CITY COUNCIL WORK SESSION
WITH THE ALEXANDRIA CONVENTION AND VISITORS ASSOCIATION (ACVA) AND ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP (AEDP)

TUESDAY, MARCH 11, 2008
5:00 P.M.
CITY COUNCIL WORK ROOM

AGENDA

I. Welcome and Introductions
   William D. Euille, Mayor

II. Presentation by ACVA
   Stephanie Brown, President, CEO, ACVA

III. Discussion

IV. Presentation by AEDP
   Stuart Litvin, President, CEO, AEDP

V. Discussion

Individuals with disabilities who require assistance or special arrangements to participate in the City Council Work Session may call the City Clerk and Clerk of Council's Office at 838-4500 (TTY/TDD 838-5056). We request that you provide a 48-hour notice so that the proper arrangements may be made.
ALEXANDRIA
CONVENTION & VISITORS ASSOCIATION

City Council
Work Session
March 11, 2008
Alexandria’s Tourism Economy

*Hotel Stays are the Core of the Economic Benefit Derived from Tourism*

24 hotels / 4,500 rooms
1,500,062 Total Room Supply
1,642,500 in 2008
$152,402,116 Total Room Revenue
$147 ADR
68.8 % Occupancy

*Alexandria Hotels Contributed $19,008,976 to the Tax Base in 2007.*
Alexandria’s Tourism Economy

Total Economic Impact of Tourism (FY 06)
$563 million - Total Expenditures by Visitors
$102 million - Payroll
$24 million - State Tax Receipts
$19 million - Local Excise Tax Receipts

Visitor spending supports 5,658 Alexandria jobs

Source: Travel Industry Association, TIEM
ACVA’s Mission

To increase tourism and conventions that generate revenues and promote the City of Alexandria and its assets.
The Work Plan

Modernizing our Marketing Strategies
Destination Weddings

- Generate revenue for Alexandria businesses through targeting the weddings market
  - Hotel Weekend Business
- Develop new marketing opportunities that appeal to a broad section of Alexandria businesses
- Offer a full wedding package of services for brides
Weddings in Alexandria

Reception Sites
Ceremonies
Accommodations

Wedding Services
Activities & Special Events
Request More Information

Featured Wedding Sites

Mount Vernon Inn
Carlyle House
River Farm

Winter Wedding Giveaway
Hilton Alexandria Old Town
Make your wedding an historic occasion in Alexandria, Virginia

Stylish, romantic charm and historic ambiance, Alexandria makes a beautiful year-round setting for your perfect day. Listed on the National Register of Historic places, Alexandria offers you as many options - from indoor to outdoor, land to water, or historic to contemporary, there's something to fit every dream and budget.

We realize you have a lot of decisions to make and since we are experienced with all things wedding in Alexandria, we are your simple and easy one-stop shop. Our goal is to help you find the perfect wedding experience from rehearsal dinner to ceremony and all the services to make this happen.

Visit our website at www.MyAlexandriaWeddings.com or call our wedding specialist, Brian Chang at 703.558.4200 ext. 308 or bchang@fmrinc.com. We are here to make your wedding day the most meaningful and memorable day of your life — an historic event!
National Harbor Preparation

November through March
1. Convention: Sales Materials and Events
2. Water Taxi Video
3. Kiosks
4. Rack Brochure
5. Space Advertising
6. Shop & Dine Alexandria: Old Town Map

Consistent with current brand, updated to reflect info from study, and revised to be more response oriented
Living History

Discover the spirit of Alexandria that has been making history for well over two centuries.

Visiting Old Town

Welcome to Old Town Alexandria! Experience historical charm with contemporary flair from the river to the roads.

Unique Charm

Shop, dine, and celebrate on Alexandria’s historic main streets where commerce has always been revolutionary.
Shop, Dine & Celebrate on America's Historic Main Streets

Founded in 1749 and listed on the National Register of Historic Places, Alexandria is nationally recognized for its abundance of 18th and 19th century architecture, chic boutiques, national retail stores, fine art & antique galleries, historic attractions, and award-winning restaurants.

VIRGINIA
ALEXANDRIA

VisitAlexandriaVA.com
703.838.5009

5 Miles South of Washington, D.C.
Served by 4 Metrorail Stops
Accessible by Water Taxi from National Harbor & D.C.
New King Street Trolley

Ad for Gaylord's Worth It
Shopping & Dining Map

VisitAlexandriaVA.com 703.838.5005

Official Old Town Map
Advertising

Phase One: Getting Our Ducks in a Row
Marketing in an Ideal World

National Harbor → [Unsure] → Website Redesign

FY09 Marketing Plan → [Unsure] → Increased Visitor Spending
Marketing in the Current Reality

- National Harbor
- FY08 Marketing Plan
- Website Redesign
- FY09 Marketing Plan
- Increased Visitor Spending
Advertising: Phase One

Action Items

1. Receive results from the brand study - December
2. Input Meeting - January
   a. Foskey/Phillips: Media Buy
   b. Abrials: Design
   c. ACVA: Strategic Direction
3. Identify Target Markets - January
4. Clarify Key Messages - January
5. Refine Creative - February
6. Art Due to Publications - April
Advertising: Phase Two

Action Items

1. Form Marketing Advisory Committee – Spring
2. RFP for Full-Service Ad Agency with significant tourism/hospitality experience – Late Spring
3. Create new brand – Summer
4. Launch new campaign – Fall
Website

Action Items

1. Online Marketing Training – November

2. Modify Current Site
   a. Add Online Reservations/Tickets
   b. Collect E-mail addresses

3. RFP to Identify Vendor – March

4. Award Contract – April

5. Build New Website – 4-6 months
   a. Build e-mail marketing system
   b. CMS
   c. More planning tools... more selling
Background

Identify brand attributes that:

• Are authentic
• Closely associated with travel motivators
• Differentiate Alexandria from its competition
Competitive Framework

- Discriminant analysis was used to *categorize* the attributes to see how they relate to one another.
- It provides a visual reference of the distance between attributes.
- We can then look at the destinations tested to see how closely they are related to the attributes and to each other.
- The following diagrams show relative positions — they are not *good* or *bad*. 
Competitive Framework
SWOT Analysis

Performance

- early american history
- traditional
- historic ambiance
- many historic sites
- historic events home to historic figures

- Charming
- interesting
- good place for a day
- good place to walk

- architecture
- comfortable
- easy to get to
- good for families

- great restaurants
- fun
- place to visit

- relaxing
- museums
- inspiring
- romantic

- value
- trendy
- gay friendly
- art destination

- water based activities

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Brand Focus

Is full of historical ambiance
Is a showcase for period architecture
Charming
Has great restaurants
Offers an interesting mix of retail shops
Regional Marketing Campaign

Supplemental Request for Funding to Stimulate Shopping and Dining in Alexandria
Situation Analysis

• No funding dedicated to marketing the City’s businesses to the City’s residents and neighbors.
• Increasing competition to attract shoppers and diners to newer retail developments.
• Slowing economy will put increasing pressure on meals and retail tax base
Foundation for Success

ACVA recommends adding responsibility and funding to its current programs to close the gap in the City’s marketing strategy.

- New VisitAlexandriaVA.com website
- Full-service advertising agency with destination experience
- Destination campaign with coverage in mid-Atlantic region
Allocation of Funds

The expertise of an advertising agency is necessary to develop a strategy, but some rules of thumb apply.

- Newspaper and radio with an online component is the most likely media mix for this region.
- Television is going to be expensive during an election year and production cost could erode the budget, although the footage shot for the water taxi video make this an option for a spring campaign.
Allocation of Funds

- $100,000 generally buys four to six weeks of radio and newspaper. A sustained campaign would typically start with the heaviest frequency, decreasing the cost per week as awareness builds.
- Each unit of investment is incrementally more productive because it builds upon the awareness created by the preceding unit of investment.
- August is an advertising dead zone to avoid, and the new brand is scheduled to launch in September.
Supporting the Tax Base

- Taxes on meals totaled $10,461,035 in 2007
  - Up 5% over 2006
- Retail sales tax totaled $25,440,638 in 2007
  - Flat to 2006