

*City of Alexandria, Virginia*

## MEMORANDUM

DATE: MAY 21, 2009

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: ALLOCATION OF FUNDS FROM CONTINGENT RESERVE TO  
ECONOMIC DEVELOPMENT AGENCIES OPERATING PROGRAMS

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**ISSUE:** Funding economic development initiatives in FY 2010.

**RECOMMENDATIONS:** That City Council:

- (1) Allocate \$63,000 in contingent reserve funds from FY 2009 and \$237,000 in contingent reserves from FY 2010 as follows:
  - a. Alexandria Economic Development Partnership: \$200,000
  - b. Small Business Development Center: \$ 50,000
  - c. Alexandria Convention and Visitors Association: \$ 50,000
- (2) Authorize the City Manager to release these additional funds on or after July 1, 2009, to the above organizations after the City and these organizations have executed performance contracts for FY 2010.

**BACKGROUND:** As part of the FY 2010 budget deliberations, Council recognized the value of the investment of substantial additional public funds for the purposes of stimulating further economic development. Such further development would not only add tax revenues to the City's coffers, but would also help to address the City's increased unemployment rate, and help City businesses' overall economic health. While the current economic recession continues to negatively impact City businesses and the resultant City tax revenue that derives from economic activity, additional investments in the City's three primary economic development organizations, the Alexandria Economic Development Partnership (AEDP), the Small Business Development Center (SBDC), and the Alexandria Convention and Visitors Association (ACVA), should result in increased economic development activity and help City businesses be ready to benefit more quickly when the economy begins to recover. When Council adopted the FY 2010 Budget it set aside \$187,000 in a general contingent reserve (with a maximum set-aside of \$50,000 for ACVA), and \$50,000 in an SBDC contingent reserve. In addition, it was contemplated that \$63,000 in remaining FY 2009 contingent reserves would be available to use in FY 2010 for

these purposes. In total \$300,000 is available and recommended to be allocated to these three organizations.

Subsequent to the Council's adoption of the City budget, AEDP, SBDC, and ACVA were asked to collaborate and to develop an integrated proposal that took their individual requests proposed to Council during the budget process (see Budget Memo #93) and coordinated the initiatives. The staff leaders of these organizations have worked together and developed this combined allocation request (attached).

As indicated in the allocation request, the focus of the programs and proposed spending would be: (1) stimulating retail spending, (2) increased business assistance, (3) Landmark Mall site revitalization, and (4) strengthening tourism.

The funding proposal is as follows:

**AEDP (\$200,000):**

1. **Landmark Mall Area Promotion and Investment Program (\$65,000):** This initiative recognizes that the current owners of the Landmark Mall, General Growth Properties (GGP), who own about 200 malls and other commercial and residential property nationwide are in Chapter 11 bankruptcy reorganization and are not likely to be able to undertake a multi-billion dollar redevelopment of the Landmark Mall site anytime soon. Given the continuing decline of this retail center, it is in the City's interest to find either a buyer(s) for that site, or to find GGP development partners. Efforts have already been started by the City and AEDP in that area on an ad hoc basis, and now a more aggressive formal initiative is needed.
2. **Retail and Restaurant Attraction Program (\$99,000):** Under this program AEDP proposes to contract with a person who has experience in retail leasing to use the results of the City's retail studies to work with retail site selectors and potential retail merchants to locate in the City with focus on the key shopping districts in the City.
3. **Tourism Infrastructure Analysis (\$36,000):** These funds would study the tourism infrastructure in Alexandria with the goal of identifying product development that would support growth in the lodging industry and resultant lodging tax revenues. This study would also assess the Imagine Alexandria proposal.

**SBDC (\$50,000):**

1. **Preserving Existing SBDC Staffing (\$15,000):** These funds would enable the SBDC to keep its existing staffing by making up the 5% initial City budget cut, as well as the decline in private sector contributions to SBDC.

2. **Financial Consulting for Struggling Businesses (\$10,000):** These funds would allow SBDC to increase its staff on a contract basis to be able to provide more financial consulting services to small businesses.
3. **Retail/Restaurant Professional Development (\$5,000):** With these funds, SBDC would be able to again retain a retail expert to hold training sessions for retailers on how to better improve their operations, store appearance and customer service.
4. **Marketing to Reach More Businesses (\$1,000):** These funds would enable SBDC to conduct additional outreach services to more businesses who may be unaware of the services that SBDC provides.
5. **Part-Time Intake Specialist (\$19,000):** These funds would enable SBDC to hire an intake specialist to serve as the first line of contact, with the organization. Additionally, the Intake Specialist will direct calls to the appropriate service of the SBDC.

**ACVA (\$50,000):**

1. **Double the Fall Direct Mail Campaign (\$15,000):** These funds would enable ACVA to double its planned Fall direct mail campaign to an additional 48,000 households.
2. **Fall for the Arts (\$1,000):** These funds would enable ACVA to offer a coupon book featuring free admission to the City's historic sites.
3. **Online Campaign Targeted to Hotel Reservations (\$34,000):** These funds would enable ACVA to undertake an online media buy aimed at enticing potential out-of-town tourists and business travelers to book Alexandria hotel rooms.

Finally, in implementation of one of the recommendations of the Economic Sustainability Work Group report, it is planned that individual performance contracts with outcome metrics be implemented between the City and AEDP, SBDC and AEDP for FY 2010. The release of the \$300,000 in additional funding to each of these organizations as outlined above, is proposed to be contingent upon performance contracts being executed.

**FISCAL IMPACT:** The \$300,000 cost of these initiatives would derive from \$63,000 in FY 2009 contingent reserve funds, as well as \$237,000 in FY 2010 contingent reserve funding. Except for the SBDC \$15,000, which would cover reductions to its current base budget, the \$285,000 balance of this added funding would be considered project funding for each of these organizations, and would be considered in FY 2011 and beyond as potential ongoing project funding for future initiatives of these organizations. However, given the likely very tight fiscal circumstances for FY 2011, projects (at these funding levels) as they are identified by each of these three organizations would need to compete for funding in the City's FY 2011 budget with all other competing City capital and operating needs. The specific uses of this level of funding in

FY 2011 would have to be specified as part of a proposed performance contract for FY 2011. As is the case with most of the City 's operating budget, the City Manager's proposed budget for FY 2011 and beyond would not be under an obligation to fully fund this level.

**ATTACHMENT:** Joint Funding Request from AEDP, SBDC and ACVA dated May 19, 2009

**STAFF:**

Mark Jinks, Deputy City Manager

Tom Gates, Assistant City Manager

Bruce Johnson, Chief Financial Officer

*Attachment*

May 19, 2009

Mayor Euille and Members of City Council  
City Hall, Room 2300  
301 King Street  
Alexandria, Virginia 22314

Dear Honorable Mayor Euille and Members of City Council,

Attached is an explanation of the new and increased programs and initiatives to be funded by the \$237,000 in FY2010 and \$63,000 in FY2009 that City Council restored and placed in Contingent Reserves for economic development priorities. The Alexandria Convention and Visitors Association (ACVA), the Alexandria Economic Development Partnership (AEDP) and the Alexandria Small Business Development Center (SBDC) are making this coordinated request to assure that the City's investment in economic development to assist residents and businesses during the economic downturn is fully leveraged.

The new programs focus on four core areas:

- Stimulating Retail Spending
- Increased Business Assistance
- Landmark Mall Revitalization and
- Strengthening the Tourism Infrastructure.

In the time that has passed since our individual supplemental funding requests were submitted, we have worked collaboratively to create a consolidated proposal that coordinates our efforts. The result is this prioritized list of initiatives which we believe addresses the most pressing economic development needs in the City and is designed to enhance commercial activities in the City, supporting and increasing the commercial tax base. These programs will return the greatest short-term benefits to the City while addressing the long-term priorities identified in the Economic Sustainability Work Group recommendations.

The ACVA, AEDP and SBDC have a strong history of working collaboratively, and we look forward to strengthening the City's investment in economic development through coordination and support of complimentary efforts.

Sincerely,

*Stephanie Brown*  
Alexandria Convention &  
Visitors Association

*Stephanie Landrum*  
Alexandria Economic  
Development Partnership

*Bill Reagan*  
Alexandria Small Business  
Development Center

cc: ACVA Board of Directors, AEDP Board of Directors, SBDC Board of Directors  
Jim Hartmann, City Manager  
Mark Jinks, Deputy City Manager  
Bruce Johnson, Director, Office of Management & Budget

Attachments

**REQUEST FOR CONTINGENT RESERVES  
FROM ALEXANDRIA'S ECONOMIC DEVELOPMENT AGENCIES:**

*The Alexandria Economic Development Partnership  
The Alexandria Small Business Development Center  
The Alexandria Convention & Visitors Association*

**SUMMARY ALLOCATION OF FUNDS**

<b>AEDP</b>	Landmark Promotion & Investment Program	\$65,000
	Retail & Restaurant Attraction Program	\$99,000
	Tourism Infrastructure Analysis	\$36,000
	<b>Total AEDP</b>	<b>\$200,000</b>
<b>SBDC</b>	Preserving Existing SBDC Service Capacity	\$15,000
	Additional Hourly Consultant to Meet Increasing Demands	\$10,000
	Retail / Restaurant Outreach and Training	\$5,000
	Marketing Materials	\$1,000
	Part-time Intake Specialist	\$19,000
	<b>Total SBDC</b>	<b>\$50,000</b>
<b>ACVA</b>	Double Direct Mail Campaign to 100,000 pieces	\$16,000
	Fall for the Arts Key to the City Pass	\$1,000
	Online Advertising Buy	\$34,000
	<b>Total ACVA</b>	<b>\$50,000</b>
	<b>Total All</b>	<b>\$300,000</b>

**SECTION A: EXPLANATION OF PROPOSED NEW PROGRAMS IN FY 2010  
LEAD AGENCY ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP (AEDP) WITH SUPPORT  
FROM THE SMALL BUSINESS DEVELOPMENT CENTER (SBDC) AND THE ALEXANDRIA  
CONVENTION AND VISITORS ASSOCIATION (ACVA)**

*"Resources for economic development need to be significantly increased including staffing and other budget categories such as marketing. AEDP, as now organized, is under-resourced compared to peer economic development organizations elsewhere."*

*Economic Sustainability Work Group Report (2007)*

In response to the Work Group's suggestions, the following new programs/initiatives are proposed for FY2010 listed in priority order.

## **A1. LANDMARK PROMOTION & INVESTMENT PROGRAM**

In collaboration with the City Manager's Office, AEDP will develop a plan to attract the right development team to redevelop the Landmark Mall site into a vibrant town center. This work has been initiated with internal staff, but now must move beyond existing resources.

The Landmark Promotion & Investment Program will speed the redevelopment of Landmark by creating highly targeted promotional materials, identifying and qualifying interested parties, and convening meetings with potential investors to create the team to move the project forward. The consulting team will have specialized expertise with domestic and foreign investment partners.

<b>Consultants</b>	<b>\$60,000</b>
<b>Promotional Materials</b>	<b>\$5,000</b>
<b>Total Investment</b>	<b>\$65,000</b>

### **SBDC Support:**

- While AEDP works with developers and investors, the SBDC will work with individual businesses affected by the transition. Some may need assistance moving to another location while others will need financial counseling or marketing advice to weather the economic downturn to be retained for the redeveloped site.
- SBDC can strengthen new small businesses attracted by the redevelopment to help ensure a desirable mix of national chains and independent retailers who start on a strong foundation.

### **ACVA Support:**

- ACVA regards the redevelopment of Landmark Mall as a tool to increase visitor spending. Bob Gibbs, using data provided by ACVA, highlighted that Alexandria visitor spending for shopping is uncharacteristically low. He said that tourists shop the brands they know while on vacation and the lack of availability of these brands depresses spending and lowers our appeal to attract tourists. Rather than competing with small businesses, a redeveloped Landmark Mall could help stimulate shopping across all categories by attracting more serious shoppers and capturing a greater share of tourist spending. The mall could become a demand generator for Alexandria hotels.

## **A2. RETAIL & RESTAURANT ATTRACTION PROGRAM**

One of the most important components of Alexandria's economic sustainability is attracting restaurants and retail that captures a greater share of resident and visitor spending. The Retail & Restaurant Attraction Program will include a retail demand study for the entire City of Alexandria that will profile Alexandria shoppers, analyze the shopping behaviors of Alexandrians, and identify gaps in supply and demand.

A contract employee with targeted experience in retail leasing will be retained to use the

results of the study to work with retail site selectors. The effort is necessary now, more than ever, to take advantage of vacancies to attract businesses that serve resident needs while attracting regional shoppers and diners, and capturing a greater share of visitor spending.

AEDP will collaborate with the Department of Planning & Zoning and ACVA and will build upon existing research to support attraction and improvement efforts in Landmark, Old Town, Del Ray, Arlandria and Potomac Yard to create complimentary shopping districts. The program will also augment and support ongoing and emerging marketing efforts by existing retailers.

<b>Retail Leasing Consultant:</b>	<b>\$65,000</b>
<b>Retail Demand Research:</b>	<b>\$12,000</b>
<b>Support for Implementation</b>	
<b><u>of King Street Retail Study Recommendations:</u></b>	<b><u>\$20,000</u></b>
<b>Total Investment:</b>	<b>\$99,000</b>

**\$57,000 (FY 2009 contingent reserves)**

**\$42,000 (FY 2010 general fund)**

**SBDC Support:**

- Assist new retailers and restaurateurs attracted by AEDP.
- Conduct retail and restaurant training events and visits to businesses.
- Strengthen business operations and direct businesses to additional City resources.
- Encourage use of Marketing Fund resources for leveraged marketing opportunities such as the Boutique District.
- Together with AEDP and ACVA, host events for businesses to facilitate awareness of available resources.

**ACVA Support:**

- As shopping districts emerge, ACVA will continue to enhance the marketing of neighborhoods to tourists, and create online tools for residents.
- Use the regional marketing funds established by City Council to support shopping and dining districts and promote new programs.
- Assists businesses in developing Marketing Fund applications.
- Produces marketing that generates awareness and branding that attracts new business development, and visitor statistics to inform proposals.

**A3. TOURISM INFRASTRUCTURE ANALYSIS**

The Economic Sustainability Work Group identified hotels as the most profitable use of land, and the hotel industry has invested \$388 million in the last two years in new construction and renovations to improve the quality and the supply of rooms in the City. The supply of hotel rooms within the City limits increased 9.1 percent within the last 12 months, now totaling 4,527 rooms. Total room revenue has increased 12.5 percent to total \$166 million since March 2008.

The increasing number of rooms has created a false impression of vibrancy of the Alexandria hotel community. Growth in supply has not been matched by demand generators – either in marketing investment or product development – to fill those rooms. Citywide occupancy was 75.4 percent in 2005, 69.5 percent in 2006, and 68.8 percent in 2007. Occupancy during the most recent running 12 months was 66.4 percent.

A study of the tourism infrastructure in Alexandria would identify product development that would support growth in lodging tax revenues by development of product that is authentic to Alexandria and respects the community’s commitment to the arts. Development needs could include a museum, a performing arts or cultural facility, transportation connectors, retail attractors, unique meeting or event space, etc. This study will include an initial assessment of specialized proposals such as Imagine Alexandria that could support and enhance the tourism infrastructure.

The AEDP, with the input from its partners and the City, would develop a scope of work and implement a contract with a qualified firm or team of professionals to complete this project. If it was determined that there was a need that might be able to be met by some tourism infrastructure investment, further studies of a much larger magnitude in scope and cost would be needed to take this concept to a next stage.

<b><u>Tourism Infrastructure Analysis:</u></b>	<b><u>\$36,000</u></b>
<b><u>Total Investment:</u></b>	<b><u>\$36,000</u></b>

SBDC and ACVA Support: Strengthening the tourism infrastructure of the City enhances the benefits of destination marketing, develops a larger and more productive base of visitors, and creates more opportunities for small businesses.

## **SECTION B: EXPLANATION OF FUNDING REQUEST FOR FY 2010 FOR THE ALEXANDRIA SMALL BUSINESS DEVELOPMENT CENTER (SBDC)**

The following City investments are critical to helping Alexandria’s small businesses during this time of economic uncertainty and crisis. More than ever, Alexandria’s small businesses need the Small Business Development Center’s expertise and assistance. The SBDC’s resources and approach are ideally suited to the individual needs of business owners suffering from a variety of circumstances. The following are the proposed uses for Contingent Reserve Funds:

### **B1. PRESERVING EXISTING SBDC STAFFING TO MAINTAIN CURRENT SERVICE CAPACITY**

Without increased funding, Alexandria SBDC projects a \$15,000 shortfall in its CY 2009 budget as a result of the proposed five percent (\$8500) reduction in City funding for FY 2010 and declining private sector contributions. Every other SBDC expense item has already been cut to bare minimum, so the only place to absorb the shortfall would be cutbacks in staff time.

In its City budget application the SBDC documented the adverse impacts of such a cutback, which would reduce the hours for its independent contractor Business Analyst (financial consultant) to meet with struggling business owners. At a time when small businesses have such a great need for SBDC staff expertise and assistance, additional City funding is critical to preserving current SBDC staff resources to serve business owner needs.

The Board of the SBDC is committed to increasing private funding, and has already held a successful fundraising event. However; releasing contingent reserves to maintain staffing levels during this critical time will enable necessary services to the small business community while the SBDC finds additional funding.

***Total investment to maintain current service capacity: \$15,000***

## **B2. FINANCIAL CONSULTING FOR STRUGGLING BUSINESSES**

The demand for SBDC's services has accelerated at a rate that outpaces current resources due to more businesses struggling during the economic downturn, and the growing awareness of SBDC guidance that is available to help businesses survive and thrive.

Struggling businesses require disproportionate resources that have exceeded the availability of the one financial consultant currently budgeted. That demand for help will become even greater once provisions of the Stimulus Act are clarified and configured to be more accessible to small businesses. SBDC staff will play a critical role connecting business owners to Stimulus Act provisions.

Alexandria SBDC staffing is efficiently structured with a core of 3 full-time staff augmented by high quality hourly consultants only as needed. For the SBDC these dedicated consultants work for the cost-effective rate of just \$35/hr.

Alexandria SBDC has identified a retired banker able to provide downturn financial guidance as well as other financial guidance as needed. She also has targeted expertise in the financing of federal and state contracting projects that would add value to the SBDC's proactive efforts to expand small business opportunities in government contracting (described later).

***Total investment to provide financial consulting to struggling businesses: \$10,000***

### **AEDP SUPPORT:**

- Stemming the tide of closing businesses is important to the attraction of quality restaurants and retailers.
- Reducing the number of business failures reduces demands on AEDP in filling vacancies of existing storefronts and offices, and allows a stronger focus on tenanting of new developments.

ACVA SUPPORT:

- More than a dozen members have gone out of business recently, deteriorating the appeal of Alexandria's tourism product, but creating exciting redevelopment opportunities.

**B3. RETAIL / RESTAURANT PROFESSIONAL DEVELOPMENT**

Last year, Alexandria SBDC engaged a retail / restaurant expert for an outreach effort with \$10,000 of funding provided by Council as recommended by the National Harbor Collaborative Task Force. The consultant offered free professional development to advise on best practices for merchandising, operations and service. More than 90 businesses were represented among the 198 attendees at training sessions and 39 participated in store visits for one-on-one advice.

Owners reported that the insights gained from those sessions helped them improve operations, store appearance and customer service. They are motivated and receptive to making improvements and have asked for more training to help them with merchandizing, marketing and efficiency of operations at a time of great stress in the retail sector.

Retail consultant Bob Gibbs pointed out in his presentation that King Street suffers from too many novice owners and too many retailers whose operations are not profitable. He applauded the SBDC's efforts and said they were mentioned often in his interviews with store owners. He encouraged the SBDC to do more of those programs, especially to help merchants with merchandizing and marketing.

***Total investment for professional development: \$5,000***

AEDP and ACVA Support: Co-sponsor and publicize events to maximize awareness and participation.

**B4. MARKETING TO REACH MORE BUSINESSES**

A targeted grassroots marketing campaign would enable Alexandria SBDC to reach a greater number of small businesses at earlier stages of their need. The requested funding would print a large quantity of information cards to describe the services offered by the SBDC at no cost to businesses. The cards will be widely distributed to City offices, banks, business organizations, professionals such as attorneys and accountants, and civic organizations.

However, the SBDC is not currently staffed to receive a larger number of clients, although the benefits are tangible. A plan to increase service capacity by adding entry-level staff to free up professional time is presented below.

***Total investment to create marketing materials: \$1,000***

## **B5. PART-TIME INTAKE SPECIALIST TO BETTER ALLOCATE PROFESSIONAL RESOURCES TO SERVE MORE BUSINESSES AND CONNECT BUSINESSES TO NEW OPPORTUNITIES**

The SBDC is currently staffed with three full-time professionals and one contract hourly consultant. The staff provides highly detailed and urgently needed assistance to new and existing ~~struggling~~ businesses, and especially those now struggling. The professional staff is also responsible for fielding all inquiries and handling all of the administrative functions of the SBDC.

The benefits of hiring an Intake Specialist are two-fold:

1. Enables SBDC to serve more businesses at an earlier stage of their need by focusing professional staff on these needs; and,
2. Enhances SBDC's ability to connect businesses to new opportunities by dedicating expert staff to delivering professional services.

SBDC's service capacity will be enhanced by the addition of an Intake Specialist who will free professional staff to spend more time with clients. Initial inquiries are very time consuming and could be much better handled by an Intake Specialist whose focus would be entirely on answering questions, providing the initial level of general guidance, clarifying the needs of those business owners, sending them appropriate information materials and scheduling meetings with the appropriate SBDC staff specialist.

Alexandria SBDC's Assistant Director is one of the State's leading experts in issues of minority, woman-owned and disadvantaged business certification; federal and state contracting; and mega-project contract opportunities (VDOT and Airports Authority). Her guidance has helped a number of SBDC clients attain contracting and subcontracting opportunities valued into the millions of dollars, but much of her time is now spent on intake calls and administrative duties.

Better allocation of staff resources enables the SBDC to conduct more educational programs to help owners better understand contracting opportunities with federal and state governments and with regional mega-project programs now expanding under VDOT and Metropolitan Washington Airports Authority. These areas are escalating despite the economic downturn and are significant opportunities for those who approach them skillfully. None of these contracting procedures are intuitive but with proper SBDC guidance, many more Alexandria businesses will learn how to effectively navigate the processes.

***Total investment to engage part-time Intake Specialist: \$19,000***

AEDP Support: SBDC's focus on support for existing businesses retention and expansion aligns with AEDP's increased investment in business attraction.

**SECTION C: MARKETING SUPPORT TO STIMULATE HOTEL STAYS, SHOPPING, AND DINING, ALEXANDRIA CONVENTION & VISITORS ASSOCIATION (ACVA)**

Alexandria hotels are facing unprecedented declines in RevPAR (revenue per available room) due to a slowdown in travel, lack of compression from DC, and intense price competition within the region and within the City. Nationwide, RevPAR dropped 20 percent in March, compared to 13.2 percent in the City. However, there is opportunity in the marketplace. More U.S. adults say they intend to travel in the next six months (64.7%) than was reported a year ago (60.3%). The Traveler Sentiment Index (TSI) is up 11 points since October, driven by gains in affordability. And, the Washington DC-metro region is still outperforming most markets around the country.

We believe that direct response marketing to target overnight stays, coupled with a strong value-added incentive, will provide the greatest return on investment. The \$50,000 campaign will build upon our base marketing strategy with minimal overhead.

**C1. DOUBLE THE FALL DIRECT MAIL CAMPAIGN**

ACVA's current marketing campaign includes a fall mailing of 48,000 six-panel brochures to promote overnight visits. The brochure will emphasize Alexandria's "Fall for the Arts" and position the City as a cultural arts destination with unique shopping, great restaurants, and affordable accommodations. Doubling the reach of the existing piece enhances the existing investment and lowers the overall cost per piece.

Printing \$3,000  
Postage \$12,000

***Total investment to double direct mail campaign to 100,000 pieces \$15,000***

**C2. FALL FOR THE ARTS – KEY TO THE CITY**

Building upon the value proposition of our summer campaign, "Alexandria's Summer of Historic Savings," we would like to again offer a coupon book featuring free admission to the City's historic sites. The summer pass included free admission to nine sites and almost 60 special offers from attractions, restaurants and shops. The pass is proving to be a good booking incentive, and more importantly, it has tangible benefit to support Alexandria's small businesses – all at no cost to them.

***Total investment in printing passes \$1,000***

**C3. ONLINE CAMPAIGN TARGETED TO HOTEL RESERVATIONS**

Using the Key to the City Pass as a booking incentive, a highly targeted and measurable online marketing campaign would supplement existing efforts. It would differ by being concentrated into a short window to get as much business booked as possible for September and October. A

next step in the development of our new website is to add coding to track conversions by marketing campaigns. Our web developer, Simpleview, would be contracted to handle the media buy and would include the necessary analysis and coding at no additional charge. They are heavily incentivized with the prospect of winning our online account for FY 2011, anticipated to be more than \$150,000.

***Total investment in Online Media Buy \$34,000***

**AEDP Support:**

- The quality of ACVA's marketing supports AEDP's goal to position Alexandria as a premium urban market within the DC Metro Area, branding the City as a high quality business environment.
- Increasing response to ACVA's marketing campaigns generates a larger base of customers for businesses considering locating in Alexandria.

**SBDC Support:**

- Many of SBDC's clients benefit from ACVA's marketing and the networking and professional development they provide.
- SBDC encourages participation in special promotions such as Restaurant Week, the Key to the City, Buy Alexandria.