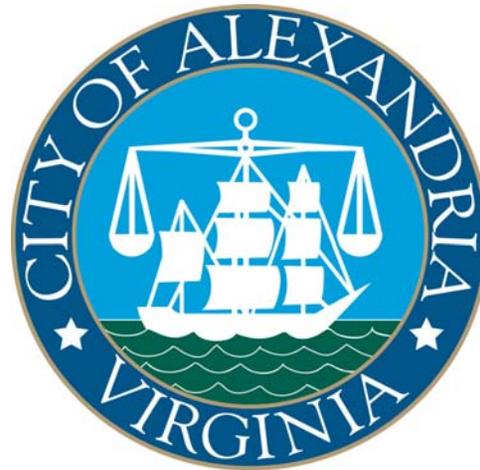


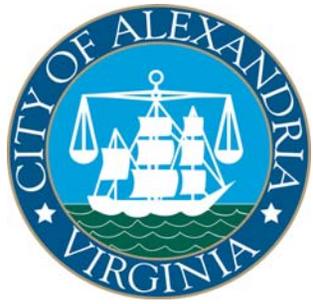
Economic Sustainability Workgroup



Progress Update

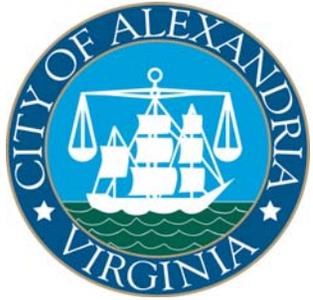
March 1, 2007

Introduction



The Economic Sustainability Work Group Was Born Out of Last Year's City Economic Summit

- City Economic Summit in January 2006
- Over 100 residents and business persons participated
- Work Group established in June 2006
- Work started in September 2006
- Public hearing on Draft Report in May 2007
- Final report to Council anticipated by June 2007



The Mayor Established A Diverse Working Group to Tackle Economic Sustainability

Nigel Morris (Chair)

Jim Butler

Lavern Chatman

Stephen Fuller

Dennis Garcia

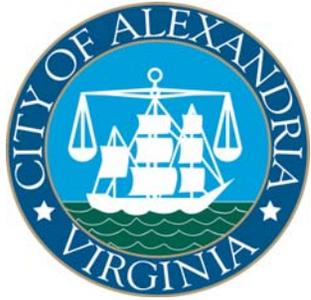
Charlotte Hall

Mark Kington

Greg Leisch

John Meagher

Lonnie Rich



The Council Asked the Group to Consider a Number of Critical Questions for the City

- Review City economic and fiscal status
- Understand long-term external factors
- Look at benchmark policies and practices
- Review competitiveness, review City business reputation
- Benchmark economic development activities with other jurisdictions
- Develop recommendations to help economically sustain the City over the long term
- Be willing to take a fresh, independent look at the issues

DOVER · THRIFT · EDITIONS

Charles Dickens
**GREAT
EXPECTATIONS**
Unabridged



An Important Disclaimer...

This Is

- Work in Progress
- A Series of Ideas to Discuss
- The View of the Committee
- A Number of Assertions That May Require More Research
- Work That Could Be Revised

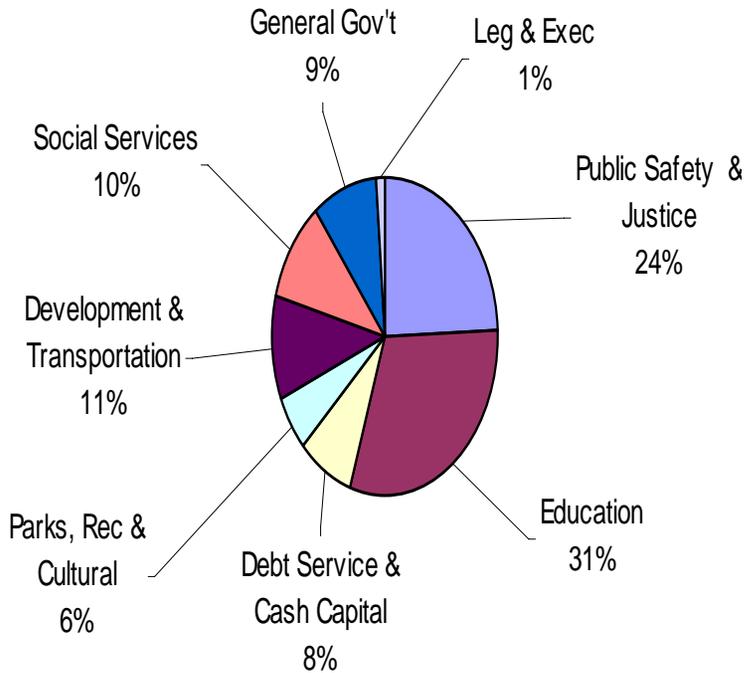
This Is Not

- A Final Product
- A Series of Recommendations
- The View of the Mayor, the Council, or City Staff
- Bullet-Proofed
- In Stone

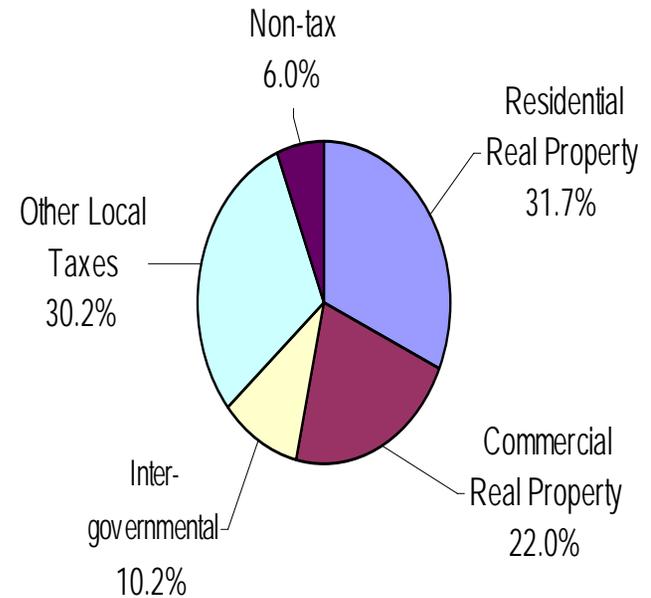
Where We Are Now

Let's Get Grounded

Where the General Fund Money Goes FY 2008

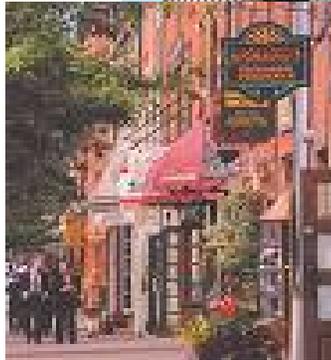


Where the General Fund Money Comes From FY 2008



Source: Alexandria Office of Management and Budget

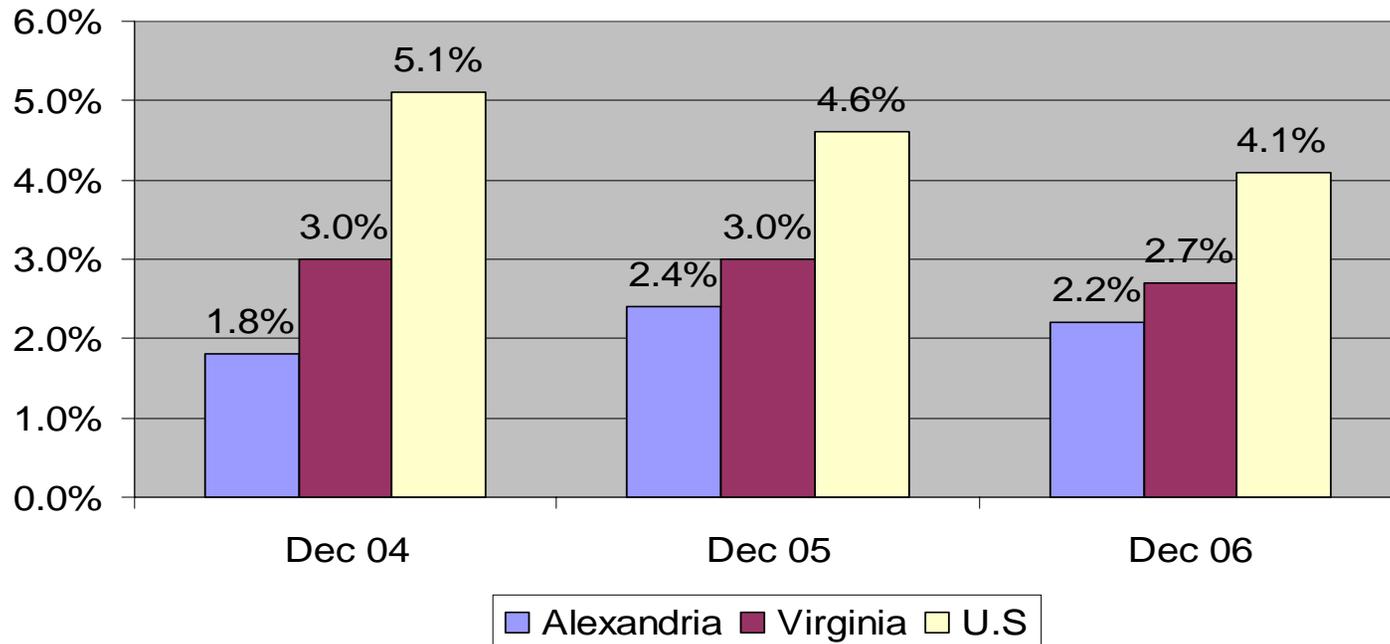
Alexandria Has Many Assets That It Leverages...



...And These Have Served Us Well

We Enjoy Enviably Unemployment Rates

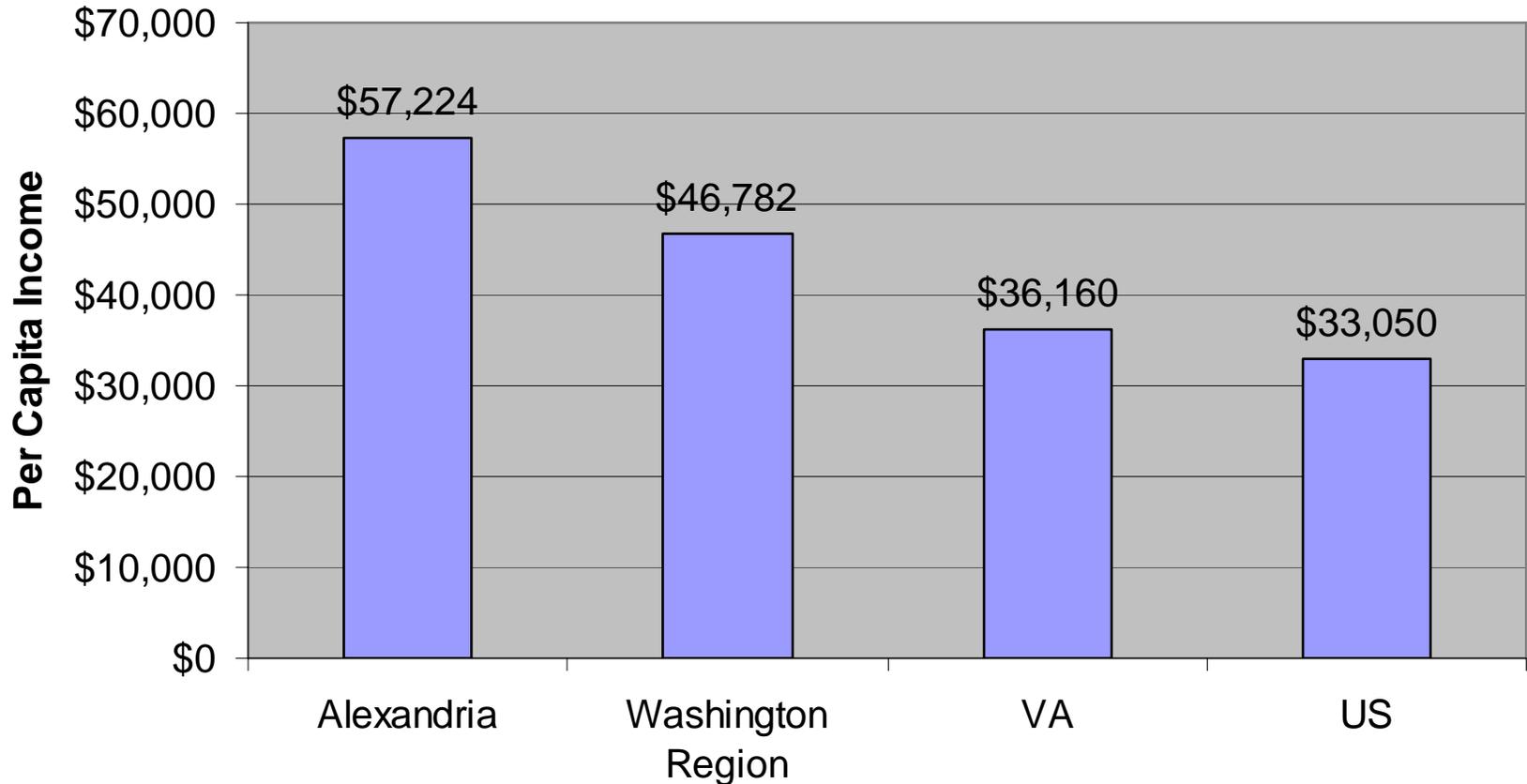
Unemployment Rate



Source: Virginia Employment Commission

Our Income Levels Are High

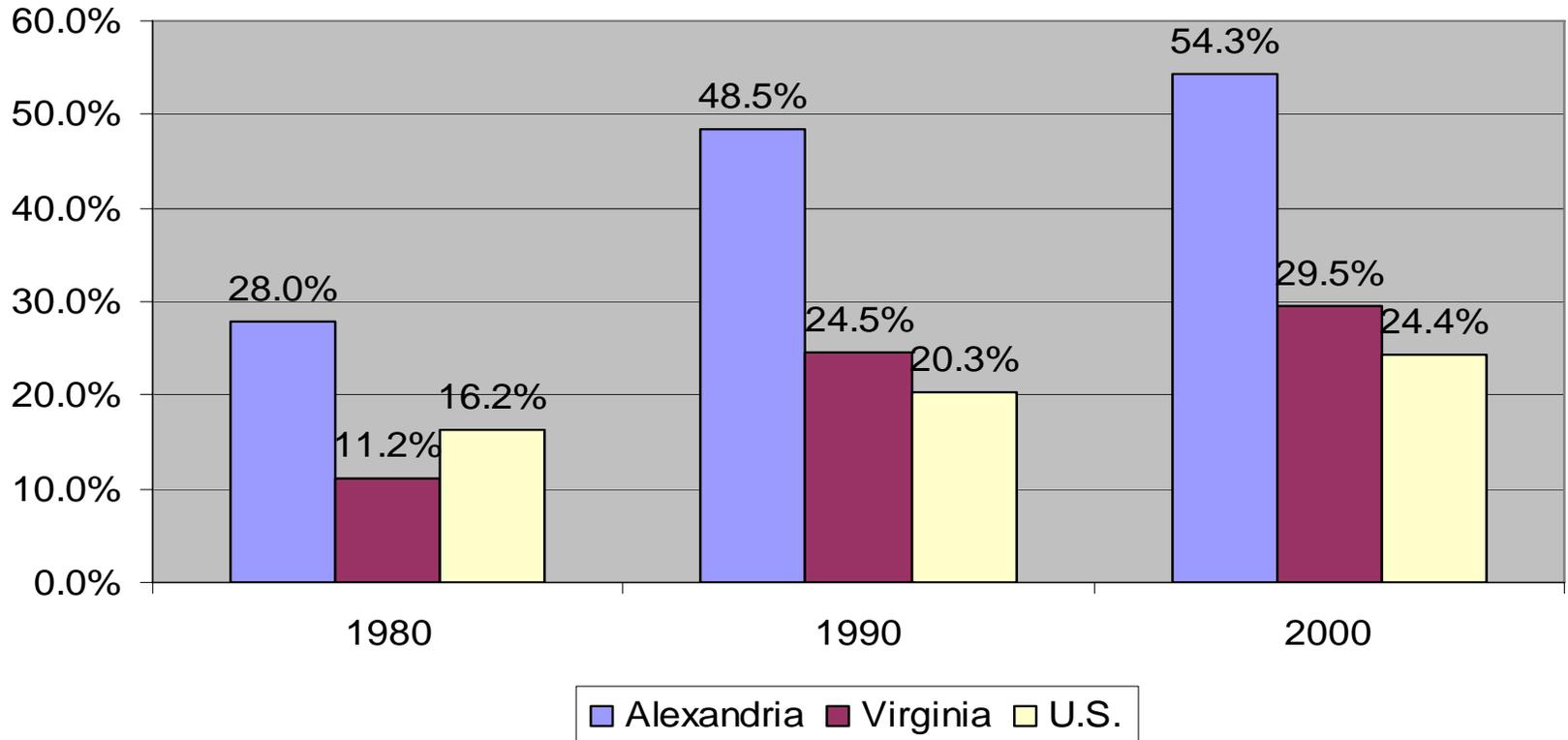
Per Capita Personal Income in 2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis

We Have A Large and Increasingly Well Educated Population

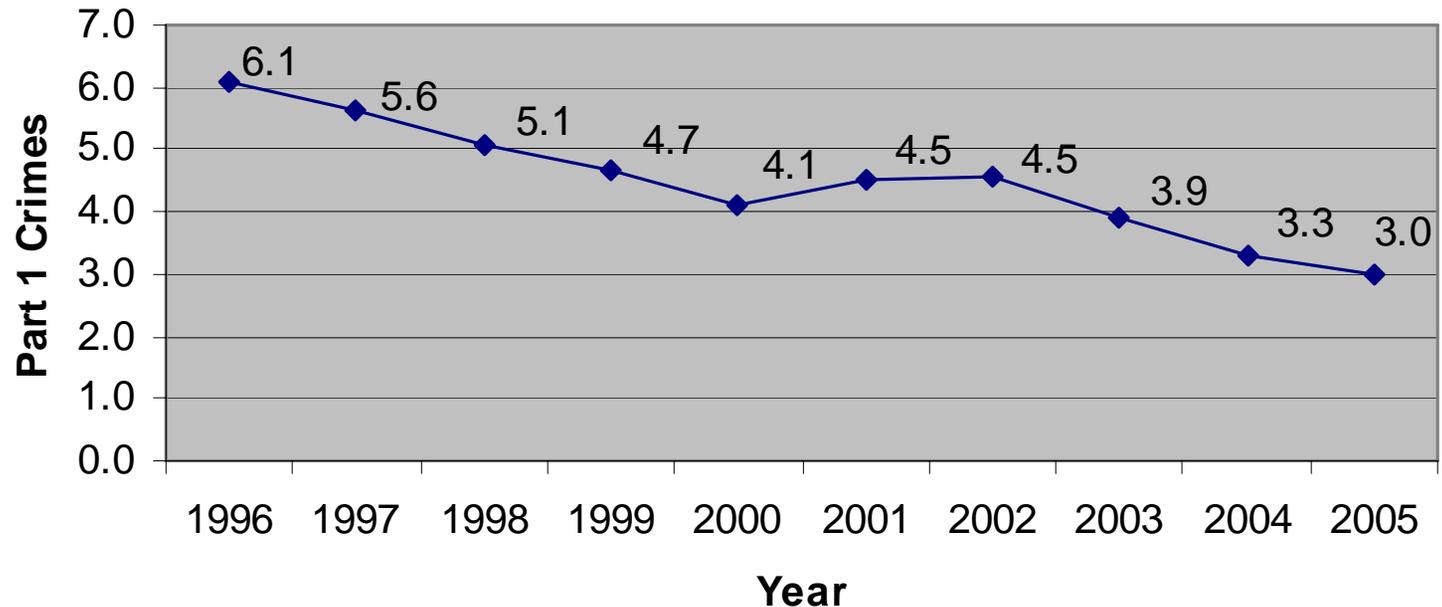
% of Persons 25 and older with four or more years of college



Source: U.S Census Data

Crime Is Low...and Falling

Part 1 Crime Per 100 Residents

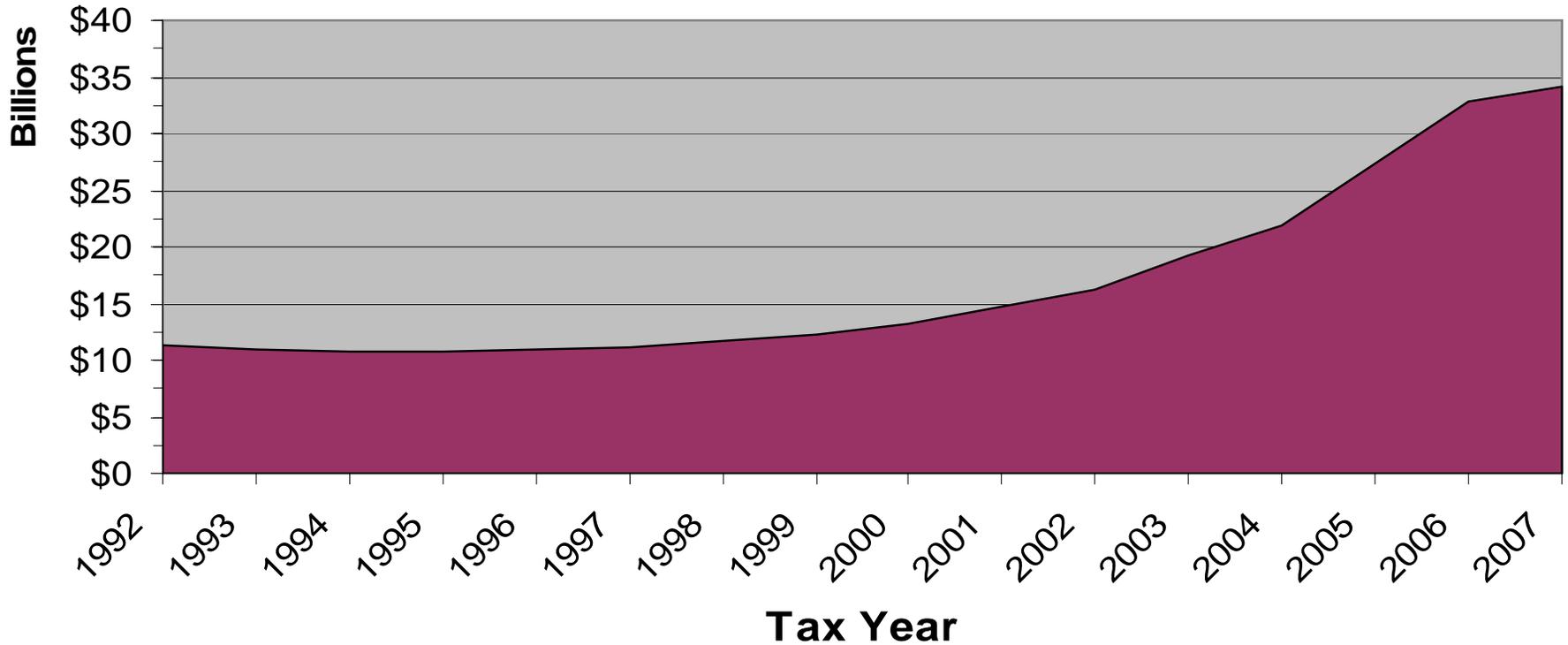


Part 1 crimes include violent crimes: homicide, robbery, rape, assault, aggravated assault, as well as property crimes: burglary, larceny.

Source: Alexandria Police Department and Department of Planning and Zoning

Our Tax Base Has Grown Significantly...

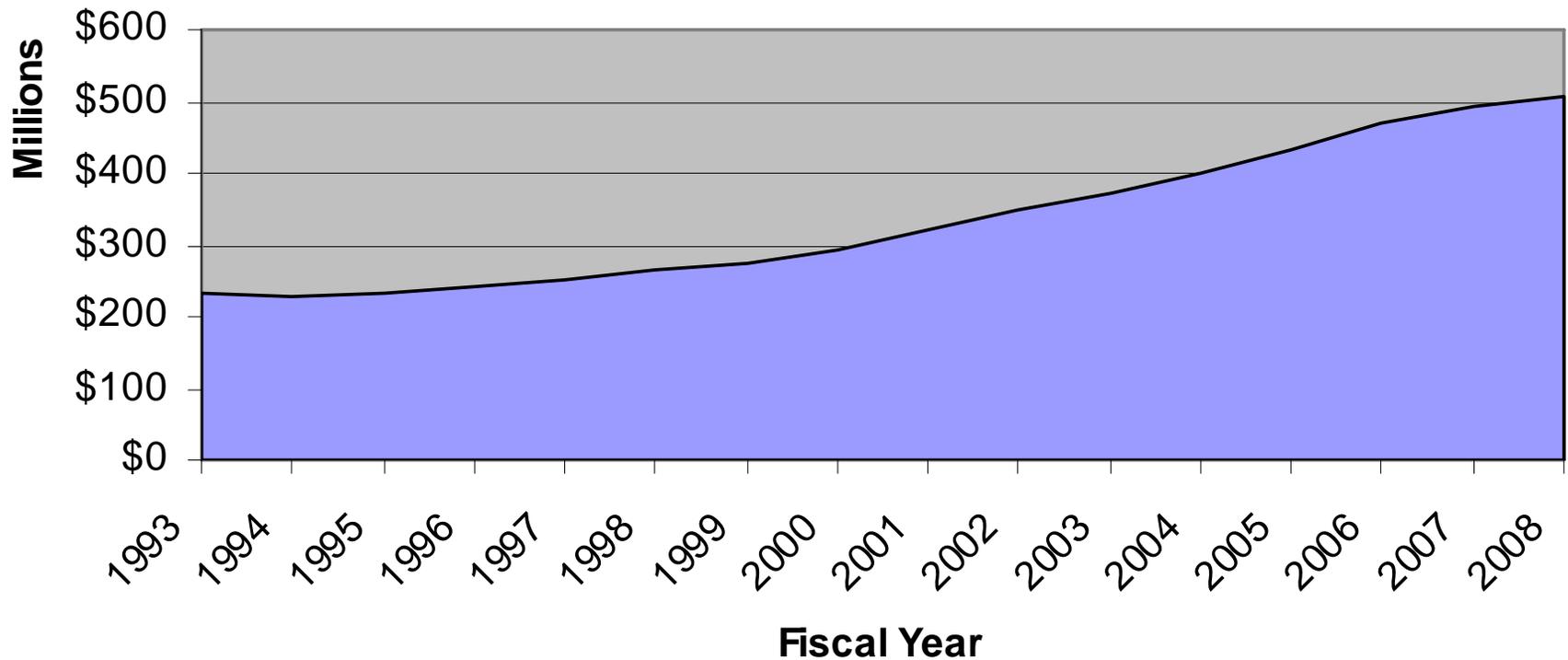
Total Tax Base



Source: Alexandria Department of Real Estate Assessments

...and So Have Our Services

Total General Fund Expenditures

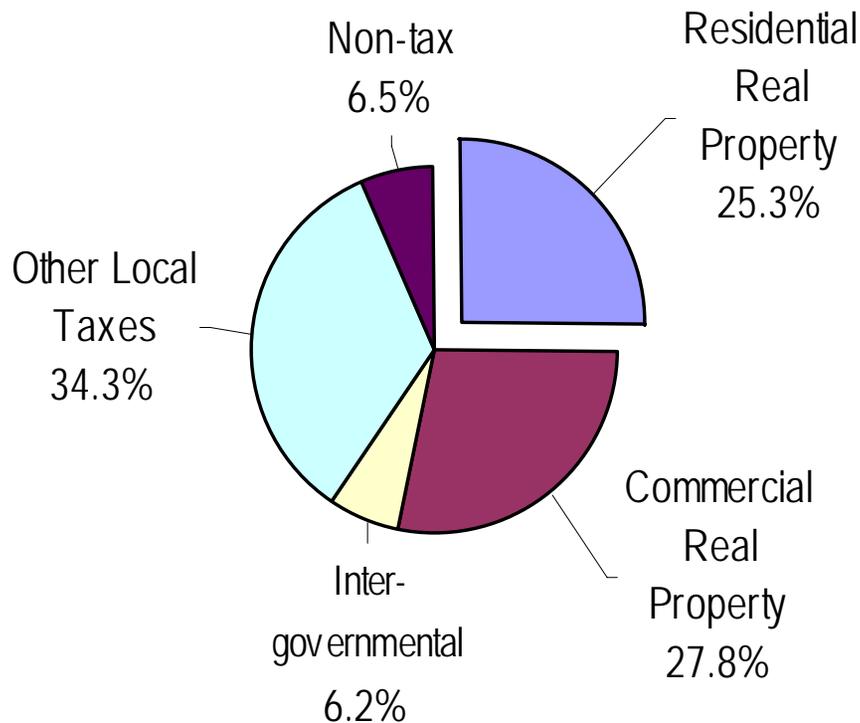


Source: Alexandria Office of Management and Budget

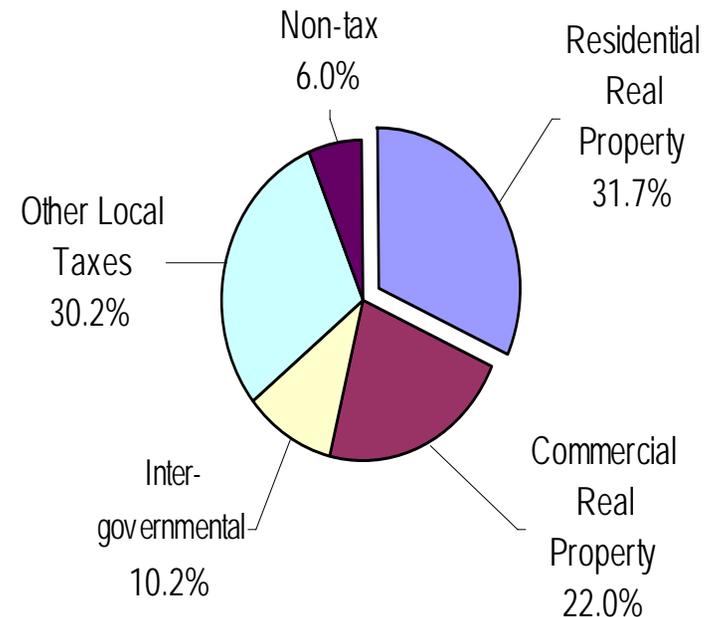
**But There Are Issues That
Require Focus and Attention**

Over Time We Have Become Increasingly Dependent on Residential Property Taxes

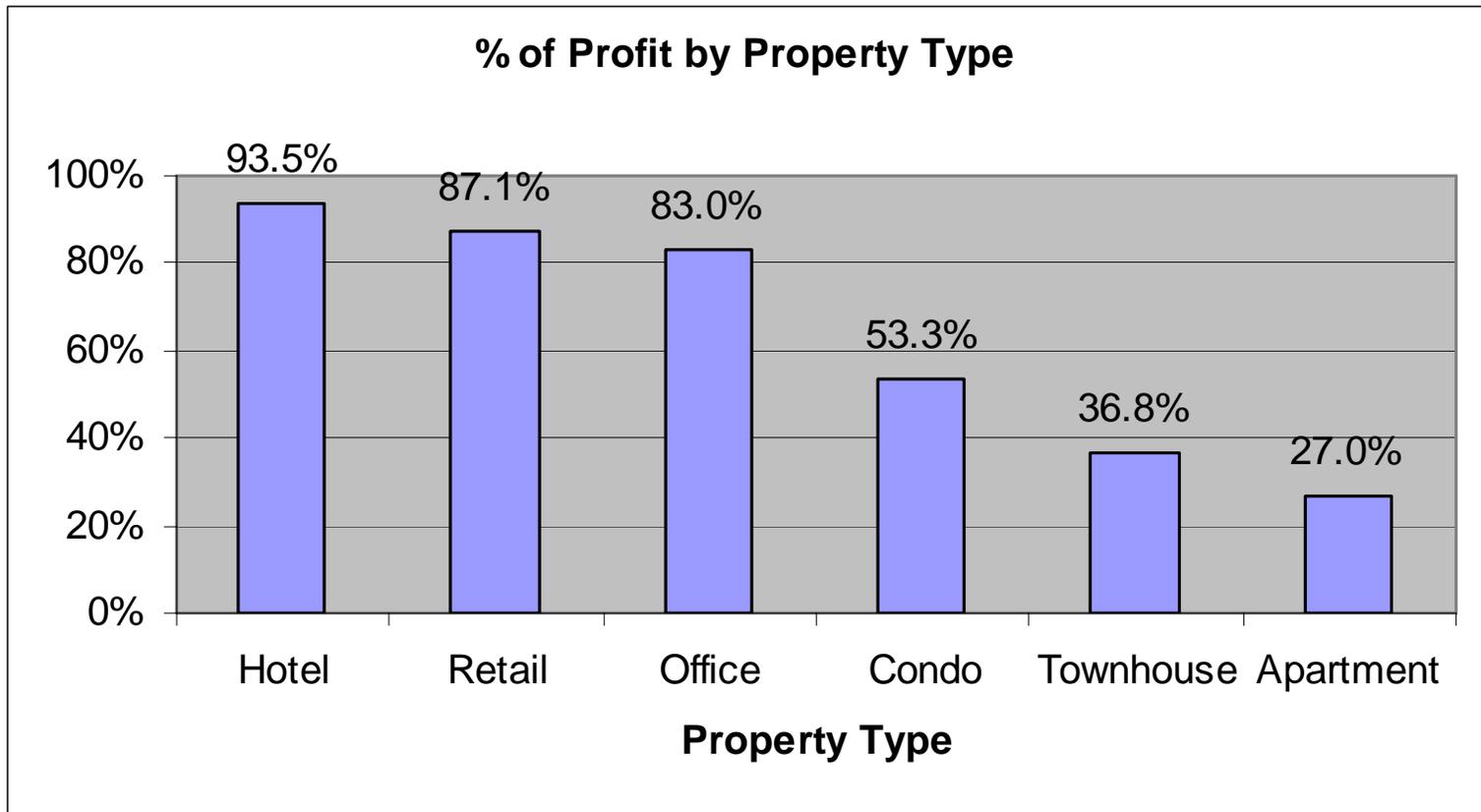
FY 1991: \$221.7 Million



FY 2008: \$505.6 Million



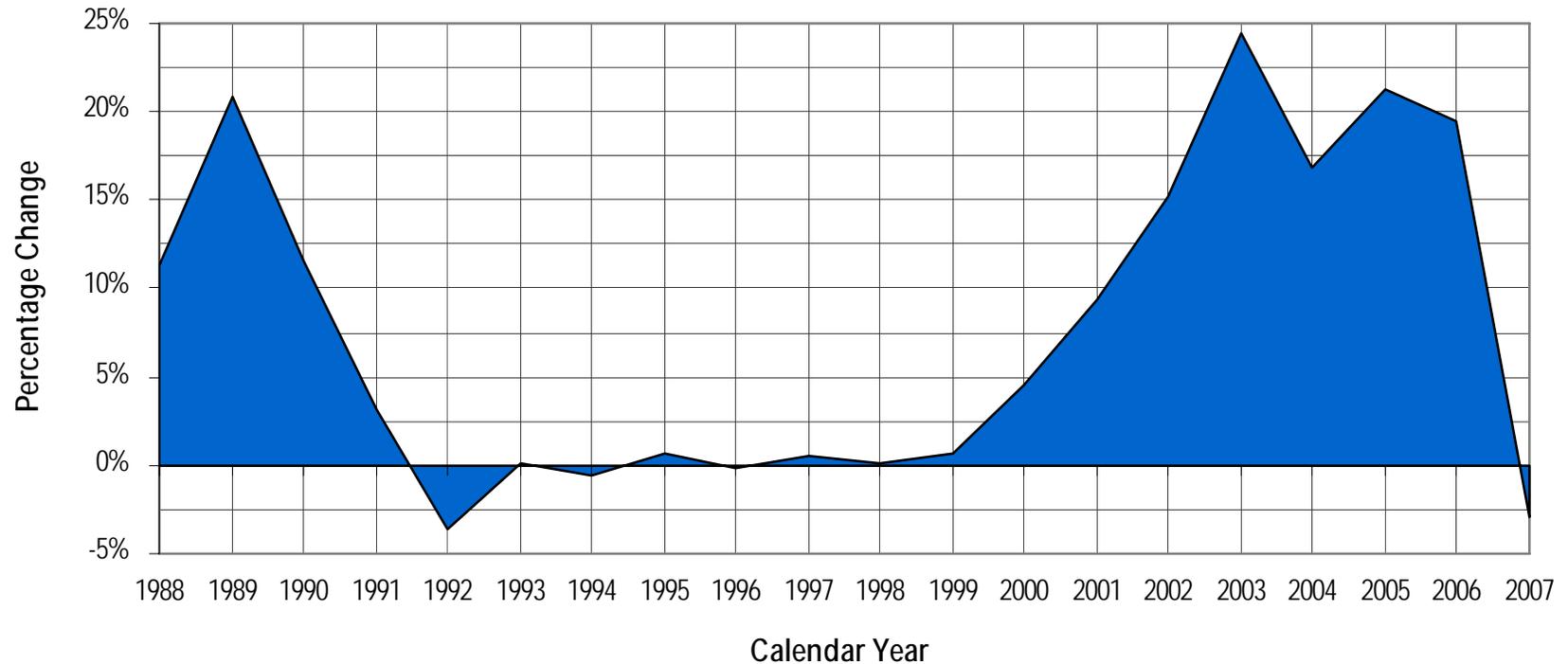
All Development Is Not Created Equal



PRELIMINARY

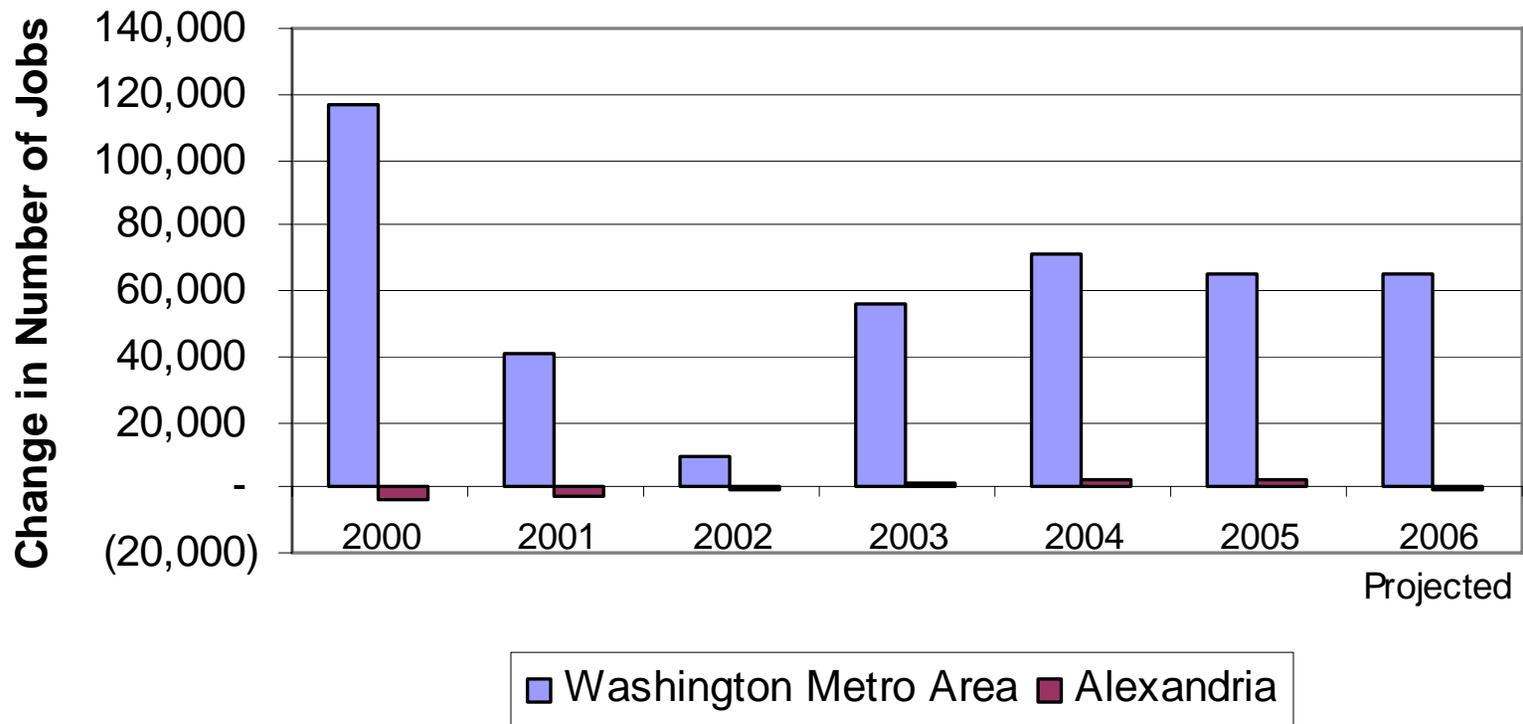
Our Real Estate Boom Appears to be Coming to an End

Residential Appreciation % Change
1988 to 2007



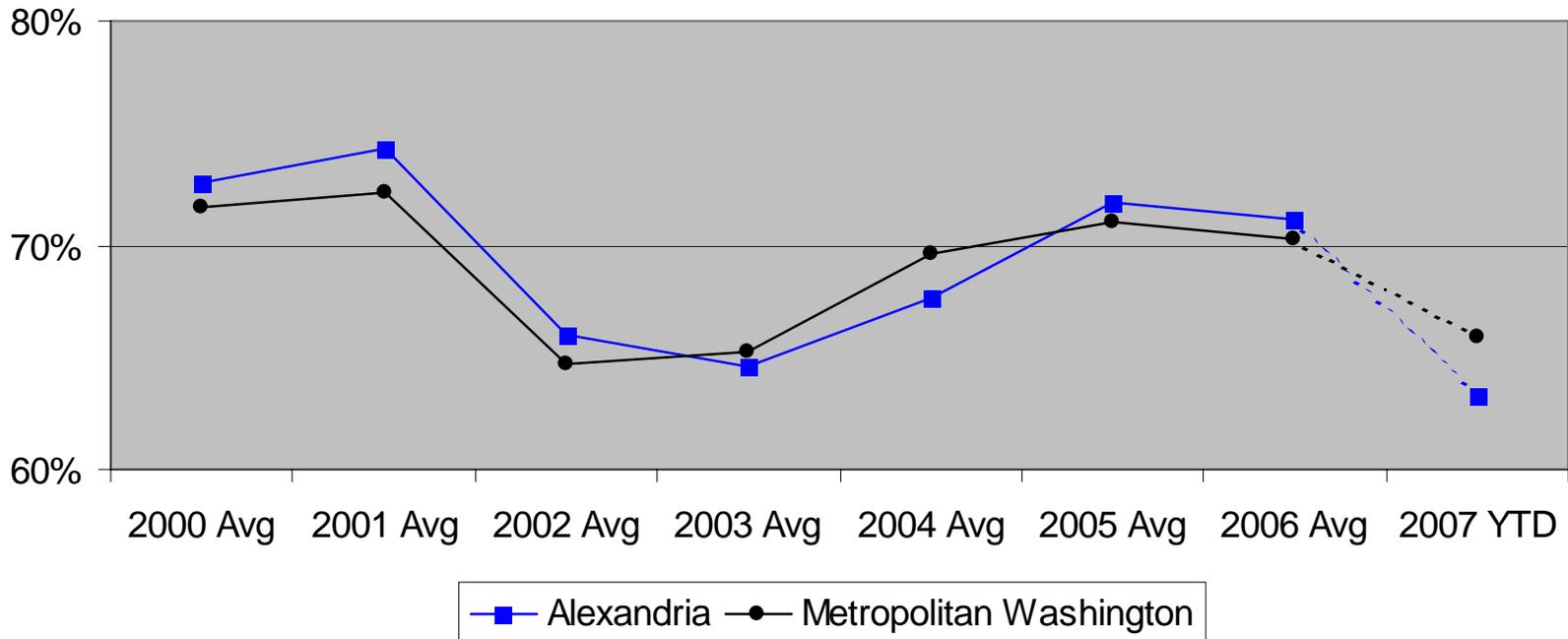
We Have Not Enjoyed The Region's Recent Job Expansion

Changes in Payroll Jobs 2000-2006



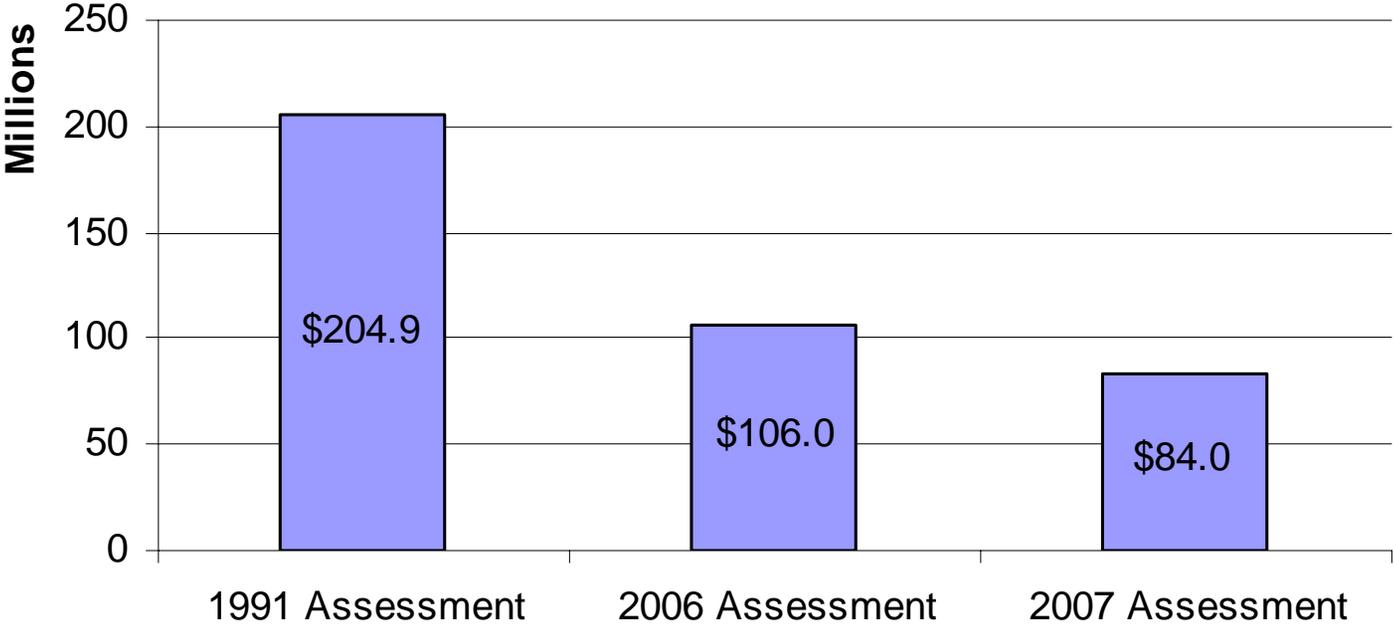
We Are Projecting That 2007 Will Be A Tough Year for Hotels—Our Most “Profitable” Revenue Category

Hotel Occupancy FY 2000 to FY 2007



Landmark, the City's Only Mall, Is in Trouble

Landmark Mall Real Estate Assessment



Source: Alexandria Department of Real Estate Assessments



Meanwhile Look What Our Neighbors Have Been Up To



Emerging Ideas

Rationalize the City's zoning, inspection and permitting processes



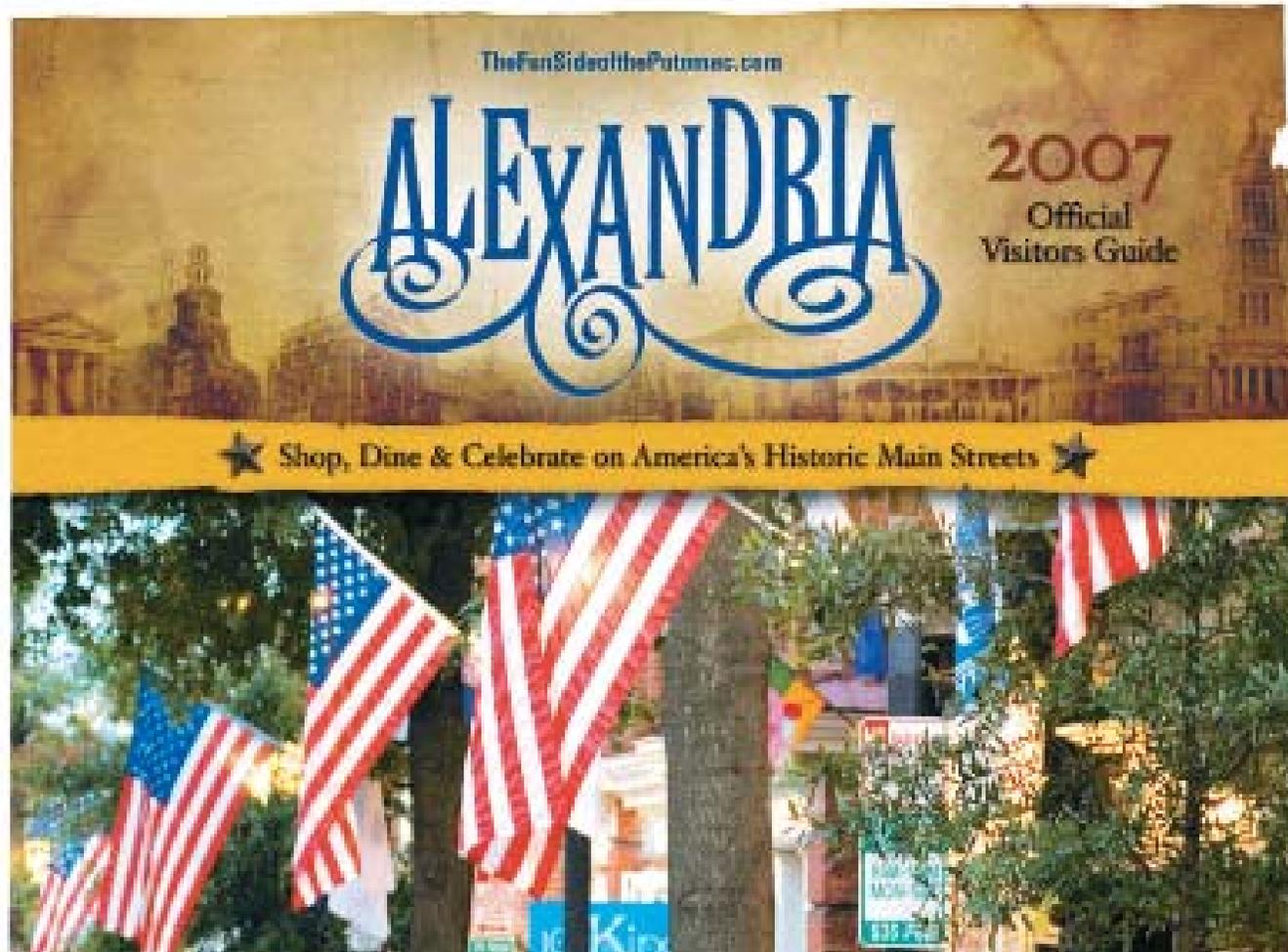
Strengthen Existing Commercial Clusters

- Hi-Tech
- Associations
- Tourism
- Retail

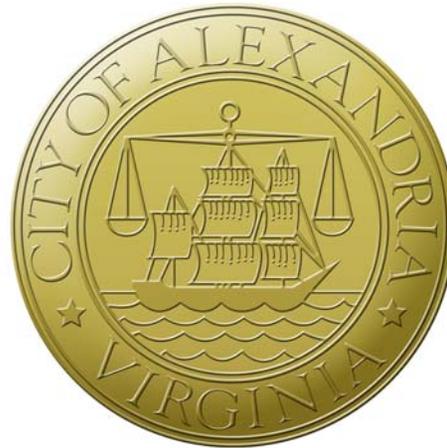
Develop New Commercial Clusters

- Arts
- Advertising
- Education

Update the Brand



Improve the Delivery capabilities



Alexandria SBDC

Industrial Development Auth.

Marketing Fund



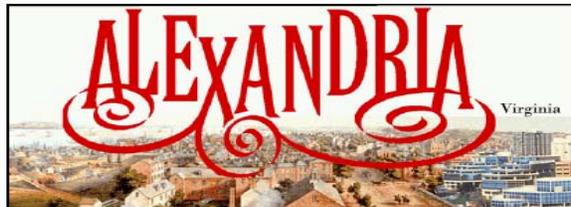
Business Facilitator

Neighborhood
Business
Partnerships



JobLink!

Market the City

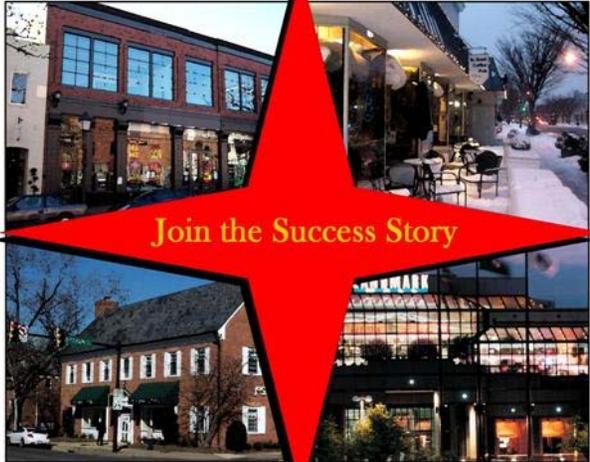


ALEXANDRIA Virginia

1654 **Become a Part of our History** 2006

The City of Alexandria, located just minutes from Washington, DC, is a bustling commercial community that is home to a diverse group of businesses. Find out why hundreds of associations, federal government agencies and contractors, technology companies and more have chosen the charm, ambience and amenities of Alexandria, Virginia.

For information about doing business in the City of Alexandria
Please contact the Alexandria Economic Development Partnership
www.alexecon.org 703-739-3820 www.alexandriava.gov



Join the Success Story

Alexandria, Virginia
www.alexecon.org

A | E | D | P
Alexandria Economic Development Partnership
A Public/Private Partnership Between City and Business
1729 King Street, Suite 410
Alexandria, Virginia 22314
(703) 739-1384

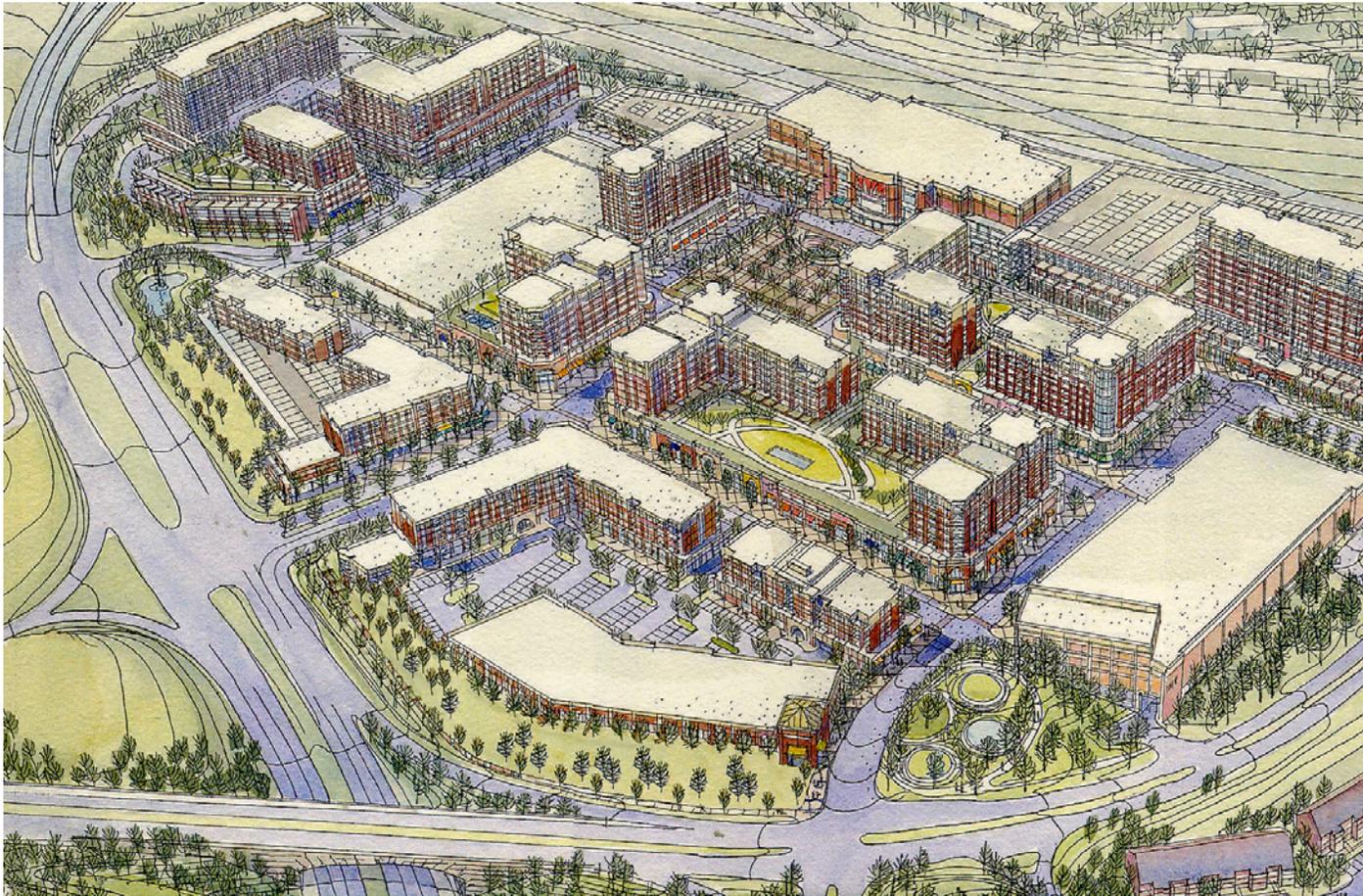
We Are Arguing That We Need to Complete An Exhaustive Review of City Assets

- Where are they?
- What are they being used for?
- What is the opportunity cost?
- What can they be used for?

Metro Build Out



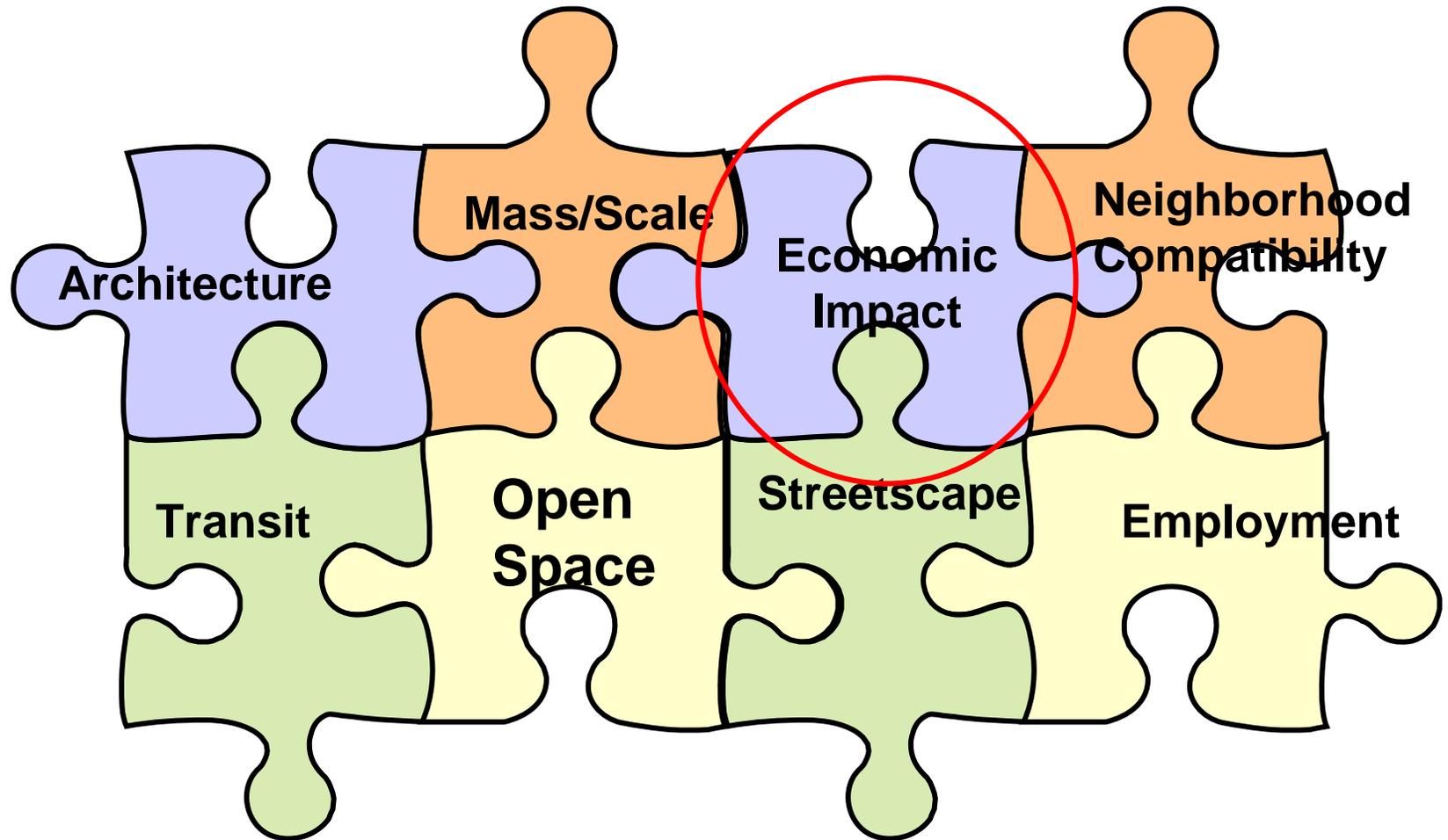
Residential vs. Commercial Zoning Targets



Job Growth Goals



Economics Need to be a Critical Part of the Decision Puzzle



How Do We Get There

- Further Develop The Ideas
- Debate Trade-Offs
- Make Recommendations
- Formulate Plan
- Timeframes, Accountability, Budget, Staff, Resources
- Measure, Review, DELIVER

Conclusion

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Charles Dickens
**GREAT
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