

Virginia Alexandria



“In an era of contrived revival towns, Alexandria is the real deal.”

— *Baltimore Magazine*

Our Mission

Our mission is to generate tourism and conventions that increase revenues and promote the City of Alexandria and its assets.



Dear ACVA Members, Partners & Friends:

The past year has been an incredibly gratifying year of growth and transition. We hired a new CEO and set a bold new strategic direction. We saw our City's investment in tourism promotion increase. That takes courage, because in challenging times, there is a tendency to retrench. But successful businesses know that when times are tough, that's precisely the moment to invest. Tourism is a proven investment that has yielded significant results contributing to the City's economic vitality.

Change is a constant for success. We've used the past year to analyze our competitive advantages and develop a new 12-point strategic plan that will form the foundation of our future work. We've restructured our staff and refreshed our advertising approach capitalizing on the explosion of digital marketing and social media. We've beefed up our direct sales and media relations capacity. Finally, we have re-envisioned our brand and will be launching at this year's annual meeting a new brand for Alexandria that will be the foundation of everything we do from advertising to the Web to experience development to front-line service.

All this strategic work has in no way slowed down our ongoing marketing activities. In fact, this year we hit multiple milestones including:

- **100 million households reached nationwide through advertising**
- **Over 1 million visitors to VisitAlexandriaVA.com (up 5% over last year)**
- **\$5+ million in meetings and group bookings (up 39% over last year)**
- **700 media stories (up 20% over last year)**

Ultimately, what defines Alexandria, and what sets us apart from other destinations is the way our businesses, residents and attractions come together as a single community to create an exceptional and authentic experience. Thank you for partnering with us in this endeavor.



Jody Manor
2013 Chair



Patricia Washington
President & CEO





“America’s Top Art Places 2013”

ARTPLACE

Economic Impact

In Alexandria, tourism is big business. A vital and growing segment of our local economy, tourism means jobs for our work force, tax revenues for our City and quality-of-life for our residents. In FY 2013, compared to the prior year, our average hotel occupancy rose from 68.9% to 69.2%. Over the past six years, visitor spending in Alexandria has jumped 26%—twice the statewide average of 13%.

Employment*

Year	Alexandria Jobs
2012	6,158
2011	6,067
2010	5,598
2009	6,017
2008	6,023
2007	5,602

Visitor Spending*

Year	Visitor Spending
2012	\$739M
2011	\$711M
2010	\$657M
2009	\$616M
2008	\$645M
2007	\$585M

City Tax Revenue*

Year	Revenue
2012	\$23,748,000
2011	\$23,130,000
2010	\$22,400,000
2009	\$21,552,000
2008	\$21,735,000
2007	\$19,516,000

*Source: 2012 Economic Impact of Domestic Travel on Virginia and Localities, Virginia Tourism Corporation. Data is based on macroeconomic modeling and provides an estimate of receipts, not an accounting of actual taxes and receipts.



“Morrison House Hotel –
World’s Best Service List 2013”

TRAVEL+ LEISURE

2013 Results

2013 was a year of leadership transition.
And, it was also a year of growth.

Our marketing, sales and communications work continued full throttle. Our expanded commitment to partnerships also meant that ACVA’s tourism investment went farther locally, nationally and globally. The results of those efforts are evident in the numbers that follow.

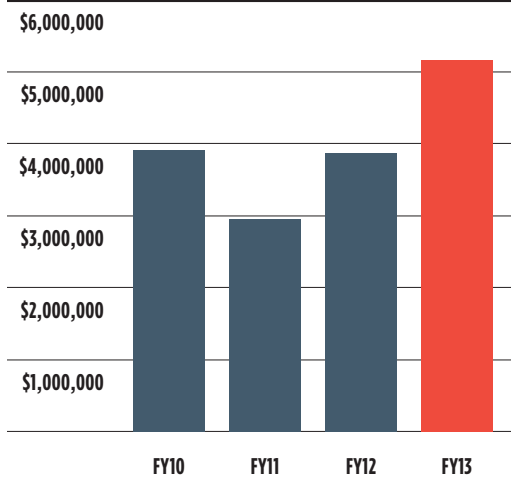


ACVA by the Numbers

Sales

- Actualized Sales Revenue Up 39%
- 73,000 Visitors served at the Visitors Center

Sales Revenue



Advertising

- \$1 million in ads placed
- 100 million advertising impressions

Public Relations

- 700 Media Stories Placed, ▲ 20%
- 17 million impressions
- \$700,000 in media value

Electronic Marketing

- 1 million visits to ACVA website
- 10,000 Facebook Fans

Partnership Events

- First Night
- Black Friday
- Fashion's Night Out
- Restaurant Week
- Arts Jubilee



Creating a New Brand

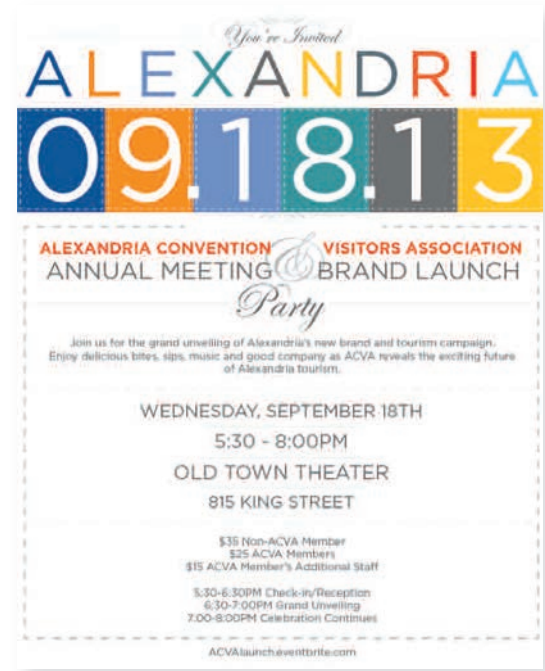
The foundation of any great business is its brand. Think of the companies that embody and sustain success: Apple, Southwest, Starbucks, FedEx, Google, Nike, Target—all of these household names have powerful brands.

A brand is more than a logo. It's an ethos that runs through the culture of a company's customers and employees. A strong brand guides every management decision. It inspires exceptional service from front-line employees. It establishes fierce loyalty among customers who in turn become your sales force. A brand is what people say about you when you're not in the room.

In 2013, we committed to re-examine Alexandria's brand. And we learned a lot. First, in surveying over 1000 former visitors, we learned that 98% would consider returning. They told us that the top motivators for their trip were: history, the waterfront, dining, shopping and special events. Guided by our marketing committee, we also interviewed Alexandrians—residents, business leaders and civic leaders. We held meet-ups with history and cultural groups. And we took an uncompromising look at our competitors, both local and those national leaders who we aspire to compete with—places like Austin, Charleston and Savannah.

All this homework was leading to one end—to establish an identity that is authentic and unique. A value that we want to carry forward that sets us apart from the competition and that embodies the strength of Alexandria.

On September 18, 2013 we release that new brand...



“Top 10 Great Places to be Inspired by Innovation-2013”

Crafting a New 12-Point Strategy



**USA
TODAY**
A GANNETT COMPANY

In 2013 we interviewed over 100 local business owners, civic leaders and national tourism peers to better understand the new competitive environment and Alexandria’s unique place within it. Our new leadership team, working closely with our board then crafted a new 12-point strategy to guide ACVA into the future.

1. **New brand**
2. **High impact creative**
3. **Updated media buying strategy**
4. **Defining target audiences**
5. **Industry research and tracking results**
6. **New strategic partnerships**
7. **Refreshing the website**
8. **Ramping up social media**
9. **International program**
10. **Value of diversity**
11. **Innovation and agility**
12. **The right team**



Financial Results for FY 2013*

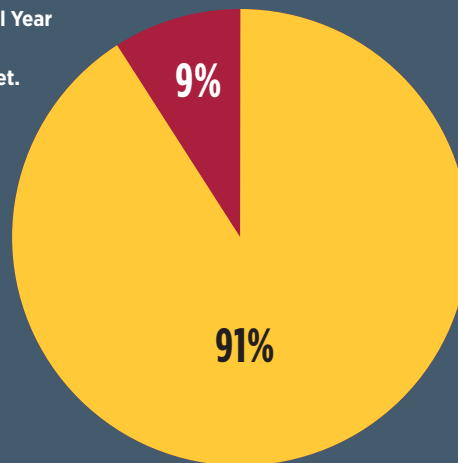
We're pleased to report that ACVA completed Fiscal Year 2013 with a balanced budget of \$3.1 million. Both revenues and expenses came within ½ of 1% of target. And we continue to spend that money efficiently, controlling administrative expenses so that \$9 out of every \$10 is directed to destination marketing.

Revenue

City Allocation	\$2,909,725
Member Dues	127,552
Visitor Center	11,273
Visitors Guide & Web Site	69,498
Interest	3,577
	3,121,625

Expenses

ACVA Marketing Program	\$ 2,833,158
General & Administrative	279,203
	3,112,361
Change in net assets	\$ 9,264



Expense Breakdown

- ACVA Marketing Program
- General & Administrative

*Preliminary financial results, subject to final confirmation during audit







Looking Ahead to 2014 and Beyond

We begin FY 2014 from a position of strength. Our civic leaders understand the importance of tourism and have taken a bold step to grow our tax base by investing in it. This year, our City increased its investment in ACVA’s advertising, sales and international marketing effort by \$200,000. That decision was informed by research that shows that every \$1 invested in Alexandria’s destination marketing yields \$4 in tax receipts.

Our political leaders and planners are also making major investments on the waterfront to make it a distinctive, global destination for both visitors and Alexandrians alike.

Development officials also pulled off a coup when they signed the National Science Foundation (NSF) to relocate its headquarters to Alexandria. When NSF opens its office in 2016, it is conservatively estimated that this vital new tenant will generate 60,000 room nights annually for Alexandria, and spin off extensive ancillary hotel, restaurant, retail and travel revenue along with it.

At the same time, we recognize that the impact of sequestration will continue to be felt during the near term. We’re responding to that change with a marketing plan that places increased weight on the leisure market, a revised sales agenda featuring our Government Guarantee provision, and integration with new national efforts encouraging the use of accumulated paid-time-off.

In 2014, we will launch our new brand, and it will be evident in all aspects of our business model. First ACVA will offer a new look and message that runs through all our advertising, website and collateral. Our media mix will change so that we’re blending traditional print media with an increased presence on the web and in social media. Our marketing will be more targeted with a focus on two segments that best align with our product—“Cosmopolitan and Discerning, 45-64” and “Urban Professionals, 25-40”.

Working with our agency, BCF, we will launch a new research and performance tracking tool, HAL. This will enable us to monitor quickly the effectiveness of our campaigns and programs, and make adjustments mid-campaign to leverage messages and events that are yielding the highest return.

We have important new partnerships with the Virginia Tourism Corporation, Capital Region USA, and Northern Virginia Visitors Consortium to leverage our collective resources and initiate an international marketing campaign.

There will also be upgrades to our Visitor Center to welcome more people and orient them more effectively. And, we will add brochure distribution in the newly enhanced waterfront, so that we’re reaching guests not only in our own space, but also in public high traffic areas.

Internally, we have already reorganized the ACVA team to ensure stronger capacity and expertise in new priority areas such as electronic marketing, direct sales, social media and communications. To improve membership services, we will dedicate a staff member to work one-on-one with members to ensure that they are maximizing their membership and focusing their marketing investment where it can yield the highest return.

Altogether, it’s a comprehensive plan to take Alexandria to the next level. We look forward to working hand-in-hand with you to establish Alexandria’s reputation as a “must-see” national destination.

FY 2013 ACVA Members

"An American Musical Landscape"	Comfort Inn Alexandria	Holiday Inn & Suites, Alexandria - Historic District	Nick's Nightclub
@home real estate lounge & design center	Comfort Inn Alexandria Landmark	Holiday Inn Alexandria SW at Hoffman Town Center	Office of Historic Alexandria - Lloyd House
Z16 - A City Bed & Breakfast	Courtyard by Marriott - Alexandria Pentagon South	Holiday Inn Express & Suites Alexandria Fort Belvoir	Old Presbyterian Meeting House
529 Kids Consign	Courtyard by Marriott Alexandria	Hollin Hall - The Meeting House	Old Town Business & Professional Association
A la Lucia Show of Hands	Creamery	Hollin Hall Pastry Shop	Old Town Crier Inc.
Affordable Signs & Banners	Crowne Plaza Old Town Alexandria	Hooray for Books!	Old Town Experience
Alexandria Archaeology	Current Boutique	Hotel Monaco Alexandria, a Kimpton Hotel	Old Town Theater
Alexandria Chamber of Commerce	Dairy Godmother Frozen Custard & Nostalgic Treats	Il Porto	Old Town Tours
Alexandria Colonial Tours	Dandy Restaurant Cruise Ships	Imagine Artwear	Old Town Trolley Tours
Alexandria Cupcake	Daniel O'Connell's Restaurant & Pub	Imperfections - Antiques and Great Stuff	Olde Towne Gemstones
Alexandria Economic Development Partnership	Dash's of Old Town	Indus Imports	Olio Tasting Room
Alexandria Harmonizers	DC Livery	Ireland's Own	Olivera Music Entertainment
Alexandria Singers	DC Metro Food Tours	Irish Walk	On-Site Productions Inc.
Alexandria Symphony Orchestra	DC Metro Magazine & Alexandria Guide	Ivy Hill Cemetery Historical Preservation Society	Overwood
Alexandria Tours	Decorium	Jackson 20	Panera Bread
Alexandria Transit Company	Deja Vu Boutique	Jake's of Old Town	Patricia Palermino Studio
Alexandria's Footsteps to the Past	Del Ray Artisans	Julian Tours	Patrick's Designs LLC
Amalgamated Classic Clothing and Dry Goods	Del Ray Business Association	Keenthings	Paul McGehee's Old Town Gallery
AMERICA!	Del Ray Cafe	King Street Blues	Phillips Flagship
American in Paris Fashion & Couture Inc.	Delia's Mediterranean Grill & Brick Oven Pizza	King's Jewelry	Pink & Brown Organic & Trendy Children's Boutique
Antique Guild	Dishes of India	Kiskadee	Pink Palm of Alexandria
Arandria Chirilagua Business Association	Diva Designer Consignment & Other Delights	Kit & Caboodle	Pita House Family Restaurant
Art League, Inc.	Dog Park	La Bergerie	Pizzeria Paradiso
Art on the Avenue	Dutch's Grill Restaurant & Lounge	La Cuisine	Pompanoosuc Mills
Artfully Chocolate	East Coast Entertainment	La Fromagerie Cheese and Wine Bistro	Popped! Republic
Artfully Gifts & Chocolate	Eisenhower Consignment	La Madeleine	Pork Barrel Barbecue
Arth Capital Consulting	Eisenhower Partnership	La Tasca	Port City Brewing Company
ASCO Conference Center	Elinor Coleman's Vintage Mirage	Landini Brothers Inc.	Post Carlyle Square Apartment Homes
Asian Bistro	Embassy Suites Alexandria	Landmark Mall	Potomac Bead Company
Athenaeum	Entertainment Cruises	Laporta's Restaurant	Potomac Belle Charters
Bastille	European Country Living	Lavender Moon Cupcakes	Potomac Fiber Arts Gallery
Bellacara	Extra Perks	Lawrence Miller & Company	Potomac Riverboat Company
Ben & Jerry's Ice Cream	Fabulous Frocks of Alexandria - The Luxe Bridal Consignment Boutique	Layla's Lebanese Restaurant	Potomack Company
Bertucci's Italian Restaurant	Faccia Luna	Le Tache Lingerie & Couples Boutique	Precision Meetings & Events
Best Western Mount Vernon - Fort Belvoir	Fashion Finch	Lee-Fendall House Museum & Garden	Pretty People Vintage & Modern
Best Western Old Colony Inn	fibre space	Light Horse Restaurant	Ramparts
BGR - The Burger Joint	Finn & Porter	Little Monogram Shop	Ravenchase Adventures
Bike and Roll Alexandria	Fireflies Bar & Restaurant	Little Theatre of Alexandria	Red Barn Mercantile
Bilbo Bagbins Restaurant	First Night Alexandria	Lorien Hotel & Spa, a Kimpton Hotel	Red Roof Inn Alexandria
Birchmere	Fish Market	Los Tios Grill	RedRocks Neapolitan Bistro
Bishop Boutique	Flat Iron Steak & Saloon	Lotus Blooms	Renner & Company, CPA, P.C.
Bittersweet Catering - Cafe-Bakery	Fleet Transportation	Lou Lou	Residence Inn by Marriott Alexandria at Carlyle
Bloomers	Flying Fish Restaurant	Lucky Knot	Residence Inn by Marriott, Alexandria - Old Town
Blown ... the Salon	Fontaine Caffe & Creperie	Lyceum, Alexandria's History Museum	Restaurant Eve
BRABO by Robert Wiedmaier	Fort Ward Museum & Historic Site	Mai Thai Restaurant	Reston Limousine
Brides & Weddings of Northern Virginia	Foster's Grille	Main Event Caterers	REVEL Style
Bugsy's Pizza Restaurant & Sports Bar	Fountains Day Spa	Majestic	Royal Restaurant
Burke & Herbert Bank & Trust Co.	Freedom House	Marie Louise Meyer	Royal Thai
BW Art, Antiques & Collectibles	Friendship Firehouse	Martz Gray Line of Washington DC	RT's Restaurant
Caboose Cafe & Bakery	Gadsby's Tavern Museum	Mary M. Gales Learning Center at United Way Worldwide	Sacred Circle
Campagna Center	Gadsby's Tavern Restaurant	McEneaney Associates Inc.	Salon 46
Candi's Candies	Gallery Lafayette	Medieval Madness at Renaissance Hall	Sam Phao Thai Cuisine
Caphe Banh Mi	George Washington Birthday Celebration Committee	Medieval Times Baltimore/Washington	Sangjun Thai Restaurant
Capital Boudoir	George Washington Masonic Memorial	Meetings and Events of Distinction	Savio's Restaurant
Caprese	Geranio Ristorante	MetroStage	ShadowLand Family Entertainment Center
Carlyle Club	Get Out and Give Back	Mint Condition	Sheraton Suites Alexandria
Carlyle House	Gold Works	Monroe's An American Trattoria	She's Unique Jewelry & Gifts
Chadwicks	Gossypia	Montague & Son - The Birkenstock Store	Shoe Hive
Chariots for Hire	Grape + Bean	Morris Visitor Publications	Shooter McGee's
Chart House Restaurant	Grille at Morrison House	Morrison House, a Kimpton Hotel	Silver Parrot
Cheesetique	Gunston Hall Plantation	Mount Vernon Antique Center	Silverman Galleries Antiques & Antique Jewelry
Cherry Blossom Weddings & Events	Hampton Inn & Suites - Alexandria Old Town Area South	Mount Vernon George Washington's Estate & Gardens	Southside 815
Christ Church	Hampton Inn Old Town King Street Metro Station	Murphy's Irish Pub	Spice & Tea Exchange of Old Town, Alexandria
Christmas Attic	Hank's Oyster Bar	Museum Framing	SpringHill Suites Alexandria Old Town/Southwest
Christopher H. Jones Antiques	Hard Times Cafe	Mystique Jewelers	St. Elmo's Coffee Pub
City of Alexandria	Harmon's Horse-Drawn Hayrides and Carriages	National Children's Museum	St. George Gallery
Clayborne Apartments	Hawthorn Suites Alexandria by Wyndham	National Harbor	Stabler-Leadbeater Apothecary Museum
Club Managers Association of America	Hilton Alexandria at Mark Center	National Inventors Hall of Fame and Museum	Stuart Nordin Home & Design
Cyde's at Mark Center	Hilton Alexandria Old Town	National Museum of the Marine Corps	St. Antiques and Fine Art, Inc.
Coco Bianca		Newseum	Sugar Cube
Collingwood Library & Museum			Sugar House Day Spa and Salon

ACVA Members Continued

Sunrise Hair Studio
 T.J. Stone's Grill House & Tap Room
 Taverna Cretekou
 Tchoupitoulas — Tradition with a Twist
 Teaison Old Town
 Tempo Restaurant
 Ten Thousand Villages
 The Hour Cocktail Collection
 The Lounge
 The Wharf
 Tisara Photography
 Today's Cargo
 Top Golf Alexandria
 Torpedo Factory Art Center
 Tower 2000 Apartments
 Trademark
 Tradition de France
 Trinity United Methodist Church
 Truly-Life Eco Gifts
 Two Nineteen Restaurant
 Union Street Public House
 Urban Angler
 Van Bommel Antiek Haus
 Vermilion
 Villa Di Este Restaurant
 Virginia Shop
 Virginia Theological Seminary
 Virtue Feed & Grain

Warehouse Bar & Grill
 Washington Metro Area Transportation Authority
 Washington Suites Alexandria
 West End Business Association
 Westin Alexandria
 Wheel Nuts LLC
 Whistle Stop Hobbies
 Whole Foods Market Old Town
 Why Not?
 Windows Catering Company
 Woodlawn — Frank Lloyd Wright's
 Pope-Leighey House
 Zento Japanese Restaurant
 Zoe Boutique

Charter Members:

Alexandria Hotel Association

Bike and Roll Alexandria

Mount Vernon: George Washington's Estate, Museum & Gardens

National Museum of the Marine Corps

Potomac Riverboat Company

ACVA Staff

President and CEO
 Patricia Washington

Group Sales Manager
 Laurie Bledy

Visitors Service Manager
 Renee Cardone

Office Manager and Research Analyst
 Vito Fiore

Chief Operating Officer
 Tom Kaiden

Membership and Promotions Manager
 Meredith Kirkpatrick

Senior Vice President of Sales
 Lorraine Lloyd

Communications Assistant & Writer
 Molly Morris

Director of Communications
 Claire Mouldoux

Sales Manager
 Melissa Ritchie

Senior Sales Manager
 Robin Roane

Digital Marketing Manager
 Alfonso Wright

Visitors Center Staff & Volunteers

Jacquelyn Austin
 George Coburn
 Melanie Fallon
 Scott Fallon
 Gaby Faundez
 Cristal Gonzalez
 Jeff Herre
 Marilyn Howe
 Ann McCracken
 Jay Middleton
 Chris Mullins
 Scott Robinson
 Bitsy Unkle

FY 2013 ACVA Board of Governors

Executive Committee

Board Chair
 Jody Manor
 Chief Financial Officer
 Bittersweet Catering, Café, Bakery

Vice Chair/Incoming Board Chair
 Tobias Arff
 General Manager
 Kimpton Hotels, Morrison House

Treasurer
 Vic Parra
 President & CEO
 United Motorcoach Association

Secretary
 Patricia Washington
 President & CEO
 Alexandria Convention & Visitors Association

Officer At-Large
 Henry A. Hart
 General Counsel
 Society for Human Resource Management

Officer At-Large
 Mike Barber
 General Manager, Washington Suites Alexandria

Board of Governors

Mayor's Representative
 Paul Smedberg
 Member, Alexandria City Council

City Manager's Representative
 Mark Jinks
 Deputy City Manager, City of Alexandria

Alexandria Hotel Association President
 Charlie Banta
 General Manager, Hilton Alexandria Old Town

At-Large Representative
 Rob Kaufman
 President, PMA Properties

Attraction Representative
 Stephen A. Marks
 Managing Partner,
 Bike & Roll Washington DC

Historic Preservation
 Christopher Jones
 Owner, Christopher H. Jones Antiques

Restaurant Owner/Manager
 Kyong Yi
 Owner, Fontaine Café & Creperie

Retail Owner/Manager*
 Eric Nelson
 Owner, Artfully Chocolate
 *Completed board service with our thanks 6/30/13

Retail Owner/Manager
 Amy Rutherford
 Owner, Red Barn Mercantile

Retail Owner/Manager**
 Debra Arnett
 Del Ray Variety
 **Newly elected board member 6/30/13

Pro-bono Legal Services:

Duncan Blair
 Land, Carroll & Blair PC
 524 King Street
 Alexandria, Virginia 22314

www.VisitAlexandriaVA.com

Alexandria Convention & Visitors Association

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