



# **Alexandria City Academy**

**Session 2**

**March 20, 2014**

# Meet the City Manager



**Rashad M. Young**  
City Manager





# **Alexandria Economic Development Partnership (AEDP)**

**Val Hawkins, President/CEO**



# Presentation to the Alexandria City Academy

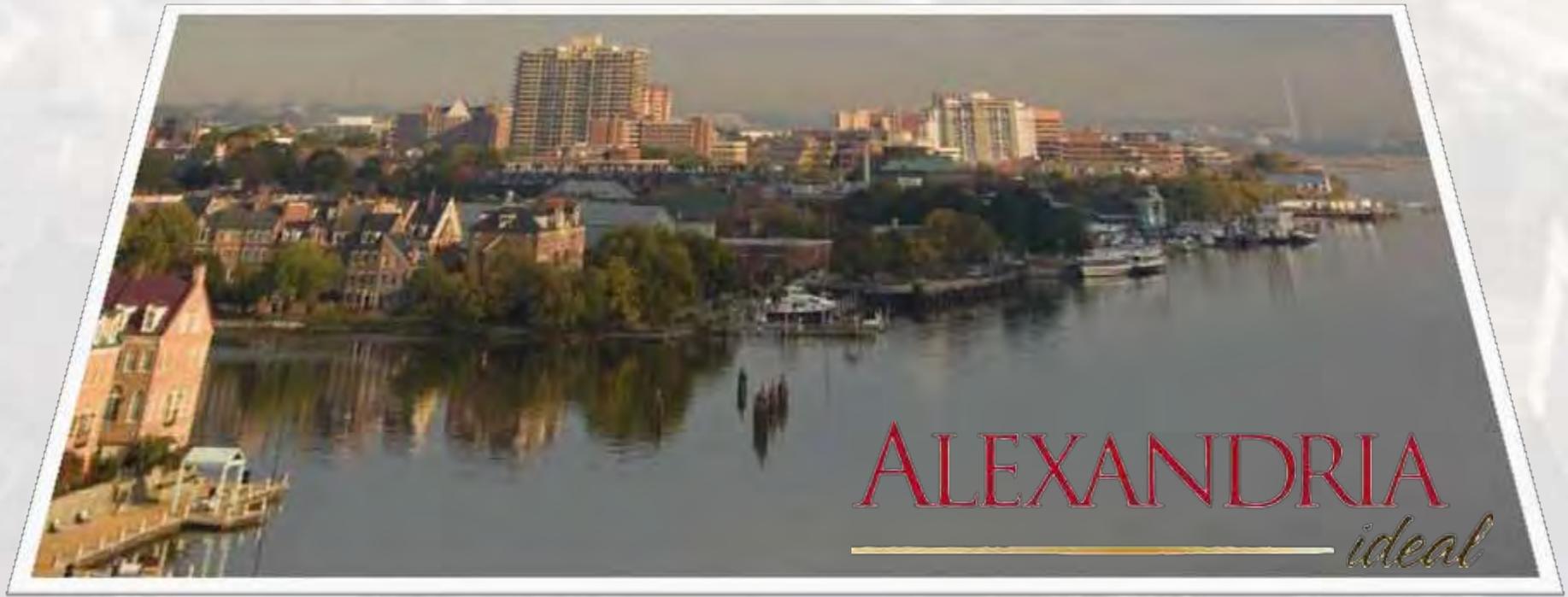
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**March 20, 2014**

**Presented by**  
**Val Hawkins, President & CEO**



**OUR GOAL** is to strategically support existing and future businesses, development and economic growth in Alexandria in order to ensure that businesses are successful and that the City is competitive with neighboring jurisdictions in our region.





# Economic Development Vision & Goals

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*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
-

# Economic Development in Alexandria

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- Collaboration
- Partnerships
- Sustainability
- Accountability
- Shared success





# Economic Sustainability – All Are Involved and Invested

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# Economic Development in Alexandria

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**Mixing Bowl**

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# Economic Development in Alexandria

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# Economic Development Return on Investment (ROI)

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New Tenants  
Development

Jobs

Occupancy

Retained Tenants

Increased RE Values

+ Tax Revenue

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# National Science Foundation Recruitment Story

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# National Science Foundation Selects Alexandria

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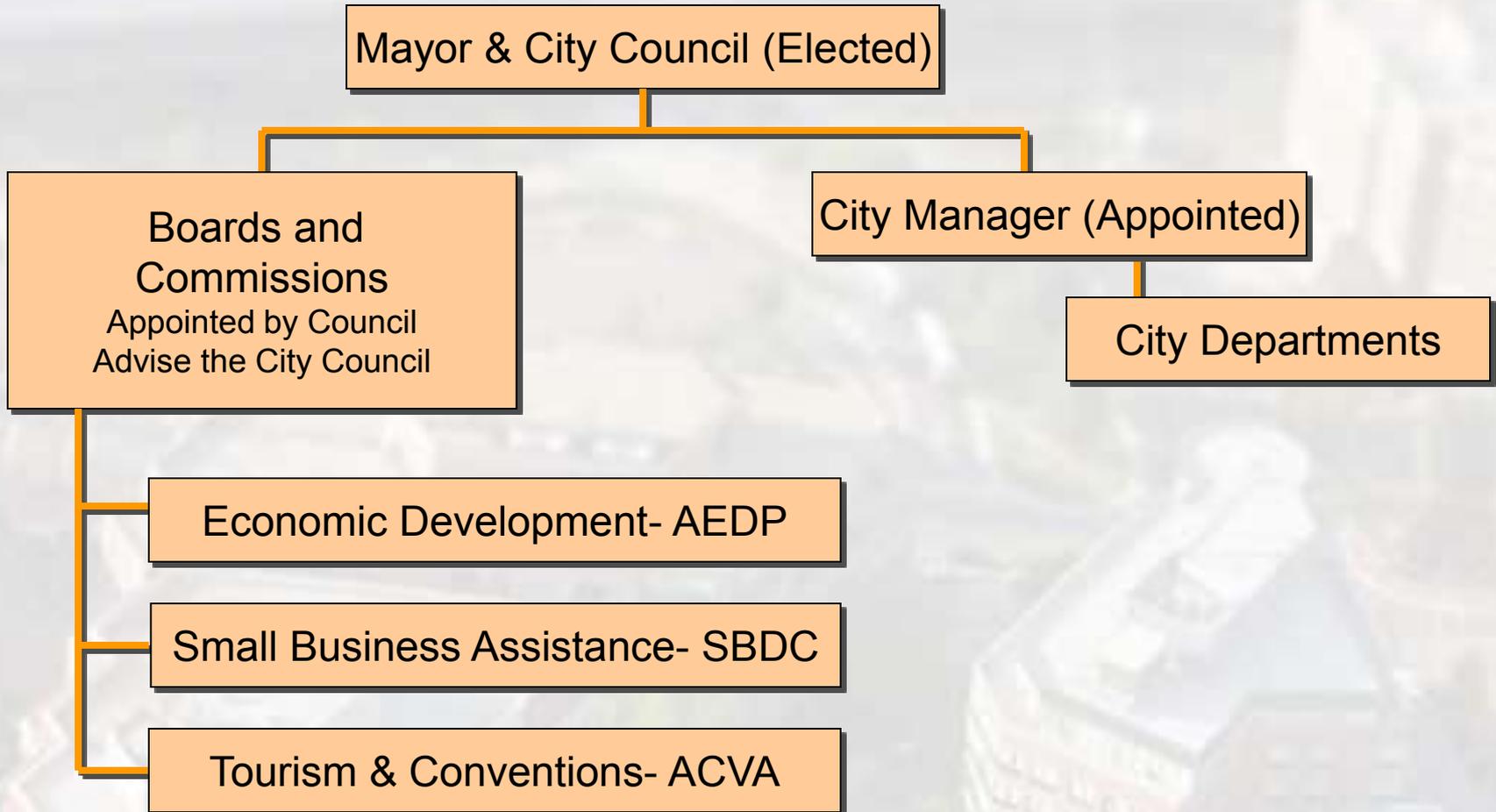
# National Science Foundation Economic & Fiscal Impact

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- 2,100 new NSF jobs
  - 1,800 new indirect jobs
  - 30,000 annual visitors to NSF offices
  - 90,000 hotel room nights per year
  - \$99 million annual addition to the City economy
  - \$51 million net new tax revenues to City over 15 years
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# City Government Structure

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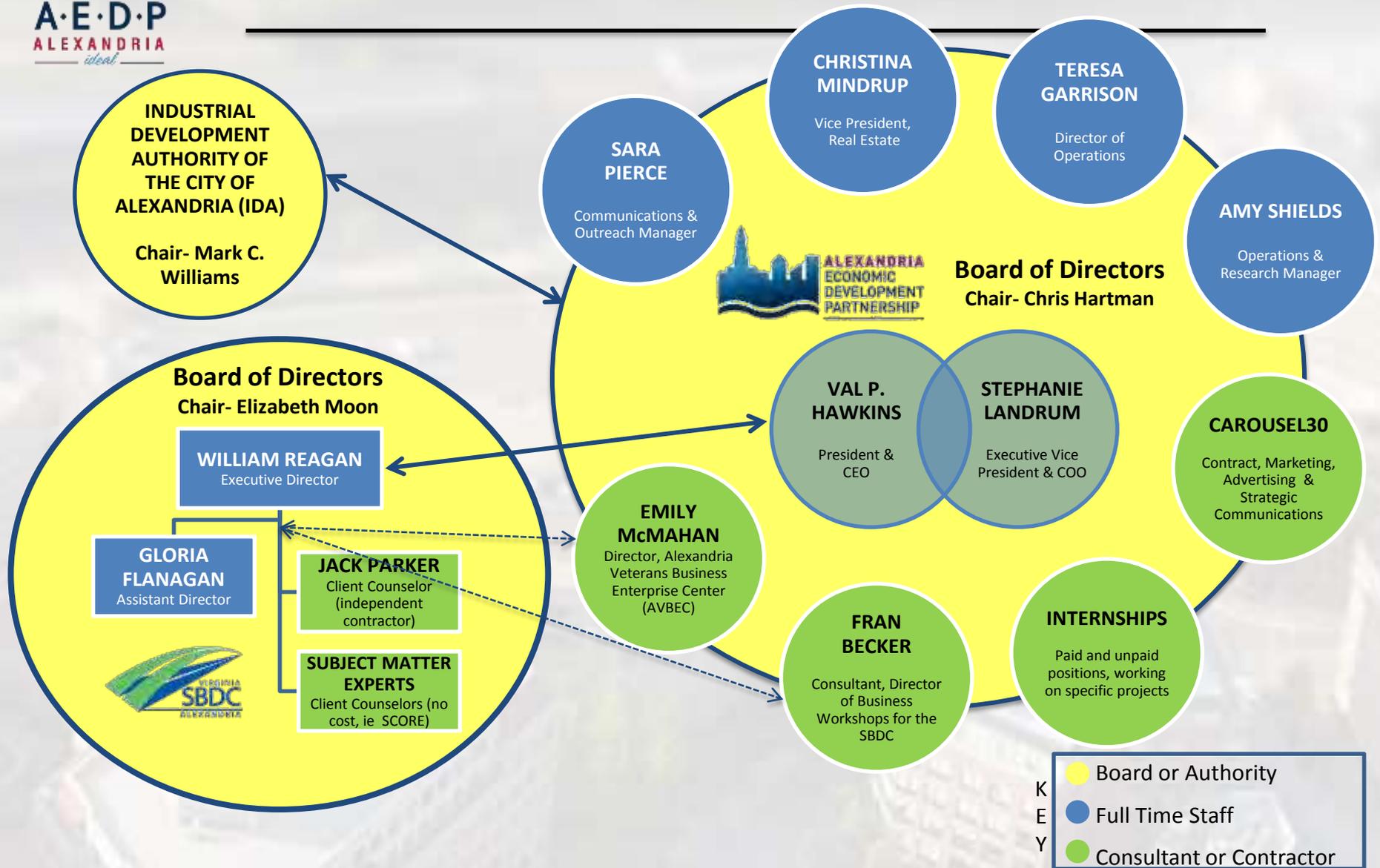


# Board of Directors

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- 18 member Board of Directors
  - Consists of up to fifteen (15) business representative Directors from:
    - Financial
    - Real Estate
    - Major Employer (with more than 250 employees)
    - Advertising/Public Relations
    - Land Use/Development
    - Attorney/Architect/Planner/Engineer
    - Information Technology
    - Defense Industry
    - Trade or Professional Association
  - One citizen Director; and
  - Two *ex officio* directors; elected official or Alexandria City staff member to be appointed annually by the Alexandria City Council and the Chairman of the Alexandria Chamber of Commerce or its designee.
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# Organizational Chart & Relationships



# Alexandria Small Business Development Center

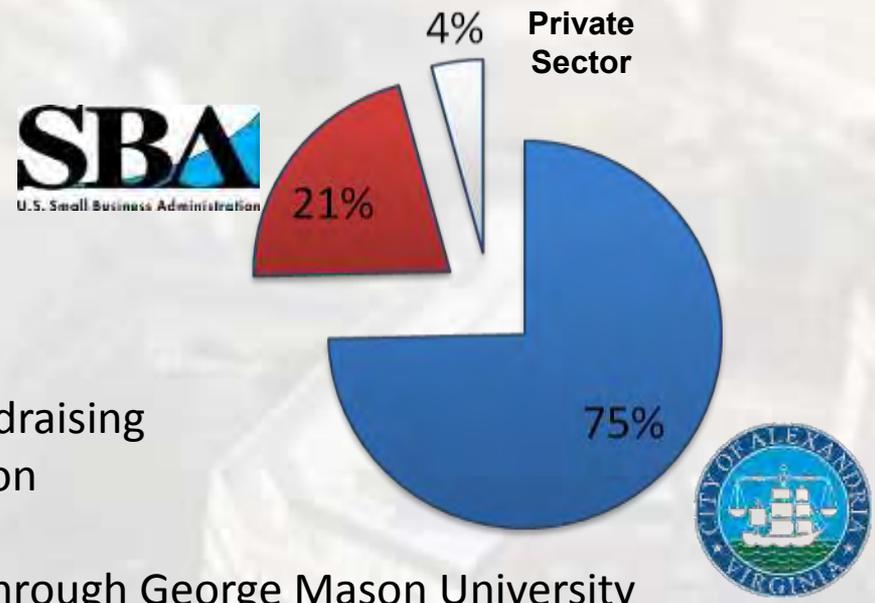
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**Mission:** To strengthen small businesses and promote economic growth by providing quality services such as management consulting, educational programs and access to business resources.

**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





# Industrial Development Authority

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

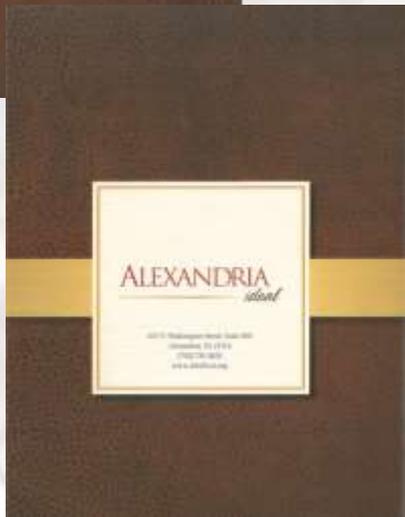
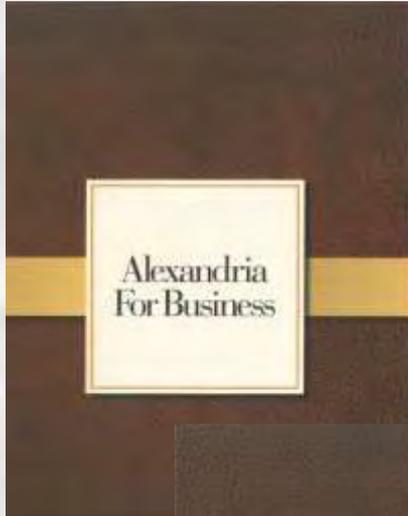
**Structure:** A seven-member body appointed by the Alexandria City Council for staggered four-year terms, the IDA was created by ordinance of the City Council according to the Industrial Development and Revenue Bond Act of Code of Virginia.

**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.

- Staffed by AEDP
  - Fees collected are dedicated to economic development
-



# Marketing: Alexandria For Business



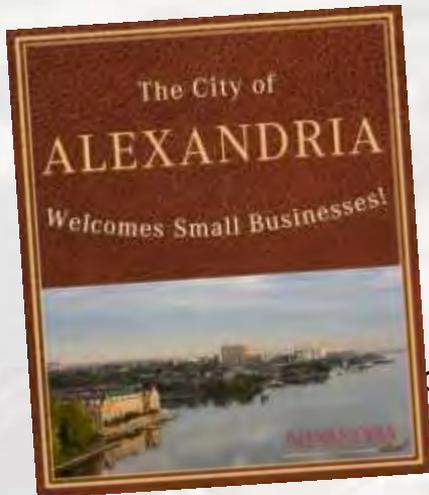


# Events: Showcasing the City Through Tours, Meetings, Conferences & Celebrations

MAY 2011: NAIOP Bus Tour- Carlyle Luncheon  
500 Commercial Brokers, Developers and Investors



JULY 2011: White House/U.S. State  
Department Small Business  
Outreach Conference  
600 attendees at the Westin Alexandria



OCTOBER 2011: King Street 'Great Streets' Celebration

Local press coverage, including live  
TV broadcast

FEBRUARY 2012: ICSC Mid-Atlantic Retail Convention  
Old Town & King Street Shopping District featured on panel to over  
1,000 working in the retail industry





# Events: Showcasing the City Through Tours, Meetings, Conferences & Celebrations

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## MAY 2012: 40 Years of Bond Financing – Celebrating the IDA

\$500M in financing to nonprofits including associations, charities, hospitals and more



## FEBRUARY 2013: ICSC Mid-Atlantic Retail Convention

Interactive booth gave retailers information in 'real-time' about availabilities throughout Alexandria

## MAY 2013: NAIOP Bus Tour- Potomac Yard Luncheon

500 Commercial  
Brokers, Developers  
& Investors

## JUNE 2013: Boat Tour of Potomac River

Developments, Featuring Alexandria

Public & Private Sector attendees learn about growth in MD, VA & DC via the water





# Awards and Accolades: Arts, Tourism, Community, Economy, Education & More

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**2011 CITY LIVABILITY AWARDS, "MOST LIVABLE" CITIES**  
CITY OF ALEXANDRIA NAMED ONE OF THE "MOST LIVABLE" CITIES IN AMERICA

**#30 OF AMERICA'S TOP 50 GREENEST CITIES,**  
THE ONLY RECOGNIZED IN THE D.C. METRO  
U.S. CENSUS BUREAU AND THE NATIONAL GEOGRAPHIC SOCIETY'S GREEN GUIDE

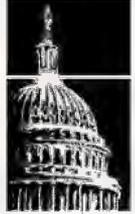
**2011 WALK FRIENDLY COMMUNITY**  
BY THE PEDESTRIAN AND BICYCLE INFORMATION CENTER

**2011 DISTINCTIVE DESTINATION**  
BY THE NATIONAL TRUST FOR HISTORIC PRESERVATION

A large red silhouette of a trophy with two handles and a pedestal base, positioned centrally in the infographic.



# Retention & Attraction- Companies Grow Despite a Down Economy



AMERICAN  
BANKRUPTCY  
INSTITUTE





# Alexandria Office Market- 22 Million SF in More than 750 Buildings

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- **Associations and Nonprofits**
  - 4<sup>th</sup> largest concentration in the United States, more than 400
  - United Way, American Diabetes Association, Boat US
- **Federal Government Agencies**
  - *US Patent & Trademark Office*- 2.5 million SF campus, 9,000 employees and growing
  - *US Federal Courthouse, Eastern District*- 300,000 SF facility
  - *BRAC 133, Pentagon Annex*- 1.2 million square feet in two towers, 6,400 employees
  - *National Science Foundation*- 667,000 SF new facility to be constructed and occupied by the end of 2016



**Federal Courthouse**



**Old Church converted to office**

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



**BRAC 133, Pentagon Annex**



# Challenges Ahead Impacting Economic Development

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- Increasing office vacancy
  - Major office vacancies in Class B buildings & suburban locations
  - Regional competition increasing- Metro's Silver Line
  - Desire for more dense & flexible office space
  - Smaller SF requirements per worker
  - Decrease in federal spending and contracts
  - Changing GSA procurement criteria for federal tenants
-



 *ideal*  
**LOCATION**



## WELCOME TO ALEXANDRIA, VIRGINIA!

Ideally located 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 or grow their company in Alexandria. We provide economic data, customized reports and maps, demographics, and information on tax and financial incentives. Alexandria MAP'd, our exclusive interactive mapping tool, can help you locate available commercial real estate, including office, retail, and industrial space.



# Subscribe for Weekly Economic Development News- Every Monday!

## This Week in Economic Development

The week of August 19 - 25, 2013  
Alexandria Economic Development Partnership



### Events & Activities

The Alexandria Marketing Fund Coordinating Council will meet to review applications submitted in the first FY2014 round and prepare feedback for the **Marketing Fund Committee**. AEDP staff serves on this Coordinating Council.

The August **Del Ray Business Association (DRBA)** monthly lunch will feature **Heath Hall, Co-Owner of Pork Barrel BBQ** who will share his success in growing the company using social media (Mon. 8/19 at 11:30 AM, Pork Barrel BBQ, 2312 Mount Vernon Ave., [more information](#)).

The **Old Town Business and Professional Association (OTBPA)** will hold their regular Board meeting (Tues. 8/20, 9:30 AM, AEDP offices, 625 N. Washington St., Suite 400).

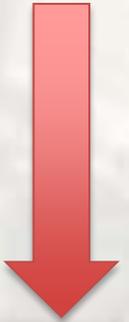
### Contact Us

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



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

AlexandriaIdeal.com



SUBSCRIBE TO OUR NEWSLETTER

STAY CONNECTED

Email Address

Subscribe



Online Form Builder



# Multiple Ways to Keep up with Alexandria Business & Economic Development News

Facebook page for ALEXANDRIA ideal. The cover photo shows a modern building at night. A post below the cover features a photo of a building and text: "The Alexandria Economic Development Corporation is pleased to announce the opening of the new...".

ALEXANDRIAideal website. The main banner features an aerial view of a development with the text: "ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal ALEXANDRIAideal". Below the banner is a tweet: "Great day for footies at @AlexandriaVA! City Council approved new Bubble Tea cafe on S Washington & @BeltRoadVA! It's new W/te from Market!".

LinkedIn group page for ALEXANDRIA ideal: The Source for Commercial Real Estate News. The page shows a navigation bar with "Home", "Profile", "Contacts", "Groups", "Jobs", "Inbox", "Companies", "News", and "More". A search bar is visible. The main content area is titled "Latest Discussions" and includes several posts:

- New Member of Your Group - Hello!**  
I am a lifelong resident of Alexandria, and have lived in Old Town, the West End, and now live in Rosemont with my husband and two young...  
posted 5 days ago
- Lorraine Barnes** 5 days ago · Lorraine likes this.
- LRB Business Centers just secured a lease at 2050 Balenger Avenue Suite 200, Alexandria for a second Executive Suite's location. We...**  
posted 5 days ago
- Lorraine Barnes** 4 days ago · Thanks so much Kerry Donley. It's an exciting time for LRB Business Centers!
- Swing's Coffee has opened in Del Ray!**  
M.E. Swing Coffee Roasters has opened a new Alexandria roasting facility and storefront, right next to the construction in Potomac Yard...  
posted 5 days ago
- Potomac Yard** alexandria.org  
Potomac Yard comprises 295 acres of mixed use commercial and residential development and is home to the Potomac Yard Retail Power Center. The plan is broken into two areas, focused on North and South Potomac Yard. The Plan...

The right sidebar shows "Latest Updates" with notifications such as "8 people have joined the group, including Jonathan Rak, Anna Jones and Hugh Sutherland" and "Hugh Sutherland and 2 more voted on poll: Pop Quiz: Who is the largest major employer in Alexandria?".



# Presentation to the Alexandria City Academy

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**March 20, 2014**

**Presented by**  
**Val Hawkins, President & CEO**



# Questions?

## **Alexandria Economic Development Partnership, Inc.**

625 N. Washington St., Suite 400

Alexandria, VA 22314

703.739.3820

[www.alexecon.org](http://www.alexecon.org)

EXTRAORDINARY

*Alexandria*

# What is ACVA?

March 20, 2014

Alexandria City Academy

EXTRAORDINARY

*Alexandria*

Patricia Washington  
President & CEO  
Alexandria Convention & Visitors Association

EXTRAORDINARY

*Alexandria*

## **ACVA's Overall Goal**



through a fully-integrated brand campaign

EXTRAORDINARY

*Alexandria*

# **Supporting the City of Alexandria's Goal**

to generate gains in  
visitor spending and tax  
revenues

EXTRAORDINARY

*Alexandria*

# **What do we mean by marketing?**

Advertising

Sales

Web and e-Marketing

Communications

Membership

Visitor Services

Research

Administration

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*Alexandria*

## Media Impressions

100 million impressions

## VisitAlexandriaVA.com

Over 1 million visitors (+5%)

## Meetings and Sales

\$5.3 million in group bookings (+39%)

## Public Relations

700 media stories generated (+20%)

EXTRAORDINARY

*Alexandria*

**\$739 million in 2012 Visitor Spending**

+4% over 2011

+26% over 2007

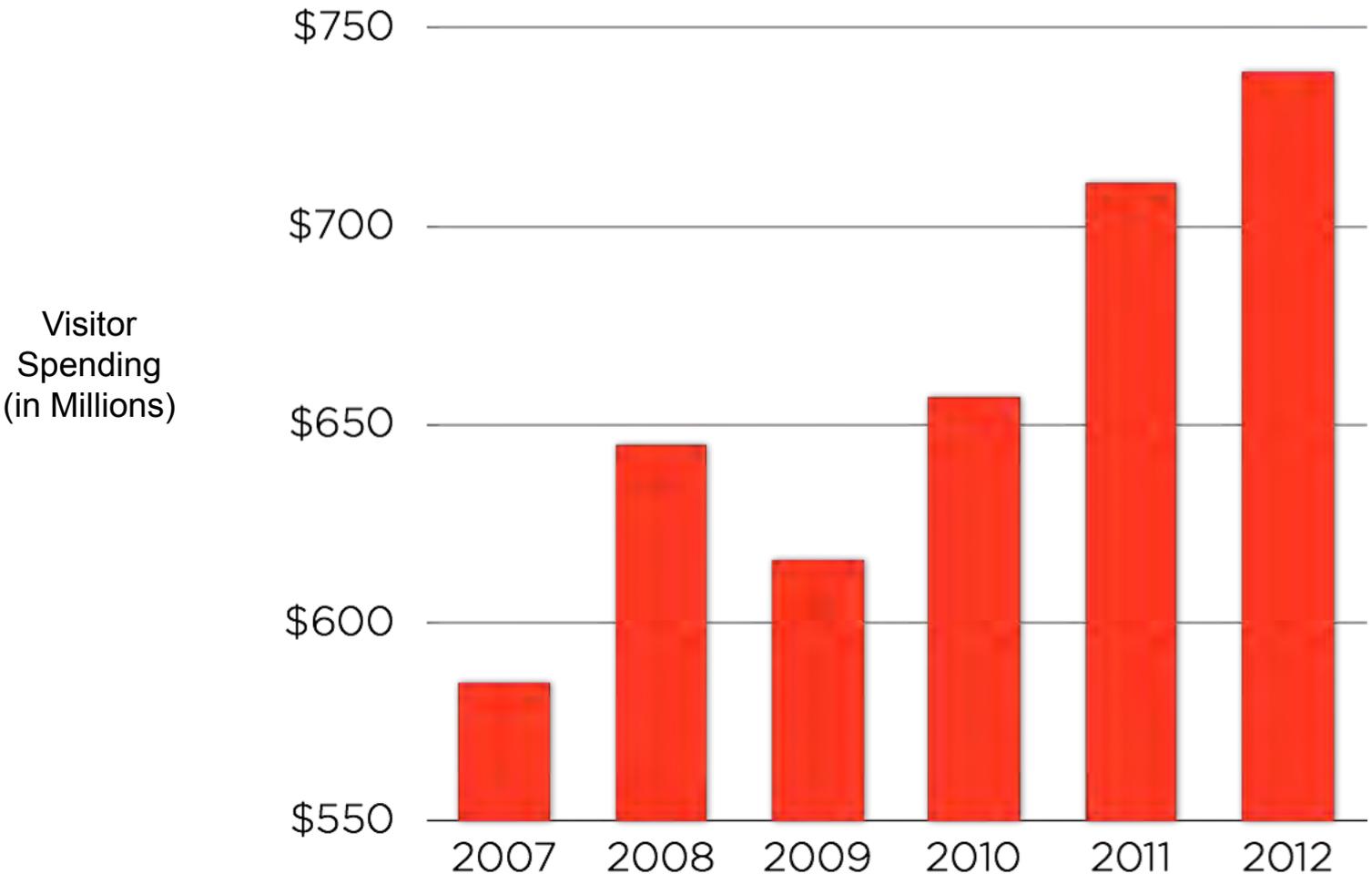
**\$23.7 million in city tax revenue**

**4:1 Return on Investment (2010)**

**6,158 jobs**

+1.5% over 2011

# Visitor Spending in Alexandria



EXTRAORDINARY

*Alexandria*

# Campaigns

Destination

Regional

Tourist-in-Market

# Target Audiences



## Cosmopolitan & Discerning

- 45-64 affluent adults
- More experience-seeking and less price-sensitive
- Appreciate elegance, innovation and learning



## Young, Urban Professionals

- 25-40 professional adults
- Enjoying new earning power and want to discover authentic destinations
- Seeking enriching and new experiences



## Young 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

# Target Geographic Markets



# PRINT TITLES

Destination Campaign

**TRAVEL+**  
**LEISURE**

**FOOD & WINE**  
INSPIRATION SERVED DAILY



**REAL SIMPLE**  
LIFE MADE EASIER

**TOWN & COUNTRY**

**ELLE DECOR**

# PRINT TITLES

Regional Campaign

The Washington Post

Alexandria  Times

Potomac  
ALMANAC

McLean  
CONNECTION

WASHINGTON   
MAGAZINE

ALEXANDRIA  
Gazette Packet 

washington  
blade

  
The Examiner  
examiner.com

  
Old Town Crier  
From the Bay to the Blue Ridge

The  
Arlington  
Connection

Mount Vernon Gazette

THE WASHINGTON  
Informer

# DIGITAL PARTNERS



EXTRAORDINARY

Alexandria

EXTRAORDINARY

# Alexandria

DATE NIGHT  
EDITION

**LOVE AT FIRST SIGHT:**  
SEE WHY WE'RE RATED  
"BEST PLACE FOR  
A FIRST DATE"

**HISTORIC ROMANCE:**  
A DASH OF COBBLESTONE  
MAKES A PERFECT WEEKEND

**HOW WE STROLL:**  
10 ROMANTIC SPOTS  
WITHIN WALKING DISTANCE

**PICK YOU UP AT 8:**  
ONLY 5 MILES FROM  
WASHINGTON, D.C.

**LOVE ON THE CALENDAR:**  
EVENTS THAT ARE  
GREAT FOR A DATE

**DINNER FOR TWO:**  
SHARE A TABLE WITH  
ALEXANDRIA'S AMAZING  
RESTAURANT SCENE



*Let's get carried away.*

Plan your escape at [VisitAlexandriaVA.com/romance](http://VisitAlexandriaVA.com/romance)

EXTRAORDINARY

# Alexandria

SHOPPING  
EDITION

**ONE-OF-A-KIND BOUTIQUES:**

FIND THAT UNFORGETTABLE  
DRESS OR ACCESSORY.

**FROM OUR HOME  
TO YOURS:**

DESIGN STORES WITH  
THE PERFECT PIECE  
TO UPDATE YOUR  
LIVING SPACE.

**THE ART OF  
SHOPPING:**

82 ARTIST STUDIOS.  
165 ARTISTS. ONE TORPEDO  
FACTORY ART CENTER.

**WINDOW SHOPPING  
WITHOUT STOPPING:**

IT'S IN THE BAG.

**A TIMELESS TOUCH:**

QUALITY VINTAGE THAT  
NEVER GOES OUT OF STYLE.

*Extraordinary looks good on you.*

Plan your getaway at [VisitAlexandriaVA.com/shop](http://VisitAlexandriaVA.com/shop)

EXTRAORDINARY

# Alexandria

ARTS  
EDITION

## IT'S IN OUR CULTURE

LOCAL SHOPS AND GALLERIES  
MIX ART INTO YOUR EVERYDAY.

## NAMED A TOP ARTPLACE 2013

ART AND CREATIVITY  
ARE INHERENT IN  
EVERYTHING WE DO.

## STATE OF THE ART

SIGNATURE CULTURAL  
FESTIVALS AND EVENTS.

## ARTS POWERHOUSE

WATCH CREATIVITY UNFOLD  
AT THE TORPEDO FACTORY  
ART CENTER.

## ALL THE WORLD'S A STAGE

EXPERIENCE LIVE THEATER,  
AN AWARD-WINNING  
SYMPHONY AND THE  
LEGENDARY BIRCHMERE  
MUSIC HALL.

*Here, you're only limited  
by your imagination.*

*Find your inspiration at [VisitAlexandriaVA.com/arts](http://VisitAlexandriaVA.com/arts)*

EXTRAORDINARY

# Alexandria

dining  
edition



**EPICUREAN ESCAPE:**  
OLD TOWN'S HISTORY,  
ARCHITECTURE AND CULTURE  
THROUGH FOOD.

**MASTERS OF MIXOLOGY:**  
TASTE LOCAL CRAFT BREWS  
AND SIP AWARD-WINNING  
CRAFT COCKTAILS.

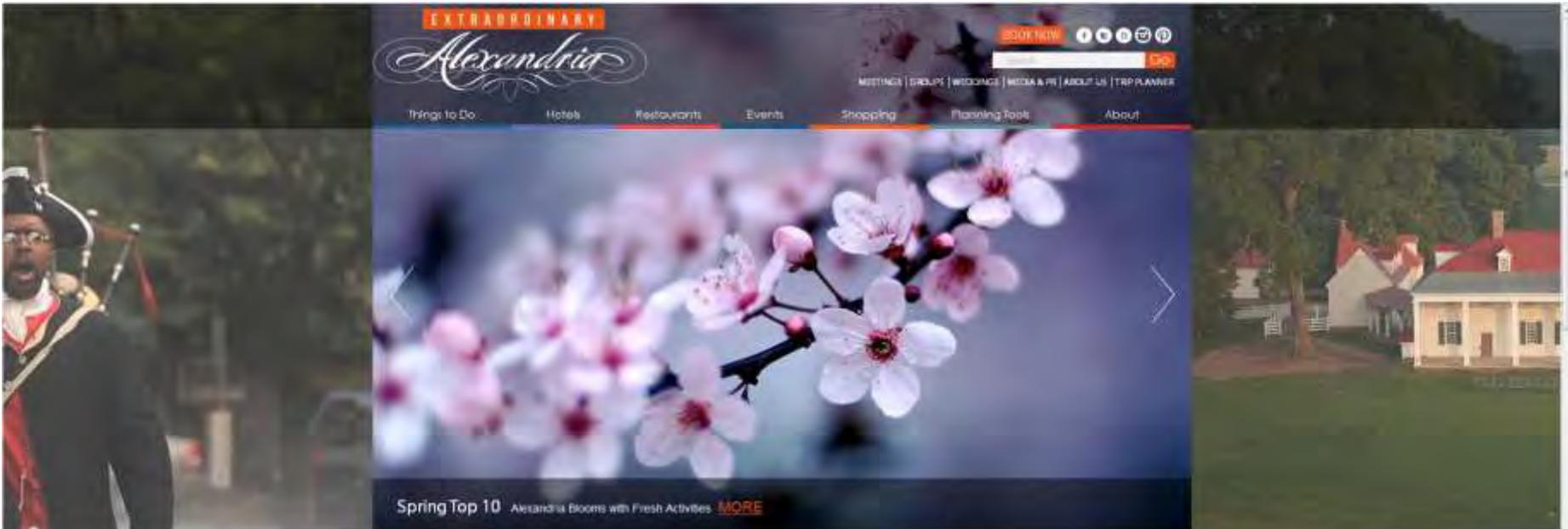
**PRESIDENTIAL HOTSPOTS:**  
FIRST FAMILY FAVORITES  
FROM THE OBAMAS TO  
GEORGE WASHINGTON.

**TANTALIZING SEAFOOD:**  
ARTFULLY SERVING  
THE FRESHEST CATCH.

*There's an art to extraordinary dining.  
Find your flavor at [VisitAlexandriaVA.com/dining](http://VisitAlexandriaVA.com/dining)*

EXTRAORDINARY

# Alexandria



## Alexandria, Virginia

### Minutes from Washington, DC but a World Away



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

Get carried away in Old Town's enchanting waterfront setting, Del Ray's artsy and eclectic scene, and neighborhoods beyond. Whether you're planning a romantic escape, family vacation, girlfriends getaway or organizing an important



**Click to Play Extraordinary Alexandria  
Brand Film**



# Questions?

**Alexandria Convention & Visitors Association**

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Alexandria, VA 22314

703.652.5362

[www.visitalexandriava.org](http://www.visitalexandriava.org)