

Place-Led Economic Development

Board of Supervisors
Economic Initiatives Committee

May 17, 2022



An abstract geometric artwork featuring a complex pattern of triangles and polygons in shades of red, orange, blue, and green. In the foreground, two men are seen from behind, looking at the artwork. The man on the left is wearing a blue denim jacket and a black cap, while the man on the right is wearing a brown jacket. A teal semi-circle is visible in the bottom right corner of the image area.

Agenda



Background and Process



Needs and Opportunities



Models and Best Practices



Next Steps

Background

- 2010** ● Fairfax County adopted the Tysons Comprehensive Plan Amendment to transform the area
- 2011** ● Creation of the Tysons Partnership to facilitate initiatives by private and public sector entities and help drive placemaking, mobility, events, and economic growth
- 2020** ● Board matter to support 'the next generation of the Tysons Partnership' to meet community needs and develop a model that could be applied to other places in Fairfax County
- 2021** ● Tysons Vision Work Group created to generate recommendations for a public-private "anchor organization" for Tysons



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December 1, 2020

Joint Board Matter with Chairman McKay, and Supervisors Alcorn and Foust

Expansion of Tysons Partnership's Role

The Honorable Dalia A. Palchik
December 1, 2020
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between County government and the community stakeholders who have the shared vision of economic growth and successful development.

Therefore, I move, in collaboration with Chairman McKay, and Supervisors Alcorn and Foust, that the Board of Supervisors direct that staff and the Partnership work to identify what the next generation of the Partnership looks like. The work of this group should include a plan spelling out the role, major activities, financing, and value proposition provided to the Tysons community and Fairfax County overall. It shall focus on governance, metrics of success and a sustainable funding stream. Recognizing that this process will take some time, I would set the FY 2023 budget as the timeframe for any recommendations to be implemented. In the preparation for this recommendation, the conversation should look at best practices in Virginia and beyond, engage local businesses, community members, and other stakeholders in Tysons beyond the Partnership membership, as well as provide regular reporting to the Board via memos and Committee meeting conversations.

Tysons Vision Work Group

The Tysons Vision Work Group has a broad representation of stakeholders

- Includes residents, government, property owners, businesses, community and economic development stakeholders
- Held facilitated meetings between November 2021 to January 2022

Tysons Vision Work Group Deliverables

- Evaluate Best-Practices
- Develop a Vision, Mission and proposed Scope for Tysons
- Model a process and solution that could be applied to other communities in Fairfax County



Application Across Communities

- The work in Tysons applies countywide to facilitate place-led economic development
- Informs a comprehensive, strategic initiative addressing place-led economic development that meets individual community needs
- Provides an example of how this approach can be implemented in other communities within Fairfax County

Alignment with Countywide Initiatives



FY 2023
Proposed Budget

Stimulating economic growth and development through community investments



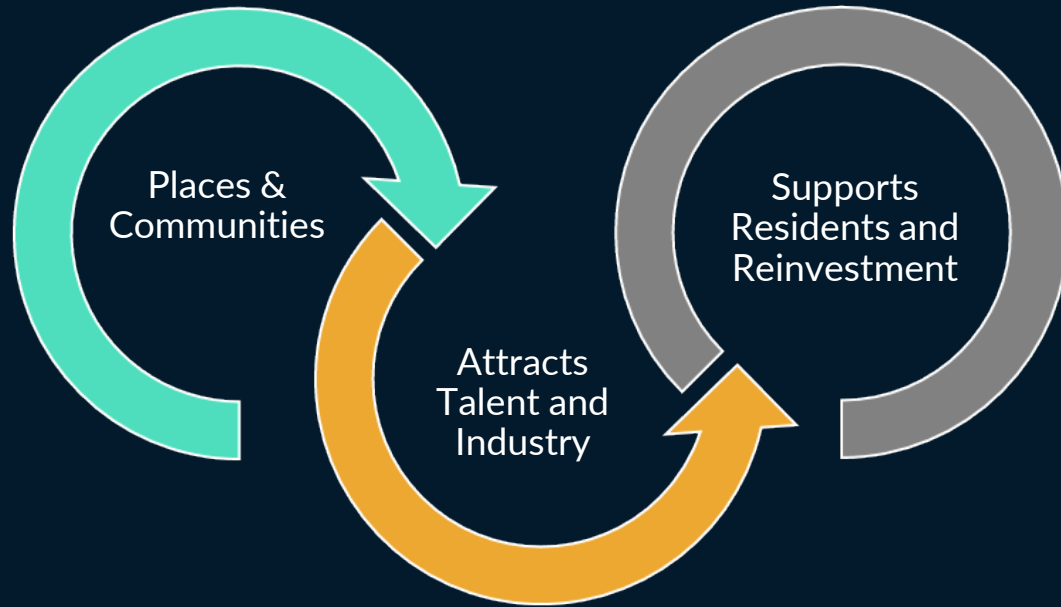
Supports the Economic Opportunity Community Outcome Area and the following Indicators of Success:

- Promoting innovation in the Local Economy
- Promoting Economic Vibrancy in all parts of the county



Ensuring all community voices are heard and included

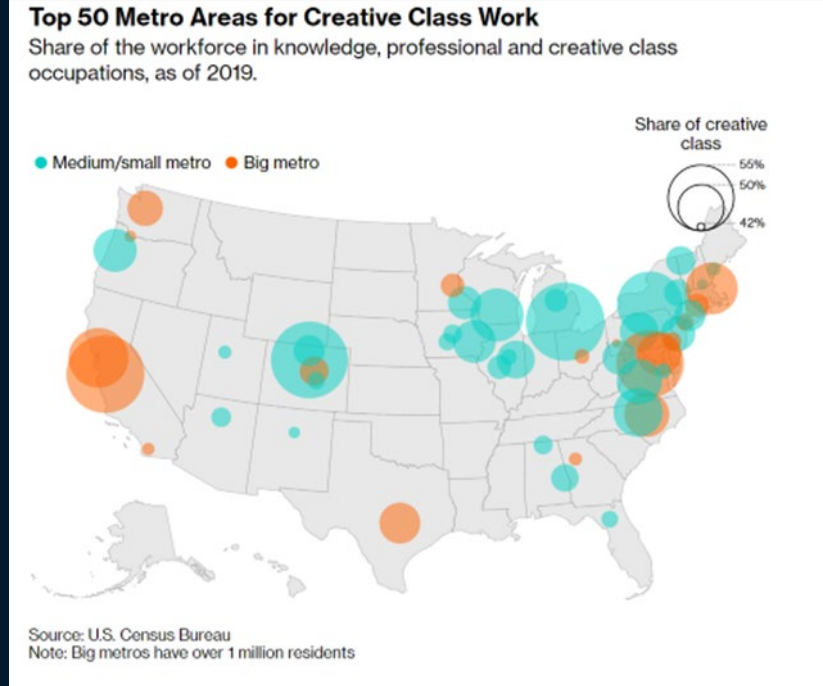
Place: The New Economic Development Paradigm



Competition is National...

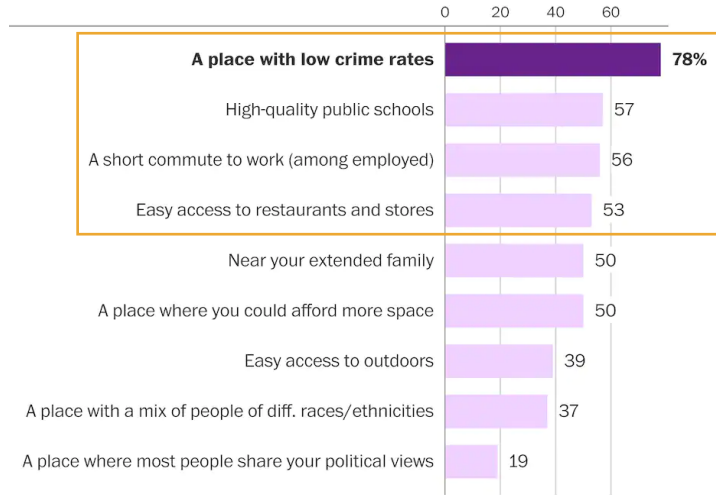
Places support and attract *people* → business follows

- Workers are increasingly choosing smaller and medium-sized metros
- Unique bundles of amenities continue to be attractive to workers, residents, and visitors
- Offerings in less expensive metros are driving growth



D.C.-area residents prioritize living in places with low crime rates, good schools and short commutes

Q: Imagine that you are moving to another community. In deciding where to live, how important would each of the following be to you. (Percent saying "extremely" or "very" important)



Note: "Moderately important," "Not very important," "Not at all important" and "No opinion" not shown.

Source: July 6-21, 2021, Washington Post-Schar School of Policy and Government poll of 500 D.C.-area residents with a margin of error of +/- 6 percentage points and 651 D.C.-area workers with an error of margin of +/- 5 points.

EMILY GUSKIN/THE WASHINGTON POST

... And Regional

- Within the D.C. region – place matters
- Safe communities with opportunities for work and recreation
- Opportunities and assets exist within communities across Fairfax

Community Assets

Every community in Fairfax County has unique assets; continued action is required to build on them.

- What are existing strengths and barriers?
- How can assets be developed and connected?
- Who leads and is part of the effort?



What makes a Great Place?
Project for Public Spaces

Survey of Models & Best Practices



Existing Models

Though specifics vary by context, two regionally-familiar modes are:



Business Improvement District (BID)

- **Origin:** Often begin as commercial associations, then form a taxing district
- **Funding:** Predictable; often ad valorem tax based
- **Leadership:** Largely drawn from business / commercial property owners; can include residential elements



Partnership / Main Street Program

- **Origin:** Often begin as commercial associations of local non-profits, with government participation
- **Funding:** Variable - member dues, grants, government awards
- **Leadership:** Largely drawn from business community and community leaders, may include small businesses



Both Models

- **Leadership:** Government helps steer function, funding, participation
- **Funding:** Use of tax dollars, grants and/or contracts, parking revenues

Best Practices + Lessons Learned

- Start with a goal and know you will scale up
- Ability to be nimble and adapt is important
- Encompass the knowledge of government with the sense of urgency of private industry
- Establish a predictable funding stream
- Performance-driven and accountable
- Almost all organizations' budgets grew and changed as their scopes matured
- Be apolitical as possible while still advocating
- “Happy People on Foot”



Best Practices: Activities



PROMOTE THE VALUE/ BRAND OF THE AREA

- Communication through social, earned, owned and paid media.
- Produce and leverage events.
- Community outreach and engagement.
- Promote all entity programs and projects.
- Support executive and board.



ACTIVATE THE PUBLIC REALM

- Facilitate community and business engagement in public space
- Pilot projects to ensure inclusion and support before any full roll out.
- Activate public space through cultural partnerships.
- Support local government plans through stakeholder partnerships.



CHAMPION A LIVABLE COMMUNITY

- Facilitate community and business engagement in introducing mobility.
- Foster implementation of mobility solutions.
- Promote multi-modal improvements like pedestrian, bicycle and transit.
- Promote and actively support Transportation Demand Management planning practices.



MEASURE THE RETURN ON INVESTMENT

- Invest in research and data-driven models to support public and private sector.
- Serve as a thinktank and facilitate growth strategies with public and private stakeholders
- Provide updated area specific economic and market data to entice new business and industry

Example Activities: Tysons



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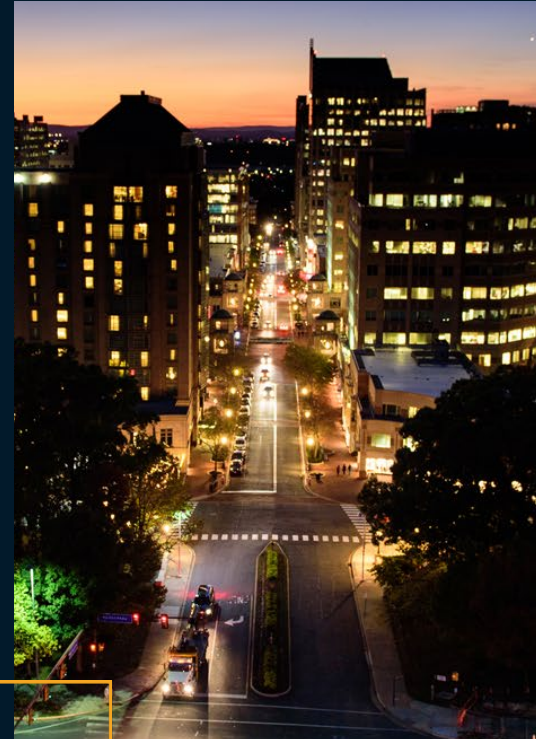
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Draft Vision & Scope: Tysons Anchor

Draft Vision: To be a catalyst for the continuing transformation of Tysons, Virginia into an inclusive, vibrant, globally attractive urban center where all thrive.

1. **Champion Livability through Walkability and Connectivity** (Transportation and Mobility)
2. **Activate the Public Realm through Events and Pop-Up Spaces** (Placemaking, Place Management)
3. **Tell Tysons' Story** (Communications and Branding)
4. **Catalyze Inclusive Economic Growth** (Research and Business Support)



Interesting Programs + Initiatives



GEORGETOWN ★ DC

Cracks and hazards in Georgetown's famous brick sidewalks challenged its image as a pedestrian destination, until the **Georgetown BID** took over managing repairs. DC government needed to amass enough repairs to justify a purchase order, but the nimble BID can now get to small fixes faster before they become big problems. Vacant retail space is an example of "broken bricks": of Tysons: The perfect opportunity for a quick-moving organization to make a big difference where government can't.



The Crystal City BID relaunched as **National Landing BID** in 2020, to reflect expanded boundaries and "foster a more cohesive identity for the entire National Landing area." A new "visual identity" includes branding and multimedia storytelling that highlights "little-known angles of the neighborhood and the easy urban lifestyle possible here."



Downtown Wichita won grants from the NEA for professional public art projects creating "front doors" from downtown business to the public domain.



Next Steps

- Continue to refine Tysons anchor organization
- Return to the Board of Supervisors with proposed:
 - Activities
 - Governance
 - Resources
- Invitation to visit individual Board of Supervisor members

