

**STATUS REPORT**  
**October 23, 2008**

**CITY OF ALEXANDRIA**  
**IMPLEMENTATION OF ECONOMIC SUSTAINABILITY RECOMMENDATIONS**

RECOMMENDATION	LEAD AGENCY	STATUS
<p>A. <u>Metrorail</u></p> <p>A1. Develop land use plans for transit oriented development at the Braddock Road, King Street, and the Van Dorn Metrorail stations.</p>	<p>P&amp;Z (Hamer)</p>	<p><b>Braddock Metro Neighborhood Plan incorporated transit-oriented development principles and was adopted April 12, 2008. Planned Eisenhower West Study, when undertaken, will address Van Dorn Station planning issues. In 2009, P&amp;Z and T&amp;ES will deliver initial recommendations for revisions to the TMP requirements to better integrate land use and transportation in transit supportive development.</b></p>
<p>A2. Model density on best practices such as the retail/office/residential redeveloped Clarendon area in Arlington County which has a mix of heights and densities.</p>	<p>P&amp;Z (Hamer)</p>	<p>Braddock Metro Neighborhood Plan reflects mix of heights, as well as uses. Potomac Yard Landbays G and H will have a mix of uses in its town center design. Redevelopment of Potomac Yard Retail Center represents an opportunity to model uses, density and design on best practices.</p>
<p>A3. Approve mixed-use development at Metrorail station sites with office uses as the primary type of development.</p>	<p>P&amp;Z (Hamer)</p>	<p>Office focus reflected in Braddock Metro Neighborhood Plan, as well as in revised plans for Landbays G and H and the to-be-developed Retail Center in Potomac Yard.</p>
<p>A4. Create a world class development project at the King Street Metrorail station</p>	<p>TBD</p>	
<p>A5. Establish parameters for development of the Eisenhower West area.</p>	<p>P&amp;Z (Hamer)</p>	<p><b>Eisenhower West Plan tentatively scheduled for early 2010 after completion of Industrial Study.</b></p>

<p>A6. When reviewing the Potomac Yard Landbays G and H (the town center landbays) and Potomac Yard Retail Center revised plans, consider higher densities that would better encourage the building of a new Metrorail station in the land reserved for such a station.</p>	<p>P&amp;Z (Hamer)</p>	<p><b>Density transfer to Landbay H approved by Council on June 14, 2008. Potomac Yard Retail Center redevelopment planning at initial stages. Initial Metro station financing report issued. Council provided \$0.5 million in CIP funding for station financial planning and engineering feasibility studies to be conducted in FY 2009 in conjunction with the Potomac Yard Small Area Plan. First meeting of Potomac Yard Advisory Group held on October 21, 2008. The Potomac Yard Advisory Group will assist staff in preparing a new Small Area Plan for Potomac Yard. A Metrorail Station Feasibility Advisory Group is also planned.</b></p>
<p>A7. Rename the Metrorail stations in Alexandria so they provide economic value such as:</p> <ul style="list-style-type: none"> <li>a. “King Street” to “Old town – King Street,” or “Old Town – South”</li> <li>b. “Braddock Road” to “Old Town – Braddock Road” or “Braddock Road – Potomac Yard” or “Old Town – North”</li> <li>c. “Van Dorn” to “Landmark – Van Dorn”</li> <li>d. Expand the “Eisenhower” Metrorail station name once the area develops more of an identity.</li> </ul>	<p>TBD</p>	
<p>A8. Consider creating a new Metrorail station near the Clermont/Eisenhower intersection.</p>	<p>P&amp;Z (Hamer), T&amp;ES</p>	<p>To be considered during Eisenhower West planning study.</p>
<p>A9. Improve connectivity between Eisenhower Avenue and the rest of the City.</p>	<p>T&amp;ES (Baier), P&amp;Z</p>	<p>To be considered during Eisenhower West planning study.</p>
<p>A10. Economic development activities and projects should be coordinated with the proposed Transportation Master Plan (such as a bus rapid transit “BRT” hub at Landmark).</p>	<p>T&amp;ES, P&amp;Z (Hamer), AEDP</p>	<p><b>The Comprehensive Transportation Master Plan, which was adopted by Council on March 11, 2008, has been, and will continue to be, incorporated into land use planning. A transit hub adjacent to Landmark Mall is contemplated in the Landmark/Van Dorn Area Plan that is under development.</b></p>

A11. Alexandria's Metrorail station sites should not be developed with expanded parking for Metrorail parker/rider use (i.e., park and ride parking garages).	P&Z (Hamer)	<b>Braddock Metro Neighborhood Plan envisions mixed use commercial development at Braddock Road Metrorail station site and parking requirements were adjusted to reflect this. Parking requirements for areas around other Metrorail stations will be reviewed as these plans are revised.</b>
A12. When Metrorail station areas are planned for redevelopment and include public benefits and amenities, clear mechanisms should be put in place to capture a portion of the economic value created by the redevelopment to be used to pay for those amenities at such time redevelopment occurs.	P&Z (Hamer)	Braddock Metro Neighborhood Plan incorporated this tax value capture concept into the Plan.
B. <u>Commercial Economic Activity</u>  B1. Council should adopt specific policies regarding commercial development and land use.	P&Z (Hamer)	Council's adoption in principle of the recommendations, contained in the Economic Sustainability report, and the application of those principles (as applicable) in each of the small area planning processes, as well as individual development plans, represents adoption of these policies on a plan by plan basis.
B2. The City should update the fiscal impact model that was produced from the PTO project so that the fiscal impacts of commercial development are better understood by residents and those in decision making capacity.	CMO (Jinks)	Consulting firm will be hired and provide an updated fiscal impact model in the fall of 2008.
B3. Specific employment growth targets should be established.	AEDP (Blake)	<b>AEDP has reorganized staff and is bolstering internal capabilities to track and report economic indicators. Employment targets, when appropriate, can be based on this new source of data.</b>
B4. Commercial and residential new development should be balanced.	TBD	
B5. The success of nearby mixed use retail centers such as Shirlington, Clarendon, as well as the emerging plans for Crystal City, should be studied to learn from those successes, as well as to better understand the competition.	P&Z (Hamer)	Landmark/Van Dorn Advisory Group and City staff has visited/studied mixed use centers in the Washington, D.C. metropolitan area as part of the planning process.

<p>B6. The City should expand its focus on retail expansion as part of the economic development equation so that retail spending is a net import and not a net export.</p>	<p>P&amp;Z (Hamer), AEDP (Landrum)</p>	<p><b>P&amp;Z has hired nationally recognized retail consultant to provide advice and/or to undertake studies in the Landmark/Van Dorn, King Street and Potomac Yard areas. AEDP continues to participate in International Council of Shopping Centers (ICSC) events, exposing Alexandria to national and regional retailers, restaurants and brokers. AEDP requested City funding to conduct a comprehensive retail analysis, request was deferred. Until research is completed, marketing and attraction work for retail and restaurants is on hold.</b></p>
<p>B7. Tax incentives or tax increment financing (TIF) should become a judiciously used economic development tool where the situation warrants such actions to attract desired commercial development, or to entice “marquee” name office users.</p>	<p>CMO (Jinks)</p>	<p>TIF financing being considered for Landmark Mall redevelopment, and as one of the financing mechanisms for the new Potomac Yard Metrorail station.</p>
<p>B8. As outlined in the “creative class” literature, the value of the arts community on economic development and its future opportunities for the City should be recognized and further encouraged.</p>	<p>R&amp;P (Carrel)</p>	<p><b>Members of Arts Commission met with the Economic Sustainability Monitoring Committee to discuss the arts district and related arts issues.</b></p>
<p>B9. The City should develop an explicit plan and strategy related to industrial properties, realizing that technological and business innovations sometimes need these types of spaces for product development.</p>	<p>P&amp;Z (Hamer)</p>	<p>Eisenhower West Industrial Study planned for FY 2009.</p>
<p>B10. Economic education of residents, business persons, City employees, City Council and other decision-makers should be ongoing.</p>	<p>AEDP (Landrum)</p>	<p><b>This item is addressed in AEDP’s Strategic Plan. Staff meets regularly with local business groups to discuss economic development issues. AEDP has provided economic development information to two civic organizations in recent months and plans greater outreach to residents in coming months. AEDP is creating a new presentation to give to civic organizations, and discussing with new AEDP Board ways to reach out to the largest audience. Completion and scheduling of meeting is expected by end of the third quarter (FY 2009).</b></p>

C.	<u>Potomac Waterfront Potential</u>		
C1.	Mixed use vibrant development should be encouraged along the waterfront in the remaining opportunity parcels with commercial retail, restaurant, arts, and hotel development opportunities targeted.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
C2.	Existing warehouse sites have high visibility and represent a major obstacle to completing the enhancement of the waterfront with world class redevelopment.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
C3.	Redevelopment architecture should be in keeping with 18 <sup>th</sup> and 19 <sup>th</sup> Century's historic fabric of Old Town and be consistent with the historic image and brand of the City and respect the adjacent residential neighborhoods.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
C4.	A public access plan should be part of the waterfront plan. The waterfront is also an important element of the tourist experience.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
C5.	Existing public promenades along the waterfront should be linked and completed.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
C6.	Water uses such as kayak and sailboat rental and additional marina slips should be encouraged.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
C7.	Major existing docks should be maintained so that ships (such as the Coast Guard Eagle tall ship and small passenger ships) can still be accommodated.	R&P (Kincannon)	T-Pier area of the City Marina dredged in the winter of 2008 to a depth of 24 feet to accommodate tall ships and other large vessels. Recreation and Parks staff to communicate to tall ship and small cruise line communities the availability of the T-Pier.

C8.	Further expansion of water taxis and water shuttles should be encouraged.	R&P (Kincannon)	Water taxi service to National Harbor initiated in April 2008. Service to Washington Nationals baseball stadium awaits D.C. government action regarding piers and docks at the stadium.
C9.	Public parking needs along the waterfront should be addressed in the waterfront planning.	P&Z (Hamer)	Waterfront planning process to be initiated in January 2009.
C10.	The City should complete its planned waterfront land acquisitions, as well as negotiations with the Old Dominion Boat Club.	R&P, CMO (Jinks), CAO	<b>Discussions between the City and the Old Dominion Boat Club on hold pending resolution of federal government land title lawsuit.</b>
C11.	The City should work with the National Park Service and the U.S. Department of Justice on settling the waterfront title disputes for the seven parcels where a settlement agreement has not yet been completed.	R&P, CMO, CAO (Spera)	<b>Communications among the National Park Service, U.S. Department of Justice, and the City ongoing. The decades old litigation between the federal government and the property owners was assigned to a new federal District Court judge who issued a ruling in September. Appeal of District Court ruling by U.S. Department of Justice possible.</b>

<p>C12. The City should take full advantage of the tourism and business development potential of National Harbor development across the Potomac River from the City, as well as future further waterfront development in the region.</p>	<p>CMO (Jinks)</p>	<p>National Harbor collaborative initiated in early 2007, made recommendations to City Council in November 2007, which were approved with \$1.3 million in new funding provided.</p>
<p>a. The recently approved water taxi service between the City and National Harbor should be implemented as planned, and potentially expanded as demand and other related opportunities (the new Washington Nationals baseball stadium).</p>	<p>R&amp;P (Kincannon)</p>	<p>Water taxi service to National Harbor/Gaylord started in April, 2008. Service to baseball stadium is dependent on D.C.'s future dock configuration.</p>
<p>b. A visitor center or similar orientation area/technology should be developed for tourists coming to the City by water taxi.</p>	<p>ACVA (Brown)</p>	<p><b>Water taxi video created and is operational and will also be played at the Visitors Center pending electrical upgrade.</b></p>
<p>c. Through better signage, as well as the production of marketing materials, efforts should be made to better educate and orient tourists coming from National Harbor as well as existing tourists.</p>	<p>ACVA, P&amp;Z (Beeton), OHA</p>	<p>Coordinated efforts resulted in unified orientation messages and graphics, as well as new informational kiosks.</p>
<p>d. A fare-free shuttle type transit service should be developed between the foot of King Street at Union and the King Street Metrorail station. Such service should be integrated into the existing transit network in the city, as well as be aimed at moving existing workers, shoppers and residents up and down King Street on both weekdays and weekends.</p>	<p>T&amp;ES (Baier)</p>	<p><b>King Street Trolley initiated on April 1, 2008. Ridership has far exceeded expectations, peaking at 19,000 riders per week in early July and serving over 16,400 per week as of early October.</b></p>
<p>e. The food court at the City Marina should be rethought and revitalized.</p>	<p>P&amp;Z (Hamer)</p>	<p>Owner of food court considering expansion and repositioning options.</p>
<p>f. The underutilized area underneath the Chart House represents an opportunity to expand services to tourists and Marina users.</p>	<p>P&amp;Z (Hamer)</p>	<p>Water taxi visitor waiting area constructed and opened.</p>
<p>g. Expand retail on South Union Street, the Strand and other areas, if feasible, as part of the waterfront redevelopment plan.</p>	<p>P&amp;Z (Hamer)</p>	<p>Will be considered during waterfront planning process.</p>

C13. The planned waterfront study should be commissioned as quickly as possible and be clearly defined in scope.	P&Z (Hamer, Barlow)	Waterfront planning process to be initiated in January 2009.
D. <u>Landmark Mall</u>		
D1. The City must pursue with all deliberate speed the total redevelopment of the 55 acres of the current Landmark Mall site into a high quality, mixed use City Center development. The ultimately planned proportionate mix and volume of office, residential and other uses needs to be planned carefully so that there is enough volume and variety of use to support the planned new retail uses.	CMO (Jinks), P&Z, T&ES, AEDP (Landrum)	Redevelopment planning underway with General Growth Properties envisioning (early stage concept) 2.5 million square feet of office, 0.9 million square feet of retail, 1,700 residential units and 600 hotel rooms.
D2. A strategy to get Sears to become a partner in the Landmark Mall redevelopment needs to be found by the City, General Growth Properties (GGP) and the Macy's Department Stores. Alternatively, Sears could sell its land to General Growth.	CMO (Jinks), AEDP (Landrum)	<b>Macy's concurs with redevelopment scenario. Detailed contract with GGP to be next step. Sears and GGP negotiations stalled due to GGP's CFO resignation and GGP's overall negative financial situation. AEDP is working with Mayor and CMO on future strategies.</b>
D3. General Growth Properties, Sears and Federated Department Stores should cooperate and put the redevelopment back on a fast track before the opportunity is eclipsed by other retail development in the regional market areas served by Landmark such as the Springfield Mall. If General Growth does not get this redevelopment process actively restarted by the end of 2007, the City should seek a joint venture lead partner for all of the Landmark properties (Sears, General Growth and Macy's).	CMO (Jinks), AEDP (Landrum)	<b>GGP has hired internationally recognized land use planning firm and transportation consultants who have now developed the initial plan framework, road network and site ingress and egress options. Traffic modeling undertaken in summer of 2008, which will help determine road network, as well as how much development the site can support. Landmark – Van Dorn Small Area Plan scheduled for Council consideration and adoption before the end of 2008. GGP has not committed to a redevelopment schedule.</b>
D4. The City should regularly track the tax production trends of Landmark mall (as well as other retail areas of the City).	FIN (Triggs)	City tracks Landmark Mall tax revenues. The Mall currently produces about \$3.2 million in taxes to the City annually. On a year-to-year basis, tax revenues continue to decline about 5% to 7% per year. Mall sales now average about \$125 per square foot, which is very low for a regional mall.

D5.	Using Reston Town Center as a model, the Landmark Mall prior redevelopment plan should be revamped to include substantial office space in addition to the previously planned retail and residential uses.	GGP (Hamm)	2.5 million square feet of office currently envisioned by GGP as part of the redevelopment plan.
D6.	A redeveloped Landmark Mall site should be an inviting town center with open space, public amenities (such as an ice rink, sports/recreation activities, theaters, etc.) and be pedestrian-oriented in its design.	GGP (Hamm, Beeton), P&Z	Although at the early stages, open space, to-be-identified public amenities, and creating a pedestrian friendly environment are City and GGP priorities.
D7.	As one of the Gateway sites and key sites in the West End of the City, care should be exercised to ensure that the redevelopment represents a quality product, so that this site becomes the focal point of West End activities and vibrancy.	P&Z (Hamm, Farner)	Quality redevelopment is a priority for the City and for GGP.
D8.	If warranted by the real estate economics, and the potential level of new tax production, the City should stand ready to utilize tax increment financing (TIF) in order to make the Landmark Mall redevelopment occur in such a way that it benefits the City in a major way.	CMO (Jinks), FIN, OMB	TIF financing will be considered.
D9.	Given its history and current state, consideration should be made to rebranding the “Landmark Mall” name.	GGP (Hamm)	GGP will consider, but currently GGP sees value in keeping the “Landmark” name and making this project a landmark development with a full office building (approximately 25 stories) as its signature structure.
D10.	Consider making Landmark Mall redevelopment a totally green (such as LEED’s certified) project.	GGP (Hamm)	GGP has indicated that the redevelopment will have a “green” buildings and environmental emphasis.
D11.	The retail re-tenanting should have an upscale and “marquee” anchor focus.	GGP (Hamm)	GGP has indicted that their goal will be to move the retail tenants as up-market as the retail market would allow. P&Z consultant study shows large gap between consumer demand and available retail with the Landmark/Van Dorn market area substantially underserved.

D12.	Transportation demand in the Duke Street corridor makes mass transit (such as a BRT line) key to this property's redevelopment.	T&ES (Culpepper)	Transit (BRT and/or other transit options) will be a major element of any new Landmark Mall redevelopment plan.
E.	<u>Leveraging the City's Assets</u>		
E1.	The City should develop and keep up to date an inventory of properties that it owns.	GS (McPike)	<b>Asset study was initiated in the summer of 2008. Staubach/JLL firm retained.</b>
E2.	The City should periodically evaluate those properties to determine their long term use which would be in the long term best interest of the City.	GS (McPike)	<b>Asset study was initiated in the summer of 2008. Staubach/JLL firm retained.</b>
E3.	The City should sell, lease or otherwise dispose of properties that it determines are not needed for a public purpose after determining what is the highest and best use of those properties. Parcels the City owns in commercial areas or high land value areas should receive special focus.	GS (McPike)	<b>Asset study was initiated in the summer of 2008. Staubach/JLL firm retained.</b>
E4.	Funds derived from land sales or lease payments should be reprogrammed to meet currently unfunded City capital needs.	OMB (Johnson)	City's practice and future plan would be to reinvest any land sale proceeds into other capital projects.
E5.	The City should look to determine if the current uses planned for properties it owns represents the most efficient utilization of the property.	GS (McPike)	Asset study to be initiated in the summer of 2008. Staubach firm retained.
E6.	The Alexandria City Public Schools should also undertake such a review of properties it owns and develop a long-range plan in conjunction with the City.	SCH (TBD)	After City asset study is completed and the report issued, the Schools will be encouraged to undertake a similar study.

F. <u>Travel and Tourism</u>		
F1. The City’s “brand” of being one of America’s most historic, well preserved, unique, and vibrant, arts oriented, creative cities should be a consideration and a theme in nearly all land use, marketing, and other governmental and private sector activities particularly in the greater Old Town area. Historic preservation is a tourism asset. A professional marketing firm with tourism branding experience should be retained to study this issue and to make recommendations.	ACVA (Brown)	<b>ACVA completed a Brand and Image Study with Strategic Marketing and Research, a nationally recognized tourism marketing research firm in Indianapolis, Indiana. The study identified a brand focus that balances historic ambiance with contemporary flair. The study has guided the work of ACVA’s media buyers and designers to inform the 2008/2009 advertising. The research consultants also led a branding exercise with City departments and community organizations. Advertising has been redesigned. New website will launch in November. New logo to debut in January.</b>
F2. ACVA should look at its resource allocation to determine if additional staff and non-personnel funds should be devoted to marketing. ACVA marketing should become more web-focused which is how more tourists research and plan for their vacations.	ACVA (Brown)	ACVA’s Board of Governors approved a 2009 budget that includes one new full-time marketing position devoted to design and web content.  ACVA has modernized its marketing mix, devoting nearly \$250,000 to web-based advertising in its spring and summer campaigns. The website’s URL was changed from Funside.com to VisitAlexandriaVA.com. A contract was awarded for the complete redesign of the website and integrated CRM systems for membership and sales. Visits to the ACVA website increased 132 percent April – June.
F3. The City should increase its funding of ACVA’s marketing programs once ACVA presents the City with a specific plan that is market research based.	CMO (Jinks)	City increased ACVA funding for National Harbor related initiatives, as well as for regional marketing (see F6.).
F4. ACVA needs to become more measurement and metrics oriented.	ACVA (Brown)	ACVA has revised and improved its performance measures and metrics.
F5. A new or expanded Visitors Center with better accessibility is needed as Ramsay House, although well located, is too small and difficult to access.	ACVA, (Brown)  CMO, GS	<b>Additional equipment will be installed on the first level of the Visitors Center (camera, bell) to better enable staff to assist visitors with disabilities. A flat-screen monitor and DVD will also be installed there to play the video developed for the water taxi.</b>

F6.	The City should consider expanding ACVA's role as the lead agency in marketing the City's retail stores, restaurants, museums, art galleries and studios, and entertainment venues to the greater Washington, D.C. metropolitan area in order to gain a larger share of regional consumer discretionary spending. ACVA has indicated it would need additional resources to do this.	ACVA, CMO (Jinks)	<b>Council approved \$300,000 in funding for ACVA's proposed new regional marketing initiative. ACVA's advertising firm is developing the specific plan and materials with three campaigns per year planned (fall, holiday, spring) starting in the fall of 2008. A partnership with Metro added \$134,000 of ad value to this effort.</b>
F7.	ACVA should continue to focus its resources during the upcoming year on planning on how to get National Harbor convention and meeting attendees to visit the City.	ACVA (Brown)	Starting in 2007 and continuing into 2008, ACVA has focused on marketing the City to National Harbor/Gaylord hotel guests. In-room and on-property advertising initiated, as well as the water taxi video was created and implemented. Orientation to Gaylord staff provided, as well as assistance in booking overflow conference room demand in Alexandria hotels.
F8.	When Landmark Mall is redeveloped, thought should be given to creating new tourism products so that the West End can better benefit from the City's tourism activity.	GGP, P&Z (Hamer), ACVA (Brown)	<b>Redevelopment planning process, which has been initiated, will consider public amenities that could be marketed to tourists. The new ACVA website includes a portal for the West End.</b>
F9.	The City should evaluate conference and meeting space needs in the Old Town area and consider joint venturing with the private sector the building of additional conference and meeting space in conjunction with other development.	TBD	
F10.	Increasing the tie-ins of the City's historic and other tourist related assets with existing (Mt. Vernon) or new major regional tourism sites (Army Museum) should be considered in order to capture an additional share of the tourism market.	ACVA (Brown)	<b>ACVA initiated a Google Adwords campaign that uses large regional tourism attractions as key words. Mount Vernon continues to be a "charter member" and has purchased co-op advertising through ACVA.</b>
F11.	The "Funside" branding has served the City for 10 years and should be reviewed and rethought.	ACVA (Brown)	<b>ACVA no longer focusing on "Funside" as its theme. URL changed to visitalexandriava.com. A new ACVA logo is planned for January and the "Funside" will be retired.</b>
F12.	More market research in order to better understand the tourism market segments needs to be undertaken.	ACVA (Brown)	<b>In addition to the Brand and Image Study completed in December, ACVA has contracted with TNS to prepare a comprehensive visitor profile (with volume estimate) for Alexandria. The contract will also provide profiles for visitors to DC and Northern Virginia as well as profiles for major origin markets. Data received, ACVA now writing report.</b>

F13.	ACVA should consider expanding its target marketing of different segments of the tourist market, as well as expand the media it uses to market the City.	ACVA (Brown)	ACVA will focus on three target segments: 1) tourists after arrival in the region (tourist in-marketing campaign), 2) residents and neighbors for shopping and dining (regional campaign), and 3) mid-Atlantic destination visitors for overnight stays in Alexandria hotels (destination campaign).
F14.	Studies should be undertaken to determine if ACVA should expand its marketing further in foreign markets including collaboration with other tourism marketing organizations in marketing to those markets.	ACVA (Brown)	With ACVA's current budget, they will continue to market internationally through the Capital Region USA marketing alliance between Virginia, D.C., and Maryland. A new website launched by the U.S. Department of Commerce and the Travel Industry Association will offer additional low-cost entry into foreign markets later this year. Of course, foreign visitors are included in the tourist in-market campaign after they have arrived in the D.C. region.
F15.	Further tourism marketing efforts should be undertaken at both National and Dulles Airports.	ACVA (Brown)	ACVA will seek editorial coverage in publications distributed on airlines at the airports, but does not recommend, at this time, diverting funds from its core campaign to airport media.
F16.	The City should fast track its planned wayfinding signing program. This program should be informational and not just directional.	P&Z (Beach)	Wayfinding planning process substantially underway and is scheduled for completion in the Spring 2009. Implementation funding is not currently in the CIP for FY 2010.
F17.	Consideration should be given to early implementation of signing for public parking garages and for signing the City marina and King Street for water taxi arrivals.	P&Z (Beeton)	New signs and kiosks created and installed at the Marina, the foot of King Street and at the King Street Metrorail station.
F18.	ACVA should consider expanding its direct mail campaigns.	ACVA (Brown)	Direct mail will continue to be part of the marketing mix, including a 6-panel mailer being distributed to 50,000 households this fall. Mass e-mail is a focus for increased development through the redesigned website.
F19.	The City should consider improving the lighting on King Street, as well as keeping the holiday tree lights lit 12 months of the year.	R&P (Kincannon)	Council approved and funded a 12-month tree lighting program which started in April 2008. Public response has been positive.
F20.	ACVA should expand its orientation and training program of concierges and other hotel staff for all City hotels, as well as those at National Harbor and in Arlington.	ACVA (Brown)	During FY 2008, ACVA hosted six tourism training classes attending by more than 80 participants, including concierges from Gaylord National and King Street Trolley drivers.

F21.	In order to protect Alexandria’s historic brand and reputation for historic preservation, initiatives should be considered that sustain publicly and privately owned historic assets in the City.	OHA (Mallamo), GS	<b>Council has funded a multi-year historic public facilities capital program, and implementation is underway. OHA is planning an annual fundraising gala to raise funds for City and private museums. The first gala was held in September 2008.</b>
F22.	The City should be ready for the impact of National Harbor (Maryland) development when it opens in April, 2008.	CMO (Jinks), ACVA, R&P, P&Z, T&ES	The new water taxi dock, dredging, major lighting, kiosks and King Street Trolley were in place by National Harbor’s opening. Other initiatives were completed in the spring and summer. Food Court bathroom restoration complete.
F23.	More “experience” related activities (performing arts, street performers, historic interpretation characters) need to be planned for and should occur in the evenings and on weekends in key commercial areas.	OHA (Mallamo)	Experience related activities initiated on weekends, generally at Market Square or at the Marina.
F24.	The further use of information technology in kiosks, at the Visitors Center and in hotels should be explored.	ACVA (Brown)	ACVA entered a strategic partnership with Digital City Kiosk to improve the content offered through their kiosk system already in place in most Alexandria hotels, as well as in D.C. An electronic kiosk and computer with Internet access are available at the Visitors Center.
F25.	Consideration should be given to establishing a performance venue on or near the waterfront.	P&Z (Barlow), R&P	The Waterfront Study will consider this recommendation.
G.	<u>Focus of Economic Development Activities</u>		
G1.	The City and its economic development agencies should work to retain and to expand its existing business clusters, thereby building on existing strengths: a) Hi-Tech, b) Intellectual Property, c) Associations, d) Tourism (see travel and tourism recommendations), e) Retail (see Landmark Mall and Commercial Economic Development Activity recommendations), f) Arts, Communication, Advertising, Graphics, Web design, and g) Educational Institutions.	AEDP (Landrum)	<b>AEDP currently developing its proposed Strategic Plan, and intends to incorporate many of the Economic Sustainability recommendations in that Plan. Consultant study of strengths, weaknesses, opportunities and threats (SWOT) is in completion stage, which will assist in identifying business clusters to target. Currently working to enhance association, federal government and associated contractors and higher education clusters through targeted outreach and events. AEDP has created a Higher Education Consortium (committee) that will begin meeting in the fall of 2008.</b>

G2.	Business recruitment and retention activities should position the City as a leader and a first-tier organization in its economic development efforts.	AEDP (Landrum)	<b>AEDP’s Strategic and Implementation Plans identify “to promote a business-friendly perception of the City of Alexandria” as a key responsibility, with various actions tied to this goal. Activities are identified in the AEDP Corporate Workplan.</b>
G3.	The City has an extensive “creative class” and “knowledge” economy. This should be exploited as a marketing tool. (Base on the widely accepted economic development theories of Professor Richard Florida.)	AEDP (Landrum)	<b>AEDP Board and staff currently working to support “Imagine Alexandria” concept. SWOT analysis identifies various industries that fall into “creative” economy. Targeted Marketing Plans (TIMPs) will be developed by the end of 3<sup>rd</sup> Quarter FY 2009.</b>
G4.	Economic development efforts, including marketing, need to be more aggressive and reach out to more markets across the United States.	AEDP (Landrum)	<b>Associations in NYC, Chicago and elsewhere have been contacted and are now part of overall attraction efforts. TIMPs will identify audience, method, message and actions for each prioritized industry that AEDP will be working to attract.</b>
G5.	Greatly expand the marketing budget for business recruitment.	CMO, OMB, AEDP (Landrum)	<b>Council approved a \$125,000 contingent for AEDP initiatives in FY 2009. AEDP work session with City Council was held in September to fully discuss plans. \$63,000 was provided to AEDP to complete TIMPs. The remainder was deferred for decision.</b>
G6.	Effective targeted international recruitment should be planned if such recruitment can be done on a cost effective basis.	AEDP (Landrum)	<b>AEDP working with VEDP and GWI to leverage existing international marketing efforts. New Board members with experience in international markets joining AEDP Board.</b>
G7.	With a revised economic development effort and structure in the City, private sector economic development organizations, such as AEDP, should continue to be an active part of regional business recruitment and tourism promotion efforts.	AEDP (Landrum)	<b>See G1 to G6.</b>
G8.	Various City government departments and agencies should be used as resources in the recruitment and retention process and greater coordination of effort is essential.	AEDP (Landrum), CMO	AEDP and City government departments and agencies (P&Z, Code, etc.) working more closely together on economic development issues.

G9. The revitalized AEDP and related non-profit economic development agencies, should strengthen their focus on metrics and industry based research.	AEDP (Landrum), ACVA (Brown)	<b>AEDP and ACVA revising their metrics and performance measures. Consultant on-board to finalize metrics and presentation of results on a regular basis. AEDP annual scorecard under development.</b>
G10. All outcomes of economic development activity must be measured on a return on investment manner (ROI) basis.	AEDP (Landrum), ACVA (Brown)	AEDP and ACVA revising their metrics and performance measures. See G9.
G11. The City should target high-value office users such as professional service firms, defense contractors, and others who pay medium to high salaries for locating or expanding in the City.	AEDP (Landrum)	See G1.
G12. The City is favorably situated and already enjoying the presences of branches of major higher educational institutions; these need to be encouraged to expand, and the City should court these and other entities to grow and possibly coordinate activity in the City.	AEDP (Landrum), CMO	<b>AEDP and the City continue to encourage higher educational institutions to expand, or to move into the City. Landmark Mall redevelopment represents an opportunity for a higher educational institution. George Washington University recently expanded into new space in the Carlyle area. Regent University closed its Northern Virginia campus, which was based in Alexandria. Other schools currently assessing market and looking at space. NVCC staff (Alexandria Campus provost) joining AEDP Board.</b>
G13. The transfer of 7,200 jobs from the City due to the recommendations of the Base Realignment and Closure (BRAC) Commission should be carefully monitored and viewed largely as a long-term opportunity.	AEDP (Chipley), DHS	AEDP has obtained a federal grant and hired a BRAC consultant to assist in developing strategies in regard to space backfill and other issues. JobLink has teamed with Arlington with the opening of a BRAC job transition center in Crystal City.
G14. The City should be open to selectively attracting the headquarters operations of highly visible and recognized federal agencies.	AEDP (Chipley)	<b>AEDP is developing a strategy to attract desirable federal agencies. Presentation to federal government-wide leasing officers took place in July 2008. “Federal Friendly Zones” is marketing focus. Working with property owners to advise of federal requirements and assist with marketing. Meetings with several federal agencies, City staff and developers in November 2008.</b>

<p>G15. Existing small businesses need to be nurtured and new small businesses encouraged.</p>	<p>SBDC (Reagan), AEDP (Williams)</p>	<p><b>SBDC has offered new seminars to assist retailers, restauranteurs and other small businesses. Council increased funding to SBDC for FY 2009 by \$50,000 which will help the SBDC to expand its services. Both agencies continue to provide facilitation services with City, regional and State departments. AEDP conducting Enterprise Zone workshop in November 2008.</b></p>
<p>H. <u>Responsiveness of City Bureaucracy and City Processes</u></p> <p>H1. The City should review its business practices relating to land use and building regulation in order to make these processes better understood, more transparent, as well as to erase the regional negative perception of the City toward new business development; this includes greater efficiency and timeliness, with applicants seeing cross-departmental coordination as seamless and more efficient.</p>	<p>Code (Catlett), P&amp;Z (Hamer), T&amp;ES</p>	<p><b>Mapping of permit process business practices is nearing completion with all agencies participating. This will lead to business process refinement and improvement. Permit center team members are working on process improvements and interagency coordination.</b></p>
<p>H2. The City needs to make a cultural shift in its attitude, and that of its employees, towards businesses, so that it is less of a negative regulator and more of a partner and a facilitator.</p>	<p>Code (Catlett), P&amp;Z (Hamer), T&amp;ES</p>	<p><b>The reorganization of Code Administration has created an Administrative Services Section and New Construction Section. All new construction Functions are coordinated under a Deputy Building Official that was appointed in March. A Customer Service Manager dedicated to a newly created multi-agency permit center and customer relations joined the Administrative Section in September of 2008. A Customer Service Technician (department call center concept) was implemented in June of 2008, removing a significant number of calls from the engineering aides. A third new construction supervisor is planned for the second half of the FY 2009 budget year that will help us establish inspector supervision based on trade expertise instead of territory alone.</b></p>

<p>H3. The City should develop the best customer relationship processes in the entire Washington, D. C. metropolitan area.</p>	<p>Code (Catlett), P&amp;Z, T&amp;ES</p>	<p><b>Staff training to develop continuity and increase technical knowledge continues. New procedures for staff empowerment and decision-making have been implemented creating an environment of field decision making with out needing approval by the Director. Additional training will be undertaken with a focus on customer service and administrative functions. A multi-agency permit center has initiated a “soft opening” in October 2008 with an anticipated publicly announced opening in December 2008. Staff from the departments of T&amp;ES, P&amp;Z and Finance have been selected and are either in the center or in the process of starting operations. Process refinements continue to allow faster permit processing and some other activities to occur. It is anticipated that coordination between departments and accountability of the permit process will improve as the permit center team continues to work together. A customer management software system that will assist with customer tracking/queuing and monitor time spent in the permit process is in the planning and procurement stages. A customer training program was implemented in FY 2009 which is funded through permit fees.</b></p>
<p>H4. City processes need to be business friendly, but retain the necessary protections in regard to historic preservation, health, safety, as well as quality of life.</p>	<p>Code (Catlett), P&amp;Z (Hamer), T&amp;ES</p>	<p><b>The following customer service focused improvements have been or are in the process of being implemented: The multi-agency permit center; increased customer service training; customer code training programs; addition of customer focused staff positions; developing web based applications and permits: addition of customer waiting and seating areas; relocation of the permit facilitator to the customer waiting area; documentation of permit processes with improvement objectives; and the implementation of customer telephone surveys.</b></p>
<p>H5. The City should review its Special Use Permit (SUP) processes to determine which SUP categories could be eliminated or made administrative in order to reduce the time necessary to open a business.</p>	<p>P&amp;Z (Josephson)</p>	<p><b>Small Business Task Force issued its report in June 2007. Specific proposals were drafted by P&amp;Z staff, community meetings held, and a set of SUP reform proposals made in the spring of 2008. The Planning Commission revised these to some degree in July 2008. City Council held public hearing and adopted SUP reforms on October 18, 2008. Zoning text amendment ordinance to be docketed for public hearing by City Council in December, 2008.</b></p>

H6.	The use of internet-based technology should be expanded both in the field, and by the provision of more online information and interactive functions between businesses and the City staff. The goal should be “on line, not in line.”	Code (Catlett), P&Z, T&ES, OC, ITS (Savukas)	<b>Wireless/laptop deployment will be completed before the end of calendar year 2008. Laptops are now being distributed to remaining Code Administration staff, T&amp;ES inspectors, and Zoning inspectors. Web based application and permitting projects have been requested from the E-Government manager with project development anticipated to start during FY 2009.</b>
H7.	If the newly revised more interactive public participation model works (as being used in the Braddock Road Plan restart), then that model (or varying versions of it) should be used for future small area planning processes.	P&Z (Hamer)	<b>Landmark/Van Dorn planning process is utilizing interactive public participation model, including an advisory group and open to the public charette processes. The Potomac Yard Small Area planning process also will employ this model.</b>
H8.	The name “Code Enforcement” should be changed to a more customer-centric name.	Code (Catlett)	<b>The name “Office of Building and Fire Code Administration” was implemented September of 2008, replacing “Code Enforcement Bureau.” The day-to-day short name often used is “Code Administration.”</b>
I.	<u>Organization, Vision and Performance of Economic Development Functions</u>		
I1.	The EDO Board should be reconstituted with all Board positions vacated and refilled based upon a to-be-determined makeup of persons knowledgeable in business or economic development. EDO Board positions should represent a cross section of the business community and also Board positions should have specific experience requirements (i.e., development, real estate finance, hotel management, etc.).	AEDP (Landrum), City Council	<b>New Board ratified by Council on October 14, 2008.</b>
I2.	A majority of the EDO Board should be appointed by City Council, with some of the Board appointed by organizations such as the Chamber of Commerce. The Civic Federation should also appoint a person to the EDO Board (this is a recent change made by AEDP).	AEDP (Landrum), City Council	<b>Board is self-perpetuating. All members elected by Board were ratified by City Council. Dedicated seat for City Manager or designee, Chamber Chair or designee and Alexandria resident.</b>
I3.	The EDO Director should be employed by and report to the EDO Board.	AEDP (AEDP Board)	Recruitment of new director to be initiated in July 2008 using a search firm.

I4.	The EDO Board should be an active Board and meet at least monthly, as well as have subcommittees to focus on specific issues or functions.	AEDP (Landrum)	<b>AEDP Board is now meeting on a monthly basis, with Board Members actively participating on new AEDP committees, and in new AEDP tasks. Board retreat to take place October 28<sup>th</sup> to set tone for remainder of FY 2009.</b>
I5.	The Chair of the EDO Board should be highly accomplished in the business community.	AEDP (AEDP Board)	<b>The new AEDP Board is expected to elect a slate of officers at one of their first gatherings.</b>
I6.	The EDO Board should utilize the best practices of board governance, including having term limits, an executive committee, an audit committee, and utilize 360 degree feedback.	AEDP (Landrum)	Under active consideration. Term limits and Executive Committee already in place.
I7.	EDO should be fully accountable to the City (which is its funding source) with the City setting specific written performance and accountability standards.	CMO (Jinks), AEDP	Performance Agreement, which will mutually establish and define the relationship between AEDP and the City, should be implemented in the fall of FY 2009. Agreement will outline metrics and reporting periods.
I8.	The EDO Board should keep the City Council regularly informed of its plans and activities, and meet with the Council annually to discuss its proposed plans and initiatives for the upcoming year.	AEDP (Landrum)	<b>Under active consideration. Quarterly meetings with the Economic Sustainability Monitoring Committee have been proposed. AEDP Strategic Plan envisions more regular meetings with City Council.</b>
I9.	The reconstituted EDO Board and staff should be given one year to meet the City's performance expectations, and if expectations are not met or significant progress has not been made, then EDO should be internalized and become a City Commission and the EDO staff would become a department of the City government.	Economic Sustainability Monitoring Committee, City Council	Given that FY 2008 was a transition year for AEDP and the first half of FY 2009 is also a transition time period, the "one-year" concept needs to be re-defined.
I10.	One of the first tasks of the EDO Board would be to rename AEDP.	AEDP (Landrum)	<b>AEDP has considered and has concluded that it should not change its name. A new logo and "look" is under development, with increased visibility and outreach to immediately follow to be launched with the new AEDP Board.</b>

I11. EDO staff compensation should be performance based.	AEDP (Landrum)	<b>In FY 2008, AEDP incorporated this concept into its new President/CEO contract. In FY 2009, all staff are now working from individual workplans which will be tied to performance.</b>
I12. A major initial step of the reconstituted EDO Board should be a study of the mission, functions and organization of economic development activity, including the current functions of AEDP and ACVA, the major private organizations funded primarily by the City, and components of a sound program that should be instituted.	AEDP (Landrum)	A consultant has been hired by AEDP who has reviewed existing organizational relationships as part of larger strategic planning efforts. No AEDP study of ACVA functions is planned.
I13. EDO should retain its offices outside City Hall in class “A” office space, as is the norm with many economic development organizations in other jurisdictions. This will facilitate the public/private features of the new arrangement and provide the “feel” of a true partnership in an enhanced economic development effort.	AEDP (Landrum)	AEDP plans to continue to rent class “A” office space and to remain at their current location.

<p>I14. The functions of the new EDO Board should include:</p> <ul style="list-style-type: none"> <li>a. Actively advising the City Manager and the City Council on economic development policy and consulting on related policies impinging on economic development.</li> <li>b. Being engaged on land use policies and major land use issues coming before the Planning Commission and City Council.</li> <li>c. Being tasked with developing a City-wide shared vision and proposed economic development strategy and a multi-year plan for achieving that strategy; the outcome being adoption by City Council of an economic development section of the Master Plan.</li> <li>d. City officials should no longer serve on the newly constituted group as the mayor, a member of City Council, and the City Manager do serve on the current AEDP Board. This will allow the EDO Board members to be free to provide independent advice.</li> <li>e. Resources for economic development need to be significantly increased including staffing and other budget categories such as marketing. AEDP, as now organized, is under-resourced compared to peer economic development organizations elsewhere. After a study, the functions assigned to EDO should be increased by at least three to four additional staff to a total of eight or nine.</li> </ul>	<p>AEDP (Landrum)</p>	<p><b>Under active consideration.</b></p> <p><b>Staff participation in DCC meetings; regular meetings with City staff on land use issues; plan for staff to advise AEDP Board as appropriate, resulting in Board engagement with PC and CC.</b></p> <p><b>Mayor, City Council member and City Manager will no longer serve on AEDP Board. City Manager designee (Deputy City Manager) will serve on the AEDP Board.</b></p>
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<p>I15. One of the City’s existing Deputy City Manager positions should be designated as having responsibility for economic development. Those would be to coordinate economic development matters inside the City government and to be the city’s point staff person in dealing with EDO. The Executive Director of EDO, who should be considered the lead economic development executive in the City, should regularly meet with the City Manager, and the designated Deputy City Manger, in order to help keep matters between the City government staff and EDO coordinated.</p>	<p>CMO (Jinks)</p>	<p>Existing CMO vacant organizational development position converted into a new Assistant City Manager (ACM) position who will assume Economic Sustainability implementation responsibilities, as well as serve as the lead on many other economic development issues. The new ACM will work closely with the Deputy City Manager who will retain direct responsibility for a few major economic development projects.</p>
<p>I16. In order to advocate for the economic development point of view, EDO staff under the new structure should have their views fully considered along with other points of view, through being a regular part of City staff meetings, as well as a regular part of the process that leads to the development of recommendations to the new EDO Board, the Planning Commission and City Council.</p>	<p>CMO (Jinks)</p>	<p>City Manager has invited ACVA and AEDP President/CEOs to be part of City department head meetings, as well as has incorporated AEDP and ACVA staff into more City staff meetings and processes.</p>
<p>I17. The Business Facilitation function now housed in the City Manager’s office should be transferred to the EDO.</p>	<p>CMO (Jinks)</p>	<p>Business Facilitator position eliminated. Code reorganization created new Customer Service Manager position, as well as reorganized by splitting off new construction to a new position and, thereby, created more time for existing Code Deputy Director to focus on day-to-day code issues. AEDP/SBDC provide front-line facilitation services and direct businesses to appropriate City staff.</p>
<p>I18. The tourism activity now conducted by the Alexandria Convention and Visitors Association should be reformulated following a study by an outside tourism industry assessment team.</p>	<p>CMO (Jinks)</p>	<p>ACVA reformulation of programs was undertaken by new ACVA President/CEO and the ACVA Board. No outside assessment is recommended by the City Manager or ACVA at this time.</p>
<p>I19. The EDO, ACVA, the Small Business Development Center (SBDC), and the Eisenhower Partnership, and any other economic development organization receiving a major portion of funding from City funds, should be governed under terms of specific written performance management contracts between these organizations and the City.</p>	<p>CMO (Jinks), AEDP, ACVA, SBDC, EP</p>	<p>Once an AEDP performance agreement is put in place, then agreement will be used as a template for agreements with other organizations.</p>

I20.	Business Improvement Districts (BIDs) should be encouraged.	TBD	
I21.	Residents should be more engaged in economic development, educational and participatory activities and related planning and decision-making.	P&Z (Hamer)	<b>P&amp;Z has implemented a more educational and participatory model of planning (including having an economic development element to the planning analysis). Braddock Road was the first example, with Landmark/Van Dorn being the second example. The Potomac Yard and Waterfront Planning process will also use this model.</b>
I22.	A sense of the City's history should be a part of the EDO staff and governance thinking, including using the City's long commerce-based history as a marketing and branding focus.	AEDP (Landrum)	To be considered as AEDP develops marketing strategy.
I23.	To manage and oversee these economic initiatives, a top-level City staff person needs to be assigned responsibility, and have a full-time staff person (MBA level of education) to provide staff assistance.	CMO (Jinks)	See I15.
J.	<u>Tax Structure</u>		
J1.	The City must review its overall existing tax structure to determine how it can be changed in order to provide meaningful property tax relief to those citizens who find their standard of living reduced each year due to rising property tax assessments.	FIN, OMB (Johnson), CMO	Review of existing tax options undertaken as part of FY 2009 budget process. See J3 below for results of that review.
J2.	The City should consider the changes in its tax authority related to transportation funding (a differential commercial real estate tax rate with 100% of the funds dedicated for transportation) recently enacted by the General Assembly to diversify its revenue base while at the same time providing property tax relief. A clear understanding of the pros and the cons, as well as the benefits of such a tax and use plan, should be understood as part of the decision-making process.	CMO (Jinks), FIN, OMB, T&ES	Council appointed a business-resident committee to study this issue. The Committee recommended that Council adopt at least a 2¢ add on commercial real estate tax. Council decided not to adopt this add-on for FY 2009.

<p>J3. The goal is to adopt tax regimes that rely less on the regressive real property tax for city revenues.</p>	<p>CMO (Johnson), FIN, OMB, T&amp;ES</p>	<p><b>Council approved a 1% increase in the restaurant meals tax, and a 1% increase in the transient occupancy tax for FY 2009. User fees were also increased in many areas to better recover costs. While the real estate tax rate increased by 1.5¢, the average residential tax bill dropped by \$9. This was the second consecutive annual drop in the average residential tax bill. The City now has the lowest real estate tax rate (84.5¢) of any major jurisdiction in Northern Virginia. The City is also studying alternative funding sources for stormwater related operations and capital costs.</b></p>
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