



## Strategic Platform:

For those who appreciate independence and access, the historic City of Manassas enjoys a strategic location in Northern Virginia where historic charm combines with a new city spirit so you experience a sense of place, a sense of community and a sense of opportunity.

## Vision:

*A community that takes pride in our authentic history, livable neighborhoods, quality schools, healthy economy and outstanding quality of life*

## Values:

**Customer Service:** Our primary duty is to be accessible and responsible to the community that we serve. To that end we must maintain an organizational reputation for consistency, openness, transparency, understanding and active engagement with the stakeholders that we serve.

**Honesty:** We must demonstrate the highest standards of being true to what we say and do and standing up for our beliefs so that our public activities inspire confidence and trust in our government.

**Respect:** We honor diversity and individual rights in every interaction we have with another person. We look for balance between self, family, community and work.

**Integrity:** The courage to be true to yourself and your position. We value integrity in ourselves and others as we work every day with staff, residents and visitors.

**Stewardship:** We must be diligent to maintain an atmosphere where public resources are always used for the public good. Our organization constantly strives to provide the greatest possible efficiency and effectiveness in the delivery of public services.

**Teamwork:** It takes teamwork to create success. We work as a team that encourages trust, cooperation and a commitment to communications within the organization. We use our professional judgment to meet customer needs and exceed customer expectations through behaviors consistent with our values.



## **Council Strategic Priorities:**

### **1. Community Investments**

We will be a city that invests in our future to enhance the pride in our community.

### **2. Economic Development**

We will be a city that supports and encourages business growth and entrepreneurial activity that brings opportunities to the community.

### **3. Education**

We will be a city that partners with the Manassas City Public School System to provide an innovative, engaging, inspiring, and challenging learning environment for all students.

### **4. Housing & Redevelopment**

We will be a city that promotes pride in our neighborhoods and encourages investment that shapes the character of the community.

### **5. Public Safety**

We will be a city that provides a safe and secure environment for citizens, businesses, and visitors through proactive safety measures and emergency response.

### **6. Sustainable Government**

We will be a city that delivers quality services and demonstrates strong fiscal stewardship and transparency through an efficient and responsible government.



## Opportunity

### Sense of Opportunity:

*Manassas is an economically thriving City where the combination of an entrepreneurial spirit, an involved business community, and a supportive City economic development presence results in growing businesses, a thriving active community, and a strong sense of place and opportunity.*

**Goal #1 Branding and Marketing the City to create a regionally held perception of Manassas as a community with a high quality of life in which to live, work, and recreate.**



**While a number of City agencies and community partners play a role in achieving this goal, from an economic development perspective our major focus in marketing the City is to drive an increase in visitors, businesses, and new residents to the City. Key partners in this effort include Historic Manassas, Inc., Discover Prince William & Manassas, and the City's Communications Department.**

### Strategies:

- 1.1 Build a "Historic Heart, Modern Beat" public relations campaign designed to attract visitors to Manassas utilizing a robust website, compatible collateral print materials and targeted advertising.
  - Improve web traffic
    - Track traffic and sources
    - Highlight tourism related information & links on City website
    - Monitor and update CVB and HMI sites
    - Develop a site devoted to the arts
    - Develop a page devoted to residential relocation
  - Expand social media presence
    - Increase "likes" and "follows"
    - Boost the number and type of posts
    - Increase public relations activities
  - Increase media placements
    - Implement the media placement plan
    - Work with partners to increase outreach to visitors
    - Promote placements in local, regional & national publications

## Measure of Success

- Increase visitor attendance at events by 5% annually

1.2 Execute a targeted outreach effort focused on potential business start-up and relocation markets.

- Use internet based collateral and fulfillment materials; Redesign Economic Development website, Video testimonials, ED blog, eNewsletter, etc.



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- Produce printed collateral and fulfillment materials; Community profile, Annual report, Presentation folders, Industry profile data sheets, District profiles (Downtown, Airport/Gateway, Mathis, etc.), property flyers, etc.

## Measure of Success

- Attract 10 new businesses annually

1.3 Work closely with City and Community partners to increase the positive visibility of Manassas highlighting community success, vibrancy and economic growth.

- Tell our story to a local and regional audience; Education, Public Safety, Business, General Government, etc.
- Visit with a City Board, Committee, or Commission bi-monthly to highlight information about the City's economic development success and challenges.

## Measure of Success

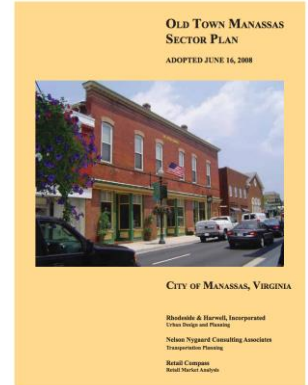
- Increased citizen satisfaction scores; Improved brand barometer results



**Goal #2 Successfully redevelop parts of the City to their highest and best use. Specific strategy areas may include:**

- **Historic Downtown defined by the Sector Plan,**
- **Mathis Avenue Corridor as defined by the Sector Plan, and**
- **Commercial areas as dictated by market opportunities.**

**Successful redevelopment requires collaboration among a number of City departments and private sector entities. Within Economic Development, we will focus on meeting the needs of property owners, tenants (both current and prospective) developers and brokers. Within this set of customers, several strategies emerge.**



## **Strategies:**

### 2.1 Identify strategic, market-based public investments/interventions.

- **Historic Downtown**
  - Work with HMI to utilize the Main Street approach to (re)development
  - Identify appropriate capital projects for inclusion in the CIP
- **Mathis Avenue**
  - Revise Sector Plan
  - Evaluate appropriate market based opportunities
  - Balance market realities with community desires
  - Seek grant funding to undertake planning & design work
  - Identify appropriate capital projects for inclusion in the CIP
- **Grant Avenue**
  - Identify appropriate capital projects for inclusion in the CIP
  - Pursue commercial (re)development opportunities

### **Measure of Success**

- Year over year increase in commercial property values

### 2.2 Expand and apply a toolkit of development specific support services such as project design, environmental analysis, etc.

- Establish pre-qualified list of consulting engineers, architects, planners, etc.
  - Review existing City professional services contracts
- Identify funding support for a toolkit



## Measure of Success

- Total value of commercial building permits issued increases

2.3 Collaborate with commercial real estate brokers to establish a comprehensive, current list of available space for potential tenants.

- Meet with brokerage community
- Create automated database of available properties
- Establish process for updating data on a regular basis

## Measure of Success

- Assist 10 new business to locate in the City annually

2.4 Expand potential incentives available to spur redevelopment.

- Inventory existing incentives
- Research additional incentive options
- Present recommendations for expanded programs to City Council

## Measure of Success

- Achieve 10:1 return on private investment for every incentive dollar expended

2.5 Establish Economic Development's ombudsman role in facilitating development projects.

- Update City information platforms to identify Economic Development as the entry point to the City government for commercial development

## Measure of Success

- Assist 10 new businesses to locate in the City; Assist 5 existing businesses to expand in the City





## Goal #3 Successfully leverage the Airport and Gateway environs to develop a major employment and activity center.

This goal addresses the major sizable greenfield development opportunity in the City. Successful development at the Airport requires a strong partnership with the Airport Commission as well as several City agencies. Key customers of Economic Development include developers, tenants, airport operators, and existing businesses at the airport. Successful development of the Gateway project requires a strong partnership with a master developer, several City agencies, and prospective site tenants.



### Strategies:

3.1 Pursue the development of a major activity center destination venue at Gateway.



- Complete proffer amendment process
- Begin land development process
- Identify prospects
- Develop incentive packages
- Begin construction of commercial and residential buildings

### Measure of Success

- Phase I of Gateway development completed

3.2 Using the airport as an anchor, pursue creation of a high tech aviation center.

- Make zoning and land use changes to facilitate desired development
- Ensure all developable property is “shovel ready”
- Discuss expansion with all existing businesses
- Support airport staff in contacting air charter companies
- Develop innovative incentive packages
- Jointly develop targeted message and marketing materials.

### Measure of Success

- Number of new jobs created; amount of new capital invested



**Goal #4 Establish a strong business development program focusing on existing business expansion and becoming a center for entrepreneurial success.**

**A successful business development program will focus on existing business with a positive outlook for growth and prospective new business opportunities that match with the City's targeted business profile. Key Economic Development partners necessary to achieve success include the Economic Development Authority and multiple City agencies as well as a strong network among the existing business community.**

### **Strategies:**

4.1 Identify and assist businesses poised for growth.

- Define targeted businesses
- Call on top 10 employers annually specifically to determine their growth profile and what the City can do to help realize their expansion
- Use the business appreciation breakfast to identify 10 businesses with short-term expansion potential and call on each of them within 6 months



### **Measure of Success**

- Number of business contacts

4.2 Create and foster a business incubator to support new business owners.

- Fine tune business plan
- Re-establish partnerships
- Identify funding sources

### **Measure of Success**

- Incubator becomes operational





#### 4.3 Design a market based new business development program.

- Compile a business start-up tool kit including information about: sites and buildings, access to capital, business planning, counseling, available incentives, and social capital
- Eliminate barriers for entrepreneurs by creating a City business start-up fast track development process
- Streamline existing regulatory process
- Create a “How to start a business in Manassas” publication outlining the steps needed to obtain City approval
- Clearly establish the Department of Economic Development as the City’s point of contact for prospective businesses.

#### **Measure of Success**

- Employment increases year over year