



TOURISM ROADMAP

2023



Dear Stakeholders,

Travel and tourism in Mobile accounts for 17,000 jobs and 3.4 Million visitors who spend \$1.5 Billion annually in Mobile.

This past year brought some interesting opportunities, lots of fruitful collaboration, good results and areas that we can improve upon. In fiscal year 2021/2022, we had record city lodging tax collections of \$10.9 Million, up 14.8% versus the previous year and up 24% over pre-covid 2019 collections. County lodging tax collections were also a record collection actualizing at over \$3.8 Million.

Lodging tax record collections were a result of city-wide hotel average daily rate being up. Occupancy city-wide was down year over year, actualizing at 58.4% vs. 62.5% the previous year. Downtown hotels were collectively up 15% in occupancy. Tillman's Corner and West Mobile hotels experienced a 17% and 10% respective occupancy decline year over year. City-wide average daily rate was up 15% year over year. Conventions came back into the market at record levels. We are working on marketing ideas to drive individual market segments to increase occupancy.

The Tourism Improvement District (TID) is making a huge impact on telling Mobile's story about half-way through the 5-year-program. Mobile was placed in several national magazines, had several travel writers visit our city, and hosted numerous familiarization trips. Through the TID, we have also infused capital to purchase items such as volleyball and basketball courts to host sporting events, landscaping for the Africatown Heritage House, provided resources to host a travel writer reception to promote our new Mobile International Airport, and now supports marketing the air service development with our recent agreement with Avelo Airlines. The \$1.2 Million collected annually through TID lodging assessments promotes the city in ways previously never possible. Visit Mobile has been executing the marketing program for the Mobile Area Lodging Corporation. Visit Mobile's budget has increased per the Tourism Improvement District ordinance enhancing marketing and promotions to tell Mobile's story.

We must continue to improve with innovative marketing strategies and collaboration with our hospitality community to drive revenue per available room (RevPAR), compression and opportunities. Please refer to page 5 for the Future of Tourism and throughout this roadmap for specific plans.

We embarked on our first Destination Strategic Plan with DestinationNEXT that includes immense collaboration with elected officials, stakeholders, businesses and nonprofits via surveys, individual interviews and focus groups. We will continue this collaboration through May and distribute your collective input this June.

Thank you for your leadership and investment in tourism. We are collaborating on projects that are value aligned to make the city, county and your business more sustainable and resilient. We sincerely appreciate your support.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Clark". The signature is stylized with a large, looped "D" and a cursive "Clark".

David Clark

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THE FUTURE OF TOURISM

WHAT DOES SUCCESS LOOK LIKE?

- Another Tourism Improvement District (TID) passed in 2025 and proactive marketing of our current TID.
- 5 Million annual visitors by the end of 2027.
- 70% City-wide hotel occupancy by the end of 2027.
- Continued Destination Development Collaboration:
 - Cultural Heritage Tourism
 - Africatown Development
 - Dora Franklin Finley African American Heritage Trail
 - Civil Rights District
 - Various tours & exhibitions
 - Mobile International Downtown Airport
 - Entertainment District expansion and Civic Center redevelopment
 - Eco-tourism - Waterfront development and programming of Cooper Riverside and Bayfront Parks
 - Cruising from Mobile: Carnival Spirit - continued marketing and development
 - Workforce Development - promoting hospitality and tourism as a career to deliver workforce
 - Short-term rentals accountability
 - Amtrak passenger train collaboration and promotions
 - Convention Center continued improvements
 - Entertainment Incentive cap
- Increase annual convention and group tour room night bookings to 140,000 by 2026.
- Significantly improve 4th quarter metrics through events and leisure.
- Proactively market and maximize the leisure, business transient, convention and government markets.
- Creatively market/promote Mobile's 6 pillars - History, Arts, Culture, Culinary, Outdoor/ Eco-tourism & Mardi Gras.



MISSION STATEMENT

Visit Mobile is charged with attracting visitors and conventions to the Mobile area to experience and enjoy our history, culture, and attractions in order to further strengthen Mobile's image as a national destination, increasing economic stability and enhancing the region's quality of life.

CORE VALUES

ACCOUNTABILITY
COMMUNICATIONS
TEAMWORK
SERVICE
INTEGRITY
COMMUNITY

TOURISM PILLARS

HISTORY
ARTS
CULTURE
OUTDOOR / ECO-TOURISM
CULINARY
MARDI GRAS



KEY WINS FROM 2021-2022

MARKETING & COMMUNICATIONS

VISIT MOBILE MARKETING: (FY 2021 VS FY 2022)

Website Sessions were up 37% and organic traffic was up 308%

- Social traffic to the website was up 29%
- Social Impressions were up 65% and Engagement was up 50%
- Paid Social Click Throughs were up 142%
- Book Direct Searches were up 44% and Book Direct Referrals were up 23%
- Partner Listing Views were up 29% and Partner Listing Click Throughs were up 31%
- SEM (Search engine marketing) Campaign Impressions were up 43% and SEM clicks were up 54%
- Digital Display had nearly 13M Impressions and 17K clicks
- Net Economic Impact from Digital Display Ad Campaign:
 - 33.1K people who saw ads then came to Mobile
 - 111K transactions in market
 - \$5.7M in total Visitor Spend
 - 39:1 Return on Ad Spend
- Mobile featured in Travel + Leisure, Smithsonian, Southern Living, Food & Wine, Condé Nast, Forbes, Fodor's Travel, and more
- Pillar Videos Created
 - Outdoor/Eco - The Sound of Splendor
 - Mardi Gras - Mobile's Mardi Gras: Celebrate the Original Way
 - History - Our Storied Past

CONVENTIONS, SPORTS & LEISURE SALES

In FY 2022, Visit Mobile Sales Team booked 110,555 room nights for the future, another record year. This is \$98 million in business with five sales managers. In the last three years, our sales managers' bookings have doubled the historical booking average.

- Our sales managers had 370 leads, 21% more leads than the previous year.
- FY 2022 - 124 Conventions (73,696 room nights) came to Mobile that Visit Mobile generated. The previous year, 82 Conventions (43,653 room nights) came into the market.
- Visit Mobile hosted Meeting Professionals International's Thought Leaders Summit. This group consisted of the 40 top producing meeting planners and allowed us to showcase Mobile. This has also led to a destination presentation to take place in March 2023 with 75 corporate and incentive meeting planners in attendance.

- Cultural Heritage Tours – Visit Mobile provided the resources for five months to train six Africatown Descendant Experience Givers to start their own tourism business in Africatown.
- Secured an Insider Expeditions Tour and established a strong relationship for future collaborations and annual tours. This international company provides exclusive tours to unique destinations and one-of-a-kind experiences.

CRUISE

- Worked with the city and Cruise Consultant (Roger Blum) to secure the seasonal Carnival Spirit cruising out of Mobile in October 2023
- Enhanced cruiser guest experience by installing monitors to promote Mobile in the Cruise Terminal along with a beautiful mural
- Collaborated and executed digital cruise campaigns to drive cruising from Mobile
- Participated in bi-weekly calls with the city and cruise consultant
- Met with the Carnival Cruise Line’s marketing team at their Miami Headquarters to collaborate and drive business and learn more about the Carnival Spirit marketing demographics
- Attended several Cruise Trade Shows to promote cruising from Mobile and to network with all cruise lines

MOBILE FILM OFFICE- FILM & ENTERTAINMENT

- Helped to secure 6,000 local hotel rooms for Jesus Revolution, About my Father feature films and the Iron Mike series
- Completed the new film incentive tax study with the University of South Alabama
- Participated in monthly Zoom calls with state DMOs, Alabama Film Office, and the Mobile Film Office.
- Continually collaborated with these entities to support the Alabama Entertainment Incentives increase from \$20 Million to \$150 Million





TOURISM IMPROVEMENT DISTRICT MARKETING: (FY 2022)

- Arrivalist Data (tracking GPS systems) shows 1,754,889 total visits to the City of Mobile with 48% overnight staying
- TID funding secured True Omni kiosks to be placed in the Welcome Center, Convention Center, and a downtown location. This hardware provides an interactive touchscreen guest experience, destination marketing, and data analytics
- TID Book Direct Searches were up 49% and Book Direct Referrals were up 37%
- There were nearly 149,000 lodging focus SEM (Search engine marketing) campaign impressions with nearly 11,000 clicks.
- Provided \$25,000 in funding the Breeze FAM which brought in travel writers to highlight the new downtown airport development - publications included US Airways Magazine, Forbes, Washington Post, USA Today
- Digital Display had nearly 19M Impressions and 23K clicks
- Net Economic Impact from Digital Display Ad Campaign:
 - 1.3M people who saw ads then came to Mobile
 - 37K transactions
 - \$1.9M in total Visitor Spend
 - 13:1 Return on Ad Spend
- OTA Ads (Expedia Media Group, Hotels.com)
 - Impressions were up 16%
 - Clicks were up 21%
 - 11,400 Room nights booked (up 21% YOY)
 - \$2.0M Gross Bookings (up 17% YOY)
- 3 Campaign Videos Produced
 - Mobile is for Foodies
 - Mobile is for Adventure
 - Mobile is for Families

COMMUNICATIONS

- 42 Blogs created (up 367% YOY)
- 29 Stories Place (up 625% YOY)
- Examples:
 - Travel & Leisure
 - Food & Wine
 - Smithsonian
 - Southbound
 - Southern Living



COMMUNITY ENGAGEMENT

- Hiring of a Marketing & Events Manager to ensure full engagement with the community with both Visit Mobile initiated events and community-wide events
- Relaunch of the Visit Mobile Tourism Ambassador Program

PARTNERSHIP

- Hiring of a Partnership Manager to develop the relaunch of the Partnership Department
- Collaborating with destinations across the country, with Visit Mobile staff, and with Visit Mobile partners to reimagine partnership benefits and pricing models
- Implementation of an online payment system
- Bringing the partnership database up-to-date with current information for all Visit Mobile partners

FINANCE

- Obtained an Unqualified Independent Auditor's Opinion on Fiscal Year September 30, 2021 audited financial statements.
- Increased budgeted funding from the City of Mobile by 19% and Mobile County Marketing Fund by 20%. The city funding increase is a result of the successful implementation of the City of Mobile's Tourism Improvement District (TID) and the respective city ordinance.
- Continued navigation of COVID-related issues. These include the forgiveness of the PPP loan and the continued administration of the State of Alabama Relief grants and ARP loans. It also included the continued modifications to policies and work procedures to insure safety and efficiency.
- Company culture accountability and team member satisfaction through professional engagement and the implementation of team satisfaction surveys, meetings, and training



DESTINATIONNEXT STRATEGIC PLAN

Visit Mobile embarked on an important assessment of Mobile as a tourist destination. We contracted the expertise of MMGY NextFactor and Destinations International for their diagnostic tool called DestinationNEXT joining over 300 other destinations worldwide that have undertaken this assessment. NextFactor has completed more than 70 strategic plans for DMOs worldwide and more than 20 comprehensive Destination Management Plans across North America.

Visit Mobile began the project in September 2022, and it is expected to be completed in June 2023. The project includes several formats for information gathering, feedback review, planning sessions, and a final strategic plan. We will use the strategic plan as a guide for Visit Mobile's future.

PROJECT SCOPE

DESTINATION SURVEY

- In-depth community engagement survey to collect feedback from citizens
- Disseminated to hundreds of residents and organizations to be included in newsletters and email blasts

INDIVIDUAL STAKEHOLDER INTERVIEWS

- NextFactor conducted 16 individual stakeholder interviews with key city leaders
- Discussed current wins and opportunities for growth as a tourist destination

FOCUS GROUPS

- NextFactor hosted 11 focus groups across different industry sectors including accommodations; restaurants; attractions; transportation; events; young professionals; government/elected officials; community groups; diversity, equity, inclusion & belonging; large employers and higher education
- Included over 250 community business owners, professionals and leaders

PLANNING SESSIONS

- Sessions included reviewing results from the survey, interviews, and focus groups
- Discussed the vision, mission and ideal future of Visit Mobile
- Determined goals and initiatives as an organization

STRATEGIC PLAN

- Provides detailed next steps to continue to elevate Mobile as a tourism destination
- Serves as a guide as we move forward as an organization
- Identifies specific opportunities for Visit Mobile to partner with city officials and organizations to enhance the visitor experience

KEY FINDINGS

As we remain in the strategic planning phase of the project, we have identified some key findings. Processes and plans to improve on these findings are in the works and will be shared at the completion of the project, June 2023.

STAKEHOLDER SURVEY

We had great participation across different industries and age groups which provides a holistic picture of how residents of Mobile feel about the city. We heard from members within the hospitality industry, local community and tourism market, and there were 169 completed surveys.



This is just the beginning of the strategic plan. As we dive into these areas of strength and opportunity, we will create and implement a guide to ensure growth and success as an organization. *This plan will be completed by June 2023.*

CONVENTIONS, SPORTS & LEISURE SALES

While travel post-COVID is making a comeback, the hospitality industry is still recovering. However, this didn't stop the Convention, Sports & Leisure Sales team from having a record-breaking year. They secured 110,555 definite room nights and have no plans for slowing down.

2022-2023 GOALS FOR SALES

- Secure 104,000 future definite room nights for future years
- Host 60 site inspections
- Send 350 leads to hotel partners
- Initiate and execute 24 sales initiatives
- Create monthly newsletters
- Complete 10,800 touchpoints to help secure business
- Improve 4th quarter room metrics
- Continue to engage and promote Cultural Heritage/Africatown Tourism group tours
- Collaborate and help support an increase in attendance at HBCU sporting events
- Refresh the Welcome Center for a better guest experience

TRADESHOWS & EVENTS THE SALES TEAM WILL ATTEND BUT NOT LIMITED TO

TEAMS	
Sports Relationship Conference	Connect Med-Tech
Alabama Council of Association Executives	Connect DC
Sports ETA	Connect Faith
National Coalition of Black Meeting Planners	Connect Corporate
Holiday Showcase	Connect Specialty
Conference Direct	Connect Association
Council of Engineering & Scientific Society Executives	Connect Diversity
Helms Briscoe	Professional Convention Management Association
Fraternal Executives Association	Religious Conference Managers Association
E-Sports Travel Summit	American Society of Association Executives
Congressional Black Caucus	Meeting Professionals International
Sales calls and blitzes	Society of Government Meeting Planners
	Various Regional Meetings Industry Events

STRATEGIES

The focus of attending trade shows and traveling to other cities supports a greater return on investment as it gives the Sales Managers an opportunity to meet and network with several clients from all over in one setting and during a shorter time frame as opposed to traveling to their offices individually to promote Mobile.

TRADESHOWS & EVENTS THE SALES TEAM WILL ATTEND BUT NOT LIMITED TO

American Bus Association	Brand USA Travel Week-London
National Tour Association	International Pow Wow
Student Youth Travel Association	Alabama Governor's Conference on Tourism
Travel South Domestic	Consumer Golf Shows-Alabama Tourism Dept
Travel South International	International Golf Tours Association
Inrenation Tourism Berlin - Germany	





CRUISE INDUSTRY

A new year means new opportunities. With the success of the Carnival Ecstasy Cruise Ship, Mobile has been given a newer ship with elevated six and eight day itineraries to the Bahamas and Western Caribbean. The Carnival Spirit Cruise Ship will set sail in October 2023. We look forward to hosting a new demographic of cruisers and extending their stay in the Port City.

2022-2023 GOALS FOR CRUISE

- Continue to work with the city to help support the return of cruises to Mobile with Carnival Leadership
- Execute digital cruise campaigns to drive more cruising from Mobile.
- Participate in weekly calls with the city
- Continue to work closely with Carnival to promote cruising from Mobile to travel agencies
- Work with the hospitality community for Park and Cruise packages
- Attend several Cruise Trade Shows to promote cruising from Mobile and to network with all cruise lines

TRADESHOWS, CONFERENCES, SALES CALLS TO ATTEND BUT NOT LIMITED TO

Cruiseworld	Travel Agent Forum
Cruise360	Florida Caribbean Cruise Association
Seatrade Cruise Global	Carnival Conversations
Regional Sales Blitzes	Alabama Association of Travel Agent (lunches)



MARKETING & COMMUNICATIONS

TEAM GOALS & INITIATIVES

With an organizational goal of 3.5 million visitors in FY 2023, the Marketing and Communications team will have a primary, balanced media approach to each of the initiatives undertaken. It will continue to be important to understand the funding sources for the organization and the directives that come from each. Visit Mobile is tasked with bringing visitors to the greater Mobile area to support the local community. The Mobile Area Lodging Corporation manages funds for the Tourism Improvement District that focuses on driving occupancy to hotels in the city of Mobile. The American Rescue Plan awarded grant funds to the city (and in turn Visit Mobile) to help bolster travel to areas hit hard by the COVID-19 pandemic focusing on underserved communities and DEI/EDI initiatives. With these varied funding sources, obligations are clearly defined making areas of expansion and market segmentation clear.

With this, Visit Mobile launched the “Mobile is For” campaign for FY23 to support the six pillars of tourism in Mobile: history, art, culture, culinary, outdoor / eco-tourism and Mardi Gras, along with emphasizing cruising from Mobile, and other segments. This will be accomplished with SEO, advertising initiatives, sponsored and earned media initiatives, video development and more.



	FY 2019	FY 2020	FY 2021	FY 2022	FY21 VS FY22
WEBSITE					
Number of Sessions	444,875	495,318	533,440	840,079	36.50%
% New Visitors	86.50%	86.90%	86.60%	375,524	29.80%
Organic Traffic	229,041	260,086	263,620	68,789	13.15%
Social Traffic	13,626	12,442	15,518	21,744	28.63%
DIGITAL CAMPAIGNS					
SEARCH Impressions	216,817	219,674	548,571	959,618	42.83%
SEARCH Clicks	17,814	18,554	58,720	127,780	54.05%
Display Impressions	16,051,502	11,189,556	13,501,033	12,833,615	-5.20%
Display Clicks	26,684	16,472	15,763	16,987	7.21%
PARTNER LISTINGS					
Partner Listing Views	194,280	148,634	186,582	241,406	22.71%
Partner Listing Clicks Thrus	68,653	68,436	85,107	111,340	23.56%
BOOK DIRECT					
Searches	4,199	13,017	19,742	35,109	43.77%
Referrals	862	4,065	8,810	11,399	22.71%
NEWSLETTERS					
Newsletters	2	16	21	60	65.00%
SOCIAL MEDIA					
Impressions	9,433,259	8,296,690	6,225,902	17,929,182	65.28%
Audience	157,727	161,543	147,561	111,586	2.87%

2022-2023 GOALS FOR MARKETING {Digital Marketing, SEO, Research, Analytics, Advertising}

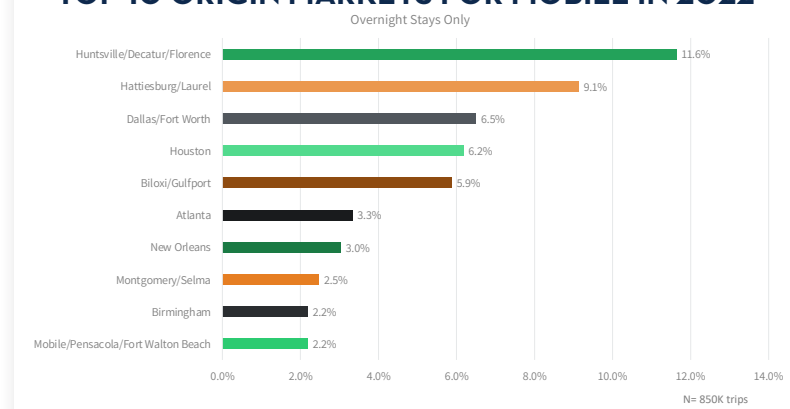
Support of Mobile Area Lodging Corporation's (MALC) Tourism Improvement District (TID) marketing & communications initiatives.

The Destination Management Plan for the TID outlines a three-way agreement between MALC, the City of Mobile, and Visit Mobile. With this, Visit Mobile has a primary goal to support the MALC board of directors, executing board meetings and the annual meetings, along with the execution of all marketing and communications initiatives. These efforts are separate from any obligations to the Visit Mobile board of directors, MarCom initiatives, events, community engagement, etc. Specific goals for FY22 (in addition to fundamental MarCom initiatives) include the execution of the installation of kiosks throughout the city (the Welcome Center, Convention Center, and possibly downtown), supporting the opening of the Africatown Heritage House with "Clotilda: The Exhibition," and supporting capital projects where appropriate (examples include the purchase of basketball and volleyball courts supporting sports tourism).

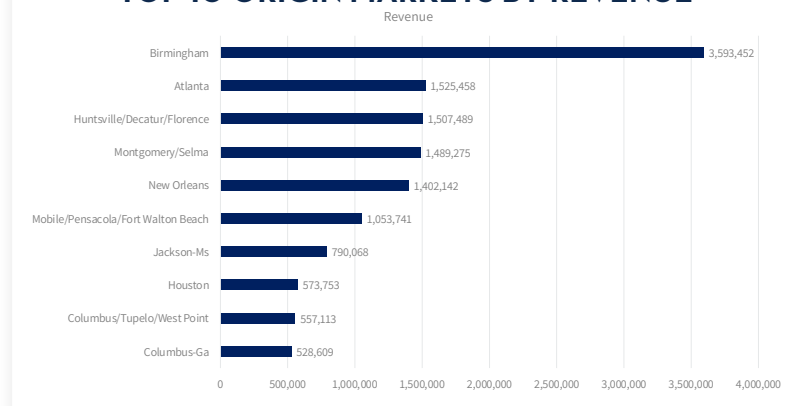
Adjust Future Website Reporting Metric Goals to ensure that we are continually optimizing and aligning with industry trends.

We will be transitioning the “metrics that matter” from a generalized approach to a more content-specific approach. We will focus on data with content-driven reporting that aligns with our conversion strategy and overall organizational goals and data that can be benchmarked. Examples include Growth by Content verses Industry (Meetings, Events, Lodging, Things to Do, Restaurants, Outdoor, etc.); Engaged sessions (time on site); Qualified sessions (clicks, scrolls, actions on site); GA4 transition (establish KPIs, alignment with existing Visit Mobile Dashboards, benchmarking).

TOP 10 ORIGIN MARKETS FOR MOBILE IN 2022



TOP 10 ORIGIN MARKETS BY REVENUE



Establish Growth by Market Reporting for FY2023, we will be taking a more integrated approach with our VM and MALC campaigns.

Utilizing the research curated by both campaigns in FY2022, we will strategically target the markets that produce more returns for the primary purpose of each campaign. This will begin with identifying top markets from FY2022 campaigns and determining the campaign focus for each funding source (i.e., highest yielding Lodging Spend Markets will be the primary focus of MALC and the VM Campaign will be focused on the markets that are visiting, but not necessarily spending the most in lodging). With this, continued campaign monitoring will create tweaks.

Advertising Proficiency and Analytics for FY22 with both Visit Mobile and MALC MarCom efforts.

Examples of initiatives include Digital Advertising (Display, OTA, SEM),

Sponsored Media (combination of print, primary display, sponsored social, newsletters, advertorials, web stories, etc.), focused MarCom initiatives such as a cruise or cultural heritage tourism, and exploring new opportunities (CTV/OTT, Broadcast TV, etc.).

Emphasis on Cultural Heritage Tourism in the Mobile market.

Cultural Heritage Tourism is the fastest-growing tourism focus in the world and Mobile is steeped in history that has been carved from the lineage of the countries who ruled over the city and individuals who have called the Gulf Coast home for more than 300 years. In 2023, the Africatown Heritage House with “Clotilda: The Exhibition” will open to the world highlighting the story of the

last slave ship to bring human cargo to the United States. This has brought a spotlight to Mobile and the surrounding communities emphasizing not just Africatown, but the long, storied past of the community. With this, cultural heritage tourism will be a primary focus with both marketing and communications supported with funds from Visit Mobile, MALC, and the ARP grant.

Website Meetings & Conventions + Leisure Sales Content refinement/growth. An important strategy for this year will be targeting meetings and conventions. To successfully do this, we will make sure that our website content supports this traffic. We will also need to confirm that our meetings & conventions, sports, and group tour content is researched, targeted, accessible, and provide the tools and information that meeting planners seek. This will be accomplished by auditing current meeting & conventions, sports & group tour content; utilizing SEO analysts targeted research for meetings & conventions, sports, and group tours to create and integrate an FAQ section/widget for meeting planners; content curation [both in-house and outsourced] - new, researched and optimized content will be written and published on the site; and utilizing research tools and features that improve user experience (such as THRESHOLD360 to ensure all venues/hotels have virtual tours recorded and embedded on the site)

2022-2023 GOALS FOR COMMUNICATIONS {Public Relations, Media Relations, Content Development}

PUBLIC RELATIONS:

Communications: Public relations efforts will include local advocacy; regional, national and international initiatives; creating community partnerships with organizations to align the greater “Mobile message”; and engaging community organizations in conversations.

PR AGENCY RELATIONSHIP: Maintain a carefully cultivated and positive relationship with travel media through a strong working relationship with our public relations agency, Mindy Bianca Public Relations, to deliver the message that Mobile continues to be an exciting, vibrant, and diverse destination for all. The focus will be on earned media in national publications developed through bringing in travel writers to experience Mobile, pitching stories of Mobile to focused writers/publications, and responding to media inquiries that could highlight or feature Mobile.

MEDIA SHOWS: Enhance and bolster Visit Mobile’s presence at national and international travel media shows and meetups throughout the year.

LOCAL MEDIA: Other efforts will include strengthening Visit Mobile’s relationship with local media to help continue to tell the story of the organization’s mission to locals.

CONTENT CREATION:

To promote Mobile as a visitor destination ideal for various audiences, using digital platforms, such as blogs, newsletters, and social media, to deliver messages throughout various seasons, increasing visitor volume, length of stay, and visitor spending.

BLOGS

Continue enhancing blog efforts through careful SEO research; resulting in creating a yearly

editorial calendar to tell the various stories of things happening around the city through the lens of our six pillars: outdoor / ecotourism, history, arts, culture, Mardi Gras, and culinary. Blogs will include editorial-style writing (feature stories) as well as listicle, generic-focused content. *Each month's content plan will include 5 blogs - 2 feature stories and 3 listicle-style stories. Updates will be done on past blogs that have SEO.*

WEBSITE

Continue enhancing blog efforts through careful SEO research; resulting in keeping landing pages and content fresh throughout the website year-round. Updates will include event pages, content pages, and general pages.

E-NEWSLETTERS

Bolster efforts to continue distributing a monthly consumer-focused newsletter to visitors with relevant blogs, news, events, and special promotions.

Consumer-focused E-newsletter will be sent out each month.

Sales-focused E-newsletter as coordinated with individual sales team members

SOCIAL MEDIA

Maintain, monitor, and continue to grow the Visit Mobile presence across our flagship consumer platforms (Facebook, Instagram, Twitter, TikTok & LinkedIn).

Social Media content should entice visitors to visit our website for more information.

COMMUNITY SUPPORT & ENGAGEMENT

High levels of communication with community organizations and major event planners to ensure maximum exposure of events that draw visitors to Mobile.

Examples include Reese's Senior Bowl, LendingTree Bowl, Gulf Coast Challenge, DYW, MoonPie Over Mobile, Heritage House opening, Second Weekend (ArtWalk & Saturdays at the Coop), events at the University of South Alabama, the development of new HBCU events, etc.

An additional goal for FY22 is securing the development of Work In Mobile (a smart application job site connecting jobs in the hospitality community (currently hotels and restaurants, soon-to-be attractions) with locals who are unemployed, under-employed, or would like to start/change careers. The focus is to establish the understanding that hospitality is more than a job, it's a career. This will be done by engaging with all of the local colleges and universities as well as the high schools to increase applicant flow to hospitality employers. In FY22 we will retool WorkInMobile.com for more engagement and relaunch the program in May 2023, in partnership with the city.

EVENT CREATION

Develop and facilitate events for partners and community members to learn about current tourism initiatives as well as be educated and empowered to share information about the impact of hospitality and tourism in Mobile.

Examples include Tourism Ambassador Program, Visit Mobile Annual Business Meeting, MALC Annual Business Meeting, Explore Mobile Day, National Travel and Tourism Week, etc.

PARTNERSHIP

TEAM GOALS & INITIATIVES

The partnership department works to support the community by providing needed resources to area businesses with the opportunity and interest in providing services to Mobile's many visitors. In May of 2022, after several years without an active Partnership Department (covid), Visit Mobile hired a Partnership Manager to revive and breathe new life into the Visit Mobile Partnership Program. The Partnership Department is integral in communicating to, connecting with, and providing valuable benefits to Mobile area businesses that can benefit from the tourism industry. Community engagement, clear communication, and developing strong relationships, remain top priorities as the department works to re-create a solid foundation to continue to build upon.

Reinstating the Department has involved many key pieces including: connecting with all past partners to update the partner database, collaborating with a number of DMOs across the country to discuss valuable benefits of partnership programs and overall visions, and meeting with Visit Mobile staff and partners to dig deeper into the future of the program.

Moving forward with a vision: the Partnership Department is dedicated to providing and executing valuable benefits, while also creating a strong tourism community within the Visit Mobile partner base. We will revive gathering in person to build relationships, further business, and create a great experience for our visitors from start to finish.

2022-2023 GOALS FOR PARTNERSHIP

- Launch the 2023 Partnership Program - including new vision, new benefits, and new pricing model
- Hire a Partnership Coordinator that will assist in executing valuable partnership benefits
- Communicate monthly with partners - through events, phone calls, drop-ins, emails, and newsletters
- Maintain the partnership database
- Update the partnership portal to provide resources such as calendar, reports, educational and training opportunities
- Retain past partners
- Recruit new businesses
- Provide excellent customer service to all Visit Mobile partners
- Funnel in the positive stories of our area's businesses, so that they may better be shared near and far by the Marketing and Communications team.
- Provide quarterly training for all volunteers and Visitor Information Specialists.



FINANCE & ADMINISTRATION

TEAM GOALS & INITIATIVES

The department of Finance and Administration is responsible for preserving the company's assets and for implementing and maintaining the policies, procedures and tools that are necessary to ensure the long-term financial stability and sustainability of the mission of Visit Mobile. It includes four primary functional areas; finance, administration, human resources and technology incorporates the core values of accountability, communication, integrity, teamwork, service and community.

The primary responsibilities of the functional areas are to insure that all financial obligations are being timely met and the financial position of the organization is being accurately and timely reported, the development and control of the budget, the operations are transparent and the results are being accurately and timely published, the staff culture and accountability, rewarded and competitively compensated and that the staff is equipped and properly trained with the necessary tools and technology to perform their tasks most efficiently.

2022-2023 GOALS FOR FINANCE & ADMINISTRATION

- Revise Team Member Handbook
- Obtain clean audit and unqualified opinion with fiscal year September 30, 2022 financial statements
- Continue focus on Community Shared Values (Core Values/DEI)
- Improve and enhance efficiency through additional training and development of accounting software
- Continue annual team member culture survey - Lumpkin & Associates



ADDENDUM

	2018	2019	2020	2021	2022
OCC.	63.8%	61.2%	53.1%	63.0%	58.4%
ADR.	\$82.76	\$83.36	\$77.73	\$89.81	\$104.11
REVPAR	\$52.79	\$51.04	\$41.29	\$56.56	\$60.79

CONVENTION & LEISURE SALES PRODUCTION		
FISCAL YEAR (OCT-SEPT)	LEADS	ROOM NIGHTS
2016-2017	273	53,183
2017-2018	318	81,103
2018-2019	419	76,225
2019-2020	319	97,305
2020-2021	305	88,129
2021-2022	370	110,555

ECONOMIC IMPACT*	
FISCAL YEAR	DOLLAR
2021-2022	\$96,000,000*

*Data compiled by Destination International

VISIT MOBILE

LODGING TAX COLLECTED AND FUNDING PROVIDED TO CVB FROM CITY DURING THE PREVIOUS FIFTEEN FISCAL YEARS

FISCAL YEAR ENDED	TOTAL CITY COLLECTIONS -ALL FUNDS	CVB FUNDING	CVB FUNDING AS % OF TOTAL LODGING TAX COLLECTED
9/30/08	6,737,285	3,050,076	45.3%
9/30/09	6,363,947	3,132,888	49.2%
9/30/10	7,734,351	2,800,000	36.2%
9/30/11	7,010,084	2,400,000	34.2%
9/30/12	6,670,668	2,400,000	36.0%
9/30/13	6,927,187	2,400,000	34.6%
9/30/14	7,174,830	2,400,000	33.5%
9/30/15	7,529,252	2,375,000	31.5%
9/30/16	7,876,145	2,865,000	36.4%
9/30/17	8,264,627	2,650,000	32.1%
9/30/18	8,883,232	2,650,000	29.8%
9/30/19	8,874,232	2,650,000	29.9%
9/30/20	7,290,241	2,650,000	36.3%
9/30/21	9,436,590	2,650,000	28.1%
9/30/22	10,907,305	3,153,544	28.9%
9/30/23		3,582,292	

SOURCE REFERENCE

CITY - The City lodgings tax data above is gathered directly from reports provided by the City of Mobile Finance Department for fiscal years ending September 30, 2014, to present. It is gathered from Monthly Financial Report published on www.cityofmobile.org/financials_monthlystatement.php for fiscal years ending September 30, 2007, through September 30, 2013. Prior to September 30, 2013, the data is collected from the Business Indicators option of Bus/Tourism Data thru June 2012, published on the Gulf Coast Center for Impact Studies website, www.semoonchang.com.

MOBILE CELEBRATES TOURISM

By the Numbers

NUMBER OF VISITORS

2011 - 2,874,349
2012 - 2,829,714
2013 - 2,874,808
2014 - 2,958,008
2015 - 3,050,633
2016 - 3,227,689
2017 - 3,406,459
2018 - 3,296,924
2019 - 3,336,851
2020 - 2,813,442
2021 - 3,288,205
2022 - coming May 2023

Alabama Tourism Department,
Economic Impact of Travel

AVERAGE DAILY HOTEL RATE

2011 - \$71.49
2012 - \$71.89
2013 - \$73.11
2014 - \$74.76
2015 - \$76.28
2016 - \$76.50
2017 - \$78.13
2018 - \$82.86
2019 - \$83.74
2020 - \$77.73
2021 - \$89.81
***2022 - \$104.11**

Smith Travel Research

*2022 STR Numbers are Calendar YTD (not final year) and projected numbers

CITY & COUNTY LODGING TAX REVENUE (operating fund, fiscal year)

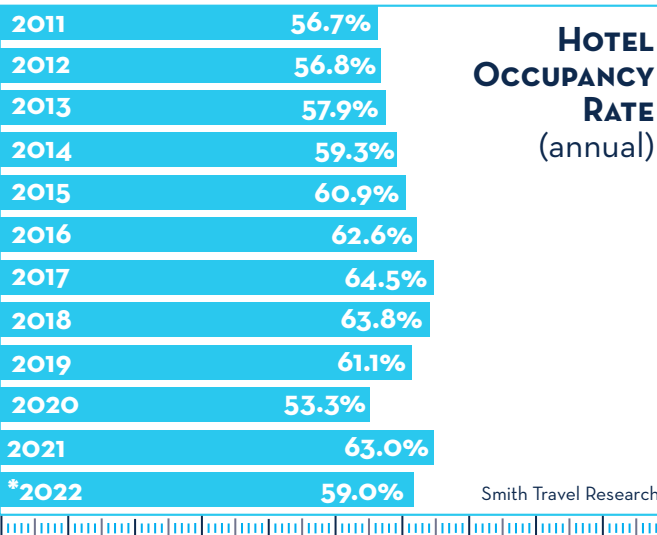
	City	County
2011	\$7,010,084	\$2,216,282
2012	\$6,670,668	\$2,175,120
2013	\$6,927,187	\$2,254,541
2014	\$7,174,830	\$2,320,052
2015	\$7,529,252	\$2,421,391
2016	\$7,876,145	\$2,554,441
2017	\$8,269,682	\$2,721,602
2018	\$8,888,287	\$2,851,613
2019	\$8,874,232	\$3,042,325
2020	\$7,290,241	\$2,502,250
2021	\$9,436,590	\$3,484,335
2022	\$11,100,000	\$ coming soon

Data from Mobile's City and County Monthly Financial Reports

TOTAL VISITOR SPEND

2015 - \$1,027,623,404
2016 - \$1,081,954,872
2017 - \$1,167,139,662
2018 - \$1,255,161,957
2019 - \$1,302,542,294
2020 - \$1,130,984,936
2021 - \$1,530,662,264

Alabama Tourism Department, Economic Impact of Travel

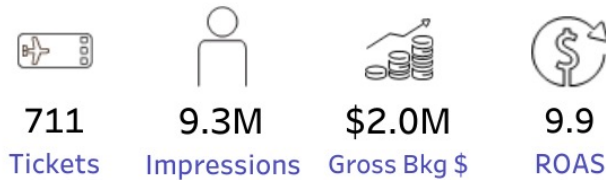


**HOTEL
OCCUPANCY
RATE**
(annual)

Smith Travel Research

KEY METRICS

ONLINE TRAVEL AGENCIES - (LAST FY)



LODGING SUMMARY



\$467K
Visitor Spend,
Lodging Category

What's Included in Data?

Hotels, Motels, Inns (about 60% of spend is measured)

What's Not Included in Data?

Vacation Rentals, STRs (VRBO, AirBnb, etc.), paid in advance, points redemptions, OTA bookings

Room Nights Driven

Using the \$104 ADR from 2022, the campaign drove about 4,487 room nights

Average Lodging Transaction

\$248—approximately 2.4 nights on average

Revenue by Brand

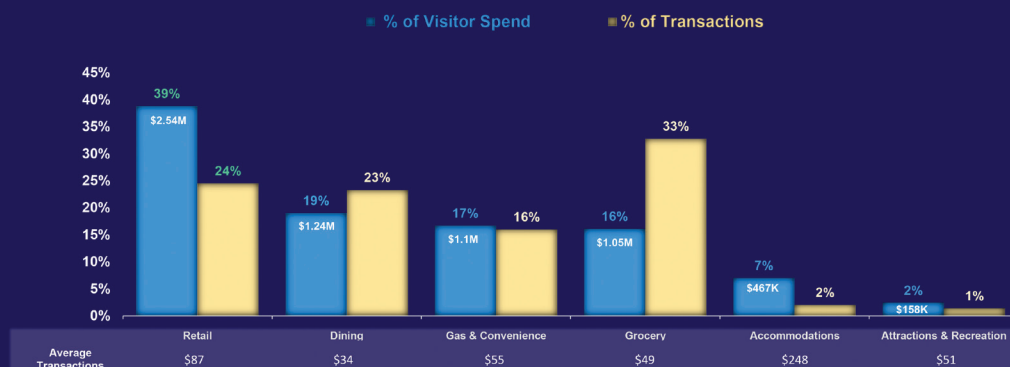
Spend rolls up to the brand level—the hotel brands that saw the most aggregate visitor spend were: Renaissance Hotels, Hampton Inns, Quality Inns, Towneplace Suites, Springhill Suites

Top Feeder Markets, Lodging Spend

Pensacola, Birmingham, Dallas, Huntsville, Atlanta, Houston, Montgomery, Chicago, Tallahassee, Nashville



VISITOR SPEND & TRANSACTIONS BY CATEGORY



- **7% of measured visitor spend** and **2% of transactions** occurred within the **Hotel & Lodging** category
 - Total Visitor Spend, Lodging Category: \$467K
 - Average Lodging Transaction: \$248
 - ROAS, Lodging Category: \$3.2:1
- **39% of measured visitor spend** and **24% of transactions** came from the **Retail** category

LOCAL, STATE AND NATIONAL COLLABORATIONS

Mobile Area Lodging Corporation
 Mobile Area Lodging Association
 Africatown Collaborative / Community
 Mobile Airport Authority
 City of Mobile
 Mobile County
 Destination Mobile
 Mobile Area Chamber of Commerce
 Mobile Area Black Chamber of Commerce
 Mobile Downtown Alliance
 University of South Alabama - Hospitality and Tourism Management Program
 Mobile United - Leadership Mobile & Connect Mobile
 Coastal Alabama Partnership
 Mobile Sports Authority
 Mobile Tennis Center
 Alabama Travel Council
 Alabama Congressional Tourism Caucus
 Alabama Association of Designation Marketing Organization

Alabama Tourism Department
 Alabama Travel Partnership
 Alabama Restaurant and Hospitality Association
 ASM Global
 Destinations International
 Cruise Lines International Association
 Florida Caribbean Cruise Association
 Southeast Tourism Society
 Southern Rail Commission
 Meeting Planner International
 CONNECT, Helms Briscoe, Conference Direct
 Florida Caribbean Cruise Association
 Cruise Lines International Association
 Professional Convention Management Association
 Alabama Council of Association Executives
 Mississippi Society of Association Executives
 Public Relations Society of America
 Public Relations Council of Alabama - Mobile Chapter
 American Advertising Federation - Mobile Bay



VISIT MOBILE BOARD OF DIRECTORS EXECUTIVE COMMITTEE

STAN CHASSIN (Chair) - City Council District 6
MARGO GILBERT (Vice Chair) - Hotel Industry
TERRY ANKERSON (Secretary/Treasurer) - City Council District 5
DR. WILLIAM BARRICK (Immediate Past Chair) - Attractions Industry
KAREN O. ATCHISON (Past Chair) - County Commission District 2
MIKE LEE (Past Chair) - Cruise Industry
ARNITA M. DIAMOND - County Commission District 1
CHRIS CURRY - Travel Industry
BOB BAUMHOWER - Sports Industry

VISIT MOBILE BOARD OF DIRECTORS

DAVID COOPER, SR. - Mayor Stimpson
ROSS PETERSON - City Council District 1
CLINTON JOHNSON, JR. - City Council District 2
DOROTHY CRAVEY - City Council District 3
RICHARD H. WEAVIL - City Council District 7
GEORGE W. BOCK, JR. - County Commission District 3
LYNNE CHRONISTER - Education Industry
KELLY FINLEY - Publishing/Broadcasting - Media Industry
BOB OMAINSKY - Restaurant Industry
ELIZABETH STEVENS - Member At-Large
CARLOS SERRANO - City Council District 4
PRESTON BOLT - Legal Council

CITY ADMINISTRATION

MAYOR, SANDY STIMPSON

CITY COUNCIL MEMBERS

CORY PENN - District 1
WILLIAM CARROLL - District 2
C.J. SMALL - President - District 3
BEN REYNOLDS - District 4
JOEL DAVES - District 5
OPEN - ELECTION IN JULY - District 6
GINA GREGORY - District 7

COUNTY COMMISSION

MERCERIA L. LUDGOOD - District 1
CONNIE HUDSON - President - District 2
RANDALL DUEITT - District 3

MALC BOARD OF DIRECTORS

KENT "SPIKE" BLACKINTON - Chair
MARGO GILBERT - Vice Chair
DUNCAN MILLAR - Secretary
RAJ DESAI
KEN PATEL
NIK PATEL
JUDI GULLEDGE
HUNTER OMAINSKY
CORY PENN - Ex Officio
DAVID CLARK - Ex Officio





TOURISM ROADMAP
2023