



# 2018 Legislative Agenda



Alexandria Chamber  
of Commerce



# INTRODUCTION

---

Inspired by the opportunity to help shape Tomorrow's Alexandria, over the past year, the Alexandria Chamber of Commerce has fostered conversations on improving the climate for business growth and economic development, as well as investments in broadband infrastructure, transportation, healthcare, education, and workforce development. Our advocacy efforts at City Hall and in Richmond on budget priorities and infrastructure projects underscore the importance of the Alexandria business community's voice on these issues. With lagging City revenues and the prospect of federal budget cutbacks, investing in our business community as a central pillar of a thriving Alexandria is now more important than ever.

Our 2018 Legislative Agenda places renewed focus on what is needed to attract and keep businesses in Alexandria in the face of robust regional competition. Smart fiscal policies and investments in broadband, transportation, and our workforce must be complemented by city government service improvements that show Alexandria continues to be open for business. Redevelopment opportunities should continue to emphasize the "complete community" philosophy by balancing residential, office, retail, and light-industrial uses as appropriate. With the presence of the U.S. Patent and Trademark Office and the relocation of the National Science Foundation to Alexandria in 2017, opportunities to attract businesses driving innovation in technology and the sciences must be pursued. The City's and the Chamber's recent engagement on Combined Sewer Outflow (CSO) and broadband legislation shows, decisions in Richmond and Washington impact us and we must be engaged at the state, regional, and federal levels.

The vibrant community at the heart of Tomorrow's Alexandria must have a positive business climate that attracts businesses and grows our economy. Working together, we can achieve the vision of a thriving, successful municipality where people choose to live, work, invest, play, learn, and serve our community. As our 2018 Legislative Agenda notes, we face both ongoing and new challenges, but we also have opportunities that bring us closer to realizing the promise of Tomorrow's Alexandria.

This document was written by the Chamber's Government Relations Committee and approved by the Chamber's Board of Directors to guide our advocacy efforts in 2018; It is truly a document by our members for our members. At the Chamber, we stand ready to do our part. We invite you to join us in making the promise of Tomorrow's Alexandria a reality.





# BUSINESS INVESTMENT, INNOVATION AND COMPETITIVENESS

---

**GOAL:** *Invest time, expertise, and appropriate funding to advance innovative solutions and promote infrastructure improvements and business development to enhance Alexandria's local, regional, and national competitiveness.*

## 1. COMPETITIVENESS

Social paradigms have shifted to favor distinctive, walkable mixed-use communities that offer modern, convenient amenities, including thriving commercial areas and ready access to transportation and connectivity. In many ways, Alexandria is ideally suited to thrive in this new environment. Our city should lead the way in attracting and retaining strong, community-centric businesses.

### **The Chamber recommends the City:**

- Offer financial incentives and expedited approval processes to attract commercial development and enhance Alexandria's overall competitiveness.

## 2. CITY OF ALEXANDRIA'S BROADBAND INITIATIVE

Access to fast, reliable broadband service is critical to attracting and retaining businesses in the 21st Century. The City has made progress in bringing broadband services to Alexandria and the Chamber appreciates the effort to date. However, investment in broadband must move at an accelerated pace to serve the future needs of both businesses and residents. The expansion of broadband must remain a top priority of the City and must prioritize deployment to Alexandria's commercial sector to remain competitive with broadband deployments in surrounding jurisdictions.

### **The Chamber recommends the City:**

- Leverage its position as a large customer with both public and private assets as an incentive to attract the best provider at the best price.
- "Fast-track" broadband access to Alexandria's commercial sector in order to ensure Alexandria remains competitive for retention of current businesses and attraction of new businesses.
- Engage subject-matter experts throughout the solicitation process and subsequent program implementation plan. The City should ensure that the broadband program is implemented in a timely fashion.

## BUSINESS INVESTMENT, INNOVATION AND COMPETITIVENESS (Cont.)

---

### 3. BUSINESS IMPROVEMENT DISTRICTS (BIDS)

The Chamber supports efforts by businesses to promote a vibrant and growing commercial environment. As seen in many jurisdictions, Business Improvement Districts (BIDs) provide models of service and financial support that supplement City-provided services and help increase competitiveness. However, the Chamber believes that, in order for BIDs to be successfully created, the following points need to be addressed:

**The Chamber recommends the City:**

- Ensure that any special tax districts created to support a BID is reasonably tailored to the area that will be serviced by or benefit from such taxes.
- Make clear that any BID special tax district should tax only benefitting commercial businesses and not surrounding residential properties.
- Make clear that any BID governing board should equitably represent business interests as well as the specific needs of businesses at different locations within the district.
- Ensure that any BID must be implemented to supplement, and not replace, services currently provided to businesses by the City.

### 4. POTOMAC YARD METRO STATION

The completion of the Potomac Yard Metro Station should continue to be one of the City's highest capital project priorities.

**The Chamber recommends the City:**

- Continue to work closely with the Washington Metropolitan Transportation Authority (WMATA) to ensure the Potomac Yard Metro Station project remains on schedule given competing WMATA priorities, including WMATA's SafeTrack initiative. This is especially important considering WMATA is tasked with overseeing the Metro station construction.
- Must continue to identify and pursue new funding opportunities to supplement and/or replace the financing options already in place. The Chamber reminds the City that any shortfalls in funding should not be borne by City taxpayers.
- Maintain a dedicated staff person to coordinate with WMATA throughout the construction process and quickly resolve any other issues to ensure the Potomac Yard Metro Station project stays on schedule.



# FINANCE

---

**GOAL:** *To strengthen and expand the City's business environment through sound public fiscal and budgetary management.*

## 1. REVENUE DIVERSIFICATION

**The Chamber recommends the City:**

- Provide funding for programs that will stimulate economic growth, including economic development initiatives that drive business growth and diversify income for the City.
- Align Capital Improvement Plan (CIP) investments with proactive business and commercial incentives.
- Leverage public/private partnerships to bring business investment to the provision of city services.
- Develop and implement a revenue strategy to align economic growth and capital improvement goals with strategies to increase income to achieve those goals.
- Appoint a Chief Innovation Officer with responsibility for developing partnerships with foundations, institutions of higher education, and other jurisdictions, including the Federal government, to bring new investment to shared problems.

## 2. BUDGET PROCESS

**The Chamber recommends the City:**

- Continue to improve its budget process to achieve greater stability and predictability.
- Provide access to resources that track budgetary projections compared to actual revenue and expense data.
- Account for total cost (construction, operation and maintenance) of all anticipated major capital expenses such as school facilities, the Potomac Yard Metro station, and upgrades to storm water infrastructure in the ten-year Capital Improvement Plan.
- Continue to work with the Alexandria City Public Schools (ACPS) to strengthen alignment of its separate budgeting process with the City's.
- Develop and maintain a systematic and long-term strategy to manage employee compensation and improve employee recruitment, retention, and engagement.

## 3. REGULATORY AND ADMINISTRATIVE PROCEDURES

**The Chamber recommends the City:**

- Fully implement the City's new, integrated accounting and database software in order to better manage the cost of government.
- Evaluate the cost of the change to the City, businesses, and the public before proposing any change to the City's administrative procedures.
- Support funding for streamlining and improving the delivery of services to the public through new and integrated "one-stop" and online sources.

## FINANCE (Cont.)

---

### 4. FUNDING LONG-TERM INVESTMENTS

**The Chamber recommends the City:**

- Review / revise its policies for borrowing and bonding with respect to important long-term capital improvement projects and economic growth projects while maintaining its strong bond rating.
- Monitor the impact of tax and fee increases. In particular, the City should review its fee escalation structure for the business license tax to ensure the tax does not become a disincentive for business growth.
- Capital investment decisions should take into account the full lifecycle costs (to include operational costs) of the investment.



# LAND USE

---

**GOAL:** *To maintain and enhance Alexandria's position as a complete community, with an appropriate mix of residential, office, retail, and light industrial/service uses and to focus on high-density development near Metro stations to maximize tax revenues for the City.*

## 1. NORTH POTOMAC YARD

**The Chamber recommends the City:**

- Ensure that redevelopment of North Potomac Yard optimizes revenues through mixed-use development, which will generate associated tax revenues and contributions to help fund the cost of the Potomac Yard Metro Station.
- Process development applications associated with the first phase of the North Potomac Yard Small Area Plan in a timely fashion to facilitate the construction of the first phase of North Potomac Yard concurrently with the construction and opening of the Potomac Yard Metro Station.
- Work with the stakeholders in Potomac Yard and North Potomac Yard to incentivize commercial development within ¼ mile of the Potomac Yard Metro Station.

## 2. EISENHOWER VALLEY

**The Chamber recommends the City:**

- Update the Eisenhower East Small Area Plan to permit additional density and adjust the mix of uses in Eisenhower East to respond to the expected additional demand created by the proximity of the National Science Foundation. As the area is developed, the City should identify all infrastructure improvement costs and work with developers to bear the costs as appropriate.
- Continue to actively assist the Victory Center and Hoffman Center developers bidding to win and/or attract GSA tenants to Eisenhower Valley.
- Move forward with the additional studies and analyses needed for implementation of the Eisenhower West Small Area Plan.
- Continue to support light industrial and other interim uses in the Eisenhower West area.
- Work with the stakeholders of the Eisenhower Valley to incentivize commercial development within ¼ mile of the Metro Stations.
- Fully implement the Eisenhower West and Landmark /Van Dorn plans to include the Van Dorn street bridge.

## 3. LANDMARK MALL

**The Chamber recommends the City:**

- Promote and facilitate the redevelopment of Landmark Mall through the implementation of Tax Increment Financing (TIF) and/or other financial tools to help fund necessary infrastructure.
- Use other redevelopment opportunities to maximize density along the Van Dorn corridor.
- Define a new transit hub at Landmark Mall connecting it to Van Dorn Metro, Interstate 395, and Duke Street.

## LAND USE (Cont.)

---

### 4. AFFORDABLE HOUSING/WORKFORCE HOUSING

#### The Chamber recommends the City:

- Encourage public and private investment in the creation of affordable/workforce housing units.
- Support and work closely with the selected developers and existing residents of Alexandria Redevelopment and Housing Authority (ARHA) sites identified for redevelopment to ensure the thoughtful and timely planning and completion of those projects.
- Support redevelopment of Andrew Adkins to include high-density, mixed-income residential development and community-oriented retail where appropriate.

### 5. COMMERCIAL PROPERTY

#### The Chamber recommends the City:

- Facilitate the conversion of obsolete office buildings to other economically viable uses in order to generate additional revenue and encourage private investment in Alexandria.
- Be mindful of the impacts of re-zoning commercial property for residential use.
- Should evaluate the economic impact and the potential infrastructure/services impact.

Finally, the Chamber supports the objective of the new Ad Hoc Joint City-Schools Facility Investment Task Force to help frame the City and ACPs Facilities Capital Improvement Program in order to ensure efficient and cost-effective development of new public facilities.



# SMALL BUSINESS

---

**GOAL:** *To create a business friendly environment that supports a thriving, independent small business community.*

## 1. BUSINESS REGULATIONS

The viability of the City's economy is a reflection of how effectively businesses are able to interact and navigate within the City at all levels, including in particular the City's business regulatory regime. The City should conduct a comprehensive internal examination of how regulations in a variety of areas can better serve the small business community. Specifically, the City should continue to streamline the City's business taxation processes, licensing, and permitting processes, including Board of Architectural Review (BAR) processes, and in doing so reflect its appreciation of small business, including minority and veteran-owned businesses.

### **The Chamber recommends the City:**

- Implement a business quality control and access platform that provides an online tax filing option and ensures quality regulation and consistent enforcement.
- Make its current tax structure more business-friendly by revising the Business Personal Property tax rate schedule to better align rates with adjacent jurisdictions.
- Implement new signage regulations that allow small businesses the flexibility to promote their unique products.
- Establish a better balance between community engagement regarding business-specific matters and the resulting cost (time and money) of multiple review cycles to small businesses.

## 2. PLACEMAKING

### **The Chamber recommends the City:**

- Adopt policies and regulations consistent with modern placemaking philosophies to capitalize on local assets and provide opportunities for small businesses to help activate public spaces.
- Amend the Old Town Special Events policy to provide greater flexibility in the number and size of Waterfront events.

## 3. PARKING

### **The Chamber recommends the City:**

- Create parking areas that serve residents, business owners and staff while generating revenue and ensuring cost-effectiveness for all.
- Consistent with its Charter, designate the use of revenues from meters and parking lots for the acquisition, maintenance and/or provision of places for the public to park.
- Continue to implement its funded "way-finding" program to provide adequate signage directing vehicles to private parking garages and other important destinations in town.
- Through the City's Permit Center, provide parking information to new businesses during the business licensing process and coordinate with privately owned garages to provide businesses and their employees with additional parking options.



## SMALL BUSINESS (Cont.)

---

- Accelerate the implementation of the Old Town Area Parking Study Workgroup's recommendations, specifically:
  - End meter times at 7 pm for meters west of Alfred Street (Zone 2).
  - Reduce ticket fees for meter violations.
  - Decrease the prices of public parking garages and lots to incentivize use.
  - Provide live digital information of available parking spaces in both garages and street spots.
  - Direct staff to work with Visit Alexandria to provide better marketing of transit and parking options available in the city.
  - Provide more off street parking spaces for City employees.
  - Expand Old Town trolley hours so that trolleys can serve as a viable transportation option for employees in Old Town.



# REGIONAL AND STATE ISSUES

---

**GOAL:** *To inform the public policy process at the state and regional level by highlighting opportunities and potential barriers to economic growth and expansion in the City of Alexandria.*

## 1. COMBINED SEWER OUTFLOW (CSO) OVERFLOW REMEDIATION

Virginia Senate Bill (SB) 898, requiring Alexandria to complete remediation of the four sanitary sewer outflows into the Potomac River by 2025, was signed into law in April 2017 following efforts to halt or modify the legislation by the Alexandria General Assembly delegation and City leaders with the active engagement of the Chamber. Under the law, the City will need to prepare and submit a revised plan outlining how it will meet the mandate of the law, including completion of construction by 2025, to the Virginia Department of Environmental Quality (VDEQ) by July 2018. The City's 2018-2027 Capital Improvement Program (CIP) budget has been modified to show the funding stream for the CSO program of approximately \$390 million compressed into the next eight years. In addition to the major fiscal impact on the City, the impact of four major public works projects in an eight-year span on Old Town businesses and residents will be significant.

As Alexandria moves forward in addressing the combined sewer outflow in response to prescriptive legislation from the General Assembly, the Chamber supports efforts to secure financial assistance through General Assembly appropriations commensurate with what other localities (e.g., Richmond and Lynchburg) facing the need to modernize their combined sewer outflow.

### The Chamber recommends the City:

- Seek opportunities for relief from the 2025 completion deadline through amendments to the law and/or negotiation with VDEQ and demonstration of the practical challenges of implementation.
- Leverage every opportunity to seek supplemental funding opportunities, including federal infrastructure program funding, to assist the City in CSO remediation.
- Encourage that infrastructure designed and installed be selected based on long term investment benefits and enhancement of community water engagement opportunities.

## 2. WMATA FUNDING

- The Chamber supports efforts to develop a dedicated and predictable funding source for WMATA to address the critical needs of the system and strengthen service delivery.

## 3. NORTHERN VIRGINIA TRANSPORTATION AUTHORITY (NVRTA)

- With the NVRTA funding requirement prioritizing regionally significant projects, it is in the best interest of Alexandria to engage in multiple jurisdiction discussions to identify transportation improvements that directly impact the City.
- We urge active engagement with Fairfax County to seek NVRTA 70% funding for capacity solutions for the Van Dorn/Eisenhower Avenue corridor leading between the City and Fairfax County. Such an effort would significantly reduce traffic impediments for city and county residents as well as those seeking to do business with these localities.



## REGIONAL AND STATE ISSUES (Cont.)

---

- Encourage innovative approaches to identifying regionally significant projects.
- Continue to support designating Potomac Yard Metro and High Capacity Transit Corridor C as designated regionally significant project eligible for 70% funding.

### 4. ABC MODERNIZATIONS

For the past two years, the issue of reforming Virginia's state ABC laws has been considered by the General Assembly. While modest updates and revisions have been made, Richmond has remained unwilling to take broad action. Rather than change outdated underlying alcohol laws, legislators have consistently endorsed a "carve out" policy as specific instances arise. While the Chamber is not offering specific legislative remedies to Virginia's regressive alcohol laws, we are guided by two core principles and will support legislation that does the following:

- Encourages the General Assembly to recognize that Alexandria is situated in a market that consists of out of state jurisdictions whose alcoholic beverage laws are less burdensome to the business community.
- Supports efforts in the General Assembly to modernize Virginia's antiquated alcoholic beverage laws so that the Commonwealth is not needlessly placed at a competitive disadvantage.

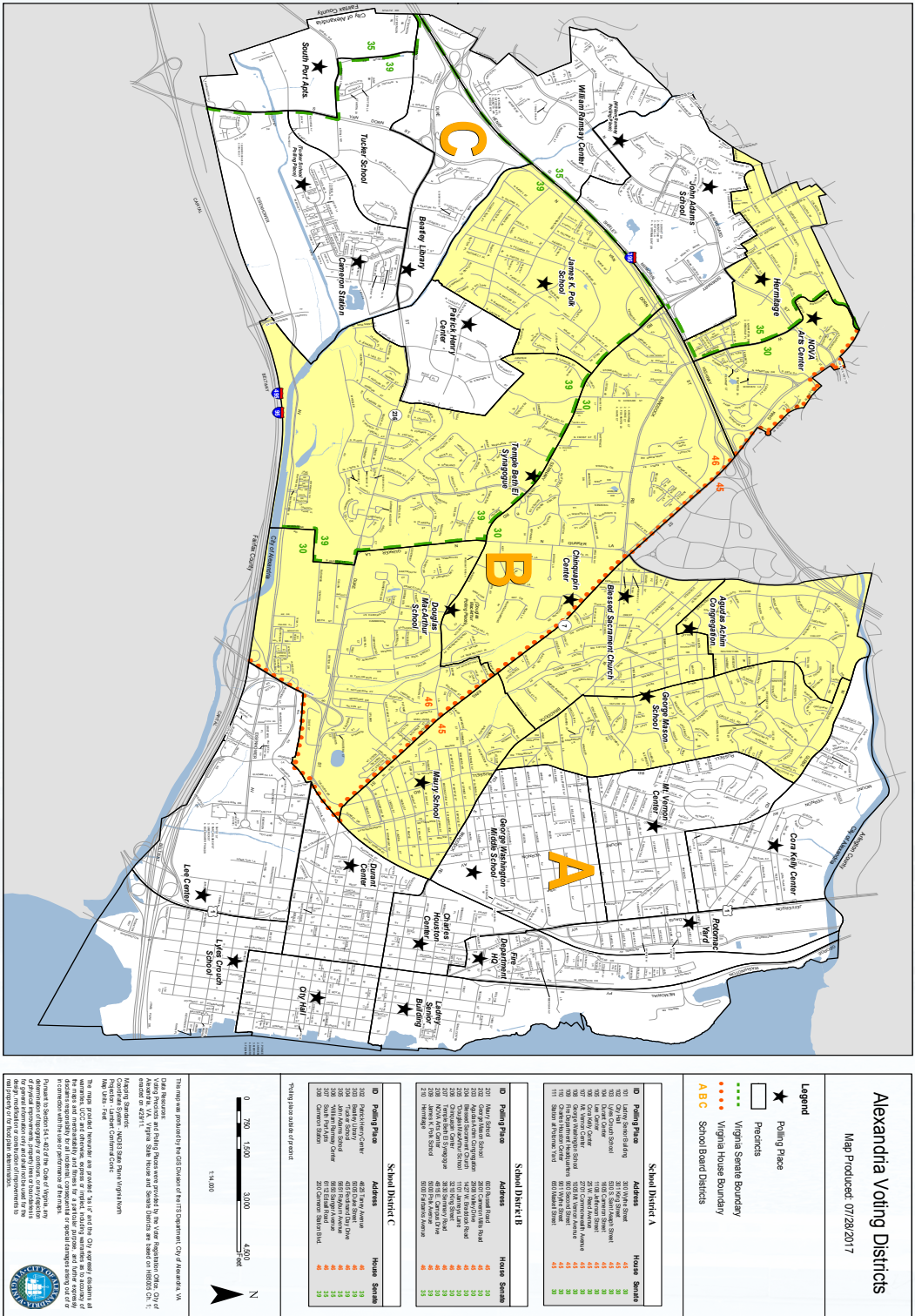
### 5. GO VIRGINIA

GO Virginia seeks to strengthen Virginia's position as an economic leader through collaboration with business, government, and education. The Chamber is a natural conduit between the business community and diverse associations operating in the City that can lend expertise to the GO Virginia effort.

- As Alexandria continues to attract organizations such as the National Science Foundation, the City is uniquely positioned to promote innovative thinking between public, private, and government entities on policies and financial incentives that will positively impact the region and the Commonwealth.
- The Chamber supports legislative efforts to fully fund GO Virginia.
- The Chamber seeks engagement and promotion of GO Virginia opportunities to diversify the region and city business to ensure that private sector growth expands beyond government growth or constrictions.



# ALEXANDRIA VOTING DISTRICTS





# 2017 ALEXANDRIA CHAMBER BOARD OF DIRECTORS

---

## **Chairman of the Board**

**Dak Hardwick**

Aerospace Industries Association

## **Chair-Elect**

**Gin Kinneman**

Kinneman Insurance

## **Immediate Past Chair**

**Robert Shea**

Grant Thornton, LLP

## **Chair, Marketing/Communications**

**Aldo Bello**

Mind & Media, Inc.

## **Chair, Development**

**Jennifer Ferrara**

BB&T

## **Chair, Finance**

**Julia Hodge**

Metropolitan Washington Airports Authority

## **Chair, Governance**

**Patti Turner**

United Way Worldwide

## **Chair, Government Relations**

**Laurie MacNamara**

Booz Allen Hamilton

## **Chair, Membership**

**Allen Schirmer**

United Bank

## **President & CEO**

**Joseph Haggerty**

Alexandria Chamber of Commerce

## **General Counsel**

**Andrew Palmieri**

Saul Ewing LLP

## **Will Alexander**

Dale, LLC

## **Denise Borland**

Ronald Reagan Building and International Trade Center

## **Christopher Campagna**

Braddock Commercial Real Estate

## **Susan Carroll**

INOVA Alexandria

## **Walter Clarke**

Burke & Herbert Bank

## **Travis Cutler**

Dominion Virginia Power

## **Nicholas Gehrig**

Redmon, Peyton & Braswell, LLP

## **Samuel Gerdano**

American Bankruptcy Institute

## **Kyle Green**

Mythics

## **Adnan Hamidi**

Alexandria Cupcake

## **Charlotte Hall**

Potomac Riverboat Company

## **Angela Hartley**

National Industries for the Blind



## 2017 ALEXANDRIA CHAMBER BOARD OF DIRECTORS (Cont.)

---

**Stephanie Beyer Kirby**

Beyer Automotive Group

**Elizabeth Lucchesi**

LizLuke.com

**Mary Anne Martins**

SunTrust Banks, Inc.

**Tammy Mann**

The Campagna Center

**Anton Nikodemus**

MGM National Harbor

**Karen Pallansch**

Alexandria Renew Enterprises

**Christine Sennott**

Christine Sennott Realtor

**Jeanne Theismann**

Alexandria Gazette Packet

**Ed Velarde**

EagleBank



# 2017 ALEXANDRIA CHAMBER OF COMMERCE GOVERNMENT RELATIONS COMMITTEE

---

## CHAIR

**Laurie MacNamara**  
Booz Allen Hamilton

**Bismah Ahmed**  
Apartment and Office Building Association of  
Metropolitan Washington

**Nancy Appleby**  
Appleby Law PLLC

**Carter Batey**  
Sugar Shack Donuts

**Christopher Campagna**  
Braddock Commercial Real Estate Services

**Andy Duncan**  
National Hospice and Palliative Care Organization

**Joseph Haggerty**  
Alexandria Chamber of Commerce

**Ann Harbour**  
INOVA Alexandria Hospital

**Dak Hardwick**  
Aerospace Industries Association

**Marc Henderson**  
Northern Virginia Community College

**Tom Hicks**  
DiMuro Ginsberg PC

**Gin Kinneman**  
Kinneman Insurance

**H. (Skip) Maginniss**  
Maginniss + del Nino Architects

**Jody Manor**  
Bittersweet Catering & Café

**David Martin**  
Gold Works, Inc. by David Martin Design

**Dave Millard**  
Avison Young

**Thomas Osborne**  
Spurgeon Lewis Antiques

**Andrew Palmieri**  
Saul Ewing LLP

**Michael Porterfield**  
Tartan Properties Commercial Real Estate Services

**Doug Povich**  
DMV Food Truck Association

**Cathy Puskar**  
Walsh, Colucci, Lubeley & Walsh, PC

**Robert Shea**  
Grant Thornton, LLP

**Ed Velarde**  
EagleBank

**Josh Veverka**  
Northern Virginia Association of Realtors

For more information, please contact:

**Maria Ciarrocchi**

Vice President of Public Policy and Programs

Alexandria Chamber of Commerce

2834 Duke Street

Alexandria, Virginia 22314

[www.alexchamber.com](http://www.alexchamber.com)

[mciaarocchi@alexchamber.com](mailto:mciaarocchi@alexchamber.com)

703-739-3802



**Alexandria Chamber  
of Commerce**