

# The Board of Supervisors' Economic Success Strategic Plan FALL 2017 UPDATE



A Fairfax County, Virginia, publication  
[www.fairfaxcounty.gov/economic-success](http://www.fairfaxcounty.gov/economic-success)

Cover Photo: Fairfax County Police Department

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# Economic Success Strategic Plan OVERVIEW

In 2015, the Fairfax County Board of Supervisors adopted The Strategic Plan to Facilitate the Economic Success of Fairfax County. The plan envisions an economically strong and sustainable Fairfax County and focuses on four fundamental themes:

## People, Places, Employment, and Governance.

Each of the four themes contains a vision of what we aspire to and the related fundamental strategies. Since its adoption, County staff has been working on the implementation of the actions prescribed within the plan's six goals:

1. Further Diversify Our Economy
2. Create Places Where People Want To Be
3. Improve the Speed, Consistency, and Predictability of the Development Review Process
4. Invest in Natural and Physical Infrastructure
5. Achieve Economic Success Through Education and Social Equity
6. Increase Agility of County Government



## OVERARCHING VISION

**F**airfax County has achieved an exceptionally strong local economy and high quality of life through its focus on, among other things, the economic development efforts of the community. Our sustained efforts have resulted in the County being the largest and strongest economy in the Washington Metropolitan area and one of the strongest in the nation. This is evidenced by a high quality of life, a strong local employment base, competitive tax rates, nationally recognized schools and governance, and a preeminent economic development program.

However, no community has a preordained right to prosperity. Prosperity can only be achieved and sustained when a community's citizens, businesses, and government work in concert for everyone's benefit.

Success requires examining our goals, strategies, and approaches. The County must work deliberately to maintain, diversify, and enhance our strong and vital community in order to sustain and grow our economic



prosperity. In the challenging and changing economic climate and changing demographics of this century, Fairfax County cannot rest on its previous achievements. Our vision is a community where businesses, residents, and employees of a variety of ages, abilities, and experiences want to live, work, play, learn, and thrive.

The stories of success in this report are organized around a set of themes based on the natural affinity between Goals 1 and 5, Goals 2 and 4, and Goals 3 and 6.

Theme One: Innovation and Equity

Theme Two: Places and Infrastructure

Theme Three: Governance and Financial Stewardship

# Innovation and Equity

## FAIRFAX COUNTY: TEST TRACK FOR THE FUTURE OF CONNECTED AND DRIVERLESS CARS

On May 3, 2017 Fairfax County and Virginia Tech National Capital Region held a Connected and Autonomous Vehicle (AV) event. This event brought together AV experts, policy makers, manufacturers and entrepreneurs to present ongoing research showcase technology. Demonstration rides were offered in vehicles with either connected or autonomous technology.

Connected and Driverless cars are the next innovation in transportation and will be on the roads sooner than most people think. “Unlike California and many other states, Virginia hasn’t put up



any regulatory roadblocks for connected and self-driving cars,” said Fairfax County Supervisor John Foust who chairs the County’s Economic Advisory Commission. “This means we have an open road to allow this technology to advance, including in Fairfax County where’s its being road tested today.”

As Virginia aims to become the capital for automated cars, Fairfax County is positioning itself as the state’s hub for this technology.

“We see Fairfax County as a huge opportunity for rolling out the technology and watching as it grows,” said John Estrada, CEO for eTrans Systems, whose Mosaic-based firm supplies software for connected and autonomous vehicles.

This technology could deliver a significant economic impact, upwards of \$1 trillion say some studies. In our efforts to grow and diversify the economy, County leaders want to stimulate innovation and technology whether it’s driverless cars, biotech, data analytics or other emerging industries.

# Innovation and Equity

## TEST TRACK: MORE THAN 70 MILES OF SMART ROADS IN COUNTY

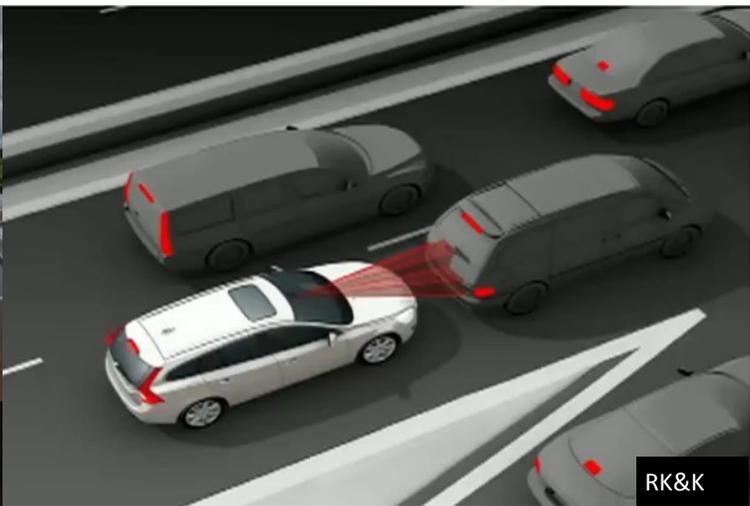
While one may not see a driverless car on our roads, this technology is being road tested on Fairfax County highways now. “We’re actually doing lots of testing right here in Fairfax County at the connected and automated corridors,” said Cathy McGhee who directs the Virginia Transportation Research Council. VTRC is an important player in the field since they lead research efforts for the Virginia Department of Transportation. The council also works in partnership with Virginia Tech.

There are more than 70 miles of smart roads in Fairfax County. The sensors installed along I-66, I-495, I-95 and Routes 29 and 50 form what’s called the connected and automated corridor.

“It is one of the most heavily instrumented highways in the whole, entire world,” said Reg Viray a researcher with Virginia Tech’s Transportation Institute.

This connected technology allows specially equipped cars to talk to the roads, and the infrastructure to communicate back to the cars.

Fairfax County is perfect for road testing the technology in real world conditions, said both McGhee and Viray. The connected cars face congestion and emergency vehicles on a daily basis.



## GOVERNOR MCAULIFFE ANNOUNCES AUTONOMOUS SYSTEMS CENTER OF EXCELLENCE

On May 11, 2017 Governor Terry McAuliffe announced the establishment of the Commonwealth’s Autonomous System Center for Excellence in Herndon.

“The autonomous systems industry is one of the cornerstones of the new Virginia economy,” said Governor McAuliffe. “With the establishment of the Autonomous Systems Center of Excellence, we will send a clear message that Virginia is open for unmanned systems business. Over the past three years, we’ve made tremendous progress to support this emerging industry, and we’ll continue our efforts to cut red-tape and open the door for further growth.”



Countywide

*For more information:*

- [Fairfax County: Test Track Press Release](#) | [Video](#) | [Event Video](#) | [Event Website](#)
- [Commonwealth of Virginia Press Release](#)

# Innovation and Equity

## INNOVATION CHALLENGE: INNOVATING TO BOOST ECONOMY, DELIVER VITAL SERVICES

On May 18, 2017, the Fairfax County Human Services Council brought together hundreds of social entrepreneurs, businesses, public sector representatives, and others for the first-ever *Innovation Challenge* held at ICF International. The half-day *Innovation Challenge* kicked off with three main objectives:

- Exchange information about state-of-the-art innovations that can address health and human service challenges.
- Elicit new ideas from public and private partners to enhance services and maximize resources.
- Set the stage for specific recommendations about service enhancements and resources required to present to relevant stakeholders in the future.



"*The Innovation Challenge* is rooted in the belief that Fairfax County can only be as economically strong and vibrant as the financial strength and health of each and every one of its residents. Not everyone is on an equal playing field when it comes to that," said Tom Goodwin, member of the Human Services Council. "We have to find new ways to deliver vital health and human services through creative collaboration across sectors."



The Challenge also presented important opportunities for the community to connect with speakers from the Northern Virginia Chamber of Commerce, Montgomery County, University of Virginia, the Community Foundation, and Virginia Tech. Representatives from these organizations covered topics such as Montgomery Moving Forward: An Initiative of Nonprofit Montgomery, Innovative Models and Strategies for Data-Drive Governance, and Progressive Funding Opportunities (i.e., Pay for Success).

Another exciting component of the conference featured a Reverse Pitch session organized by Halcyon Incubator and Startup Grind. A broad community challenge from the Needs Assessment was briefly shared and a pre-identified business responded with their innovative product, service, technology, expertise, or skill set that may help to improve the corresponding community issue.

Participating organizations in the reverse pitch included Alzheimer's Association, Reciprocare, MemoryWell, George Mason University Core Companion, CarpooltoSchool, SkillSource Group, Caila, Cornerstones, and Headai USA. Among the pitches presented to attendees were early childhood education, transportation options for older adults and individuals with disabilities, and skills training for employable sectors.

The Human Services Council is playing an essential role in creating opportunities like the *Innovation Challenge* to spark discussions between groups and individuals that may not normally cross paths. *The Challenge* was the first of many events that will help accelerate the County's goal of strengthening our economy and delivering vital health and human services through novel and creative collaboration across sectors.



Countywide

For more information and materials, visit the [Innovation Challenge website](#). | [Video](#)

# Innovation and Equity

## ONE FAIRFAX RESOLUTION UPDATE

In 2016, the Fairfax County Board of Supervisors adopted the One Fairfax resolution. This resolution directs the development of a racial and social equity policy to ensure all residents have an opportunity to reach their highest level of personal achievement. The policy was written last winter and is currently under review and discussion by members of the Fairfax County Board of Supervisors and the Fairfax County School Board during Fall 2017.



The policy contains information on the purpose of One Fairfax, definitions, areas of focus to promote equity, processes, and roles.



Countywide

## SCYPT RETREAT: USING DATA TO PRIORITIZE NEEDS FOR CHILDREN AND YOUTH

On June 7, 2017, the Successful Children and Youth Policy Team (SCYPT) participated in a full-day retreat to identify policy areas of focus related to children, youth and families. The SCYPT is comprised of leaders from multiple sectors within Fairfax County. At the retreat, SCYPT members had time to review and discuss population-level data for numerous indicators under three themes: Health & Safety, Opportunities to Learn, and Economic & Community Success. Following extended small group and full-team conversations, the SCYPT identified five issue areas for further consideration: School Readiness, Behavioral Health, Access to Services, Safety, and Prenatal Health. This retreat was one of several ongoing steps of the SCYPT's long-term strategy to develop a comprehensive plan to improve outcomes for Fairfax County's children and youth.



Countywide

Read more about the [Successful Children and Youth Policy Team](#) | [@ffxyouththrive](#)

## TRANSPORTATION OPTIONS FOR OLDER ADULTS AND INDIVIDUALS WITH DIFFERING ABILITIES

As the Fairfax region continues to age, an accessible, affordable, and coordinated transportation system is a critical component to ensuring our older adults and individuals with disabilities are connected to resources and opportunities to live, work, and play in the community of their choice. The Department of Neighborhood and Community Services, in collaboration with the Fairfax County GIS and Mapping Office, designed an interactive transportation tool that provides transportation options and resources specific to an address for older adults and individuals with disabilities. This tool includes resources and info on volunteer transportation, taxi voucher program, Metroaccess, Logisiticare, trip planning, and other public transportation options.



Countywide

For more information, visit the [Human Services Transportation site](#).

# Innovation and Equity

## INNOVATIVE HOUSING FOR THE HOMELESS ON THE HORIZON



A new innovative approach for housing our homeless residents and helping them transition into permanent housing is scheduled to open in late 2019 in the Bailey's Crossroads area. The new facility will be located at 5914 Seminary Road and will replace the existing Bailey's Crossroads Community Shelter located on Moncure Avenue. Construction on the new shelter will begin in early 2018.

Several features of the new facility include:

- 52 emergency shelter beds to serve single adults, including four medical respite beds
- Approximately 18 personal living quarters
- Outdoor picnic and activity area
- 24-hour staffing, including guidance and counseling
- Hypothermia prevention program site, which operates from November through March, with a "no turn-away" policy during freezing temperatures.

"This brand new facility will be our first in a new generation of modern facilities," said Dean Klein, Director of the County's Office to Prevent and End Homelessness. "We have some very old facilities with a lot of wear and tear that weren't built to accommodate the new models for housing our homeless population. This new facility will have much better efficiencies of our resources and staff to provide the best care possible to this vulnerable community."

The facility is designed to provide flexibility where multiple needs can be met at one location. It will provide both emergency shelter to meet crisis for single individuals who are homeless, as well as permanent supportive housing units to allow us to provide permanent housing with intensive services. These services are needed for individuals who have experienced long-term homelessness and have significant barriers that have prevented them from being independent in our community.

In addition, the flexible space will be able to accommodate changes in the numbers of homeless and will allow for an increase in permanent supportive housing units as our homeless numbers decrease.



Falls Church - Mason District

For more information, visit the [project webpage](#) | [County Conversations Podcast](#)

# Innovation and Equity

## LEWINSVILLE SENIOR CENTER AND CAMPUS UNDERGOING RECONSTRUCTION

A little over a year ago, the County of Fairfax in partnership with the Fairfax County Redevelopment and Housing Authority (FCRHA) and Wesley-Hamel (Wesley Housing Development Corporation and Hamel Builders) hosted a groundbreaking ceremony to celebrate the start of construction on the Lewinsville Community Campus.

Construction is in full swing at the site formally known as the Lewinsville Center. When completed, the Lewinsville Community Campus will consist of two new buildings: a total of 82 units of privately operated affordable senior independent housing, known as The Fallstead at Lewinsville Center; and a County facility, which will include a senior center, adult day health care center, and two private child daycare centers. Wesley Hamel will construct the housing component, which will be operated by Wesley Housing Development Corporation.

The 8.66 acre Lewinsville property is located at 1609 Great Falls Street in McLean. The property's old facility, originally the Lewinsville Elementary School, was constructed in 1961 and contained approximately 38,355 square feet. Transferred from Fairfax County Public Schools to the Board of Supervisors in 1985, the building housed 22 units of affordable senior independent housing, as well as a senior center, an adult day health care center, and two privately operated child care centers.

The new Lewinsville Community Campus will bring nearly four times as many affordable independent-living units to the community for seniors at or below 50% of the area median income. It will also nearly double the capacity at the Adult Day Health Care Center and Senior Center and provide state-of-the-art facilities for the childcare centers.

The residential building is expected to be completed in Fall 2018 and the County-owned building is expected to be completed in spring 2019.



McLean - Dranesville District

For more information, visit the [Lewinsville Senior Center](#) site.

# Innovation and Equity

## **BREWING UP ECONOMIC SUCCESS: ONO BREWING COMPANY JOINS SCENE**

Fairfax County's seventh craft brewery opened on September 20, 2017. Ono Brewing Company, a Hawai'i-inspired brewery, features a special automated brewing system.

Scott Hoffman, Ono owner explains, "customers are greeted by a tasting room attendant who takes a credit card to start a beer tab by activating an "Ono" card. The Ono beer card has an RFID chip that will activate the tap, enabling customers to pour a half glass, full glass or just a taste into several glasses, then bring them back to their table."

Chairman Sharon Bulova, Sully District Supervisor Kathy Smith, Fairfax County EDA's Jerry Gordon, and Visit Fairfax's Barry Biggar welcomed the Hoffman family's business to the County. Chairman Bulova added "Craft brewing is exactly the kind of business we want to see grow and flourish in Fairfax County."

Other craft breweries operating in Fairfax County include Aslin Beer Company (Herndon), Caboose Brewing Company (Vienna), Fair Winds Brewing Company (Lorton), Forge Brew Works (Lorton), Lake Anne Brew House (Reston), and Mustang Sally Brewing Company (Chantilly).



Chantilly - Sully District

*[Ono Brewing Company opens in Chantilly with Hawaiian theme and self-serve technology](#)*

## **REGIONAL CENSUS OF STARTUPS FINDS FAIRFAX WITH THE MOST IN NORTHERN VIRGINIA**

Fairfax County has the highest density of startups in Northern Virginia, according to the results from Fosterly's 2016 regional census.

Fairfax is the headquarters location for 14.5% of startups, and Northern Virginia is home for 32% of startups in the region, trailing just behind the District of Columbia, which houses 40%.

Fosterly's census surveyed startups in the D.C. region, and it provides granular, local data about the area's innovation ecosystem. Fairfax County and the Fairfax County Economic Development Authority sponsored this research, along with other companies and public agencies.

The census points to the region's growing entrepreneurial scene, including the number of firms formed, jobs created, and revenues generated.

Most startups were founded in the last five years—with 25% setting up shop in 2016. This is an encouraging sign as national economic data show startup creation at a 40 year low. In the U.S., only 8.9% of companies were in business for two years or less, says the U.S. Census Bureau in its most recent 2014 survey of entrepreneurs.

# Innovation and Equity

Fosterly's findings also point to positive job growth. It finds that 83% of companies will hire full or part-time employees in the next 12 months, with 22% planning to hire between five and 10 people.

Startups employ 3% of the nation's workers every year—yet they account for 20% of net jobs created. This finding comes from research conducted by economists from the U.S. Census Bureau and University of Maryland.

This outsized impact is one reason Fairfax County officials are trying to foster more startups and greater entrepreneurship as part of their Strategic Economic Success Plan.

Significantly, the census reveals that most startups make money from selling to the private sector, not to governments as might be expected. The data showed that 77% of revenues came from private sector sales, including business-to-business and business-to-consumer sales.

Fosterly's figures also point to rising revenues. This year 45% of startups project revenues of more than \$500,000—twice the number that exceeded the half million dollar mark in 2015. The number of firms that will record \$2 million in revenues or greater is expected to more than double this year compared to two years ago.

This was Fosterly's first annual census. Their results are based on the data collected, although the survey is not a comprehensive assessment of every company in the region.



Countywide

Read more about the [Regional Startup Census](#) | [Creating Innovation Ecosystem](#)



## EQUITABLE SCHOOL READINESS STRATEGIC PLAN

To strengthen and prepare all children in Fairfax County for school, a School Readiness Strategic Planning Team comprised of representatives from County Health and Human Services, FCPS, nonprofit organizations, libraries, and higher education institutions was formed. The team was charged with developing a comprehensive plan for delivering equitable school readiness supports to young children, birth to eight years old, and their families. The plan outlines several strategies to strengthen opportunities for all children in Fairfax County.



Countywide

For more initiatives and activities, visit the SCYPT's [website](#).

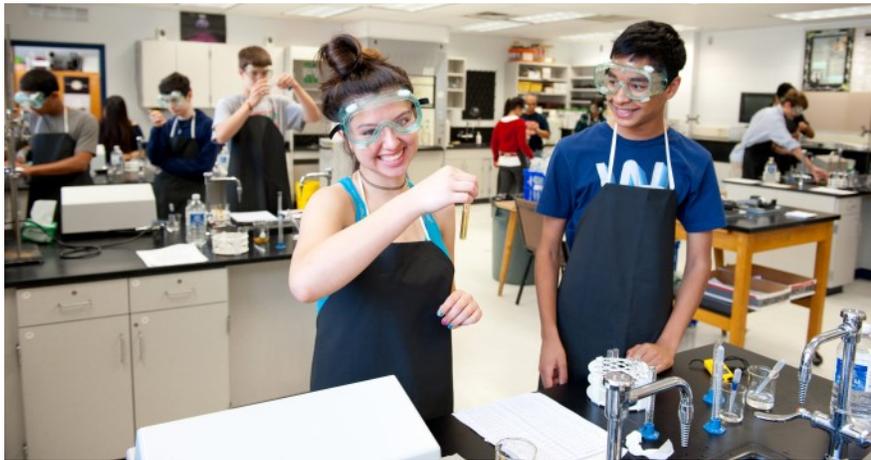
# Innovation and Equity

## STEM VIEWER TOOL MAPS STEM PROGRAMS THROUGHOUT COMMUNITY

The STEM Opportunities for Youth map viewer grew out of work supporting Goal 5 of the Fairfax County Strategic Plan to Facilitate Economic Success. In part, Goal 5.4 states the importance of expanding STEM training, identifying current investments, and prioritizing the expansion of effective STEM programs and partnerships.

The Goal 5 Implementation Team sponsored an extensive survey of well over 100 government, business, and community stakeholders to determine the extent of STEM opportunities in the County. This information was developed into a database called the STEM Snapshot.

From the Snapshot, this mapping application, the STEM Viewer, was developed by a work group formed from survey participants from Fairfax County Public Schools, Fairfax County Public Libraries, County Office of Public Private Partnerships, Neighborhood and Community Services, and GIS.



According to the Northern Virginia Technology Council's 2016 Workforce Needs Assessment, between 2012 and 2022, the greatest growth in jobs in Fairfax County will be in STEM-related fields. However, only 16% of youth (nationally) are interested in pursuing a STEM career.

The STEM Viewer will be a key element in a larger effort to tie together the promotion of STEM opportunities for youth, establishing career pathways for youth, and workforce development activities in order to meet the growing need for a STEM-focused and STEM-proficient workforce to maintain Fairfax County's status as a national hub for STEM industries. Additionally, the map will shed light on equity issues around STEM program provision.

The intended audience is broad and includes students and families, school counselors, program planners throughout the County, County decision makers, and businesses, nonprofits, and others interested in providing STEM programming in Fairfax County.

To determine which specific data elements in the STEM Snapshot would produce a map that would be useful to the widest audience while supporting ease of maintenance, the mapping work group sorted through more than 100 programs detailed in the Snapshot. It was decided to focus first on public programs provided by NCS, FCPS (beyond the standard curriculum) and FCPL; the viewer will be expanded in stages, eventually including information on programs and activities provided by Fairfax County Park Authority; nonprofit providers, such as Children's Science Center and First Robotics; academic partners (GMU, NVCC, VT); and many business and corporate sponsors.

The STEM Viewer will be hosted and maintained by a collaborative effort of stakeholders.



Countywide

View the [STEM Opportunities Map](#) | [NCS Website](#) | [2016 Workforce Needs Assessment](#)

# Innovation and Equity

## WHY HOUSING MATTERS: RHA STRATEGIC PLAN AND THE COMMUNITYWIDE HOUSING PLAN

Fairfax County is developing a Communitywide Housing Strategic Plan. Led by the Department of Housing and Community Development (HCD), the purpose of the plan is to:

- Create a shared community vision of how housing supports local economic growth and community sustainability.
- Quantify the housing needed to sensibly accommodate future growth.
- Develop specific, measurable, and actionable strategies for meeting countywide housing goals.
- Identify the programs and policies, and specific funding sources, that will be required to address housing needs in 5, 10, and 15 years.



As of October, HCD conducted four meetings throughout the County on Communitywide Strategic Housing Plan (Alexandria, Annandale, and two in Reston). The agency has received over 4,500 online responses to the affordable housing survey. As part of next steps, the agency will engage the business community through local chambers of commerce and small business organizations.

The Fairfax County Economic Success Strategic Plan specifically identifies housing affordability as being directly connected to ensuring the County's economic competitiveness. Affordable housing development is economic development. HCD will be working closely with the Economic Success Plan Working Groups to ensure that the goals of the Communitywide Strategic Housing Plan are closely aligned with those in the Economic Success Plan.



Countywide

For more information, visit the [RHA website](#) | [Video](#) | [FY2018 Strategic Plan](#)

## BUSTRACKER GIVES RIDERS REAL-TIME INFORMATION FOR FAIRFAX CONNECTOR

Fairfax Connector BusTracker uses GPS technology to provide real-time information on the arrival times and locations of buses. It lets you know when your bus will arrive at your stop. The system premiered in summer 2017.



FAIRFAX CONNECTOR

# BusTracker

By using a smart phone, tablet, or a computer, riders are able to find out the scheduled and estimated arrival time of their bus.

The map feature will let users track buses real-time by selecting a route or a specific stop.

Riders can also sign-up for real-time notifications and receive emails or text messages about their bus at specified times, stops and routes.



Available Countywide

For more information, visit the [Fairfax Connector BusTracker](#),



## INVESTIGATING SPORTS TOURISM OPPORTUNITIES

To explore the potential economic impact of sports tourism on our economy, Supervisor Herrity initiated a Sports Tourism Task Force. The Sports Tourism Task Force will look at the value of potential sports and athletic tourism opportunities and partnerships, outline what investments the county may be expected to make to achieve these goals, policies that may need to be changed, enacted, or eliminated to achieve these goals, and the economic impact models that can be used to determine positive impact in our community.



Countywide

*View Supervisor Herrity's [Board Matter](#) | [Visit Fairfax](#) | [Park Authority](#)*

## HACK-A-THON PLANNED WITH VDOT AND COUNTY DATA

On November 16 and 17, Fairfax County and VDOT are partnering to put on their first hackathon to allow entrepreneurs, tech companies, and students to participate and help create innovative new technologies to relieve congestion, improve safety, make it easier for residents to get around, and advance autonomous and connected vehicle technology.



Reston - Hunter Mill District

*For more event details, visit the [event website](#). | [VDOT Smarter Roads Data Portal](#)*

# Innovation and Equity

## HEALTHY MINDS FAIRFAX INITIATIVE SUPPORTS EMOTIONAL WELLNESS



### Supporting Emotional Wellness in Youth and Families

Fairfax County has launched a new initiative and expanded services to help children, youth and families access mental health and substance abuse services through a coordinated network of County agencies, schools and private providers.

Healthy Minds Fairfax is working to identify high quality resources, supports and opportunities for families to help further social, emotional and healthy growth for all children, youth and young adults across Fairfax County. According to James Gillespie, director of Healthy Minds Fairfax, elevating awareness and helping families navigate access to care is a major component of the initiative. “When people are seeking help - it may be during a crisis, or, at least extremely stressful circumstances - we’re trying to make it easier for families to find, use and pay for mental health and substance abuse services in our community.”

Healthy Minds Fairfax’s new website identifies services for people experiencing mental health and substance abuse issues; offers prevention resources to enhance awareness and help reduce the stigma that can discourage people from seeking help for mental health conditions; as well as intervention services and supports.

Healthy Minds Fairfax is a community collaborative that strives to build meaningful partnerships to ensure that all youth are socially, emotionally, mentally healthy and resilient in Fairfax County communities. Its public partners include Fairfax County Public Schools; Falls Church City Public Schools; Fairfax-Falls Church Community Services Board; Fairfax County Departments of Health, Family Services, Juvenile and Domestic Relations District Court and Neighborhood and Community Services; and the cities of Fairfax and Falls Church. Private partners include NAMI-Northern Virginia (National Alliance on Mental Illness in Northern Virginia); the Autism Society of Northern Virginia; Formed Families Forward; Inova Kellar Center; Dominion Hospital; For Children’s Sake of Virginia; Northern Virginia Family Service; and many other behavioral health providers in the Fairfax-Falls Church community.



Countywide

For more information, visit the [Healthy Minds Fairfax website](#) | [Video](#)

## TOUR DE MOUNT VERNON BIKE RIDE

Join Supervisor Storck and fellow bike enthusiasts for a 33 mile bike road that will take a tour of Mt. Vernon District. Along the ride, community treasures and tourist attractions such as Woodlawn, Pope Leighey House, the Historic Pohick Episcopal Church, Pohick Bay Regional Park, and Mason Neck State Park. The ride begins at the Workhouse Arts Center on November 4.



Mt. Vernon District

For more event details, visit the [event website](#).

# Places and Infrastructure

## COLUMBIA CROSSROADS DEVELOPMENT WILL HELP REVITALIZE BAILEY'S CROSSROADS

In July, the Board of Supervisors approved a rezoning in the heart of Bailey's Crossroads that may spark revitalization in the area. "The Columbia Crossroads development has been a long time coming, but a thoughtful, patient community process produced a proposal—new housing, transportation connections, and a future office building— that will be a vibrant addition to historic Bailey's Crossroads, an extraordinarily diverse area of Mason District and Fairfax County," said Mason District Supervisor Penny Gross.



*Developer Rendering (from Moncure Ave/Columbia Pike intersection)*

The rezoning at Columbia Crossroads is the first step to allow up to 370 apartments to a mid-rise building at the corner of Columbia Pike and Moncure Avenue. The 7.39-acre site's conceptual development plan and preceding land swap allows for the new residential building, and also new street grid and a site for a new office building. Demolition of several deteriorating structures on the "Southeast Quad" site will begin in early 2018 as the first step in redevelopment.



Falls Church - Mason District

*From the NewsCenter: [Coming Columbia Crossroads Development.](#)*

## GREAT PARKS, GREAT COMMUNITIES: FCPA MASTER PLAN

The Fairfax County Park Authority Draft Parks and Recreation System Master Plan was released in August 2017. This comprehensive park system master planning effort builds on the findings from the Parks Count! Needs Assessment that was completed in Spring 2016. With a decade-long horizon, the inaugural Parks and Recreation System Master Plan will guide the agency to meet growing and changing community needs.

The plan includes the following six goals that will focus agency efforts and resources:

- Improve and promote natural resource protection and management
- Ensure protection, conservation, preservation and interpretation of cultural resources
- Improve access and opportunities for healthy and active lifestyles
- Enhance and maintain park system quality and condition
- Advance as an innovative, responsive and adaptable organization



Countywide

*For more information, visit the Park Authority's [website.](#)*

# Places and Infrastructure



## BIKE LANE NETWORK SPANS OVER 400 MILES

People riding their bikes and walking to work, school, and around their neighborhood for recreation and fitness now have more options thanks to the Virginia Department of Transportation (VDOT) 2017 paving program. The 2017 efforts will result in new bike infrastructure on more than 19 miles of roads, including 9.7 miles of bike lanes and 1.3 miles of buffered bike lanes.

FCDOT staff works with VDOT to identify, design and implement bike projects on roads that were already included in the repaving plan. Improvements included shifting or narrowing lanes to accommodate bike lanes; placing shared-lane markings, known as “sharrows,” on the road to help increase awareness of cyclist activity; and “road diets,” which reduce travel lanes to help reduce speeding and increase safety. FCDOT, in partnership with VDOT, hosts community meetings and gathers public feedback on projects throughout the winter and spring prior to construction.

Fairfax County currently has 400 miles of bike lanes, shared-use paths and trails, which includes approximately 70 miles of on-street facilities.



Braddock, Hunter Mill, Lee, Mason, and Mount Vernon Districts

For more information, visit the [FCDOT repaving website](#). | [Bicycle Master Plan](#)

## RESTON TOWN CENTER NORTH DEVELOPMENT CONTINUES TOWARD VISION

The Board of Supervisors envisions redeveloping the 47 acre property into a vibrant urban mixed use development that complements Reston Town Center. The plan calls for the creation of a central green space open for public use, mixed-use development, an expanded library to serve our growing population, upgraded delivery of human services and affordable housing.

Following a public meeting in May 2017, the County and Inova partnered to submitted a joint zoning application to establish the grid of streets and developable blocks.

In July 2017, the County also issued a request for proposals from pre-qualified teams for development concepts on blocks 7 & 8, the southernmost portion of the property, as the first phase of development. County staff will evaluate those submissions over the next several months.



Development Plan Scenario from Zoning Application



Reston - Hunter Mill District

For the latest information, visit the [project website](#).

# Places and Infrastructure



Transportation  
Security  
Administration

## TRANSPORTATION SECURITY ADMINISTRATION ANNOUNCES SPRINGFIELD HEADQUARTERS: 3000 JOBS COMING TO COUNTY



Rendering from Gensler/Boston Properties

The Federal Transportation Security Administration (TSA) announced that it has selected Springfield as the location of its new headquarters. The new location is expected to bring an estimated 3,000 jobs near the Franconia-Springfield Metrorail Station. “This is a clear cut success for Springfield, Lee District, and Fairfax County as a whole,” said Lee District Supervisor Jeff McKay . The 625,000 square-foot headquarters will be leased by the General Services Administration for 15 years (with a five-year renewal option) with an estimated full occupancy date in 2020.

The TSA’s decision “is no doubt due to our hard work revitalizing and building Springfield into what it is now: a successful economic powerhouse and transportation hotspot for the Mid-Atlantic Region,” said McKay. “I look forward to seeing how our dedication to building Springfield continues to pay off.”



Springfield - Lee District

From the NewsCenter: [TSA Selects Springfield for New Headquarters](#)

## KINGS CROSSING REDEVELOPS RICHMOND HIGHWAY FOR ITS TRANSIT-ORIENTED FUTURE

The Kings Crossing development, approved by the Board of Supervisors in Summer 2017, sits at the crossroads between Richmond Highway’s past and its future. The 350-unit apartment building will help to propel the corridor toward its transit-oriented future.

“We’re pivoting to the 21st century and that truly is what this development opportunity is all about,” said Mount Vernon District Supervisor Dan Storck.  
*(continued)*



Rendering

# Places and Infrastructure

Aligned with future bus rapid transit goals and located at the corner of Richmond Highway and Fairview Drive, the building will be a quick walk from one of nine stops for a bus rapid transit system that's planned to run from the Huntington Metro to Fort Belvoir.

Bike and walking paths are planned as part of the future bus rapid transit system. Along Richmond Highway, the developer will construct a bike lane, sidewalk, and landscaping.

As the County moves forward with its plans for the corridor's future, Kings Crossing continues the already ongoing revitalization that's transforming the strip retail in the area. Kings Crossing furthers the County's goals for its future bus rapid transit system because it increases residential density around the Penn Daw business district and builds out a local street grid.

"This development is crucial to the redevelopment of Richmond Highway," said Storck.

It joins two nearby projects, The Shelby and South Alex. Located at 6200 North Kings Highway at the intersection with School Street, The Shelby is a 240-unit apartment that was completed in 2014. The lobby, which is decorated with local art specifically crafted for the building, is utilized for various community events in addition to serving residents.



Penn Daw - Mt. Vernon District

From the NewsCenter: [Kings Crossing Redevelops Richmond Highway for Future](#)

## **BUILDING REPOSITIONING REPORT ISSUED, COMPREHENSIVE PLAN AMENDMENT UNDER REVIEW**

The Building Repositioning Workgroup issued their report in December 2016. The Workgroup recommended a number of actions, including revisions to County policies, processes, and the Zoning Ordinance that would facilitate repositioning and repurposing, as well as targeted outreach and information sharing.

One of those recommendations, under the heading of "Make Changes and Modifications to Land Use and Planning Policy" states: Amend the Policy Plan portion of the Comprehensive Plan to create policy guidance in support of repurposing existing commercial structures to residential and other uses. This new Appendix, "Guidelines for Building Repurposing," should provide guidance on which areas are suitable for repurposing as well of on issues of general site characteristics and relationships to adjacent uses.

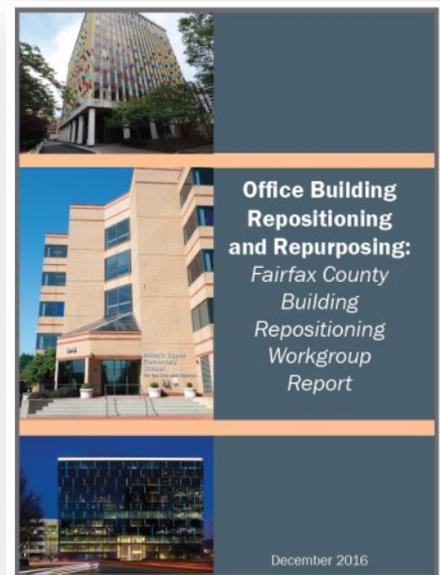
This proposed amendment would add an appendix to the Land Use section of the Policy Plan entitled "Guidelines for Office Building Repurposing." The new appendix would establish guidance for considering uses other than those envisioned by the adopted Comprehensive Plan for vacant office buildings in certain mixed-use centers such as Tysons Urban Center, the Merrifield Suburban Area, Community Business Centers as well as industrial areas. Repurposing proposals meeting the guidelines set forth in the new appendix can be considered to be in conformance with the Comprehensive Plan even if the proposed use is not specifically recommended.

The Comprehensive Plan Amendment is currently in the public hearing process and is under Planning Commission and Board of Supervisors review.



Countywide

For more information, visit the [Office of Community Revitalization website](#). | [Full Report](#)



# Places and Infrastructure

## RICHMOND HIGHWAY WIDENING AT FORT BELVOIR COMPLETED IN AUGUST

In August 2017, officials celebrated the completion of the U.S. Route 1 widening project at a ribbon-cutting ceremony. The Federal Highway Administration (FHWA) Eastern Federal Lands Highway Division, in cooperation with Fairfax County, U.S. Army Garrison Fort Belvoir, and the Virginia Department of Transportation implemented the approximately 3.6-mile long road improvement project between Jeff Todd Way and Telegraph Road.



“Today’s celebration marks a significant milestone in our collaborative efforts to improve our transportation infrastructure,” said Fairfax County Board of Supervisors Chairman Sharon Bulova. “This sets the stage to making revitalization happen. We are taking great strides to move people more efficiently, further reduce congestion, and provide more travel options to support future growth along the Richmond Highway corridor.”

Congressman Jim Moran (VA-8) secured \$180 million in federal funding for the project which aims to provide traffic congestion relief for travelers along U.S. Route 1 and improved access to the Fort Belvoir Community Hospital.

The project included widening the corridor from four to six lanes; signalization upgrades; new turn lanes; safe and convenient bicycle and pedestrian connections; and accommodations for future Bus Rapid Transit (BRT) system, which will connect Fort Belvoir to the Huntington Metrorail station.

“I believe the core of our celebration today is to recognize how working together benefits the community,” said Mount Vernon District Supervisor Daniel G. Storck. “By investing in infrastructure that supports multi-modal connectivity, we significantly improve safe and convenient access to jobs and the quality of life for our residents.”

“Our continued revitalization has created a need for infrastructure growth, and this project will fulfill that need by reducing congestion and creating more travel options for commuters,” said Jeff McKay, Lee District Supervisor. “It was critical we added travel options, which is what this project did for pedestrians, bicyclists, and cars, as well as adding future dedicated medians for bus rapid transit and possible rail facilities in the future. I’m proud to have worked together with all the different agencies and elected officials involved to get our community’s need addressed.”



Fort Belvoir - Mt. Vernon District

*From the NewsCenter: [Virginia Officials Celebrate Completion of U.S. Route 1 Widening](#)*

# Places and Infrastructure

## NATIONAL AWARDS FOR COUNTY'S RESIDENCES AT GOVERNMENT CENTER

The Residences at Government Center, the 270-unit workforce housing community located on the Fairfax County Government Center campus, is receiving national recognition! The National Association for County Community and Economic Development (NACCED) has selected the community for its 2017 Award of Excellence for Innovation. Additionally, the National Council for Public-Private Partnerships (NCPFP) has selected the community for the 2017 Outstanding Project Innovation Award. This award highlights public and private sector organizations that have collaborated and implemented a unique innovative project in public-private partnerships.



“Fairfax County is honored to receive national recognition for our newest workforce housing community,” said Board of Supervisors Chairman Sharon Bulova. “We will continue to pursue public-private partnerships to provide essential services, like workforce housing, to our residents and County employees. This community will serve as a model for innovative partnerships going forward.”



“The Residences at Government Center is a physical representation of the synergy created when public resources - in this case, government land - are invested in the creative capacity of the private sector. We are proud to have such an innovative community in the Braddock District,” said Braddock Supervisor John Cook.

Situated on just over eight wooded acres facing Monument Drive, the Residences at Government Center offers 270 affordable apartments for Fairfax County's public and private sector workforce. It is a unique public-private partnership between the county, the Fairfax County Redevelopment and Housing Authority (FCRHA), SCG Development, and Jefferson Apartment Group. By leveraging County land, the community was built at no cost to the local taxpayer. It is the first in the Commonwealth of Virginia to employ a hybrid financial structure utilizing both 9 percent and 4 percent Low- Income Housing Tax Credits to fund its development.

“This innovative project highlights the unique and critical role the FCRHA plays as the county's affordable housing finance agency,” said FCRHA Chairman Robert Schwaninger. “Our ability to understand the local needs and issue the \$13 million in bonds were an essential part of the partnership that made Residences at Government Center happen.” Residences at Government Center serves households earning between 50 and 60 percent of the area median income (AMI) for the Washington DC Metropolitan Area - as set by HUD. The four-story development was designed to fit into the fabric of the neighborhood, respecting the surrounding environment and unique needs of the community.

The National Public-Private Partnership Awards recognize organizations and individuals going above and beyond to advance the concept and implementation of public-private partnerships across the country.

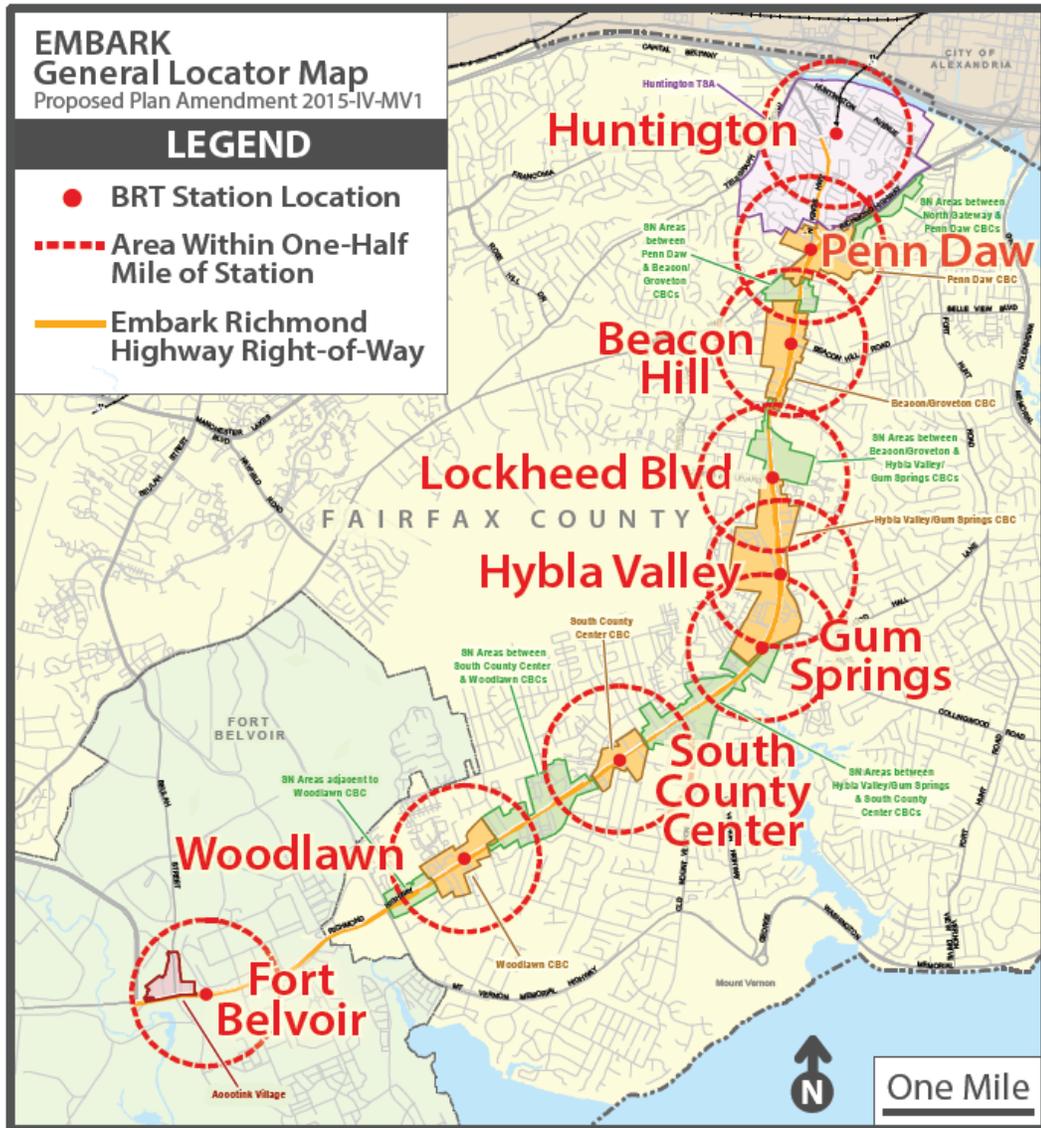


# Places and Infrastructure

## EMBARKING ON THE FUTURE OF RICHMOND HIGHWAY

Embark Richmond Highway is a multi-year, multi-agency effort involving land use, transportation planning, design, and construction, which will result in a bus rapid transit system to operate primarily on dedicated lanes along Richmond Highway. The proposed Comprehensive Plan Amendment envisions walkable, urban-style mixed use development near the future transit stations with the goal of creating vibrant, active communities where people can live, work, shop, and play – all with easy access to transit.

Numerous community meetings have updated residents on the progress and an Advisory Group has worked alongside County staff in the development of the Plan. The Comprehensive Plan Amendment is set for presentation to the Planning Commission and Board of Supervisor in early 2018.



Lee and Mt. Vernon Districts

*For more information:*

- ◇ [Embarking on the Future of Richmond Highway](#) | [Video Playlist](#)
- ◇ [DPZ Project Website](#) | [Transportation Analysis Video](#)

# Places and Infrastructure

## CAPITAL ONE APPROVED TO BUILD WEGMANS, PERFORMING ARTS CENTER, PARKS IN TYSONS

Capital One's new headquarters building is under construction (at right). It will soon be the tallest building in the metro area.

The Board of Supervisors approved Capital One's proposed redevelopment of its Tysons corporate headquarters in July, which includes development of a premier event center and upscale grocer, Wegmans. The approval allows the financial institution to add more office, retail, and hotel space to its 5.2 million-square-foot project.

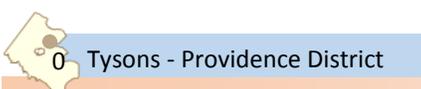


The 125,000 square-foot Capital One Center is a key amenity specifically called out in the plan to remake Tysons into Fairfax County's urban downtown. The facility will be developed primarily to support the company's trainings/meetings, and it includes a 1,500-seat auditorium, 225-seat black box theater and two classrooms. The auditorium will offer a state-of-the-art main hall with orchestra pit, a fly system, dressing rooms, and lighting and sound systems. It will be capable of hosting everything from Capital One's corporate events to publicly-accessible performing arts events, such as symphonies, local arts exhibits, and school graduations.

Under a 30-year agreement signed by the Board of Supervisors, the County, along with arts, charity, nonprofit and community groups, will have access to the center for a specified number of days each year – 30 days for the main auditorium; the black box theater for 70 days; and the two classrooms for 224 days.

Construction is expected to start in 2018. The final development will provide more than four acres of parks and open space with nearly two acres on top of parking garages. The largest park, the 1.2-acre common green, will be situated atop a seven-story parking garage above Wegmans. This elevated park will offer a lawn, seating areas, bocce courts, and a game plaza.

Capital One also will build two permanent athletic fields as part of an elevated park which will include a playground, pickleball court, and a water feature.



From the NewsCenter: [Capital One Approved to Build Wegmans, Events Center, Parks](#)

# Places and Infrastructure

## LIBERTY OPENS ITS DOORS FOR NEW RESIDENTS AT FORMER LORTON PRISON



Liberty, the former prison complex in Lorton, is being redeveloped into a vibrant urban village with apartments, townhouses, single-family homes, and more than 110,000 square feet of shops, restaurants and offices. The public-private partnership is another step in redeveloping the County-owned former prison complex. The Federal Government sold the more than 2,300-acre reformatory site to the county in 2002. The redevelopment of the 80-acre complex of prison buildings represents the final piece in the redevelopment of Laurel Hill.

The estimated \$188 million project is partnership between Fairfax County and two developers – The Alexander Company and Elm Street Development – with County contribution capped at \$12.8 million toward the share of public infrastructure design and construction.

“Liberty is the latest realization of the county’s vision to create mixed use communities where residents can live, work and play,” said Chairman Sharon Bulova.

*Photo by Fairfax County Police Department*



Lorton - Mt. Vernon District

*For more information, visit the [NewsCenter](#).*

## ORIGINAL MOUNT VERNON HIGH SCHOOL OPEN FOR USES, PLANNING CONTINUES

The Original Mount Vernon High School has served as a public and a private school, and will ultimately be delivered as a mixed-use hub of education, innovation, and other community components. The gymnasium has been open since Fall 2016. In July 2017, the Fire Marshal established a South County Office utilizing the annex of the school facility. The office location brings a new benefit to South County residents and businesses seeking inspections and other services. The design of classroom space for Early Head Start and Head Start programs is currently underway with service beginning in Fall 2019. Mount Vernon Supervisor Dan Storck and Lee District Supervisor Jeff McKay have been



# Places and Infrastructure

active in recent events at the campus. The historic school, which sits on approximately 22 acres, is adjacent to the 18-acre George Washington Community Park and George Washington RECenter. Options for long-term reuse for the entire site are being explored by a cross-agency team and representatives from the private and nonprofit sectors. Supervisor Storck's Steering Committee routinely provides support and oversight of the County's planning effort. A recommendation for a Master Developer to prepare a Master Development Plan for the entire campus will be presented in a Public Hearing before the Board of Supervisors on November 21, 2017, with full services scheduled to start in early 2018.



Mt. Vernon - Mt. Vernon District

For more information, visit the [project website](#). | [Video](#)

## **MAJOR TRANSPORTATION SUCCESSES, TRANSPORTATION PRIORITIES PLAN WORK UNDERWAY**

Fairfax County has dozens of ongoing transportation improvement projects in various stages. Work continues on the transformation of Interstate 66 by the Virginia Department of Transportation. Public meetings are ongoing for this major project which is proposed to bring High Occupancy Toll (HOT) Lanes, as well as bike and transit options, to the corridor. In December 2017, I-66 inside the Capital Beltway will become HOT Lanes during peak rush hour in the peak direction. Transit facilities within the corridor are set to be improved. A new express bus will allow residents to ride from the Government Center to the State Department Building in Washington.

The Jones Branch Connector in Tysons broke ground in January, creating a new multimodal connection across the Beltway. Completed projects include Route 28 improvements, the Beulah Road Walkway in Vienna, Braddock Road at Ox Road intersection improvements, Lorton Road widening, Richmond Highway widening, and the expansion of the Lorton Virginia Railway Express parking lot. The Reston Transportation Service District was also established by the Board of Supervisors, dedicated to major projects in greater Reston.

The Board of Supervisors and FCDOT are seeking feedback from the community to help prioritize unfunded transportation projects in the County. The results of this outreach will assist the Board of Supervisors in selecting transportation priorities that can be implemented with existing revenue sources through Fiscal Year 2023, and with additional funding that may become available in the future.

## **SILVER LINE PHASE TWO NEARS 70% COMPLETION, SCHEDULED FOR 2020 OPENING**



New Metrorail stations are rising in the median of the Dulles Toll Road as Silver Line Phase II continues construction toward Dulles Airport and beyond. New roadway, sidewalk, bike, and trail connections are being implemented near all Silver Line stations. The Herndon-Monroe and Innovation Center parking garages are also under construction.



Countywide

For more information, visit the [Fairfax County Department of Transportation website](#).  
[Transportation Priorities Plan](#) | [All Transportation Projects](#) | [Silver Line](#)

# Places and Infrastructure

## NEW ARTS AND CULTURAL DISTRICT CREATED FOR WORKHOUSE ARTS CENTER, OCCOQUAN AREA

In an effort to grow arts and culture tourism, Fairfax County joined with the Town of Occoquan and Occoquan Regional Park to create the first interjurisdictional arts and cultural district in the state.

The NOVA Arts and Cultural District was approved by the Board of Supervisors in July. A new state law that became effective July 1 permits the creation of interjurisdictional arts and cultural districts.

“This is a shining example of localities working together to promote economic development and artistic and cultural experiences for residents and visitors alike throughout our region,” said Board of Supervisors Chairman Sharon Bulova.



The new district encompasses the 55-acre Workhouse Arts Center in Lorton, Occoquan Regional Park, and the Town of Occoquan. The district is growing and gaining more recognition as a regional destination for tourism, commerce, and cultural leisure activities.

“It will allow us to work closely together, collaborating across County lines to produce events about art and history and music, as well as to promote our unique shopping and recreational offerings,” said Ava Spece, CEO and President for the Workhouse Arts Center. “The NOVA Arts and Culture District is a first-of-its-kind destination in Virginia.”

Since its opening in 2008, the Workhouse Arts Center has been a hub for cultural activities in southern Fairfax County. It offers special events, artists studios and galleries, over 800 arts education classes and performing arts, including: theater, musical theater, film, music, and dance.

Arts produce a significant economic impact in the County, according to research by the Americans for the Arts. In Fairfax County, nonprofit arts and cultural organizations employ 6,220 people. Arts events generated more than \$98.2 million dollars (in 2016) in total spending.



Lorton - Mt. Vernon District

*From the NewsCenter: [New Arts and Cultural District Created for Workhouse Arts Center](#)*

## SECOND ANNUAL BREWFEST BRINGS CRAFT BREWS, BANDS, FOOD, AND ART TO THOUSANDS



Lorton - Mt. Vernon District

*For more information, visit the [Brewfest homepage](#).*

The second annual Workhouse Brewfest brought thousands of people to the Workhouse Arts Center in Lorton in August. Brewfest is one of the many cultural and arts events offered by the Workhouse Arts Center. The event helps stimulate arts and culture tourism to the aforementioned, newly created NOVA Arts and Cultural District that encompasses the Workhouse, Occoquan Regional Park, and the Town of Occoquan. Fifteen Virginia breweries, five distilleries, a cidery, and a dozen bands were featured at the festival. The event featured games, art, and local food trucks for attendees.

# Places and Infrastructure

## TRANSFORMING TYSONS

In the 12 months since the 2015-2016 Tysons Progress Report has been released, significant milestones have been met. Private construction continues; one major building was delivered this year and nine are currently under construction.

A summary of the significant activities follow and additional details are provided in the 2016-2017 Tysons Progress Report.

### Applications Approved:

- International Place, an 8-story residential building with ground floor retail
- Capital One Headquarters, a modified layout with increased square footage, including additional retail and hotel uses
- Dominion Square West, a mixed-use development consisting of office, residential and retail, along with two elevated skyparks, expansion of the Spring Hill Station Metro plaza and a half-size athletic field at grade
- Dominion Square East, a mixed-use development consisting of office, residential, hotel and retail, along with several at-grade and elevated public parks, and a trail connection from the Old Courthouse Spring Branch Stream Valley to the Spring Hill Metro Station
- Sunburst, a mixed-use development consisting of office, residential and retail, developed with several new streets
- Tysons Central, Building A, a modified building layout with increased square footage



### October 2016–October 2017 Tysons Development Highlights:

- Delivery of one major new building, Highgate at the Mile
- Nine buildings under construction (Capital One, The Kingston, Lumen, and six at The Boro)
- Implementation progress on the grid of streets throughout Tysons
- Review of Silver Line Metrorail ridership and other modes of transportation
- Board endorsement of the updated Tysons Urban Design Guidelines
- Updated Workforce Dwelling Unit Policy Guidelines



Tysons - Providence, Hunter Mill, Dranesville Districts

For more information, visit the [Tysons page](#) | View the 280 page [Tysons Annual Report](#)  
From the NewsCenter: [See all Tysons stories](#)



## NORTH HILL POISED FOR DEVELOPMENT

Through the Virginia Public-Private Education Facilities and Infrastructure Act of 2002 (PPEA) Fairfax County is able to create new affordable housing opportunities. Using PPEAs, the County can partner with private developers to build affordable housing communities; often with little to no cost to the County. The North Hill project is being developed using the PPEA model. North Hill, currently a 35-acre vacant lot, is slated to become a mixed income, affordable and market rate housing community comprised of:

- 219 affordable and workforce apartments
- 60 affordable independent living units for seniors
- 175 market rate townhomes
- 12-acre public park

North Hill's affordable units will be spread across five four-story buildings that front Richmond Highway. One of these five buildings will be dedicated for the 60 units of independent senior living. The 175 market-rate townhouses will be built along Dart Drive. One of the development's focal points will be an amenitized public plaza at the corner of Richmond Highway and Dart Drive. This plaza also will be an important anchor for a possible bus rapid transit station stop.

Approximately 12 acres are intended to be dedicated to the Fairfax County Park Authority for a new public park. Located north of the apartments and townhouses, it is envisioned as mainly a passive recreation space with amenities like a tot lot, a gazebo, and dog park. The park will be accessible from paths within North Hill and surrounding developments, as well as from an entrance on Richmond Highway.

Earlier this year, the Board of Supervisors approved zoning changes for North Hill. Next steps will require the approval of site plans and closing of financing. If all moves forward as planned, the developer anticipates construction starting in late 2018 with a completion date sometime in late 2020.



## TWO NEW PUBLIC PARKS BUILT BY PRIVATE SECTOR

The Park Authority took ownership of two new public parks that were built by private developers and that will continue to be maintained by private entities.

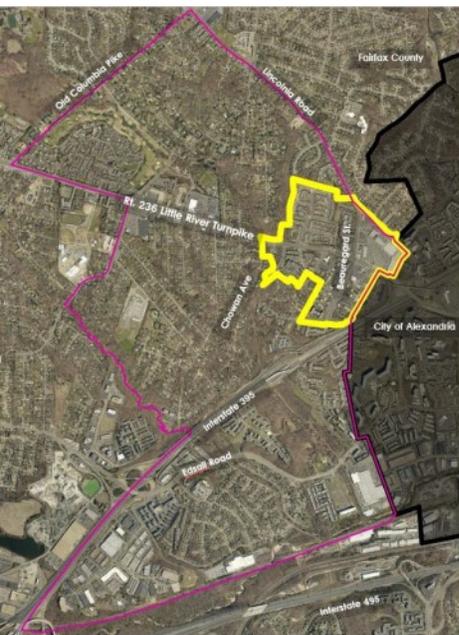
**Dulles Station:** A ribbon-cutting ceremony was held at Dulles Station Community Park on July 22 to mark completion of the new playground in Herndon. The 2.6-acre park includes a seating area, plaza, clustered fitness area, multi-use court, and a dog park with a shade pavilion. Dulles Station Community Park is part of a rezoning/development proffer that required a community park be constructed to serve as a public gathering space. The \$1.6 million investment also includes a trail, landscaping, irrigation, and signage.

**The Park at Tysons II:** This 2.3 acre urban park includes a pocket park at the corner of Tysons Boulevard and Westbranch Drive. The space is designed with a hardscape plaza, terraced seating, benches, walkways, and a landscaped hillside. This space was constructed and dedicated to the Park Authority in 2016 pursuant to a proffered commitment related to Tysons II. The applicant has also agreed to perpetually maintain the landscaping and features in the park. Additional parkland will be dedicated in the future, with timing linked to additional construction of the Tysons II development.



Herndon - Dranesville District | Tysons - Providence District

## LINCOLNIA PLANNING DISTRICT STUDY



The Lincolnia Planning District Study is a three phase review of the Comprehensive Plan guidance for the Lincolnia Planning District in the Mason District. As part of Phase II of the study, creating a new Community Business Center (or CBC) is being considered. If adopted into the Comprehensive Plan, the designation would catalyze a new planning effort to create a pedestrian-oriented, mixed-use community. Such an action would be consistent with the County's economic success goal to create places where people want to be.

Phase II of the study began in early 2017, with the formation of a community task force by Supervisor Penny Gross. The group has been working over the past eight months discussing potential challenges and opportunities of a CBC designation. The area under consideration represents approximately 169 acres, generally centered around the intersection of Beauregard Street and Little River Turnpike (outlined in yellow on map). In August 2017, the task force began finalizing their work in Phase II by recommending approval of the CBC designation. Both the task force and county

staff's recommendations will be considered at public hearings before the Planning Commission and the Board of Supervisors in early 2018. If approved by the Board of Supervisors, further task force discussion, analysis and detailed recommendations for the CBC area will occur during Phase III of the study. Likewise, the task force will also review district wide recommendations as part of the study's final phase. The Lincolnia Planning District Study with final recommendations is slated to conclude in late 2018/early 2019.



Lincolnia - Mason District

For more information and updates, visit the [DPZ project page](#).

# Governance and Financial Stewardship

## ECONOMIC DEVELOPMENT SUPPORT FUND

The Economic Development Support Fund will be utilized by Fairfax County to support the Economic Success Strategic Plan's goal to take action to create a diversified and prosperous economy that engages all segments of the community. The ESDF will allow the County to provide strategic investment in opportunities to stimulate economic growth in Board priority areas, such as capital developments, property acquisitions, or programming support.

The Board is currently considering several proposals, which can be seen at the link below.



Countywide

For more on the proposals and guidelines, see the [Budget Workshop presentation](#).



## ZONING ORDINANCE MODERNIZATION

The Zoning Ordinance Modernization project is in the implementation phase. The first phase focuses on prioritizing key amendments, reformatting and restructuring the Ordinance for user friendliness, and improving the county's overall process for how the ordinance is amended. A consultant has been hired to assist in the re-formatting component as well as to Review use definitions to create more generic categories, like makerspaces, urban farming, and live-work units.

Additional amendments currently being worked on:

- Updating minor modification provisions to make them more flexible, allowing the county to more efficiently approve minor changes to proffers and development conditions.
- Updating the regulations for restaurants to accommodate current, emerging and future uses
- Updating the regulations for signs in response to a recent Supreme Court decision

Each of these amendments have been introduced in public meetings, Board committee meetings and is the subject of outreach endeavors. Additional information is available online, and public hearings will be held prior to approval.



Countywide

For more information and materials, visit [the zMOD website](#).

# Governance and Financial Stewardship

## ECONOMIC SUCCESS INDICATORS AND PERFORMANCE MEASURES TAKE SHAPE

In an effort to accurately identify, collect, analyze, and communicate the ESSP indicators and performance measures, a team of county staff from various agencies was assembled to help provide subject expert interpretation, background, and data visualization solutions to the project. The result is a comprehensive data booklet containing key information, data charts, and hyperlinks to infographics, interactive mapping applications, and other relevant data sources. These indicators are intended to represent the interests and goals of a broad group of internal and external stakeholders, and to influence future plans and programs.



Government Center

For more information, visit the [ESSP website](#).

## COMMUNITY COUNCIL ON LAND USE ENGAGEMENT ISSUES RECOMMENDATIONS

The Community Council on Land Use Engagement was created by Board of Supervisors Chairman Sharon Bulova to explore the ways that we can and should communicate with our residents about proposed development in our area. The Council was comprised of residents from each magisterial district and met throughout the first half of 2017. An implementation plan is being developed for the Council's recommendations.



Countywide

For more information and materials, visit the [Community Council's website](#)

## DEVELOPMENT PROCESS ADVISORY COMMITTEE

To further Fairfax County's commitment to stakeholder collaboration and partnership, the Development Process Advisory Committee (formerly the Regulatory Process Steering Committee) was re-vamped in August 2017. Concurrent with the implementation of the Booster Shot, the early iteration of this group provided a temporary framework for county/industry collaboration with the anticipation of a more formalized partnership for implementing the ESSP Goal Three efforts. The group's roster includes representatives from various subsets of the planning and development industry and is committed to improving communication and coordination between the county and industry, gathering feedback from industry, identifying opportunities for improvement in the planning and development regulatory processes, and collaborating on solution implementation.



Government Center

## FAIRFAX FIRST: EMPLOYEE ENGAGEMENT SURVEY

As part of the continuing Fairfax First effort related to the P-2 Orchestrate Culture Change and Conduct Communications Outreach initiative, County staff developed and disseminated a culture, communication and engagement survey to all regulatory staff involved in the development process during January and February of 2017 as it is believed a strong, positive workplace culture fosters teamwork, increases productivity, reduces negative behaviors, and improves customer relations. By identifying areas in which our workplace culture can be strengthened we will establish a baseline from which we measure progress moving forward.



Government Center

# Governance and Financial Stewardship

## INTEGRATED LEADERSHIP TEAM CREATED TO ADVANCE FAIRFAX FIRST INITIATIVES

To operationalize the Fairfax First initiative, the leaders of the planning and development agencies have created a cross-agency leadership structure. This Integrated Leadership Team ensures Fairfax First and other initiatives are successful and continue to deliver exceptional services to our residents and customers.



Government Center

## CUSTOMER INFORMATION CENTER TURNS ONE

The CIC was officially opened on September 7, 2016. Since its opening, it has served over 5,000 customers. The initial objectives of this space, located on the first floor of the Herrity Building, included:

- Streamline the customer experience with easier/faster navigation;
- Provide the public with consistent guidance on the development process; and
- Act as a first line of information for customers entering the Herrity Building, to address the majority of common inquiries.



In addition to these stated objectives, the CIC also provides opportunities for networking and cross-training among County staff in Site Development and Inspections Division (SDID) and the Department of Planning and Zoning (DPZ). The strength of the relationships among these departments and divisions (site plan reviewers and planners) is critically important to the County's land development review services. The entitlement and site plan review processes are depending upon one another for achieving quality land development throughout the County.



Government Center

## FOURTH COHORT GRADUATES FROM JOINT TRAINING ACADEMY

The Joint Training Academy continues to cross-train enthusiastic and engaged participants who represent all agencies in the development review process. The signature class of the JTA consists of six modules that helps participants in understanding the range of projects that constitute land development and how they tie into Fairfax County's vision for economic success. The fifth cohort session kicked off October 27.



Government Center

## FAIRFAX PERMIT Q PREMIERES

Supervisor Kathy Smith (Sully) cut the ribbon to celebrate the launch of the new customer-friendly queuing system. The Fairfax County Department of Land Development Services and the Department of Planning and Zoning launched Fairfax Permit Q on August 2, 2017. Powered by the online management platform Qless™, this new technology allows customers to join our building and zoning permit lines in the Herrity Building from a home computer, a mobile phone, or an on-site kiosk. Once placed in a queue, customers can attend to other business instead of waiting in line. Fairfax Permit Q will provide text updates on where customers are in line and predictive wait times, so they only need to return as they near the front of the queue.



 Countywide

To join the Permit Q or learn more, visit the [website](#).

## BUSINESS EXPERIENCE PARTNER

In the County's commitment to assist the thousands of small businesses based in Fairfax County, a new Business Experience (BizEx) partner role has been created. The BizEx partner will provide a touch point for customers, particularly those needing process guidance while establishing or expanding business in the County. Customer feedback and identification of areas of improvement will also be an important element as we continue to improve the speed, consistency, and predictability of the development review process.

 Countywide

## LUNCH, LEARN, AND ENGAGE SERIES FOR EMPLOYEES

In an ongoing effort to educate and engage staff, cross-agency lunch and learns, known as Lunch Learn and Engage have been presented throughout the year. Topics discussed included the ongoing initiatives being implemented through Goal 3 of the ESSP, as well as the other Goals of the Plan, land development process improvements, autonomous cars to advancing social and racial equity through the One Fairfax initiative. As Fairfax County continues to advance economic and community development goals, the LLEs offer a great opportunity to engage employees across and within agencies.

 Government Center



# Appendix A: Economic Success Strategic Plan Goal Actions Tracker

Status Description	Status Symbol
Fairfax fundamental – Fully incorporated in County business	Fairfax seal 
Clear path forward – Action is underway on this goal	Green circle 
Moderate progress – Regulatory, time, or resource impediments	Yellow circle 
Limited action – Regulatory, time, resource impediments, and/or not a current priority	Red circle 
No action – Action has not yet started on this initiative	White circle 

Goal	Action	Status	Status Update
<b>Goal 1: Diversify Our Economy</b>			
1.1	<b>Pursue the creation and expansion of world class research and development in the County.</b>	 Clear path forward	See below.
1.1a	Support university efforts to develop and grow as research institutions.	 Clear path forward	We see our role here is to develop relationships and multiple levels of partnerships with various units in Fairfax with the universities. This past year we have been expanding partnerships with George Mason, Virginia Tech, NOVA, and UVA – for example, developing MOUs to partner on data analytics projects, partnering on Go Virginia grant opportunity, exploring ways the GMU Data Lab and Biocomplexity Institute of VT can support research for ESSP metrics, Human Services System measures, and developing the connected and autonomous vehicle ecosystem.
1.1b	Pursue a medical school presence (or school of public health) to attract jobs and an educated workforce, to generate research spin-offs, to help identify investment opportunities, and to capitalize on medical technology; and	 Moderate progress	The University of Virginia’s Medical School will be opening a satellite location at the new INOVA Center for Personalized Health (ICPH) campus. Staff meets regularly with ICPH to provide assistance as needed as the project progresses.
1.1c	Support research in the life sciences, translational medicine in particular, in the County.	 Clear path forward	The INOVA Center for Personalized Health (ICPH) will be an internationally prominent hub in Merrifield for discovery, prevention, health and longevity that will connect researchers, clinicians and empowered consumers. Staff regularly meets and supports ICPH as they go through the planning and development process, facilitating their plans and helping with conceptualization of how the area as a whole can develop.
1.1d	Foster relationships and synergies with “superstar” innovators at Virginia Tech, University of Virginia, Virginia Commonwealth University, George Mason University, and other public and private universities located throughout the region, recognizing their key role in creating economic vitality by attracting human capital and ingenuity.	 Moderate progress	Staff has reached out to some key thought leaders, working on developing pilot projects, and invited some as speakers to EAC.  Other partnering opportunities include exploring ways the GMU Data Lab and Biocomplexity Institute of VT can support research for ESSP metrics, Human Services System measures, and developing the connected and autonomous vehicle ecosystem.
1.2	<b>Under the direction of the Fairfax County Economic Development Authority (FCEDA), support attraction, retention, and expansion</b>		<a href="http://www.fairfaxcountyeda.org/annual-report">www.fairfaxcountyeda.org/annual-report</a>

	<b>efforts in key targeted industries including high-paying jobs in existing and emerging technologies. Industries pursued currently include data analytics, cyber security, translational medicine, other emerging technology areas, and company headquarters. Targets should also represent diversified segments of the economy, including foreign-owned businesses and women-, minority-, and disabled veteran-owned businesses.</b>	Clear path forward	
1.3	<b>Promote and partner in the development of an innovation center or other similar hubs in communities and/or buildings. Partner with businesses, public and private universities, research institutions, and/or incubators to create places that will spur and stimulate breakthrough collaboration.</b>	 Moderate progress	The concept that ICPH is developing is essentially an innovation district. Virginia Tech continues to evaluate and consider an innovation district in the region, as is George Mason.
1.3a	Define and convene an Innovation Advisory Group with public and private partners to steer the development of an innovation center.	 Moderate progress	Expanded the membership of the EAC to include more thought leaders representing the Fairfax innovation ecosystem, including universities, entrepreneurs, venture capital, and connected and sustainable placemaking.
1.3b	Collaborate with institutions such as George Mason University, Northern Virginia Community College, Virginia Tech, the University of Virginia, George Washington University, and Marymount University, existing incubators, private industry, the Center for Innovative Technology, the Northern Virginia Technology Council, and other community partners in the effort.	 Moderate progress	Both VT and GMU are evaluating developing an innovation district in the region. We are collaborating with both.
1.3c	Utilize districts/hubs to showcase and encourage business startups, higher learning opportunities, and public private partnership projects.	 Moderate progress	Staff are partnering with VDOT, local universities, and Refraction, a co-working space in Reston to host a Transportation and Mobility Hackathon to build relationships and to nurture the start-up ecosystem.  ICPH has been building partnerships with universities on their campus, and the county has helped broker some of those relationships.
1.3d	Incorporate districts/hubs early during the land use/planning process and consider them as an important component of the County's placemaking efforts.	 Moderate progress	Staff have considered the components on an innovation district in our development of the Reston Town Center North and the Original Mount Vernon High School P3 projects.
1.3e	Designate these innovation centers or similar hubs for special treatment for development applications, for example, concurrent processing, and proactively amending the Comprehensive Plan to provide greater development flexibility in the area(s).	 Moderate progress	Staff have been facilitating the development of the ICPH conceptually and with regulatory assistance. We are developing a prototype of how we will do this in the future. We also created a new position, Business Experience (Biz Ex) Partner, to help smaller businesses navigate the land development process.
1.3f	Foster the creation of an innovation ecosystem that will attract researchers and graduate students, including the incorporation of graduate student and family housing.	 No action	Action has not yet started on this initiative.
1.3g	Potential industries of focus include high tech, data analytics, cyber security, life and health		In addition, we are trying to foster the connected and autonomous vehicle industry as an emerging sector for the region.

	sciences, light manufacturing, with small businesses having an integral role.	Clear path forward	
1.3h	Non-technical small business opportunities, such as for food entrepreneurs in a food hub, should also be considered.	 Moderate progress	Part of the consideration in the development of Original Mt Vernon High School P3.
<b>1.4</b>	<b>Strengthen partnerships with the Commonwealth to take better advantage of synergies related to key initiatives and on efforts to secure federal and state funding. Fairfax County should support initiatives to:</b>	 Moderate progress	See below.
1.4a	Encourage integrated branding efforts to identify Virginia, Northern Virginia, and the County as a place for high technology enterprises.	 Moderate progress	Supporting Global Cities Initiative to develop regional Greater Washington Export Center. Also, the 2030 group has an initiative underway for rebranding the area focusing on the skilled workforce, high quality of life, cultural diversity, and uniquely attractive business ecosystem.
1.4b	Support efforts to fund and commercialize research and spin-off ventures by universities and local businesses.	 Moderate progress	All our university partners are looking at ways to improve the commercialization of university research. ICPH will also be looking at ways to aggressively commercialize their research, including through an onsite incubator.
1.4c	Increase state funding to incubator programs.	 No action	Action has not yet started on this initiative.
<b>1.5</b>	<b>Support Visit Fairfax's strategic efforts to grow Fairfax as a tourist destination.</b>	 Clear path forward	See below.
1.5a	Capitalize on growth opportunities in international visitation; business travel that includes state, regional and national association meetings; and, corporate travel.	 Clear path forward	<a href="http://www.fxva.com/about-us/">http://www.fxva.com/about-us/</a>
1.5b	Support the development of a conference center.	 Moderate progress	<a href="http://www.fxva.com/about-us/">http://www.fxva.com/about-us/</a>
1.5c	Capitalize on growth opportunities in sports tourism, which may include the development of a sportsplex.	 Clear path forward	Formation of a Fairfax County Sports Tourism Task Force in conjunction with BOS, Visit Fairfax, and other key stakeholders. The Task Force will develop policy guidelines for pursuit of event and funding opportunities. ESSP team is supporting Destination Mt. Vernon which includes plans for Tour De Mt. Vernon Bike ride and other sports events.
<b>1.6</b>	<b>Support Metropolitan Washington Airports Authority (MWAA) policies that protect and enhance Dulles International Airport's flight portfolio. Engage in MWAA's planning process and activities.</b>	 Clear path forward	See below.
1.6a	Reinforce MWAA's efforts to reduce per-passenger cost of operations at Dulles and to minimize the dilution of the perimeter rule.	 Clear path forward	MWAA secured United Airlines' commitment to extend the Airport Use Agreement and Premises Lease for Dulles International Airport through 2024. The long-term lease extension continues United's long-standing presence at Dulles since establishing domestic and international hub

			operations here in 1986. In addition they were able to reduce the “cost per enplanement” from a projected \$32 to \$19. This is a huge accomplishment as it makes Dulles far more competitive with other airports in the U.S. Dulles has seen continued positive growth of international services.
1.6b	Support improved regional transportation connectivity to airport.	 Moderate progress	The WATF advocates and educates on the need for additional Potomac River Crossings, the need for the Bi-County Parkway, and other transportation improvements to help passengers and cargo reach the airport. Progress has been made on the creation of Metro Access (see 1.6c).
1.6c	Support efforts to complete Silver Line Phase II, providing Metrorail access to Dulles.	 Clear path forward	Silver Line Phase II is underway. Note: WATF recently signed on to a letter to the Governors of both Virginia and Maryland, the Mayor of the District of Columbia, and the USDOT Secretary of Transportation, spearheaded by a coalition of business organizations from the Washington region, asking signatories of the governing compact of WMATA to take bold action to reform our regional Metro system
1.6d	Add a Fairfax County representative to the Committee for Dulles and Washington Airport Task Force.	 Limited action	WATF is a non-partisan organization headed by regional business leaders who dedicate themselves to promoting the expansion and enhancement of aviation services for Virginia and the National Capital Region in order to stimulate job creation and economic expansion, and to support smart development that is compatible with airport operations. They are not seeking local government representation at this time.
Goal	Action	Status	Status Update
<b>Goal 2: Create Places Where People Want to Be</b>			
2.1	<b>Continue to focus planning and development activities around the creation of mixed use communities. These should be primarily in identified activity centers served by multi-modal transportation options, which contain employment opportunities, a mix of housing types and price points, as well as vibrant retail and entertainment options.</b>	 Fairfax fundamental	Area-wide Comprehensive Plan amendments that study large geographic areas are under review in four activity centers; Dulles Suburban Center, Embark Richmond Highway, Fairfax Center and Lincolnia. Smaller-scale proposed amendments to the Comprehensive Plan are also on-going in multiple activity centers.
2.2	<b>Expand creation of livable, walkable communities that are aligned with transportation infrastructure. Support a mix of housing types to accommodate a range of ages, household sizes, incomes, and uses for long term appeal, integration, and sustainability.</b>	 Fairfax fundamental	This initiative is ongoing and being implemented through the Comprehensive Planning and development review processes on a case-by-case basis
2.2a	Explore creation of 20 Minute Neighborhoods where a variety of housing options and jobs are linked by high capacity transit to support clusters of opportunity and innovation.	 Moderate progress	Mixed use centers are being planned and proposed in strategic areas of the County to encourage housing and job opportunities in areas that can be linked to existing or future transit corridors. Examples of these proposals are under review in Westfields, within the Huntington Metrorail Station area, along the Richmond Highway Corridor and within Lincolnia,
2.2b	Initiate joint FCDOT/VDOT/Metro/VRE actions to link housing to jobs, including new transit		The Dulles Corridor Bicycle and Pedestrian Access Program has numerous projects on-going to expand and

	networks, and expanded bike-pedestrian networks.	Moderate progress	<p>improve bike-pedestrian networks to include: one in the land acquisition phase; two in the utility relocation phase; three are under construction; and three projects have been recently completed.</p> <p>The Route 50 Pedestrian Improvement Project has identified pedestrian improvements at three intersections and eight sidewalk segments. Design is underway for all projects. Authorization to begin land acquisition received from VDOT in fall 2016 for six projects, five are now complete. Three of the 4 remaining projects have been authorized to begin construction in Fall 2017 or winter 2018.</p>
2.2c	Continue to provide bonus density and other development incentives as a way to promote the development of housing choice for a range of ages, household sizes, and incomes in mixed use centers.	 Fairfax fundamental	This initiative is ongoing and being implemented through the development review process on a case-by-case basis
2.2d	Coordinate with towns and cities within Fairfax County to ensure connectivity for livable, walkable communities.	 Moderate progress	This initiative is ongoing and being implemented through the development review process on a case-by-case basis
2.3	<b>Support higher density mixed use development in the designated revitalization areas, as a way to attract new businesses and residential growth.</b>	 Fairfax fundamental	This initiative is ongoing and being implemented through the Comprehensive Planning and development review processes
2.3a	Explore a range of transit options to best serve the designated revitalization areas.	 Fairfax fundamental	The Fairfax County Transit Development Plan FY 2016 - FY 2022 recommends Connector Bus route expansions and Metrobus expansions throughout the County, including expansions that service the County revitalization districts and areas
2.3b	Include the concept of expanded Transit Oriented Development (TOD) in future planning efforts by increasing the radius distance recommended for higher densities from ¼ mile to at least ½ mile around mass transit stations, such as Metrorail, light/heavy rail, or other rapid transit stations.	 Fairfax fundamental	This initiative is ongoing. The concepts are included in the analysis during the review of Special Study Plan Amendments within activity centers
2.4	<b>Continue to support high quality office parks as business locations for those employers seeking this type of location, particularly those that need a high level of building or campus security.</b>	 Fairfax fundamental	This initiative is ongoing and being implemented through the development review process on a case-by-case basis
2.5	<b>Support efforts by businesses and community organizations to enliven places by the creation of unique and energized public spaces in activity centers.</b>	 Clear path forward	This initiative is ongoing with the implementation of Plan policies to incorporate urban park spaces during the land development review process
2.5a	Support activities and events such as street festivals, pop-up concerts, and food markets throughout the County and in towns and cities.	 Clear path forward	County agencies and departments have continued to work in partnership and support events throughout the community. The Office of Community Revitalization and the Department of Transportation are planning an “Open Streets” event Annandale in 2018. OCR in coordination with the Fairfax County Park Authority is looking into creating a pop-up park on county-owned property in Annandale. Staff from numerous County agencies led by the Office of Public and Private Partnerships continued its

			support and partnership with the Workhouse Arts to plan and support its annual Workhouse Arts Brewfest. The event was expanded this year to include a promotional table highlighting the numerous opportunities for leisure and cultural activities within the Mount Vernon community.
2.5b	Support the inclusion of public art in future planning and development (i.e. artist-designed street furniture, independent sculpture and installations, integrated building elements).	 Clear path forward	This initiative is ongoing and being implemented through the Comprehensive Planning and development review process on a case-by-case basis in accordance with the recommendations of the Comprehensive Plan.
2.5c	Support the creation of one or more arts districts as determined by each community's needs and resources (such as pop-up, temporary spaces for arts and artists; live/work art spaces and residential units; small business zoning incentives, etc.).	 Clear path forward	In July 2017 the Fairfax County Board of Supervisors and the Occoquan Town Council cooperatively voted to establish the NOVA Arts and Cultural District comprised of portions of the Town of Occoquan, Occoquan Regional Park and the Workhouse Arts site to allow for joint marketing and branding of the arts and cultural activities occurring within the district
2.5d	Support the creation of a premier performing and other arts facilities in Tysons or possibly other activity centers, as both a community amenity and economic generator.	 Clear path forward	Capital One has included a premier performing arts venue in its recently approved development plans for the build-out of its corporate headquarters in Tysons.
2.6	<b>Continue to improve the overall quality of life to sustain Fairfax County's reputation as a great place to live, work, play, and learn by protecting established neighborhoods and maintaining our superior public schools, parks, libraries, and public safety services.</b>	 Clear path forward	This initiative is ongoing and continuously implemented through the development review process.
2.7	<b>Expand activities to market and brand unique, culturally diverse communities, (such as Merrifield's live, shop, and play appeal, or Annandale as a foodie hub) in a manner similar to marketing efforts on behalf of other urban neighborhoods and places (such as NoMa, Clarendon, or Del Ray).</b>	 Clear path forward	The second annual Tour De Mount Vernon bike ride to explore culturally significant community assets within Mount Vernon has been organized and is scheduled to occur on November 4, 2017. OCR is working with the Lee District Supervisor and the Springfield Chamber of Commerce to develop a branding logo for central Springfield.
2.8	<b>Study and implement ways to repurpose empty or obsolete commercial space for residential uses; urban schools or other public facilities; art and cultural purposes; live/work/manufacture uses; and/or start-up companies. Engage stakeholders in research and recommendations.</b>	 Clear path forward	The Building Repositioning workgroup comprised of private and public sector stakeholders was formed to evaluate the impacts of the changing office market on existing workplace space, how the use of buildings changes over time and what potential process and policy changes should be considered. The workgroup has explored the concepts of: 1) repositioning of buildings through structural enhancements and/or amenity improvements; repurposing of buildings through changes to the building use; and 3) emerging trends to accommodate emerging industries. The workgroup published its recommendations in a report dated December 2016
2.8a	Consider implementation tools such as land use and regulatory changes, innovative tax policies, and the use of public seed money or equity participation to spur or support redevelopment and infill, revitalization, and partnership opportunities for repurposing.	 Clear path forward	A Comprehensive Plan Amendment to add policy guidance for the repurposing existing vacant buildings with alternate uses is scheduled for public hearing before the Board of Supervisors on December 5, 2017.  A zoning ordinance amendment that allows for greater administrative flexibility related to approved rezonings is scheduled for public hearing before the Board of

			Supervisors in November 2017. This amendment would facilitate building repurposing and repositioning by, among other things, permitting additional uses not beyond those approved with the rezoning, and by allowing replacement of facades without affecting the Far of the property.
2.9	<b>Preserve existing designated Industrial Areas as valuable locations for needed light manufacturing, warehousing, service, and distribution uses that support county residents and businesses.</b>	 Clear path forward	The land use section of the Policy Plan was updated in December 2016 to support higher intensities for data centers and self-storage facilities in areas planned for industrial use.
2.10	<b>Continue to develop complete street guidelines for all activity centers in the county. In partnership with VDOT and the Department of Rail and Public Transportation (DPRT), better utilize public rights of way for improved accessibility, safety, and connectivity by all modes:</b>	 Moderate progress	Complete street cross-sections have been developed for the roadways in the Springfield Community Business Center (CBC) and Transit Station Areas (TSAs) using adopted urban design guidelines. Several agencies are coordinating to establish urban street standards for approval by VDOT under guidance from its Road Design Manual. For Reston, VDOT approval has been approved for Phase I of the Wiehle-Reston East Transit Station Area; Phase I of the Reston Town Center TSA was submitted in November 2016; coordination is ongoing for submission to VDOT for review of Phase I of the Herndon-Monroe TSA and Phase II review for all three Reston Transit Station Areas. Incorporation of urban street standards is a basic premise of the Embark Richmond Highway Comprehensive Planning activities. Implementation of urban street designs is ongoing in transit oriented developments and activity centers during the development review process. The efforts continue in Bailey’s Crossroads/Seven Corners, Springfield Community Business Center and the Merrifield Town center area.
2.10a	Implement pedestrian, bike and roadway improvements around Phase II Silver Line stations.	 Fairfax fundamental	Phase II Silver Line Metrorail stations are currently under construction in Fairfax County.
2.10b	Continue to fund and implement infrastructure improvements that include additional bicycle and pedestrian improvements on overpasses or tunnels and acquire easements for new trails and park greenways where appropriate.	 Clear path forward	A \$1.4 billion Transportation Priorities Plan was approved by the Board of Supervisors for the period of FY 2015 -FY 2020. The plan identifies projects that will build new and improve existing roads, sidewalks, trails and on-road bicycle facilities and provide new and enhanced transit service in the County. Approximately 19 projects have been completed to date. FCDOT is currently in the process of updating the Transportation Priorities Plan. Public outreach is ongoing with Board adoption of an updated Plan expected in early 2018.
2.10c	Continue implementation of the Bicycle Master Plan recommendations.	 Clear path forward	This initiative is ongoing and being implemented through the development review process on a case-by-case basis
2.10d	Promote bike lanes in areas where they have been identified in the Bicycle Master Plan.	 Clear path forward	This initiative is ongoing and being implemented through the development review process on a case-by-case basis

2.10e	Implement urban design standards to support street amenities such as street furniture in projects to encourage pedestrian activity.	 Clear path forward	This initiative is ongoing and being implemented during the urban design guideline update process for each Revitalization District.
2.10f	Continue implementation of connected pedestrian facilities, particularly in activity centers.	 Clear path forward	This initiative is ongoing and being implemented through the development review process on a case-by-case basis.
2.10g	Address the need for additional roadway capacity in activity centers through context sensitive improvement projects and development of an enhanced street grid.	 Clear path forward	This initiative is ongoing and being implemented through the development review process on a case-by-case basis.
<b>2.11</b>	<b>Support the implementation of a comprehensive “Health in All Policies” plan that integrates concepts that promote healthy living with a renewed focus on placemaking. Projects included in the plan should focus on increasing physical activity, better nutrition, and expanding access to health care, parkland, and recreation centers.</b>	 Clear path forward	A multi-agency team comprised of staff from the human services and land development business areas has created workgroups to evaluate each chapter of the Policy Plan element of the Comprehensive Plan to provide amendment recommendations that explicitly integrate concepts that promote healthy living practices into the land development process. Human services staff are now routinely provided with an opportunity to participate as an integrated member of the staff review teams for Plan Amendments
2.11a	Increase focus of the Transportation Advisory Commission and the Trails Committee on projects related to pedestrian and bicycle transportation and transit.	 No action	Action has not yet started on this initiative
<b>Goal</b>	<b>Action</b>	<b>Status</b>	<b>Status Update</b>
<b>Goal 3: Improve the Speed, Consistency, and Predictability of the Development Review Process</b>			
<b>3.1</b>	<b>Streamline the process for amending the Comprehensive Plan. This would allow for greater agility and flexibility to respond to specific business opportunities and could reduce the overall time to market.</b>	 Clear path forward	The addition of the site-specific Plan amendment (SSPA) cycle with the work plan, as well as the opportunity for Board-initiated motions allows for Staff to identify areas for broader study and maintain capacity to respond to specific business opportunities which may arise.  With the adoption of this new process in June, 2017, Staff believes the intent of this initiative has been met and no further reporting on this initiative is planned.
3.1a	Improve the process by which Plan amendments are considered concurrently with a development application.	 Clear path forward	The concurrent processing of Plan Amendments and development applications was recently mapped with a consultant (Gartner) as part of the process improvement efforts. This mapping will provide a starting point for seeking efficiencies and streamlining opportunities.
<b>3.2</b>	<b>Evaluate and amend as necessary the Zoning Ordinance, Public Facilities Manual, and other regulatory documents and processes to ensure that we keep pace with current markets and development demands and conditions, as well as state of the art regulatory techniques. Recognize importance of standards to create desired vibrant, pedestrian friendly activity centers, while maintaining the integrity of stable suburban areas. As appropriate, test the efficacy and benefits of such proposed changes in the County’s designated revitalization districts/areas.</b>	 Clear path forward	Modernization efforts for the Zoning Ordinance and Public Facilities Manual (PFM) are underway. Regulatory processes are being mapped and improved. The goal of these efforts is to respond to market demands and keep current with industry standards. When adopted, processes and maps will be scheduled for routine future reviews. Process and document updates will be reported as change occurs under separate initiatives.  Recognizing the importance of standards to create desired vibrant, pedestrian friendly activity centers, while maintaining the integrity of stable suburban areas, separate standards have been adopted for activity centers. When appropriate, the efficacy and benefits of

			such proposed changes will be tested in the county's designated revitalization districts/areas.
3.2a	Examine the content and application of the Public Facilities Manual to ensure that the manual is used as a guideline, and is not considered minimum design standards or requirements.	 Clear path forward	Consultant (Greeley and Hanson) is doing gap analysis and roadmap to incorporate clarity and flexibility into PFM: changing "shalls" to "should/may" and making PFM a guideline. Will include adding/deleting tables, charts, and plates, eliminating outdated criteria, incorporating by reference from other credible sources.
3.2b	Accommodate increased urbanization and provide guidance for the evolving nature of development and urban structures.	 Clear path forward	Urban Design Guidelines for Tysons have been completed, Reston Design Guidelines are in draft, Baileys'/Seven Corners' expected completion in early 2018.  The development of the Richmond Highway Corridor Urban Design Guidelines will begin in early 2018 with an estimated completion date of late 2018 or early 2019
3.2c	Update outdated terminology and definitions.	 Clear path forward	Terminology and definitions are being updated as part of the PFM and Zoning Ordinance modernization efforts and as part of the Zoning Ordinance Amendment work plan as appropriate.
3.2d	Prioritize regulatory changes to have the biggest impacts on business development.	 Clear path forward	Efforts have been geared toward improving those processes first which impact business development. Examples include: <ul style="list-style-type: none"> <li>• establishment of the Project Management Team which works with developer applicants to map and meet review schedules consistent with individual project needs recognizing that predictability and time-to-market are critical to project success;</li> <li>• new resources to assist retail and restaurant tenants navigate the process, a restaurant amendment to the ZO currently underway as part of zMOD efforts to increase flexibility;</li> <li>• the minor modifications provision revisions as well as the "single-issue" review process which are intended to allow increased flexibility which may encourage business owners to reinvest/modernize their uses, thereby increasing their value.</li> <li>• the Development Process Advisory Committee (DPAC) consists of approximately 20 members representing all sub-disciplines of the development industry who are partnering with senior leadership to guide and implement the improvement efforts. The DPAC is intended to help identify items which will have the most impact on business development.</li> </ul>
3.2e	Focus on minimizing the use of waivers to implement development consistent with the Comprehensive Plan.	 Moderate progress	Board direction has been received on several of the parking initiatives.  Public hearings on related Zoning Ordinance amendments are anticipated in early 2018  PFM assessment of waivers is anticipated as part of the next phase of the PFM modernization work, due to the concurrent work being done to update the Zoning Ordinance.
3.2f	Review Zoning Ordinance to allow for flexible provisions that support innovative small		As part of the zMOD effort, the county is broadening uses and categories to encourage innovation. This effort will continue. An example is the draft Zoning Ordinance text

	businesses, start-ups, and other companies in strategic locations.	Clear path forward	related to restaurants. Anticipated Planning Commission hearing in late fall and Board of Supervisors hearing in early, 2018.
3.2g	Consider innovative ideas such as live-work units and pop-up activities in vacant spaces as a means of providing temporary opportunities to enliven spaces and demonstrate market demand and viability.	 Limited action	The first phase of the repositioning recommendations are mostly implemented.  The pop-up initiative is deferred, per the Repositioning Report update; however, the County works with applicants on a case-by-case basis to encourage this type of flexibility.
3.2h	Provide flexibility to encourage public art displays and incorporate retail arts opportunities.	 No action	Provision of public art is encouraged as part of zoning applications where feasible and appropriate. Intentional flexibility in pending and future Zoning Ordinance amendments are intended to facilitate future opportunities.
3.2i	Consider exempting building space dedicated for public uses from density calculations.	 Moderate progress	Has been added as a Priority 2 item to the 2017 Zoning Ordinance Amendment Work Program.
3.2j	Streamline Zoning Ordinance requirements and increase flexibility for housing that is affordable for all our residents and workforce.	 Moderate progress	The path forward to fulfill this recommendation will be determined by DHCD
3.2k	Provide regulatory flexibility, including for parking, to help fill vacant retail and other spaces expeditiously and to incentivize users to locate in these spaces.	 Moderate progress	Board direction has been received on several of the parking initiatives; scheduled for Board consideration in February, 2018.  Other Zoning Ordinance Amendments to streamline some definitions (potentially eliminating distinctions between uses, which may expand the uses allowed by right, reducing need for SEs) will be undertaken as topics are identified, or in conjunction with modernization efforts.
3.2l	Continue to work with growing industries to ensure that our ordinances and processes keep pace with expanding and evolving opportunities.	 No action	This recommendation will be addressed through the development of a more collaborative approach to engaging our industry partners. Examples include the new Biz Ex Partner as well as a re-vamped DPAC.
3.2m	Study proffers and development conditions to determine if they are a disincentive to development.	 No action	The County will engage consultant services to address this recommendation, as resources are available.
<b>3.3</b>	<b>Develop a business model for regulatory services designed around meeting agreed upon service levels.</b>	 Clear path forward	Fairfax First's Program 7 (P7) is mapping processes; upon the completion of the mapping (which will include a timeline for delivery) a resource-matching effort will need to be undertaken to ensure that resources exist to meet the proposed timelines
3.3a	Foster a culture of open communication and engagement among the development industry, County review staff and decision-makers, and the community, with a focus on helping applicants get to the finish line. Consider an ombudsman for the development process.	 Clear path forward	The DPAC has been reestablished.  Other engagement efforts pertaining to the Zoning Ordinance and PFM Modernization efforts and the Community Council on Land Use Engagement will provide improved engagement
3.3b	Encourage a cooperative, collaborative framework of zoning, site, fire marshal, and building plan review.	 Fairfax fundamental	Efforts identified in the previous update continue; no new specific action is anticipated on this initiative and no further reporting is proposed.

3.3c	Evaluate options for allowing concurrent submission and review of the traditionally sequential development processes.	 Clear path forward	Administrative review of concurrent processing will be returned to BOS for reconsideration as part of P7.
3.3d	Explore restructuring of operations to increase efficiency, such as unifying functions across land development agencies.	 Clear path forward	A one-stop-shop (merger of 2nd floor CTSC/ZBRB) has been tabled in favor of focusing on implementing on-line permitting.
3.3e	Evaluate an Enterprise Fund for land development agencies to facilitate the timely review and approval of plans and permits in zoning, site, building and fire marshal review and inspections to meet service level expectations from industry.	 No action	A full evaluation of an Enterprise Fund as a vehicle to has not been completed in partnership with the Department of Management and Budget (DMB) and the County Executive's Office. However, the County has identified two chief concerns of industry related to permit cost and financing. First, Industry desires assurance that fees collected for permits deliver permit-related services – "Transparency". Second, County resources need to adjust quickly to address immediate changes in the building/development market – "Flexibility". The Development agencies have worked with DMB to begin to examine recovery rates and make that information readily available to address the concern for "transparency". Moreover, DMB worked closely with the Department of Land Development services during 2017 to allow temporary growth of staff resources to quickly address increased inspections services demand. Due to high workload, these positions were determined to be a long-term need and DMB worked with the Board of Supervisors to create permanent merit positions through the normal budget cycle. This example stands as a model to address future "Flexibility" needs. Under Program 12 of the Fairfax First initiative, a stakeholder group will be convened to consider whether an Enterprise Fund is the best vehicle to accomplish these same goals.
3.3f	Implement a comprehensive work plan to improve performance, with a focus on timeliness, consistency, responsiveness to customers, and quality control.	 Clear path forward	P7 is mapping all processes; process maps are anticipated to be complete in October, 2017; a subtask of P7 is to establish as schedule for routine re-evaluation of processes to ensure they meet the standards for timeliness, consistency, responsiveness and quality control; estimated delivery date: January, 2018.
3.3g	Ensure revitalization projects remain a priority throughout the entitlement and regulatory review processes.	 Fairfax fundamental	Senior Leadership has made a commitment to priority review of revitalization projects. A Revitalization Coordinator with OCR is dedicated to maintaining schedules on these projects.
3.3h	Identify, compare, and evaluate metrics for land use decisions with other area jurisdictions and with jurisdictions around the country to identify and implement best practices for streamlining services.	 Moderate progress	Staff is tracking cases during the entitlement process and looking at other jurisdictions to see how similar cases are being processed.
3.4	<b>Leverage technology to create internal efficiencies in the regulatory process and to improve customer service.</b>	 Clear path forward	PLUS - Selected the Accela software solution. Installed licenses on county network and hosted cloud licenses to familiarize technical and business staff with the software's capabilities. Next steps: Finalize project staffing / resource plan, select a lead implementer and begin implementation January 2018. Implementation of core capabilities planned for 2020.

Goal	Action	Status	Status Update
<b>Goal 4: Invest in Natural and Physical Infrastructure</b>			
4.1	<b>Implement Board’s environmental vision, priorities, and goals, as identified in the Board of Supervisors’ Environmental Agenda, “Environmental Excellence for Fairfax County: A 20-Year Vision.”</b>	 Fairfax fundamental	<ul style="list-style-type: none"> <li>• Annual Environmental Improvement Program</li> <li>• Annual <a href="#">Sustainability Initiatives report</a></li> <li>• <a href="#">Environmental Vision</a> – Updated and Adopted on June 20, 2017</li> <li>• Operations Energy Strategy – draft and finalizing for 2018 Board consideration</li> </ul>
4.1a	Ensure a focus on the environment and sustainability principles in county development policies, while seeking to balance the impact on the time and cost of the development process.	 Clear path forward	<ul style="list-style-type: none"> <li>• Comprehensive Policy Plan – Per a Planning Commission recommendation, consideration of Policy Plan amendment to create a greater focus on energy efficiency within the Green Building Policy.</li> <li>• Continued application of Environmental Objectives and Policies in the Comprehensive Plan during the zoning process</li> </ul>
4.2	<b>Dedicate funding and establish longer term maintenance strategies for existing and proposed County-owned infrastructure and facilities.</b>	 Moderate progress	<ul style="list-style-type: none"> <li>• Implementation of BOS/FCPS Infrastructure Committee recommendations.</li> <li>• Asset condition assessment work on-going.</li> <li>• Infrastructure/capital reinvestment to be added and tracked in Annual CIP</li> <li>• New funding strategies to prioritize reinvestment needs – increased funding in capital pay-down program and carryover commitment to reinvestment through Capital Sinking Fund</li> <li>• Specific reinvestment goals identified for Commercial Revitalization Districts. Requested Multi-year ramp-up for funding and the provision of enhanced service levels</li> </ul>
4.3	<b>Maximize return on investment potential for all County assets, including land and facilities, by leveraging partnership opportunities with both private and public partners to construct and operate infrastructure and facilities throughout the County.</b>	 Moderate progress	<ul style="list-style-type: none"> <li>• Liberty occupancy and opening</li> <li>• Reston Station lease amendment</li> <li>• <a href="#">Reston Town Center North</a>; RFP solicitation for Blocks 7 &amp; 8 and pending entitlement actions</li> <li>• OMVHS interim occupancy uses / RFP for development</li> <li>• Need to prioritize other opportunities (Herndon West, Courthouse Complex/Burkholder)</li> </ul>
4.3a	Examine the County’s adopted CIP for these types of partnership opportunities.	 Moderate progress	<ul style="list-style-type: none"> <li>• Enhanced P3 section to CIP</li> <li>• More to be developed <ul style="list-style-type: none"> <li>○ Improve annual review of CIP committee to evaluate opportunities</li> <li>○ Blue-sky discussions of projects</li> <li>○ More structure and process to be developed</li> <li>○ PPEA Policy and Procedures update</li> </ul> </li> </ul>
4.4	<b>Encourage the use of Business Improvement Districts or other similar concepts for funding streetscapes, landscaping, park plazas, and other related infrastructure.</b>	 Limited action	<ul style="list-style-type: none"> <li>• Focus is on maintenance of existing facilities by County (see 4.2 above)</li> <li>• BIDs are not being actively evaluated at this time (limited stakeholder interest)</li> </ul>
4.4a	Identify opportunities with the development industry to meet the community needs. Projects could include dedication of land, construction of public facilities, maintenance or upgrading of facilities such as tot lots, and sidewalk construction and repair.	 Moderate progress	<ul style="list-style-type: none"> <li>• Number of solicited and unsolicited PPEAs underway to meet needs (affordable housing, park spaces, public facilities)</li> <li>• Infrastructure upgrades are opportunistic (RTCN, OMVHS, SEQ)</li> <li>• Comprehensive Plan amendments seek to balance development with public infrastructure needs. Tysons</li> </ul>

			and Reston road funding plan are recent examples for planning infrastructure with future development.
4.5	<b>Continue and expand interactions with internal and external service providers, including public safety and utility providers. Plan for service delivery changes within more urban environments.</b>	 Clear path forward	<ul style="list-style-type: none"> <li>• Evaluation of WWM trunk lines and conveyance capacity</li> <li>• Water supply study update in 2018 by Fairfax Water through NVRC coupled with FW infrastructure reinvestment.</li> <li>• Approval of Vulcan Quarry for future water supply.</li> <li>• Coordination with DVP on line upgrades and implementation of new technology</li> </ul>
4.6	<b>Ensure that the County is leveraging all funding opportunities to fund infrastructure.</b>	 Moderate progress	<ul style="list-style-type: none"> <li>• See 4.2</li> <li>• Compliance with Board policy regarding Capital Sinking Fund for infrastructure reinvestment</li> </ul>
4.6a	Consider feasibility of a Local Opportunity Fund to accelerate planned infrastructure improvements located near current or future businesses. Partner with FCEDA to identify businesses, particularly those not eligible for the Governor's Opportunity Fund.	 Clear path forward	<ul style="list-style-type: none"> <li>• Creation of Economic Development Support Fund (EDSF) with FY16 carryover</li> <li>• EDSF Process and Guidelines adopted (2/17)</li> <li>• Nine nominations currently under review</li> </ul>
4.6b	Review and update as necessary the County's 16 Principles in Support of Commercial Redevelopment that guides the County's involvement in public-private ventures.	 Limited action	Scope of current 16 Principles will be evaluated for possible expansion/inclusion in PPPs
4.7	<b>Continue to implement capacity improvements and congestion mitigation options for regional transportation corridors such as Interstate 66, Route 28, Richmond Highway, and the Fairfax County Parkway.</b>	 Clear path forward	<ul style="list-style-type: none"> <li>• Embark process reviewing improvements to Richmond Hwy</li> <li>• VDOT mega-project to <a href="#">Transform I-66</a>; heavy involvement of FCDOT</li> <li>• VDOT mega-project to <a href="#">add Express Lanes to I-395</a>; heavy involvement of FCDOT</li> </ul>
4.8	<b>Continue to expand transit service where appropriate to unserved and underserved areas; increase service on higher density routes; add more mid-day, evening, and weekend services.</b>	 Clear path forward	<ul style="list-style-type: none"> <li>• FY16 – FY22 <a href="#">Transit Development Plan</a> adopted in March 2016</li> <li>• <a href="#">Comprehensive Transit Plan</a> to expand horizon year from 2020 to 2035 underway</li> </ul>
4.9	<b>Incorporate greater use of transit into Comprehensive Plan updates associated with the County's activity centers.</b>	 Fairfax fundamental	Embark process reviewing potential use of Bus Rapid Transit within the Richmond Hwy corridor
4.10	<b>Continue to improve the County's multimodal transportation system which connects activity centers and within activity centers.</b>	 Clear path forward	On-going FCDOT efforts with WMATA, bike facilities, and pedestrian friendly design standards.
4.11	<b>Promote the accessibility and use of the County's Amtrak stations.</b>	 Limited action	Lorton and Burke Center offer opportunities to expand Amtrak service; No actions are currently underway by Fairfax County to develop these potential resources
Goal	Action	Status	Status Update
<b>Goal 5: Achieve Economic success through Education and Social Equity</b>			
5.1	<b>Maintain focus and funding on Fairfax County's world class public schools as a key pillar in the County's economic success strategy.</b>	 Moderate progress	See below.

5.1a	Expand access to quality early child care and Pre-K education for all.	 Clear path forward	Stakeholder group representing the interests of schools, county, and private sector developed “The Fairfax County Equitable School Readiness Strategic Plan”, laying out a vision and roadmap for ensuring that all young children in Fairfax County have the supports they need to be successful in school and beyond. Plan endorsed by the Successful Children and Youth Policy Team and presented to the Board of Supervisors on October 31st.
5.1b	Ensure adequate resources for FCPS Career and Technical Education programs.	 Moderate progress	Created linkages for FCPS Career and Technical Education programs to NOVA, Northern Virginia Technology Council and other stakeholders to better leverage components and resources of workforce ecosystem in region. Submitted application to Go Virginia for a state workforce grant. Also see below, 5.2a.
<b>5.2</b>	<b>Ensure coordination and efficient delivery of workforce and training programs with Northern Virginia Community College and Fairfax County Public Schools.</b>	 Moderate progress	A work group including GMU, NVCC, FCPS, NV Tech Council and Fairfax County are developing plans to promote Workforce Pathways for students and re-careering adults.
5.2a	Encourage the formation of key employer stakeholder groups to identify and assess existing workforce development and vocational training programs and confirm alignment with meeting current and projected employment needs in Fairfax County.	 Clear path forward	Created a coalition with regional economic development directors, local colleges and universities, schools, and business organizations, to strengthen and promote the Northern Virginia Tech Talent Pipeline through the collective expertise and resources of partners in economic development, government, business, and education. The project will: <ul style="list-style-type: none"> <li>• Focus on high school seniors, college students, and career-changers with interest and aptitude; career counselors; veterans; and employers</li> <li>• Develop and communicate clear pathways to high-demand cyber and tech career fields and raise awareness of regional opportunities and strengthen connections to employers</li> <li>• Expand participation in education; training and work-based experiences in these fields</li> <li>• Increase the number of qualified candidates filling these jobs</li> </ul>
<b>5.3</b>	<b>Expand opportunities for students with financial need to pursue post-secondary training and education.</b>	 Moderate progress	As part of Go Virginia grant, as described above, a platform will be created to clearly outline the workforce career pathways to high demand jobs in the region, including funding opportunities to obtain needed credentials. But there is more that can be done in this arena.
5.3a	Encourage tuition assistance and internship or apprenticeships for technical/vocational/middle-skill training to meet projected high-demand occupations and to help ensure that these growing industry sectors are available to under-represented students.	 Moderate progress	FCPS Career and Technical Education has developed a proposal for "13th year" apprenticeship program and now includes a requirement for work-based learning for all students prior to graduation. NVCC Labor Market demand data will be shared with students on the Career planning portal. NVTC has launched the Tech Talent initiative to encourage and expand college internships. The Workforce Pathways Work Group is fostering coordination and collaboration of these efforts.
5.3a	Support actions to link scholarships and assistance to qualified students to pursue higher	 No action	Action has not yet started on this initiative.

	education, including under-represented populations.		
5.4	<b>Expand STEM and STEAM training and preparation.</b>	 Clear path forward	See below.
5.4a	Encourage the County's educational institutions/partners to identify where investments are currently being made in Science, Technology, Engineering & Math (STEM) as well as the Arts (STEAM) activities in Fairfax County; and, quantify and prioritize resources needed to sustain or expand the most effective programs and partnerships.	 Clear path forward	Development of STEM Asset Map and Landing Page(s) are underway to identify and promote awareness of programs and activities that encourage educational and career readiness for careers in STEM. OP3 is facilitating work with FCPS, NCS, FCPL, and GMU.
5.5	<b>Explore policy opportunities, strategies or frameworks to address the issue of social equity within the context of economic success.</b>	 Clear path forward	A workgroup of FCPS and Fairfax County staff developed an implementation for the One Fairfax policy from 2016-17. The policy language and draft work plan was presented to the BOS and School Board joint work session in June 2017. Social equity progress from Buffalo NY was shared with Executive leadership of FCPS and Fairfax County. Staff team are meeting individually with elected officials over the summer. Policy will be voted on by both boards in early Fall.
5.6	<b>Promote and explore creative housing solutions in all County-sponsored projects. A full spectrum of housing types, densities, and prices are essential to provide choices not otherwise provided by the market. Explore greater use of land use incentives and regulations to encourage a variety of urban infill housing opportunities. Continue to implement and refine when necessary the County's Workforce Dwelling Unit Rental Program (WDU) and Affordable Dwelling Unit Program (ADU).</b>	 Moderate progress	The Communitywide Housing Strategic Plan is underway and when completed, will provide recommendations for how to meet the County's expected housing needs in the next 5/10/15 years. These recommendations will consider policies and programs that address land use, homeownership, capital formation, and the needs of residents with disabilities, among others. It is expected that the Plan will produce initial implementation strategies in early-2018.
5.7	<b>Identify a recurring, sustainable funding source which can be reinvested into projects which preserve housing affordability and produce new affordable housing units.</b>	 Limited action	Limited County resources and reduced federal funding have led to an environment not conducive to a recurring, sustainable funding source for affordable housing. However, the Communitywide Housing Strategic Plan will examine this and other options for the preservation and production of new affordable housing units.
5.7a	Reinvest the proceeds from the sale of the County-owned Redevelopment and Housing Authority (FCRHA) assets to support implementation of the 2015 Housing Blueprint.	 Moderate progress	The FCRHA continues to make use of the Public-Private Education and Infrastructure Act of 2002 (PPEA) as a mechanism for partnering with private entities to strategically redevelop the FCRHA's assets.
Goal	Action	Status	Status Update
<b>Goal 6: Increase Agility of County Government</b>			
6.1	<b>Create a culture that ensures that all County employees and leaders understand that sustained economic success is a countywide business necessity and that the work our employees and leaders do has a direct impact on that success.</b>	 Clear path forward	Creating a Culture Change Community of Practice around the issue to exchange lessons learned about large organizational change approaches throughout the county.

6.2	<b>Continue to foster coordination and collaboration among County departments and authorities, industry groups, institutions of higher education, non-profits, and stakeholders involved in activities that affect the County's economic success.</b>	 Clear path forward	Created partnerships with local universities, non-profits, chambers of commerce and other stakeholders through research collaboration, pilot projects, events and formal and informal partnerships in general. These activities have required internal coordination and collaboration among a wide range of county departments.
6.3	<b>Work regionally with other jurisdictions on select initiatives consistent with the Strategic Plan to Facilitate the Economic Success of Fairfax County.</b>	 Clear path forward	Partnered on Go Virginia workforce development grant opportunity with Loudoun, Prince William, Arlington County, and Herndon, Cities of Fairfax, Falls Church, and Alexandria.
6.4	<b>Ensure the skills of our County workforce are aligned with evolving land use patterns in the County, including the transition from a suburban to urban environment.</b>	 Moderate progress	The Fairfax First initiatives to add flexibility to our Comprehensive Plan and Public Facilities Manual, in conjunction with the Zoning Ordinance Modernization (zMOD) effort is resulting in increased staff focus to ensure that our Land Use Policies and Regulations are appropriate for an urban environment. In addition, the creation of the Joint Training Academy and the recognition of the value of innovation hubs as a component of placemaking has increased staff knowledge and awareness of emerging trends in urban environments.
6.5	<b>Develop a robust communication and outreach plan to inform County residents, employees, developers, and those who want to do business in or visit the County about the County's successful programs and innovative projects.</b>	 Clear path forward	County agencies and the Office of Public Affairs develop communications plans as needed for specific projects, programs and services to inform relevant audiences whether residents, employees, developers, business owners and visitors. These plans incorporate the use of everything from community outreach to media relations to the web to social media. The Office of Public Affairs also coordinates communications strategy, planning and training with individual agencies through regular weekly and monthly meetings with communications and public information staff across the county, as well as needed on specific projects. As appropriate, the Office of Public Affairs also directly works with the Fairfax County Economic Development and Visit Fairfax on communications activities. Communications planning is an ongoing activity countywide
6.5a	Promote more proactive policies and procedures on social media and alternative communication channels and technologies to reach a more diverse and younger demographic. Ensure that a dedicated social media coordinator exists to support this effort.	 Clear path forward	We have had a countywide social media policy in place since 2011, and we also have a social media strategy in place. The Office of Public Affairs, along with the Government Steering Committee, leads policy development. The policy has been updated several times since it was first established, and relevant staff are currently working on another revision. The Office of Public Affairs also established a social media coordinator many years ago to oversee overall social media policy, strategy and use countywide. Individual agencies also have designated staff to manage their official social channels. The county robustly uses multiple social media platform, including Facebook, Twitter, YouTube, Instagram and Nextdoor. As an example, the county has 19 official Facebook pages and 16 official Twitter accounts. We will continue to use existing and future social media platform to reach diverse audiences.
6.5b	Facilitate dialogue and collaboration among the many networking and development programs		The vision of the Fairfax County Young Professionals (YOPRO) cohort is to create an environment where

	for young professionals to engage and determine desirable economic, social, and cultural opportunities.	Clear path forward	people in the young professional career strata would come together to support the professional and personal development of their colleagues and peers. With a focus on building a strong Team Fairfax, the YOPROs Cohort hosts Lunch and Learn sessions where the county's young professionals can broaden their knowledge base, develop effective communication skills, and hone their leadership capabilities. The welcomed exchange of ideas and the mutual sharing of experiences fosters a community of employees who are invested in each other's success and the success of Fairfax County. Their activities not only improve moral and promote employee retention but also prepare today's young professionals for future leadership opportunities.
6.6	<b>Cultivate new voices.</b>	 Moderate progress	Strategies for better engagement are being developed through the Chairman's office, One Fairfax teams, and across multiple departments.
6.6b	Increase resident engagement at all levels.	 Moderate progress	Strategies for better engagement are being developed through the Chairman's office, One Fairfax teams, and across multiple departments.
6.6b	Ensure that Boards, Authorities, and Commissions (BACs) reflect the demographics of the larger community.	 No action	Action has not yet started on this initiative
6.7	<b>Develop a legislative strategy to pursue state-enabling authority to implement key actions in the plan as appropriate.</b>	 Clear path forward	Prior to the legislative session each year, the legislative affairs staff confers with ESSP team to determine priorities and legislative constraints and opportunities presented by the upcoming session.

Status Description	Status Symbol
Fairfax fundamental – Fully incorporated in County business	Fairfax seal 
Clear path forward – Action is underway on this goal	Green circle 
Moderate progress – Regulatory, time, or resource impediments	Yellow circle 
Limited action – Regulatory, time, resource impediments, and/or not a current priority	Red circle 
No action – Action has not yet started on this initiative	White circle 

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