



# Alexandria Economic Development Partnership

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*2013 – 2015 Strategic Plan*

March 12, 2013



# Guiding Principals of Economic Development

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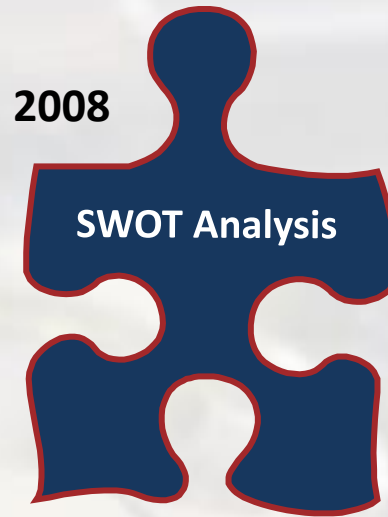
**Economic Development Vision:** Alexandria should be a vibrant, creative, diverse City where large and small businesses can locate and grow while enhancing the community's quality of life.

**AEDP Mission:** To promote the City of Alexandria as a premier location for businesses by capitalizing on its assets including multiple Metro stations, historical character and riverfront location, in order to enhance the City's tax revenue and increase employment opportunities.

**City Goal 1:** Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.

# Strategic Planning History

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# Strategic Planning History

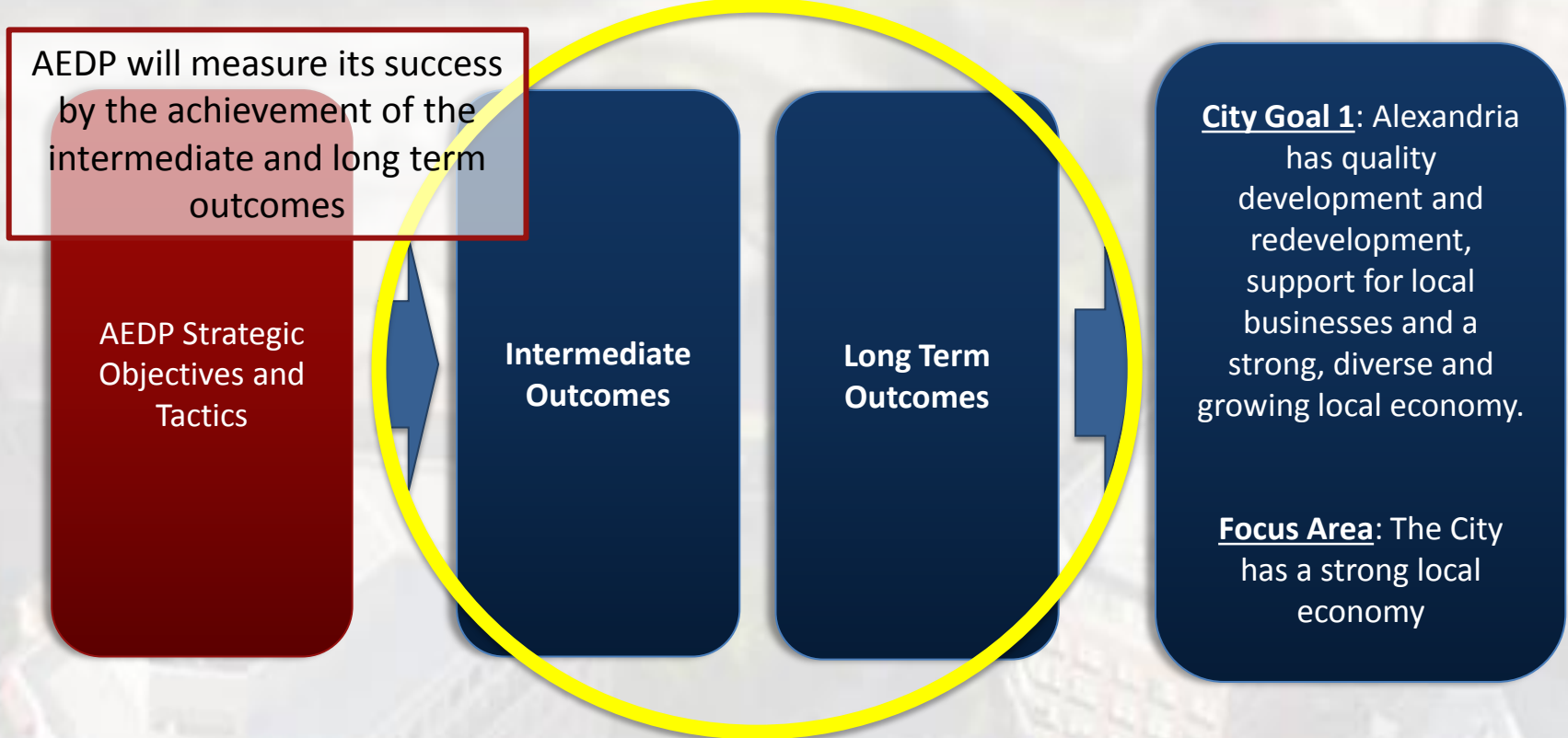
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## 2010 City Strategic Plan

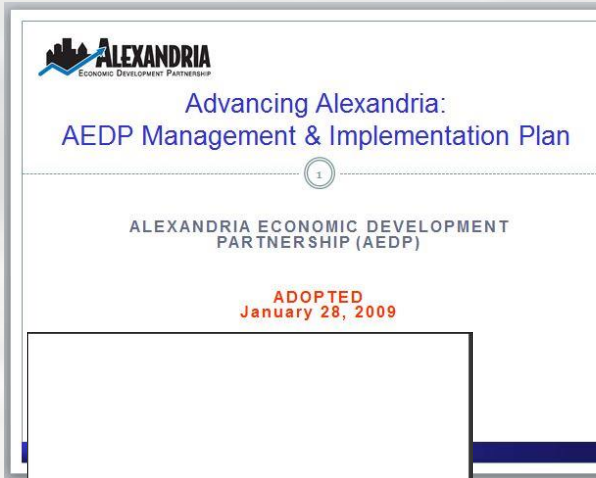


# Strategic Planning Process

AEDP's objectives and tactics produce Intermediate and Long Term Outcomes that will help to achieve the City's Strategic Plan Goal 1.



# Strategic Plan Data



**ALEXANDRIA**  
Economic Development Partnership

Advancing Alexandria:  
AEDP Management & Implementation Plan

1

ALEXANDRIA ECONOMIC DEVELOPMENT  
PARTNERSHIP (AEDP)

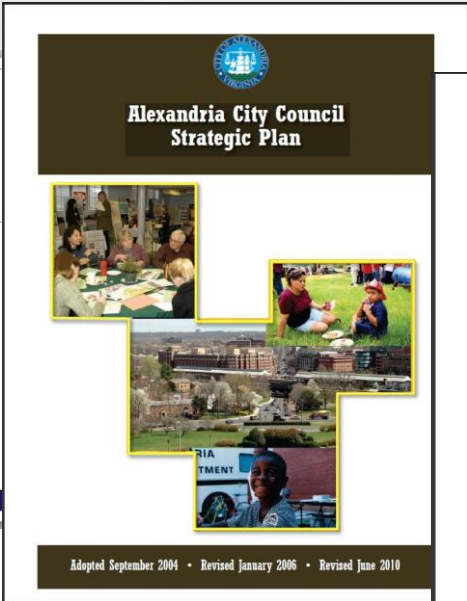
**ADOPTED**  
January 28, 2009



Alexandria Target Industry Strategy  
DRAFT

Alexandria Economic Development Partnership | October 26, 2012

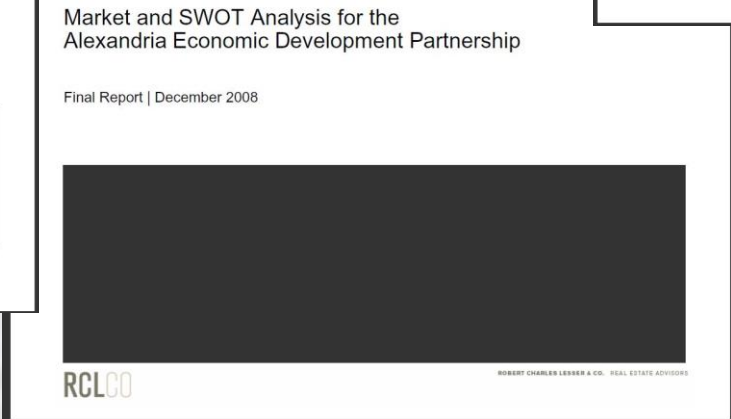
**RCLCO**  
ROBERT CHARLES LESSER & CO. REAL ESTATE ADVISORS



**ALEXANDRIA**  
CITY COUNCIL

Alexandria City Council  
Strategic Plan

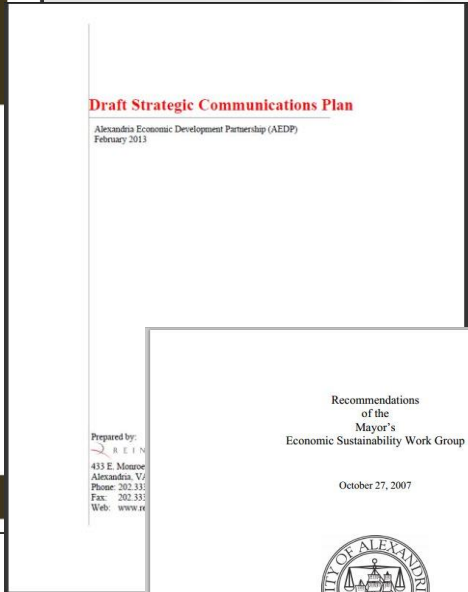
Adopted September 2004 • Revised January 2006 • Revised June 2010



Market and SWOT Analysis for the  
Alexandria Economic Development Partnership

Final Report | December 2008

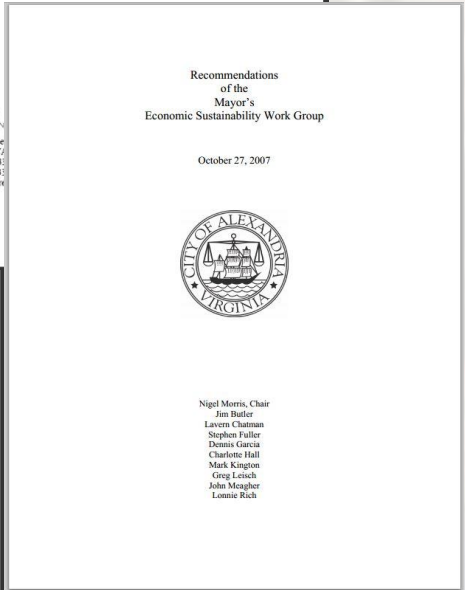
**RCLCO**  
ROBERT CHARLES LESSER & CO. REAL ESTATE ADVISORS



**Draft Strategic Communications Plan**


Alexandria Economic Development Partnership (AEDP)  
February 2013

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Recommendations  
of the  
Mayor's  
Economic Sustainability Work Group

October 27, 2007



Nigel Morris, Chair  
Jim Butler  
Lavern Chatman  
Stephen Fuller  
Dennis Garcia  
Charlotte Hall  
Mark Kington  
Greg Leisch  
John Meagher  
Lionie Rich

# Challenges

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

# Industries of Focus

| Cluster  | % of Alexandria Total 2011 Employment | Alexandria Competitive Advantage | Typical Tenant Size (SF) | Economic Development Strategy |
|--|---------------------------------------|----------------------------------|--------------------------|-------------------------------|
| Business Services (Finance, Insurance & Real Estate) | 12%                                   | ↓                                | 10,000                   | <b>PURSUE</b>                 |
| Information Technology                               | 6%                                    | ↓                                | 10,000 – 30,000          | <b>PURSUE</b>                 |
| Defense and Security                                 | 1%                                    | ↑                                | 30,000                   | <b>GROW</b>                   |
| Legal Services                                       | 2%                                    | ↑                                | 10,000                   | <b>GROW</b>                   |
| Design and Engineering Services                      | 3%                                    | ↔                                | 10,000                   | <b>PROTECT</b>                |
| Advertising & PR                                     | 1%                                    | ↑                                | 15,000                   | <b>PROTECT</b>                |
| Arts, Entertainment & Recreation                     | 2%                                    | ↔                                | 2,500                    | <b>PROTECT</b>                |
| Association Cluster                                  | 7%                                    | ↑                                | 5,000                    | <b>PROTECT</b>                |
| Hotels and Restaurants                               | 8%                                    | ↔                                | 2,500 – 150,000          | <b>PROTECT</b>                |
| Federal Government                                   | 25%                                   | ↑                                | 15,000 – 50,000          | <b>PROTECT</b>                |

# Industries of Focus

## Pursue and Recruit



Computer Programming



Federal Agencies & Government Contractors



Legal & Governmental Services

## Protect and Retain



design+  
engineering



Arts,  
Entertainment  
& Recreation



An aerial photograph of a city, showing various buildings and streets. A prominent red banner is overlaid across the middle of the image, containing the title text. The background image is slightly blurred.

# ***Strategic Objectives and Tactics***

# 2013 – 2015 Strategic Plan Objectives

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1. Expand the Commercial Real Estate Tax Base
2. Recruit and Retain Businesses
3. Improve the Perception of Alexandria for Business
4. Mobilize Relevant Resources to Win Deals
5. Collaborate on Economic Development Issues & Policies

# 1: Expand the Commercial Real Estate Tax Base

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- Promote the development of office space in locations that are attractive to target industries
- Increase market awareness of prime development opportunities
- Encourage new Class A office development around metro stations
- Pursue office tenants to be anchors for key development projects
- Convince investors to finance development projects in Alexandria

## *Recent Success*

Landbay G at Potomac Yard – Retention of Institute for Defense Analyses (IDA) and Expansion of Giant as anchors

## *Ongoing Focus*

- Pursue office prospects for Potomac Yard and Carlyle/ Eisenhower Valley (Victory Center)
- Pursue mixed-use developers for Braddock, Arlandria, West End
- Landmark Mall

## 2: Recruit and Retain Businesses

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- Target specific businesses and industries
  - Build a repository of success stories to use to target businesses in key industries
  - Engage with the top 50 businesses that we want to keep in the City
- Use brokers and other market intelligence to determine which businesses have expiring leases and might be considering moving
- Provide customized resources
  - Research and mapping
  - Direct assistance with finding space
- Promote and support a strong, healthy small business environment in Alexandria
  - Implement the new SBDC strategic plan
  - Enhance counseling, training, and education services through SBDC and SCORE

### *Recent Success*

Helicopter Association  
International, IDA and Reingold

### *Ongoing Focus*

- Increase visibility in the market by hosting and participating in events sponsored by key retail, commercial and real estate organizations like ICSC , ULI and NAIOP
- Market the Alexandria MAP'd tool for property and development searches

## 3: Improve the Perception of Alexandria for Business

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- Market and communicate “Alexandria Ideal for Business”
  - Business-friendly nature
  - Competitive real estate tax rates
  - Easy-to-navigate City processes
  - High-quality available space
- Create a portfolio of information for stakeholders to use to promote Alexandria to contacts within their networks
- Continue to brand Alexandria’s distinct submarkets
- Promote the advantages of working with the City, AEDP, ACVA, and SBDC to key audiences

### *Recent Success*

Anecdotes from real estate professionals and users (e.g. Alexandria “Rises to the top year after year”)

### *Ongoing Focus*

- Maintain the message proof points that support our marketing campaigns
- Promote data and research capabilities, including the map library, demographics and statistics, reports, and presentations

# Economic Development and Small Business

## Economic Development Strategy

Expand the  
Commercial Real  
Estate Tax Base

Recruit and Retain  
Businesses

Improve the  
Perception of  
Alexandria for  
Business

Mobilize Relevant  
Resources to Win  
Deals

Collaborate on  
Economic  
Development  
Issues and Policies

SBDC

1

**Innovative Core Services:** Provide core services to small businesses at every stage of their development to support their success

2

**Communications:** Develop a consistent branding strategy and communication process to promote SBDC's services and benefits to small businesses and the community

3

**Infrastructure:** Provide a sustainable infrastructure that ensures the SBDC's ability to achieve its vision, mission, and goals

4

**Community-Wide Vision to Recognize and Support Small Businesses:** Champion the development of a clear vision for small business to be embraced by the community and its leaders

## 4: Mobilize Relevant Resources to Win Deals

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- Engage with developers, brokers, city officials, and others to achieve positive outcomes for the city
  - Act as a liaison/facilitator between the business and development community and the City
  - Assemble interested parties for each project
- Support efforts to engage and educate residents, businesses, and other Alexandria stakeholders
- Share information and leads with the City, VEDP, ACVA, SBDC, and other economic development partners (e.g. the Chamber, business associations, etc.)

### *Recent Example*

National Science Foundation, IDA, a variety of confidential projects

### *Ongoing Focus*

- Continue to provide the table at which all relevant parties can come together in a collaborative atmosphere
- Engage with state entities to provide resources and incentives for major deals

## 5: Collaborate on Economic Development Issues and Policies

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- Identify competitive financial and regulatory incentives for targeted industries for consideration by the City
  - Benchmark Alexandria's comprehensive business tax burden against competing jurisdictions (specific business examples)
  - Create a toolbox to outline specific strategies for targeted projects/deals
  - Complete necessary fiscal impact studies
- Promote a regulatory environment that makes it easy for target companies to locate in Alexandria
- Support and help spread positive word about ACPS and education in the City
- Work with City agencies to proactively create and update Small Area Plans

### *Recent Example*

Waterfront Interdepartmental Team, King Street Retail Implementation, What's Next Alexandria?

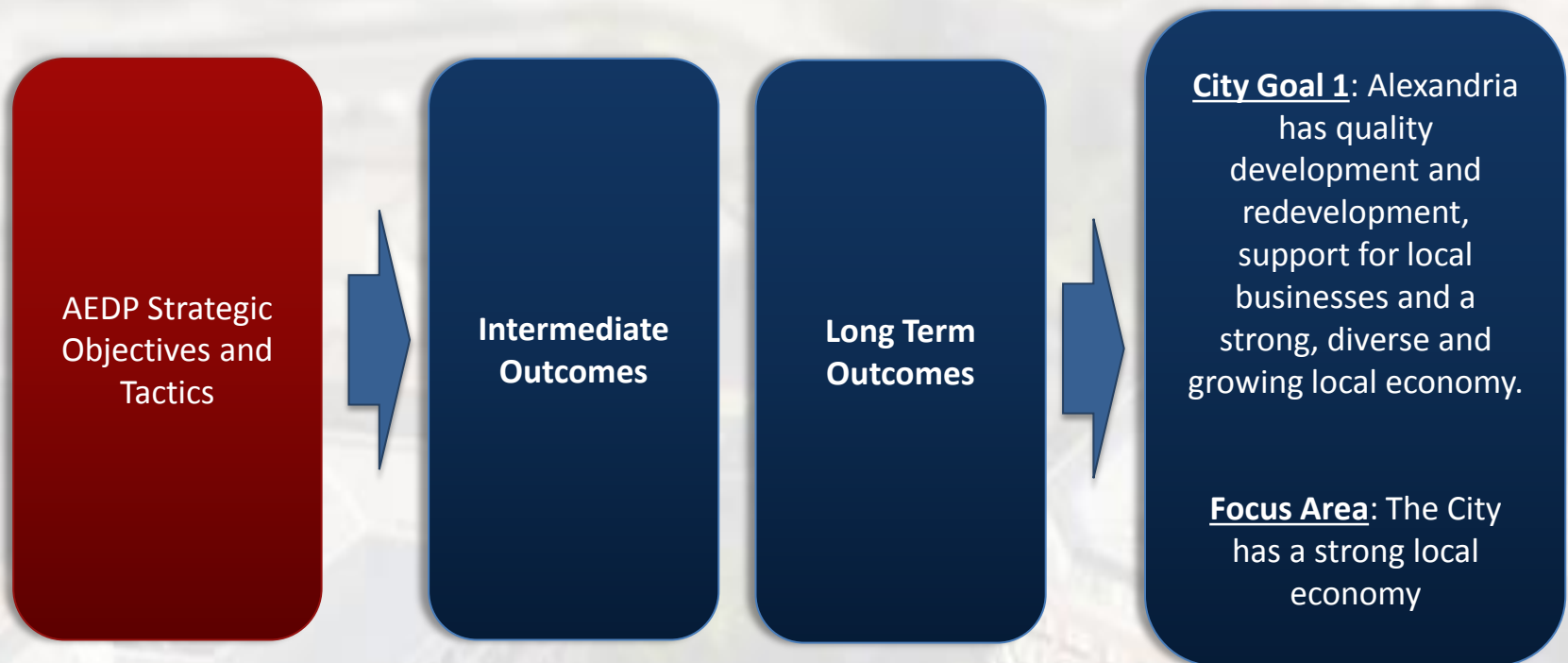
### *Ongoing Focus*

- Evaluate project feasibility and ROI for selected high priority opportunities
- Monitor City's tax competitiveness and make recommendations for change when warranted

# Strategic Planning Process

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AEDP's objectives and tactics produce Intermediate and Long Term Outcomes that will help to achieve the City's Strategic Plan Goal 1.



# Measuring Success for AEDP & Goal 1

## Intermediate Outcomes

- Increase market awareness of City development opportunities
- Increase commercial real estate development in key areas
- Increase redevelopment of Landmark Mall
- Increase public perception of Alexandria schools
- Increase market awareness that Alexandria is “business friendly”

- Increase market awareness that Alexandria is an Ideal place to live
- Increase market awareness of City development opportunities
- Increase public perception of Alexandria schools
- Increase market awareness that Alexandria is “business friendly”

- Increase market awareness that Alexandria is an Ideal place for businesses to locate
- Increase retail occupancy rates
- Expand quality counseling services available for small businesses
- Increase quality workshops and educational programs
- Maintain strong neighborhood business associations
- Maintain healthy collaboration between City and businesses

- Increase occupancy rates
- Increase retail occupancy rates
- Increase the number of businesses in the City
- Maintain high business retention rate
- Increase commercial real estate development
- Increase market awareness that Alexandria is business friendly

## Long Term Outcomes

Increase the City’s commercial, non-residential tax base

Increase the City’s residential tax base

Increase the number and health of businesses in the City

Increase the number of jobs in the City

## Goal 1 and Focus Area

**Alexandria has quality development and redevelopment, support for local businesses and a strong, diverse and growing local economy.**

**The City has a strong local economy**



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