

City of Alexandria, Virginia

MEMORANDUM

**DATE:** APRIL 7, 2011  
**TO:** THE HONORABLE MAYOR AND MEMBERS, CITY COUNCIL  
**FROM:** JAMES K. HARTMANN, CITY MANAGER   
**SUBJECT:** RECEIPT OF A STATUS REPORT ON THE IMPLEMENTATION OF THE 2007 ALEXANDRIA ECONOMIC SUSTAINABILITY RECOMMENDATIONS AND THE PROPOSED REVISION OF THE STRUCTURE FOR MONITORING IMPLEMENTATION

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**ISSUE:** How to continue to monitor the implementation of the Mayor's Economic Sustainability Work Group recommendations?

**RECOMMENDATIONS:** That City Council:

1. Receive the attached status report on the implementation of the recommendations of the Mayor's Economic Sustainability Work Group;
2. Thank the members of the Economic Sustainability Implementation Monitoring Group for their work; and
3. Designate Council's Strategic Plan Goal 1 (Economic Development) subcommittee as the entity to assume responsibilities for monitoring the implementation of the recommendations of the Economic Sustainability report.

**BACKGROUND:** In 2006 at the initiative of the Mayor, and after the City held an Economic Summit in January of that year, which included a substantial public participation element, Council established the Mayor's Economic Sustainability Work Group and charged this Work Group with reviewing the City's plans, policies, regulations, risks and opportunities in all areas of the City government which impacted directly or indirectly the economic health of the City. The purpose of the Work Group's efforts was to develop a set of recommendations that were aimed at adjusting the City's course so that its future policies and actions were aligned with the goal of achieving and maintaining economic sustainability. The Work Group included ten members who had international, national, regional and local business experience, and represented persons who were able to provide a fresh look at City policies and direction in the economic sustainability arena. In October 2007, the Work Group presented to City Council its report with its more than 100 recommendations. Earlier in 2007, Council had received the report

of the City Manager created Small Business Task Force which looked at regulations in the land use and permitting areas.

With both of these reports in hand, Council wished for there to be an independent oversight of the implementation of the recommendations contained in both reports. As a result in November, 2007, Council created the Economic Sustainability Implementation Monitoring Committee and charged that Committee with monitoring the implementation of recommendations contained in both the Economic Sustainability report and the Small Business Task Force report. This Monitoring Committee was comprised of six members including two members of Council (initially Councilman Krupicka and Councilman Smedberg, with Vice Mayor Donley replacing Councilman Krupicka in 2009), two members of the Economic Sustainability Work Group (Nigel Morris and Mark Kington), one member from the Alexandria Chamber of Commerce (Lonnie Rich), and one member from the Small Business Task Force (Amy Harris White). In general, the Implementation Committee met monthly from 2007 to 2009, and then tapered its meetings to a less frequent basis in 2010.

As more and more of the recommendations contained in the Economic Sustainability report and the Small Business report were implemented, and the implementation issues became more detailed and administrative, it became clear to the Implementation Committee that their charge was largely accomplished. As a result the Implementation Committee recommended that it be disbanded. Since not all recommendations have been implemented, and since new related issues arise from time to time, it is proposed that the two Council members (Vice Mayor Donley and Councilman Smedberg) assigned to the Strategic Plan Goal 1 Economic Development take on the role of monitoring the further implementation of these two reports. Since many of the issues contained in Council's Strategic Plan Goal 1 area relate to the issues in the Economic Sustainability report, there is a logical interface to having the two Council members responsible for Goal 1 Economic Development take on the added role of implementation monitoring of the economic sustainability and small task force reports. These Council members have agreed to take on this additional responsibility.

**ATTACHMENTS:**

- Attachment I: Economic Sustainability Implementation Summary
- Attachment II: Economic Sustainability Status Report

**STAFF:**

- Mark Jinks, Deputy City Manager
- Tom Gates, Assistant City Manager
- Kendel Taylor, Assistant Director, Office of Management and Budget

**Implementation Summary  
of  
Economic Sustainability Recommendations  
April 1, 2011**

Complete	Substantial Progress	Initiated and Ongoing	No Action To Date
<p>6</p> <ul style="list-style-type: none"> <li>● <b>Small Area Plans</b> <ul style="list-style-type: none"> <li>-Landmark/Van Dorn</li> <li>-King Street Retail</li> <li>-North Potomac Yard</li> <li>-Braddock</li> <li>-Braddock East</li> </ul> </li> <li>● <b>Master Transportation Plan</b></li> <li>● <b>Eisenhower West Industrial Study</b></li> <li>● <b>National Harbor Initiatives</b> <ul style="list-style-type: none"> <li>-Water Taxis</li> <li>-Promotion of City</li> <li>-King Street Trolley</li> <li>-Marina Area Improvements</li> <li>-Signage</li> </ul> </li> <li>● <b>Old Town Parking Study</b></li> <li>● <b>Asset Disposition Policy</b></li> <li>● <b>ACVA</b> <ul style="list-style-type: none"> <li>-New Brand/Image</li> <li>-“Funside” Dropped as Brand</li> <li>-New Branding</li> <li>-New CEO</li> <li>-Regional Marketing</li> <li>-Digital Initiatives</li> <li>-New Metrics</li> </ul> </li> <li>● <b>AEDP</b> <ul style="list-style-type: none"> <li>-Strategic Plan Developed</li> <li>-New Brand</li> <li>-New Board</li> <li>-New CEO</li> <li>-Reorganization</li> </ul> </li> <li>● <b>One Stop Permit Center</b></li> <li>● <b>Code Administration Reforms</b></li> <li>● <b>CEO’s of AEDP and ACVA made part of City Department Head Team</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>Transit-Oriented Land Use Planning</b> <ul style="list-style-type: none"> <li>-Mixed Use Development</li> <li>-Value Capture Financing</li> <li>-Higher Densities Near Metrorail Stations</li> </ul> </li> <li>● <b>Potomac Yard Metrorail Station</b></li> <li>● <b>Wayfinding Signage Plan</b></li> <li>● <b>Performance Contracts with AEDP, ACVA, and SBDC</b></li> <li>● <b>Small Business Regulatory Reforms and Zoning Changes</b></li> <li>● <b>Funding to ACVA, AEDP and SBDC Substantially Increased</b></li> <li>● <b>AEDP</b> <ul style="list-style-type: none"> <li>-Regional/International Initiatives</li> <li>-Association Recruitment</li> <li>-Retail Focus/Recruitment</li> <li>-Federal Agency Focus</li> <li>-Teamwork with City Departments</li> <li>-Victory Center Leasing</li> </ul> </li> <li>● <b>Small Area Plans</b> <ul style="list-style-type: none"> <li>-Waterfront</li> </ul> </li> <li>● <b>SBDC</b> <ul style="list-style-type: none"> <li>-Co-located with AEDP</li> <li>-Program Coordination with AEDP</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <b>Small Area Plans</b> <ul style="list-style-type: none"> <li>-Beauregard</li> </ul> </li> <li>● <b>Retail Recruitment</b></li> <li>● <b>Public Art Funding Policy</b></li> <li>● <b>Economic Education of Stakeholders</b></li> <li>● <b>High Capacity Transit as a Citywide Transit Strategy</b></li> <li>● <b>Asset Disposition Policy</b></li> <li>● <b>Online Permitting</b></li> <li>● <b>Commercial Transportation Add-on Tax Discussions</b></li> <li>● <b>Permit Process Reforms</b></li> <li>● <b>New Workshop and Brownbag series underway</b></li> <li>● <b>Renaming Metrorail Stations</b></li> </ul>	<ul style="list-style-type: none"> <li>● <b>Small Area Plans</b> <ul style="list-style-type: none"> <li>-King Street Metrorail Station Area</li> </ul> </li> <li>● <b>Landmark Mall Redevelopment</b></li> <li>● <b>Conference/Meeting Space Study</b></li> <li>● <b>Updated Fiscal Impact Model</b></li> </ul>

**STATUS REPORT**  
**April 1, 2011**

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

RECOMMENDATION	LEAD AGENCY	STATUS	START DATE	COMPLETION DATE
<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>Braddock Metro Neighborhood Plan and the Braddock East Plan, both incorporated transit-oriented development principles and were adopted in 2008. The Landmark/Van Dorn Corridor Plan, approved in February of 2009, incorporates a transit-oriented mix of uses, densities and improved transit options. The Eisenhower West Small Area Plan will address Van Dorn Station planning issues. P&amp;Z and T&amp;ES will continue to work on recommendations for revisions to the TMP requirements that were approved by Council on December 14, 2010.</p>		<p>Braddock Plan complete, Landmark/ Van Dorn Plan complete, King Street Plan complete</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 and uses, as does the Landmark/Van Dorn Plan. 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. Potomac Yard Landbay F Plan adopted in May 2010. Beauregard Corridor Plan is underway.</p>		<p>Braddock Plan complete, Landmark/ Van Dorn Plan complete, King Street Plan complete, North Potomac Yard Plan complete</p>

A3. Approve mixed-use development at Metrorail station sites with office uses as the primary type of development.	P&Z (Hamer)	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. The Landmark/Van Dorn Corridor Plan establishes office and retail minimums to ensure a balance of land uses supporting economic sustainability. The North Potomac Yard Plan adds a new Metro station and focuses on mixed use development with substantial office component.		Ongoing
A4. Create a world class development project at the King Street Metrorail station	P&Z (Hamer)	Other planning studies are ahead in the queue of this possible future planning study.	TBD	TBD
A5. Establish parameters for development of the Eisenhower West area.	P&Z (Hamer)	The Eisenhower West Industrial Use Study was completed in October 2009. Eisenhower West Small Area Plan will commence following completion of the Beaugard Corridor Plan.	TBD	TBD
5 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&Z (Hamer)	Density transfer to Landbay H approved by Council on June 14, 2008. Potomac Yard Retail Center redevelopment planning at initial stages. Meetings of the Potomac Yard Advisory Group began on October 21, 2008. The Potomac Yard Advisory Group assisted staff in preparing a new Small Area Plan for Potomac Yard. A Metrorail Station Feasibility Advisory Group was formed and began meeting in February 2009. The Potomac Yard Metro Feasibility is complete. The North Potomac Yard Plan has been adopted.	Fourth Quarter 2008	Second Quarter 2010

<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>CMO (Gates)</p>	<p>Opportunities to rename stations come when WMATA is preparing new station maps and other materials for their own reasons, such as establishment of the proposed “Brown line” to be considered by the WMATA Board no earlier than 2011.</p>	<p>Second Quarter 2011</p>	<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 Small Area Plan.</p>	<p>TBD</p>	<p>TBD</p>
<p>A9. Improve connectivity between Eisenhower Avenue and the rest of the City.</p>	<p>T&amp;ES (Baier), P&amp;Z (Hamer)</p>	<p>To be considered during Eisenhower West Small Area Plan. Landmark Van Dorn corridor plan incorporated access options into its transportation elements.</p>	<p>TBD</p>	<p>TBD</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>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 center adjacent to Landmark Mall is included in the Landmark/Van Dorn Area Plan and was approved by City Council on February 21, 2009. Coordination with Arlington of planned high capacity transit in Crystal City and Potomac Yard is ongoing. High capacity transit is being addressed in the Beauregard Corridor Plan.</p>		<p>Ongoing</p>

<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>	<p>P&amp;Z (Hamer)</p>	<p>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 with Eisenhower West (Van Dorn) scheduled to start following the completion of the Beauregard Corridor Plan. The North Potomac Yard Plan does not include park-and-ride spaces at the planned Metro station.</p>		<p>Braddock Plan complete, North Potomac Yard Plan complete</p>
<p>7 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>	<p>P&amp;Z (Hamer)</p>	<p>Braddock Metro Neighborhood Plan incorporated this tax value capture concept into the adopted Plan. The Braddock Open Space Fund and Community Amenity Fund accounts, and formula for developer contributions were approved on June 9, 2009. Potomac Yard Metrorail Station financing plan includes Potomac Yard net new tax revenues as a major funding source for a new Metrorail Station.</p>		<p>Ongoing</p>
<p>B. <u>Commercial Economic Activity</u>  B1. Council should adopt specific policies regarding commercial development and land use.</p>	<p>P&amp;Z (Hamer) CMO (Jinks)</p>	<p>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. A development of a formal public finance policy related to development is planned.</p>		<p>Ongoing</p>

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.	Third Quarter 2011	First Quarter 2012
B3.	Specific employment growth targets should be established.	AEDP (Landrum)	AEDP is bolstering capabilities to track and report economic indicators and has contracted with GMO's Center for Regional Analysis. Employment targets, when appropriate, can be based on this new source of data.	First Quarter 2009	Ongoing
B4.	Commercial and residential new development should be balanced.	P&Z (Hamer)	The North Potomac Yard, Landmark/Van Dorn Plan and the Braddock Metro Neighborhood plans emphasize non-residential development to the extent possible to support this goal.		Ongoing
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)	Potomac Yard Development Advisory Group (PYDAC) and City staff has visited/studied mixed use centers in the Washington, D.C. metropolitan area as part of the planning process. The Landmark/Van Dorn planning process also included visits and successful studies of regional mixed use projects. This information, and other relevant analysis, informed the Landmark/Van Dorn Plan, the North Potomac Yard Plan, and is now informing the Beauregard Corridor Plan.		Landmark/Van Dorn, North Potomac Yard Plan complete. Beauregard Corridor Plan underway.

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<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>P&amp;Z hired nationally recognized retail consultant to provide advice and/or to undertake studies in the Landmark/Van Dorn, King Street and Potomac Yard areas. A retail market study is part of the Waterfront Planning Process. There was a retail analysis for the North Potomac Yard Plan, and assessment of Carlyle retail was conducted for consideration of uses for Block P. AEDP continues to participate in International Council of Shopping Centers (ICSC) events, exposing Alexandria to national and regional retailers, restaurants and brokers. AEDP staff has reviewed existing small retail studies undertaken by the City and developers, and November 2009 hired a contract employee who is working with retail site selectors and potential retail merchants to locate in the City with a focus on Old Town and Del Ray. In August 2010, AEDP decided to make this position full-time permanent staff. She has completed a full inventory of all the existing retail and available spaces in Old Town, Del Ray and Carlyle. AEDP has also worked with the City's GIS department to create an interactive mapping tool that will be launched this summer; it shows all vacant and available space and will be used as a marketing tool by AEDP staff.</p> <p>AEDP completed a Business Improvement District (BID) informational paper to share with the public. This supported discussions throughout the City about if/how a BID can support various retail districts. Chamber of Commerce has sponsored BID information meetings. Clean and Beautiful Alexandria effort initiated in June, 2010. AEDP working to shape SBDC programs and resources, including enhanced services to retailers.</p>	<p>Fourth Quarter 2008</p>	<p>Ongoing</p>
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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.	CMO (Jinks)	TIF-type financing being considered for Landmark Mall redevelopment, and is planned to be one of the financing mechanisms for the new Potomac Yard Metrorail station. Development of a formal public finance policy related to development is planned.		Ongoing
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.	R&P (Carrel)	Members of Arts Commission met with the Economic Sustainability Monitoring Committee to discuss the arts district and related arts issues. An arts district was considered for the revitalization of Arlandria. A public art funding policy is under development with a work session held with City Council in December 2009. A Spring 2011 consideration of adoption of a public art funding policy is planned.	Third Quarter 2009	Ongoing
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&Z (Hamer)	Eisenhower West Industrial Study was started in January 2009, and completed in October 2009. The Study found there is no redevelopment potential in the near future for the specific industrial sites reviewed.	First Quarter 2009	Fourth Quarter 2009, Complete

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B10.	Economic education of residents, business persons, City employees, City Council and other decision-makers should be ongoing.	AEDP (Hawkins)	This item is addressed in AEDP's Strategic Plan. Staff meets regularly with local business groups to discuss economic development issues. AEDP has created a new presentation to give to civic organizations and business groups, and has provided presentations to Leadership Alexandria, the Citizen Academy, WEBA, Inner City Civic, and the Alexandria Chamber of Commerce. Gave extensive presentation to Old Town Civic and participated in panel at Agenda Alexandria.	Third Quarter 2008	Ongoing
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)	Waterfront planning process initiated in January 2009, and the proposed Waterfront Small Area Plan includes mixed use and more vibrant uses along the Waterfront, especially on the Strand.	First Quarter 2009	Second Quarter 2011
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)	Waterfront planning process initiated in January 2009. Redevelopment of existing warehouses is included in the proposed Waterfront Small Area Plan.	First Quarter 2009	Second Quarter 2011
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)	Waterfront planning process initiated in January 2009. One of the goals of the plan is to have compatible future development that respects existing neighborhoods and the historic fabric.	First Quarter 2009	Second Quarter 2011

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)	Waterfront planning process initiated in January 2009. One of the goals of the plan is to create a manageable waterfront that includes a plan for vehicular and pedestrian circulation and parking.	First Quarter 2009	Second Quarter 2011
C5.	Existing public promenades along the waterfront should be linked and completed.	P&Z (Hamer)	Waterfront planning process initiated in January 2009. Continuous pedestrian connectivity along the waterfront is one of the goals of the plan.	First Quarter 2009	Second Quarter 2011
C6.	Water uses such as kayak and sailboat rental and additional marina slips should be encouraged.	P&Z (Hamer)	Waterfront planning process initiated in January 2009. The proposed plan includes an expanded marina and additional kayak rental.	First Quarter 2009	Second Quarter 2011
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 (Spengler)	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 are communicating to tall ship and small cruise line communities the availability of the T-Pier. Consideration of a 2012 OPSail related ship(s) visit under discussion.	Fourth Quarter 2007	Complete
C8.	Further expansion of water taxis and water shuttles should be encouraged.	R&P (Spengler)	Water taxi service to National Harbor initiated in April 2008. Service to Washington Nationals baseball stadium started in September 2009. VDOT and Prince William County government (PRTC) considering the creation of a commuter water taxi service to D.C. with a possible stop at the City Marina.		Second Quarter 2008, Complete

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C9. Public parking needs along the waterfront should be addressed in the waterfront planning.	P&Z (Hamer), T&ES (Lambert)	Waterfront planning process initiated in January 2009. A detailed Old Town Parking Study has been completed. City Council received the Old Town Area Parking Study in April 2010. Based on recommendations in the study, Council provided funding in the FY 2011 budget for Parking wayfinding signs and installation of multi-space meters on Lower King Street. Council also raised the meter rates to \$1.75 Citywide.	First Quarter 2009	Second Quarter 2011
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	Discussions between the City and the Old Dominion Boat Club have resumed. City continuing to seek purchase of remaining Strand parking lot parcels.		Ongoing
13 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	U.S. Court of Appeals approved Old Dominion Boat Club request for summary judgment. U.S. Department of Justice has declined to date to appeal this decision. Coordination with National Park Service on waterfront issues will still be necessary.		Fourth Quarter 2010

<p>C12. (Continued)</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>e. The food court at the City Marina should be rethought and revitalized.</p> <p>f. The underutilized area underneath the Chart House represents an opportunity to expand services to tourists and Marina users.</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>T&amp;ES (Maslanka)</p> <p>P&amp;Z (Hamer)</p> <p>P&amp;Z (Hamer)</p>	<p>King Street Trolley initiated on April 1, 2008, and provided 15 minute headways along King Street. Ridership has far exceeded expectations, peaking at 19,000 riders during the first week of July 2008 and capturing over 1,140,000 riders since April 1, 2008. Since the start of service, the trolley has averaged 10,400 riders per week. In January 2009, due to budget cutbacks, the service was reduced to 20 minute headways and in March and April of 2009, the trolley averaged 8,900 riders per week. In March and April of 2010, ridership increased to nearly 10,700 riders per week. Federal stimulus money has been received and the City has ordered five new hybrid-electric vehicles to provide the King Street Trolley service.</p> <p>Is being considered during the Waterfront planning process. Property owner developing plans to convert into one or more sit-down restaurants.</p> <p>Water taxi visitor waiting area constructed and opened.</p> <p>Additional retail and restaurant uses proposed in Waterfront Plan.</p> <p>AEDP will help promote any new commercial opportunities to developers and/or businesses once the Plan is finalized.</p>	<p>Fourth Quarter 2007</p> <p>Third Quarter 2009</p> <p>Fourth Quarter 2007</p> <p>Fourth Quarter 2007</p> <p>First Quarter 2009</p>	<p>Second Quarter 2008, complete</p> <p>First Quarter 2012, new trolleys will arrive</p> <p>Second Quarter 2011</p> <p>Complete</p> <p>Complete</p> <p>Second Quarter 2011</p>
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C13.	The planned waterfront study should be commissioned as quickly as possible and be clearly defined in scope.	P&Z (Hamer)	Waterfront planning process initiated in January 2009.	First Quarter 2009	Second Quarter 2011
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 (Hawkins)	The new Landmark/Van Dorn Corridor Plan approved in February 2009 supports the Mall's redevelopment, permitting up to 5.8 million square feet of development, of which at least 2.5 million square feet to be office, 0.8 million square feet of retail, 1,000 residential units and 600 hotel rooms. General Growth Properties emerged from bankruptcy in November 2010 with Landmark being placed in a new company, Howard Hughes Co. It is anticipated that the new company will place renewed focus on the project in 2011, once new leadership is in place and analyzes its full development portfolio	First Quarter 2008	Ongoing
15 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 (Hawkins)	Macy's concurs with redevelopment scenario. Sears and GGP negotiations stalled due to GGP's prior bankruptcy status. AEDP is working with City on future strategies, and continues discussion with Howard Hughes, Inc. AEDP staff and consultants met with Macy's, Sears and Lord & Taylor companies in the Fall of 2010 to discuss the project.	Third Quarter 2008	Ongoing

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 (Hawkins)	GGP hired internationally recognized land use planning firm and transportation consultants who 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 subsequently adopted in February 2009. Howard Hughes, Inc. has not committed to a redevelopment schedule. Washington Business Journal article placed to promote opportunity and build awareness of value created/enhanced at Mall site. Discussions ongoing with potential purchasers and/or development partners.	Third Quarter 2008	Ongoing
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 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.		Ongoing
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.	P&Z (Hamer)	2.5 million square feet of office currently envisioned by GGP as part of the redevelopment plan. Landmark Van Dorn Corridor plan adopted in February, 2009 reflect major office component to redevelopment of the Landmark Mall side. Next stage entails site plan development.		First Quarter 2009, Ongoing

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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.	P&Z (Hamer)	The Landmark/Van Dorn Corridor Plan explicitly addresses these objectives and was adopted in February, 2009.		First Quarter 2009, Ongoing
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 (Hamer)	Quality redevelopment is a priority for the City and for Howard Hughes, Inc. Planned office density and allowed heights will encourage class "A" office space development.		Ongoing
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 and was recognized in adopted Landmark/Van Dorn Plan as a possible component to financing redevelopment.		Ongoing
D9.	Given its history and current state, consideration should be made to rebranding the "Landmark Mall" name.	Howard Hughes Co. (new Mall owner)	New company to consider.		Ongoing
D10.	Consider making Landmark Mall redevelopment a totally green (such as LEED's certified) project.	Howard Hughes Co. (new Mall owner)	City Council adopted City-wide green building standards for new development in April 2009.		Ongoing

D11.	The retail re-tenanting should have an upscale and “marquee” anchor focus.	Howard Hughes Co. (new Mall owner)	The prior owner of this site, GGP, previously indicated 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.		Ongoing
D12.	Transportation demand in the Duke Street corridor makes mass transit (such as a BRT line) key to this property’s redevelopment.	T&ES (Marks)	High capacity transit will be a major element of any Landmark area redevelopment plan. The Duke Street and Van Dorn/Beauregard transit corridors are being evaluated as part of a high capacity transit corridor feasibility study. Corridor analysis RFP for transit corridors A, B and C is underway with Corridor B its first focus.		Ongoing
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)	Asset study was initiated, Staubach/JLL firm retained, and the study completed.	Third Quarter 2008	Second Quarter 2009, complete
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)	Asset study was initiated, Staubach/JLL firm retained, and the study completed.	Third Quarter 2008	Second Quarter 2009, complete
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)	Asset study was initiated and Staubach/JLL firm retained. Future sale of City properties will depend on Council decisions and market conditions. In May 2009 Council received the report, and authorized the disposition of a number of parcels to proceed. Asset disposition policy approved in the Second Quarter of 2010. Update report provided to Council in March of 2011, with a new Health Department Building (St. Asaph) Study to be completed.	Third Quarter 2008	Ongoing

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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.		Ongoing
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 initiated, JLL/Staubach firm retained, and the study completed.	Third Quarter 2008	Second Quarter 2009
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 (Byess) P&Z (Hamer)	Schools and City discussed redevelopment of the Jefferson Houston site into a mixed-use (commercial-schools-public use) site. Work session with School Board and City Council held in June, 2010.	Third Quarter 2009	Ongoing
F.	<u>Travel and Tourism</u>				
61 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)	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 launched in 2008. New logo has been launched.		Fourth Quarter 2008, complete

F2.	<p>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.</p>	<p>ACVA (Brown)</p>	<p>ACVA's Board of Governors approved a 2009 budget that includes one new full-time marketing position devoted to design and web content.</p> <p>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.</p> <p>Website consultant hired for SEO.</p> <p>Fully implemented online advertising and developed key word loading pages. Completed search demand audit and now implemented content revision.</p> <p>TIG Global retained as online advertising agency. Installed Omniture, an advanced website analysis tool. Redesigned Access Alexandria e-newsletter. Re-wrote primary landing pages for optimization. Created flash display ads.</p>	<p>Third Quarter 2008, complete</p>
F3.	<p>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.</p>	<p>CMO (Jinks)</p>	<p>City increased ACVA funding for National Harbor related initiatives, as well as for regional marketing (see F6.).</p> <p>An independent research company measured the effectiveness of ACVA's magazine advertising and determined that the advertising generated \$133 of visitor spending for each \$1 spent. The regional advertising campaign results will be available Third Quarter 2011.</p>	<p>Ongoing</p>

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F4.	ACVA needs to become more measurement and metrics oriented.	ACVA (Brown)	ACVA has revised and improved its performance measures and metrics. ACVA is undertaking the development of a new Strategic Plan which will address this.	Third Quarter 2010
			Board adopted new metrics in FY 2011. ROI study in field measuring effectiveness of Destination and Regional campaigns.	Second Quarter 2011
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	Additional equipment was 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 was also installed there to play the video developed for the water taxi.	Complete  Third Quarter 2009
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)	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 in 2010.	Complete  First Quarter 2008
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.	Ongoing
			Hoping to have distribution of Alexandria Key to City coupon book at Gaylord this summer.	First Quarter 2011

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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.	Howard Hughes Co. (new Mall owner), P&Z (Hamer), ACVA (Brown)	Redevelopment proposals will be reviewed for their potential to provide public amenities that could be marketed to tourists. The new ACVA website includes a portal for the West End.		Ongoing
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.	AEDP (Landrum)	AEDP FY 2010 budget included \$36,000 a "tourism infrastructure analysis" to assess demand and feasibility of meeting or other venue that would support and enhance tourism industry. A scope is under development and the study will begin in 2011.	First Quarter 2011	Second Quarter 2011
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)	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. The summer 2009 campaign will highlight historic sites, with a key to the City incentive. 182 tickets to Historic Sites were redeemed.  A large back lit sign was installed at the Visitors Center to promote the Key to the City with admission to 9 historic sites. A full-page ad for the Key is in the 2011 Visitors Guide, and a Civil War marketing plan has been developed for implementation in 2011.		Ongoing First Quarter 2010
F11.	The "Funside" branding has served the City for 10 years and should be reviewed and rethought.	ACVA (Brown)	ACVA no longer focusing on "Funside" as its theme. URL changed to visitalexandriava.com. A new ACVA logo Alexandria Virginia/Shop, Dine & Celebrate launched. The "Funside" has been retired.		Fourth Quarter 2008, complete

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F12.	More market research in order to better understand the tourism market segments needs to be undertaken.	ACVA (Brown)	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 be provided profiles for visitors to DC and Northern Virginia as well as profiles for major origin markets.	Fourth Quarter 2008, complete
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).	Second Quarter 2008, complete
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.	Ongoing
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.	Ongoing
F16.	The City should fast track its planned wayfinding signing program. This program should be informational and not just directional.	P&Z (Hamer, Garbacz)	Wayfinding planning process is complete. Full implementation funding was not currently included in the approved City Capital Budget FY 2011, but funding for parking signage was included.	Complete

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 (Hamer)	New signs and kiosks created and installed at the Marina, the foot of King Street and at the King Street Metrorail station.	Fourth Quarter 2007	Second Quarter 2008, complete
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. Supplemental funding enabled AEDP to print 100,000 fall mailers.		Ongoing. Second Quarter 2010
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 (Spengler)	Council approved and funded a 12-month tree lighting program which started in April 2008. Tree lighting was cut back by Council to three months as part of the FY 2010 budget process.		Ongoing
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)	<p>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.</p> <p>In development of new orientation program for front line and hotel sales staff. Host first Annual Tourism Marketing Summit with few breakout sessions.</p> <p>The Tourism Marketing summit was held in May 2010. A keynote session and four breakout educational sessions were attended by more than 110 industry representatives.</p>		<p>Ongoing</p> <p>Fourth Quarter 2010</p>

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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	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, and the second will be in early 2010. Strategic Plan Initiative to undertake and eventually complete Historic Preservation Master Plan.		Ongoing
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. Unit block of King Street converted to one way travel Westbound to enhance visitor experience and accommodate multiple transit needs.	First Quarter 2007	Second Quarter 2008, 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. New additional activities were largely cut back as part of the FY 2010 budget process.	Fourth Quarter 2007	Second Quarter 2008, complete
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. The kiosks are an unsustainable business model as mobile phones and windows laptop technology has proven superior. Online restaurant reservations debuted in 2009.		First Exploration completed, Kiosks implementation not planned.

F25.	Consideration should be given to establishing a performance venue on or near the waterfront.	P&Z (Hamer, Williams), R&P	The Waterfront Study <b>is considering</b> this recommendation.	First Quarter 2009	Second Quarter 2011
G.	<u>Focus of Economic Development Activities</u>				
92 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 (Hawkins)	AEDP's completed Strategic Plan incorporates many of the Economic Sustainability recommendations, including retention and growth of these clusters. AEDP published a strengths, weaknesses, opportunities and threats (SWOT) study in First Quarter 2009, which identifies business clusters to target. Currently working to enhance association, federal government and associated contractors and higher education clusters through targeted outreach and events. In the third quarter of FY 2009, AEDP began working with a professional firm to develop a brand for economic development activities in Alexandria. This work has been completed and serves as the brand promise for all targeted industries. Industry specific marketing materials are also under development by that firm that formulate messages that resonate with audience, identify means to communicate with audience, create a "wish/target" list of companies to attract and propose appropriate metrics to assess effectiveness of campaigns. Incentives will also be proposed as part of this process.	First Quarter 2009	Ongoing

G2.	Business recruitment and retention activities should position the City as a leader and a first-tier organization in its economic development efforts.	AEDP (Hawkins)	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 Work Plan. See brand development in G1.		Ongoing
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)	AEDP Board and staff currently working to support "Imagine Alexandria" concept; AEDP staff serves on "Imagine" Committee. SWOT analysis identifies various industries that fall into "creative" economy. Marketing materials for "commercial creatives" are being developed. Creative firms list created based on NAICS codes and classifications; part of marketing collateral.	Fourth Quarter 2008	Ongoing
G4.	Economic development efforts, including marketing, need to be more aggressive and reach out to more markets across the United States.	AEDP (Hawkins)	Associations in NYC, Chicago and elsewhere have been contacted and are now part of overall attraction efforts: Announcement of attraction of the National PTA from Chicago occurred; currently competing for relocation of other externally-based organizations.	Fourth Quarter 2008	Ongoing
G5.	Greatly expand the marketing budget for business recruitment.	CMO, OMB, AEDP (Hawkins)	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. Additional funding was requested by AEDP in FY 2010 budget to market Landmark and Waterfront areas. Council awarded \$65,000 and \$99,000 for Landmark Mall Redevelopment Promotion; Retail, Restaurant Attraction, respectively. Portions of those funds are being utilized to expand the marketing budget related to those efforts. AEDP's marketing budget expanded and approved by City Council for FY 2011 to continue to implement new brand.	Fourth Quarter 2008	Ongoing

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G6.	Effective targeted international recruitment should be planned if such recruitment can be done on a cost effective basis.	AEDP (Hawkins)	AEDP is working with Virginia Economic Development Partnership and The Greater Washington Initiative to leverage existing international marketing efforts. New Board members with experience in international markets have been recruited and named to the AEDP Board. Staff has met with Governor's office to explore other specific international opportunities.	Third Quarter 2008	Ongoing
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 (Hawkins)	See G1 to G6. AEDP is playing a major, active role in the Greater Washington Initiative.  AEDP is now hosting the SBDC, and their efforts are being coordinated and enhanced.	See G1 to G6.	See G1 to G6.
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 (Hawkins), CMO	AEDP and City government departments and agencies (P&Z, Code, etc.) working more closely together on economic development issues such as on Landmark Mall redevelopment efforts. AEDP arranging staff meetings with businesses as part of retention efforts. Successfully retained Kearney & Co (300+ jobs) with this model.		Ongoing
G9.	The revitalized AEDP and related non-profit economic development agencies, should strengthen their focus on metrics and industry based research.	AEDP (Hawkins), ACVA (Brown)	AEDP and ACVA have revised their metrics and performance measures. AEDP annual scorecard under development, and discussions continue with CMO to create annual performance contract.	Third Quarter 2008	Ongoing

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G10. All outcomes of economic development activity must be measured on a return on investment manner (ROI) basis.	AEDP (Hawkins), ACVA (Brown)	AEDP and ACVA revising their metrics and performance measures. See G9 and F4.	See G9	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 (Hawkins)	See G1. AEDP and City management worked very closely in efforts to attract Northrop Grumman to Alexandria. This effort was not successful, but proved a learning experience.	See G1	See G1
29. 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 (Hawkins), CMO	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 expanded into new space in the Carlyle area and Central Michigan University established a facility in GWU's former space at King Street Station. 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) was recruited and named to the AEDP Board, but resigned as he left NVCC for UDC's new 2-year college.		Ongoing

<p>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.</p>	<p>AEDP (Landrum), CMO (Jinks), T&amp;ES (Baier)</p>	<p>AEDP 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. BRAC-133 project moving to Alexandria with 6,400 new jobs will abate majority of the BRAC 7,200 job loss, and presents opportunity to attract/capture contractors and support businesses. Major transportation studies underway or completed. HOV transit ramp funded, short- and mid-term road improvement funding being sought. City Council passed resolution in January 2010 identifying Victory Center as the preferred location for the Tri-Care requirement.</p>	<p>First Quarter 2008</p>	<p>Ongoing</p>
<p>30 G14. The City should be open to selectively attracting the headquarters operations of highly visible and recognized federal agencies.</p>	<p>AEDP (Hawkins)</p>	<p>AEDP has developed a strategy to attract desirable federal agencies. Presentation to federal government-wide leasing officers on bi-annual basis; follow-up continues on a monthly basis. "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 held in November 2008. DoD has leased new space in Carlyle, sites in Alexandria preparing responses to RFPs for large federal requirements. AEDP staff working as liaison between building/site owners, City staff to help building/site owners prepare RFP responses. City's Congressional delegation is also part of this effort. See G13.</p>	<p>Second Quarter 2008</p>	<p>Ongoing</p>

<p>G15. Existing small businesses need to be nurtured and new small businesses encouraged.</p>	<p>SBDC (Reagan), AEDP (Landrum)</p>	<p>SBDC has offered new seminars to assist retailers, restaurateurs and other small businesses. Council increased funding to SBDC for FY 2009 by \$50,000, and \$50,000 in FY 2010 which will help the SBDC to expand its services. SBDC and AEDP continue to provide facilitation services with City, regional and State departments. AEDP conducted Enterprise Zone workshop in November 2008 and continues to provide façade improvement grants in that zone.</p> <p>New workshop series (START, MANAGE, GROW) launched in November 2010 with a different topic each month. New brownbag lunch series launched to address needs of startup businesses. On-site counseling on how to successfully compete for state procurements added, monthly.</p>		<p>Ongoing</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>CMO (Gates) Code (Catlett), P&amp;Z (Hamer), T&amp;ES (Baker)</p>	<p>Mapping of current permit process business practices has been completed with Code Administration, Transportation and Environmental Services, and Planning and Zoning participating. This review was of the building permit (including trades) process and did not include the Architectural Review, Special Use Permit, and Site Plan processes.</p> <p>A business process refinement team was put in place. Permit Center (Code, T&amp;ES, P&amp;Z, Finance) team members will continue to work on process improvements and interagency coordination. Process areas have been identified with teams working through details to include:</p>	<p>Second Quarter 2008</p> <p>Implementation of Phase I Improvements March 2010</p>	<p>Ongoing</p>

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H1. (Continued)

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possible simultaneous (vs. concurrent) departmental review, best practices with permit tracking software, multi-departmental staff cross-training, reduction of redundant review practices.

Permit Center open with T&ES, Planning and Zoning, and Code Administration staffing permit form and permit application procedures now on-line. Kiosk operational in fourth floor corridor.

Phase I outcomes from the Business Process Refinement Team have been implemented in the 3<sup>rd</sup> Quarter of FY 2010. These include:

1. Implementation of simultaneous review by all departments of building permits applications. This will allow for faster permit reviews and coordination.
2. Agency checklist have been developed and implemented in the Permit Center.
3. Establishment of common permit processing and disposition comments between agencies to reduce confusion of permit status.
4. Plan review times are now entered electronically in permit tracking software for each agency.
5. Formal cross training of the multi-departmental staff in the Permit Center has begun. This includes an intensive training program for the Code Administration Engineering Aides in zoning and land use terminology. Legal requirements of building, fire and zoning codes, and permit processes.
6. Elimination of multi-department reviews for simple projects.

<p>H1. (Continued)</p>		<p>7. The elimination of customer plan development and Code Administration review requirements for residential alterations and small additions up to 1,200 square feet and no more than two stories.</p> <p>Permit process refinement teams have been reviewed previously implemented process improvements, identified areas that continue to need to be refined, and are starting in to the next phase which includes discussion of physically and operationally expanding the Multi-agency Permit Center.</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>33</p>	<p>Code (Catlett), P&amp;Z (Hamer), T&amp;ES (Baker)</p>	<p>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 2008. A Customer Service Manager dedicated to a newly created multi-agency permit center and customer service improvements joined the Administrative Section in September of 2008.</p> <p>A Customer Service Technician (department call center concept) was implemented in June of 2008, removing a significant number of calls from the engineering aides. This allows staff to deal directly with customers with minimum phone interruptions. The Customer Service Manager has implemented a customer call-back survey program that has served to provide direct feedback regarding the permit process, the effectiveness of the multi-department permit center, and next steps to continued improvements.</p>		<p>Ongoing</p>

H2. (Continued)

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Coordination and meetings have occurred with the Small Business Center to include referrals of customers and sharing of information.

Customer training continues with a focus on lower cost options for complying with building codes when buildings change use groups. This should be beneficial to the small business community. The Virginia Building Code allows three different options for compliance, some with lower requirements and cost. Staff education has occurred on the subject, which will now be offered to designers and builders in December of 2009.

Code Administration is on track to be separated from the Fire Department and will be a stand alone department. The new Department of Code Administration will be aligned more closely with land use and development services to improve cooperation and coordination. New strategies are being developed to improve regulation of City and State nuisance, new construction, and building maintenance regulations. Realignment of activities and tasks in to a consolidated enforcement function.

Code Administration's New Construction Division has been established as a self-sustaining special revenue fund for FY 2011. This will allow fees collected through permits to cover the cost of operations and fees collected beyond cost recovery can be reinvested in to customer service initiatives and appropriate staffing levels as activities increase. City Council approved a FY 2011 fee schedule that will allow for total cost recovery of this program.

First Half of  
FY 2011

<p>H2. (Continued)</p> <p>35</p>		<p>A Customer Survey has been developed to provide feedback regarding Permit Center and Plan Review functions. The survey also request suggestions regarding process improvements. The survey is being converted in to a PDF format that customers will be able to complete on-line. By the end of the first quarter of FY 2011, the survey will be to be completed, submitted, and results calculated electronically.</p> <p>Initial results from Customer Service Surveys are generally very positive and indicate that the multi-agency approach is improving services. Several customers have indicated that electronic Plan Submission and Review and web-based applications and permits are products that they would use. Planning continues to fully implement those projects. Preliminary exploration of expanding the permit center has been initiated.</p> <p>T&amp;ES, as well as having a representative in the Combined Permit Center, has the requirements for all T&amp;ES permits and now links to permit applications have been enhanced on the City we page. This information is also available on handouts at the entrance to the Code and T&amp;ES permit counters.</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 (Stokes)</p>	<p>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 Code Administration Director. Additional training has been undertaken with a focus on customer service and administrative functions. This includes a "brown bag" lunch series on the Virginia Building and Fire Code Administrative provisions to facilitate uniformity between staff members A</p>		<p>Ongoing</p>

H3. (Continued)

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multi-agency permit center has initiated a “soft opening” in October 2008. Staff from the departments of T&ES, P&Z and Finance have been selected and have been working together in the center. The grand opening was held on March 5, 2009.

Process refinements continue with a goal to produce faster permit processing at average levels of demand. Coordination between departments and accountability of the permit process has improved as the permit center team continues to work together. A customer management software system that will assist with customer tracking/queuing, monitor time spent in the permit process, and allow customers’ real time internet based access to wait times in the Permit Center was implemented in March, 2009. A customer training program was implemented in FY 2009 which is funded through permit fees. A second session is planned for May 2009.

Code Plan Review staff have implemented a trade proficiency improvement and certification completion program known as the Alexandria Code Academy. This program is designed to provide in-depth construction specific topics to improve field application of the Code, promote consistency between inspections, and assist staff through various certification processes.

Code Plan Review staff (all staff) have started conducting client meetings with potential permit customers early in the approval process on all mid and large scale projects, and when requested by any customer. This had been typically a function of the section supervisor for large scale projects. There has been a reduction in substantial plan

H3. (Continued)

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discrepancies and turn around time since this was instituted. (This will need to be continually monitored as activities return to more normal levels; staffing to maintain this level of service may not be available should the plan review load increase.)

Permit Center Plan Review staff have started mid to large scale project plan completeness reviews at the time of permit package submission (September 2009). The objective is to advise customers of additional information that is needed for a complete plan review. Until implementation of this activity, a technical completeness review would not occur until the first full plan review with a plan review staff member. Monitoring for success to include reduction in plan review time will occur. Permit Center planning staff is instituting a similar completeness review process.

A multi-departmental project to develop a central web page with project based requirements from each department to obtain a building permit has been initiated. This will be completed in phases by first consolidating existing information from the individual department web sites. Future phases will include each type of construction project with specific requirements for each.

T&ES Site Plan Review staff are implementing changes to the ESI review process to streamline review and approval. T&ES is also implementing a web-based review system for plans that saves time, resources and facilitates understanding of comments and questions between the submitter and reviewer. Since October of 2006, the T&ES permit counter has been managed by a Civil Engineer IV. As a result, since that time, both

H3. (Continued)

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T&ES permits requiring engineering review, as well as Code Permits requiring review by a T&ES engineer, have been processed within a 24-hour time frame. T&ES permits not requiring an engineering review can be issued on the spot by one of the three fulltime engineering aides servicing the T&ES permit counter on a fulltime basis. With the advent of the multi-agency permit center, T&ES has provided the center with a fulltime Civil Engineer I. This engineer provides review and T&ES sign off for walk through customers in the Permit Center and when necessary, consults with the Civil Engineer IV.

This arrangement allows T&ES to provide fulltime engineering support to the Multi-Agency Permit Center while still providing excellent and timely customer service to all applicants who come to the T&ES counter. Since approximately 2,000 citizens or contractors requiring T&ES permits have been able to obtain information regarding all T&ES permits as well as links to all T&ES permit applications online. T&ES staff continually monitors and updates this information to keep it current and to insure that T&ES is providing the most user friendly customer experience. T&ES has recently initiated an email address dedicated to permit applications. The advantage of this is that all staff can monitor this mailbox rather than having applicants emailing a particular staff person who may be out of the office at the time the email is sent. This improves customer service by eliminating the chance that an email correspondence from an applicant goes unanswered.

<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 (Stokes)</p>	<p>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.</p> <p>Web based application and permit software has been secured and the project implementation and began in 2010. Initial discussions have occurred regarding expansion of the Permit Center offerings, permit review alignment, and electronic plan submission capabilities.</p> <p>Web based access to daily scheduled inspections and new construction inspection results have been implemented. Customers can now confirm inspection scheduling and inspection performance without contacting Permit Center or field inspections staff. Coupled with emailed full detailed inspection results (First Quarter 2010), customers will no longer be required to obtain paper field inspection reports.</p> <p>Access to inspection information and a daily update page has been implemented on the Code Administration web site. The daily update page provides current information regarding work load, staffing levels, important code and policy information, and updates on current projects and initiatives.</p>		<p>Ongoing</p>
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H4. (Continued)

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Work with the Small Business Development Center to improve cooperation and communications are ongoing. Code Administration has provided information on the SBDC on their main web page to help raise awareness of their services. In addition, SBDC has partnered with Code Administration on the recently implemented customer survey to better understand the role and use of the SBDC.

Code and Planning and Zoning recently partnered with AEDP and the SBDC to provide customer seminars regarding small business development planning, City regulations and permit processes.

T&ES business practices are constantly under review, and our Operations Manual is updated several times throughout the year. Each permit staff member has a copy of the Operations Manual, and is provided with all of the updates. Customers have access to an online brochure "Guideline to Obtaining Permits," which explains all T&ES permit requirements and contains links to all T&ES permit applications.

<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 (Hamer)</p>	<p>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 was accepted by City Council in December, 2008. Administrative SUP checklist was adopted by City Council in May 2009. P&amp;Z staff updated City Council on the status of the program in early 2010 at a work session and proposed additional small business zoning changes which were approved by City Council in June, 2010.</p>	<p>Second Quarter 2007</p>	<p>Fourth Quarter 2008,  Second Quarter 2009</p>
<p>41 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.”</p>	<p>Code (Catlett), P&amp;Z, T&amp;ES (Stokes), OC, ITS (Savukas)</p>	<p>Wireless/laptop deployment has now been completed for all sections. Wireless laptops are now being used by all Code Administration field staff, T&amp;ES inspectors, and Zoning inspectors. Web based application and permitting projects have been requested from the E-Government Manager and he has been selected the project manager to get this accomplished. The project has been initiated and should be completed during FY 2009. Code Administration implemented the “remote start” program in August 2009. All Code Administration field operations now start from one location where all three divisions can share daily activities, discuss planned events, and cover staff shortfalls by temporary reassignment of staff. To accomplish this, full utilization of remote electronic equipment will be required.</p> <p>Upgrades to our remote access telephone inspection request system that will notify customers of their inspection results by telephone</p>		<p>Ongoing</p>

H6. (Continued)

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or email was installed during FY 2010.

Web based applications and permit software is now purchased with a 2010 implementation.

Electronic plan submission, review and storage capabilities are being investigated with request for capital funding to follow.

A faxed inspection result through an automated request system has been implemented. Those requesting inspections through the automated system may provide a fax number to receive the full inspection results with inspector comment. The final technical requirements and testing of an email based inspection result should be complete in early June 2010. This will allow the same inspection results to be sent by email to computers and Blackberry devices.

The first on-line permit application is in final testing and was made available in 2010. The first permit was a sign permit application that crosses multiple departments for approval. Phase 2 will include the ability to apply for, pay, and print permits issued without review. These applications are expected to proceed now that the sign permit and all the supporting technical requirements are complete.

Funding for electronic plan submission, review and storage software has been included in the FY 2012 IT capital improvement program. In addition, the FY 2011 Code Administration cost recovery fee schedule included a levy for Information Technology improvements.

H6. (Continued)

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Staff in Building & Fire Code Administration, Transportation & Environmental Services, Planning & Zoning, and Information Technology Services have spent many months developing an on-line permitting system where the public will be able to submit permit requests without the need to come to City Hall. Applications and drawings will be received, reviewed and be made through the on-line permit system; thereby, making the permit process easier, faster and less time consuming for the permit will be the first permit available to the public, with other applications soon to follow. For those who prefer to send their permit requests by email, we have set up an email address that is accessible to all T&ES Permit Staff. The email address is [TESPermits@alexandriava.gov](mailto:TESPermits@alexandriava.gov).

Initial steps have been taken to review potential providers of electronic plan submission by all City agencies that will be involved with the implementation. A computer hardware needs inventory has been started so that the appropriate equipment can be purchased and disseminated to all departments and agencies before the implementation of electronic plan submission and review software.

Web-based applications have now been deployed for demolition, sign, plumbing, electrical and mechanical permits. After the first three months of implementation, well over 100 registered users now exist. Permit application are now being received with approximately 100 permits being issued through this system.

The last details regarding the payment availability to go along with web-based applications is in the final stages. Once completed, simple permits that

<p>H6. (Continued)</p> <p>hh</p>		<p>do not require plans or in-depth multi-agency reviews will be able to be issued via the internet without coming to the Permit Center. Software is in place that will allow this to be plugged in so testing can begin.</p> <p>Web permit kiosks have now been deployed in Code Administration (including the T&amp;ES Customer Counter), Planning and Zoning, and the Health Department. Full utilization of the kiosks will be realized when all departments have applications and/or permits available through the units.</p> <p>Code Administration has now fully deployed the availability to receive call back, faxed, and/or emailed building inspection results through the automated inspection request system. In addition, the Daily Update web page and Daily Inspection web page are fully functional and available for customers. The Daily Update page includes information regarding unit staffing, inspection workloads, training availability, and time code information.</p> <p>The Daily Inspection page allows customers to see scheduled inspections, the inspector assigned (with contact information), the permit and inspection history, and the pass/fail results of the inspections as inspectors upload them from the field.</p>		
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<p>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>	<p>P&amp;Z (Hamer)</p>	<p>Landmark/Van Dorn planning process used an interactive public participation model, including an advisory group and open to the public charette processes. The Potomac Yard Small Area planning process also employed this model. The Waterfront Plan employed a broadly inclusive and interactive public participatory process, in addition to using social media, such as facebook to reach out to new audiences. The Beauregard planning process is employing a broadly inclusive citizen driven public process.</p>		<p>Ongoing</p>
<p>H8. The name "Code Enforcement" should be changed to a more customer-centric name.</p>	<p>Code (Catlett)</p>	<p>The name "Office of Building and Fire Code Administration" was implemented September of 2008, replacing "Code Enforcement Bureau." In FY 2010, changes were initiated to change the name to the Department of Code Administration.</p> <p>The Fire Department and Code Administration separation has now been finalized with completion expected during the spring of 2011. This will move the fire Prevention Code, Fire Prevention permits, and Fire Investigations functions to a new division within the Fire Department. The Virginia New Construction Code (Inspections, plan review, and C of O issuance), Virginia (Building) Maintenance Code, and various City nuisance ordinance provision enforcement programs with the newly created Department of Code Administration. This will allow Code Administration to better align activities with development and permit review departments and agencies with a goal of continuing to improve customer service and process improvements.</p>		<p>Second Quarter 2008, complete</p>

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<p>I. <u>Organization, Vision and Performance Of Economic Development Functions</u></p> <p>11. 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.).</p>	<p>AEDP (Hawkins), City Council</p>	<p>New Board ratified by Council on October 14, 2008.</p>	<p>Second Quarter 2008</p>	<p>Third Quarter 2008, complete</p>
<p>9h 12. 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).</p>	<p>AEDP (Hawkins), City Council</p>	<p>Board is self-perpetuating. All members elected by Board were ratified by City Council. Dedicated seat for Mayor or designee, Chamber Chair or designee and Alexandria resident.</p>	<p>Second Quarter 2008</p>	<p>Third Quarter 2008, complete</p>
<p>13. The EDO Director should be employed by and report to the EDO Board.</p>	<p>AEDP (AEDP Board)</p>	<p>New director Val Hawkins hired in July 2009.</p>	<p>Second Quarter 2009</p>	<p>Third Quarter 2009, complete</p>

14.	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 (Hawkins)	AEDP Board is now meeting on an every-other month basis, with Board Members actively participating on new AEDP committees, and in new AEDP tasks. Committees include Executive, Finance, Communications, and Governance.		Ongoing
15.	The Chair of the EDO Board should be highly accomplished in the business community.	AEDP (AEDP Board)	The new AEDP Board elected a slate of officers at one of their first gatherings with highly accomplished business leaders elected by chair, vice-chair, and treasurer.	Second Quarter 2008	Fourth Quarter 2008, complete
16.	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 (Hawkins)	Term limits, Executive Committee and Finance Committee now in place.	Second Quarter 2008	Fourth Quarter 2008, complete
17.	EDO should be fully accountable to the City (which is its funding source) with the City setting specific written performance and accountability standards.	CMO (Gates), AEDP	Performance Agreement, which will mutually establish and define the relationship between AEDP and the City, under development. Agreement will outline metrics and reporting periods.	Second Quarter 2009	Second Quarter 2011
18.	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 (Hawkins)	AEDP Strategic Plan envisions more regular meetings with City Council. Work session with Council occurred in early 2010 and 2011. Staff and Board speak and meet regularly with Council members; all receive a weekly email of economic development-related activities and news. Monthly updates to Mayor and City Manager now scheduled.	Second Quarter 2008	Ongoing

19.	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 (Hawkins)	AEDP has considered and has concluded that it should not change its name. A new logo and "look" has been completed, and increased visibility and outreach ongoing under the direction of the new AEDP Board. New brand and messaging under development (see G1).	Third Quarter 2008	Completed
48 I11.	EDO staff compensation should be performance based.	AEDP (Hawkins)	In FY 2008, AEDP incorporated this concept into its new President/CEO contract. In FY 2009, all staff are now working from individual work plans which will be tied to performance, following first full year of measurements.	Third Quarter 2007	Second Quarter 2010
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 was hired by AEDP who has reviewed existing organizational relationships as part of larger strategic planning efforts.  No AEDP study of ACVA functions is planned.	Second Quarter 2008  Implementation not Planned	Fourth Quarter 2008, complete  Implementation not Planned

<p>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.</p>	<p>AEDP (Hawkins)</p>	<p>AEDP plans to continue to rent class “A” office space and to remain at their current location.</p>		<p>Ongoing</p>
<p>I14. The functions of the new EDO Board should include:</p> <p>a. Actively advising the City Manager and the City Council on economic development policy and consulting on related policies impinging on economic development.</p> <p>b. Being engaged on land use policies and major land use issues coming before the Planning Commission and City Council.</p> <p>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.</p>	<p>AEDP (Hawkins)</p>	<p>AEDP staff is creating an inventory and review of all City policies affecting economic development. Step two will be to propose changes and incentive programs for consideration.</p> <p>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. Board designee assigned/appointed to SAP stakeholders group (PY, BRAC 133, Waterfront).</p> <p>AEDP Strategic Plan/Management/ Implementation Plan presented to City Council.</p> <p>AEDP staff participated in City Council Strategic Planning process for Goal #1 of City’s Strategic Plan.</p>	<p>Second Quarter 2011</p> <p>Ongoing</p> <p>Completed</p>	

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<p>SO</p>	<p>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.</p> <p>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.</p>		<p>Mayor, City Council member and City Manager will no longer serve on AEDP Board. Mayor designee (Deputy City Manager) will serve on the AEDP Board.</p> <p>\$237,000 in new projects funded by City Council as part of FY 2010 Contingent Reserve reallocation process.</p> <p>(a) AEDP: \$137,000  (b) ACVA: \$50,000  (c) SBDC: \$50,000</p> <p>Funding continued in FY 2011, and proposed to continue in FY 2012.</p>		<p>Fourth Quarter 2008, Complete</p> <p>Ongoing</p>
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115.	<p>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>	CMO (Jinks)	<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. A new ACM (Tom Gates) was hired and began work in March 2009.</p>	Second Quarter 2008	First Quarter 2009, complete
116.	<p>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>	CMO (Jinks)	<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>	First Quarter 2008	Ongoing

I17. The Business Facilitation function now housed in the City Manager's office should be transferred to the EDO.	CMO (Jinks)	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. AEDP/SBDC provide front-line facilitation services and direct businesses to appropriate City staff.	Fourth Quarter 2007	First Quarter 2008, complete
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.	CMO (Jinks)	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. ACVA, however, is now undertaking the development of a new Strategic Plan.	Implementation not planned	Implementation not planned
52 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.	CMO (Gates) , AEDP, ACVA, SBDC, EP	Once the first performance agreement is put in place, then agreement will be used as a template for agreements with other organizations.	Second Quarter 2009	<del>Third Quarter</del> <b>2010</b> <b>Ongoing</b>

I20.	Business Improvement Districts (BIDs) should be encouraged.	AEDP (Hawkins)	Upcoming King Street Report from Planning and Zoning national retail consultant will cover strategies to improve King Street retail area. AEDP completed a Business Improvement District (BID) informational paper to share with the public. This supported discussions throughout the City about if/how a BID can support various retail districts. Chamber of Commerce has hosted BID information sessions.		Ongoing
I21.	Residents should be more engaged in economic development, educational and participatory activities and related planning and decision-making.	P&Z (Hamer)	P&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 processes are have incorporated this model.		Ongoing
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 (Hawkins)	Has been strongly considered as AEDP has developed its marketing strategy.  See G1.		Second Quarter 2010, see G1  Complete
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.	See I15	See I15

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<p>J. <u>Tax Structure</u></p> <p>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.</p>	<p>CFO(Johnson), FIN, OMB</p>	<p>Review of existing tax options undertaken as part of FY 2009 budget process. See J3 below for results of that review.</p>	<p>First Quarter 2008</p>	<p>Ongoing</p>
<p>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.</p>	<p>CMO (Jinks), FIN, OMB, T&amp;ES (Baxter)</p>	<p>Council appointed a business-resident committee to study this issue. The Committee recommended that Council initially adopt at least a 2¢ add on commercial real estate tax. Council decided not to adopt this add-on for FY 2009, and it was not recommended for implementation in the Proposed FY 2010 Budget.</p> <p>The transportation tax was not a part of the adopted FY 2010 budget. Staff recommended a 3-cent real estate commercial tax for FY 2011 for various transportation projects. It was not adopted as a part of the FY 2011 budget. The FY 2012 budget includes a proposal for a 12.5 cent add-on transportation tax.</p>	<p>Fourth Quarter 2007</p>	<p>Second Quarter 2008, ongoing</p>

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J3.	The goal is to adopt tax regimes that rely less on the regressive real property tax for City revenues.	CFO (Johnson), FIN, OMB	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. The City also implemented an alternative funding source for stormwater related operations and capital costs. The adopted real estate tax rate for 2010 was 97.8¢, which is one of the lowest real estate tax rates in the region.	First Quarter 2008	Ongoing
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