

# CITY OF MANASSAS



## ECONOMIC DEVELOPMENT STRATEGIC PLAN 2009-2012

Produced by:

Department of Community Development,  
Office of Economic Development,  
and  
Manassas Business Council

FINAL

May 12, 2008



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*This report is the product of a collaboration of many individuals and organizations who generously gave their time to helping the City develop a plan that will elevate the City's business attraction, retention, and expansion program.*

*The City extends a special acknowledgement to Dave Fuller from the Virginia Department of Business Assistance. Mr. Fuller's continued support and commitment to the City of Manassas is greatly appreciated and we are grateful for the time and expertise he brought to the process.*

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**CITY OF MANASSAS  
ECONOMIC DEVELOPMENT STRATEGIC PLAN  
2009-2012**

**INTRODUCTION**

Strategic Plans are working documents. The Economic Development strategic plan will continue to evolve with the changing of the economic environment, just as it has in the past. This plan encompasses a number of ways to elevate our business attraction, retention, and expansion efforts through better networking, building partnerships, and aggressively promoting the City's assets.

This document represents a revision to the City's 2003 Economic Development Strategic Plan and is much more than a strategic planning document listing desirable goals. Rather, it is a "blueprint for action" outlining major tasks that must be undertaken if our community is to compete for continued economic development opportunities over the course of the next five years.

The Plan was put together in partnership with local businesses, the Manassas Business Council, the City Council's Economic Development/Land Use Committee and the Office of Economic Development.

The Office of Economic Development extends its appreciation to everyone that helped in putting this very aggressive but achievable plan together.



## PURPOSE OF THE PLAN

The purpose of this plan is to outline the goals and strategies that are necessary for improving the City's economic future and to ensure Manassas remains competitive in a global economy. This plan is intended to be a "living roadmap" to help guide the City's economic development efforts. Today's economy brings new players, new strategies, and an entirely different style of play. In order to remain competitive and growth oriented, Manassas, like other communities, will need to redirect its attention to a new and imaginative way of thinking—one that embraces collaboration, creativity, innovation, and productivity.

This Economic Development Plan is intended to build upon the 2003 plan by developing goals and strategies that will serve as a framework for growing the economic development opportunities in the City of Manassas.

## WHY ARE WE DOING THIS?

The term "economic development" is often misunderstood. To some, it means new job opportunities and/or increasing the tax base. To others, it is more than just creating new jobs, attracting more companies, expanding existing businesses, or constructing new roads and infrastructure. To those in the latter group who embrace the more encompassing definition, economic development includes considerations such as the quality of jobs (including pay levels, opportunity for career advancement, etc.) and how to improve the quality of life of residents in a sustainable way.

Today, there are several forces at work in the economy that are likely to have a significant effect on the economic development environment over the next 10 to 20 years. Even though they are mostly external forces that are national and global in scope, they will have far-reaching effects on our community. The trends that will impact the economic climate in Northern Virginia over the next 20 years include:

- Markets are becoming increasingly global
- Technological innovation is advancing rapidly
- The strong influence of being linked to a regional metropolitan area
- The "New Economy" has fundamentally changed the competitive landscape
- The population is aging
- Aging baby boomers are demanding better quality of life
- Workforce retention (current workforce is aging and getting ready to leave the workforce)
- Availability of talented workers to fill the gap left by retiring baby boomers

## VISION STATEMENT

*The City of Manassas seeks to create an integrated, balanced economy that benefits all residents and businesses by strengthening our positive business climate, proactively planning our future, and responding to economic opportunities. We will foster economic development through collaborative partnerships, sustainable fiscal management, and supportive City services.*

This vision will guide the City's economic development strategy over the next several years and will involve the commitment of our elected officials to achieve the goals laid out in this plan. A consistent commitment to a long-term economic development effort requires an extraordinary level of patience.

Addressing the goals and strategies in this plan will help us achieve our vision of an economically prosperous future with the highest quality of life.

## BACKGROUND

The preparation of the Economic Development Strategic Plan is the result of collaboration between the Manassas Business Council, the business community, the City Council's ED/Land Use Committee, and staff.

The goals and strategies outlined in the plan were developed to address specific needs and were based on input provided by the business community. The result is a plan that prepares the City of Manassas to address challenges and take advantage of local assets as the City continues to grow. This plan will serve as a foundation to implementing achievable actions that will ensure Manassas continues to remain economically viable now and into the future.

The recommendations are a conscious effort by those involved in the process to deliver a plan that will strengthen the City's future and address key issues identified during the updating of the Economic Development Strategic Plan.

## PROCESS

The process included a series of independent focus group sessions to address business concerns and to gather their feedback and suggestions for the strategic plan update. The focus groups were comprised of aviation/manufacturing companies; brokers/ developers/engineering companies; retail/schools/tourism/financing agencies; and defense/high tech companies. To maintain independence for the groups, a facilitator from outside the City led each of the group discussions. Each of the groups was provided with the same questions and asked to provide their input in terms of what is important to their respective industry. The focus groups were also used to better understand the business community's perspective on how the City's economic development program works and to gauge the effectiveness of the current program.



## METHODOLOGY

This Economic Development Strategic Plan presents a plan for the City's future and outlines ten primary goals that the City needs to strive for in its economic development efforts. Each goal includes objectives, key strategies, and recommended action steps. The action steps are essential to implementing the objectives and ultimately achieving the goals. The plan is organized around the top ten goals for the City's Economic Development Program, as defined by the Manassas Business Council, and is divided to two phases. Phase One includes the top seven goals, all of which were targeted for implementation as soon as possible. Phase Two rounds out the top ten, with three goals also deemed important, but which may take longer to implement. This plan is strategic, bold, and manageable; and its success requires:

- Long term involvement and commitment
- Patience
- Realignment of economic development resources to better respond to a much faster-paced business environment
- A proactive and strategic approach that allows the City to manage its destiny rather than respond to outside pressures that is often incongruent to a comprehensive strategy.



## SECTION I COMMUNITY PROFILE

### LOCATION

Located in the heart of the Greater Washington, D.C. Metropolitan area, Manassas provides businesses with a strategic advantage for doing business in a global market. A first rate transportation network of roads, air, rail, and public commuter service links Manassas to major U.S. markets. The City's close proximity to two major interstates, I-66 and I-95, will connect businesses to their target destinations in a timely and cost-effective manner.

Domestic and International travel is accessible through two commercial airports. Washington Dulles International Airport and Ronald Reagan National Airport are within 30 minutes of Manassas and provide low cost carrier service to major gateway cities and international markets.

The Manassas Regional Airport, a City-owned general aviation airport, serves corporate aircraft and is home to over 400 based aircraft and three full-time Fixed Base Operators. The airport features a 3,700 foot runway and a 5,700 foot runway capable of handling all of today's large business jets, including Boeing Business Jets. The Manassas Airport is the largest and busiest general aviation airport in Virginia and has an FAA Controlled Tower.

Residents are served by the Virginia Rail Express, a light commuter rail, providing invaluable daily transit, and Amtrak rail service providing connections to anywhere in the country.

Manassas is more than a place, more than any one city or any one attraction, and certainly, more than any one industry. What makes Manassas unique among other communities is the combination of state-of-the-art technology companies, a highly educated workforce, a nationally recognized fine arts program, and some of the best family-oriented festivals and events in all of Northern Virginia.

### PROXIMITY TO MARKETS



**New York: 4 hours**

**Charlotte: 6 1/4 hours**

**Detroit: 8 1/2 hours**

**Atlanta: 10 hours**

**Chicago: 10 hours**

## SKILLED WORKFORCE

Manassas is home to a diverse set of businesses that capitalize on our area's highly-educated workforce. With a labor pool of over three million within a 30-mile radius, Manassas has what successful businesses need to succeed: a highly-educated, technically trained and innovated labor force. Over 82% of the City's workforce have advanced degrees.

Manassas has become a regional hub for major industries from aerospace to homeland defense to manufacturing. Lockheed Martin, BAE Systems, Aurora Flight Sciences, and Micron Technology are a few of the companies that have established thriving businesses in a city known for promoting free enterprise and innovation. A large workforce population paired with productivity offer businesses the human resources needed to start here and stay here. Our workforce is one of the City's greatest assets, and one of the primary factors companies consider when expanding or relocating their operations.

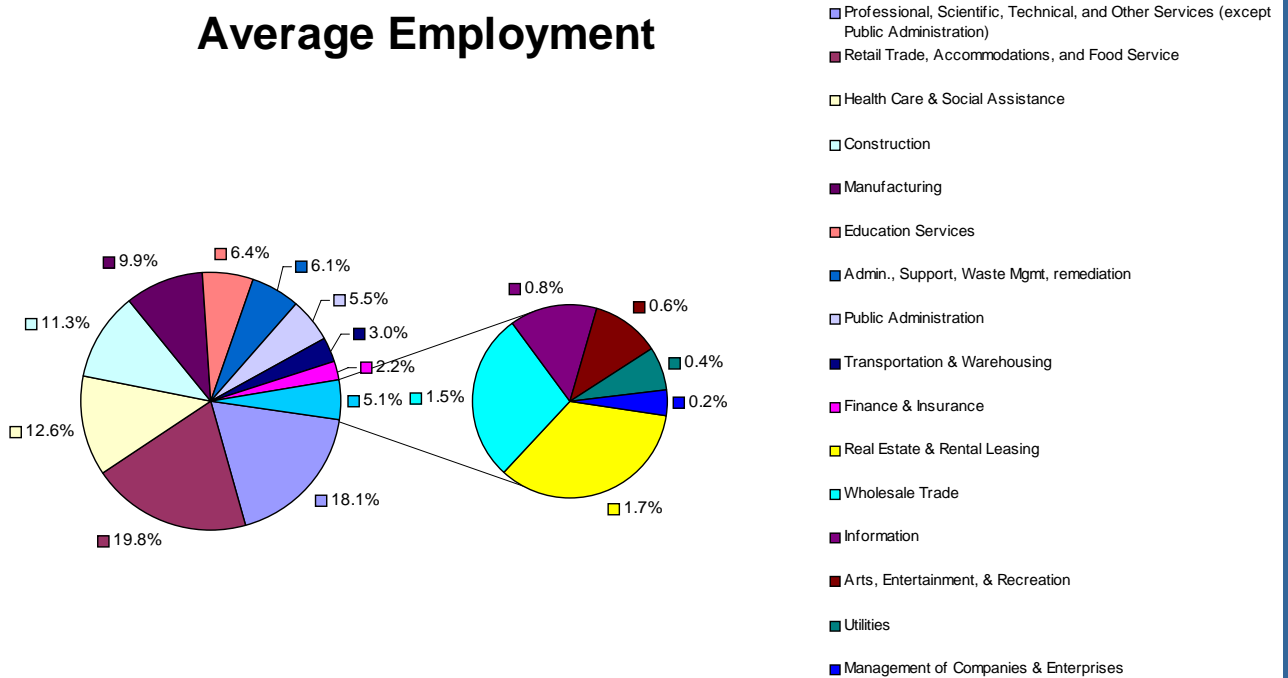
## TOP INDUSTRIES IN MANASSAS

Industry Group	Establishments	Average Employment	Average Weekly Wage
<b>Total all industries</b>	1,500	24,982	\$1,002
<b>Professional, Scientific, Technical</b>	225	3,761	\$1,728
<b>Retail Trade</b>	186	3,336	\$619
<b>Healthcare &amp; Social Services</b>	178	3,147	\$957
<b>Construction</b>	204	2,811	\$992
<b>Manufacturing</b>	39	2,474	\$1,344
<b>Accommodations &amp; Food Service</b>	106	1,598	\$320
<b>Education Services</b>	32	1,591	\$847
<b>Admin. Support, Waste Mgmt., remediation</b>	88	1,532	\$583
<b>Public Administration</b>	29	1,370	\$1,140
<b>Transportation &amp; Warehousing</b>	43	757	\$935
<b>Finance &amp; Insurance</b>	81	544	\$983
<b>Real Estate &amp; Leasing</b>	64	432	\$770
<b>Wholesale Trade</b>	52	364	\$1,246
<b>Information</b>	18	190	\$983
<b>Arts, Entertainment, &amp; Recreation</b>	13	144	\$562
<b>Utilities</b>	4	91	\$1,117
<b>Management Companies &amp; Enterprises</b>	8	54	\$2,098
<b>Other Services (except Public Administration)</b>	130	754	\$632

Source: Virginia Employment Commission 4/25/08

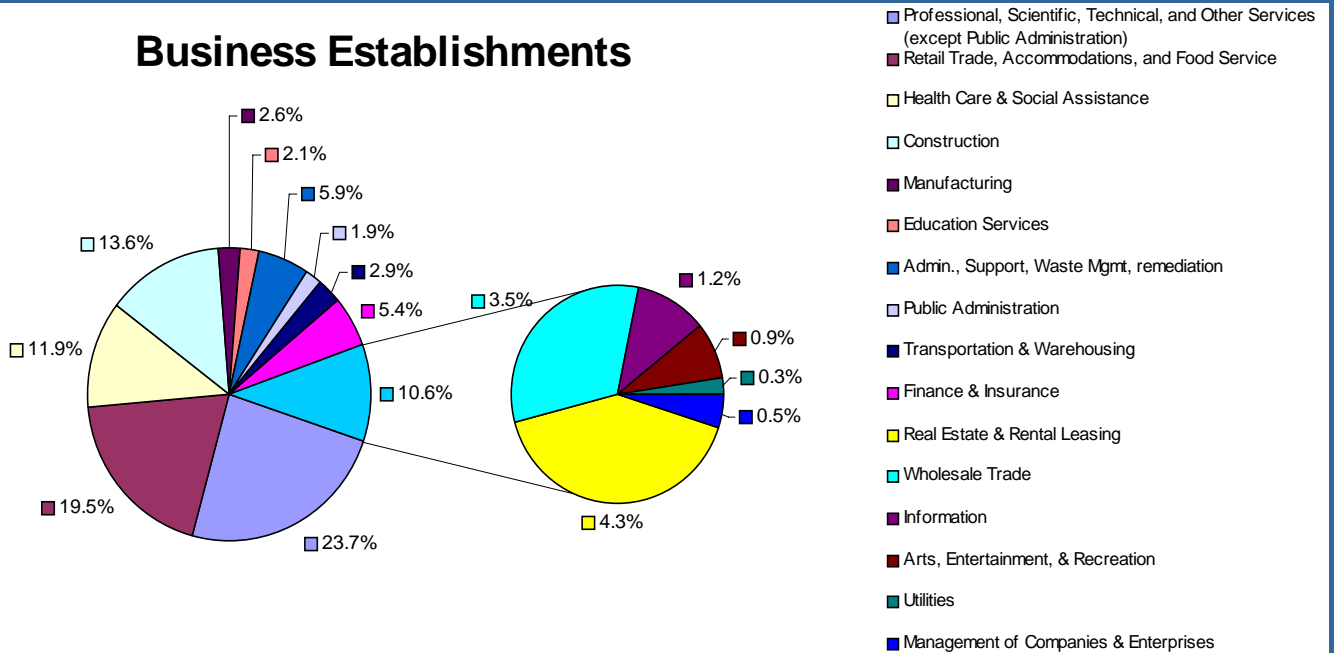
# TOP INDUSTRIES EMPLOYING RESIDENTS

## Average Employment



# INDUSTRY DISTRIBUTION FOR CITY OF MANASSAS

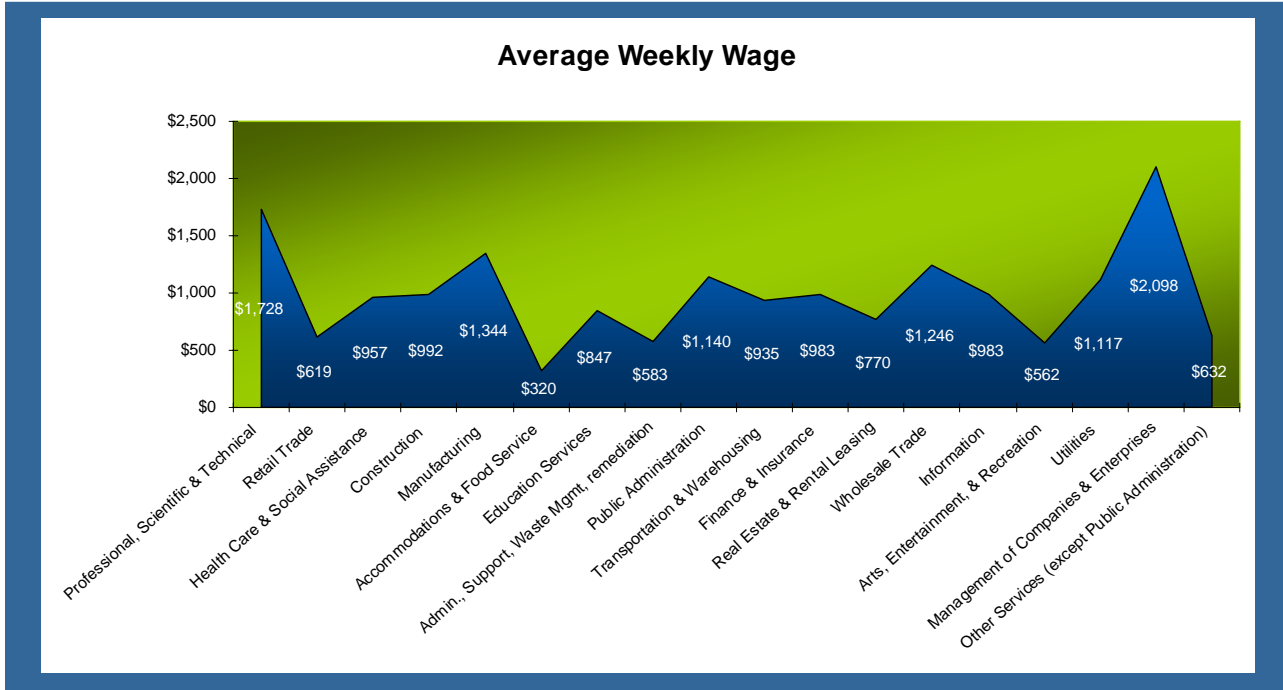
## Business Establishments



Source: Virginia Employment Commission 4/25/08

## \*AVERAGE WEEKLY WAGE FOR CITY OF MANASSAS

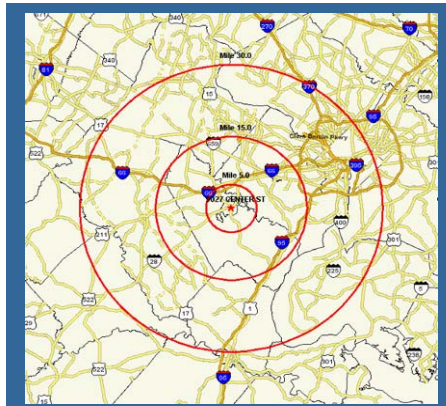
Source: Virginia Employment Commission 4/25/08



## COMMUTING PATTERNS

Commute times are a real life metric that means something to the residents that live and work in the Greater Washington D.C. area. Therefore, it is important that we define our workforce on a regional level and not by jurisdictional boundaries, mileage, or Census Bureau statistics. Research has shown that businesses want real life data. Companies not only look at the accessibility of the workforce in the immediate area, they also look at the availability of workers in the region.

With over 70% of the regions workforce commuting into Washington D.C. or other parts of Northern Virginia on a daily basis, companies will have an unending labor pool to tap into. Manassas central location offers companies a dedicated and highly educated labor force that is ready to reduce their commuting times and enjoy an improved quality of life. Companies will not have a difficult time finding the human resources needed to succeed in today's global economy.



## POPULATION PROJECTIONS

To better determine the future needs of the community, the City must look beyond today's population. Decisions made today must consider future growth. Changes in the population not only affect the level of services and facilities the City must provide, but also the type and amount of private investment companies will invest in the community.

In 1990 the City of Manassas had a population of 27,754. Today the City has an estimated population of 36,666 residents (an increase of 9,912 new residents). This trend is expected to continue over the next five years.

<b>Population</b>	<b>Total</b>
<b>2013 Projection</b>	<b>37,543</b>
<b>2008 Estimate</b>	<b>36,666</b>
<b>2000 Census</b>	<b>35,135</b>
<b>1990 Census</b>	<b>27,754</b>
<b>Growth 2008-2013</b>	<b>2.39%</b>
<b>Growth 2000-2008</b>	<b>4.36%</b>
<b>Growth 1990-2000</b>	<b>26.59%</b>

Source: Claritas 4/25/08

## EDUCATION

The City's educational community provides life long learning and a complete range of educational resources. From pre-K through post-doctoral, Manassas offers educational opportunities that meet the needs of growing families, college-bound students, and professionals who want to increase their skills and credentials.

### K-12

Manassas has first-rate schools, both public and private. The City School System has five elementary schools, one middle school, one intermediate school, and one high school; and the average class size ranges from 20 in elementary school to 23 in high school. With a 96% graduation rate and 80% of all graduates continuing on to higher levels of education, the City's School System provides students the opportunity to learn in a world-class environment with state-of-the-art facilities and dedicated teachers.

## UNIVERSITIES AND COLLEGES

Manassas is home to two universities and a community college offering undergraduate and graduate level degrees and professional development certification programs. Over 25 universities and colleges within an hour's drive offer degrees in liberal arts, advanced technologies, biomedicine, research, criminal justice, and information technology.

Our local colleges and universities tailor workforce development and other professional programs to meet the needs of our residents and business community. They work closely with local businesses to offer customized workforce development curriculums, often taking them on-site. Having a strong educational environment is an essential part of attracting and retaining companies.

### EDUCATION LEVEL (Population 25 years and over)

	Manassas City	Virginia	United States
<b>High School</b>	5073	1,212,463	52,168,981
<b>Some College</b>	4863	951,700	38,351,596
<b>Associates Degree</b>	1326	262,813	11,512,833
<b>Bachelor's Degree</b>	3780	835,011	28,317,792
<b>Post Graduate Degree</b>	2182	539,977	16,144,813

Source: Claritas 4/25/08

## SECTION II ACTION PLAN - PHASE 1

### Goal 1: Create a competitive advantage for business attraction and investment

**Objective: To attract new businesses and investment to the City.**

Strategy 1: To promote available incentives and benefits the City can offer new businesses.

- 1.1 Incentivize companies that will bring new jobs and capital investment to the City.
- 1.2 Develop and implement a marketing campaign to increase awareness of available incentives.
- 1.3 Develop a Technology Zone to attract new businesses and to encourage expansion of existing businesses.
- 1.4 Create and maintain a positive relationship with national and regional site selectors.
- 1.5 Globally market the City to site selection and real estate location consultants.
- 1.6 Conduct VEDP bus tour.

Strategy 2: Attract companies, including GSA/Federal agencies that will generate high paying jobs and significant capital investment.

- 2.1 Fund the hiring of a national GSA consultant specializing in attracting GSA (federal) facilities to help navigate the process and to establish relationships with the appropriate GSA/Federal Real Estate decision makers.
- 2.2 Develop a short- and long-term strategy for recruiting GSA agencies.
- 2.3 Participate in GSA/Federal Government tradeshow.
- 2.4 Conduct GSA bus tour.

Strategy 3: Enhance and update the Economic Development website to provide information for site selectors and company real estate representatives.

- 3.1 Redesign the ED website to steer site selection consultants and company real estate representatives to Manassas.
- 3.2 Inventory and develop a database of available land and office space and publish on the ED website.
- 3.3 Research and keep demographic and workforce information on a local, regional, and national level up-to-date on the ED website.

### Goal 2: Create and grow business retention and expansion capabilities

**Objective: To support job creation through retention and expansion of existing businesses.**

Strategy 1: Continue existing business visitation program to identify companies at risk of leaving/downsizing; to help identify expansion opportunities; to mediate communication issues; and to build relationships with company executives.

- 1.1 Maintain an active visitation program to support and strengthen the competitiveness of the City's existing business community.
- 1.2 Create an existing business database of CEO's/Heads of Companies incorporating contact information, email addresses, number of employees, age of company, annual revenues, etc.; and update this information annually.
- 1.3 Develop a tiered visitation program based on size of employers (Tier 1: large businesses; Tier 2: medium-sized businesses; Tier 3: small businesses).
- 1.4 Develop a schedule for meeting with Tier 1, 2, and 3 employers – make sure the scheduled is tailored to provide equal representation across the board.
- 1.5 Implement an existing business survey. Send an introductory letter to each of the heads of companies.
- 1.6 Incorporate existing business survey responses in annual Economic Development Update.
- 1.7 Find ways to increase participation with development partners, including the IDA, the Chamber of Commerce, the Flory Small Business Center, and HMI.
- 1.8 Host annual "New Business" reception.
- 1.9 Partner with the Chamber of Commerce to host an annual Chamber Board/City Council reception.

Strategy 2: Facilitate procurement networking opportunities for smaller businesses to connect with large employers, the City, and the school district.

- 2.1 Facilitate the coordination of a Purchasing Procurement Fair with the Chamber of Commerce and George Mason University.

### Goal 3: Enhance close relationships with key business attraction allies

**Objective: To increase leads, prospect visits and projects by partnering with lead- generating agencies.**

Strategy 1: Continue to partner with VEDP, GWI, and other lead-generating agencies in marketing Manassas as an ideal location for expansion and relocation opportunities.

- 1.1 Attend target industry related tradeshow/conferences with the Virginia Economic Development Partnership to ensure Manassas remains a player in prospect activity generated through the state.
- 1.2 Schedule quarterly lunch meetings with VEDP Project Managers to update them on the status of current development projects and new projects that are in the pipeline.
- 1.3 Participate in Greater Washington Board of Trade marketing initiatives.

Strategy 2: Maintain partnerships with the Chamber of Commerce, The Greater Washington Board of Trade, GMU, The Virginia Economic Development Association, HMI, OTBA, and the Flory Small Business Center.

- 2.1 Research potential partnership activities including networking events, educational seminars, sponsorships, etc.

- 2.2 Attend and participate in agency related conferences and events.
- 2.3 Explore joint partnership opportunities with the Chamber of Commerce, including a Young Professionals networking event.

Strategy 3: Continue to build relationships with site selectors through industry associations, conferences, and visits to national and regional site selection consultants in major metropolitan cities.

- 3.1 Maintain contract with consultant to schedule and coordinate site selection consultant trips.
- 3.2 Maintain lead contract with lead generating consultant.
- 3.3 Conduct four site selection trips to major metropolitan cities each fiscal year to increase the visibility of Manassas as an ideal location for business relocations and expansions.
- 3.4 Continue to actively participate in CoreNet Global conferences and regional events.
- 3.5 Schedule meetings with site selection brokers at CoreNet Global conferences.
- 3.6 Maintain active participation in CoreNet Global's Mid-Atlantic chapter.

#### Goal 4: Provide adequate resources to the City's ED Program

**Objective: To ensure Manassas Office of Economic Development is on a level playing field with regional ED agencies and is positioned to be competitive in the region.**

Strategy 1: Authorize and fund a Business Development Coordinator to support the Economic Development Manager with general business development tasks, research- related needs, and marketing efforts.

- 1.1 Obtain City Council approval to hire a Business Development Coordinator.

Strategy 2: Increase funding to support the goals and strategies of the ED Strategic Plan.

- 2.1 Obtain City Council approval to increase the Economic Development budget to carry out the goals of the ED Strategic Plan.
- 2.2 Phase in the increase an annual budget item, not as a supplemental request each budget year.

#### Goal 5: Streamline the Permitting Process

**Objective: To assist the goals of the City's ED program.**

Strategy 1: Facilitate bi-annual meetings between the City Planners and the local development community to allow both sides to express concerns.

- 1.1 Find out what the greatest need is in order to speed up the permitting process and inspection process and allocate whatever funding is needed to make it happen.

- 1.2 Explore the possibility of using outside building inspectors to expedite the building process during peak times.
- 1.3 Identify areas that can be streamlined.
- 1.4 Survey prior users to see where improvements can be made.
- 1.5 Develop a Permitting Improvement action plan.
- 1.6 Establish and adopt a fast-tracking processing schedule similar to other localities.

## Goal 6: Identify incentives to attract new companies and encourage expansion of existing businesses

### Objective: To create new jobs and investment in the City

Strategy 1: Develop a Technology Zone and a Cultural Arts/Entertainment District.

- 1.1 Create a City-wide Technology Zone.
- 1.2 Recodify partial exemption of taxes on substantially rehabilitated real estate.
- 1.3 Create an Old Town Arts and Tourism District to attract retail, restaurants, and entertainment venues.

## Goal 7: Encourage the redevelopment of distressed commercial areas of the City

### Objective: To increase the economic vitality of distressed or underdeveloped areas of the City.

Strategy 1: Identify funding resources and implement redevelopment areas as identified in the Comprehensive Plan.

- 1.1 Authorize tax incentives for investment in land, buildings, and equipment.
- 1.2 Encourage office/retail/residential development in the Mathis Avenue and Old Town areas.
- 1.3 Explore alternative funding resources or programs to help with revitalization efforts.
- 1.4 Create an economic development grant program.



**Develop Manassas Landing (formerly Gateway Business Park)**

**Objective: To develop Manassas Landing as a Premier Mixed-Use “Class A” Corporate Office Park.**

Strategy 1: Work with Lerner Enterprises to recruit corporate office and retail users.

- 1.1 Commence a study to analyze the feasibility of a hotel/conference center in Manassas Landing.
- 1.2 Jointly market Manassas Landing with Lerner Enterprises.

**Goal 9: Attract and recruit high-end retail**

**Objective: to develop a retail strategy for recruiting and attracting high-end retailers**

Strategy 1: Identify types of retail that would realistically locate in Manassas.

- 1.1 Contract a retail consultant to conduct a study of the types of retailers that will locate in Manassas.
- 1.2 Use a retail consultant to generate leads.
- 1.3 Identify retail tradeshow to attend and participate in (i.e. ICSC annual spring conference).
- 1.4 Meet with retail developers to discuss the types of retail they believe would locate in Manassas.
- 1.5 Identify the retailers local commercial brokers meet with at tradeshow and follow-up with a meeting by the locality to reinforce Manassas as a retail destination.
- 1.6 Create a list of targeted retailers for an outreach campaign and forward these retailers information on community and demographics on a periodic basis.

**Goal 10: Support the development of small businesses, spin-offs, start-ups, and entrepreneurial activities**

**Objective: To build a stronger support system for entrepreneurs and small businesses.**

Strategy 1: Identify business lending programs and other incentives small businesses and entrepreneurs can utilize.

- 1.1 Explore programs available through George Mason’s Enterprise Center.
- 1.2 Explore and identify funding opportunities available through the Flory Small Business Center and the Virginia Department of Business Assistance.
- 1.3 Develop a menu of funding and program resources and post on ED website.
- 1.4 Identify lending institutions that will work with small businesses and start-ups.

## MEASURING SUCCESS STATEMENT

The ultimate measure of the effectiveness of the City's Economic Development Program is the increase in new capital investment, additional above-average-wage jobs, and a broader, expanded tax base.

The ED Office will strive to achieve progress in relation to the following:

- Business Development and Marketing: Promoting Manassas as a competitive location for new and/or expanding businesses
- Business Retention and Expansion: Supporting the continued growth and expansion of existing businesses
- Organizational Development: Improving the organization's ability to carry out its economic development mission

## STRATEGIC PLAN CONCLUSION

The Economic Development Strategic Plan for the City of Manassas is intended to serve as a guide for the diversification and strengthening of the local economy and to identify economic development opportunities most appropriate for the City over the next five years.

The plan lays out a vision for the City and outlines strategies that will support economic prosperity and establish Manassas as a premier community that attracts companies providing high-paying jobs; encourages innovative, high-quality development; provides a support structure for its current business base to grow and thrive; and clearly communicates the City's selling points to outside audiences.

*Manassas has a great product to sell, but it will require good faith and commitment on everyone's part to succeed.*



**ED Goals/Action Items  
Year 1 Priorities  
Requiring Additional Budget Expenses  
( in order of priority)**

Goals	Action Item Description	Implement	Costs Estimate	Estimated Length of Costs
<b>Goal 1:</b> Create a competitive advantage for business attraction	Contract with a GSA procurement consultant that can assist the City with: <input type="checkbox"/> Meeting GSA/Federal Real Estate decision makers <input type="checkbox"/> Help develop a strategy to promote Manassas as a viable location for	Year 1	\$36,000	5 years
	Participate in GSA/Federal Tradeshows to increase the visibility of Manassas as a location for future GSA/Federal	Year 1	\$2,500 to \$3,500 per show	5 years
	Enhance ED Website to attract site selection consultants & company real estate decision makers to consider Manassas as a location for relocation &	Year 1	\$6,000 to \$8,000	1 time costs
<b>Goal 4:</b> Provide adequate resources to the City's ED	Hire a Business Development Coordinator	Year 1	\$50,000 to \$60,000	Ongoing
<b>Goal 2:</b> Create & grow business retention & expansion	Create an existing business database	Year 1	\$5,000	1 time costs
<b>Goal 6:</b> Identify incentives to attract new companies & encourage expansion of existing businesses	Create a City-Wide Tech Zone Create a Mathis Avenue Redevelopment Zone Create an Old Town Arts & Tourism	Year 1	To be determined by Council	N/A
<b>Goal 5:</b> Streamline the Permitting Process	Identify what the greatest need is in order to speed up the permitting process	Year 1	Will depend on result of internal audit	

**ED Goals/Action Items  
Year 2 & 3 Priorities  
Requiring Additional Budget Expenses**

<b>Goals</b>	<b>Action Item Description</b>	<b>Implement</b>	<b>Costs Estimate</b>	<b>Estimated Length of Costs</b>
<b>Goal 8:</b> Develop Manassas Landing	Commence a study to determine the feasibility of a hotel/conference center	Year 2	\$50,000	1 time costs
<b>Goal 9:</b> Attract and recruit high-end retail	Contract a retail consultant to conduct a study of the types of retailers that would locate in Manassas	Year 2	\$70,000	1 time costs
	Contract a retail consultant to generate leads	Year 2	\$40,000	5 years