

CITY COUNCIL LEGISLATIVE MEETING

NOVEMBER 25, 2025

ALX FORWARD

A Strategic Framework for Economic Growth



Alexandria
Economic
Development
Partnership



STRATEGIES



AGENDA AND SUMMARY

Purpose

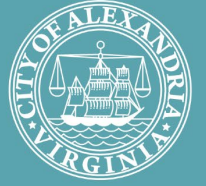
- ▶ City Council update on *ALX Forward: A Strategic Framework for Economic Growth*

Council Action

- ▶ Receive as information for discussion

Key Elements of Discussion

- ▶ Planning Process Overview
- ▶ ALX Forward Framework
- ▶ Next Steps



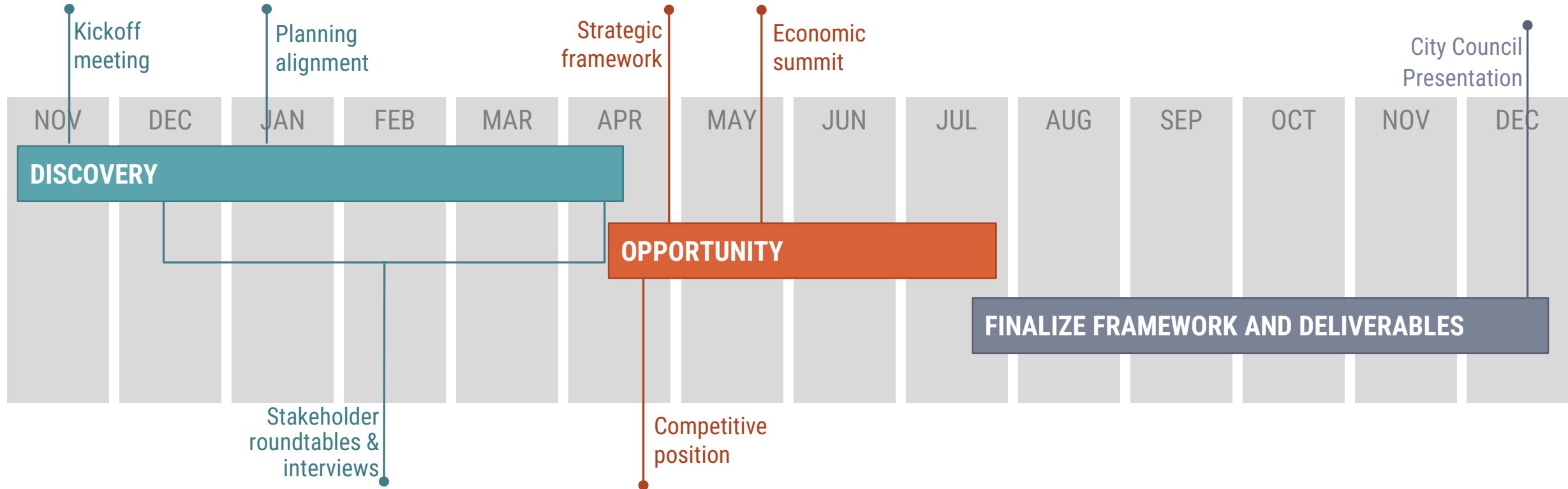
ALX FORWARD

A STRATEGIC FRAMEWORK
FOR ECONOMIC GROWTH

NOVEMBER
2025

DRAFT

PLANNING PROCESS: TIMELINE & MILESTONES



PLANNING PROCESS: STAKEHOLDER ENGAGEMENT



75+

ROUNDTABLE AND INTERVIEW ATTENDEES

Alexandria City Public Schools • Business Associations • Board and Commissions • City Council Civic Leadership • Community Members • Chamber of Commerce • 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- and Post-summit survey



200+

SUMMIT ATTENDEES

Economic Summit held May 8, 2025



890+

COMMUNITY TOUCHPOINTS

Connections made during ALX Forward outreach

PLANNING PROCESS: DATA ANALYSIS

Menu of interactive data visualization



PEER ASSESSMENT

DEMOGRAPHICS

Population Trend Population Change

Population Share of MSA

Population Drivers

Socioeconomic Comparisons

EMPLOYMENT & INDUSTRIES

Employ. Trend Employ. Recovery

Employment Share of MSA

Employment Annual Change

Major Industries

Industry Employment Share of MSA

Net Employment Change by Industry

Industry Trends Ind. Specialization

COMMERCIAL OCCUPIERS

Occupier Summary Occupier Ratios



WORKFORCE & MOBILITY

OCCUPATION STRUCTURE

Occupation Employment

Occupation Employment Trends

Occupation Employment Net Change

Occupation Employment Net Flow

COMMUTING DYNAMICS

Commuting Trends

Commuting Demographics

Where Resid. 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 & assets)

ENROLLMENT TRENDS

Public School Enrollment

An in-depth,
interactive data
visualization of
current conditions is
available to view at
the *ALX Forward*
webpage.

WHY THE FRAMEWORK MATTERS

Turning Challenges into Opportunities

- **Challenges:** A limited commercial tax base, a lack of **industry diversification**, and a risk to **workforce retention**.
- **Ambitions:** Build on and transform strengths to attract **business investment**, **grow and diversify the tax base**, while preserving identity and values.



The ALX Forward Framework will drive **business growth**, foster **economic resilience**, and transform Alexandria's economy.

ALX FORWARD: VISION, GUIDING PRINCIPLES, AND GOALS

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


CATALYTIC INITIATIVES – GOAL 1

GOAL AREA	TRANSFORMATION	STRATEGIES
 PLACE-BASED DEVELOPMENT	Pursue bold, transformative investments in catalyst sites and underutilized assets to spur mixed-use development, enhance Alexandria’s quality of place, and generate new revenue.	<ul style="list-style-type: none">▶ Accelerate catalyst site development.▶ Leverage City-owned assets and resources.▶ Streamline development and placemaking efforts.▶ Focus on the experience economy.


GOAL 1: AT-A-GLANCE	
11	Catalytic initiatives
9	NEW Strategies, actions, &/or tactics
8	EXPAND Strategies, actions, &/or tactics
54	Total strategies, actions, & tactics for Goal 1

MEASURING SUCCESS	
	SAMPLE INDICATORS
	<ul style="list-style-type: none">▶ Percentage of non-residential tax revenue▶ Tax revenue from new development projects
	SAMPLE METRICS
	<ul style="list-style-type: none">▶ Investment by P3s▶ Number of new building permits


CATALYTIC INITIATIVES - GOAL 2

GOAL AREA	TRANSFORMATION	STRATEGIES
 BUSINESS RETENTION AND RECRUITMENT	Focus on retaining local businesses and attracting high-growth industries to diversify Alexandria's economy and create quality jobs.	<ul style="list-style-type: none">▶ Foster a collaborative business environment.▶ Position Alexandria as a premier business destination.▶ Strengthen talent pipelines.

GOAL 2: AT-A-GLANCE	
11	Catalytic initiatives
11	NEW Strategies, actions, &/or tactics
4	EXPAND Strategies, actions, &/or tactics
45	Total strategies, actions, & tactics for Goal 2

MEASURING SUCCESS	
	SAMPLE INDICATORS
	<ul style="list-style-type: none">▶ Job creation/growth rate▶ Unemployment rate
	SAMPLE METRICS
	<ul style="list-style-type: none">▶ Number of business calls or visits▶ Number of business assists

CATALYTIC INITIATIVES - GOAL 3

GOAL AREA	TRANSFORMATION	STRATEGIES
 ENTREPRENEURSHIP AND INNOVATION	Strengthen Alexandria's entrepreneurial ecosystem by expanding support for small businesses and fostering the growth of innovative, high-growth startups.	<ul style="list-style-type: none">▶ Build the entrepreneurship ecosystem.▶ Expand incubator and accelerator spaces.▶ Foster entrepreneurial skills.

GOAL 3: AT-A-GLANCE

6	Catalytic Initiatives
13	NEW Strategies, actions, &/or tactics
1	EXPAND Strategies, actions, &/or tactics
51	Total strategies, actions, & tactics for Goal 3

MEASURING SUCCESS



SAMPLE INDICATORS

- ▶ New business formation rates
- ▶ Number of students in CTE programs

SAMPLE METRICS

- ▶ Number of entrepreneurship events & attendees
- ▶ Number of Inc. 5000 firms in ALX

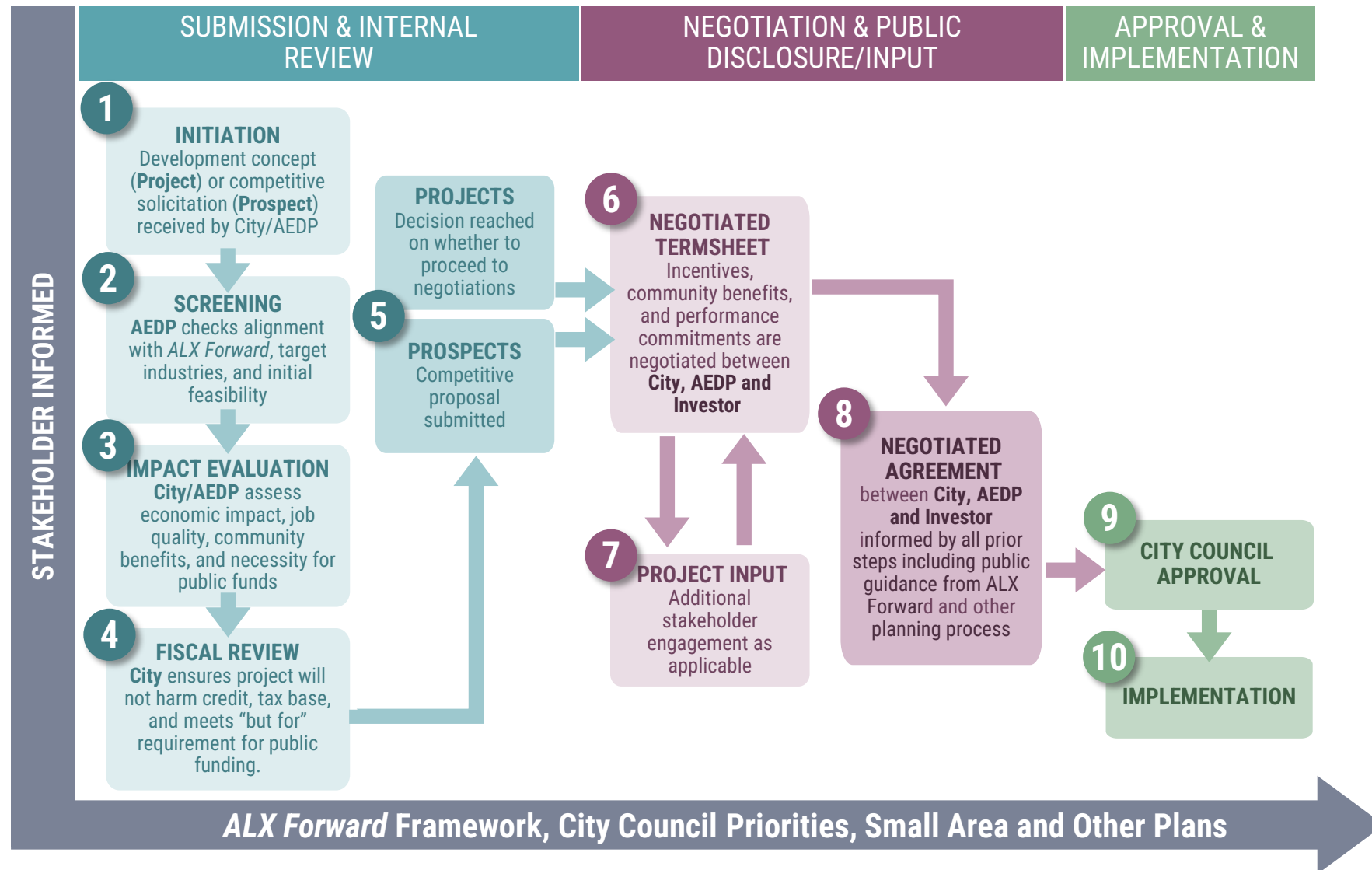
ECONOMIC DEVELOPMENT INVESTMENT DECISION MATRIX

FACTORS	DESCRIPTIONS
Quantifiable Impact	Projects must show measurable financial benefits and economic development outcomes. Focus on high-quality job creation, estimated follow-on development for catalyst potential, and projected revenue growth.
Strategic Alignment	Prioritize projects aligning with the <i>ALX Forward</i> framework, as well as the City's target industries and tax base diversification objective
Necessity of Public Funds and Leveraged Investment	Public funds are justified only if the project wouldn't proceed, would not be feasible, or would be lost to another location, "but for" City investment. Projects need secure sponsor and partner commitments to qualify for incentives
Protect the City's Credit Rating	Prioritize projects that boost future debt capacity via tax revenue and do not jeopardize the City's AAA credit rating.
Community Benefit	Incentivized projects must invest in community benefits that align with City Council priorities and values
DEFINITIONS	DESCRIPTIONS
High-Quality Jobs	High-quality jobs provide living wages, comprehensive benefits, safe and predictable work conditions, and clear, equitable paths to advancement.
Target Industries	Emerging and Advanced Technologies, Cybersecurity and Defense, Entertainment and Tourism, Professional Services, Nonprofits and Associations, and emerging sectors healthcare and innovation.
Strategic Goals	Place-Based Development, Business Retention and Recruitment, and Entrepreneurship and Innovation.
Community Benefits Examples	Affordable Housing and Anti-Displacement, High-Quality Jobs, Wages, and Training, Small Business and Inclusive Procurement, Community Facilities and Social Infrastructure, Mobility and Access, Digital Equity, and Community Wealth Building.

ECONOMIC DEVELOPMENT FUNNEL



ECONOMIC DEVELOPMENT INVESTMENT DECISION PROCESS



RECOMMENDED IMPLEMENTATION STRUCTURE



Each Working Group will:

- ▶ Meet regularly for at least 6 months, identify resources, and reassess cadence at that time.
- ▶ Utilize **implementation matrix** to steward catalytic initiatives for each goal area.
- ▶ Leverage City Council Priorities process & State of Economy to **report** progress.
- ▶ **Group members may change over time** to best address priority strategies, actions, or tactics.

IMPLEMENTATION PARTNERS





ALX FORWARD

A STRATEGIC FRAMEWORK
FOR ECONOMIC GROWTH



NOVEMBER
2025

DRAFT

NEXT STEPS

- ▶ Public comments received & reviewed
- ▶ Final framework and executive summary (December)
- ▶ City Council Resolution (December 13th)
- ▶ Implementation working groups meet Jan. 2026 onward
- ▶ Dashboard and reporting (Starting 2026 Q1)

OUTCOMES

- ▶ Increased commercial tax base and diversified economy.
- ▶ Stronger local business ecosystem and talent pipeline.
- ▶ Alexandria positioned as a resilient, innovative, and vibrant city.

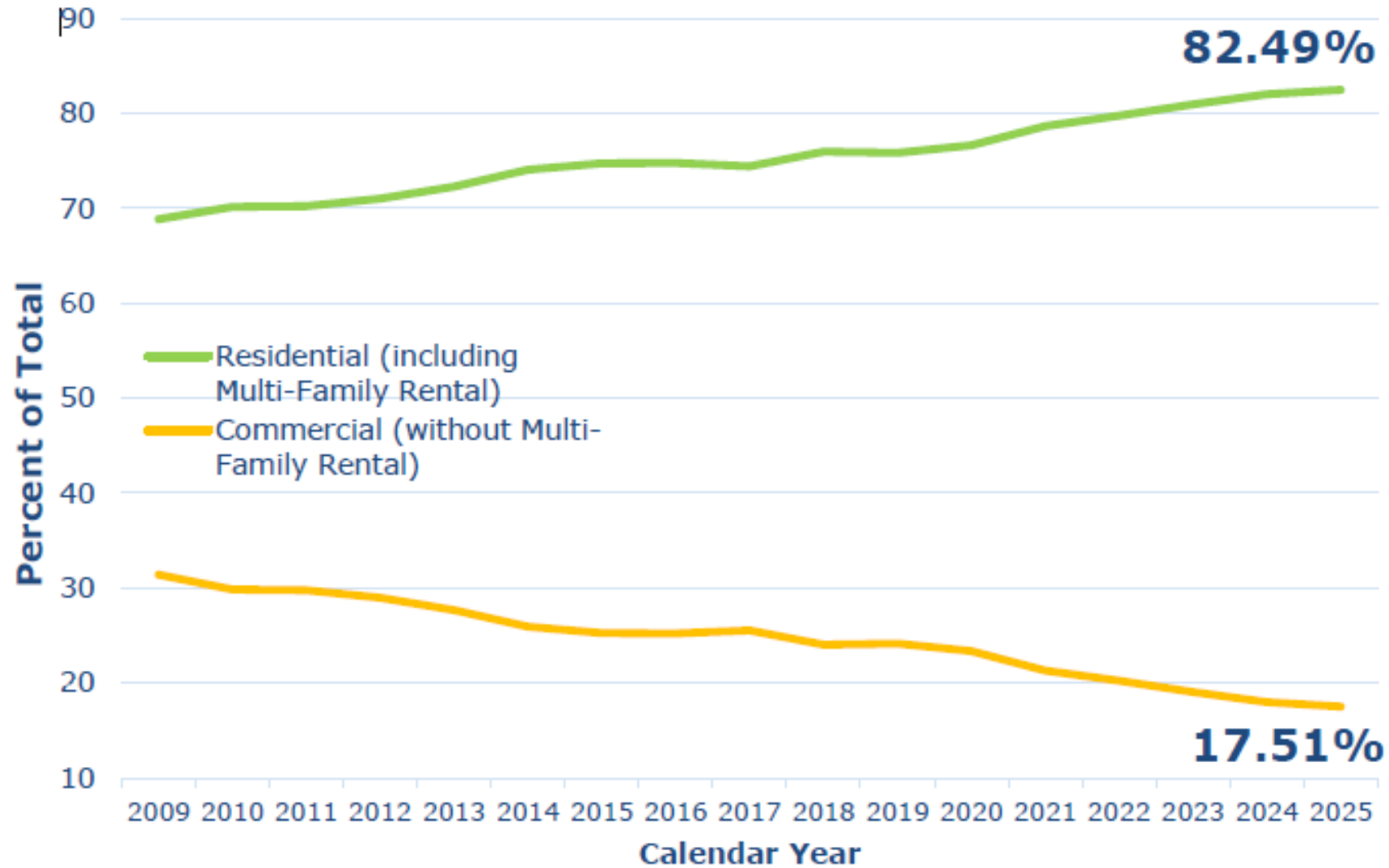
<https://www.alexandriava.gov/ALXForward>

Appendix

IMPLEMENTATION MATRIX

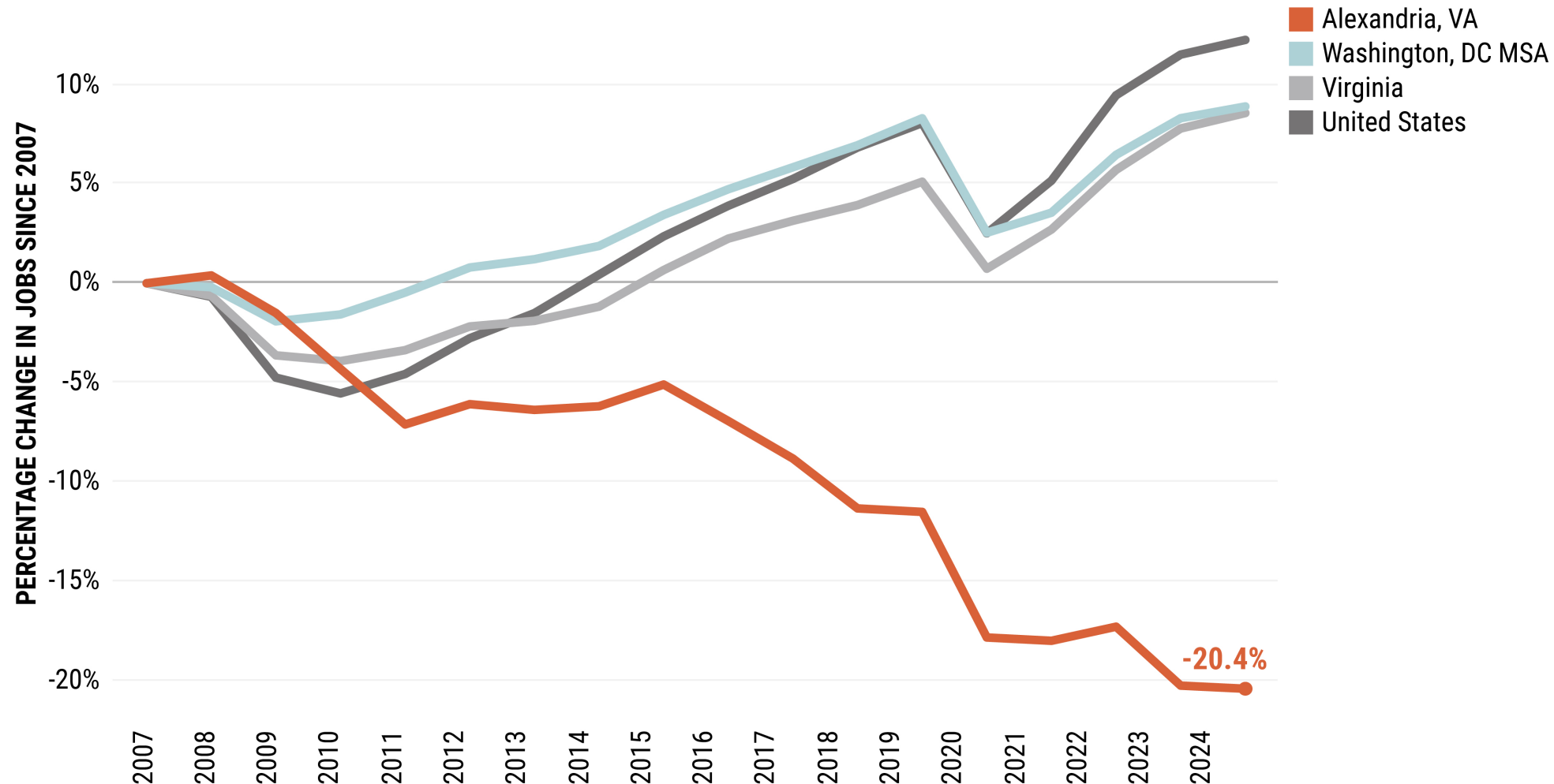
	CATALYTIC INITIATIVE (*)	LEAD ORGANIZATION	SUPPORTING PARTNERS	TIMELINE FOR INITIATING ACTION					STATUS	FREQUENCY	PRIORITY	REQUIRED RESOURCES	KEY ACCOMPLISHMENTS / NOTES
				ONGOING	YEAR 1	YEAR 2	YEARS 3-4	YEAR 5+					
GOAL 1. PLACE-BASED DEVELOPMENT Invest in dynamic, inclusive, and authentic places that reflect Alexandria’s character and contribute to a diversified tax base.													
1.1. Accelerate catalyst site development. Prioritize bold, transformative real estate projects that contribute to revenue generation and enhance quality of place throughout the City.													
1.1.1. Use the revised decision matrix to identify when the City of Alexandria will invest in catalyst sites, and make elements of the matrix readily available online for potential developers, site selectors, business owners, and community members to view.				■	■	■	■	■					
1.1.2. Develop a process for ongoing engagement around economic development, real estate, and future opportunities that contribute to Alexandria’s competitive positioning.													
1.1.3. Continue to promote preferred development locations such as Carlyle and Eisenhower East, Old Town North, West End, and the Potomac Yard through targeted investments and incentives.													
Current and Potential Tactics													
1.1.3.A. Continue to prioritize the promotion of Potomac Yard, Old Town North, West End, Carlyle, and Eisenhower East to attract prospects.	*	AEDP	VEDP, NOVAEDA										
1.1.3.B. NEW. Launch a targeted catalyst marketing campaign and collaborate with developers to attract and secure anchor projects.	*	AEDP	P&Z, property developers, VALX, marketing firms										
1.1.3.C. Consider bold upfront investments (e.g., infrastructure improvements) and leverage tools (e.g., tax increment financing, tax abatements, and other incentives), based on the Decision Matrix criteria (see Figure 8, page 18), to ensure sites are development ready.	*	CMO	FIN, IDA, T&ES										
1.1.3.D. NEW. Expand the site and building search tool and use it to create a public-private investment guidebook to market high-priority development sites. The playbook would be shared with potential developers and would contain information on relevant incentive programs, existing infrastructure needs, zoning constraints, potential barriers to development, and intended outcomes.													
1.1.3.E. Continue to promote and utilize local, state, and federal incentives and financing tools.													
1.1.3.F. Link small business and entrepreneurial ecosystem goals to the redevelopment vision for each site.													
1.2. Leverage City assets. Continue to facilitate investments and partnerships designed to strengthen place-based initiatives that honor Alexandria’s diverse neighborhoods, cultural identity, and heritage while addressing community needs for a gathering place.													
1.2.1. Leverage City assets, resources and partnerships for place-based investments in underutilized areas of the City.													
Current and Potential Tactics													
1.2.1.A. NEW. Deploy underutilized assets using a strategic approach that considers highest and best use to inform trade-offs.	*	CMO	GEN										
1.2.1.B. Leverage tools and partnerships, such as the Industrial Development Authority, to finance and fast-track priority projects, reducing costs and accelerating delivery.	*	CMO	P&Z, CODE, AEDP, IDA										

REAL ESTATE TAX DISTRIBUTION CY 2008-2025



TOTAL EMPLOYMENT RECOVERY

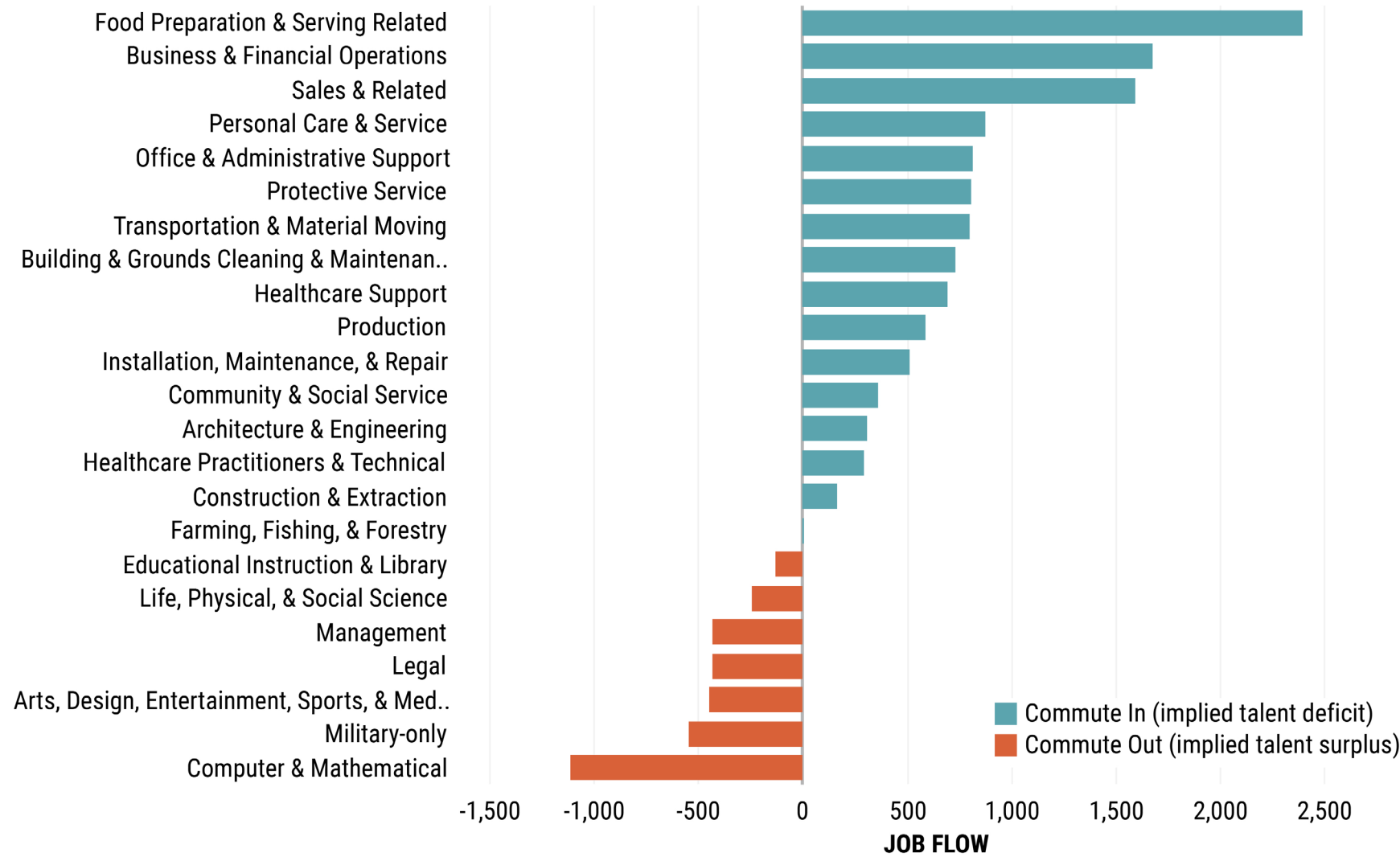
Alexandria, Virginia, and comparison areas since the Great Recession



Alexandria's job market took a hit in the Great Recession and has never fully recovered.

TALENT GAPS BY OCCUPATION GROUP

Difference between jobs and employed residents in Alexandria, Virginia, in 2024



Falling employment and a growing number of workers have tipped commuting patterns.

Source(s): BLS; Lightcast 2025.1; TIP Strategies, Inc. Note(s): This metric represents the difference in each occupation group between the number of jobs in Alexandria, Virginia, and the number of employed residents. A positive number indicates Alexandria is effectively a net importer of workers for that occupation group (i.e., there are more jobs available than there are residents in the group). A negative number indicates Alexandria is effectively a net exporter of workers for that group.