



Visit
LOUDOUN

2020-2022
Strategic Plan

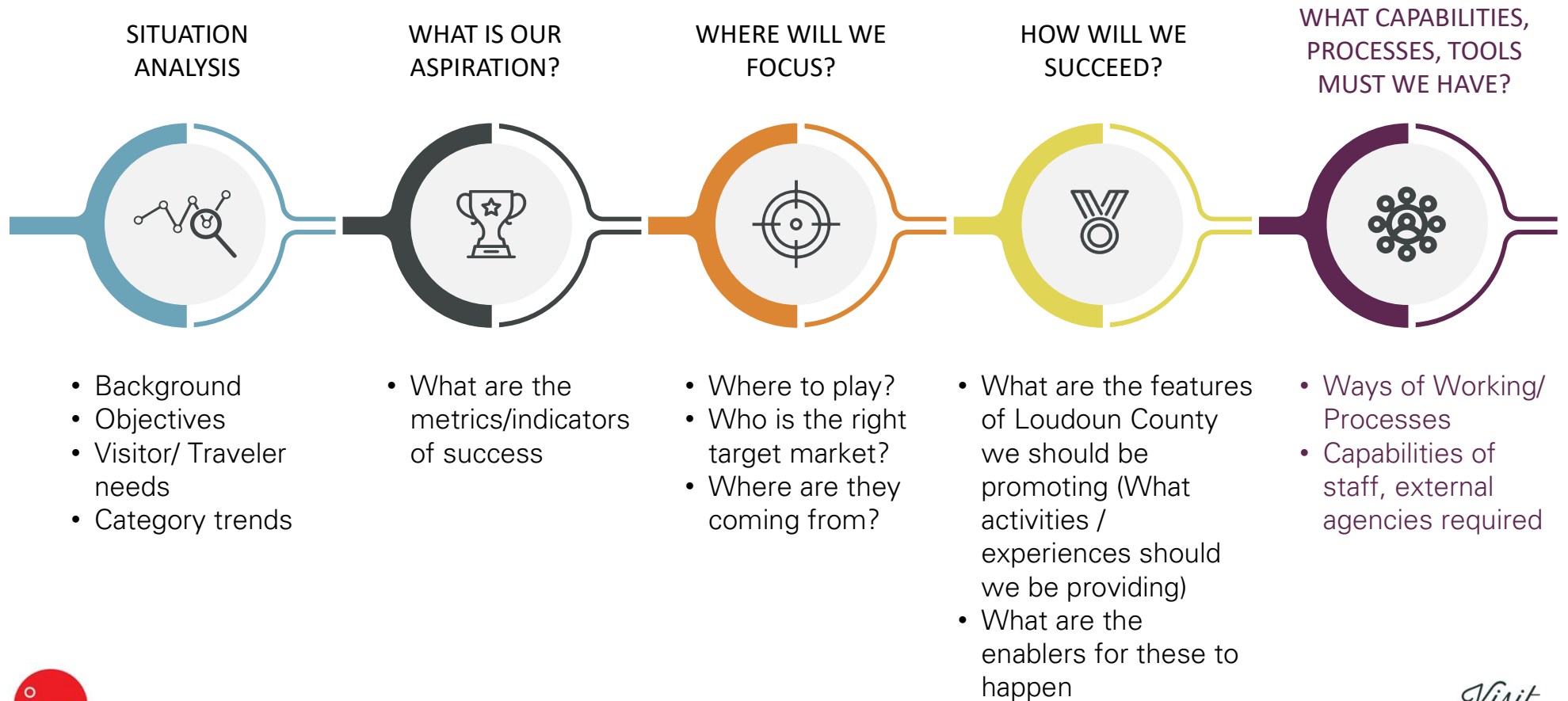
PROJECT OBJECTIVE



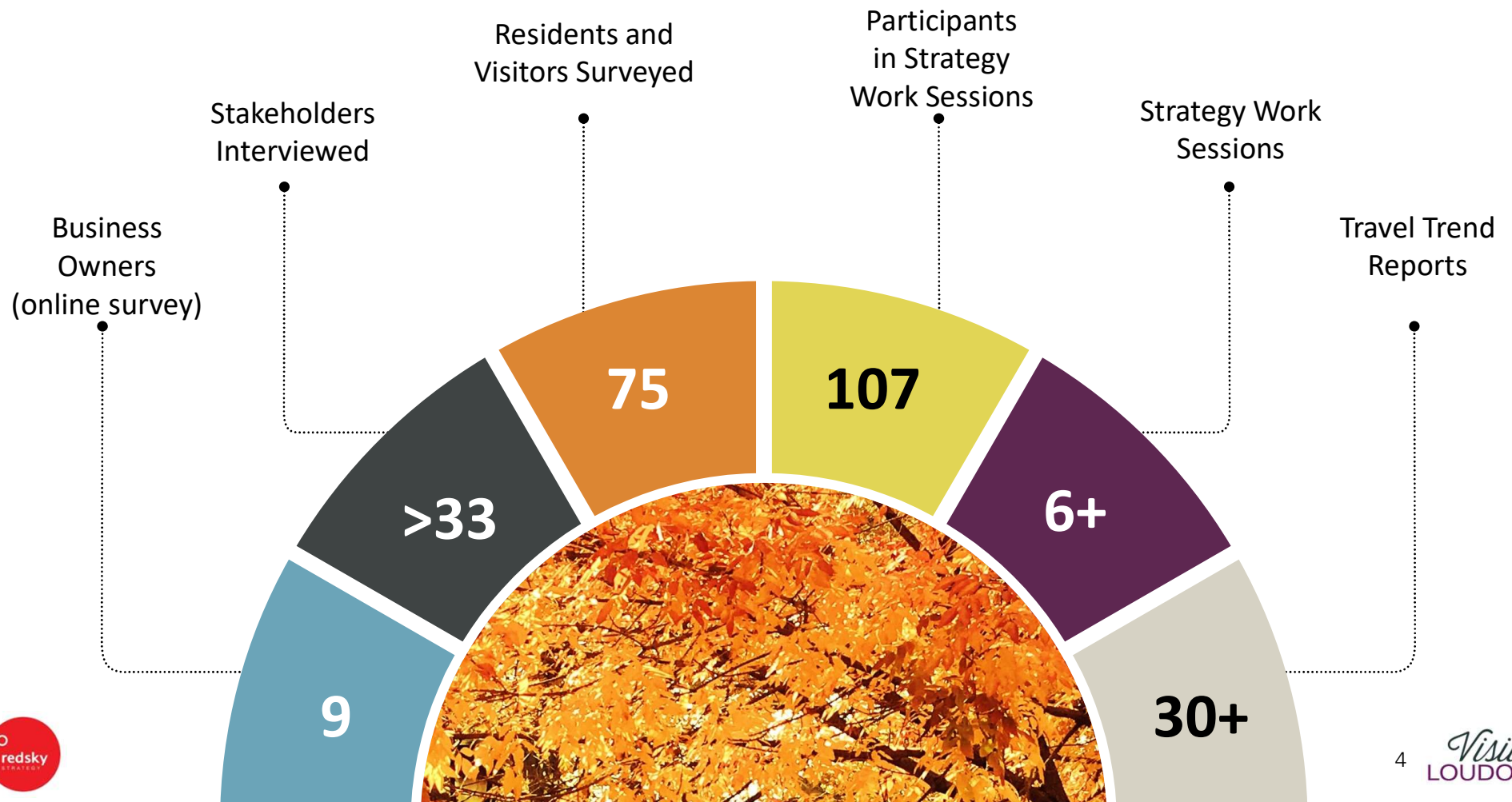
To develop the 2020-2022 strategic plan that serves as a blueprint for Visit Loudoun to achieve its key goals and objectives related to: tourism infrastructure, industry engagement, public awareness and board governance



FRAMEWORK FOR THE PLAN DEVELOPMENT



RESEARCH AND STAKEHOLDER INPUT



STAKEHOLDERS INTERVIEWED

Supervisor Phyllis Randall, Chair at Large	Jim Ruedinger
Supervisor Tony Buffington	Mike Peverill
Supervisor Geary Higgins	Buddy Rizer
Supervisor Ralph Buona	Steve Torpy
Supervisor Matt LeTourneau	Mayor Kelly Burke
Supervisor Suzanne Volpe	Mayor Bridge Littleton
Supervisor Ron Meyer	Mayor Roger Vance
Supervisor Kristen Umstattd	Corrine Sweeney
Supervisor Koran Saines	Lacey Huber
Jordan Harris	Jennifer Worcester Moore
Paul Cerula	Kelly Fortnam
Anna Gebert	Ellen Goldberg
Tony Stafford	Alta Jones
Geoff Lawson	Elliott Ferguson
Russell Seymour	Tony Howard
Richard Williams	Beth Erickson
Laura George	Mayor Kwasi Fraser



SUMMARY OF STAKEHOLDER INPUT

The Stakeholder input has had a direct impact on the strategic focus (pillars) for the 2020-2022 plan. **Visit Loudoun is extremely well respected by stakeholders.** Visit Loudoun is coming from a position of strength, revisions to the plan are based on future continued growth and enhancement to the destination strategic plan.

- Managing sustained growth, working on infrastructure and frictionless travel while also ensuring the opportunities for economic growth in Loudoun County
- Leveraging the diversity of both eastern and western Loudoun County with integrated experiences featuring all Loudoun County has to offer
- Increased collaboration and integration of the towns and product/features within Loudoun County to increase demand and communication to both visitors and residents
- Leverage Music as a growth driver / enabler to grow both visitor and local resident involvement and enthusiasm as Loudoun County starts the journey to become a music destination
- Amateur and professional sports must be included in any plan to ensure a balance of business and leisure travel
- Strengthen Loudoun County's positioning (what Loudoun County will be famous for) to incorporate 'variety' into messaging for both residents, businesses and visitors

SUMMARY OF KEY TRAVEL TRENDS

- The pace of travel is Accelerating Exponentially
- New Segments include the Growth in Women Travelers and Millennial Travel = Family Travel
- Travelers are increasingly seeking Authentic Experiences and will take more weekend trips in 2020
- Sustainable and Agro-tourism Travel is growing
- Frictionless Travel Expectations, the sharing economy and Digital Tour Guides are the new norm
- Photogenic Instagram equals Snap Travel Decisions for over 52% of travelers
- The Business of Business is still a growth enabler



STRATEGIC PILLARS

**Embrace
Variety**

**Involve the
Community**

**Support Music
and the Arts**

**Inform
Infrastructure**

**Curate
Themed
Experiences**



Based on current funding levels, this is what Visit Loudoun
hopes to achieve

THE 2020-2022 STRATEGIC PILLARS



EACH PILLAR HAS FOUR KEY SECTIONS

KEY ISSUES

INFRASTRUCTURE: KEY ISSUES

- Disbursement of Visitors across all of Loudoun County
- Activities are Far from Lodging
- Loudoun is Expansive
- Inclusion of Short term Residential Rentals into Loudoun's Hospitality Industry
- Pipeline of workers in Loudoun County is lacking

One of the biggest issues that visitors, residents, and business travelers alike pointed to was the lack of ability to easily travel from East to West Loudoun, especially since there are very few public transportation options. Metro is a key driver and we need to ensure connection around metro, but we also need to

GOAL



STRATEGIES

INFRASTRUCTURE: HOW WILL WE EFFECT CHANGE?

STRATEGIES

WHAT WE WILL DO...

- I1 Work with local county government (economic development and commerce) to break down barriers and ensure infrastructure issues are on the priority list and points of view are captured in a full county plan
- I2 Build transportation opportunities for visitors
- I3 Identify ways to reduce Curated Experiences)
- I4 Promote Loudoun County impact of workers having

TACTICS

INFRASTRUCTURE: TACTICS

	Tactics	Key Resp.	Metric
I1	Communication: Develop coordinated messaging and communication efforts to influence the development of metro-accessibility and connectivity		
I2.1	Tour Transport: Commission tours and tour transportation options to efficiently (costs and time) ferry visitors to and from different parts of the county (e.g., resurrect trolley/hop on hop off system)		
I2.2	Rideshare: Identify partnership opportunities with rideshare companies		
I3	Walking / digital tours: Curate walking / digital tours within connected communities		
I4	Connect: Host regular (at least quarterly) sessions to update industry-leaders on Loudoun County happenings and to provide a forum for networking and connection, including with disparate elements of the hospitality industry like short-term residential rentals.		



We will not cover tactics today

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10 Visit LOUDOUN



EMBRACING VARIETY

SPREADING THE WORD



EMBRACING VARIETY: KEY ISSUES

Inclusion of all the destination
has to offer

Western Loudoun's offerings represent some of the most crucial touchpoints for tourism in Loudoun. However, eastern Loudoun often gets left behind in the current positioning

Growing Diverse target markets
– and segment Visitors

With the growing diversity of markets and segment visitors (African American, Asian / Korean, Indian and LGBTQ), Loudoun is not actively targeting diverse audiences with its current marketing campaigns, including the imagery used

Not Just One Key Activity or
Attraction

Loudoun has a dynamic set of activities to offer visitors and should embrace the variety of the county's attractions. No county can boast the vineyards, breweries, and history of Loudoun

Communities Need to be
Reflected
to be Included

Visit Loudoun should reflect the community it serves, but also the visitors it strives to attract, ensuring that Loudoun County is a welcoming destination and community

EMBRACING VARIETY: THE
OPPORTUNITY

BY 2022

Loudoun County will
celebrate and inspire
visitors and residents alike
to enjoy the benefits and
variety of Loudoun County



EMBRACING VARIETY: HOW WILL WE AFFECT CHANGE?

STRATEGIES

WHAT WE WILL DO...

- ED1** Foster a view of Loudoun with its variety of offerings as a cohesive entity
- ED2** Diversify Loudoun's offerings even further by ramping up Loudoun's sports-related activities
- ED3** Identify opportunities to market directly to a diverse set of travelers and markets
- ED4** Ensure that all marketing efforts highlight the variety and diversity that Loudoun County has to offer in all respects



INVOLVE THE COMMUNITY

SPREADING THE WORD TO
EVERYONE



INVOLVE THE COMMUNITY: KEY ISSUES

Business Owners Are Not
Aware
of Synergistic Opportunities
In Loudoun

Business owners lack connectivity to each other, and opportunities to increase integration of products and features

Residents Need to be
Embraced
as Consumers (Visitors)

Residents are not aware of the impact of tourism in Loudoun County. They also are not aware of all there is to do in Loudoun. Raising that awareness could help drive demand for product and features in Loudoun County

Stakeholders Are Unaware of
the Full Potential of Visit
Loudoun

Some stakeholders and business owners lack information and understanding of Visit Loudoun's role, contributions, and key metrics when it comes to promoting Loudoun's tourism assets

The National Decline of
Visitor Centers

With emerging technologies, Loudoun County's Visitor Center has seen a decline in foot traffic. We must consider how to reimagine the visitor center of the future

Lack of Trained Hospitality
Workers and Ambassadors

Visit Loudoun needs to engage residents and business owners to be ambassadors and promote tourism in the county. Additionally, those in the hospitality industry must be trained to understand the value of Loudoun and what Loudoun can offer visitors



A large crowd of people is walking down a tree-lined street, likely during a community event or festival. The scene is bright and sunny, with many people wearing hats and casual clothing. The street is lined with mature trees, and a building with a porch is visible in the background. The overall atmosphere is festive and community-oriented.

INVOLVE THE
COMMUNITY: THE OPPORTUNITY

BY 2022

Loudoun County residents,
business owners, and
government supports and
advocates for tourism



INVOLVE THE COMMUNITY: HOW WILL WE AFFECT CHANGE?

STRATEGIES

WHAT WE WILL DO...

- C1 Continue to inform local and municipal government stakeholders and residents on Visit Loudoun's role, objectives, and metrics through educational forums
- C2 Provide tangible resources for business owners to understand how their businesses fit into the larger landscape of Loudoun tourism
- C3 Re-think the Visit Loudoun Visitor Center experience (digital and human touch) to continuously maintain and make information and assets relevant to visitors
- C4 Foster connectivity across different tourism relevant groups and industries in Loudoun County, creating a more integrated tourism industry

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SUPPORT MUSIC AND THE ARTS

CULTURE SHOCK



SUPPORT MUSIC AND THE ARTS: KEY ISSUES

Signature Annual Events Draw Repeat Visitors

Seek and support key signature events to serve as a draw for repeat visitors and to showcase what is unique about Loudoun County

Music and The Arts Contribute to Overall Quality of Life / Place

Having a robust music and arts scene is central to creating a sense of place in Loudoun County

Loudoun Lacks Venues to Truly Be a Music and Arts Destination

Visit Loudoun has an opportunity to be at the table to influence the development of a performing arts center as well as to begin leveraging new venues to attract a variety of artists

SUPPORT
MUSIC AND THE ARTS: THE
OPPORTUNITY

BY 2022

Loudoun County will
leverage music and the arts
as a key driver and enabler
for growth in the destination



SUPPORT MUSIC AND THE ARTS: HOW WILL WE AFFECT CHANGE?

STRATEGIES

WHAT WE WILL DO...

MA1 Facilitate and support Loudoun County as a destination for music and the arts

MA2 Integrate music and arts into the greater tourism assets and existing events

MA3 Foster and support the local arts scene



INFRASTRUCTURE

BUILDING UP LOUDOUN



INFRASTRUCTURE: KEY ISSUES

Dispersing visitors across
all of Loudoun County

One of the biggest issues that visitors, residents, and business travelers alike pointed to was the lack of ability to easily travel from East to West in Loudoun, especially since there are very few public transportation options. Metro is a key driver and we need to ensure connection but we also need to ensure that travel is multi-modal and that our trails are accessible and usable

Transportation options not
sufficient or conveniently
located near tourism assets

Loudoun County hotel properties are by and large isolated islands – they are not fully connected to commerce and there is a need for transportation options. In addition, to advance the development of the visitor infrastructure, a full-service hotel is needed

Loudoun County Is Expansive

As a result, many rideshare companies have difficulty doing business across the entire county

Inclusion of Short term
Residential Rentals into
Loudoun's Hospitality Industry

Short-term residential rental businesses as of yet have not been fully looped into tourism efforts in the county. As such, there are many opportunities to build infrastructure around this emerging economy

Pipeline of workers in Loudoun
County is lacking

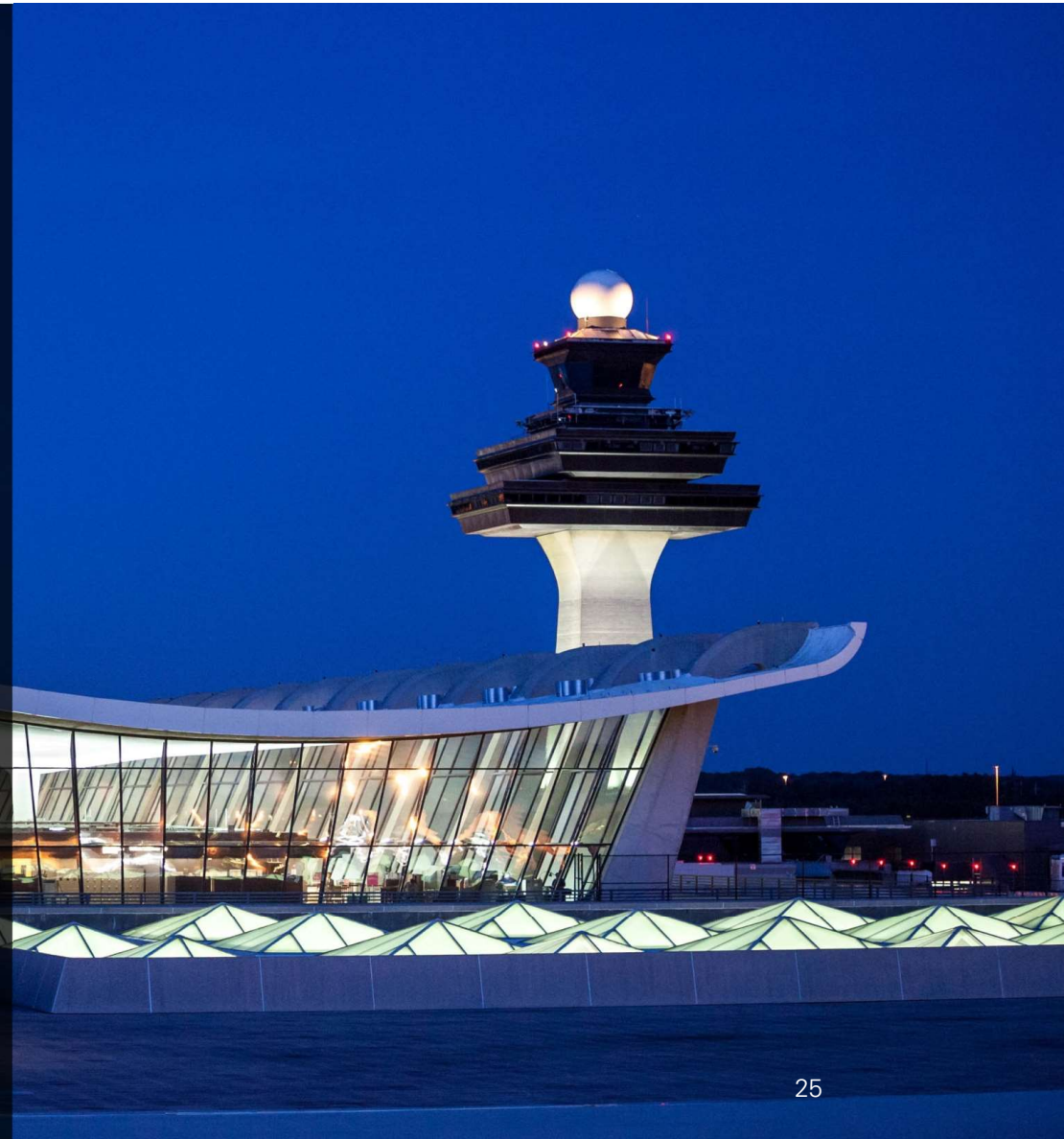
Tourism businesses do not have access to a robust and local workforce, which may lead to staffing issues as well as increased traffic issues. In addition, those who work in Loudoun but do not live in Loudoun may lack local knowledge.



INFRASTRUCTURE: THE OPPORTUNITY

BY 2022

Loudoun County will strive to be an integrated destination, participating in the development of frictionless travel for visitors in Loudoun County



INFRASTRUCTURE: HOW WILL WE AFFECT CHANGE?

STRATEGIES

WHAT WE WILL DO...

- I1 Continue to work with local government to break down barriers and ensure infrastructure issues are on the priority list and points of view are captured in a full county plan
- I2 Build transportation options into the experience of Loudoun, creating packages and opportunities for visitors (see Curated Experiences)
- I3 Identify ways to reduce the need for motorized transportation where possible
- I4 Address the challenges for the workforce in Loudoun County. Challenges such as access to affordable housing, entry level labor /salaries and the cost of living in Loudoun County, increased traffic, etc.



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THEMED CURATED EXPERIENCES

MAKING IT HAPPEN



redsky

THEMED AND CURATED EXPERIENCES: KEY ISSUES

Consumers are not aware of what we can offer them

Local residents are not fully aware of all that Loudoun County has to offer; the great diversity of activities that are available

Travelers Don't Want to Have to Plan

60% of vacation destinations and interest is driven by photos on Instagram, travelers are looking for curated experiences that are Instagram worthy

Visitors Are Increasingly Overwhelmed By Choice Fatigue

Visitors are depending on social media, family and friends to create a vision for what their trip could look like and make key travel destination decisions for them

The Expectation of Curated Experiences is Already Here

With the increase in the traveler trends such as more female only travelers or Millennials with families, the desire for curated experiences is increasing exponentially

THEMED AND CURATED
EXPERIENCES: THE
OPPORTUNITY

BY 2022

Loudoun County will offer
curated experiences that
will delight and inspire
visitors and residents alike
to continue to drive the
growth of the destination



THEMED AND CURATED EXPERIENCES: HOW WILL WE AFFECT CHANGE?

STRATEGIES

WHAT WE WILL DO...

- CE1** Reach the right traveler at the right time to tell the right stories based on Loudoun County's messages, conveying information about the county, highlight enticing experiences and enabling an emotional connection between our target and Loudoun County
- CE2** Ensure a frictionless travel experience whenever possible
- CE3** Educate and train industry partners to be part of this effort
- CE4** Focus creating demand for both eastern and western Loudoun County

Thank You