



*Covid-19
Recovery Plan*



Our Mission

To establish The Woodlands as a beautiful, lively, and welcoming destination recognized regionally, nationally and internationally for first-class business, convention and leisure travel.

Who We Are

The Woodlands Convention and Visitors Bureau (dba: Visit The Woodlands) is the destination marketing organization responsible for promoting The Woodlands to drive demand for both hotel and retail tax collections.

Visit The Woodlands is a 501(c)(6) organization, funded by The Woodlands Township Hotel Occupancy Tax.

Challenge & Strategy Overview

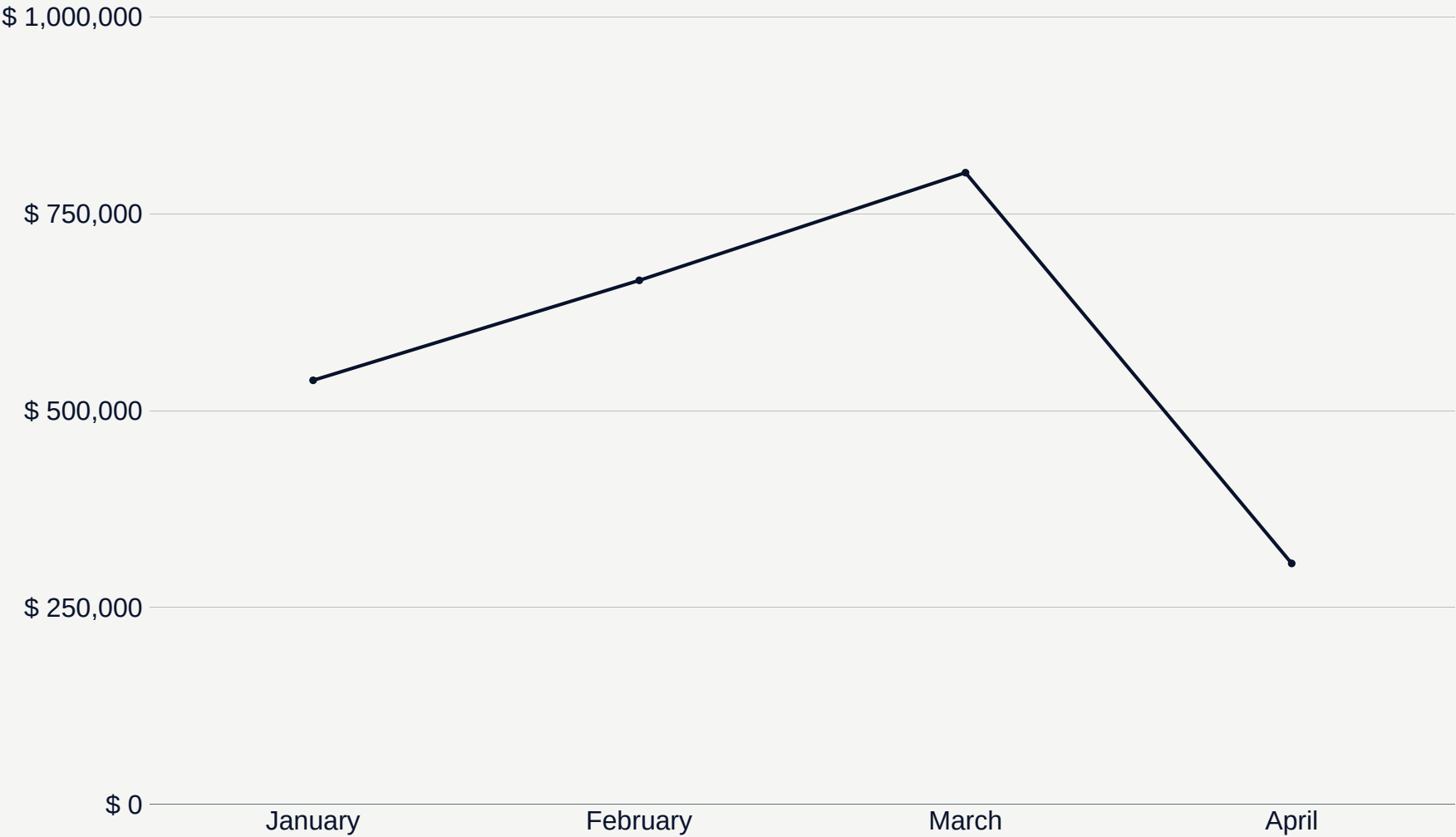
With travel essentially halted for the near future due to the COVID-19 pandemic and government “stay-at-home” orders, Visit The Woodlands is tasked with responsibly maintaining its role in supporting the local tourism economy while strategically positioning The Woodlands for leisure tourism and business travel success post-crisis.

To combat the effects of the COVID-19 crisis on local tourism, Visit The Woodlands will implement a multi-phase strategy to address immediate and future needs of the industry. In the initial phases of this crisis, VTW has transitioned from promoting visitation to promoting community support of local tourism partners.

In the recovery phases of this crisis, VTW will implement additional marketing and sales efforts designed to position The Woodlands as a top-of-mind, close-to-home tourism destination to visit post-social distancing.

Hotel Tax Collections

APRIL UPDATE



As of April 30, 2020, Hotel Tax Collections were down 20.2% YTD. To combat a loss in funding, Visit The Woodlands has reduced expenses by \$1 million in 2020 and 2021.



Temporary Goals

In response to the COVID-19 pandemic, Visit The Woodlands has pivoted to focus on five temporary organizational priorities:

ORGANIZATIONAL STRUCTURE

Surviving the crisis so that we can lead the recovery for The Woodlands

COMPASSION FOR PEOPLE

Putting people first and implementing a strategy focused on compassion for people affected by the crisis

PARTNER SUPPORT

Continuing to provide resources, communication and support to our partner through the crisis

TAKE ADVANTAGE OF OPPORTUNITIES

Finding opportunities during the crisis and remaining nimble to take advantage of these where we can

READINESS TO GEAR BACK UP

Using this time to adjust our strategy, so the team is ready to ramp back up when it is safe to do so, and the market is ready

COVID-19 *Crisis / Opportunity*

PHASE 1 RESPONSE

- Pandemic Response
- Financial Crisis
- Community Spirit

PHASE 2 RECOVERY

- 6-18 Months
- Rebuild Visitor Economy
- Preserve Viability of Organization

PHASE 3 RESILIENCE

- Long Term Strategic Plan
- Deal with New Normal
- Reimagined Organization



Response Strategies

DURING RESPONSE WHEN GOVERNMENT MANDATED SOCIAL DISTANCING & SHUTDOWNS ARE HAPPENING

- Ensure Visit The Woodlands and the local industry is included in the recovery planning conversations and efforts in The Woodlands
- Engage industry stakeholders, Visit The Woodlands Board of Directors, Marketing Committee and the Sales Advisory Committee to build a unified process and protocols for reopening visitor economy.
- Call upon support from strategic relationships with elected and appointed officials
- Align more closely with the economic development organizations and private sector companies
- Play an enhanced role in building and amplifying community spirit
- Promote the value of tourism within the community
- Share guidelines of approved health and cleanliness standards and certifications for the hotel, restaurant, public venues and community
- Serve locals partners by offering education and training materials to the industry
- Work with relevant and targeted stakeholders to address economic, social and environmental sustainability

Recovery Strategies

DURING RECOVERY AS SOCIAL DISTANCING MANDATES ARE LIFTED AND TRAVEL ACTIVITY BEGINS TO NORMALIZE

- Utilize client input, monitor data signals and trends to inform recovery messaging and timing
- Launch new website and use this, in addition to other virtual experiences, to inspire future visitation for business and leisure travel
- Promote and highlight nature, parks, and outdoor experiences
- Collaborate with other industry organizations to expand audience reach
- Expand marketing outreach and campaigns to target local audience
- Adapt destination imagery to incorporate visuals with fewer people/crowds
- Evaluate target markets, and evolve marketing strategies to attract more resilient travelers
- Focus marketing strategies on generating earned media in lieu of paying for media exposure
- Develop a content strategy to showcase local heroes, makers, and influencers
- Develop messaging related to health and safety to reassure visitors
- Reassess business events market and target new groups - smaller, regional
- Repackage current content relevant to new audience and demands





Resilience Strategies

DURING RESILIENCE AS TRAVELERS BECOME ACCUSTOMED TO THE “NEW NORMAL” AND THE ECONOMY STARTS TO REBOUND

- Review organization mission, vision and values to guide organizing through response, recovery and resilience phases
- Reassess organization roles and activities to identify priorities and potential adjustments
- Identify potential reopening and recovery scenarios to guide strategy and priorities
- Assess organization structure to prioritize key roles and essential programs
- Assess reserve funding requirements and policies
- Expand advocacy and education role to protect funding sources and relevance
- Pursue emergency government financial assistance funding
- Collaborate with other organizations to determine opportunities for shared resources and efficiencies
- Use lessons learned from remote working to examine office flexibilities and efficiencies
- Assess KPIs related to economic development, visitor satisfaction, community and advocacy, sustainability
- Work strategically with hotel partners to ensure industry recovery and resilience

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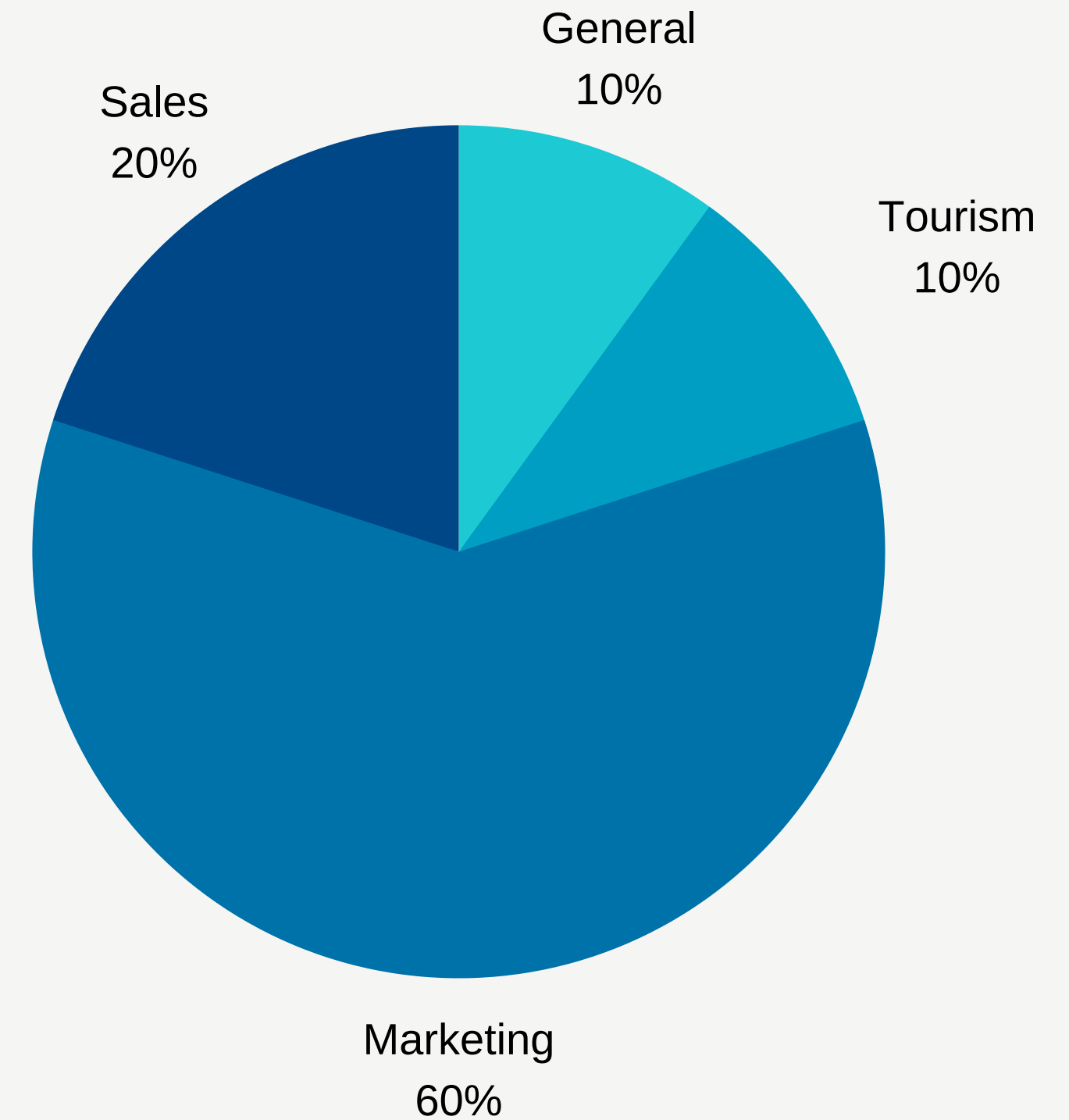
Budget Reductions by Department

IMMEDIATE ACTIONS IN MARCH

- Halted All Production & Projects with Agency of Record
- Cancelled or Postponed Advertising
- Stopped Projects with All Vendors
- Made Cuts in All Departments
- Ceased All Staff Travel

ADDITIONAL CUTS FOLLOWING APRIL BOARD MEETING

- Advertising
- Travel
- Event Sponsorships
- Totaling \$1 Million



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