



TOURISM ROADMAP

2021-2022

Dear Stakeholders,

A new year and so much to look forward to! I am proud of our tourism stakeholders for their resilience and leadership during the most difficult travel and tourism times our country has ever faced. Tourism accounts for 3.2 Million visitors annually who spend \$1.2 Billion dollars and employ 17,000 travel related jobs in Mobile County. Visit Mobile is charged with bringing leisure, business transient, conventions, and government travel into the City of Mobile.

Stakeholder leadership has demonstrated some of the best results during the most challenging times in our history, especially with lodging revenue/lodging tax collections setting a record for the City of Mobile in FY 2020/2021!

Tourism is positioned more favorable than ever, starting with the Tourism Improvement District's second year of collaboration. Visit Mobile will again collaborate with the Mobile Area Lodging Corporation to execute the marketing resources to bring more visitors to Mobile.

The City of Mobile has afforded Visit Mobile \$775K in resources through the American Rescue Plan (ARP). These resources will shorten the recovery of COVID and bolster tourism.

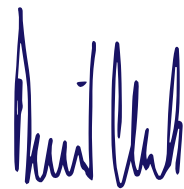
We continue to lead our tourism destination development through innovative collaborations with SCADpro, the Africatown community, the City of Mobile, and Mobile County to help turn the 162-year-old Africatown/Clotilda story into an experience. This year, the Surviving Clotilda short film will be featured starting this summer and we will continue to help develop and promote land/water tours with stakeholders. We will be promoting cultural tourism and the opening of the Africatown Heritage House Museum, the anchor of Africatown tourism. The story will begin to attract national and international visitors into our market this year.

Additionally, we are developing our destination in the Film/Music Industry, recently completing a film study with the University of South Alabama and partners throughout the state. We will continue to collaborate with colleagues throughout this year with hopes of legislating a film/music industry tax incentive credit increase for the 2023 legislative session.

Our tourism stakeholder's workforce was devastated by the pandemic and Visit Mobile lead collaboration and resources this past year to develop an innovative workforce website/app WorkInMobile.com. We will promote "hospitality as a career" to enhance workforce development. This will create more awareness of our great industry and connected the workforce opportunities to multiple lodging and hospitality jobs.

We must market Mobile as a destination with keen awareness of all market segments and our five tourism pillars of history, culinary, arts & culture, outdoor/eco-tourism and Mardi Gras. We are grateful to our stakeholders, elected officials, and the Visit Mobile Board of Directors for the opportunity to serve and look forward to teaming with everyone for another record year.

Sincerely,



David Clark

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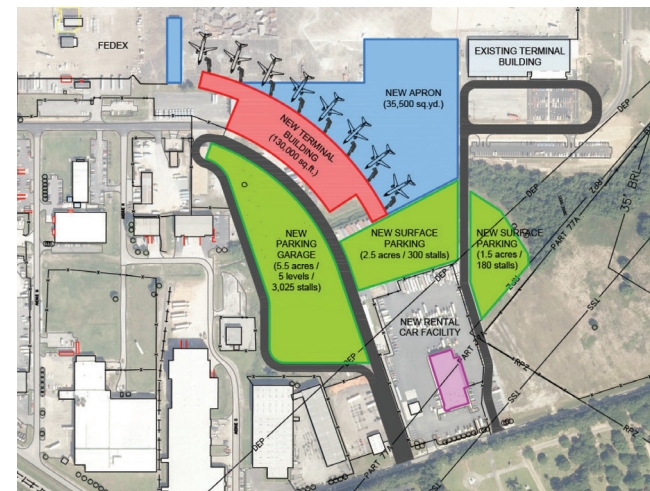




THE FUTURE OF TOURISM

WHAT DOES SUCCESS LOOK LIKE?

- 5 Million Annual Visitors, from 3.2 Million, by 2026.
- 70% City-wide Occupancy by 2025 - Currently 63%
- Execute the Tourism Improvement District initiatives and pass it again 3 years from now.
- Continued Destination Development:
 - Africatown/Clotilda
 - Cooper Riverside Park/Bayfront Park
 - Entertainment District
 - Eco-Tourism
- Support Brookley Downtown Airport Move.
- Carnival Cruise Ship - Sails From Mobile
- Maximize visitors in all market segments - Leisure, Conventions, Business Transient and Government
- Marketing our Destination Assets - Lodging, Culinary, Arts & Multi-Cultural/Cultural, History, Outdoor/Eco-Tourism, Mardi Gras, etc.
- Increase convention room night booking pace to 130,000-140,000 annually by 2025.
- Increase in Visit Mobile Funding.



MISSION STATEMENT

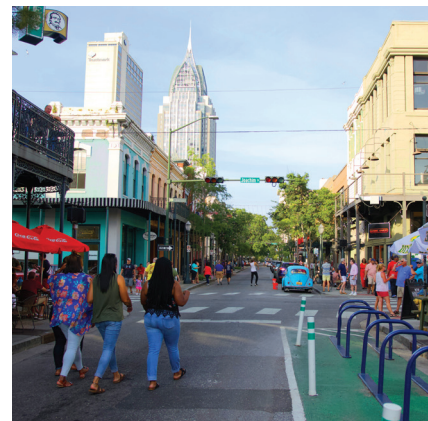
Visit Mobile is charged with attracting visitors and conventions to the Mobile area to experience and enjoy our history, culture, and attractions in order to further strengthen Mobile's image as a national destination, increasing economic stability and enhancing the region's quality of life.

CORE VALUES

ACCOUNTABILITY
COMMUNICATIONS
TEAMWORK
SERVICE
INTEGRITY
COMMUNITY

TOURISM PILLARS

HISTORY
ARTS & CULTURE
OUTDOOR / ECO-TOURISM
CULINARY TOURISM
MARDI GRAS



KEY WINS FROM 2020-2021

- Re-aligned Visit Mobile Team to save resources to shorten the recovery of COVID. Did more with less.
- Lodging tax collections. A record - year of \$9.4 Million. All-time record tax collections by 6.1%
- Visit Mobile collaborated with Mobile Area Lodging Corporation, a.k.a. Tourism Improvement District to execute the marketing resources for the first full year of the district creation. Successful in numerous ways. There is no doubt that the TID's extra resources helped the lodging metrics and tax collections of Mobile. Net Economic Impact Reports prove this through digital marketing accountability.
- Destination development with SCADpro, the Africatown community, and stakeholder collaboration for the year. Successful in supporting tremendous out-comes with the creation of the Surviving Clotilda short film and Africatown "Immersive Experience Asset Designs." Hired two interns to help support this process and collaborate. Some of our staff alignment was able to re-direct about \$250K in resources to help with this collaboration to turn the 162-year-old story into an experience in 2022.
 - Surviving Clotilda featured at the Savannah Film Festival. Hosted several Clotilda Descendants in Savannah, GA.
- Convention room nights had the 2nd best year ever with booking 88,000 future definite room nights even during times of COVID. Sales managers and hotel stakeholders teamed together to book over \$23M in lodging and retail revenue.
- Fully deployed sales team to sales and travel trade tradeshows while also re-designing some of the sales manager markets.
- Initiated sales team lead generator support by contracting 4 remote telemarketers. Telemarketer program generated a prospect potential of 30,000 room nights and a possible \$4 Million in lodging revenue.
- Industry and stakeholder collaboration which enhanced Carnival's announcement of the Ecstasy returning to embark from Mobile on March 5, 2022.
- Workforce App Development for Lodging Stakeholders. Used resources for connecting the hospitality industry to Mobile hotel job postings. One-stop shop to all listed hotels and jobs.
- Mobile Film Office moved into the Visit Mobile offices. Helped to collaborate on two films that produced 3,000 short-term room nights in the fall of 2021.
- Worked closely with U.S.A. Hospitality & Tourism Management Program

- Film/Music Study commissioned to the University of South Alabama by Visit Mobile. Completed in December. Lead state collaboration with DMO's for the study. Began Legislative collaboration with key state stakeholders for purpose of increasing the Film Cap from \$20 Million.
- Developed visitor research initiatives and programmatic marketing campaigns with deeper levels of accountability providing high levels of details about visitor engagement in Mobile.
 - see Key Metrics in Addendum
- Website Engagement had an increase in organic traffic up 43%.
- Search Engine Optimization exceeded pre-Covid levels and industry standards.
- Book Direct, the Visit Mobile booking engine on Mobile.org, was up 79% in searches (19,742) and 90% in referrals (8,810).
- Social Media had an increase in ENGAGEMENT of 283%, increase in LINK CLICK of 1,696% (to your partner listings or blogs) and a 129% increased our AUDIENCE across all platforms.
- Since February, over 1,230 posts about Mobile - a 440% increase over the previous year
- Newsletters have had a 90% growth in production (from 2 in FY2019 to 21 in FY2021).
- 63 new Blogs have been created since February - all about our partners - about YOU!
- Visit Mobile hired a new Public Relations agency in 2021 to consult and enhance our PR goals. The agency coordinated 6 press trips, secured 19 stories, created 250+ media contacts, sent 15 press releases and secured 22 media leads for Mobile.
 - Media Placements included Southern Living, Food + Wine Magazine, The Washington Post, Chicago Tribune, Atlanta Journal Constitution, Business Travel Magazine, Forbes, ShermansTravel, GoodGrit, The Local Palate, ALABAMA Magazine, AL.com, ourchanginglives.com, 4WWL-TV New Orleans, RealSimple, DeSoto Magazine, and others
 - The PR team hosted a large press Familiarization (FAM) trip hosting a reception funded by the Mobile Area Lodging Corporation in conjunction with Breeze Airlines and Airbus with writers from CNBC, Washington Post, USA Today, several airways magazines, The Points Guy, and others.
- Born to Celebrate 2.0 Video created with :30 second version used for television commercials.
- Reinstating the printed Destination Guide to be released in January 2022.

SALES TEAM GOALS & INITIATIVES

2020/2021 was another challenging year for the hospitality world. While the industry has seen some major losses, the grid below shows the increase YOY for Occupancy (OCC), Average Daily Rate (ADR), and Revenue Per Available Room (REVPAR).

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

With the unprecedented down turns due to COVID and the industry has come to a virtual halt, however, Visit Mobile's Convention Sales department has done an exceptional job with booking over 88,000 convention future room nights, which is the second-best year in the history of the Visit Mobile existence. In addition, our Leisure/Tourism business has seen a great deal of clients visiting Mobile as we feel the stimulus checks have allowed people to take short vacations to our area. However, there is still a need to restore business transient, government, and conventions in-market. Convention Sales Managers have continued to travel safely to trade shows, sales calls, and client site visits have increased. Looking back at past booking history, we realized that the market deployment needed some adjustments based on business that was being booked in our destination. There has been a realignment of the markets to be more proactive to the clients that were booking the destination less. This was achieved by utilizing each Sales Managers' strengths, experience, and client base to best secure future business.

CONVENTION & LEISURE SALES PRODUCTION			
FISCAL YEAR (OCT-SEPT)	LEADS	ROOM NIGHTS	ECONOMIC IMPACT**
2016-2017	273	53,183	\$13,827,580
2017-2018	318	81,103	\$21,086,780
2018-2019	419	76,225	\$19,818,500
2019-2020	319	97,305	\$25,299,300
2020-2021	305	88,129	\$22,913,540

The above room nights exclude 16,000 tennis rooms supported by Visit Mobile.

**Economic Impact based on \$260 spend (lodging, food and beverage, retail, transportation) in community per booked room.

2021-2022 GOALS FOR CONVENTION & LEISURE SALES

- Achieve goal of 108,000 secured future room nights into the market.
- Achieve lead goal of 330 leads to be sent out to hotel partners.
- Achieve goal of 50 in-market site inspections to showcase our destination to planners.

STRATEGIES

- Attend appointment-based tradeshows to take advantage of face-to-face meetings.
- Conduct targeted sales missions in direct fly cities as well as DC, Chicago, and relevant markets.
- Fully utilize lead generators to support the sales efforts for the last six months
- Host 2 City-wide FAMS.
- Host Meeting Professional International—Thought Leader Conference in Mobile September 22.
- Regularly attend regional chapter events such as those affiliated with ASAE, PCMA, MPI, RCMA.
- Continue to engage locally with hospitality partners and members of national organizations to help secure potential business.
- Continue to utilize Knowland, MINT, Simpleview, GALE, and other databases to research and prospect future meetings.
- Continue to work with the Marketing Team to enhance sales efforts by implementing newsletters, blogs, social media posts, sales campaigns, tradeshow initiatives, pre-post mailers, incentives, etc.
- Continue to partner with local hospitality community on sponsorships, creative sales missions, and events to promote Mobile.



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

The focus of attending tradeshow 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.

STR (SMITH TRAVEL RESEARCH) COMP-SET CITIES

Baton Rouge, LA	Biloxi, MS	Birmingham, AL
Charleston, SC	Jackson, MS	Jacksonville, MS
Memphis, TN	Montgomery, AL	New Orleans, LA
Savannah, GA	Huntsville, AL	Chattanooga, TN

This marketing focus for the sales team on the Cvent and the HelmsBriscoe websites is to have banner ads or placement near the above markets to help drive interest while meeting planners are looking at these other destinations. We also have an awareness of incentives and assets these comp-set cities offer meeting planners to better understand the client needs as we promote Mobile.

LEISURE TOURISM TEAM GOALS & INITIATIVES

The Leisure Department focuses on securing room nights from Carnival Cruise Ship, International Foreign Individual Travelers, Domestic Group Tours, helps support destination development, continues to support Africatown, and supports the Film Industry room needs. These markets give us an opportunity to showcase our attractions, hotels, restaurants, events, and unique cultural experiences Mobile has to offer. The team continued to engage with clients throughout the year and has already started attending industry events to generate interest and potential group tour leads. As with all markets, there is a huge interest in getting back to traveling and all studies and reports show a very strong 2022!





CRUISE INDUSTRY

Our partnership with Carnival Cruise lines brings approximately 200,000 cruisers that book 35,000 room nights into our local community annually. The highly promoted “Park and Cruise Package” program was a success for several years and continues to draw visitors to stay a day or so before or after their cruise to help increase local spend. The key to promote these packages is to being engaged with Travel Advisors, Carnival Business Development Directors, and Carnival Independent Advisor Teams. The cruisers have been sadly missed but, the good news is that currently the return of the Carnival Ecstasy Cruise Ship will be early spring of 2022.

2021-2022 GOALS

- Help support the return of the cruises into Mobile.
- Continue to promote cruising out of Mobile to Travel Advisors through several sales initiatives.
- Refresh the Park & Cruise Package Program to increase visitation.
- Enhance the cruiser experience at the Mobile Cruise Terminal to further promote the destination.
- Increase the number of cruise room nights booked in Mobile before and after cruising.
- Consider introducing legislation for a vaccine passport. (Fed law/pre-emp state law)

STRATEGIES

- Continue to work closely with the City of Mobile staff and the contracted a cruise industry representative for support and leadership.
- Develop and foster relationships on all levels of the cruise industry such as Cruise Executives, Event Directors, Marketing Communication Directors, Itinerary Directors, Business Development Managers/Directors, Independent Advisor Teams, and Travel Agents.
- Host 2 Travel Advisor FAMs with top producing agents and quarterly ship presentations and tours.
- Partner with Carnival Independent Advisor Teams to promote Mobile during sales blitzes in Nashville, Memphis, and Atlanta.

- Commission local artists to create colorful murals and art installations at the Mobile Cruise Terminal to enhance the cruiser experience and further promote Mobile. The art will focus on the history, natural beauty, diverse local community, Mardi Gras traditions, culture, and cuisine in Mobile.
- Install monitors in the cruise terminal to also enhance the cruiser experience by playing videos that promote our local hospitality community.

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)



CARNIVAL ECSTASY

INTERNATIONAL AND DOMESTIC GROUP TOURISM

2021-2022 GOALS

- Collaborate and support efforts to begin Africatown & Clotilda tours and to turn the story into an experience for Africatown and Tourism to benefit.
- Increase the number of leisure hotels rooms nights booked in Mobile.
- Increase the number of international and domestic visitors into the market.

STRATEGIES

- Attend appointment-based tradeshow to promote Mobile to Travel Advisors, Group Tour Operators, as well as Tour Planners.
- Continue to support and promote future Africatown/Clotilda tours to Tour Operators.
- Host Travel South International/Alabama Tourism Department's Group Tour Familiarization Tour as well as other FAMs.
- Continue to partner with Brand USA, Travel South, AL Tourism Dept, and Alabama CVB's on Tour Operator events and sales initiatives.
- Help to support the Foreign Individual Traveler (FIT) contract efforts within the hotel and attraction community.
- Participate with Alabama Tourism Department on programs to generate business from Golf Tours and visitors.

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 Governors Conference on Tourism
Travel South Domestic	Consumer Golf Shows-Alabama Tourism Dept
Travel South International	International Golf Tours Association
Inrenation Tourism Berlin -Germany	

GENERAL LEISURE TOURISM

2021-2022 GOALS

- Work closely with the City of Mobile to help create and promote an active waterfront entertainment area for visitors and locals.
- Solicit, service, and track group tour rooms as well as film industry room night production.
- Complete new film study with University of South Alabama.
- Lead film tax credit increase, potential legislation.

STRATEGIES

- Host Alabama Welcome Center Managers Meeting in Mobile.
- Continue to support the Mobile Film Office with, legislative needs to increase the incentive cap, hotel room leads, and site location help.
- Collaborate with the marketing team on social media, newsletters, group tour itineraries, travel agent certification, and initiate to multi-lingual itineraries on the website.
- Continue to support and utilize the University of South Alabama Hospitality Tourism Management Intern Program within the hospitality community.



MARKETING & COMMUNICATIONS TEAM GOALS & INITIATIVES

The Marketing & Communications Department develops strategies to increase awareness, engagement, and understanding of the Mobile area destination brand, creates desire for visitor experiences, and drive demand for overnight accommodations. Using data-driven insights, the team shapes messaging and determines the most effective distribution channels for paid media, while complementing paid efforts with integrated, proactive media relations efforts, content development strategies, niche promotions and social media outreach programs.

The primary goal of the department is to increase overall visitation to the destination focusing on area hotel occupancy, attractions, restaurants, and the retail industry. By delivering a strong, consistent message throughout the year, we can increase visitor volume, length of stay and visitor spend. The team is responsible for Visit Mobile's integrated marketing communications efforts, to maximize their total impact on (mostly external) target consumers and enhancing stakeholder visibility. Based on consumer market research and other Visit Mobile marketing data, these efforts comprise the advertising, brand communications, cooperative partner programming, publications and tourism strategies that lead to consideration of Mobile as a destination for leisure, business transient, meetings & conventions, and governmental travel.

The department is responsible for managing all external communication activities, which include all media relations, influencer marketing, public affairs, community awareness and advocacy, as well as crisis and reputation management functions. Media relations efforts include local earned media to generate community awareness and regional/national earned media in the meetings and leisure markets to help generate visitation. Public relations / communications efforts include advocating for, cultivating and fostering the visitor and stakeholder experience, and adding value to each.

Throughout 2020/2021, the Visit Mobile marketing and communications team focused heavily on re-establishing baseline representation of the Mobile marketplace. Fundamental efforts focused on all market segments (leisure travelers, business transient, meetings & conventions, and government travelers). While streamlining the marketing and communications initiatives for Visit Mobile, the team embraced the newly established Tourism Improvement District making recommendations and fulfilling a strategic marketing plan while collaborating with the Mobile Area Lodging Corporation.

The team continued to look beyond the fundamentals of a Destination Marketing Organization working on destination development projects, collaborating closely with the Africatown community to advance tourism initiatives for the soon to be onslaught of visitors coming to learn more about the Clotilda and the Africatown Experience. Working closely with SCADpro, the Africatown Collaborative, the City of Mobile, Mobile County, State office of tourism, Alabama Historic Commission and others, a short film, *Surviving Clotilda*, was developed along with the framework for future design elements of an immersive experience into the community.

As the fiscal year closed, the U.S. Department of Treasury under the American Rescue Plan Act (ARP) revealed significant funding for states, cities, and counties across America to be used to support those significantly impacted by the COVID-19 pandemic; with the Hospitality & Tourism industry touted as one of the most negatively impacted. Significant focus of the team went into developing strategies which would create an immediate impact and shorten the recovery of the pandemic. City ARP grant funds have been allocated while county grant ARP fund initiatives are to be unveiled in Q1 of 2022. The city of Mobile awarded Visit Mobile approximately \$775K in marketing resources.

With the above-mentioned collaborations, Visit Mobile focuses on marketing and communications with accountability. Digital marketing efforts are supported by detailed Net Economic Impacts reports showcasing local spend of visitors who have seen our ads then come into the market. Through resources from Mobile Area Lodging Corporation (MALC), research initiatives have become available allowing us to clearly understand visitor travel behavior to our city and how they interact with key points of interest throughout the area. Additionally, through a new partnership in 2021, Visit Mobile's Public Relations efforts have improved dramatically earning placements in national media and setting up more earned media in the year ahead. See details of these Key Wins in the beginning of this Annual Business Plan.



HANOI SHRIMP FROM ROYAL SCAM

	FY 2019	FY 2020	FY 2021	FY19 VS FY21
WEBSITE				
Number of Sessions	444,875	495,318	533,440	16.60%
% New Visitors	86.50%	86.90%	86.60%	0.12%
Organic Traffic	229,041	260,086	263,620	13.12%
Social Traffic	13,626	12,442	15,518	12.19%
DIGITAL CAMPAIGNS				
SEARCH Impressions	216,817	219,674	548,571	60.48%
SEARCH Clicks	17,814	18,554	58,720	69.66%
Display Impressions	16,051,502	11,189,556	13,501,033	-18.89%
Display Clicks	26,684	16,472	15,763	-69.28%
PARTNER LISTINGS				
Partner Listing Views	194,280	148,634	186,582	-4.13%
Partner Listing Clicks Thrus	68,653	68,436	85,107	19.33%
BOOK DIRECT				
Searches	4,199	13,017	19,742	78.73%
Referrals	862	4,065	8,810	90.22%
NEWSLETTERS				
Newsletters	2	16	21	90.48%
SOCIAL MEDIA				
Impressions	9,433,259	8,296,690	6,225,902	-51.52%
Audience	157,727	161,543	147,561	-6.89%

While 2020 was a year of fearful unknowns, 2021 was cautiously more optimistic. People began traveling again and discovered our wonderful urban oasis on the Gulf of Mexico. As we move into 2022, we look to Visit Mobile resources, coupled with a full year of TID/MALC, bolstered by ARP resources, all combined with our focus on accountability, communications, teamwork, service, integrity and community creating a path for meaningful, measurable success for our city, our stakeholders, and our community.

VISITOR SEGMENTS

When looking to reach an audience, whether visitors or planners from outside of Mobile or stakeholders inside the city, we must first consider the segmentation of WHO we're trying to reach and WHY. Some examples of these include.

LEISURE VISITORS

Segments include:

- **Family Travelers**
 - Single family
 - Generational Travel
 - Homeschoolers
- **Single Travelers**
 - Unmarried
 - Widow/widowers
 - Backpackers
 - Solitary traveler
- **Couples**
 - DINKS {Dual Income No Kids}
 - Empty Nesters
 - Retirees
 - Snowbirds
- **Group Travelers**
 - Educational Tours
 - Fraternities and Sororities
 - Girls Getaways and Guys Outings
 - Groups of Newly-Weds
 - Groups of Senior Citizens
 - Sports & Recreation
 - Military Reunions
- **Visiting Friends and Relatives**
 - University Students and Parents

Interests Include:

- Sports & Recreation & Golf
- Outdoor and Eco-Tourism
- Arts, Culture, and Entertainment
- History
- Architectural Travel
- Multi-Cultural Experiences

- African American Heritage Travelers
- Educational Travel
- LGBTQ+ Friendly Communities
- Culinary Tourism
- International Travel to Gulf Coast Region

BUSINESS VISITORS

- Meeting Professionals
 - Corporate
 - Staff
 - Executives
- Third-Party Meeting Planners
- Convention Attendees
- Trade Industry Media
- Group Tour Operators and Receptive Guides
 - Domestic
 - International
- Travel Agents

MEDIA

- Staff Writer of Key Publications
- Freelance Journalists
- Bloggers and Social Influencers

OTHER AUDIENCES

- Visit Mobile Board of Directors
- Dues-Paying Partners
- Mayor's Executive Team
- City and County Elected Officials
- Mobile-area Residents
- Business, Civic and Faith-Based Leaders
- Local News Media

2021-2022 GOALS

- Implement new tracking systems to measure media exposure on behalf of the destination, partners, and stakeholders.
- Strategically and proactively pitch the destination as a top leisure travel and meetings destination.
- Enhance Visit Mobile's public relations endeavors in an effort to increase local awareness and position the organization as a trusted resource.
- Enhance "Visit Mobile" presence across all social media platforms.
- Cultivate a data driven content strategy to include development, implementation, and key distribution outlets.
- Implement digital strategy campaigns that will result growth for our full-year comprehensive reporting
 - Reporting should include effectiveness of the advertising, traveler buying behavior, and spend analysis of the leisure market in Mobile.
- Increased revenue streams with digital outlets.
 - Increase our website advertising to build in-house revenue that will be put back into the digital website maintenance and continued development.
 - Develop co-op advertising opportunities with our partners to increase our visibility on social and special campaigns.
- Focus on itinerary building with promotion of stakeholder assets.
- Implement DEI initiatives and integrate across all strategies.



STRATEGIES

The below strategies are examples and are not the only initiatives taking place

MARKETING

- Visit Mobile
 - Digital Display Ads
 - Search Engine Marketing
 - Print Ads
 - Sponsored Media Coverage
 - Search Engine Optimization
 - Social Media Advertising
 - Video Creation
 - Website Infrastructure Updates
 - Book-Direct Optimization
 - Destination Guide Creation & Distribution
 - Education and Conferences
 - Develop Co-op Marketing Initiatives for Member Base to increase revenue streams
- Mobile Area Lodging Corporation / Tourism Improvement District *{Accountabilities to MALC Board of Directors}*
 - Digital Display Ads
 - Search Engine Marketing
 - Advanced TV (CTV/OTT)
 - Podcast Advertising
 - OTA Advertising
 - Print Ads
 - Sponsored Media Coverage
 - Social Media Advertising
 - Video Creation
 - Virtual Tours Development and Support
 - Data Analysis Research
 - Television Advertising
 - Cruising from Mobile Advertising
- ARP Implementation
 - Initiatives based on funding designations from City Grant and County Grant

PUBLIC RELATIONS

- Visit Mobile
 - Media Show Opportunities
 - Media Pitches
 - Press Trips to Mobile
 - Local Media Relations
 - Develop and implement an internal methodology for media tracking
- Mobile Area Lodging Corporation / Tourism Improvement District
 - Press Trips to Mobile
 - Media Pitches (specifically for lodging)

COMMUNICATIONS

- Visit Mobile
 - Social Media Posting (Consumer & Local)
 - Newsletters (Consumer & Local)
 - Blog Creation
 - Website Content Updates
- Mobile Area Lodging Corporation / Tourism Improvement District
 - Podcast Creation



COMMUNITY SUPPORT & ENGAGEMENT

- Visit Mobile
 - Member Engagement
 - Update and Reinstate Tourism Ambassador Program
 - Mobile Airport Authority
 - Co-op Advertising Initiatives (Website via DTN, Newsletters, Social Media, etc.)
 - Support Local Events
- Mobile Area Lodging Corporation / Tourism Improvement District
 - Board Meeting Organization/Implementation
 - Website Management
- Africatown Tourism Development – Turning the Story into an Experience
 - Marketing & Public Relations support of Heritage House Museum and broader Africatown Tourism Experience
 - Tour Development (Land, Water, Walking)
 - *Surviving Clotilda* exposure
- Mobile Area Lodging Association
 - Member Engagement
 - Website & Social Media Management
- Visit Coastal Alabama / Coastal Alabama Partnership
 - Member Engagement
 - Monthly Social Media Takeovers
- Destination Mobile – Destination Development
 - Community Collaboration & Engagement
- Workforce Development
 - Development of Website/App – WorkInMobile.com
 - Lodging Partner Engagement
 - Marketing & Promotion to potential workforce to promote hospitality as a career
- University of South Alabama Hospitality & Tourism Management Program Support
 - Advisory Board
 - Teaching and Guest Speaking with classes
 - Mentoring Students
 - Internships
- State & National Tourism Agency Partnerships
 - Boards, Committees, Speaking Engagements, Presentations, etc.



USS ALABAMA BATTLESHIP MEMORIAL PARK



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 incorporating Visit Mobile's core values of Accountability, Integrity, Communication, 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 is motivated, 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.

HISTORIC RESULTS / METRICS

- Obtained an Unqualified Independent Auditor's Opinion on Fiscal year September 30, 2020, audited financial statements.
- Continued navigation of COVID including the acquisition of a PPP loan and State of Alabama Relief grants, applying for ARP loans and the continued modifications to policies and work procedures to ensure safety and efficiency.

2021-2022 GOALS

- Education of New City Council Member on Tourism.
- Revise Team Member Handbook.
- Implement Team and Member Assessment Programs - Improve Team Member Culture Surveys.
- Obtain clean audit and unqualified opinion with 2021 financial statements.
- Focus on Community Shared Values (Core Values and Diversity, Equity & Inclusion).

ADDENDUM

VISIT MOBILE LODGING TAX COLLECTED AND FUNDING PROVIDED TO CVB FROM CITY DURING THE PREVIOUS TWENTY FISCAL YEARS

	Fiscal Year Ended	Total City Collections-All Funds	CVB Funding	CVB Funding as % of Total Lodging Tax Collected
1	9/30/2002		2,636,496	
2	9/30/2003		2,371,352	
3	9/30/2004		2,292,804	
4	9/30/2005		2,372,659	
5	9/30/2006		2,643,236	
6	9/30/2007		3,132,888	
7	9/30/2008	6,737,285	3,050,076	45.3%
8	9/30/2009	6,363,947	3,132,888	49.2%
9	9/30/2010	7,734,351	2,800,000	36.2%
10	9/30/2011	7,010,084	2,400,000	34.2%
11	9/30/2012	6,670,668	2,400,000	36.0%
12	9/30/2013	6,927,187	2,400,000	34.6%
13	9/30/2014	7,174,830	2,400,000	33.5%
14	9/30/2015	7,529,252	2,375,000	31.5%
15	9/30/2016	7,876,145	2,865,000	36.4%
16	9/30/2017	8,264,627	2,650,000	32.1%
17	9/30/2018	8,883,232	2,650,000	29.8%
18	9/30/2019	8,874,232	2,650,000	29.9%
19	9/30/2020	7,290,241	2,650,000	36.3%
20	9/30/2021	9,436,590	2,650,000	28.1%

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 - coming May 2022

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

Smith Travel Research

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

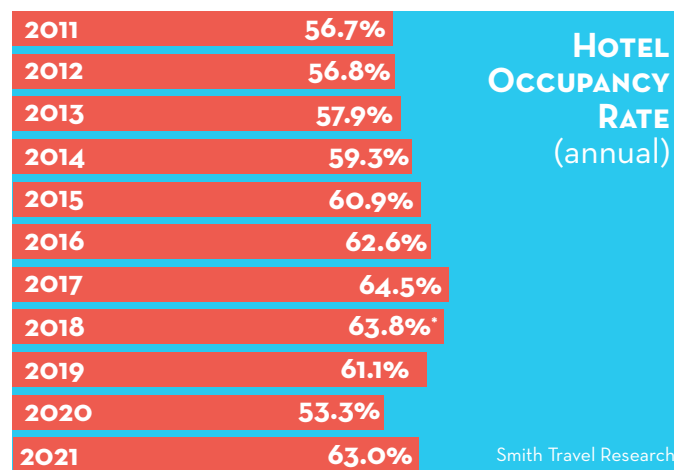
City	County
2011 - \$7,010,084	\$2,216,282
2012 - \$6,670,668	\$2,175,120
2013 - \$6,927,187	\$2,254,541
2014 - \$7,174,830	\$2,320,052
2015 - \$7,529,252	\$2,421,391
2016 - \$7,876,145	\$2,554,441
2017 - \$8,269,682	\$2,721,602
2018 - \$8,888,287	\$2,851,613
2019 - \$8,874,232	\$3,042,325
2020 - \$7,290,241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

Alabama Tourism Department, Economic Impact of Travel



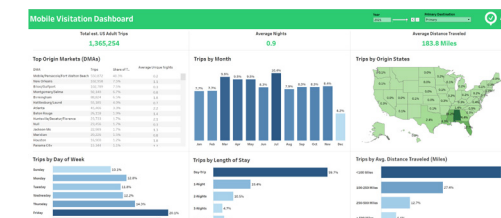
Smith Travel Research

KEY MARKETING & COMMUNICATIONS RESULT METRICS

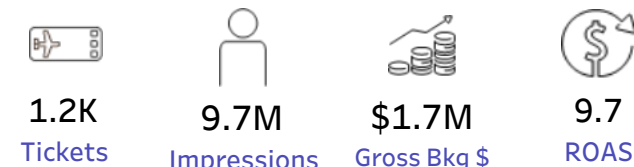
Visit Mobile and MALC/TID marketing initiatives have been taken to the next level providing accountability metrics never seen before.

VISITORS

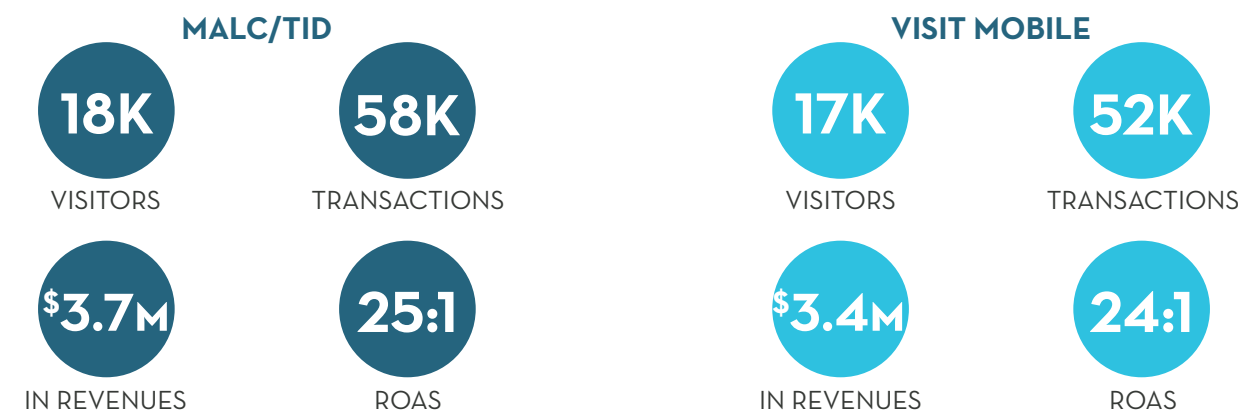
Through enhanced research and data development efforts, we know that in 2021 the city of Mobile has had 1.25M annual visitors (60% are day trips) of the 507K overnight visitors, they traveled an average of 283 miles and stayed an average of 2.2 nights.



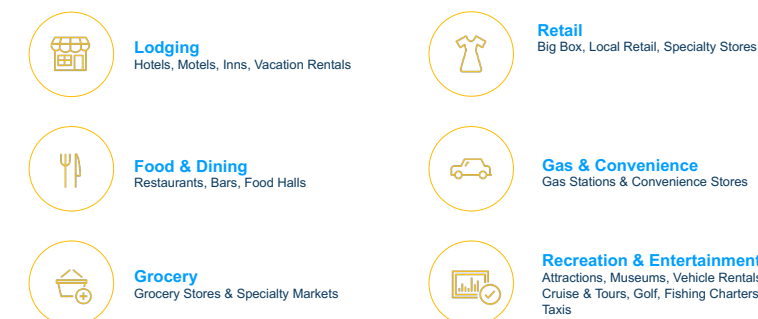
OTAs - (LAST FY)



TRADITIONAL DIGITAL DISPLAY AD NET ECONOMIC IMPACT (NEI)



The NEI Report breaks down geographic and demographic data, plus:



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
PAT DOWNING (Secretary/Treasurer) – City Council District 4
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
TERRY ANKERSON – City Council District 5
RICHARD H. WEAVIL – City Council District 7
GEORGE W. BOCK, JR. – County Commission District 3
DEBORAH VELDER – Arts & Attractions Industry
LYNNE CHRONISTER – Education Industry
DANIEL A. DENNIS, IV – Membership
KELLY FINLEY – Publishing/Broadcasting - Media Industry
BOB OMAINSKY – Restaurant Industry
ELIZABETH STEVENS – Member At-Large

CITY ADMINISTRATION

MAYOR, SANDY STIMPSON

CITY COUNCIL MEMBERS

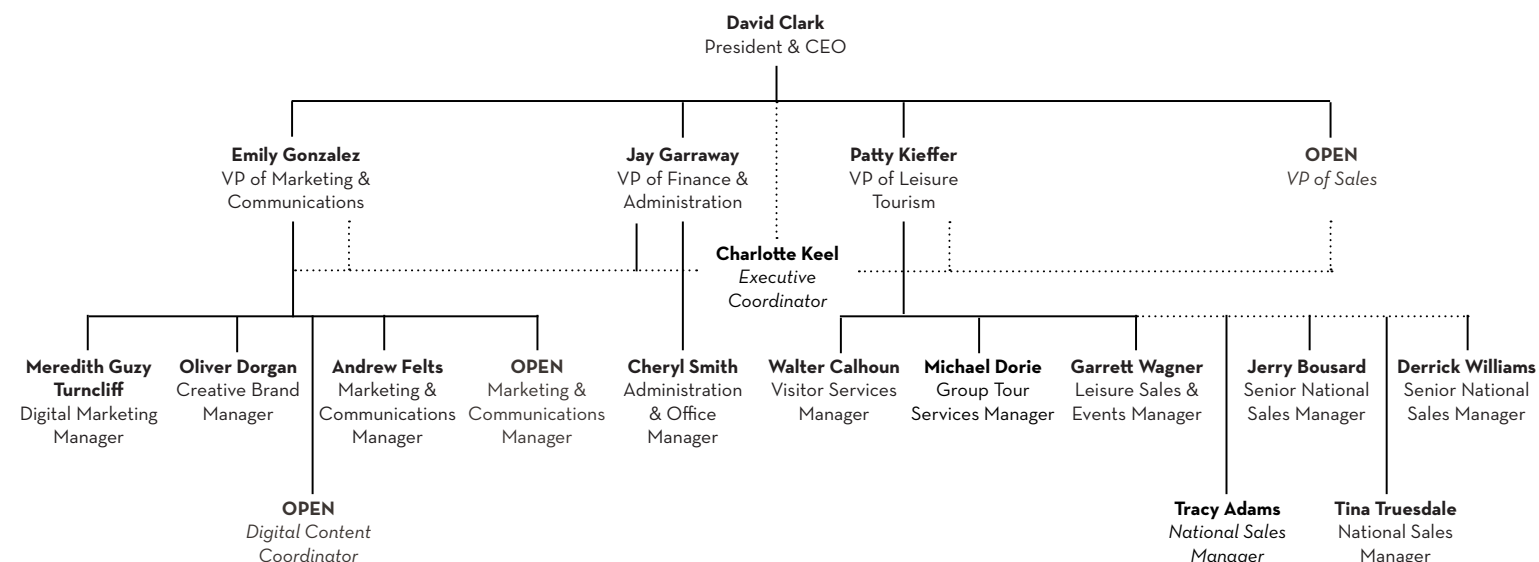
CORY PENN - District 1
WILLIAM CARROLL - District 2
C.J. SMALL - President - District 3
BEN REYNOLDS - District 4
JOEL DAVES - District 5
SCOTT JONES - District 6
GINA GREGORY - District 7

COUNTY COMMISSION

MERCERIA L. LUDGOOD – President - District 1
CONNIE HUDSON - 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





BELLINGRATH GARDENS AND HOME



TOURISM ROADMAP

2021-2022