As a travel and tourism organization, we were filled with hope in 2021. The slow but steady return of leisure travel raised our spirits and restored our confidence. While we’re still on the road to recovery, it was reassuring to see our hoteliers enjoying increases in occupancy and ADR, and our restaurateurs opening their doors for in-person dining. Their deft and skillful handling of the challenges they have faced has inspired each of us at Destination Ann Arbor to think and dream bigger.

What we also witnessed in our community was the continued powerful effects of the Black Lives Matter movement. It served as a critical reminder that the residents and businesses in Washtenaw County are seeking ways to acknowledge, support, and foster belonging for historically underserved groups. In 2021 we commissioned BrandHrt Evolution to help us create a DEI (diversity, equity, and inclusion) strategy that will engage and challenge Destination Ann Arbor and community members to better understand how each individual plays a part in the local economy. That together, “We” are the solution.

2021 reminded us how important travel is to us all. Diving into the local flavor of a community and immersing ourselves in unique cultures and experiences is a balm to many of our wearied souls. We are so grateful to be able to enhance the visitor experience in our beautiful and diverse county, and we look forward to supporting those people and businesses who make serving our visitors their livelihood.

I have fully enjoyed serving as the 2021 Chair of the Board, working alongside an incredible group of dedicated professionals, led by President and CEO, Mary Kerr. Thank you for the opportunity. It’s been an honor and a privilege. I’d also like to warmly welcome the incoming 2022 Chair of the Board, Michael Weber, who is sure to bring a new perspective to Destination Ann Arbor as a respected and experienced hotelier.

Regards,
Laurel Champion
Chair of the Board of Directors
In 2020, Destination Ann Arbor engaged MMGY NextFactor, a division of our agency of record and the world’s largest integrated marketing communications agency in the travel and tourism industry, to develop a Strategic Recovery Plan for our local economy. This plan identified strategic goals and tactics to guide us into 2021, rebuild consumer confidence, and inspire residents and visitors alike to enjoy the wonderful amenities offered in our community.

We frequently consulted the Strategic Recovery Plan as we made decisions and reviewed opportunities throughout 2021. Here are examples of progress we made toward the plan’s four goals:

**Refocused Sales and Marketing** — adapt strategies to align with market opportunities with an expanded focus on local audiences

Working with MMGY’s account, creative, and media teams, we created a marketing plan for our recovery effort to “support local.” This outreach distributed compelling creative content through social media and digital advertising channels to invite residents and potential visitors within a 250-mile radius drive market to dine, explore, visit, and stay in our area. Its success indicators included a record-setting number of website sessions.

**Preserved Destination Experience** — maintain the community vibrancy that makes the region an attractive destination

Our social media efforts brought on a large part of our success in this area. Our marketing team worked tirelessly, sharing stories and posting events across both the Destination Ann Arbor and Ypsi Real social channels. These posts highlighted events large and small, and encouraged residents to explore their communities and find the hidden gems that make our county so special. In addition, our 46 blog posts written in 2021 contributed to the record number of visitors to our website.

**Expanded Community Partnerships** — engage a diverse set of stakeholders and collaborate on recovery efforts

To support our local businesses during the time of the year when help is needed most, we collaborated with hoteliers to develop Ann Arbor Area Hotel Week (February 21-26, 2021). Coinciding with the immensely popular Ann Arbor Restaurant Week, this marketable event promoted the hospitality industry to both residents and those within our drive market. Many hotels eagerly participated, offering special pricing and other amenities. Due to the event’s success, generating over 100 room nights, we launched Hotel Week again in 2022.

**Organizational Sustainability** — ensure financial sustainability and refocus roles to deliver greatest impact

Despite a budget decrease of 40% and the unavoidable need to decrease our staff, we are proud of what we were able to accomplish in 2021 with less resources. We worked harder and smarter. We stayed nimble, never losing our focus, and lent a helping hand whenever needed. And thanks to available government programs, we were able to support our stakeholders at a level that would have otherwise been impossible.

**Our Strategic Goals**

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Impact Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Refocused Sales and Marketing</strong></td>
<td>826,077 website sessions vs. 334,629 in 2020</td>
</tr>
<tr>
<td><strong>Preserved Destination Experience</strong></td>
<td>1,183 Certified Tourism Ambassadors vs. 1,173 in 2020</td>
</tr>
<tr>
<td><strong>Expanded Community Partnerships</strong></td>
<td>73,579 room nights from leads vs. 81,977 in 2020</td>
</tr>
<tr>
<td><strong>Organizational Sustainability</strong></td>
<td>163 members vs. 277 in 2020</td>
</tr>
<tr>
<td></td>
<td>128,145 social media followers vs. 127,000 in 2020</td>
</tr>
<tr>
<td></td>
<td>51.8% hotel occupancy vs. 38.7% in 2020</td>
</tr>
<tr>
<td></td>
<td>25,818 definite bookings vs. 23,406 in 2020</td>
</tr>
<tr>
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<td></td>
<td>25,818 definite bookings vs. 23,406 in 2020</td>
</tr>
</tbody>
</table>

Destination Ann Arbor assesses impact through actionable goals and measurable results. Here’s a sampling of our 2021 notable numbers:

- **826,077** website sessions vs. **334,629** in 2020
- **$17.9M** in EEI from room nights from leads vs. **$21.8M** in 2020
- **1,183** Certified Tourism Ambassadors vs. **1,173** in 2020
- **73,579** room nights from leads vs. **81,977** in 2020
- **163** members vs. **277** in 2020
- **128,145** social media followers vs. **127,000** in 2020
- **51.8%** hotel occupancy vs. **38.7%** in 2020
- **25,818** definite bookings vs. **23,406** in 2020
- **73,579** room nights from leads vs. **81,977** in 2020
While 2021 saw an increase in leisure travel, business travel has rebounded more slowly. Despite this challenge, the Destination Ann Arbor sales team persevered, working diligently to book conferences, group meetings, and events in Washtenaw County. The sales team generated leads for future conferences totaling 74,000 room nights and an estimated economic impact of $17.9 million, while surpassing their room night goal by 8,069. In addition, the team exceeded their definite bookings goal — 25,818 in 2021 vs 23,406 in 2020.

**SALES**

While the hotel industry is not completely out of the woods quite yet, 2021 did show some much-needed improvement over 2020.

<table>
<thead>
<tr>
<th>Occupancy Increase</th>
<th>ADR Increase</th>
<th>RevPAR Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>41%</td>
<td>26%</td>
<td>78%</td>
</tr>
</tbody>
</table>

**THE BRIGHT SIDE**

While the hotel industry is not completely out of the woods quite yet, 2021 did show some much-needed improvement over 2020.

**STAY IN THE KNOW — A GLOSSARY**

**LEAD:** A lead is both a status level and the actual inquiry sent to the hotel.

**ROOM NIGHT(S):** A count of the number of rooms and number of nights an event-planner commits to occupy at a specified, contracted rate.

**ESTIMATED ECONOMIC IMPACT (EEI):** The estimated total value of an event on the host destination’s local economy, including secondary spending (indirect and induced) over and above the original direct spending. The total of these secondary impacts plus the original direct spending equal the total economic impact of an event.

**ROOM NIGHT(S) FROM LEADS:** A count of the number of Room Nights generated from leads sent out to hotels.

**DEFINITE BOOKING(S):** The number of leads that are turned to definite status once they are booked at a hotel.

**OCCUPANCY:** The percentage of total number of available sleeping rooms actually occupied. Derived by dividing the total number of rooms occupied during a given time period (night, week, year) by the total number of rooms available for occupancy during that same period.

**AVERAGE DAILY RATE (ADR):** Mathematical average of a series of sleeping room rates.

**REVENUE PER AVAILABLE ROOM (REVPAR):** A performance measurement commonly used in the hotel industry. It is calculated by dividing a hotel’s net room revenue by the total number of available rooms, or by multiplying a hotel’s average daily room rate (ADR) by its occupancy.

**GREAT NEWS FOR 2022: ALL THREE UNION TRAINING GROUPS TO RETURN!**

**JULY 11–22:** International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers

**JULY 27–AUGUST 5:** The Electrical Training Alliance-NTI

**AUGUST 13–19:** United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry

**LOOK WHO CAME TO TOWN**

- Michigan Bankers Association – Emerging Leaders Conference
- Michigan Fraternal Order of Police – Summer Board Meeting
- Michigan Society of Association Executives
- Motor City Furry Con
- National Training Institute
- United Union of Roofers, Waterproofers & Allied Workers National Instructors
- U-M Institute for Social Research – Health & Retirement Training
- U-M Institute of Data Science Conference

**“OUT OF NECESSITY, THE TRAVEL AND MEETING INDUSTRY HAS REDEFINED WHAT NETWORKING, EDUCATION, EXPERIENCES, AND TECHNOLOGY LOOK LIKE OVER THE PAST YEAR. SUPPLIERS, PLANNERS, AND VENUES HAVE LEARNED HOW TO ‘CHANGE ON A DIME’ TO ACCOMMODATE CLIENTS. IT IS TRULY REMARKABLE WHEN YOU THINK OF IT. WE HAVE PERSEVERED AND ADAPTED EVEN IN THE DARKEST OF TIMES. A LOT OF THESE CHANGES WILL REMAIN THE NORM NOW AND I DON’T THINK THAT’S A BAD THING EITHER.”**

—Patti Ingleson, National Sales Manager, Destination Ann Arbor
In 2021, we fully embraced the power of social media and continued to make great strides in reaching travelers and locals alike through our Destination Ann Arbor and Ypsi Real social channels. Our goal was to inspire and educate, and we did so through clever copy, compelling imagery, and smart partnerships with travel industry powerhouses such as Pure Michigan, Under the Radar Michigan, and Tourism Industry Coalition of Michigan (TICOM).

**SOME KEY ACCOMPLISHMENTS:**

- **51,000+** visitors driven to our website from Destination Ann Arbor and Ypsi Real social channels
- **70,000** Facebook and Instagram followers
- **39,000** Facebook and Instagram followers
- **3,000** average organic reach per Facebook post
- **1,200** average organic reach per Facebook post
- **61,000** people reached
- **3,300** engagements
- **26,000** people reached
- **5,200** engagements

**DESTINATION ANN ARBOR**
Our Strategy: to promote resident and visitor travel to Washtenaw County, highlighting safe and responsible ways visitors can enjoy all that our area has to offer.

**YPSI REAL**
Our Strategy: to positively engage with the Ypsilanti community and support and promote local events and happenings.

**TOP PERFORMING INSTAGRAM POST: “FALL COLORS”**
- **5,200** engagements
- **26,000** people reached

**TOP PERFORMING FACEBOOK POST: “CHICK-INN DRIVE-IN”**
- **1,200** engagements
PARTNERING WITH THE MICHIGAN DEPARTMENT OF NATURAL RESOURCES (DNR)

The DNR invited Destination Ann Arbor to participate in a unique marketing program along with other DMOs and tourism industry organizations with the goal of supporting the increased demand for outdoor recreation brought on by the COVID pandemic. We jumped on board, acknowledging that this could be an excellent opportunity to promote Washtenaw County as a four-season outdoor recreation destination to a statewide and national audience.

Through a combination of seasonal email marketing and social media posts, the DNR promoted its Explore Mi Outdoors landing page, which included a link to our own Destination Ann Arbor landing page highlighting our many outdoor recreational offerings. Reaching over 500,000 individuals via email, and 800,000 impressions through DNR’s Facebook, Instagram, and Twitter platforms, Destination Ann Arbor ranked fifth in number of clicks out of the 29 participating DMOs.

WEBSTE

2021 was a banner year for our Destination Ann Arbor website! With significant local events such as the Ann Arbor Art Fair and University of Michigan football back in action, along with an increase in summertime dining and nightlife, locals and visitors alike flocked to our website to plan their trips to town.

739,000
web sessions on Ann Arbor site
(120% from 2020)

87,000
web sessions on Ypsi Real site

1.4M
total pageviews
on both websites

OUR TOP WEBSITE VISITORS
come from Michigan, Ohio, Illinois, Indiana, California, and New York

EVENTS AND BLOGS

We published 1,175 events to our Ann Arbor and Ypsi Real online calendars and saw the following increases in traffic over 2020:

+165% to the Events calendar

+70% to the Hotels page

+99% to the Meetings page

Our blogs continued to perform well, with 46 posts shared in 2021. The most viewed:

- Football Tailgating 101
- Top Shopping Spots
- Outdoor Winter Activities
- Fall Colors
- Museums at U-M

739,000
web sessions on Ann Arbor site
(120% from 2020)

87,000
web sessions on Ypsi Real site

1.4M
total pageviews
on both websites

OUR TOP WEBSITE VISITORS
come from Michigan, Ohio, Illinois, Indiana, California, and New York

81,353
total clicks to DNR website

310
total clicks to Ann Arbor website

87,000

87,000

1.4M

+165% to the Events calendar

+70% to the Hotels page

+99% to the Meetings page

MICHIGAN FOOTBALL TAILGATING 101

By Brandon Bailer on Aug. 31, 2021

To many, just attending a Michigan Football game on any given Saturday in Ann Arbor is a beloved rite of passage to the Big House. For others, the experience includes preparing, hosting, and executing top-notch outdoor extravaganzas to
MEDIA RELATIONSHIPS

PURE MICHIGAN
In partnership since 2008, we have continued to do wonderful things with Pure Michigan this past year to promote our destination across the mitten and throughout the country. Reaching millions of social media followers and hundreds of thousands of newsletter subscribers, our strategy for 2021 included digital ads, newsletters, press trips, radio interviews, and more.

Highlights:
- Hosted two influential travel writers who published articles about our area as part of a Pure Michigan press trip: Cory Lee, award-winning travel writer and advocate of wheelchair-accessible destinations, and Jared Ranahan, who has published articles in both Forbes and Travel Leisure.
- Appeared as guests on the Pure Michigan radio show, which has an average of 45,000 statewide listeners across multiple radio stations including WJR 760 Detroit, WMU 1360 Kalamazoo, WJIM 1240 Lansing, and WBCH 1220 Hastings. We talked about things to do and see across Washtenaw County.
- Featured in multiple Pure Michigan newsletters, including eDeals sent to nearly 300,000 subscribers promoting Ann Arbor Restaurant Week and Ann Arbor Area Hotel Week.

ON THE GROUND YPSILANTI
Issue Media Group’s “On the Ground Ypsilanti” tells stories about local people, projects, innovations, and other engaging, underreported Ypsilanti-related subjects. A Destination Ann Arbor staff member attends quarterly editorial meetings to pitch Ypsilanti-area story ideas, assist with research, and make helpful connections. We also regularly share and engage on social media, often retweeting stories based around the Ypsilanti community to uplift local voices.

2021 stories we contributed to include:
- "New Ypsilanti Businesses"
- "Embracing Our Differences"
- "YpsiGLOW"

In Good Company:
Other 2021 On the Ground Ypsilanti supporters
A2Y Regional Chamber
Ann Arbor SIMRX
Charter Township of Ypsilanti
CMRT
Eastern Michigan University
Michigan Works! SE Michigan
Washtenaw Community College
Washtenaw County Administration
Washtenaw County Parks and Recreation Commission

TOP ARTICLES
- “Find More Than Books at These 20 Unique Bookstores” USA Today
- “Why We’re Big Fans of this Michigan Town” Travel Zoo
- “Wheelchair Accessible Ann Arbor” Pure Michigan
- “Planning Your Next Craft Beer City Tour? Give Detroit and Ann Arbor a Try” Pure Michigan
- “Inperson Meetings: The Future for Meetings and Events in Ann Arbor” Michigan Meetings and Events
- “No Ticket, No Problem. How You Can Still be a Part of Michigan Football Gamedays” MLive
- “One Tank Getaways” Cincy Magazine
- “Midwest College Towns” Naperville Magazine

Ypsi Real website
2,369 sessions generating 2,544 pageviews

Destination Ann Arbor website
9,646 sessions generating 10,386 pageviews

50 posts
23 videos
90,000 shares of Facebook posts
The mission of the Ann Arbor Sports Commission is to attract amateur sporting events to the Ann Arbor region for economic impact, positive national exposure, and quality of life enhancement for residents. Known for our sports enthusiasts and participants alike, along with impressive dining and entertainment options, the Ann Arbor area is a favorite among sporting event organizers.

Thank you to all our Sports Commissioners who continue to advise, guide, and support the Ann Arbor Sports Commission:

RISHI NARAYAN, Chair of Sports Commissioners – Owner, Underground Printing; Co-owner, AFC Ann Arbor
GREGORY DILL – Washtenaw County Administrator
ERIC HELBER – VP/Director of Business Development, Bank of Ann Arbor
HOWDY HOLMES – President/CEO, Chelsea Milling Company; former driver, CART Championship Car Series
WARDE MANUEL – Donald R. Shepherd Director of Athletics, University of Michigan
BILL MARTIN – Owner, First Martin Corporation; Director of Athletics Emeritus, University of Michigan
RONNIE PETERSON – State Representative, 54th House District of Michigan (Ypsilanti area)
DEBBIE TIRICO – Community Advocate
SCOTT WETHERBEE – VP/Director of Athletics, Eastern Michigan University

WITH THE STATE OF MICHIGAN’S GUIDELINES FREQUENTLY CHANGING OVER THE LAST COUPLE OF YEARS, IT HAS BEEN GREAT TO SEE SPORTS PLANNERS INNOVATE AND BE FLEXIBLE INSTEAD OF GIVING UP SO THAT EVENTS CAN TAKE PLACE EVEN DURING SUCH CHALLENGING TIMES. I AM SO LUCKY TO BE ABLE TO WORK WITHIN A SPORTS COMMUNITY THAT HAS REMAINED DILIGENT AND ADAPTABLE AND CONTINUES TO POSITIVELY IMPACT ATHLETES AND FAMILIES.”

Meaghan Hughes, Associate Director of Ann Arbor Sports Commission

WHAT A YEAR!

- Hosted 450+ games at Eastern Michigan University.
- Successfully completed bids for an Epson Tour women’s golf event and International Ice Hockey Coaches Association event (both to be held in 2022).
- Completed phase one of a feasibility study on a youth sports complex development for Washtenaw County.
- Continued our membership with the Pure Michigan Sports group, which marketed our state to all the national governing bodies, including several of the Olympic sporting groups.
- Attended the SportsETA symposium in person for the first time since 2019.
- Regained the NAIA women’s golf championship after a prior change of location due to the pandemic.
- Began planning for the NAIA Cheer and Dance National Championship (to be held in March 2022).
- Completed a feasibility study focused on E-sports events and potential infrastructure.
The art community’s strength and resilience throughout the pandemic has been nothing short of awe-inspiring. The creative light of Washtenaw County continued to shine brightly in 2021, with many of our area’s most beloved events returning to be enjoyed in ways old and new. At Destination Ann Arbor, our commitment to the arts never wavered, and we were proud to provide support through various marketing communications channels such as website listings, blog posts, and newsletter articles. Additionally, through our Tourism Marketing Sponsorship program, we provided financial support to a variety of festivals and events in our creative community including the Ann Arbor Art Fair, Ann Arbor Summer Festival, Dexter Daze, FoolMoon, YpsiGLOW, Ypsilanti Frog Island Jazz Concert Series, and many others.

WE TAKE ART TO HEART

Many of our Destination Ann Arbor staff members served on boards and committees of local arts organizations in 2021 including the Ann Arbor Film Festival and the Riverside Arts Center.

THAT’S A WRAP!

We are proud of our work producing a marketing video featuring University of Michigan museums such as the U-M Museum of Art and U-M Museum of Natural History. Further, we showcased the amazing talent of area muralist Gary Horton, who brought his vibrant and imaginative work to our community. Always an Ann Arbor supporter, Under the Radar Michigan produced a television episode highlighting artists around Michigan, with Mary Thiefels interviewed in front of the Destination Ann Arbor “Challenge Everything, Create Anything!” mural on Huron Street.

Maria Skrzynski, Marketing Coordinator/Office Manager, Destination Ann Arbor

“ANNUAL ART EVENTS LIKE FOOLMOON AND YPSIGLOW ARE CELEBRATIONS OF OUR COMMUNITY’S CREATIVITY. IT HAS BEEN SO FUN COLLABORATING WITH ARTISTS, CREATING ARTWORK OF OUR OWN, AND BECOMING INSPIRED BY THE PUBLIC ART CREATED BY AND FOR OUR COMMUNITY. THESE EVENTS SHINE A LIGHT ON HOW IMPORTANT ART IS WITHIN OUR COMMUNITIES.”

ARTS & CULTURE
In 2021, under the expert guidance of MMGY’s strategy, media, and creative teams, we executed an integrated advertising campaign using a strategic mix of media powerhouses such as Google, Expedia, and ESPN, and top-performing local media outlets such as MLive and the Detroit Free Press. Though a combination of video and display ads across platforms including email, social media, search engines, mobile, and print, we engaged our leisure market target audience as well as meeting and sports planners. Further, we capitalized on technologies such as geofencing to reach our audience “in the moment” and programmatic media-buying which proved successful in maximizing the reach of our budget.

**BUDGET BREAKDOWN**

<table>
<thead>
<tr>
<th>Audience</th>
<th>Reach</th>
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<tbody>
<tr>
<td>10% Sports Planners</td>
<td>25% Local residents within 75-mile radius</td>
</tr>
<tr>
<td>10% Meeting Planners</td>
<td></td>
</tr>
<tr>
<td>80% Leisure Market</td>
<td>75% Drive markets within 250-mile radius</td>
</tr>
</tbody>
</table>

**2021 CAMPAIGN PERFORMANCE HIGHLIGHTS**

- **8M** brand engagements resulting in more than 44,700 hours spent with Ann Arbor area content
- **212,573** web sessions generated through integrated paid media (up 231% from 2020)
- **39.9M** impressions
- **$828,000** hotel revenue, along with **$723,000** in visitor spending, generated by media activity

**TOP 5 PERFORMING MARKETS**

- **DETROIT**
- **CLEVELAND**
- **CHICAGO**
- **GRAND RAPIDS**
- **COLUMBUS**
WORKFORCE DEVELOPMENT

At Destination Ann Arbor we are proud of our innovative and award-winning Workforce Development Program. We prioritize our role as a DMO in making connections, building relationships, and offering an online resource for those interested in a career in the hospitality industry. In 2021, we advanced our program by:

• Improving the Workforce Development website page to include links for job seekers, employer resources, and job postings.
• Meeting with WCC Educational Foundation staff to discuss curriculum changes to the tourism/hospitality scholarship program and the creation of promotional materials targeting incoming students.
• Nurturing our partnership and discussing hiring challenges in the travel and tourism industry with Michigan Works! SE Executive Director, Shamar Herron.
• Co-hosting a workforce development roundtable with HR professionals at DMOs across the country.

The work we have done thus far serves as the foundation for what we plan to accomplish in the future, when the damaging effects of the pandemic are behind us, and the hospitality industry can find its footing once again.

Now more than ever, we strive to uplift and nurture those who choose careers serving visitors to Washtenaw County.

CERTIFIED TOURISM AMBASSADOR PROGRAM (CTA)

A total of 1,183 local Certified Tourism Ambassadors have been trained under the Ann Arbor-Ypsilanti Certified Tourism Ambassador (CTA) Program. The CTA Program provides a half-day certification class facilitated by a member of the Destination Ann Arbor staff addressing topics such as the power of tourism, exploring our local area, knowing what resources are available, and how to exceed customer expectations. The CTA Program is geared toward the hospitality sector, but we have trained all types of businesses and participants. Destination Ann Arbor and A2Y Chamber have a partnership to include the certification as a part of the A2Y Chamber Leadership Program each year. In 2021, we certified 10 new CTAs because of this partnership, despite the ongoing pandemic.

In September 2021, we hosted our first in-person CTA networking event since October 2019 at Robin Hills Farm in Chelsea. Over 75 of our CTAs and their friends enjoyed our outdoor event, building new connections and rekindling those impacted by the pandemic.

As the nation continues to navigate through the current labor crisis, we are looking forward to being able to facilitate more classes in the future when business staffing allows. We look forward to continuing to use our CTA Program to make Washtenaw County a wonderful place to live, visit, and work.

DESTINATION DEVELOPMENT

In 2021, we took a meaningful step forward in our commitment to diversity, equity, and inclusion within our organization and in our community. Fueled by our desire to learn more and do more, we partnered with Ypsilanti-based BrandHrt Evolution to guide us along this journey. Their plan, presented to us in Fall 2021, consists of tactics we need to responsibly structure our staffing, board, and committees, and support and be an advocate for improved DEI awareness within the hospitality industry. At the end of 2021, the following projects were underway:

- Video
- Press release and media advisory
- Perception survey
- Campaign landing page
- Social media content suggestions

Moving into 2022, we will continue our journey of understanding by embarking on a “listening tour” and exploring partnerships with other organizations in Washtenaw County.

MEMBERSHIP

Considering the COVID-19 pandemic, Destination Ann Arbor has remained flexible with its membership program in support of local businesses. In 2021, Destination Ann Arbor added three new members, bringing our total to 163. We did see a loss of some members due to pandemic-related business closures.

Despite this, Destination Ann Arbor remains committed to supporting all our local businesses via stakeholder emails, blog posts featured on AnnArbor.org and YpsiReal.com, and making personal recommendations to inquiries from meeting planners and potential visitors.
The staff at Destination Ann Arbor is passionate about the travel and tourism industry, as proven by the impressive number of boards and committees on which they served in 2021:

- A2Y Chamber
- Ann Arbor Film Festival
- EMU Centennial Homecoming Committee
- ETourism Summit
- Food Gatherers
- Main Street Area Association
- Meetings Michigan/MEDC
- Michigan Association of Convention and Visitor Bureaus
- MPI Michigan Chapter
- Pure Michigan Sports
- Riverside Arts Center
- Sports ETA
- Tourism Industry Coalition of Michigan
- University Event Planners
- Washtenaw Community College Women’s Council
- Wonderfools Productions
- Ypsilanti Pride
- Ypsilanti Bicentennial Celebration 2023
- Ypsilanti Rotary Club

In 2021 two Destination Ann Arbor staff members were acknowledged for their dedication and impactful work in the tourism industry. Congratulations to:

**Katherine Johnson, Marketing Manager** – Star of the Industry Award from the Michigan Restaurant and Lodging Association - 2021 CVB Star of the Year

**Maria Skrzynski, Marketing Coordinator/Office Manager** – 2021 Emerging Tourism Star in Digital Marketing, presented by eTourism Summit in partnership with MMGY Global

“I’m proud of Destination Ann Arbor’s work that benefits the hospitality and tourism industry locally and statewide. We are a collaborative industry and sharing best practices with our peers makes us stronger collectively.”

Chad Wiebesick, Vice President of Marketing and Communications, Destination Ann Arbor
These charts provide a financial overview of Destination Ann Arbor’s operations. Destination Ann Arbor’s revenues are generated through the Washtenaw County accommodations tax, as well as member dues and advertising. As a 501(c)(6) not-for-profit organization, Destination Ann Arbor utilizes revenues to offset expenses associated with marketing activities, operations, and personnel. Revenues were down 35% compared to a typical year.

2021 INCOME
$4,942,244*

2021 EXPENSES
$4,330,611*

FINANCIALS AT A GLANCE

Note 1: Any gain realized from 2021 is anticipated to be used in furtherance of Destination Ann Arbor’s mission.

Note 2: Due to the unprecedented times, the percentages realized for marketing and activities are lower than any other year; typically the percent spent on marketing activities is between 50-55%, operations between 10-13%, and personnel between 32-35%.

Sarah Miller, Chief Operating Officer, Destination Ann Arbor

“When I think of the past year, I’m amazed at what our small staff was able to accomplish with 40% less in financial resources. Our ability to take advantage of non-traditional funding opportunities to further our mission, while managing an ever-changing visitor climate is impressive!”

*Numbers are unaudited at the time of the report.
2021 BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

Laurel Champion  
Chair  
Laurel Champion Consulting, LLC

Michael Weber  
Vice Chair  
Weber’s Boutique Hotel

Barry LaRue  
Secretary  
Riverside Arts Center

Mike Allemand  
Treasurer  
White Mountain Services, LLC

Frances McMullan  
At-Large  
City of Ypsilanti

Tom Colis  
At-Large  
Miller Canfield

Sean Duval  
At-Large  
Golden International

Brenda Stumbo  
Past Chair  
Elected – Ypsilanti Township

Mary Kerr  
President and CEO  
Destination Ann Arbor

BOARD MEMBERS

Brenda McKinney  
Elected – Superior Township

April King  
AGC Automotive Americas R&D

Joseph Sefcovic  
Ann Arbor Marriott Ypsilanti

Leigh Greden  
Eastern Michigan University

Eric C. Williams  
Puffer Reds

Andy French  
Aubree’s Pizzeria & Grill

Maura Thomson  
Ann Arbor DDA

Daniel Fine  
The Kensington Hotel

Michael Rein  
University of Michigan

Tom Murray  
Conor O’Neill’s

Mike Martin  
First Martin Corporation

Paul Cousins  
Dexter Community Leader

Eric Helber  
Bank of Ann Arbor

Marie Klopf  
Ann Arbor Art Center

Cover Image: Artwork by Joey Salamon. Mural organized by A2AC for the A2AC Murals project.