

**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.**

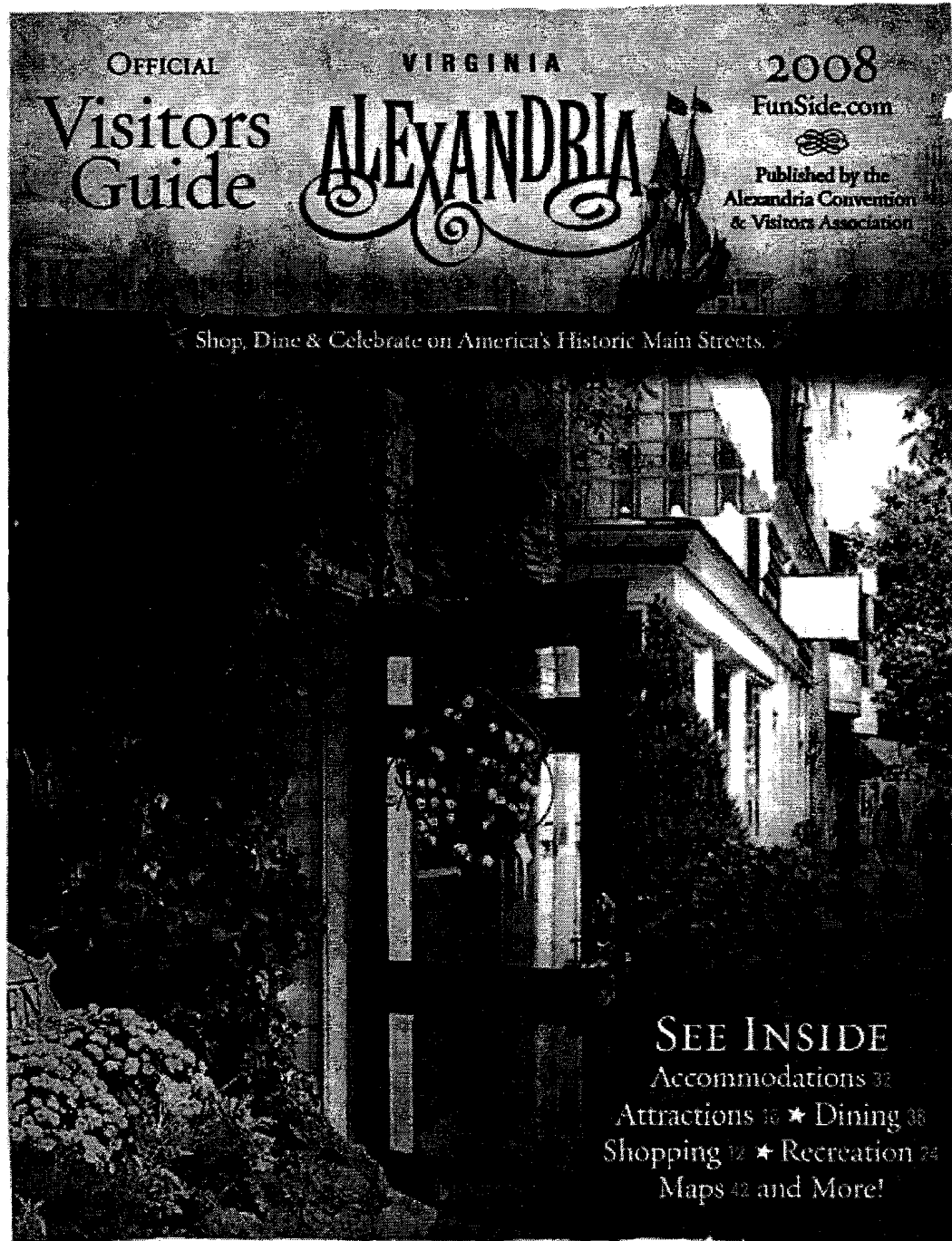
**CITY COUNCIL WORK ROOM**

**AGENDA**

- |      |                           |  |
|------|---------------------------|--|
| I.   | Welcome and Introductions | William D. Euille, Mayor                 |
| II   | Presentation by ACVA      | Stephanie Brown, President,<br>CEO, ACVA |
| III. | Discussion                |  |
| IV.  | Presentation by AEDP      | Stuart Litvin, President,<br>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.*

WS  
3-11-08



# 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*

# ACVA's Mission

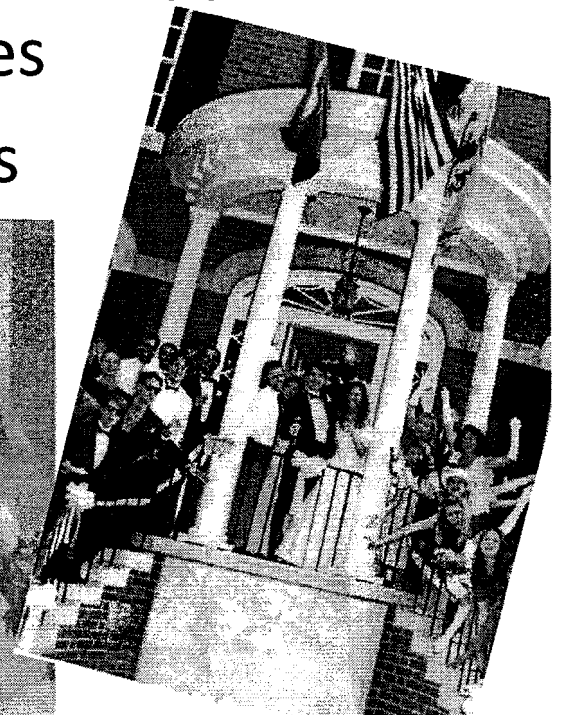
*To increase tourism and conventions that generate revenues and promote the City of Alexandria and its assets.*

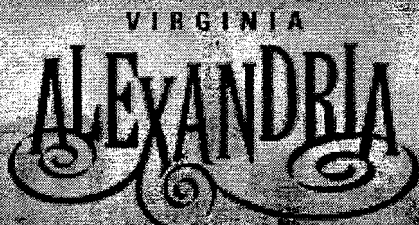
# The Work Plan

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





The Fun Side of the Potomac

[Weddings](#)

[Meetings, Groups & Events](#)

[Press & Film](#)

[Community & Member Info](#)

GO

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[Things to Do](#)

[Calendar](#)

[Accommodations](#)

[Dining](#)

[Shopping](#)

## Weddings

in Alexandria

[Reception Sites](#)

[Ceremonies](#)

[Accommodations](#)

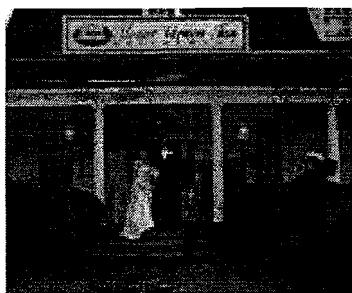
[Wedding Services](#)

[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

Steeped in romantic charm and historic ambience, Alexandria makes a beautiful year-round setting for your perfect day. Listed on the National Register of Historic places, Alexandria offers you so 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](http://www.MyAlexandriaWeddings.com) or call our wedding specialist, Brian Chung at 703.838.4200 ext. 208 or [bchung@amside.com](mailto:bchung@amside.com). We are here to make your wedding day the most meaningful and memorable day of your life... an historic occasion!

# 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

Founded in 1799, Alexandria was the center of economic, social and political activity for centuries. It was the first American city to be founded by immigrants. The childhood home of George Washington, it was the site of the American Revolution and the birth of the nation. It was the first American city to be founded by immigrants. The childhood home of George Washington, it was the site of the American Revolution and the birth of the nation. It was the first American city to be founded by immigrants. The childhood home of George Washington, it was the site of the American Revolution and the birth of the nation.



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# VISITING old town

Welcome to Old Town Alexandria! Experience historical charm with contemporary flare from the river to the rails

## PLAN

### Alexandria Visitors Center at Army Museum

Located at the intersection of the Potomac and the Annapolis Rivers, the Visitors Center is the heart of Old Town Alexandria. It is the perfect place to start your tour of the city. The center is a beautiful building with a lot of history. It is the perfect place to start your tour of the city.

## RIDE

### King Street Trolley

The trolley is a fun way to see the city. It goes from the river to the rails. It is a great way to see the city. It is a great way to see the city.

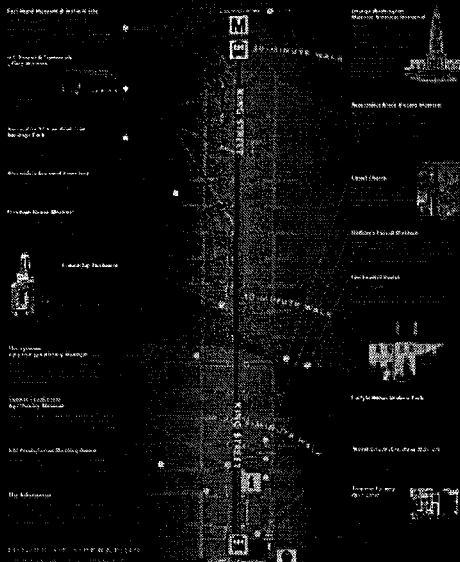
### Metro

The Metro is a great way to see the city. It goes from the river to the rails. It is a great way to see the city. It is a great way to see the city.

## WALK

### Explore Historic Streets

The streets of Old Town Alexandria are full of history. They are a great way to see the city. They are a great way to see the city.



# UNIQUE charm

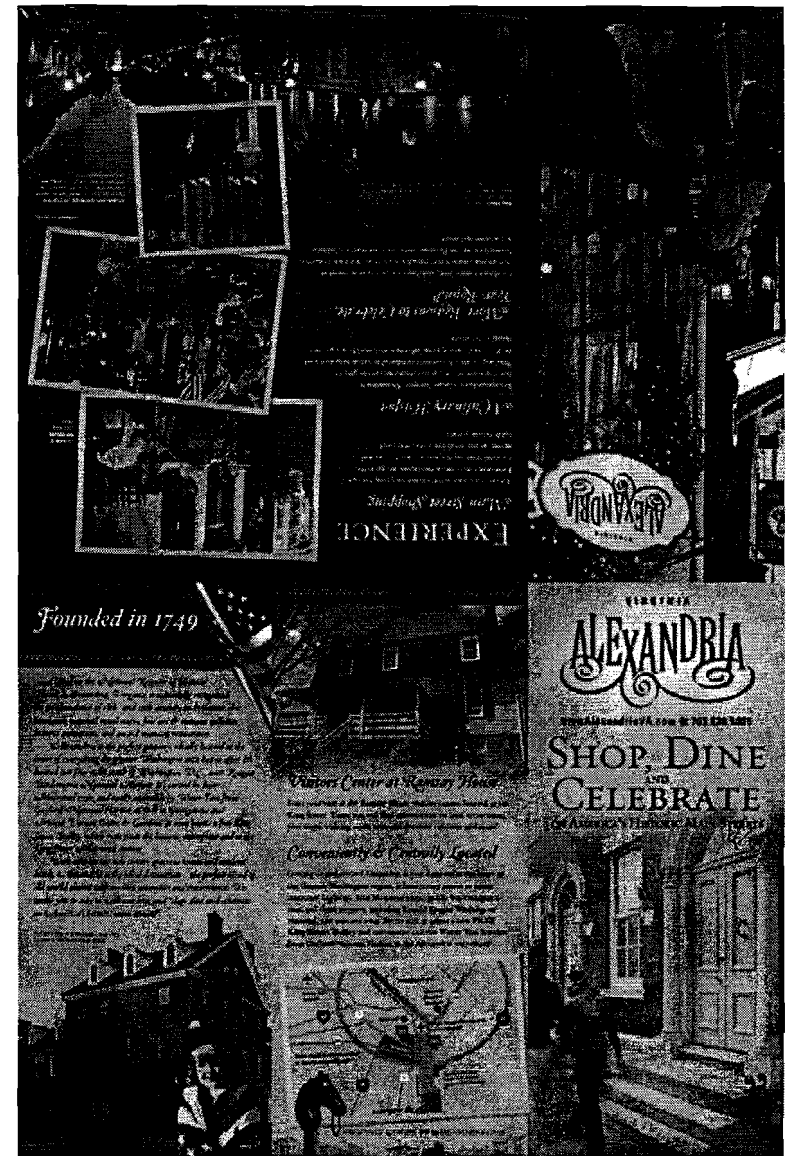
Shop, dine, and celebrate on Alexandria's historic main streets where commerce has always been revolutionary

Old Town Alexandria is a unique place. It is a great way to see the city. It is a great way to see the city.

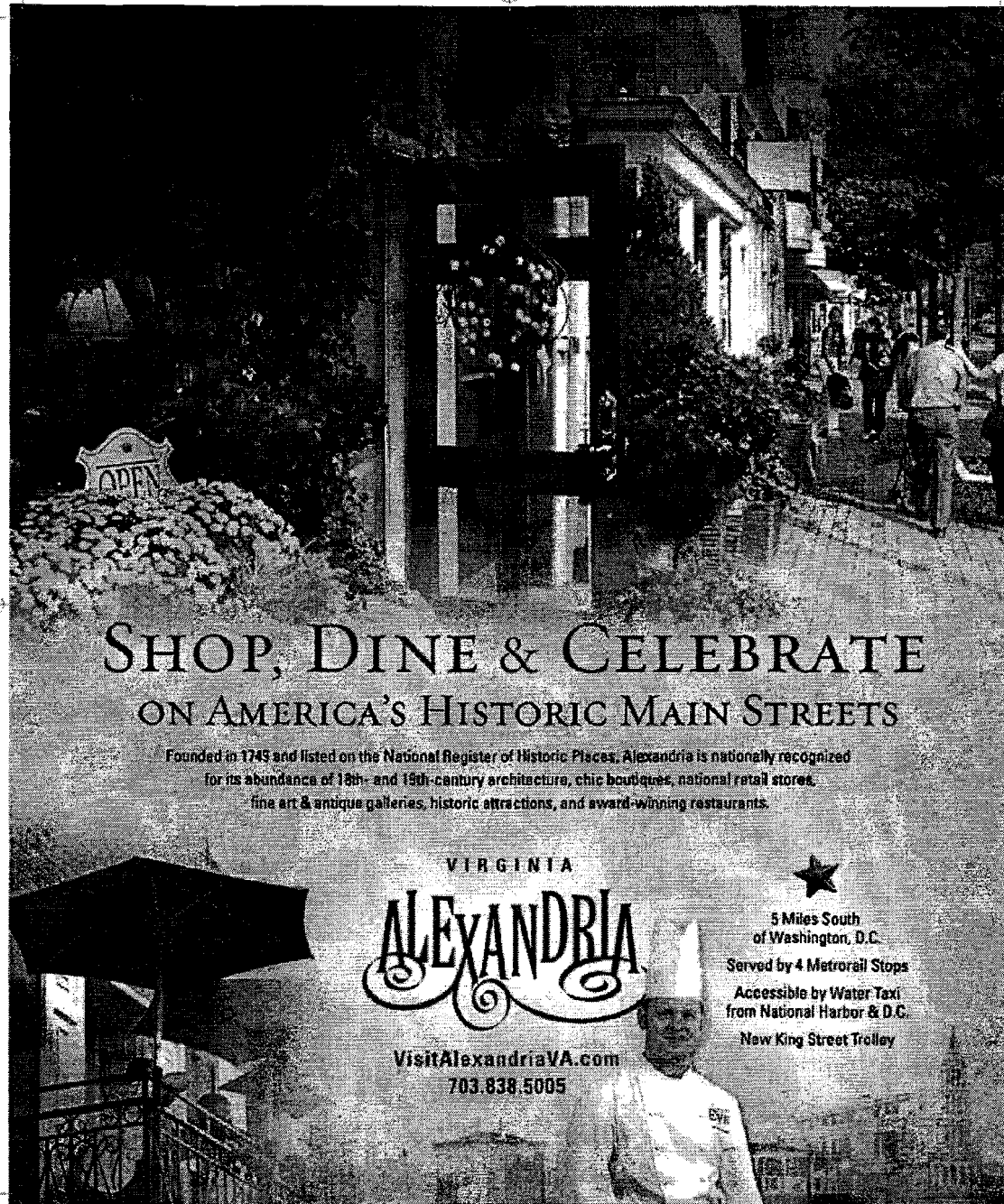


Old Town Alexandria is a unique place. It is a great way to see the city. It is a great way to see the city.





Rack Brochure



**SHOP, DINE & CELEBRATE**  
**ON AMERICA'S HISTORIC MAIN STREETS**

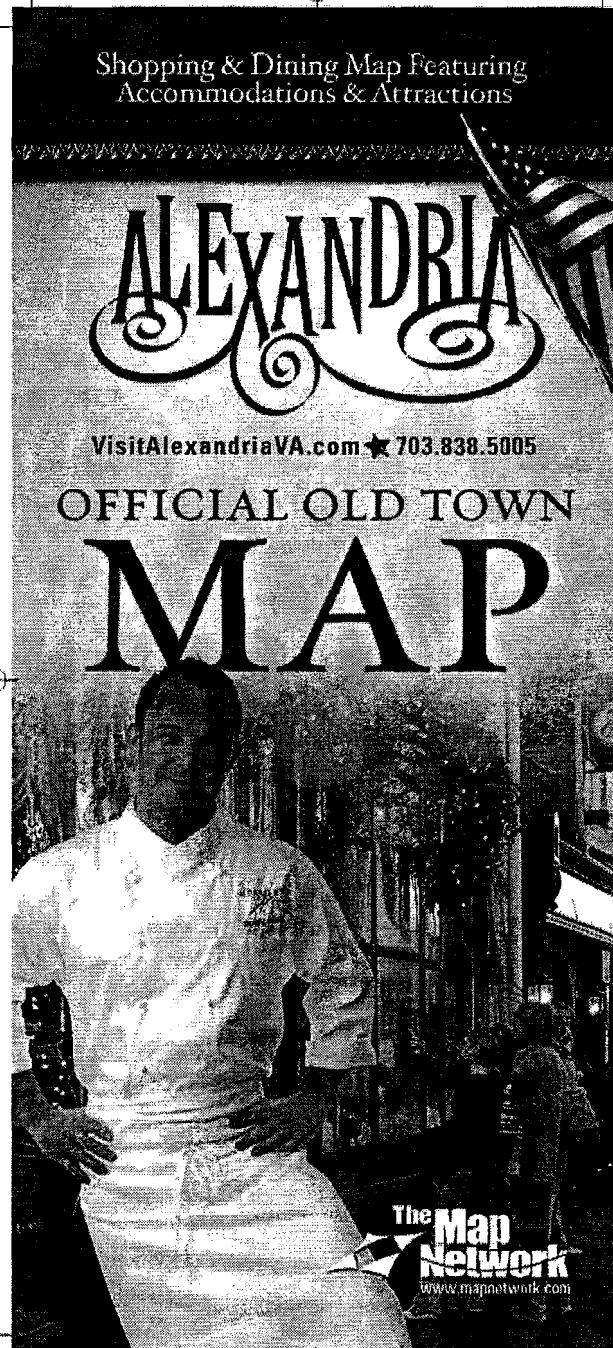
Founded in 1749 and listed on the National Register of Historic Places, Alexandria is nationally recognized for its abundance of 18th- and 19th-century architecture, chic boutiques, national retail stores, fine art & antique galleries, historic attractions, and award-winning restaurants.

VIRGINIA  
**ALEXANDRIA**

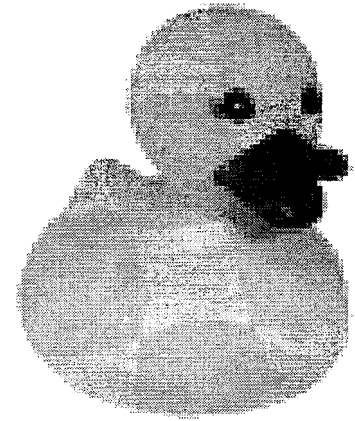
Visit [AlexandriaVA.com](http://AlexandriaVA.com)  
703.838.5005

★  
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

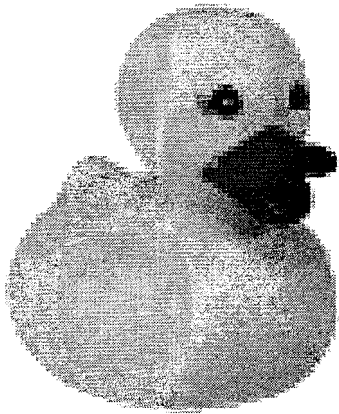


## Shopping & Dining Map



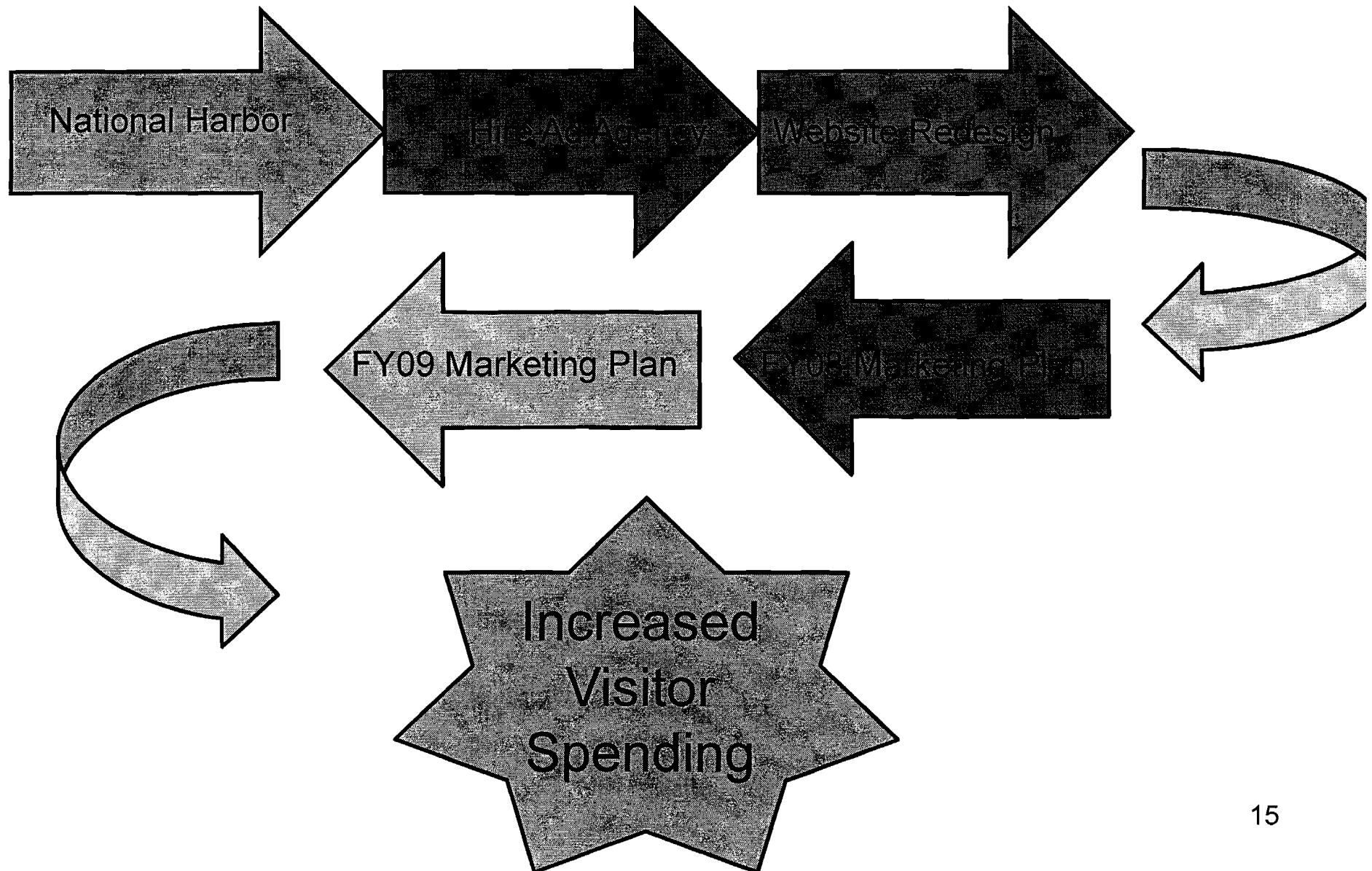
# Advertising

Phase One: Getting Our Ducks in  
a Row



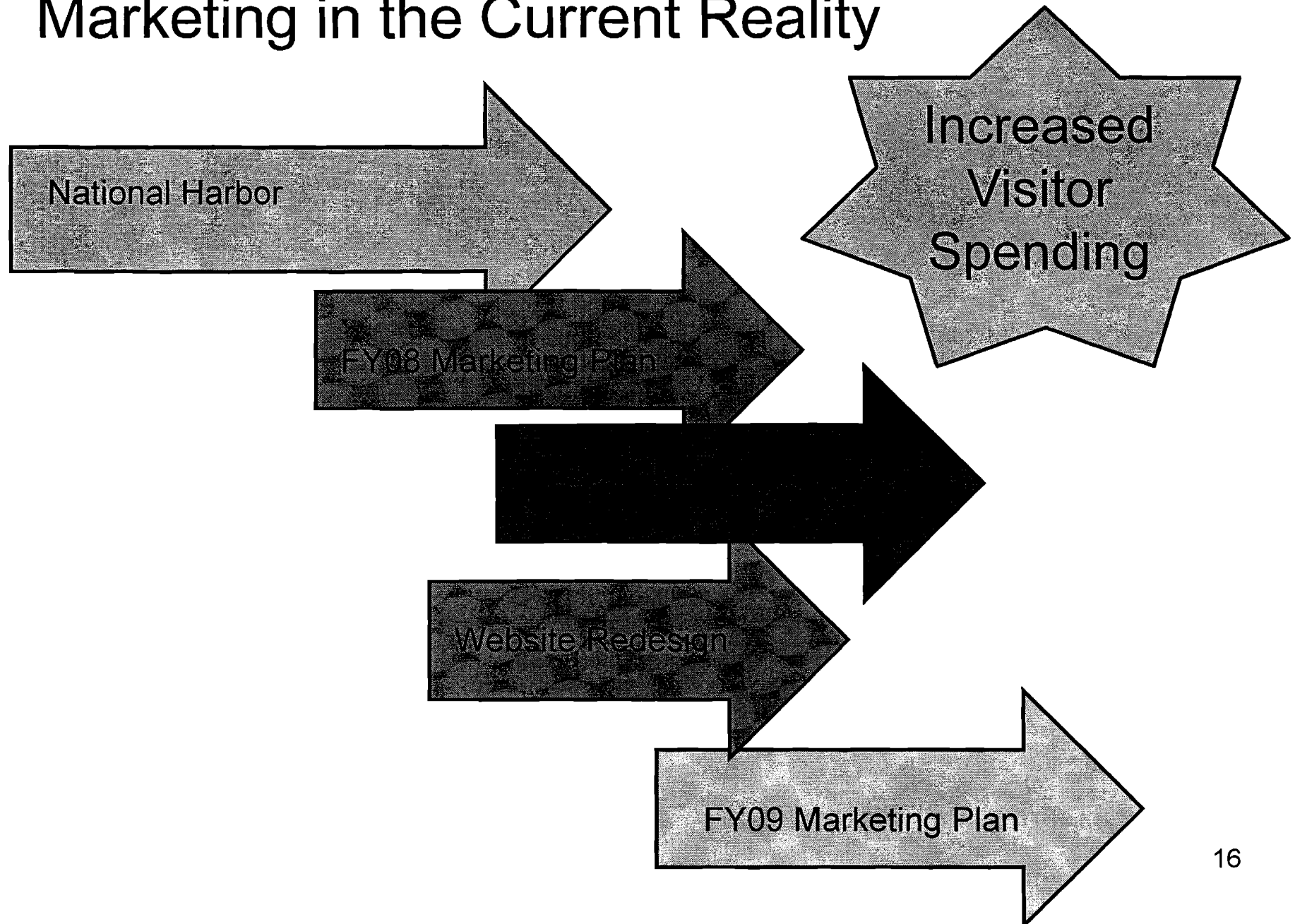


# Marketing in an Ideal World





# Marketing in the Current Reality



# 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

# Alexandria Brand and Image Research

December 17, 2007

# Background

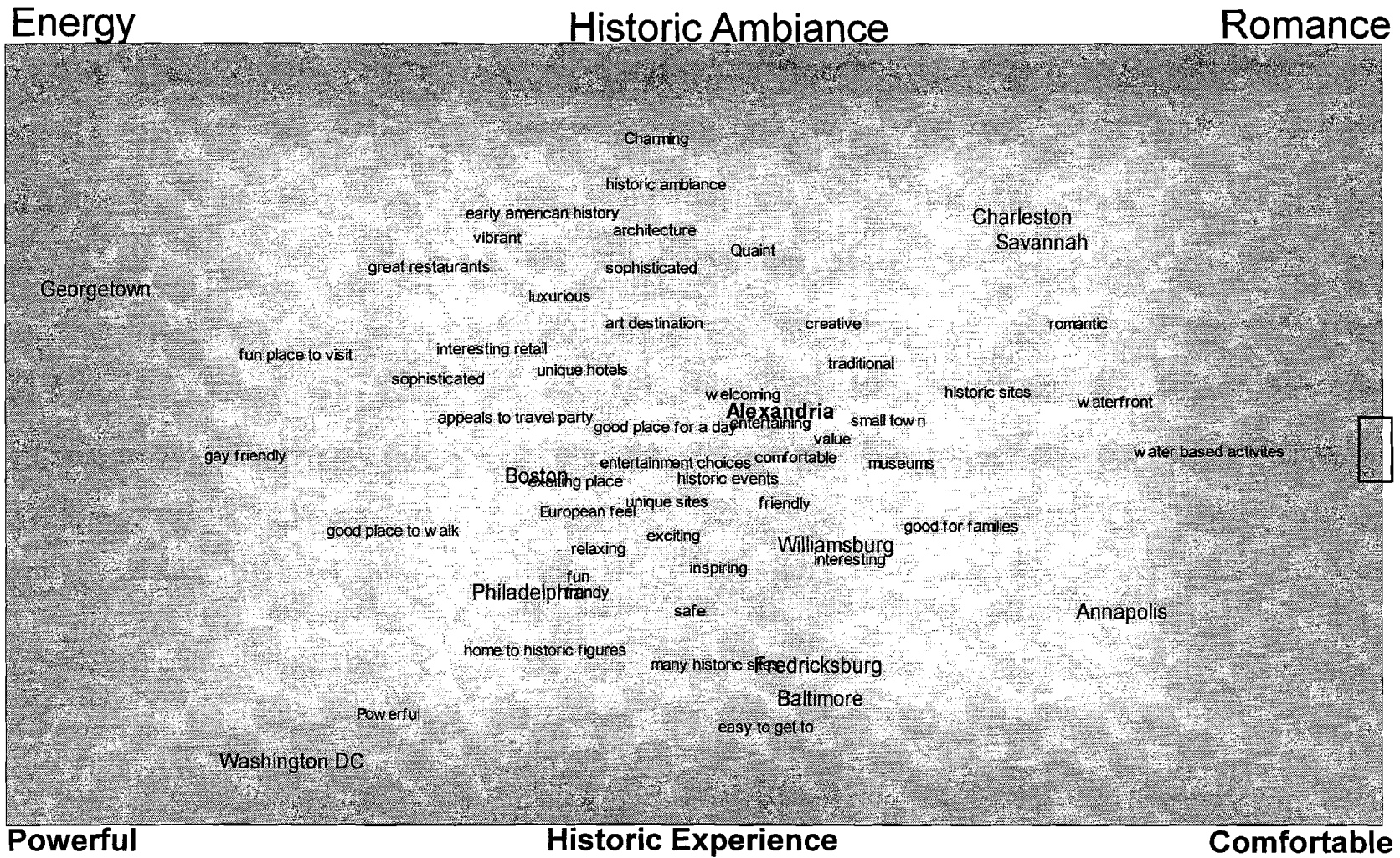
*Identify brand attributes that:*

- Are authentic
- Closely associated with travel motivators
- Differentiate Alexandria from its competition

# Competitive Framework

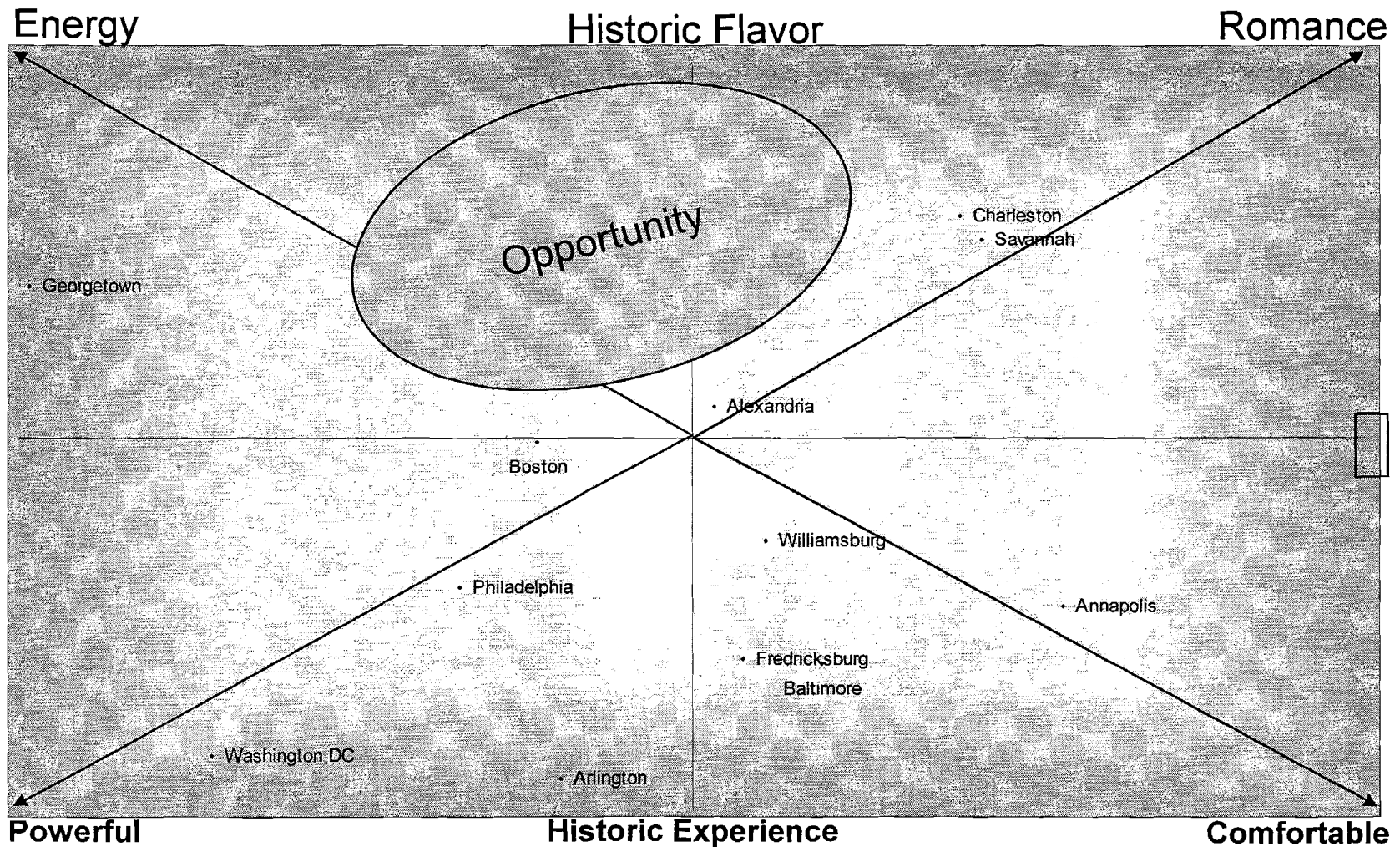
- Discriminant analysis was used to *categorize* the attributes to see how they relate to one another
- It provides a visual reference of the distance between attributes
- We can then look at the destinations tested to see how closely they are related to the attributes and to each other
- The following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

# Competitive Framework



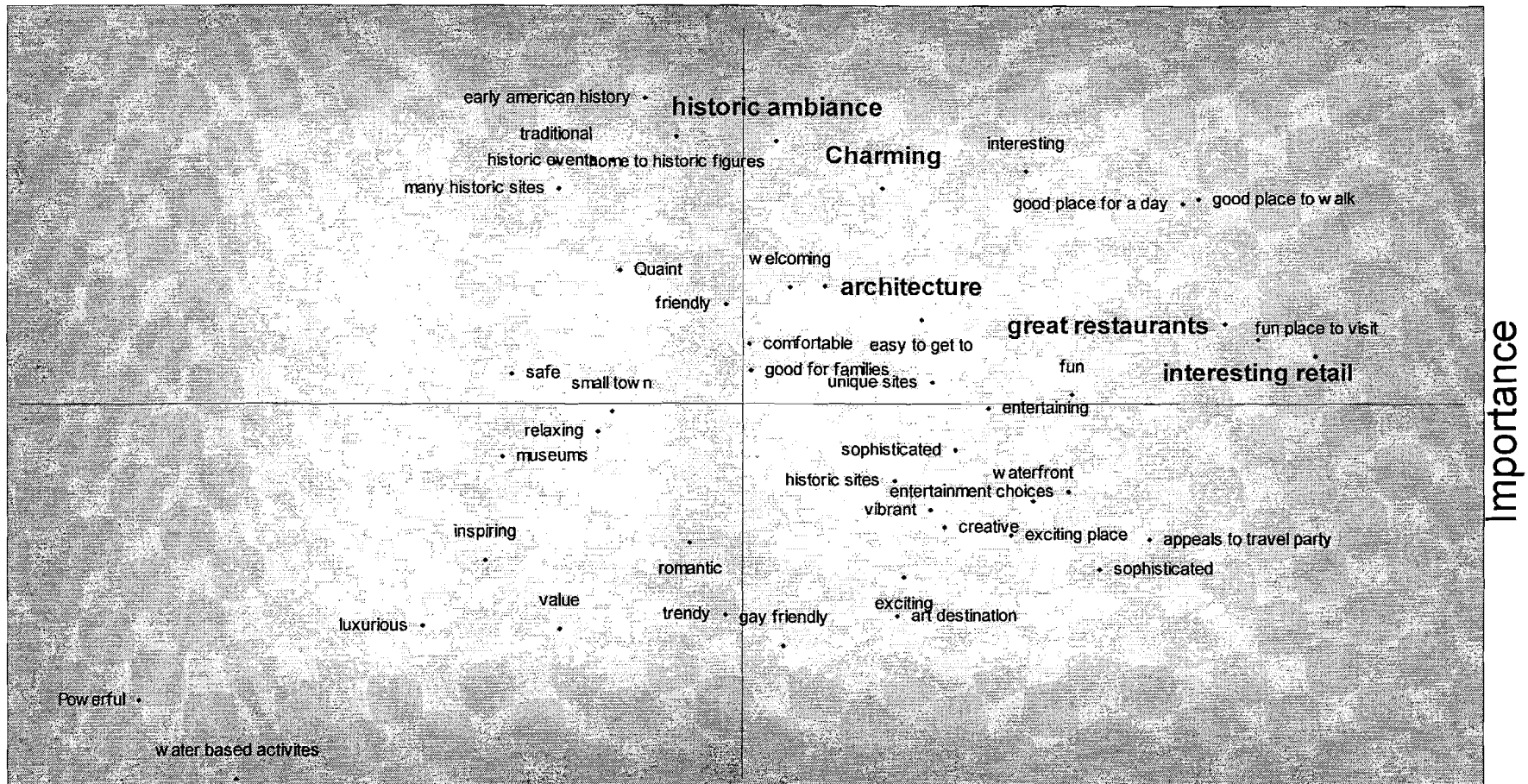


# Opportunity Map



# SWOT Analysis

Performance



# 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