


City of Alexandria, Virginia

4-26-11

MEMORANDUM

DATE: APRIL 20, 2011

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER 

SUBJECT: PROPOSED CHANGES TO ALEXANDRIA MARKETING FUND GUIDELINES AND APPLICATION

ISSUE: Modification of guidelines and application for the Alexandria Marketing Fund to address issues encountered during the first grant cycles implemented by the Fund following its reinvigoration in 2007.

RECOMMENDATION: That City Council receive this report and approve the modified guidelines and application for the Alexandria Marketing Fund (Attachment 1).

BACKGROUND: City Council established the Alexandria Marketing Committee in 1993 as an economic development initiative to oversee the administration of the City's Marketing Fund. The goals of the Marketing Fund were established by Council and were amended in 2005 to revise the membership of the Committee and the review criteria for applications to the fund. On October 13, 2007, Council enacted an ordinance amending the membership of the Marketing Fund Committee to change its composition to include marketing professionals. It also established the Alexandria Marketing Coordinating Council, which is responsible for redrafting and proposing new Marketing Fund Guidelines for City Council in coordination with the Marketing Committee (Attachment 2). The Marketing Coordinating Council includes Councilman Smedberg, Stephanie Brown (ACVA); Andrea Blackford (City Manager's Office) Stephanie Landrum (AEDP); Lance Mallamo (Office of Historic Alexandria); and Patricia Miller (Alexandria Arts Commission).

DISCUSSION: Attached are the revised and updated Marketing Fund application and guidelines, drafted by the Marketing Fund Committee and Marketing Coordinating Council and approved by the Marketing Fund Committee. The application and guidelines have been modified to address the following issues and concerns observed in the first three years of the Fund following its restructuring in 2007.

Clarification of Marketing Fund Goals, Objectives, and Funding Mechanisms: The Marketing Fund Committee wanted to encourage a broader, diverse pool of applicants to the fund by sharpening the program goals and objectives. The Committee also wanted to state upfront that potential applicants must develop programs that will become financially sustainable over time. The following is the new language that was developed to address this concern:

The Marketing Fund Guidelines Introductory Statement (2007): “The Marketing Fund is a program administered by the Alexandria Marketing Fund Committee. The Fund is designed to increase revenues within the City by fostering public-private partnerships that promote Alexandria as a destination for visiting, shopping and dining, and doing business.”

Marketing Fund Guidelines Introductory Statement (2010): “The Alexandria Marketing Fund is a grant program providing seed money in the form of matching funds for new and innovative marketing programs. The Fund also provides funding for the expansion of ongoing or pre-existing programs. The Fund is designed to increase revenues within the City by fostering public/private partnerships that promote Alexandria as a destination for visiting, shopping, dining and doing business. The Fund seeks to support marketing programs that demonstrate how they will become financially self-sustaining over time.”

Lack of diversity, collaboration and innovation in applications received: To strengthen the goals of the Marketing Fund, the Committee added provisions addressing business diversity, collaboration, creativity, innovation and sustainability. The Committee also felt that the goals and objectives should be clarified further so applicants would know what types of organizations were eligible to apply. The goals were restated with language that reflected the Marketing Committee and Marketing Coordinating Council commitment to project sustainability, collaboration, business diversity, and value to the City of Alexandria.

Goals Statement (2007):

The initial goals statement was the following:

Goals of the Alexandria Marketing Fund include:

- Fostering marketing projects that enhance the long-range marketing priorities of the City;
- Coordinating the marketing plans among City, civic, and business organizations in Alexandria;
- Increasing awareness, while expanding the quality of Alexandria’s diverse retail, dining, hospitality, cultural attractions and other businesses;
- Promoting Alexandria to specific target audiences including residents and visitors; and
- Generating additional business sales and tax revenues in Alexandria.

Goals Statement (2010):

The updated goals statement is as follows:

The goals of the Alexandria Marketing Fund include:

- Fostering new and innovative marketing projects that enhance the long-range marketing priorities of the City and that will become self-sustaining projects independent of Marketing Fund support;
- Encouraging collaboration on marketing initiatives among Alexandria civic, non-profit and business organizations;

- Increasing awareness of Alexandria’s diverse retail, dining, hospitality, cultural attractions and other businesses among audiences including residents and visitors; and
- Generating additional business sales and tax revenues in Alexandria.

Clarification of the Application Process and Application Form: As the reformed Marketing Fund Committee and the Marketing Coordinating Council progressed into their second and third year, it was determined that:

- Application guidelines and instructions as originally published were vague and, in some instances, confusing;
- Applicants found the online application form difficult to navigate and had trouble uploading documents; and
- Some applicants needed clear direction on how to properly formulate and display a proposed budget.

In reworking the guidelines, the Marketing Fund Committee and Marketing Coordinating Council sought ways in which to make the application process simpler and more accessible, and made the following modifications to the guidelines and application.

- Developed a simplified online application, which will allow applicants to upload completed Microsoft Word or PDF documents;
- Included a budget pro forma, which standardizes all budget submissions;
- Modified the “How to Apply” section to include a step-by-step outline of the full application and deliberation process, including Committee application review meeting dates, times, and locations; and
- Provided a clear narrative concerning eligible applicants and projects, and a clear statement regarding expenses eligible for support, which states:

“Only direct marketing or advertising expenses, which must be clearly delineated in the applicant’s proposed budget, are eligible for Marketing Fund support. General operational costs must also be included in the budget, but will not be counted toward the total eligible for Fund support. In general, the costs of creating an event are not allowable; however, the costs associated with marketing an event are generally allowable.”

Clarifying Applicant Funding Responsibilities and Repeat Funding Requirements: By 2008, the Marketing Fund Committee and Marketing Coordinating Council found that there were two emerging issues: 1) lack of applicant understanding about the 1:1 matching funding, and the role of collaborating organizations in securing matching funds; and 2) there was an expectation of repeat funding among some applicants, with little regard to project sustainability and self-sufficiency. These issues were not adequately addressed in the original guidelines.

The two groups added language to the Applicant Funding Responsibilities section that clarified the types of funds eligible for matching under the Alexandria Marketing Fund:

Applicant Funding Responsibilities (2010): Applicants must have secured funding at a ratio of least 1:1 for every dollar requested from the Marketing Fund. Applicants must show evidence of available funding for their project, detailing the various sources of their funding in the provided budget pro forma and providing written commitments from project partners. Secured funding may come from financial participation by additional project participants, sponsorships, other organizational dollars, etc. If the applicant is already receiving City funding, those funds are not eligible to be considered as a source of organizational funds and therefore are not eligible for matching.

An example of the 1:1 matching of funds follows:

Total Project Budget:	\$15,000
Total Project Marketing Budget	\$15,000
Applicant's funds raised from project participants or other funding sources	\$7,500
Maximum fund available for City match	\$7,500

If demonstrated commitments for the Applicant's required funds are not finalized by the date of application, applicants must note on the application cover sheet and in the written application a listing of a least 50% of the financial commitments for an application to be considered. Applicants will be given an additional 30 days (or date established by the Committee) to obtain remaining financial commitments or forfeit their grant award. Commitments must be presented to the Alexandria Marketing Fund staff. In-kind funding will be considered, though priority may be given to applications that demonstrate funding in cash form.

The Committee and Coordinating Council also addressed the issue of repeat funding by developing the "3-2-1" rule to add to the new guidelines:

Repeat Funding Consideration: The Alexandria Marketing Committee gives preference to new, innovative marketing efforts and projects. However, increased or expanded marketing efforts that demonstrate innovation on previously funded projects – and their ability to become financially self-sustaining over time – may be considered. If and when considered, Marketing Fund grants may be made available in support of previously funded efforts; however, a grant award does not guarantee that similar requests will be awarded and no assumptions should be made about repeat awards.

If awarded at all, repeat funding will be provided in no more than a 1:1, 2:1, and then 3:1 ratio over a period of 3 funding requests, whereby the applicant must raise or contribute \$1 of matched funds for every \$1 requested from the Marketing Fund, and then with any second request for Fund support, \$2 of matched funds for every \$1 requested from the Marketing Fund, and with any third request for Fund support, \$3 in matched funds for every \$1 requested from the Marketing Fund. Examples include the following:

Year 1: 1:1 matching funds required:

Total Project Marketing Budget:	\$15,000
Matching Funds raised from project participants or other funding sources	\$7,500
Request for Fund Support	\$7,500

Year 2: 2:1 matching funds required:

Total Project Marketing Budget:	\$15,000
Matching Funds raised from project participants or other funding sources	\$10,000
Request for Fund Support	\$5,000

Year 3: 3:1 matching funds required:

Total Project Marketing Budget	\$15,000
Matching funds raised from project participants or other funding sources	\$11,200
Request for Fund Support	\$3,750

Clarifying and Strengthening Reporting Requirements and Evaluation Criteria: In 2009, the Marketing Committee instituted guidelines for interim and final reports, which are sent to the grantees when the grant is awarded. Previously, grantees were only required to submit a final report and no specific information about report format or contents were provided. The 2010 guidelines now provide applicants with a basic understanding about the type of information required for reporting.

“Applicants receiving grants from the Marketing Fund must provide interim reports, and a final report is due within 30 days of the completion of the project. Final reports should describe the project and identify how well it met the goals and objectives of the Marketing Fund’s contributions, including what measurements and evaluation process were used. Reporting guidelines and sample reports will be provided upon grant award.”

Review/Evaluation Criteria: The Review Criteria section was retitled as “Evaluation Criteria,” for the new guidelines. The new list of criteria expands on the concepts included in the 2007 guidelines, while introducing the elements of sustainability, measurable outcomes, collaboration, and innovation added to the 2010 guidelines.

Review Criteria (2007): The Alexandria Marketing Committee will review applications to the Marketing Fund based on eligibility, completeness of application and relevance to the Fund's goals and objectives. Applications will be evaluated according to the following criteria:

- Relevance to Marketing Fund Goals & Objectives;
- Identification and Appropriateness of Target Audience;
- Realistic Budget;
- Clearly Articulated Methods;
- Measurements of Success;
- Identifiable Competition; and
- Differentiators

Evaluation Criteria (2010): The Alexandria Marketing Fund Committee evaluates applications using the following criteria:

- Completeness of the application;
- Relevance to Marketing Fund goals and objectives;
- Level of innovation and/or expansion of past efforts;
- Quality/depth of plan to become a self-sustaining program or project without Fund support;
- Level of collaboration among different participating groups
- Realistic and clearly articulated budget;
- Quality of the overall marketing plan including identification and appropriateness of the target audience; and
- Quantifiable measures of success

The new Alexandria Marketing Fund guidelines would go into effect for grants funded in FY 2012.

FISCAL IMPACT: The original amount annually budgeted for the Alexandria Marketing Fund in 2007 was \$135,000. For the last two fiscal years, the City has budgeted \$185,000 for the Marketing Fund. Funding allocated to the Alexandria Marketing Fund is not affected by changes in the guidelines.

ATTACHMENTS:

Attachment 1: Alexandria Marketing Fund Revised Application & Guidelines

Attachment 2: Proposed Ordinance to Amend the Membership of the Alexandria Marketing Committee and to establish the Alexandria Marketing Coordinating Council

STAFF:

Andrea J. Blackford, Communications Officer

Alexandria Marketing Fund Application & Guidelines

The Alexandria Marketing Fund is a grant program providing seed money in the form of matching funds for new and innovative marketing programs. The Fund also provides funding for the expansion of ongoing or pre-existing programs. The Fund is designed to increase revenues within the City by fostering public/private partnerships that promote Alexandria as a destination for visiting, shopping, dining and doing business. The Fund seeks to support marketing programs that demonstrate how they will become financially self-sustaining over time.

The Fund is administered by the Alexandria Marketing Fund Committee. City Council appropriates monies for the fund on an annual basis and the Alexandria Marketing Fund Committee reviews and approves applications for funding.

The Marketing Fund Coordinating Council provides advisory support to the Marketing Fund Committee, providing preliminary application review and feedback to applicants as well as to the Marketing Fund Committee.

Goals of the Alexandria Marketing Fund include:

- Foster new and innovative marketing projects that enhance the long-range marketing priorities of the City and that will become self-sustaining projects independent of Marketing Fund support
- Encourage collaboration on marketing initiatives among Alexandria civic, non-profit and business organizations.
- Increase awareness of Alexandria's diverse retail, dining, hospitality, cultural attractions and other businesses among audiences including residents and visitors.
- Generate additional business sales and tax revenues in Alexandria.

HOW TO APPLY

The Alexandria Marketing Committee reviews applications three times per year. Application deadlines and review dates are provided below.

Applicants may submit their application in one of two ways:

- 1) **Submit the required information online**, [link to a new HTML page (see final page of this document) that offers 2 documents for download and then upload once complete
- 2) Submit 14 printed copies of the application, the budget, pro forma, and any supporting marketing materials to:

Alexandria Marketing Fund
301 King Street, Room 3500
Alexandria, Virginia 22314

The full process is as follows. **Applicant steps are shown in bold:**

- **Applicant submits application.** The City Office of Communications receives the applications and sends them to both the Marketing Fund Committee (MFC) and the Marketing Coordinating Council (MCC) for preliminary review.
- The Marketing Coordinating Council holds its initial review meeting, discusses feedback from the MFC/MCC and, as soon as possible, shares the feedback with the applicants.
- Upon receiving preliminary feedback on their application, **Applicants are then encouraged to submit an addendum** to their application, if necessary, before the Committee Meeting Date; a specific date will be provided to applicants for each cycle to allow the MFC ample time to review any submitted addendums.
- **Applicants must attend the Committee meeting**, make a five-minute presentation to the Committee at the meeting, and be available to answer questions about the application to ensure that the Committee has adequate information for a funding determination. Following applicant presentations, the Committee will review applications and evaluate them based on the criteria included within this document. The Committee then makes a funding decision by majority vote of those in attendance. The Committee reserves the right to fund a project fully, partially or not at all.

- Following grant approval, **Applicant must submit letter of request for funding**, details for which will be provided upon grant award.
- **Applicants must submit interim and final performance report(s) as required.**

Application Deadlines and Review Dates

Grant Round	Application Deadline	Preliminary Feedback Provided to Applicants	Committee Meeting Date	Meeting Location/Time
FY 2011, Round 3	TBD – winter 2011	TBD	TBD – late winter 2011	TBD
FY 2012, Round 1	TBD – June 2011	TBD	TBD – July 2011	TBD
FY 2012, Round 2	TBD – August 2011	TBD	TBD – September 2011	TBD

Eligible Applicants and Projects

Applications may be submitted by non-profit organizations or groups of businesses interested in promoting visiting, shopping, dining or doing business in Alexandria. Only Alexandria-based organizations or groups may apply.

City agencies (defined as any agency under the direct control of an elected official; or which reports directly to the City Manager; or any board or commission where all its members are appointed by the Alexandria City Council) may not apply directly to the Marketing Fund; they may play a supportive role in a project proposed by an organization or group.

Eligible projects must meet the goals of the fund, defined above. Applications must demonstrate measurable ways in which funding will promote the economic vitality of the City and/or improve the quality of life for residents, businesses and visitors.

Grants will only be given for project costs approved in advance by the Alexandria Marketing Fund Committee, not for project expenses previously incurred.

Projects must be completed within 12 months of the award date.

**“Marketing in Alexandria 101”
Workshop Presentation**

On January 13, 2009, the Alexandria Marketing Committee and the Marketing Coordinating Council presented “Marketing in Alexandria 101,” a workshop for businesses and other organizations to learn more about marketing in the City and about applying for grant funding from the Alexandria Marketing Fund.

Download the slide presentation from the workshop. For more information, contact Andrea Blackford at 703.746.3959 or andrea.blackford@alexandriava.gov

Expenses Eligible for Fund Support

Only direct marketing or advertising expenses, which must be clearly delineated in the applicant’s proposed budget, are eligible for Marketing Fund support. General operational costs must also be included in the budget, but will not be counted towards the total eligible for Fund support. In general, the costs of creating an event are not allowable; however, the costs associated with marketing an event are generally allowable.

Applicant Funding Responsibilities

Applicants must have secured funding at a ratio of least 1:1 for every dollar requested from the Marketing Fund. Applicants must show evidence of available funding for their project, detailing the various sources of their funding in the provided budget pro forma and providing written commitments from project partners. Secured funding may come from financial participation by additional project participants, sponsorships, other organizational dollars, etc. If the applicant is already receiving City funding, those funds are not eligible to be considered as a source of organizational funds and therefore not eligible for matching.

An example of the 1:1 matching of funds follows:

Total Project Budget:	\$15,000
Total Project Marketing Budget	\$15,000
Applicant's funds raised from project participants or other funding sources	\$7,500
Maximum fund available for City match	\$7,500

If demonstrated commitments for the Applicant's required funds are not finalized by the date of application, applicants must note on the application cover sheet and in the written application a listing of a least 50% of the financial commitments for an application to be considered. Applicants will be given an additional 30 days (or date established by the Committee) to obtain remaining financial commitments or forfeit their grant award. Commitments must be presented to the Alexandria Marketing Fund staff. In-kind funding will be considered, though priority may be given to applications that demonstrate funding in cash form.

Repeat Funding Consideration

The Alexandria Marketing Committee gives preference to new, innovative marketing efforts and projects. However, increased or expanded marketing efforts that demonstrate innovation on previously funded projects – and their ability to become financially self-sustaining over time – may be considered. If and when considered, Marketing Fund grants may be made available in support of previously funded efforts; however, a grant award does not guarantee that similar requests will be awarded and no assumptions should be made about repeat awards.

If awarded at all, repeat funding will be provided in no more than a 1:1, 2:1, and then 3:1 ratio over a period of 3 funding requests, whereby the applicant must raise or contribute \$1 of matched funds for every \$1 requested from the Marketing Fund, and then with any second request for Fund support, \$2 of matched funds for every \$1 requested from the Marketing Fund, and with any third request for Fund support, \$3 in matched funds for every \$1 requested from the Marketing Fund.

Examples are as follows:

Year 1	Total Project Marketing Budget:	\$15,000	1:1 matching funds required
	Matching Funds raised from project participants or other funding sources	\$7,500	
	Request for Fund Support	\$7,500	

Year 2	Total Project Marketing Budget:	\$15,000	2:1 matching funds required
	Matching Funds raised from project participants or other funding sources	\$10,000	
	Request for Fund Support	\$5,000	

Total Project Marketing Budget:	\$15,000
--	-----------------

Year 3

Matching Funds raised from project participants or other funding sources	\$11,250
Request for Fund Support	\$3,750

3:1 matching funds required

Reporting Requirements

Applicants receiving grants from the Marketing Fund must provide interim reports, and a final report is due within 30 days of the completion of the project. Final reports should describe the project and identify how well it met the goals and objectives of the Marketing Fund's contributions, including what measurements and evaluation process were used. Reporting guidelines and sample reports will be provided upon grant award.

Evaluation Criteria

The Alexandria Marketing Fund Committee evaluates applications on the following criteria:

- Completeness of the application
- Relevance to Marketing Fund goals & objectives
- Level of innovation and/or expansion of past efforts
- Quality/depth of plan to become a self-sustaining program or project without Fund support
- Level of collaboration among different participating groups
- Realistic and clearly articulated budget
- Quality of the overall marketing plan including identification and appropriateness of the target audience
- Quantifiable measures of success

Marketing Fund Committee Members

- Roger Parks, American Advertising Distributors of Northern VA, *Chair*
- Beth Brummel, Wolf Trap Foundation, *Vice Chair*
- Patricia Gaston, Booz Allen Hamilton Inc.
- Carol Godwin, Carol Godwin Communications
- Laura Machanic, New Target, Inc.
- Joanna Pineda, Matrix Group International, Inc.
- Scott Shaw, Fishbowl, Inc.

Marketing Fund Coordinating Council Members

- Paul Smedberg, Alexandria City Council
- Stephanie Brown, Alexandria Convention and Visitors Association
- Stephanie Landrum, Alexandria Economic Development Partnership
- Lance Mallamo, Office of Historic Alexandria
- Patricia Miller, Alexandria Commission for the Arts
- Andrea Blackford, City Manager's Office (staff)

The Application (a new HTML page of the web site)

Please download the two parts of the application here and complete offline:

PART 1: Application: [Word](#) | [PDF](#)

PART 2: Budget Pro Forma: [Word](#) | [PDF](#)

Once complete, please submit your application (PDF files are preferred) by uploading your files here:

PLEASE NOTE: The TOTAL size of all uploaded files must not exceed 9 MB. If any or all files combined exceed 9 MB, the form will not be submitted.

- Application UPLOAD FILE HERE
- Budget Pro Forma UPLOAD FILE HERE
- Mock-up of marketing materials, if available UPLOAD FILE HERE

EXHIBIT NO. 113

10-9-07

City of Alexandria, Virginia

MEMORANDUM

DATE: OCTOBER 4, 2007

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: JAMES K. HARTMANN, CITY MANAGER *J*

SUBJECT: PROPOSED ORDINANCE TO AMEND THE MEMBERSHIP OF THE ALEXANDRIA MARKETING COMMITTEE AND TO ESTABLISH THE ALEXANDRIA MARKETING COORDINATING COUNCIL

ISSUE: Restructuring the Marketing Funds grant decision making process.

RECOMMENDATION: That City Council adopt the attached ordinance on first reading and set it for public hearing, second reading and final passage on Saturday, October 13, 2007.

BACKGROUND: For the last 14 years the City has had in place a Marketing Fund, which along with the Alexandria Marketing Fund Committee ("Committee") and the Council-adopted Marketing Fund Guidelines, has provided matching grants to local business associations and non-profits in order that the City can be marketed within the region to potential retail and restaurant customers, as well as to potential attendees of arts and entertainment events. Currently, the City funds the Marketing Fund at the rate of \$135,000 per year. With the one-to-one match with non-City funds provided from sources identified by the applicant group, this produces over \$270,000 per year in marketing efforts that promote Alexandria as a destination for shopping, dining, and entertainment. Such efforts are aimed at inducing additional private sector revenues as well as additional taxes paid to the City because of increased economic activity.

The Committee, which has had 14 members, historically has included representatives of the various economic, business and related governmental groups serving as the Committee membership. Many of these Committee seats were held by the staff members or officers of these organizations, with few having professional expertise in the areas of advertising, communication, design or marketing.

Over the last few months, Councilman Smedberg has been leading a series of discussions about the structure, systems and strategy of the Marketing Fund grants process. These discussions brought in outside expertise to discuss possible reforms to the Marketing Fund and processes with the members of the Marketing Fund (which includes the Mayor).

Marketing Committee

The result of this process is a recommendation to restructure the Marketing Committee by changing the membership of the Committee to be comprised almost entirely of marketing experts. The Committee is proposed to consist of one citizen-at-large, as well as six members with experience and expertise in one or more of the following areas:

1. Marketing/Communications
2. Advertising Agency/Public Relations
3. Media Buyer
4. Graphic Design/Production
5. Media Relations/Media Outlet

I propose that the Committee members serve three-year terms; however, the Committee would start with staggered terms.

Marketing Coordinating Council

In addition to this Committee of marketing professionals, I propose that there also be an Alexandria Marketing Coordinating Council. This Council would be advisory to both the Committee, as well as to potential applicants for the Marketing Fund grants. This Council would not be the grant-making body, as that would remain with the Marketing Committee. The Coordinating Council's membership is proposed to be representatives from the following organizations:

1. Alexandria Chamber of Commerce
2. Alexandria Convention and Visitors Association (ACVA)
3. Alexandria Economic Development Partnership (AEDP)
4. Alexandria Commission for the Arts
5. City Manager's Office
6. Office of Historic Alexandria
7. City Council

This Coordinating Council, with input from the new Committee members, would also be responsible for redrafting and proposing new Marketing Fund Guidelines to City Council. The Coordinating Council will set the strategic direction for the Committee to follow on an annual basis. The City's Communications Director and her staff would provide the leadership and staff support for this proposed new process. A member of City Council will be appointed by the Mayor as Council liaison to the Coordinating Council. The redrafting would also be aimed at making the grants process less ad hoc and reactive (based on the applications that are submitted) to a process that is more strategic in nature and, hopefully, more effective in the marketing outcomes. Once the Guidelines are redrafted, they will be submitted for City Council action. The Coordinating Council would also recommend candidates for the Committee.

At this time, I recommend that the City Code be amended so that the new Coordinating Council can get started with its work. As the holiday season is approaching, which is often the time when requests to utilize Marketing Fund dollars are received, it is important to get the new structures

and new process in place. The current Marketing Fund Committee met on October 2, and unanimously concurred with these recommendations.

FISCAL IMPACT: There is no immediate fiscal impact, but over the long-term more effective use of Marketing Fund grant monies will result in increased City tax revenues from retail and restaurant taxes.

ATTACHMENTS:

Attachment 1. Proposed Ordinance

Attachment 2. Alexandria Marketing Fund Application Guidelines

STAFF:

Mark Jinks, Deputy City Manager

Stephanie Landrum, Senior Vice President, AEDP

1 Introduction and first reading: 10/09/2007
2 Public hearing: 10/13/2007
3 Second reading and enactment: 10/13/2007
4
5

6 INFORMATION ON PROPOSED ORDINANCE
7

8 Title
9

10 AN ORDINANCE to repeal Article G (ALEXANDRIA MARKETING COMMITTEE) of
11 Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS); to amend the said Chapter
12 4 by adding thereto revised Article G.1 (ALEXANDRIA MARKETING COMMITTEE
13 AND COORDINATING COUNCIL), and to amend and reordain Section 2-5-11(a)(9)m
14 (ALEXANDRIA MARKETING COMMITTEE) of Article B (FINANCIAL
15 DISCLOSURE), Chapter 5 (OFFICERS AND EMPLOYEES), all of Title 2 (GENERAL
16 GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended.
17

18 Summary
19

20 The proposed ordinance restructures the existing, fourteen-member Alexandria Marketing
21 Committee, into a seven-member Marketing Committee comprised of marketing experts,
22 who will evaluate and approve marketing fund grants, and a six-member, advisory,
23 Coordinating Council, comprised of representatives from the business, tourism, economic
24 development, arts and historic sectors.
25

26 Sponsor
27

28 Councilman Paul C. Smedberg
29

30 Staff
31

32 Mark Jinks, Deputy City Manager
33 Rose Boyd, Executive Secretary for Boards and Commissions
34 Ignacio B. Pessoa, City Attorney
35

36 Authority
37

38 § 3.04(g), Alexandria City Charter
39

40 Estimated Costs of Implementation
41

42 None
43

44 Attachments in Addition to Proposed Ordinance and its Attachments (if any)
45

46 None
47
48

ORDINANCE NO. _____

AN ORDINANCE to repeal Article G (ALEXANDRIA MARKETING COMMITTEE) of Chapter 4 (COMMITTEES, BOARDS AND COMMISSIONS); to amend the said Chapter 4 by adding thereto revised Article G.1 (ALEXANDRIA MARKETING COMMITTEE AND COORDINATING COUNCIL), and to amend and reordain Section 2-5-11(a)(9)m (ALEXANDRIA MARKETING COMMITTEE) of Article B (FINANCIAL DISCLOSURE), Chapter 5 (OFFICERS AND EMPLOYEES), all of Title 2 (GENERAL GOVERNMENT) of The Code of the City of Alexandria, Virginia, 1981, as amended.

THE CITY COUNCIL OF ALEXANDRIA HEREBY ORDAINS:

Section 1. That Article G, Chapter 4, Title 2 of The Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same is hereby, repealed in its entirety, and the Alexandria Marketing Committee therein established is abolished.

Section 2. That Chapter 4, Title 2 of the Code of the City of Alexandria, Virginia, 1981, as amended, be, and the same hereby is, amended and reordained by adding thereto revised Article G.1, to read as follows:

[The following is all new language.]

ARTICLE G.1 Alexandria Marketing Committee and Coordinating Council

Sec. 2-4-63 Alexandria Marketing Committee Established.

There is hereby established a standing committee known as the Alexandria Marketing Committee.

Sec. 2-4-64 Same - composition.

The committee shall consist of seven members: one citizen-at-large and six additional members with a variety of experience or expertise in the following areas:

- (1) Marketing/Communications;
- (2) Advertising Agency/Public Relations;
- (3) Media Buyer;
- (4) Graphic Design/Production;
- (5) Media Relations/Media Outlet.

Sec. 2-4-65 Same - appointment, procedures, and organization.

- (a) The committee shall be appointed by city council, based on nominations by the Alexandria Marketing Coordinating Council. The committee members shall be

1

8

16

1 appointed for terms of three years; however, of the members first appointed, two
2 shall serve a term of one year, two shall serve a term of two years, and three shall
3 serve a term of three years, to be determined by city council in making the initial
4 appointments.

- 5
6 (b) Except as to the manner of appointment specified in subsection (a) hereof, the
7 committee shall be subject to the provisions of this chapter.
8

9 Sec. 2-4-66 Same - functions; powers; duties.

- 10
11 (a) The purpose of the committee is to foster public/private cooperation and
12 coordination among multiple businesses and organizations to promote Alexandria as
13 a destination for visiting, shopping, dining and doing business; to leverage public
14 dollars with private investment, and to bring increased revenues to the City of
15 Alexandria.
16
17 (b) The committee shall administer the marketing fund established by city council and
18 may make grants from such monies as may be available therein.
19
20 (c) In making such grants, the committee shall adhere to the guidelines for applications
21 for grants from the marketing fund, as the same have been adopted, and may from
22 time to time be amended, by the city council.
23

24 Sec. 2-4-67 Alexandria Marketing Coordinating Council established.

25
26 There is hereby established a standing committee known as the Alexandria Marketing
27 Coordinating Council.
28

29 Sec 2-4-68 Same - composition.

30
31 The council shall consist of the six members: one designee of the city manager and five
32 additional members, each of whom shall represent one of the following entities:
33

- 34 (1) Alexandria Chamber of Commerce;
35 (2) Alexandria Convention and Visitors Association (ACVA);
36 (3) Alexandria Economic Development Partnership (AEDP);
37 (4) Alexandria Commission for the Arts;
38 (5) Office of Historic Alexandria.
39

40 Sec. 2-4-69 Same - appointment; procedures, and organization.

- 41
42 (a) Each entity listed in section 2-4-68 shall nominate a representative who shall be
43 appointed by the mayor to serve as a member of the Alexandria Marketing
44 Coordinating Council.

2

60

- (b) Except as to the manner of appointment specified in subsection (a) hereof, the council shall be subject to the provisions of this chapter.

Sec. 2-4-70 Same - Functions; powers; duties.

- (a) The purpose of the council is to foster public/private cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business; to leverage public dollars with private investment, and to bring increased revenues to the City of Alexandria.
- (b) The council shall advise applicants for marketing fund grants; advise the city council, in consultation with the members of the Alexandria Marketing Committee, as to the marketing fund guidelines; advise the Marketing Committee as to grant applications, and nominate members of the Alexandria Marketing Committee.
- (c) In making recommendations on grants, the council shall adhere to the guidelines for applications for grants from the marketing fund, as the same have been adopted, and may from time to time be amended, by the city council.

Section 3. That Section 2-5-11(a)(9)m of the Code of the City of Alexandria, Virginia, as amended, be, and the same hereby is, amended and reordained to read as follows:

m. Alexandria Marketing Committee and Alexandria Marketing Coordinating Council.

Section 4. That this ordinance shall become effective upon the date and at the time of its final passage.

WILLIAM D. EUILLE
Mayor

Introduction: 10/09/2007
 First Reading: 10/09/2007
 Publication:
 Public Hearing:
 Second Reading:
 Final Passage:

2

7

**Alexandria Marketing Fund
Application Guidelines
(as approved by City Council on 3/22/05)**

Background

First introduced in Alexandria's FY 1994 budget as part of then-Councilman Kerry Donley's Business Development Plan, the Alexandria Marketing Fund is designed to increase revenues within the City by fostering public/private partnerships that promote Alexandria as a destination for visiting, shopping, dining and doing business. City Council has appropriated \$100,000 to the Marketing Fund each fiscal year since that time.

To administer the Fund, the City Council created the **Alexandria Marketing Committee**, a public/private group with representatives of:

- City Council
- City Manager
- Alexandria Chamber of Commerce
- Alexandria Convention and Visitors Association (ACVA)
- Alexandria Economic Development Partnership (AEDP)
- Alexandria Hotel Association (AHA)
- Alexandria restaurants (to be appointed by the Marketing Committee)
- Eisenhower Partnership
- King Street Metro Enterprise Team (KSMET)
- Landmark Mall
- Potomac West Business Association (PWBA)
- Torpedo Factory Artists Association
- West End Business Association (WEBA)
- Office of Historic Alexandria

In 1994, the Committee conducted a survey of Alexandria businesses and developed an initial marketing plan to identify the goals of the Marketing Fund. Since that time, these goals have been adapted to enhance the long-range marketing plans of ACVA and AEDP as approved by their respective boards of directors and the Alexandria City Council.

Marketing Fund Goals

- To develop the marketing projects that enhance the long-range marketing plans adopted by the Alexandria Convention and Visitors Association (ACVA) and the Alexandria Economic Development Partnership (AEDP).
- To foster cooperation among City, civic and business organizations in the promotion and marketing of Alexandria.
- To increase the awareness and expand the quality of Alexandria's diverse retail, dining, hospitality and other businesses.

- To promote Alexandria as a destination for the leisure and business traveler.
- To generate additional business sales and tax revenues in Alexandria.

Eligible Applicants

Applications may be submitted by organizations not organized for profit, or groups of businesses interested in promoting visiting, shopping, dining or doing business in Alexandria. Only Alexandria-based organizations or groups may apply.

City agencies (defined as any agency under the direct control of an elected City official; or which reports directly to the City Manager; or any board or commission where all its members are appointed by the Alexandria City Council) may not apply directly to the Marketing Fund; however, they may be a partner (but not a principal partner) in a project proposed by an organization or group.

Eligible Projects

Proposed projects must meet the goals of the Fund by:

- Noting how the proposal enhances the long-range marketing plans of either ACVA or AEDP, or both.
- Fostering cooperation and coordination among multiple businesses and organizations to promote Alexandria as a destination for visiting, shopping, dining and doing business.
- Leveraging public dollars with private investment by at least one-to-one.
- Increasing visitors and/or business in Alexandria.
- Including marketing campaigns outside Alexandria and marketing in advance of the event.

In general, Marketing Fund grants will be made available for new or increased marketing efforts as well as the continuation of previous marketing efforts at the same level. However, priority will be given to the new or increased marketing effort applications. Grants from the Marketing Fund will not be considered for project expenses which have already been incurred prior to consideration by the Marketing Committee.

Proposals must demonstrate measurable ways in which funding will generate increased business sales and tax revenues in the City. Proposals that do not clearly define measures of success will not be reviewed by the Committee for consideration.

2

9

20

Applications may be submitted for promotional activities related to special events, but not for operational costs. The Committee will review direct marketing or advertising expenses only, not labor, office, or other logistical costs of the event. The dollar for dollar match will be based upon direct marketing or advertising expenses (including distribution and postage costs only). (See section below on "Marketing Funds.")

If advertising is being proposed, reference must be made if feasible to at least one of the following organizations and include logo identification (if available), phone number and, if possible, web site address:

- Alexandria Convention and Visitors Association (ACVA)
- Alexandria Economic Development Partnership (AEDP)
- Alexandria Chamber of Commerce
- Alexandria Hotel Association
- *Park Alexandria* (required for projects impacting the special parking district in historic Old Town Alexandria)
- City of Alexandria

Copies of the logos and related information may be obtained from the respective organizations.

Parties who will provide goods or services in connection with the proposed project for which they will earn fees, commissions, or other compensation must state the amount of such payments. Grant funds, defined as the funding made available from the Alexandria Marketing Fund, may not be used to support operations of any organization or contribute to profits earned.

Marketing Funds

Grants from the Marketing Fund must be matched at least 1:1 by private sector or other organizational dollars. Other organizational dollars include, but are not limited to, governmental funding. As noted earlier, the Committee will review only direct marketing or advertising (including distribution and postage) expenses when considering matching funds. Labor, office, and other logistical costs should be included in the budget provided, but will not be counted towards the dollar for dollar match. The dollar for dollar match will be based upon direct marketing or advertising expenses only.

If the dollar for dollar match is not finalized by the date of application, groups must note on the application cover sheet and in the written proposal a listing of at least 50% financial commitments in order for an application to be considered. Such groups will be given an additional 30 days (or date established by the Committee) to obtain remaining financial commitments or forfeit their grant award. Commitments must be presented to the Committee Chairman. In-kind funding will not be permitted to be used towards matching funds.

5

10

21

Review Criteria

The Alexandria Marketing Committee will review and rank applications to the Marketing Fund according to the following criteria. The Marketing Fund Committee will review applications for eligibility, completeness and relevance to the Fund's goals and objectives based upon the following:

- Specific relevance to the long-range marketing plans of either ACVA or AEDP, or both. *Executive summaries of these plans are attached to these guidelines.*
- Appropriateness of target market(s). Such target markets might include, for example, attracting meetings and conferences, attracting tour bus groups, increasing overnight weekend visitation, promoting the City during holiday seasons or promoting business development or redevelopment in the City.
- Clear description of how proposed project generates new or increased marketing for the City, or the continuation of previous efforts at same level. Cooperative advertising is strongly encouraged if the advertising meets the other criteria listed and promotes the City as a good place to visit, shop, dine and do business. Ads that simply list participating businesses without promoting the City will not be considered.
- Demonstration of public/private partnership or cooperation and the involvement of many businesses. If feasible, reference must be made in all printed materials and advertising to at least one of the following organizations with its logo, phone number and, if available, web site address: ACVA, AEDP, Alexandria Chamber of Commerce, Alexandria Hotel Association, or the City of Alexandria.
- Commitments of participation by at least 50% of the required number of businesses to meet the dollar for dollar match. (e.g., If 20 businesses must participate in order to meet the matching requirement, the names, addresses and phone numbers of at least 10 businesses must be presented to the Marketing Fund Committee for consideration.)
- Mock up dummies of all printed advertising, including newspaper, magazine, brochures, direct mail pieces, web sites, dioramas, etc., are required on the application review date for the Marketing Fund Committee.
- Specific techniques to be used to measure the success of the project in terms of increasing business sales and tax revenues in Alexandria. (e.g., How will the estimated return on investment or effectiveness of the marketing efforts be determined?)

- Detailed income and expense marketing budget for the Application. Specific line items for all income and marketing expenses for the project must be included as part of the application.
- The application must be in a form and structure as prescribed by the Marketing Committee or it will not be considered by the Marketing Committee.
- Applicants should make a good faith effort to use Alexandria companies where feasible and cost effective, and explain that effort in their application.

Application Review Process

For an application to be reviewed, the Marketing Committee Chairman must receive an original and 14 photocopies of a complete application, including cover sheet and accompanying materials requested on the application two weeks prior to the Marketing Committee's established due dates. The Marketing Committee may establish a process of electronic filing of the applications. The Marketing Committee will review applications for eligibility, completeness and relevance to the Fund's goals and objectives.

Because of the nature of this public/private partnership effort, the Committee reserves the right to request additional information. The Committee may request a five-minute presentation by the applicant(s) to ensure that the Committee has adequate information for a funding determination. Following presentations, the Alexandria Marketing Committee will review applications and evaluate them according to the criteria stated above. Committee recommendations will be determined by majority vote of those in attendance. The Committee reserves the right to fund a project fully, partially or not at all.

If a profit is made on an event/project, grantees may be required to make a contribution to the Marketing Fund from the proceeds of a project supported by the Marketing Fund. All such contributions will be used for additional Marketing Fund projects.

Final Reports

Applicants receiving grants from the Marketing Fund must provide the Committee Chairman with a final report within 30 days of the completion of the project. Final reports should describe the project and identify how well it met the goals and objectives of the Marketing Fund's contributions, including what measurements and evaluation process were used. Be as specific as possible.

Note: Final report extensions may be granted at the sole discretion of the Marketing Committee Chairman.

5
12
23

Application Submission

Subject to appropriation by City Council, for each fiscal year there will be \$100,000 available to the Marketing Fund. Send one original and 14 photocopies of the completed application, including cover sheet and accompanying materials to:

Mr. Roger Parks, Chairman
Alexandria Marketing Committee
c/o American Advertising Distributors of NOVA
708 Pendleton Street
Alexandria, Virginia 22314
(703) 549-5126

Attachments

- Summary of ACVA/AEDP Three-Year Marketing Plans

8
13
24

P:\Mktg Fund Guideline Amendments March 2005.wpd

1

14

25