

AT A GLANCE

May 2026

Executive Summary

REIGNITE is a municipal capital improvements program



Preparing infrastructure for private investment & quality of life



Multiple projects, several corridors, big impact



Scale. Focus. Speed.

Beyond the usual capital outlay.



Combining projects to attract funds & accelerate progress



Signaling opportunity & sparking innovation



Why This Corridor?

Alexandria aims to revitalize the Masonic Drive Corridor because of its strong assets:



Healthcare



Retail



Recreation



Zoo & Green Space



Connectivity



Infrastructure & Investment



Why Now?



Public dollars go to permanent **INFRASTRUCTURE**, not private retail operations.

What Public Investment Supports



Why this investment strategy?

Not either-or: Capital funds can't pay for salaries or operations, but support:



SWAT Training Center

Infrastructure & Public Safety



Community Service Officer HQ

Strengthens Tax Base & Future City Services

What Success Looks Like for Partners



Alexandria Mall



CHRISTUS St. Prances Cabrini

LSUA



Public Policy at a Glance

Funding: Capital outlay, Bonds, Grants

Public Purpose: Economic Revitalization

Accountability: Jobs & Transparency

A CATALYTIC INVESTMENT FOR ALEXANDRIA'S NEXT CHAPTER

MORE IMPACT. MORE PROJECTS. MORE FOR ALL OF ALEXANDRIA!



FAQ#1 AND EXECUTIVE SUMMARY
November 2025 – March 2026

Executive Summary

- ◆ **REIGNITE** centers on revitalizing targeted City corridors by improving infrastructure in support of key community public and private assets.
- ◆ One focus of **REIGNITE** is on the **Masonic Drive Corridor** and **Alexandria Mall area**. In this corridor, the plan’s core goal is to transform the area into a central City **experience-driven, mixed-use, quality-of-life** hub tied to retail, healthcare, recreation, housing opportunities, and community spaces.
- ◆ Funding is provided through a mix of sources, but occurs with **no change to current debt services** and **no new taxes**.
- ◆ In fact, use of this corridor plan opens the opportunity to effect **city-wide drainage improvement** by acquiring significant federal grant matches for largescale redevelopment.
- ◆ This is a public-purpose investment, not a subsidy to private business. Public dollars are for infrastructure, public facilities, and other publicly beneficial assets.
- ◆ **REIGNITE** emphasizes performance-based safeguards: any cooperative agreements would require formal approvals, and incentives would be tied to **Returns on Investment**, local hiring, transparency, and claw back provisions.

What REIGNITE Is	
✓	Revitalizes the Masonic Drive Corridor and Alexandria Mall area
✓	Invests in major public infrastructure and coordinated redevelopment
✓	Builds a connected, experience-driven mixed-use hub
What It Connects	
Why It Matters	
✓	Strengthens quality of life
✓	Supports corridor revitalization at scale
✓	Opens opportunities for significant federal drainage grant matches
Funding Approach	
✓	No new taxes
✓	No change to current debt service
✓	Public investment designed to unlock broader community benefit
Public Safeguards	
✓	Public-purpose investment
✓	Formal approvals required
✓	ROI metrics
✓	Local hiring
✓	Transparency
✓	Clawback provisions
Stronger corridor. Stronger city. Stronger future.	

THE CITY OF ALEXANDRIA RELEASES REIGNITE FAQ

So, just what is REIGNITE?

- **REIGNITE** is a City of Alexandria capital improvements program that affects the entire metropolitan statistical area and beyond.
- **REIGNITE** fixes and builds public infrastructure as well as readies infrastructure for private-sector investment and a greatly enhanced local quality of life. The real punch comes from *commencing and completing* multiple *projects of scale* in several corridors of the City of Alexandria. The difference between **REIGNITE** and regular City capital outlay is scale and quicker, more focused action.
 - **REIGNITE** is designed to combine projects of scale in strategic locations where public infrastructure investment can attract matching funds, support related improvements, and accelerate implementation.
 - Its value lies in coordination, leverage, and timing rather than in treating each project as a standalone capital item. Scale, scale, scale.
 - Scale **signals** opportunity, **demonstrates** seriousness of purpose, and **feeds new** energy, ideas, and innovation.

Why The MDC?

- Alexandria aims specifically to revitalize the Masonic Drive Corridor (MDC) because it is a unique ecosystem with strong assets in healthcare, retail, and recreation.
- The initiative seeks to build on these advantages by offering multiple recreation, public safety, and infrastructure improvements capped off with ensuring the Alexandria Mall can begin a new era of operations, as the pinnacle private-sector experience of the area with surrounding retail and existing public recreation assets, the Alexandria Zoo, and green spaces.



THE CITY OF ALEXANDRIA RELEASES REIGNITE FAQ

- The presence of healthcare assets supports long-term economic value and workforce recruitment. New private sector healthcare investment is occurring in the MDC today. That is something to capitalize on and cultivate.
- We need to ensure it's a self-supporting lifecycle. Quality of life increases community health, attracts healthcare professionals, who, in turn, support community health and our local competitive advantage in healthcare.
- Retail concentration gives the area regional economic importance.
- Recreation assets create opportunities for family-centered destinations and quality-of-life growth.
- Zoo and green-space connections strengthen the corridor's public value.
- Infrastructure improvements can unlock additional public and private investment.
- The corridor links many other corridors, and is the retail hub for the Alex-MSA.

Why Now?

- Alexandria has a window of opportunity. Corridor partners are aligned, private investment interest is active, and public planning has identified the area as a strategic place for catalytic reinvestment.
- Without timely intervention, the corridor risks decline, lost momentum, and broader spillover effects.
- With action now, Alexandria can strengthen a major economic corridor before deeper deterioration occurs.

What Public Investment Supports

REIGNITE is not about preserving an outdated mall model. It is about protecting a high-value corridor from decline and using public infrastructure to support a broader public purpose. If this major site in the corridor were allowed to fail, the community could face a large vacant property, weaker market signals, blight risk, and negative spillover effects across surrounding businesses and institutions.

Public dollars would go into permanent public infrastructure, not private retail operations. Public dollars are not limited to the MDC, but it is a focus. **REIGNITE** supports all of these:

- **Roads and corridor redesign**
- **Utilities and drainage**
- **Parking and town-center infrastructure**
- **Recreation connections**
- **Public safety facilities**
- **Children's museum and learning center**
- **Healthcare-supporting infrastructure**
- **Housing and mixed-use momentum**
- **A more attractive, connected, investment-ready corridor**

So, how is REIGNITE funded?

REIGNITE INVESTMENT OVERVIEW

City commitments + leveraged funding for the Reimagine MDC

TOTAL INVESTMENT PACKAGE: \$82M



\$45M City bond (TBD by Council)



+\$30M Leveraged from other sources
(Private, Federal, and State)



\$7M Municipal Capital Outlay Program
Available

PROJECTS ALREADY UNDERWAY



MASONIC COURT SPORTS \$1M



PUBLIC SAFETY SWAT ANNEX \$1.50M

Med Clinic & CSO



TENNIS COURTS UPGRADES \$0.50M

Court Improvements

TO FOLLOW



BRINGHURST PARK \$9.5M Restoration & Facilities



MASONIC DRIVE \$0.90M Road Diet & Trolley



ALEXANDRIA MALL P3s \$10.2M + \$20.4M

Town Center & Retail



WORKFORCE HOUSING \$1M Townhouse Style Housing

Why this investment strategy? What about safety, police pay or other infrastructure needs?

- **REIGNITE** is not presented as an either-or choice. Capital funds cannot be used for police salaries or any other operating expenses, but they can be used for infrastructure and capital projects that create long-term public value. The larger strategy is balance: invest in infrastructure that supports immediate needs while also expanding the city's future economic base. In turn, this increased tax base pays for more infrastructure and City services.
- While capital improvement program (CIP) funds cannot legally be used for salaries, operations and most maintenance, they can be used for public safety capital projects. That is why, consistent with the City's 2022-23 commitment, two lead CIP-MDC projects include a SWAT training center and a headquarters for the community service officers who will patrol the corridor daily.
 - The City's police compensation is highly competitive within the region. We cover employee health and retirement contributions and substantial hiring incentives. The City made record investments in equipment, gear, and technology that improve officer safety and effectiveness.
 - Crime data reflect major shifts for the better, and all of us thank you for your prayers and genuine support for our officers. They are committed to **REIGNITE** and your safety in the corridor; they get it.
 - Public safety also knows it is most protected by a growing tax base. The real obstacle to new hires is not Alexandria's pay and benefits: it is a willing market of individuals wanting to police considered against their quality of life in the modern policing environment. So, in a real and measurable way, from making the lifecycle case for attracting allied health providers to that same circle for new police,

We must invest in OUR quality of life. REIGNITE does.

- When we invest in creating new sales and property tax opportunities, we become more resilient. We essentially raise ad valorem tax from businesses and property owners. However, taxpayers in new areas of development—mostly built by private not public sector dollars—end up disproportionately bearing the burden of much of the older infrastructure needs. Nevertheless, the older areas played a crucial role in everyone's growth, and therefore, those needs are a proper focus of **REIGNITE**. And they are. Data from **SPARC** and **REIGNITE** show the realized commitment to vulnerable communities and historical disinvestment. We all must rise together.
- The other portion of **REIGNITE** funding comes from sales taxes, which while distributed to all of us is quite regressive in nature—hurting our more vulnerable communities.
- So, we must be smart. If we do not focus on new sales tax generation and expand property contributions, we would run short on money to repair all infrastructure. So, in a real and measurable way, the lifecycle of creating new funds to pay for other deferred infrastructure needs means:

We must invest in OUR quality of life to raise those funds. REIGNITE does.

What Success Looks Like for Partners

Success means corridors are safer, stronger, and productive. Public infrastructure supports private reinvestment, better connections among healthcare, recreation, retail, education, family-centered destinations, and benefits that extend beyond one site to the rest of Alexandria. Okay, how?

A catalytic investment for Alexandria's next chapter
Invest strategically. Build public spaces resiliently. Partner locally. Grow citywide.

- Place emphasis on public-private partnerships, sustainable development, workforce or student housing, mixed-use projects, and preserving community character.
- Include as key partners the Alexandria Mall, CHRISTUS St. Frances Cabrini Hospital, LSUA, and the State of Louisiana. **LSUA is a key potential partner for corridor-based collaboration and long-term institutional alignment. CLTCC is positioned to do the same.**
- Transform the MDC in a fast, catalytic conversion process led by the Administration and Alexandria's partnering consulting planner, CSRS, through a complete corridor approach.

But what are the first things we can do to jumpstart and signal our commitment?

- **Children and Tourism:** The City of Alexandria commits to construct and jointly operate with partners a first-class children's museum and learning center. This anchoring project will enrich Alexandria's quality of life, become a destination in an already packed "family-enrichment corridor," and create a special synergy with our Alexandria Zoo and recreation assets.

- ◆ "ACES" is envisioned as a new leading draw along with our Zoo to the **Masonic Drive Corridor** and **Alexandria Mall area**.
- ◆ "ACES" children's learning center and museum could feature changing projects "in residency," intermediate and longer term exhibits, and more rapidly changing interactive opportunities. Standing pavilions could feature the wood industry, energy, banking and business, manufacturing, and healthcare. *Bet there's sponsors for each . . .*
- ◆ Funding for operations could be a shared model, with capital support from the public and private sectors.
- ◆ Interest is incredible in this project with committed support from local business and philanthropic powerhouses.
- ◆ This is a public educational investment.
- ◆ We might even have a minor league baseball exhibit . . .

FIRST-CLASS CHILDREN'S MUSEUM
A family destination that strengthens the corridor

WHAT IT OFFERS

- Hands-on STEAM Exhibits
- Imagination & Maker Spaces
- Early-Learning Zones
- Rotating Programs & Field Trips
- Interactive Discovery for Families

HOW IT FITS THE CORRIDOR

Children's Museum → Alexandria Zoo → Parks & Recreation → Family Dining & Gathering → All-Day Family Destination

WHY IT MATTERS

- ✓ Expands Quality of Life
- ✓ Builds Family Tourism & Repeat Visits
- ✓ Strengthens the Corridor as a Community Hub

LEARN • PLAY • EXPLORE • STAY LONGER

- **Our Case for the Alexandria Mall:** Alexandria will aid the Alexandria Mall owners and partners in creating or augmenting experiential retail, town center infrastructure, omnichannel integration, new social and AI-powered commerce, and prolific entry into the creation of community hubs (featuring recreation tied to retail experiences, food, entertainment, and community spaces).

FROM TRADITIONAL MALL TO MODERN TOWN CENTER

*A quality-of-life destination designed for community activity,
recreation, dining, and mixed-use energy*

TRADITIONAL MALL MODEL

- Retail only
- Indoor shopping
- Static storefronts
- Limited community use
- Fewer Reasons to Make a Day of It

MODERN TOWN CENTER MODEL

- Food and Beverage
- Entertainment
- Recreation
- Community Gathering Spaces
- Health and Wellness
- Public Spaces & Events
- Mixed-Use Energy
- Experience-First Design
- Walkable Town-Center Feel

**NOT JUST A PLACE TO SHOP —
A PLACE TO GATHER, PLAY, DINE, CONNECT, AND SPEND TIME**



Quality of Life



Community Hub



Experience-Driven
Economy



Future-Ready
Development

How the Model Works: “Making the Policy Case”

Public infrastructure creates the conditions for **private investment**, driving a stronger corridor, a stronger tax base, and broader citywide benefits. Stronger corridor. Stronger city. Stronger future.

PUBLIC POLICY AT A GLANCE

Funding: No new taxes. Funding would use capital outlay, a new bond based on current sales tax and current debt service model, private contributions, and grants.

Public purpose: The initiative is intended to fight economic distress and revitalize the mall-area micro-economy, including nearby healthcare, retail, food, and service businesses.

Accountability: Projects must meet standards for jobs, long-term public benefit, maintenance, and transparency.

MORE IMPACT. MORE PROJECTS. MORE FOR ALL OF ALEXANDRIA.

REIGNITE is designed to improve the Masonic Drive Corridor and help move other important projects forward.

THE CURRENT PROPOSAL

~\$20 million minimum to improve the Masonic Drive Corridor

Private, federal, state, and local dollars can help stretch City investment further, including the private investment provided by the Alexandria Mall ownership and partners

REIGNITE focuses our public dollars on eligible public improvements while helping create momentum for broader private community investment.

THE PAYOFF

At least \$82 million could be invested overall in Alexandria, in multiple places and corridors

\$20-\$25 million of REIGNITE could support other needed projects—especially other recreation, housing, and utility infrastructure needs in designated corridors

That means **ONE PLAN** strengthened by the critical business and recreation advantaged MDC can help other parts of Alexandria, too.

STRONGER CORRIDOR. STRONGER CITY. STRONGER FUTURE.

FAST FACTS	FAST FACTS	FAST FACTS	FAST FACTS	FAST FACTS
\$20-\$45M+ Proposed for corridor improvements	\$82M+ Potential overall, city-wide investment impact	\$20-\$25M Available support for other REIGNITE projects not in the MDC	0 New Taxes Funding approach uses existing tools and partnerships	AA Rating Signals fiscal strength for strategic investment

Ending notes

A catalytic investment based on homework Evidence-Based Assumptions, Rules of the Road & Deliverables

Evidence-Based Assumptions & Expectations

- Market studies and related planning materials, many complete or near completion, will be provided as supporting deliverables.
 - The MDC is the primary retail corridor for the Alexandria MSA, which strongly supports its development potential and incentive rationale.
 - Local leaders support this initiative in part because about 40% of Alexandria's jobs are in government and healthcare, making this healthcare-centered corridor a strategic investment opportunity. Quality-of-life improvements support physician and allied health recruitment and retention.
 - Other current data support MDC investment:
 - Household incomes increased by double digits between 2018 and 2023, supporting our “price-point” assumptions. Poverty rates are trending downward. Violent crime and other key crime indicators have improved significantly from 2023 to 2026. Other listed assets in the MDC will support increased security within the MDC.
 - Educational attainment is rising, supporting stronger institutional and workforce partnerships.
 - Alexandria currently captures only 20% of regional arts, entertainment, and recreation demand—12% below the peer average—representing about \$19 million in displaced spending. Much of that spending is now captured by casinos, creating an opportunity to recapture more of it locally. Alexandria captures 13% less full-service food and beverage spending than its peers, representing about \$21.8 million in unrealized potential. Hotel occupancy is 61% or higher citywide and averages 75% or higher in the MDC-MacArthur area, in 2025.
- In exchange for public investment into transformative public infrastructure improvements (utilities, Masonic Drive improvements and road diet, parking, town center) in and around the Alexandria Mall and MDC, and a total investment package of \$23-\$45 million, the private sector is required to commit to and make commensurate investment. This requirement ensures “skin in the game” and sustains long term change and adherence to corridor goals supported by public input.
- Incentives are significant, including tax assistance, for the Alexandria Mall and qualifying related projects as well as utility, planning, and other significant infrastructure public partnering. But the projects will have to meet **REIGNITE** goals for employment and new private capital or qualify as other “qualifying” businesses in healthcare, technology, or public safety and security.

From SPARC to REIGNITE

SPARC was the largest redevelopment project in Alexandria history, which began in 2008 with a \$96 million infrastructure investment plan targeting three Cultural Restoration Areas (CRAs). The City carefully identified distinct “activity corridors” serving as the backbone for redevelopment:

- CRA-1: Downtown, Riverfront, and Lower Third,
- CRA-2: North MacArthur Drive and Bolton Avenue, and
- CRA-3: Masonic Drive and Lee Street.

SPARC DELIVERED

- Strategic investment in redevelopment corridors
- Major recreation improvements:
 - Rebuilt nearly the entire park system, expanding recreation and quality-of-life assets including Frank O. Hunter Park, the region's first dog park, splash pads in City Park, Harmon Park, and Cheatham Park, and a major zoo renovation, among others
- Transportation and streetscape upgrades: Third Street, Texas Avenue, Bolton Avenue, and Masonic Drive: street and sidewalk improvements; decorative and directional signage; and safety improvements including bike lanes
- Public Safety Improvements
 - Added and relocated fire stations, achieving a No. 1 **PIAL** Rating delivering savings to citizens directly on property insurance
 - City-Wide decorative, monuments, branding, and wayfinding signage

REIGNITE WILL TOO

- Focus public investment on strategic corridors, especially **CRA-3, multi-districts**: Corridor revitalization in the Masonic Drive area
- Use infrastructure to attract private-sector follow-on investment
- Expand recreation and quality-of-life assets
- Strengthen healthcare, housing, and mixed-use development⁽¹⁾
- Support the Masonic Drive Corridor and Alexandria Mall area businesses
- Build new public-private partnerships
- Create the next generation of catalytic redevelopment
 - Catalyze stronger healthcare and housing support
 - Promote modern mixed-use and experience-driven development momentum in a unique mall setting
 - Support and build recreation and family-destination assets
 - Model next-generation public-private leverage
 - Ensure the continued viability of key community assets.

¹ **REIGNITE** is supported at minimum by the data underlying SPARC development plans *infra* at note 2, and specifically:

- *ThinkAlex* Findings;
- Retail Merchandizer Magazine, “10 major trends shaping the future of retail malls 2025,” 12/19/2024 (using multi-sourced data generally outlining trends for successful mall evolution); and most recently
- “Masonic Drive Corridor and Alexandria Market Analysis, Preliminary Findings,” *Riverbend Research* (2025-26).

THE CITY OF ALEXANDRIA RELEASES REIGNITE FAQ

- New public-private partnerships: Used infrastructure and public-private partnering to attract private-sector follow-on investment and drive private-sector development:
 - Returned failing hotel to private commerce in support of downtown public assets – **CRA-1, District 3**
 - Supported housing at the LEED-certified Gates at Riverchase – **CRA-1, District 3**
 - Supported the Community College Initiative and Downtown Alexandria Now! landing a new state-of-the-art educational campus downtown which retained and expanded into existing large buildings that would have been shuttered – **CRA-1, District 3**
 - Transformed the riverfront with an amphitheater, green room and related facilities, improving the levee park's access and public spaces to support future development – **CRA-1, District 3**
 - Contributed substantially to significant business retention in **CRA-2, District 1**, including the Red Cross Building, retention of Joseph's W&P, and expansion of major health assets
- **CRA-3** was a strategic partnership and vision aligning all the other SPARC-CRAs with the central city area and its unique assets.⁽²⁾
- Without extraordinary intervention, the City's MDC is at risk, and the Alexandria Mall could move into an existential crisis in under a decade.
- The location of health care, recreation, and quality of life assets surrounding the Mall on all sides, and the Mall itself, is a tremendous opportunity and scalable microeconomy currently acting as an essential contributor to the City's tax base.
- And, importantly, the drainage structure alongside the Mall allows substantial federal matching dollars to improve overall City drainage while allowing revitalization dollars into the large Mall footprint and other local retail in that important area.

Same redevelopment logic. New opportunity. Bigger private growth opportunities.

REIGNITE builds on the redevelopment logic of **SPARC** by focusing public investment into strategic corridors where infrastructure improvements can attract private-sector follow-on investment, strengthen quality of life, and support broader community growth.

Not by way of limitation, its primary focus is the Masonic Drive Corridor, including the Alexandria Mall area and surrounding assets in healthcare, recreation, retail, and green space.

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² SPARC engaged professionals backed by formal findings determining the capacity and feasibility of multiple methods to address known risks to the mall and MDC. In reports compiled by RKG, Lose and Associates, and J-Quad, Alexandria has data to undergird its need for targeted interventions. Alexandria concluded a high level of attention was necessary to overcome these problems and is vital to the best interest of the region, and thus a matter of public policy by Resolution of Alexandria City Council in February through April of 2009, Resolution Nos. 8561-2009, 8562-2009, and 8594-2009. See *ThinkAlex* Findings; Juergensmeyer and Roberts, *Land Use Planning and Development Regulation Law*, Practitioner Treatise Series, Chapter Nine; Leinberger, Christopher B., *Turning Around Downtown: Twelve Steps to Revitalization*, the Metropolitan Policy Program of the *Brookings Institution*, March 2005; Woolard, A.I.C.P., Hank, Cultural Restoration Area, City of Destin, Florida (discussions of June 7, 2007); *Central Louisiana Regional Industry Cluster Analysis and Recommendations*, Final report to Louisiana Economic Development, May 31, 2005; *Louisiana Speaks Regional Plan*, May 2007; *Alexandria Developmental Strategic Plan*, McElroy and Associates; *City of Alexandria Ruston Foundry Superfund Site*, Pilot Project, the Slater-Midboe Group, *Moore Planning Group*, planning; and *Alexandria Urban Master Plan*, City of Alexandria, *Moore Planning Group*, planning; January 1999.

SPARC's assumptions now find support by the best form of proof: Each of its public-private partnerships is functioning today and adding value to the City of Alexandria tax base. The Bolton Avenue corridor in CRA-2 was sliding into utter disrepair and was transformed with retention of Joseph's Wallpaper and Paint, multiple new and expanding healthcare assets, and the Red Cross building all anchoring the corridor; in CRA-3, at least two major private assets remained in the area based on SPARC and/or REIGNITE and several healthcare assets are expanding now; and the CLTCC partnership and downtown hotels initiatives, along with the Gates at Riverchase, continue to add tremendous value in CRA-1. These are just a few of the P's and do not touch upon the public recreation and public safety assets created by SPARC.