AGENDA

I. Welcome RASAP Steering Committee Members - Deb Zywna

II. CVB Marketing Presentation - Tiffany Russell

III. Revised RASAP Timeline & Update Process - Deb Zywna

IV. Consultant & RFP Update - Kathy Warren

V. RASAP Baseline (matrix & maps) – Deb Zywna

VI. Next Steps - Deb Zywna
DRAFT TIMELINE/PROCESS

**PHASE 1 - UNDERSTANDING**
Review the 2008 RASAP Plan and gain a detailed understanding of the problems, opportunities and goals of the stakeholders.

**November - January/Tentative**
- Establish the RASAP Steering Committee to include identified stakeholders from the Oceanfront Strategic Growth Areas Committee (OSGAC) and additional stakeholder group representatives. Meetings will generally be held monthly on the first Wednesday of each month at 9:30 in the CVB Boardroom, 2101 Parks Avenue, Suite 500, Virginia Beach, VA 23451.

- Establish a RASAP Priority/Ranking Matrix to serve as a transparent tool and baseline to identify, track, review and prioritize existing RASAP initiatives and stakeholder input

- Update and promote the RASAP Webpage – [www.vbgov.com/resortsga](http://www.vbgov.com/resortsga)
PHASE 1 - UNDERSTANDING
Review the 2008 RASAP Plan and gain a detailed understanding of the problems, opportunities and goals of the stakeholders.

November - January/Tentative
• Secure a third party consultant to facilitate stakeholder meetings to identify the strengths, weakness and opportunities for the RASAP update

• Stakeholders will be asked to think holistically about the Oceanfront (generally bound by 42nd St., the Atlantic Ocean, Rudee Inlet and Birdneck Rd) and focus on opportunity areas: Development Opportunities, Street Network/Connectivity & Streetscape Improvements, Transit & Alternative Modes, Parking, Parks & Open Space, Public Improvements/Safety and Implementation Strategies

• Stakeholder Questions:
  - What do you envision as the end product?
  - What are your expectations after plan adoption?
**DRAFT TIMELINE/PROCESS**

**Phase 2 - Exploring/Prioritizing**
Facilitated by a city hired consultant, citizens will evaluate and prioritize feedback from phase 1 to establish development/design strategies and project priorities.

**February - April/Tentative**
- Work with consultant to establish a process for evaluating phase 1 feedback and framework to review and refine development/design strategies and prioritize projects
- Brief Steering Committee
- Review and prioritize alternative frameworks with focus groups
- Hold work session(s) to prepare for public open house/workshop
- Public open house/workshop with consultant & city staff
- Debrief: Consultant, City Staff and Steering Committee - Review outcomes of public open house/workshop and establish next steps
DRAFT TIMELINE/PROCESS

PHASE 3 - DECIDING
The consultant, stakeholders, Steering Committee and city staff will narrow the development strategies and prioritize projects to produce the initial Draft RASAP Update Document.

May - July/Tentative
- Establish drafting team
- Early May Draft RASAP Update Document due
- Brief and share draft with Steering Committee for comment
- Post online and email Internal & External stakeholder groups for comment
- Brief City Council
- Brief Planning Commission
- Public Meeting/Open House
- Review public meeting comments and update Final Draft RASAP Document for public hearings (draft must be available to public by advertising deadline for PC hearing)
DRAFT TIMELINE/PROCESS

PLANNING COMMISSION AND CITY COUNCIL HEARINGS - TENTATIVE

Wednesday, August 14, 2019  Planning Commission Public Hearing

Tuesday, September 3 or 17, 2019  City Council Public Hearing/Vote
CONSULTANT & RFP UPDATE
The RASAP baseline matrix and maps show what has been built, planned/funded and proposed since 2008.

### Resort Area Strategic Action Plan (RASAP) 2008 - Baseline

<table>
<thead>
<tr>
<th>Actions &amp; Categories</th>
<th>Priority/Ranking</th>
<th>Comments</th>
<th>Status:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Opportunities</strong></td>
<td></td>
<td></td>
<td>Complete</td>
</tr>
<tr>
<td>Develop Dome Site as major entertainment venue</td>
<td>1</td>
<td>Working with Developer on Public Private Partnership</td>
<td>Partially Complete</td>
</tr>
<tr>
<td>Build Convention Center Hotel</td>
<td>2</td>
<td></td>
<td>Proposed</td>
</tr>
<tr>
<td>Target office and mixed use near Convention Center and Birdneck and 17th Street</td>
<td>M</td>
<td>Developing Sports Center in this area; office included in Dome Site proposal</td>
<td>Proposed</td>
</tr>
<tr>
<td>Oceanfront Housing Fund for Workforce (year round) Housing</td>
<td>L</td>
<td>Changed strategy to work with developers in support of income-restricted housing; Ex: Seaside apartments 18th St</td>
<td>New Strategy</td>
</tr>
<tr>
<td>Rudee Loop Plan</td>
<td>L</td>
<td>Reserving for future opportunities</td>
<td>New Strategy</td>
</tr>
<tr>
<td><strong>Street Network/Connectivity &amp; Streetscape Improvements</strong></td>
<td></td>
<td></td>
<td>Planned &amp; Funded</td>
</tr>
<tr>
<td>Laskin Gateway Street Project</td>
<td>3</td>
<td>Completed in 2013</td>
<td>Complete</td>
</tr>
<tr>
<td>19th St/Central Beach Area - Streetscape Improvements (wider sidewalks, street trees, and underground utilities; a new street section; and associated storm water and traffic improvements)</td>
<td>6</td>
<td>Design complete, construction began June 2018, completion June 2020</td>
<td>Planned &amp; Funded</td>
</tr>
<tr>
<td>(6. b) 19th St/Central Beach Area - ROW Impacts and roadway/sidewalk widths</td>
<td>6</td>
<td>Completed with design phase</td>
<td>Complete</td>
</tr>
</tbody>
</table>
## 2008 BASELINE MATRIX

### Resort Area Strategic Action Plan (RASAP) 2008 - Baseline

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Traffic Study focused on 19th Street/Central Beach</td>
<td>M</td>
<td>Extensive traffic study conducted with arena project by Kimley-Horn; relative post-arena improvements identified and incorporated into 19th CIP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Complete</td>
</tr>
<tr>
<td><strong>Transit &amp; Alternative Modes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Light Rail Extension - Conduct EIS for Light Rail Extension from Norfolk to Oceanfront (Dome Site)</td>
<td>4</td>
<td>Study completed. Detailed design/construction canceled per referendum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Canceled</td>
</tr>
<tr>
<td>(G. b) 19th St/Central Beach Area - Provide transit between Convention Center and Oceanfront using 19th Street Corridor</td>
<td>6</td>
<td>Under consideration with Dome Site &amp; Sports Center Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Proposed</td>
</tr>
<tr>
<td>Detailed Transit Study for Light Rail</td>
<td>M</td>
<td>Study completed. Detailed design/construction canceled per referendum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Canceled</td>
</tr>
<tr>
<td>Inter-connectivity of pedestrian, bicycle, transit and water transportation study</td>
<td>M</td>
<td>Vibe Connectivity Plan and subsequent CIPs (19th, 18th &amp; east 17th); ORDFBC flexible code incentives; water taxi determined not cost effective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Partially Complete</td>
</tr>
<tr>
<td>Market strategy with VA Aquarium/water taxi</td>
<td>L</td>
<td>Assessed and determined not cost-effective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Canceled</td>
</tr>
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<tbody>
<tr>
<td>Parking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic and Parking Management Plan</td>
<td>M</td>
<td>In partnership with Kimley Horn, Parking Management developed a parking strategy for the Resort Area in 2013</td>
<td>Planned &amp; Funded</td>
</tr>
<tr>
<td>District Parking &amp; Parking associated with retail to attract locals based on supply and demand analysis</td>
<td>M</td>
<td>Establish a District Parking Plan that accounts for the pending development in the CBD, employee parking and the RPPP</td>
<td>Proposed</td>
</tr>
<tr>
<td>Parks &amp; Open Space Network</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rudee Walk - Design and build (in phases) between Rudee Loop and Mediterranean along Winston-Salem Avenue</td>
<td>5</td>
<td>Rudee Walk completed from loop to eastern edge of Winston-Salem. Rudee Promenade/Boardwalk (extension of Rudee Walk along waterfront) previously not supported by condominium owners on Winston-Salem; should vision be revisited?</td>
<td>Partially Complete</td>
</tr>
<tr>
<td>Set aside key property for open space</td>
<td>L</td>
<td>Need strategy/funding - Explore idea of converting unused, undeveloped properties for temporary/interim open space via city leases (ex. 17th St. Park)</td>
<td>Proposed</td>
</tr>
</tbody>
</table>

### Implementation Strategies

- Form a Management Entity: 7
- Evaluate TIF District and/or SSD for Central Beach District (19th Street) and Laskin Gateway District (31st Street): 7
## 2008 BASELINE MATRIX

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<tbody>
<tr>
<td>(7. b) Facilitate land assembly</td>
<td>7</td>
<td></td>
<td>Proposed</td>
</tr>
<tr>
<td>(7. c) Retail tenant strategy</td>
<td>7</td>
<td></td>
<td>Proposed</td>
</tr>
<tr>
<td>(7. d) Solicit Developers</td>
<td>7</td>
<td></td>
<td>Proposed</td>
</tr>
<tr>
<td>(7. e) Create Resort Area Parking Authority</td>
<td>7</td>
<td>Chose different management strategy (City Parking Division with contracted management - Republic)</td>
<td>New Strategy</td>
</tr>
<tr>
<td>Zoning Revisions: Adopt a Form-Based Code</td>
<td>8</td>
<td>ORDFBC adoption 2012; Comprehensive Update 2017</td>
<td>Complete</td>
</tr>
<tr>
<td>(8. a) Zoning Revisions: Revise allowable uses</td>
<td>8</td>
<td>Alternative compliance process and similar Use provision instead of code amendment</td>
<td>Complete</td>
</tr>
<tr>
<td>(8. b) Zoning Revisions: Consistent setbacks</td>
<td>8</td>
<td>Setbacks based on frontages and building types instead of uses</td>
<td>Complete</td>
</tr>
<tr>
<td>(8. c) Zoning Revisions: Parking Requirements</td>
<td>8</td>
<td>Reduced parking provisions with no RPPP participation</td>
<td>Complete</td>
</tr>
<tr>
<td>(8. d) Enforce Design Guidelines</td>
<td>8</td>
<td>Incentivized by allowing Optional Forms of Development for other requirements</td>
<td>Complete</td>
</tr>
</tbody>
</table>
## Resort Area Strategic Action Plan (RASAP) 2008 - Baseline

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<tbody>
<tr>
<td>(8. e) Zoning Bonuses in target locations for meeting community goals (ex. view corridor incentives along oceanfront)</td>
<td>8</td>
<td>Incentives achieved through other means than “Zoning Bonuses” Connector Park Design Guidelines established to preserve Connector Park viewsheds; VieBe Creative District financial incentives and special permitted uses, Public Private Partnership Aqua year-round residential</td>
<td>Complete</td>
</tr>
<tr>
<td>(8. f) Developers roundtable on zoning changes</td>
<td>8</td>
<td>Completed during 2012 ORDFBC approval process</td>
<td>Complete</td>
</tr>
<tr>
<td>Incentives and zoning regulations to enable transition of older hotels along Oceanfront</td>
<td>M</td>
<td>2012 ORDFBC removed requirement density cap based on lot size</td>
<td>Complete</td>
</tr>
<tr>
<td>Total Action Plan Priorities - Near Term (8), Mid Term (5) &amp; Long Term (4)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Complete</td>
<td>2,1.0 = 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partially Complete</td>
<td>2,1.0 = 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Proposed</td>
<td>3,1.2 = 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Canceled</td>
<td>1,1,1 = 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New Strategy</td>
<td>0,1,1 = 2</td>
<td></td>
</tr>
</tbody>
</table>

**Key:**
- Numbers 1-8: Top 8 RASAP Action Plan Priorities
- M: Mid Term Priorities
- L: Long Term Priorities
PLANNED AND FUNDED PROJECTS

Legend:
-Purple: Completed
-Orange: Planned (Funded/Approved)
-Light Yellow: Proposed (Not funded/Not approved)

Key Developments:
A - 25th St. Development
B - 27th St. Apt. Development
C - 27th St. Hyatt House
D - Hillier Ignite Fitness Park
E - Cavalier Redevelopment

Locations:
- Marshview Park
- Sports Center
- Cypress Ave. / Mediterranean Ave. Sidewalks
- Pacific Ave. Pedestrian Improvements
- WinstonSalem Ave.
- N. Lake Holly Stormwater
- South Lake Holly Stormwater

- B - B - B - B

- E
STEERING COMMITTEE COMMENTS - RECOMMENDATIONS
NEXT STEPS
CVB Marketing Communications

• Research and data to drive insights and decisions
• Increased media buy in key markets
• Integration of branding and lifestyle interest campaigns
• Integration of paid, earned and owned media channels
• In-house team with contracted creative and media buying support on project basis
Consumer Journey

Awareness

Familiarity

Consideration

Trial
Consumer Perception Study: Unaided Awareness of Beach Destinations

2013 Ranking: #13

2018 Ranking: #7
Among key competitors, respondents are least familiar with Virginia Beach.
If you were or are planning an ocean beach trip for next summer, what ocean beach would you consider?
What three words come to mind when you think of Virginia Beach?
Summer Season

How do we make Virginia Beach a front-of-mind family summer beach vacation destination when our competition has more familiarity, greater awareness and perceived to have similar cosmopolitan beach products?

Shoulder Season

How do we increase shoulder season visitation amongst friends and couples without kids when Virginia Beach is perceived as a summer resort beach town that shuts down after summer? Especially when “Beach” is in our name.
Marketing Strategy

- Brand Campaign = Impressions = Awareness

- Brand Lifestyle Campaign to Raise Familiarity = I’m interested in this specific activity/hobby and will travel for it.
Target Markets & Audiences

- **Warm Weather** – Primarily Gen X and older millennial families
- **Late Summer/Cool Weather** – Adults traveling without kids, including couples and friends with greater flexibility and disposable income
- **Niche Groups:** LGBT, homeschool community
- **HHI $75K+**
- **Target Key Markets:** Raleigh, Richmond, DC, Baltimore, Philadelphia, Pittsburgh, NYC, Boston, Cleveland, Cincinnati, Columbus, Charleston (WV)
  - Monitor booking windows, reservation booking and arrival data, overnight visitor profile data, web traffic to build and optimize plans
  - Closer in drive-markets for shoulder seasons
Brand Advertising Tactics: Impressions

High utilization of broadcast and cable placements, due to high efficiency and reach.

Increase spend with Connected TV partners to reach the “cord cutters.”

Search campaign to run year round to reach consumers when they are planning.

Layer in Out-of-Home in select, high volume markets, including markets where traditional television is cost-prohibitive.

Print in select markets or national publications for increased impressions.
Lifestyle Messaging Layered in All Markets
Targeting Lifestyle Interests

**Primary Goal:**
- Generate familiarity of Virginia Beach product offerings targeted toward **niche interest groups** to drive shoulder season visitation.

**Strategies:**
- Support brand campaign to increase reach and frequency in our core visitor markets.
- Align Passion Platforms with Virginia Tourism Corporation’s Virginia Is For Lovers sub-brands.
Lifestyle Marketing Tactics

- Utilize less disruptive, more organic feeling placements
- Partner with trusted, recognized brands for creditability and authenticity
- Incorporate immersive opportunities for high impact and resonance
- Leverage Virginia Tourism Corporation co-ops for savings and increased reach
- Entice with more in-depth destination coverage consumption
- Leverage the less-disruptive native ad format
- Incorporate contextually relevant placements

Native Advertising
Virginia Tourism Corporation Email Marketing
360 Video with Brand Partners
Interactive Guides
Custom Videos (i.e. Tasty Video)
Social Media (Facebook, Instagram)
Print (i.e. Blue Ridge Outdoors)
How We Talk About Virginia Beach: Districts
Top Web Pages: Events, Things to Do
VISIT VIRGINIA BEACH BLOG

9 WAYS TO GET INTO THE HOLIDAY SPIRIT IN VIRGINIA BEACH

THINGS TO DO IN VIRGINIA BEACH THIS DECEMBER

6 BEERS WE'RE DRINKING THIS WINTER

WINTER ART EXHIBITS THAT YOU WON'T WANT TO MISS

HOW TO HAVE A HISTORIC DAY IN VIRGINIA BEACH

4 FISH TACOS YOU HAVE TO TRY IN VIRGINIA BEACH
Business Unit Support
Future Pacing: Hotel & Cottage Rental Reservations on the Books

<table>
<thead>
<tr>
<th>Reservation Timeframe</th>
<th>Pacing*</th>
</tr>
</thead>
<tbody>
<tr>
<td>April-September 2018</td>
<td>+8.3%</td>
</tr>
<tr>
<td>May-October 2018</td>
<td>+7.01%</td>
</tr>
<tr>
<td>June-November 2018</td>
<td>+7.62%</td>
</tr>
<tr>
<td>July-December 2018</td>
<td>+17.31%</td>
</tr>
<tr>
<td>August 2018-January 2019</td>
<td>+10.13%</td>
</tr>
<tr>
<td>September 2018-February 2019</td>
<td>+9.07%</td>
</tr>
<tr>
<td>October 2018-March 2019</td>
<td>+22.51%</td>
</tr>
</tbody>
</table>

Source: Destimetrics Reservations Activity Outlook Report for Virginia Beach
*Aggregate of Six Months Compared to Same Time Period Last Year
CVB Response to Weather

Increased Late Summer Push Media Investment

+ “Open for Business” Plan Following Florence

+ Largest Fall Media Ad Campaign Investment to Date
Managing the Communications

**Awareness**
- 2016
  - Ad Spend
  - Media Mix
  - Appeal/Memorability of Creative

**Familiarity**
- 2018
  - Messaging: Lifestyle & Variety
  - Creative Strategy

**Consideration**
- 2019-2020
  - Appeal
  - Safety

**Future Intent**
- 1 year/5 years
  - Competitive Set
  - Post-Visit

Revenue Measures:
- Occupancy Rates
- Taxes Collected
Brand Campaign Ad Examples

Digital Banners

Television

Out of Home
Lifestyles Campaign Ad Examples

Digital Banners

Brand Partnerships & Social

Out of Home
| FY18 | FY19 JUL | AUG | SEPT | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN |
|------|----------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Warm Weather Campaign $3.7M | 2018 Late Summer Visitation $193K | | | | | | | | | | | |
| | | Fall & Lifestyle Interests: Culinary/Oyster, Outdoors, Arts/Music/Entertainment, Craft Beer, History $2.5M | | | | | | | | | | | |
| | | Winter/Lifestyle Interests $384K | | | | | | | | | | | |
| | | Warm Weather Campaign $3.94M | | | | | | | | | | |
RESORT AREA STRATEGIC ACTION PLAN (RASAP)
STEERING COMMITTEE - NOTES

Date: December 5, 2018

Time: 9:30 a.m.

Place: CVB Boardroom

Members Attending:
BJ Baumann, RAC
Preston Midgett, Virginia Beach Vision
Billy Almond, RAC Design Group
Randy Thompson, Retail Group
Nancy Parker, Resort Beach Civic League
Michael Mauch, Atlantic Avenue Association
Kristina Chastain, 17th Street Gateway Association
Debbie Zywna, SGA
Kathy Warren, SGA
Ashby Moss, SGA

Others Attending:
Taylor Adams, Economic Development
Emily Archer, Planner, SGA Office
Karen Creech, SGA Office
Michael Ronan, Second Precinct
Tiffany Russell, CVB

Good morning. Thank you everyone for coming to the Resort Area Strategic Action Plan Steering Committee. This is a bit unique because we have two meetings that are actually scheduled in the same time slot: the Oceanfront Strategic Growth Areas Committee (OSGAC) and the RASAP Steering Committee, which have a number of overlapping members, so we are utilizing the same time slot and on occasion may need to conclude the RASAP Steering Committee a bit early to accommodate OSGAC business. If OSGAC has business items it will be noted on the agenda sent prior to the scheduled meetings. Before we get started, let’s take a minute to introduce ourselves and please note what stakeholder group you represent.

Back in October we introduced a draft planning process that has three phases: understanding, exploring/prioritizing and deciding. When discussing the current phase understanding, a few members felt it would be beneficial to have the Convention and Visitors Bureau present the City’s marketing strategy so the committee understands how the city/resort area is being marketed. The comment was made that having the presentation would help with knowing what type of questions to ask as we’re looking to the vision of what this update should be and what questions to ask. So Tiffany Russell with the CVB is here with us to present the CVB marketing presentation.

Morning everyone! It’s just me this morning but I’m pleased to go through this with you. Some of you may be involved with our Advertising Advisory Committee or may have attended the State of Tourism presentation, so some of this will be familiar. I’m happy to answer any questions so just chime in.
Since Brad Van Dommelen, our Director has come on board some big changes have happened in our marketing strategy, and we are seeing incredible results. My team in particular manages the media buy and marketing budget. We have a robust research program which is critical for destination marketing. We don’t use gut instincts, we always look at several points of data to understand who our target audience is where we’re going and what to buy, when, and what time of year. We’re really working on trying to increase our advertising spend. As you can see on this chart since 2016 we have doubled our media spend which has been incredible. Just for comparison purposes, from a leisure standpoint, our primary competitors are Ocean City, Myrtle Beach, and Outer Banks. The Myrtle Beach advertising spend is close to thirty million dollars. So if you put into perspective every dollar I spend for every ad that I run, our competitor, who is targeting the same target markets, is running four or five or seven ads. So we have to really be strategic and have a strong message to break through that.

I’m going to talk to you a little about the branding campaign and lifestyle campaign integration. When I talk about brand placements for advertising, those are the big buys: the billboards, the TV commercials, the in-flight magazine print ads and what we have found is that people are responding more to things that they’re willing to travel for. How do we integrate that into the message with our current media buy? We want to be consistent with whatever we’re buying from an advertising standpoint. We also want to make sure our media and P. R. efforts are showing on our own channels on visitvirginiabeach.com. So the story telling is consistent. I have a team of twelve along with contracted partners for creative and media buying support services. That’s been a huge shift which has allowed us to increase our media buy by bringing a lot of talent in-house.

So I’m going to start with the research, I have a lot of slides so I’m going to try to go through this fast. When you think about the consumer and when they’re making travel plans first or even for y’all when you’re making holiday purchases right now this really applies to marketing in general, you gotta be aware that the product exists. Once you know the product or Virginia Beach exists, you need to be familiar with what they offer for you to think, “Is this the right fit for me?” That will get into the consideration side which then, you know what, I really think I might try Virginia Beach.

I’m going to go through all the markets with you to show you who we’re targeting. Back in 2013 when we asked our target audience what comes to mind when you think of a beach destination? The results were: we came in thirteen on a list of top fifteen. That’s terrible! Since then, we’ve worked hard and increased media spend to target lifestyle interests and now we’ve improved our ranking to seven.

We still need to work on familiarity. So now they know we exist as a destination but they’re still unsure what we offer and what makes us different from other beach destinations? So our strategy for advertising and marketing is focused on familiarity of actual experiences. We’ve got some work to do but I’m pleased that we’re at least being compared to some of the other beaches. But this is what they currently think of us:

We were thinking through what crowded means right now and this data is very current. This is as of October 2019. Some of the issues we still have are safety perceptions but the younger generation doesn’t think of us that way. So it’s very interesting when we think through who do we want to target? How do we build our future visitors that will come back year after year? But when we combine all generations on average this is what they’re thinking: I like seeing fun. I like seeing
clean. Crowded and busy probably can be interpreted negatively and when you look at us compared to some of these other destinations, we are more compact, so how do we turn that which may be a negative into a positive? So for the summer season we’ve always been known as a family-friendly summer destination. We have beach in our name. We want to continue to be front of mind for visiting families but we have to look at how we stand out against our competition that time of year and as we transition into the shoulder season from a target audience perspective we’re looking more at people who have more disposable income, maybe don’t have kids because they can pick up and go. We do have niche target audiences like the homeschool community that we still talk to. We’re doing a lot more with the LGBT community but, you know, again we have beach in our name it’s very hard for people to think what are you gonna do when the beach is freezing? So again, lifestyle interests are the things people are willing to travel for regardless of seasonality that will make them come to Virginia Beach.

The marketing strategy is ongoing and we continually tweak it but in general; we're trying to get as many eyeballs on the name Virginia Beach so the campaigns are integrated but in terms of the tactics they’re very different. We’re focusing our big buy placements to get the words Virginia Beach out and then we’re layering in these lifestyle campaigns in the same market. So now moving into 2019 every market that we’re in will have a brand and lifestyle running together. That was a big finding that we discovered in our research. The lifestyle campaign targets those willing to travel for a particular activity or hobby and we have five of those activities.

Here’s another look at some of our target markets and audiences I know that came up like what cities are you looking at so we have a lot of different points of research that help us select which markets to go in. We monitor all the booking windows. We actually have all, well, not all but most of our accommodation partners are starting to share their reservation data with us which is fantastic so I can pull a particular date and see when they booked, when they arrived, where they’re coming from. We’ve obviously got our web traffic so we can see whose checking us out online and not just checking us out but if they’re starting to really go into looking at properties and accommodations that’s a stronger intent to travel so we might change our campaign windows to accommodate a stronger call to action versus awareness and inspiration building. I mentioned some of these niche groups earlier that we’re targeting and we are targeting all the generational cohorts. I really want to reiterate that. We’re not leaving out the baby boomers we’re not leaving out the Millennials.

**Question:** When you see that someone is diving deep into the website, they’re looking at hotels, they’re looking at restaurants, are we able to pull that individual out and send them information?

Yes, retargeting is a huge part of our campaign. So we have pinged on our website certain type of cookies and tracking it’s really kind of fascinating. So we’re constantly optimizing our digital campaigns based on this performance to make sure that we are on target. We try to get them in but we also know starting in January February people are looking to plan their July vacation. One example that I thought was really cool we see that New Yorkers in particular in January right after the New Year spend a lot of time looking at cottage rentals for late spring. So that kind of level of detail that I’m able to capture is just tremendous. We let them know all the options that are out there but knowing that might be a stronger time I need to put maybe more of investment into the New York DMA.

**Question:** You mentioned cottages and that’s one thing I was gonna ask you. Within your markets and your emerging markets, what are you seeing for the demand? Cottages, more short-term rentals...?
That’s a good question. I think for all of us that are in this industry we know what the trends are saying, they want more authentic experiences, the Airbnb experience. That’s why it’s skyrocketing. We do track Airbnb reservation data and growth in our market and it’s unbelievable. I do think our traditional accommodation partners really need to and they are paying attention to that. A lot of hotels are developing experiences on-site at the properties that Airbnb just can’t compete. So you’re seeing a lot of the boutique and lifestyle hotels pop up. So we’re encouraging our partners all the time to think outside the box to get that consumer. They want new experiences they want to go to more urban cities. So we need to as a destination, step up our game. We don’t have any of that in our market, in particular, I think the cottage industry is really thinking about the trends and trying to capture that market by offering, chefs, and yoga instructors to come in. Things where people don’t have to leave and they can all be together. For those who can invest and create those experiences we can help you do the telling. Lauren on our team, is doing a lot of training with industry partners to help them brainstorm and come up with creative experiences to try to collaborate and work together so that we can share something new.

It’s gonna be tough. I’m also thinking through the appeal in general of the mid-Atlantic region and what that means on a much bigger scale. We’ve talked about some of our advertising tactics for branding. This is your cable broadcast over-the-top television we’re paying for right now. We’re looking at spring and one of our buys is over 74 million impressions. TV, in our research, has shown to be the highest recall channel out of the entire marketing mix so with our increased budget we’re able to afford to do it. We’re spending a lot of time talking to people who don’t have cable broadcast. They’re the core cutters. It’s interesting out of all the things that we do get the most feedback on our posters that we’ve been running in the metro system of the New York and DC which is crazy to me but I think that’s fascinating that something so traditional is still working. So it’s important for us to have a good mix and then of course print. I think print is still relevant but it’s becoming more relevant for lifestyle interests. People that are passionate about the outdoors are subscribing to outdoor specific publications. People who are into arts subscribe to those. So if you offer those experiences, those are places we need to advertise.

I think for this group. As I was looking through the RASAP strategy documents that Brad shared, the consumer does not see districts; they don’t think of a destination immediately, like, “Oh, I need to go to this particular segment.” That’s so much farther down the funnel after they’ve already made a decision to consider a destination. They want to know what product or experiences are offered in that city that they’re willing to travel for because they love it. Example being known for food and history, people who love history are willing to travel even if the weather isn’t the best, if you got it, they’ll come. So we message these consumers with targeted itineraries, photos and videos of these experiences because they have already told us what experiences they love. I’m passionate about these things. I travel for these things. So why not give them content that they’re looking for. It’s all age groups and then what we’ll do during the campaign is see certain age groups will respond to certain messaging better. This is really important because the state is also using the same strategy. So when you think about Virginia Tourism Corporation and the Virginia is for Lovers brand, which turns 50 this year stay tuned for opportunities where you, as a business, can integrate and get additional reach by partnering with VTC. We like to think it just extends our buy and makes sense.

Lifestyle tactics are very different from brand tactics. So here are just some examples of some things we’ve done in the past. Like I mentioned, certain print ads like Blue Ridge outdoors. It’s print but that’s for the outdoors enthusiasts. We might do an advertorial in that particular print placement. Most of this is digital social media you know. On social media they do Facebook and since it knows your whole profile we’re able to target specific lifestyle categories. We want to be in less disruptive places where it almost seems natural that Virginia Beach is there. For example, I personally love architecture and modern design. I love Dwell Magazine and if I’m scanning Dwell online and there’s an article about ten architectural wonders in Virginia Beach that offer guided tours, of course I’ll read that because I’m already interested in that. It’s called sponsored content that performs tremendous for us with lifestyle marketing videos too. We put a lot of our efforts into videos obviously. That’s a big trend and that’s not going away. We’re gonna see that more and more.

We talk about Virginia Beach in terms of districts. These are not political districts. These are tourism districts. I’ve had a lot of conversation with different city officials because I know there are lines that we see as a resident but the tourism consumer doesn’t see that. So we have the oceanfront, the Chesapeake Bay, Town Center, by district inland, which is kind of all encompassing. When we do our marketing for lifestyle interests we will highlight the experience first and then direct
them to the district that offers the experience. We advertise lifestyle interest first and then show them where to go in Virginia Beach.

**Question: Which doesn’t include a Marina District?**

The Marina District is included in oceanfront.

The top web pages on visitvirginiabeach.com for both locals and visitors are events and things to do. So it is highly important that Virginia Beach think through our entertainment offerings and event offerings, we need new product and new events. It is not okay for a destination to remain stagnant and offer the same events year after year. We've done a lot of posts specific to the oceanfront and the oceanfront continues to lead our content because there's so much to do. There’s just simply more to do at the oceanfront versus Pungo so we have to really look hard. Think of us a bit like a newsroom or reporters regarding what's going on in the city. We have a platform for y'all to engage with us what's going on. Finally, I want to make sure you understand that while we love leisure and we love our leisure visitors we have millions of visitors that come for other reasons and my team within our marketing and advertising budget supports all business units. Our meetings and conventions unit, sports marketing, we're doing a big push on this right now for the new Sports Center. We support the Convention Center with their paid advertising marketing efforts and international. Canadians represent about 5% of our total visitor volume. We’re about to launch a big PR effort in Toronto particular and then our weddings market.

I added this slide because I think it's important as we talk about what success looks like for the CVB in our advertising efforts. I mention our accommodation partners, hotel and cottages, campgrounds and we can see throughout the year reservations that are actually on the books for six months out and the year, in particular, we've seen phenomenal results. The problem happens when you get bad weather. People cancel the reservations and then once the month has ended we can see how well we’re pacing.

**Question: What months are those falling in? That's a huge number.**

It's a huge number. So this was the report when all the accommodations partners inputted their reservation data. We had historical reservations.

We are struggling with occupancy so what we're seeing is, and I have this data that shows how we're pacing, but then, we can even see how we're pacing in terms of speed year-over-year, but then when we get to that date, the gap doesn't close. It is crazy how tied to weather these numbers are. So the more we can weatherproof our destination by offering product and experiences that defy weather the better off we’ll be.

**Comment:** It would really help operators to be able to look at that as individual months because we do planning off of the hotels.

I’ll look and see how the reporting is done.

**Question: Can we get that through a server?**

Yes. I mentioned the weather. When we know bad weather is coming or weather has happened, we do have funds set aside for specific campaigns we can do quick. Come now! - following Florence. Open for Business our largest fall media ad campaign which is still going on. It’ll end mid-December and our late summer push with a timer countdown clock to create a sense of urgency. Don’t let your summer disappear... which ran through September 21st. September generally is beautiful here unless we get big storms. So we need to know what experiences we have to push in these situations. We’re not ignoring awareness but it's the lifestyle piece that we need to know and push to get them here and once they get here. We’re also exploring some new creative approaches regarding safety because we can’t just say we’re the safest city in the world even though we are. People will wonder why you have to say that. We’re working with a new agency right now to help address this and launch a new creative. They need to show intent and how soon they will come. Right now they're saying maybe in the next two to five years. We need that to be a lot sooner. It takes a lot more money and resources to get somebody who’s been going to Myrtle Beach for thirty years to pick some new destination. It rarely happens so we're trying
to focus on new visitors that maybe don’t have that set tradition. We have incredible assets so we need to target people by their lifestyle interests so it captures their attention. Last slide here’s a breakdown - I think one of the questions you wanted was to see financially what the investment looks like by season. So late summer this ended up being closer to collecting $260,000. Fall and the warm weather campaign are really the bigger times of year that investment to try to lift that bell curve of occupancy. Winter, we put a little bit more into winter year over year but we really need to work on our winter product plus it’s just hard this time of year to compete with holiday retail advertisements its very expensive.

Comment/Question: Now is the time to plan. You said we need to change our events. Do we have the right venues?

When looking at revitalization in the resort area, events drive demand and creative place-making can drive those events.

Comment: That’s what we’re trying to do. We have the boardwalk, we’ve got a lot of streets but we really don’t have a large public event space.

I’m personally a fan of a large event space. A lot of destinations have it and because they have it they’re able to do much more. Look at Norfolk with Waterside, Richmond with their green space right on the river. They host a lot of events there. Just having flexibility with the sand in particular isn’t ideal but indoor venues that can also accommodate events to tie to that is critical. We brainstorm new events all the time but the first thing that comes up is well what if the weather impacts us? We’re not Scottsdale or San Diego but we want that kind of destination that will drive that kind of visitation. We just saw Myrtle Beach hosted an ESPN premiered basketball tournament as an invitational. Demand or occupancy for that particular weekend increased year-over-year 29%. Huge! So we need to think through all the business units and what kind of new product would drive that kind of occupancy and evaluate current offerings to really say what’s working for us, what’s not.

Question: Does the CVB have a priority for product improvement, product development?

Yes! Stakeholders are constantly pitching ideas for events. The ones that are in line with a lifestyle interest capture or captivate us the most because we know that this strategy is working. Product events that are tied to lifestyle interest for the leisure audience in particular are very important. But as we all know, politics are tremendous and a lot of the experiences we have are very beloved by residents and that’s a huge component but we need to evolve the product to be appealing to a resident and the traveler that’s looking for a more robust experience.

Comment: Travelers like to know what the locals like.

I think even the locals want to know what’s new this year. Whether that’s what’s new for Neptune festival, monster trucks on the beach...

Thank you very much. That took a little longer than anticipated but was very important information to understand how the city is being marketing and who we are targeting. As we look at the planning process for updating the RASAP plan, we've identified three different planning phases: understanding, exploring/prioritizing and deciding. It’s important to understand how we are marketing the city and who we are targeting to assist with identify future opportunities. The remainder of the agenda provides a brief update on the draft timeline and process, consultant status and a baseline matrix and maps regarding what's been accomplished since the 2008 RASAP adoption. We only have 10 minutes remaining so I’ll be very brief but please contact me with comments or questions. The RASAP update is generally targeted as an eleven month planning process with a target of a September adoption to align with the city’s budgeting process. We are currently in the first phase of the planning process - understanding. The understanding phase reviews the existing plan to gain a detailed understanding of the problems, opportunities and goals of stakeholders. We will look to the Steering Committee for input and assistance with stakeholder groups throughout the process. We are still refining the Steering Committee so not all committee members are present. We hope to keep the group to a max of 15 and have all members identified and present by our next meeting.
The second phase is exploring and prioritizing and in this phase we'll be working with stakeholder groups to review accomplishments, identify opportunities and prioritize. We've already started this phase with some groups but the goal is to transition this phase to be consultant facilitated soon and will continue through April.

Then the third phase is the deciding phase where the consultant, stakeholders, Steering Committee and city staff will prioritize projects and strategies to produce the initial draft RASAP document using the information from phase two. The draft RASAP document will be posted online for public comment, Planning Commission and City Council will be briefed and a public meeting/open house will be held to seek comments. The goal is to have an inclusive transparent outreach process that looks holistically at the Resort Area. The Resort area is currently defined as the Marina District to 42nd Street, Birdneck to the ocean.

**Question: We had talked at one point about including the Virginia Aquarium?**

The Aquarium isn’t in the current plan boundary but if that is identified through the outreach efforts and prioritized by the collective group the boundary could be modified.

**Comment:** I think the Owl’s Creek plan needs to be adopted by the RASAP.

Reviewing the existing boundary will be part of the outreach efforts. Coming back to the revised draft timeline and update process those are the three phases. We’re in the understanding phase now which will continue through January. It’s a lot to accomplish within 11 months but we’re hopeful. With the second phase being consultant-led, we did promise you at the last meeting an update on what’s happening with the consultant and the RFP process. Kathy Warren will give that update.

I'll be brief. You all have in front of you the proposed scope. We've gone through this with our office, sent it up the chain. They've added some information to make sure that we put out there on the street everything that we could possibly want from this consultant. This is not necessarily just for the RASAP update. They may use them for some other smaller projects but I think the RASAP update is the main piece here. So if you will take a look at this and email, call us with additions anything you think doesn’t go into here again this folds into the larger RFP package of the technical information that we were responsible to put out as a government entity but this is the meat of what we're looking for from the consultant.

**Question: Number four, is that green space? The urban parks project promenade?**

Yes

**Comment/Questions:** One of the things I thought about is there needs to be a ratio of residential versus resort oriented development. What is that balance to maintain a resort image. I don't know what it is but we need to address how many residents we can have in the resort to support the offseason but not hamper the resort during season.

Yes. We'll get some wording in there.

**Comment:** There's gotta be some formulas

**Question:** How difficult is it to adopt some sort of mandatory design guidelines for redevelopment for a certain area or district like 17th Street? There’s obviously going to be a lot of redevelopment. I’m just wondering if that's too hard.

That's going to be part of the whole consultant process. We’re going to explore those types of things.

**Comment:** Because otherwise we’ll have a Burger King, a Subway, whatever and it won't be a since of place of community.

The planning process will explore design and unique areas. We're at time so I'm going to run through the 2008 plan accomplishments very quickly. A lot has been accomplished since 2008. This map that Emily and Karen produced is an
excellent visual that shows completed projects, Planned (funded/Approved) projects and proposed projects. I will send this out via email for your review.

The next meeting is scheduled for January 8 at 9:00, please note it will not be here it will be at the Convention Center. I will send a reminder along with the agenda via email. The next meeting we want to hear from you to tee up the next phase when the consultant comes on board in February. Some stakeholder questions are: What do you envision as the RASAP end product? What are your expectations after plan adoption? Thinking holistically about the Resort Area are the identified opportunity areas (development opportunities, street network/connectivity and streetscape improvements, transit and alternative modes, parking and open space, public improvements/safety and implementation strategies) adequate?

We've had a few stakeholder meetings in phase one and the intent is to continue the outreach efforts through April updating the tracking matrix as we go. Please call me any time with questions/comments. I will email the maps, presentations and meeting notes prior to the next meeting. Reminder, the next meeting will be January 8th at the Virginia Beach Convention Center 2nd floor.

**Question:** About the base map. Is there any way to get some of the more recent private projects that have either been constructed, in construction, or site plan approved somehow on the diagram?

We can add another layer.

**We** have a separate base map of private projects that have pulled permits but it’s not as detailed. I’ll look into adding a layer.

Question - I’m gonna throw this on the table one more time about changing the meeting from 9:30a to 9:00a. I don't think an hour is gonna cut it.

Agree. I’ll look into changing the time to 9:00 to 10:30 starting January.

On the 8th, PDRC’s is meeting at 8:00 so we'll do our best to get it done in 58 minutes.

**Comment:** Both the Restaurant Association and the Hotel Association have strategic planning scheduled in January where they will be able to provide their priority list to funnel into the tracking matrix. I know that the restaurant is on the 8th at 1p.

Thank you, meeting adjourned.