

ALEXANDRIA ECONOMIC SUMMIT



Alexandria
Economic
Development
Partnership



STRATEGIES





ALEXANDRIA, VA

STEPHANIE LANDRUM

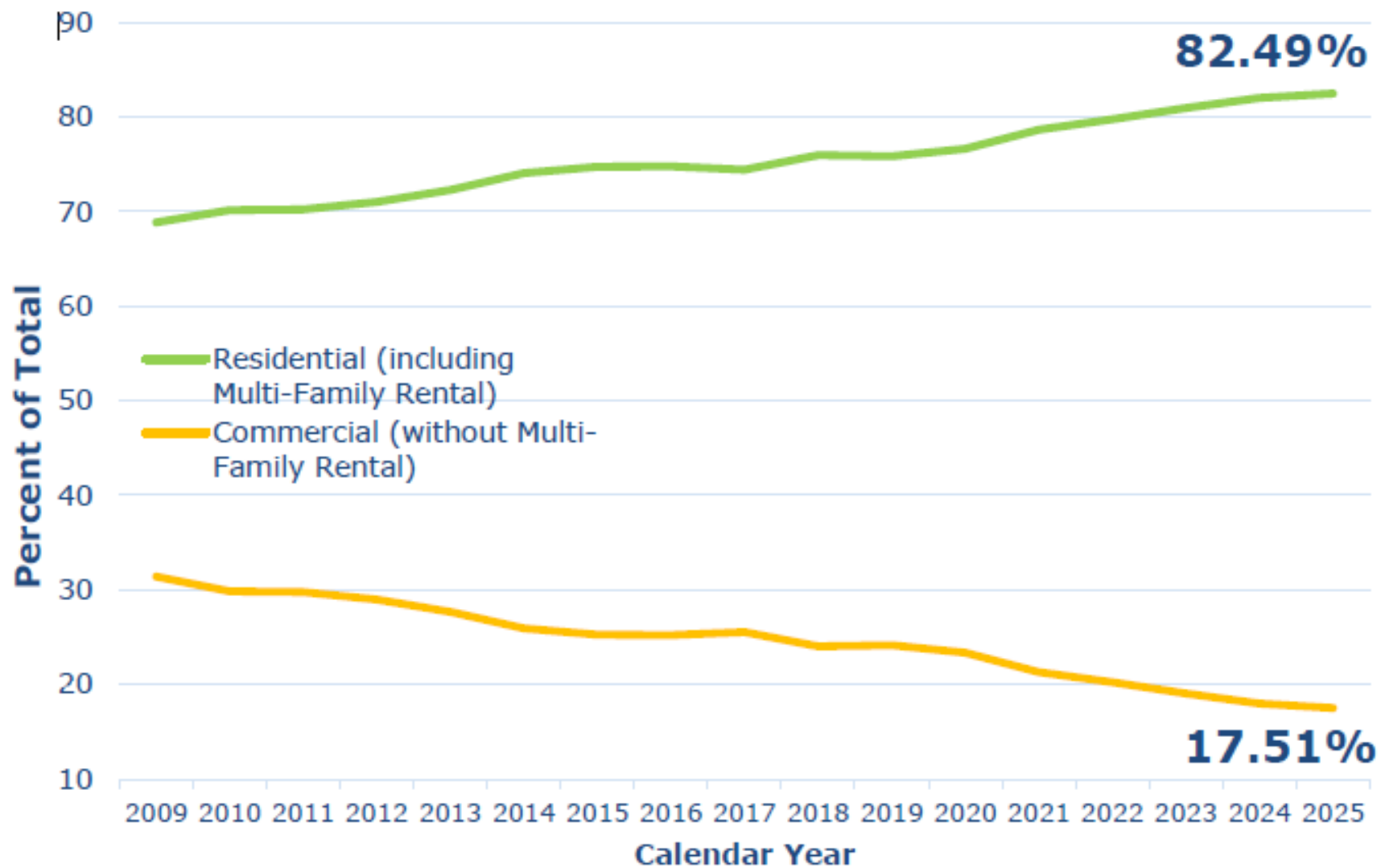
President & CEO
Alexandria Economic
Development Partnership



Successes Since the 2007 Summit



Alexandria's tax burden falls too heavily on residents.



Source: City of Alexandria

SUMMIT AGENDA

- Welcome and Opening Remarks
- Panel Discussion
- Key Findings Presentation
- Keynote Address
- Breakout Discussions
- Breakouts Reconvene & Share-out
- Closing Remarks



ALYIA GASKINS

Mayor
City of Alexandria



ECONOMIC DEVELOPMENT AND INVESTMENT TRENDS: ALEXANDRIA'S OPPORTUNITY

- Jon Roberts, Managing Partner, TIP Strategies
- Stephanie Jennings, Research Director, Mid-Atlantic, CBRE
- Meghan Welch, Vice President, Knowledge Work, Virginia Economic Development Partnership (VEDP)



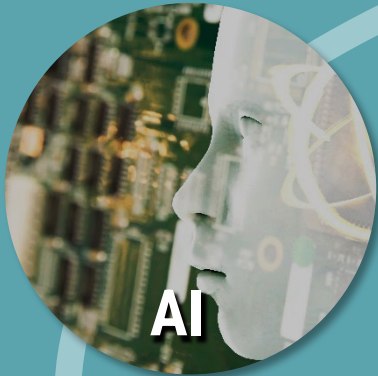
ALEXANDRIA 2025 AND BEYOND

Which crises will we face
in 2025? And how can we
best prepare for them?

► Jon Roberts, Managing Partner

May 8, 2025



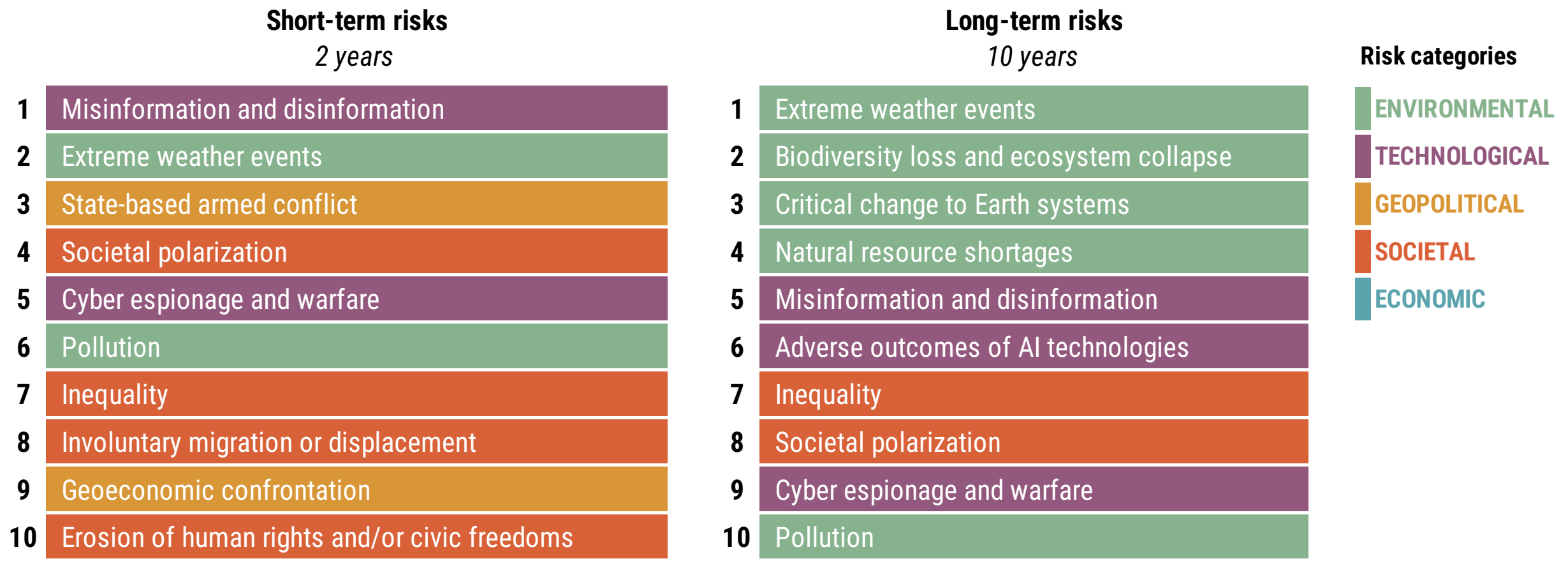


CHALLENGES TO ECONOMIC DEVELOPMENT

WORLD ECONOMIC FORUM: ANXIETY INDEX?

The WEF reports "declining optimism" in its latest annual survey of world leaders.

TOP 10 CONCERNS OF RESPONDENTS TO THE WORLD ECONOMIC FORUM'S ANNUAL SURVEY

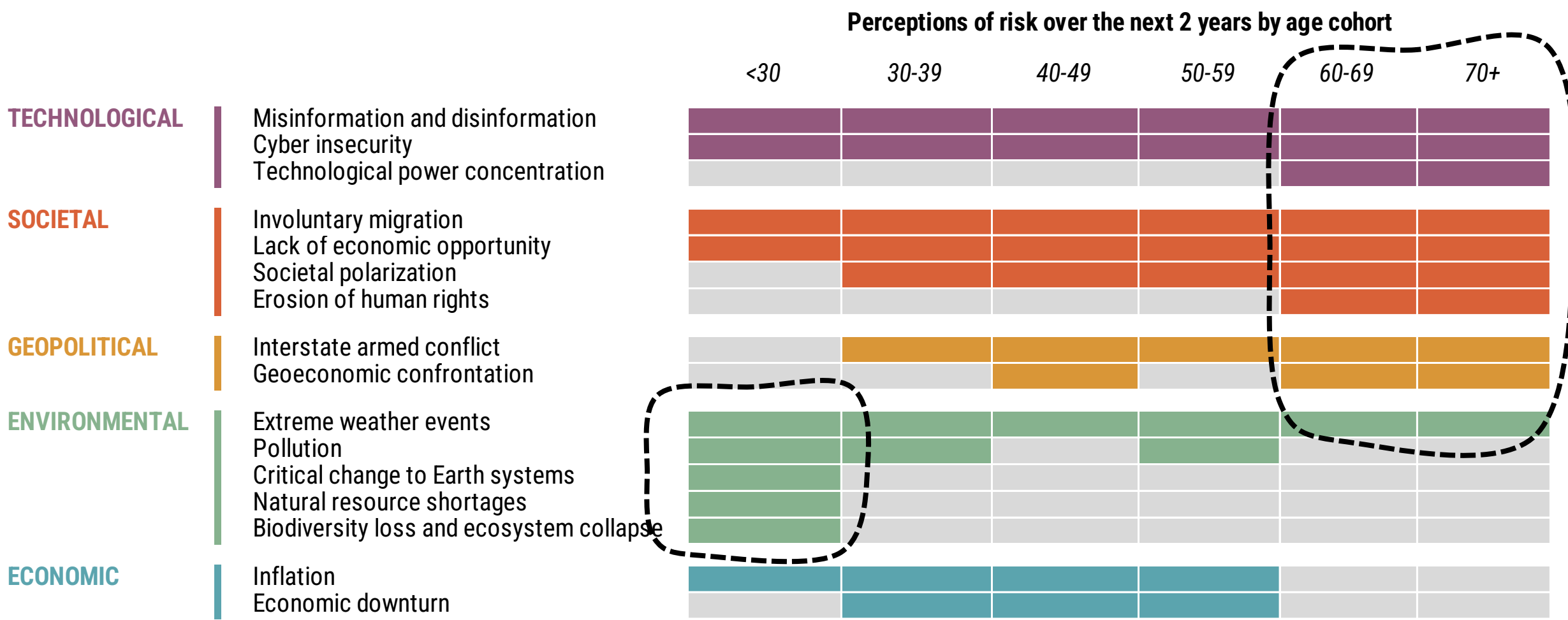


Source: World Economic Forum, Marsh & McLennan, and Zurich Insurance Group, Global Risks Report 2025.
Notes: Respondents were asked to evaluate 33 global risks across 5 categories. This edition of the annual survey drew 909 respondents from the World Economic Forum's group of multi-stakeholders, including experts across academia, business, government, the international community and civil society. Responses were collected between 2 September to 18 October 2024.

GENERATIONAL DIFFERENCES OF OPINION

Our perceptions of global risks vary significantly by our age.

RESPONSES TO THE WORLD ECONOMIC FORUM'S ANNUAL SURVEY



Source: World Economic Forum, Marsh & McLennan, and Zurich Insurance Group, Global Risks Report 2024, a summary of results from the annual Global Risk Perception Survey.

Notes: Colored cells in each column represents the top 10 (unranked) risks identified by each age cohort in the survey. This edition of the annual survey drew 1,490 respondents from the World Economic Forum's group of multi-stakeholders, including experts across academia, business, government, the international community and civil society. Responses were collected between 4 September to 9 October 2023.

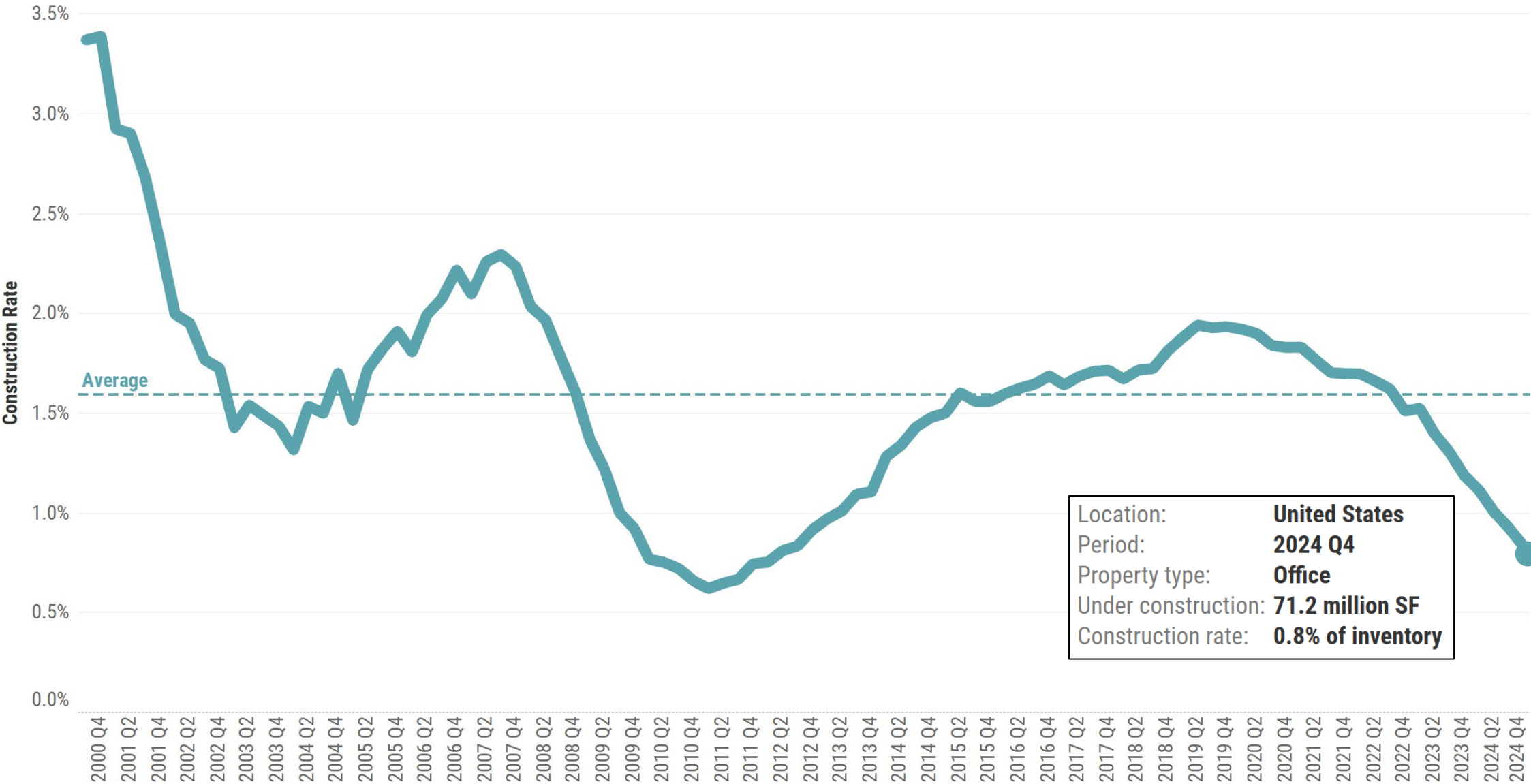
REAL ESTATE

Disruptions will continue impacting every property type from industrial and commercial offices to retail and housing.



US COMMERCIAL OFFICE CONSTRUCTION RATE

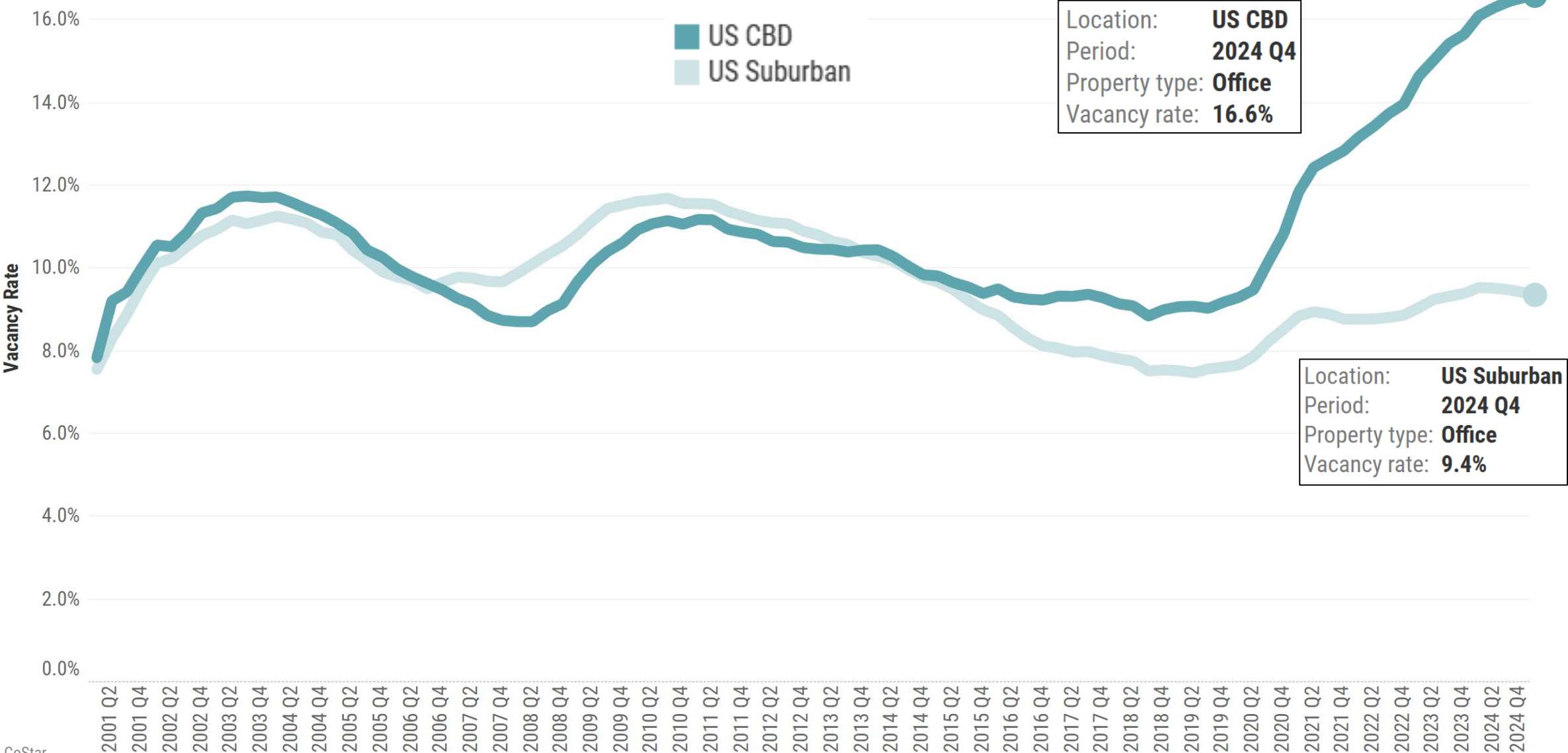
Office space underway as a percentage of existing inventory, 2001 Q2 through 2024 Q4



Source: CoStar
Notes: Office construction rates are calculated based on square feet.

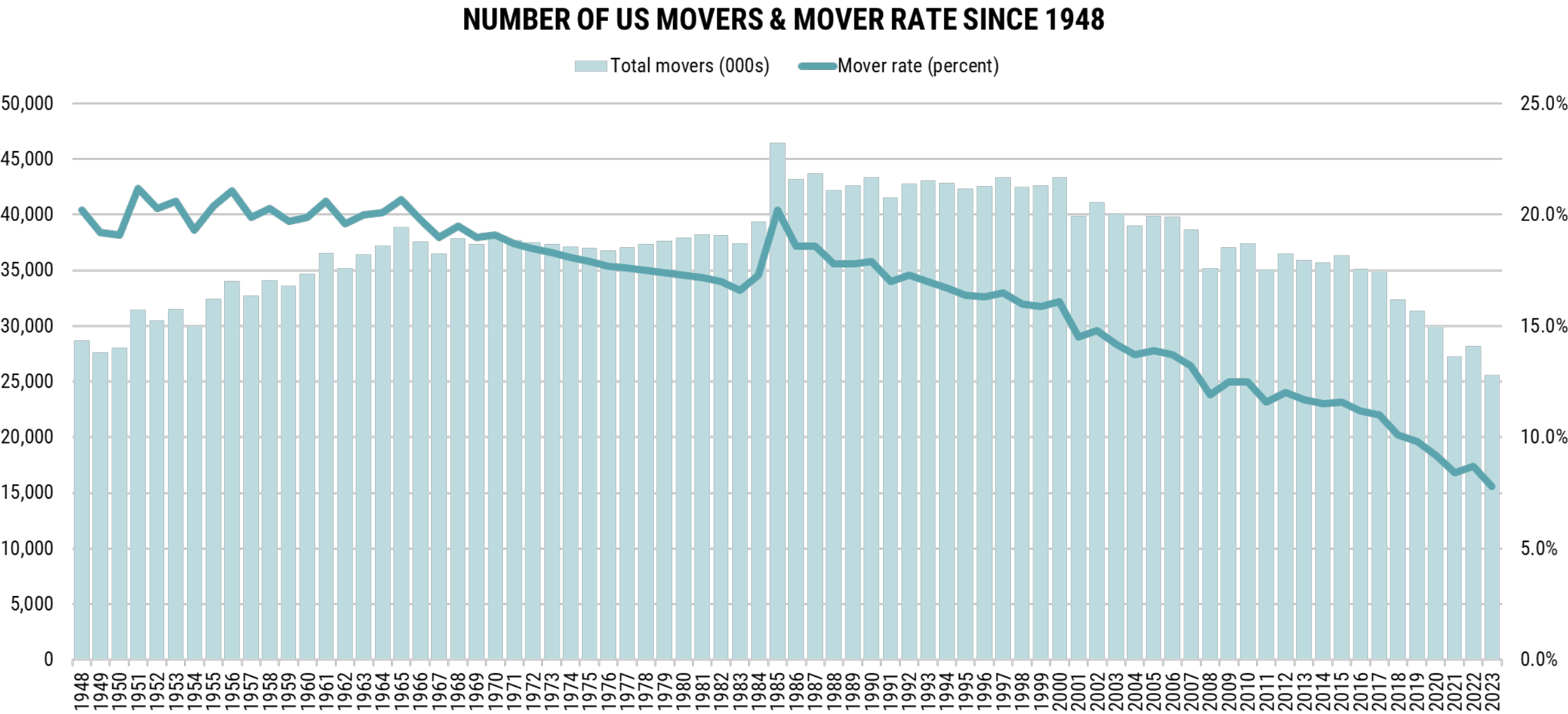
US OFFICE CBD AND SUBURBAN VACANCY RATES

Office space unoccupied as a percentage of existing inventory, 2001 Q1 through 2024 Q4



Source: CoStar
Notes: Office vacancy rates are calculated based on square feet.

A NATION OF HOMEBODIES?

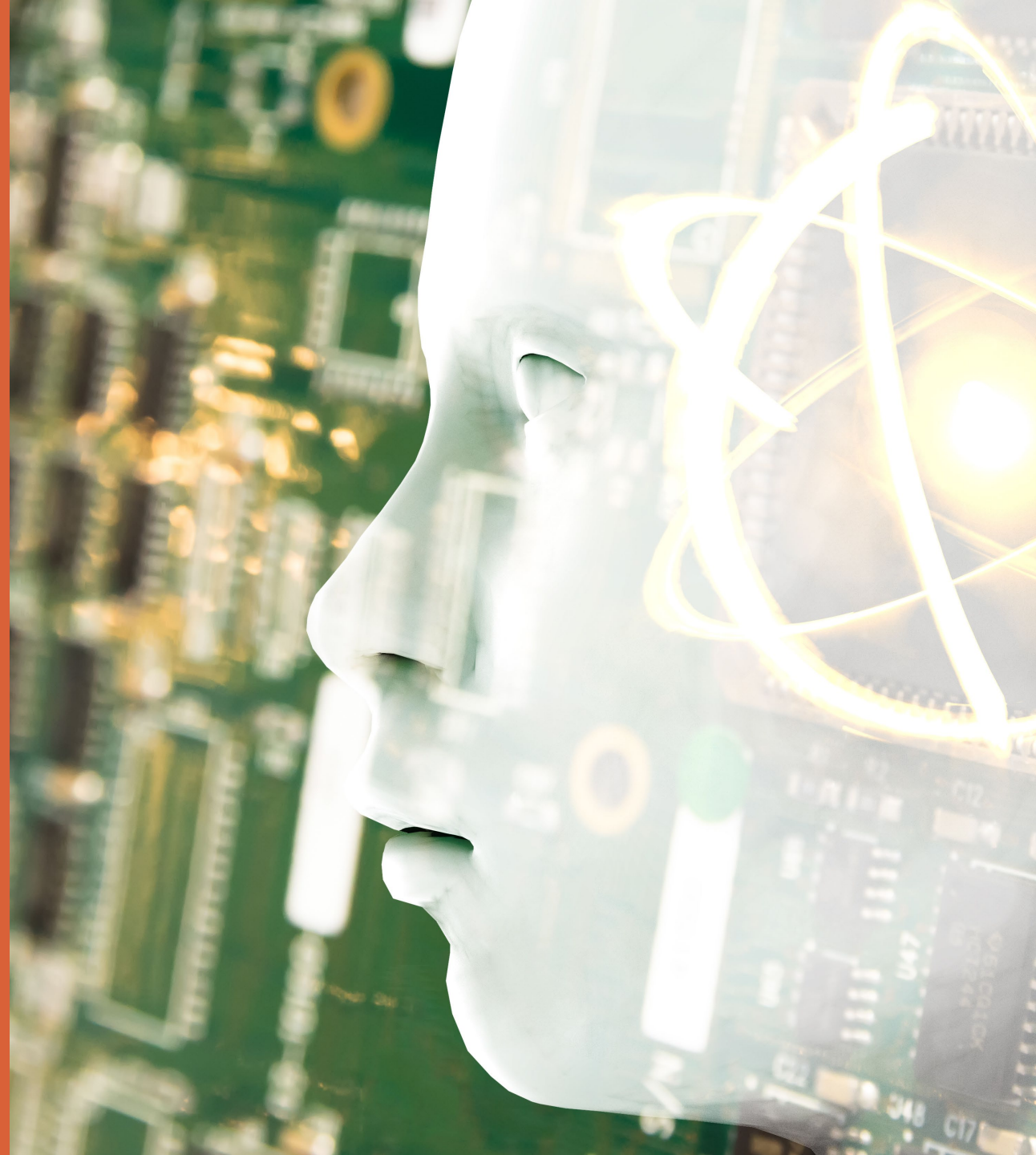


Source: U.S. Census Bureau, CPS Historical Migration/Geographic Mobility, Table A-1.

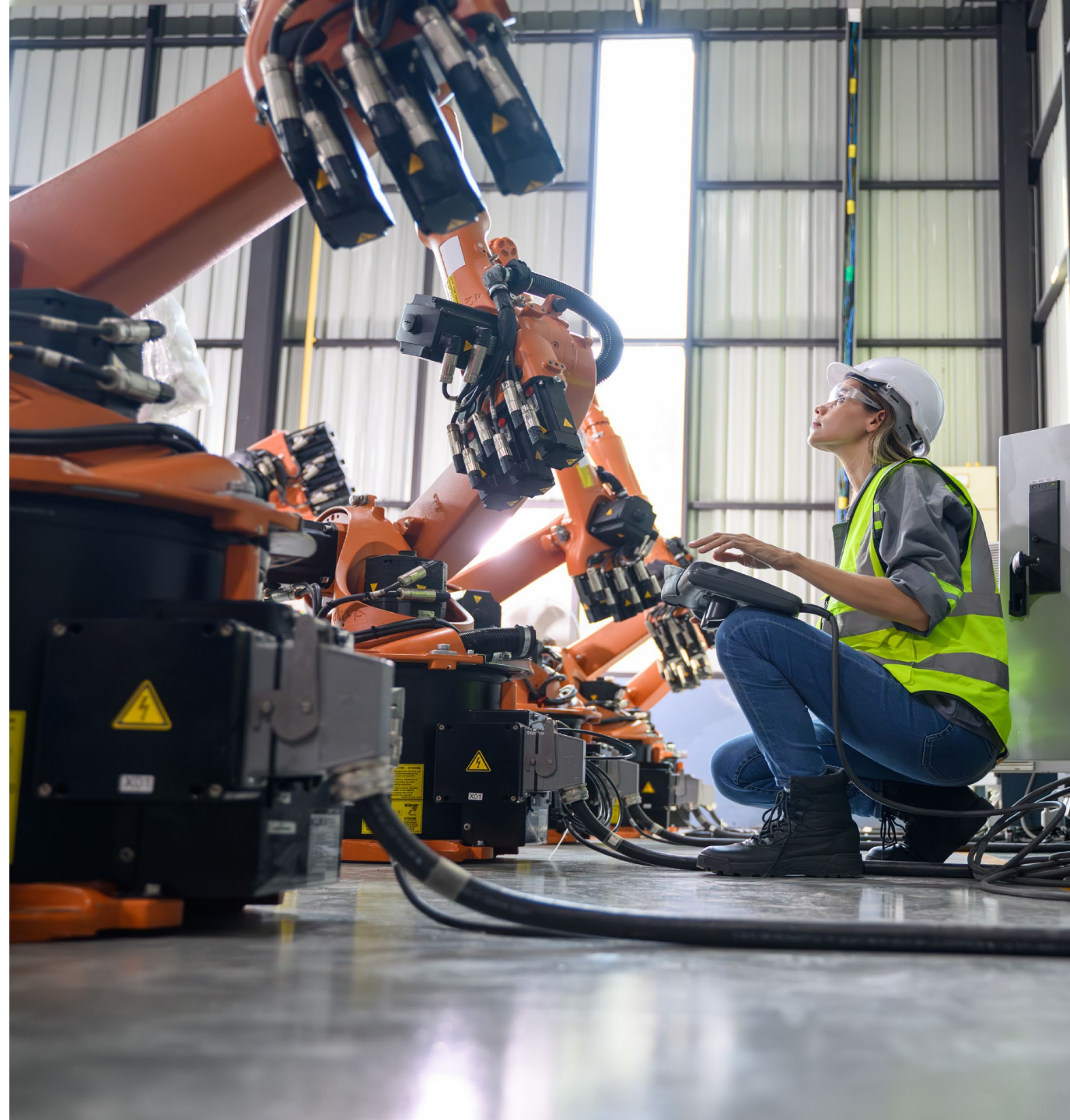
Note: Years with missing CPS data (1971-1975 and 1977-1981) are estimated.

AI

AI and emerging technologies will
forever change how we do
economic development...
beginning with the labor force.

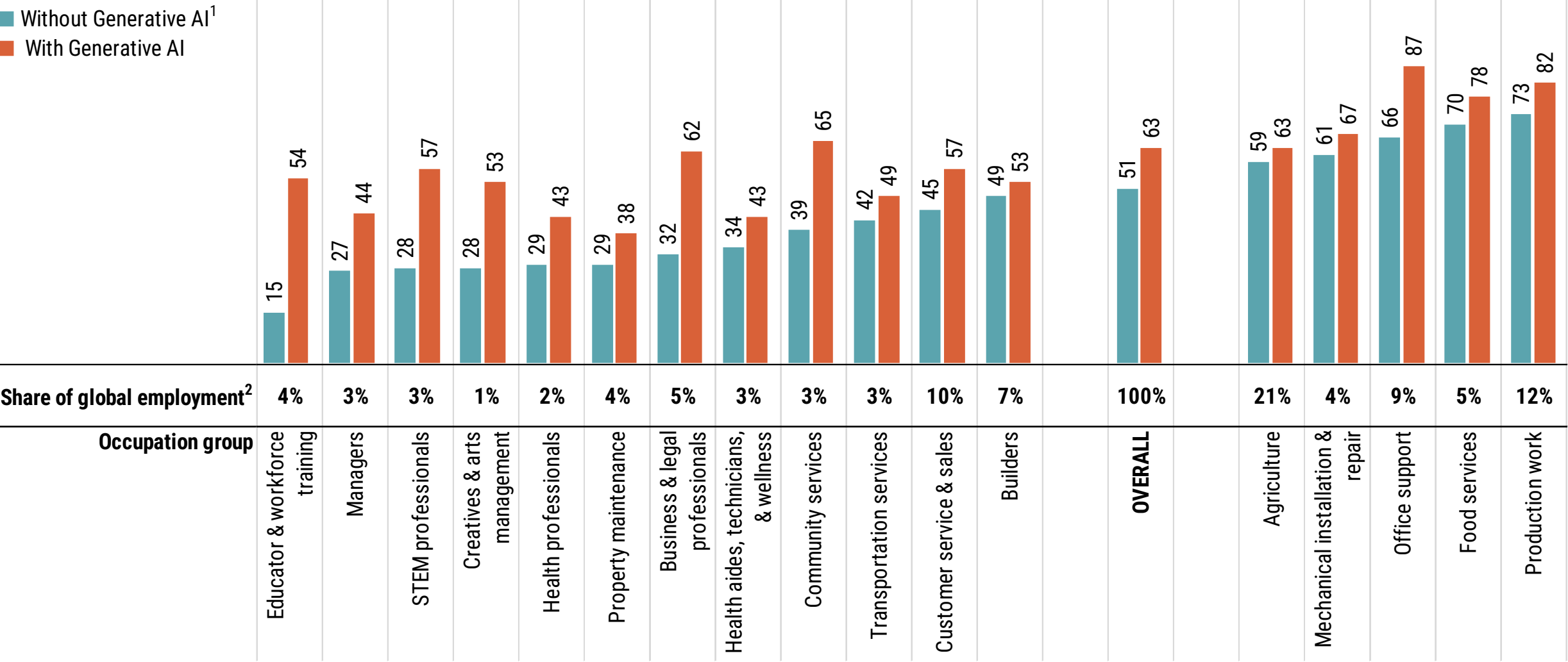


What is the *human*
value of a job?

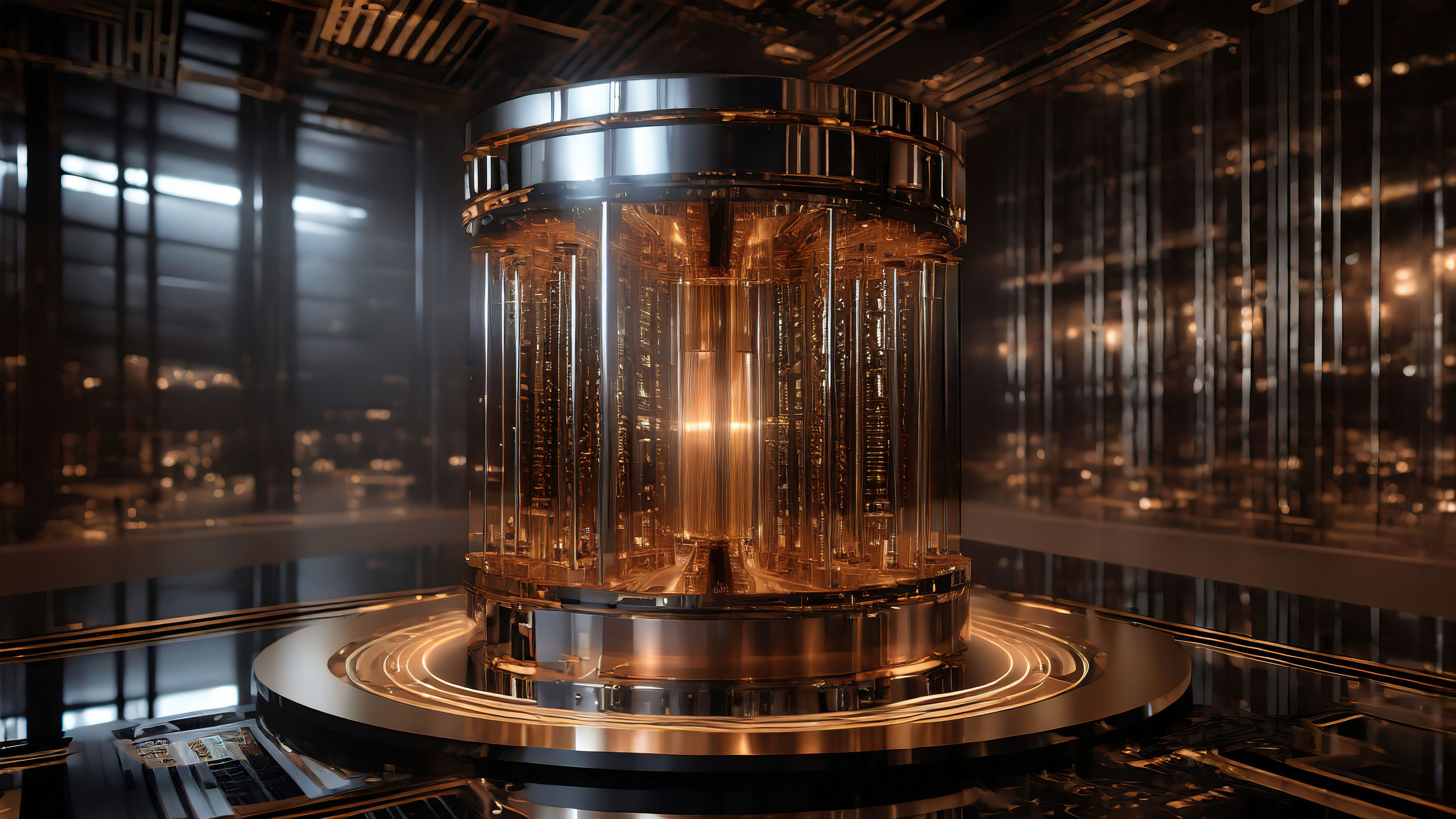


AN AUTOMATION OF KNOWLEDGE WORK IS NOW IN SIGHT

Impact of generative AI on technical automation



¹Previous assessment of work automation before the rise of generative AI.
²Includes data from 47 countries, representing about 80% of employment across the world.
Source: McKinsey & Company, The economic potential of generative AI: The next productivity frontier, June 2023, Exhibit 11, p. 41.
Note: Figures may not sum, because of rounding.

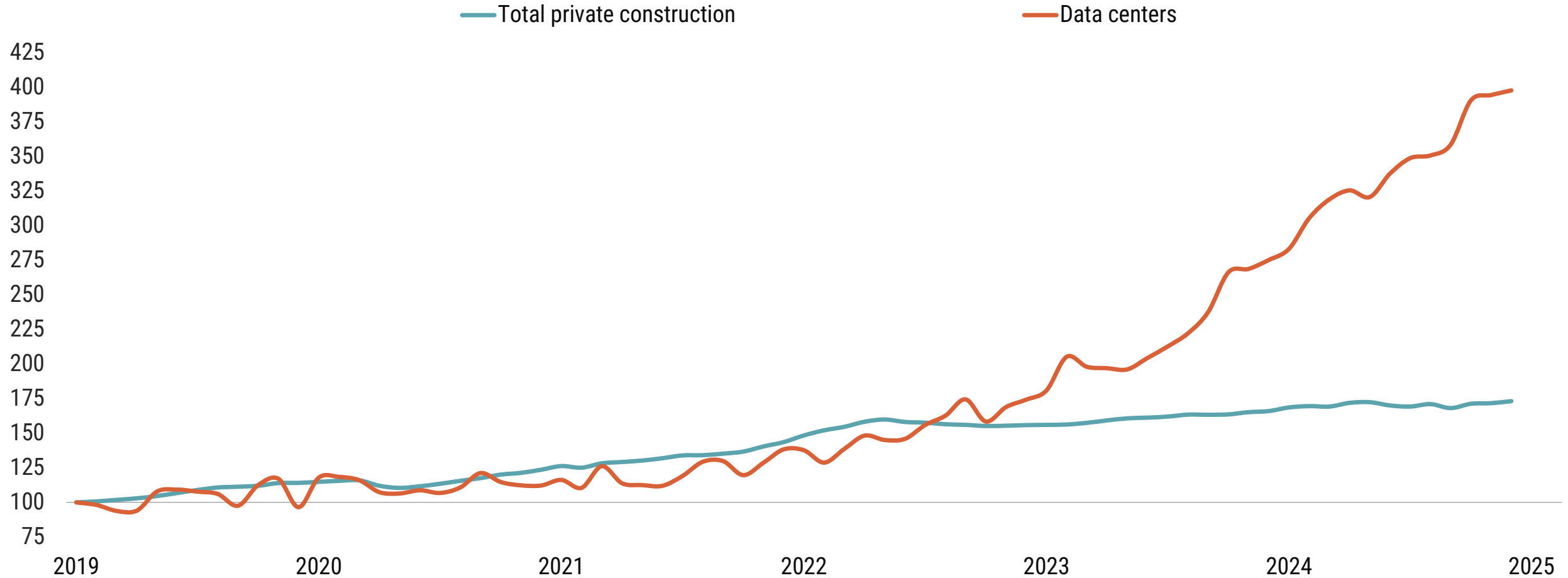


INFORMATION OVERLOAD

US construction of data centers has exploded since 2023.

PRIVATE-SECTOR CONSTRUCTION SPENDING

January 2019 indexed to 100



Source: US Census Bureau; TIP Strategies.

Notes: The chart is indexed to a base month and reflects the seasonally adjusted value of private construction put in place.



Ashburn Corporate Center
Loudoun Center

CloudHQ
Where data lives

FEDERAL FUNDING

Grants, loans, infrastructure assistance, and other federal funding flows support economic development but are only part of the picture. Federal employment is also a key economic driver.

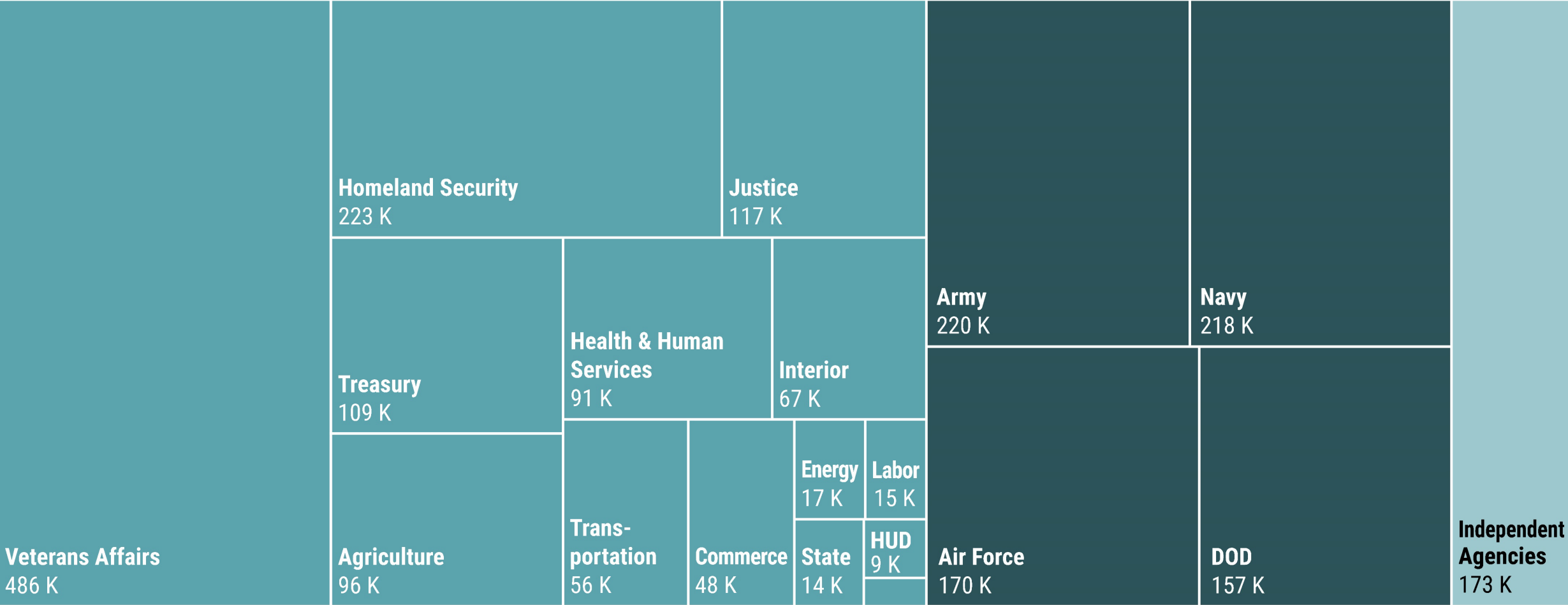


THE FEDERAL WORKFORCE IN PERSPECTIVE

Nearly 800,000 at DOD, another 1.4 million in other cabinet-level agencies, and ~200,000 in various independent agencies

FEDERAL AGENCY EMPLOYMENT, 2024

■ Defense Agencies ■ Other Cabinet-Level Agencies ■ Independent Agencies



Source: US Office of Personnel Management.
Note: Federal civilian and military workforce reported as of May 2024.

Key Findings

TIP Strategies

Tracye McDaniel, President

Jennifer Todd-Goynes, Sr. Consultant

Mishka Parkins, Consultant





THEORY INTO PRACTICE

Committed to **holistic thinking** and
sustainable development.

We design strategies that will
support your community's
vision for the future.

PROJECT GOAL

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

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

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



376

VIRTUAL SURVEY RESPONDENTS



486+

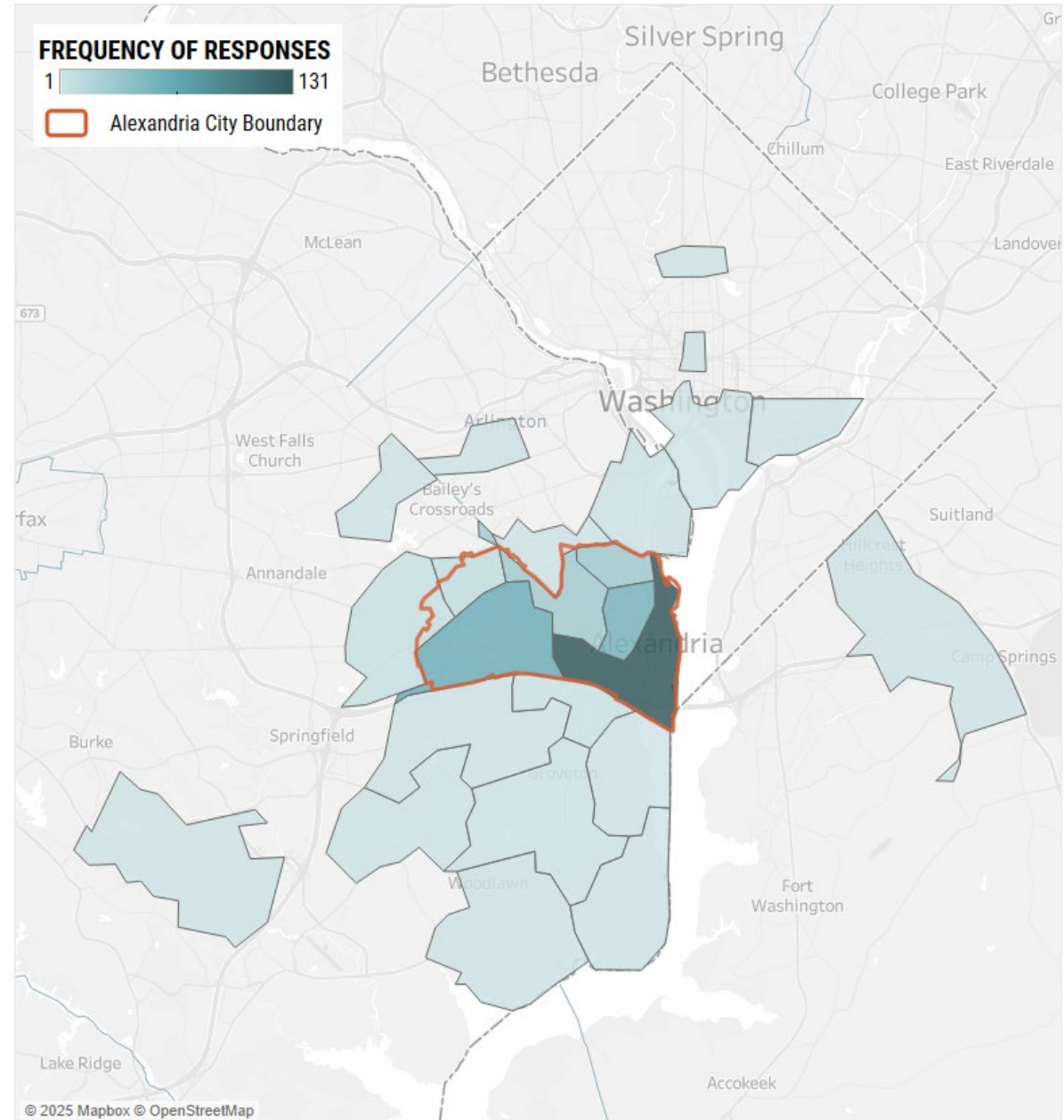
COMMUNITY TOUCHPOINTS

PRE-SUMMIT SURVEY: WHAT WE LEARNED

- ▶ TIP Strategies conducted an online survey of the community's vision for future economic growth and development.
- ▶ The survey was open for three weeks and drew 376 respondents.
- ▶ Over 90% of respondents are residents, and approximately 51% of respondents work in Alexandria.
- ▶ The survey is one of many public engagement tools that helped to inform the economic summit and draft strategic framework.

Source: US Census Bureau, 2024 TIGER/Line Shapefiles; Survey results compiled by TIP Strategies, Inc.
Notes: Of the 376 respondents, 338 answered this question. Darker polygons indicate a higher frequency of responses. Invalid ZIP codes are not included in this visualization.

Q13 | What is the ZIP Code of your place of residence, work, or business?



WHEN I THINK OF ALEXANDRIA...

Q1 | What word or phrase do you most associate with Alexandria? (All Respondents)



Source: Survey results compiled by TIP Strategies, Inc.

Notes: Of the 376 respondents, 344 answered this question. Larger fonts indicate higher frequency of responses. Open-ended responses were grouped into categories of comparable sentiments. 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."

FUTURE GROWTH CONCERNS AND POTENTIAL BENEFITS

Q7 | What are your **biggest concerns** about Alexandria's future growth and development?



Q8 | What do you see as **potential benefits** from future economic growth and development?



SETTING PRIORITIES

Q10 | Which action areas should be prioritized to create the most dynamic economic environment for Alexandria? (All Respondents)

■ Standardized response (provided)

■ Open-ended response (write-in)

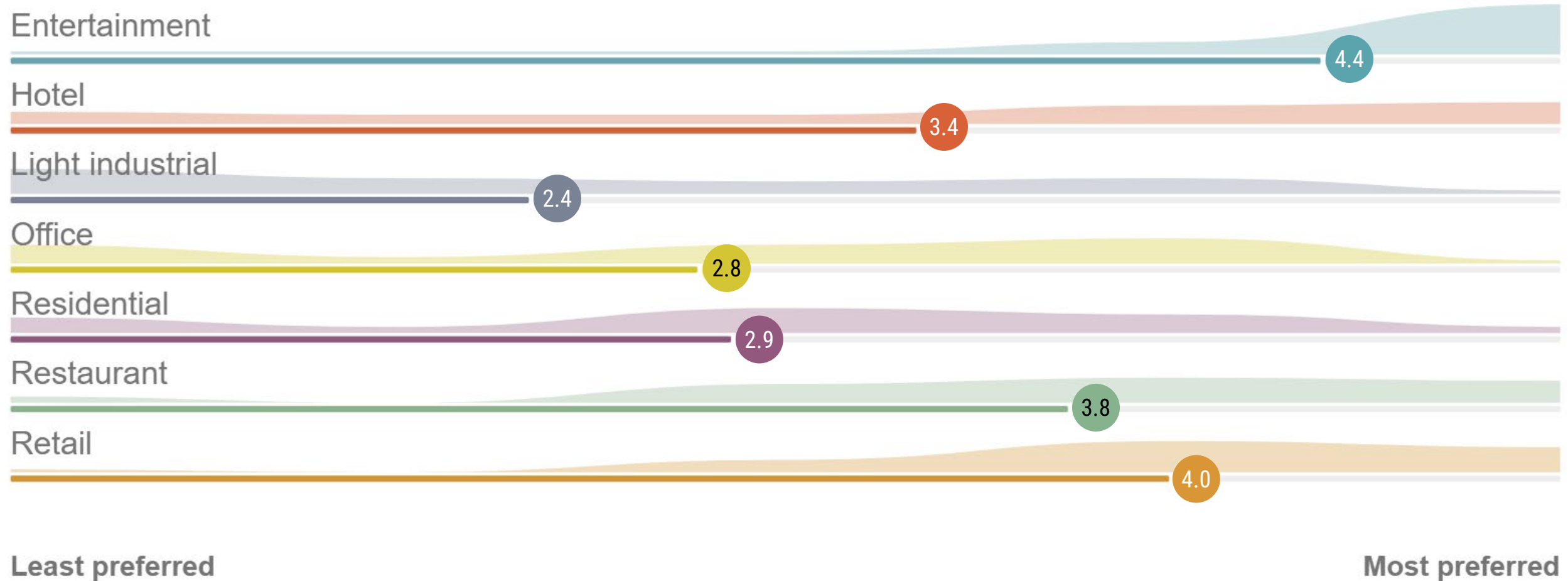


Source: Survey results compiled by TIP Strategies, Inc.

Notes: Of the 376 respondents, 358 answered this question. Provided responses were selected from a predefined list of options. Larger fonts indicate higher frequency of responses. Respondents were allowed to select more than one option. Open-ended responses were grouped into categories of comparable sentiments. 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."

ON A SCALE OF 1-5, HOW WOULD YOU PRIORITIZE USES IN FUTURE DEVELOPMENTS?

Countdown to the Summit April 10 Attendee Responses



WHAT WE'VE HEARD



Equitable Growth

Strategic investment for all of Alexandria



Real Estate

Repurposing assets, creating experiences



Business Retention and Attraction

Economic diversification



Small Business Support

Access to resources



Entrepreneurship and Commercialization

Locally-grown innovation, national impact



Workforce

Reskilling and resilience



Creative Placemaking

Placekeeping, arts, and culture



Community Engagement

Community awareness and input



Resource Alignment

Inter-organizational cooperation



Connectivity

Linking catalyst sites and neighborhoods

CURRENT CONDITIONS | MENU



PEER ASSESSMENT

DEMOGRAPHICS

Population Trend	Population Change
Population Share of MSA	
Population Drivers	
Socioeconomic Comparisons	

EMPLOYMENT & INDUSTRIES

Employment Trend	Employment Recovery
Employment Share of MSA	
Employment Annual Change	
Major Industries	
Industry Employment Share of MSA	
Net Employment Change by Industry	
Industry Trends	Industry Specialization

COMMERCIAL OCCUPIERS

Occupier Summary	Occupier Ratios
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WORKFORCE & MOBILITY

OCCUPATION STRUCTURE

Occupation Employment
Occupation Employment Trends
Occupation Employment Net Change
Occupation Employment Net Flow

COMMUTING DYNAMICS

Commuting Trends	
Commuting Demographics	
Where Residents Work	Where Workers Live



LAND USE & REDEVELOPMENT

RESIDENTIAL PROPERTY

Housing & Income Maps

COMMERCIAL PROPERTY

Commercial Real Estate Comparisons
Commercial Real Estate Share of MSA
Commercial Real Estate Maps
Leading Commercial Occupier Maps
Infrastructure & Priority Districts
Pedestrian Access



FISCAL POSITION

TAX REVENUES

Municipal Tax Revenues

PROPERTY TAX BASE

Property Tax Components

DEBT RATIOS

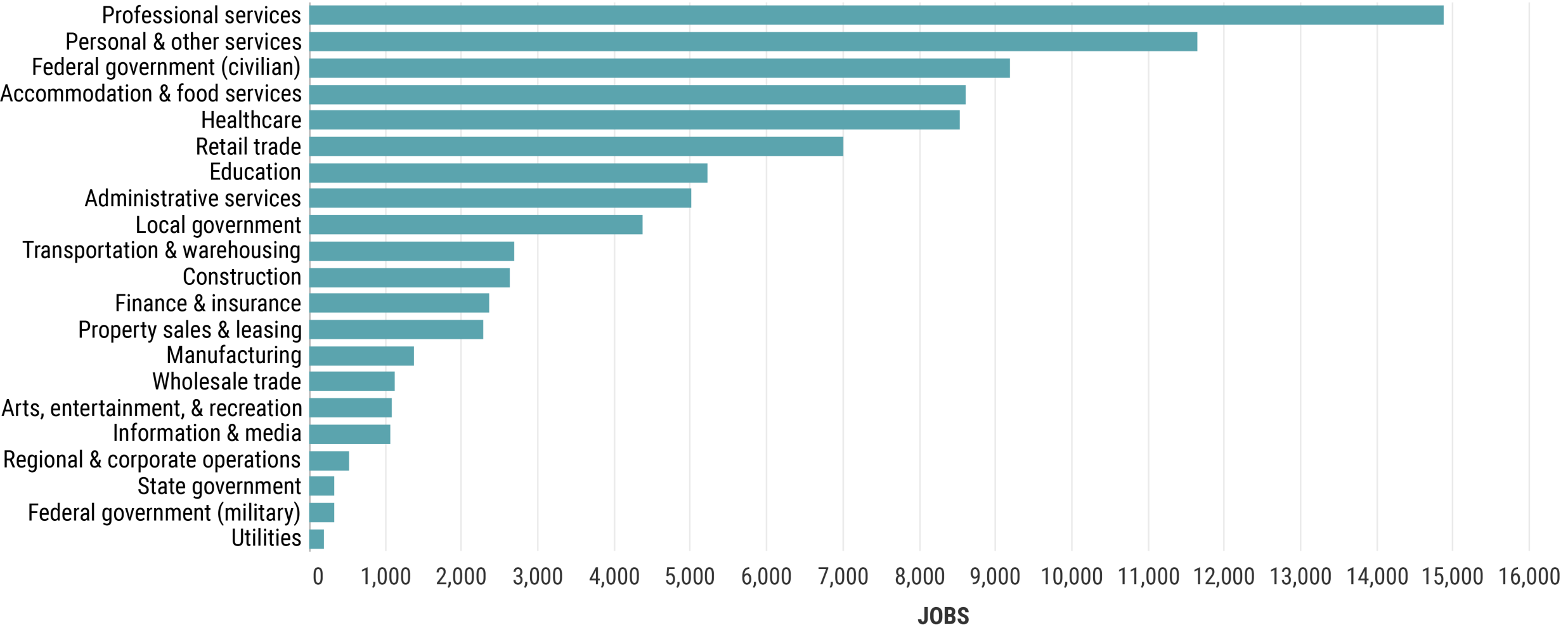
Municipal Debt Ratios (to expenses and assets)
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ENROLLMENT TRENDS

Public School Enrollment

INDUSTRY SECTORS | JOB COUNT

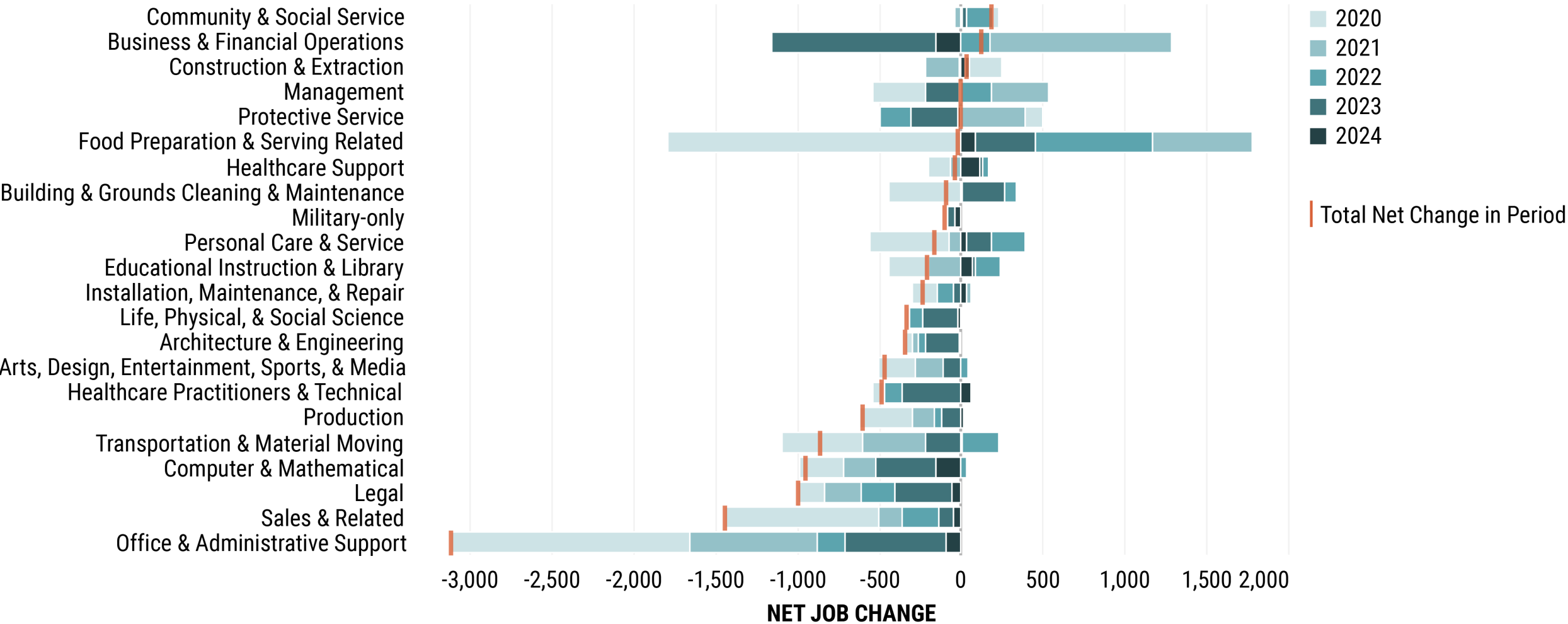
Alexandria, VA, employment by industry sector, 2024



Sources: US Bureau of Labor Statistics (BLS); Lightcast 2025.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
Notes: Only includes sectors with at least 100 jobs in Alexandria, VA, in 2024

OCCUPATIONAL EMPLOYMENT | ANNUAL CHANGE

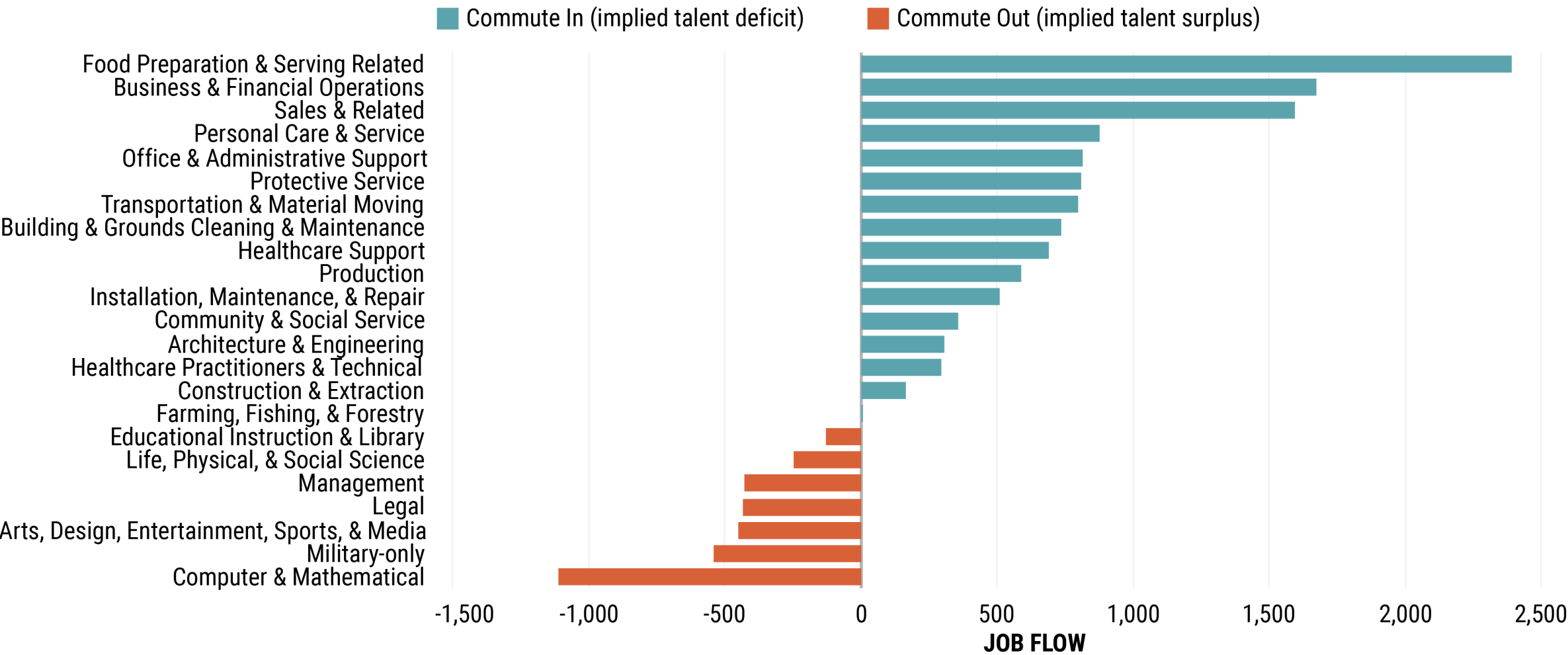
Annual net employment change for Alexandria, VA, in 2020 through 2024



Sources: US Bureau of Labor Statistics (BLS); Lightcast 2025.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.
Notes: Year Range selection should include the previous year from the first year included in the visualization (e.g., to see 2020-2024, use the range 2019-2024). Only includes occupation groups with at least 100 jobs in Alexandria, VA, in 2024.

OCCUPATIONAL EMPLOYMENT | TALENT GAPS

Occupation differences between jobs and employed residents in Alexandria, VA, in 2024



Sources: US Bureau of Labor Statistics (BLS); Lightcast 2025.1—QCEW Employees, Non-QCEW Employees, and Self-Employed; TIP Strategies, Inc.

Notes: This metric represents the difference in each occupation group between the number of jobs in Alexandria, VA, and the number of employed residents. A **positive** number indicates Alexandria, VA, is effectively a net importer of workers for that occupational group (i.e., there are more jobs available than there are residents in that occupational group), and a **negative** number indicates Alexandria, VA, is effectively a net exporter of workers for that group.

SWOT ANALYSIS

Strengths

Assets and resources represent key competitive advantages that can be built on to grow, strengthen, and diversify Alexandria's economy.

Weaknesses

Liabilities and barriers to economic development that could limit economic growth potential.

Opportunities

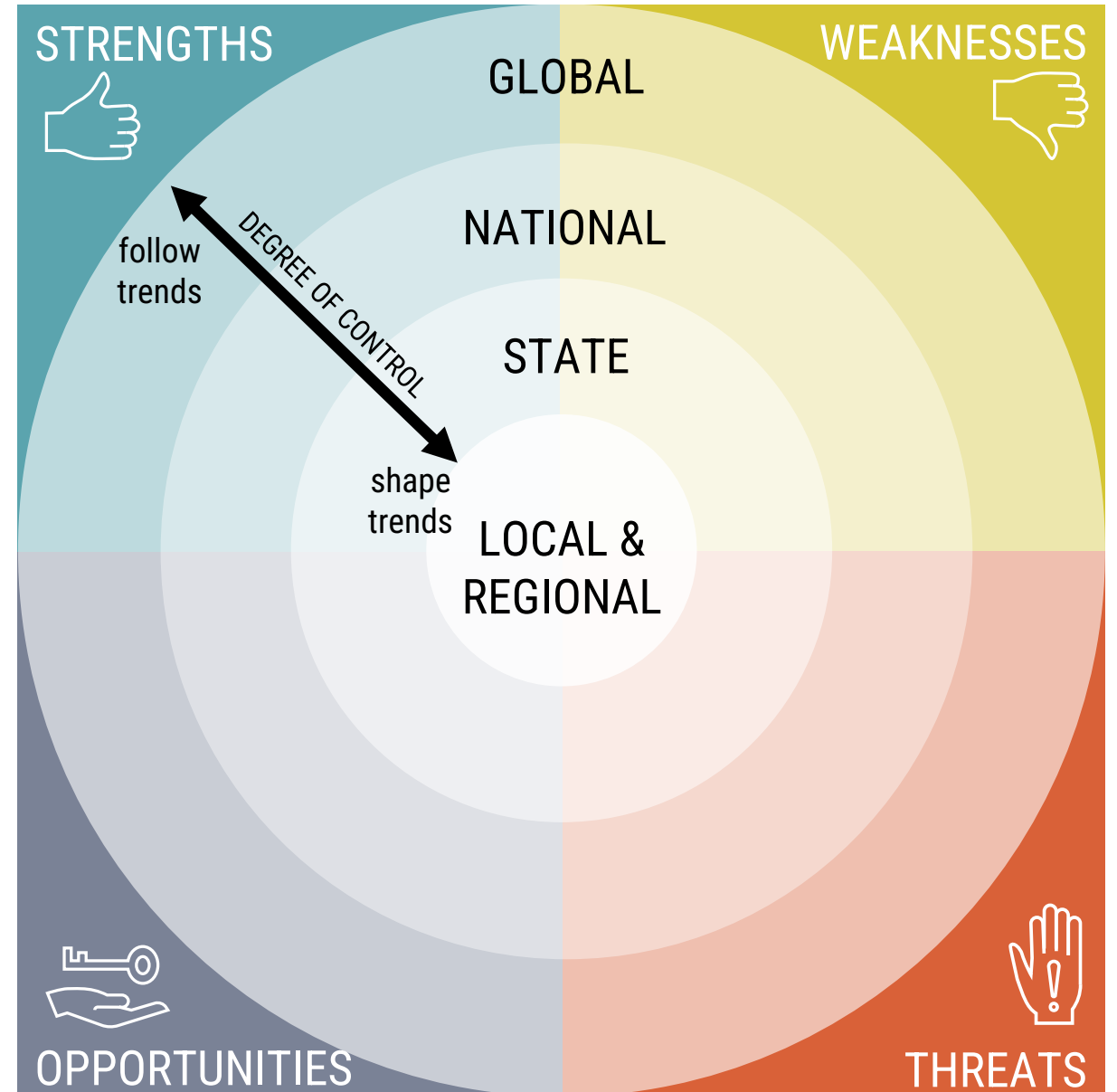
Competitive advantages and positive trends that hold significant potential for the attraction of new businesses, investments, and skilled workers.

Threats

Unfavorable factors and trends (often external) that could negatively affect Alexandria's economy.

Degree of Control

The capacity to influence economic conditions and shape trends which decreases from the local to global scale.



SWOT ANALYSIS: QUALITATIVE AND QUANTITATIVE INPUTS



STRENGTHS

- High quality of life
- Sense of community
- Proximity to DC and other regional economic hubs
- Transportation infrastructure
- Waterfront
- Historic appeal and charm
- Strong tourism sector
- Small business community
- Unique neighborhoods
- Highly educated workforce
- Presence of and proximity to quality higher ed institutions
- Leader in office conversions
- AAA credit rating
- VA #1 state for business



WEAKNESSES

- Over-reliance on residential in real estate tax revenues
- Lack of light industrial sites
- Limited commercial real estate availability
- High office vacancy rates
- High cost of housing
- Constrained road networks
- Trend toward population loss, little retention of young professionals
- Workforce for skilled trades
- Underdeveloped entrepreneurial ecosystem



OPPORTUNITIES

- Office space reuse
- Expand tourism/entertainment assets
- Catalyst real estate redevelopment sites
- Regional collaboration, action and impact
- Increase connectivity between neighborhoods
- Grow local entrepreneurship ecosystem and culture
- Reskill federal workforce
- Northern Virginia Community College
- VA Tech Innovation Campus



THREATS

- Changing administrations
- Impact of federal funding and workforce cuts
- Loss of federal and federal adjacent workers
- Tariffs
- Contracting office market
- Reduced consumer spending
- Decreasing population
- Brain drain

WHAT INFORMS THE STRATEGIC FRAMEWORK?



WHAT YOU TELL US

- ▶ Meetings with community residents and local leaders
- ▶ Roundtable discussions and community events
- ▶ Stakeholder interviews and surveys



WHAT THE DATA TELL US

- ▶ Economic assessment
- ▶ Benchmarking vs. competitors & peer cities
- ▶ Industry and employment analysis



WHAT OUR EXPERIENCE TELLS US

- ▶ Strategies & initiatives
- ▶ Best practices
- ▶ Trends in economic development

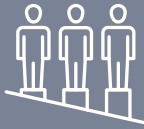
DRAFT STRATEGIC FRAMEWORK APPROACH

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



EQUITY



RESILIENCE



AUTHENTICITY



ACCOUNTABILITY



GOAL AREAS



PLACE-BASED DEVELOPMENT



**BUSINESS RETENTION AND
RECRUITMENT**



**ENTREPRENEURSHIP AND
INNOVATION**

DRAFT STRATEGIC FRAMEWORK: GUIDING PRINCIPLES

These principles are a north star for the goals, strategies, and actions in the Framework

1

EQUITY

Prioritize initiatives that lead to equitable and inclusive outcomes and opportunities for residents.

2

RESILIENCE

Position Alexandria to grow a more diverse and resilient tax base that is financially sustainable over the long-term.

3

AUTHENTICITY

Honor Alexandria's diverse culture, character, and history while embracing place-based development.

4

ACCOUNTABILITY

Follow a structured decision-making processes and share regular progress updates.

DRAFT STRATEGIC FRAMEWORK: GOAL AREAS



1. PLACE-BASED DEVELOPMENT

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



2. BUSINESS RETENTION AND RECRUITMENT

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



3. ENTREPRENEURSHIP AND INNOVATION

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

Note: Action Area #2 prioritizes traditional businesses of all sizes that are focused on long-term sustainability; Action Area #3 focuses on businesses where the goal 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.

- 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.

DRAFT

GOAL 2. BUSINESS RETENTION AND RECRUITMENT



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

- 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.

DRAFT

GOAL 3. ENTREPRENEURSHIP AND INNOVATION



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

- 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.

DRAFT

KEYNOTE PRESENTATION

Kevin Ervin Kelley

Founding Partner & Principal
Shook Kelley



JOHN TAYLOR CHAPMAN

Councilman
City of Alexandria

Board Member,
Alexandria Economic
Development Partnership



BREAKOUT SESSIONS

Place-Based Development

- Edison Ballroom D

Business Retention and Recruitment

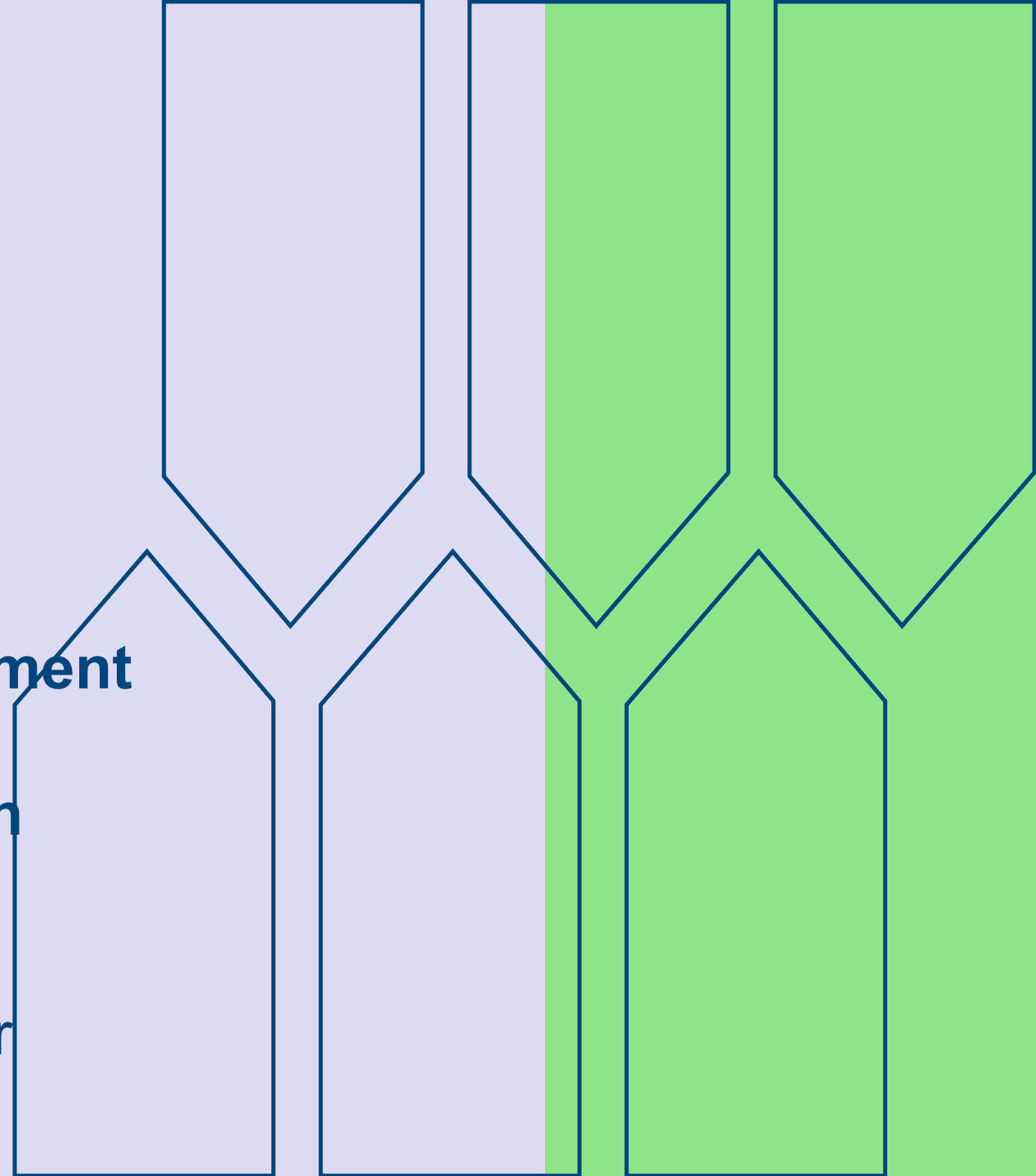
- Banneker

Entrepreneurship and Innovation

- Bell

Overflow

- Hopkins Boardroom Foyer



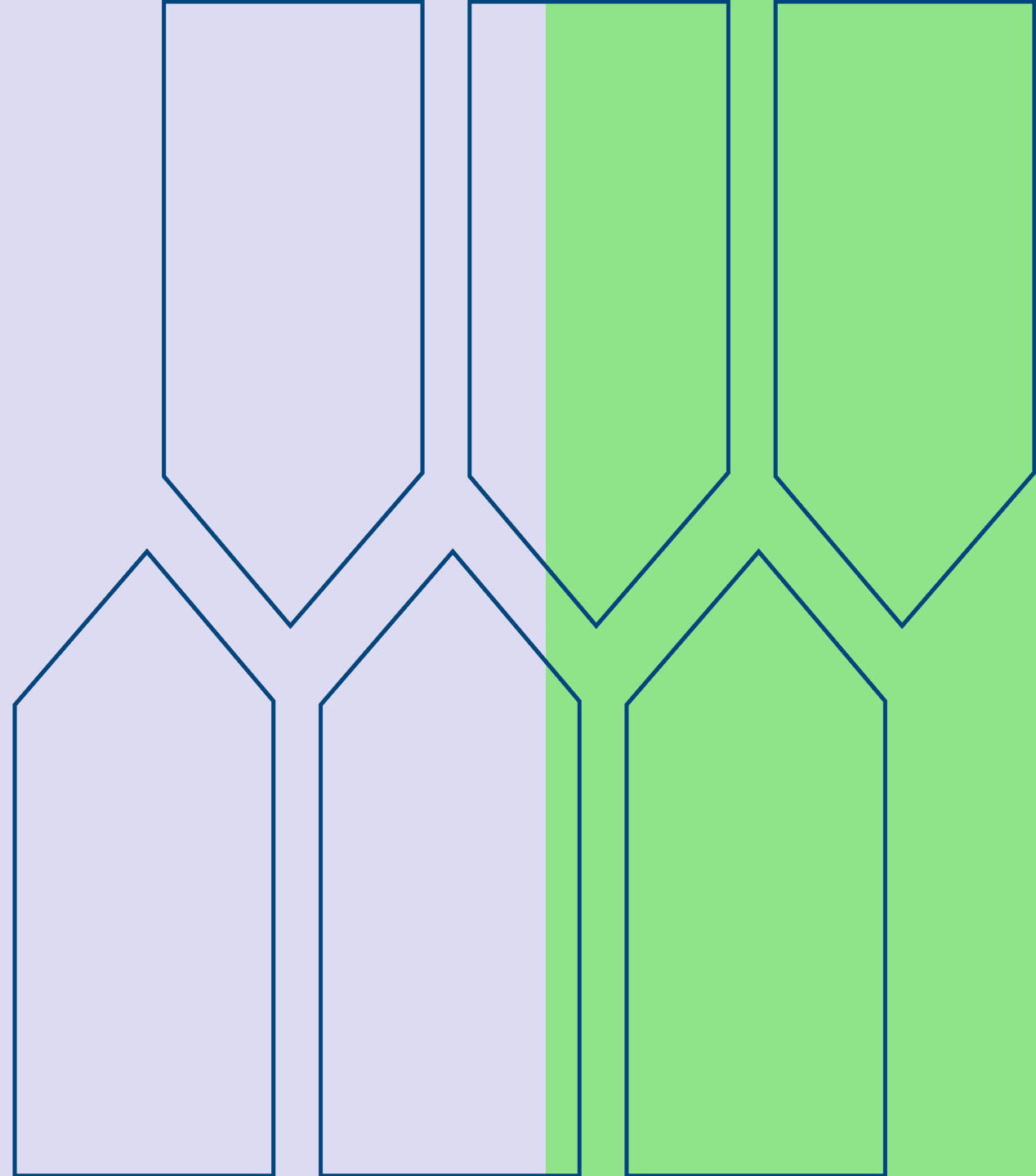
GUIDELINES FOR ENGAGEMENT

Setting the tone

- ▶ Assume positive intent
- ▶ Listen to understand; remain open-minded
- ▶ Be mindful of inclusive engagement and share the discussion space
- ▶ Be aspirational, bold and strategic! We want to hear from you



BREAKOUT SHARE-OUT



JIM PARAJON

City Manager
City of Alexandria



WHERE DO WE GO FROM HERE?

Economic Summit Report

- Event highlights
- Community input summary

Post-Summit Survey

- Continued engagement on priorities

Strategic Framework

- Build out with action items and transformative initiatives, informed by community input
- Develop an implementation plan to support the strategic framework

For Updates, Visit the Summit webpage



THANK YOU



Keep up-to-date at
[AlexandriaVa.gov/
EconomicSummit](https://alexandriava.gov/EconomicSummit)



Alexandria
Economic
Development
Partnership



STRATEGIES

