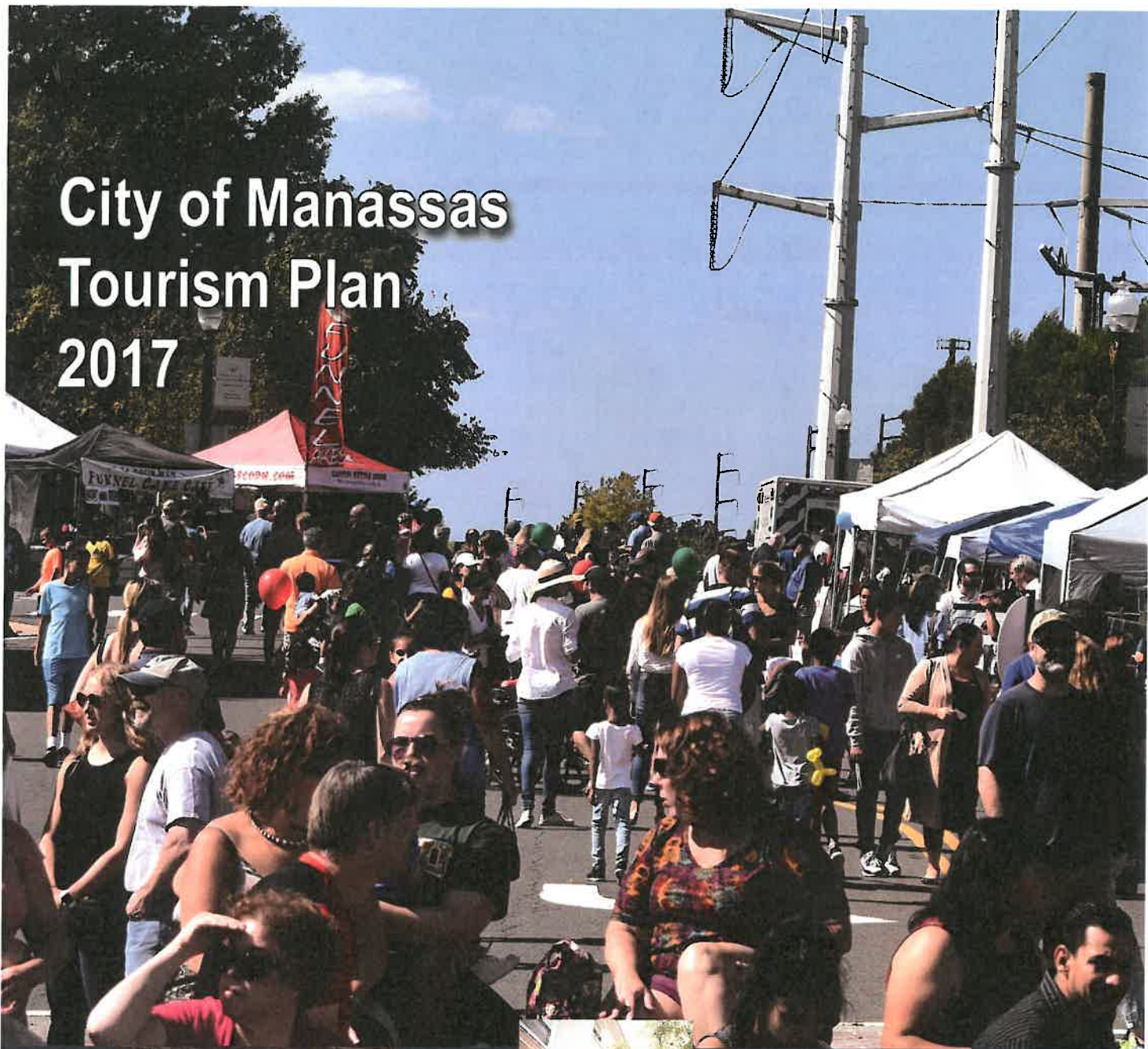


City of Manassas Tourism Plan 2017



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www.visitmanassas.org

TOURISM PLAN

DEPARTMENT OF ECONOMIC DEVELOPMENT

November 1, 2017

Tourism is an important part of the local economy in many communities and especially in the City of Manassas. Few localities in the nation experienced such seminal events as Manassas did during the Civil War. The First and Second Battles of Manassas helped define our City's place in history and historically based tourism is a key market for the City. The Manassas National Battlefield Park, Liberia Plantation and Manassas Museum serve as key attractions for visitors.

However, the City's appeal to visitors now also includes the charm of its Historic Downtown (a Virginia Main Street community), its specialty shopping and dining, and special events. Special events and activities alone account for nearly 300,000 annual visitors to Downtown. According to the Virginia Tourism Corporation (VTC), tourism in the City of Manassas accounted for more than \$67 million in annual visitor spending, \$1.75 million in local tax receipts, \$11 million in annual payroll and 580 jobs in 2015. In addition to the jobs it creates and the revenue it generates, visitors may be prospective business owners or residents who become attracted to a community because of its tourism vibrancy. Tourism is economic development.

The City of Manassas has historically relied on its partners at the VTC, Discover Prince William and Historic Manassas, Inc. to develop and promote tourism assets in the City. Other non-profit groups, and the City itself, accounted for additional promotions and activities. The oversight for these efforts was the responsibility of the Department of Community Development. In 2014 the City of Manassas created an Economic Development Department and responsibility for overseeing much of these efforts transitioned to that Department. However, a heavy reliance on the City's partners for most of the programming and promotional work remained in effect.

In 2017, Prince William County elected to end its partnership with the City of Manassas in Discover Prince William, the regional Convention and Visitor's Bureau. The following plan is designed to identify the key elements of the City's current tourism assets and efforts as well as assigning responsibility for asset development and promotions going forward.

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PARTNERSHIPS

To successfully attract tourists to Manassas, and to ensure the tourist and the City gain the maximum benefit from each other, the City must rely on partnerships. Many of the partnerships that are necessary to ensure this already exist and function at a high level. Others can be enhanced. The following section details the partners that are involved in promoting tourism in Manassas, and some immediate action steps that will be taken to ensure everyone is achieving the maximum benefit from their efforts and existing resources.

The roles and responsibilities of each partner and stakeholder should be defined to avoid duplication, effectively utilize resources, and maximize cooperation. While this plan identifies each of those parties and the effective elements of a tourism program, ensuring that everyone understands and agrees with their roles (and has the resources and capabilities to execute them) is essential to the success of the City's overall efforts. Assigning responsibility for discrete elements of the overall tourism effort, while cooperating on the big picture, will be crucial to achieving results. Each entity must understand their role and be held accountable for the execution of their role. In some cases these responsibilities can be assigned by mutual agreement and in others contractually (as is the case with HMI).

1. The Virginia Tourism Corporation (VTC)

The VTC is the primary marketing entity for the Commonwealth of Virginia and oversees the Virginia is for Lovers brand. VTC publishes the state Visitor's Guide, maintains a robust website, courts tour operators and travel writers, advertises domestically and internationally, attends trade shows and travel related events, houses the film office and oversees the state welcome centers. VTC also designates one entity in each locality as a Destination Marketing Organization (DMO) which serves as a primary point of contact for VTC on the local level.

- Establish positive working relationships with VTC and determine what responsibilities are expected of the City to ensure that Manassas is viewed positively by that organization as well as identify which opportunities exist for the City to benefit from the work and programs VTC oversees.

2. Division of Parks, Culture & Recreation (DPCR)

This newly formed division of the City of Manassas Department of Community Development is responsible for oversight of all City historic sites and parks, the operation of the Manassas Museum System and the administration of the management contract for the Loy E. Harris Pavilion. The Division administers a park reservation and field permitting system, coordinates community events on the Manassas Museum Lawn within Historic Downtown and markets the City's park and historic site assets for private rentals. The Manassas Museum Curator maintains both permanent and changing galleries within the Museum, Historic Train Depot and Center for the Arts. The Division coordinates facility maintenance through the City's Department of Public Works for all parks, sites and historic buildings owned by the City of Manassas.

This Division is also a primary interface for the City's ad hoc arts committee and private or non-profit groups like pARTners, Center for the Arts and the Manassas Ballet Theatre (to name a few) that are engaged in cultural activities. The Division coordinates the City's public art program which includes sculpture at City Hall, the Museum Lawn and Courtyard, and Harris Pavilion.

- Over the coming year Economic Development (ED) will collaborate with DPCR to define areas of responsibility for each, to identify more and better ways to promote tourism, and develop an inventory of tourism assets.

3. Historic Manassas Inc. (HMI)

HMI is the City's Virginia Main Street program and the City's most important tourism partner. It operates as a 501(c) 3 non-profit organization for the purposes of preserving and promoting the City's Historic Downtown. It does this by following the National Main Street guidelines. HMI is governed by a volunteer Board of Directors and managed by a paid professional staff. The primary source of funding for HMI is the City of Manassas which also provides the organization with office space in the City's historic train station. Additional funding comes from event fees, sponsorships and occasional grants. HMI has an operating budget of approximately \$400,000 and operates under a contract with the City primarily to run the Farmer's Markets, organize special events, operate the state-certified Visitor Center, compile and publish a calendar of events; and maintain the City's tourism website – www.VisitManassas.org. While these are the

primary contractual obligations of HMI, the staff and Board undertake many other tourism and economic development activities, such as business appreciation events, serving as the City's affiliate DMO, assisting with business recruitment, ribbon cuttings and promotions. HMI also operates the City's private business incubator – CenterFuse.

- ED will work with HMI to produce a comprehensive evaluation of each of the primary contractual functions that organization provides and conduct a cursory evaluation of all functions.
- ED will identify areas for better collaboration and improvement, as well as a defined division of labor and responsibilities.
- Review the HMI contract to determine if it meets the current needs of the City. If changes seem to be needed, work with HMI and City Council to make them.

4. Old Town Business Association (OTBA)

OTBA is an organization comprised primarily of Downtown businesses, City officials and non-profit organizations interested in working together to discuss and address the problems and issues that relate to Historic Downtown. OTBA serves as a voice for Downtown and its members are frequently invited to participate on City committees, both formal and ad hoc. The group also serves as an information conduit by getting community views voiced directly to City officials, and in turn, receiving information to be passed on to local businesses. Dues are nominal and the budget is minimal.

- ED will seek to identify partnership opportunities with OTBA for advertising and promotions.
- ED will solicit feedback from OTBA on specific initiatives that can enhance tourism, specifically in Historic Downtown.

5. Attractions

In addition to entities whose missions include business development and tourism promotions, there are several attractions in the City of Manassas that are significant in

their own right and deserve mention. These include (but are not limited to) the Manassas Museum, Center for the Arts, Harris Pavilion, Liberia Plantation and the

Visitor Center. While most of these are overseen by organizations that have already been identified, they are significant to merit their own mentions, and in several cases, have their own staff and promotional plans. Further, there are many private businesses that can be considered attractions such as Vertical Rock and the City's several breweries and a distillery that cater heavily to tourists. Attractions that can also be considered assets for the City of Manassas include the I-66 Welcome Center, Manassas National Battlefield Park, Hylton Performing Arts Center and the Freedom Aquatics Center.

- ED will develop an asset inventory of all attractions that can be leveraged to promote tourism in Manassas.
- ED will collaborate with all the attractions to find ways to strengthen existing relationships and develop new relationships, especially as it regards cross promotion and advertising.

6. Other Partnerships

While many businesses in the City benefit from tourism, some are more appealing to visitors or make a point of catering to them. Many businesses in Historic Downtown fall into this category, but others, such as Vertical Rock and Jukebox Diner are outside Downtown. Several non-profit and community organizations like the Manassas Ballet Theatre and Manassas Symphony Orchestra are also attractive to tourists. In addition, partnership opportunities may exist with neighboring or other regional localities.

- Identify those businesses and non-profit organizations that are specifically appealing to tourists or that target tourism for a significant portion of their revenues.
- Develop media for communicating with these partners and exchanging information.
- Explore opportunities for establishing formal partnership relations.

STAKEHOLDERS

Identifying the key stakeholders in the City's tourism efforts is probably more important than identifying its partners. The stakeholders are the people, businesses and organizations that invest in tourism and who expect to receive a return from that investment. Many of the stakeholders are also partners.

1. Citizens

The City's residents are arguably the most important stakeholder. It is their tax dollars that are invested in undertaking special events; building, maintaining and operating venues and attractions; and in promoting the City. It is vital to ensure the investment yields both tangible results (increased tax revenues from visitation) and intangible results (events they can attend, venues they can visit and viable restaurants and shops).

- Citizen satisfaction will be measured as part of the satisfaction survey the City conducts bi-annually.
- The City's tourism marketing efforts will continue to focus on the "here and near" ensuring residents are made aware of all the opportunities to "staycation."

2. Businesses and Attractions

Local business owners and area attractions that rely on tourists to sustain their operations have as great a stake in the City's tourism efforts as its citizens. The City must understand what businesses are dependent on tourism and what each offers in the way of a unique visitor experience. This information will be used to drive how the City positions itself to attract more visitors. In addition to marketing outreach, the business community relies on the City to maintain its infrastructure and appearance to enhance the overall appeal for visitors.

- Economic Development will develop an asset inventory of businesses and attractions that rely on tourists. The inventory will be used to promote and market these businesses as well as to share relevant information.
- The City will conduct a survey aimed at determining the business community's satisfaction with its efforts to attract visitors. The City's Existing Business Visitation Program (EBVP) will also measure satisfaction.

- The Citizen survey will be used to measure satisfaction with events, infrastructure and appearance.

3. City Council

City Council makes policy and budget decisions that determine how the City develops its tourism assets and markets them. As the stakeholder that controls the resources dedicated to this effort and is responsible to the citizens and business owners for the outcomes, City Council must be given relevant reports to effectively gauge these efforts. Further, the elected officials are directly in touch with residents and visitors and receive anecdotal data about these efforts. These officials also have the ability to promote the City while engaged in these conversations.

- Economic Development will regularly report on and publish the benefits of tourism to the local economy. This will include job, wage, visitor's spending and tax receipt data.
- Budget performance metrics will include tourism goals and objectives.
- The Department of Economic Development will include tourism in its Annual Report.

4. HMI

HMI is both a stakeholder and partner. While HMI is responsible for those functions listed above, the organization also has a vested interest in the outcome of the City's overall tourism efforts. The City is accountable for how it pulls together all the various aspects of a tourism program and for the resources it devotes to asset development and promotion – regardless of how those resources are allocated. The City must adequately communicate both its vision for tourism generally and its expectations for HMI's role specifically if HMI is to successfully undertake its responsibilities.

- Economic Development will continue to utilize the expertise of its staff to support the HMI Board of Directors, its committees and staff.

- Economic Development will manage the City's contract with HMI and provide feedback as to how well the organization is meeting its goals as well as to recommend budgetary and program adjustments as necessary.
- Economic Development will timely communicate relevant tourism related information and feedback to HMI as it is received.

5. OTBA

OTBA, similarly to HMI, is both stakeholder and partner.

- ED will remain actively engaged with OTBA and regularly discuss tourism related opportunities, problems and issues with its members.

DESTINATION MARKETING ORGANIZATION (DMO)

The Department of Economic Development has assumed the role of the City's Destination Marketing Organization (DMO) in its relationship with VTC while HMI serves as an affiliate DMO. As the DMO, Economic Development is the primary point of contact for VTC. A DMO is an organization that promotes a city in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on tourism marketing, and services. Such organizations promote economic development of a destination by increasing visits from tourists and business travelers (which generate overnight lodging for a destination) and visits to restaurants and shopping venues. They are typically funded by taxes. The DMO is directly responsible for marketing the destination brand through travel and tourism "product awareness" to visitors. Until recently, the role of DMO in Manassas had been filled by the regional Convention and Visitor's Bureau.

- During the current fiscal year the Department of Economic Development will evaluate and understand the full responsibilities of a DMO, strengthen the City's relationship with VTC and become an established and respected partner of that organization.
- ED will analyze the benefits to be gained from being the DMO and identify opportunities the role presents.

- At the end of the fiscal year the Department will provide a recommendation to the City Manager as to what entity or structure is best suited to become the DMO.

WELCOME & VISITOR CENTERS

Welcome Centers and Visitor Centers are an important part of a tourism program. They are places where residents and tourists can gather information and receive friendly advice and recommendations about shopping, dining, area attractions and experiences. Unlike websites and online reviews, these centers offer a personal experience and can be instrumental in shaping a person's first impressions of an area. In addition to the paid staff and volunteers who operate these facilities; clean restrooms; attractive, well-maintained physical spaces; and relevant informational and promotional pieces of literature are keys to making people feel welcome in the community while providing them the relevant information needed to make the most of their visit.

1. Virginia Welcome Center at Manassas

Commonly referred to as the I-66 Welcome Center, the Virginia Welcome Center at Manassas is located between U.S. Route 29 and VA State Road 234 at the Sudley Road interchange. The Welcome Center is a state-owned and operated facility whose staff is part of the Virginia Tourism Corporation. Professional travel counselors help plan or enhance the visitor experience in Virginia and the Manassas area.

- Ensure the staff at the Welcome Center is kept current on events and new businesses that enhance the visitor experience in Manassas.
- Ensure the Center is kept stocked with relevant promotional materials.
- Take advantage of advertising opportunities available through the Center.
- Identify opportunities to create better relationships and partnerships between Center staff, area stakeholders, partners and the City.
- Identify if volunteer opportunities are available at the Center and assist when possible.

2. Historic Manassas Visitor Center

Located at 9431 West Street, the Visitor Center is in the Historic Manassas Train Depot, the signature icon of Historic Downtown. Built in 1914, the renovated depot is part of the City's museum system and houses the offices of HMI, the Historic Manassas Visitor Center and the James and Marion Payne Railroad Heritage Gallery. The site is also a busy stop for daily Amtrak and Virginia Railway Express commuter trains connecting Manassas with Washington, D.C. and beyond. The Visitor Center is open 7 days a week, 9:00 a.m. until 5:00 p.m. except Thanksgiving, New Year's Day and Christmas. It offers brochures, maps and friendly knowledgeable staff to assist residents and visitors explore the City on foot or by car. The Center also provides fulfillment to visitor inquiries originating by phone or online. The Visitor Center is operated by HMI under a contract with the City and the Gallery is maintained by the Manassas Museum.

- Have HMI produce an annual report detailing the number of visitors requesting information and the number of people physically visiting the Center. Track where the highest volumes of visitors are originating from. Request that HMI identify accomplishments and needed improvements relative to day-to-day operations.
- Work with DPCR and HMI to identify any needed capital, maintenance or upkeep issues and ensure they are addressed in a timely manner.
- Ensure that adequate volunteers are recruited to effectively staff the Center. Develop and implement an annual training program for the volunteer staff.
- Market the Center to City businesses and conduct an annual familiarization tour for partners and stakeholders. Ensure partner and stakeholder information is effectively and attractively displayed.

EVENTS, FESTIVALS & PARADES

Nearly 300,000 people visit Manassas each year to experience its festivals, special events and parades and the City has established a goal of increasing visitation and participation by 5% annually. The diverse offerings include events featuring heritage and ethnicity, farmer's markets, First Fridays, holiday parades and celebrations, festivals and much more. Many of these events are undertaken by HMI as part of its contract, but the long-established parades are coordinated and organized by dedicated volunteers. Other events are conducted by volunteers, nonprofit groups, the City itself, local businesses, area attractions, partners and stakeholders. Supporting and facilitating these diverse activities is a key component of the City's tourism program.

- The City will conduct an inventory and produce a summary of each of these activities identifying the responsible partners, any associated City costs, attendance, theme or description, and what marketing is associated with them.
- Each event will be analyzed for its impact on the City, its partners and stakeholders. All events will be evaluated to determine if the opportunity exists to increase their effectiveness through additional City support.
- Surveys of event participants, vendors and businesses will be undertaken to determine the level of satisfaction with each event.
- The citizen satisfaction survey will be used to gauge resident satisfaction with the overall quantity and quality of the events.
- Cumulative and individual event attendance will be recorded and reported annually.

MARKETING, COMMUNICATIONS & PROMOTIONS

Occupying a place in history, being geographically located in one of the nation's largest metro areas that attracts visitors from all over the world, having a charming Downtown with excellent shopping and dining, hosting fantastic events, a vibrant arts community and featuring great attractions is a strong basis for establishing a successful tourism industry in the City. However, relying on word of mouth and organic advertising is not. To successfully promote the City to tourists, Manassas must have an aggressive marketing and promotions plan. In addition to the efforts undertaken to promote the City by the welcome and visitor centers, the following strategies will be explored and implemented.

1. Website

A website promoting a locality for tourism and economic development is the single most effective marketing medium available – both in terms of cost and reach. Most visitors conduct online research when planning for travel and residents will frequently refer to a website for updates on events and venues. Fulfillment can be done using the website by referring inquiries there and online advertising that gets a prospective visitor's attention should refer back to the website. The City's tourism website, VisitManassas.org, is developed and maintained by HMI as part of its contractual relationship with the City.

- During the current fiscal year the website will be reviewed and a recommendation will be made for improvements or reconstruction. If the website is determined to need changes, a budget for those changes will be developed.
- Evaluate and report website traffic and usage.

2. Calendar of Events

Manassas has a very robust events schedule and an events calendar is how visitors and residents know what's going on. The calendar must be comprehensive and maintained in a simple, user friendly format. Determinations must be made as to what types of events will be listed; guidelines must be established and clearly articulated; and, most importantly, the calendar must be current. With all the special events and activities that happen in Manassas, the amount of information that is being tracked can get overwhelming. A great deal of responsibility must be placed on those who operate events and venues to provide the information necessary to keep the calendar. HMI operates and maintains the City's events calendar as part of its contractual arrangement.

- Evaluate the effectiveness of the current events calendar and make recommendations for changes or for replacing it. A budget for those changes will be developed.
- Develop and publish guidelines for posting events to the calendar.
- Establish protocols and memoranda of understanding with the City's major events organizers and attractions for providing the information necessary to keep the calendar.

3. Visitor's Guide

A Visitor's Guide provides people with both general and specific information about the City. It usually includes feature articles and highlights of the fun things to see and do, a calendar of major events, and a comprehensive listing of restaurants, shops and attractions. It contains the same high-level information as is published on a website, but has less space for content and for including detail on lesser attractions. A Visitor's Guide

also has a limited shelf life and cannot be amended or updated if changes occur between publications. A high quality, printed guide is expensive to produce, publish and distribute, although alternatives exist if paid advertising is allowed. Guides are used as mailed fulfillment pieces and distributed through paid and unpaid placement with partners and stakeholders. These pieces are effective and generally expected to be available by residents and tourists so they rank highly when considering which media to utilize for marketing and promotions.

- Determine whether the guide will be solely paid for using tourism marketing funds or whether it will be produced on a cooperative basis or use paid advertising to offset costs. Consider outsourcing the guide to a firm that specializes in producing them using paid advertising.
- Engage partners and stakeholders in the production. Develop content, design the layout and secure the photography necessary to produce the piece. Determine the frequency of the publication, number of copies, cost and identify the distribution channels.

4. Advertising

The bulk of the City's economic development advertising budget is already spent on tourism by promoting special events and branding Manassas as a place to visit for shopping and dining. Paid promotional advertising is done regionally, within a 30 mile radius. It is primarily a digital media. Annually Economic Development reviews its media plan and reports on its results. Additional paid public advertising is done by HMI, the DPRC and Harris Pavilion. HMI has a focus primarily on events sponsored by HMI while the DPRC focuses on advertising the utility and programming at their facilities. Many private businesses in Historic Downtown advertise as well. Paid advertising is a highly effective way to improve the City's image, promote itself to visitors and position Manassas in the regional marketplace as a preferred place to visit. Manassas does not advertise beyond the region, primarily because the City lacks the quantity of hotel rooms to appeal to travelers looking for an extended stay and secondarily because the resources available are better concentrated than diluted.

- Review and evaluate advertising budgets of each partner agency and seek to align advertising so there is a more coordinated focus so resources are used to the maximum effect.

- Determine what additional advertising resources (if any) are needed and how they would be deployed.
- Explore cooperative advertising opportunities designed to leverage the existing resources of stakeholders and partners.
- Report annually on the outcomes of the advertising.

5. Collateral Materials

Collateral materials include brochures, fliers, videos, promotional items, display boards, rack cards, static display, fulfillment pieces and handouts that a visitor (or prospective visitor) can use for current or future reference. These pieces generally promote a calendar of events or specific event, highlight an individual business or attractions or highlight a category of events, venues or activities. The pieces can be produced by an individual business or attraction or by a tourism entity like HMI and the City. Collateral materials are displayed in the visitor and welcome center, at venues and attractions, directly mailed, made available at festivals or events, placed in welcome packages and displayed at area businesses just to name a few outlets. Collateral material has a higher cost to produce than electronic media and needs to be periodically redesigned and updated. To effectively represent a locality, the materials must be of high quality and appealing to the audience to which they are targeted. A Visitor's Guide is collateral material but has been broken out from this section due to the emphasis that needs to be placed on it.

- Inventory the general collateral materials currently available and identify what pieces are most necessary to produce immediately.
- Determine what outlets are available for displaying materials and which materials are best suited for those outlets.
- Explore cooperative advertising opportunities for the production of collateral materials.

6. Communications

Communicating information about events, activities and opportunities to current and prospective visitors is an important part of tourism promotions. Communicating information about tourism initiatives and impacts to stakeholders and partners is also important. The modern advent of social media and the increasing importance of electronic media offer cost effective opportunities to reach all these audiences with customized messages. Blogs, eNewsletters, posting, chatting, liking and sharing are the predominant means of communicating current and relevant information with precision to the audiences most likely to want it. Today there is a social media for nearly every demographic. Unlike collateral material, communicating electronically and through social media is easily kept current and allows for a nearly infinite amount of information to be shared at a substantially lower cost. Attention to detail, the quality and relevance of information, and its visual appeal are paramount. The City, its partners and stakeholders all use these media with varying degrees of skill and effectiveness.

- Determine which media are the most appropriate and what information is most relevant.
- Begin developing targeted communications to relevant audiences.

7. eNewsletters

ED, OTBA and HMI all have regularly scheduled electronic newsletters targeted to specific audiences. eNewsletters are an effective means of distributing meaningful content to the audience that is most likely to want it. Currently, no one is producing a regular eNewsletter for tourism that is comprehensive in nature containing general news/updates and specific information about events and things to do in Manassas. This communication would be broadly targeted to all partners, stakeholders and consumers.

- Work with OTBA and HMI to determine the format, frequency and content of a tourism eNewsletter.

8. Familiarization (FAM) Tours and Travel Writers

FAM tours are designed to expose target audiences to the tourism assets of the City. They are an excellent way to gain exposure and educate key partners and clients. Target audiences may include travel writers, travel planners, tour operators, hotel

owners/operators, key attraction owners/managers, media and partners like the staff at VTC. Informing these individuals about attractions and events and updating them on proposed or implemented changes that are of interest to tourists is an excellent way to gain market exposure and generate new business.

Travel writers are an especially important media outlet for the City to target. These writers are now primarily freelance operators and rely on stories proposed or generated by others to pitch to the publications they work with. Assisting travel writers with stories or ideas is an excellent way to assist them in meeting their goals while gaining unearned media for the City. Story ideas frequently center on new happenings, new businesses, trends, events and topical interests like craft beer.

- Work with partners and stakeholders to develop a standard tour of the City that showcases assets and custom tours that feature special interest topics.
- Determine which groups should be prioritized for FAM tours and identify budget resources to host them.
- Identify travel writers who publish in the City's target market area and with national media that are best aligned with the City's assets.
- Develop a media plan to generate stories and pitch them to writers.

9. Trade Shows/Conferences/Sales Calls

Tourism is one of the largest industries in America. Entire trade shows are dedicated to showcasing the industry and connecting vendors. Many of these are representative of sectors in the market and include AAA, motor coach associations, tour operators, student and youth travel associations, reunion groups and others. Industry conferences at the state and national levels draw tourism professionals and vendors together for professional development, education and networking. Direct sales calls to tour operators and travel agents in a target market also present opportunities to generate new leads and business. The City of Manassas and its tourism partners have limited resources and must carefully choose which opportunities to explore.

- Determine which one or two trade shows are the most appropriate to participate in.

- Attend at least one tourism conference.
- Evaluate whether or not direct sales calls would be a cost effective use of resources for promoting the City.

10. Cooperatives

All the previous marketing, communications and promotions activities present the opportunity for cooperatives. Cooperative marketing can include; various state, local and non-profit agencies jointly developing marketing materials and partnering on sales calls; the public sector partnering with private businesses and area attractions; or private businesses developing marketing cooperatives among themselves. These partnerships allow for the coordination and extension of resources.

- Identify partners and opportunities for cooperative advertising.

OUTCOMES & PERFORMANCE MEASURES

The results of an effective tourism program in the City of Manassas will be manifest by many ways identified in this plan. Specific performance measures will be assigned to each of these. In summary they include;

- Citizen satisfaction
 - Measured by the citizen survey
- Visitor satisfaction
 - Measured by reviews and rankings
- Business satisfaction
 - Measured by survey and through the EBVP
- More and better events
 - Measured by the total number of events
 - Measured by overall attendance

- Measured by the citizen satisfaction survey, reviews, rankings and attendee survey
- Increased visitation overall
 - Measured by the number of event attendees
 - Measured by visitors to the City's Visitor Center
- Higher web traffic and social media use
 - Measured by website, advertising and social media analytics
- Increased tax revenues
 - Sales
 - Meals
 - Lodging
- New and expanding businesses that cater to tourism
 - Measured by economic development through monitoring
- Job creation, revenue and spending growth
 - Measured by the VTC annual report