

Little Rock™

CONVENTION &
VISITORS BUREAU



2021

ANNUAL REPORT

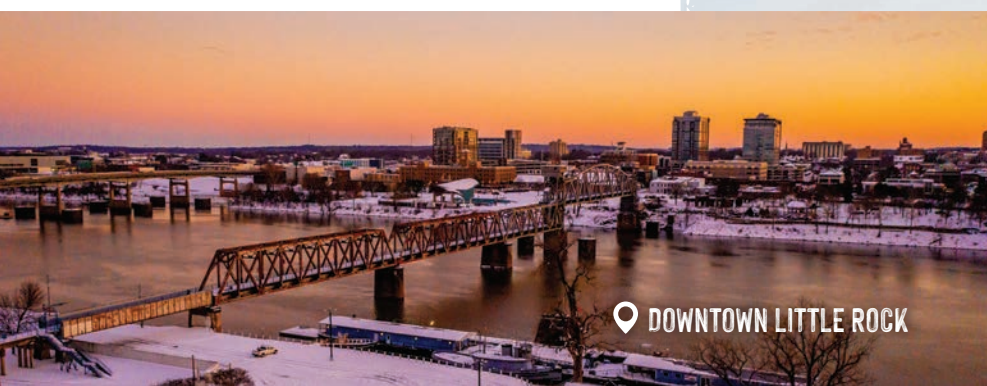
CONTENTS

EXECUTIVE SUMMARY	3
MISSION, BRAND PROMISE, CORE VALUES	4
ORGANIZATION & LEADERSHIP	5
LRCVB STAFF AWARDS & RECOGNITION	6
EQUITY, DIVERSITY, & INCLUSION	7
VALUE OF TOURISM	8
COVID-19	9
2021 BY THE NUMBERS	10
LITTLE ROCK TOURISM	11
LITTLE ROCK STATISTICS	12
FINANCE & ADMINISTRATION	14
FACILITY OPERATIONS	18
SALES & MARKETING	24
MEDIA ACCOLADES	43
DESTINATION DEVELOPMENT	44
FUTURE OUTLOOK	46
2022 BUSINESS PLAN	47

A record-breaking 14 inches of snow blanketed Little Rock in February.



📍 TESTAMENT: THE LITTLE ROCK NINE MONUMENT



📍 DOWNTOWN LITTLE ROCK



📍 LITTLE ROCK ZOO

EXECUTIVE SUMMARY

📍 MAIN STREET CREATIVE CORRIDOR

Like many in the tourism industry, the LRCVB began 2021 with a single thought: What's next? The scars of 2020 remained fresh, but the first year of the pandemic tempered the LRCVB like never before and transformed it into an organization that could meet 2021 and its myriad of challenges head-on.

Key to meeting these challenges was rebuilding the Bureau's team after last year's staff decreases. As we did so, we rebuilt the team into an organization that's stronger, wiser, and more prepared to lead Little Rock's pandemic recovery efforts.

This helped the LRCVB positioned itself as the city's tourism recovery leader. We had a renewed focus on communications with the industry at large via the return of in-person quarterly industry mixers, the creation of Tourism Talk, a monthly, industry-facing newsletter that allows industry members to stay up to date on the Bureau's latest news, goals, and achievements, and by hosting an industry-wide job fair to assist businesses in attracting talent after things began to reopen.

Of course, while all of this was happening, COVID-19 was still having major effects on leisure travel. Just as summer travel began to return to the city, the Delta variant caused another wave of trepidation among travelers. Then, just as the Delta variant began to wane, the Omicron variant soured traveler sentiments even further.

Throughout it all, the marketing & communications team continued to position the city as a leisure destination but put additional focus on cyclists, LGBTQ, and Black travelers. These three niche markets were supported by targeted campaigns that were constructed with input gleaned from LRCVB-conducted focus groups. The use of these local focus groups gained national attention for their ability to grow community engagement. These consumer segments were also supported by new landing pages and microsites on LittleRock.com that touted the city's Black culture sites, LGBTQ-owned businesses, and more than 1,200 miles of cycling trails.

The operations division continued to juggle covid related event cancellations but welcomed the return of many in-person events. Keeping client safety at the forefront, the team offered customers an array of pandemic-related safety protocols to ensure the safest environment for each attendee and event. The division also completed many large capital projects and took over the Robinson Center box office management for the first time since 1994.

Though the pandemic never fully stopped the LRCVB's sales efforts, 2021 saw the Bureau's sales team return in-part to their busy schedule of attending face-to-face sales events and trade shows on behalf of the city, an effort that was rewarded with numerous bookings for future business. As site visits increased in 2021, potential clients were met with redesigned sales itineraries and expanded collateral. The services team expanded their capacity and revamped their client offerings throughout the year as well.

These efforts set Little Rock on the road to full economic recovery. Compared to 2020, total lodging revenues grew 48% and prepared food revenues increased 18%. Lodging is now only 21% behind 2019's numbers while prepared food collections were up 4%. While our facility management revenues were up 44% year-over-year, this category is still lagging \$2.3 million behind 2019. Although these are tremendous strides forward, a complete recovery will take time.

Efforts in the areas of equity, diversity, and inclusion (EDI) remained at the forefront in 2021, with the hiring of the Bureau's first EDI specialist and the reinvigoration of the LRCVB's employee-led EDI committee.

The Finance & Administration Division continued to provide support and flexibility to taxpayers, while the human resource department began work on a comprehensive paygrade study. The IT department continued their work securing and enhancing the Bureau's technological assets.

Despite its challenges, 2021 gave reasons to be optimistic about the future. A strong travel season boosted tax collections as leisure and business travelers returned to the city. River Mountain Park opened in West Little Rock, adding another state-of-the-art mountain biking trail system to the city's cycling inventory. The Capital Hotel also reopened, and construction continued on the landmark Arkansas Museum of Fine Arts. Work also began on a tourism master plan for the city that will guide long-term planning and development. The final plan will be delivered in 2022.



GRETCHEN HALL, CDME
PRESIDENT & CEO



Little Rock™

CONVENTION & VISITORS BUREAU

MISSION

Improve the quality of life and the local economy in Little Rock by bringing visitors, meetings, conventions, and events to the city; Responsibly manage public funds in its charge; Efficiently operate the facilities it manages; Serve customers, visitors, and delegates with courtesy, knowledge, and skill.

BRAND PROMISE

Discover the pleasant surprise of Little Rock. Enjoy our charming hospitality, sincere service, genuine people and engaging experiences. Welcome to our brand of new southern style as you experience our history and culture.



📍 LITTLE ROCK ZOO

CORE VALUES



BE THE PLEASANT SURPRISE -

a mix of both personality and remarkable customer service.



MAKE A POSITIVE DIFFERENCE EVERY DAY -

be present in every moment and aware that even the smallest actions can make the biggest impact.



ALWAYS ENGAGE -

sincerely engage in the guest experience.



PUT PEOPLE FIRST -

treat others better than they expect to be treated.



BE EXTRAORDINARY -

anticipate customer needs and deliver personalized service that exceeds expectations.



TAKE OWNERSHIP -

produce a result that you can be proud of and take pride in the outcome.



LITTLE ROCK CONVENTION & VISITORS BUREAU (LRCVB)

The Little Rock Convention & Visitors Bureau (LRCVB) is the official destination marketing organization for the City of Little Rock, charged with promoting the city for convention and leisure travel. The LRCVB also operates the Statehouse Convention Center, Robinson Center, Cromwell Building, River Market (Ottenheimer Hall, First Security Amphitheater, and the pavilions) and multiple parking facilities. The LRCVB is primarily funded by a lodging and prepared food tax. The organization is divided into three primary divisions: finance & administration, sales & marketing, and facility operations.

LITTLE ROCK ADVERTISING & PROMOTION COMMISSION

The Little Rock Advertising & Promotion Commission is the governing body for the LRCVB. It is a volunteer board consisting of seven members – two City of Little Rock elected officials, four business owners within the Little Rock hospitality industry and one at-large position.

- Jim Keet, Chair
- Mayor Frank Scott, Jr.
- Nick Roye, Finance Committee Chair
- City Director Antwan Phillips
- Rajesh Mehta
- Pamela Smith
- Yogesh Asudani

LRCVB MANAGEMENT TEAM

Gretchen Hall – President/CEO
Jim Rice – Senior Vice President/COO
Chris Phillips – Senior Vice President of Finance & Administration/CFO
Gina Gemberling – Senior Vice President of Sales & Marketing
Doc Doolittle – Senior Director of Facility Maintenance & Engineering
Phyllis Lucas – Senior Director of Event Operations
Jennifer Garner – Assistant Director of Event Operations
Matthew Mills – Controller
Bobby Green – Safety Security Director
Randy Guptill – Director of Technical Services
Diana Long – Director of River Market Operations
Greg Johnston – Software Systems Engineer
Jonathan Zayas – Facilities Maintenance Manager
Tracy Graham – Accounting Manager
Cortez Jackson – Facilities Maintenance Manager

Christin Byrd – Creative Services Manager
Libby Lloyd – Director of Communications
Johnny Loney – Auxiliary Services Manager
Kimberly Sanders – Human Resources Manager
Gwendolyn Stallings – Building Services Manager
Gaby Valentin – Event Setup Manager
Stasha Irby – Destination Services Manager
Melissa Lattin – Director of Box Office Operations
Adam Berrios – Director of Sales
Kasey Summerville – Senior Director of Tax Revenue
Deborah Russell – Parking Assistant Manager
Phillip Page – Parking Assistant Manager
Katina Brown – Event Manager
(Staff Representative)

LRCVB AWARDS & RECOGNITION



BUREAU-WIDE AWARDS

MOST ADMIRED CONVENTION AND VISITORS BUREAU

– Arkansas Money & Politics

PLATINUM CHOICE AWARD

– Smart Meetings

BRONZE ADRIAN AWARD

– Hospitality Sales and Marketing
Association International

2021 READERS' CHOICE AWARD (9X WINNER)

– ConventionSouth



EMPLOYEE AWARDS

ARKANSAS HOSPITALITY ASSOCIATION, HERO AWARD

Greg Johnston



EMPLOYEE CERTIFICATIONS

DIVERSITY, EQUITY AND INCLUSION IN THE WORKPLACE CERTIFICATE, UNIVERSITY OF SOUTH FLORIDA

Kristie Johnson

ACCREDITATION IN PUBLIC RELATIONS, PUBLIC RELATIONS SOCIETY OF AMERICA INC.

Libby Lloyd

PROFESSIONAL IN DESTINATION MANAGEMENT, DESTINATIONS INTERNATIONAL

Seth Eli Barlow, Christin Byrd, Bliss Krucas, Libby Lloyd

SUPPLIER NETWORK CERTIFICATION, CVENT

Kayla Kesterson, Bliss Krucas, Clay Moon, Connie Powell

DIVERSITY, EQUITY, AND INCLUSION DEEP DIVE MASTERCLASS, DESTINATIONS INTERNATIONAL

Christin Byrd, Doc Doolittle, Jennifer Garner, Gina Gemberling, Tracy Graham, Bobby Green, Gretchen Hall, Greg Johnston, Libby Lloyd, Diana Long, Phyllis Lucas, Chris Phillips, Kim Sanders, Kasey Summerville



20+ YEAR EMPLOYEES

Phyllis Lucas, Event Operations **47 YEARS**

David Russell, Sales **38 YEARS**

Loretta Mitchell, Building Services **34 YEARS**

Gwendolyn Stallings, Building Services **33 YEARS**

Shirley Withers, Receptionist **33 YEARS**

Johnny Loney, Auxiliary Services **32 YEARS**

Deborah Jordan Russell, Parking **31 YEARS**

James Williams, Security **27 YEARS**

Keith Winfrey, Building Services **27 YEARS**

Randy Guptill, Technical Services **27 YEARS**

Phillip Page, Parking **24 YEARS**

Katina Brown, Event Operations **24 YEARS**

Sheryl Colclough, Receptionist **23 YEARS**

Mica Farmer, Information Technology **22 YEARS**

Lee Coulter, Security Officer **22 YEARS**

Joy Cogshell, Receptionist **22 YEARS**

Marvin Taylor, Security **21 YEARS**

Penny Nagel, Destination Services **20 YEARS**

Gretchen Hall, President & CEO **20 YEARS**



2021 RETIREES

JIM RICE

Senior Vice President - COO
Event Operations **27 YEARS**

MARILYN KOEHLER

Senior Director of National Accounts
Sales **21 YEARS**



IN MEMORIAM

In loving memory of

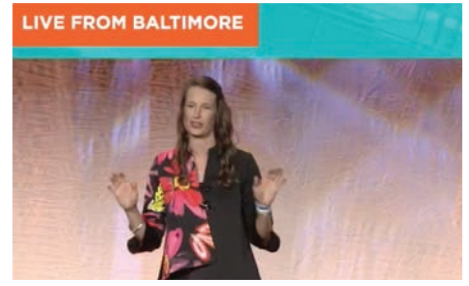
DONALD AKINS
Security Officer

DANNY GREEN
Security Officer

LLOYD MOBLEY
Visitor Information Center Representative

DESTINATIONS INTERNATIONAL

In July, LRCVB President and CEO Gretchen Hall became only the sixth woman to assume the role of board chair for Destinations International, the world's largest association of destination marketing organizations. Her role exposes Little Rock to Destinations International's approximately 600 member organizations including almost 6,000 destination professionals from around the globe and raises the city's profile on national and international levels. In the first half of her one-year term, she focused on growing Destination International's brand and represented the organization at various conventions, conferences, and events across the country and around the world. She also helped develop a new organizational strategic plan and global growth initiatives that will be rolled out in 2022.



DESTINATIONS INTERNATIONAL
**2021 ANNUAL
CONVENTION**
EMBRACE DISRUPTION

We now know what a world without travel looks like. How tenuous our attachment to each other can be when our only connection is on a screen or through a mask. The power of travel – its necessity...its fundamental role in our humanity, has never been more evident...

...the world is calling for us to be at our best. And how we answer that call is going to define this industry for generations to come.

- Gretchen Hall, July 14, 2021
Destinations International Annual Conference

EQUITY, DIVERSITY & INCLUSION

In August, the LRCVB hired its first equity, diversity, and inclusion specialist. Among her first duties was reinvigorating the LRCVB's employee-led EDI committee. Under her direction, the committee began holding regular meetings and outlining initiatives for action in 2022. A new recruitment list was created to ensure that future LRCVB job postings will be seen by a wider and more diverse pool of applicants, and the Bureau's employee handbook was also updated to include an internal EDI statement and guidance. Juneteenth was also added as an official business holiday.

The LRCVB also partnered with the governments of Pulaski County, and the cities of Conway, Helena-West Helena, and Hot Springs, among others, to launch *AR Bid*, an online bidding platform. The new bid portal allows users to easily share supplier databases and helps track and streamline the hiring of women-and-minority-owned small businesses.

Externally, the LRCVB's marketing team put diversity at the forefront when creating new marketing materials. Photo and video shoots featuring LGBTQ, Black, and Latinx travelers were conducted throughout the year. Focus groups were conducted with Black and LGBTQ travelers and residents to better hone the LRCVB's marketing messages to these consumer segments, an effort that was seen as innovative within the industry and was copied by other destinations. The feedback was instrumental in creating campaigns that authentically addressed each community. The LRCVB was recognized by Destinations International (DI) for this work and the Bureau's CEO, Gretchen Hall, was invited to teach a DI-hosted webinar on how to use focus groups to build community engagement.

The Bureau's sales division also focused its convention marketing efforts on minority travel groups and meeting professionals which resulted in securing events like Miss Gay America and CONNECT Faith in 2022.



VALUE OF TOURISM

📍 MOSAIC TEMPLARS CULTURAL CENTER

TOURISM IMPACT IN PULASKI COUNTY

	2019	2020	% CHANGE
EXPENDITURES	\$1,873,006,872.16	\$1,178,903,632.17	-37.1%
INCOME GENERATED	\$437,783,601.44	\$291,443,912.04	-33.4%
STATE TAXES GENERATED	\$78,327,055.61	\$52,792,737.85	-32.6%
LOCAL TAXES GENERATED	\$34,405,245.13	\$25,869,865.50	-24.8%
EMPLOYMENT	12,765	8,418	-34.1%
2% TOURISM TAX COLLECTIONS ON LODGING	\$3,821,685.47	\$2,499,448.10	-34.6%

Source: Tourism Economics Economic Impact of Tourism study for Arkansas Department of Parks, Heritage and Tourism

U.S. TRAVEL FORECAST - SPENDING

TRAVEL FORECAST

	2019	2020	2021	2022	2023	2024	2025
Total Travel Spending	\$1.17 T	\$680 B	\$877 B	\$1.06 T	\$1.16 T	\$1.23 T	\$1.26 T
Domestic	\$992 B	\$642 B	\$838 B	\$932 B	\$997 B	\$1.04 T	\$1.06 T
Leisure	\$722 B	\$555 B	\$702 B	\$726 B	\$745 B	\$766 B	\$776 B
Business	\$270 B	\$88 B	\$136 B	\$206 B	\$252 B	\$277 B	\$284 B
Transient	\$157 B	\$59 B	\$93 B	\$127 B	\$152 B	\$164 B	\$169 B
Group	\$113 B	\$28 B	\$43 B	\$79 B	\$100 B	\$113 B	\$115 B
International	\$181 B	\$38 B	\$40 B	\$131 B	\$159 B	\$183 B	\$198 B
Leisure	\$145 B	\$31 B	\$32 B	\$107 B	\$130 B	\$148 B	\$162 B
Business	\$36 B	\$7.3 B	\$8 B	\$24 B	\$30 B	\$35 B	\$36 B
Transient	\$22 B	\$4.6 B	\$5 B	\$16 B	\$19 B	\$22 B	\$22 B
Group	\$14 B	\$2.7 B	\$3 B	\$8 B	\$11	\$13 B	\$14 B

Source: US Travel as of Fall 2021



The modern tourism industry has never before experienced an event like the COVID-19 pandemic, and while 2020 brought about almost unfathomable change, 2021 proved that the challenges the virus presented were far from over.

As vaccines became available and new virus variants emerged, sentiments around travel continued to change. Despite the challenges, the desire for a return to pre-pandemic levels of leisure and meetings travel remained strong, and national reporting showed significant recovery.

THE NATIONAL AVERAGE NUMBER OF ATTENDEES PER BUSINESS EVENT



140 **101**
DECEMBER 2019 DECEMBER 2021

THE NATIONAL AVERAGE SPACE USED PER BUSINESS EVENT

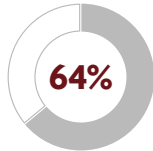
2,254 SQ FT
DECEMBER 2019

2,363 SQ FT
DECEMBER 2021



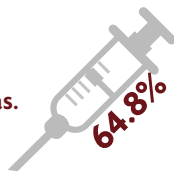
Source: National research provided by Knowland Research Company

The corporate segment represented 64% of national meeting and event business, with the technology and healthcare industries taking the lead as the largest industry groups.



Pulaski County ended 2021 with a single-dose vaccination rate of 64.8%, the third highest in Arkansas.

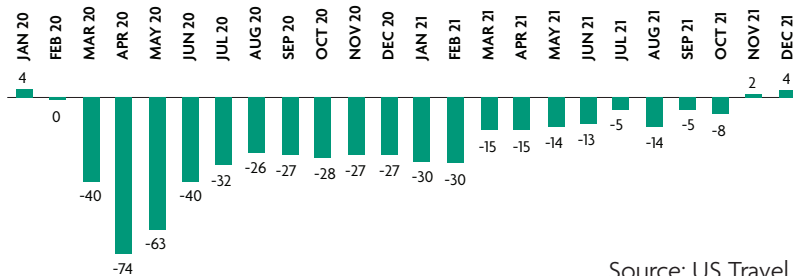
*As reported by CovidActNow.org.



Arkansas cumulative losses January 2020 through December 2021	
Travel Spending (difference)	(\$3.4 B)
Federal Taxes	(\$199 M)
State Taxes	(\$137 M)
Local Taxes	(\$48 M)

United States cumulative losses January 2020 through December 2021	
Travel Spending (difference)	(\$730.7 B)
Federal Taxes	(\$53,118 M)
State Taxes	(\$22,978 M)
Local Taxes	(\$13,642 M)

Travel Spending (% change vs. 2019) Arkansas



Source: US Travel Association

The Statehouse Convention Center became Arkansas's first building to achieve Global Biorisk Advisory Council® (GBAC) STAR™ accreditation, the gold standard for prepared facilities. Under the guidance of GBAC, a Division of ISSA, the worldwide cleaning industry association, the LRCVB has implemented the most stringent protocols for cleaning, disinfection, and infectious disease prevention in the Statehouse Convention Center. This, coupled with strict adherence to the LRCVB's own rigorous cleaning regimen, means that visitors to the Statehouse Convention Center are surrounded by the most thorough cleaning processes possible.



The LRCVB continues to work with each of its clients to ensure that individual events are met with custom levels of safety protocols. These protocols include requiring LRCVB staff to wear face coverings, displaying special signage, arranging socially distanced room setups, organizing hand sanitizing stations, offering complimentary face coverings for attendees, and setting up temperature checking machines for attendees. These are offered at no additional charge and allow for each meeting to be held in an environment that fits its attendee's maximum comfort.

2021 BY THE NUMBERS



351 EVENTS
HELD IN LRCVB
MANAGED FACILITIES



295,127 ATTENDANCE
IN LRCVB MANAGED FACILITIES



OCCUPANCY

34.7%  OVER
2020

6.2%  COMPARED
TO 2019



REVPAR

56.6%  OVER
2020

7.5%  COMPARED
TO 2019

SHORT TERM RENTAL



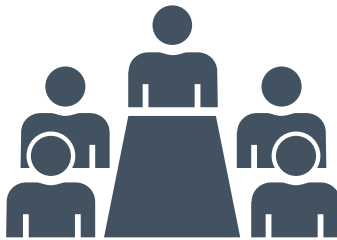
UNITS GREW
11.5%
WITH A 29.3%
JUMP IN REVPAR



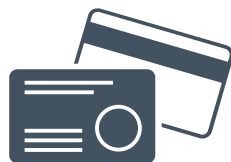
100
MEETINGS, CONVENTIONS
AND SPORTING EVENTS SERVICED
IN 2021 ATTRACTED
94,972 ATTENDEES
AND GENERATED



\$24,891,594
IN DIRECT SPENDING



114
FUTURE MEETINGS,
CONVENTIONS AND SPORTING
EVENTS SECURED REPRESENTING
37,701 ROOM NIGHTS AND 65,591
ATTENDEES WITH AN ESTIMATED



\$17,301,093
IN DIRECT SPENDING



42
SITE TOURS

25
TRADE SHOWS
ATTENDED



26
JOURNALISTS, WRITERS
AND INFLUENCERS
HOSTED/ASSISTED



1.2+ MILLION
WEBSITE PAGE VIEWS

1.1+ MILLION
UNIQUE WEBSITE VISITORS



10,555+
NEW SOCIAL MEDIA FANS
AND FOLLOWERS



13.7+ MILLION
IMPRESSIONS ON ALL
SOCIAL MEDIA NETWORKS



STATEHOUSE CONVENTION CENTER

LITTLE ROCK TOURISM



THE LRCVB IS HIRING

Are you a social media maven or an expert project manager? The LRCVB is currently hiring for multiple roles and you might be the perfect person to join our team. If you're big on tourism and you're Big on Little Rock, these jobs are right for you.

SEE OPEN JOBS



BIG ON LITTLE ROCK JOB FAIR

To celebrate National Travel and Tourism Week and the US Travel Association's theme of "The Power of Travel," the LRCVB sought to help its industry partners by hosting the Big on Little Rock Hospitality Industry Job Fair, which coincided with the Bureau's 51st anniversary. More than 55 employers signed up to participate, and more than 130 job seekers attended. The fair also featured a resume writing station operated by Goodwill Industry's Career Services division representatives. The job fair was considered inventive within the industry and was replicated by destinations across the country.

TOURISM TALK

The LRCVB opened a new dialogue with Little Rock's tourism and hospitality industry by creating an industry-facing monthly newsletter, *Tourism Talk*. Featuring insights into the LRCVB's monthly marketing and sales strategies and facility operation news, the digest allows industry members to stay up to date on the Bureau's latest news, goals, and achievements. It also features a helpful "look ahead" at upcoming events and conventions that allows local businesses to plan their staffing needs. Since its launch, *Tourism Talk's* subscriber list has grown to more than 2,100 with an open rate of 25%, well above the tourism industry average open rate of 17%.

IN-PERSON INDUSTRY MIXERS

In July, the LRCVB resumed hosting in-person quarterly industry mixers. Mixers had been held virtually since the pandemic began, and the return of in-person meetings was welcomed across the industry. These quarterly mixers are times for the LRCVB to provide updates on activities, initiatives, and projects and for friends across the industry to reconnect, share ideas, commiserate, and plan for the future.

BIG JINGLE JUBILEE HOLIDAY STREET FAIR

Instead of a holiday parade, the Big Jingle Jubilee was reimagined into Little Rock's version of a traditional Christmas market. On Saturday, December 4, dozens of craft vendors and food trucks flocked to Capitol Avenue for an open-air market filled with holiday cheer. Santa Claus paid a visit, and the evening was capped by the lighting of the Arkansas State Capitol and a dazzling display of fireworks.

BIG BOO!SEUM BASH

The Big Boo!seum Bash was held virtually for the second year in a row. Sponsored by the LRCVB and hosted by the Greater Little Rock Museum and Cultural Attractions Consortium, this annual event for families showcased fun online activities via social media from seven attractions across Little Rock.

LITTLE ROCK STATISTICS

HOTEL DATA (2021, 2020, 2019)

	Occ %			ADR			RevPAR		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
Little Rock	55.1	40.9	58.8	87.91	75.62	89.20	48.47	30.94	52.42
Downtown Convention District	55.9	36.7	72.0	118.61	110.98	130.17	66.32	40.68	93.71
Downtown Little Rock	56.5	40.7	72.2	109.31	97.09	117.47	61.79	39.50	84.80
Little Rock Airport Area	51.6	38.2	52.1	84.12	74.47	83.90	43.40	28.44	43.69
North Little Rock, AR	59.1	44.0	55.8	78.37	69.28	76.52	46.33	30.51	42.67
Hot Springs, AR	45.6	36.0	47.1	106.42	92.35	98.51	48.48	33.25	46.40
Northwest Arkansas	59.1	44.0	55.8	78.37	69.28	76.52	46.33	30.51	42.67
Oklahoma City, OK	54.3	42.5	61.5	81.61	70.74	82.44	44.33	30.07	50.68
Omaha, NE	55.4	40.0	61.2	97.18	76.99	96.59	53.86	30.77	59.16
Louisville, KY	50.4	36.7	62.6	99.80	82.78	115.50	50.27	30.38	72.27
Birmingham, AL	60.8	48.5	65.9	96.24	79.84	94.14	58.48	38.72	62.00
Baton Rouge, LA	64.3	49.9	56.0	93.25	77.45	85.83	59.99	38.68	48.06
Albuquerque, NM	62.5	45.6	67.4	91.20	71.30	89.68	57.02	32.48	60.40
Memphis, TN	61.8	49.2	66.4	96.84	78.12	96.77	59.85	38.43	64.28

Source: STR

SHORT-TERM RENTAL DATA AND ANALYTICS 2020 VS 2021

	Available Listings			Booked Listings			Occupancy Rate			Average Daily Rate			RevPAR		
	2020	2021	% Chg	2020	2021	% Chg	2020	2021	% Chg	2020	2021	% Chg	2020	2021	% Chg
Kansas City	2,534	2,797	10.40%	2,256	2,524	11.90%	52%	59%	13.30%	127	169	32.90%	67	101	50.50%
Tulsa	984	1,230	25.00%	871	1,105	26.90%	59%	64%	8.20%	104	143	37.30%	61	91	48.60%
Shreveport	268	330	23.10%	231	300	29.90%	54%	59%	8.00%	108	148	37.50%	58	87	48.50%
Baton Rouge	811	874	7.80%	690	762	10.40%	50%	59%	18.00%	126	166	31.10%	63	97	54.70%
Louisville	3,259	2,919	-10.40%	2,804	2,565	-8.50%	48%	56%	16.10%	214	235	10.00%	103	131	27.60%
Memphis	2,024	1,969	-2.70%	1,826	1,803	-1.30%	50%	62%	23.40%	145	173	19.10%	73	107	47.00%
Oklahoma City	1,584	1,949	23.00%	1,356	1,733	27.80%	58%	63%	8.40%	104	133	27.60%	61	84	38.30%
Birmingham	1,011	1,421	40.60%	832	1,246	49.80%	56%	58%	2.50%	126	163	29.30%	71	94	32.50%
Little Rock	598	667	11.50%	517	600	16.10%	56%	59%	4.60%	111	138	23.70%	63	81	29.30%
Omaha	1,305	1,424	9.10%	1,166	1,306	12.00%	52%	57%	9.50%	120	155	28.80%	63	89	41.00%

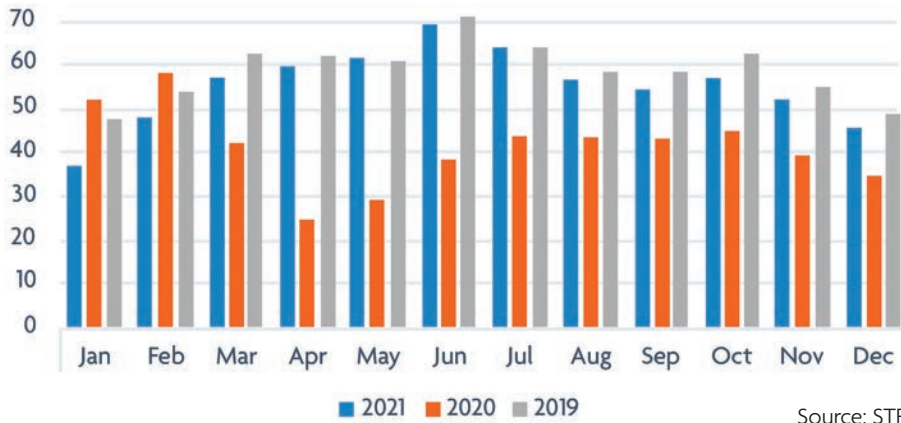
Source: AirDNA - data reflects all property types - entire place, private room and shared room

SHORT-TERM RENTAL DATA AND ANALYTICS IN ARKANSAS 2020 VS 2021

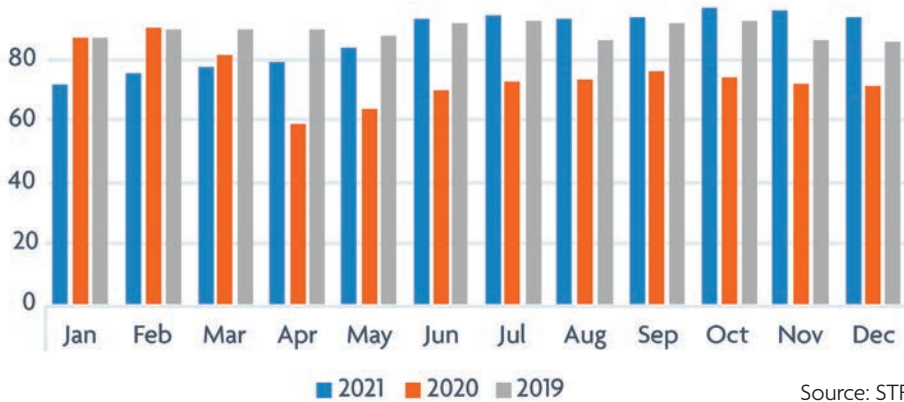
	Available Listings			Booked Listings			Occupancy Rate			Average Daily Rate			RevPAR		
	2020	2021	% Chg	2020	2021	% Chg	2020	2021	% Chg	2020	2021	% Chg	2020	2021	% Chg
Fayetteville	771	883	14.50%	710	838	18.00%	48%	55%	14.30%	186	224	20.80%	89	123	38.10%
Rogers	264	327	23.90%	244	312	27.90%	58%	59%	2.00%	235	266	13.20%	136	157	15.40%
Hot Springs	1,417	1,787	26.10%	1,350	1,727	27.90%	54%	60%	11.80%	235	259	10.20%	126	156	23.20%
Arkansas	8,277	10,525	27.20%	7,648	10,005	30.80%	54%	59%	10.20%	195	217	11.40%	105	129	22.80%
North Little Rock	83	99	19.30%	60	87	45.00%	60%	58%	-3.50%	145	149	2.70%	86	86	-0.80%
Bentonville	429	654	52.40%	392	624	59.20%	62%	63%	2.10%	159	191	20.10%	98	121	22.50%
Little Rock	462	543	17.50%	399	487	22.10%	59%	61%	4.10%	123	151	22.80%	73	93	27.80%

Source: AirDNA - data reflects entire place properties only

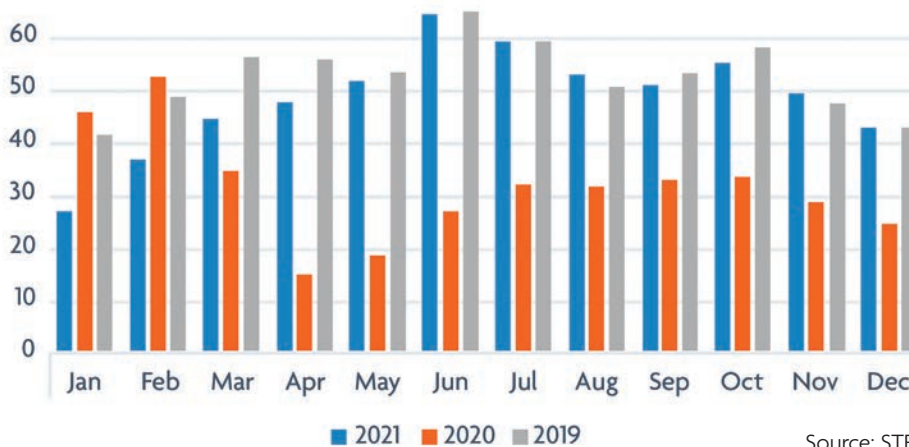
2021 LITTLE ROCK HOTEL OCCUPANCY



2021 LITTLE ROCK HOTEL ADR



2021 LITTLE ROCK HOTEL REVPAR



CLINTON
NATIONAL AIRPORT

LIT STATS

**TOTAL
PASSENGERS**

2021
1,695,061

2020
977,742

2019
2,241,716



HILL STATION

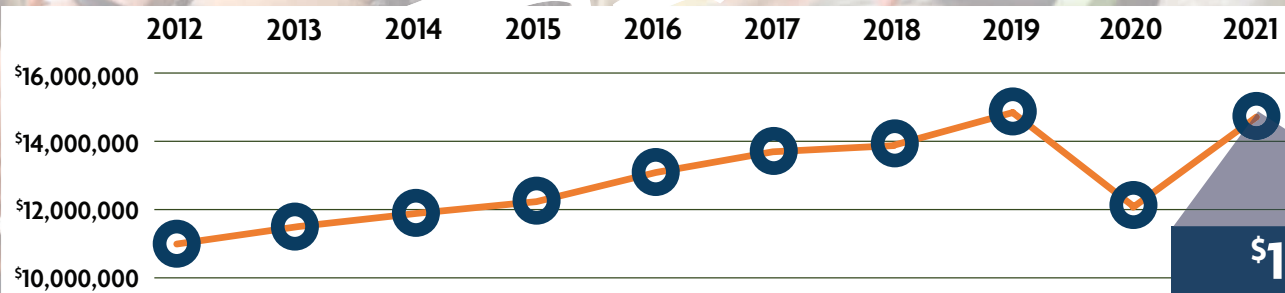
FINANCE & ADMINISTRATION

The Finance and Administration Division is comprised of the tax, accounting, information technology, and human resource departments. Much of 2021 was dedicated to continuing to provide support and flexibility to our industry partners, taxpayers, and employees in the wake of the pandemic.

The Human Resources department grew with the addition of an equity, diversity, and inclusion specialist and began work on a comprehensive pay grade study that will be completed in 2022. The IT department continued the work of enhancing and securing the LRCVB's technological assets. The LRCVB commissioned Guidepost Solutions and Aanko Technologies to conduct a rigorous review of the Bureau's current technological infrastructure. Their final report highlighted multiple areas of enhancement and outlined an action plan for system upgrades that will be undertaken in 2022.

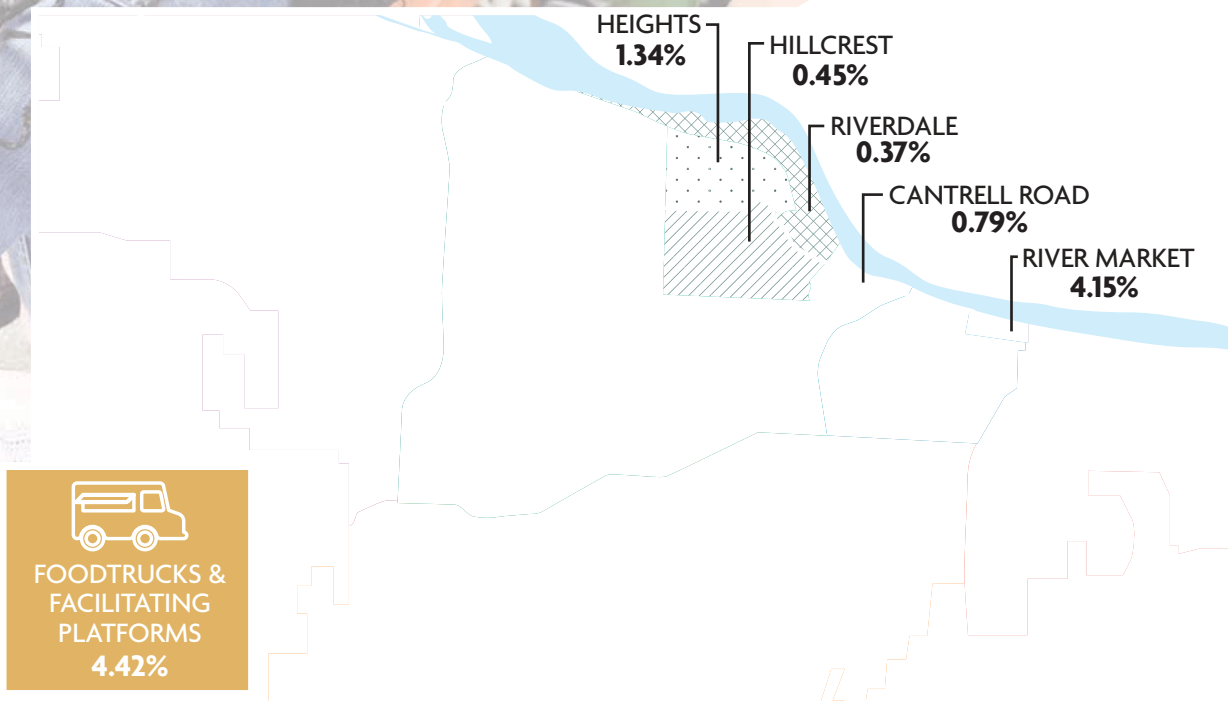


2% A&P TAX COLLECTIONS 2012-2021



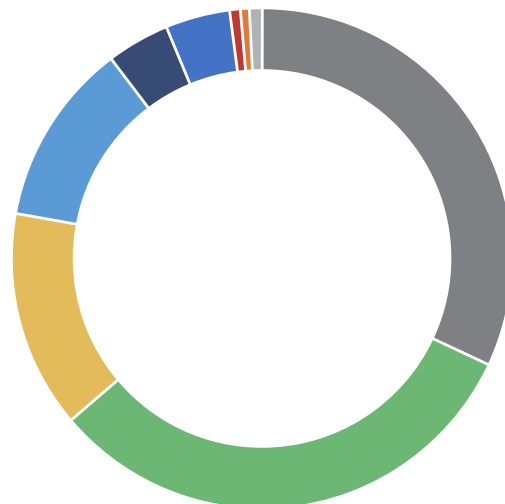
**\$14.8
MILLION**

TAX COLLECTIONS BY REGION



TAX COLLECTIONS BY BUSINESS TYPE

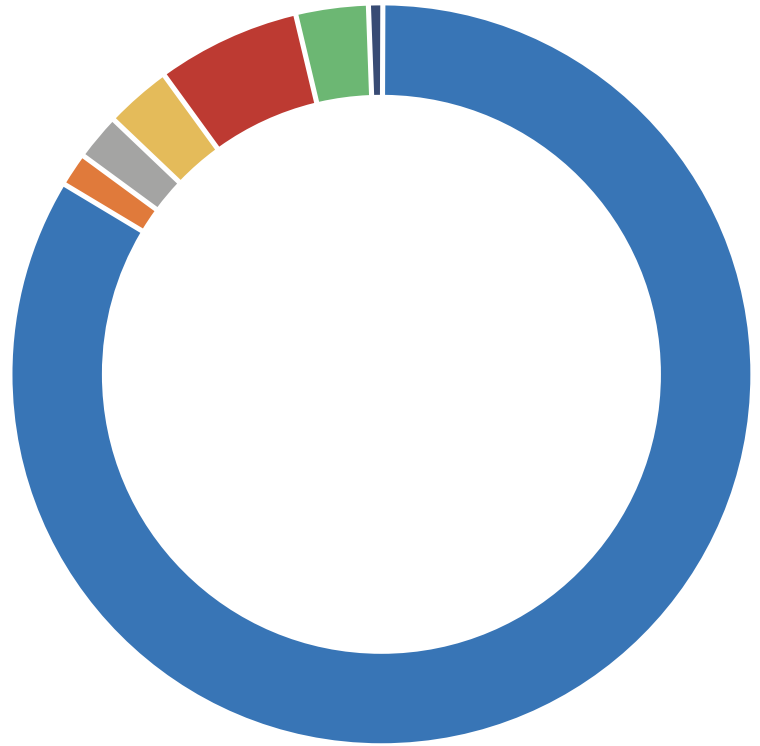
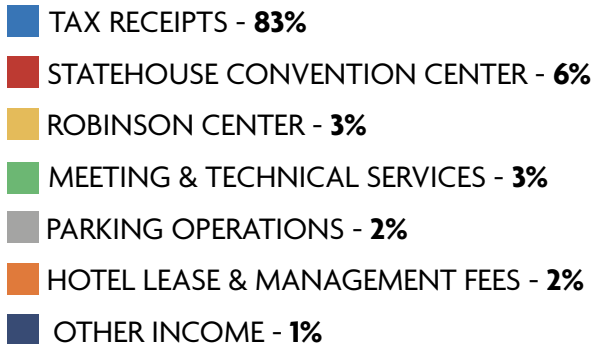
- FULL SERVICE RESTAURANT - **32.07%**
- FAST FOOD/LIMITED SERVICE - **31.7%**
- LODGING WITH FOOD SALES - **14.07%**
- LODGING - **11.81%**
- CONCESSIONAIRE - **4.1%**
- FACILITATING PLATFORM* - **4.15%**
- CATERER - **0.75%**
- PRIVATE CLUB - **0.55%**
- FOOD TRUCK - **0.8%**



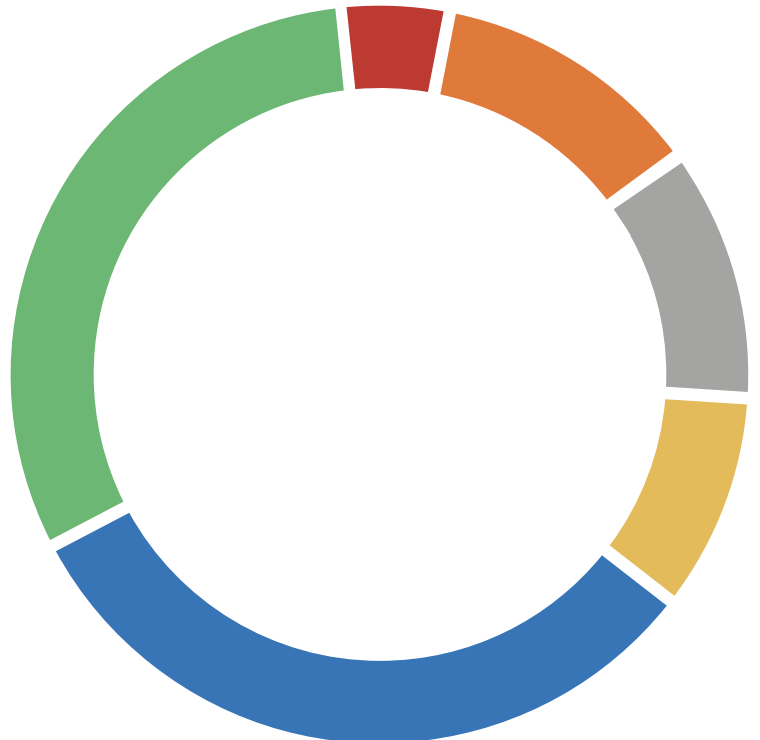
*Facilitating platform includes online purveyors such as Airbnb, Priceline/Agoda, Bite Squad, Grubhub, etc.

2021 TOTAL REVENUE

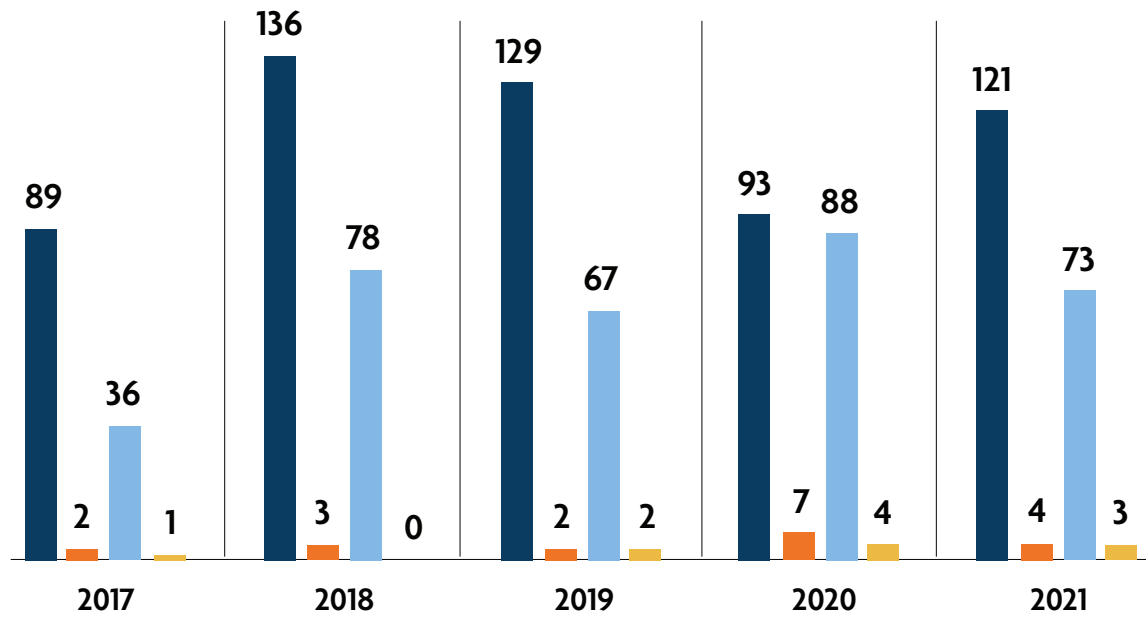
\$17.7 MILLION



2021 TOTAL EXPENDITURES



2017-2021 NEW AND CLOSED PERMITS



*Includes changes in ownership





FACILITY OPERATIONS

📍 ROBINSON CENTER

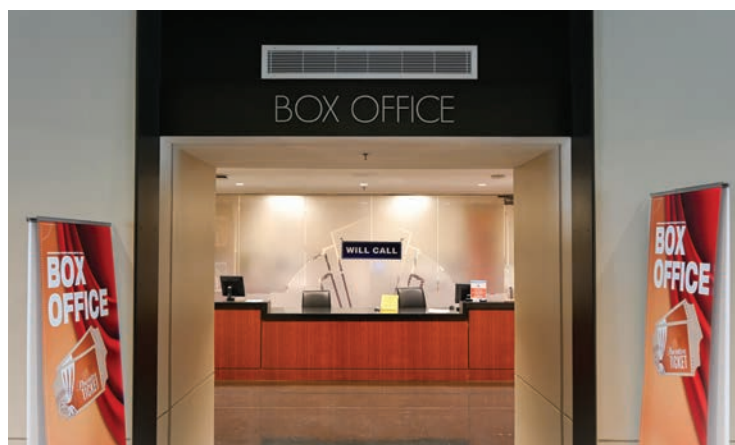
The LRCVB's Facility Operations Division manages the Statehouse Convention Center, Robinson Center, the Cromwell office building, and multiple downtown parking facilities. Additionally, the LRCVB manages several amenities in the River Market District including, Ottenheimer Market Hall, two outdoor pavilions, the First Security Amphitheater, and all surface parking areas within Riverfront Park.

Through a Memorandum of Understanding with the City of Little Rock, the division also has direct operational responsibility for Little Rock Marriott and DoubleTree by Hilton Little Rock, the two city-owned hotel properties. It also serves as the contract liaison between these properties and the Little Rock Advertising & Promotion Commission.

ROBINSON CENTER BOX OFFICE

In 2021, the LRCVB assumed operational responsibility for the Robinson Center box office for the first time since 1994. Along with absorbing existing box office staff, the LRCVB entered into a new partnership with Ticketmaster. This partnership included investments in new ticketing technologies that will allow for greater data reporting and customer insights, as well as greater flexibility and additional client benefits while creating a supplementary revenue stream for the Bureau.

ticketmaster



2021 FACILITY USAGE



ROBINSON CENTER	2021	2020	2019
FACILITY USER DAYS	190	256	249
TOTAL EVENTS	185	78	243
TOTAL PATRON DAYS	80,523	89,703	194,014

ROBINSON CENTER	# OF EVENTS	PATRON DAYS
Convention	5	20,221
Performance/Concert	40	42,828
Dance/Party	2	286
Food Function	15	1,975
Meeting/Seminar/Exam	64	3,185
Rehearsal	42	1,845
Graduation	2	200
Recital/Competition	12	9,718
Other	3	265
TOTAL EVENTS	185	80,523

STATEHOUSE
CONVENTION
CENTER



STATEHOUSE CONVENTION CENTER	2021	2020	2019
FACILITY USER DAYS	199	81	275
TOTAL EVENTS	85	35	160
TOTAL PATRON DAYS	113,777	52,157	273,893

STATEHOUSE CONVENTION CENTER	# OF EVENTS	PATRON DAYS
Convention	4	8,450
Convention w/Trade Show	16	34,794
Dance/Party	6	3,660
Food Function	12	7,347
Meeting/Seminar	14	4,060
Consumer Show	17	38,603
Sports	4	12,000
Graduation	4	3,440
Recital/Competition	2	750
Exams	4	533
Other	2	140
TOTAL EVENTS	85	113,777



RIVER MARKET	2021	2020	2019
FACILITY USER DAYS	94	37	239
TOTAL EVENTS	81	36	139
TOTAL PATRON DAYS	100,827	14,742	154,082

RIVER MARKET	# OF EVENTS	PATRON DAYS
Performance/Concert/Movie	14	24,556
Dance/Party	3	725
Food Function	11	1,272
Meeting/Seminar	23	1,154
Consumer Show (including Farmers Market)	22	69,100
Sports/Hobby	2	500
Festival	1	1,100
Other	5	2,420
TOTAL EVENTS	81	100,827

FACILITY & CAPITAL IMPROVEMENTS

Though in-person events were slow to return in 2021, the Facility Operations Division was busy with an extensive list of maintenance and capital improvements in all of the LRCVB's managed facilities.

CROMWELL BUILDING

- Completing first floor tenant improvements
- Replacement of boiler
- Replacement of first floor HVAC controls
- Replacement of main sewer

RIVER MARKET

- Replacement of Market Hall boiler

RIVER MARKET GARAGE

- Installation of LED lighting and smart controls

ROBINSON CENTER

- Installation of LED wall sconces in the ballroom
- Replacement of the stage risers

STATEHOUSE CONVENTION CENTER

- Installation of LED lighting in Gallery Hall, bathrooms, rotunda, and pre-function area
- Installation of LED lighting in Wally Allen Ballroom (started)
- Painting of atrium, gallery, and all pre-function spaces
- Rebuilding chillers 1 and 2
- Replacement of 32 windows
- Replacement of removable partitions in halls 1 and 2 (started)
- Replacement of west plant HVAC controls (started)





5TH ANNIVERSARY ROBINSON CENTER GRAND RE-OPENING

The LRCVB celebrated the fifth anniversary of Robinson Center's November 10, 2016 grand re-opening. Sales and marketing initiatives included the creation of a commemorative logo, large-scale door and window cling displays at Robinson Center, downtown street pole banners, in- and out-of-market press release distribution, a social media campaign, an *Anastasia* cast virtual meet & greet and ticket giveaway and an eblast to meeting planners featuring the new Robinson Center virtual tour.

The center's **\$70 million dollar renovation** has continued to exceed the city's expectations. Some key highlights include:



EVENTS
76% INCREASE
 2010-2015: 735
 2016-2021: 1,296

PATRONS
60% INCREASE
 2010-2015: 465,339
 2016-2021: 747,783

**These numbers would have been even larger considering the pandemic virtually shut down live performances for approximately 21 months in 2020 and 2021.*



March 2017
 • 16 performances
 • 34,000 patrons

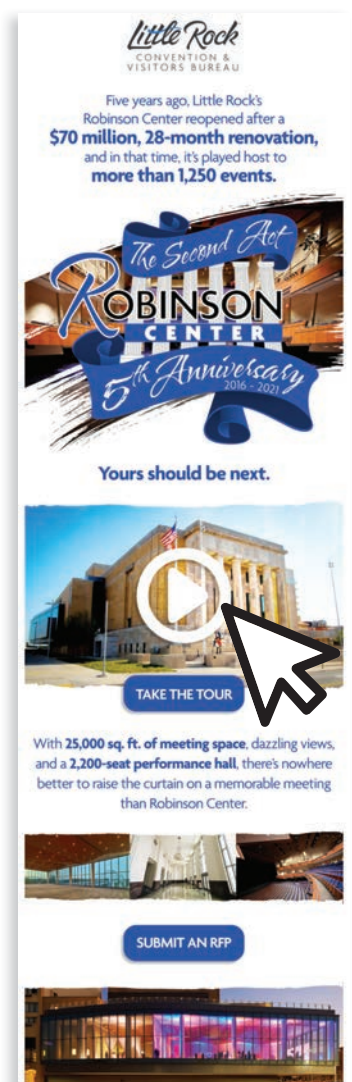


April 2018
 • Record-breaking, sold-out, three-week engagement
 • 23 performances
 • 49,000+ patrons



January 2020
 • Record-setting 24 performances (3rd time in market, 1st time in renovated facility)
 • 50,000+ patrons

Combined, these three shows welcomed more than **133,000 patrons**, grossed more than **\$9.74 million dollars in ticket sales**, and generated nearly **\$32 million dollars in economic impact**.





📍 RIVER MARKET ENTERTAINMENT DISTRICT

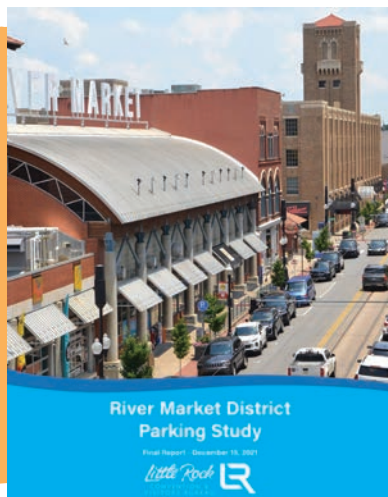
RIVER MARKET

On May 1, the Ottenheimer Market Hall reopened after being closed for 19 months due to the pandemic. The 12 remaining market hall vendors opened for lunch Monday – Friday and added a breakfast service Saturday morning to coincide with the Little Rock Farmers’ Market.

The search continued for partners in the redevelopment and repositioning of the Market Hall. Also in 2021, an extensive study was completed by Wood Solutions Group in partnership with Dixon Resources Unlimited regarding parking in the River Market District. A key result of the study was developing a Top Deck Parking Program that offers \$2.00 daily parking in the River Market Parking Deck for frontline hospitality and tourism employees. It also highlighted 38 short and long-term recommendations to maximize current parking options and alleviate certain capacity issues.



READ THE FULL
PARKING STUDY



While pandemic protocols prevented a full calendar of programming, many staple River Market events returned:



Farmers' Market

Held every Saturday from May until September, this outdoor market showcased fresh fruits and vegetables and the handiwork of local craftsmen and women.



Jazz in the Park

Wednesday evenings in September saw the River Market Pavilions turn into lively listening sessions as Little Rock's best musicians held open-air concerts.



Movies in the Park

These Wednesday evening showings gave families the chance to see the films that didn't get a full theatrical release due to the pandemic.



River Market Entertainment District

The popularity of the Entertainment District continued in 2021. In the fall, a new temporary district was enacted along Third Street.



River Concerts

The partnership with River Concerts LLC and Star Hill Presents continued and, despite multiple setbacks from the pandemic and artist cancellations, resulted in three concerts at the First Security Amphitheater: Jamey Johnson & Whiskey Myers, Jason Isbell, and R&B Under the Stars.



Second Friday Art Night

The River Market participated in this monthly artistic celebration through outreach and marketing.



World Cheese Dip Championship

One of the city's most iconic events relocated to the River Market Pavilions in 2021, for a COVID-safe festival that crowned a new world champion.





SALES & MARKETING

WORLD CHEESE DIP CHAMPIONSHIP

This 19-member team solicits groups to hold meetings and events in Little Rock while also serving as an in-house marketing agency for the organization and working to increase the city's profile and awareness as a travel destination.

The Sales team is split between a dedicated group of sales professionals and the destination services team. Each salesperson has a distinct market segment and uses a proactive direct sales approach and participation at industry trade shows to generate greater awareness and keep Little Rock top-of-mind as a group destination. The Destination Services team helps with customer and attendee satisfaction to build destination loyalty and referrals and increase attendance and visitor spending in Little Rock.

The Marketing and Communications team increases the city's profile and awareness as a travel destination by developing and implementing programs that deliver targeted messaging across multiple marketing channels for all target audiences.

While the pandemic disrupted these roles for much of 2020, 2021 saw a return to form as the entire division navigated their roles in the constantly changing landscape of a continuing global pandemic.



SALES & SERVICES

217

LEADS DISTRIBUTED

REPRESENTING 83,495 POTENTIAL ROOM NIGHTS

114

GROUPS SECURED

REPRESENTING 37,701 ROOM NIGHTS 65,591 ATTENDEES WITH AN ECONOMIC IMPACT OF \$17,301,093 IN DIRECT SPENDING

100

GROUPS SERVICED

REPRESENTING 53,093 ROOM NIGHTS 94,972 ATTENDEES WITH AN ECONOMIC IMPACT OF \$24,891,594 IN DIRECT SPENDING

4,429

SALES CONTACTS MADE

1,217

SERVICE/RETENTION CONTACTS

538

TRADE SHOW CONTACTS

42

SITE TOURS

2021 TRADE SHOWS

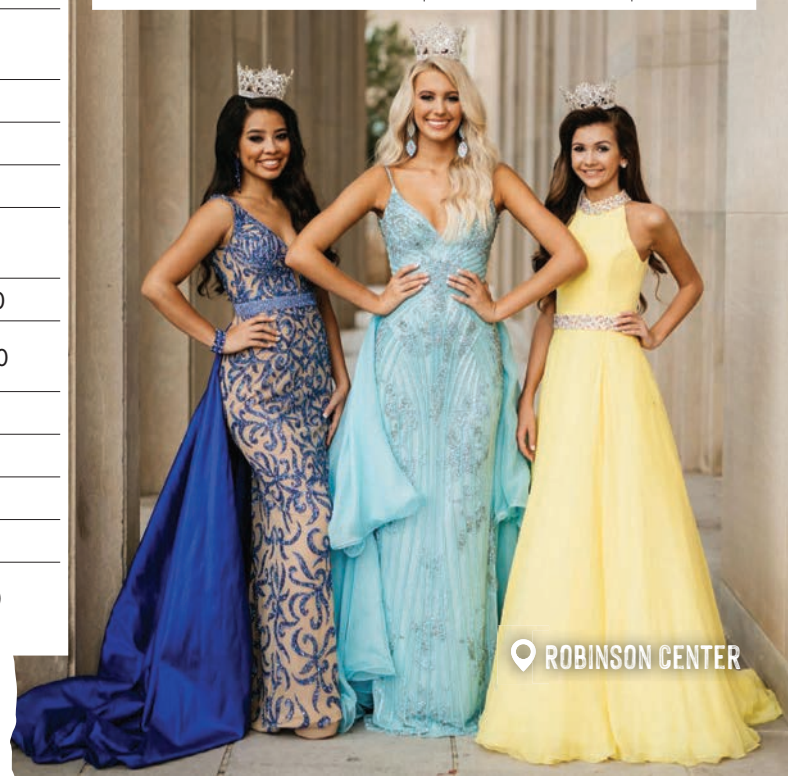
DATE	TRADE SHOW	LOCATION
January	PCMA Annual Meeting - Convening Leaders	Virtual Meeting
April	DFWASE - 2021 Association Day	Dallas, TX
May	Connect Las Vegas (Diversity)	Las Vegas, NV
May	Connect Las Vegas (Association)	Las Vegas, NV
June	Helms Briscoe Annual Business Conference Partnership Mtg	Dallas, TX
July	PCMA Educon	Phoenix, AZ
July	Arkansas Society of Association Executives	Fayetteville, AR
July	Northstar Meetings - Destinations Southeast	Marco Island, FL
August	Cvent CONNECT	Las Vegas, NV
August	Southwest Showcase	Round Rock, TX
August	Connect 2021 (Association)	Tampa, FL
August	Connect 2021 (Corporate)	Tampa, FL
August	Connect 2021 (Specialty)	Tampa, FL
August	Connect 2021 (Sports)	Tampa, FL
September	Meetings Today LIVE! MidWest/South	Louisville, KY
September	2021 New Ideas Annual Conference (TSAE)	Corpus Christi, TX
September	Conference Direct APM	New Orleans, LA
September	TEAMS 2021 Conference & Expo	Atlantic City, NJ
October	2021 HPN Global Partner Conference	Los Cabos, Mexico
October	PCMA / DI Destination Celebration	Gaylord National, MD
October	Connect Faith 2021	Round Rock, TX
October	Connect Texas	Round Rock, TX
October	National Association of Sports Commissions / Sports ETA Symposium	Birmingham, AL
November	National Coalition of Black Meeting Planners Annual Fall Conference	Cincinnati, OH
November	Connect DC 2021 / Connect Med/Tech	Washington, D.C.

LARGE MEETINGS & EVENTS IN 2021 TOTALING \$20,424,523 IN DIRECT SPENDING

EVENT	ATTENDANCE
Signature Equipovision LLC	2,200
MW Hiram of Tyree Grand Lodge	300
Lads to Leaders	2,500
Alpha Phi Alpha Fraternity Inc. - Southwest	700
Murphy Oil USA Inc.	225
Little Rock Open	500
National Junior College Athletic Association - Football Championships	3,000
Southern Tennis Association	1,000
Miss Arkansas Scholarship Pageant	1,300
Miss High School America Pageant	800
Real Deal in the Rock	8,000
Busch Softball Classic	4,325
Arkansas Association of Educational Administrators	1,400
Arkansas Bandmasters Association	350
International Association of Operative Millers	600
American Association for State and Local History	750
Arkansas United Soccer Club Capital City Tournament - Girls Weekend	2,000
Big Dam Bridge 100	3,700
Arkansas Association of Chiefs of Police	350
Arkansas United Soccer Club Capital City Tournament - Boys Weekend	1,800
Arkansas Crime Information Center	400
Southern Tennis Association Mixed Doubles	1,000
Association for Play Therapy Inc.	800
ATA International Inc. - Fall Nationals	900
Arkansas Conference of Technology	250
Council of Administrators of Special Education	400
Little Rock Marathon	10,500
War Memorial Stadium U of A v. UAPB Football Game	48,000
Arkansas Farm Bureau	900
Solution Tree	250
Arkansas School Boards Association	300
Congressional Sportsmen Foundation	150
National Junior College Athletic Association - Football Championships	3,000

2021 BIG WINS FOR NEW BUSINESS

GROUP NAME	DATES	ROOM NIGHTS
Signature Equipovision, LLC	February 2021	552
National Junior College Athletic Association - Football Championships	June 2021 December 2021, 2022, 2023	1,800
ATA International, Inc	October 2021	1,075
National Association of State Boards of Geology	October 2021	237
Congressional Sportsmen Foundation	December 2021	380
Miss Gay America	January 2021	350
International Right of Way	March 2022	234
Phi Beta Sigma Fraternity	March 2022	300
The Venture Center Summit	April 2022	1,636
National Extension Technology Conference	June 2022	400
National Association of Colored Women's Clubs Inc.	July 2022	456
American Farrier's Association	November 2022	908
Entomological Society of America	March 2023	350
Southeast Society of Architectural Historians	September 2023	230
International Federation of Leather Guilds	October 2023	266
National Hospice and Palliative Care Organization	October 2023	1,596
National Association for Campus Activities	October 2023	742



ROBINSON CENTER

2022 NEW REGIONAL AND NATIONAL CONVENTIONS TOTALING \$15,594,090 IN DIRECT SPENDING

DATE	ACCOUNT NAME	ATTENDANCE	ROOM NIGHTS
January	Miss Gay America	500	350
February	Southern Association of Collegiate Registrars and Admission Officers	500	1,257
	Travel Nurse Across America LLC	250	464
	United Soybean Board	250	480
	Association of College Honor Societies	85	180
	American Choral Directors Association - Southwestern Division	2,300	1,669
March	Phi Beta Sigma Fraternity Inc.	350	301
	International Right of Way Association	200	234
	Association of Southeastern Biologists	400	850
April	Lads to Leaders	2,500	1,405
	National United Church Ushers of America	350	424
	The Venture Center	700	1,636
May	International Institute of Municipal Clerks	1,000	2,840
	Neighborhoods USA	800	959
	Voluntary Protection Programs Participants Association (VPPPA) Region VI	600	1,665
	State Science and Technology Institute	275	320
June	African Violet Society of America	250	839
	Miss High School America Pageant	1,090	2,700
	National Extension Technology Conference	130	400
July	Delta Waterfowl	1,000	725
	Multistate Tax Commission	100	340
	National Association of Colored Womens Clubs Inc.	250	455
	Solution Tree	800	882
August	Enlisted Association of the National Guard of the United States	1,100	4,352
September	National Association of Government Web Professionals	200	462
	Women's International Network of Utility Professionals	300	577
October	Higher Education Web Professionals Association	800	2,137
	National Rural Electric Cooperative Association	1,200	1,561
	Connect Faith	500	967
	Southern Management Association	400	1,069
November	American Farrier's Association	600	908
	Mid-South Educational Research Association	150	250
	National Society of Black Engineers	800	420
	Southeastern Archaeological Conference	600	695



WAR MEMORIAL STADIUM

NJCAA

In 2021, Little Rock hosted not one, but two National Junior College Athletic Association Division I Football Championship games. The 2020 Championship Game, rescheduled due to the pandemic, was played on June 5th at War Memorial Stadium, while the 2021 game took place on December 17. These games were hosted in partnership with Arkansas State Parks and gave Little Rock exposure to national audiences via live broadcast on CBS Sports Network, which reaches 60M+ homes.



The spotlight didn't just shine in primetime; a social media presence offered year-long visibility for Little Rock. The 2020 championship game garnered more than **500,000 impressions** across social media, including more than **185,000 impressions on the day of the game.**



These games will have an estimated combined **economic impact of \$3.75 million** over three years; a benefit that will be spread across Little Rock.



WE'RE BIG ON FOOTBALL CHAMPIONSHIPS.



CONNECT MEETINGS

The LRCVB invested heavily in Connect Meetings in 2021, with paid sponsorship at four major trade shows: **Connect DC**, **Connect Faith**, **Connect Med/Tech**, and **Connect Texas**. These sponsorships included activations as diverse as keynote presentations, tabletop flyers, lunch sponsorships, dedicated e-blasts, and booth enhancements.



FUTURE OPPORTUNITIES

In 2022, Little Rock will host two events that will give it a competitive edge among meeting planners: the Association of College Honor Societies in February and Connect Faith in October.

The **Association of College Honor Societies** is the organizing body in charge of certifications, best practices, and standards among honor societies. These organizations hold hundreds of meetings throughout the year.

Connect Faith is an annual education conference and appointment-only trade show that brings together the most active planners, suppliers, and experts in faith-based meetings and events for three days of general sessions, roundtables, workshops, preset appointments, and networking.

While they're in town, these planners will see the city's attractions and event venues and experience firsthand the pleasant surprise of hosting a meeting in Little Rock.



Connect FAITH



ADVERTISING

In the wake of the global pandemic, the LRCVB reimagined its typical approach of an annual marketing plan into two six-month marketing plans that could quickly adapt to changing consumer sentiments towards travel and updated COVID-19 developments. As the situation in Arkansas and across the country evolved, the marketing team adjusted strategies to meet it at every turn.

The LRCVB utilizes two agencies of record: Florida-based Paradise Advertising for national marketing and Little Rock's MHP/Team SI for in-state promotion.

In addition to our core audiences, focus shifted to three key target audiences (Black Consumer, LGBTQ, Cyclists) corresponding campaigns. LRCVB-hosted stakeholder focus groups served as guiding foundations for each campaign.



GOALS

- DRIVE OVERNIGHT STAYS AMONG TARGETED VISITOR GROUPS
- DRIVE BED AND RESTAURANT TAX COLLECTIONS
- DRIVE OVERALL IN-MARKET SPEND AND ECONOMIC IMPACT
- RAISE AWARENESS FOR LODGING OPTIONS, ACTIVITIES, RESTAURANTS AND ATTRACTIONS
- KEEP THE LITTLE ROCK BRAND TOP-OF-MIND

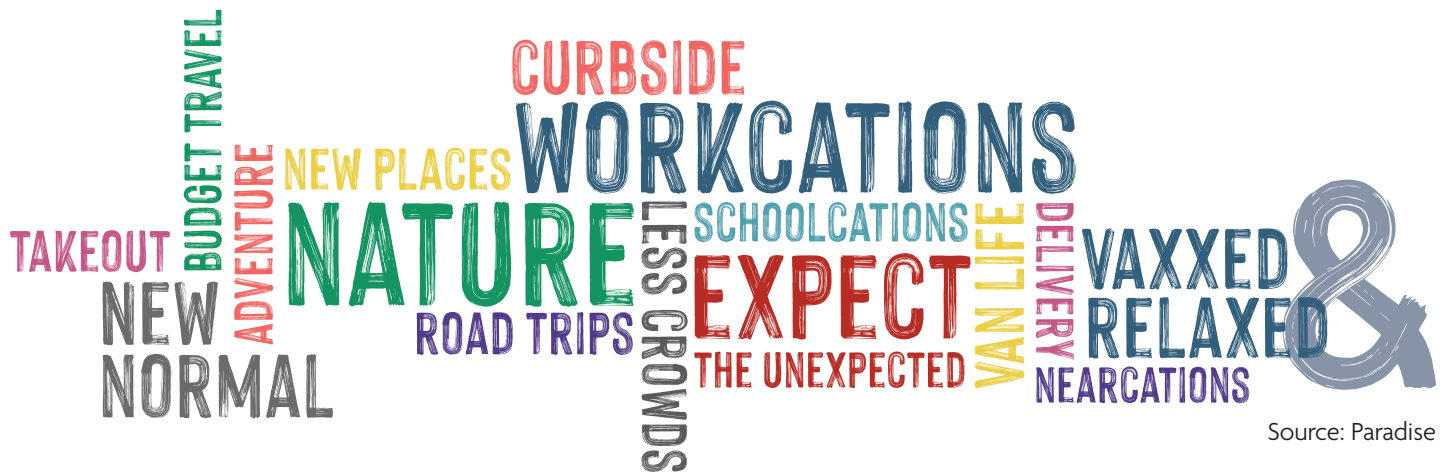
CORE AUDIENCES

	OUT-OF-STATE	IN-STATE
AGE	24-54, with sub-targeting couples and families	Families and couples
HOUSEHOLD INCOME	\$75,000+	\$42,000+
INTERESTS	Outdoors, nature, eco-tourism History and heritage Arts and culinary Meetings/group travel	Arts, culture, and history Cycling Black culture Foodies

NICHE TARGET SEGMENTS

BLACK CONSUMER · CYCLIST · LGBTQ

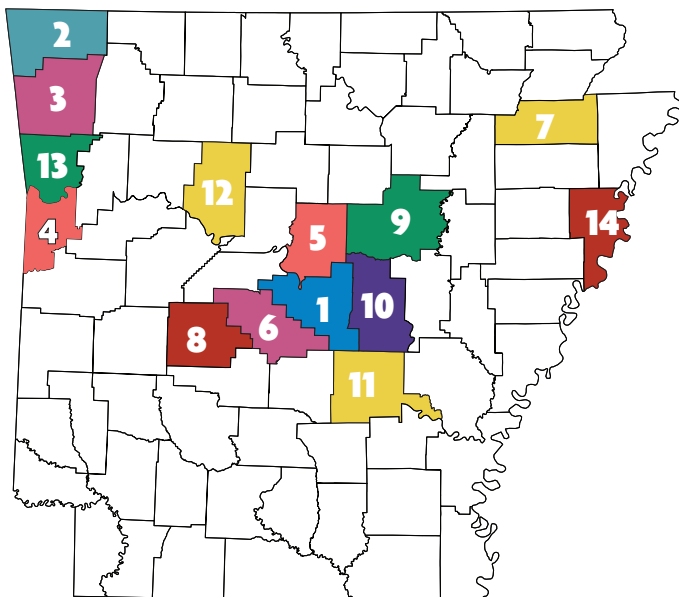
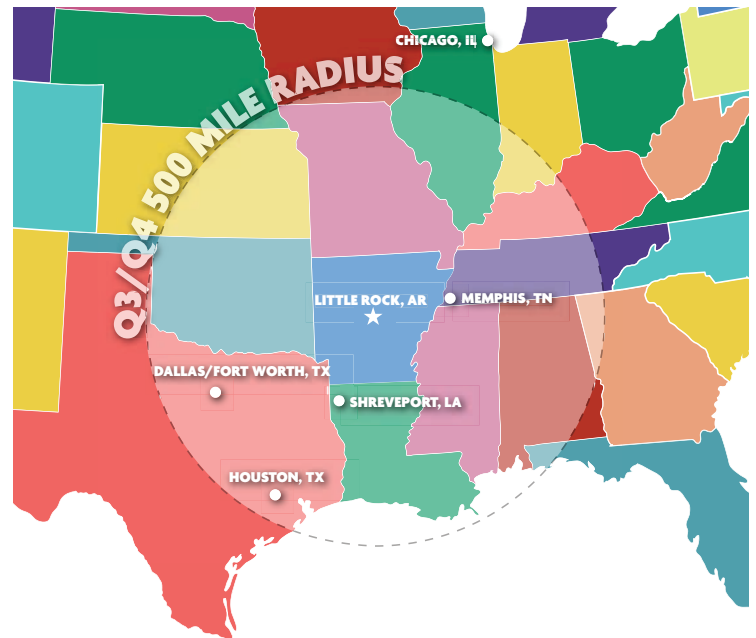
2021 TRAVEL TRENDS



STRATEGIES

Americans entered 2021 well accustomed to life during a pandemic. While comfort levels regarding travel were highly individualized, the advent of vaccines spurred millions to resume travel in 2021. It was quickly understood that travelers had a higher perceived risk when going to places that were unfamiliar. With that in mind, retargeting past visitors became an important strategy. The core target audience shifted younger as Generation X and Millennials were among the first to take part in near-term travel, a change that was reflected in updated creative materials.

As the year progressed, competition was fierce for consumer attention in the travel space. Consumers were extra conscious during the planning stage. Data showed that two-thirds of Americans had taken a road trip during the pandemic, so the LRCVB shifted to a market-agnostic approach for Q3/Q4 that reached a broader drive market encompassing cities within a 500-mile radius.



IN-STATE MARKETING

The LRCVB's in-state marketing efforts focused on Arkansas's 14 most populous counties and highlighted Little Rock's cultural and outdoor amenities. Creative showcased the city's dining and cycling scene and invited visitors to discover a new side of the city.

- | | |
|---------------|----------------|
| 1. PULASKI | 8. GARLAND |
| 2. BENTON | 9. WHITE |
| 3. WASHINGTON | 10. LONOKE |
| 4. SEBASTIAN | 11. JEFFERSON |
| 5. FAULKNER | 12. POPE |
| 6. SALINE | 13. CRAWFORD |
| 7. CRAIGHEAD | 14. CRITTENDEN |

CREATIVE ASSETS

While the pandemic forced the LRCVB's Sales and Marketing Division to continually adjust their strategies, one thing remained constant: the desire to reimagine the LRCVB's collateral materials. Together, these new assets ensure the LRCVB's business and leisure marketing efforts are among the best in the industry and entice future visits to the destination.

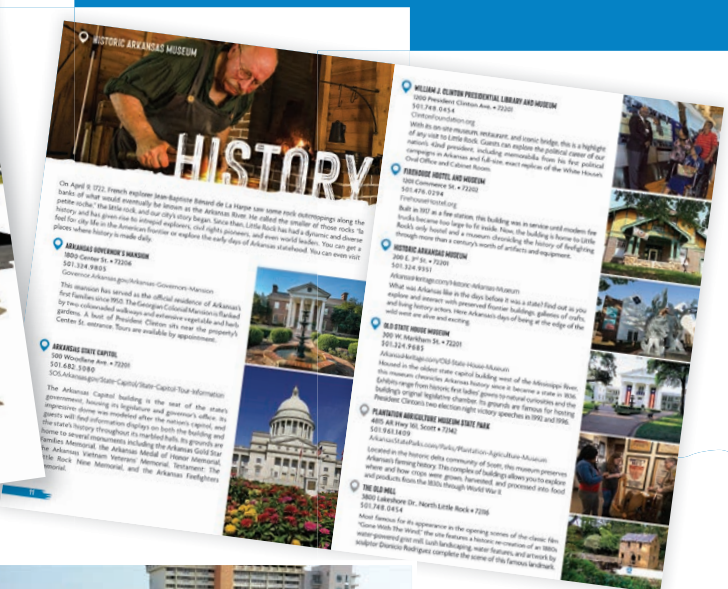


OLD STATE HOUSE MUSEUM



ATTRactions GUIDE

Though the LRCVB produced multiple city guides, no single publication chronicled all of Little Rock's attractions. After months of work, this new guide debuted in December, showcasing the city's sights and giving potential visitors a local's perspective on the region's highlights. The guides are mailed to thousands of potential visitors and are available at local visitor information centers, local hotels and attractions, and Arkansas's welcome centers.

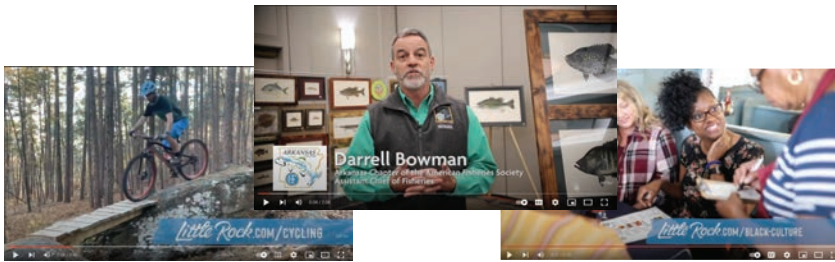


FACILITY VIRTUAL TOURS

With in-person meeting planner tours and site visits made difficult by the pandemic, the sales and marketing teams partnered to bring Little Rock's meeting venues to the planners themselves. Virtual tours of the Statehouse Convention Center and Robinson Center allowed planners to digitally explore these venues from the safety of their own homes.



NEW VIDEOS



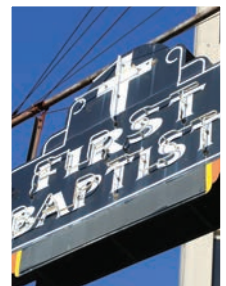
The Bureau's creative services team fully embraced video in 2021. From virtual tours of venues and points of interest to videos welcoming clients to the city, these digital wizards let their creativity soar with a near-constant stream of video projects that kept Little Rock in the limelight.

SITE VISIT ITINERARIES



When it became safe for meetings planners to resume in-person site visits, the LRCVB made sure that prospective customers were given itineraries that captured the energy and vibrancy of Little Rock. These redesigned itineraries incorporated the Bureau's "Big on Little Rock" branding and told the story behind every tour stop. Even better, they also came with a list of five can't-miss activities for the planner's next visit to Little Rock.

SALES PRESENTATION



Little Rock – it's bigger than you think! That was the core concept behind a new, custom sales presentation for the sales team. In just five minutes, it covers the city's highlights and strategically positions Little Rock as a prime place to host meetings. It debuted as a keynote presentation as a part of the LRCVB's Connect Faith sponsorship and has since been used in multiple markets.

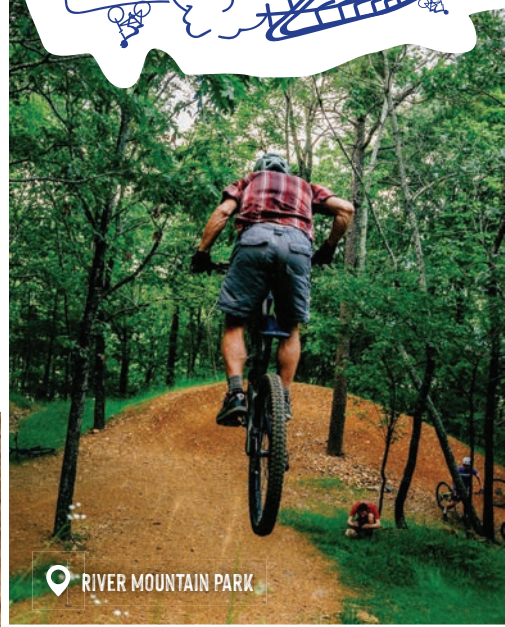


📍 JUNCTION BRIDGE

CYCLING

Like the rest of Arkansas, the pandemic saw Little Rock's love of cycling reach new heights. What began with the modest idea of, "wouldn't it be nice if we had a cycling brochure?" soon became one of the most extensive marketing campaigns in the Bureau's recent history. Social media ads, targeted e-newsletters, and direct mail carried the message that "If you're big on cycling, you're Big on Little Rock."

In June, River Mountain Park, the city's only park dedicated to mountain biking, opened with a direct link to downtown hotels via the Arkansas River Trail. Its 12+ miles of trails feature thrilling technical challenges as well as beginner-friendly trails for those who are not quite ready to take off their training wheels.



📍 RIVER MOUNTAIN PARK



IF YOU'RE BIG ON CYCLING, YOU'RE BIG ON LITTLE ROCK.

MAP YOUR NEXT
ADVENTURE ➤



📍 RIVER MOUNTAIN PARK

At the campaign's core was a new microsite dedicated to all things cycling in Little Rock. The site features a map of 112 trails across cycling disciplines (road, mountain biking, gravel). It allows visitors to quickly find the nearest bike trail to popular attractions, hotels, breweries, and bike shops. The site also features local bike shops, cycling laws, cycling clubs, and annual events.

The summer saw the launch of one of the LRCVB's largest targeted marketing campaigns in recent years with the launch of the Cycling Concierge. The Cycling Concierge program targeted cyclists interested in group travel and offered to assist them with making hotel reservations, creating customized itineraries, and providing Little Rock-branded swag upon arrival.



ARE YOU BIG ON CYCLING?
ARE YOU BIG ON LITTLE ROCK?

GET YOUR
BIG ON LITTLE ROCK
JERSEY TODAY!



The campaign targeted bike shops and cycling clubs in Arkansas, Louisiana, Mississippi, Missouri, Oklahoma, Tennessee, and Texas. It was delivered by a series of direct mail postcards, e-blasts, and social media ads.



CYCLING PUBLIC RELATIONS

In June, the LRCVB hosted writer and cyclist Cassandra Brooklyn of EscapingNY.com. Her visit was a direct result of the new cycling product launch. Following her stay, she featured Little Rock in *Sierra Club* magazine, *Roadtrippers*, *Matador Network* and the *Daily Beast*.



LITTLE ROCK AUDACITY DIGI PANEL



PAMELA SMITH
ADVERTISING & PROMOTION
COMMISSION MEMBER

RODNEY BLOCK
LOCAL MUSICIAN

NATE THOMAS
COMMUNITY ACTIVIST

ADRIENNE COLLINS
PHILANTHROPIST &
BUSINESS OWNER

FRANK SCOTT JR.
LITTLE ROCK MAYOR

BLACK CULTURE

Little Rock's Black culture and civil rights attractions have long been a cornerstone of the LRCVB's marketing initiatives, but in 2021 they were repackaged under the umbrella of "Big on Black Culture." The campaign launched in February coinciding with Black History Month and was activated across social media platforms, connected TV platforms, and via print media. A new microsite was created to showcase the city's Black culture offerings.



ESSE PURSE MUSEUM

In July, the LRCVB hosted Memphis-based DJ and social media influencer "Big Sue" for a weekend vacation in Little Rock. The visit was supported by radio ads on Big Sue's home station of K97.1.



AUDACITY DIGI

In May, the LRCVB sponsored AUDACITY Digi, the virtual version of AUDACITY Fest, a summit for travelers, travel media, and travel influencers of color.

The sponsorship included:

- A Little Rock-focused panel discussion with Little Rock's Mayor and key Black influencers.
- A virtual Little Rock travel information booth.
- The ability to have Little Rock representatives participate in breakout sessions.





IF YOU'RE BIG ON BLACK CULTURE, YOU'RE BIG ON LITTLE ROCK.

Little Rock.COM/BLACK-CULTURE





📍 CASH ASHLEY, RADUNO



📍 HEATHER SMITH, DOMESTIC DOMESTIC



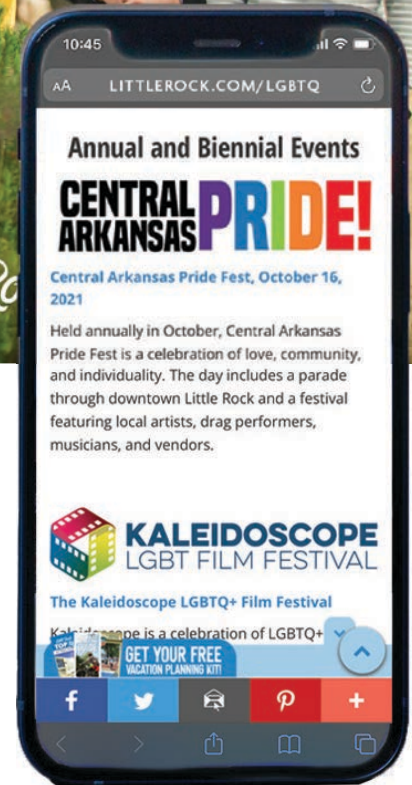
📍 LUIS VASQUEZ & DARREN STRAYHORN, EL SUR



📍 LAURA BUTLER, LUCKY LOU'S

LGBTQ

LGBTQ travelers were identified as among the first to resume traveling in 2021. The LRCVB targeted them with print and social media ads that showcased Little Rock's LGBTQ-owned businesses and welcoming atmosphere. An LGBTQ landing page was also created on LittleRock.com, highlighting annual events and nightlife options.





SOCIAL MEDIA

In 2021, the LRCVB continued to implement a social strategy recommended by TwoSix Digital on our social networks to significant success, earning more than 13,700,000 impressions across a total of 4 social networks. The LRCVB also hired a social media specialist to manage and grow the Bureau's social media presence.



SOCIAL MEDIA ANNUAL STATISTICS



	TOTAL FANS	INCREASE OVER PREVIOUS YEAR
Little Rock CVB	51,314	6%
River Market	31,012	8%
Robinson Center	20,085	8%
Little Rock CVB	7,945	2%
River Market	16,290	-2%
Robinson Center	871	2%
Little Rock CVB	6,722	23%
River Market	5,481	22%
Robinson Center	2,521	16%



LRCVB GREW TO

**142,241+
FANS AND
FOLLOWERS**

ACROSS ALL ACCOUNTS,



**10,555+
NEW FANS/
FOLLOWERS**



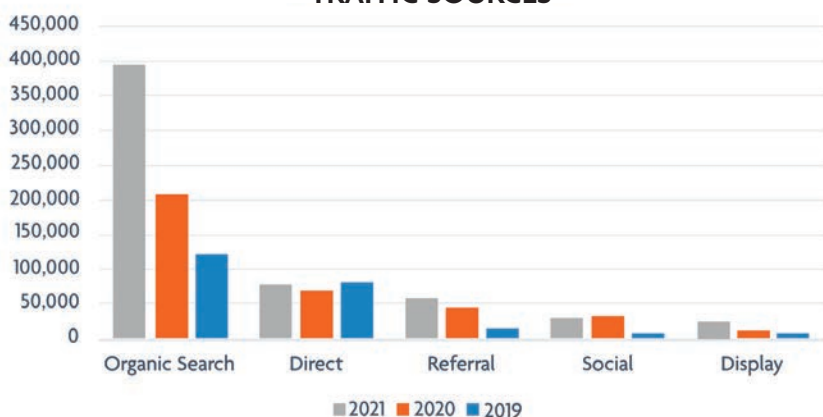


THE DEPARTMENT MANAGES THE FOLLOWING WEBSITES:

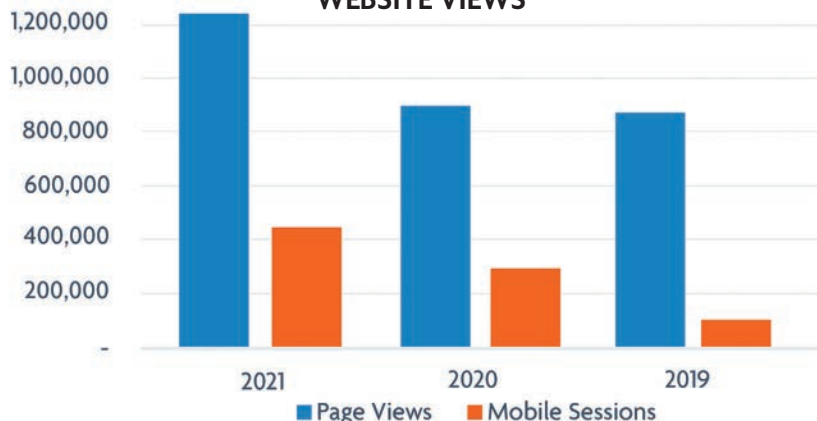
LittleRock.com
RiverMarket.info
LittleRockMeetings.com
DineLR.com
ShopTheRockLR.com
RiverLightsintheRock.com
RobinsonCenter.com
StatehouseConventionCenter.com

WEBSITE ANALYTICS

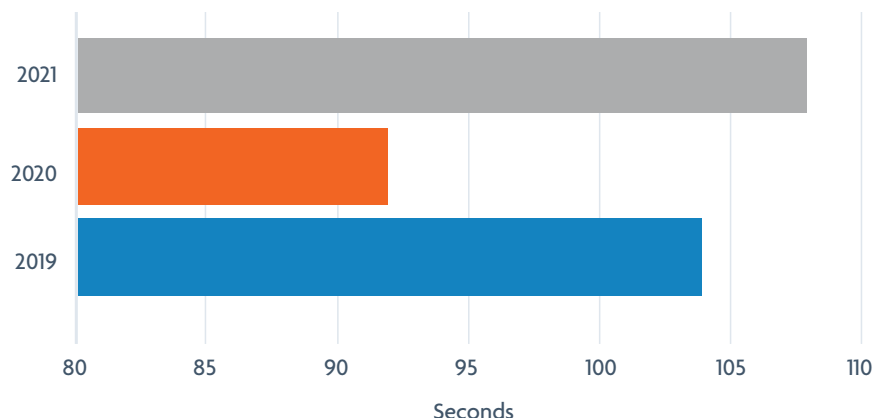
TRAFFIC SOURCES



WEBSITE VIEWS



AVERAGE SESSION



1,242,325 PAGE VIEWS

WHICH IS THE EQUIVALENT OF
103,527 VIEWS PER MONTH
OR APPROXIMATELY
3,451 VIEWS PER DAY

1:48

AVERAGE SESSION

453,509

MOBILE SESSIONS

TRAFFIC SOURCES:

As we work with agency partners at Paradise and MHP/Team SI we are seeing growth in new traffic sources for the website.

- **60.52%** organic search engines (392,858+ users)
- **11.70%** direct web address (75,933+ users)
- **8.65%** referral sources (56,143+ users)
- **4.27%** social media (27,735+ users)
- **3.91%** display sources (25,374+ users)
- **0.60%** paid search (3,900+ users)
- **10.27%** other (66,697+ users)



📍 HARVESTFEST IN HILLCREST

TOP 5 OUT OF STATE MARKETS FOR WEBSITE TRAFFIC:

1. **Texas** (18.51% of total traffic, 119,849 users)
2. **Tennessee** (7.89%, 51,101 users)
3. **Oklahoma** (3.07%, 19,874 users)
4. **Illinois** (2.46%, 15,961 users)
5. **Kansas** (2.17%, 14,044 users)

TOP DMAS FOR WEBSITE TRAFFIC (OUTSIDE OF ARKANSAS)

1. **Dallas-Ft. Worth, TX** (11.18%, 76,238 users)
2. **Memphis, TN** (5.47%, 37,262 users)
3. **Houston, TX** (2.23%, 15,216)
4. **Tulsa, OK** (1.74%, 11,861 users)
5. **Denver, CO** (1.56%, 10,644 users)
6. **Chicago, IL** (1.43%, 9,774 users)
7. **Nashville, TN** (1.30%, 8,847)
8. **Atlanta, GA** (1.04%, 7,113 users)
9. **Washington DC** (0.81%, 5,519 users)
10. **Oklahoma City, OK** (0.73%, 4,971 users)

TOP 5 PAGES ON LITTLEROCK.COM:

- **LittleRock.com Homepage** (7.14%, 87,861 users)
- **Event Calendar** (2.88%, 54,978 users)
- **Experience Little Rock/Cycling** (2.30%, 28,281 users)
- **Food & Drink** (1.22%, 14,974 users)
- **Experience Little Rock/Free Things To Do** (1.20%, 14,790 users)

BLOGS

TOP 5 MOST READ BLOGS:

1. **Get to Know Little Rock's LGBTQ Owned and Operated Businesses** (1,250 views)
2. **7 of Little Rock's Most Iconic Patios** (1,194 views)
3. **Meet the Women Behind Some of Little Rock's Favorite Restaurants** (678 views)
4. **Pops on the River – Know Before You Go** (608 views)
5. **Mark your Calendars for These Fall Events** (544 views)



1

Get to Know Little Rock's LGBTQ-Owned and Operated Businesses

Posted on May 28, 2021



2

7 of Little Rock's Most Iconic Patios

Posted on March 26, 2021



3

Meet the Women Behind Some of Little Rock's Favorite Restaurants

Posted on March 1, 2021



4

Pops on the River — Know Before You Go

Posted on June 24, 2021



5

Mark Your Calendars for These Fall Events

Posted on September 16, 2021

PUBLIC RELATIONS ACTIVITY

41

IN-MARKET
PRESS RELEASE
DISTRIBUTION

139

IN-MARKET SEGMENTS/STORIES

57

OUT-OF-MARKET
SEGMENTS/STORIES

167

IN-MARKET PITCHES

10

OUT-OF-MARKET
PRESS RELEASE DISTRIBUTION

26

JOURNALISTS, WRITERS
AND INFLUENCERS
HOSTED/ASSISTED

• GEIGER & ASSOCIATES FAMILIARIZATION (FAM) TOUR

The Arkansas Department of Parks, Heritage and Tourism, the LRCVB, and North Little Rock CVB partnered with travel and tourism public relations firm Geiger & Associates to bring 11 nationally and internationally recognized travel journalists to central Arkansas for a familiarization (FAM) tour June 13-16. Custom itineraries focused on our local outdoors, arts and culture, and culinary amenities.

1. Driving the South - and Remembering the Legacy of "The Green Book" - *AFAR*
2. Let's Talk About Ice Cream: Storing, Scooping, and How Long It Really Lasts - *Southern Living, msn.com*
3. The Best Firework Displays in America - *Reader's Digest*
4. Three Last Minute 4th of July Weekend Getaways - *TakeMeFishing.com*
5. These 13 Dining Experiences Cost Under \$50. And They're Some of the Best in the U.S. - *Fodor's*
6. 50 Best Family Vacation Ideas That All Ages Will Love - *Reader's Digest*
7. Fabulous Restaurants To Try in Little Rock, Arkansas - *Travel Awaits*
8. Little Rock exhibit recalls travel challenges for Blacks - *Edmond Life & Leisure*
9. Travel: Green Book Exhibit in Little Rock Offers Excellent Look at Overlooked History - *The Norman Transcript*
10. KCBX Central Coast Public Radio
 - Journeys of Discovery: Little Rock - a Riverfront Capital City that Rocks (Gretchen Hall podcast)
 - Journeys of Discovery: Curator Courtney Bradford at Little Rock's Mosaic Templars Cultural Center (podcast)
 - Journeys of Discovery: Beautifully Broken - Dismantling Hate (Robin White & Courtney Bradford podcast)
 - Journeys of Discovery: A Conversation with Arkansas Culinary Wizard Scott McGehee
11. Back to Nature: Getting Outdoors in Little Rock - *MyNewOrleans.com*
12. 8 Reasons to Drive to Little Rock - *Thrillist*

• DANIEL SEDDIQUI - A PIECE OF YOUR CITY AUTHOR

- Little Rock's local artisan craft movement

• PRISCILLA WILLIS -

- Weekend Getaway - Little Rock - The Capital City - *Northwest Arkansas Citiscapes* magazine

MEDIA ACCOLADES

**LITTLE ROCK METRO NAMED TOP 10 (OF 100)
BEST SUMMER TRAVEL DESTINATIONS**

– *WalletHub.com*

**HILTON GARDEN INN LITTLE ROCK DOWNTOWN
RECEIVES 2021 READERS' CHOICE AWARD**

– *ConventionSouth*

**MUSEUM OF DISCOVERY -
#6 OF TOP 10 BEST CHILDREN'S MUSEUMS**

– *USA TODAY/10Best*

**LOBLOLLY NAMED BEST DESSERT IN ARKANSAS IN "BEST DESSERT IN
EVERY STATE" LISTING (CHOCOLATE LOVERS BROWNIE SUNDAE)**

– *EatThisNotThat.com*

8 OF 10 OF "THE BEST FIRST-TIME MARATHONS"

– *Runner's World*

**PYRAMID ARTS BOOKS & CUSTOM FRAMING
LISTED AS ONE OF 10 BEST'S
"20 UNIQUE BOOKSTORES"**

– *USA TODAY/10Best*

**ARKANSAS FOOD HALL OF FAME
WINNER STAR OF INDIA**

– *Department of Arkansas Heritage*

CAPITAL HOTEL RECEIVES 2021 READERS' CHOICE AWARD

– *ConventionSouth*

**FITTEST CITY IN ARKANSAS -
INSURIFY'S FITTEST CITIES OF 2021**

– *Insurify*

**WILLIAM J. CLINTON PRESIDENTIAL CENTER
RECEIVES 2021 READERS' CHOICE AWARD
HONORABLE MENTION**

– *ConventionSouth*

**TOP 9 BEST
THANKSGIVING FISHING LOCATIONS
IN THE UNITED STATES**

– *FishingBooker.com*





RIVER MOUNTAIN PARK TRAIL SYSTEM

June saw the opening of Little Rock's newest mountain biking trail system, making it Little Rock's only city park dedicated to mountain biking. Its convenient location on the Arkansas River Trail makes for an easy connection to downtown and additional mountain biking trails at Pinnacle Mountain State Park.



HOTEL DEVELOPMENTS

Downtown Little Rock welcomed its newest hotel when the Holiday Inn Express & Suites opened in October. The hotel is located just south of the William J. Clinton Presidential Library & Museum in the growing East Village neighborhood. It adds an additional 100 rooms to the city's inventory.



PUBLIC ART

Public art continued to expand throughout Little Rock in 2021. Notable new artworks include murals in Main Street's pocket park and "Everybody's Neighborhood", a mural painted by downtown residents, and a water-themed mural that incorporates a working drinking fountain. Riverfront Park's collection of sculptures grew as artworks were relocated to the park to avoid I-30 construction, and "Helios", a towering, mirror-like sculpture, was erected on Main Street.



INTERSTATE CONSTRUCTION

Construction continued on expanding the I-30 corridor through downtown Little Rock and over the Arkansas River. The project will require multiple changes in traffic patterns throughout its duration and will see the creation of a new park in the downtown core. Completion is currently slated for 2025.



THE CAPITAL HOTEL REOPENS

The iconic Little Rock property, The Capital Hotel, reopened in May. The 95-room hotel first opened in 1876 and was the last hotel to reopen in the wake of the COVID-19 pandemic. The hotel has long considered itself the “front porch” of Little Rock, and its reopening was welcomed by residents and guests alike. The Capital Bar & Grill, the hotel's signature lobby bar, reopened for breakfast, lunch, and dinner. One Eleven at the Capital, the property's fine dining restaurant, is expected to open for full service in 2022.



RIVER MARKET DISTRICT PARKING STUDY

As I-30 construction resulted in the loss of several parking lots in the River Market District, the LRCVB and the City of Little Rock enlisted Wood Solutions Group and Dixon Resources Unlimited to complete a comprehensive study evaluating parking needs within the district and to establish a Parking Improvement Plan that leverages existing assets, evaluates new investments, and provides a framework for parking management and operations in response to current and future changes within the district.



MUSEUM OF DISCOVERY RENOVATIONS

After closing in February due to complications from severe weather, the Museum of Discovery reopened in August with an expanded Tinkering Studio and animal care area as well as numerous new temporary exhibits. 2022 marks the museum's 95th anniversary and, in November, it will unveil a two-story, three-tower climbing structure. Two galleries featuring new, purpose-built exhibits, Science Lab and Dynamic Earth, will open in 2023.



ARKANSAS MUSEUM OF FINE ARTS

With less than a year until it reopens in fall 2022, The Arkansas Museum of Fine Arts entered the final year of construction on its “reimagined” museum. The new space will be a significant architectural landmark for the state and will cement Little Rock's place as a premier arts destination in the Mid-South. The project features more than 125,000 square feet of new exhibit and classroom space and includes new landscaping in nearby MacArthur Park.



TOURISM MASTER PLAN

The LRCVB has contracted James Lang LaSalle Inc. (JLL) to assist in developing a tourism master plan for Little Rock and a strategic organizational plan for LRCVB. JLL will meet with stakeholders, host a variety of focus group meetings, and conduct community surveys to analyze the city's current positioning and strategize for the future. The final plan will identify competitive positioning, tourism infrastructure needs, programmatic gaps, potential funding sources, potential products, amenities, and experiences, as well as necessary policies that will guide long-term planning and development. The LRCVB also sees this as an opportunity to improve, refocus, and rewrite the organization's value proposition as we look to ensure the long-term viability of the tourism economy within Little Rock. A final plan will be delivered in 2022.



FUTURE OUTLOOK

📍 BRIGHT THE NIGHT

As I resign my role as president and CEO at the end of a 20-year tenure at the LRCVB, I am beyond optimistic about the future of this organization and Little Rock's tourism industry. Though the pandemic and its far-reaching effects are still prevalent, it's clear that tourism has already played a large role in recovery efforts in Little Rock and across Arkansas as a whole. The LRCVB has long been the foundation of Little Rock's tourism industry and 2022 will see us building upon that foundation and adjusting to our collective "new normal", while focusing on transition and future vision.

Paramount to continuing our recovery momentum and creating that future vision is the completion of a tourism master plan for Little Rock that will identify competitive positioning, tourism infrastructure needs, programmatic gaps, potential funding sources, potential products, amenities, and experiences, as well as necessary policies that will guide long-term planning and development. This project will also include an updated organizational strategic plan for the LRCVB that will serve as an opportunity to improve, refocus, and rewrite the LRCVB's value proposition to the community.

A few things I hope to see as a result of this strategic planning process include: the creation of a local sports commission, development of the sports facilities the LRCVB has been advocating for, better data and information regarding the future needs of the convention center and headquarter hotel, along with ideas to increase community development and tourism-related offerings that enhance the quality of life for all residents and visitors alike.

More immediate plans for the LRCVB include workforce development initiatives for the industry that focus on creating stronger relationships with area high schools, colleges, and universities to increase awareness of jobs and career growth opportunities. This will ensure that the hospitality workforce that emerges in the wake of the pandemic is stronger and more diverse than ever before. Efforts to rebuild the LRCVB's own staff will continue throughout the year as well.

The LRCVB's marketing team will highlight Little Rock's diverse neighborhoods and restaurants and single out hidden gems across the city. Likewise, as the city's annual events and festivals return, the LRCVB's marketing team will work with organizers to ingrain these events into annual marketing plans and develop new guidelines to evaluate the potential for direct support.

In the fall, the much-anticipated Arkansas Museum of Fine Arts will open after a multi-year, \$142+ million renovation. This will be a major focus of marketing initiatives in the latter half of the year and throughout 2023.

Working with the City of Little Rock, re-envisioning and redeveloping the Ottenheimer Market Hall, making improvements to the First Security Amphitheater, and implementing the recommendations made in the recent parking study for the River Market District, will continue to be priorities. The operations division will also be focused on increasing concerts and events at Robinson Center and the River Market facilities.

The sales team will capitalize on more face-to-face business opportunities in 2022 as trade shows, site visits, and sales missions increase their frequency. The services team will expand their offerings as they continue to redevelop and reinvigorate their department. Meeting planners will get to experience everything that Little Rock has to offer when the city hosts the Association of College Honors Societies in February and Connect Faith in October. Each of these events will see hundreds of meeting planners flock to the city and be shown Little Rock's attractions and special event venues while experiencing firsthand the pleasant surprise of hosting a meeting in Little Rock.

"Optimism is an intellectual choice." Though Diana Schneider's quote closed this letter in last year's annual report, I don't think anyone could have understood just how prescient it would be. At times, 2021 seemed every bit as volatile as 2020, but now, with the year firmly in our collective rearview mirrors, it's clear that what has always been the LRCVB's greatest resource, a dedicated corps of hardworking professionals, will be its greatest strength in 2022. The team at the LRCVB is passionate about the impact tourism spending has on this community and their vital role in continuing to grow it. With an incredible staff and the devoted leadership of our A&P commissioners, I know that I'm leaving the LRCVB in the most capable hands.

With sincere thanks and best wishes for the future.



GRETCHEN HALL, CDME
PRESIDENT & CEO

Little Rock

CONVENTION & VISITORS BUREAU

LRCVB:

- Manage Tourism Master Plan project.
- Manage Organizational Strategic Plan project.
- Work with partners to create a workforce development plan for the industry.

MARKETING & COMMUNICATIONS:

- Utilize data intelligence through a new dashboard platform for better reporting, partner development, and event support evaluation.
- Utilize research to fine-tune media placement and messaging as well as optimize content and targeting while continually monitoring stated goals, metrics, and reporting for PR, social media, digital, and advertising efforts.
- Maintain an integrated master calendar that displays all LRCVB advertising, promotions, PR campaigns, and travel dates.
- Work with agencies to develop more micro-campaigns promoting events, neighborhoods, partners, and various restaurant promotions.
- Develop marketing assets to support box office operations.
- Provide support to group sales efforts, including meetings marketing campaigns, consistent messaging, collateral, and website.
- Increase distribution of media pitches to garner out-of-market exposure.
- Utilize a third-party public relations firm to identify key influencers for Familiarization Tours.
- Complete a website redesign and integration with the CRM system.
- Publish a new attractions guide that integrates multiple brochures into one collaborative, branded piece.
- Continue to enhance photography and video target market assets.

SALES & SERVICES:

- Utilize partnership with Connect Meetings to increase awareness of Little Rock as a convention destination through trade show marketing, website ads, social media, e-newsletters, and e-blasts.
- Capitalize on hosting Connect Faith conference.
- Enhance trade show sales and marketing efforts including pre- and post-show communications, geofencing, and retargeting.
- Conduct targeted sales missions.
- Launch new electronic proposal system.
- Implement new Rock Star marketing components to include a website, presentation, and digital advertising.
- Develop a strategy to identify and secure high-potential meetings, conventions, and sports events.
- Continue partnership with a lead generation service with an emphasis on organizations hosting events in competitive markets.
- Establish and implement a service-to-sales approach to strengthen referrals and customer loyalty.

FACILITY OPERATIONS:

- On-board new Sr. Vice President and Chief Operating Officer.
- Maximize opportunities and promotion of new box office operations.
- Assist the City of Little Rock with the implementation of the parking study recommendations, as well as help lead the design and construction of a new downtown parking facility.
- Manage capital projects in all LRCVB facilities.
- Implement an advanced operating system for LRCVB managed parking facilities.
- Oversee the continuation of operational and capital improvements in the amphitheater complex while managing the contract administration of the concert promoter agreement.
- Work with the City of Little Rock to explore renovation options and capital improvements for Ottenheimer Market Hall.

FINANCE & ADMINISTRATION:

- Onboard new Controller and Sr. Director of Information Technology.
- Finalize and implement recommendations from Gallagher paygrade and compensation study.
- Continue work with Guidepost and IT-related implementations, including:
 - Computer infrastructure
 - IT cybersecurity policies and procedures
 - Network infrastructure
 - Network performance monitoring and management system
- Expand training across all lines of the organization by offering and tracking trainings that contribute to employees' success as supervisors and individuals.
- Manage organizational EDI initiatives.
- Implement new employee orientation and onboarding process as well as the new employee recognition program.
- Roll out new welcome packet/onboarding process for permittees focused on new tax system.
- Implement ACH Payments for Vendors.
- Implement GASB 87 Lease Standards.

2022

BUSINESS PLAN

IF YOU'RE BIG
ON DATE NIGHT,
YOU'RE BIG ON LITTLE ROCK.

