

**COMMENTS IN THIS REPORT ARE THOUGHTS AND IDEAS AS WRITTEN BY STAKEHOLDER SESSION PARTICIPANTS.**



# **Economic Success Plan Stakeholder Session**

*October 20, 2014 - Lorton*

## OPENING PRESENTATION

Full presentation can be found at <http://www.fairfaxcounty.gov/success>

Slide 1



# Fairfax County

## Strategic Plan to Facilitate the Economic Success of Fairfax County

Robert A. Stalzer  
Deputy County Executive  
[Rob.Stalzer@fairfaxcounty.gov](mailto:Rob.Stalzer@fairfaxcounty.gov)

October 2014

1

# PEOPLE

## VOTE

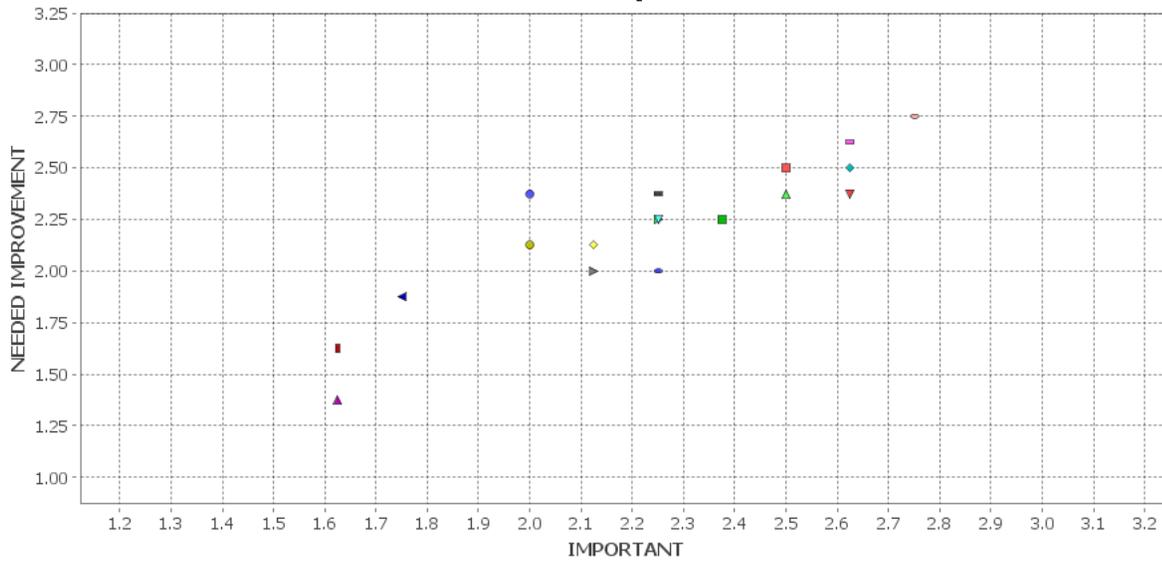
Vote Number: 8      Abstained Votes: 0

	IMPORTANT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Explore high-level coordination of workforce programs	2.50	17.0%	.50	0	4	4
2	Widen availability of vocational/technical training	2.00	17.0%	.50	1	6	1
3	Expand STEM and STEAM in FCPS	2.50	24.0%	.71	1	2	5
4	More financial support for students with need.	2.12	11.0%	.33	0	7	1
5	Expand/Streamline Zoning Ordinance requirements	2.62	23.0%	.70	1	1	6
6	Identify parcels for housing partnerships	2.25	28.000000000000004%	.83	2	2	4
7	Expand on livable/workable communities with transportation	2.75	14.000000000000002%	.43	0	2	6
8	Focus on 50+ housing	2.12	20.0%	.60	1	5	2
9	Create signature annual community event	1.62	23.0%	.70	4	3	1
10	Create first class performing arts center	1.75	22.0%	.66	3	4	1
11	Enliven places	2.38	23.0%	.70	1	3	4
12	Explore PPP opportunities to achieve arts/culture goals	2.00	17.0%	.50	1	6	1
13	Create a congregational space in Tysons	1.62	24.0%	.48	3	5	0
14	Develop Urban Activity Centers/Transit Oriented Development	2.62	16.0%	.48	0	3	5
15	Develop outreach program to young professionals	2.25	22.0%	.66	1	4	3
16	Maintain focus/funding on schools	2.62	16.0%	.48	0	3	5
17	Expand dual admission programs	2.25	14.000000000000002%	.43	0	6	2
18	Pursue creative solutions for FCPS facilities	2.25	14.000000000000002%	.43	0	6	2

	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Explore high-level coordination of workforce programs	2.50	17.0%	.50	0	4	4
2	Widen availability of vocational/technical training	2.38	16.0%	.48	0	5	3
3	Expand STEM and STEAM in FCPS	2.38	23.0%	.70	1	3	4
4	More financial support for students with need.	2.12	20.0%	.60	1	5	2
5	Expand/Streamline Zoning Ordinance requirements	2.62	16.0%	.48	0	3	5
6	Identify parcels for housing partnerships	2.25	28.000000000000004%	.83	2	2	4
7	Expand on livable/workable communities with transportation	2.75	14.000000000000002%	.43	0	2	6
8	Focus on 50+ housing	2.00	17.0%	.50	1	6	1
9	Create signature annual community event	1.62	24.0%	.48	3	5	0
10	Create first class performing arts center	1.88	17.0%	.33	1	7	0
11	Enliven places	2.25	22.0%	.66	1	4	3
12	Explore PPP opportunities to achieve arts/culture goals	2.12	20.0%	.60	1	5	2
13	Create a congregational space in Tysons	1.38	24.0%	.48	5	3	0
14	Develop Urban Activity Centers/Transit Oriented Development	2.50	17.0%	.50	0	4	4
15	Develop outreach program to young professionals	2.38	23.0%	.70	1	3	4
16	Maintain focus/funding on schools	2.38	16.0%	.48	0	5	3
17	Expand dual admission programs	2.00	17.0%	.50	1	6	1
18	Pursue creative solutions for FCPS facilities	2.25	22.0%	.66	1	4	3

	Heat Map	IMPORTANT	NEEDED IMPROVEMENT	Product
1	Explore high-level coordination of workforce programs	2.50	2.50	6.25
2	Widen availability of vocational/technical training	2.00	2.38	4.75
3	Expand STEM and STEAM in FCPS	2.50	2.38	5.94
4	More financial support for students with need.	2.12	2.12	4.52
5	Expand/Streamline Zoning Ordinance requirements	2.62	2.62	6.89
6	Identify parcels for housing partnerships	2.25	2.25	5.06
7	Expand on livable/workable communities with transportation	2.75	2.75	7.56
8	Focus on 50+ housing	2.12	2.00	4.25
9	Create signature annual community event	1.62	1.62	2.64
10	Create first class performing arts center	1.75	1.88	3.28
11	Enliven places	2.38	2.25	5.34
12	Explore PPP opportunities to achieve arts/culture goals	2.00	2.12	4.25
13	Create a congregational space in Tysons	1.62	1.38	2.23
14	Develop Urban Activity Centers/Transit Oriented Development	2.62	2.50	6.56
15	Develop outreach program to young professionals	2.25	2.38	5.34
16	Maintain focus/funding on schools	2.62	2.38	6.23
17	Expand dual admission programs	2.25	2.00	4.50
18	Pursue creative solutions for FCPS facilities	2.25	2.25	5.06

### Heat Map



- Explore high-level coordination of workforce programs
- Widen availability of vocational/technical training
- ▲ Expand STEM and STEAM in FCPS
- ◆ More financial support for students with need
- ▬ Expand/Streamline Zoning Ordinance requirements
- ▼ Identify parcels for housing partnerships
- ▬ Expand on livable/workable communities with transportation
- ▶ Focus on 50+ housing
- Create signature annual community event
- ▲ Create first class performing arts center
- Enliven places
- Explore PPP opportunities to achieve arts/culture goals
- ▲ Create a congregational space in Tysons
- ◆ Develop Urban Activity Centers/Transit Oriented Development
- ▬ Develop outreach program to young professionals
- ▼ Maintain focus/funding on schools
- Expand dual admission programs
- ▶ Pursue creative solutions for FCPS facilities

## PEOPLE COMMENTS

### **1. Explore high-level coordination of workforce programs**

1. Concerned about too much coordination, could slow things down
2. Coordinate with Northern Virginia Investment Board
3. There is no coordination and the existing programs are not effective for the lowest skilled and hardest to employ.

### **2. Widen availability of vocational/technical training**

1. Incredibly important given industry projections out of GMU
2. Would like to see more focus on vo/tech, non-college options
3. 2. The changing demographics and lack of younger people in skilled professions speaks to a serious shortfall here. Many of the high schools have almost no vo-tech training available.

### **3. Expand STEM and STEAM in FCPS**

1. STEAM in particular
2. Expand on the title one programs around the county to add additional math and science teachers

### **4. More financial support for students with need.**

1. Research shows that children who face a high number of life stressors, such as food or housing insecurity, are more likely to experience an impact on brain development.

### **5. Expand/Streamline Zoning Ordinance requirements**

1. Zoning ordinance is 40 years old and needs to be brought into the current Fairfax county development needs such as redevelopment,
2. Zoning ordinance streamline is favorable, but I do not agree with strategy to ease restrictions on manufactured/Katrina type homes.
3. Flexibility is needed
4. Offer more opportunities for citizen input through the Fairfax forward process

### **6. Identify parcels for housing partnerships**

### **7. Expand on livable/workable communities with transportation**

### **8. Focus on 50+ housing**

1. needs to be done with public/private partnership and revitalization areas should be exempt.

### **9. Create signature annual community event**

1. already have Celebrate Fairfax
2. Look at First Night model
3. Isn't that The. Fairfax. Fair? Celebrate Fairfax.
4. County is too large. Similar theme or implementation of policy would unify neighborhoods across County...for example, commitment to neighborhood safety...not speeding. walk/ bike commitment. neighborhood plant a tree, etc.

### **10. Create first class performing arts center**

1. Every major community in the country that is truly urbanized has an arts center and a performing arts center
2. Consider maximizing use of Lorton Arts Foundation for this purpose.

### **11. Enliven places**

1. Encourage county staff to develop quicker ways to enable redevelopment to happen
2. Need more activities that create ano
3. Yes, there are parcels that could be smartly developed, but zoning is a problem
4. Especially important in Revit areas
5. Create more county activity that adds to our culture for county identity

### **12. Explore PPP opportunities to achieve arts/culture goals**

1. More PPP necessary, but hard to figure out how to get it done

### **13. Create a congregational space in Tysons**

1. The congregational space could be a performing arts center
2. Zoning in Tyson's should encourage a faith community to congregate; however, a broader/ larger public convention center type facility would bring visitors to community.

### **14. Develop Urban Activity Centers/Transit Oriented Development**

1. create a process to offer diversity of activities for all age groups and income levels
2. 14. Need more focus on south Fairfax county. Route 1 corridor continues to suffer from a lack of attention.

**15. Develop outreach program to young professionals**

**16. Maintain focus/funding on schools**

1. Teacher salaries need to be increased to support education within world class school.
2. Improve math and science programs in title one schools

**17. Expand dual admission programs**

**18. Pursue creative solutions for FCPS facilities**

**PLACES**

**VOTE**

Vote Number: 8 Abstained Votes: 0

	IMPORTANT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Create multidisciplinary roundtable to plan for urban environment	2.62	16.0%	.48	0	3	5
2	Dedicate funding for long term maintenance.	2.38	23.0%	.70	1	3	4
3	Ensure a focus on the environment and sustainability principles.	2.25	14.000000000000002%	.43	0	6	2
4	Establish Local Opportunity Fund to accelerate planned improvements	2.25	22.0%	.66	1	4	3
5	Better connect housing with jobs	2.62	16.0%	.48	0	3	5
6	Pursue complete street policies	2.50	17.0%	.50	0	4	4
7	Pursue corridor-wide road improvements	2.25	22.0%	.66	1	4	3
8	Pursue multimodal improvements	3.00	0.0%	.00	0	0	8
9	Expand transit opportunities	2.88	11.0%	.33	0	1	7
10	Fund bicycle and pedestrian improvements	2.38	23.0%	.70	1	3	4
11	Focus on mixed use communities	2.75	14.000000000000002%	.43	0	2	6
12	Market/brand unique communities in the county	2.38	23.0%	.70	1	3	4
13	Repurpose empty commercial space	2.50	24.0%	.71	1	2	5

14	Incentivize redevelopment of "cash cows"	2.38	23.0%	.70	1	3	4
15	Allow higher density development in revitalization areas	2.62	23.0%	.70	1	1	6
16	Provide more Wi-Fi	1.88	26.0%	.78	3	3	2
17	Implement "health in all policies"	1.88	26.0%	.78	3	3	2
18	Regulatory flexibility for retail	2.50	17.0%	.50	0	4	4
19	Develop industrial Master Plan	2.38	16.0%	.48	0	5	3
20	Zoning ordinance changes for innovative employment	2.50	24.0%	.71	1	2	5
21	BPOL tax exemption for start-ups	2.00	17.0%	.50	1	6	1

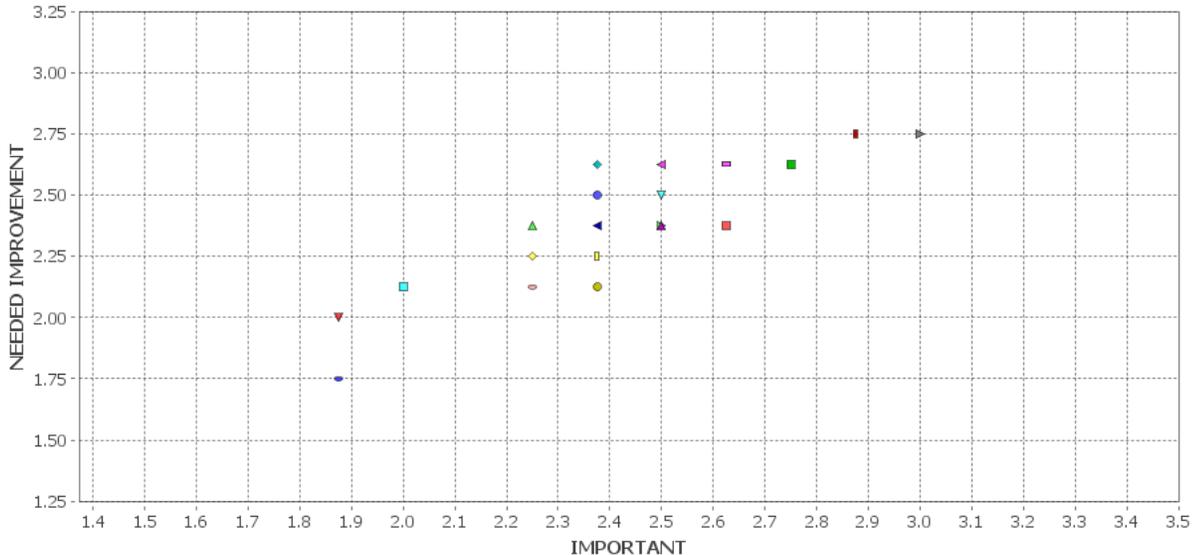
	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Create multidisciplinary roundtable to plan for urban environment	2.38	16.0%	.48	0	5	3
2	Dedicate funding for long term maintenance.	2.50	24.0%	.71	1	2	5
3	Ensure a focus on the environment and sustainability principles.	2.38	16.0%	.48	0	5	3
4	Establish Local Opportunity Fund to accelerate planned improvements	2.25	22.0%	.66	1	4	3
5	Better connect housing with jobs	2.62	16.0%	.48	0	3	5
6	Pursue complete street policies	2.50	17.0%	.50	0	4	4
7	Pursue corridor-wide road improvements	2.12	20.0%	.60	1	5	2
8	Pursue multimodal improvements	2.75	14.000000000000002%	.43	0	2	6
9	Expand transit opportunities	2.75	14.000000000000002%	.43	0	2	6
10	Fund bicycle and pedestrian improvements	2.38	23.0%	.70	1	3	4
11	Focus on mixed use communities	2.62	16.0%	.48	0	3	5

12	Market/brand unique communities in the county	2.12	20.0%	.60	1	5	2
13	Repurpose empty commercial space	2.38	23.0%	.70	1	3	4
14	Incentivize redevelopment of "cash cows"	2.62	16.0%	.48	0	3	5
15	Allow higher density development in revitalization areas	2.62	23.0%	.70	1	1	6
16	Provide more Wi-Fi	2.00	24.0%	.71	2	4	2
17	Implement "health in all policies"	1.75	22.0%	.66	3	4	1
18	Regulatory flexibility for retail	2.38	16.0%	.48	0	5	3
19	Develop industrial Master Plan	2.25	14.000000000000002%	.43	0	6	2
20	Zoning ordinance changes for innovative employment	2.62	16.0%	.48	0	3	5
21	BPOL tax exemption for start-ups	2.12	20.0%	.60	1	5	2

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	Create multidisciplinary roundtable to plan for urban environment	2.62	2.38	6.23
2	Dedicate funding for long term maintenance.	2.38	2.50	5.94
3	Ensure a focus on the environment and sustainability principles.	2.25	2.38	5.34
4	Establish Local Opportunity Fund to accelerate planned improvements	2.25	2.25	5.06
5	Better connect housing with jobs	2.62	2.62	6.89
6	Pursue complete street policies	2.50	2.50	6.25
7	Pursue corridor-wide road improvements	2.25	2.12	4.78
8	Pursue multimodal improvements	3.00	2.75	8.25
9	Expand transit opportunities	2.88	2.75	7.91
10	Fund bicycle and pedestrian improvements	2.38	2.38	5.64
11	Focus on mixed use communities	2.75	2.62	7.22
12	Market/brand unique communities in the county	2.38	2.12	5.05
13	Repurpose empty commercial space	2.50	2.38	5.94
14	Incentivize redevelopment of "cash cows"	2.38	2.62	6.23

15	Allow higher density development in revitalization areas	2.62	2.62	6.89
16	Provide more Wi-Fi	1.88	2.00	3.75
17	Implement "health in all policies"	1.88	1.75	3.28
18	Regulatory flexibility for retail	2.50	2.38	5.94
19	Develop industrial Master Plan	2.38	2.25	5.34
20	Zoning ordinance changes for innovative employment	2.50	2.62	6.56
21	BPOL tax exemption for start-ups	2.00	2.12	4.25

**Heat Map**



**PLACES**  
**COMMENTS**

- 1. Create multidisciplinary roundtable to plan for urban environment**
  1. Surprised this isn't happening already
- 2. Dedicate funding for long term maintenance.**
  1. Where would this come from? Increased taxes on residential or business?
  2. With an aging infrastructure, extremely important.
- 3. Ensure a focus on the environment and sustainability principles.**
- 4. Establish Local Opportunity Fund to accelerate planned improvements**
  1. Think about this goal for small businesses as well
  2. Infrastructure improvements are critical
- 5. Better connect housing with jobs**
  1. Consider proximity to public transportation.

2. Requires corridor wide improvement planning and looking at commuting patterns and linkages outside of the discrete planning area.

## **6. Pursue complete street policies**

1. Vibrant street
2. vibrant streets needs to be part of this process to ensure the development is truly a live work play location
3. If we're going to have walkable and multiple communities this is key.
4. vibrant street initiative needs to be used

## **7. Pursue corridor-wide road improvements**

1. Corridor road projects are critical for traffic maintenance and to connect jobs and housing
2. Make sure the action here is not all about paving everything over and widening streets
3. Connecting jobs and housing won't happen without this action. The planning needs to look at current commuting patterns beyond the planning horizon

## **8. Pursue multimodal improvements**

1. Traffic congestion is one of the major downsides of this area

## **9. Expand transit opportunities**

1. Encourage all generations to be more physically active with complete streets.
2. Need more attention to BRT and Light Rail, in corridors like Rte. 1 and on Rte. 7 Leesburg pike from Alexandria to Tysons

## **10. Fund bicycle and pedestrian improvements**

1. Would love to see more encouragement and safe opportunities for students to walk and bike to school
2. County-wide in residential centers too, not just redevelopment areas only.

## **11. Focus on mixed use communities**

1. Mixed use communities will reduce traffic, create economic development and create a live work places

## **12. Market/brand unique communities in the county**

1. Mosaic is a good example . . .

## **13. Repurpose empty commercial space**

1. Consider offering the space to small startup businesses.
2. I wouldn't want to see long term government leases for FCPS in private properties

## **14. Incentivize redevelopment of "cash cows"**

## **15. Allow higher density development in revitalization areas**

1. This is critical for enabling high quality TOD
2. Higher density plus activities, sense of place
3. Revitalization is the key to our economic future and mixed use developments with much higher FAR is a key to making these opportunities

## **16. Provide more Wi-Fi**

1. This will make the tools of the 21st century more accessible to all.

## **17. Implement "health in all policies"**

1. Healthy communities mean healthier, less expensive employees. Commit to health to minimize 75% percent of health care spend.

## **18. Regulatory flexibility for retail**

## **19. Develop industrial Master Plan**

1. Absolutely critical. Taking a wider view will help the county implement economic policies and cultivate industries more effectively.

## **20. Zoning ordinance changes for innovative employment**

1. Especially important in revit areas
2. Need innovative out of the box thinking

## **21. BPOL tax exemption for start-ups**

## EMPLOYMENT

### VOTE

Vote Number: 8 Abstained Votes: 0

	IMPORTANT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Partner to support EDA's recruitment efforts	2.25	22.0%	.66	1	4	3
2	Stimulate seed capital availability	2.50	17.0%	.50	0	4	4
3	Identify trade missions for investments	2.25	14.000000000000002%	.43	0	6	2
4	Create/pursue world class research institution	2.25	14.000000000000002%	.43	0	6	2
5	Forge stronger partnership with CIT	1.88	17.0%	.33	1	7	0
6	Plan/create innovation district/innovation clusters	2.62	16.0%	.48	0	3	5
7	Recruit superstar innovators	2.12	20.0%	.60	1	5	2
8	Encourage commercialization of research	2.38	16.0%	.48	0	5	3
9	Support/invest in incubator programs	2.25	22.0%	.66	1	4	3
10	Complete Silver Line Phase II	2.50	17.0%	.50	0	4	4
11	Help Dulles grow	2.00	17.0%	.50	1	6	1
12	Pursue regional approach to Dulles	2.38	16.0%	.48	0	5	3
13	Create non-profits dedicated to promoting airport	1.25	22.0%	.43	6	2	0
14	Develop Sportsplex	1.50	24.0%	.71	5	2	1
15	Develop Conference Center	2.38	23.0%	.70	1	3	4
16	Support individual tourism projects	2.38	16.0%	.48	0	5	3

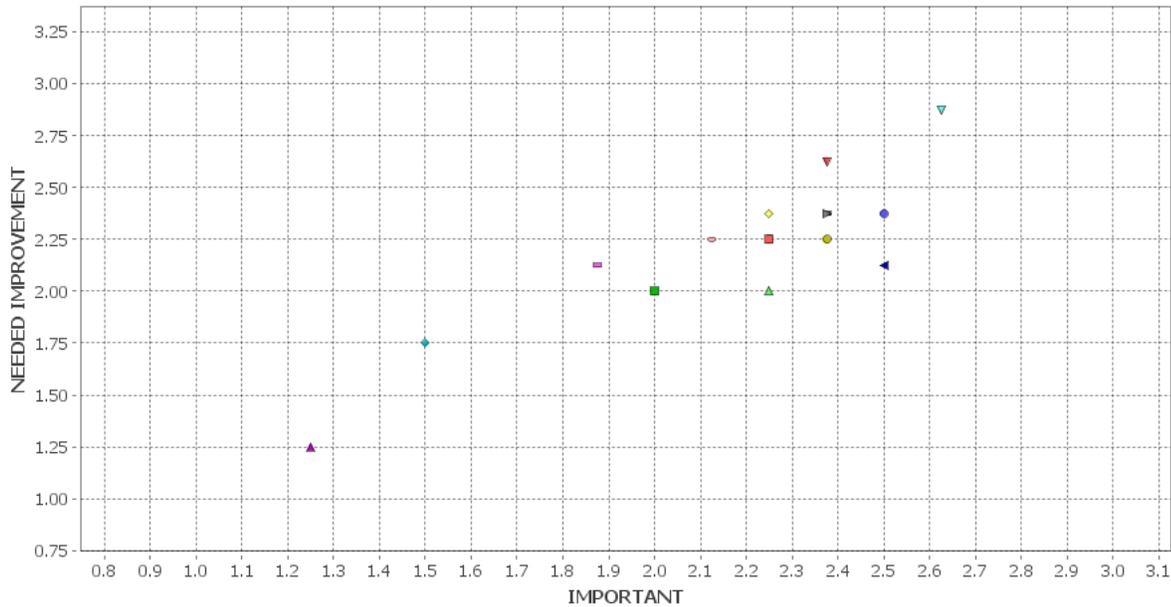
	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Partner to support EDA's recruitment efforts	2.25	14.000000000000002%	.43	0	6	2
2	Stimulate seed capital availability	2.38	16.0%	.48	0	5	3

3	Identify trade missions for investments	2.00	24.0%	.71	2	4	2
4	Create/pursue world class research institution	2.38	16.0%	.48	0	5	3
5	Forge stronger partnership with CIT	2.12	20.0%	.60	1	5	2
6	Plan/create innovation district/innovation clusters	2.88	11.0%	.33	0	1	7
7	Recruit superstar innovators	2.25	14.000000000000002%	.43	0	6	2
8	Encourage commercialization of research	2.38	16.0%	.48	0	5	3
9	Support/invest in incubator programs	2.25	22.0%	.66	1	4	3
10	Complete Silver Line Phase II	2.12	20.0%	.60	1	5	2
11	Help Dulles grow	2.00	17.0%	.50	1	6	1
12	Pursue regional approach to Dulles	2.25	22.0%	.66	1	4	3
13	Create non-profits dedicated to promoting airport	1.25	22.0%	.43	6	2	0
14	Develop Sportsplex	1.75	28.000000000000004%	.83	4	2	2
15	Develop Conference Center	2.38	23.0%	.70	1	3	4
16	Support individual tourism projects	2.62	16.0%	.48	0	3	5

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	Partner to support EDA's recruitment efforts	2.25	2.25	5.06
2	Stimulate seed capital availability	2.50	2.38	5.94
3	Identify trade missions for investments	2.25	2.00	4.50
4	Create/pursue world class research institution	2.25	2.38	5.34
5	Forge stronger partnership with CIT	1.88	2.12	3.98
6	Plan/create innovation district/innovation clusters	2.62	2.88	7.55
7	Recruit superstar innovators	2.12	2.25	4.78
8	Encourage commercialization of research	2.38	2.38	5.64
9	Support/invest in incubator programs	2.25	2.25	5.06
10	Complete Silver Line Phase II	2.50	2.12	5.31
11	Help Dulles grow	2.00	2.00	4.00
12	Pursue regional approach to Dulles	2.38	2.25	5.34

<b>13</b>	Create non-profits dedicated to promoting airport	1.25	1.25	1.56
<b>14</b>	Develop Sportsplex	1.50	1.75	2.62
<b>15</b>	Develop Conference Center	2.38	2.38	5.64
<b>16</b>	Support individual tourism projects	2.38	2.62	6.23

**Heat Map**



■ Partner to support EDA's recruitment efforts	● Stimulate seed capital availability	▲ Identify trade missions for investments
◆ Create/pursue world class research institution	■ Forge stronger partnership with CIT	▼ Plan/create innovation district/innovation clusters
○ Recruit superstar innovators	▶ Encourage commercialization of research	■ Support/invest in incubator programs
■ Help Dulles grow	● Pursue regional approach to Dulles	▲ Create non-profits dedicated to promoting airport
■ Develop Conference Center	▼ Support individual tourism projects	◆ Develop Sportsplex

Note: Look at the table above the Heat Map to see what the numbers in the Heat Map legend correspond to.

## EMPLOYMENT

### COMMENTS

#### 1. Partner to support EDA's recruitment efforts

1. Partner how and through what departments?
2. Isn't that the EDA's expertise? They should be asking for partners if they have deficiencies in effectiveness.

#### 2. Stimulate seed capital availability

1. Most other jurisdictions do this so to be competitive we should also
2. Access to capital tougher than ever - especially for SWaM businesses. Need policies and practices that show commitment to diverse business community.
3. Capital is the key to everything!

#### 3. Identify trade missions for investments

#### 4. Create/pursue world class research institution

1. GMU is a great resource!
2. Will spark innovation and business investment.
3. I thought this was what GMU is supposed to become.

#### 5. Forge stronger partnership with CIT

## **6. Plan/create innovation district/innovation clusters**

1. Lots of energy, support for entrepreneurs, use of interns and apprenticeships, teen work experience...
2. Ensure multi-cultural collaborations
3. Do it thoughtfully. This is not a "build it and they will come" opportunity. You need an anchor to start with.
4. Innovation occurs all across county. Need to broaden accessibility to resources and programs. Not everything is in Tysons.
5. incubators needed for traumatic brain injuries and prosthetics should be located near Fort Belvoir

## **7. Recruit superstar innovators**

1. If we invest correctly, we'll develop our own superstars.

## **8. Encourage commercialization of research**

## **9. Support/invest in incubator programs**

1. Connect with Small Business Development Centers
2. We should grow small business with incubators. Small business is the lifeblood of county business.

## **10. Complete Silver Line Phase II**

1. This is already underway and is necessary, but not at the expense of toll road users

## **11. Help Dulles grow**

## **12. Pursue regional approach to Dulles**

## **13. Create non-profits dedicated to promoting airport**

1. Seems unnecessary

## **14. Develop Sportsplex**

1. Would be nice as long as isn't overrun by elite travel teams

## **15. Develop Conference Center**

1. We have been discussing the need for a conference center for years so let's just do it
2. Maybe do this on Workhouse Arts Foundation property?
3. yes to a conference center venue....on transit lines, connected to airports, walkable, vibrant, retail
4. Rise and fall of Mason Inn illustrates that more comprehensive approach needed.
5. Look at revit areas for this. Help these areas to consolidate parcels
6. Opportunity for Dulles on the Silver Line

## **16. Support individual tourism projects**

1. Especially in revit areas that have many cultural interests such as Rte. 1 in the Mt Vernon District
2. The county needs to be more flexible when it comes to historic places being improved and enhanced and allow for appropriate development on these sites. Example Woodlawn plantation is in a perfect position for to be enhanced now
3. Consider a "road scholar" like program where tourists can stay in Fairfax county, perhaps at a new extended stay facility owned by the county or a PPP, and tours to dc, Mt. Vernon, Manassas, Fredericksburg, Richmond, Air and Space Dulles Center, and so many more
4. Focus on Fairfax County day trips...advertise to the 1.2 million residents who actually live here.
5. lots of untapped cultural tourism potential

# GOVERNANCE

## VOTE

Vote Number: 7      Abstained Votes: 0

	IMPORTANT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Develop innovative tax policies for repurposing office space	2.43	16.0%	.49	0	4	3
2	Speed up the rezoning and site plan approval process	2.86	12.0%	.35	0	1	6
3	Automate/Streamline permit process	2.86	12.0%	.35	0	1	6
4	Treat PFM as a guideline, not standards	2.29	15.0%	.45	0	5	2
5	Hold symposium with regulatory focus	2.14	21.0%	.64	1	4	2
6	Evaluate and amend the Zoning Ordinance	2.43	16.0%	.49	0	4	3
7	Evaluate and amend key pieces of the Zoning Ordinance	2.57	16.0%	.49	0	3	4
8	Study proffers	2.43	24.0%	.73	1	2	4
9	Review regulations on pop-up businesses	1.71	23.0%	.70	3	3	1
10	Regional focus on transportation	2.57	16.0%	.49	0	3	4
11	Potomac River crossing	2.29	23.0%	.70	1	3	3
12	Pursue Region Forward	2.14	12.0%	.35	0	6	1
13	Market regional higher learning opportunities	2.00	18.0%	.53	1	5	1
14	Establish process for periodic review	2.29	15.0%	.45	0	5	2
15	Foster coordination with departments, EDA, and others	2.29	15.0%	.45	0	5	2
16	Assign role of Economic Success Initiatives Coordinator	2.00	18.0%	.53	1	5	1
17	Instill Customer Service Attitude	2.86	12.0%	.35	0	1	6
18	Develop robust communication and outreach to community	2.43	16.0%	.49	0	4	3
19	Promote more on social media	2.14	21.0%	.64	1	4	2
20	Cultivate new voices on BACs	2.71	15.0%	.45	0	2	5
21	Outreach to 50+	1.86	17.0%	.35	1	6	0

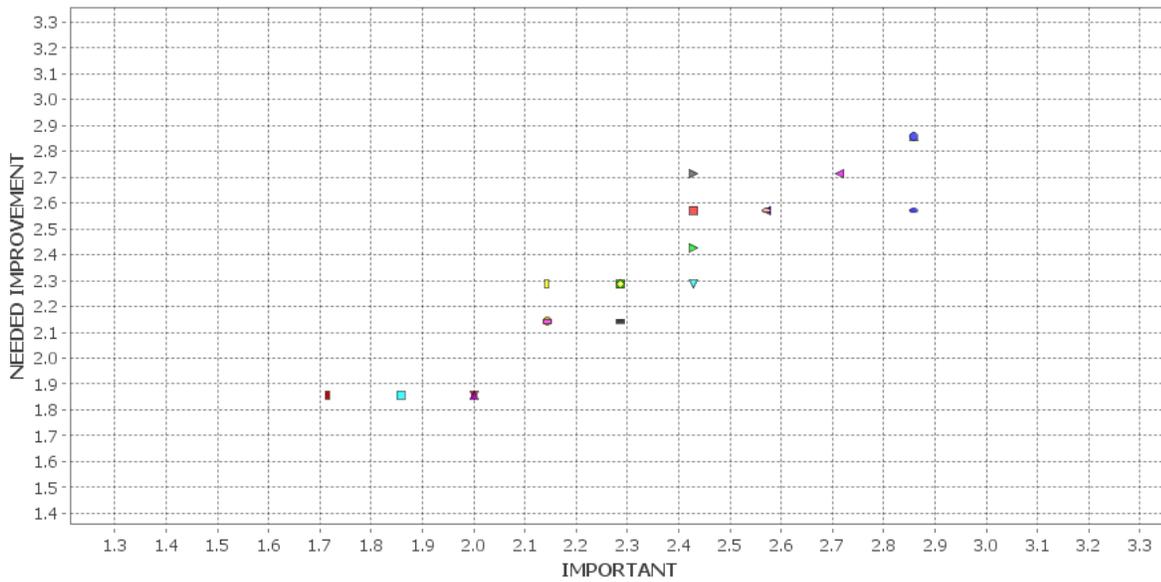
	NEEDED IMPROVEMENT	Avg.Score	+/-	Std Dev	Low	Medium	High
1	Develop innovative tax policies	2.57	16.0%	.49	0	3	4

	for repurposing office space						
2	Speed up the rezoning and site plan approval process	2.86	12.0%	.35	0	1	6
3	Automate/Streamline permit process	2.86	12.0%	.35	0	1	6
4	Treat PFM as a guideline, not standards	2.29	15.0%	.45	0	5	2
5	Hold symposium with regulatory focus	2.14	12.0%	.35	0	6	1
6	Evaluate and amend the Zoning Ordinance	2.29	23.0%	.70	1	3	3
7	Evaluate and amend key pieces of the Zoning Ordinance	2.57	16.0%	.49	0	3	4
8	Study proffers	2.71	15.0%	.45	0	2	5
9	Review regulations on pop-up businesses	1.86	28.000000000000004%	.83	3	2	2
10	Regional focus on transportation	2.57	16.0%	.49	0	3	4
11	Potomac River crossing	2.29	23.0%	.70	1	3	3
12	Pursue Region Forward	2.14	12.0%	.35	0	6	1
13	Market regional higher learning opportunities	1.86	17.0%	.35	1	6	0
14	Establish process for periodic review	2.29	15.0%	.45	0	5	2
15	Foster coordination with departments, EDA, and others	2.14	12.0%	.35	0	6	1
16	Assign role of Economic Success Initiatives Coordinator	1.86	17.0%	.35	1	6	0
17	Instill Customer Service Attitude	2.57	16.0%	.49	0	3	4
18	Develop robust communication and outreach to community	2.43	16.0%	.49	0	4	3
19	Promote more on social media	2.29	15.0%	.45	0	5	2
20	Cultivate new voices on BACs	2.71	15.0%	.45	0	2	5
21	Outreach to 50+	1.86	17.0%	.35	1	6	0

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	Develop innovative tax policies for repurposing office	2.43	2.57	6.24

	space			
<b>2</b>	Speed up the rezoning and site plan approval process	2.86	2.86	8.16
<b>3</b>	Automate/Streamline permit process	2.86	2.86	8.16
<b>4</b>	Treat PFM as a guideline, not standards	2.29	2.29	5.22
<b>5</b>	Hold symposium with regulatory focus	2.14	2.14	4.59
<b>6</b>	Evaluate and amend the Zoning Ordinance	2.43	2.29	5.55
<b>7</b>	Evaluate and amend key pieces of the Zoning Ordinance	2.57	2.57	6.61
<b>8</b>	Study proffers	2.43	2.71	6.59
<b>9</b>	Review regulations on pop-up businesses	1.71	1.86	3.18
<b>10</b>	Regional focus on transportation	2.57	2.57	6.61
<b>11</b>	Potomac River crossing	2.29	2.29	5.22
<b>12</b>	Pursue Region Forward	2.14	2.14	4.59
<b>13</b>	Market regional higher learning opportunities	2.00	1.86	3.71
<b>14</b>	Establish process for periodic review	2.29	2.29	5.22
<b>15</b>	Foster coordination with departments, EDA, and others	2.29	2.14	4.90
<b>16</b>	Assign role of Economic Success Initiatives Coordinator	2.00	1.86	3.71
<b>17</b>	Instill Customer Service Attitude	2.86	2.57	7.35
<b>18</b>	Develop robust communication and outreach to community	2.43	2.43	5.90
<b>19</b>	Promote more on social media	2.14	2.29	4.90
<b>20</b>	Cultivate new voices on BACs	2.71	2.71	7.37
<b>21</b>	Outreach to 50+	1.86	1.86	3.45

## Heat Map



- Develop innovative tax policies for repurposing office space
- Speed up the rezoning and site plan approval process
- ▲ Automate/Streamline permit process
- ◆ Treat PFM as a guideline, not standards
- Hold symposium with regulatory focus
- ▼ Evaluate and amend the Zoning Ordinance
- Evaluate and amend key pieces of the Zoning Ordinance
- ▶ Study proffers
- Review regulations on pop-up businesses
- ◀ Regional focus on transportation
- Potomac River crossing
- Pursue Region Forward
- ▲ Market regional higher learning opportunities
- ◆ Establish process for periodic review
- Foster coordination with departments, EDA, and others
- ▼ Assign role of Economic Success Initiatives Coordinator
- Instill Customer Service Attitude
- ▶ Develop robust communication and outreach to community
- Promote more on social media
- ◀ Cultivate new voices on BACs
- Outreach to 50+

## GOVERNANCE

### COMMENTS

#### 1. Develop innovative tax policies for repurposing office space

#### 2. Establish process for periodic review

#### 3. Market regional higher learning opportunities

#### 4. Pursue Region Forward

1. Adopted and Coordinated strategic plan for region would benefit all communities.

#### 5. Speed up the rezoning and site plan approval process

1. Especially in revit areas
2. Very important for the region's growth.
3. critical
4. This is important to do BUT. Citizen input must take place during all aspects and stages of the process

#### 6. Automate/Streamline permit process

#### 7. Study proffers

1. Especially in revit areas
2. There are examples of proffer systems in a number of jurisdictions that work. We can borrow best practices. We don't have to create from scratch.
3. Is opportunity left on the table? Proffers should be accounted for.
4. Proffers should consider innovative community investments.

#### 8. Treat PFM as a guideline, not standards

1. PFM is too often a requirement where no judgment can be exercised
2. e

3. Especially in revit areas

**9. Foster coordination with departments, EDA, and others**

1. The BOS needs to fund and authorize economic development agencies in all revitalization districts similar to SFDC so they can focus on other development types that are not in EDAs mission

**10. Evaluate and amend the Zoning Ordinance**

1. The ordinance is out dated assumes a county with thousands of empty acres and not the document needed in today's redevelopment environment

2. Zoning is too rigid, does not allow for creative innovative places . . .

**11. Review regulations on pop-up businesses**

1. Could help revitalize and/or enliven different parts of the County. Could be aligned with social venture incubation, too.

2. Very interesting

**12. Evaluate and amend key pieces of the Zoning Ordinance**

1. do this with citizen input

**13. Assign role of Economic Success Initiatives Coordinator**

**14. Hold symposium with regulatory focus**

1. Could be helpful as part of creating innovation clusters.

**15. Develop robust communication and outreach to community**

1. Neighbors can be a powerful recruiting force for relocations.

**16. Potomac River crossing**

1. Needs to be explored. perhaps in coordination with the new MGM Casino at National Harbor

**17. Regional focus on transportation**

**18. Instill Customer Service Attitude**

1. Who is the customer? Staff all the way up and down the chain needs to see the picture the same way and ask is what I am doing relate to the goal and objective of the county strategy?

**19. Promote more on social media**

1. Easy to do and cost-effective.

2. Reach ethnic and racial segments of population most effectively

**20. Cultivate new voices on BACs**

1. We need more diversity and younger voices. A lot of folks have been there forever.

2. Leadership is often homogeneous -- socially, economically and culturally.

3. Promoting more on social media will get fresh voices

4. Amen

**21. Outreach to 50+**

1. Should be 60 or 70+ as people are living longer

2. Already active, but can't be taken for granted.

3. This will become increasingly important. Find ways to tap the skills and experience of people in this age group.

Consider collaborative projects with young people.