Manassas Economic Development Authority

Strategic Plan

I. INTRODUCTION

The purpose of this Strategic Plan is to establish broad policy goals for the development of the Manassas Economic Development Authority (EDA) through the next five. This plan provides guidelines and context for making decisions regarding future activities of the EDA. The environment in which the EDA operates – including economic and market forces, technology, regulatory, and a host of other factors – may change in unanticipated ways. Therefore, it is essential that this plan be periodically updated and that it permits sufficient flexibility to adapt to changing conditions. Perhaps most importantly, the plan must align with the goals and aspirations of the Manassas City Council.

A. Need for a Strategic Plan

Strategic planning is a critical component of good management and governance. Planning helps assure that an organization remains relevant and responsive to the needs of its community, and contributes to organizational stability and growth. It provides a basis for monitoring progress, and for assessing results and impact. It facilitates new program development. It enables an organization to look into the future in an orderly and systematic way. From a governance perspective, it enables the setting of policies and goals to guide the organization, and provides a clear focus to the leadership and staff for organization management and program implementation.

A strategic plan is the formalized road map that describes how an organization executes a chosen strategy. A plan spells out where an organization is going over the next year or more and how it is going to get there. It is a management tool that:
- Helps build competitive advantage
- Communicates strategy to staff
- Prioritizes financial needs
- Provides focus and direction to move from plan to action.

B. How the Plan was Developed

The strategic planning process for the Manassas Economic Development Authority began in July 2019 with the formation of the strategic planning team. The team began its process by reviewing the status of the EDA, including the market(s) being served, and identifying critical issues that will affect the activities of the EDA in the near future. The team had no preconceptions or any pre-determined outcome in mind: everything was "on the table" and as many points of view and options for future development that could be gathered were given full consideration. Key steps in the strategic planning process are briefly reviewed hereafter. These key steps included a data collection effort; review and refinement of organizational tenets (a value proposition and a vision statement); review and refinement of goals, along with strategies and tactics to achieve those goals; and finally, development of key findings and recommendations.

II. THE ENVIRONMENTAL SCAN

A. History

An Economic Development Authority, or EDA, is a political subdivision of the Commonwealth of Virginia created in order to "acquire, own, lease and dispose of properties to the end that such (authority) may be able to promote industry and develop trade by inducing manufacturing, industrial, governmental and commercial enterprises to locate in or remain in (the) Commonwealth and further the use of its agricultural products and natural resources…." An EDA has the authority and ability to issue bonds, make loans (and forgive such loans), accept public and private funds and property, lease property for fees, and convey property as appropriate. An EDA does not have the power of eminent domain.

EDAs were created in 1964 by the General Assembly in certain jurisdictions within the Commonwealth, primarily in Southern and Southwestern Virginia. The authority was not codified in the Code of Virginia but is found as part of the "Acts of Assembly" from that year and subsequent years in which it was amended. In addition, the Act of the Assembly was not enabling authority to create an EDA; the Act in fact created such an entity in each city and county described in the Act. The Manassas City Council established an Economic Development Authority (EDA) in 1977.

The mission of the Manassas EDA is to attract, retain, generate, and assist in the expansion of high-quality businesses, institutions of higher education, medical facilities, and non-profit organizations to ensure the continued existence of a vibrant, stable, and diverse economy within the City of Manassas and the Commonwealth of Virginia through the use of Industrial Development Bond financing as well as loans and grants.

Industrial development revenue bond financing is a source of tax-exempt financing for manufacturing and other local support facilities. Financing is obtained through a financial institution or an underwriting process, usually backed by a commercial grade letter of credit. Industrial Development Revenue Bonds are issued through the City of Manassas Economic Development Authority to assist businesses in acquiring land, constructing or expanding buildings, and purchasing equipment. The bonds are designed to provide capital for new or expanding manufacturing facilities and other local support facilities.

B. The External Environment

1. Local Situation and Trends. Since 1982, the Virginia Economic Developers Association (VEDA) has been increasing the effectiveness of those who practice economic, industrial, and community development in Virginia. VEDA is the voice in Virginia for shaping economic development public policy and a primary source of strong and effective education and networking for economic development professionals. VEDA is a non-profit, non-partisan membership organization for individuals with a professional interest in economic development in Virginia. VEDA's activities include:

- Advocating through public policy initiatives

- Educating through professional development programs
- Sharing best practices and innovative strategies
- Promoting the value of economic development
- Supporting the career path of the economic development professional

2. Summary of Opportunities and Threats. Opportunities and threats generally relate to external factors that affect an organization and include the environment the organization operates in (political, economic, social, technological, legal, and environmental), its market, ecosystem, and all of the third parties involved.

Opportunities:
- Manassas has a healthy underlying economy, historic district, close proximity to Washington D.C., yet is not over developed
- We could always increase the attraction of businesses that citizens would like to add to our community
- The City of Manassas is business friendly with a proactive economic development authority encouraging business start-ups and growth to increase revenue
- EDA can be given real property from the city council and sell the asset to foster development
- City and community support for the local business entrepreneurs that are growing in the City, particularly in the historic downtown
- Manassas has low commercial vacancies, low unemployment, high tech jobs, yet lower commercial rent, labor cost and housing cost compared to nearby locations
- Significant growth - Micron expansion, Boeing acquisition of Aurora Flight Services, airport development – has potential to attract additional businesses and services and provide opportunity for differentiation
- Numerous opportunities for development: Mathis corridor, Prince William Street, Grant Avenue, Old Town Inn

Threats:
- Different political make up of city council and different and diverse make up of residents in the City impacts a unified vision for the city
- Competition with surrounding communities/counties
- Limited supply of executive housing for higher income employees to work and live in the city of Manassas
- School challenges (quality of schools, zoning) can limit new businesses from opening or expanding if their executives and young families cannot be confident in education for their children
- City road blocks that inhibit the city from reaching its full economic potential, e.g. downtown parking, zoning, traffic flow, lack of reverse VRE, etc.
- Potential downturn of the economy and lack of grants for new businesses
- Loss of large employers since we depend on a few big businesses for jobs
- Tax uncertainty can adversely impact program planning and execution
- What Prince William county does at the borders (Rt 1, Rt 28) affects Manassas City and its revenues

C. The Internal Organization

1. Governance. The Virginia Acts of Assembly specifically defines that an EDA is governed by a commission of seven Commissioners which serve four-year staggered terms. Specific guidelines are laid out to establish the staggered terms – two commissioners' terms expire each year for the initial three years, and in the fourth year the seventh Commissioner's term expires. A member of the City Council may serve as a Commissioner of the EDA. The chair and vice-chair, as well as other officers, are elected by their own membership. The City Council retains little direct oversight over an EDA, as its functions are managed by the commissioners described above. However, as it is anticipated that the majority of funding for an EDA would be provided through County funds, the Board could maintain influence inasmuch as it utilizes its funding authority to guide priorities within the County.

2. Operating Model.

An EDA's function of stimulating and promoting business and trade within the jurisdiction is carried out in a number of ways. The animating purpose of an EDA is to improve the community by stimulating and encouraging the development of industry within the County – in other words, economic development activities. This might include utilizing its ability to acquire, lease, and or convey facilities or properties. The secondary purpose of an EDA is to assist particular businesses, which can occur through numerous means. The EDA may issue bonds for public or private facilities, and such bonds do not constitute a debt of the City or of the Commonwealth. The EDA can also administer local loan programs for local businesses. In addition, while an EDA cannot directly rebate or reduce taxes, an EDA also has the authority to provide a "grant" to a business equal to a certain percentage or amount of taxes paid to the locality. This is a way for localities to directly compete with jurisdictions from other states that might be able to provide direct tax relief incentives, which are not permissible within Virginia. Finally, an EDA is able to apply for and grant Governor's Opportunity Funds ("GOF") to prospective businesses, just as a County or other political subdivision of the Commonwealth may.

The City of Manassas Economic Development Director is responsible for helping new businesses locate in the City, retaining current businesses and encouraging the expansion of existing businesses. Although the EDA is a separate entity from the City of Manassas Department of Economic Development, they work closely to serve the city's business community. The Economic Development Authority's (EDA) mission is to attract, retain, generate, and assist in the expansion of high-quality businesses, institutions of higher education, medical facilities, and non-profit organizations to ensure the continued existence of a vibrant, stable, and diverse economy within the City of Manassas and the Commonwealth of Virginia through the use of Industrial Development Bond financing as well as loans and grants.

3. Scope of Activities. In order to obtain Industrial Revenue Bond financing, an individual or entity must accurately complete the EDA's Application Statement and

provide supporting documentation, including a statutorily required fiscal impact statement. The applicant must pay a non-refundable application fee which varies depending upon the amount of industrial revenue bonds sought. The application can only be approved after a public hearing is held and notice of the Authority's intention to provide a specific amount of financing is published in a local newspaper once a week for two successive weeks. The EDA votes to approve or deny the application and will create a resolution summarizing its findings and recommend acceptance by the City Council. The City Council will vote to either to approve or deny the proposed project within 60 calendar days.

4. Summary of Strengths and Weaknesses. Strengths and weaknesses generally relate to internal factors that affect an organization and should be evaluated in terms of how they compare to those of competitors. Strengths are internal characteristics of a company such as skills, resources, capabilities and brands. Weaknesses are internal characteristics such as such as sources of customer or employee dissatisfaction.

Strengths:

- Excellent staff and support from the City of Manassas's Economic Development Department
- Knowledge of the community and history of economic development
- Economic Development Authority has an experienced board and represents a cross-section of the local business community
- Good understanding of the businesses/opportunities that are available
- EDA is passionate about growth and has active volunteer support
- The committee has some financial resources, other than the city budget
- EDA is able to grant public money to various sizes and type businesses
- EDA has the ability to address economic goals that cannot be achieved by the City
- History/legacy of supporting the local community
- Evolving board, would like to be more proactive (Lynchburg, Harrisonburg Leesburg as examples)
- Reputation of the EDA has improved
- Have $500K in funds now
- Leverage City of Manassas branding (no need for separate branding strategy)

Weaknesses:

- Lack of an overarching vision and plan for moving the EDA forward
- Lack of consensus about what the EDA should be doing for the city
- Failure of EDA commissioners to take advantage of opportunities.
- Failure to think outside of "This is how we did it in the past" and develop new ideas.
- Much of the local business community doesn't know about the EDA and the role it plays in economic development

- EDA has a low cash balance and lacks a healthy pipeline of revenue or positive cash flows
- Lacks exposure to what other EDA's are doing throughout Virginia and surrounding areas.
- The EDA is overly reliant on the City's Economic Development Department for developing any opportunities for a revenue pipeline.
- EDA has some financial resources, but has not used any of those resources to directly support the city or local businesses
- Lack of understanding of how to use the financial opportunities available
- EDA lacks a strong relationship with city leadership, regional developers and other investors
- No documentation of past successes or current status of city issues
- Current structure has benefits today, but personality based. If Patrick leaves, who picks it up?
- In the past, have lost opportunities, due to lack of the same type of support they get from Patrick

III. VALUES, VISION, AND MISSION

A. City of Manassas 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.

B. City of Manassas Vision. A community that takes pride in our authentic history, livable neighborhoods, quality schools, healthy economy and outstanding quality of life

C. Economic Development Authority Mission Statement. Attract, retain, generate, and assist in the expansion of high-quality businesses, institutions of higher education, medical facilities, and non-profit organizations to ensure the continued existence of a vibrant, stable, and diverse economy within the City of Manassas and the Commonwealth of Virginia through the use of Industrial Development Bond financing, incentives (loans and grants), and real estate.

IV. GOALS AND STRATEGIES

The GOST model stands for Goals, Objectives, Strategy and Tactics. There are a few important distinctions in the model. The first is outcomes versus activities; *what* versus *how*. A goal is a finite outcome and not a specific activity. The GOST model distinguishes between high level and low-level details. This provides both consistency of direction and flexibility to change direction as needed. The high-level detail provides a consistent general direction. The low-level details are specific and can change without altering the high-level general direction.

These distinctions are represented in the following diagram

	What	*How*
High Level	Goals	Strategy
Detail Level	Objectives	Tactics

A successful business plan should incorporate all four components: goals, objectives, strategies and tactics. These components are described as follows:

- **Goal.** A goal is a broad, intangible and abstract primary outcome. It is qualitative rather than quantitative in nature, and describes what an organization hopes to achieve. Goals can be short term or long term and focus on 'What' you want to achieve and not on 'How' you want to achieve it.

- **Objective.** An objective is a specific, tangible, and measurable step that further defines a goal. Objectives are targeted and number focused, unlike goals, which talk about the bigger picture. Objectives must be accomplishable and measurable in order to help determine whether we are making progress.

- **Strategy.** A strategy is the approach taken to achieve a goal. It is why an organization is doing something. The strategy is the plan that will help to achieve goals, and can also be the solution to a problem.

- **Tactic.** Tactics are the specific tools and techniques that are used in pursuing an objective associated with a strategy. Tactics are tricks and patterns developed to drive and support the strategy and to get closer to the objective.

EDA Strategic Plan

A. EDA Vision.

B. Goals.

Goal 1. Documented/updated EDA policies and procedures. Policies and procedures are a fundamental part of excellence in operations. Sound policies help local governments function efficiently and maintain trust with both employees and community members. Effective policy and procedure management provide a means for offices to communicate clear goals and expectations, and ensure an organization is complying with laws, regulations, and best practices. When government agencies are running efficiently internally, they are better able to communicate openly with the community.

Goal 2. Strong relationship with the City Council. The primary purpose of the City of Manassas Economic Development Authority (EDA) is to work with the City Council to foster and stimulate economic development and redevelopment within the City that provides a strong commercial tax base, sustainable local jobs, and resources for residents. Direct operational partnerships and collaborations between City offices and businesses can be a powerful way to promote growth and execute ambitious projects effectively. The key success factors for this model include: direct informal relationships; openness and transparency; long-term planning; and incentives and accountability

Goal 3: EDA-Initiated Real Estate Development. The City of Manassas EDA promotes the economic wellbeing of the community by overseeing economic development incentives, and leading outreach efforts to the business community. Successful development projects are focused on designing and building to meet the targeted needs of specific tenants.

C. Objectives and Strategies.

Goal 1. Documented/updated EDA policies and procedures.

Policies and procedures are a fundamental part of excellence in operations. Sound policies help local governments function efficiently and maintain trust with both employees and community members. Effective policy and procedure management provide a means for offices to communicate clear goals and expectations, and ensure an organization is complying with laws, regulations, and best practices. When government agencies are running efficiently internally, they are better able to communicate openly with the community.

- Objective 1. Draft/review policy/procedures for Economic Opportunity Fund (EOF) grants
  - Assign POC and establish timeline
  - Review, discuss, approve at regularly scheduled EDA meetings
    - o Coordinate with EDA prior to submission to City Council/Land Use Committee

- Objective 2. Draft/review policy/procedures for State grants

- Assign POC and establish timeline
- Review, discuss, approve at regularly scheduled EDA meetings

- Objective 3. Review/Update Grant scoring sheet
  - Assign POC and establish timeline
  - Review, discuss, approve at regularly scheduled EDA meetings

- Objective 4. Draft/review policy/procedures for EDA orientation for new City Council members
  - Assign POC and establish timeline
  - Review, discuss, approve at regularly scheduled EDA meetings

- Objective 5. Draft/review policy/procedures for EDA real estate initiatives
  - Assign POC and establish timeline
  - Review, discuss, approve at regularly scheduled EDA meetings

- Objective 6. Draft/review policy/procedures Repositioning City of Manassas properties
  - Assign POC and establish timeline
  - Review, discuss, approve at regularly scheduled EDA meetings

Goal 2. Strong relationship with the City Council.

The primary purpose of the City of Manassas Economic Development Authority (EDA) is to work with the City Council to foster and stimulate economic development and redevelopment within the City that provides a strong commercial tax base, sustainable local jobs, and resources for residents. Direct operational partnerships and collaborations between City offices and businesses can be a powerful way to promote growth and execute ambitious projects effectively. The key success factors for this model include: direct informal relationships; openness and transparency, education, long-term planning, and incentives and accountability

- Objective 1. Increase visibility of EDA to City of Manassas and City Council
  - Attend ribbon cuttings
  - Present ceremonial check at ribbon cuttings
  - Provide an annual EDA report/presentation to city council
  - Attend annual EDA/Council meeting
  - EDA Chair and Vice Chair provide EDA orientation to new Council members

- Objective 2. Become a resource/source of information and advice for the city
  - Provide a compilation of EDA meeting information to City Council
  - New council member orientation (from EDA Chair & Vice Chair)
  - Present Strategic Plan to Land Use/council
  - Increase EDA awareness of City Council activities
  - Request City Council and Land Use Committee reports/updates at EDA meetings

- Objective 3. Develop a collaborative/executive relationship with the City Council Land Use Committee
  - EDA attendance at Land Use Committee meetings
  - Meet regularly with Land Use Committee
  - Present Strategic Plan to Land Use/council
  - Attend economic forum with Land use Committee/Business Committee
  - Regular Land use committee presentation to EDA

- Objective 4. Develop a collaborative/executive relationship with the City Council Business Committee
  - EDA attendance at Business Committee meetings
  - Become business advisory board for city
  - Attend economic forum with Business council/Land use

- Objective 5. Coordinate annual City funding for EDA incentives and real estate initiatives
  - Request annual budget appropriate from City funds to the EDA
  - Request a percentage of each transaction passed through the EDA

Goal 3. EDA-Initiated Real Estate Development

The City of Manassas EDA promotes the economic wellbeing of the community by overseeing economic development incentives, and leading outreach efforts to the business community. Successful development projects are focused on designing and building to meet the targeted needs of specific tenants or market demands.

- Objective 1. Reposition existing real estate in developed blighted/sub-optimized properties
  - Develop/draft policies and process (ref: Goal #1)
  - Identify City needs, target industries, and long-term goals/desires
  - Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)
  - Review/align initiatives with Comprehensive Plan and zoning requirements
  - Develop case study/projections for project and present to City Council
  - Coordinate initiatives with City Council Committees
  - Evaluate incentivizing existing owners of properties
  - Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)
  - Explore potential joints ventures with the private sector

- Objective 2. Maximize property uses for allowed zoning (i.e., convert residential to office in B Zoning)
  - Develop/draft policies and process (ref: Goal #1)
  - Identify City needs, target industries, and long-term goals/desires
  - Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)

- Review/align initiatives with Comprehensive Plan and zoning requirements
- Develop case study/projections for project and present to City Council
- Coordinate with City Council Committees
- Evaluate incentivizing existing owners of properties
- Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)

- Objective 3. Develop "pop-up"/short-term rental space
  - Develop/draft policies and process (ref: Goal #1)
  - Identify City needs & target industries
  - Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)
  - Review/align initiatives with Comprehensive Plan and zoning requirements
  - Develop case study/projections for project and present to City Council
  - Coordinate initiatives with City Council Committees
  - Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)

- Objective 4. Build residential properties on undeveloped land (green space)
  - Develop/draft policies and process (ref: Goal #1)
  - Identify City needs, target industries, and long-term goals/desires
  - Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)
  - Review/align initiatives with Comprehensive Plan and zoning requirements
  - Develop case study/projections for project and present to City Council
  - Coordinate initiatives with City Council Committees
  - Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)
  - Coordinate with City Council to convey property to EDA for development
  - Develop contingency plans (positioning, marketing, etc.) for public opposition

APPENDICES

A. Data Collection Sources

B. Interview & Survey Questions

C. Metrics/Scorecard

APPENDIX A
DATA COLLECTION SOURCES

A. Interviews.
- Members of the EDA Board of Directors and Manassas City Government

B. SWOT Data Collection and Analysis. Data collected 29 July – 1 August 2019
- Members of the EDA Board of Directors and Manassas City Government

C. Planning Sessions. Data collected in planning session conducted on 3 August 2019.

APPENDIX B
SURVEY QUESTIONS

An electronic survey link was e-mailed to eleven members of the EDA and/or Manassas City Government. Seven responses were received prior to the strategic planning session that occurred on 3 August 2019.

Survey Questions.

STRENGTHS: What do we do best; What unique knowledge, talent, or resources do we have; What advantages do we have; What do other people say we do well; What resources do we have available; What is our greatest achievement?

WEAKNESSES: What could we improve; What knowledge, talent, skills and/or resources are we lacking; What disadvantages do we have; What do other people say we don't do well; In what areas do we need more training; What customer complaints have we had about our service?

OPPORTUNITIES: How can we turn our strengths into opportunities; How can we turn our weaknesses into opportunities; Is there a need in our agency that no one is meeting; What could we do today that isn't being done; How is our field changing? How can we take advantage of those changes; Who could we support? How could we support them?

THREATS: What obstacles do we face; Could any of our weaknesses prevent us from meeting our goals; Who and/or what might cause us problems in the future? How; Are there any standards, policies, and/or legislation changing that might negatively impact us; Are we competing with others to provide service; Are there changes in our field or in technology that could threaten our success?

Goal #1: Documented/Updated EDA Policies and Procedures

Objective 1: Draft/review policy/procedures for Economic Opportunity Fund (EOF) grants	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Assign POC and establish timeline				
○				
• Review, discuss, approve at regularly scheduled EDA meetings				
○ Coordinate with EDA prior to submission to City Council/Land Use Committee				
○				
Objective 2: Draft/review policy/procedures for State grants	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Assign POC and establish timeline				
○				
• Review, discuss, approve at regularly scheduled EDA meetings				
○				
Objective 3: Review/Update Grant scoring sheet	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Assign POC and establish timeline				
○				
• Review, discuss, approve at regularly scheduled EDA meetings				
○				
Objective 4: Draft/review policy/procedures for EDA orientation for new City Council members	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Assign POC and establish timeline				
○				

	POC	Recurring	2019-2021	Long-Range
• Review, discuss, approve at regularly scheduled EDA meetings				
Objective 5: Draft/review policy/procedures for EDA real estate initiatives	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Assign POC and establish timeline				
○				
• Review, discuss, approve at regularly scheduled EDA meetings				
○				

Goal #2: Strong Relationship with the Manassas City Council

	POC	Recurring	2019-2021	Long-Range
Objective 1: Increase visibility of EDA to City of Manassas and Manassas City Council	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Attend ribbon cuttings		As needed		
○				
• Present ceremonial check at ribbon cuttings		As needed		
○				
• Provide an annual EDA report/presentation to city council		Date		
○				
• Attend annual EDA/Council meeting		Date		
○				
• EDA Chair and Vice Chair provide EDA orientation to new Council members		As needed		
○				
Objective 2: Become a resource/source of information and advice for the city	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Provide a compilation of EDA meeting information to City Council				
○				
• New council member orientation				
○				

	POC	Recurring	2019-2021	Long-Range
• Present EDA Strategic Plan to City Council				
○				
• Increase EDA awareness of City Council activities				
○				
• Request City Council and Land Use Committee reports/updates at EDA meetings				
○				
Objective 3: Develop a collaborative/executive relationship with the Land Use Committee	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• EDA attendance at Land Use Committee meetings				
○				
• Meet with Land Use Committee				
○				
• Present Strategic Plan to Land Use Committee				
○				
• Attend Economic Forum with Land Use and Business Committees				
○				
• Request periodic Land Use Committee presentations at EDA meetings				
○				
Objective 4: Develop a collaborative/executive relationship with the City Council Business Committee	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Regular EDA attendance at Business Committee meetings				
○				
• Become a business advisory board for the City of Manassas				
○				
• Attend the Economic Forum with the Business and Land Use Committees				
○				

Objective 5: Coordinate annual City funding for EDA real estate initiatives	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Request annual budget appropriate from City funds to the EDA				
○				
• Request a percentage of each transaction passed through the EDA				
○				

Goal #3: EDA-Initiated Real Estate Development

Objective 1: Reposition existing real estate in developed blighted/sub-optimized properties	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Develop/draft policies and process (ref: Goal #1)				
○				
• Identify City needs, target industries, and long-term goals/desires				
○				
• Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)				
○				
• Review/align initiatives with Comprehensive Plan and zoning requirements				
○				
• Develop case study/projections for project and present to City Council				
○				
• Coordinate initiatives with City Committees				
○				
• Evaluate incentivizing existing owners of properties				
○				
• Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)				
○				
• Explore potential joints ventures with the private sector				

o				

Objective 2: Maximize property uses for allowed zoning (i.e., convert residential to office in B Zoning)	***POC***	***Recurring***	***2019-2021***	***Long-Range***
• Develop/draft policies and process (ref: Goal #1)				
o				
• Identify City needs & target industries				
o				
• Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)				
o				
• Review/align initiatives with Comprehensive Plan and zoning requirements				
o				
• Develop case study/projections for project and present to City Council				
o				
• Coordinate initiatives with City Committees				
o				
• Evaluate incentivizing existing owners of properties				
o				
• Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)				
o				

Objective 3: Develop "pop-up"/short-term rental space	***POC***	***Recurring***	***2019-2021***	***Long-Range***
• Develop/draft policies and process (ref: Goal #1)				
o				
• Identify City needs & target industries				
o				
• Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)				

	POC	Recurring	2019-2021	Long-Range
○				
• Review/align initiatives with Comprehensive Plan and zoning requirements				
○				
• Develop case study/projections for project and present to City Council				
○				
• Coordinate initiatives with City Committees				
○				
• Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)				
○				
Objective 4: Maximize dormant/underutilized city properties	*POC*	*Recurring*	*2019-2021*	*Long-Range*
• Develop/draft policies and process (ref: Goal #1)				
○				
• Identify City needs, target industries, and long-term goals/desires				
○				
• Identify/utilize data sources for prospective properties (EDA, City resources, brokerage community)				
○				
• Review/align initiatives with Comprehensive Plan and zoning requirements				
○				
• Develop case study/projections for project and present to City Council				
○				
• Coordinate initiatives with City Council Committees				
○				
• Use EDA funding/supplemental funding to purchase and develop (ref: Goal #2)				
• Coordinate initiatives with City Council to convey property to EDA for development				

○				
• Develop contingency plans (positioning, marketing, etc.) in preparation for potential public opposition				
○				