

# **Alexandria City Academy**

**Session 2**

**September 15, 2016**

EXTRAORDINARY

*Alexandria*

**Visit Alexandria**

**September 15, 2016**

**Alexandria City Academy**

EXTRAORDINARY

*Alexandria*

**Patricia Washington**

**President & CEO**

**Visit Alexandria**

**[Patricia@VisitAlexVA.com](mailto:Patricia@VisitAlexVA.com)**

EXTRAORDINARY



## **Mission**

To generate tourism and meetings that increase revenues and promote the City of Alexandria and its assets

EXTRAORDINARY



## **Visit Alexandria supports the City by:**

- Increasing the economic benefits of tourism
- Diversifying the tax base
- Lessening dependence on real estate taxes



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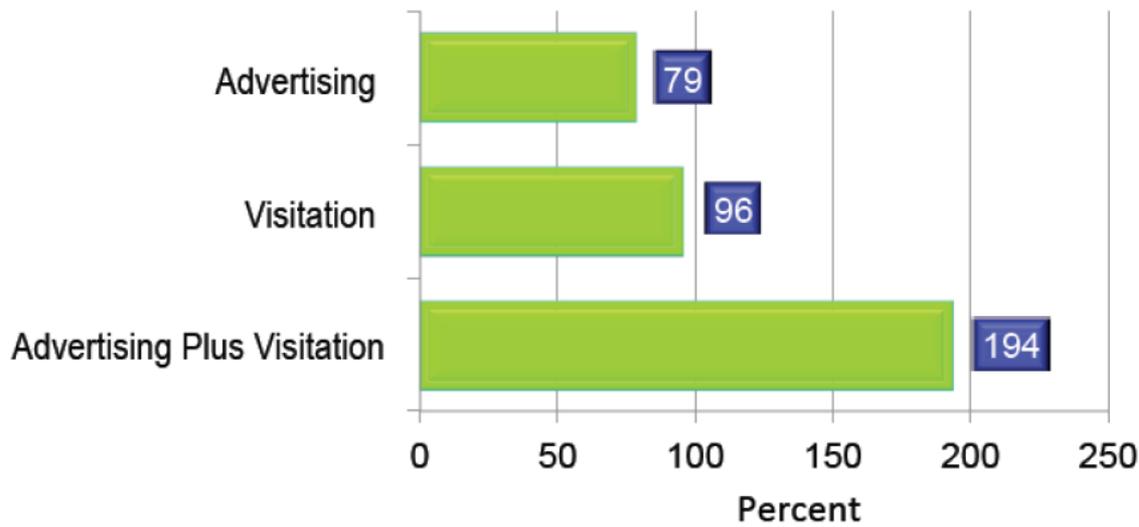
*Alexandria*

# “Halo Effect” of Tourism Marketing on Economic Development

“A Good Place to Start a Business”



## % Image Lift Across Nine DMOs



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## Organization

- A 501 (c)(6) *nonprofit*
- A *Membership* based organization
  - Over **300** members, including restaurants, shops, attractions, etc.
  - We assist our members with unique marketing opportunities, web and Visitors Guide promotion, sales leads, media coverage, etc.
- *Independent* of city government, but with significant *funding* from general tax revenues
- Works in alignment with city government and economic development partners

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# Visit Alexandria Board of Governors

Representatives from the following categories:

- Hotel
- Retail
- Restaurant
- Association
- Attraction
- Historic Preservation
- City Manager's Designee (currently Deputy City Manager Emily Baker)
- Mayor's Designee (currently Vice Mayor Justin Wilson)
- Citizen At-Large

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*Alexandria*

# What do we mean by marketing?



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## Economic Impact of Tourism

3.53 million visitors per year

\$24 million in tax revenue generated



\$300 tax savings per household

6,171 jobs supported

Advertising ROI (2014 vs 2010)  
\$130:1 ➔ \$171:1 Visitor Spending  
\$4:1 ➔ \$6:1 City Tax Revenues

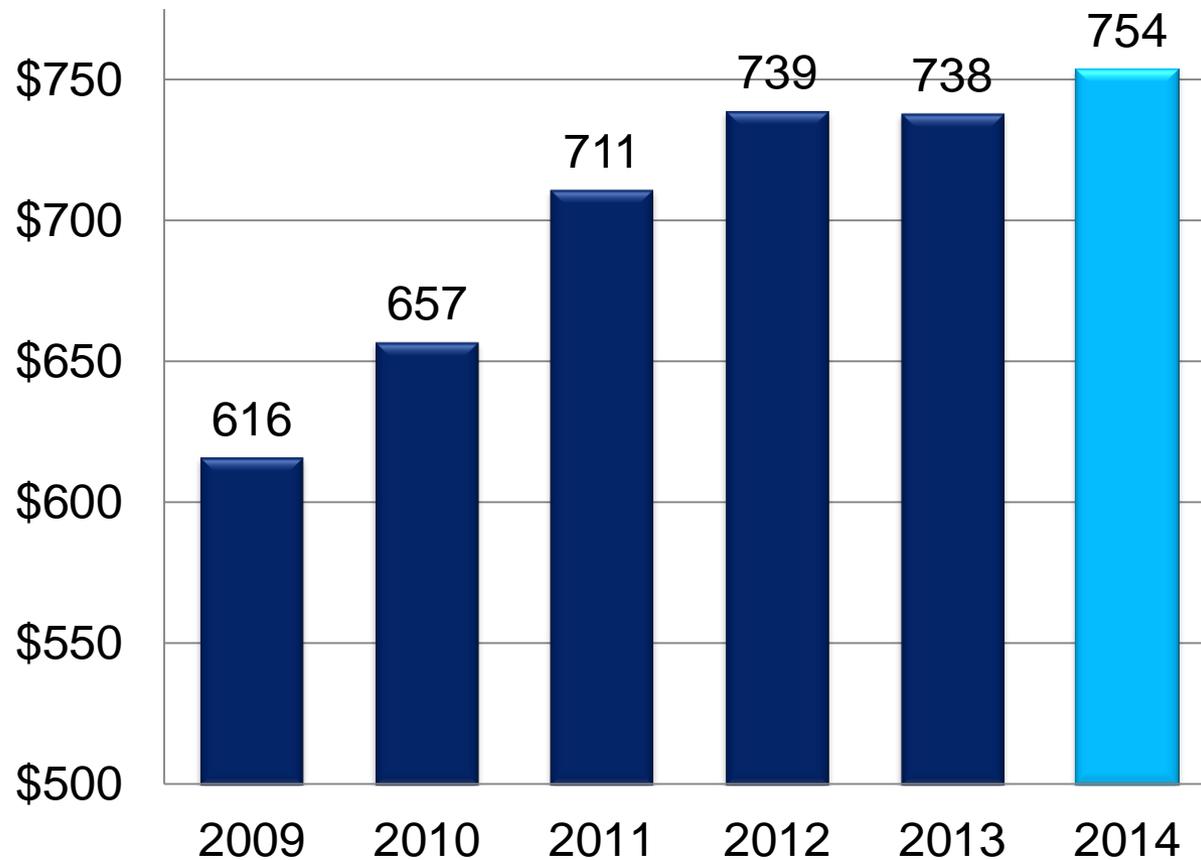
Sources: *2014 Economic Impact of Domestic Travel on Virginia and Localities*, Virginia Tourism Corporation  
*2014 Advertising Effectiveness & ROI Study*, Destination Analysts for ACVA

\*Data is based on macroeconomic modeling and provides an estimate of receipts, not an accounting of actual taxes and receipts.

EXTRAORDINARY



# Visitor Spending in Alexandria (millions \$)

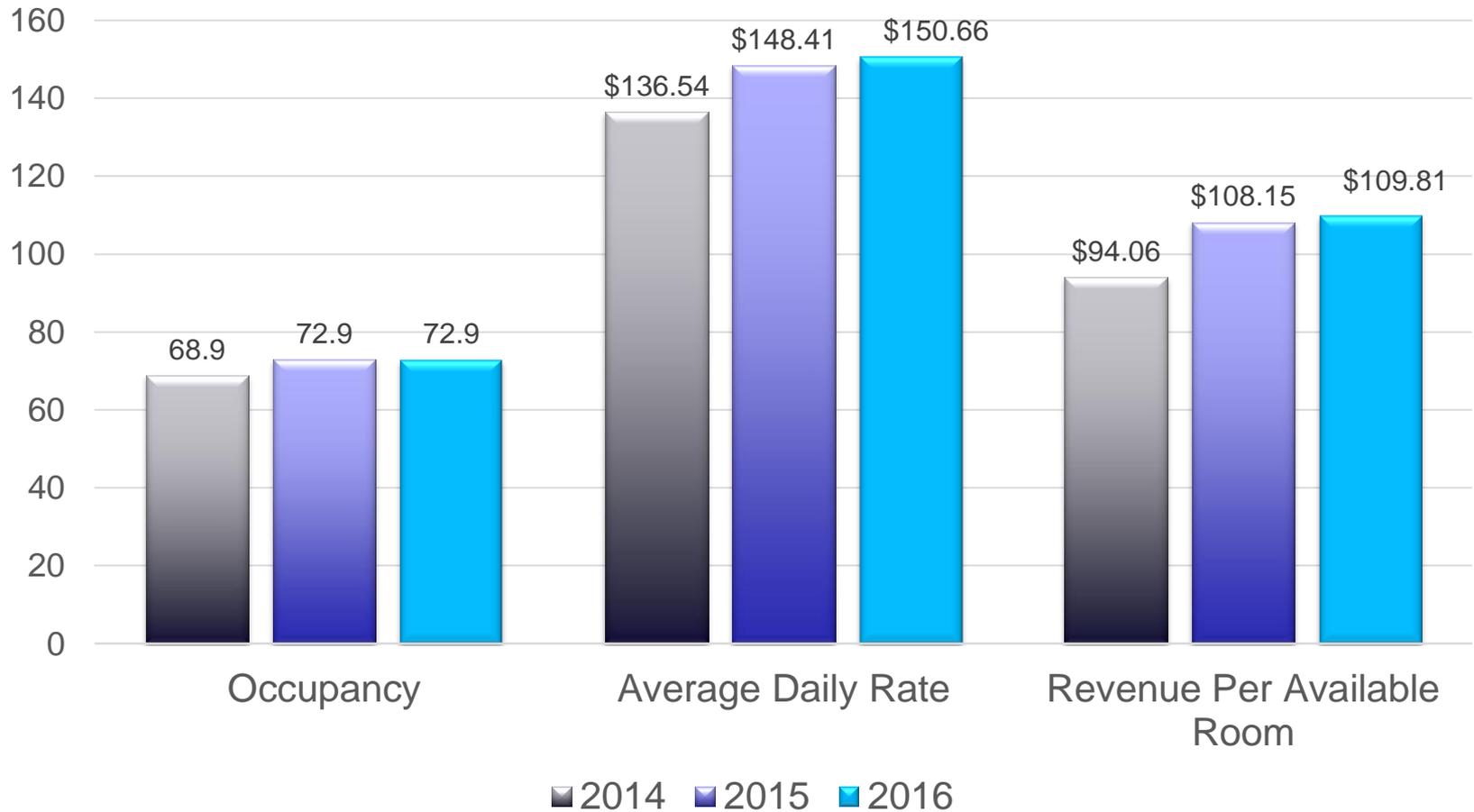


Source: 2014 Economic Impact of Domestic Travel on Virginia and Localities, Virginia Tourism Corporation

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## FY 2014-2016 Alexandria Lodging Performance

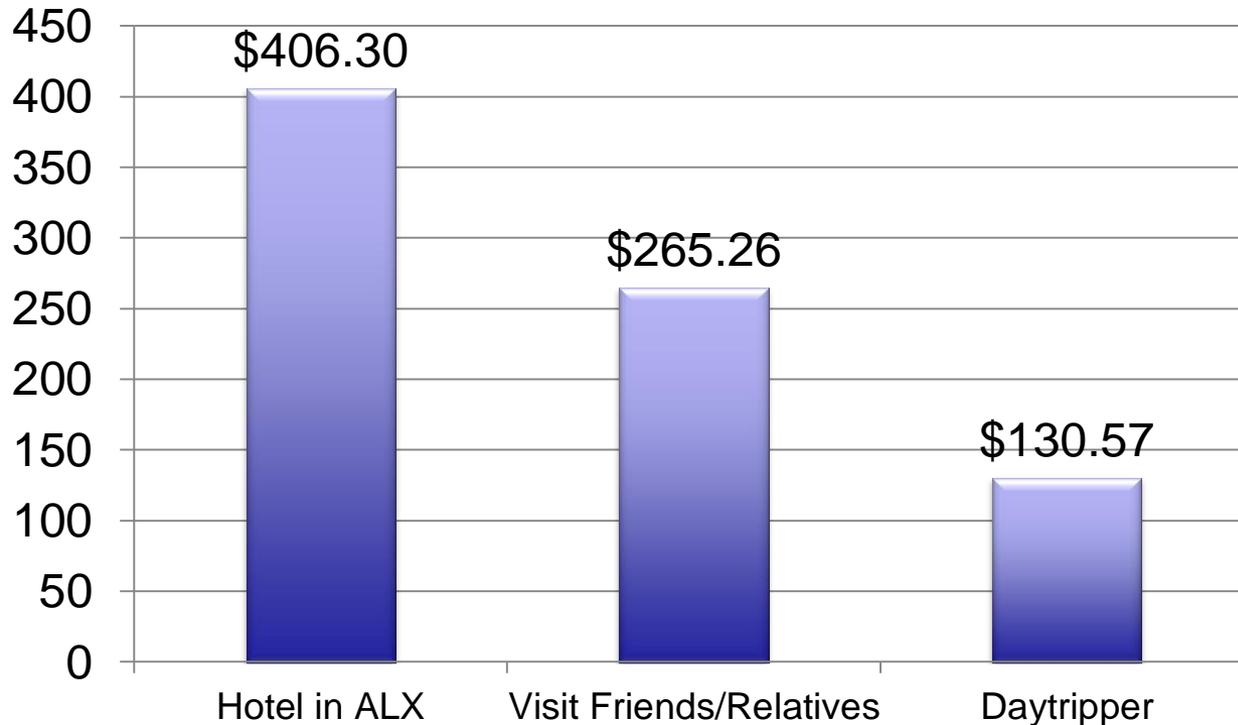


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# Visitor Spending by Accommodation

## Spending per trip



Source: 2014 Advertising Effectiveness & ROI Study, Destination Analysts for Visit Alexandria

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## Visit Alexandria By The Numbers (FY15)

VisitAlexandriaVA.com

1.88 million visits (+22%)

Social Media

86,000 followers (+46%)

Meetings and Sales

\$4.8 million in group bookings through Visit Alexandria alone

Public Relations

923 total media stories generated

169 national/international stories

# Top Reasons People Come to Alexandria

Question: Which of the following were IMPORTANT to your decision to make this visit to Alexandria, VA?

Alexandria's restaurants and food scene is a key tourism motivator.

Its proximity to DC and easy access are also key factors driving visitation.

	Total
Restaurants, cuisine, food scene	46.3%
Proximity to Washington, DC	40.2%
Easy to get to by car, train, plane	38.7%
Clean and safe	33.6%
Friends or family in the area	33.0%
Walkable and easy to get around (do not need a car)	31.4%
Waterfront location	30.5%
Overall ambiance and atmosphere	30.1%
Historic significance	28.9%
Well-preserved 18th and 19th century architecture	22.5%
Alexandria is family-friendly	20.9%
Unique shopping opportunities	19.1%
Alexandria is upscale	17.0%
Museums and historic sites	16.4%
Public parks and green spaces	15.6%
Alexandria is a good value	15.2%
Art galleries/studios and other visual arts	14.8%
Alexandria is uncontrived and authentic	14.1%
Alexandria is romantic	13.7%
Special event and/or festival	12.3%
Nightlife	10.5%
I got a good deal on hotel, attractions or other travel components	8.6%
Theater and/or other performing arts/concerts/live music	5.5%
<b>Base</b>	<b>512</b>

# Top Activities in Alexandria

Dining in restaurants is the most common visitor activity, followed by shopping, strolling King Street and the Waterfront.

**Question: Which of the following activities and attractions did you participate in while in Alexandria, VA on this trip?**

	Total
Dine in restaurants	59.8%
Shopping	42.4%
Stroll King Street ("Old Town")	41.8%
Visit the Waterfront	36.6%
Visit local friends/family	26.5%
Visit Alexandria's historic sites	21.0%
Torpedo factory Art Center	19.4%
Visit art gallery or antique / design store	17.8%
Visit Mount Vernon	16.2%
Take a history tour	10.9%
Attend a special event or festival	9.5%
Visit Del Ray neighborhood	7.9%
Boat Tour	6.9%
Birchmere Music Hall	6.7%
Bike Tour	6.5%
Participate in spa, yoga or other beauty / wellness activity	5.5%
Attend a business meeting	3.2%
Attend a conference	3.0%
<b>Base</b>	<b>512</b>

EXTRAORDINARY

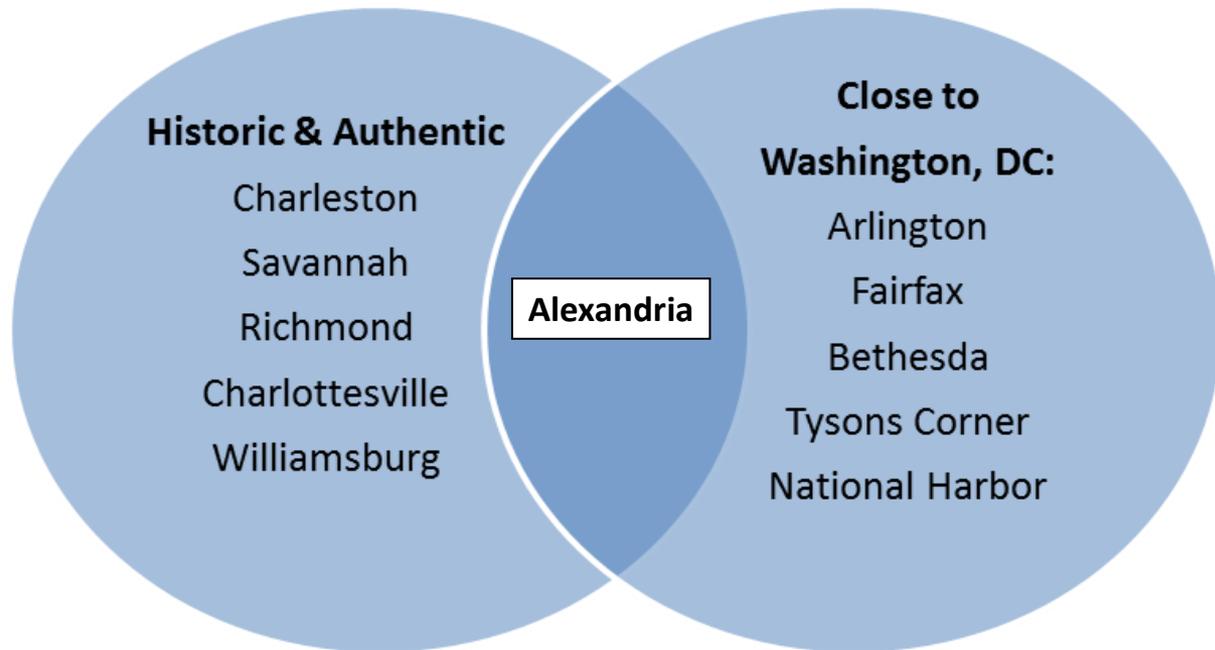


# Brand

## Extraordinary Alexandria—Minutes from DC, Yet a World Away

### Brand Attributes:

- Romantic
- Magical
- Walkable
- Surprising
- Personal
- Relaxed
- Dog-Friendly



# Target Geographic Markets

## **Destination:**

Raleigh / Durham  
Roanoke  
Richmond  
Norfolk / Virginia Beach  
Charlottesville

## **Regional:**

DC Metropolitan Area

## **International:**

Canada  
Europe



# Target Audiences



## Cosmopolitan & Discerning

- 51-69 affluent adults
- More experience-seeking and less price-sensitive
- Appreciate elegance, innovation and learning



## Young, Urban Professionals

- 25-35 professional adults
- Enjoying new earning power and want to discover authentic destinations
- Seeking enriching and new experiences



## Families

- Visiting the DC region
- Open to staying in an authentic location just minutes from the capital and a destination in itself

# Target Audiences



## International Travelers

- Focusing on travelers coming to the Washington, DC area and bringing them to Alexandria for an extended stay



## Meeting Planners

- Enticing meeting and group planners to hold their large meetings and events



## Business Travelers

- Targeting travelers who are coming to Washington, DC for business to stay on our side of the Potomac

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Alexandria

## FY17 Destination Media Channels

**YuMe**

Instagram

**PANDORA**<sup>®</sup>

**facebook**

**Southern Living**<sup>®</sup>  
Modern Life. Southern Style.

**Taboola**<sup>™</sup>

 **tripadvisor**

**You** 

Virginia   
*is for Lovers*<sup>®</sup>

 **PBS**

Destination  
**DC**

**Google**



**FIDO**  **friendly**<sup>®</sup>  
MAGAZINE *Leave no dog behind.*

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## FY17 Regional/Tourist-in-Market Media Channels

WASHINGTONIAN



Mount Vernon Gazette

Instagram

Alexandria  Times



The Washington Post

facebook



Google

THE WASHINGTON  
*Informer*

where  
MAGAZINE

OldTownCrier

Alexandria   
Gazette Packet

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# Alexandria

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MEETINGS GROUPS WEDDINGS PRESS ROOM Search

# Alexandria

THINGS TO DO RESTAURANTS OLD TOWN HOTELS PLAN



## ALEXANDRIA RESTAURANT WEEK

More than 60 participating restaurants in Old Town, Del Ray and the West End

## Minutes from DC yet A WORLD AWAY

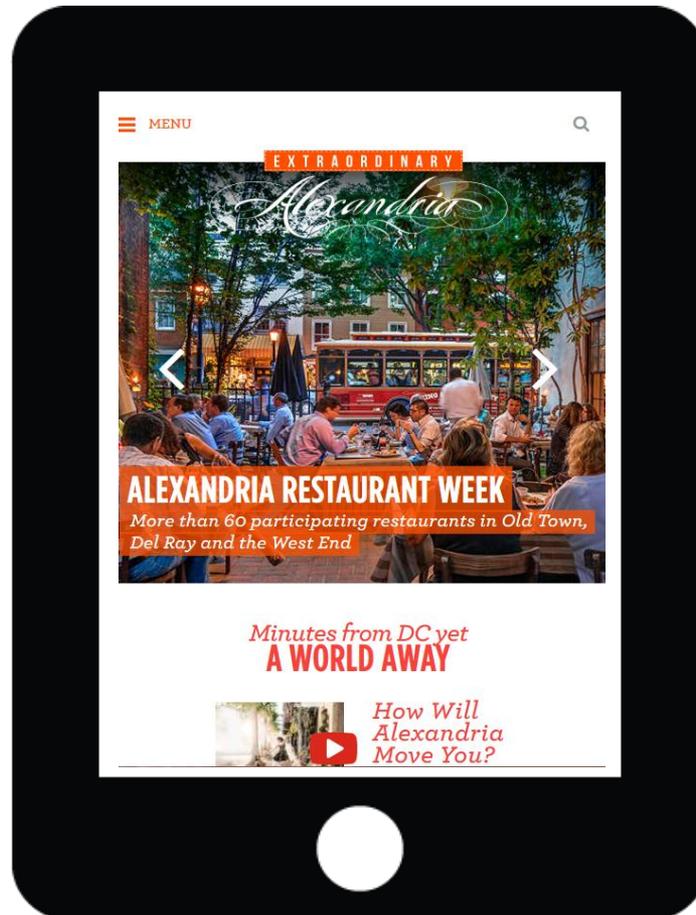
On the Potomac River within eyesight of Washington, DC, Alexandria, VA is nationally recognized for its rich history and beautifully preserved 18th- and 19th-century architecture - an extraordinary backdrop for acclaimed, [chef-driven restaurants](#); a [thriving boutique scene](#); vibrant arts and culture; and a welcoming, walkable lifestyle. Alexandria is



How Will  
Alexandria  
Move You?

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# Alexandria



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# Alexandria



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Alexandria

facebook

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Email or Phone

Password

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Visit Alexandria VA is on Facebook.

To connect with Visit Alexandria VA, sign up for Facebook today.

Sign Up

Log In



Visit Alexandria VA

Tourist Information · Event Planning

Timeline

About

Photos

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Search for posts on this Page

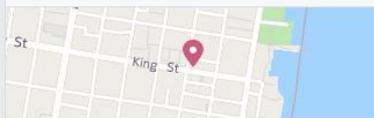
PEOPLE



59,965 likes

954 visits

ABOUT



221 King St  
Alexandria, Virginia

(703) 746-3301

<http://VisitAlexandriaVA.com/>



Visit Alexandria VA

February 29 at 5:30am

Retrace the steps of the stars of Mercy Street in Alexandria, and see what they thought of our city! (Spoiler alert: they thought it was extraordinary!)

#ExtraordinaryALX



Video: See the Cast of PBS' Mercy Street in Alexandria

Around Alexandria with Mary Elizabeth Winstead, Tara Summers, and Hannah

Create Page

Recent

- 2016
- 2015
- 2014
- 2013
- 2012
- 2011

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# Alexandria

## EXTRA Alex

A BLOG FOR ALL THINGS *Extraordinary* IN ALEXANDRIA, VA

THINGS TO DO FOOD & DRINK ARTS SHOPPING VISITALEXVA.COM



### MOST ROMANTIC SPOTS IN ALEXANDRIA

February 12, 2015 - Posted by [Kelsey](#)

In Alexandria, love is in the air. It's also built into the architecture of our city, from the cobblestone streets and 18th century buildings to the historic waterfront, where many a romance has unfolded. Whether you're looking for a Valentine's Day date idea, a romantic weekend getaway or (shhh!) the best places to pop the question, ...

[LEARN MORE](#)

#### FOLLOW Alex

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SUBMIT



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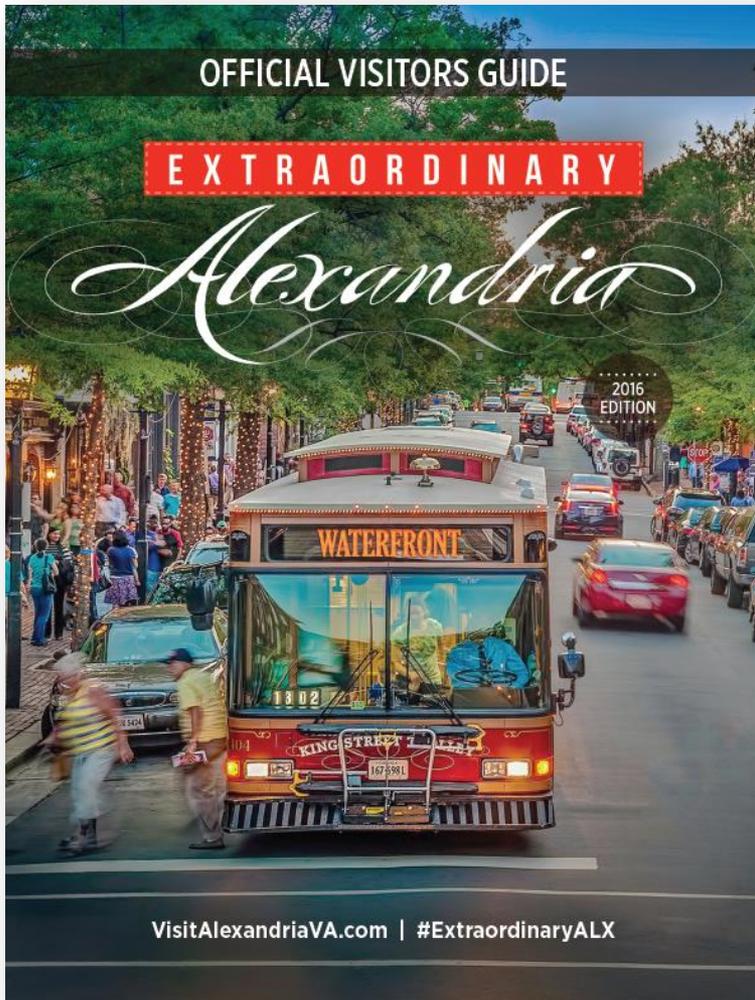


#### INSTANT ALEX



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# Alexandria





**Explore the sites and stories  
that inspired the series.**

★ A NEW PBS ORIGINAL SERIES ★

# MERCY STREET

PREMIERES SUN JAN 17 10/9c



Discover more than two dozen exhibits, tours and events.

**Visit [AlexandriaVA.com/MercyStreet](http://AlexandriaVA.com/MercyStreet)**

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*Alexandria*



VisitAlexandriaVA



AlexandriaVA



VisitAlexVA



VisitAlexandriaVA



VisitAlexandria



AlexandriaVA



VisitAlexVA

**EXTRA** *Alex*  
BLOG

**ExtraAlex.com**

**VisitAlexandriaVA.com**

An aerial photograph of Alexandria, Virginia, showing a dense urban area with numerous multi-story brick and concrete buildings. In the background, a large body of water, likely the Potomac River, is visible under a blue sky with scattered white clouds. A highway and a train line are also visible in the foreground.

## **PRESENTATION TO THE ALEXANDRIA CITY ACADEMY**

Stephanie Landrum | *President & CEO*

**ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP**



# ECONOMIC DEVELOPMENT



- Collaboration

- Partnerships



- Sustainability



- Accountability



- Shared success





# VISION & GOALS

*Alexandria should be a vibrant, creative, diverse City where large and small businesses can locate and grow while enhancing the community's quality of life.*

## Grow the tax base

- ✓ Achieve an even blend of commercial to residential tax base
- ✓ Bring more jobs to the City
- ✓ Promote new commercial development

## Diversify the economy

- ✓ More depth in federal agency cluster
- ✓ Leverage position relating to presence of USPTO
- ✓ Strengthening retail sector in Old Town and beyond

## Attract & retain businesses

- ✓ Build on the commercial creative cluster
- ✓ Expand association and nonprofit cluster
- ✓ Branding of Alexandria



# WHY ECONOMIC DEVELOPMENT

- **Quality of Life**
- **Services**
- **Jobs/Resident Balance**
- **Consumer Choices**
- **Tax revenues/burden/diversification**
- **Neighborhood and City stability**

## Promoting our Principles:

- **Vibrant**
- **Diverse**
- **Historic**
- **Beautiful**
- **Unique Neighborhoods**
- **Urban Villages**
- **Great Community**



# ECONOMIC DEVELOPMENT ROI

Measuring Return on Investment

**New Tenants**

**Jobs**

**Development Occupancy**

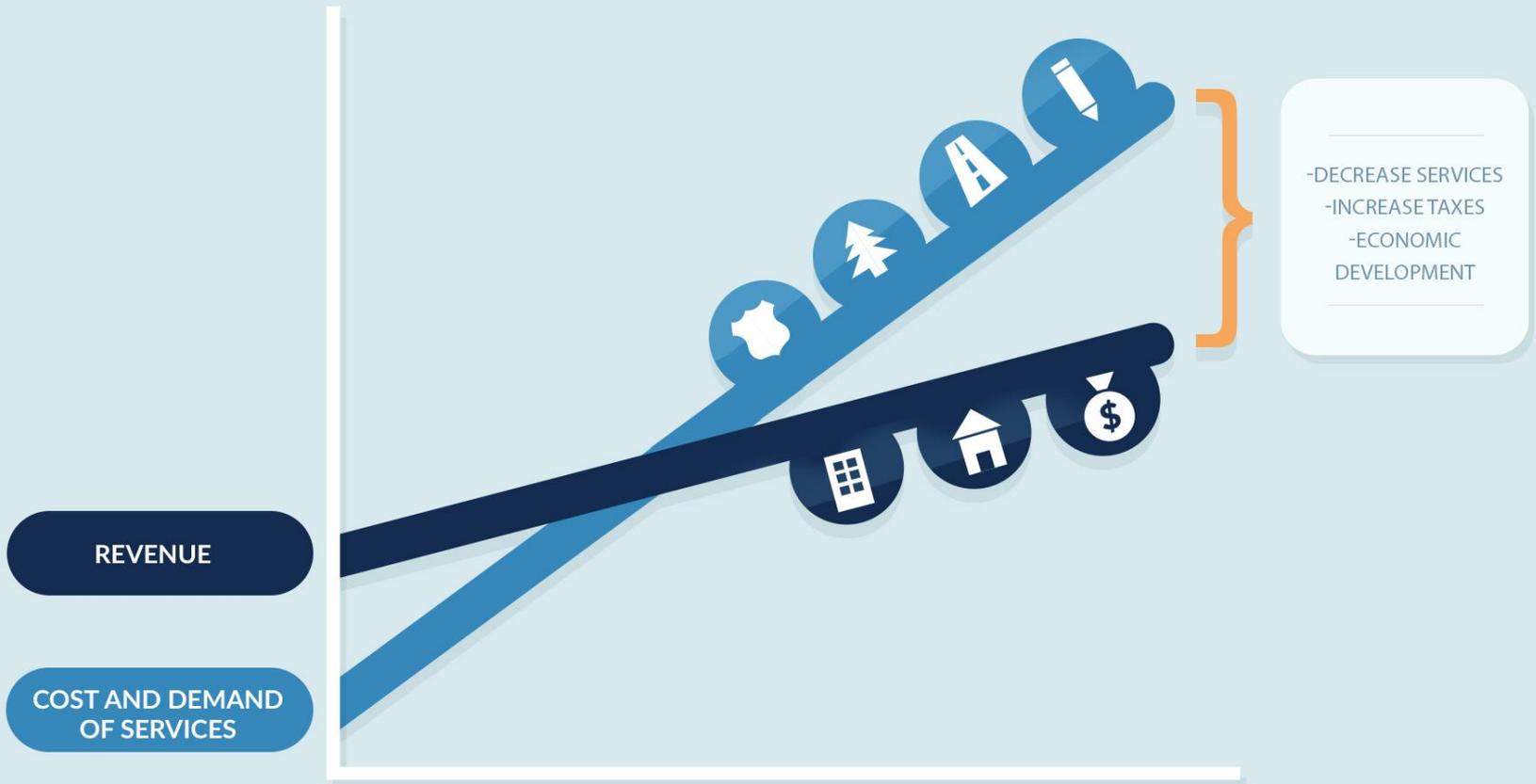
**Retained Tenants**

**Increased RE Values**

**+ Tax Revenue**



# CITY BUDGET REALITY





# BALANCING THE CITY BUDGET

CURRENT  
SITUATION





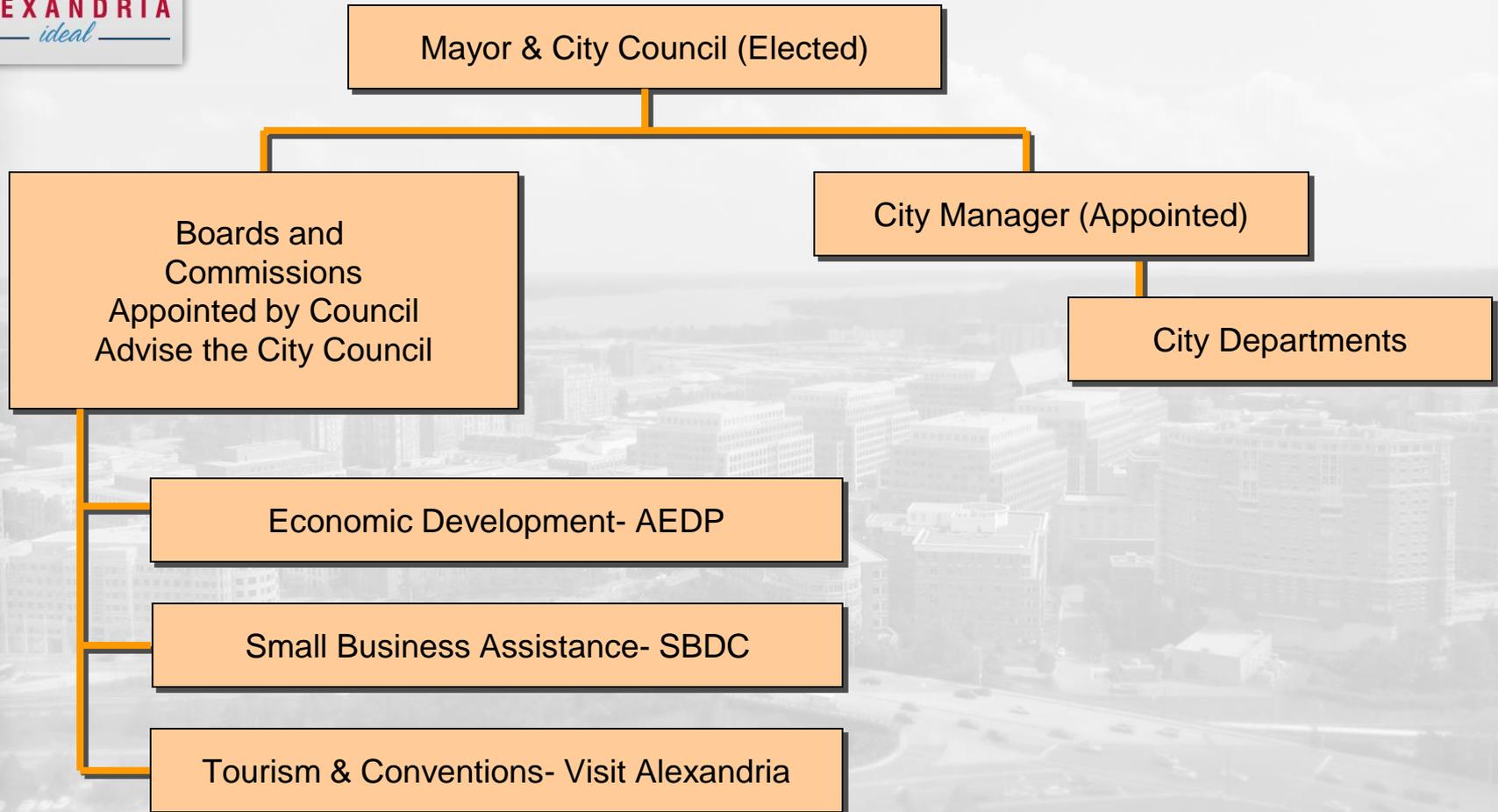
# BALANCING THE CITY BUDGET

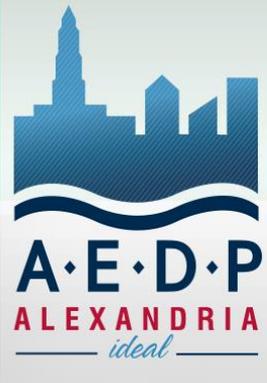
INCREASED  
ECONOMIC  
DEVELOPMENT





# CITY GOVERNMENT STRUCTURE



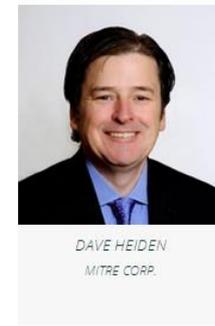
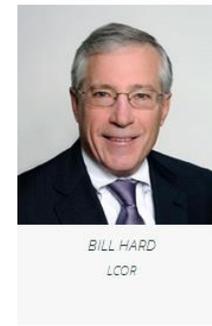


# BOARD OF DIRECTORS

18 Members

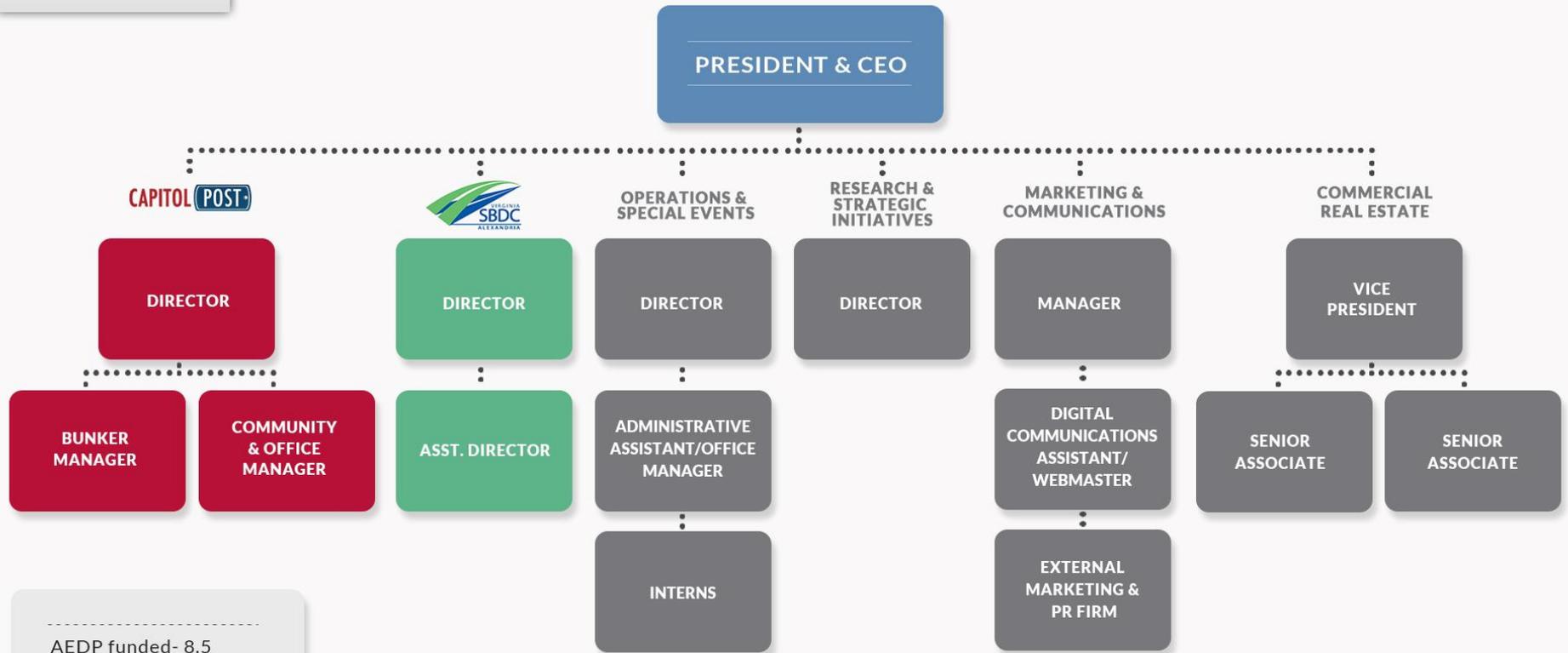
## Areas of Expertise:

- Finance
- Real Estate
- Communications
- Land Use/Development
- Entrepreneurship
- Research & Economics
- Retail/Restaurant
- Trade Association
- Banking
- Health Care





# ORGANIZATIONAL CHART



-----  
 AEDP funded- 8.5  
 SBDC funded - 2  
 Capitol Post funded -3  
**TOTAL: 14**  
 -----

# ALEXANDRIA SMALL BUSINESS DEVELOPMENT CENTER

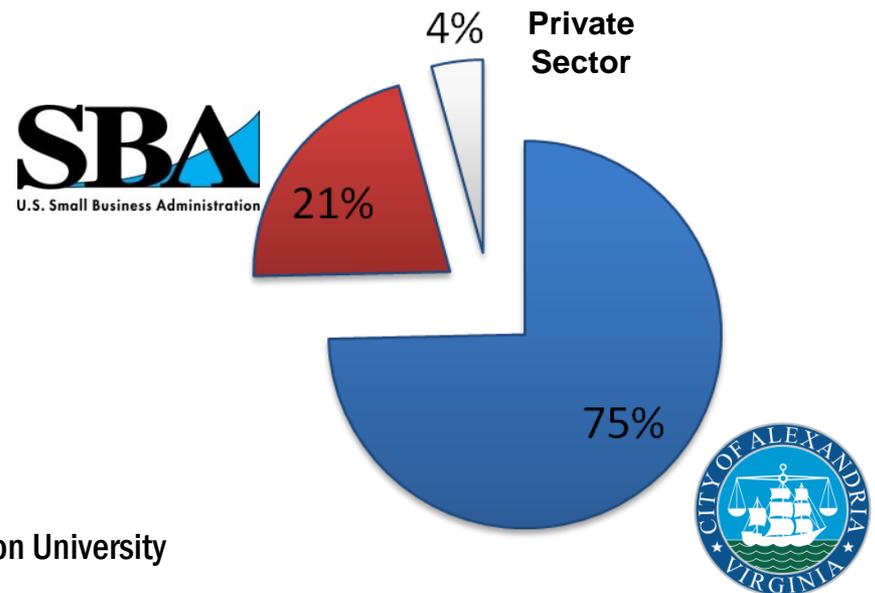
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**Mission:** To strengthen small businesses and promote economic growth by providing quality services such as management consulting, educational programs and access to business resources.

**Funding:** A mixture of local, federal and private dollars support the Center.

- Founded in 1996
- Organized as a 501(c)(3) to allow for fundraising
- Board of Directors includes representation from all funders
- Part of the Virginia SBDC Network, run through George Mason University



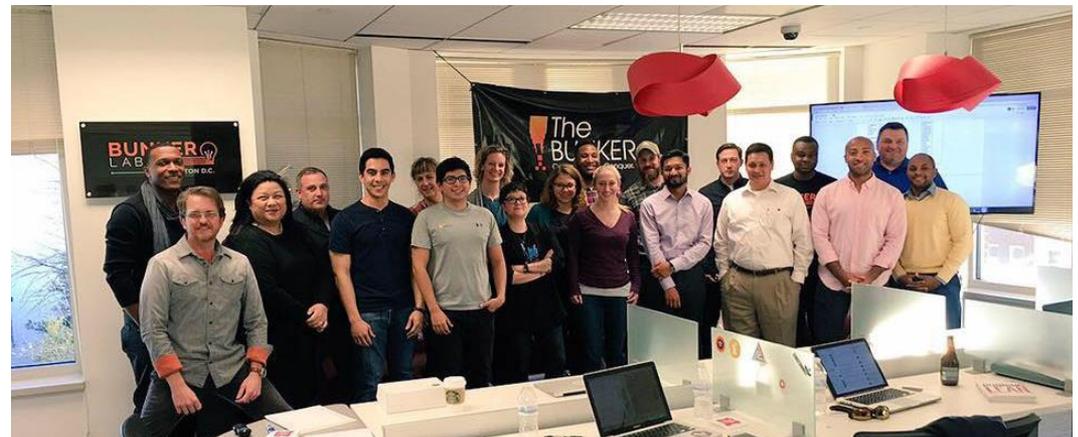


**Mission:** Capitol Post offers veterans in the Washington, DC region personalized guidance through mentoring, business counseling, and access to key resources, programs, and leaders. Our mission is to establish and cultivate the top community for veterans to start a business, grow a business, or explore a new career.



**Funding:** A mixture of grants, sponsorships and user fees support the Center.

- Founded in 2015
- Pursuing 501(c)(3) designation to allow for fundraising
- Part of Alexandria's commitment to fostering entrepreneurship & supporting small businesses.





# INDUSTRIAL DEVELOPMENT AUTHORITY

**Mission:** To provide financing assistance to qualified businesses and organizations wishing to make an investment within the City of Alexandria.

**Structure:** A seven-member body appointed by the Alexandria City Council for staggered four-year terms, the IDA was created by ordinance of the City Council according to the Industrial Development and Revenue Bond Act of Code of Virginia.

**Details:** The IDA acts as a conduit, issuing bonds and lending proceeds to 501(c)(3) organizations, small manufacturers and others. The financial markets set interest rates on such bonds below comparable rates for taxable financings because bondholders can exclude interest on the bonds from their gross income.

## ELIGIBLE PROJECTS

Under applicable federal and Virginia law, a variety of projects can be financed with bonds issued by the IDA including the following:



HEADQUARTERS AND OTHER FACILITIES FOR 501(C)3 ORGANIZATIONS (Other than religious organizations)



MEDICAL FACILITIES



ELEMENTARY AND SECONDARY SCHOOL FACILITIES



POLLUTION CONTROL FACILITIES



HIGHER EDUCATION FACILITIES



PARKING FACILITIES



SMALL MANUFACTURING FACILITIES

# Seamless Experience for Businesses: Access to Multiple Resources in One Location



Gloria Flanagan,  
*General Business, City  
Processes & Minority-  
& Women-owned  
Certification*



Timm Johnson, *Finance  
for Growth Stage*



Aaron Miller,  
*International Trade*



Ray Sidney-Smith,  
*Social Media*



Patra Frame,  
*Human  
Resources*



Marc Willson, *Retail  
Operations &  
Marketing*



Len Johnson, *General  
Business Planning & Start-up  
Counseling (SCORE)*



Jack Parker, *General  
Business & Financial  
Planning & Bank Loans*



Christina Mindrup,  
*Commercial Space &  
Leasing*



John Boulware,  
*Federal  
Procurement*



Emily McMahan,  
*Veterans Issues*



# MARKETING ALEXANDRIA TO BUSINESS



## ALEXANDRIA

### The State of the Market

MIDYEAR 2013

**Alexandria Economic Development Partnership**  
4221A Washington St., Ste. 400  
Alexandria, VA 22304  
703.779.3620  
ALEXANDRIAideal.com

Join the conversation about the Alexandria market on leading social media sites:

- Development opportunities
- Marketplace information
- Alexandria market statistics
- and any questions on economic development topics.

Contact us for information on:

- Development opportunities
- Marketplace information
- Alexandria market statistics
- and any questions on economic development topics.

This publication looks off our most recent research and data series on the City of Alexandria. Starting in Feb 2013, we will be publishing these reports twice a year and will provide the latest updates on the City's economy, the status of different development projects, insights into the office and retail markets, and restaurant sales performance. Each report will also feature a spotlight section that will go into more detail on a particular topic. With this information, we hope to provide a comprehensive snapshot of the City of Alexandria for real estate professionals, business owners, and the general public. If you would like to be notified on any of this information between our major publications, please feel free to reach out to us.

## ALEXANDRIA

### ideal

ideally located across the Potomac River from Washington, D.C., the City of Alexandria is a nation recognized as one of the best places to live, and do business on the East Coast. Our new website offers the convenience of a one-stop online location inside the Beltway, teamed with numerous neighborhoods rich with retail and dining amenities, world-class entertainment venues, superior quality of the area's excellent growth opportunities make our community one for any business.

### ideal FOR BUSINESS

<b>JOBS &amp; INCOME</b>  <b>97,180</b> Total Jobs <b>97.6%</b> Median Income Household Family \$181,927	<b>HOUSING</b> <b>\$485,000</b> Median home price <b>40</b> AVERAGE DAYS ON THE MARKET <b>97.6%</b> Sales price to list PRICE RATIO <b>84.3%</b> RESIDENT MOVEMENT <b>65,468</b> HOUSEHOLDS <b>91.1%</b> Residents come FROM 128 COUNTRIES, SPEAKING MORE THAN 80 LANGUAGES	<b>TOURISM</b> <b>\$739M</b> Visitor spending in 2013 <b>3.3M</b> Visitors per year <b>6,160</b> Jobs supported by tourism <b>63.9%</b> Have a bachelor's degree or higher <b>146,294</b> POPULATION <b>63.9%</b> Have a bachelor's degree or higher
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### DEMOGRAPHICS

### EMPLOYMENT

**MAJOR EMPLOYERS**

- U.S. PATENT & TRADEMARK OFFICE
- NVCC
- OBOLON GRANT SP/VAAC
- THE HOTLEY F. FOOT
- SYSTEMS PLANNING & ANALYSIS, INC.
- U.S. DoD HILTON INOVA
- INSTITUTE FOR DIVERSE INDUSTRIES
- ALEXANDRIA HOSPITAL

**KEY INDUSTRIES** (BY NUMBER OF EMPLOYEES)

- Professional, Scientific, and Technical Services
- Accommodation, Retail, and Food Services
- Administrative and Support Services
- Construction and Building Operations
- Health Care and Social Assistance

### ideal FOR LIVING

- TOP 100 BEST COMMUNITIES FOR YOUNG PEOPLE**
- TOP 50 FOODIE CITIES**
- TOP ART PLACES**
- AMONG AMERICA'S TOP 50 CITIES**
- 100 BEST COMMUNITIES FOR YOUNG PEOPLE**
- TOP ART PLACES**
- AMONG AMERICA'S TOP 50 CITIES**

**STATISTICAL SNAPSHOT**

Population	74,807
Population Density	33,847
Unemployment	5.30%
Median Household Income	\$181,927
Median Home Price	\$485,000

**STATISTICAL SNAPSHOT**

Population: 74,807  
Population Density: 33,847  
Unemployment: 5.30%



# ALEXANDRIAideal.com

ABOUT ALEXANDRIA | RESOURCES | IN THE NEWS | GET TO KNOW AEDP



ALEXANDRIA  
ECONOMIC  
DEVELOPMENT  
PARTNERSHIP

## ALEXANDRIA STATE OF THE MARKET REPORT: YEAR-END 2015

Access our State of the Market Report with updated information on development, office, and retail in Alexandria.

# #madeinalx

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in

## ALEXANDRIA, VIRGINIA IS IDEAL FOR BUSINESS

### ALEXANDRIA, VIRGINIA: SO CLOSE TO DC, WE USED TO BE IN IT.

Just across the Potomac River from Washington, D.C., the City of Alexandria is nationally recognized as one of the best places to live and do business on the east coast. The Alexandria Economic Development Partnership works to strategically support businesses, development, and economic growth in Alexandria, and promotes the city as a creative, diverse, knowledge-based community with a high quality of life.

AEDP can assist businesses and organizations looking to locate



### RESOURCES FOR BUSINESSES

Thinking about locating or growing your business in Alexandria? Here's everything you need to know.

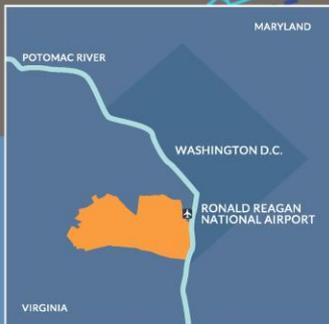


### RESOURCES FOR BROKERS

Do you represent clients looking to locate in the D.C. region? These resources will allow your clients to make an informed decision.



# City of ALEXANDRIA



## KEY LANDMARKS

1. Landmark Mall
2. BRAC- 133 – Mark Center
3. Inova Alexandria Hospital
4. T.C. Williams High School
5. George Washington Masonic Temple
6. United States Patent and Trademark Office
7. The Birchmere Music Hall
8. Potomac Yard Shopping Center
9. Alexandria City Hall
10. Torpedo Factory Art Center



Metro Station  
— BLUE LINE  
— YELLOW LINE



King Street Trolley



VRE / Amtrak Station

Residential Area

Public Park

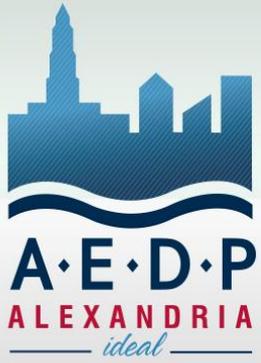
Ronald Reagan Washington National Airport

# AWARDS & ACCOLADES

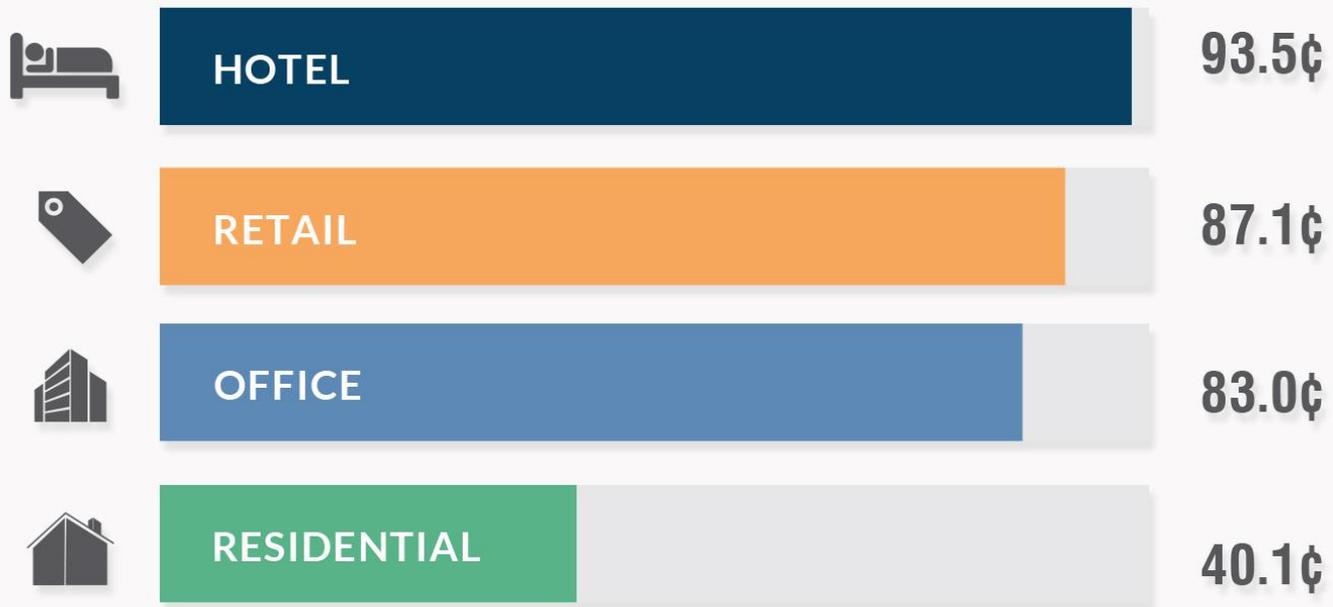
Arts, Tourism, Community, Economy, Education & More



- BUSINESS: Entrepreneur Magazine *Top 15 Cities for Entrepreneurs*
- TOURISM: National Trust for Historic Preservation *Distinctive Destination*
- DEMOGRAPHICS: *Best City for Millennials* by Niche.com
- ARTS: *America's Top Art Places* Mid-Sized Cities by AmericanStyle Magazine
- ENVIRONMENT: National Geographic Society's Top 50 *Greenest Cities*
- AMBIANCE: The Nation's *Most Romantic City* as ranked by Amazon.com
- EDUCATION: Most *Well-Read* City in America, based on book, magazine and newspaper sales
- COMMUNITY: #5 of *Top 10 Best Downtowns* by Livability.com



# NET TAX INCOME BY REAL ESTATE TYPE



# RETENTION & ATTRACTION



sweetgreen®



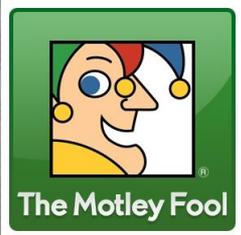
AMERICAN  
BANKRUPTCY  
INSTITUTE



**Nando's**



AMERICAN COUNSELING  
ASSOCIATION



Sweet Fire Donna's  
BARBECUE AND HOPS



*Carluccio's*





# ALEXANDRIA OFFICE MARKET

22 Million Square Feet in More than 750 Buildings

## Associations and Nonprofits

- 4<sup>th</sup> largest concentration in the United States, more than 400
- United Way, SHRM, National Beer Wholesalers Association

## Federal Government Agencies

- *US Patent & Trademark Office*-2.5 million SF campus, 11,000 employees and growing
- *US Federal Courthouse, Eastern District*-300,000 SF facility
- *BRAC 133, Pentagon Annex*- 1.2 million square feet in 2 towers, 6,400 employees
- *National Science Foundation*- 667,000 SF new facility under construction- move-in begin August 2017



**New Office Construction**

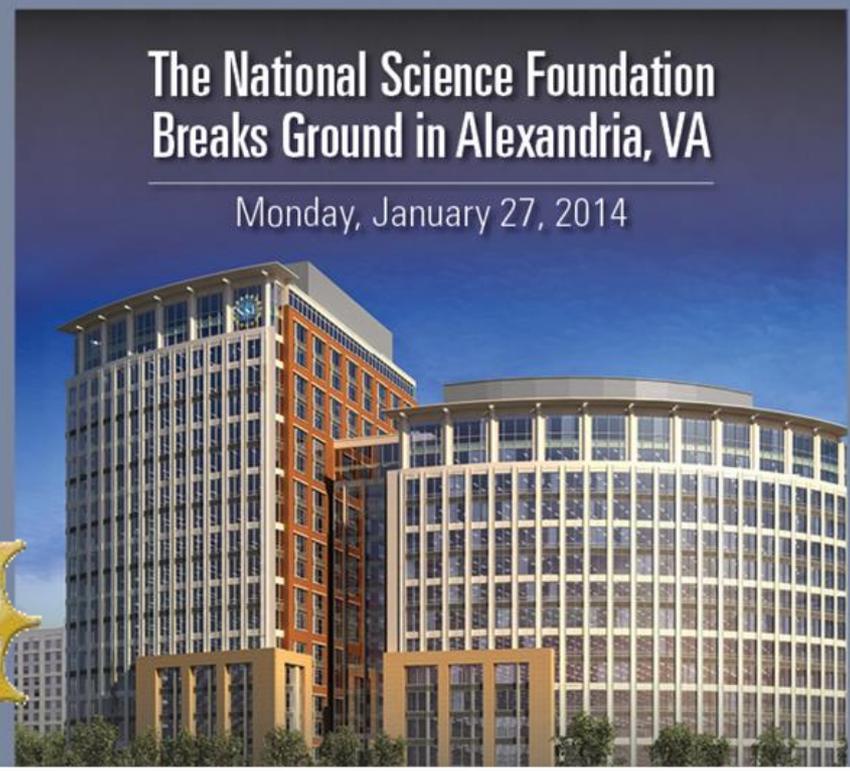


**Old Church converted to office**

- **Commercial Creatives**
- **Engineering, Architecture & Planning Firms**
- **Marketing, PR, Web Design & Branding Firms**
- **Artists, Galleries, Performance Venues**



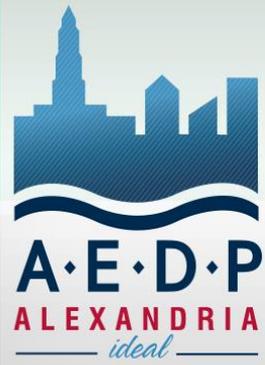
**BRAC 133, Pentagon Annex**



# The National Science Foundation Breaks Ground in Alexandria, VA

Monday, January 27, 2014





# NSF ECONOMIC & FISCAL IMPACTS

City's investment of \$23M in real estate tax abatement will produce:

- **2,100 new NSF jobs**
- **1,800 new indirect jobs**
- **30,000 annual visitors to NSF offices**
- **90,000 hotel room nights per year**
- **\$83 million annual addition to the City economy**
- **\$51 million net new tax revenues to City over 15 years**



# ANOTHER FEDERAL ANCHOR IN 2020?



## Leaders laud advent of TSA in Eisenhower West

Federal tenant to move into long-vacant Victory Center in 2017

BY ERICH WAGNER AND CHRIS TEALE

City officials and business leaders are brimming with excitement following the announcement last week that the U.S. Transportation Security Administration will relocate to Alexandria.

The agency will move its approximately 3,400 employees

into 500,000 square feet of existing office space Center in the Eisenhower neighborhood in 2017. Officials are bidding process, and last had an active tenant will spark new activity in the West corridor, a neighborhood plans for re-

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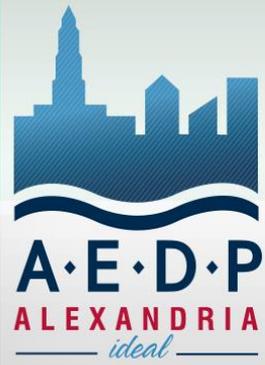
PHOTO/ALEXANDRIA ECONOMIC DEVELOPMENT PARTNERSHIP  
SEE TSA | 5  
City officials and business leaders lauded the announcement last week that the U.S. Transportation Security Administration would move into the long dormant Victory Center in Alexandria. They said the relocation will spur economic development in the Eisenhower West neighborhood.



- 640,000 SF office lease - 140,000 SF of which is new construction
- Technology and meeting center, with broadcast studio
- New parking garage and retail space on site



## Transportation Security Administration



# TSA ECONOMIC & FISCAL IMPACTS

City's investment of \$23M in real estate tax abatement will produce:

- **Catalyst for new development & investment in Eisenhower West**
- **Decreases Alexandria's office vacancy rate by 3%**
- **3,800 new TSA jobs**
- **\$16 million annual addition to the City economy**
- **Injection of riders to the Van Dorn Metro Station**



# CHALLENGES AHEAD FACING THE CITY

- **Federal Government Sequestration & Uncertainty**
- **Demand cycles for different types of real estate**
- **Limited ability to create and/or impact the market**
- **The region is going to grow- the question is: do we manage growth or let it manage us?**
- **Increasing office vacancy region-wide**
- **Major office vacancies in Class B buildings in suburban locations**
- **Regional competition increasing- Metro's Silver Line**
- **Desire for more dense & flexible office space by tenants**
- **Smaller SF requirements per worker**



# SUBSCRIBE FOR WEEKLY NEWS

Every Monday morning

## This Week in Economic Development

The week of August 10 - 16, 2015  
Alexandria Economic Development Partnership



### Contact Us

If you have questions this weekly update, please contact the AEDP staff:

Stephanie Landrum  
President & CEO  
[Landrum@AlexEcon.org](mailto:Landrum@AlexEcon.org)

Christina Mindrup  
Vice President, Commercial Real Estate

### Events & Activities

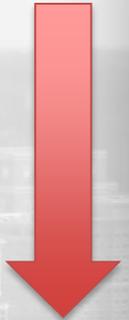
[The Capitol Post](#) & the Bunker Labs DC [Summer Accelerator Series](#) continues this week- four distinct frameworks of instruction designed to ignite ideas, careers, and businesses. These events, centered around **entrepreneurship and transition, business administration, growth management, and government contracting**, will help attendees examine their career, business, and life from a new perspective (sessions held at Capitol Post, 625 N. Washington St., Suite 425).

- **Welcome to the Government Market**, presented by Daniel Carusi, Vice President and CLO, Global Talent of Deltek (Mon. 8/10 at 9:00 AM, [more information](#))
- **How to Use Design Thinking**, presented by Tim Ogilvie, CEO of Peer Insight (Weds. 8/12 at 9:00 AM, [more information](#))

The Alexandria SBDC and Visit Alexandria are co-sponsoring the [Retail Monday Summer Series](#) aimed at retail and restaurant businesses. This week two programs will focus on restaurants. The first is titled **Food Retail Basics** which explores what to do when you have developed the next great food product. From Farmers Markets to Retail Stores. [learn how to](#)

Look for this box at the bottom of our homepage, and submit your email address!

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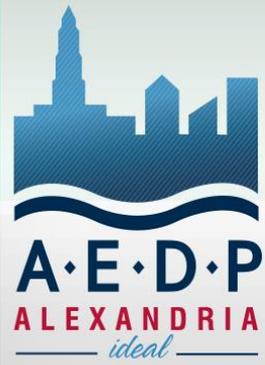
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# MULTIPLE WAYS TO KEEP UP WITH US!

## Facebook, Twitter , Instagram & LinkedIn- Alexandria Ideal

facebook

Admin Panel

Notifications Edit Page Build Audience Help Show Ads Manager

**ALEXANDRIA ideal**  
207 likes · 30 talking about this · 3 were here

Non-Profit Organization  
The Alexandria Economic Development Partnership promotes the City of Alexandria as a premier location for businesses by capitalizing on its ideal assets, access, and atmosphere.

Photos Likes Map

Highlights

Status Photo / Video Offer, Event +

Share how your day has been, ALEXANDRIA ideal...

ALEXANDRIA ideal shared Old Town Boutique Districts photos · Saturday · 1h

When you spend your dollars in Alexandria boutiques today, get something for yourself AND give something to a variety of nonprofits! Great commitment from the members of the Old Town Boutique District!

Okay, everyone, you know what to do! Let's make today a great day!

Recent Posts by Others on ALEXANDRIA ideal

- Dunbar Alexandria-Olympic Boys & Girls Club
- The Alexandria School
- Renata Kelly-Rip
- Sabrina Ricks

in

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Discussions About Search Manage

Start a discussion with your group

Enter a discussion title

Changes for messaging group members

We've updated the rules for messaging the Out of Network members in your Groups to prevent abuse. To read more about how we've improved Groups, visit our Help Center.

Stephanie Landrum President & CEO at Alexandria

**TSA Coming to Alexandria at the Valley**

Forecasts show that leasing of this vacant building will move to 5001 Eisen

Transportation See Alexandria - Was bizjournals.com • The move to 5001 Eisen

Comment (5) Like (13) Unfollow



**AEDP**  
@alexandriadeal

The Alexandria Economic Development Partnership (AEDP) is a nonprofit organization...

1,268 Tweets 379 Followers 1,277 Following 46 Lists 1

Tweets Tweets & replies Photos & videos

AEDP @alexandriadeal · Aug 19  
Congrats to @AlexandriaVA cos. @themotefood & @DukeRealty! Healthy employees = healthy business!

WashingtonBizJournal @washingtonbizjournal · Aug 18  
Here are the region's healthiest employers (by 148)

AEDP @alexandriadeal · Aug 18  
Proud to be part of Virginia's small business friendliness story!

Instagram

alexandria\_ideal

AEDP Alexandria VA #AlexandriaVA is a serious place for rockstar businesses. We're so close to DC we used to be in it. #madeinALX alexandriadeal.com/news/featured-news/2016/08/active-public-spaces-alexandria

67 posts 235 followers 121 following

Startup Day Across America

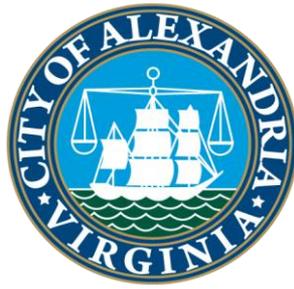
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Trends Change #theGoodThing The Good Thing is here



# Office of Housing

**Helen McIlvaine, Director**

# City of Alexandria, Office of Housing



- ❑ Develops policy for affordable housing
- ❑ Provides loans and technical assistance to nonprofit and private developers to develop/preserve affordable housing
- ❑ Negotiates affordable units in market-rate properties through the development process



# City of Alexandria, Office of Housing



- ❑ Provides home purchase assistance, home rehabilitation loan programs, and rental accessibility grants
  - homebuyer training, foreclosure prevention, and condo education
- ❑ Provides landlord-tenant services
  - annual rent survey; complaint resolution; mediation; relocation assistance, including Beauregard; and fair housing testing and education





# Alexandria Housing Redevelopment Authority (ARHA)

- ❑ Owns and operates public housing and affordable housing, including units that serve Alexandria's lowest income residents
- ❑ Administers Housing Choice (Section 8) Voucher program to provide greater access to housing on the private market
- ❑ Issues tax-exempt bonds
- ❑ Redevelopment and preservation functions (e.g., Market Square)





# What do we mean by affordable?

## 2016 AMI (Area Median Income)

Household Size/AMI	1-Person	2-Person	3-Person	4-Person	
30% AMI	\$22,850	\$26,100	\$29,350	\$32,600	ARHA/ DCHS
40% AMI	\$30,440	\$34,760	\$39,120	\$43,440	Rental assistance
50% AMI	\$38,050	\$43,450	\$48,900	\$54,300	
60% AMI	\$45,660	\$52,140	\$58,680	\$65,160	
80% AMI*	\$60,880	\$69,520	\$78,240	\$86,880	Ownership assistance
100% AMI	\$76,100	\$86,900	\$97,800	\$108,600	

Up to:

Sources: 2016 HUD Income Limits for 30% and 50% AMI for Washington-Arlington-Alexandria, DC-VA-MD HUD Metro Fair Market Rent Area); FY 2016 Multifamily Tax Subsidy Project Income Limits for 60% AMI; and Office of Housing for 40% AMI and Mathematical 80% AMI (figures have not been rounded)

\*Mathematical

# Who does affordable housing serve?

## Typical 2016 Hourly Wages:

- ❑ Retail Sales Person: \$11.34 (2016)
- ❑ Housekeeper: \$12.70 (2016)
- ❑ Home Health Aid: \$14.20 (2016)
- ❑ Child Care Worker: \$15.15 (2016)
- ❑ ACPS Bus Driver: \$17.77 (2015)
- ❑ E-commerce Customer Service Representation: \$18.72 (2016)
- ❑ Alexandria Zoning Inspector: \$21.20 (starting) (2016)
- ❑ Alexandria Deputy Sheriff I: \$21.82 (starting) (2016)
- ❑ Alexandria Firefighter I: \$22.02 (2016)
- ❑ Alexandria Senior Residential Counselor: \$22.26 (starting) (2016)
- ❑ ACPS Second Grade Teacher: \$22.71-\$27.10 (Steps 1-6, working 196 days\*)
- ❑ Alexandria Police Officer I: \$23.01 (starting) (2016)
- ❑ Administrative Assistant: \$24.11 (2016)
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- ❑ Alexandria Civil Engineer III: \$32.88 (starting) (2016)
- ❑ Registered Nurse: \$37.42 (2016)
- ❑ Software Programmer: \$39.73 (2016)
- ❑ Physical Therapist: \$43.01 (2016)

## Hourly wage needed to rent in Alexandria in 2016 (rent assumed to equal 30% of income):

1 Bedroom (\$1,587): \$30.52

2 Bedroom (\$1,975): \$37.98

Sources: National Housing Conference 2015 Paycheck to Paycheck ([www.nhc.org](http://www.nhc.org)) adjusted by 2.5% for 2016; City of Alexandria Public Schools 2015-16 Salary Scales; City of Alexandria Job Opportunities webpage (February 5 and 10, and April 27, 2016; City of Alexandria 2016 Market Rent Survey Wage: ((average rent/.3)\*12months)/2,080 work hours per year

\* Assumes no other income



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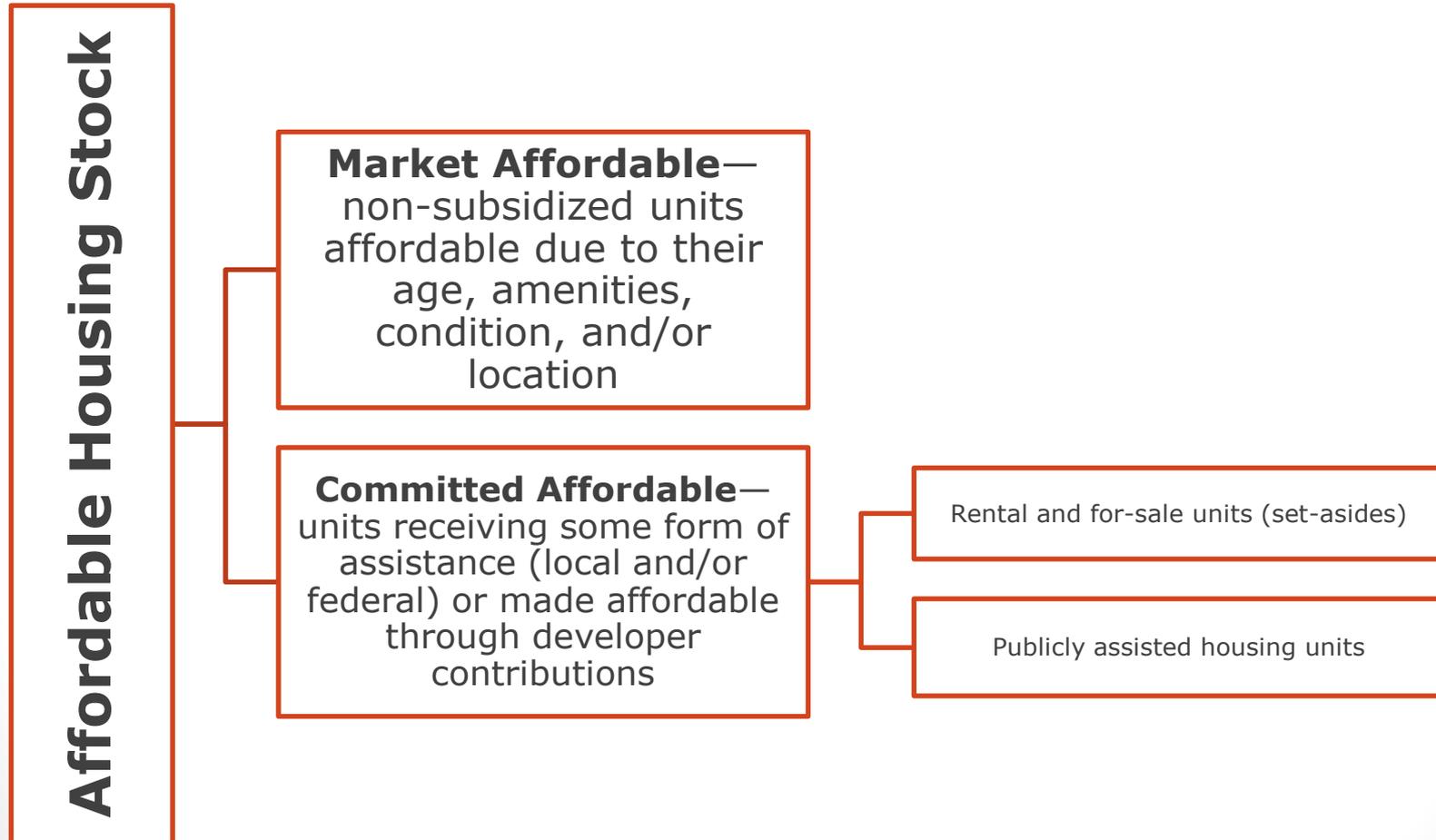
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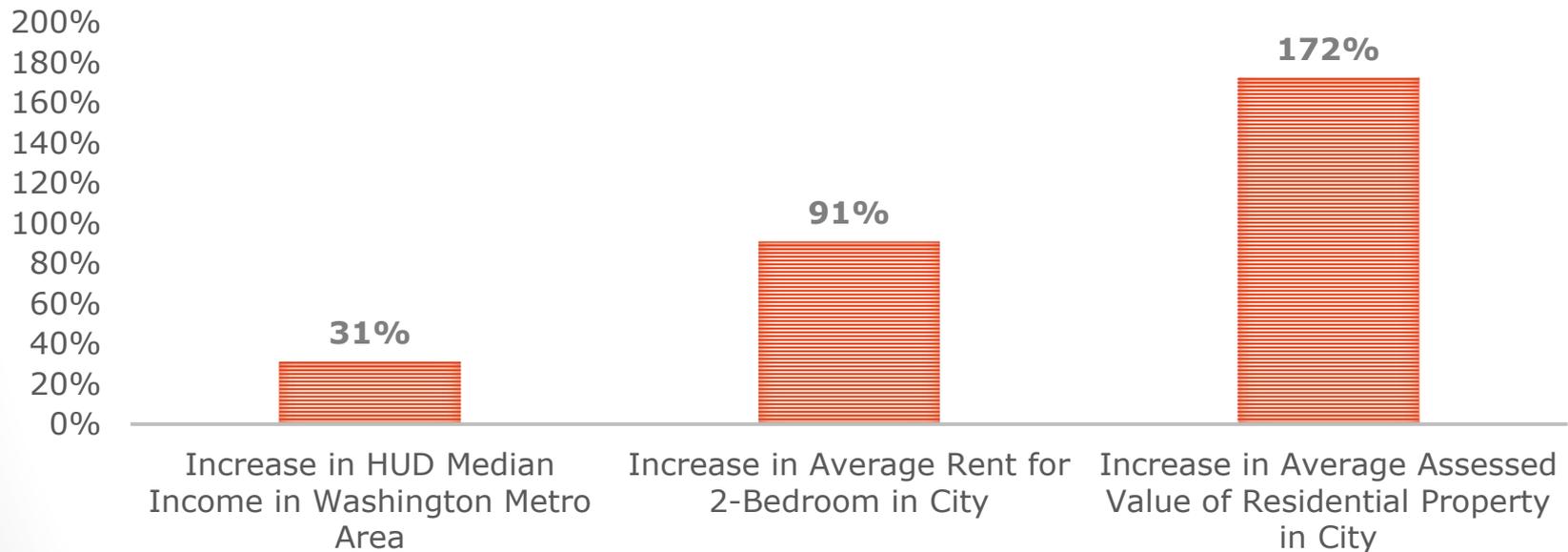
# Types of affordable housing in the City





# Housing affordability challenge: Incomes are not keeping pace with housing costs

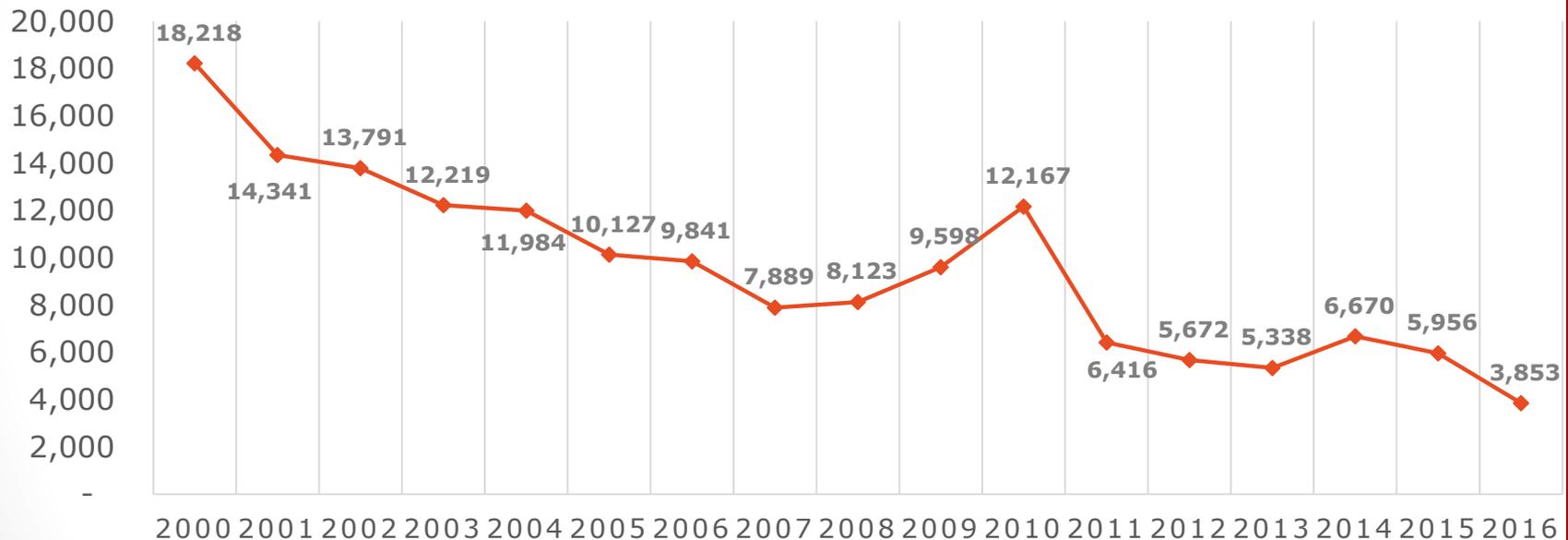
## 2000-2016 TRENDS



Source: City of Alexandria, Office of Housing and Office of Real Estate Assessments, 2016

# Housing affordability challenge: Loss of market affordable housing

## 2000-2016 TRENDS



Source: City of Alexandria, Office of Housing, 2016

# Housing affordability challenge: The need for committed affordable units

- ❑ 3,818 committed affordable units (2016)
- ❑ Estimated demand for affordable housing in 2010 was approximately 14,000 units
- ❑ Supply of market affordable housing continues to decline
- ❑ Some assisted properties face expiration of affordability
- ❑ Substantial job growth projected in lower-paying industries (GMU Study)
- ❑ ARHA has 2,291 households on the Housing Choice Voucher Program waitlist and long waitlists for each of its communities, e.g.:
  - Alexandria Crossing: 1,402
  - Old Town Commons: 815
  - Elderly/disabled: 544





# 2013 Housing Master Plan

- ❑ Housing options at all incomes (homeownership/rental)
- ❑ Housing choice for all ages and abilities
- ❑ Active partnerships with nonprofit and private developers
- ❑ Priorities for distribution and preservation of affordable units (TOD and geographic distribution)
- ❑ Social and cultural diversity through mixed income communities ("neighborhoods are inclusive and diverse")

CITY OF ALEXANDRIA, VA

## HOUSING MASTER PLAN





# 2013 Housing Master Plan

(cont.)

- ❑ Healthy and growing economy requires affordable housing
  - affordable development is an economic activity
  - local workers live and spend in the City
- ❑ Energy efficient and healthy/safe housing
- ❑ Educate community regarding benefits of affordable housing

To learn more, visit [www.alexandriava.gov/HousingPlan](http://www.alexandriava.gov/HousingPlan)

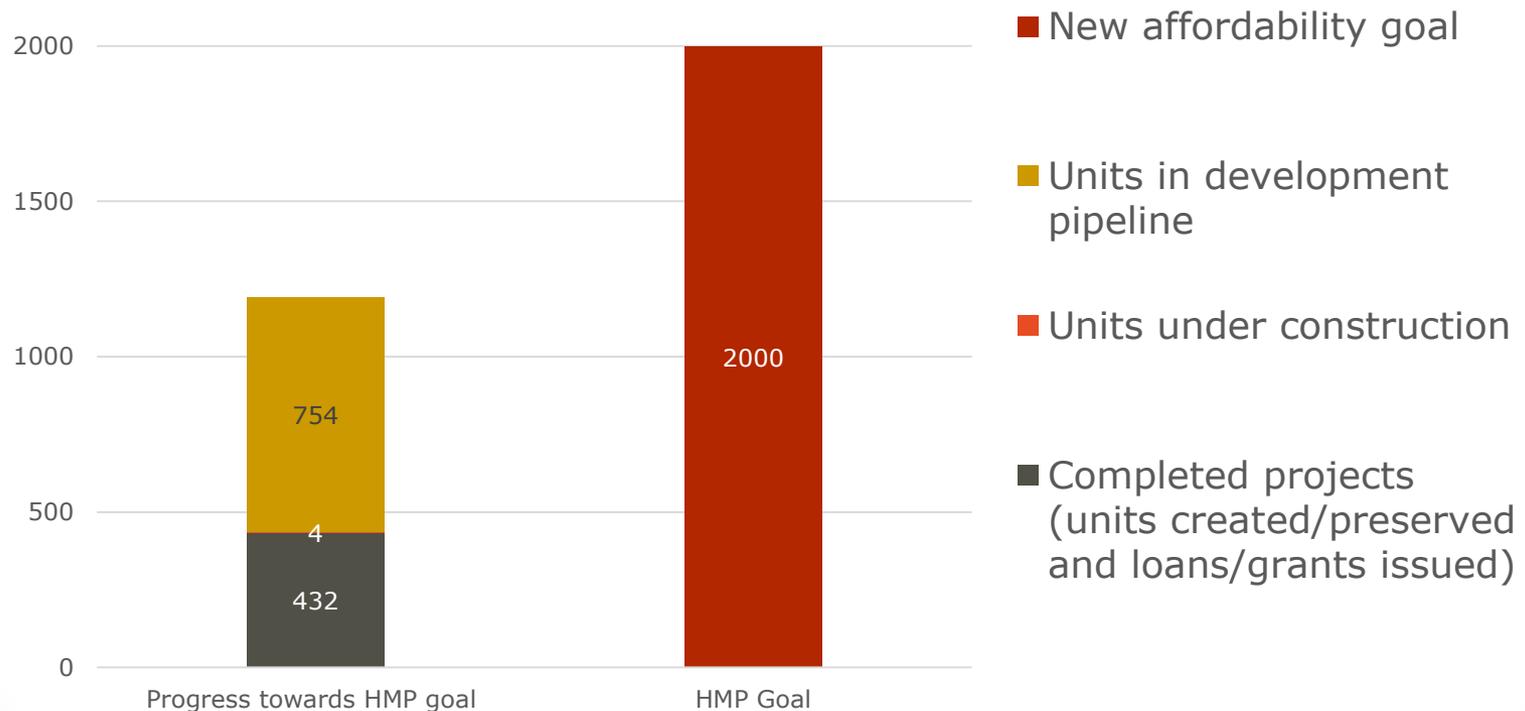
CITY OF ALEXANDRIA, VA

## HOUSING MASTER PLAN



# Housing Master Plan goal

❑ 2,000 units with new affordability by 2025



Source: City of Alexandria, Office of Housing, July 26, 2016

# Major funding sources for housing



<b>SOURCES (new dollars)</b>	<b>FY 2017</b>
General Fund (Includes dedicated revenue non-debt service and NSF)	\$3,114,000
Housing Trust Fund (HTF) (projected developer contributions and program income)	\$1,615,000
Federal grants	
Community Development Block Grant (CDBG)	\$670,000
Home Investment Partnerships Program (HOME)	\$357,000
<b>TOTAL</b>	<b>\$5,756,000</b>



# How affordable units get built

- ❑ Voluntary monetary contributions to the Housing Trust Fund
- ❑ Section 7-700 (bonus density and/or height)
- ❑ Coordinated Development Districts and rezonings

## Helps fund:

- The development and preservation of affordable housing
  - Leverages state and private funding
- Housing counseling services
- Mini-RAMPs (rental accessibility projects)
- Rebuilding Together Alexandria projects
- Homeownership programs
- AHDC operational support



# Voluntary contributions help fund Housing Trust Fund loans

Development Category	Tiers	2016 Rates per Sq. Ft.
Non-residential	n/a	\$1.92
Residential	Tier 1 (by right)	\$2.56
Residential	Tier 2	\$5.13

- ❑ Rates adjusted annually using Consumer Price Index for Housing
- ❑ Paid when projects are completed (when Certificate of Occupancy is issued)
- ❑ The Alexandria Housing Affordability Advisory Committee (AHAAC) considers loan applications for projects and makes recommendations regarding their approval to City Council

#### Exemptions:

- Religious, public, municipal uses, and ARHA
- Residential uses < 5 units
- New construction and additions < 3,000 sq ft
- Parking except for single-owner garages



# City-Funded Units Since FY07

- ❑ The Station at Potomac Yard – 64
- ❑ Beasley Square – 8 (senior)
- ❑ Jackson Crossing – 78
- ❑ Arbelo/Lacy/Longview – 119
- ❑ Beverly Park – 33
- ❑ ParcView – 120
- ❑ 612 Notabene and 607 Notabene (in progress) – 17
- ❑ Lynhaven Apartments – 28
- ❑ St. James Plaza (in progress) – 93
- ❑ Alexandria Crossing/West Glebe – 84
- ❑ Quaker Hill – 60
- ❑ Miller Homes (James Bland replacement) – 16
- ❑ Gateway at King and Beauregard (predevelopment) – 74
- ❑ Church of the Resurrection (predevelopment) – 132
- ❑ Carpenter's Shelter (predevelopment) – 98

# Section 7-700 (bonus density and/or height)



Station 650 at Potomac Yard



The Bradley



Notch 8



Del Ray Central

# Section 7-700 (bonus density and/or height)

- ❑ Provides for added bonus density (up to 20%\*) and/or height (up to 25' in areas w/o a 50' or lower height limit) in exchange for affordable housing
- ❑ Changes since 2013
  - ❑ \*More than 20% bonus permitted if authorized by small area plan
    - ❑ 2015 Eisenhower West SAP
  - ❑ 1/3 of bonus units (or equivalent) must be committed affordable
  - ❑ Affordable offsite units permitted if equivalent in value
  - ❑ Cash in lieu of units permitted if mutually agreed to





# Affordable Housing Contributions

- ❑ Units recently completed
  - ❑ Parc Meridian at Eisenhower Station – 33 units
  - ❑ The Bradley (Braddock Metro Place) – 10 units
  - ❑ Station 650 at Potomac Yard – 8 units
  - ❑ Notch 8 – 12 units
- ❑ Units pledged under construction
  - ❑ Cambria Square (The Delaney) – 4 units (ownership)
- ❑ Units pledged/proffered, not yet under construction
  - ❑ Stevenson Ave – 9 units
  - ❑ Hoffman – 56 units
  - ❑ Mt Vernon Village Center – 28 units
  - ❑ Slater's Lane – 2 units (ownership)
  - ❑ Goodwin House (future II & III) - 6+ units
  - ❑ Memory Care – 2 beds
  - ❑ Oakville Triangle – 65 units
  - ❑ 2901 Eisenhower Avenue – 21 units
  - ❑ ABC/Giant Site – 9 units

Outstanding pledged monetary contributions: \$23.5+M (paid when projects are completed)

# Affordable Housing Takes a Village: Housing Works Closely with Planning and Other City Departments





# Beauregard Plan Affordable Housing

- ❑ Beauregard redevelopment = demolition of 2,400+ existing garden apartment units over time
- ❑ Affordable housing plan requires 800 new affordable and workforce units, committed for a period of 40 years, including 400 for very low-income households
- ❑ Development will span 30 years; process will be gradual
- ❑ Full-time relocation coordinator hired
- ❑ Database of households created
- ❑ Placement into Southern Towers 105 units underway



# Other Plans - Affordable Housing

- ❑ Affordable housing is among the community benefits that the City seeks in Small Area Plans
  - ❑ Oakville Triangle (approved): 65 units (mostly studios) affordable at 60% AMI approved for Triangle site to accommodate likely future workers; other projects in Route 1 area will follow the Housing Master Plan and contribution formula
  - ❑ Eisenhower West (approved): A range of affordable housing options throughout Plan area; co-locate housing with a municipal facility; permit bonus densities of 30% or more particularly where taller heights are allowed
  - ❑ Old Town North (ongoing)
  - ❑ Potomac Yard Update (ongoing)
- ❑ Preserving options for replacement ARHA-owned units
- ❑ New City Strategic Plan addresses Housing for All policy under Inclusive theme



# Future Housing Opportunities and Challenges

- ❑ Ramsey Homes and ARHA RFPs—relocation and replacement
- ❑ Beauregard
- ❑ Non profit development pipeline (including church sites)
- ❑ Mixed-income affordable assisted living facility
- ❑ Small area planning initiatives and processes (Old Town North, North Potomac Yard, and upcoming Route 1 Corridor South)
- ❑ Cambria Square
- ❑ Carpenter Shelter redevelopment
- ❑ Preservation of assisted properties

***Will there be sufficient resources to take advantage of the opportunities ahead?***



# Contact Information

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[Helen.McIlvaine@alexandriava.gov](mailto:Helen.McIlvaine@alexandriava.gov)

**Eric Keeler, Division Chief, Administration**

[Eric.Keeler@alexandriava.gov](mailto:Eric.Keeler@alexandriava.gov)

**Tamara Jovovic, Housing Analyst**

[Tamara.Jovovic@alexandriava.gov](mailto:Tamara.Jovovic@alexandriava.gov)

703-746-4990

[www.alexandriava.gov/Housing](http://www.alexandriava.gov/Housing)

# Community Development

Economic Development

- AEDP

Tourism

- ACVA

Office of Housing

Planning and Zoning



# Planning and Zoning

Karl Moritz, Director  
Sara Brandt-Vorel, Urban Planner  
Sam Shelby, Urban Planner



Zoning  
Public Counter



Eisenhower West Small Area Plan Community Meeting



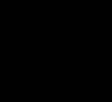
Landmark Gateway Construction

PLANNING & ZONING



# Presentation Overview

- Who we are
- What we do
- Major initiatives and projects
- How to get involved
- Contact us



# Ways We Engage

- What's Next, Alexandria?
- Community Meetings
- Advisory Groups and Committees
- Online Opportunities
- Walking tours/site visits
- Community Events (Earth Day, Farmers Markets)
- Keypad Polling



# First, a little about you.



# Keypad Polling

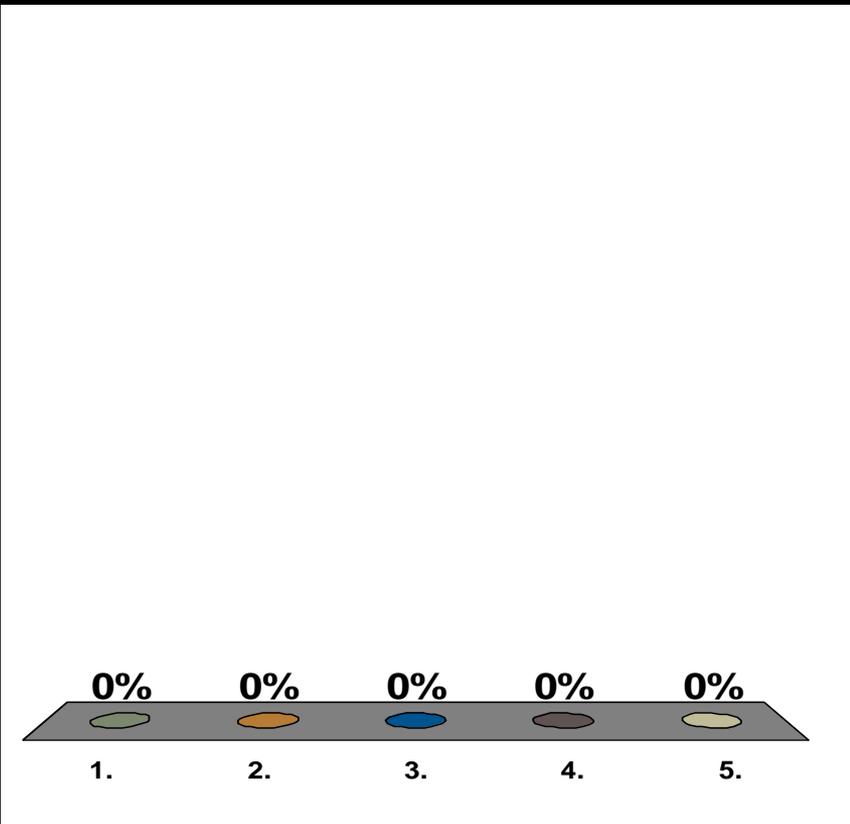
- One of our tools to gather community input
- Responses are anonymous
- Responses can be reported back to the group immediately
- Your last response before polling closes is the one tabulated – you can change your mind or correct a mistake!



10

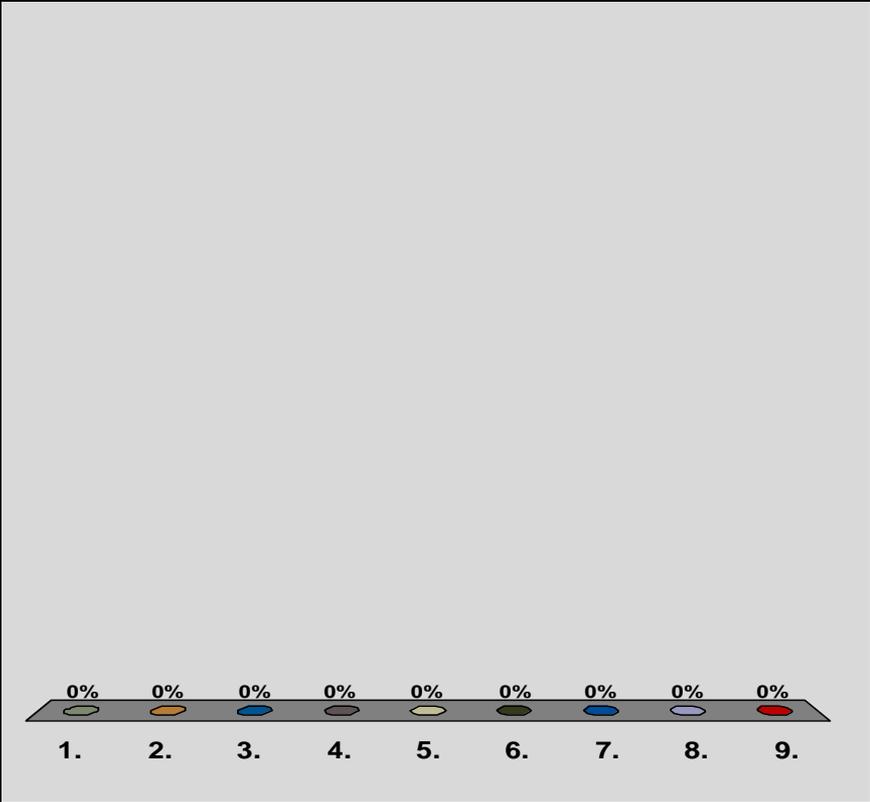
# How long have you lived or worked in Alexandria?

- 1. Up to 1 year
- 2. 1 to 2 years
- 3. 2 to 5 years
- 4. 5 to 10 years
- 5. More than 10 years



# Where do you live?

- 1. Alexandria - Yellow Line to Potomac River
- 2. Alexandria - Quaker Lane to Yellow Line
- 3. Alexandria - West End (West of Quaker Lane)
- 4. Arlington County
- 5. Fairfax County
- 6. Other Northern Virginia
- 7. Washington, D.C.
- 8. Maryland
- 9. Other

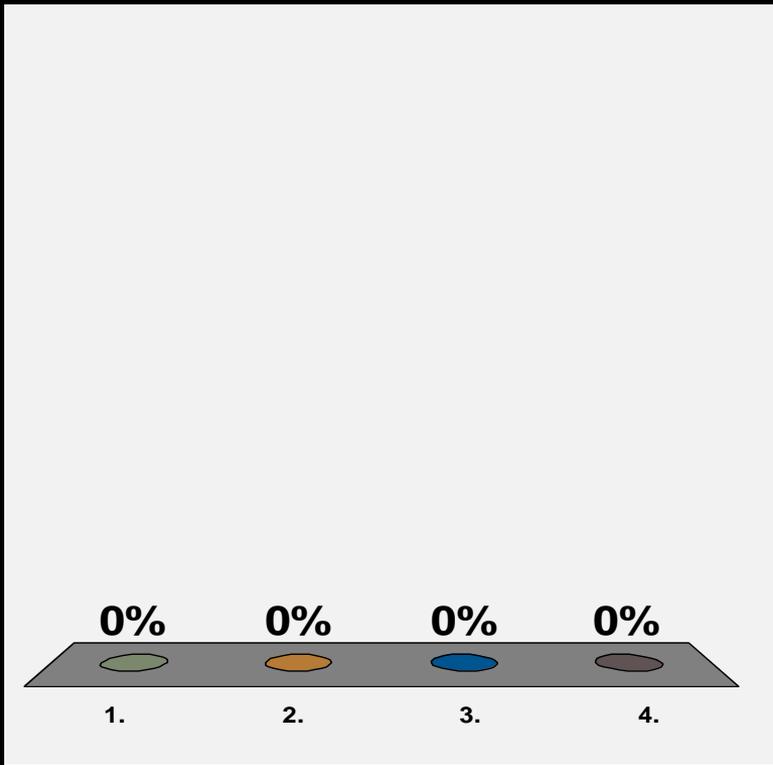


Test your knowledge and preconceptions about Alexandria and the people the City serves

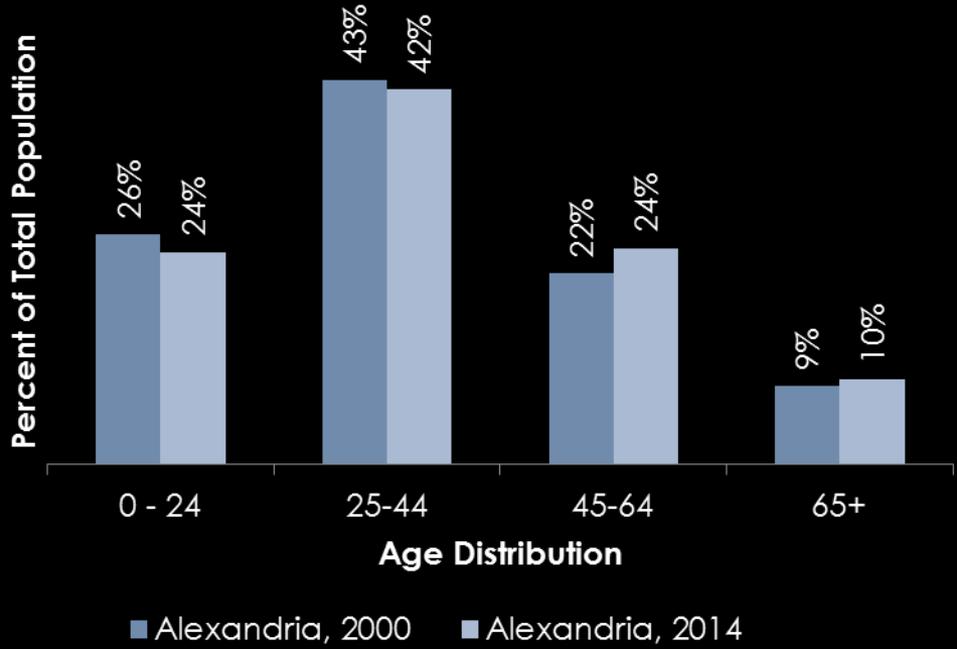


# Which age group makes up the largest proportion of Alexandria's population?

- 1. 0-24 years
- 2. 25-44 years
- 3. 45-64 years
- 4. 65+ years



# Age Distribution



0-24 years: 24%

25-44 years: 42%

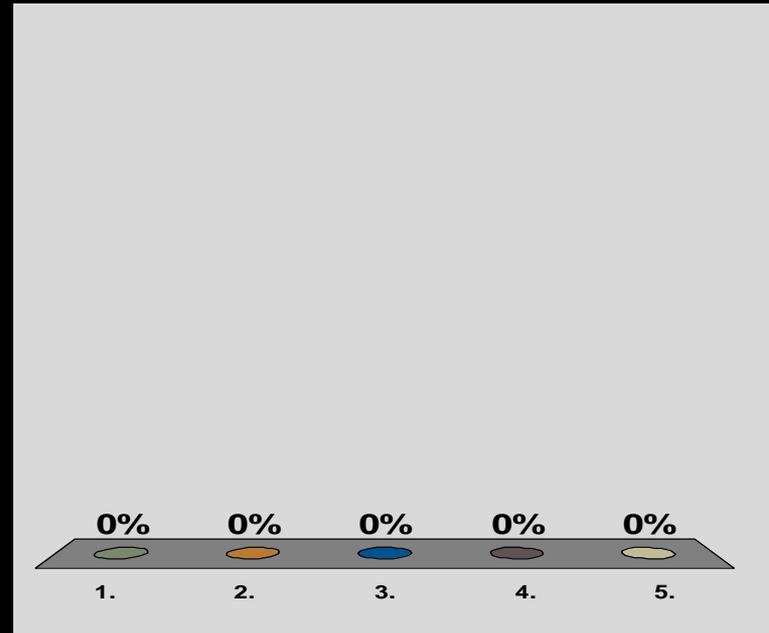
45-64 years: 24%

65+9 years: 10%

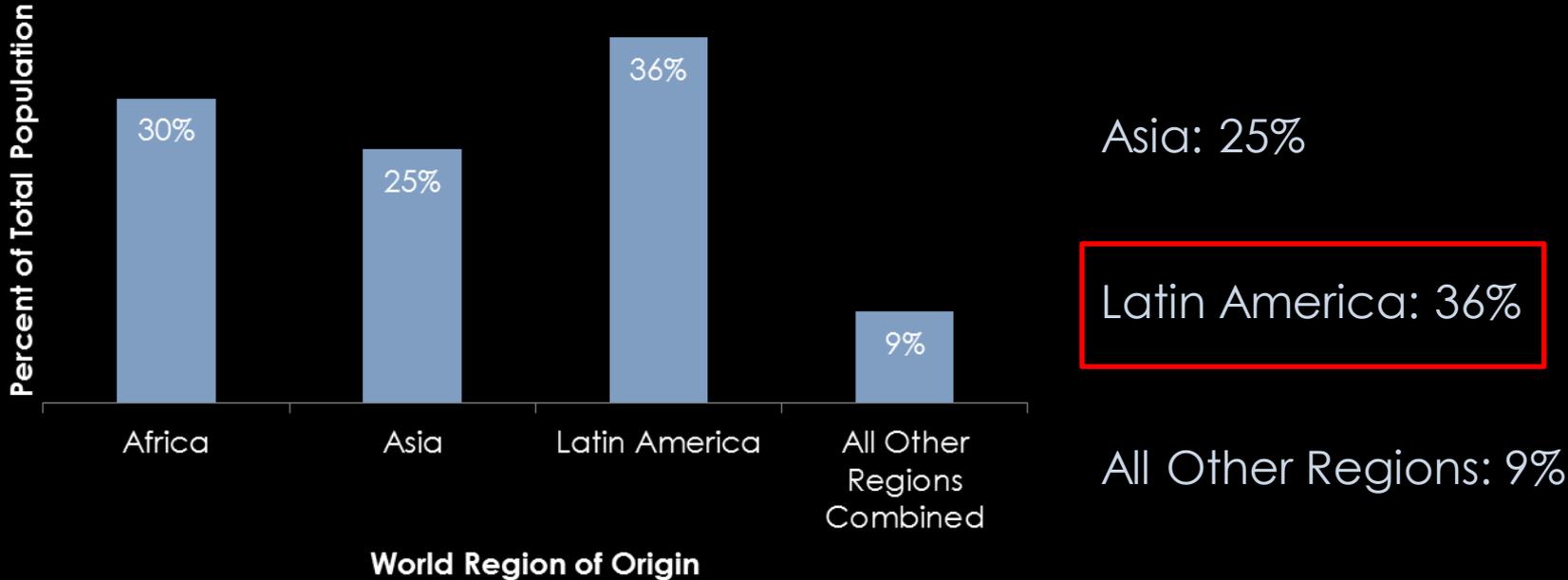


# What world region is the source of a majority of Alexandria's foreign born population?

1. Africa
2. Asia
3. Latin America
4. All Other Regions Combined



# World Region of Origin of Foreign Born



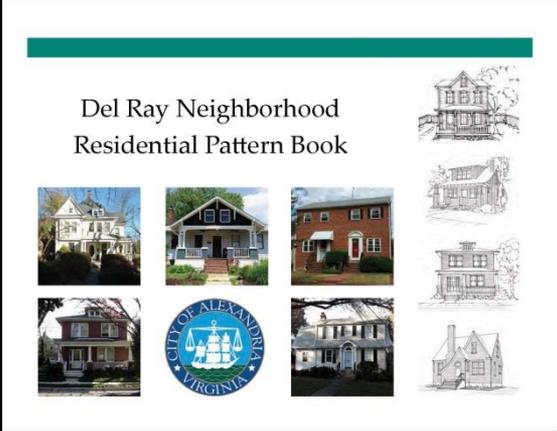
# What is the Department of Planning & Zoning (P&Z)?

Planning and Zoning works closely with the community in each area of the City to carry out City Council's 2004-2015 Strategic Plan and Community Vision

- to **preserve** our history and culture,
- to **create** transit-oriented development and livable places with housing choices for all residents,
- to **strengthen** our Main Streets, and
- to **enhance** neighborhoods.



# Preserve Our History and Culture



Del Ray  
Neighborhood  
Residential  
Pattern Book



Volunteer Surveying



Discovery of 18<sup>th</sup> century ship  
at 220 S Union Street



# Create Transit-Oriented Development



Eisenhower West: Van Dorn Street Metro

## Braddock Road Metro



# Create Livable Places with Housing Choices for All Residents

Gateway at King & Beauregard



Potomac Yards



# Strengthen Our Main Streets

## King Street



# Preserve and Enhance Neighborhoods

Rosemont



Del Ray



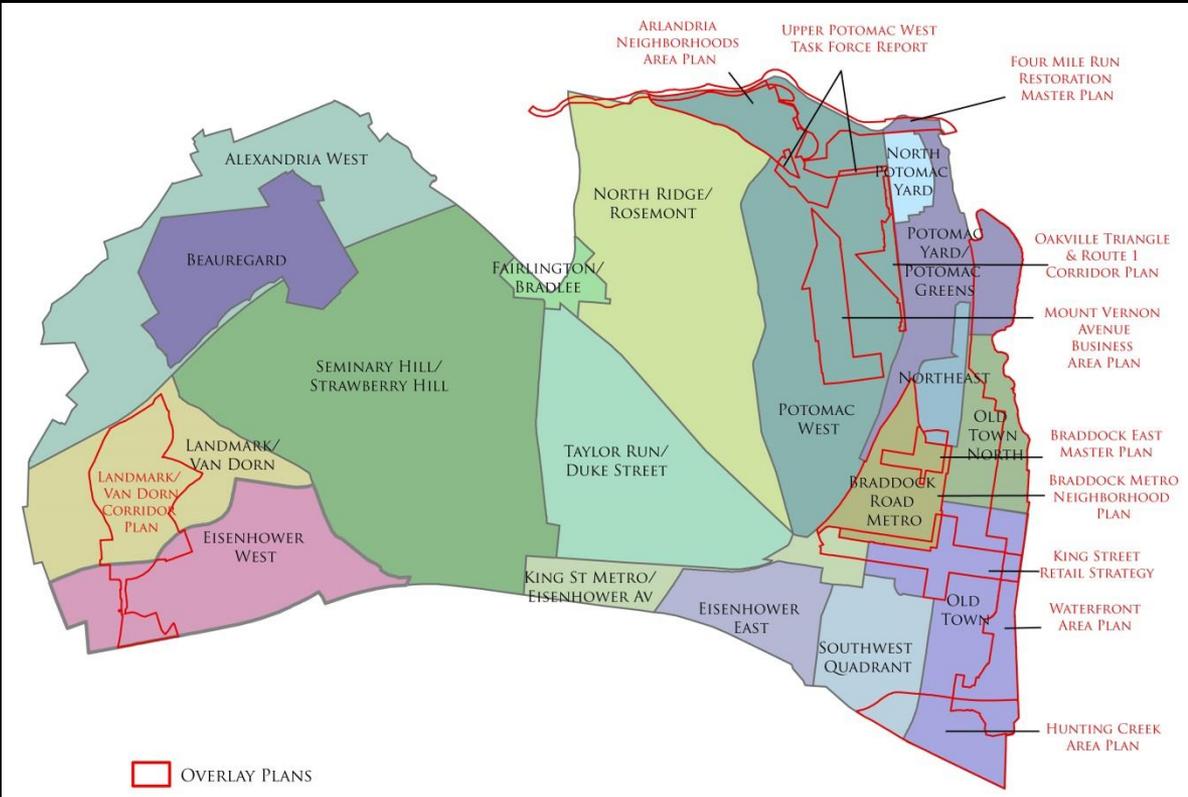
# How is P&Z organized?

<b>Citywide Master Plan</b>	<b>Zoning Ordinance</b>
Consists of Small Area Plans (SAPs)	Technical requirements for development
Long-range planning, implementation, and forecasting	Major projects, day-to-day improvements to property
<b>Relevant Divisions:</b> Neighborhood Planning & Community Development, Development Review	<b>Relevant Divisions:</b> Land Use/Zoning, Development Review, Historic Preservation, and Commission/Committee Support



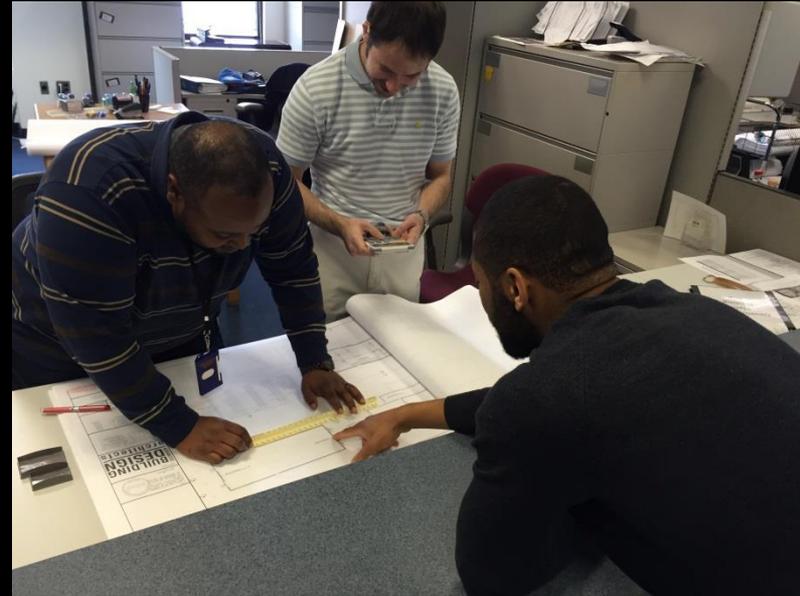
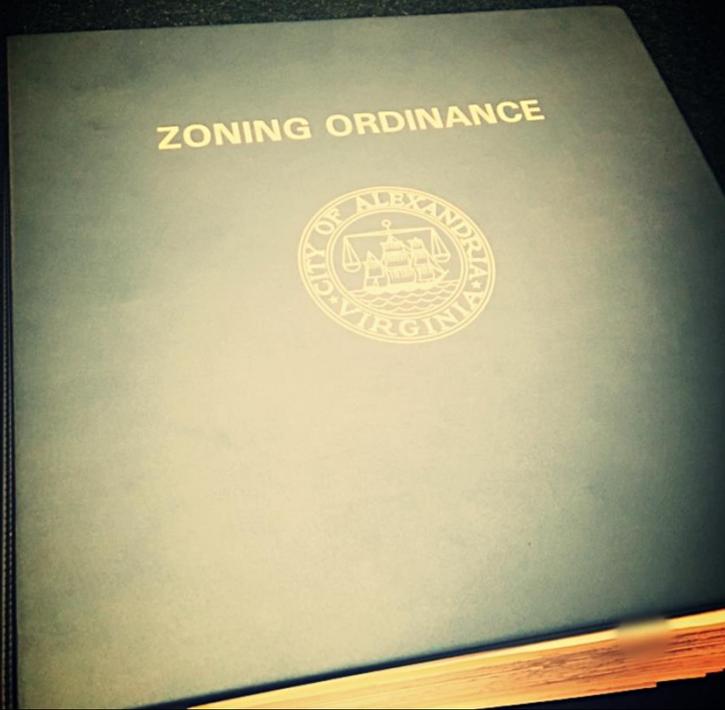
# Citywide Master Plan

- Small Area Plans (SAPs): cover neighborhoods throughout the City
- Chapters on specific topics pertaining to entire City (i.e., Transportation, Open Space)

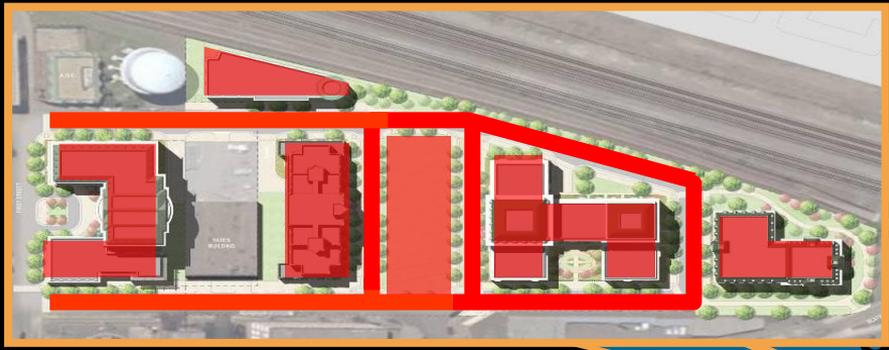


# Zoning Ordinance

**Permit Center:**  
City Hall, 4<sup>th</sup> Floor



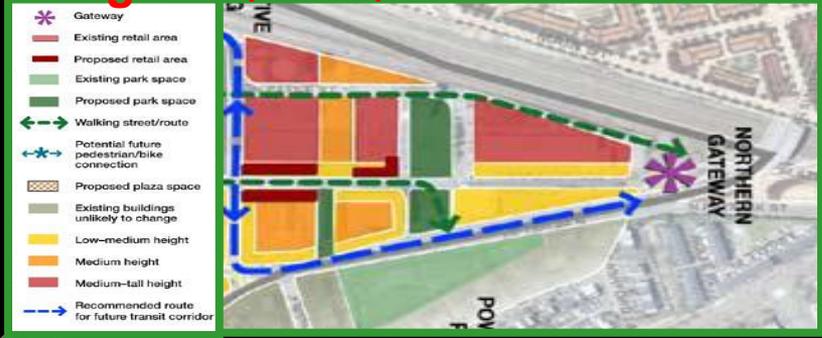
# Development Review Process



SUP

ADD

## Neighborhood Streets



II Area Plan



# Current Projects and Initiatives

- Old Town North Small Area Plan
- 2017-2022 City Strategic Plan with OPA
- North Potomac Yard Small Area Plan update
- Redevelopment of ARHA sites
- Potomac Yard Development
- Transitway Corridors
- City Facilities Strategic Plan



# Current Projects and Initiatives

Potomac Yard Metrorail Station



Patrick Henry School  
Redevelopment



# Current Projects and Initiatives



ABC/Giant Development



Cameron Park



# How to Get Involved

- City Calendar
- E-news notification system
  - Community Meetings
  - Document Releases
  - AlexEngage
- Facebook and Twitter
- Planning Commission and Council Dockets
- Planning and Zoning Website:  
<http://www.alexandriava.gov/Planning>
- *What's Next* Handbook:  
<http://www.alexandriava.gov/WhatsNext>



# Contact Information

- Department: 703.746.4666 | [alexandriava.gov/planning](http://alexandriava.gov/planning)
  - *Neighborhood Planning and Community Development*  
**Carrie Beach**, Division Chief  
703.746.3853 | [carrie.beach@alexandriava.gov](mailto:carrie.beach@alexandriava.gov)
  - *Land Use Services*  
**Alex Dambach**, Division Chief  
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**Mary Christesen**, Acting Zoning Manager  
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  - *Historic Preservation*  
**Al Cox**, Historic Preservation Manager  
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  - *Development*  
**Rob Kerns**, Division Chief  
703.746.3811 | [rob.kerns@alexandriava.gov](mailto:rob.kerns@alexandriava.gov)

