



Workforce Investment Board
ALEXANDRIA • ARLINGTON

**Alexandria/Arlington
Comprehensive Economic Development Strategy**

**Annual Update
July 1, 2014 – June 30, 2015**

This Annual Update and the original 2011-2016 Comprehensive Economic Development Strategy (CEDS) were developed by the Alexandria/Arlington Workforce Investment Board's CEDS Strategy Committee, which included representatives from the jurisdiction's economic development organizations, the Alexandria Economic Development Partnership and Arlington Economic Development. These organizations work with a diverse array of local business and community groups and lead the region's economic development agenda.

Alexandria/Arlington Workforce Investment Board (WIB)

The Alexandria/Arlington Workforce Investment Board (WIB) was established by the [Workforce Investment Act of 1998](#) to support the employment and training needs of the City of Alexandria and Arlington County (VA Local Workforce Investment Region #12). The mission of the WIB, in partnership with the City of Alexandria and Arlington County governments, is to advance workforce development programs and initiatives that achieve sustainable economic growth in the region.

Alexandria Economic Development Partnership (AEDP)

The Alexandria Economic Development Partnership leads efforts to grow the tax base, diversify the economy and attract and retain businesses and organizations in Alexandria, Virginia. Founded in 1992, the Partnership joins its collaborators in defining and marketing Alexandria as a creative, diverse, knowledge-based community with a high quality of life.

Arlington Economic Development (AED)

Arlington Economic Development is dedicated to the preservation and enhancement of an economically competitive and sustainable community, and the creation of exciting, diverse and amenity-rich places. AED provides visionary leadership and superior services to Arlington's business community, its tourism industry and its real estate development.

This Annual Update was prepared by:

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CEDS Strategy Committee

The original plan was developed under the guidance of the following members of the Alexandria/Arlington Workforce Investment Board's CEDS Strategy Committee:

- ★ Erik Pages, Chair - EntreWorks Consulting
- ★ Annette Allgood - The George Washington University
- ★ Lee Coyle - CannonDesign
- ★ Angela Franco - Greater Washington Hispanic Chamber of Commerce*
- ★ Anita Friedman - Arlington County Government/Department of Human Services
- ★ Richard Gordon - Richmar & Associates
- ★ Vance Ayres - Washington DC Building Trades Council
- ★ Greg Hudgins - Community Leader
- ★ Kevin Kelly - Enterprise Development Group*

**Minority Business and/or Minority Community Representative*

The following staff provided support to the CEDS Strategy Committee in the development of this plan:

- ★ Stephanie Landrum, CEO, Alexandria Economic Development Partnership
- ★ David Remick, Executive Director, Alexandria/Arlington Workforce Investment Board
- ★ Cynthia Richmond, Deputy Director, Arlington Economic Development

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Prioritized Projects

Projects are prioritized into three tiers, and then further prioritized within each tier:

- Tier I Projects: Immediate and Urgent Needs
- Tier II Projects: Regional Innovation Cluster Development
- Tier III Projects: Workforce Development and Support

| Project Name | Description | Prioritization Rating | Funding Source(s) (Confirmed and Potential) | Total Cost (Estimate) | Lead Agency | Partners (Confirmed and Potential) ¹ |
|---|---|-----------------------|--|-----------------------|--------------|---|
| BRAC Transition Center Funding | Continue operating the BRAC Transition Center to support workers displaced by BRAC relocations. Update: BRAC Transition Center closed December 31, 2012 and Center staff were relocated to the Arlington Employment Center to close down the program in 2013. | Tier I, Priority 1 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$2mm | WIB | AED, JL and AEC |
| Crystal City/Potomac Yard Infrastructure Improvements | Support the ongoing transformation and transportation investments being made in the Crystal City and Potomac Yard (Route 1) corridor with additional infrastructure and streetscape improvements that facilitate economic development. Update: The Arlington project to modify Crystal Drive into a two-way street has been - completed. Phase I of the Metroway bus transit service opened in August 2014, enhancing travel time along the Route 1 corridor between Potomac Yard and the Braddock Road Metrorail station. Phase II was completed in Spring 2015, and expanded the route to Pentagon City Metrorail station, began off-board fare collection and added real time bus arrival screens at stations. | Tier I, Priority 2 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$25mm | AED and AEDP | |

¹ See the end of this section for a full listing of all partners by acronym.

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| Project Name | Description | Prioritization Rating | Funding Source(s) (Confirmed and Potential) | Total Cost (Estimate) | Lead Agency | Partners (Confirmed and Potential)¹ |
|--|--|------------------------------|--|------------------------------|--------------------|---|
| Pentagon City Telework Center | Construct a Telework Center in close proximity to the Pentagon to accommodate workers that need to be near the Pentagon on a temporary or extended basis to primarily serve workers displaced by BRAC. | Tier I, Priority 3 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$25mm | AED | |
| Transportation Trade Industries Training Program Development | Respond to emerging needs for new transportation trades expertise with the introduction of light rail and priority bus service in the Crystal City-Potomac Yard Transitway, Columbia Pike, and the City of Alexandria's four additional planned dedicated transitways. <i>Update: The WIB formed a relationship with WMATA for the purposes of skilling up jobseekers to obtain regional transportation jobs. In the past year, WMATA has educated the WIB on the types of in-demand occupations and associated required skills found in the regional transportation industry. JL and AEC held three WMATA job fairs. This activity has resulted in several WMATA hires.</i> | Tier I, Priority 4 | Public/Private Foundation Grants, Corporate Sponsorships. WIA | \$500k | WIB | AEC, APS, ACPS, JL, NVCC |
| Transitway Infrastructure Improvements | Support the transportation investments being made in new dedicated transitways planned for the City of Alexandria and Arlington County (including but not limited to the Columbia Pike Streetcar and the City of Alexandria's planned transitways) with additional infrastructure and streetscape improvements that facilitate economic development. <i>Update: Arlington County defunded the streetcar project in December 2015 and is now developing transit alternatives. Crystal City street improvements and station infrastructure to accommodate the interim busway have been completed. These improvements have also been completed in the City of Alexandria, along US Route 1, Potomac Avenue through to the Braddock Road Metro.</i> | Tier I, Priority 5 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$10mm | AED and AEDP | |

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| Project Name | Description | Prioritization Rating | Funding Source(s) (Confirmed and Potential) | Total Cost (Estimate) | Lead Agency | Partners (Confirmed and Potential) ¹ |
|--|---|-----------------------|--|-----------------------|--|---|
| Develop Model of Open-Government and Civic Engagement Services | <p>Research best practices, understand stakeholders' needs and concerns, and implement a strategy for a model of civic engagement and open government.</p> <p>Update: <i>Both jurisdictions invested in new models for expanding local civic engagement in 2012-2013. The City of Alexandria continues to operate “What’s Next Alexandria” and recently launched Alex Engage, an online forum for civic engagement, which allows users to read what others are saying about important Alexandria topics and add input by posting their own statement to be read by City officials and incorporated into the decision-making process. Arlington County’s “P.L.A.C.E. Virtual Meeting Hall” has over 1,000 online members.</i></p> | Tier I, Priority 6 | Public/Private Foundation Grants, Corporate Sponsorships, Local Funding | \$1 mm | Arlington County Government/Alexandria City Government | ALCOC, ARCO, Local BIDS, Hispanic COC |
| Industry Cluster Support and Outreach | <p>Provide targeted technical assistance services that support emerging industry associations and clusters via local industry associations, revitalization organizations, minority business organizations, Business Improvement Districts and Chambers of Commerce and reduce barriers to new business formation and recruitment.</p> <p>Update: <i>The Tandem NSI program connects technology companies with national security agencies through events and other activities in Arlington. Tandem NSI has an advisors function of experienced business mentors who can assist in the commercial development of national security agency-funded research and development. In 2013, AEDP launched Capital Post, which will open the doors of the first business incubator in the region specifically for veteran-owned businesses.</i></p> | Tier II, Priority 1 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$1 mm | AED and AEDP | ALCOC, ARCO, Local BIDS, Hispanic COC, CPRO, EDCD EDG |
| Emerging and Innovative Industry Marketing/ Outreach | <p>Business recruitment outreach to non-government serving private firms that are in emerging and innovative industries.</p> <p>Update: <i>In 2014, the Arlington County Board approved amendments to broaden the Technology Zone incentive program for new technology companies looking to start and expand in Arlington’s defined Technology Zones. In</i></p> | Tier II, Priority 2 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$500k | FBBA, AEDP, WIB | |

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| Project Name | Description | Prioritization Rating | Funding Source(s) (Confirmed and Potential) | Total Cost (Estimate) | Lead Agency | Partners (Confirmed and Potential)¹ |
|---|--|------------------------------|--|------------------------------|--------------------|---|
| | <i>2015, Arlington and Alexandria jointly attended and hosted events at South by Southwest, in efforts to promote the region to new and growing technology and interactive companies and entrepreneurs.</i> | | | | | |
| Customized Industry Cluster Training Programs | Create a new set of industry customized training/certification opportunities as defined by the AEDP, AED and the WIB, with local employer guidance and collaboration. Some of these classes may be offered in Spanish, to be taken in conjunction with technical English as Second Language training. Update: \$175,000 received to implement the "IT Jobs for Alexandria/Arlington's Veterans" Program. Average salary for graduates of this program is \$70,000. \$50,000 was received to establish a Culinary Skills Program in Alexandria City. Graduates of this program earned in-demand ServSafe certification. | Tier II, Priority 3 | Public/Private Foundation Grants, Corporate Sponsorships, WIA, Local Funding | \$100k | WIB | APS, ACPS, NVCC, JL, AEC, VEC |
| Workforce Housing Support | Increase support for workforce housing programs, including providing funds for the rehabilitation of buildings to provide additional workforce housing units for public sector and service industry workers. | Tier III, Priority 1 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$50mm | CPHD and EID | APAH |
| Low and Moderate Income Working Family Support Services Portfolio Enhancement | Respond to emerging affordability and workforce development needs to support low and moderate income working families. | Tier III, Priority 2 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$1mm | WIB | |
| Mobility Enhancements Subsidy | Provide a subsidy to reduce monthly public transportation costs (commuter rail, metro rail, metro and local bus and vanpools) for public sector and service industry workers commuting to Alexandria and Arlington. | Tier III, Priority 3 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$2mm | AEC, APS, ACPS, JL | AED, AEDP, NVCC |

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| Project Name | Description | Prioritization Rating | Funding Source(s) (Confirmed and Potential) | Total Cost (Estimate) | Lead Agency | Partners (Confirmed and Potential)¹ |
|--|---|------------------------------|---|------------------------------|--------------------|---|
| Child Care System Support | <p>Provide new training and career placement opportunities for child care workers. Provide vouchers for local child care programs to working families unable to afford the cost care. Support the expansion of rate-reduced preschool education (Head Start and Montessori in Arlington) in APS and ACPS. Construct childcare training facilities at secondary schools. Additional or post-graduation work at this facility could lead to secondary school students obtaining their CDA credential. Public School employees would also have access to affordable, onsite childcare.</p> <p>Update: Used WIA Formula Funds to skill-up and credential JL customers to participate in the local Child Care workforce.</p> | Tier III, Priority 4 | Public/Private Foundation Grants, Corporate Sponsorships, Local Assistance | \$3mm | WIB, APCS, APS | Smart Beginnings |
| Educational and Training Facility Enhancements | <p>Expand, renovate and create new educational and workforce development facilities as needed, including but not limited to the construction of residence halls at the Northern Virginia Community College to serve the needs of special populations (i.e. veterans, former foster children, etc.), creating a state-of-the art multipurpose construction training facility, renovating and repurposing of functionally obsolete educational facilities to meet current needs, adding additional specialized space at secondary schools and local Career Centers, such as a culinary industry incubator or transitional college facilities.</p> <p>Update: The new Capital Post facility will host 'office hours' for various workforce and entrepreneurial partners to deliver service to transitioning veterans.</p> | Tier III, Priority 5 | Public-Private Educational Facilities Infrastructure Act, Foundation Grants, Corporate Sponsorships, Local Assistance | \$10 mm | AEC, APS, ACPS, JL | AED, AEDP, NVCC |
| Career Services for Baby Boomers | <p>Create a new set of training/certification opportunities, focusing on soon to retire/retired professionals who are interested in rejoining the workforce.</p> | Tier III, Priority 6 | Public/Private Foundation Grants, Corporate Sponsorships, WIA, Local Funding | \$100k | WIB | APS, ACPS, NVCC, JL, AEC |

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| Project Name | Description | Prioritization Rating | Funding Source(s) (Confirmed and Potential) | Total Cost (Estimate) | Lead Agency | Partners (Confirmed and Potential)¹ |
|--|--|------------------------------|---|------------------------------|--------------------|--|
| Integrated Mentoring/Career Coaching Program | Provide individual mentors/career coaches throughout all One Stop and Public School Career Center programs, managed through an electronic tracking system and with an annual program evaluation component. This is a recognized best practice in workforce development. Update: JL and AEC installed online client management systems in their centers to support their career coaching activities. | Tier III, Priority 7 | Public/Private Foundation Grants, Corporate Sponsorships, WIA | \$75k | WIB | APS, ACPS, AEC, JL |
| Regional Co-Op/Community Work Experience (CWE) Program | A study would be commissioned to examine the feasibility, benefits, and costs of creating Co-Op/CWE (a cooperative education/job training program based on direct connections between local employers and secondary school) opportunities in Alexandria and Arlington. Should this study indicate that a Co-Op program is feasible in the region, it would be established as an ongoing partnership program with local post-secondary education providers and the WIB. | Tier III, Priority 8 | Public/Private Foundation Grants, Corporate Sponsorships, WIA | \$150K | WIB | Post-Secondary Education Providers, Chambers of Commerce |

¹ Partners (Potential and Confirmed) Listing:

- ACPS=Alexandria City Public School
- AEC= Arlington County Department of Human Services/Arlington Employment Center
- AED= Arlington County/Arlington Economic Development Department
- AEDP=Alexandria Economic Development Partnership
- ALCOC=Alexandria Chamber of Commerce
- APAH= Arlington Partnership for Affordable Housing
- APS=Arlington Public School
- ARCOC=Arlington Chamber of Commerce
- Arlington DHS=Arlington County Department of Human Services
- Chambers of Commerce=All Chambers of Commerce serving the region
- CPRO= Columbia Pike Revitalization Organization
- FBBA=Fort Belvoir Business Alliance
- Hispanic COC= Greater Washington Hispanic Chamber of Commerce
- JL=City of Alexandria/JobLink

Local BIDS=Local Business Improvement Districts

NVCC=Northern Virginia Community College

Post-Secondary Education Providers=All post-secondary education providers serving the region

Smart Beginnings=Alexandria/Arlington Smart Beginnings

VEC=Virginia Employment Commission

WIB=Alexandria/Arlington Workforce Investment Board

WMATA=Washington Metropolitan Area Transit Authority

Performance Measures

| Alexandria City's Indicators | June 2015 |
|---|------------------|
| At-Place Employment | |
| Number of Jobs | 95,614 |
| Number of Business Establishments | 6,057 |
| Average Gross Weekly Wages | \$1,460 |
| Labor Force | |
| Number of Residents in Civilian Labor Force | 95,153 |
| Number of Employed Residents | 91,772 |
| Unemployment Rate | 3.7% |
| Office Absorption | |
| Square Feet of Net Office Absorption | 152,000 |
| Office Vacancy | |
| Office Vacancy Rate | 14.1% |
| Housing Sales | |
| Average Days on the Market: All Property Types | 42 |
| Average Days on the Market: Single Family Homes | N/A |
| Average Days on the Market: Townhomes | N/A |
| Average Days on the Market: Condominiums | N/A |
| Tourism | |
| Hotel Occupancy Rate | 85.1% |
| Average Daily Room Rate | \$167.31 |
| Washington Area Indices | |
| Consumer Price Index: Washington Area | 154.847 |
| Washington Area Economic Indicators | |
| Washington Area Coincident Index | 127.0 |
| Washington Area Leading Index | 107.3 |
| Air Transportation | |
| Total Aircraft Operations at DCA | 283,180 |
| Total Passengers at DCA | 20,810,387 |
| Commercial Building Permit Activity | |
| Square Feet Permitted for New Construction | 1,394,002 |
| Square Feet Permitted for Tenant Fit-Out | 4,576,600 |
| Residential Building Permit Activity | |
| New Single Family Detached Units Permitted | 336 |
| New Townhomes Permitted | 690 |
| Square Feet Permitted for New Multifamily Units | 1,175,454 |

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| Arlington County's Indicators | June 2015 |
|---|------------------|
| At-Place Employment | |
| Number of Jobs | 165,192 |
| Number of Business Establishments | 8,512 |
| Average Gross Weekly Wages | \$1,615 |
| Labor Force | |
| Number of Residents in Civilian Labor Force | 147,579 |
| Number of Employed Residents | 142,993 |
| Unemployment Rate | 3.2% |
| Office Absorption | |
| Square Feet of Net Office Absorption | 413,965 |
| Office Vacancy | |
| Office Vacancy Rate | 20.6% |
| Housing Sales | |
| Average Days on the Market: All Property Types | 42 |
| Average Days on the Market: Single Family Homes | 47 |
| Average Days on the Market: Townhomes | 21 |
| Average Days on the Market: Condominiums | 42 |
| Tourism | |
| Hotel Occupancy Rate | 85.7% |
| Average Daily Room Rate | \$176.38 |
| Washington Area Indices (June 2014) | |
| Consumer Price Index: Washington Area | 154.847 |
| Washington Area Economic Indicators | |
| Washington Area Coincident Index | 127.0 |
| Washington Area Leading Index | 107.3 |
| Air Transportation | |
| Total Aircraft Operations at DCA | 283,180 |
| Total Passengers at DCA | 20,810,387 |
| Commercial Building Permit Activity | |
| Square Feet Permitted for New Construction | 37,380 |
| Square Feet Permitted for Tenant Fit-Out | 262,961 |
| Residential Building Permit Activity | |
| New Single Family Detached Units Permitted | 24 |
| New Townhomes Permitted | 0 |
| New Multifamily Units Permitted | 206 |