

TDFP | Step ● TOURISM DEVELOPMENT PLAN

Localities that are interested in pursuing the financing will need to submit a Tourism Development Plan which will be reviewed and certified by the Virginia Tourism Corporation (VTC). The Tourism Development Plan submitted can be an existing plan already adopted by a locality, or a plan can be created using VTC's Tourism Development Plan website.

The purpose of the plan is to (1) outline the specific void the proposed project will fill; (2) provide accurate representations of a locality's current tourism product and assets, infrastructure, marketing efforts and visitor profiles; and (3) show the return on investment the proposed project will have to the local tourism economy.

» Confidential + Proprietary Information «

If confidentiality of any information is necessary and applicable while exploring the eligibility of your proposed tourism development project with VTC, you must mark the information as "confidential and proprietary records." This includes print, audio and video information shared with Virginia Tourism Corporation via email, email attachments, standard delivery or courier. » § 2.2-3705.6 (3)

Please note that ownership of information and documentation submitted to the Virginia Tourism Corporation (VTC) either during preliminary discussions or as part of a Tourism Development Financing Program application constitute public records under the Virginia Freedom of Information Act (FOIA) and shall be subject to public disclosure in accordance with FOIA. Proprietary information and documentation submitted by an applicant shall not be subject to public disclosure under FOIA. To prevent disclosure, however, the applicant must specifically identify the information or documentation to be protected. Public records that VTC determines are not proprietary will be subject to public disclosure under FOIA, even if marked as confidential by the applicant.

SECTION 1: PROPOSED DEFICIENCY

1-A What deficiency exists in your local tourism economy?

The major challenge for Alexandria's tourism economy is our recent reduction in hotel room supply. The loss of hotel rooms is largely a result of the booming residential real estate market. With low interest rates and increasing post-Covid migration from urban centers to suburban communities, the demand for residential housing in Northern Virginia is causing many hotel property owners to convert their properties to residential. As a result of these conversions, Alexandria's hotel base dropped 17% in the past two years.

A second challenge is the Average Daily Rate. While Alexandria has some upscale properties (Westin, Hilton, Morrison House, Alexandrian, Indigo, and Lorient), we do not have any hotel entries in the luxury category. This proposed development would fill a void in the market and in turn, increase City revenues by increasing our Average Daily Rate.

Finally, Alexandria would benefit from more hotel meeting space in Old Town. Our largest conference hotel, the Hilton Mark Center, is located on the City's West End, a 20-minute drive from Old Town. Within Old Town, Alexandria has only three properties that can accommodate a large meeting (200+)—the Westin, the Hilton Old Town and Holiday Inn & Suites. Despite the walkable and historic downtown that many meeting planners and their attendees are seeking, Alexandria loses mid-size meetings to adjacent localities like Arlington, VA and National Harbor, MD.

1-B Provide the data supporting the deficiency in your Locality's comprehensive community plans and project-related market studies

According to STR, the leading national source for hotel rate and occupancy data, Alexandria lost 5 hotels in the past two years and our room count fell from 4,430 in July 2018 to 3,670 in July 2020. The Average Daily Rate in our last complete non-Covid year (FY19) was \$147 which is well below Washington, DC at \$221 and Arlington, VA at \$165. And we are only slightly higher than Prince George's County, MD and Fairfax County, VA at \$134 and \$130 respectively.

Additional market assessment and competitive analysis can be found in **Exhibit A— "Visit Alexandria FY 2021 Operating Plan Situation Analysis"**. This analysis predates the Covid-19 pandemic and provides a relevant assessment of Alexandria's future environment once a coronavirus vaccine or effective treatment is widely distributed, and the hospitality sector rebounds.

1-C Provide the data supporting the deficiency in your Developer's specific market study

- * For the above, please highlight the specific data proving the deficiency
- * The data should include an inventory of similar tourism product and visitor demand indicators
- * If lodging, include number, name, proximity, service level & pricing of existing, local lodging

In the recent HVS market study (Attached on page 8), the tables indicate demand for higher-end hospitality that will surpass pre-Covid levels in 2022-2023 and point to continued growth thereafter. Targeted for delivery in the 2023 timeframe, the Project will be well-positioned to capture this demand.

The HVS market study also includes (page 5 & 6) both existing primary and secondary competitors, future anticipated new hotel deliveries, as well as the approximate prior occupancy levels achieved among the competitive set.

1-D Provide information supporting the Developer's need for State and Local gap financing?

- * Include information citing the specific financial need for TDFP and potential project termination without TDFP

Prior to Covid-19 and more so in recent months following the virus outbreak, investors and developers of hospitality projects have generally targeted stabilized yields of 10% or greater on total project costs. As currently budgeted, and in the absence of alternative financing to offset anticipated costs, the Project's anticipated operating profits at stabilization indicate a yield between 6.5% and 7.0%, which is far below the necessary capital to attract investment to the Project.

1-E Briefly describe the overall scope of your project and how it fills your proven deficiency?

Constructed in 1925 and listed in the National Register of Historic Places, the Project was built as the George Mason Hotel located one block away from the bustling intersection of King Street and Washington Street in the heart of Alexandria's Old Town neighborhood. The developer of this project is J River 699 Prince Street, LLC (parent company of this owning partnership is D.C. based May Riegler) and will be managed by Aparium Hotel Group.

The hotel will be a complete and comprehensive rehabilitation of the existing historic building (Building 1), not currently operating in any capacity, which most recently served as an office for the Center of Missing and Exploited Children for over twenty years.

Furthermore, the development will include a new 4-story hotel structure (Building 2) on the site of the adjacent parking garage. Collectively the Project will be known as the Heron Hotel Old Town and will feature a total of 134-keys, 30,000 square feet of amenity and meeting space as well as ground floor retail. Building 1 will serve as the main hotel building with 92 rooms, and include the hotel's main lobby, a full-service restaurant, a speakeasy bar, meeting rooms, library, fitness center and rooftop restaurant and bar. Building 2 will serve accessory hotel functions and will include an additional 42 rooms, a grand ballroom, catering kitchen, event storage, loading dock and will have a canopy connecting to Building 1.

Conveniently located near major retail and dining corridors, transit, and both existing and planned employment and innovation hubs, the Project is ideally situated and well positioned to deliver an exceptional experience that exceeds the demands of executive and experience-oriented travelers. Furthermore, this project development is reinforced by demand given there are no other hotels in the luxury category scheduled for development in the near future.

1-F What is the total capital investment of the development project?

The project's \$69.6M* (includes building sale) anticipated cost will be capitalized with approximately \$45.2M (65% loan-to-cost) senior construction financing, and approximately \$10.27M of net historic tax credit proceeds. The remaining \$14.13M will be funded through a combination of TDFP proceeds and investor capital.

1-G What is the estimated, total gap financing amount requested for the project? \$6, 073,000**1-H Will this proposed project fit into an existing Tourism Zone? Yes *Signed off by Nov 1, 2021****1-I The proposed project will accomplish the following: *jobs, tax revenue, increased visitation**

Total Capital Investment of the project	\$ 69,597,538* *includes \$14.3M acquisition
Number of full-time jobs	19
Number of part-time jobs	92.5
Projected, annual, staff hours created from this specific project projected to be <i>* Total, annual number of full (40 hrs./week) and part-time hours combined</i>	231,920
Projected, annual, salary expenditures specific project projected to be <i>* Total, annual, combined salary costs for all full (40 hrs./week) and part-time jobs</i>	\$5,118,682
Projected, annual, local tax revenue from project expected to be	\$395,537 Calculation: FY 21 local lodging taxes of \$10,833,000 x share of room base 134/3,670 rooms citywide) - Calculation does not include real estate taxes
Projected, annual, state tax revenue from project expected to be	\$451,506 Calculation: Local tax revenue of \$395,537 x VTC economic impact ratio of local: state taxes 1.415)
Projected, annual visitors to the new business (total) are expected to be	40,106 Calculation: 134 rooms x 82%* occupancy x 365 days x 2 guests ÷ 2 days avg length of stay) *Based upon stabilized asset in 2025.
Projected, annual out-of-town visitors (50 miles or more) to the new business are expected to be	32,877 Calculation: Annual visitors of 40,106 x 82% share from 50+ miles reported by Visa)

SECTION 2: PRODUCT ANALYSIS

2-A What attributes best describe your area: (Select all that apply)

Nature / Outdoor Recreation

- ☐ Mountains
- ☐ Scenic Drive
- ☐ State Parks
- ☐ Hiking
- ☐ Camping
- ☐ Caverns
- ☐ Lakes
- ☒ Rivers
- ☐ Beaches
- ☐ Chesapeake Bay
- ☐ Wildlife Watching
- ☐ Motorsports
- ☐ Road cycling
- ☒ Agricultural – Wineries, **cideries**, **breweries**
- ☒ Agricultural – **Farmers Markets**
- ☐ Agricultural – ‘Pick your own’

Other

History / Heritage

- ☒ Revolutionary
- ☒ Civil War
- ☒ Civil Rights
- ☐ Virginia Indian
- ☒ African American
- ☐ European American
- ☐ (German, Irish, British, etc.)

Other

Epicurean / Experiential

- ☒ Small towns & Main street communities
- ☒ Locally owned bistros and restaurants
- ☒ Virginia specialties / Southern cuisine
- ☒ Ethnic foods
- ☒ Resorts-High-end
- ☒ Fine Dining
- ☒ Spa services

Other

Do you offer seasonal or year-round experiences?

- ☐ Seasonal
- ☒ Year-round

Do you have a peak season

- ☐ Spring
- ☒ Summer
- ☒ Fall
- ☐ Winter

Sports / Recreation

- ☐ Boating/Sailing
- ☒ Canoe/Raft/Kayak
- ☐ Fishing-Fresh Water
- ☐ Fishing-Salt Water
- ☐ Golf
- ☐ Horse Racing/Horse Shows
- ☐ Hunting
- ☐ Motor Sports/NASCAR/Indy
- ☒ Biking
- ☐ Road cycling
- ☐ Snow Sports
- ☒ Sports Event College/Professional
- ☐ Sports Tournament – Personal or Family

Other

Arts / Culture

- ☐ Museum-Children’s
- ☒ Museum-History
- ☒ Museum-Military
- ☒ Museum-Science
- ☒ Museum-Fine Art
- ☒ Historic Homes
- ☐ Plantation Homes
- ☐ Colleges/Universities

Other

Entertainment / Amusement

- ☐ Amusement/Theme Parks
- ☒ Festivals-Food
- ☒ Festivals-Heritage
- ☒ Festivals-Music
- ☒ Festivals-Wine
- ☒ Festivals-Arts & Crafts
- ☒ Live Performance & concerts
- ☒ Shopping-Antiques
- ☒ Shopping-Arts & Crafts
- ☐ Shopping-Malls
- ☒ Shopping-Outlets
- ☐ Shopping-Wineries

Other

2-B What are the major lures and drivers that attract tourists to your area?

What are the major attractions, activities and experiences that draw visitors to your area?

Our major attraction in the City of Alexandria is the historic section of Old Town for which we are best known and most visited. The walkable downtown features a blend of red brick, gas lamp residential streets with colonial architecture, the Potomac riverfront, and historic museums, all anchored by a mile-long King Street corridor that hosts hundreds of shops, restaurants, and attractions.

Key supporting Alexandria attractions include the Torpedo Factory Art Center, Mount Vernon, District of Columbia museums and monuments, Black History Trail, Aslin and Port City breweries, Lost Boy cidery, East Coast Greenway bike trail, and the eclectic art deco Del Ray neighborhood.

Visit Alexandria's most recent Website Effectiveness study conducted by Destination Analysts asked visitors about the factors that caused them to select Alexandria for their trip. At the top of the list was Walkability, cited by 68% of respondents. Also critical were: Proximity to DC (60%), History (54%), Clean & Safe (52%), Dining (50%), Architecture (48%), Accessibility and Public Transit (46%) and Waterfront (45%).

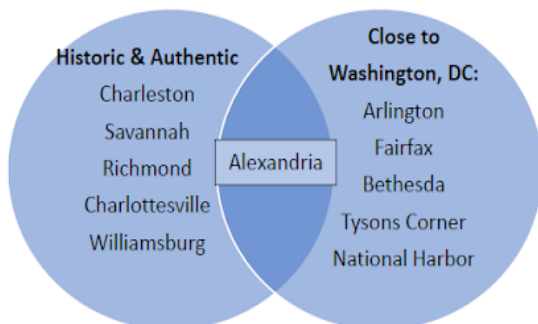
All these strengths are closely aligned with the "Old Town"—the most commonly used Google search term driving traffic to our Visit Alexandria website. Though Visit Alexandria represents and promotes all of Alexandria, Old Town is brand is core to generating increased visitation for the entire city.

2-C What is your **UNIQUE** factor? What sets you apart from the competition?

Unique by definition:

- The only one; without a like or equal; distinctively characteristic; atypical or unusual

What makes your destination truly different? Is it a particular attraction, historical location, cultural experience, social, ethnic or religious center or a geographical element different than that of a neighboring locale? Or is it a combination of the aforementioned?



The readers of Conde Nast Traveler have selected Alexandria as one of the Top 5 Small Cities in America for 3 years in a row. Only Charleston, S.C. and Santa Fe, N.M. can say the same. Why are we in such good company?

In a competitive environment where many destinations are investing heavily in tourism marketing to compete for market share, each entity must bring out its unique attributes to differentiate itself. For Alexandria that strength is the combined qualities as a historic city within proximity of the nation's capital. While there are many other

small, charming, historic towns along the east coast and several suburbs closer to DC, Alexandria is the only place that possesses both.

2-D Who is your major competition?

*Is there a particular region, community, attraction or travel experience that is your primary competition?
How many other destinations have similar factors within 5-0 – 100 – 150+ miles?*

In the immediate market, Alexandria's direct competitors are Arlington County, Fairfax County, and in the District of Columbia: The Wharf, Capitol Waterfront, Georgetown, and across the Potomac river in Maryland: National Harbor. Arlington and Fairfax Counties compete based on proximity to Washington DC and Reagan National and Dulles International airports. The various Washington DC neighborhoods perform well as high-end retail and restaurant districts, with strong Business Improvement Districts (BID). The Wharf has risen to the top of our competitive set with its \$2.5 billion investment and market positioning modeled more closely after Alexandria's. Maryland's National Harbor also continues to thrive as a self-contained destination with a casino resort, conference center, large hotel, outlet shopping, and waterfront dining.

Washington DC's strengths are its monuments and museums, downtown, restaurants, proximity to government, and increasingly so, its neighborhoods. Its weaknesses are congestion, expense, and perceptions regarding safety issues. Farther afield, we identify these direct competitors: Annapolis, MD, Richmond, VA, Williamsburg, VA, Charlottesville, VA, Philadelphia, PA, Charleston, SC and Savannah, GA. Most of these are smaller cities with a sense of place, history, amenities, and walkability. They tend to be more isolated however, and lack our proximity to Washington, DC and its attractions.

From a global perspective, destinations around the world have discovered the importance of tourism as a driver of quality of life, jobs, and tax revenues. As more places invest in tourism, global competition has become more intense, and our individual share erodes over a wider supply. In this fast-changing landscape, tourism marketing has become more sophisticated and competitive, so it is critical to reinforce our distinguishing and unique advantages and maintain our marketing investment.

Finally, it is worth noting that perhaps our ultimate competition is not from another travel destination, but from Americans' reluctance to take time for vacation out of concern that they will fall behind at work or seem less committed to their employers. In 2017, 52% of Americans left vacation time on the table and forfeited \$62 billion in vacation time--an average of 2 days/person donated back to their employers with a value of \$561/person. Moreover, of the average 17.2 vacation days/person taken, only 8 were used on travel. Nationally, it is critical to grow the size of the overall market, which is why the U.S. Travel Association started the "Project Time Off" campaign in 2014, encouraging Americans to use their allotted vacation time. This advocacy campaign is gaining national attention, and is starting to pay dividends, as the number of annual vacation days taken by the average American has risen from 16.0 to 17.2 in the last three years. Visit Alexandria will continue to support the campaign as part of the industry's joint effort to grow the overall pie, not just our individual slice. With our proximity to major population centers, we are well positioned for quick getaways and long weekends.

SECTION 3: S.W.O.T. ANALYSIS

3-A Gauge your tourism INFRASTRUCTURE

How would you rate your **Transportation**?

	Excellent	Average	Weak
Interstates	√		
Secondary roads	√		
Signage	√		
Bus travel	√		
Train travel	√		
Air travel	√		
Waterways	√		
Taxi service	√		
Biking paths	√		

How would you rate your **Public Services**?

	Strong	Average	Weak
Police force	√		
Healthcare	√		
Public Utilities	√		
Waste management	√		
Rescue support	√		
Communications	√		
Public parks/recreation	√		

How would you rate your **Environment**?

	Strong	Average	Weak
Air quality	√		
Noise levels	√		
Traffic			√
Landfills	√		
Wetlands	√		
Public health	√		

SECTION 3: S.W.O.T. ANALYSIS

3-B Gauge your tourism ECONOMY & BUSINESS COMMUNITY

How would you rate your **Accommodations**?

	Strong	Average	Weak
B&Bs		√	
Inns		√	
Hotels	√		
Resorts		√	√
Rental property		√	
Cottages			√
Cabins			√
Campsites			√

How would you rate your **Attractions**?

	Strong	Average	Weak
Shopping	√		
Dining	√		
Historic	√		
Museums	√		
Wineries			√
Music festivals	√		
Zoos / animal parks	√		
Art galleries	√		
Nature trails & facilities	√		

How would you rate your **Facilities**?

	Strong	Average	Weak
Universities		√	
Performing arts	√		
Outdoor parks	√		
Convention facilities			√
Sporting venues	√		
Event spaces		√	

SECTION 3: S.W.O.T. ANALYSIS

3-C Gauge your LOCAL SOCIAL AND CULTURAL ASSETS

How would you describe your **Heritage & Culture**?

	Strong	Average	Weak
Multi-cultural diversity	✓		
Geography	✓		
Architecture	✓		
Historical improvements	✓		
Language	✓		
Material culture	✓		
Aesthetics	✓		
Religious diversity	✓		

How would you rate your **Integrity of the Area**?

	Strong	Average	Weak
Safety	✓	✓	✓
Cleanliness	✓	✓	✓
Friendliness	✓	✓	✓
Stability	✓	✓	✓
Quality of life	✓	✓	✓

How would you describe your **Local flavor**?

	Strong	Average	Weak
Visitor friendly	✓		
Civic-mindedness	✓		
Respect for diversity	✓		
Political climate	✓		
Unity among civic groups	✓		
Local sports team support	✓		
University/College town			✓

3-D Gauge your TOP 3 Strengths, Weakness, Opportunities and Threats

S.W.O.T. analysis is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

Strengths

Obvious natural priorities

- Likely to produce greatest ROI (Return On Investment)
- Likely to be quickest and easiest to implement
- Probably justifying immediate action-planning or feasibility study

Weaknesses

Potentially attractive options

- Likely to produce good returns if capability and implementation are viable
- Potentially more exciting and stimulating and rewarding than S/O due to change, challenge, surprise tactics, and benefits from addressing and achieving improvements

Threat

Easy to defend and counter

- Only basic awareness, planning, and implementation required to meet these challenges
- Investment in these issues is generally safe and necessary

Opportunity

Potentially high risk

- Assessment of risk crucial
- Where risk is low then we must ignore these issues and not be distracted by them
- Where risk is high we must assess capability gaps and plan to defend/avert in very specific controlled ways

TOP 3 STRENGTHS - Characteristics of community or area that give it an advantage over others

1. **Old Town**—Our vibrant historic downtown & the Potomac River waterfront location create a hub of walkable activity including hundreds of restaurants, boutiques, attractions, and hotels.
2. **Transportation**—Alexandria is easily accessible by interstate, Metro, Reagan National Airport, Amtrak, bike path, bike share, a free King Street trolley, and the Water Taxi. This multimodal approach increases our value as a central location to easily explore the region and is a magnet for regional residents and visitors who can get here quickly. It also serves to mitigate the perception of traffic congestion associated with the Washington DC beltway.
3. **Proximity**—Alexandria is not only a destination in and of itself, it is also proximate to Washington DC (20 minutes), Mount Vernon (15 minutes), Reagan National Airport (5minutes) and National Harbor (5 minutes).

TOP 3 WEAKNESSES - Characteristics that place your community or area at a disadvantage relative to others

1. **Traffic**—As noted above, as a part of the greater Washington DC Metro and inside the Beltway, there is a perception of traffic that lingers despite improvements.
2. **Convention center**—Although Alexandria has some conference hotels, there is no major convention center attracting large conventions that can help fill multiple adjacent hotels. The closest major convention centers are located in National Harbor and Washington DC, which still creates incremental business during citywide or sell-out conventions.
3. **Luxury Brand**—Alexandria has 23 hotels, almost all of them affiliated with a national chain, but we currently have no high-end luxury hotel that would cater to C-suite executives and wealthy leisure visitors.

TOP 3 OPPORTUNITIES - External chances to achieve greater success and profits in your industry

1. **Amazon HQ2/Virginia Tech Innovation Campus**—New hub for business and innovation with the entry of Amazon and Virginia Tech at National Landing. In addition to 25,000 new jobs at Amazon, we anticipate strong secondary effects on supporting business development and the future technology hub at Virginia Tech Innovation campus.
2. **Black History Trail**—Building on our reputation of historical significance, there is a wealth of African American heritage that extends over three centuries from the Revolution through Civil War to Civil Rights. We are now weaving those historical assets together in the Black History Trail with contemporary black owned businesses to attract not just African Americans, but all Americans during a time of increasing racial awareness.
3. **The Leadership Collection™**—New partnership organized and promoted by Visit Alexandria. Unifies under The Leadership Collection™ brand 3 national leadership programs all located inside Alexandria—George Washington Leadership Institute at Mount Vernon, McChrystal Group, and Building Momentum.

TOP 3 THREATS - External elements in the environment that could cause trouble for business or community

1. **COVID-19**—The current pandemic is severely impacting the hospitality community and is our primary threat. Our FY21 marketing plans are all directed at mitigating the impact of COVID-19. We continue marketing to attract all available near-term revenue (largely within a 3-hour drive radius), maintain brand awareness and build a foundation for recovery once the vaccine becomes widely distributed.
2. **Political Environment**—The country's recent political polarization has negatively impacted Washington, DC's attractiveness as a place to learn about the nation's government and history. Additionally, two recent government shutdowns in the past 4 years demonstrate our vulnerability when government-related business travel is impacted during periods of political gridlock. As a satellite of Washington DC, there are ripple effects in Alexandria.
3. **Competitive Entry**—The recent arrival of Amazon HQ2 will likely also attract increased development and commercial investment in adjacent areas such as Arlington, VA and Washington, DC. Additionally, we expect secondary restaurant and retail spinoff in National Landing that will generate new competition for Alexandria.

4-A Please submit your current or existing marketing plan.

What is a Marketing Plan?

A marketing plan is an official, adopted plan by which an organization or community can maximize its tourism potential. It answers key questions which provide direction for a community's tourism marketing activities. A marketing plan brings together an organization's research, particular goals, measurable objectives, brand ideals and other important considerations in one concise, executable directive.

Key questions a marketing plan can include are:

- Summary and Introduction
Who are we?
- Marketing Objectives
What are we trying to accomplish?
What measurable outcome do we want?
- Situation Analysis
What are we trying to achieve?
- Target Markets
Who is our audience or customer?
- Strategies and Tactics
What vehicles will we use?
What messages will we use?
- Tracking and Evaluation
How will we measure our success?

A marketing plan:

- o Allows an organization to look internally to fully understand the impact and results of past marketing
- o Allows the organization to look externally to fully understand the market in which it chooses to compete
- o Sets future goals and provides direction that everyone in the organization should understand and support

**** IMPORTANT ****

In your *Marketing Plan*, please include a statement or brief description on how the aspects of your new development project will be included with, but also enhance your current marketing plan. Mention how the new product you are developing {i.e. guest rooms, meeting space, dining, sports venues, etc.} will enhance the visitor experience, amenities for locals, have a positive impact on surrounding tourism businesses and support regional tourism efforts .

Your marketing plan will have the following results:

Annual Marketing Budget <i>*Not including salaries, benefits or fixed costs</i>	\$1,882,000
Visitation increased by	8%
Tourist expenditures increased by* FY20 actual (\$58M) vx FY21 actual (\$59M) - but still below pre-COVID levels FY19 (\$66M)	1%
Visitor Satisfaction increased by *between FY20 and FY21	6.6%
Number of partnership participants in your marketing plan	

* Because of the impact of Covid-19, we are attaching three marketing plans. Our Fiscal Year 2021 and 2022 Plans are geared toward operating in and recovering from the COVID-19 pandemic. As such it is a highly adaptive, nimble plan, designed not necessarily around seasonality, but around changing market conditions as peaks and valleys impact travel intentions.

The Fiscal Year 2020 Plan is more of our traditional marketing plan that reflects our long-term approach to marketing pre-COVID, and to which we would expect to return to post-COVID once an effective vaccine is in place that allows Americans and international travelers to visit our City. – *Visit Alexandria*

VISIT
Alexandria

2021
ANNUAL MEETING

Meeting the Challenge - Embracing Change
Sheraton Suites Old Town Alexandria
October 14, 2021

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2021
ANNUAL MEETING

KATE ELLIS

Board Chair
Visit Alexandria

Meeting the Challenge - Embracing Change

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SHERATON

EST. 1937

BARINDER SINGH

General Manager

Sheraton Suites Old Town Alexandria



Burke & Herbert Bank

At Your Service Since 1852®

WALTER CLARKE

Principal Vice President, Head of Small Business
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HON. JUSTIN WILSON

Mayor
City of Alexandria



MARK JINKS
City Manager of Alexandria

VISIT
Alexandria

2021
ANNUAL MEETING

PATRICIA WASHINGTON

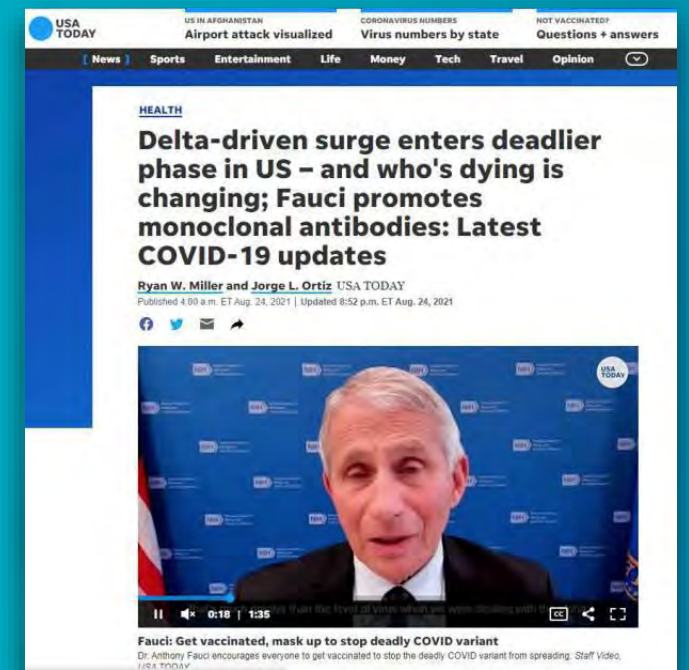
President & CEO
Visit Alexandria

THE COVID CHALLENGE...

Jul. 2020

Dec. 2020

Aug. 2021



VISIT
Alexandria

Standing Up to the Challenge

VISIT
Alexandria



- In partnership with the Alexandria Health Department
- Commitment to going above and beyond
- 400+ businesses participating

Adaptive Zoning & Economic Recovery



Community Survey (n=2,776)

- 92% of residents favor 100 block of King Street closure
- 91% more likely to go to restaurant with outdoor dining
- 100% of businesses said outdoor programs economically advantageous

Back-to-Business & Recovery Grants



**Alexandria
Economic
Development
Partnership**



Celebrating Alexandria's Frontline Tourism & Hospitality Staff



Watch the 2-minute “Frontline Staff” tribute video [here](#).

VISIT
Alexandria

Meeting Sales



Client Events

- ✓ 1,000+ direct client engagements
- ✓ 30+ opportunities showcasing members:
 - Corporate Social Responsibility event
 - Hybrid event
 - In-person events
 - Virtual events



Visit Alexandria and CVB Reps host food drive for hospitality workers affected by the pandemic



Client Cultivation



- ✓ Breakfast & Blossom Virtual
- ✓ 4 Webinars
- ✓ 12 Sales Missions
- ✓ 21 Meeting Blog Posts



3 Success Stories:
Meetings Evolve to
Meet the Moment in
Alexandria

VISIT
Alexandria

Promotions



Promotions: Hotel Packages

LOVE YOUR SUMMER HOTEL PACKAGE

WITH UP TO
\$200
IN ADDED VALUE



BOOK NOW

Alexandria
EST. 1749

Alexandria
EST. 1749

MEETINGS GROUPS WEDDINGS PRESS ROOM Search

THINGS TO DO RESTAURANTS OLD TOWN HOTELS PLAN

HOTELS

LOVE YOUR SUMMER HOTEL PACKAGE

Just minutes away from Washington, D.C. and named a Top 5 Best Small City in the U.S. by the Condé Nast Traveler Readers' Choice Awards, Alexandria is the perfect destination for a summer road trip or weekend getaway. Stroll the King Street mile in Old Town, shop at one-of-a-kind boutiques, toast the weekend at independent restaurants, and enjoy waterfront experiences across dining, arts, history and outdoor space.

From May 21 to October 31, 2021, enjoy hotel rates starting as low as \$83 per night with the Love Your Summer hotel package, inclusive of up to \$200 in added value.

The Love Your Summer Hotel Package Includes:

- Unlimited ride two-day City Cruises anchored by Hornblower adult passes for two, valid on the **Monuments Cruise** and the **Water Taxi** (\$80 value)
- Free overnight hotel parking (up to \$60 value for two nights)
- Free Key to the City museum passes for two, which can be used for admission at 9 area museums and historic sites plus 40% off at George Washington's Mount Vernon and tall ship Providence (up to \$80 in combined value). (Note that some attractions remain closed or are operating at limited capacity. See [what's open](#) in Alexandria now.)

*Valid on reservations made for May 21 to October 31, 2021. Two-night minimum. May be restricted at some hotels to rates on Friday, Saturday or Sunday. Availability is limited. Vouchers will be provided at check-in which can be redeemed at the Alexandria Visitor Center (221 King St.) for Key to the City passes and at City Cruises ticket booths for water taxi passes.

Those not yet fully vaccinated are required to wear a face mask in shared indoor and outdoor public settings. All visitors must wear masks when required inside certain businesses.

Summer in Alexandria

From new waterfront happenings to bike rides down historic streets, there are endless ways to enjoy summertime in Alexandria.

[Explore More](#)

Participating Hotels

 The Alexandrian Old Town Alexandria As low as \$139 per night	 Courtyard Alexandria Old Town Southwest As low as \$114 per night	 Embassy Suites Alexandria As low as \$129 per night
 Hampton Inn & Suites Alexandria Old Town South As low as \$99 per night	 Hilton Alexandria Old Town As low as \$139 per night	 Hilton Garden Inn As low as \$129 per night
 Hilton Alexandria Mark Center As low as \$82 per night	 Holiday Inn Hotel & Suites - Old Town As low as \$99 per night	 Hotel Indigo Old Town As low as \$144 per night
 Morrison House, Autograph Collection As low as \$139 per night	 Residence Inn Old Town / Duke Street As low as \$132 per night	 Sheraton Suites Old Town As low as \$125 per night
 Springhill Suites Old Town Southwest As low as \$119 per night	 Westin Alexandria Old Town As low as \$129 per night	

- 19,000+ referrals to participating hotels
- 260,000+ page views

VISIT
Alexandria

Promotions: Retail

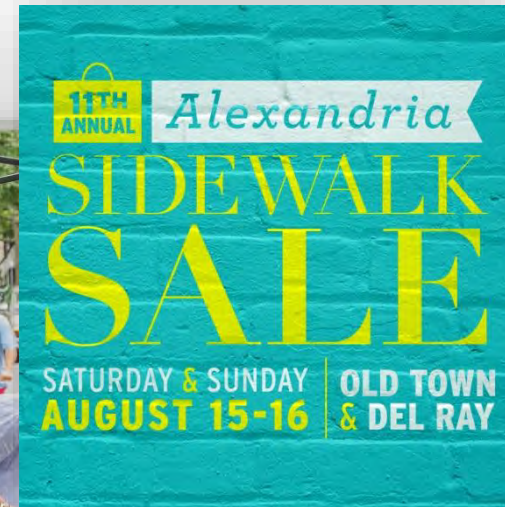


**SHOW
LOVE.
SHOP
LOCAL.**

When you shop local to find that one-of-a-kind gift this holiday season, you'll be supporting Alexandria's small businesses when they need it most.

Alexandria
EST. 1749

Learn more at
VisitAlexandriaVA.com/ShopSmall



11TH ANNUAL Alexandria
**SIDEWALK
SALE**
SATURDAY & SUNDAY
AUGUST 15-16 | OLD TOWN
& DEL RAY



ALEXANDRIA
**SHOP
SMALL
WEEK**

NOV 27 - DEC 6

NOV 27	NOV 28	NOV 29	NOV 30
PLAID FRIDAY Alexandria's Small Business Black Friday	SMALL BUSINESS SATURDAY Free parking, prizes & discounts	MUSEUM STORE SUNDAY Save 20% at participating museum stores	CYBER MONDAY Online offers & free shipping from participating stores
DEC 1	DEC 4-6	NOV 9-DEC 20	
GIVING TUESDAY A percentage of your purchases will be donated	INSTAGRAM GIFT CARD GIVEAWAYS Follow @VisitAlexVA for a chance to win	ALEXANDRIA SANTA-GRAM GIVEAWAY Win a personalized video greeting from the region's most beloved Santa.	

VISIT
Alexandria

Promotions: Restaurant Weeks

ALEXANDRIA
RESTAURANT
WEEK **TO-GO**

TWO WEEKS JAN 22-FEB 07

Bring Alexandria Restaurant Week home and enjoy special menus from **60+ restaurants.**

#ALXRestaurantWeek

\$49
takeout dinners for two

Plus, \$25 takeout dinners for one.



VISIT
Alexandria

Content Themes

Outdoor



The Best of Outdoor Dining in Alexandria

visitALX THINGS TO DO FOOD & DRINK ARTS SHOPPING

SHARE

FACEBOOK



The Ultimate Guide to Micro-Wedding Venues in Alexandria

BY REBECCA DOBER DECEMBER 15, 2020 5903 VIEWS

SHARE

FACEBOOK

TWITTER

 Visit Alexandria VA 
Sponsored · 

Take a road trip to Alexandria, then explore the city on foot with our top 6 self-guided strolls.



VISITALEXANDRIAVA.COM
Great Walks in Alexandria
Architecture, art, history & more

Learn More



2021 WATERFRONT PUBLIC ART: GROUNDSWELL

Temporary Public Art Installation by Mark Reigelman
Late March to November 2021
Waterfront Park, 1 King Street

Groundswell, the 2021 temporary public art installation from Brooklyn-based artist Mark Reigelman, will be on display at Waterfront Park in [Old Town Alexandria](#) in from March to November 2021 as the third installation in the City of Alexandria's "Site See: New Views in Old Town" annual public art series. [Groundswell](#) brings an element of play to Alexandria's changing shoreline with a ground mural depicting the floor of the Potomac River and more than 100 wood pilings topped with etched blue mirrors that shimmer like water. The installation was inspired by Alexandria's history going back to the 18th century when drastic measures began to manipulate the city's shoreline. Thousands of wood pilings were driven further into the Potomac River over time, thereby shifting the city's waterfront over decades. This allowed Alexandria to develop and grow its sprawling dock into a major commercial port.

Get to Know Groundswell



Each piling is 14 inches in diameter and topped with a cobalt blue, mirrored surface etched with tree growth rings that suggest the passing of time. They glisten in the light like the nearby water, reflecting the sky and the faces of passersby.



More than 100 timber pilings range in heights from 12 to 42 inches, in accordance with the river floor topography.

VISIT
Alexandria

Only in ALX

Alexandria
EST. 1749

MEETINGS GROUPS WEDDINGS PRESS ROOM Search

THINGS TO DO RESTAURANTS OLD TOWN HOTELS PLAN



THINGS TO DO

ONLY IN ALX

Longing for fresh scenery filled with picturesque streetscapes? Named a [Top 5 Best Small City in the U.S. 2020](#) by the Condé Traveler Readers' Choice Awards, Alexandria will spirit you away with its cobblestone streets and flickering gas lamps. From paths within eyesight of D.C. to thought-provoking art installations to architectural delights, our city is filled with unique sights and memorable encounters. From dining [al fresco](#) on the water to ducking into one-of-a-kind [boutiques](#), grab your face covering and explore experiences available Only in ALX.

Face coverings are required in all public indoor spaces except when drinking, eating or exercising, as well as outdoors when 6 feet of physical distancing cannot be maintained.



How to Style Your Face Mask

Explore face mask fashion pointers from some of our favorite local trendsetters and business owners, from finding the right fit to picking the perfect pattern and more.

[Learn More >](#)

Some things you can find

ONLY IN
ALX

SEE THE LIST

Alexandria
EST. 1749



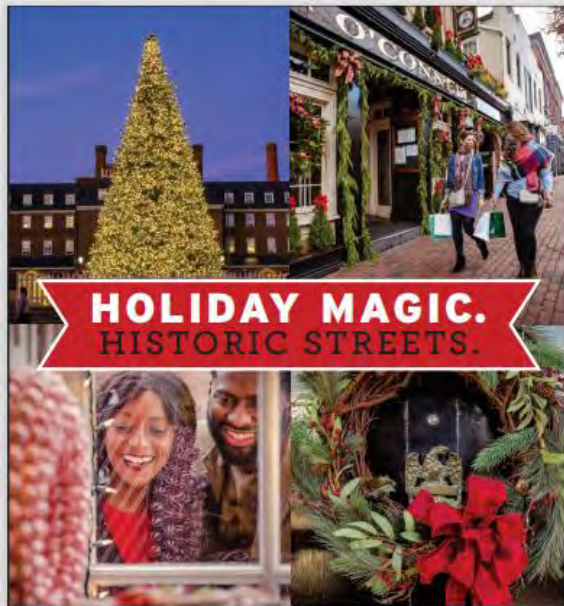
VISIT
Alexandria

Think Small Campaign



Watch the 30-second “Think Small” video ad [here](#).

Holidays



**HOLIDAY MAGIC.
HISTORIC STREETS.**

Make Old Town part of your holiday tradition.

Browse things to do and ways to celebrate at
VisitAlexandriaVA.com/Holidays

**OLD TOWN
Alexandria**

**ONE OF THE WORLD'S MOST
MAGICAL CHRISTMAS TOWNS**
- OPRAH MAGAZINE, 2020



Alexandria Shop Small Week

From November 27 to December 6, experience Alexandria's biggest shopping week of the year, the first-ever Alexandria Shop Small Week.

[Start Shopping!](#)



Guide to Alexandria Holiday Shopping

Peruse the new digital guide for unique local gift ideas, one-of-a-kind stocking stuffers and more at Alexandria's independent businesses.

[Take a Look](#)



Alexandria Santa-gram Giveaway

From Nov. 9 to Dec. 20, submit a receipt from any shop in the Guide to Alexandria Holiday Shopping for a chance to win a Santa-gram!

[Enter to Win!](#)



8 Ways to Support Alexandria's Small Businesses this Season

Explore unique local gifts, seasonal delights and more at Alexandria's independent businesses.

[Take a Look](#)

visitALX THINGS TO DO FOOD & DRINK ARTS SHOPPING



Top Things to Do in Alexandria This Holiday Season

BY CAROLINE SECREST NOVEMBER 5, 2020 10:30 AM

visitALX THINGS TO DO FOOD & DRINK ARTS SHOPPING



Black-Owned Alexandria Businesses to Buy from This Holiday Season

BY CAROLINE SECREST NOVEMBER 4, 2020 10:30 AM

VISIT
Alexandria

Waterfront



Alexandria
EST. 1749

MEETINGS GROUPS WEDDINGS PRESS ROOM Search

THINGS TO DO RESTAURANTS OLD TOWN HOTELS PLAN

OLD TOWN WATERFRONT

A busy seaport for centuries, Alexandria's waterfront juxtaposes historic authenticity and new happenings among a growing scene of [D.C.-area waterfront destinations](#). Alexandria's waterfront is the best place to take in picturesque views of the Potomac River and Washington, D.C. Enjoy al fresco drinks and dining with street performers and music, take a riverside run or set sail with water taxis and river cruises by [City Cruises](#) anchored by Hornblower, offering scenic commutes between Alexandria and the National Mall, The Wharf, Georgetown, Nationals Park, George Washington's Mount Vernon and National Harbor.

Based on the latest CDC health guidance, it is recommended that everyone wear a mask in public indoor spaces in Alexandria, regardless of vaccination status.



GHOST & GRAVEYARD

As seen on the History Channel, ghost stories, legends, and mysteries! Reserve your spot today!



Visit Alexandria VA ✓

Sponsored · 🌐

From new restaurants to tall ship ship tours, there's now more to do on the Old Town waterfront.

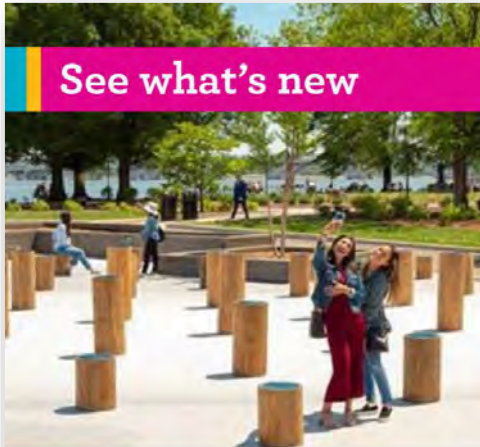


VISITALEXANDRIAVA.COM/WATERFRONT

New at the Waterfront

Alexandria, VA Waterfront

[Learn More](#)



See what's new

There's more to do on the Old Town waterfront.

LET'S GO

Alexandria
EST. 1749



with a river view.

There's more to do on the Old Town waterfront.

LET'S GO

Alexandria
EST. 1749



New at the Waterfront

See what's new at the waterfront plus more summer fun in Alexandria.

[Discover the Latest >](#)

VISIT
Alexandria

Waterfront

:15 Video Ad



Watch the 15-second “Waterfront” video ad [here](#).

Public Relations



Media Coverage: 1,000+ Stories

Condé Nast
Traveler

ESSENCE



Southern Living

**TRAVEL+
LEISURE**

woman's day

**O THE OPRAH
MAGAZINE**

Fodor's Travel

The Washington Post

Roadtrippers



Forbes

Pathfinders
TRAVEL The Travel Magazine for People of Color

**BUSINESS INSIDER
INDIA**

VISIT
Alexandria

Media Coverage: 1,000+ Stories



PJ and Weller Thomas,
Pathfinders Travel Magazine



Katie Chang
Forbes, Travel + Leisure and more



Malcolm Jones,
The Daily Beast

Press Visits & Deskside Meetings

Forbes

Why Alexandria, Virginia, Is A Safe, Smart Choice For A Roadtrip Right Now



Alexandria Evolves its Offering for Meeting Planners

TRAVEL+ LEISURE

Fodor's Travel

the knot

Why Alexandria, Virginia Should Be Your Next Winter Road Trip

Quaint and charming, Alexandria needs to be on your bucket list.

How Juneteenth Is Being Celebrated in Small Towns Across America



Sheryl Nance-Nash | June 16, 2021

A Guest's Guide to Every Kind of Wedding Dress Code

10 Whimsical Garden Wedding Ideas 'Bridgerton' Fans Will Love

“Given its close proximity to Washington, D.C., **Alexandria offers the best of both worlds:** small-town charm and urban access.”

Southern Living

“There’s never been a better time for travelers to explore **hidden gems right within their own backyard**, as many want to get away but are still concerned with the safety of traveling via plane, train or other modes of public transportation. You’re sure to love your time in this **charming riverside city**.”

ESSENCE

“I was enchanted by the **King Street shops** and **bustling waterfront restaurants** in cobblestoned **Old Town**—and by the **progressive Del Ray neighborhood**. I recall thinking, ‘**I could live here.**’”

Roadtrippers

Southern Living

Celebrate the Christmas Charm of Alexandria, Virginia



The Most Magical Christmas Towns Across the World

THE OPRAH MAGAZINE

30 Best Places to Spend Christmas: The World's Most Festive Cities

Condé Nast Traveler

The Quaintest Christmas Villages Across the U.S.

Fodor's Travel

The 33 Best Christmas Towns That Will Instantly Transport You to the North Pole

woman's day

30 Best Christmas Towns Across the Country Full of Holiday Cheer

The Pioneer Woman
Plowing thorough life in the country...one calf nut at a time.

Media Coverage: 1,000+ Stories

100 broadcast clips in FY 21, a 58% YOY increase



ALEXANDRIA RESTAURANT WEEK 4:25 73° WOODBRIDGE TOMORROW 4 NBC



ALEXANDRIA CELEBRATES JUNETEENTH 8:35 75° LOCAL DAY AT PAX RIVER MUSEUM WJLA.COM WJLA 7 NEWS ON YOUR SIDE WJLA.COM



WONDER WOMAN DISPLAY 4:52 46° NEW AT 4 ALEXANDRIA, VA TOP STORIES INET TO REMOVE PRES. TRUMP FROM OFFICE TRANSPORTATI WJLA.COM



12TH ANNUAL ALEXANDRIA SUMMER SIDEWALK SALE 7:49 75° WUSA 9 NEWS: NEW YORK STATE ASSEMBLY SUSPENDS IMPEACHMENT PROCEEDINGS AGAINST GOV. CUOMO FOLLO



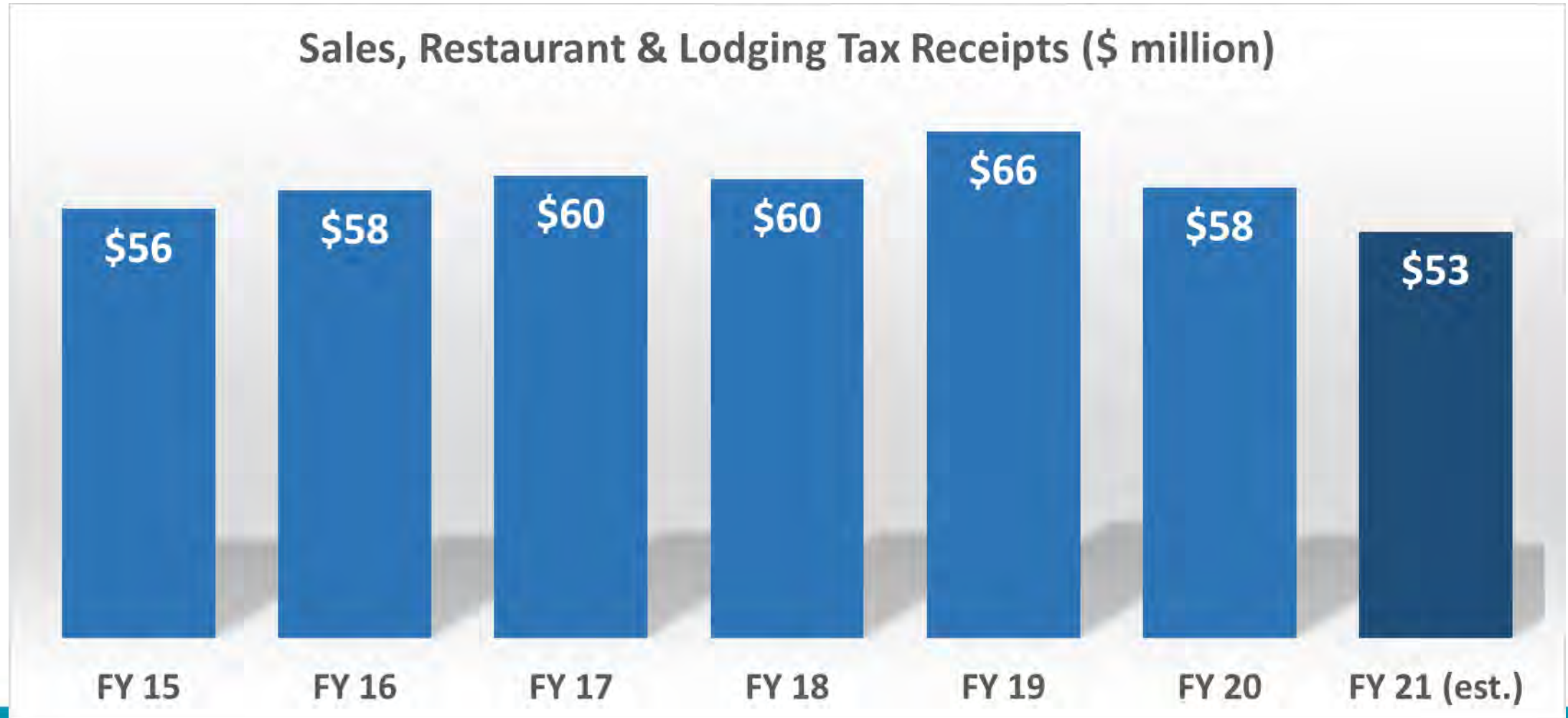
SHOP SMALL ALEXANDRIA 6:06 51° SHOPS OFFERING DEALS TO GET CUSTOMERS TO BUY LOCAL PRINCE STREET- ALEXANDRIA GAITHERSBURG 4 NBC



Alexandria's virtual Black History Month events by LET'S TALK DC Thursday, February 18th 2021 WJLA 10

Performance Indicators

What's at Stake?



Sources: FY 15-21 Actual, City of Alexandria Revenue Dept.
FY 21 Estimate, City of Alexandria Approved FY 22 Budget



What's at Stake?

Sales, Restaurant & Lodging Tax Receipts (\$ million)

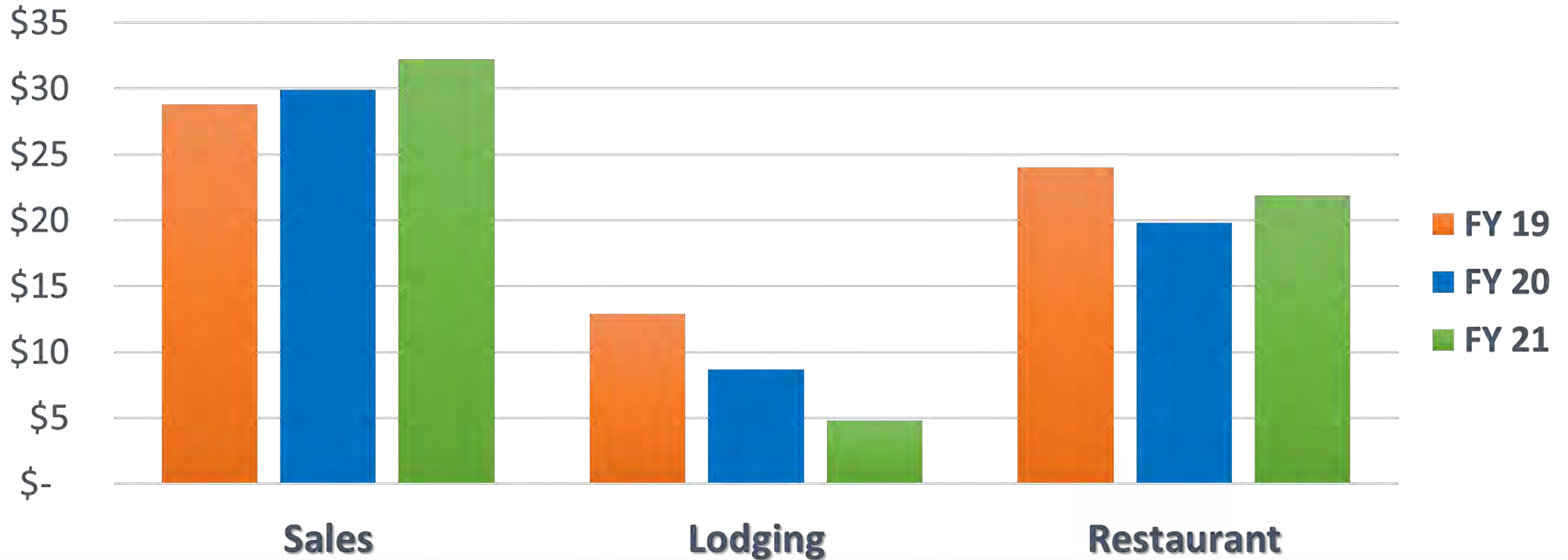


Sources: FY 15-21 Actual, City of Alexandria Revenue Dept.
FY 21 Estimate, City of Alexandria Approved FY 22 Budget

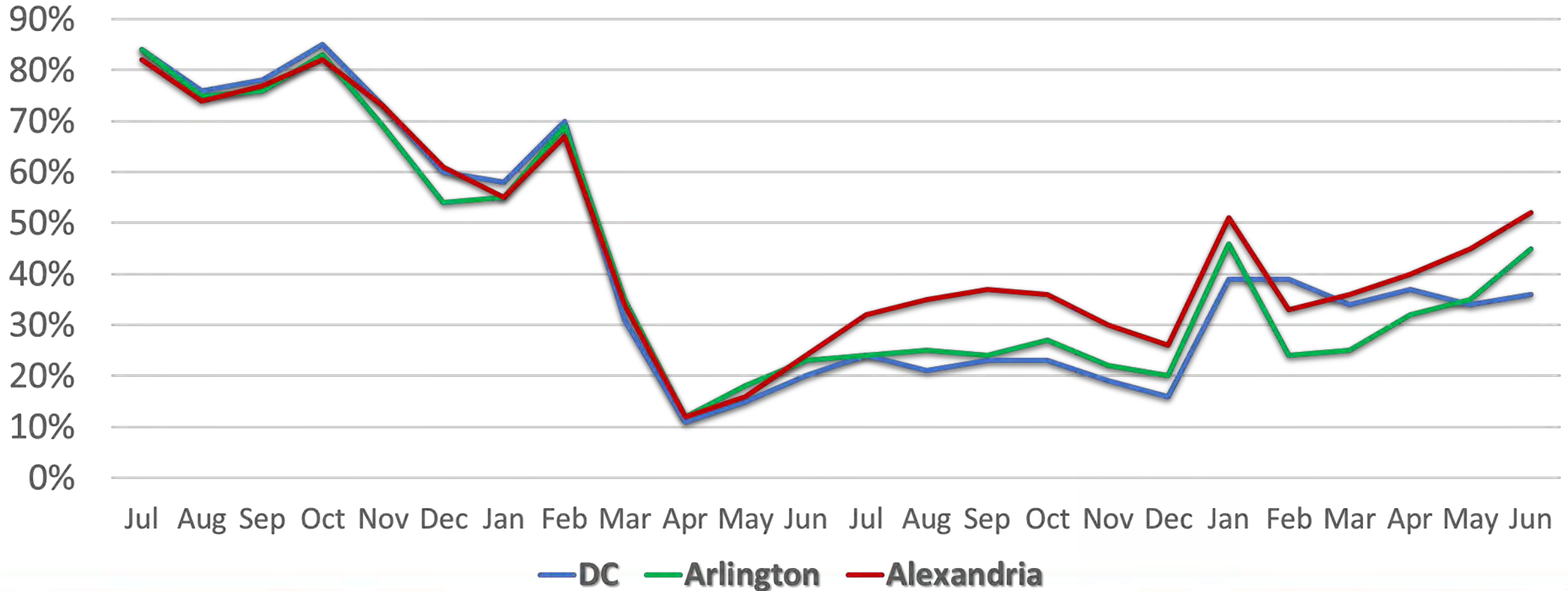


Alexandria Consumption Tax Receipts

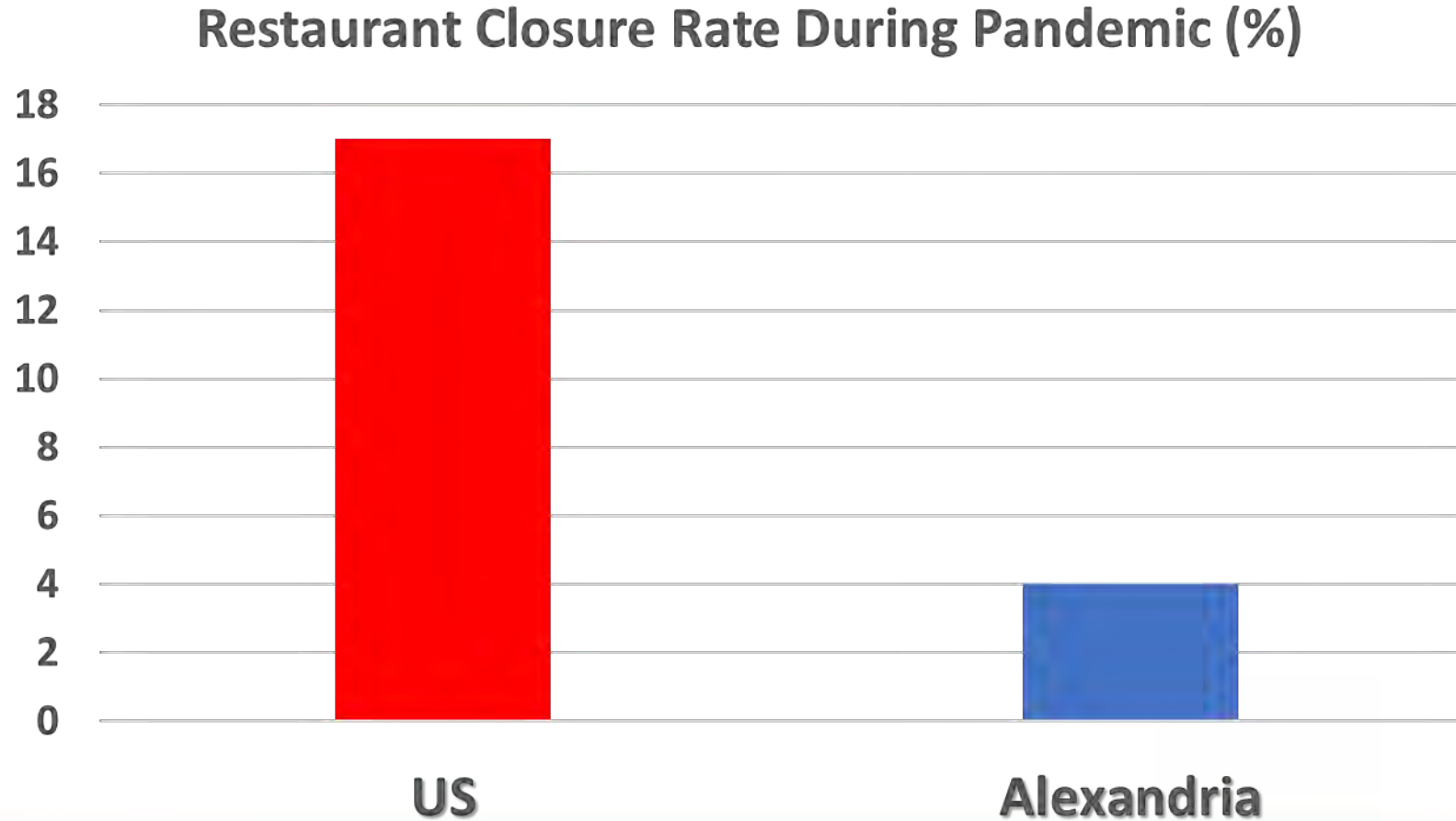
(\$ million)



Hotel Occupancy FY 20-21



Keeping Small Business in Business

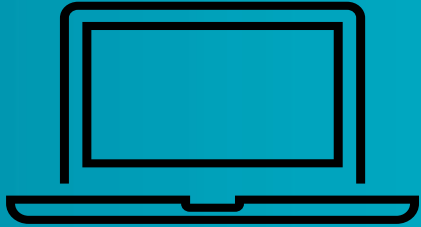


Sources: National Restaurant Association, Alexandria Revenue Department

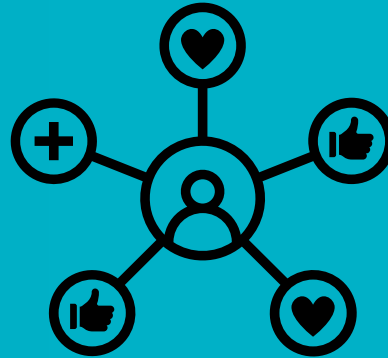


Fiscal Year 2021 Performance

July 2020 - June 2021



Web Visits
2.3 million
+ 8%



Social Media Followers
165,000
+ 8%

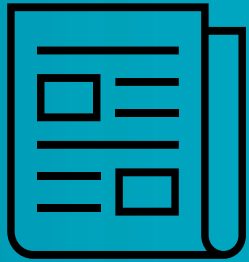


Press Hits
1,000+
(5 straight years)

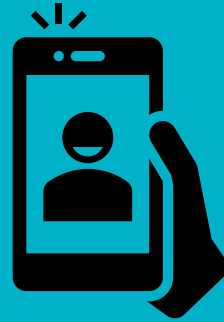


Fiscal Year 2021 Performance

July 2020 - June 2021



Blog Pageviews
785,000
+ 31%



Digital Marketing
Impressions
125 million
+ 110%

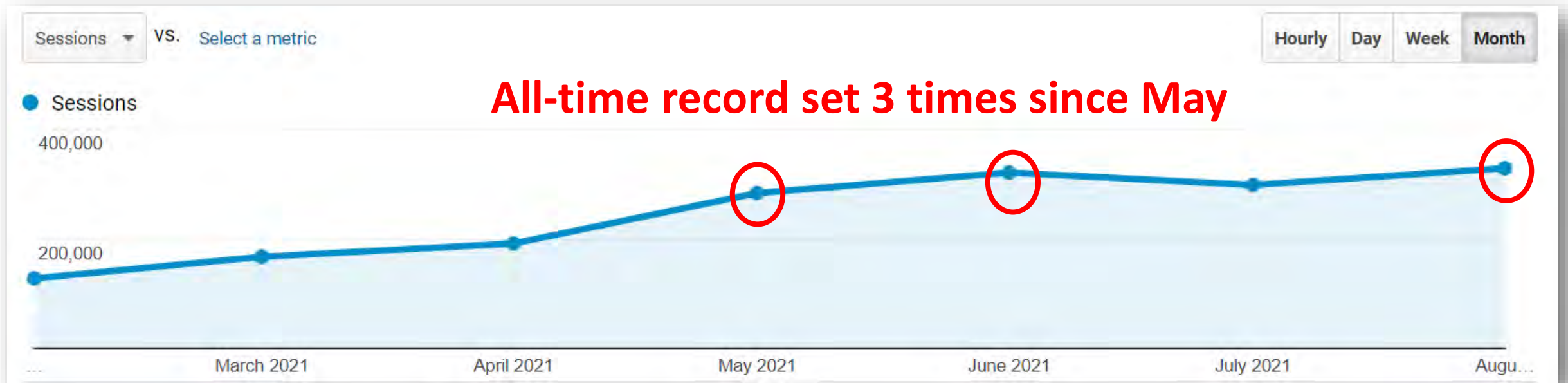


405 Members
+ 5%



Capturing Pent-Up Demand

Record Web Traffic in Recent Months

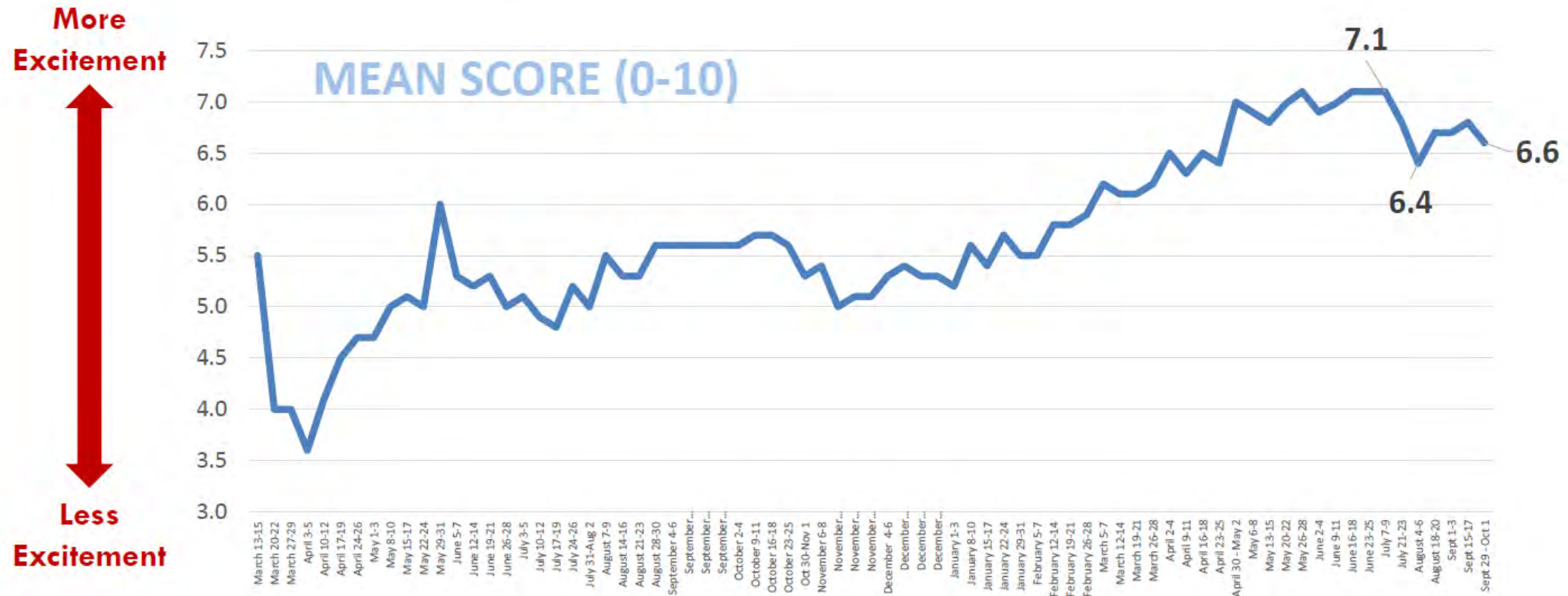


Consumer Sentiment



EXCITEMENT TO TRAVEL NOW

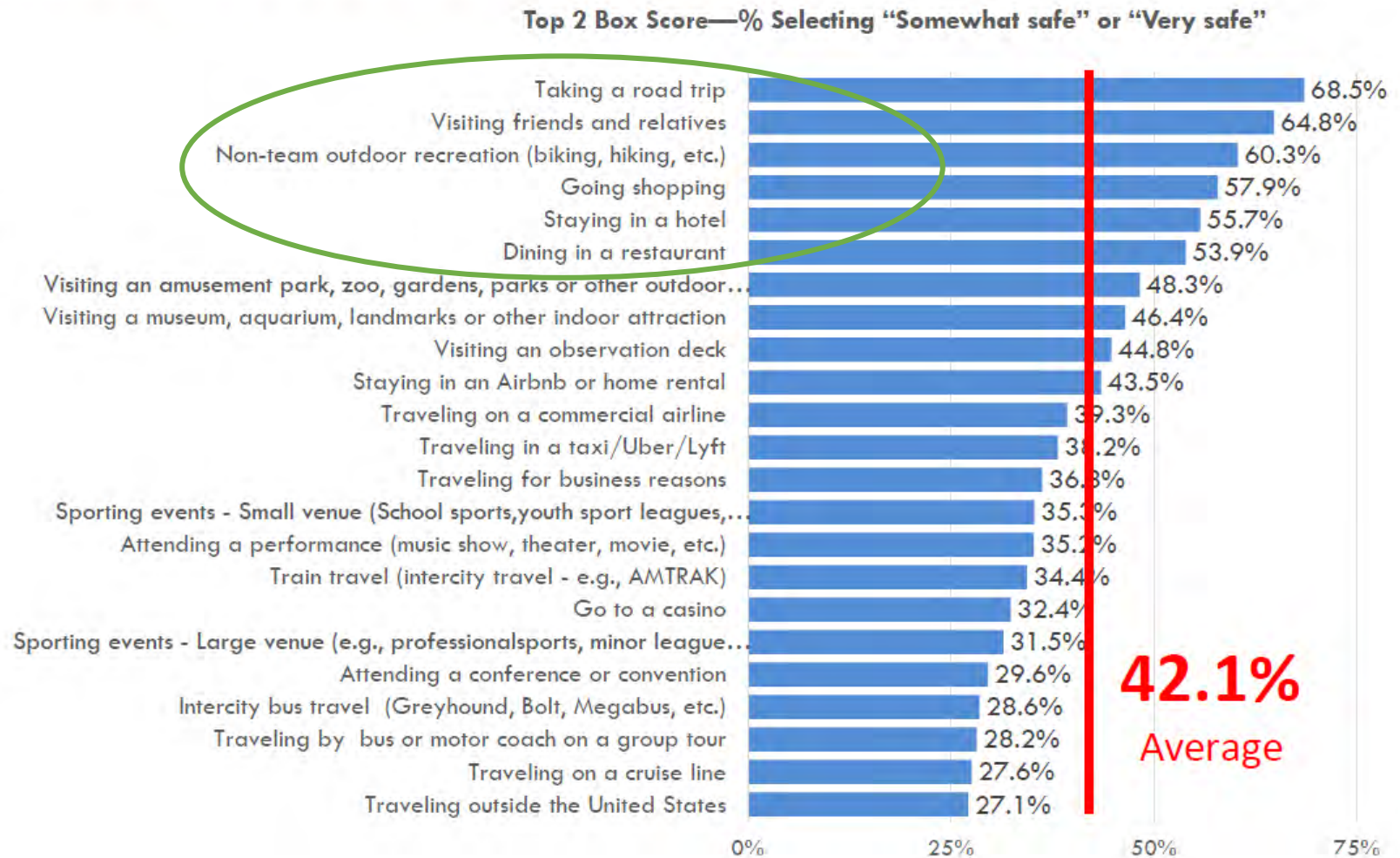
Question: Imagine that a good friend (or close family member) asks you to take a weekend getaway with them sometime in the next month. How excited would you be to go? (Assume the getaway is to a place you want to visit)



SAFETY PERCEPTIONS OF TRAVEL ACTIVITIES

Question: At this moment, how safe would you feel doing each type of travel activity?

(Base: Wave 75 data. All respondents, 1,209 completed surveys. Data collected September 29 – October 1, 2021)



CANCELLED TRIPS DUE TO THE DELTA VARIANT

Question: Have you cancelled any upcoming trips specifically due to the Delta variant?

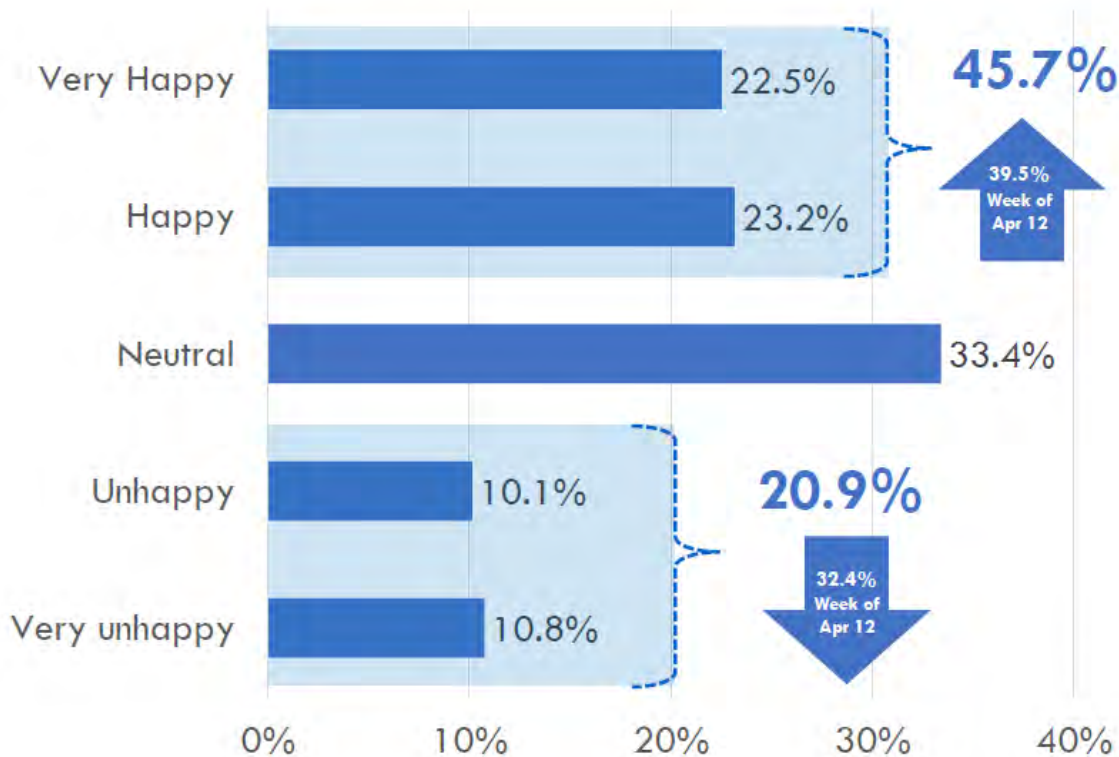
(Base: Wave 75 data. All respondents, 1,209 completed surveys. Data collected September 29 – Oct 1, 2021)



EMPLOYED TRAVELERS: FEELINGS ABOUT BEING ASKED TO TRAVEL OUT-OF-STATE FOR BUSINESS

Question: How would you feel if your employer needed you to take an out-of-state business trip some time in the next 6 months?

(Base: Waves 73 data. All respondents who are currently employed, 987 completed surveys. Data collected September 1-3, 2021)



5 Trends to Watch

#1: Outdoor Experiences



Travel to outdoor attractions jumped from 38 percent of trips in 2019 to 47 percent in 2021
- Arival/GoCity, September 2021

#2: Hybrid Work Week

OCCUPANCY OVER TIME - MARCH 5, 2020 TO OCTOBER 6, 2021



Hybrid Workweek: 'Thursday Is the New Monday'

The hybrid return to offices may be on pause due to the Delta variant, but here are the days you should schedule being on site during the workweek, according to three business experts.

Author: Michelle Russell



THE WALL STREET JOURNAL

Home World U.S. Politics Economy Business Tech Markets Opinion Books & Arts Real Estate Life & Work WSJ Magazine Sports

Google Adopts Hybrid Workweek, With 20% of Its Employees to Work Remotely

About 20% of staff will be able to work from home and 20% can shift offices

Sources: Kastle, PCMA, Wall Street Journal

#3: Road Tripping

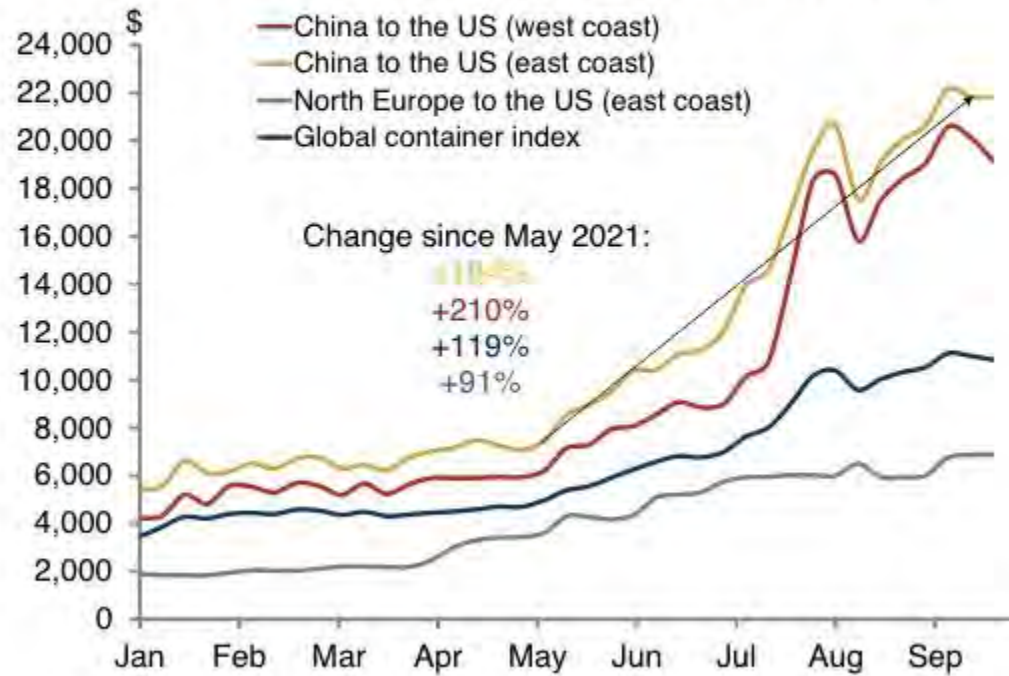


One third of travelers say COVID will cause them to choose more drivable destinations over the next 6 months
- Longwoods, September 2021

#4: Global Shortages

Figure 2: Port congestions and a shortage of containers have pushed up shipping costs

US: The cost of shipping a container from...



Source: Oxford Economics/Freightos Baltic Index

**HELP
WANTED**



OUT OF STOCK



#5: Sustainability

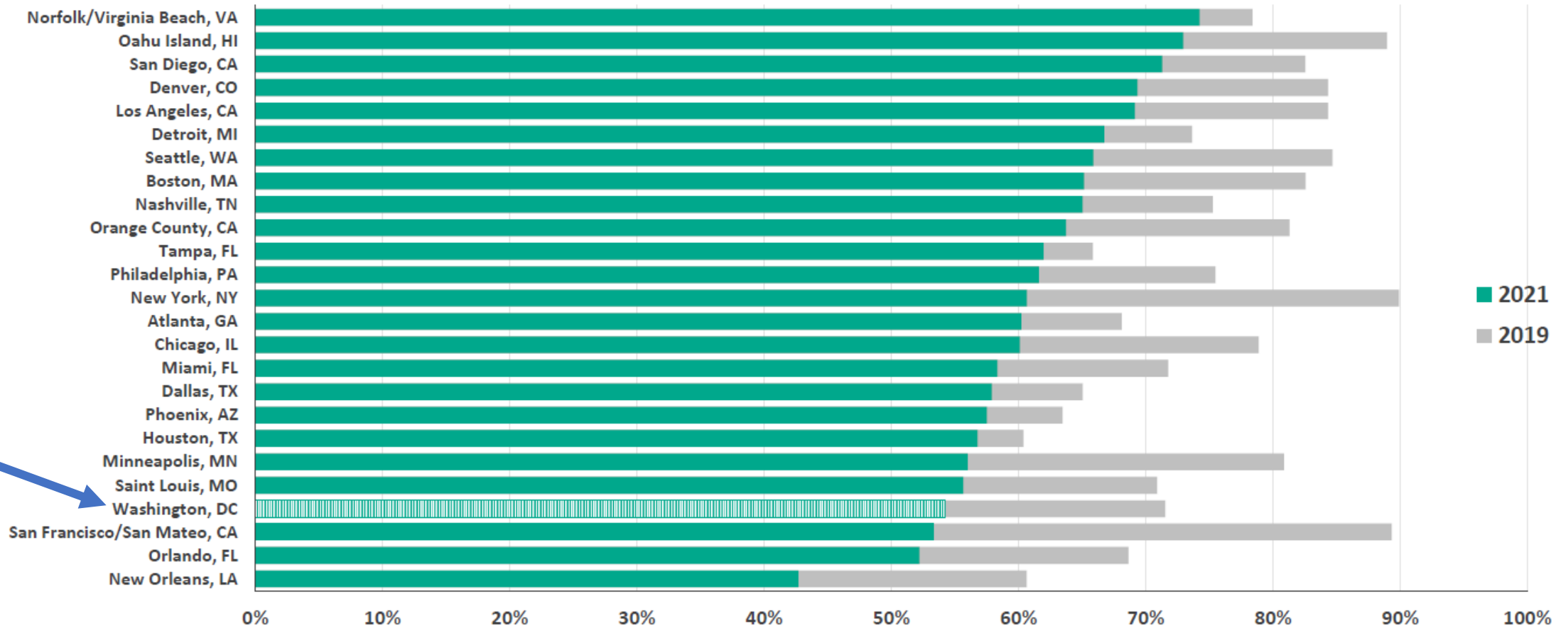


FY 2022 Forecasts



DC occupancy continues to trail most Top 25 markets

U.S. Top 25 Occupancy, August 2021



2021 Year End RevPAR Forecast

Top 25 Markets (sorted alphabetically)

0% to 25%	26% to 49%	> 50%
New Orleans, LA	Atlanta, GA	Boston, MA
San Francisco/ San Mateo, CA	Dallas, TX	Chicago, IL
	Detroit, MI	Denver, CO
	Houston, TX	Miami, FL
	Los Angeles, CA	Minneapolis, MN
	Philadelphia, PA	Nashville, TN
	Phoenix, AZ	New York, NY
	Washington, DC	Norfolk/Virginia Beach, VA
		Oahu Island, HI
		Orange County, CA
		Orlando, FL
		Saint Louis, MO
		San Diego, CA
		Seattle, WA
		Tampa, FL

2022 Year End RevPAR Forecast

Top 25 Markets (sorted alphabetically)



-5% to 25%	26% to 49%	> 50%
Atlanta, GA	Chicago, IL	Boston, MA
Dallas, TX	Denver, CO	New York, NY
Detroit, MI	Minneapolis, MN	San Francisco/ San Mateo, CA
Houston, TX	New Orleans, LA	Seattle, WA
Los Angeles, CA	Oahu Island, HI	→ Washington, DC
Miami, FL	Orange County, CA	
Nashville, TN	Orlando, FL	
Norfolk/Virginia Beach, VA	Philadelphia, PA	
Phoenix, AZ	San Diego, CA	
Saint Louis, MO		
Tampa, FL		

20 DC Citywides in 2022

Demand Shifts to Weekends

2019

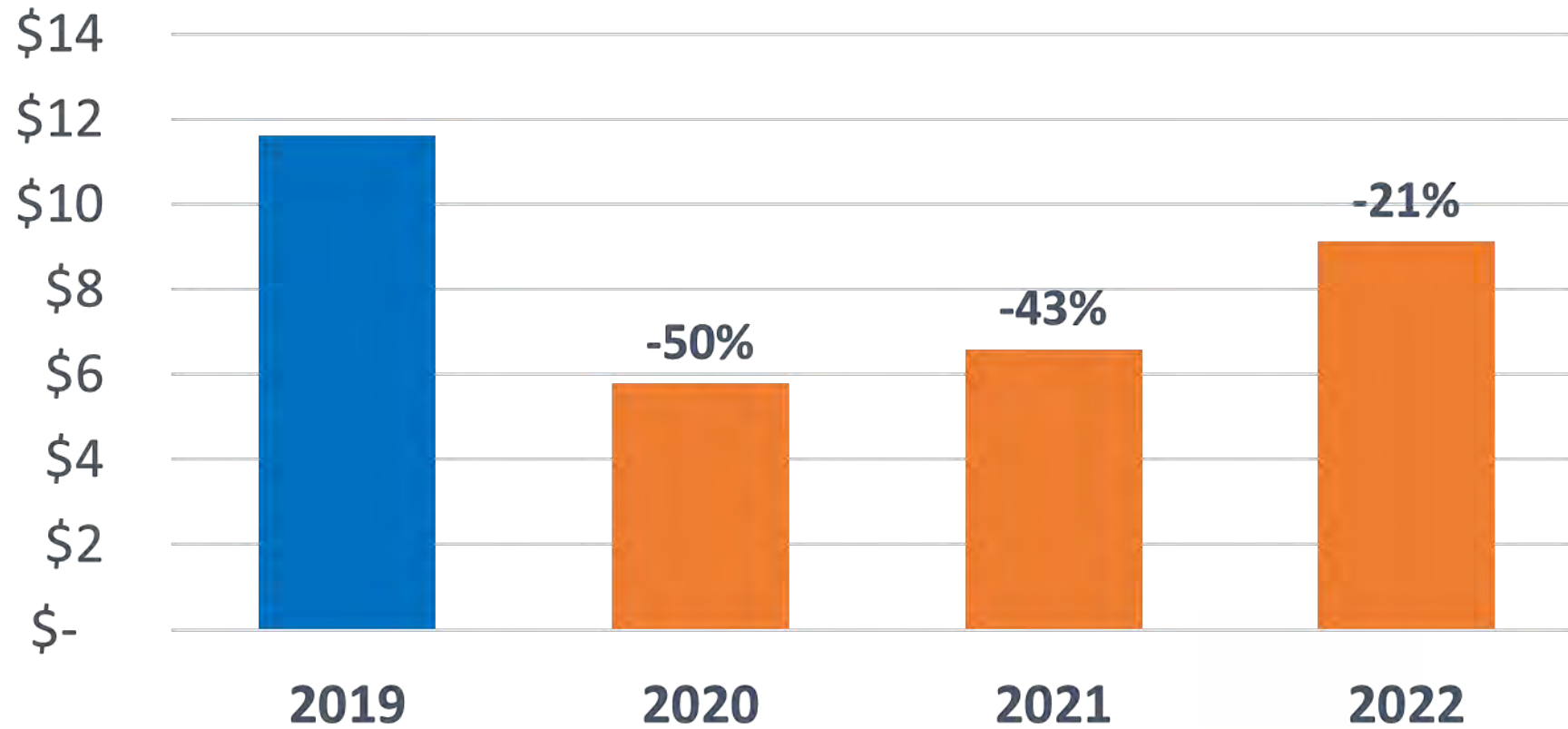
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8-Jun	74	93	97	96	88	79	83
15-Jun	76	96	98	96	84	74	75
22-Jun	67	90	97	96	92	92	92
29-Jun	85	94	96	93	85	77	79
6-Jul	54	58	57	76	95	86	80
13-Jul	60	79	91	93	87	80	83
20-Jul	77	93	97	96	87	86	90
27-Jul	76	91	96	93	86	89	92
3-Aug	69	84	89	85	85	87	89
10-Aug	73	80	80	78	72	74	78
17-Aug	62	78	82	79	77	77	84
24-Aug	63	76	84	85	76	76	78
31-Aug	54	66	71	71	65	78	90
7-Sep	64	37	57	77	74	68	71
14-Sep	64	89	96	96	89	84	82
21-Sep	67	87	97	97	90	76	80

2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5-Jun	47	23	22	25	27	35	41
12-Jun	27	27	29	30	32	43	50
19-Jun	31	31	33	34	36	48	53
26-Jun	33	35	38	39	42	52	56
3-Jul	34	35	35	33	35	49	64
10-Jul	63	30	31	33	36	45	49
17-Jul	34	37	42	44	45	54	61
24-Jul	39	42	44	44	43	52	58
31-Jul	45	43	41	41	44	55	60
7-Aug	39	40	41	42	50	63	68
14-Aug	43	35	36	37	42	56	62
21-Aug	36	33	36	39	44	58	65
28-Aug	39	33	35	38	42	55	59
4-Sep	30	28	31	30	33	53	69
11-Sep	53	26	25	30	37	49	55
18-Sep	34	36	37	35	39	50	60

Source: STR, 2021 © CoStar Realty Information, Inc. 32

Northern VA Visitor Spending Forecast (billion \$)

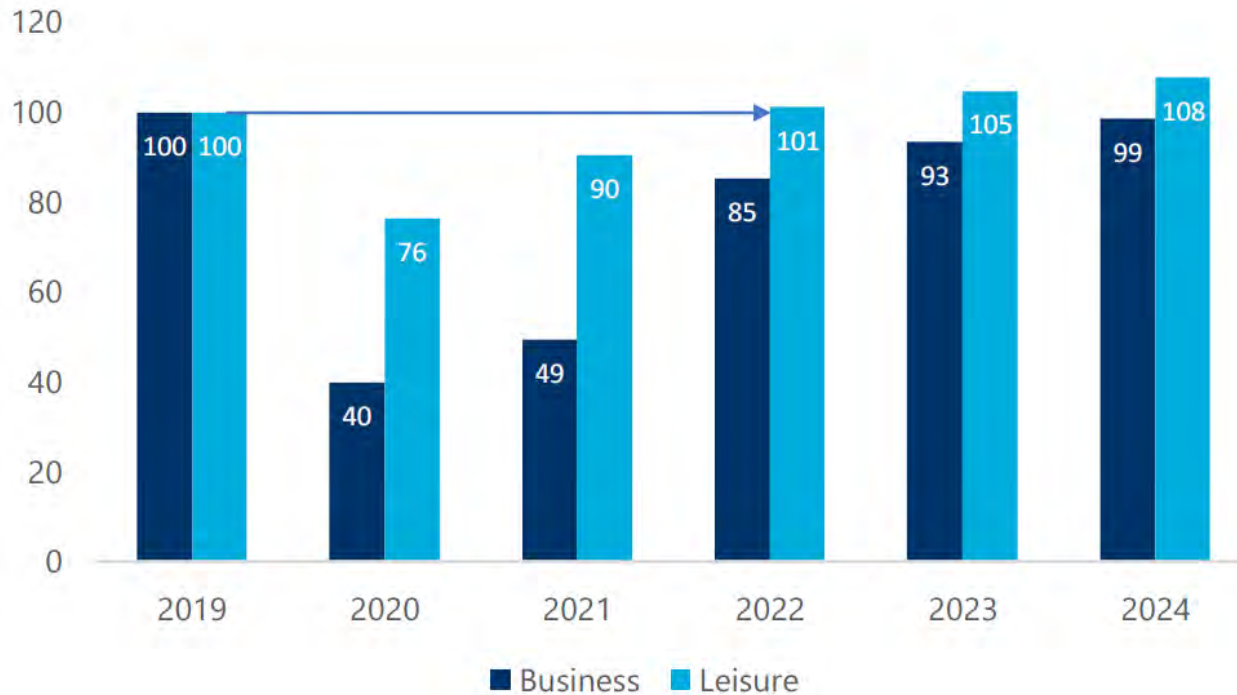


The Big Picture: US Forecast

Leisure travel will fuel the recovery

Business and leisure trips

Index (2019=100)



**Leisure back to 2019 levels
in 2022**

**Business nearly back in
2024**

Note: Only domestic trips

Source: U.S. Travel Association, Tourism Economics

FY 2022 Plans



Expanded Advertising

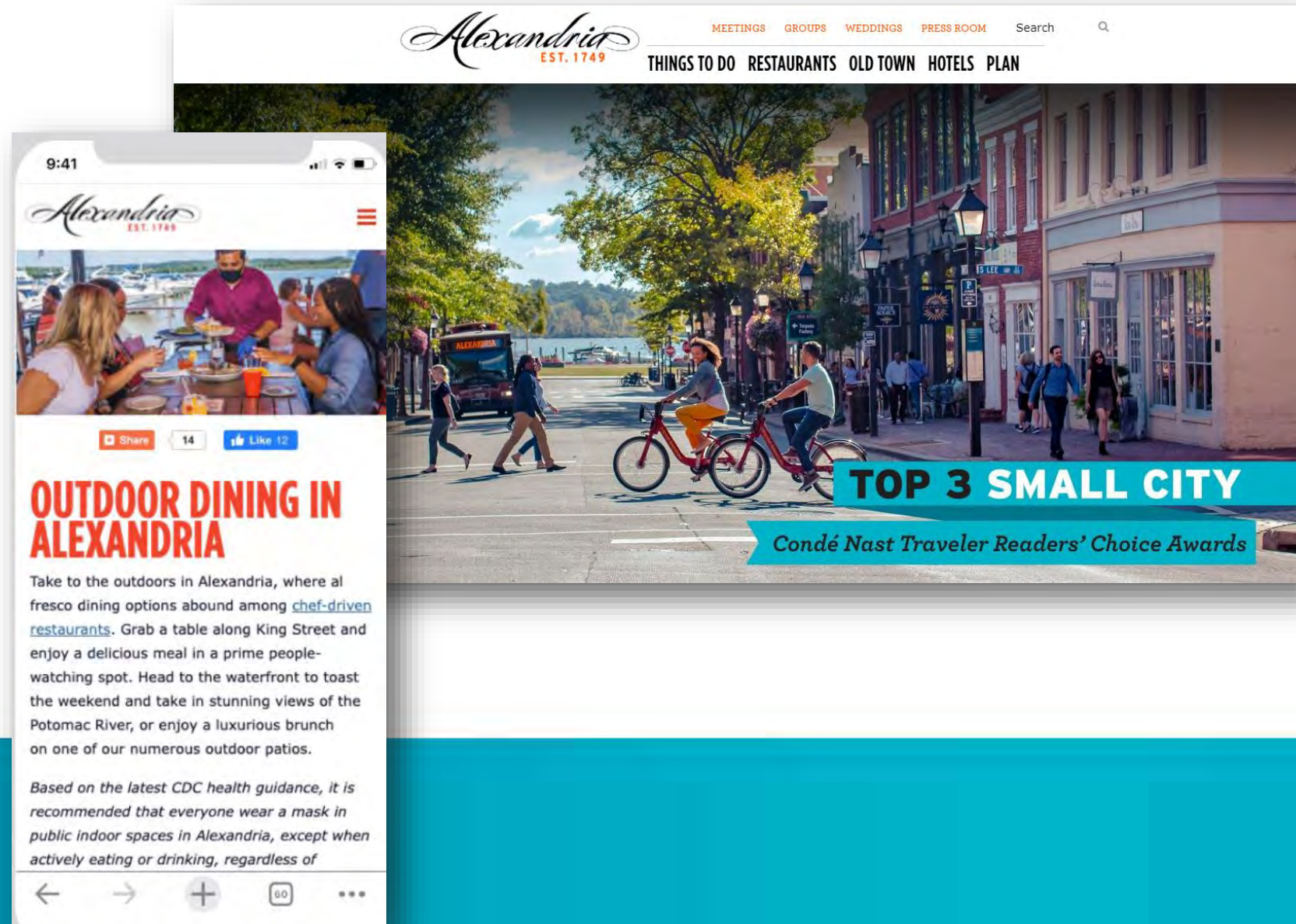
- 34% increase in advertising investment due to ARPA funds from City
- Relaunching “Stay in the Moment” campaign
- New tactics: Streaming audio and Expedia
- New audiences: Black travelers and Spanish-language
- Expanded high-efficiency tactics: YouTube, Connected TV, and native



Watch the 15-second “Stay in the Moment” video ads [here](#), [here](#), and [here](#).

Launch New Website – Spring 2022

- Mobile-first design
- Faster page speed
- Higher search rankings
- Enhanced mapping
- Inspirational visuals



VISIT
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Leverage Condé Nast Top Small City



Watch the 15-second “Top Small City 2021” video ad [here](#).

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Alexandria

Events Return



Meetings Focus

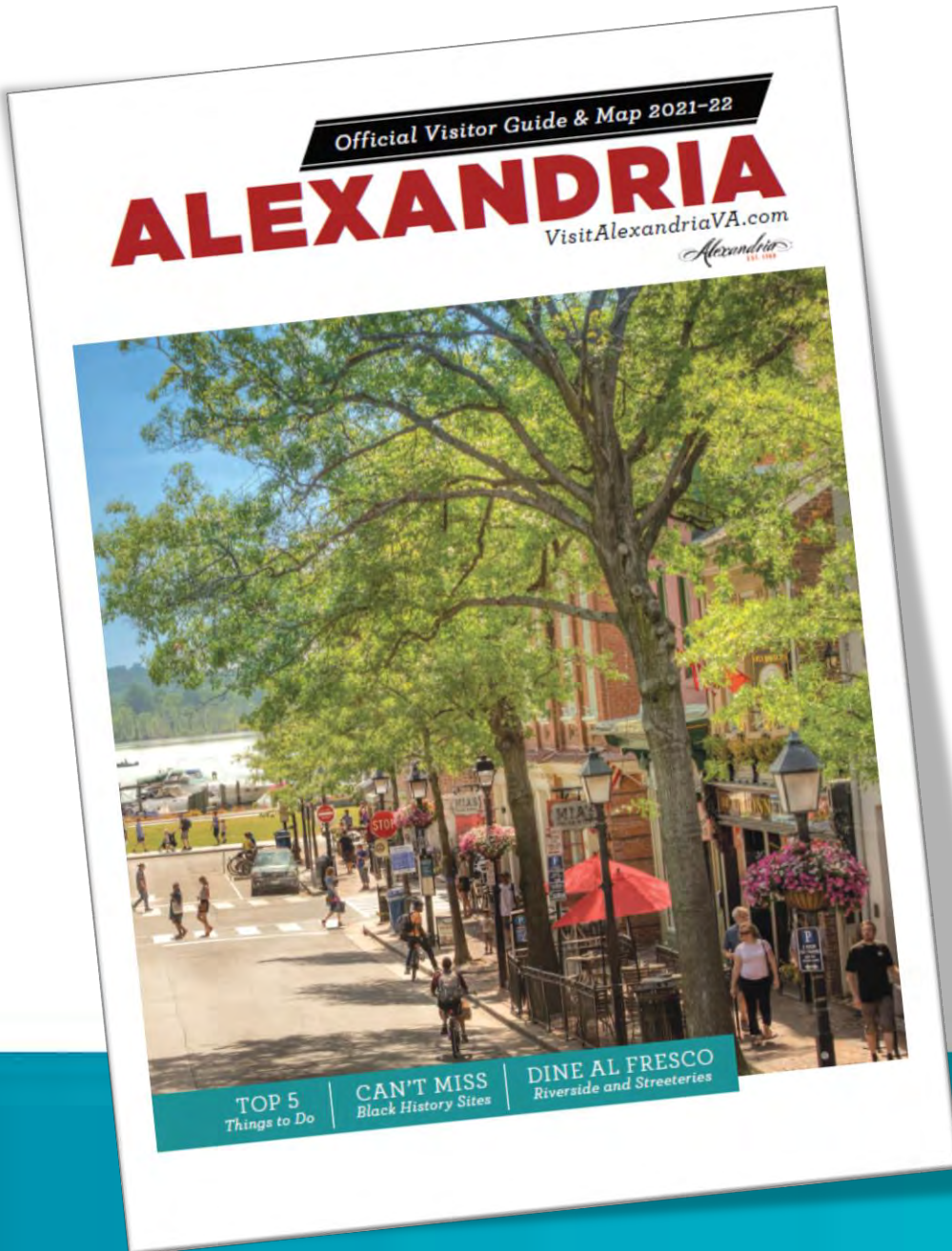


- Retention of regional annual meetings
- Increase in-person site visits and destination FAMS: *4 out of 5 ultimately book*
- Industry collaboration (PCMA, MPI, CVBReps)
- Collaboration with National Harbor
- Prioritize solicitation on major economic drivers

“Visit Alexandria has done a great job keeping up with regular client events where we were able to meet on Zoom calls, have fun activities, and connect with their members. They really have kept those relationships going despite everything that has happened.”

- Vicki Lindberg, Meeting Planner with Association Headquarters

2022-23 Official Visitor Guide & Map



- New publisher, Madden Media
- Ad & listing deadline—October 15
- 250,000 copies
- 95 locations from NYC to DC to VA Beach

VISIT
Alexandria

FY 22 Content Highlights

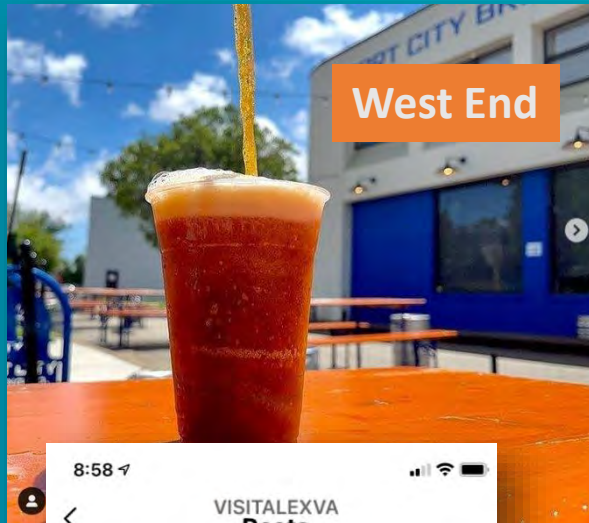


- Waterfront
- Outdoor experience
 - Dining
 - Tours
 - Public art
 - Meeting spaces
- Shopping
- Inclusive history
- Weddings

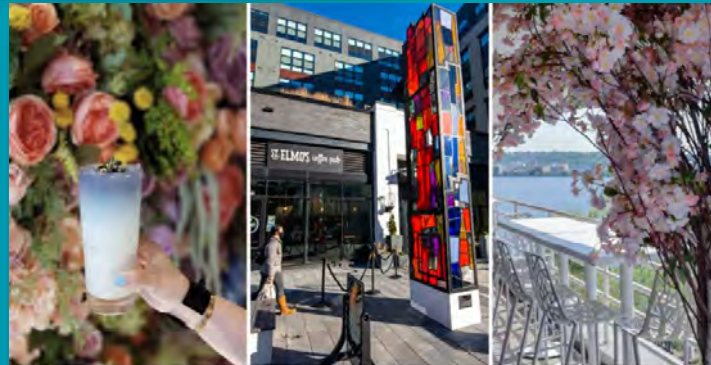
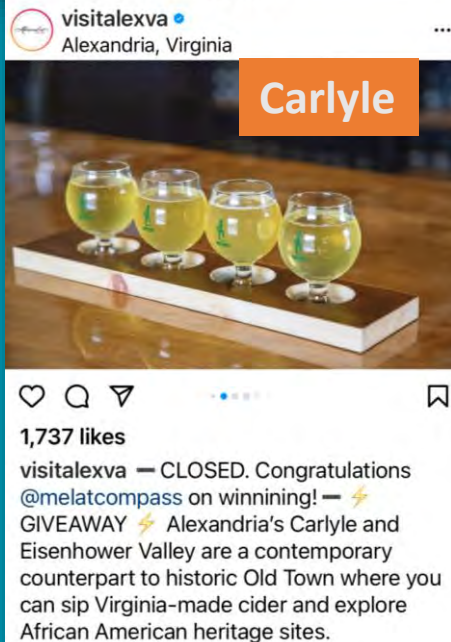
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Neighborhood Promotions

West End



Carlyle



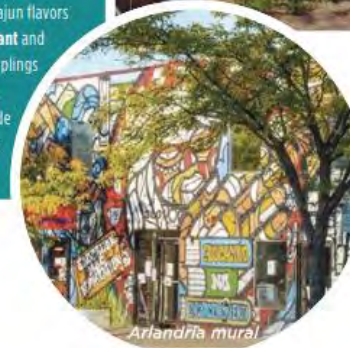
Things to Do Now in Alexandria's Old Town North Neighborhood

BY CAROLINE SECREST APRIL 25, 2021 15587 VIEWS



EXPLORE ARLANDRIA

Just north of Del Ray in Arlandria, find powerful murals, world-class acts playing at **The Birchmere** and regionally acclaimed restaurants. Also called "Chirilagua" after many community members' Salvadorian region of origin, the neighborhood offers Salvadorian and Mexican fare at **El Pulgarcito**, Cajun flavors from **RT's Restaurant** and crave-worthy dumplings from **Royal Nepal**. Grab a drink outside at **Hops N Shine** or **Northside 10**.



DEL RAY

>> Artsy, community-minded, relaxed

Del Ray marches to the beat of its own drum with a passion for wellness and a creative streak energizing made-for-strolling Mount Vernon Avenue.

» From Visitor Center
2 miles

» Drink

» Can't-Miss
• Art deco architecture

Diversity, Equity & Inclusion



- Black history, travel, culture and businesses
- Ethiopian and more African diaspora communities, cultural experiences and businesses
- Hispanic community, cultural experiences and businesses
- Asian American and Pacific Islander community and business owners
- Indigenous culture, art and history
- BIPOC travel scorecard
- City of Alexandria Racial and Social Equity Core Teams participation



VISIT
Alexandria

Spanish Language Campaign

:30 Radio Spot

Did you know that one of Conde Nast Traveler's Best Small Cities in America is right next door? It's Alexandria. And there's now even more to explore with friends and family.

Shop and stroll the King Street mile, lined with over 200 independent boutiques and restaurants. Wander Alexandria's waterfront to see new public art and take a historic ship tour, then dine riverside along the Potomac.

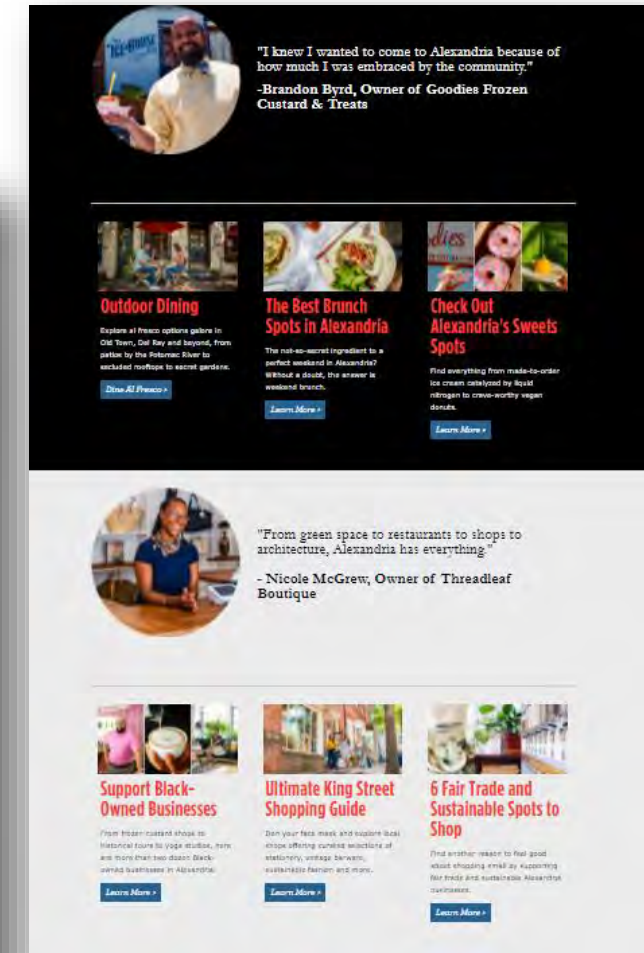
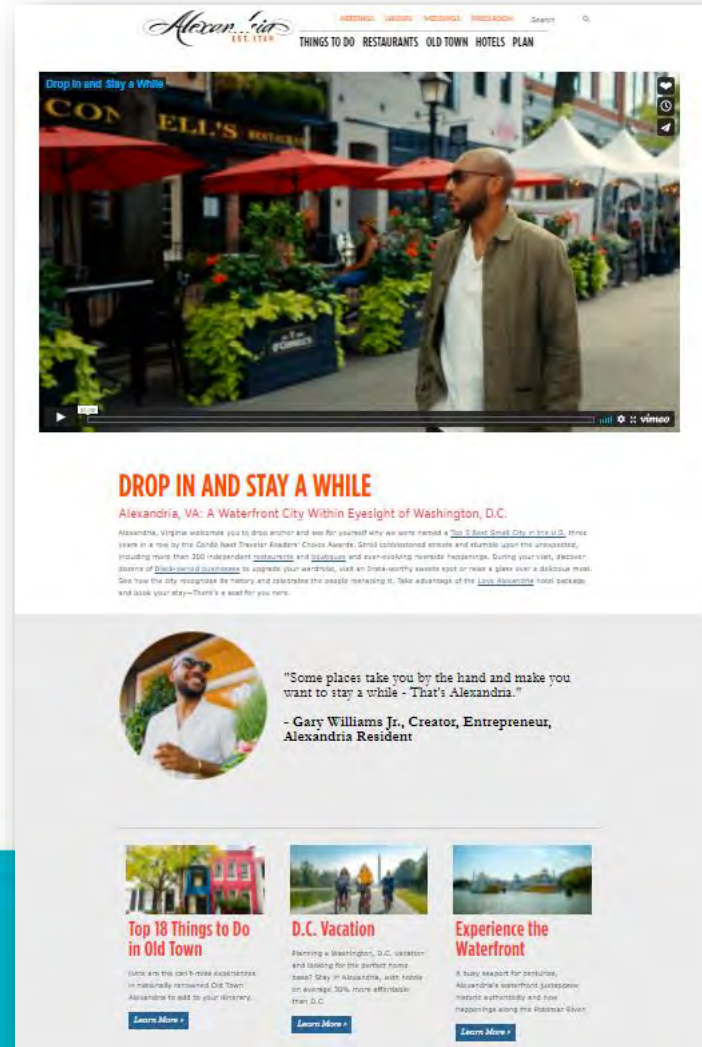
Discover the top things to do in Old Town and more neighborhoods of Alexandria at VisiteAlexandria.com. That's Visite Alexandria dot com.

Listen to the 30-second El Zol radio ad [here](#).



Drop In Campaign

- \$109 billion Black travel audience*
- Work with a Black-owned creative firm: Creative Theory Agency
- Highlight Alexandria's strengths and our welcoming community
- Highlight Black-owned businesses and Black History sites
- Collect new photo/video assets to be used across other campaigns



*Source: MMGY Global

Drop In Campaign

:60 Video Ad



Watch the :60 “Drop In” video ad [here](#).

VISIT
Alexandria

An aerial photograph of the Alexandria harbor at sunset. The sun is low on the horizon, casting a warm orange glow over the water and the city skyline in the background. In the foreground, numerous boats are docked at piers. A large, modern building with a glass facade is prominent on the left side of the harbor. The text "Thank you for attending." is overlaid in a large, white, sans-serif font at the top of the image.

Thank you for attending.

2021 ANNUAL MEETING

VISIT
Alexandria



FY 2022 Operating Plan & Budget

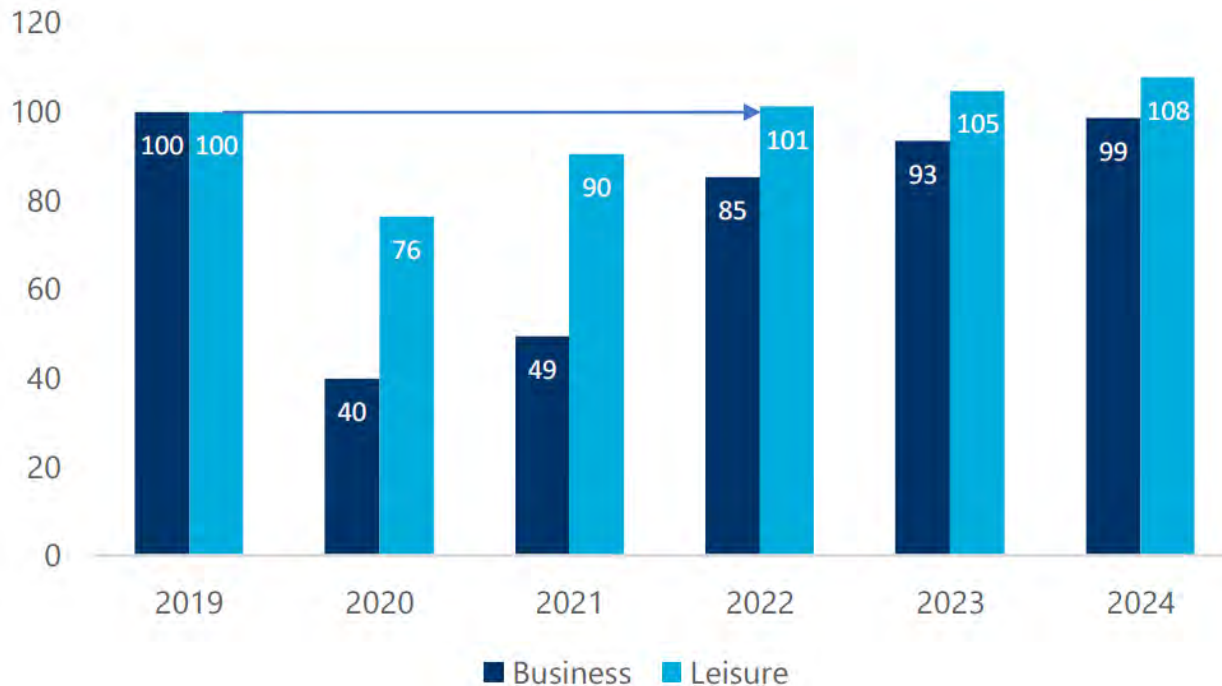
Visit Alexandria Board Meeting
May 17, 2021

The Big Picture

Leisure travel will fuel the recovery

Business and leisure trips

Index (2019=100)



**Leisure back to 2019 levels
in 2022**

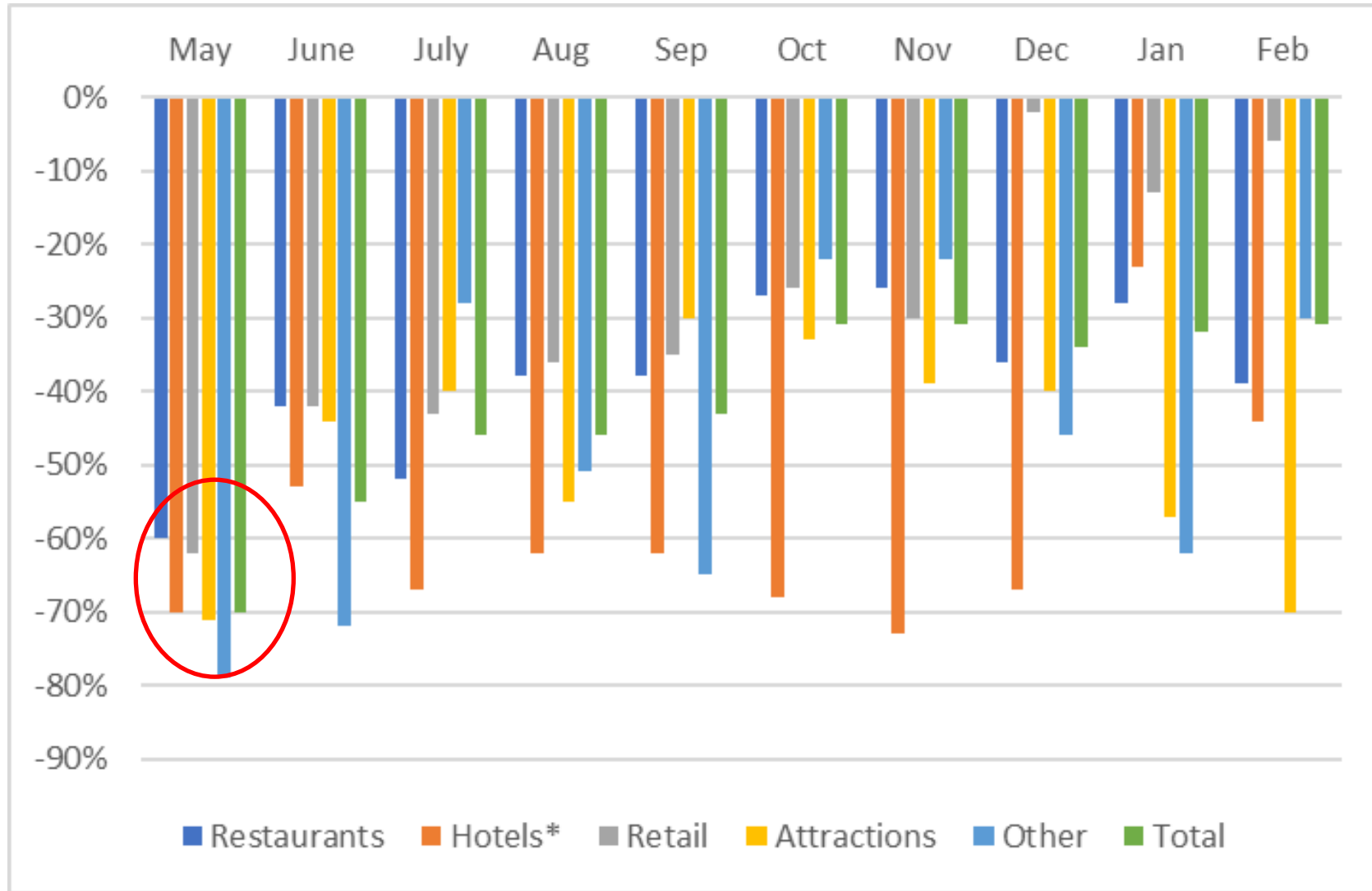
**Business nearly back in
2024**

Note: Only domestic trips

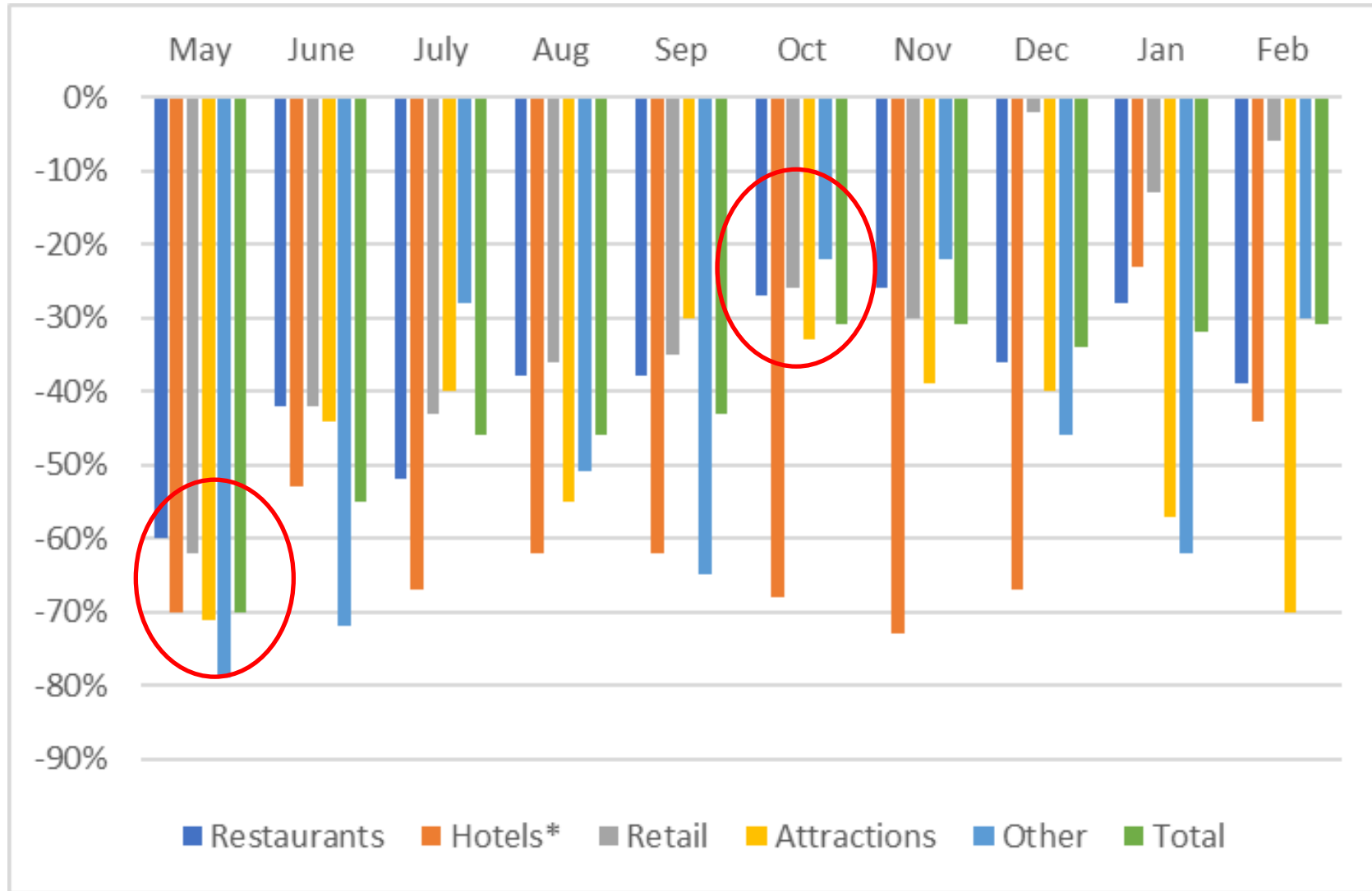
Source: U.S. Travel Association, Tourism Economics

Situation Analysis

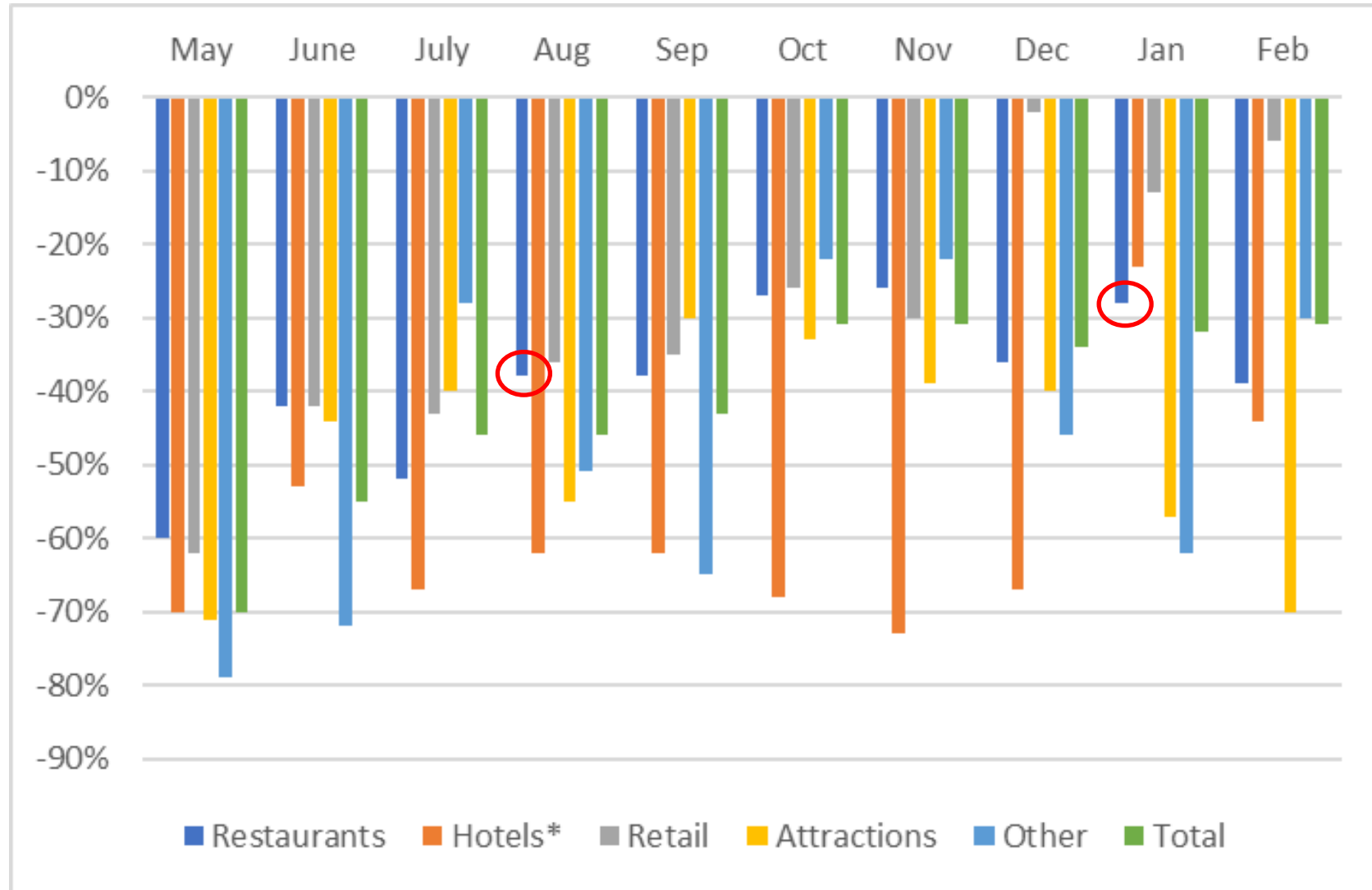
Alexandria Business Impact Survey



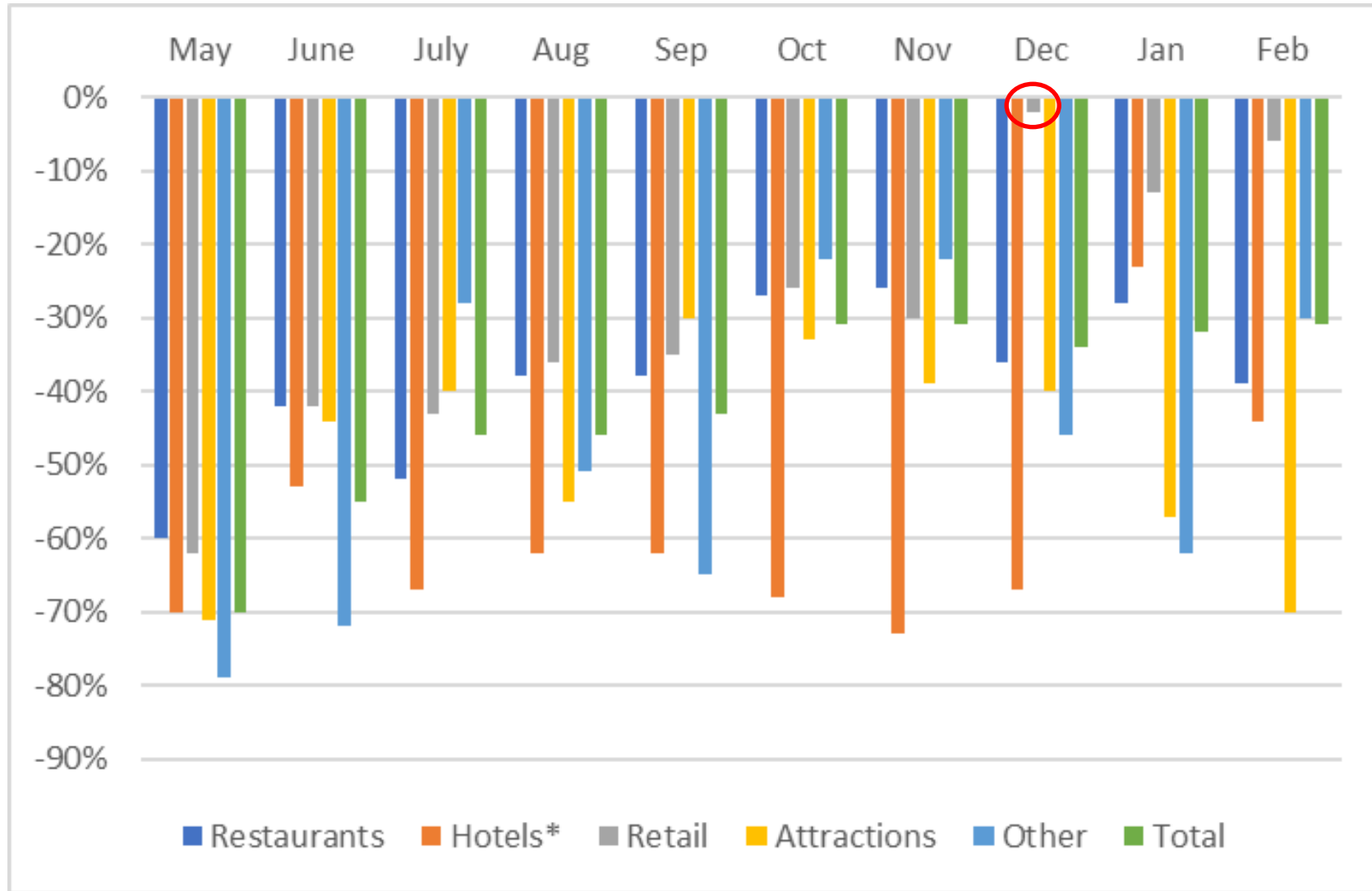
Alexandria Business Impact Survey



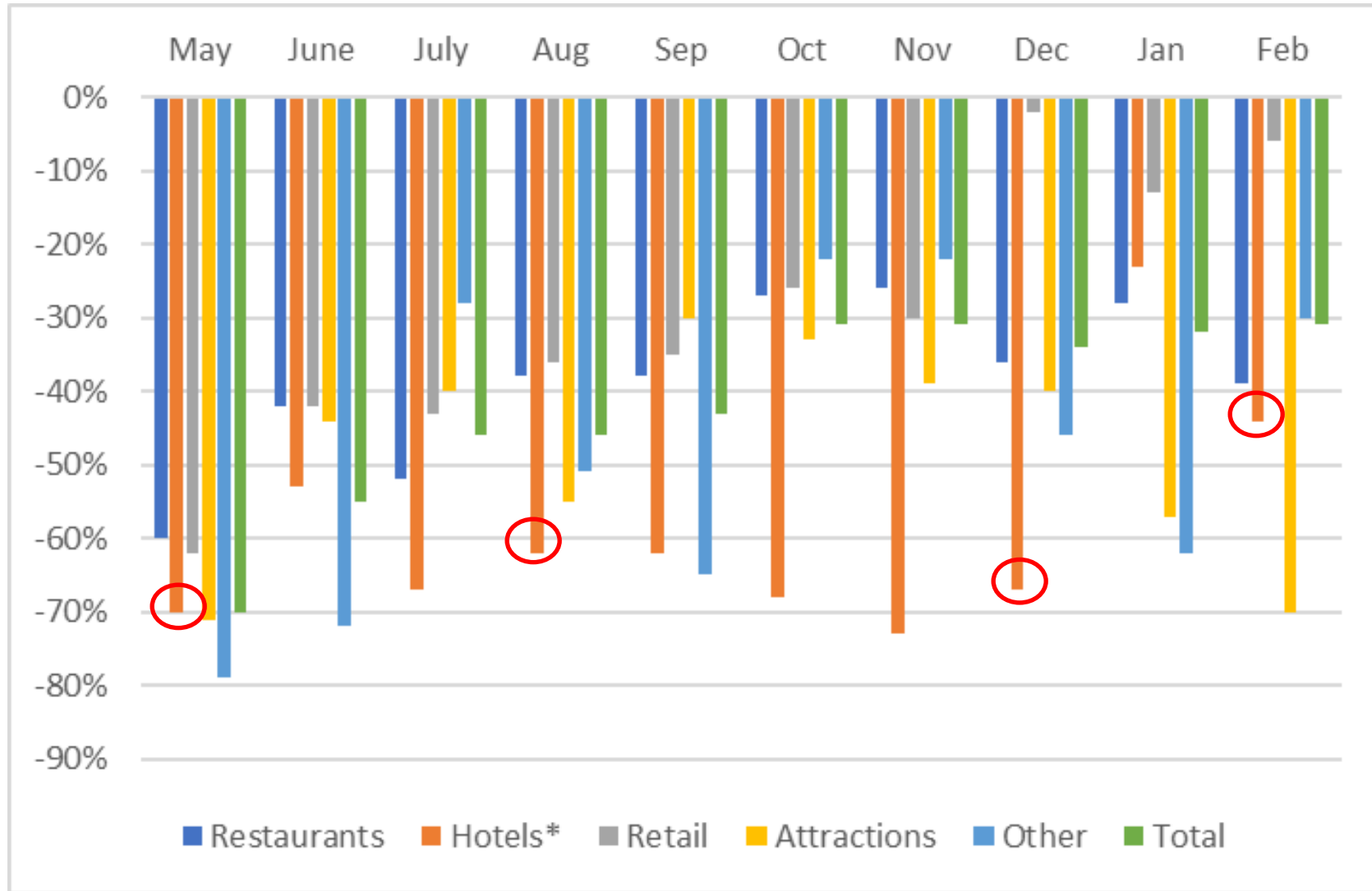
Alexandria Business Impact Survey



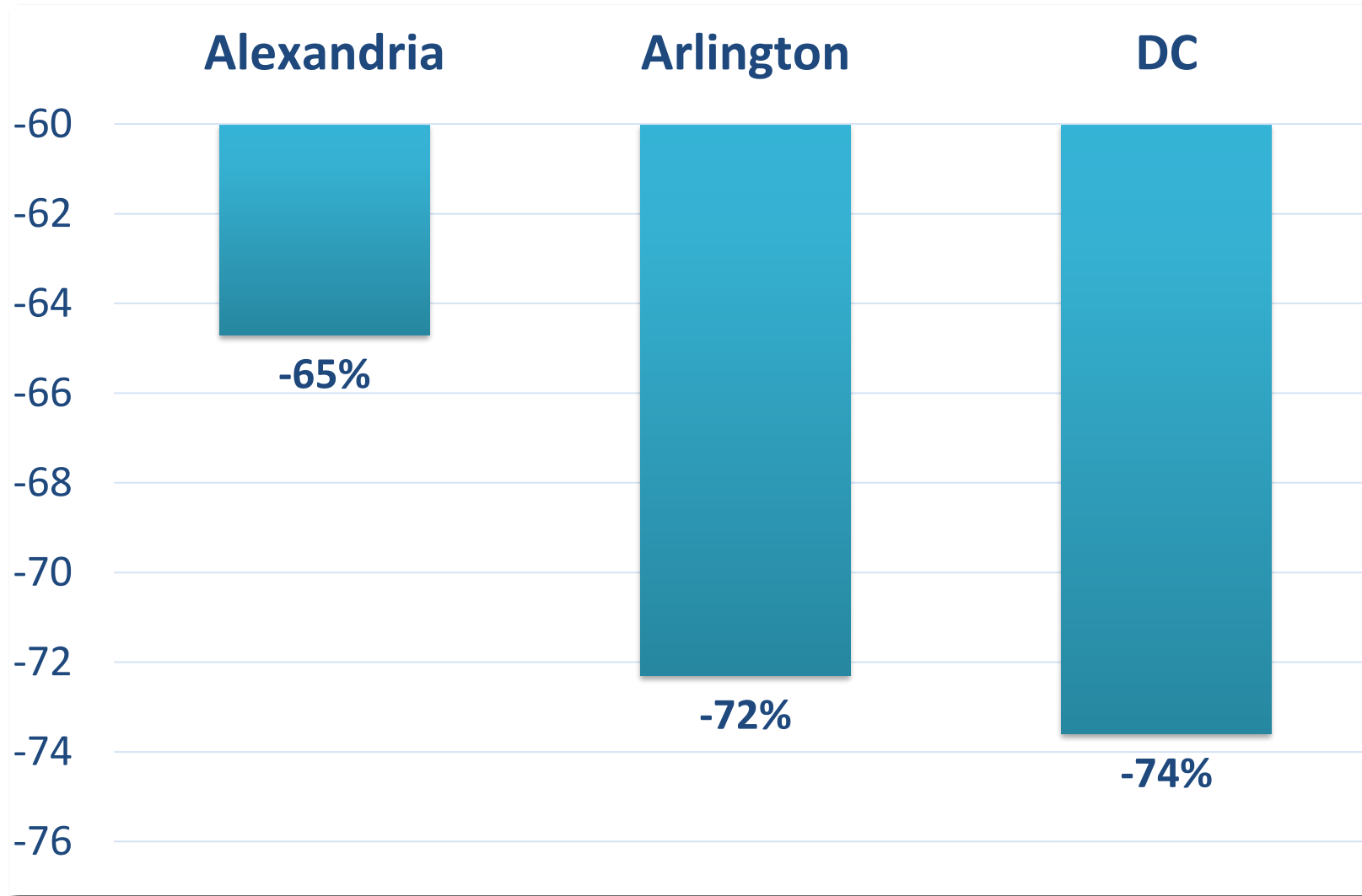
Alexandria Business Impact Survey



Alexandria Business Impact Survey



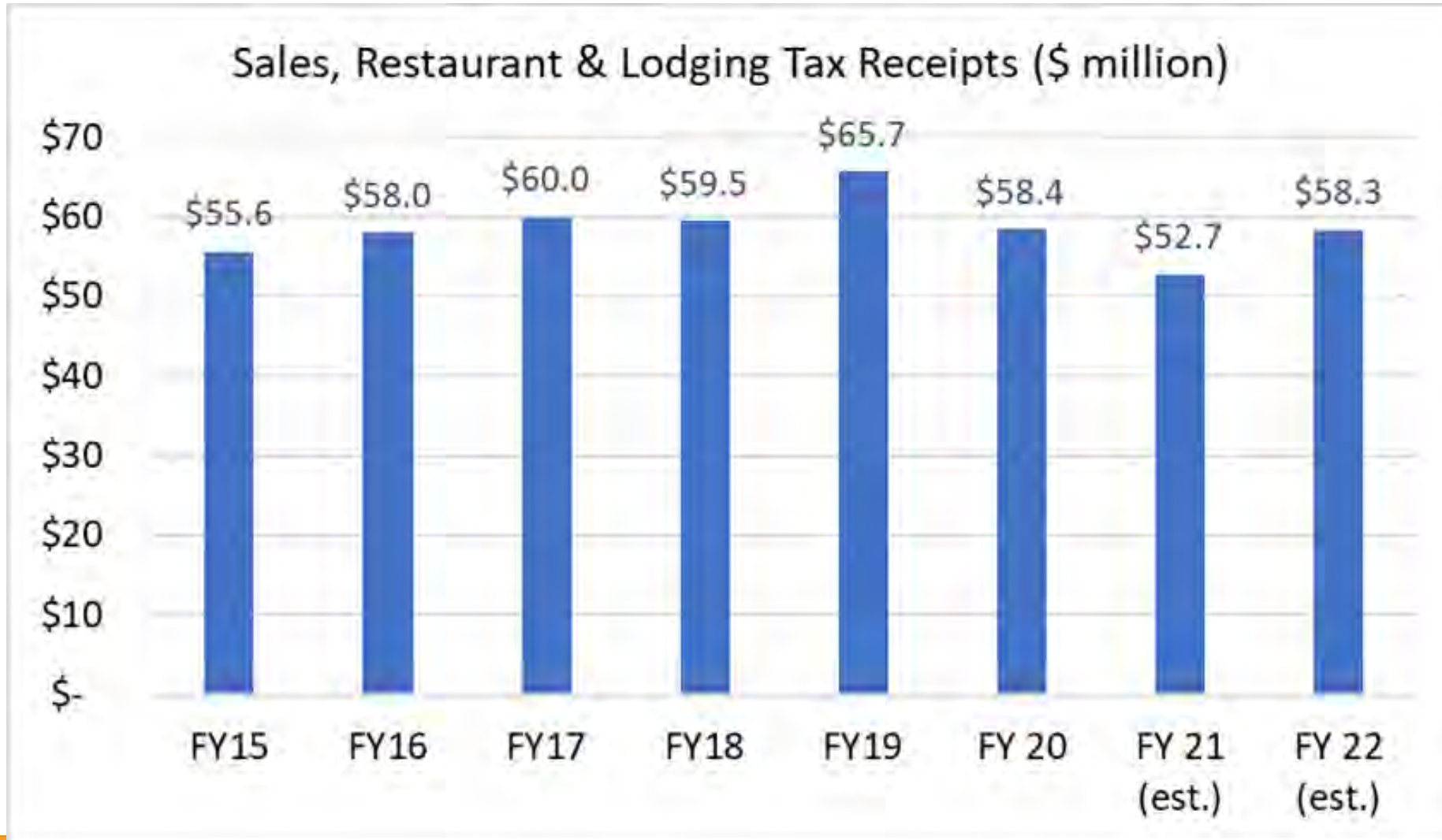
YoY Hotel RevPAR Change, July 2020 – March 2021



Source: STR



What's at Stake?



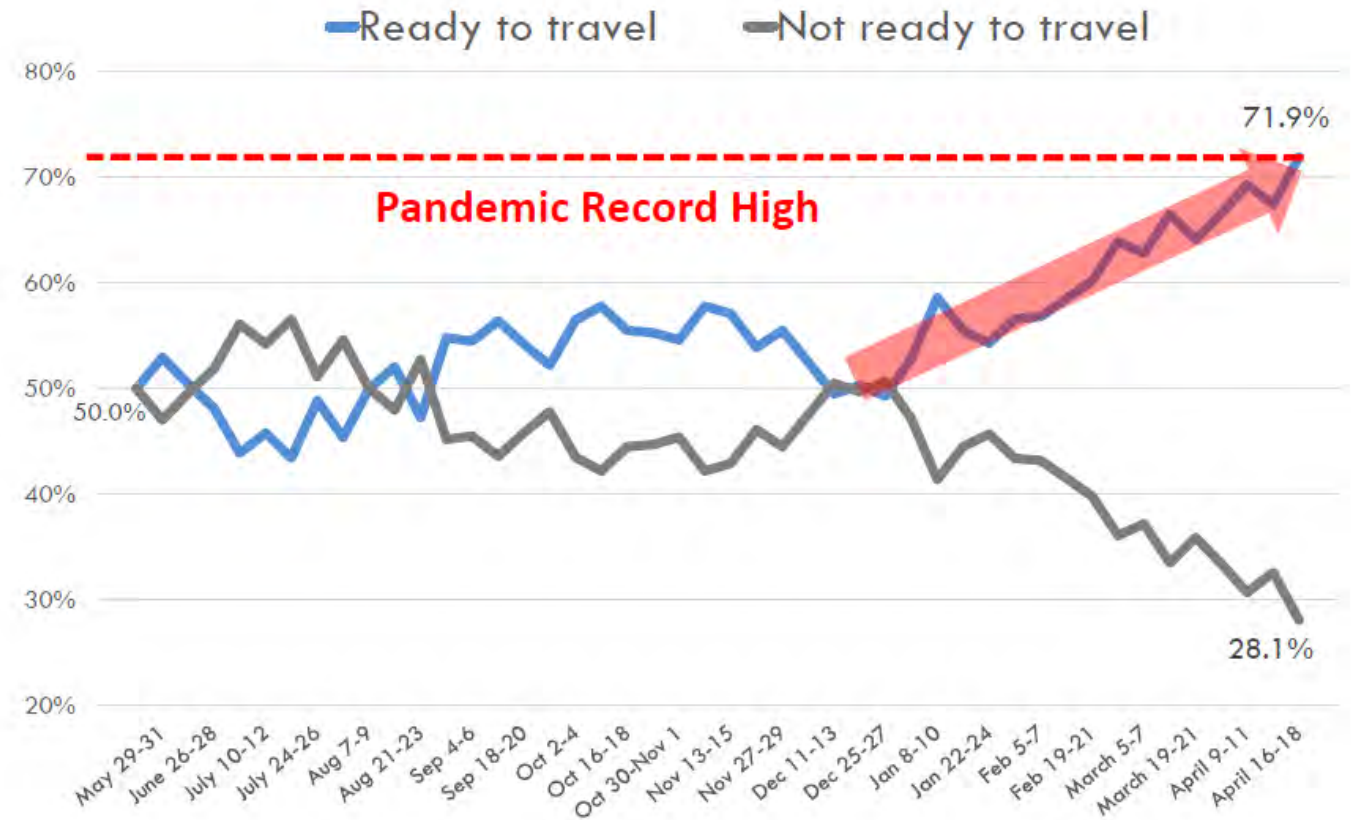
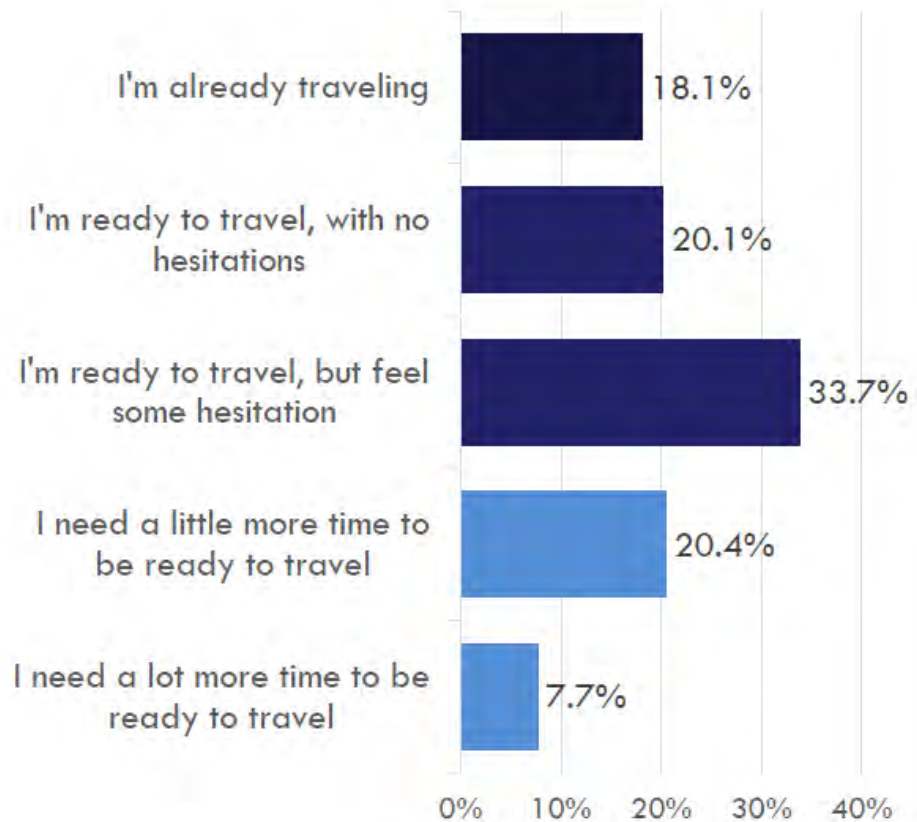
Sources: FY 15-20 Actual, City of Alexandria Revenue Dept.
FY 21-22 Estimates, City Manager's Proposed FY 22 Budget



Consumer Sentiment

TRAVEL STATE-OF-MIND

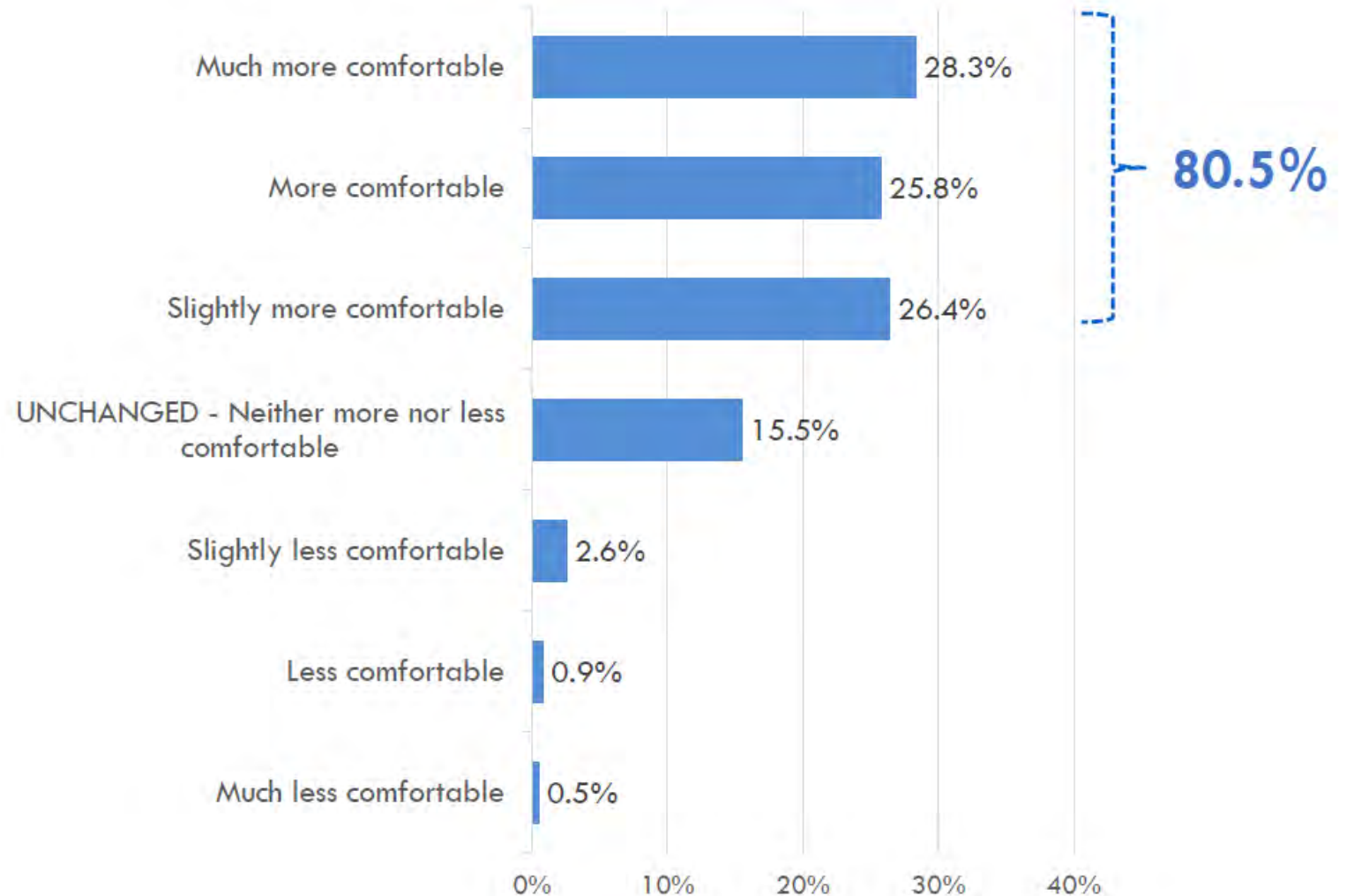
Question: When it comes to getting back out and traveling again, which best describes your current state of mind? (Select one)



COMFORT WITH TRAVELING AFTER VACCINATION

Question: After receiving a COVID-19 vaccine, how comfortable do you feel with the idea of traveling? (Select the one that best describes you)

(Base: Wave 58 data. Respondents who have received a COVID-19 vaccine, 676 completed surveys. Data collected April 16-18, 2021)



CHANNELS AMERICANS ARE MOST RECEPTIVE TO TRAVEL MESSAGING IN AS OF APRIL 18, 2021

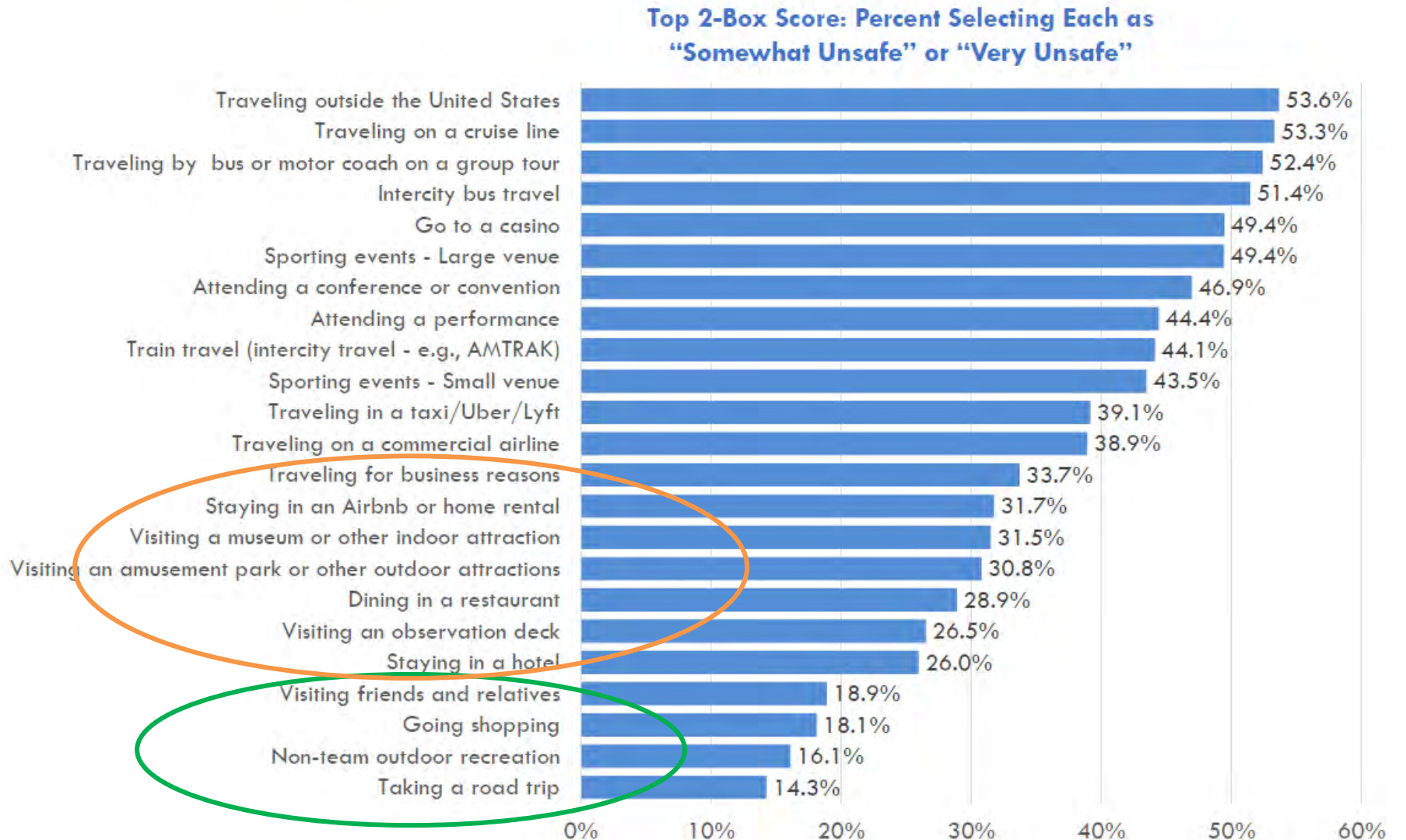


(Base: Wave 58 data. All respondents, 1,210 completed surveys. Data collected April 16-18, 2021)

PERCEIVED SAFETY OF TRAVEL ACTIVITIES (WAVE 58)

Question: At this moment, how safe would you feel doing each type of travel activity?

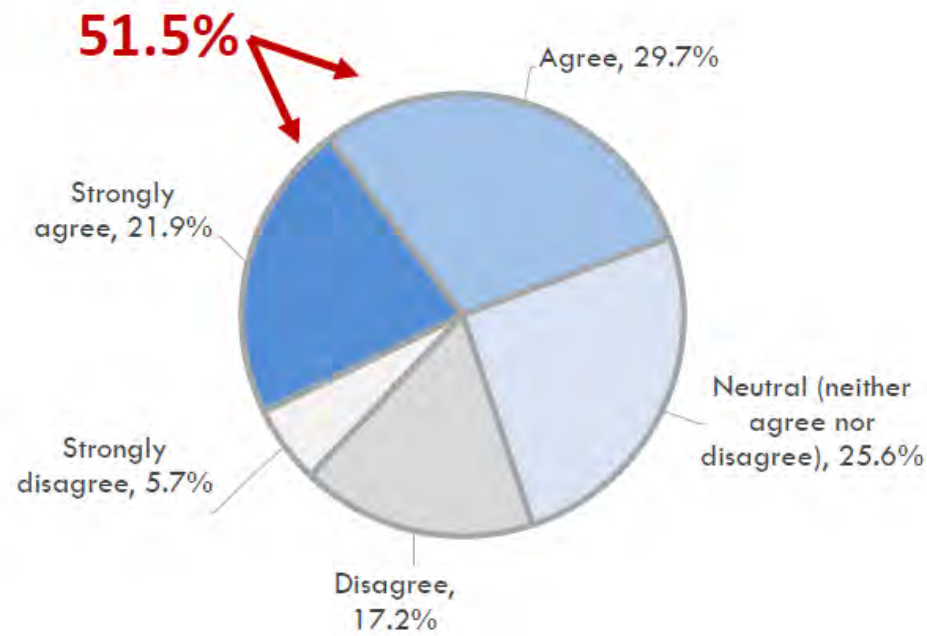
(Base: Wave 58 data. All respondents, 1,210 completed surveys. Data collected April 16-18, 2021)



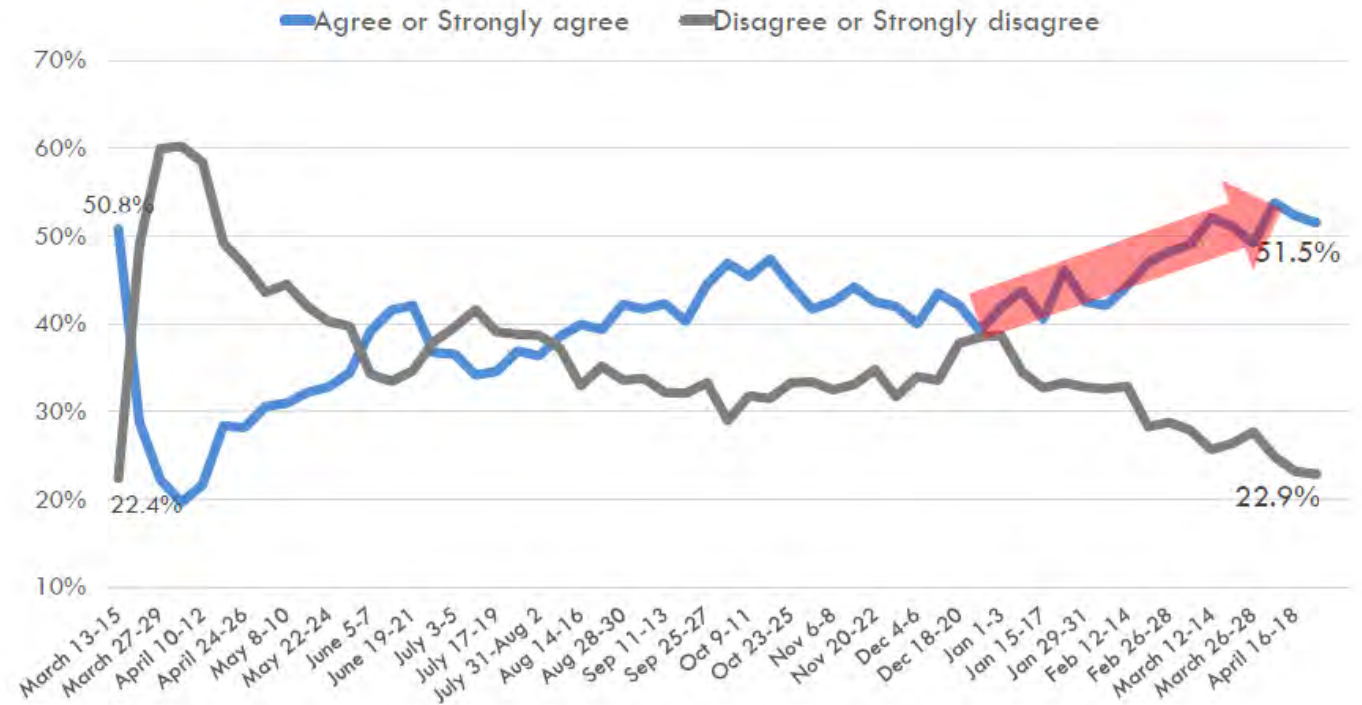
COMFORT ENJOYING HOME COMMUNITY

How much do you agree with the following statement?

Statement: I still feel comfortable going out in my community to restaurants, local attractions and undertaking local activities.



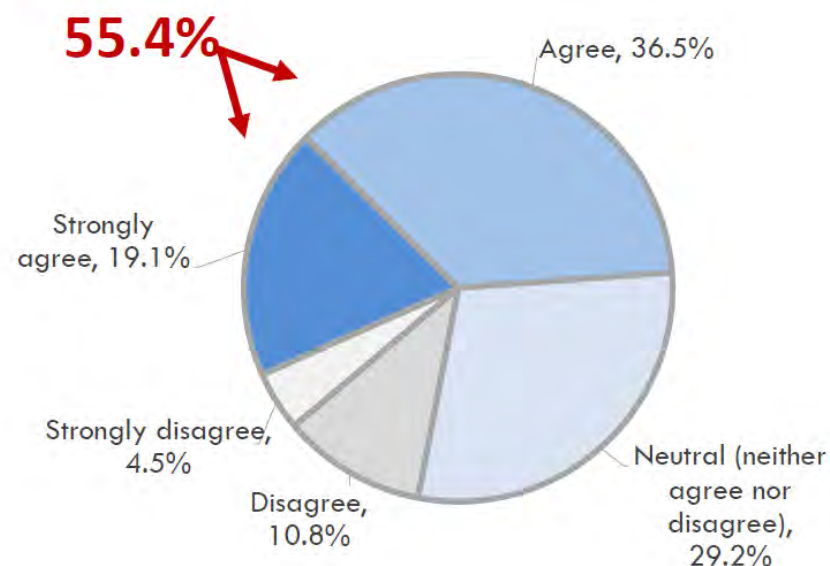
Historical data



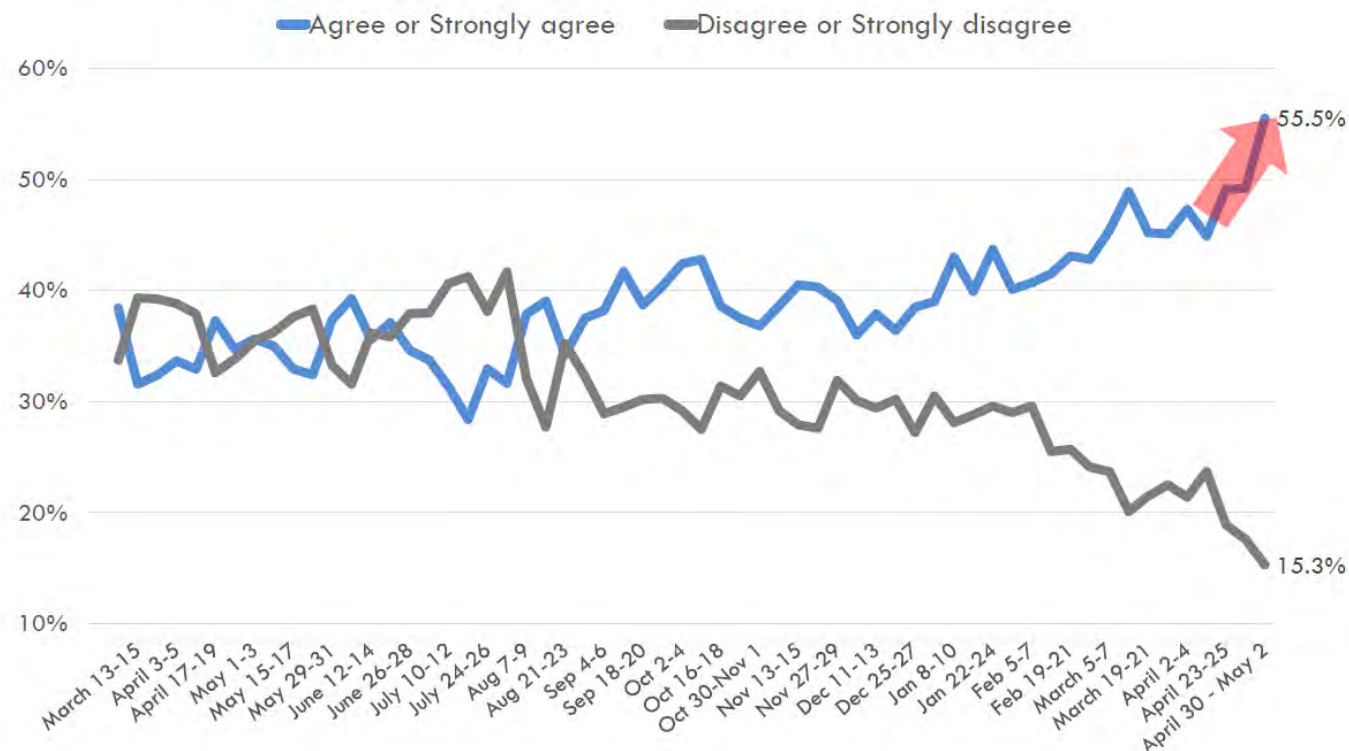
DISCOUNTS AND PRICE CUTS

How much do you agree with the following statement?

Statement: The coronavirus has led many travel providers to cut their prices. These discounts and price cuts (airline, hotel, etc.) make me more interested in traveling in the NEXT THREE (3) MONTHS.



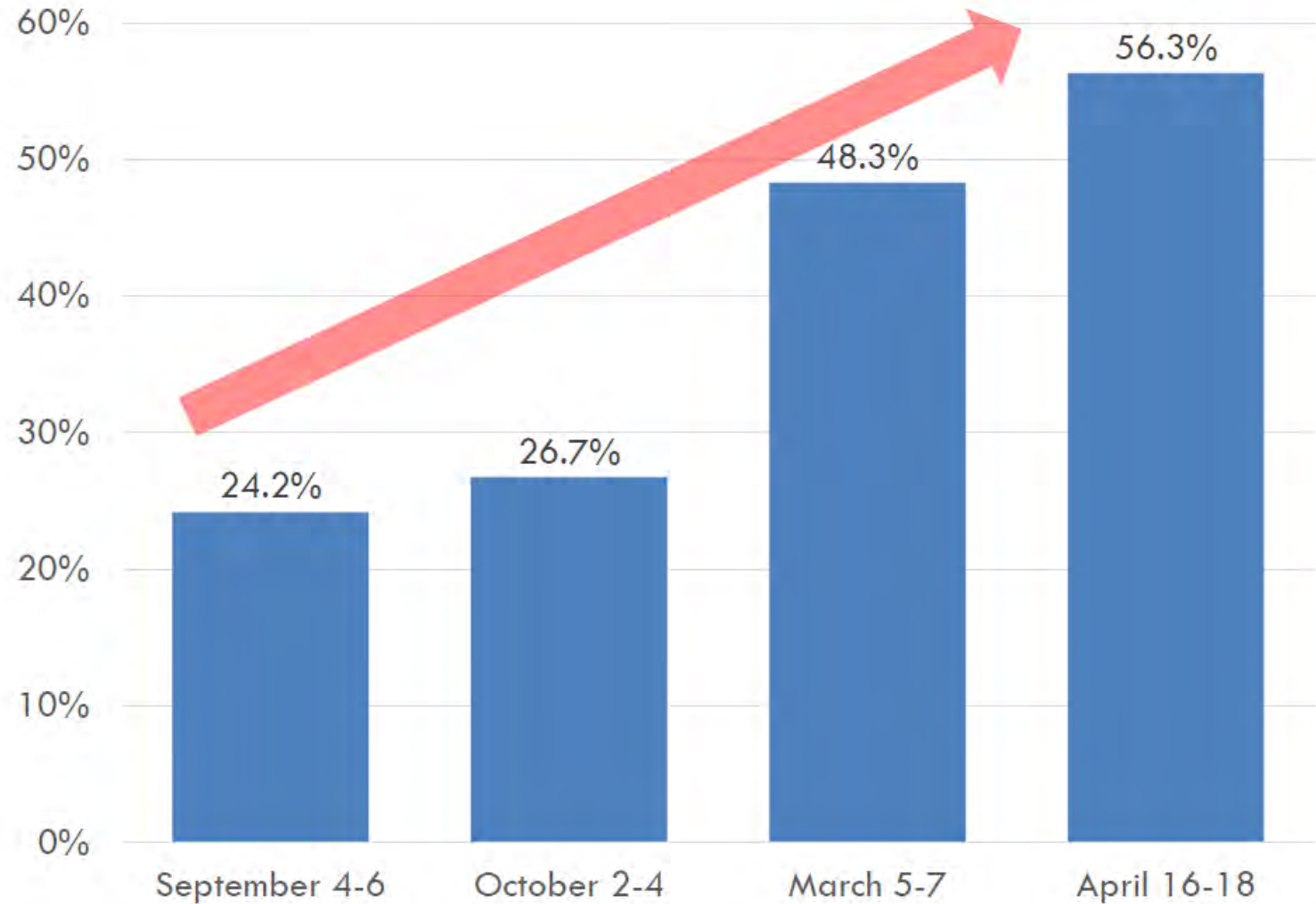
Historical data



HAS COMPANY RETURNED TO BUSINESS TRAVEL

Question: To your knowledge, have people at the company/organization you work for started traveling for business purposes again?

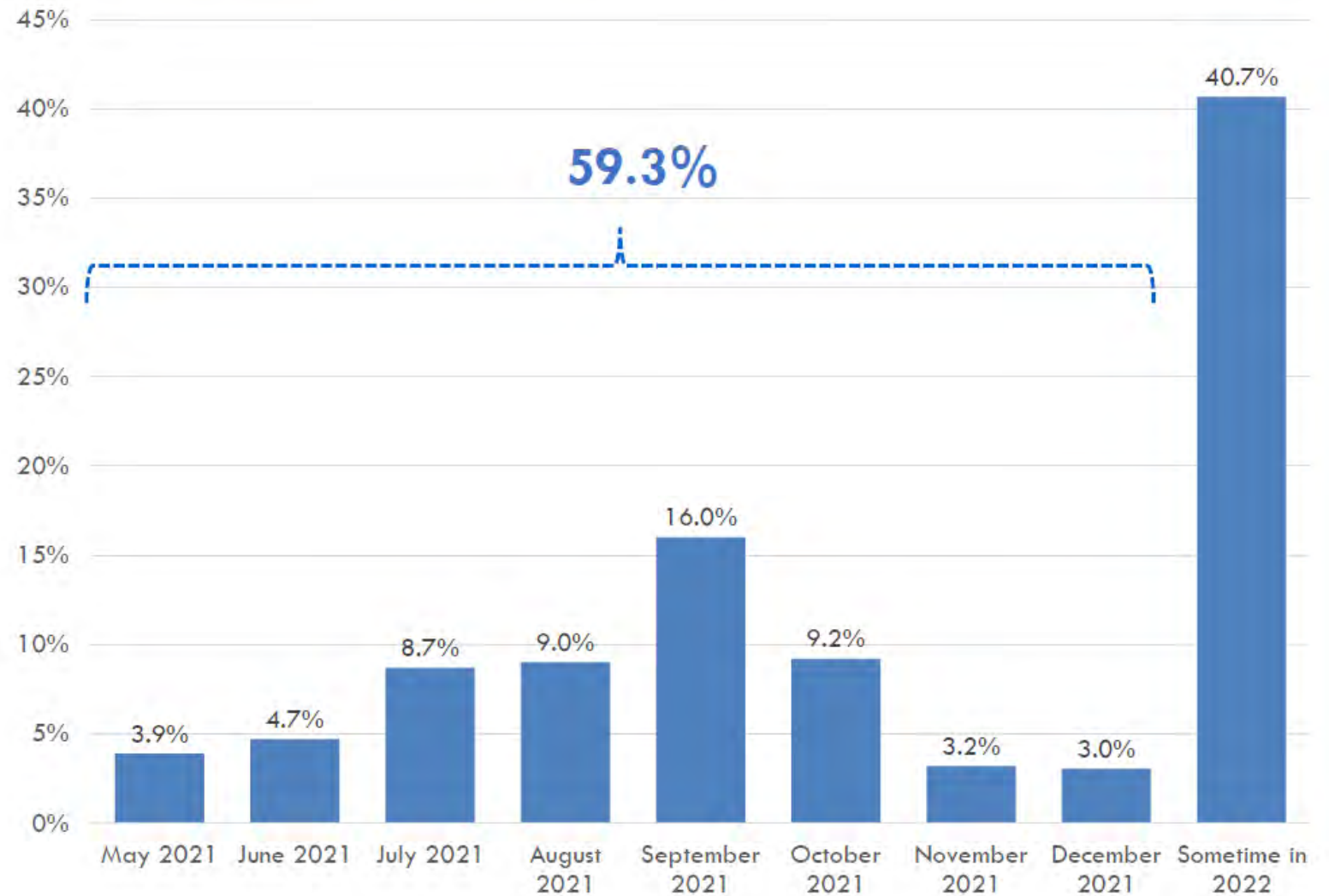
(Base: Waves 58 data. Respondents employed at companies that do business travel, 452 completed surveys. Data collected April 16-18, 2021)



ANTICIPATED MONTH OF BUSINESS TRAVEL RESUMPTION

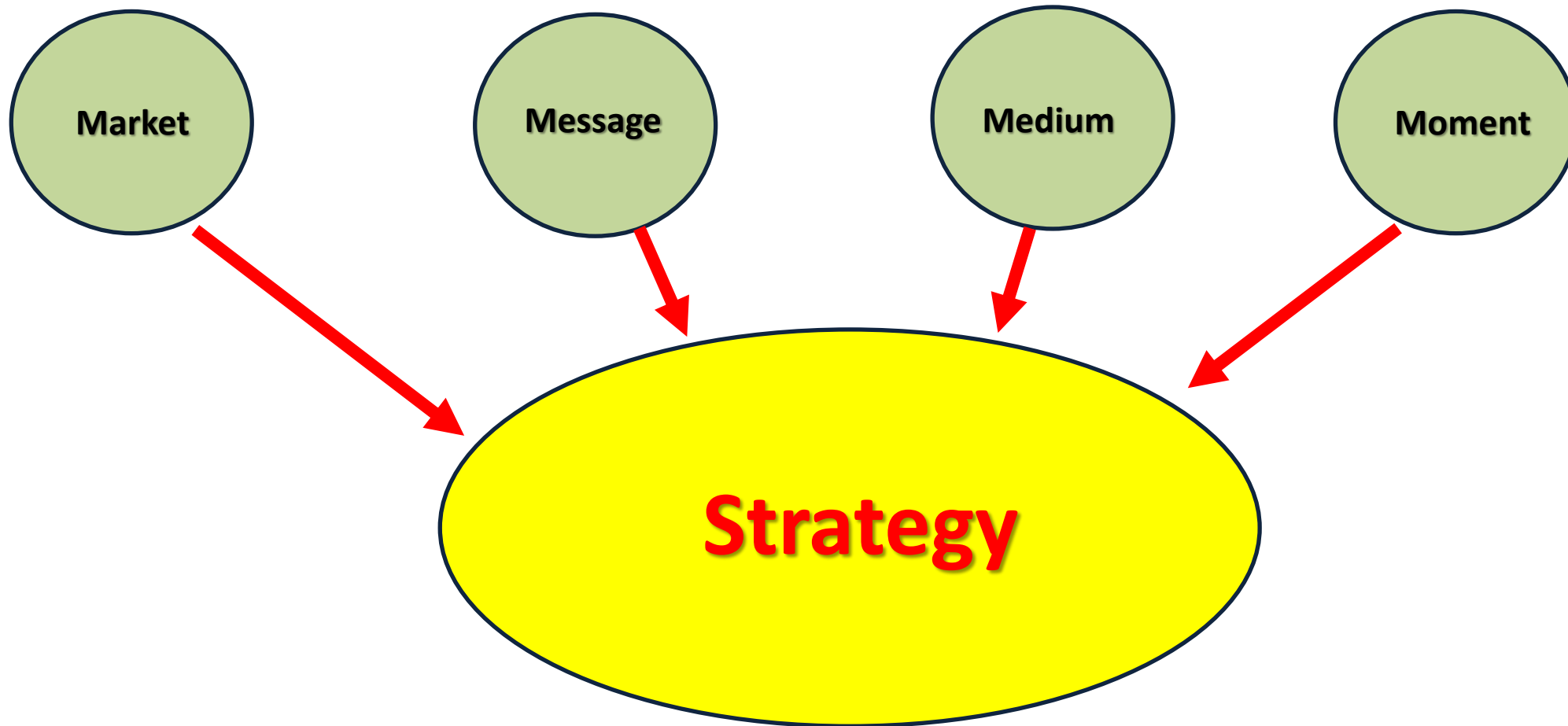
Question: Which month do you anticipate company/organization you work for will begin traveling for business again?

(Base: Waves 58 data. Respondents employed at companies that have not returned to business travel, 213 completed surveys. Data collected April 16-18, 2021)



Marketing Approach and FY 2022 Plan Highlights

Target Marketing



Market

- Destination—Drive market emphasis
 - 5 hour drive radius and expanding as appropriate
 - Targeting audiences ready to travel
 - Message adjusts as conditions evolve
- Regional (DMV)
 - Expanded waterfront
 - Neighborhoods
 - Promotions (Holiday, Restaurant Weeks, Sidewalk Sale)
- Microregional (Alexandria area)
 - Support local small business
- Meetings



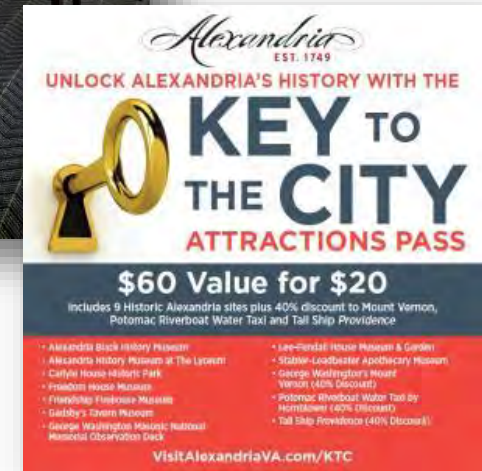
Initial Destination *Message*: “Think Small” Campaign

- Transitional campaign: Launched in March 2021
- Moving from dreaming to planning
- Top 5 Small City
- Imagery evolves with new guidelines
- Urgency of pitch? Low pressure initially but evolving to push booking now



“Love Your Summer” Hotel Package

- For 2+ night stays
- Promotion already underway
- 14 hotel participants
- Up to \$200 in added value:
 - 2-Day Water-Taxi / Monuments Cruise Passes
 - Key to the City Attractions Passes
 - Free Overnight Parking
- Valid through Oct. 31, 2021



Moment

Season	Summer	Fall	Holiday	Winter 2022	Spring 2022
Dates	June 1-Sep. 6	Sep. 7-Oct. 31	Nov 15-Dec. 31	Jan 15-Mar 14	Mar 15- May 31
<i>Covid Phase? (approx)</i>	<i>Vaccine Fully Avail</i>	<i>Near normal</i>	<i>Near Normal</i>	<i>Normal</i>	<i>Normal</i>
Couples					
Destination	High	High	Mid	Low	High
Regional	High	Mid	High	High	Mid
Microregional	Mid	Mid	High	High	Mid
Families					
Destination	High	Low	Mid	Low	High
Regional	High	Mid	High	Low	Mid
Microregional	Mid	Mid	High	Low	Mid
Meetings					
Destination	Mid	Mid	Low	High	High
Regional	High	High	Low	High	High
Microregional	High	High	Mid	High	High

Media (Paid)

(Leisure Paid Advertising Channels from FY21; FY22 Still to be Finalized)



Connected TV

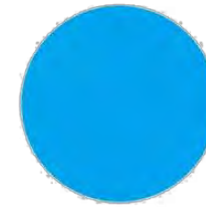


Media (Earned)

Goal: 1000 stories/year

 THE OPRAH
MAGAZINE

Condé Nast
Traveler

 **USA
TODAY™**

Woman's Day®

ESSENCE®

**TRAVEL+
LEISURE**

DEPARTURES



El Tiempo Latino

Southern Living

Budget Travel

SAVEUR

yahoo!
news

 **UNIVISION**

Forbes

thrillist

Fodor's
Travel

The Washington Post

VISIT
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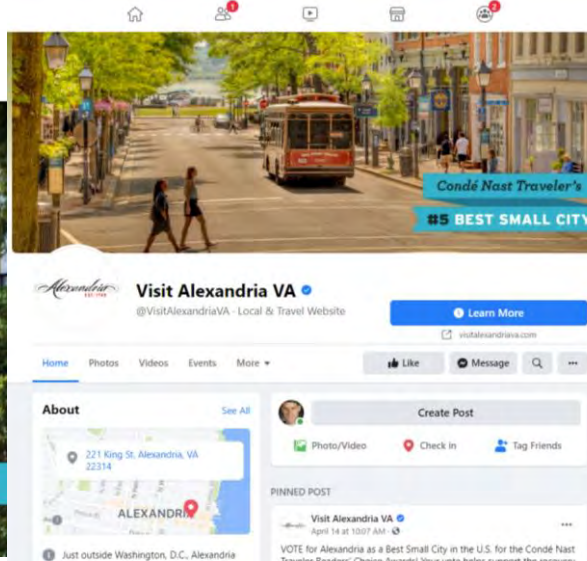
Media (Owned)

VisitAlexandriaVA.com



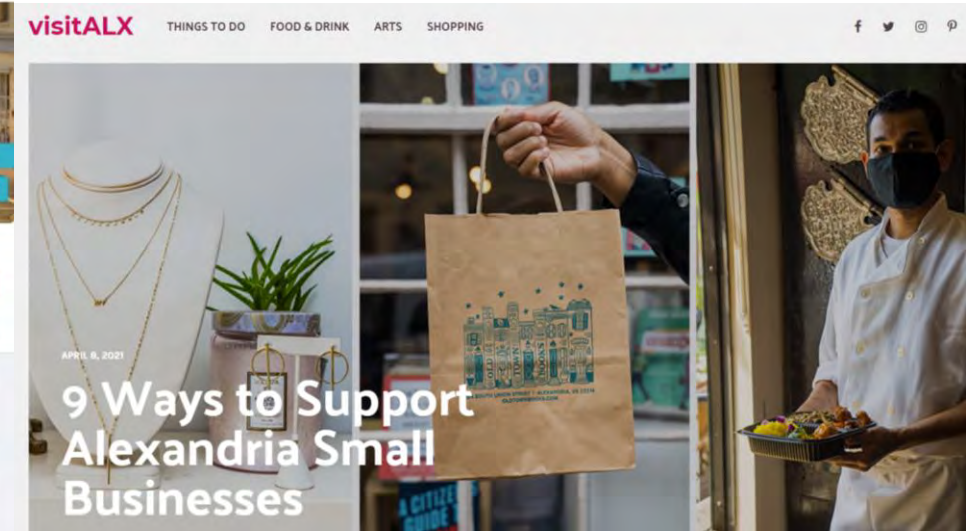
2 million+ visits

Social Media



200 thousand+ followers

visitALX Blog



500 thousand+ pageviews

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Communications Priorities

- Promoting the New Normal
- National PR Strategy—Pitching, Site Visits, Accolades
- Alexandria's Destination Districts
- Meetings—Leadership, Top 5 Small City Close to Home
- Website Redesign
- Holiday Experience Promotion & Development
- Diversity & Inclusion

Condé Nast
Traveler

Best Small Cities



VISIT
Alexandria

Diversity and Inclusion



- Black history, travel and culture including first-ever ad campaign targeting Black travelers
- Ethiopian and African diaspora communities, cultural experiences and businesses
- Hispanic community, cultural experiences and businesses
- Asian American and Pacific Islander community and business owners
- Indigenous people, art and history



Intertribal Creatives Collective



FY 22 Content Emphasis



- Waterfront
- Outdoor experience
 - Dining
 - Tours
 - Meeting spaces
- Neighborhoods
- Shopping
- Inclusive history



Events Return



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Alexandria

Meetings & Groups Priorities

- Short-term focus: regional small meetings
- Long-term focus: small to mid-size meetings
- Market initiatives: Leadership, Healthcare, Diversity/Inclusion, 3rd party planners
- COVID-19 resources & citywide safety commitment
- Virtual tours and events pivot to in-person
- Weddings—Micro & Traditional
- Domestic Tour & Travel



King Street & Waterfront Virtual Tour



Virtual & Hybrid Meetings

Meetings & Groups Communications

- Enhanced website & social media content
- MEETALX Blog
- Earned media outreach
- Thought-leadership initiatives → digital marketing
- Real-time customer testimonials
- “Bounce Back” to Alexandria value adds



MEETALXBLOG



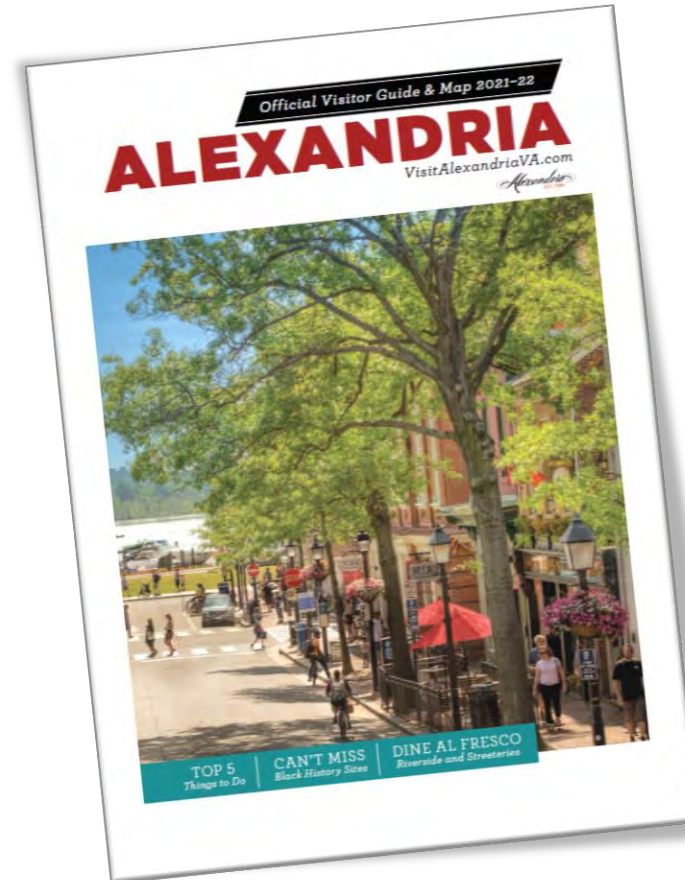
In-Person Meeting Success Stories in Alexandria, VA



Visitor & Member Services

Key Strategies:

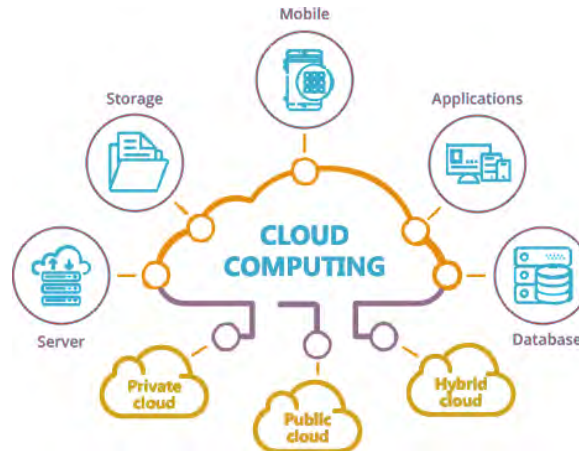
- Membership renewal and expansion
- Dues relief plan continued, but at 25%
- Opening & closing updates
- Sector meetings
- Return to in-person member meetings
 - o Annual Meeting
 - o What's New 2022
- New 2022-23 Visitor Guide



Finance & Operations

Key Strategies:

- Office move to Atrium in October
- Cloud migration
- Race & Equity task force
- Parental leave policy
- RFP's—Creative, Media, Digital Marketing, IT
- Balanced budget

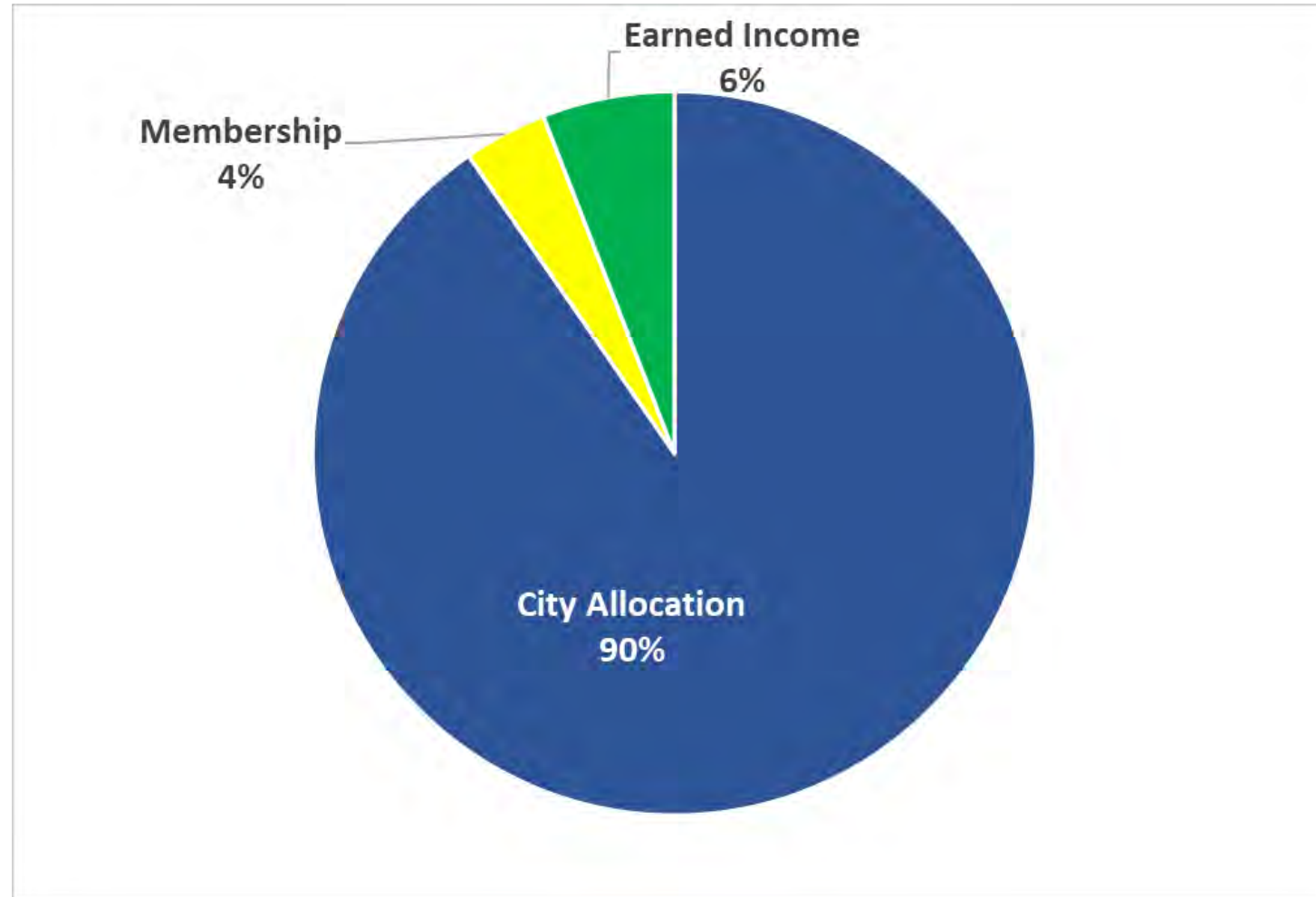


VISIT
Alexandria

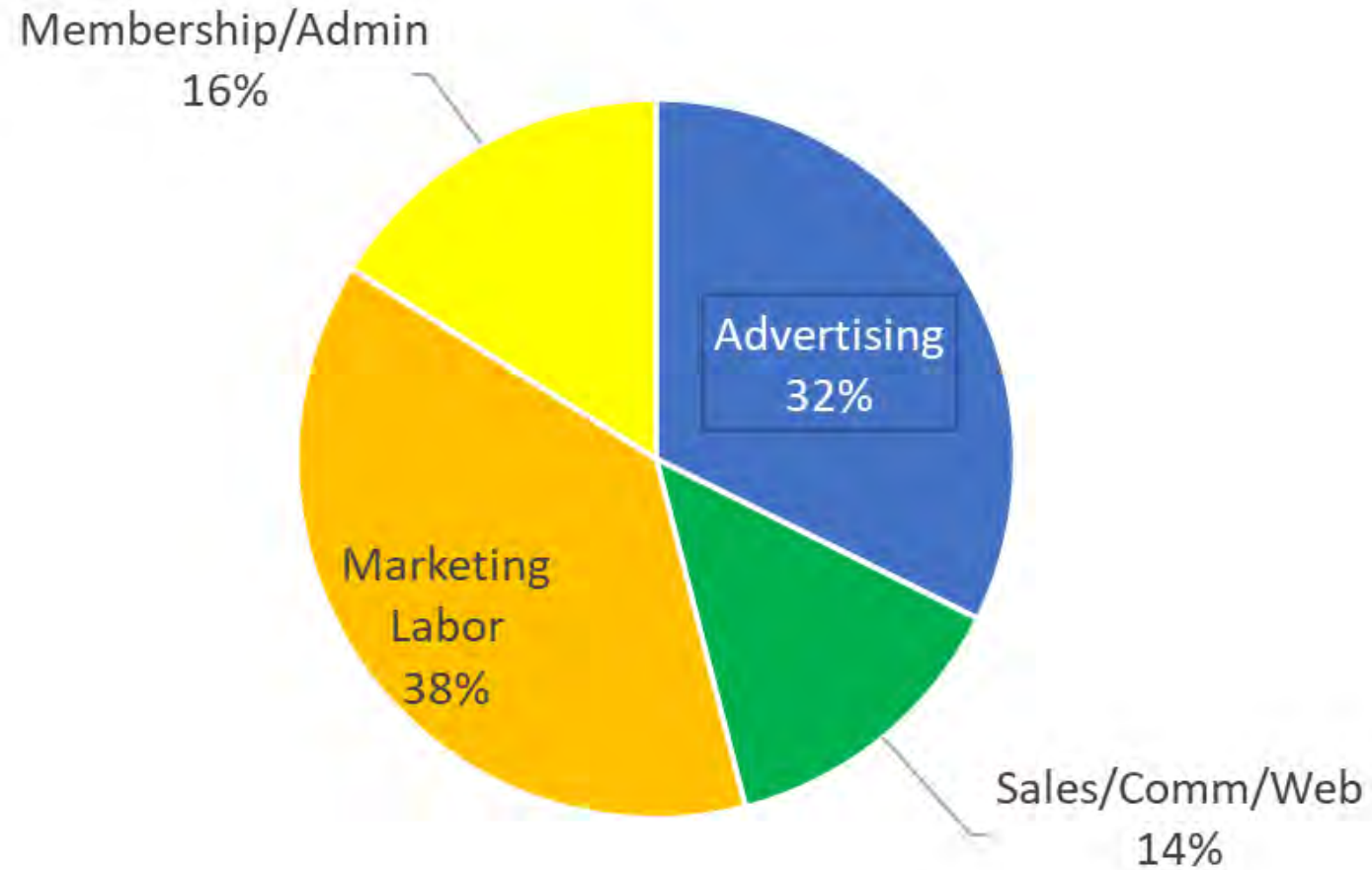
FY 22 Proposed Budget

	<u>FY 20 BUDGET</u>	<u>FY 20 ACTUAL</u>	<u>FY 21 BUDGET</u>	<u>FY 22 BUDGET</u>	<u>% Change</u>	<u>Notes</u>
<u>Revenue</u>						
City Allocation	\$ 3,465,000	\$ 3,465,000	\$ 3,656,000	\$ 3,640,000	-0.4%	Most of initial 10% requested cuts restored
Membership	\$ 160,000	\$ 183,358	\$ 90,000	\$ 150,000	66.7%	Dues relief reduced from 50% to 25%
<u>Earned Income</u>	<u>\$ 365,000</u>	<u>\$ 268,866</u>	<u>\$ 245,000</u>	<u>\$ 238,000</u>	<u>-2.9%</u>	Fewer events reduces sponsorship capacity
Total	\$ 3,990,000	\$ 3,917,224	\$ 3,991,000	\$ 4,028,000	0.9%	
<u>Expense</u>						
Advertising	\$ 1,331,000	\$ 1,324,828	\$ 1,342,000	\$ 1,292,000	-3.7%	Includes \$55K of FY22 ads funded in FY 21
Sales/PR/Web	\$ 469,000	\$ 426,197	\$ 540,000	\$ 546,000	1.1%	City budget cuts hit Sales hardest
Office	\$ 279,000	\$ 264,111	\$ 301,000	\$ 312,000	3.7%	No change despite office move
Payroll	\$ 1,840,000	\$ 1,702,442	\$ 1,840,000	\$ 1,824,000	-0.9%	Below prior budget but increase from FY 20
<u>Visitor/Memb/Other</u>	<u>\$ 71,000</u>	<u>\$ 42,654</u>	<u>\$ 65,000</u>	<u>\$ 54,000</u>	<u>-16.9%</u>	Partial recovery from FY 20 actual
Total	\$ 3,990,000	\$ 3,760,232	\$ 4,088,000	\$ 4,028,000	-1.5%	
Net Income/Loss	\$ -	\$ 156,992	\$ (97,000)	\$ -	N/A	Return to breakeven budget

Revenue Breakdown



Expense Breakdown



Comments/Questions?

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____



A scenic view of the Alexandria, Virginia waterfront. In the foreground, several boats are docked at a wooden pier, including a large white and yellow ferry. A small boat with the name "NINA'S DANDY" is visible. The middle ground shows a mix of green trees and urban buildings along the waterfront. In the background, the Potomac River flows towards a distant city skyline under a clear blue sky.

Thank You!

VISIT
Alexandria

VisitAlexandriaVA.com | [#VisitALX](https://twitter.com/VisitALX)