td>
<td>2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>State of Trip Origin</th>
<th>DAY VISITORS</th>
<th>OVERNIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryland</td>
<td>31%</td>
<td>15%</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>Virginia</td>
<td>15%</td>
<td>11%</td>
</tr>
<tr>
<td>New Jersey</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>Delaware</td>
<td>2%</td>
<td>-</td>
</tr>
<tr>
<td>New York</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>North Carolina</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Florida</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Ohio</td>
<td>-</td>
<td>2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Participation</th>
<th>DAY VISITORS</th>
<th>OVERNIGHT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopping</td>
<td>28%</td>
<td>39%</td>
</tr>
<tr>
<td>Fine Dining</td>
<td>18%</td>
<td>23%</td>
</tr>
<tr>
<td>Museum</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>Landmark/Historic</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Waterfront</td>
<td>10%</td>
<td>11%</td>
</tr>
<tr>
<td>Night Life</td>
<td>7%</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: Longwoods International as of 2013
## APPENDIX B: Key Groups Booked in FY2014 for 2015 and beyond

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>PEAK ROOMS</th>
<th>TOTAL ROOMS</th>
<th>EVENT START</th>
<th>ECONOMIC IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieving the Dream, Inc.</td>
<td>1,400</td>
<td>4,740</td>
<td>2/15/15</td>
<td>$1,811,346</td>
</tr>
<tr>
<td>All Star Challenge</td>
<td>1,500</td>
<td>3,250</td>
<td>4/10/15</td>
<td>$1,293,694</td>
</tr>
<tr>
<td>Association of Certified Fraud Examiners</td>
<td>1,700</td>
<td>7,155</td>
<td>6/10/15</td>
<td>$3,081,419</td>
</tr>
<tr>
<td>Lunar Solis Corporation</td>
<td>1,550</td>
<td>4,490</td>
<td>8/4/15</td>
<td>$1,135,610</td>
</tr>
<tr>
<td>Mid-Atlantic Nursery Trade Show, Inc.</td>
<td>1,790</td>
<td>5,263</td>
<td>1/3/16</td>
<td>$4,038,715</td>
</tr>
<tr>
<td>Islamic Circle of North America</td>
<td>1,500</td>
<td>3,350</td>
<td>5/27/16</td>
<td>$2,203,521</td>
</tr>
<tr>
<td>Lunar Solis Corporation</td>
<td>1,550</td>
<td>4,490</td>
<td>8/2/16</td>
<td>$1,135,610</td>
</tr>
<tr>
<td>American Health Information Management Association</td>
<td>2,500</td>
<td>10,095</td>
<td>10/12/16</td>
<td>$5,645,409</td>
</tr>
<tr>
<td>PSMJ Resources Inc</td>
<td>1,700</td>
<td>5,340</td>
<td>10/22/16</td>
<td>$2,503,224</td>
</tr>
<tr>
<td>Mid-Atlantic Nursery Trade Show, Inc.</td>
<td>1,790</td>
<td>5,263</td>
<td>1/8/17</td>
<td>$4,109,589</td>
</tr>
<tr>
<td>EMS Today</td>
<td>1,325</td>
<td>4,269</td>
<td>1/29/17</td>
<td>$1,859,315</td>
</tr>
<tr>
<td>Association of College &amp; Research Libraries</td>
<td>2,150</td>
<td>7,523</td>
<td>3/18/17</td>
<td>$4,438,346</td>
</tr>
<tr>
<td>National Postal Forum</td>
<td>1,610</td>
<td>6,722</td>
<td>5/17/17</td>
<td>$3,173,470</td>
</tr>
<tr>
<td>United Church of Christ</td>
<td>1,200</td>
<td>6,528</td>
<td>6/25/17</td>
<td>$2,583,634</td>
</tr>
<tr>
<td>Mid-Atlantic Nursery Trade Show, Inc.</td>
<td>1,790</td>
<td>5,263</td>
<td>1/7/18</td>
<td>$4,186,594</td>
</tr>
<tr>
<td>EMS Today</td>
<td>1,325</td>
<td>4,269</td>
<td>3/4/18</td>
<td>$1,773,984</td>
</tr>
<tr>
<td>American Society of Safety Engineers</td>
<td>4,000</td>
<td>16,918</td>
<td>6/5/18</td>
<td>$8,273,618</td>
</tr>
<tr>
<td>Future Business Leaders of America-Phi Beta Lamda, Inc.</td>
<td>3,200</td>
<td>24,109</td>
<td>6/17/18</td>
<td>$16,144,179</td>
</tr>
<tr>
<td>American Association of Law Libraries</td>
<td>1,600</td>
<td>6,832</td>
<td>7/11/18</td>
<td>$3,113,870</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ORGANIZATION</th>
<th>PEAK ROOMS</th>
<th>TOTAL ROOMS</th>
<th>EVENT START</th>
<th>ECONOMIC IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Academy of Forensic Sciences</td>
<td>1,400</td>
<td>7,530</td>
<td>2/13/19</td>
<td>$3,332,545</td>
</tr>
<tr>
<td>Society of Toxicology</td>
<td>3,700</td>
<td>16,880</td>
<td>3/7/19</td>
<td>$12,994,277</td>
</tr>
<tr>
<td>New Hope Natural Media</td>
<td>4,594</td>
<td>14,616</td>
<td>9/7/19</td>
<td>$12,800,483</td>
</tr>
<tr>
<td>Emerson Process Management</td>
<td>1,730</td>
<td>8,798</td>
<td>10/16/19</td>
<td>$4,868,458</td>
</tr>
<tr>
<td>American Epilepsy Society</td>
<td>1,818</td>
<td>7,691</td>
<td>12/3/19</td>
<td>$3,076,028</td>
</tr>
<tr>
<td>Association of Fundraising Professionals</td>
<td>2,400</td>
<td>10,632</td>
<td>3/25/20</td>
<td>$4,555,080</td>
</tr>
<tr>
<td>American College of Veterinary Internal Medicine</td>
<td>1,500</td>
<td>6,842</td>
<td>6/5/20</td>
<td>$5,158,536</td>
</tr>
<tr>
<td>Presbyterian Church (USA)</td>
<td>1,700</td>
<td>13,285</td>
<td>6/15/20</td>
<td>$6,290,749</td>
</tr>
<tr>
<td>Elks USA</td>
<td>3,700</td>
<td>17,168</td>
<td>6/28/20</td>
<td>$6,578,201</td>
</tr>
<tr>
<td>AABB (Formerly American Association of Blood Banks)</td>
<td>3,300</td>
<td>15,840</td>
<td>9/29/20</td>
<td>$7,690,604</td>
</tr>
<tr>
<td>SPIE</td>
<td>2,000</td>
<td>8,025</td>
<td>4/13/23</td>
<td>$8,303,696</td>
</tr>
<tr>
<td>SPIE</td>
<td>2,000</td>
<td>8,025</td>
<td>4/11/24</td>
<td>$8,973,132</td>
</tr>
</tbody>
</table>
## APPENDIX C: Tradeshow/Event Calendar FY2015

<table>
<thead>
<tr>
<th>TRADESHOW/EVENT NAME</th>
<th>DATES</th>
<th>LOCATION/VENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CESSE Annual Meeting</td>
<td>July 15-17, 2014</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>Meeting Professionals International World Education Congress</td>
<td>August 2-5, 2014</td>
<td>Minneapolis, MN</td>
</tr>
<tr>
<td>International Motor Coach Group SAM</td>
<td>August 5-9</td>
<td>Branson, MO</td>
</tr>
<tr>
<td>ASAE &amp; Center Annual Meeting and Expo</td>
<td>August 9-12, 2014</td>
<td>Nashville, TN</td>
</tr>
<tr>
<td>Executive Leadership Conference</td>
<td>August 10-14, 2014</td>
<td>Atlantic City, NJ</td>
</tr>
<tr>
<td>Experient E4 Conference</td>
<td>August 17-20, 2014</td>
<td>New Orleans, LA</td>
</tr>
<tr>
<td>Connect Marketplace/Connect Sports</td>
<td>August 21-23, 2014</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>Student Youth Travel (SYTA) Annual Conference</td>
<td>August 22-26, 2014</td>
<td>Toronto, Canada</td>
</tr>
<tr>
<td>IMEX America/ Hall of Leader Gala</td>
<td>October 14-16, 2014</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>Rejuvenate Marketplace</td>
<td>October 28-30, 2014</td>
<td>Atlanta, GA</td>
</tr>
<tr>
<td>Ontario Motor Coach Association Marketplace</td>
<td>November 9-13</td>
<td>Ottawa, Ontario</td>
</tr>
<tr>
<td>TEAMS 2014 Conference &amp; Expo</td>
<td>November 10-13, 2014</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>FICP Annual Conference</td>
<td>November 16-19, 2014</td>
<td>Waikoloa, Hawaii</td>
</tr>
<tr>
<td>National Coalition of Black Meeting Planners</td>
<td>November 19-23, 2014</td>
<td>Cincinnati, Ohio</td>
</tr>
<tr>
<td>IAEE Expo! Expo! Annual Meeting</td>
<td>December 9-11, 2014</td>
<td>Los Angeles, CA</td>
</tr>
<tr>
<td>Association Forum of Chicagoland &quot;Holiday Showcase&quot;</td>
<td>December 16, 2014</td>
<td>Hyatt Regency Chicago</td>
</tr>
<tr>
<td>American Bus Association</td>
<td>January 10-13, 2015</td>
<td>St Louis, MO</td>
</tr>
<tr>
<td>PCMA Annual Meeting</td>
<td>January 11-14, 2015</td>
<td>Chicago, IL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRADESHOW/EVENT NAME</th>
<th>DATES</th>
<th>LOCATION/VENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Tour Association</td>
<td>January 18-22, 2015</td>
<td>New Orleans, LA</td>
</tr>
<tr>
<td>RCMA Annual Conference</td>
<td>January 26-30, 2015</td>
<td>Birmingham, AL</td>
</tr>
<tr>
<td>Receptive Services of America Summit 2015</td>
<td>February 3-5, 2015</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>DMAI Foundation Dinner</td>
<td>February 11, 2014</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>DMAI Destination Showcase</td>
<td>February 12, 2014</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Diversity Marketplace</td>
<td>February 25-27, 2015</td>
<td>Anaheim, CA</td>
</tr>
<tr>
<td>PMPI MACE</td>
<td>March 12-13, 2015</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Experient EnVision</td>
<td>TBD - not yet released</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>PCMA Foundation Dinner</td>
<td>April 8, 2015</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>ASAE SPRINGTIME Expo</td>
<td>April 9, 2015</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Conference Direct APM</td>
<td>April 20-23, 2015</td>
<td>Dallas, TX</td>
</tr>
<tr>
<td>Society of Government Meeting Professionals</td>
<td>April 28-30, 2015</td>
<td>Minneapolis, MN</td>
</tr>
<tr>
<td>Helmsbriscoe Annual Business Conference</td>
<td>May 18-20, 2015</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>Conference Direct Spring 2015</td>
<td>TBD - not yet released</td>
<td>Las Vegas, NV</td>
</tr>
<tr>
<td>US Travel Association’s Pow Wow</td>
<td>May 30-June 3, 2015</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>Collaborate Marketplace</td>
<td>June 11-13, 2015</td>
<td>Orlando, FL</td>
</tr>
<tr>
<td>PCMA Education Conference</td>
<td>June 14-17, 2015</td>
<td>Ft. Lauderdale</td>
</tr>
<tr>
<td>HCEA Annual Meeting</td>
<td>TBD - not yet released</td>
<td>TBD - not yet released</td>
</tr>
<tr>
<td>Association Forum of Chicago--“Forum Forward”</td>
<td>TBD - not yet released</td>
<td>Chicago, IL</td>
</tr>
</tbody>
</table>

Calendar subject to change.