

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



Economic Success Plan Stakeholder Session

October 8, 2014 – Chambers of Commerce

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

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6. Give credits for various income ranged housing in ADU ordinance - not just lowest income brackets
7. Balance needs for affordable housing with legitimate interests of residential and business property owners
8. Living Wage in Fairfax - increase incomes to make housing more affordable rather than making housing cheaper
9. Reduce cost to provide housing in transit station areas, rather than increase development costs through complicated and expensive proffers
10. Policy changes to incent developers to include broad range of affordable housing option
11. Increase density in core areas, near transportation
12. Partner with nonprofits to educate public, developers, builders and government agencies about benefits of affordable housing
13. Ensure access to a broad range of housing options
14. Conduct more public-private partnerships to foster private investment in housing diversity
15. Notes
 1. *Understand mixed use areas (employees are there, either are run down or unaffordable)*
 2. *Manage needs for all generations*
 3. *An integrated community approach to address issues would be helpful*
 4. *What we are envision has a price tag. We need to attract more business to fund this sort of initiative*
 5. *A localized effort will support these efforts, but the County could educate and partner to move to an holistic approach*
 - 5.1. *i.e. Joint venture with HUD, County, local builder and Habitat for Humanity*
 - 5.2. *Built affordable housing for low to medium income households in mixed use area*
 - 5.3. *leveraged 4 subsidies to fund the initiative*
 - 5.4. *Had vouchers to train people to be home owners, leveraged HUD loan to accelerate payments to allow for vouchers be used for other individuals.*
 - 5.5. *Deeds were still held by (HUD?/housing Authority) to prevent (selling of homes too early??)*
 6. *Focus on immigrants with education to be home owners, technology, transportation to enable low income individuals to provide significant contribution to the community*
 - 6.1. *COX and Comcast are providing low income access to the internet*
 7. *Re-envision what housing looks like... Seniors (more socialization areas and less square footage)*

3. CULTURAL & RECREATIONAL OPPORTUNITIES

1. Emphasis on arts education as well as STEM - STEAM
2. Need to promote this better. too many people don't know how rich our resources are.
3. Provide greater regulatory flexibility for entertainment and mixed use zones to foster spontaneous cultural and entertainment venues, eg, Union Market in DC
4. Partner with local jurisdictions, nonprofits, and chambers to create opportunities that enrich the communities and share throughout the county.

4. DIVERSE POPULATION

1. Strong human rights and anti-discrimination policies
2. Perhaps new creative programs to highlight, reward or showcase various populations and community leaders from various demographics
3. Take steps across all subject areas -- workplace, education, housing and transportation to ensure the effective integration and utilization of such populations in order to foster economic growth

5. WORLD CLASS PUBLIC SCHOOLS

1. Consider new funding models to give more flexibility to the school board and staff to chart their own course and not impact the overall budget
2. We need to include in this category a concept that we need a world-class university-a research university that would help us attract different and new types of businesses
3. Increase partnerships with local colleges and universities
4. Improve funding for STEM so it is available to all schools across the county
5. Increase availability of vocational and tech training programs for students who may not pursue college.
6. With respect to STEM funding and support, ensure that it is available to all schools, including those that are disadvantaged such as Title 1 schools
7. Consider breaking the school district into independent zones to address geographic and cultural diversity and provide flexibility for greater community involvement

GOAL AREA VOTE

PEOPLE

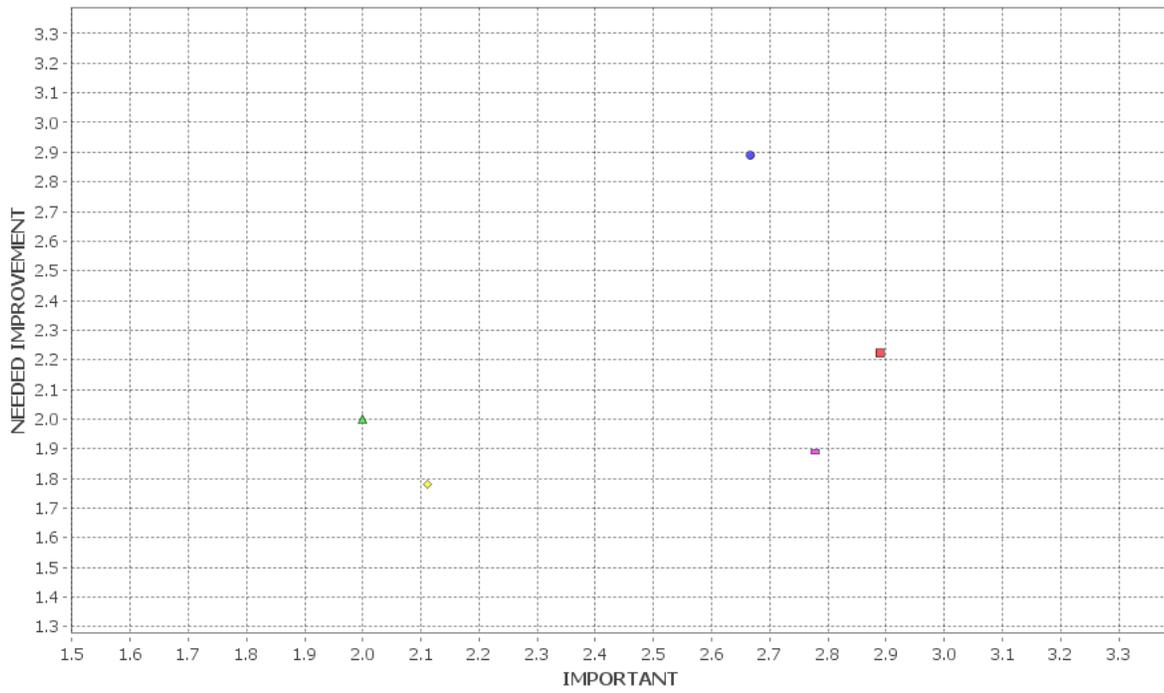
Vote Number: 9 Abstained Votes: 5

	IMPORTANT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	SKILLED, INNOVATIVE, & COMPETITIVE WORKFORCE	2.89	10.0%	.31	0	1	8
2	AVAILABLE & AFFORDABLE HOUSING	2.67	16.0%	.47	0	3	6
3	CULTURAL & RECREATIONAL OPPORTUNITIES	2.00	16.0%	.47	1	7	1
4	DIVERSE POPULATION	2.11	28.9%	.87	3	2	4
5	WORLD CLASS PUBLIC SCHOOLS	2.78	14.0%	.42	0	2	7

	NEEDED IMPROVEMENT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	SKILLED, INNOVATIVE, & COMPETITIVE WORKFORCE	2.22	21.0%	.63	1	5	3
2	AVAILABLE & AFFORDABLE HOUSING	2.89	10.0%	.31	0	1	8
3	CULTURAL & RECREATIONAL OPPORTUNITIES	2.00	22.0%	.67	2	5	2
4	DIVERSE POPULATION	1.78	21.0%	.63	3	5	1
5	WORLD CLASS PUBLIC SCHOOLS	1.89	19.0%	.57	2	6	1

Heat Map		IMPORTANT	NEEDED IMPROVEMENT	Product
1	SKILLED, INNOVATIVE, & COMPETITIVE WORKFORCE	2.89	2.22	6.42
2	AVAILABLE & AFFORDABLE HOUSING	2.67	2.89	7.70
3	CULTURAL & RECREATIONAL OPPORTUNITIES	2.00	2.00	4.00
4	DIVERSE POPULATION	2.11	1.78	3.75
5	WORLD CLASS PUBLIC SCHOOLS	2.78	1.89	5.25

Heat Map



■ SKILLED, INNOVATIVE, & COMPETITIVE WORKFORCE ● AVAILABLE & AFFORDABLE HOUSING ▲ CULTURAL & RECREATIONAL OPPORTUNITIES
◆ DIVERSE POPULATION ■ WORLD CLASS PUBLIC SCHOOLS

- 14. Encourage grid of streets rather than arteries and cul de sacs
- 15. Use NVTA money for local projects
- 16. Assess availability of wireless connectivity throughout the County, encourage the provision of such services in underserved areas
- 17. Work regionally
- 18. Notes
 - 1. *Given that VA will fund trans mobility. Spend \$\$ wisely. Not to have elected officials to make that decision, (as they focus only on their county) Include business and residents who can think more globally*
 - 2. *Priorities are skewed... Things being considered such as Street Cars in Arlington, vs upgrading 66*
 - 3. *Enabling people working from home, thus remove their need to "go somewhere" on the existing roads to reduce demands*

3. REDEVELOPMENT

- 1. Ensure incentives are adequate to support redevelopment in targeted areas.
- 2. Need to create, improve incentives for consolidation of commercial properties
- 3. Incentives for use of green energy options
- 4. Facilitate integrated environments for work, housing, ad relaxation
- 5. Be creative in proffer options - add options as community needs fluctuate. A good example is adding public art as an option, which the county has done, to add beauty to the area.
- 6. Improve the efficiency and speed of this process, removing some of the barriers like long permitting time.
- 7. Mixed use at or near Dulles Airport
- 8. When redeveloping in a commercial area use proffers not for a specific piece of a sidewalk but put in a large pot for a more productive use.
- 9. Encourage, through zoning and planning process, shared usages including parking, open space, and physical buildings when possible.
 - 10. reduce redevelopment costs and be willing to spend public dollars in furtherance of redevelopment
 - 11. utilize CDAs and TIFs to facilitate private investment
 - 12. Encourage green building including green roofs for additional food source and/or athletic facilities

4. RETAIL SECTOR

- 1. Living wage so workers can afford to shop at retail stores in Fairfax County rather than big box stores at Potomac mills
- 2. Even more digital connectivity
- 3. Different kinds of retail in line with sustainable communities, e.g.
- 4. , food stores
- 5. Provide greater regulatory flexibility in mixed use areas to provide entertainment options (bars and restaurants, food trucks, etc.,)
- 6. Make retail areas walkable
- 7. More electric parking options in retail space parking
- 8. Make retail areas accessible via walking and biking
- 9. Develop retail for boomers

5. INDUSTRIAL & OTHER EMERGING USES

- 1. Flexibility in zoning-housing framing industrial zones
- 2. Green energy options
- 3. Tax reform to reduce burden of business personal property taxes, other obsolete taxation schemes
- 4. Incent for different types of uses for space consistent with how we decide to diversify the economy-ensure plans are well-integrated.
- 5. Include mix of uses

GOAL AREA VOTE

PLACES

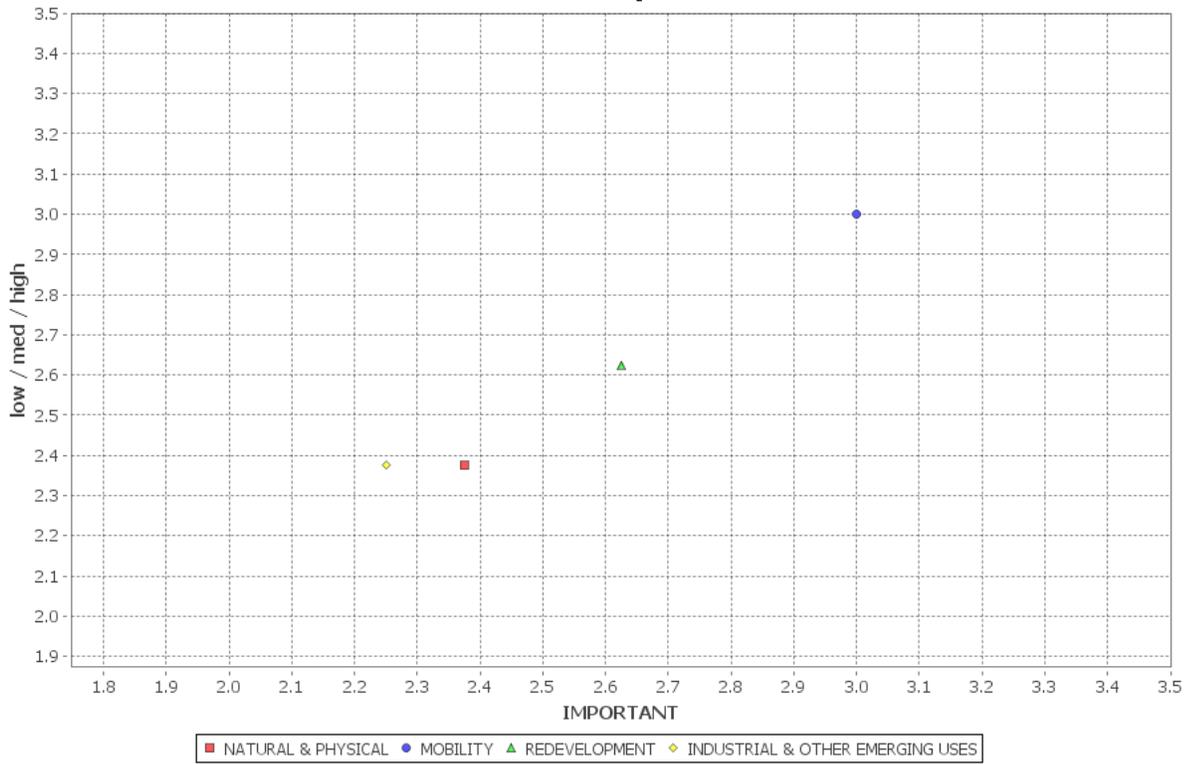
Vote Number: 8 Abstained Votes: 5

	IMPORTANT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	NATURAL & PHYSICAL	2.38	23.0%	.70	1	3	4
2	MOBILITY	3.00	0.0%	.00	0	0	8
3	REDEVELOPMENT	2.62	16.0%	.48	0	3	5
4	INDUSTRIAL & OTHER EMERGING USES	2.25	22.0%	.66	1	4	3

	NEEDED IMPROVEMENT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	NATURAL & PHYSICAL	2.38	16.0%	.48	0	5	3
2	MOBILITY	3.00	0.0%	.00	0	0	8
3	REDEVELOPMENT	2.62	16.0%	.48	0	3	5
4	INDUSTRIAL & OTHER EMERGING USES	2.38	16.0%	.48	0	5	3

	Heat Map	IMPORTANT	low / med / high	Product
1	NATURAL & PHYSICAL	2.38	2.38	5.64
2	MOBILITY	3.00	3.00	9.00
3	REDEVELOPMENT	2.62	2.62	6.89
4	INDUSTRIAL & OTHER EMERGING USES	2.25	2.38	5.34

Heat Map



4. Focus additional efforts on growth in transit station areas and other areas that can attract higher-density development as a way of easing development pressures on established and thriving neighborhoods.
5. Facilitate virtual businesses that will permit workers to telecommute
6. Proactively work with developers in high density areas to ensure balance between housing, commercial space and appropriate amenities.
7. Promote policies that favor development of urban areas and not simply protection of suburban areas
8. Reduce cost of providing urban housing in transit areas, rather than impose costly proffers that discourage affordable housing
9. Encourage housing closer to commercial areas to decrease commute times and need for driving.
10. Create areas attractive to groups such as Millennials
11. Provide incentives for more business and housing PPP to provide more housing options that are affordable
12. Notes:
 1. *Balance of attracting business and the Job/Housing growth... County should target types of business (think of location, types of businesses, size of workforce, industries (how to we replace the Gov't Contracting industry)*
 2. *Healthcare is a big business that is upcoming... problem is there is a lot of lower paid jobs*
 3. *Make sure as a county to encourage certain types of employers, but the market does not support it... we need to coordinate what the market can support*

3. DULLES AIRPORT

1. Ensure continued competitiveness of Dulles in the face of stiff competition from BWI and National
2. Be aggressive in lobbying against the expansion of the perimeter rule for National Airport
3. Engage in aggressive planning with Dulles officials and state and federal reps for NoVa to ensure competitiveness and vitality of Dulles
4. Mixed use as in other world class airports
5. helping ensure the viability of Dulles by not increasing the perimeter rule at National and keeping the slots at National at current levels or reducing them.
6. Protection of perimeter rule
7. Revenue equal sharing between Reagan and Dulles
8. Finish the silver line ASAP
9. Work to preserve the perimeter rule at DCA

4. TOURISM

1. Work on branding again, Fairfax needs a cool factor. Not just a bedroom community anymore
2. Keep taxes as low as possible. It is a low wage industry as is and tax increases hurt the workforce.
3. More wineries
4. Places like wineries, but without the alcohol connotation
5. Expand Visit Fairfax efforts by supporting more localized models. Reston's new marketing initiative is a great example of how to partner for better results 1+1=way more than 2

GOAL AREA VOTE

EMPLOYMENT

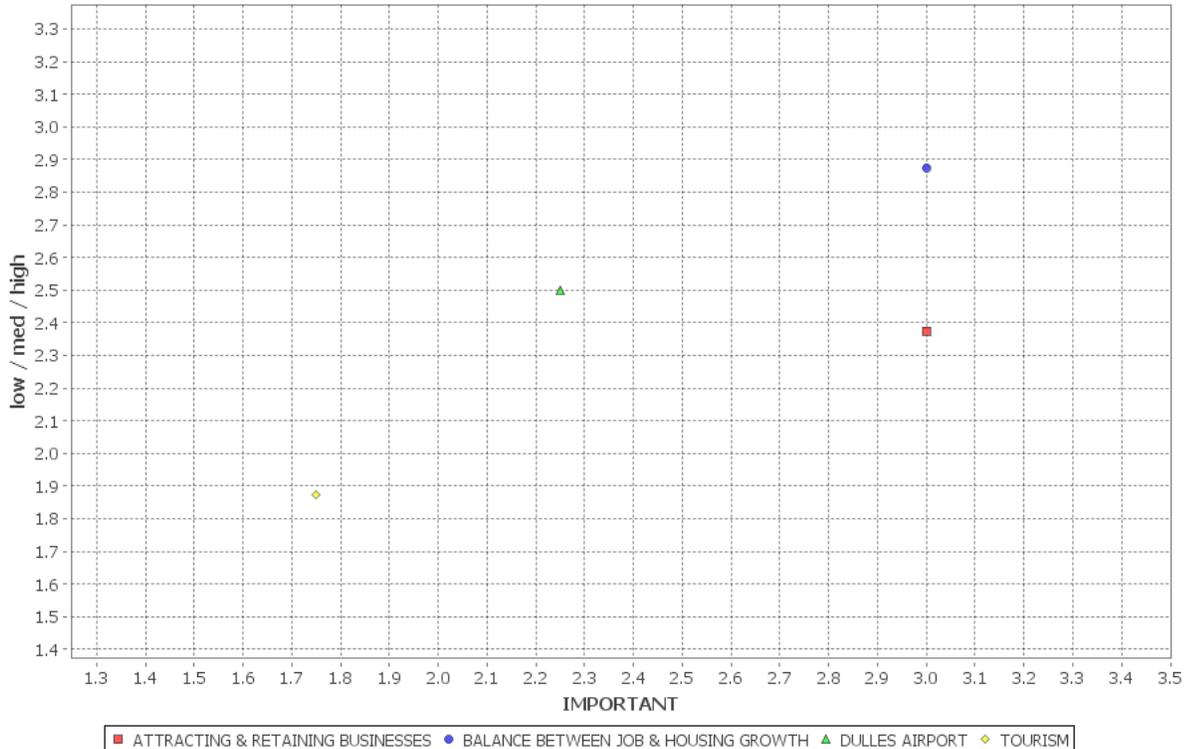
Vote Number: 8 Abstained Votes: 5

	IMPORTANT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	ATTRACTING & RETAINING BUSINESSES	3.00	0.0%	.00	0	0	8
2	BALANCE BETWEEN JOB & HOUSING GROWTH	3.00	0.0%	.00	0	0	8
3	DULLES AIRPORT	2.25	28.0%	.83	2	2	4
4	TOURISM	1.75	22.0%	.43	2	6	0

	NEEDED IMPROVEMENT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	ATTRACTING & RETAINING BUSINESSES	2.38	16.0%	.48	0	5	3
2	BALANCE BETWEEN JOB & HOUSING GROWTH	2.88	11.0%	.33	0	1	7
3	DULLES AIRPORT	2.50	24.0%	.71	1	2	5
4	TOURISM	1.88	17.0%	.33	1	7	0

	Heat Map	IMPORTANT	low / med / high	Product
1	ATTRACTING & RETAINING BUSINESSES	3.00	2.38	7.12
2	BALANCE BETWEEN JOB & HOUSING GROWTH	3.00	2.88	8.62
3	DULLES AIRPORT	2.25	2.50	5.62
4	TOURISM	1.75	1.88	3.28

Heat Map



10. Streamline approval process. The time and cost to develop in Fairfax County is a huge impediment
11. Be open minded and practical, not bureaucratic.
12. Make process more transparent to neighbors to avoid process based objections that aren't substantive
13. Continue to evaluate the costs and complexity of proffers, which often discourage landowners from developing or redeveloping their properties.
14. More the permitting process more streamlined and efficient and faster.
15. Work with developers to meet everyone's needs. How do we get to yes? As opposed to here are the rules..

Work within

16. Notes:

1. *The process of "getting anything thru FFX County" for developers is arduous... balance is needed*
2. *Developing in FFX County has a bad reputation for being arduous. The unknown to how the county reacts to developing within the county*
 - 2.1. *Expediting the permit redevelopment, so developers do not miss the market opportunities*
 - 2.2. *Take a project management/program management approach... vs buy right scenario*
 - 2.3. *Consider an "Agile" approach when looking at the existing policies*
 - 2.4. *The permit process is not transparent, and community involvement is late in the process and which then delays process*
 - 2.5. *Earlier involvement of community early on, before permitting process becomes too involved. (May make process more complicated, but in instances where community is not interested in providing input, permitting process was still arduous.*
 - 2.6. *Developers can get through 6-9mo development process in Herndon.. other localities can be a 1yr. FFX County is 18-24 mos.*
3. *Plan an amendment process (comprehensive plan amendments)*
4. *Too expensive, arbitrary and subject to a small group of people's input who are not educated*
5. *Fairfax County Fire Marshal's office is difficult to work with... reputation has spread across the US.*
6. *We can make companies to be charged and prevent companies from occupying their businesses due to fire marshal regulations*
7. *Fire Marshall's office is not included early in the development process*
 - 7.1. *Well aware of challenges. Speaking with leadership currently and are aware there are many changes that need to change*
 - 7.2. *Ask to group: If they are hearing about specific issues in meetings, please contact Rob. Rob will discuss with individuals regarding complaint.*

4. REGIONALISM

1. Stronger mechanisms for group decision making
2. Strategies for addressing infrastructure needs
3. This is the key point, all aspects of our community should be looked at from a from a regional perspective especially transportation.
4. It would be good to establish one or two projects on how DMV region can work together to attract international businesses as a foray into building mutual trust rather than have Maryland just trying to buy our companies away from us with their incentives. We all have strengths we could use to have one or two simple strategies.
5. Seek opportunities in a structured approach to work regionally at all levels. Define regional broadly, not just NoVA.
6. Work with the Commonwealth to create new incentives - for instance, perhaps we could attract manufacturing companies if we had an incentive for putting HQ or administration in Fairfax and build factories downstate. Let's be creative....rather than have state try to get Fairfax companies just to move downstate.

5. COMMUNICATIONS

1. Continue to add web apps like FIDO and make government very self service where possible
2. Utilize county communications to educate on all these topics.
3. Invest in and support initiatives like Connect NoVa and promote the interconnectedness of the county
4. More PPP around communications

6. ORGANIZATIONAL CAPACITY AND LEADERSHIP

1. I think the county has done a great job of organizing the senior leadership around new priorities. Keep it up
2. Outreach, like this will serve the county well. This feels new and very productive
3. Stronger bond between BOS and State Delegation to General Assembly :)

- 4. Consider mixture of at large and district representation to reduce fiefdoms and promote broader objectives
- 5. Empower staff to make decisions at lower levels

GOAL AREA VOTE

GOVERNANCE

Vote Number: 9 Abstained Votes: 3

	IMPORTANT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	SOUND FINANCIAL DECISIONS	2.44	17.0%	.50	0	5	4
2	REGULATORY PROCESSES	2.89	10.0%	.31	0	1	8
3	LAND USE POLCIES	2.78	14.0%	.42	0	2	7
4	REGIONALISM	2.22	21.0%	.63	1	5	3
5	COMMUNICATIONS	1.89	19.0%	.57	2	6	1
6	ORGANIZATIONAL CAPACITY AND LEADERSHIP	2.44	17.0%	.50	0	5	4

	NEEDED IMPROVEMENT (1 = Low, 3 = High)	Avg.Score	+/-	Std Dev	Low	Medium	High
1	SOUND FINANCIAL DECISIONS	2.00	22.0%	.67	2	5	2
2	REGULATORY PROCESSES	2.67	22.0%	.67	1	1	7
3	LAND USE POLCIES	2.78	14.0%	.42	0	2	7
4	REGIONALISM	2.33	22.0%	.67	1	4	4
5	COMMUNICATIONS	1.89	19.0%	.57	2	6	1
6	ORGANIZATIONAL CAPACITY AND LEADERSHIP	2.11	19.0%	.57	1	6	2

	Heat Map	IMPORTANT	low / med / high	Product
1	SOUND FINANCIAL DECISIONS	2.44	2.00	4.89
2	REGULATORY PROCESSES	2.89	2.67	7.70
3	LAND USE POLCIES	2.78	2.78	7.72
4	REGIONALISM	2.22	2.33	5.19
5	COMMUNICATIONS	1.89	1.89	3.57
6	ORGANIZATIONAL CAPACITY AND LEADERSHIP	2.44	2.11	5.16

Heat Map

