



Charlottesville
ALBEMARLE, VIRGINIA

Call to Order



Consent Agenda

- Approval of Previous Meeting Minutes
- Financial Statement
- Revised FY2022 Budget



Charlottesville
ALBEMARLE, VIRGINIA

Director's Report

Highlights

- Hired new Marketing Manager, Kate Garber
- Launched Mobile Visitor Centers
- Received DRIVE 2.0 grant of \$10,000
- New website vendor Tempest
- Attended Destinations International CEO Summit
- Presentation to Charlottesville Business Exchange
- GWU Discover Black Cville presentation

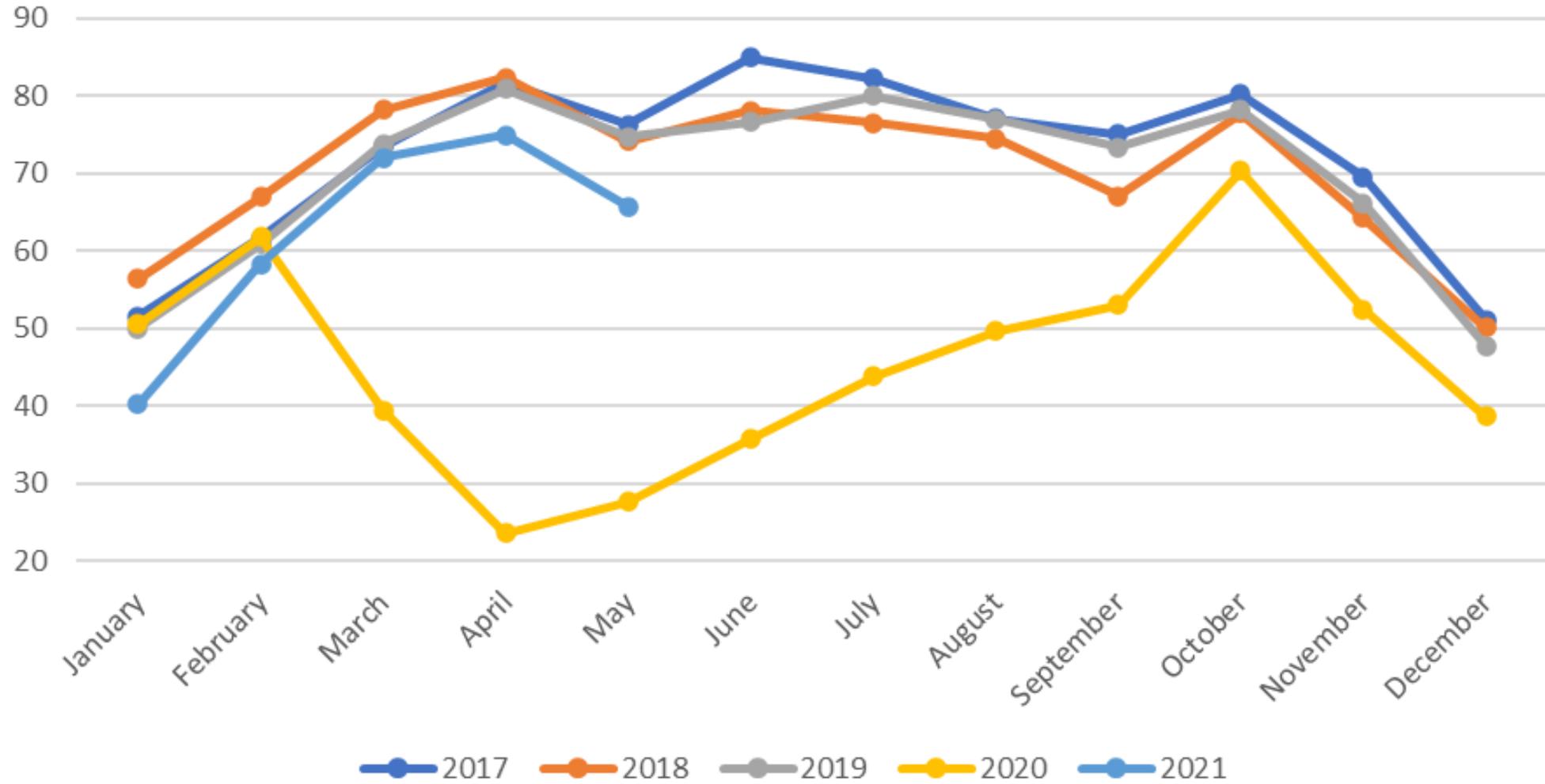


Current Industry Climate

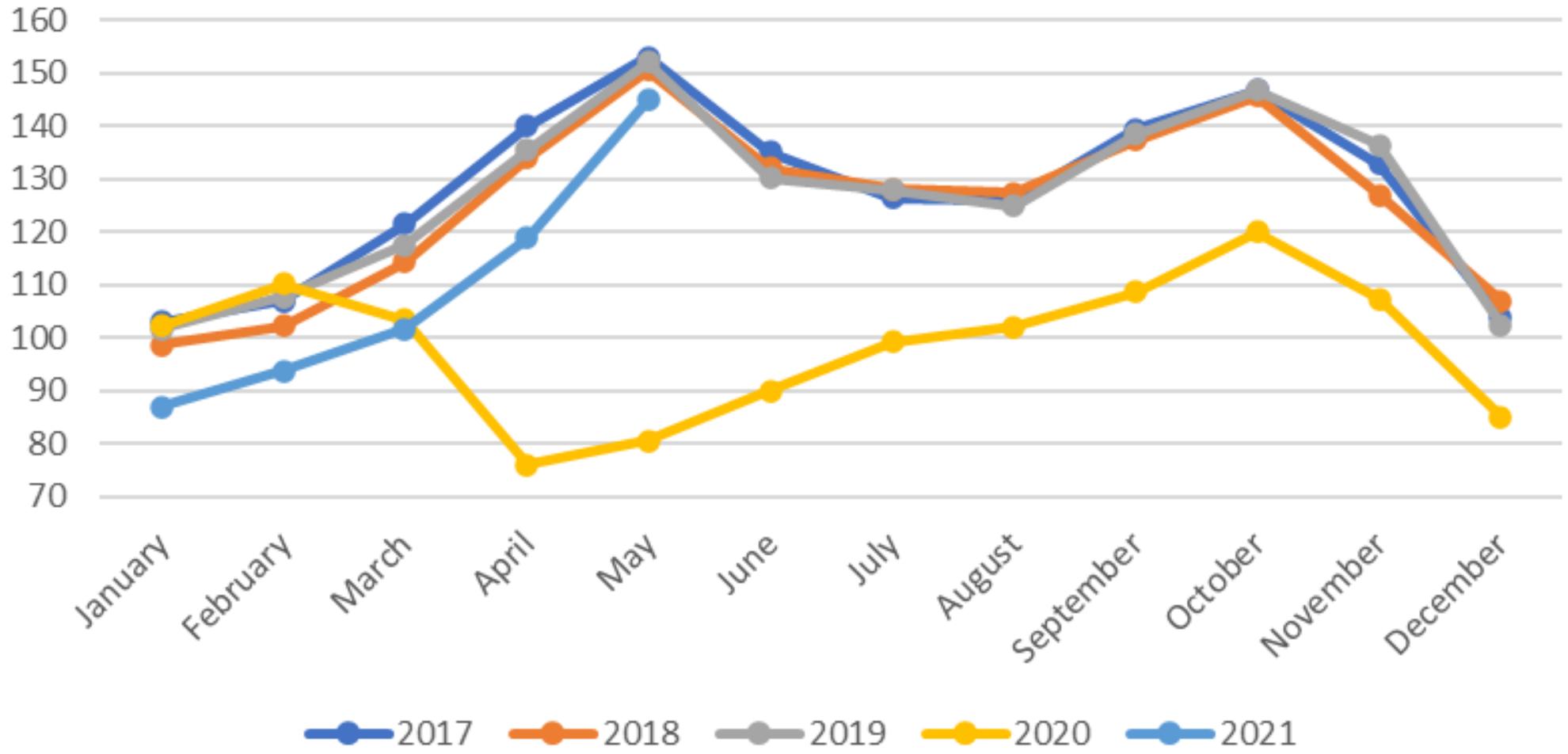
- As of April, Virginia travel expenditures 30% less than pre-pandemic
- Nationwide household savings rates high
- Our market share weaker now that we're competing with beach traffic and looking for workforce
- Tourism industry salaries rising faster than any other sector
- Waiting for mid-week and group business to return stronger



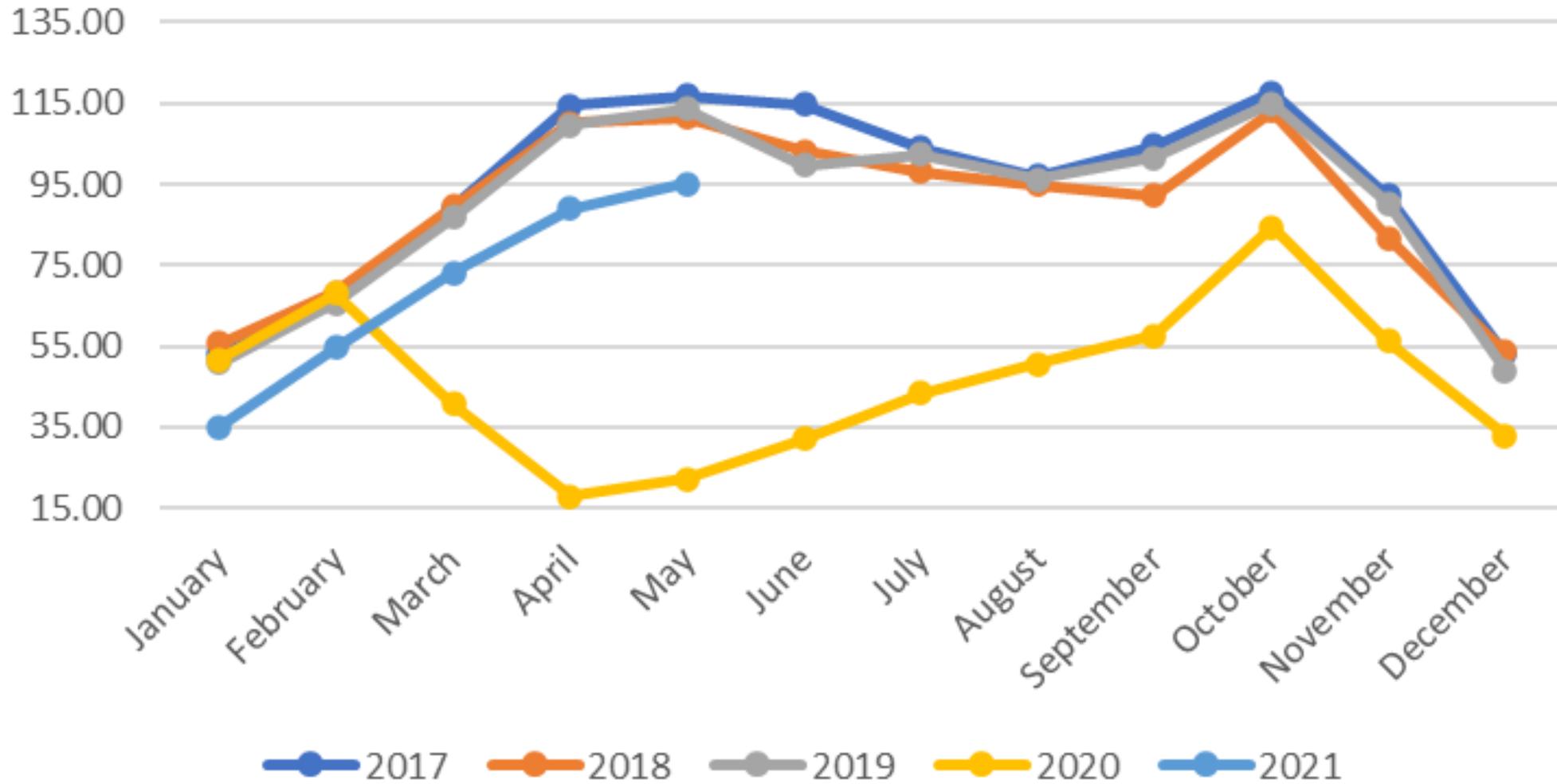
Hotel Occupancy Rates



Average Daily Rate



Revenue per Available Room



ADARA April 2021



350

Total
Travelers

477

Total Nights

\$ 99,151

Total
Revenue

10.2

Avg. Search
to Booking

27.9

Avg. Advance
Purchase

2.6

Avg. Length
of Stay

1.9

Avg. # of
Travelers

\$ 207.86

Avg. Daily
Rate (ADR)

Site Impact is tracking an estimated **46.6%** of website traffic for the selected website pixel.



ADARA May 2021



369

Total Travelers

377

Total Nights

\$ 76,257

Total Revenue

9.6

Avg. Search to Booking

25.7

Avg. Advance Purchase

2.0

Avg. Length of Stay

2.0

Avg. # of Travelers

\$ 202.27

Avg. Daily Rate (ADR)

Site Impact is tracking an estimated **43.8%** of website traffic for the selected website pixel.



Black Cville Social Media



blackcville

Follow

53 posts 1,088 followers 147 following

Discover Black Cville

Our mission is to tell modern, historically accurate, and inclusive Black stories in Charlottesville and Albemarle County.

#blackcville

www.visitcharlottesville.org/blackcville

POSTS

IGTV

TAGGED



WEDDINGS

MEETINGS

NICKEL TOURS

84°



Charlottesville
ALBEMARLE, VIRGINIA

EVENTS

THINGS TO DO

HOTELS

RESTAURANTS

WINERIES

PLAN



SHARE

Discover Black Cville Steering Committee

Vibrant art,
live
entertainment
and festivals

Inclusive
outdoor
recreation

Award-
winning farm-
to-table Food
and Beverage

Small town
charm with
strong
community

Thriving
culture &
Living History





Marketing & Public Relations Update





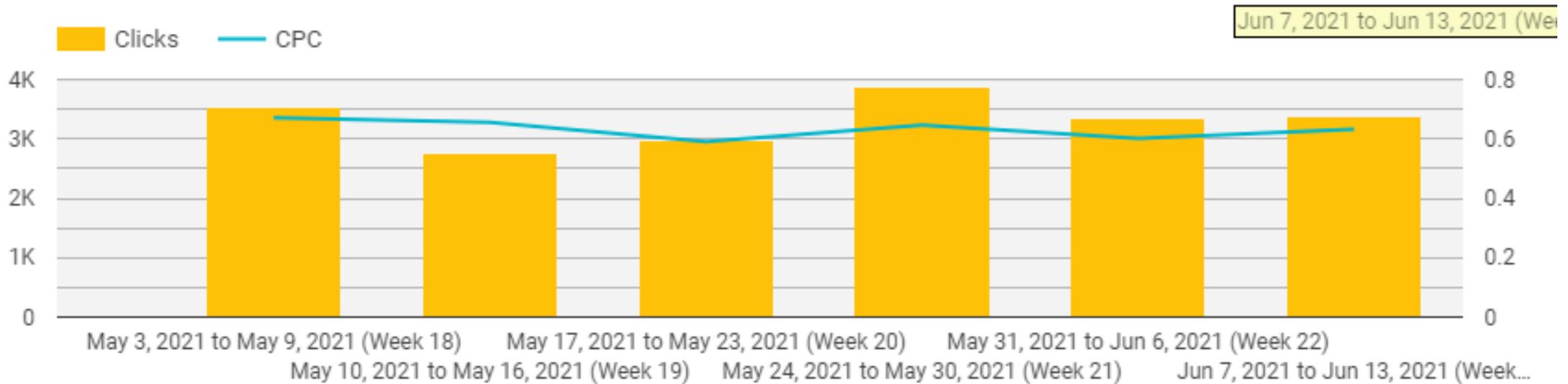
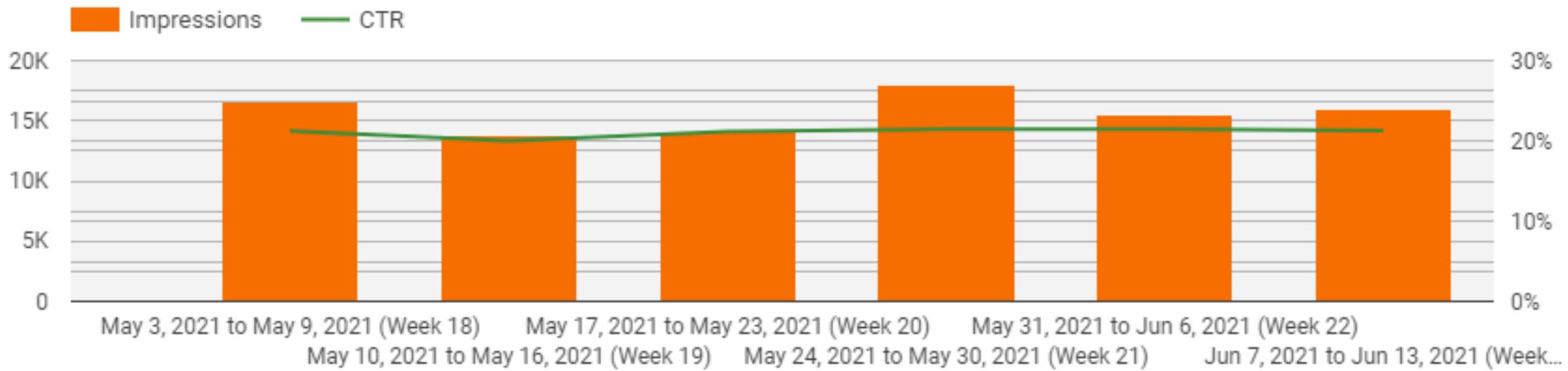
CACVB Marketing

- Continued robust digital advertising efforts
 - Targeted markets include Northern Virginia/Washington, D.C., Triangle area of North Carolina, Virginia Beach/Hampton Roads, Baltimore.
 - As of mid-May, we are only running search engine marketing advertising. Continuing to see strong performance.
- CACVB visitor guides printed and delivered.
- Website redesign process underway with Tempest.
- Two part-time contracted positions have been filled – graphic designer and videographer.

CACVB Marketing

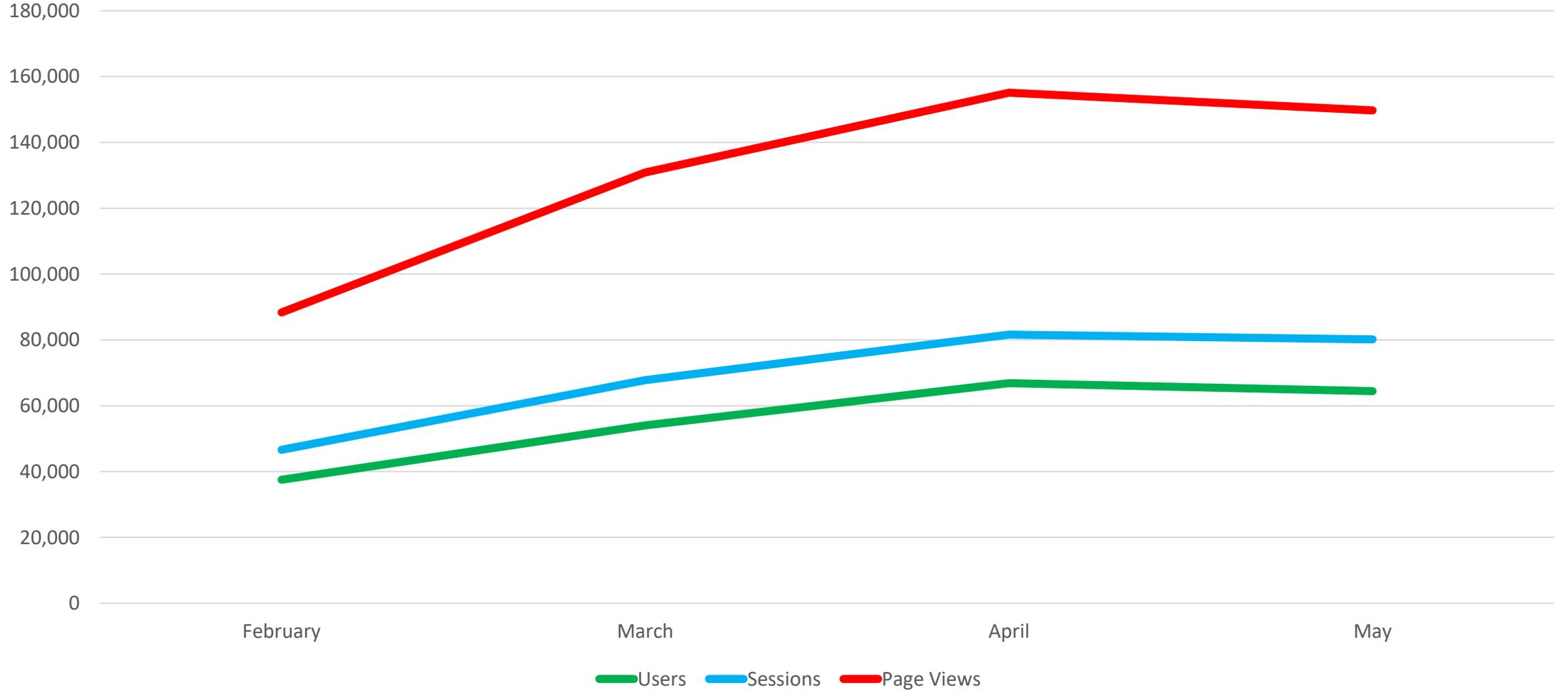
- Applied for a VTC Recovery Marketing Leverage Program grant.
- Creating a new digital passport in partnership with the Monticello Wine Trail. This passport will be gamified and encourages visitors to experience multiple wineries to be eligible for a branded wine glass prize.
 - Digital passport is being created in partnership with Bandwango.
- Attended Destinations International virtual Marketing & Communications Summit.
 - Focus of this summit was on diversity, equity, and inclusion as it relates to destination marketing.
- Partnering with Darden School of Business at the University of Virginia on a virtual webinar to give an overview of Charlottesville & Albemarle County to prospective and admitted students.
- Hosted an industry-oriented webinar with CHO Airport to give an update on the state of air travel trends and projections as we continue to come out of the pandemic.





PAID SEARCH CAMPAIGN RESULTS (MAY 3 – JUNE 13, 2021)

Website Visitation Trends



Source: Google Analytics

CACVB Public Relations Efforts

- **Have hosted a variety of writers over the past month, including the following:**
 - Jessica Poitevien (May 13 – 14) in collaboration with Virginia Tourism Corporation (Travel + Leisure).
 - Roshida Dowe (May 25 – 27) Black content creator CACVB met with at Wavelength conference in December.
 - Chris Elliott (May 30 – June 2) in collaboration with Dairy Market (USA Today, Washington Post, Forbes).
 - Amber Gibson (June 3 – June 7) in collaboration with Dairy Market (Artful Living, Travel + Leisure, Hemispheres, Fodors).
 - Michele Herrmann (June 14 – 16) in collaboration with Virginia Tourism Corporation (Forbes, Travel + Leisure, Orbitz).
- **Upcoming media visits include:**
 - Diane Bair (July 15 – 18) in collaboration with Virginia Tourism Corporation (Boston Globe).
 - Monticello Wine Trail Media Day – hosting approximately 15 wine writers August 1 – 2 to highlight the destination’s vibrant wine scene.
- **Local public relations:**
 - Continuing robust local public relations efforts, with several local media interviews and Stay Local, Play Local interview segments in partnership with CBS19.



CACVB Public Relations Efforts

- Secured several significant media placements in the past few weeks to include the following:
 - **Hemispheres Magazine:** [Three Perfect Days in Virginia](#)
 - Hemispheres is the in-flight magazine of United Airlines
 - This article appeared in the June 2021 issue and will be distributed in all cabins – first, business, and economy
 - Reach: 10 million passengers
 - 500,000 magazines printed
 - **Food & Wine:** [The Five Best Wine Road Trips in the U.S.](#)
 - Several wineries along the Monticello Wine Trail were mentioned
 - **New York Times:** [Article](#) features destinations with highly-vaccinated populations that are safe for travel and tourism.



Sales Efforts

- Association, Tour and Wedding markets making a comeback
- 4 leads secured and distributed to appropriate partners (hotels/meeting venues/meeting services)
- Attended the Military Reunion Network Annual Summit - Met with 25 Reunion planners. Will be receiving 4 RFPs to send to hotels for future reunion dates. Fam tour Spring 2022
- Continue site visits and relationship development with hotels, venues, and attractions
- Continue attending industry monthly meetings
- Submitted and approved to be one of the cities for VTC STS Fam in Feb 2022. Began working with the VTC and partnered cities on itinerary.
- Worked on and completed profile on CVENT Meeting system that led to us receiving 2 RFPs
- Continuing working with Virginia Bankers Association on event space and dinners for upcoming meeting

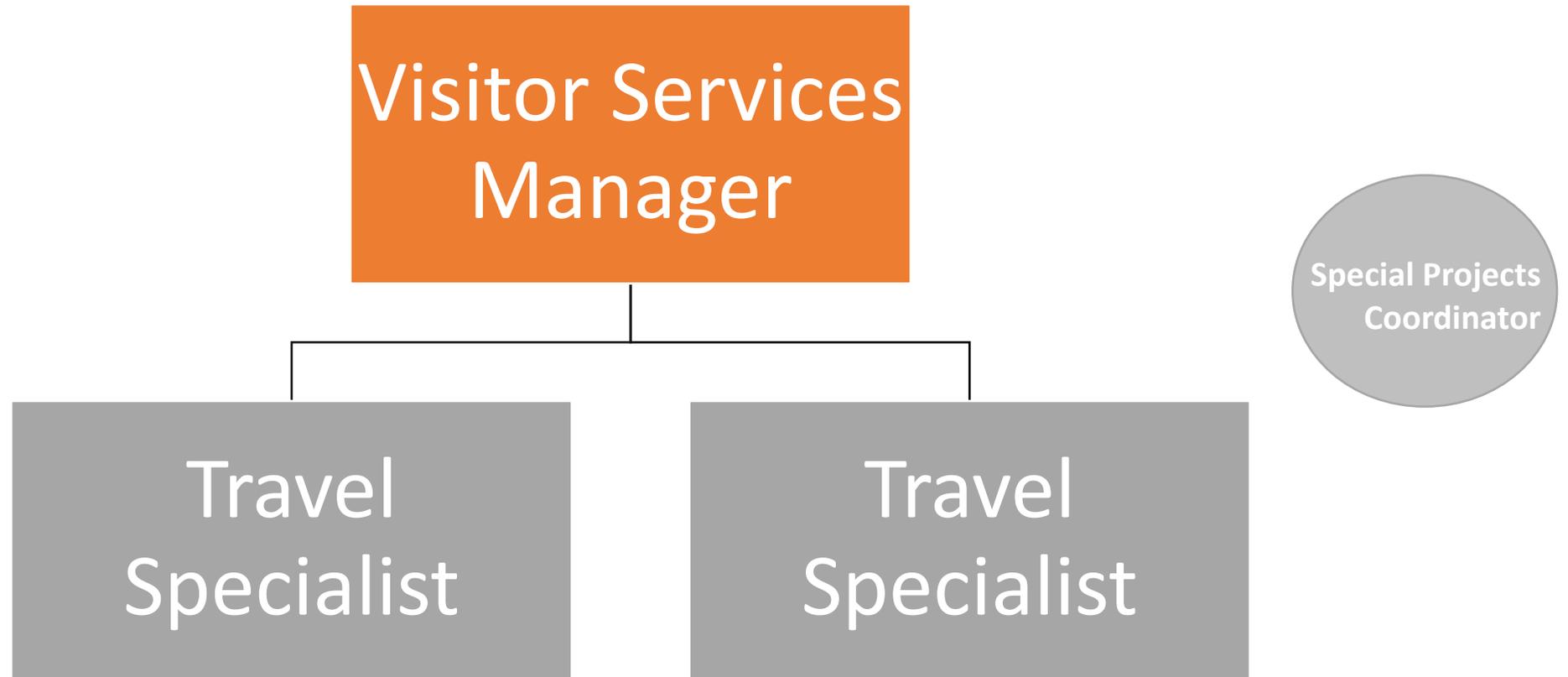




Visitor Services

Mobile Visitor Center Launch

Team



Transition Takeaways

Local excitement among community and attractions around the Mobile Visitor Center Model

Increased partnerships with local sites hosting the MVC

Immediate and long term reduced overhead cost

MVC Daily Schedule

Seasonal Schedule

Schedule A

Wednesday	Downtown Mall	10am-2pm
Thursday	Michie Tavern	10am-2pm
Friday	Shops at Stonefield	11am-3pm
Saturday	IX Art Park	8am-12pm
Sunday	King Family Vineyard	11am-3pm

Schedule B

Wednesday	Wool Factory	11am-3pm
Thursday	Dairy Market	11am-3pm
Friday	Jefferson School African American Heritage Center	11am-3pm
Saturday	Scottsville's Canal Basin Square	11am-3pm
Sunday	Rivanna River Company	10am-2pm

In the news...

Jodi Gist
May 7 at 9:08 AM · 🌐

I made the news!!



NBC29.COM
Charlottesville Albemarle Convention and Visitors Bureau launches two mobile visitor centers

📺 Cedar Creek Farm, Tracey Jamerson and 1 other

Jodi Gist
April 9 · 🌐

We are coming back to Stonefield soon!



VISIT THE MOBILE VISITOR CENTER AT STONEFIELD TOMORROW! Friday March 26!

THE SHOPS AT stonefield

The Shops at Stonefield
March 25 · 🌐

Mobile Visitor Centers Are Now Replacing The Brick-And-Mortar Centers That Were Located On The Downtown Mall and in Crozet.

Jodi Gist
March 22 · 🌐

#mycrewCACVB



King Family Vineyards is at Roseland Farm.
March 21 · Crozet · 🌐

We're excited to host the Charlottesville-Albemarle Mobile Visitor

Travel Specialist's Focus



Mobile Visitor Center



Administrative Work



Research

Visitor Service's Manager Focus



Management over
Mobile Visitor
Centers



Special Projects



Community Liaison
for Arts, History,
Outdoor Recreation



Office Management
related to
administrative needs



FY 2022 Team Goals

Process Improvements

Familiarization Tours

Event Management



Come see us at the MVC!



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Matters from the Board

Feedback from Discussions with Board Members

General

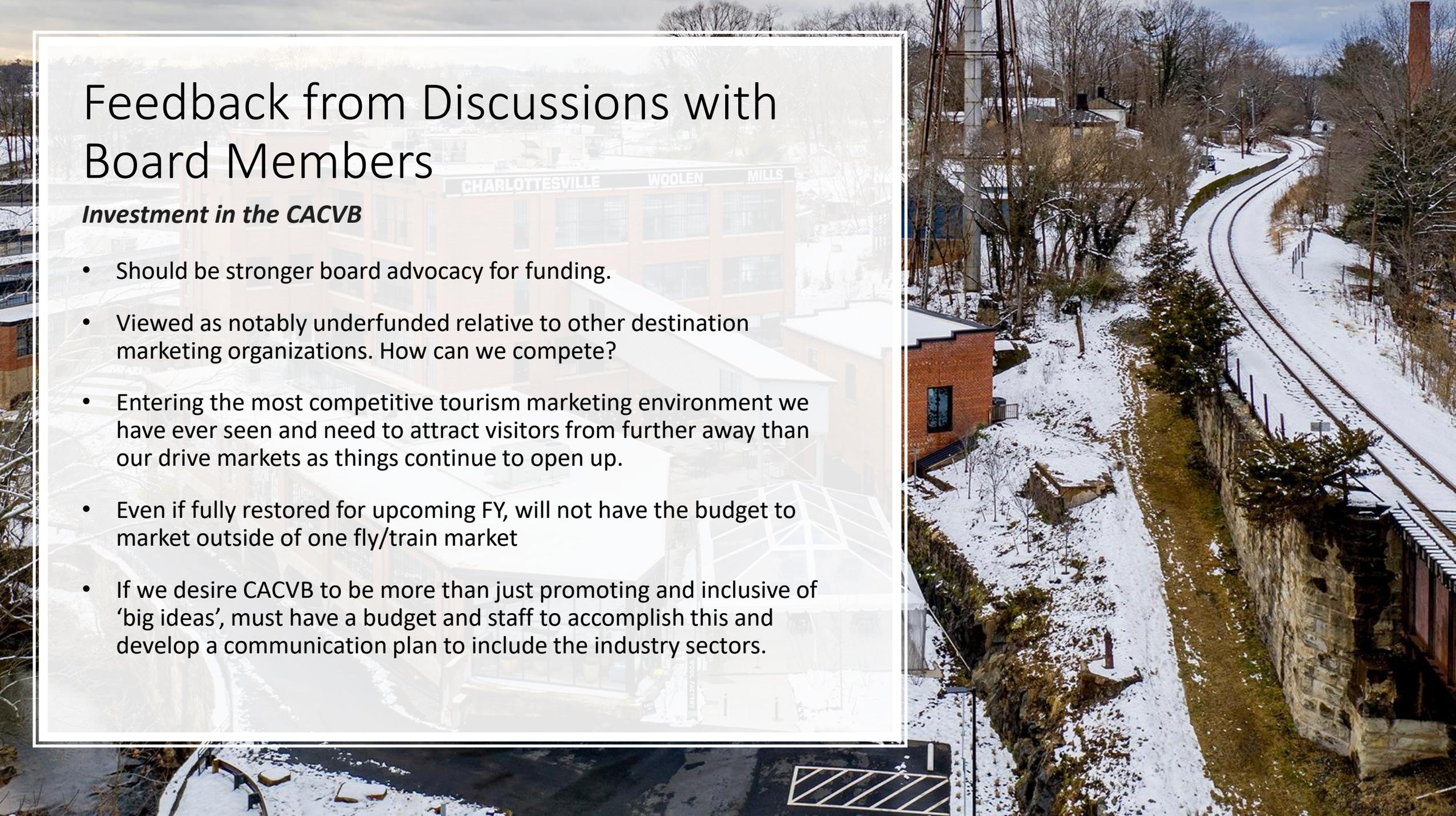
- Multiple members less familiar with the history of the Board and how it got here
- Board make-up should match the community we serve.
- Under prior Executive Director, viewed as always about heads and beds; felt CACVB did not do much beyond earned media. Need to define our success beyond this metric.
- Partnering with the industry is essential to the CACVB being successful in its work.
- Desire take a “value centered” approach, shaping the image of our region around what our community values
- We need to work collaboratively with the industry and build trust through representation and relationship building via regular industry meetings and conversations.
- The industry has boots on the ground and can inform decision-making in real time; need to have structure for communication to and from the Board.
- For appointees selected among applicants by elected officials, need more structures in place for guiding appointments.



Feedback from Discussions with Board Members

Investment in the CACVB

- Should be stronger board advocacy for funding.
- Viewed as notably underfunded relative to other destination marketing organizations. How can we compete?
- Entering the most competitive tourism marketing environment we have ever seen and need to attract visitors from further away than our drive markets as things continue to open up.
- Even if fully restored for upcoming FY, will not have the budget to market outside of one fly/train market
- If we desire CACVB to be more than just promoting and inclusive of 'big ideas', must have a budget and staff to accomplish this and develop a communication plan to include the industry sectors.



Feedback from Discussions with Board Members

Current Board Dynamics

- Political dynamics perceived to limit candor during Board meetings.
- Board members need to feel more empowered, not serving as advisors to elected officials. Some members find themselves listening versus actively participating and hesitant to disagree with elected officials.
- Fear of any rift that may drive City and County apart and impact the future of the organization.
- Too much focus on “who is benefiting” (e.g. which jurisdiction).
- Industry being outvoted by government leads to concern for effective decision making.
- Issues not always being viewed through tourism lens/decisions not being made on tourism development.
- Scope of board dialog is vastly different than other tourism boards, including what we value and how success is defined.
- Board members should be coming to the table for the work of this Board and advocating for the CACVB.



Potential Paths Forward to Discuss, Consider

Advising Existing Board

- Board subcommittee serving as liaisons to industry, engaging in meetings (see slides to follow)
- Tap into existing sector/industry organizations

Recommends Modifying Existing Board

- Reduce (2) City/County Staff Seats and Replace with Industry
 - Maintain OED Directors who would update Executive/Manager
- Reduce (2) Elected Seats to One from Each Jurisdiction, Replace with Industry

Developing Future Board

- Board Development Plan to be intentional about recruiting future Board directors
- As applicants apply, helpful to understand why someone wants to be on the Board and what barriers may exist to individuals applying
- Evaluate ways to create a safe environment for sharing during Board meetings that considered all are equal Board members and our work must be through lens of CACVB.
- How can we maximize our relationship with UVA

Aligning on Future Vision

- Adjust KPIs to reflect values of CACVB Board
- Additional output desired from annual operations report?
- Strategic Plan (CACVB)
- Tourism Master Plan (Community)

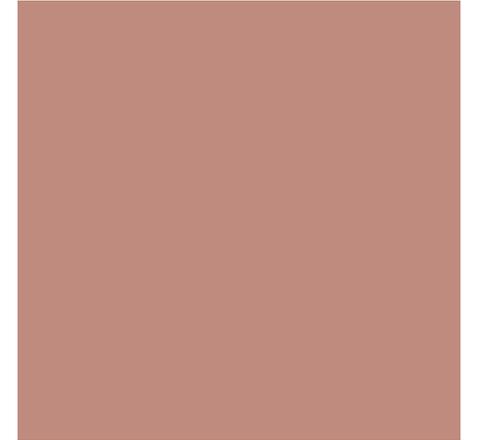




Reaction to Ad Hoc Committee, Guest Speakers, Board Comments



A Purpose, Process and
Structure



Purpose:
Create a roadmap
for the CACVB
Board to receive
comments from
industry experts

Create CACVB Board Subcommittee

1. Chaired by Vice Chair
2. Membership 3-5 Board members
3. Will plan, schedule and invite hospitality sectors to communicate with Board
4. Ensure diversity of sectors and speakers
5. Follow-up on matters upon Board request

Future agendas will include open comment period for industry stakeholders (20-minute max, no more than 10 minutes per speaker)



Revisiting Scope of Board Agendas

Enable greater industry weigh in through public comment and sector report outs/presentations

Charlottesville/Albemarle County Visitors
Bureau Board of Directors Meeting
Agenda
(suggested format)

I. Welcome & Call to Order

II. Introduction of Guests

III. Consent Agenda

Approval of Minutes
Financial Statement
(Other)

IV. Director's Report – Organizational Updates

V. Public Comment (with suggested time limit)

VI. Discussion / Action Items

VII. Committee/Sector Team Written Reports

1. Diversity, Equity, & Inclusion Steering Committee
2. Accommodations
3. Dining
4. Attractions
5. Agritourism
6. Arts and Culture
7. Outdoor/Recreation
8. Weddings
9. University of Virginia
10. (Other)

VIII. Presentations (if applicable)

Deeper Dive in Specific Sector
Time Sensitive/ Current Tourism Issues

IX Board Announcements/Comments/Updates

X. Adjournment

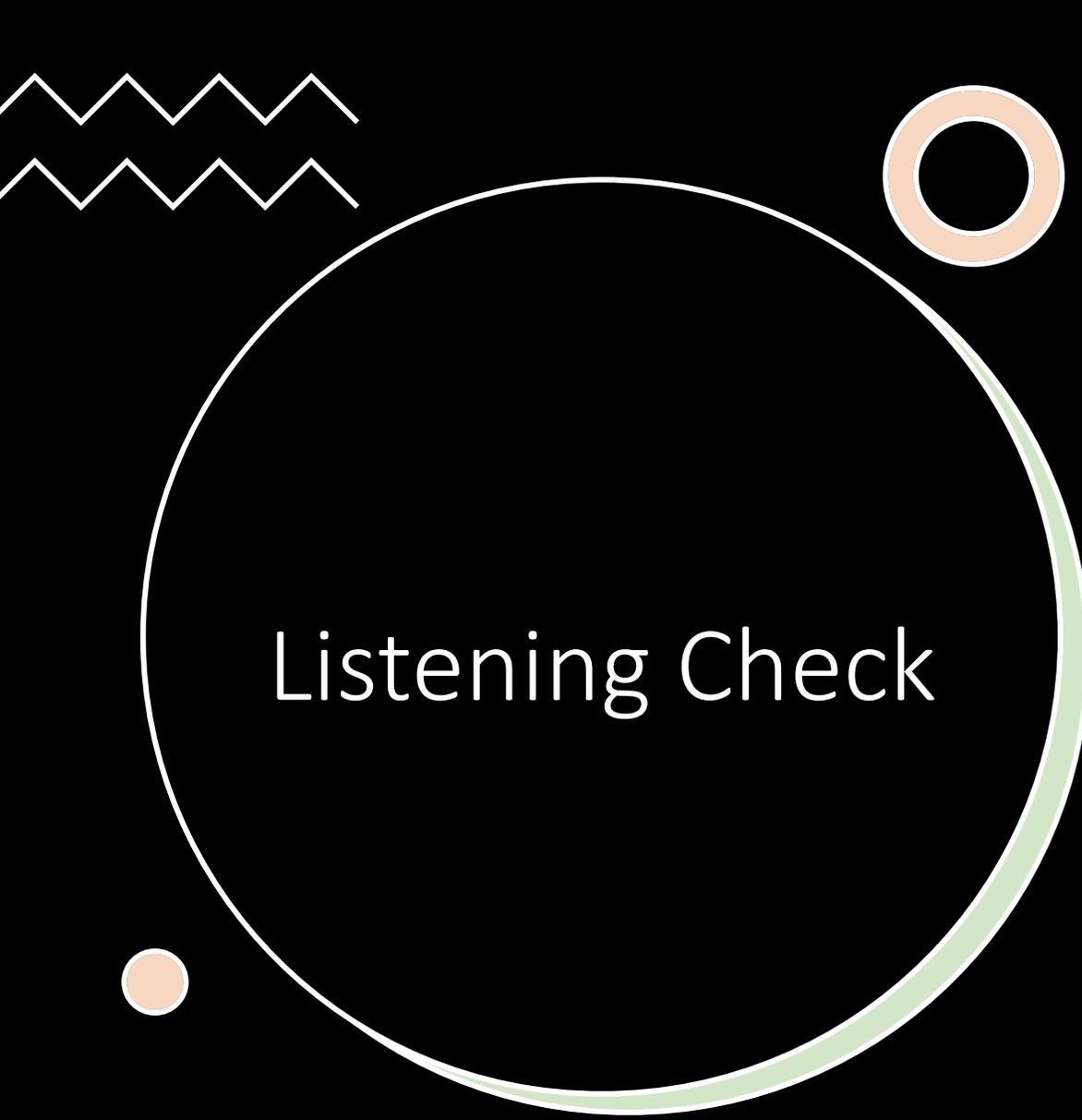


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Calling the Question



Diversity, Equity and Inclusion



Listening Check

The CACVB Chair, Vice-Chair and Executive Director heard (paraphrased):

As we work collectively to reconstitute the tourism sector, let's simultaneously work to:

- support residents employed in the sector
- welcome people of color to our community





Board Direction to Executive Director

Share DMO best practices for diversity, equity and inclusion
CEO Summit, VTC, Others

June

August

Recommend strategies
Support local residents
Increase visitation of black travelers
Help cultivate an atmosphere where all visitors feel welcome

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Aligning on Future Vision

- Adjust KPIs to reflect values of CACVB Board
- Strategic Plan (CACVB) - TBD
- Tourism Master Plan (Community) - TBD
- Additional output desired from annual operations report?



Upcoming Meetings

- August 23, 2 – 4 p.m. in-person
 - Location TBD
- October 25, 12 – 5 p.m. in-person retreat
 - Location TBD





Charlottesville
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Board Announcements



Charlottesville
ALBEMARLE, VIRGINIA

Adjournment

Feedback from Discussions with Industry Representatives

Themes of clear interest to our regional industry partners, supported by direct comments made in our discussions

Representation

- Disconnect between the Board and the hospitality community
- No direct industry representation or conduits for communications to the industry sectors
- Agendas should provide an opportunity for industry representatives to share information from their sector with the Board
- Need to strike the right balance between industry expertise and managing local political dynamics to get things done
- Board heavily leans in direction of government – viewed as non traditional as most boards are primarily industry led

Collaboration

- Industry has little dialog with others in their sector
- Desire to further engage in community issues of interest and strengthen relationship between the community and the industry
- Power dynamic makes it intimidating to counter elected officials, discomfort in raising voices/perspectives, including among Board members
- Need to approach more collaboratively and comprehensively – when one partner does well, has positive impact on partners across the industry
- Clearer industry channels will enable more collaboration
- Charlottesville-Albemarle is where DC was years ago – lacking connection between the locality and the industry

Communication

- Agendas should provide an opportunity for industry representatives to share information from their sector with the Board
- Most in the industry are not attuned to CACVB efforts – many have lost confidence in decision making body being committed to their needs and others, including minority businesses, lack awareness
- Governing body is required to consult with local tourism industry organizations, including lodging properties

Budget

- Funding constraints limit CACVB's reach
- CACVB budget for promoting the entire region is comparable to some budgets for single industry partners within the region
- Independent hotels and smaller businesses are dependent on CACVB to help market accommodations and the community
- Funding reductions due to COVID impact on TOT coinciding with critical road to recovery
- Excess over two percent is to be designated and spent solely for tourism and travel

Considering the Composition of CACVB Board

Clear sector representation and lens for diversity, equity, and inclusion across all sectors

Balanced County and City Representation

Accommodations	Dining	Localities*	Attractions	Agritourism	Arts & Culture
<ul style="list-style-type: none"> ✓ Traditional Lodging ✓ Short Term Stays ✓ Owner ✓ General Manager ✓ Flag Properties ✓ Boutique 	<ul style="list-style-type: none"> ✓ Locally Owned ✓ Chain ✓ Visitor Driven ✓ Resident Driven 	<ul style="list-style-type: none"> ✓ Offices of Economic Development ✓ Chamber of Commerce <p><i>Strategies to grow tourism economy</i></p>	<ul style="list-style-type: none"> ✓ Brick & Mortar ✓ Event Driven 	<ul style="list-style-type: none"> ✓ Wineries, Breweries, Distilleries ✓ Orchards ✓ Artisan Cuisine 	<ul style="list-style-type: none"> ✓ Performing ✓ Visual
			Recreation	University	Wedding
			<ul style="list-style-type: none"> ✓ Parks ✓ Trails ✓ Rivers 	<ul style="list-style-type: none"> ✓ UVA Events ✓ Public Events 	<ul style="list-style-type: none"> ✓ Planners ✓ Caterers ✓ DJs/Musicians ✓ Florists ✓ Venues ✓ Equipment Suppliers
<p>Diversity, Equity, and Inclusion</p>					
	<ul style="list-style-type: none"> ✓ Race ✓ Ethnicity 	<ul style="list-style-type: none"> ✓ Sexual Orientation ✓ Gender Identity 	<ul style="list-style-type: none"> ✓ Religion ✓ Disability 	<ul style="list-style-type: none"> ✓ Age ✓ Citizenship 	<p><i>Black Tourism Initiative Representation</i></p>

** Locality representation in many DMOs is Ex-Officio*

Board representation for each sector will serve as the conduit for communications with the broader sector.