

City Council Public Hearing Meeting

July 1, 2025

Economic Summit and Strategic Framework Update



AGENDA & SUMMARY

Purpose

- ▶ City Council update on Economic Summit and Strategic Framework

Council Action

- ▶ Receive as information for discussion

Key Elements of Discussion

- ▶ Stakeholder Engagement
- ▶ Strategic Framework
- ▶ Economic Summit Recurring Themes
- ▶ Next Steps



PROJECT GOAL

To host an **economic summit** that engages the community around issues and opportunities in economic growth.

To develop a **strategic framework and action plan** to foster **equitable economic development** in Alexandria.

COMMUNITY AND STAKEHOLDER ENGAGEMENT TO DATE



75+

ROUNDTABLE AND INTERVIEW ATTENDEES

Alexandria City Public Schools • Business Associations • Board and Commissions • City Council
Civic Leadership • Community Members • Economic Development Organizations • Large employers
• Real Estate and Development • Small Businesses • Tourism • Workforce and Higher Education



35+

COUNTDOWN TO THE SUMMIT EVENT ATTENDEES

Economic Development, Commercial Uses, and Investment • Virtual Q&A



530

SURVEY RESPONDENTS

Pre-summit survey • Post-summit survey



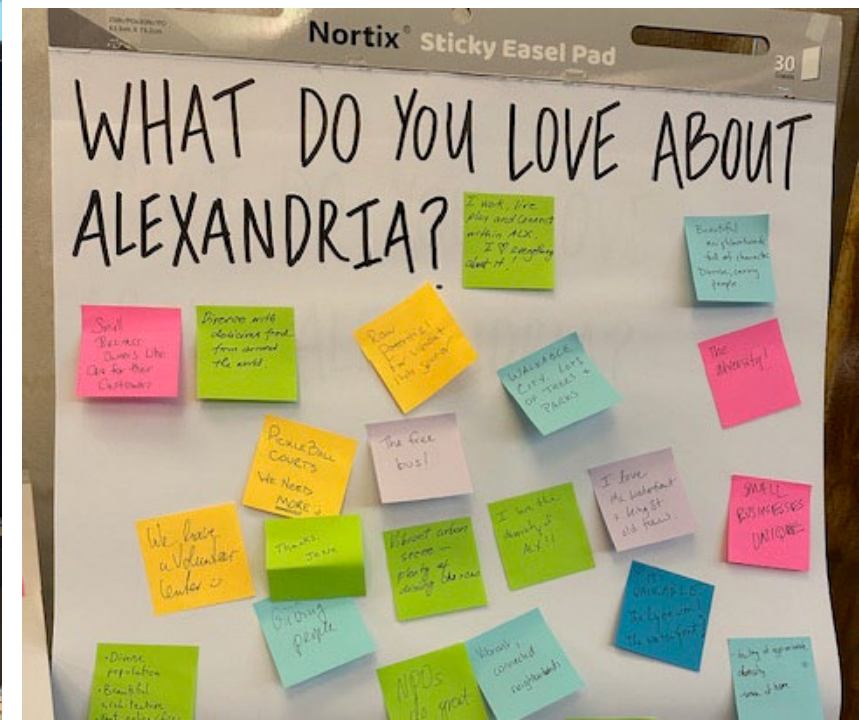
200+

SUMMIT ATTENDEES



840+

COMMUNITY TOUCHPOINTS



STRATEGIC FRAMEWORK APPROACH

FRAMEWORK VISION STATEMENT

Alexandria is a resilient, competitive, future-ready city where innovation thrives, opportunity is accessible to all, and economic growth enhances quality of life

GUIDING PRINCIPLES



GOAL AREAS



Note: Goal Area #2 prioritizes traditional businesses of all sizes that are focused on long-term sustainability; Goal Area #3 focuses on businesses where the aim is to create and rapidly grow new ventures.

GOAL 1. PLACE-BASED DEVELOPMENT



Invest in dynamic, inclusive, and authentic places that reflect Alexandria's character and contribute to a diversified tax base.

STRATEGIES

- 1.1. Prioritize catalytic real estate projects that contribute to sustained economic growth throughout the city.
- 1.2. Strengthen place-based initiatives that celebrate Alexandria's diverse neighborhoods, cultural identity, and heritage.
- 1.3. Ensure that land use policies are supportive of sustainable and innovative approaches to development.
- 1.4. Position the City as a destination of choice for regional and national visitors.

GOAL 1. PLACE-BASED DEVELOPMENT



Invest in dynamic, inclusive, and authentic places that reflect Alexandria's character and contribute to a diversified tax base.

WHAT WE'VE HEARD: COMMUNITY PRIORITIES

STRATEGIC DEVELOPMENT & PLACEMAKING

Focusing on sustainable, high-impact development that preserves Alexandria's historic character while creating a premier destination.

CONNECTIVITY & PHYSICAL DESIGN

Enhancing walkability and green space while creating seamless connections throughout Alexandria and to the waterfront.

COMMUNITY AMENITIES & CULTURAL FACILITIES

Addressing gaps in entertainment and essential services with performing arts venues to serve residents and attract visitors, recreational facilities to capitalize on the youth sports market, and family-oriented amenities.

INNOVATION & ECONOMIC DEVELOPMENT

Supporting entrepreneurship and economic growth through spaces that foster innovation and showcase technological advancement.

GOAL 2. BUSINESS RETENTION AND RECRUITMENT



Support local businesses and attract new companies to create an array of high-quality employment opportunities.

STRATEGIES

- 2.1.** Support and grow Alexandria's existing businesses of all sizes.
- 2.2.** Recruit businesses that align with Alexandria's target industries, workforce skills, assets, and economic vision.
- 2.3.** Diversify the local economy by building on Alexandria's existing strengths and identifying future areas of opportunity.
- 2.4.** Strengthen talent pipelines for existing and emerging industries.

GOAL 2. BUSINESS RETENTION AND RECRUITMENT



Support local businesses and attract new companies to create an array of high-quality employment opportunities.

WHAT WE'VE HEARD: COMMUNITY PRIORITIES

BUSINESS SUPPORT & INFRASTRUCTURE

Strengthening the foundation for business success through improved infrastructure, streamlined processes, and comprehensive support for businesses of all types. Tailor recruitment to businesses that can support local assets, such as the Virginia Tech Innovation Campus.

STRATEGIC INDUSTRY RECRUITMENT

Recruiting high-value industries that align with economic trends, leverage local assets, and provide quality employment opportunities.

TECHNOLOGY & INNOVATION FOCUS

Establishing Alexandria as a premier technology hub through targeted recruitment leveraging local talent and proximity to federal assets in aerospace and defense, and that encourages community engagement in the innovation ecosystem.

PRIORITY SECTOR DEVELOPMENT

Diversifying the economic base by cultivating key industries that serve community needs and attract investment.

GOAL 3. ENTREPRENEURSHIP AND INNOVATION



Facilitate a thriving ecosystem that supports local entrepreneurs, fosters innovation, and provides pathways for startups to succeed.

STRATEGIES

- 3.1.** Cultivate an innovation ecosystem that connects entrepreneurs with resources and support.
- 3.2.** Encourage the creation of incubator and accelerator spaces that foster innovation and economic activity.
- 3.3.** Foster the development of entrepreneurial skills in students and the existing workforce.
- 3.4.** Celebrate and publicize Alexandria's entrepreneurial successes, raising the city's profile as an innovation destination.

GOAL 3. ENTREPRENEURSHIP AND INNOVATION



Facilitate a thriving ecosystem that supports local entrepreneurs, fosters innovation, and provides pathways for startups to succeed.

WHAT WE'VE HEARD: COMMUNITY PRIORITIES

INNOVATION ECOSYSTEM DEVELOPMENT

Building a comprehensive support network that connects entrepreneurs with essential resources, funding, and streamlined regulatory processes that make Alexandria a hub for tech and startups.

ACCESS TO CAPITAL & FINANCIAL SUPPORT

Expanding funding and financing opportunities as well as reducing barriers to capital, particularly for small businesses and emerging enterprises.

STRATEGIC PARTNERSHIPS & WORKFORCE LEVERAGE

Capitalizing on local assets and educational institutions such as the Virginia Tech Innovation Campus while building on Alexandria's unique workforce strengths.

COMPETITIVE POSITIONING & IDENTITY

Establishing Alexandria as the premier location for small tech companies seeking federal proximity and exceptional quality of life.

WHERE DO WE GO FROM HERE?

Refine the Strategic Framework (July-August)

- ▶ Craft detailed actions for the strategies and identify transformative initiatives
- ▶ Establish an understanding of the plan horizon (ex: 5 years)
- ▶ Develop an implementation plan to support the strategic framework
- ▶ Identify criteria for evaluating economic development projects

Final presentation to Council (September)

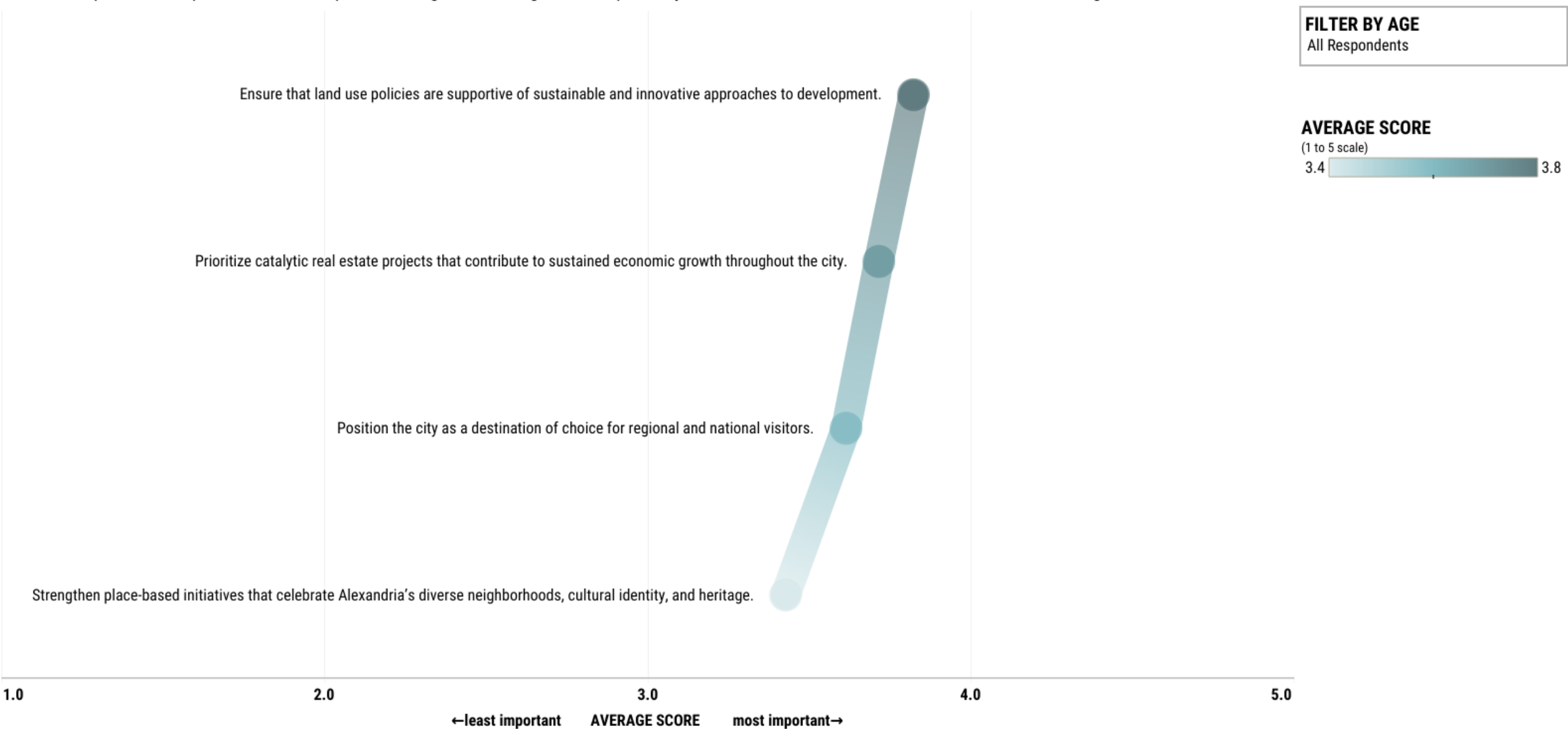


APPENDIX

POST SUMMIT SURVEY RESULTS

GOAL #1: PLACE-BASED DEVELOPMENT

Q5 | Please prioritize the place-based development strategies according to how important you believe them to be for Alexandria's future economic growth.

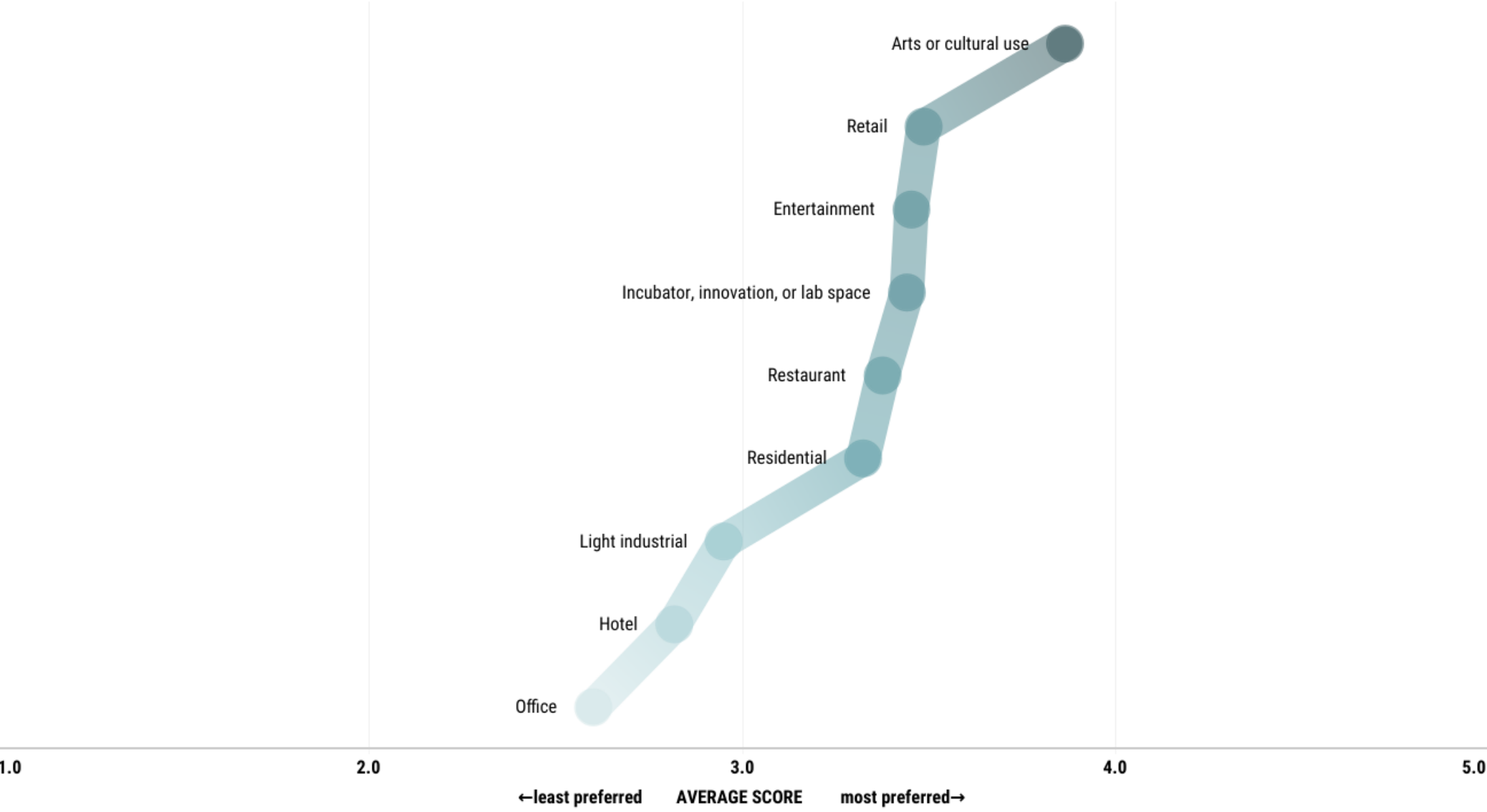


Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 143 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #1: PLACE-BASED DEVELOPMENT

Q6 | Large-scale real estate projects provide significant opportunities for economic growth in Alexandria, adding new uses and amenities to the city. If you were to choose the types of uses in future developments, how would you prioritize them?

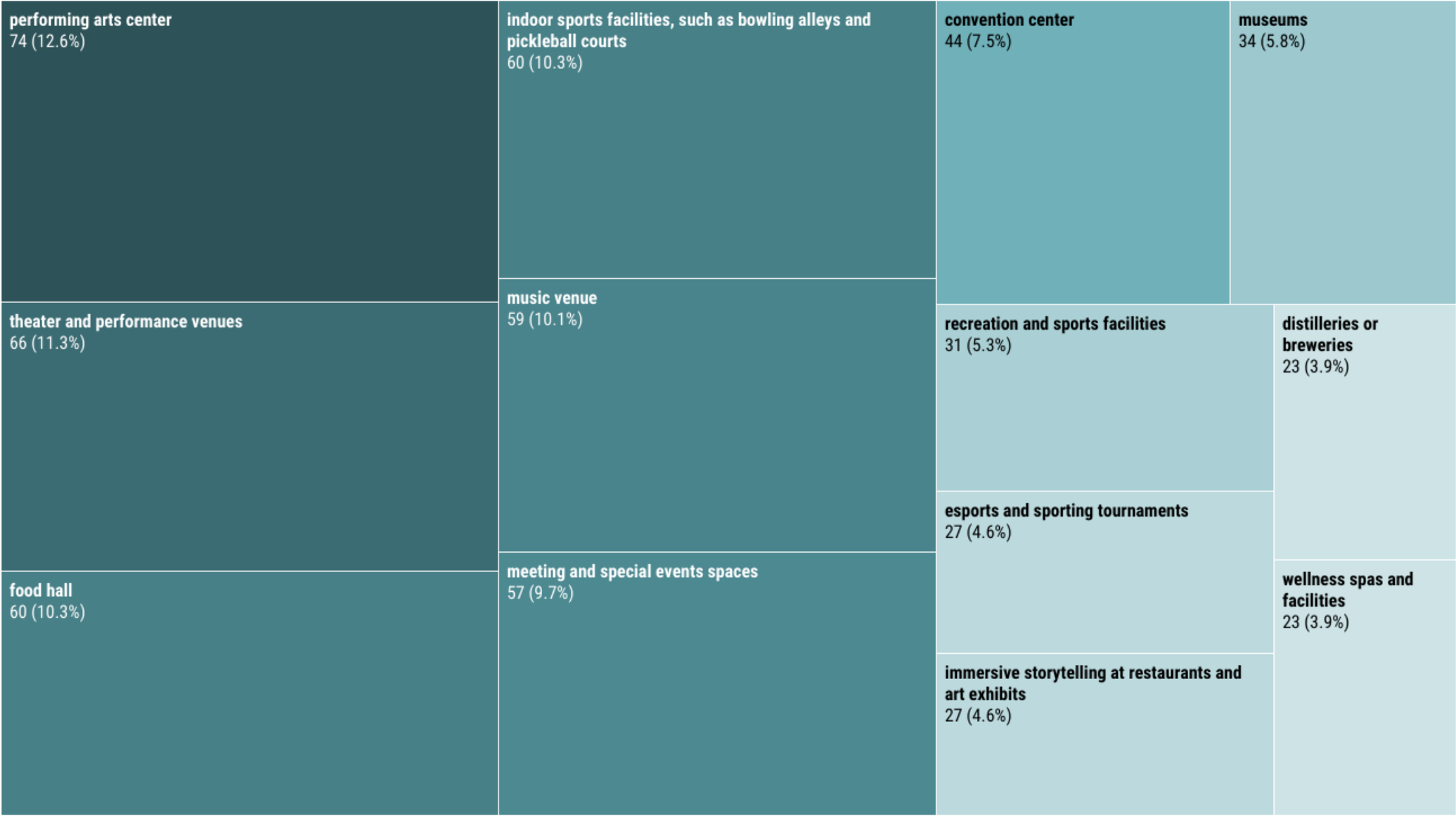
FILTER BY AGE
All Respondents



Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 143 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #1: PLACE-BASED DEVELOPMENT

Q7 | What activities or destinations are under-represented or missing from Alexandria today?



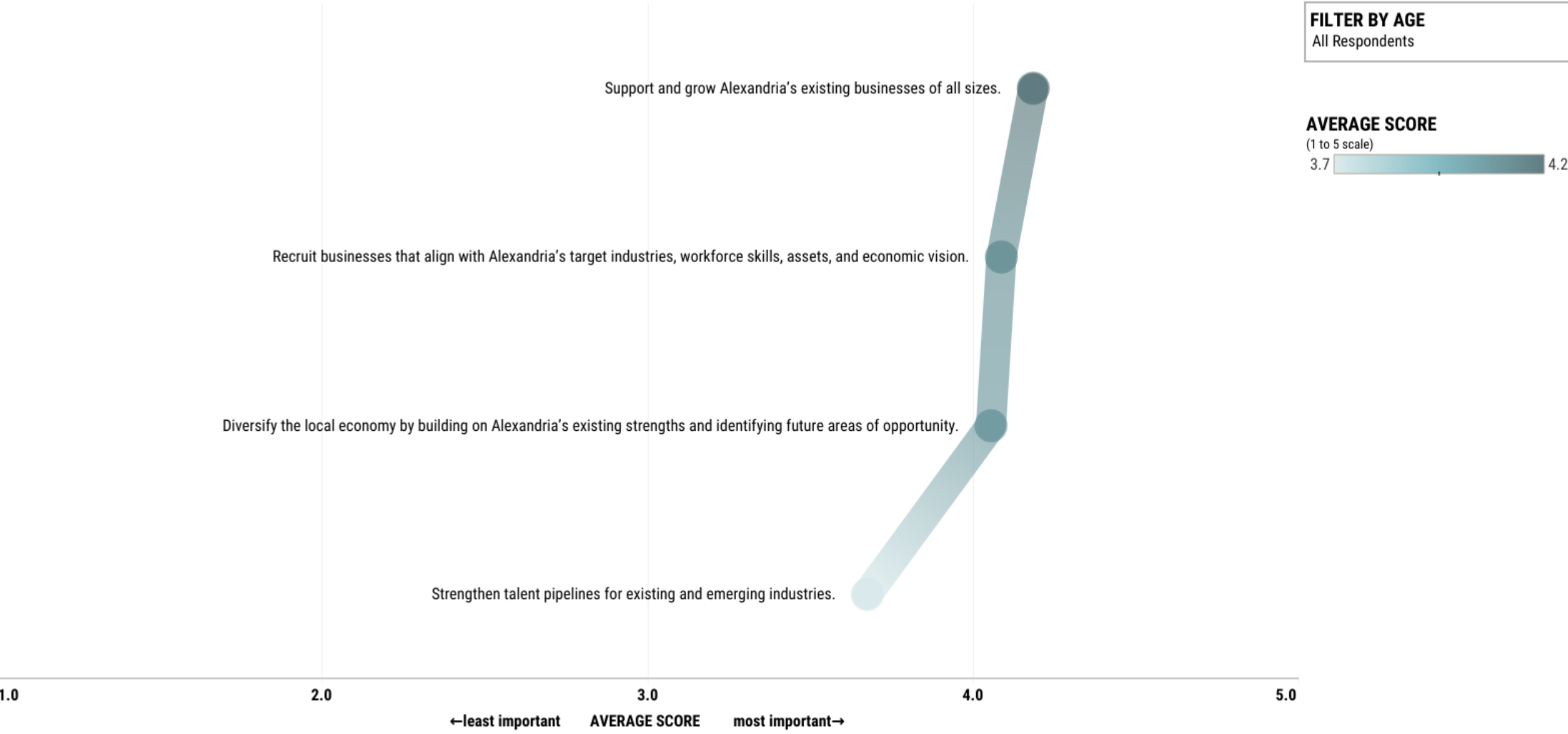
SELECT CHART TYPE
Treemap

FILTER BY AGE
All Respondents

Source: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 154 answered this question. Responses were selected from a predefined list of options. Larger rectangles indicate higher frequency of responses. Respondents were allowed to select more than one option. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #2: BUSINESS RETENTION & RECRUITMENT

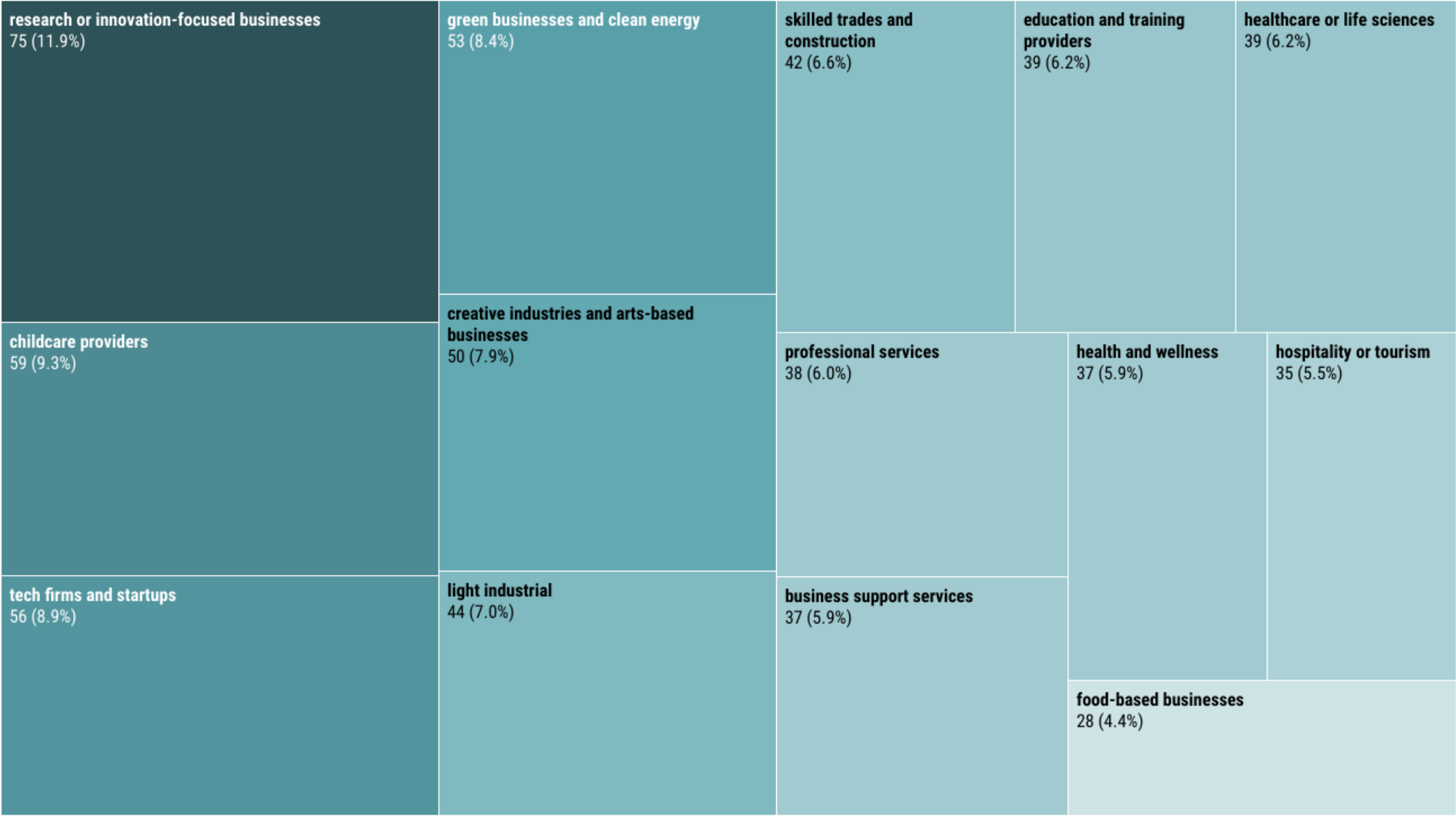
Q8 | Please prioritize the business retention and recruitment strategies according to how important you believe them to be for Alexandria's future economic growth.



Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 131 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #2: BUSINESS RETENTION & RECRUITMENT

Q9 | What types of jobs or businesses are most needed in the city?



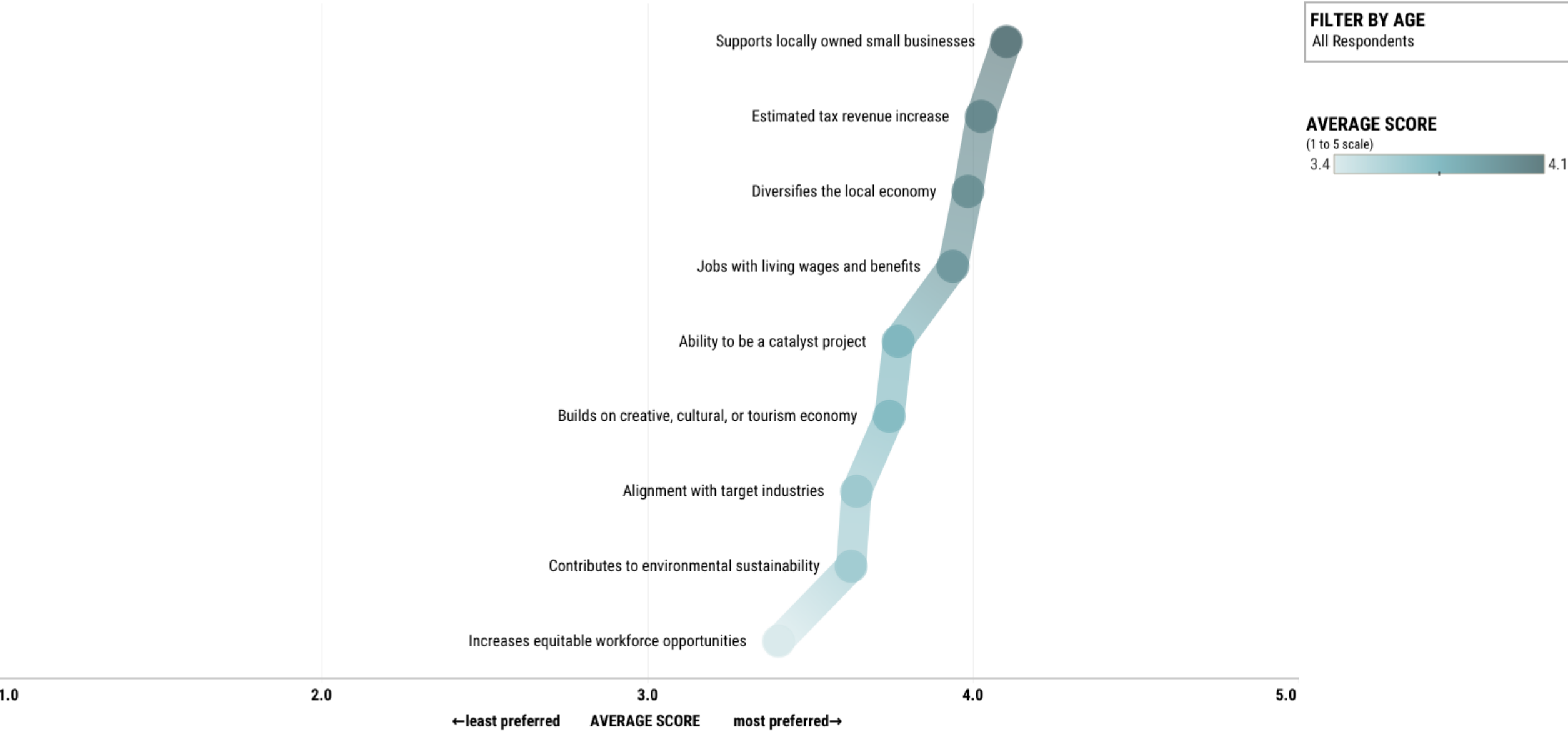
SELECT CHART TYPE
Treemap

FILTER BY AGE
All Respondents

Source: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 154 answered this question. Responses were selected from a predefined list of options. Larger rectangles indicate higher frequency of responses. Respondents were allowed to select more than one option. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #2: BUSINESS RETENTION & RECRUITMENT

Q10 | What values, priorities, or data should the city consider when deciding which businesses or industries to recruit?



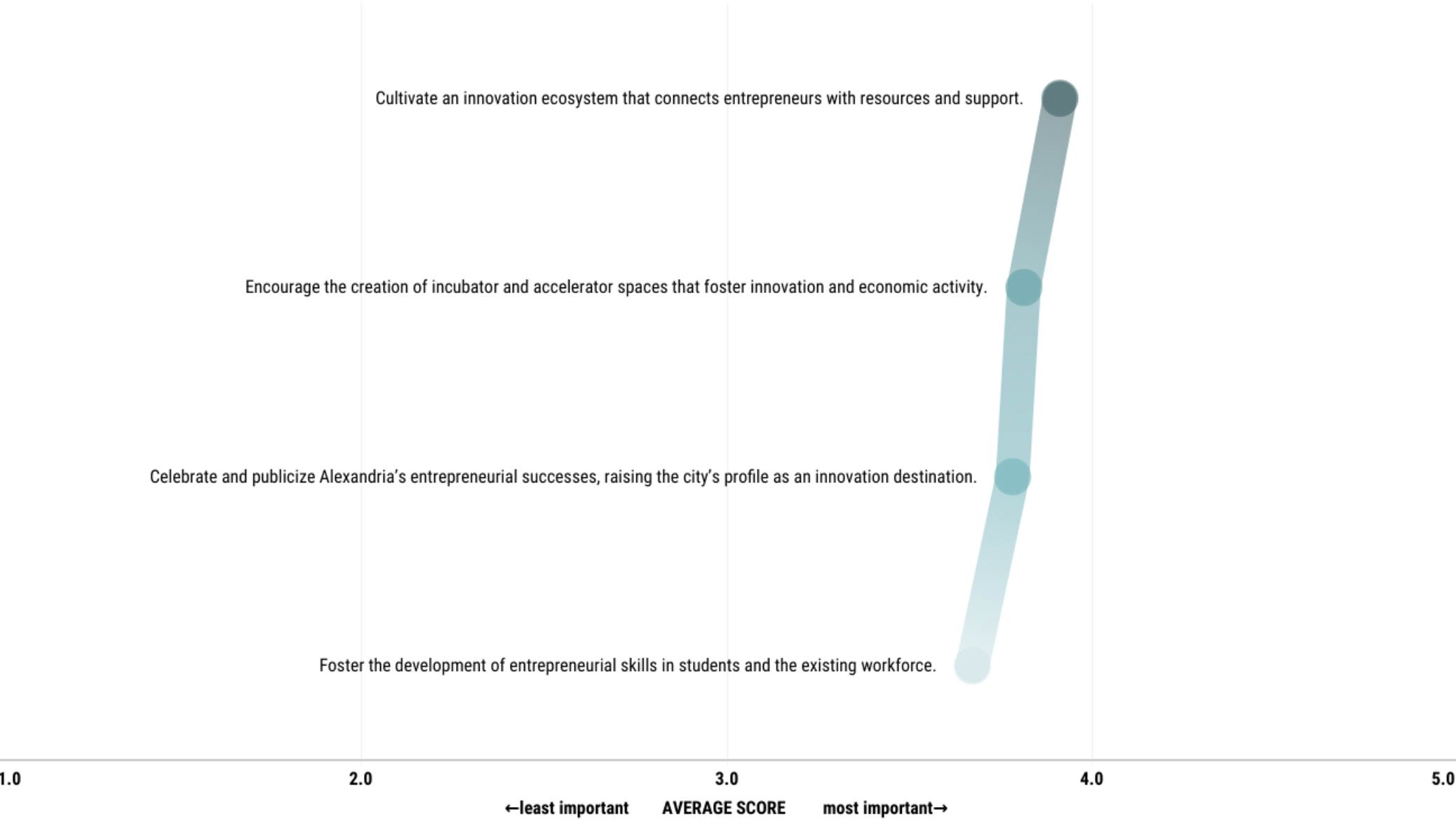
Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 130 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #3: ENTREPRENEURSHIP & INNOVATION

Q12 | Please prioritize the entrepreneurship and innovation strategies according to how important you believe them to be for Alexandria's future economic growth.

FILTER BY AGE
All Respondents

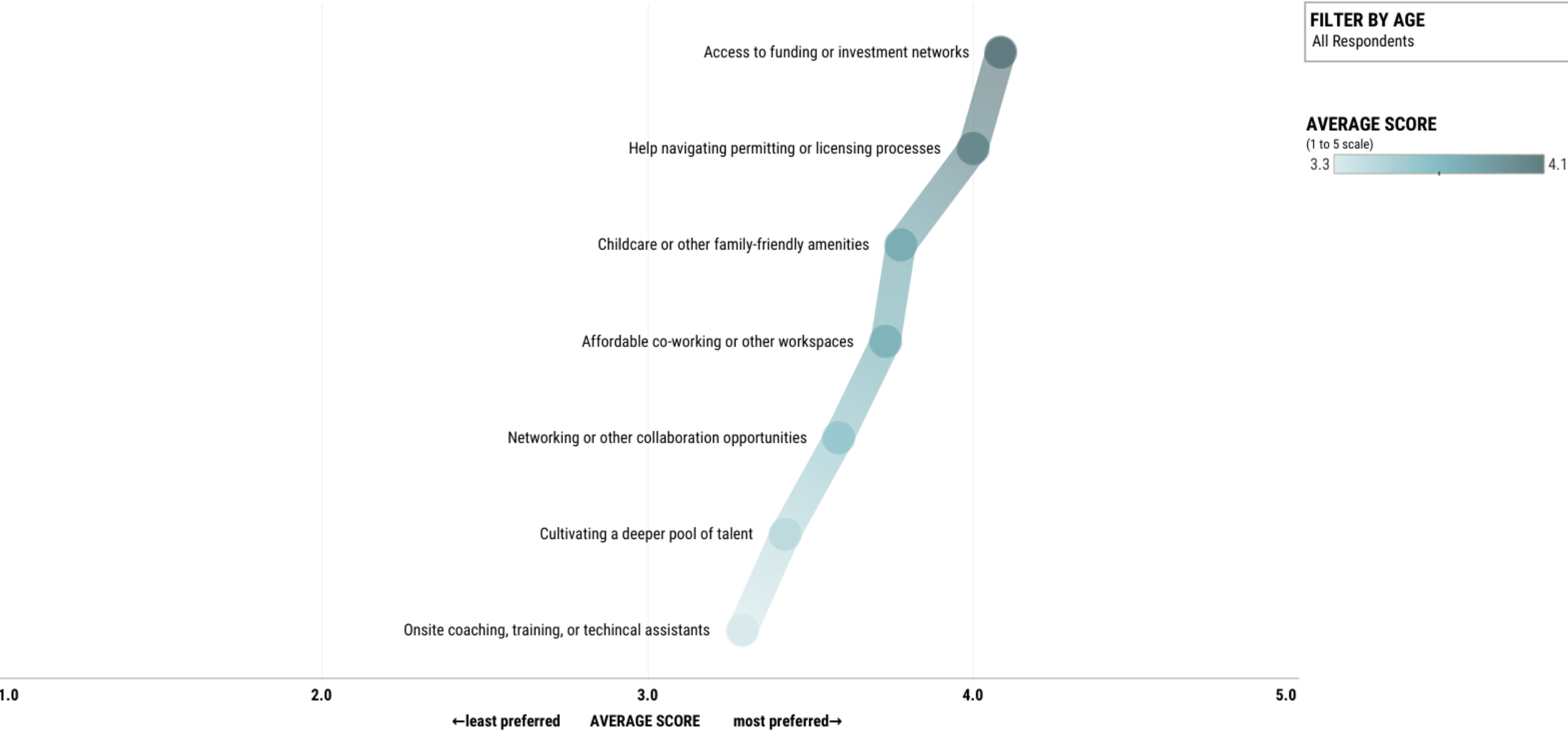
AVERAGE SCORE
(1 to 5 scale)
3.7  3.9



Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 127 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #3: ENTREPRENEURSHIP & INNOVATION

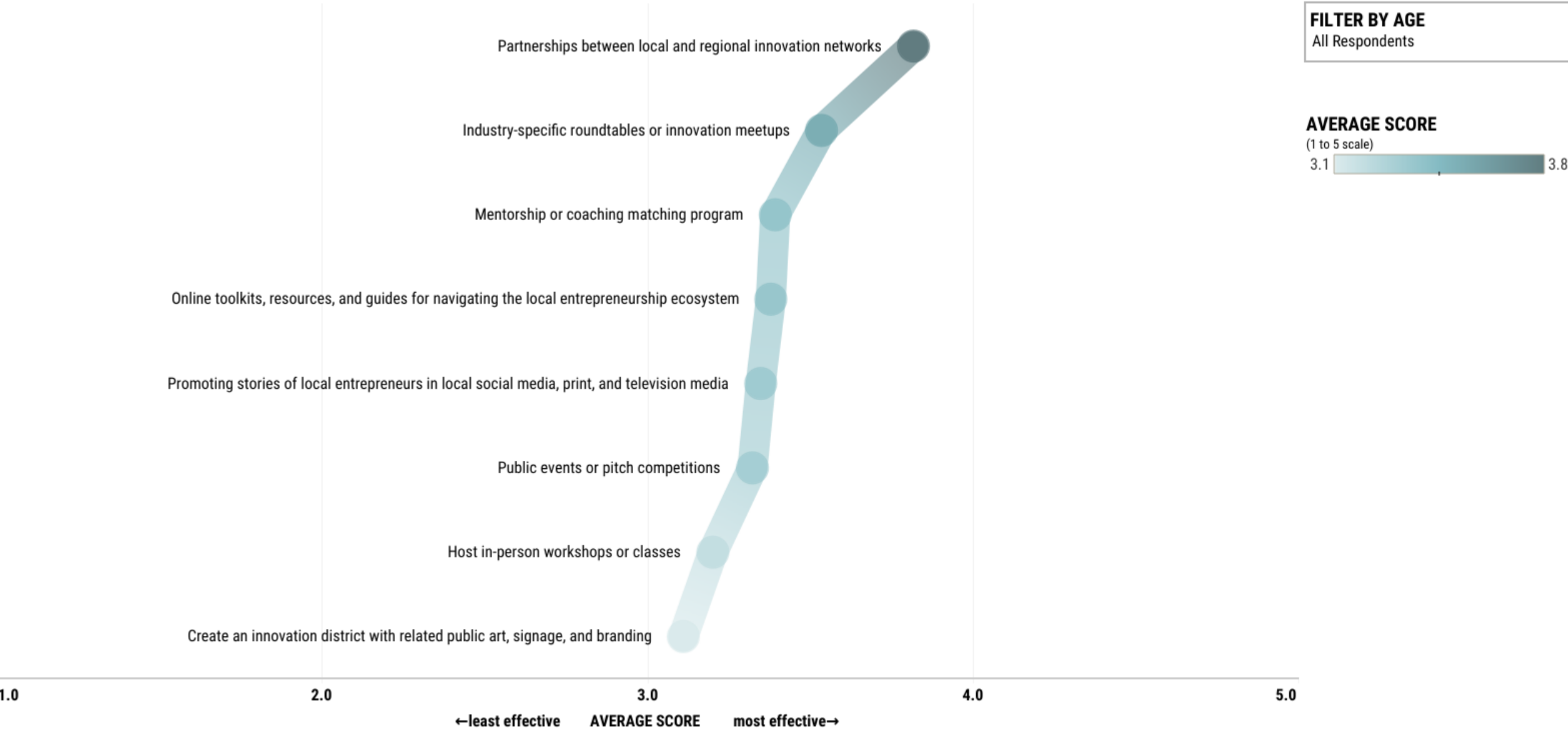
Q13 | What types of support would be most helpful to local entrepreneurs?



Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 126 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."

GOAL #3: ENTREPRENEURSHIP & INNOVATION

Q14 | What would be the most effective ways of establishing Alexandria as a hub for entrepreneurship and innovation?



Sources: Survey results compiled by TIP Strategies, Inc.
Notes: Of the 154 respondents, 126 answered this question. The scale indicates the average score, with 5 being the highest possible and 1 being the lowest possible. Responses of "N/A or Unsure" are not captured by the average score for this question. To protect anonymity, age groups with less than 10 survey responses have been aggregated within the filter. All respondents, including those who did not submit demographic information, are included in "All Respondents."