



Fairfax County Economic Success Strategic Plan 2019 Update

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ACKNOWLEDGEMENTS

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INTRODUCTION

In 2015, the Fairfax County Board of Supervisors adopted The Strategic Plan to facilitate the Economic Success of Fairfax County. This Economic Success Strategic Plan (ESSP) presented a bold vision and set of goals focused on four fundamental themes: People, Places, Employment, and Governance.

Development of the ESSP relied on countywide community engagement to structure and validate fundamental themes and strategies. This included stakeholder outreach sessions through public forums, targeted stakeholder sessions, and one-on-one interviews with area leaders from business, government, education and the community. The result was a set of six goals.

Economic Success Strategic Plan 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

Since ESSP adoption, county staff, in cooperation with public and private sector partners, have worked to implement the actions under each of the six goals. Each year, the county prepares an update on the progress achieved on each of the actions. The 2019 ESSP update presents exciting new initiatives that took place in 2019 and ongoing advancement to support our strong local economy and quality of life. Significant progress has been made across all six ESSP goals and associated actions in the past five years. County residents have seen results through projects across neighborhoods, sectors, and themes. For example, Fairfax County is leading in innovation, focused on diversifying its economy, committed to transforming the way it does business to best serve residents and businesses, and building on a strong economic foundation to grow and share prosperity into the future.

The following pages present a narrative of initiatives undertaken or realized in 2019 for each of the 6 ESSP goals, followed by the Action Tracker. The Action Tracker highlights 2019 county activities for each action and identifies the current status of each goal or action.

The four status areas are:

- **FAIRFAX FUNDAMENTAL:** This action is fully incorporated in county business
- **CLEAR PATH FORWARD:** Action is underway and there is forward movement for full incorporation
- **MODERATE PROGRESS:** There have been some impediments to full forward movement due regulatory, resource, time, or other issues
- **LIMITED ACTION:** Outside forces or resource constraints have made movement challenging

Fairfax County is excited that 27 percent of the ESSP actions have become Fairfax Fundamentals, demonstrating success in reaching many of the goals. Another 66 percent of actions have a clear path forward or have made moderate progress. County staff are tracking these actions, which will now continue to be supported and explored through the proposed Countywide [Strategic Plan](#).

The ESSP has served as a Fairfax County economic development framework for the past five years. The Board of Supervisors has begun review and discussion of the proposed Countywide Strategic Plan (CSP). However, due to the Coronavirus pandemic, the Board's consideration and approval of the CSP is postponed. When the Board reconvenes to deliberate on the CSP, it will also discuss the role of the County's Economic Success Strategic Plan (ESSP) in relation to the Countywide Strategic Plan.

Goal 1: Further Diversify our Economy

Overview

In the past five years we have better positioned Fairfax County to leverage our existing assets to enhance our long-term competitive position and to diversify our economy. We are working collaboratively with a broad spectrum of partners on strategies geared to grow existing and evolving industries in Fairfax County, to support business incubators and accelerator efforts as appropriate, and to establish Fairfax County's brand for businesses as well as their prospective employees as a location for innovation and dynamic thinking.

Major accomplishments since the adoption of the ESSP include:

- Developed **new relationships with local and regional universities, business groups, and start-ups in data analytics, cyber security, life and health sciences, and smart cities**. Organized events, such as salons, workshops, and hackathons to engage internal and external stakeholders on key issues. The county's first-ever hackathon, the **Transportation and Mobility Hackathon**, was ultimately used as a model and duplicated around the state. Fairfax County has initiated multiple pilot projects as an outcome of this work. The pilot projects address key challenges and serve as building blocks to **accelerate innovation**, expand our economy, and support the growth of new companies in Fairfax County.
- Fairfax County is partnering with Dominion Energy Technologies on a **connected autonomous vehicle (CAV) pilot project** planned for the Merrifield area in Fairfax County. Autonomous vehicle technology has the potential to create significant changes in the future of transportation, and project partners are seeking to better understand the operation and deployment of autonomous vehicles. Goals for the project include evaluating how projects of this nature can best be structured from governmental, private sector, financial and legal perspectives; building relationships between organizations who might play a role in the future of autonomous vehicle transportation; and positioning Fairfax County and Virginia as a leader and innovator in smart community initiatives.
- Fairfax County invested \$1 million in the **innovation hub Refraction** to support their expansion. The investment is anticipated to generate 800 new tech jobs, train 2,500 workers and lead to \$200 million in new capital investment over the next five years. Investment will also support the nonprofit's new apprenticeship program, jointly developed with Northern Virginia Community College to train talent for startups and high-growth companies.
- The county supported the successful application for a \$750,000 grant from the Federal Government's i6 Challenge for the **Northern Virginia Smart Region Initiative**. Matching funds for an additional \$750,000 were committed by 10 supporting regional partners. Led by Smart City Works and Refraction, the Northern Virginia Smart Region Initiative brings together government, academic, commercial, and nonprofit partners to foster the development of a smart city technology innovation cluster. Its goals include tackling local urban challenges and growing the Northern Virginia economy through supporting innovation, entrepreneurship, and commercialization of new products that provide solutions to challenges.
- The **Inova Center for Personalized Health (ICPH)** has partnered with the Commonwealth of Virginia, Virginia's leading research universities, and innovative health care companies to expand access to cutting-edge genomic screening and assessments. The **life science innovation center** at ICPH was approved in October of 2019. This will be a cutting-edge campus to unite university researchers and educators with commercial partners and clinicians to develop and deploy new tools to provide world-class health care. Inova is part of a team led by the University of Virginia (UVA) that received a \$23 million Clinical and Translational Science Awards (CTSA) grant from the National Institutes of Health (NIH) last year. The collaborative effort led to the creation of the integrated Translational Health Research Institute of Virginia (iTHRIV), which includes UVA, Inova, Virginia Tech (VT), and Carillion Clinic.
- The Metropolitan Washington Airports Authority (MWAA) took aggressive steps to successfully **lower (and stabilized) the cost per enplanement (CPE) at Dulles**. As a result, United grew Dulles seat capacity by 5.8% in

2018 and 5% in 2019, and the carrier has plans to continue growing its Dulles hub by 5.5% per year. United continues to add new service to domestic and international destinations as well.

Goal 1 Actions Tracker

1.1 Pursue the creation and expansion of world class research and development in the county.


Status: FAIRFAX FUNDAMENTAL


Update: Fairfax County continues to work with many partners across the private, public, non-profit, and academic sectors to develop and drive research in the county. The below sub-actions present highlights.

1.1a Foster relationships and synergies with innovators at local and regional universities, recognizing their key role in creating economic vitality by attracting human capital and ingenuity.

Status: FAIRFAX FUNDAMENTAL

Update: Many county departments develop partnerships at multiple levels with local and regional universities.

Fairfax County Housing and Community Development and the Office of the County Executive held a Housing Hackathon on January 24-25, 2019, in partnership with the University of Virginia, George Mason University (GMU), Virginia Tech, and Avalon Bay Communities. The event was designed to find innovative technology solutions for accessible, affordable and fair housing, especially linking older adults, young adults, and people with disabilities to housing. There were 70 participants, mentors, and observers who registered for the event, and teams competed for cash prizes awarded to first, second, and third place winners, plus a prize for a student team. Prizes included an opportunity to incubate the product idea at Smart City Works Actuator and test the idea with Fairfax County's Housing and Community Development.  **Read more:** <https://www.fairfaxcounty.gov/economic-success/housing-hackathon>

Fairfax County Housing and Community Development and the Department of Economic Initiatives (DEI) and George Mason School of Business cohosted the 2020 Housing Challenge on March 11, 2020. The community event brought students, residents, industry professionals, housing advocates, and policy experts together to devise unique policy solutions to three critical issues facing Fairfax County in the pursuit towards enhanced home affordability.  **Read more:** <https://www.fairfaxcounty.gov/housing/2020housingchallenge>

The Department of Public Works and Environmental Services (DPWES) engages with schools, universities, and the United States Geological Survey (USGS) on research opportunities. For example, DPWES established a partnership with USGS over 10 years ago to provide continuous monitoring of streams and water quality at about 20 locations throughout the county. The county provides funding and in-kind service including Lab work. USGS and other researchers have published many studies on the data from this monitoring. The goal is to improve the knowledge of impacts to water quality and streams from both changes in the watershed, including community funded improvements. This data is also used by universities as part of their research.

As cited earlier, the Fairfax County Department of Transportation, DEI, Dominion Energy, the Department of Rail and Public Transportation, and the Virginia Department of Transportation are partnering in an autonomous electric shuttle pilot project planned for the Merrifield area in Fairfax County. The Connected and Autonomous Vehicle (CAV) project team is partnering with the Virginia Tech Transportation Institute on autonomous vehicle research in general and specifically to conduct cybersecurity, GIS support, and the provision of roadside units for the CAV project. The CAV team is also collaborating with George Mason on human factors research on the CAV project.

📖 Read more: <https://www.fairfaxcounty.gov/transportation/autonomous-shuttle-pilot>

County staff are also partnering with Virginia Tech on the Northern Virginia Smart Region Initiative; Megaregion Initiative; and Adaptive Lifelong Learning Workforce Development Initiative.

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, to capitalize on medical technology; and

Status: CLEAR PATH FORWARD

Updates: In 2018, the University of Virginia (UVA) entered a \$112 million partnership and academic affiliation with Inova Health System Foundation to establish a UVA School of Medicine at the Inova Campus in Fairfax County. UVA students will be able to do clinical rotations at Inova hospitals and will be embedded in the research expected to occur at the Inova Center for Personalized Health (ICPH).

The Life Science Innovation Center was approved in October 2019. This will be a campus to unite university researchers and educators, with commercial partners and clinicians to develop and deploy new tools to provide world-class healthcare.

1.1c Support research in the life sciences, translational medicine in particular, in the county.

Status: CLEAR PATH FORWARD

Update: ICPH, as discussed in 1.1b, was approved and provides a clear path forward for this objective.

The Department of Public Works and Environmental Services (DPWES) also supports research in the life sciences around the county in partnership with universities:

- DPWES has worked for about 20 years with GMU on the study of Gunston Cove, near where the outfall from the Fairfax County Wastewater Treatment Plant discharges. Through the partnership, DPWES and GMU have documented an incredible recovery as treatment processes have been enhanced with the development of new technologies. This research has demonstrated that recoveries take time. This is one of the longest, continuous studies of a water body and has shown how bodies of water respond to changes.
- DPWES has worked with VT and the Occoquan Lab on several Stormwater (STW) studies of lakes, ponds, and specific STW treatment facilities. Impacts of winter salt application on freshwater systems is a national concern. DPWES is currently working on better understanding the impacts of winter salt usage as well as potential treatment process for mitigating environmental impacts.

1.2 Under the direction of the Fairfax County Economic Development Authority (FCEDA), support attraction, retention, and expansion 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.

Status: CLEAR PATH FORWARD

Update: Google, Facebook, and Amazon Web Services headlined brand-name companies making investment decisions in Fairfax County during 2019. This is a signal of the growing economic diversification of the county especially in targeted technology-related industries and a reflection of the

value of Fairfax County for corporate operations. In addition, the Fairfax County Economic Development Authority worked with more than 100 other companies in a wide variety of industry sectors making major location and job-creation decisions throughout the year, including Aerotek, DLT, Ernst & Young, FDM Group, the Inova Schar Cancer Institute, Randstad Technology, TEKsystems and ZerIn Business Consulting. Companies such as these often cite the availability of a diverse and skilled workforce, the large technology business community, excellent educational opportunities and a welcoming, cosmopolitan quality of life as chief reasons to locate or expand in Fairfax County. Through events and communications efforts, the FCEDA highlighted emerging technologies such as blockchain, autonomous systems, artificial intelligence and personalized medicine. In addition, the FCEDA began an initiative in 2019 focused on talent attraction and retention, which has become a critical concern especially for companies in technology sectors that compete for highly educated, skilled employees.

1.3 Promote Fairfax Innovation Ecosystem 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. Potential industries of focus include data analytics, cyber security, life and health sciences, light manufacturing, with small businesses having an integral role.

Status: CLEAR PATH FORWARD

Update: In 2019, Fairfax County invested \$1 million in innovation hub Refraction to expand and create new programs. The investment is anticipated to generate 800 new jobs, train 2,500 workers, and lead to \$200 million in new capital investment over the next five years. Investment will also support the nonprofit's new apprenticeship program, jointly developed with Northern Virginia Community College to train talent for startups and high-growth companies. Refraction provides a collaborative and open community for startups and high-growth companies, offering mentoring, educational programs, and networking and thought leadership events. In 2019, Refraction completed the first phase of its expansion by relocating from Reston to a larger location in Tysons.

In 2019, the county supported the successful application for \$750,000 from the U.S. Department of Commerce's i6 Challenge grant for the Northern Virginia Smart Region Initiative. Matching funds for an additional \$750,000 were committed by 10 supporting partners: Smart City Works, Refraction, Amazon Web Services, Alpha, Cushman & Wakefield, Virginia Center for Innovative Technology, Northern Virginia Community College, Virginia Tech, Fairfax County and Arlington County. Led by Smart City Works and Refraction, the Northern Virginia Smart Region Initiative brings together government, academic, commercial and nonprofit partners to foster the development of a smart city technology innovation cluster.

Fairfax County is committed to being part of this multi-stakeholder partnership that will foster a dynamic and resilient regional economy, job growth, and globally competitive communities. For the past two years, Fairfax has collaborated with Smart City Works, Refraction, Virginia Tech, and other key partners on smart city/smart community events, two hackathons, and smart city pilot projects, and hopes to continue this partnership.

1.3a Consult and partner with leaders representing the Fairfax innovation ecosystem, including universities, entrepreneurs, local chambers, venture capital, and connected and sustainable placemaking partners.

Status: CLEAR PATH FORWARD

Update: The Innovation Subcommittee of the Economic Advisory Commission was formed with members from industry, the start-up ecosystem, and universities.

The EAC and the newly formed Department of Economic Initiatives (DEI) continue broad consultation with thought leaders at universities, start-ups, and chambers. Staff have engaged on initiatives important to our partners, such as NVTC's Digital Transformation Committee and Virginia Tech's Adaptive Lifelong Learning Workforce Development Initiative.

Thought leaders that presented in 2019 to the Economic Advisory Commission include:

- Inova Translational Medicine Institute (ITMI) on Inova's cutting edge medical research
- Fairfax County Economic Development Authority on workforce investment
- The Center for Innovative Technology on research and investment in technology in the Commonwealth
- Smart City start-up companies
- Virginia Tech on their role in the innovation ecosystem and the megaregion as a whole
- Affordable Housing development experts
- The Stephen S. Fuller Institute and the George Mason Center for Regional Economic Analysis

In the fall/winter of 2018/2019 Fairfax County invested in Tandem Product Academy, a pilot project to provide needed skills to grow local technology companies. Tandem Product Academy selected group of 20 technology companies targeting companies that were trying to pivot from being a technology service provider, to creating a tangible technology product. The pilot demonstrably changed their growth trajectories. The Tandem Product Academy's thesis was that the Greater Washington region could have more successful technology product companies if it provided them some of the resources currently aimed at startups. Participants learned key business scaling skills and reported that because of the program they find it easier to fundraise, and strongly recommend the program to others.

📖 *Read more:* <https://www.fairfaxcounty.gov/publicaffairs/fairfax-county-funds-new-regional-program-help-technology-companies-grow>

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.

Status: CLEAR PATH FORWARD

Update: See 1.1a and 1.3a above for further details on select partnerships with universities.

Staff have partnered with George Mason University, University of Virginia, Virginia Tech, start-up organizations Refraction and Smart City Works, and other key partners on Hackathons this year.

County agencies have long-standing relationships with the universities to provide internships and research opportunities.

The County is coordinating closely with the Center for Innovative Technology (CIT) on Smart City initiatives. The county continues to be a leader in smart city thought leadership and implementation, and the CIT is leading Smart City research efforts for the Commonwealth. Staff presented at conferences at the Northern Virginia Technology Council, Smart Cities Council, and the Governor's Transportation Conference, generating a significant amount of earned media for the county.

The Connected and Autonomous Vehicle (CAV) project team, described in 1.1a, is partnering with the Virginia Tech Transportation Institute on autonomous vehicle research in general and specifically to conduct cybersecurity, GIS support, and the provision of roadside units for the CAV project. The CAV team is also collaborating with George Mason on human factors research on the CAV project.

County staff are also partnering with Virginia Tech on the Northern Virginia Smart Region Initiative; Megaregion Initiative; and Adaptive Lifelong Learning Workforce Development Initiative.

Northern Virginia Community College continues to collaborate with the region on growing tech talent through the GO Virginia grant for the Tech Talent Pipeline Project. The project increases the number of qualified candidates for high demand cyber and tech career fields and is also an important element of Goal 5.

📖 *Read more:* <https://www.nvcc.edu/news/featured-articles/tech-pathways-initiative%20.html>

1.3c Utilize districts/hubs to showcase and encourage business startups, higher learning opportunities, and public private partnership projects.

Status: **CLEAR PATH FORWARD**

Update: See update for 1.3 for further information.

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.

Status: **FAIRFAX FUNDAMENTAL**

Update: The Life Science Innovation Center at ICPH was approved October 2019. This will be a campus to unite university researches and educators, with commercial partners and clinicians to develop and deploy new tools to provide world-class health. In September 2019 the Board of Supervisors approved the Merrifield Site Specific Plan Amendment, which included Comprehensive Plan changes allowing new development on the ICPH property. It is now planned as a 5 million square foot innovation district, anchored by Inova and the University of Virginia, that will include clinical, education, research, office, retail, housing, and hospitality uses.

The Board of Supervisors approved a Proffer Condition Amendment in October 2019 allowing Inova to proceed with the first phase of further development, adding approximately 2.4 million square feet of development into the innovation center.

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).

Status: **FAIRFAX FUNDAMENTAL**

Update: These are addressed on a project specific basis and the Board of Supervisors has discretion to expedite Comprehensive Plan and Rezoning reviews.

1.3f To foster and grow university research and development, support university housing for graduate students and their families.

Status: **CLEAR PATH FORWARD**

Update: During 2019, significant progress was made on the redevelopment of the One University property, land owned by the Fairfax County Redevelopment and Housing Authority (RHA) near GMU's Fairfax campus. The project will create a multi-generational housing development comprised of affordable housing for older adults, students attending GMU, and families. The land use approval process was initiated in FY19 and Low-Income Housing Tax Credit application will be filed in 2020. The development is expected to include 120 senior housing units, 120 multifamily units, 333 student housing

units, and a meeting space for the Fairfax County Redevelopment and Housing Authority.

1.3g Non-technical small business opportunities in small scale production such as for food entrepreneurs in a food hub, should also be considered.

Status: MODERATE PROGRESS

Update: Department of Planning and Development (DPD) and Department of Economic Initiatives (DEI) staff began to implement recommendations contained in a consultant prepared report on how to encourage small-scale production businesses in Fairfax County. Staff refined a database of "makers" located in Fairfax County, organized a council of "makers" to collaborate and advise the county on its efforts, and had a logo designed for a "Made in Fairfax" program that will be used to promote makers.

1.4 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:

Status: CLEAR PATH FORWARD

Update: see below

1.4a Encourage integrated branding efforts to identify Virginia, Northern Virginia, and the county as a place for high technology enterprises.

Status: CLEAR PATH FORWARD

Update: In 2019 the Fairfax County Economic Development Authority was a leader in formation of the Northern Virginia Economic Development Alliance, a group of 10 local governments and economic development organizations that signed a memorandum of understanding to brand and market Northern Virginia together outside the region. This stems from a regional belief that working collaboratively will produce greater results for the region and each jurisdiction that is a member of the NOVA EDA.

Read more: <http://www.novaeda.org/>

1.4b Support efforts to fund and commercialize research and spin-off ventures by universities and local businesses.

Status: LIMITED ACTION

Update: Inova is part of a team led by the University of Virginia that received Clinical and Translational Science Awards (CTSA) funding from the National Institutes of Health (NIH) last year

- \$23 million grant spread over 5 years
- One of roughly 50 CTSA's nationally
- The collaborative effort led to the creation of the integrated Translational Health Research Institute of Virginia (iTHRIV), which includes UVA, Inova, Virginia Tech, and Carilion Clinic
- Inova research activities continue to grow at the Center for Personalized Health and across the health system
- Inova's research has been featured in peer-reviewed publications and books

As noted in 1.3, Fairfax County led unprecedented collaboration of local governments, universities, and businesses in support of a successful application for \$750,000 from the U.S. Department of Commerce's i6 Challenge grant for the Northern Virginia Smart Region Initiative.

Fairfax County is committed to being part of this multi-stakeholder partnership and collaborations that include regional public, corporate, university, nonprofit, and philanthropic organizations and will foster a dynamic, resilient regional economy, job growth, and globally competitive communities. For the past two years, Fairfax has collaborated with Smart City Works, Refraction, Virginia Tech, and other key partners on smart city/smart community events, two hackathons, and smart city pilot projects, and hopes to continue this partnership.

1.4c Increase state funding to incubator programs.

Status: MODERATE PROGRESS

Update: At the time of publication, State legislators are considering the creation of the Commonwealth of Virginia Innovation Partnership Authority (the Authority) to oversee and support research, development, and commercialization, as well as related investment and seed-stage funding, in the Commonwealth. Existing grant, loan, and investment funds currently administered by the Innovation and Entrepreneurship Investment Authority and the Virginia Research Investment Committee, repealed under the bill, would be consolidated under the Authority, and the Authority would be responsible for developing an Innovation Index for the Commonwealth. This stronger mandate for state support of innovation is anticipated to be positive as we collaborate with the state on our innovation initiatives. State partners have strongly supported the county's innovation work and pilot projects for smart city technology, including the CAV project.

1.5 Support Visit Fairfax's strategic efforts to grow Fairfax as a tourist destination.

Status: MODERATE PROGRESS

Update: Visit Fairfax and the Fairfax County Economic Development Authority are working with a consultant for a study to grow visitation in the South county area. Recommendations will include potential infrastructure improvements in transportation, hotels, and restaurants.

In 2018, the most recent year statistics are available, Fairfax County saw a close to 5% growth in visitation. The total contribution of visitation in Fairfax County is \$3.2 billion, and a contribution of \$153 million to tax revenue. Marketing and direct sales investment by Visit Fairfax has a 79:1 ratio of rate of return. Visit Fairfax, however, remains an underfunded marketing organization compared to other regional tourism organizations. To grow the international visitor market and to increase sports tourism and business travel, Visit Fairfax advocates for significantly more funding.

1.5a Capitalize on growth opportunities in international visitation; business travel that includes state, regional and national association meetings; and, corporate travel.

Status: MODERATE PROGRESS

Update: In addition to the initiatives described in 1.5, Visit Fairfax has completed a bid to host the 2023 Senior Games. A host city is expected to be announced in May 2020.

📖 *Read more:* <https://www.fxva.com/>

1.5b Support the development of a conference center.

Status: MODERATE PROGRESS

Update: Visit Fairfax still considers this to be a strategic goal. A feasibility study was completed for a conference center but would need to be recommissioned to take into account the new development in the county over the past decade.

Read more: <https://www.fxva.com/>

1.5c Capitalize on growth opportunities in sports tourism, which may include the development of a sportsplex.

Status: CLEAR PATH FORWARD

Update: The Sports Tourism Task Force's consultant report phase one was presented to Economic Advisory Commission in December 2019. Phase two of the report is expected to be presented in March 2020. The study's second phase will provide recommendations for types of facilities and potential locations to consider for the use. Several specific sports tourism projects are under review utilizing public land; primary among these is the Fairfax Peak PPEA proposal at the I-95 Landfill site.

1.6 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.

Status: CLEAR PATH FORWARD

Update: Department of Planning and Development (DPD) staff participated in the MWAA Working Group effort to provide input on MWAA's noise study. DPD has established relationships and connections with MWAA planning staff from the Dulles Suburban Center Study, completed in 2018, and the Dulles Suburban Center Land Unit J Study, completed in 2019.

1.6a Reinforce MWAA's efforts to reduce per-passenger cost of operations at Dulles and to minimize the dilution of the perimeter rule.

Status: CLEAR PATH FORWARD

Update: Over strong opposition of both the Metropolitan Washington Airports Authority and the Washington Airports Task Force, Congress passed legislation in 2000, 2003 and 2012 increasing the number of flights per day allowed beyond a designated perimeter. As a result of these three successful attempts to relax the Perimeter Rule restrictions, National Airport now has nearly 30% of the Washington region's service to points beyond the perimeter. This issue needs to be monitored, especially considering United Airlines' current plans to significantly grow service at Dulles, after MWAA has successfully lowered the Cost Per Enplanement (CPE). Millions of dollars have been expended on extending the Silver Line to Dulles based on an expected growth in air traffic and need for regional connectivity. In addition, service beyond the perimeter requires larger equipment and will expand the noise footprint at National. Northern Virginia has two airport assets, and the balance of use between the two must be maintained.

The MWAA took aggressive steps and successfully lowered (and stabilized) the CPE at Dulles. As a result of this success, United grew Dulles seat capacity by 5.8% in 2018 and 5% in 2019, and the carrier has plans to continue growing its Dulles hub by 5.5% per year. In 2020, United will add new service from Dulles to West Palm Beach, Florida; Akron/Canton, Ohio; Madison, Wisconsin; Philadelphia, Pennsylvania; and Bangor, Maine. Today, Dulles serves 88 domestic destinations nonstop.

1.6b Support improved regional transportation connectivity to airport.

Status: CLEAR PATH FORWARD

Update: The Metrorail Silver Line is 97% complete. It is anticipated to open later in 2020. This will be an important transportation link to Dulles International Airport. In addition, the county is participating in a study with VDOT, Loudoun County, MWAA, and the Dulles Greenway to identify improvements to the interchange of Route 28 and the Dulles Toll Road—the gateway to Dulles Airport. These improvements will be designed to increase capacity and reduce congestion in the area. The , VDOT and Loudoun County have identified a funding strategy and VDOT is advancing the remaining improvements to widen Route 28 from six to eight lanes from Route 50 to Route 7. VDOT and its contractor, Express Mobility Partners, are making improvements to Route 28 from Route 29 to Walney Road. These improvements will eliminate the four remaining traffic lights north of Route 29. Fairfax County is in the process of procuring a contract to widen Route 28 from four to six lanes from the Prince William County line to Route 29. All these projects will improve access to Dulles Airport.

1.6c Support efforts to complete Silver Line Phase II, providing Metrorail access to Dulles.

Status: CLEAR PATH FORWARD

Update: The county continues to work closely with the Metropolitan Washington Airports Authority, the Washington Metropolitan Area Transit Authority, the Commonwealth, and Loudoun County to complete this project. The project is 97% complete. The Silver Line extension is expected to open later in 2020.

1.6d Increase coordination and participation in Committee for Dulles and Washington Airport Task Force Events.

Status: MODERATE PROGRESS

Update: County staff has participated in several Committee for Dulles events during the past year. See above sub-actions for additional details.

Goal 2: Create Places Where People Want to Be

Overview

Creating places where people want to be is an overarching focus for Fairfax County. We are growing our activity centers, investing in transformational multi-modal transportation systems, and focusing on creating unique and energized public spaces.

Major accomplishments since the adoption of the ESSP include:

- Multiple planning studies in **support of the creation of mixed-use communities** in activity centers has been a priority for Fairfax County. Key studies include Embark Richmond Highway; Dulles Suburban Center; the Lincolnia Community Business Center (CBC) Study (a Commercial Revitalization Area); the McLean CBC, a Commercial Revitalization District (CRD), and West Falls Church Transit Station Area studies.
- Close to **12,000 new dwelling units were approved** through the rezoning process in FY2019, 67% were within 1/2 mile of an existing or planned Metrorail Station, an additional 30% were within one mile, and 3% were in non-Metro activity centers
- **Phase 1 of the Silver Line**, which included Metrorail service to Tysons and Reston, was opened July 26, 2014 with a total of five new stations. Construction for Phase 2, which is scheduled to open in 2020, is underway. Phase 2 will extend the Silver Line through Reston, Herndon, and Dulles Airport to Ashburn in Loudoun County. As part of Phase 2, **Fairfax County has constructed two Park and Ride garages to add approximately 3,950 spaces adjacent to new Metrorail stations.**
- Through a partnership with VDOT, **new bike lanes** are implemented annually, including in Tysons, Annandale, Reston, and Fairfax Center and the Bicycle Master Plan continues to be implemented.
- The development of a **countywide Cultural Arts Master Plan** coordinated by the county Arts Committee continues to progress and is expected to identify areas of community need that could result in the creation of additional arts districts in the county.
- The launch of **Made in Fairfax** initiative, a collaborative effort to explore the potential for small scale production establishments to locate and grow in Fairfax County.
- The **adoption of new policies** to allow for vacant office space to be repurposed for residential, live-work space and other uses. The policy provides more options for repurposing vacant office space to residential or live-work space.
- The Health Department has outlined a plan for advancing **Health in All Policies** in partnership with the planning and development agencies, Housing, and through strategies in the newly developed countywide Strategic Plan. Key elements of the plan include: integrating health into development review; bringing health data into land development decision-making; working with developers and housing professionals to promote healthy development plans; and partnering with One Fairfax to integrate equity and health as values across Fairfax County.

Goal 2 Actions Tracker

2.1 Continue to focus on planning and development activities centered around the creation of mixed use communities which are primarily located in activity centers served by multi-modal transportation options, containing vibrant retail entertainment employment opportunities, a mix of housing types serving all income levels.

Status: FAIRFAX FUNDAMENTAL

Update: This year's Planning Studies in support of 2.1 and planning for mixed-use communities in activity centers include the Lincolnia Community Business Center (CBC) Study (also a Commercial Revitalization Area), completed in 2019, the Dulles Suburban Center Land Unit J study, completed in 2019, and the current McLean CBC, also a Commercial Revitalization District (CRD), and West Falls Church Transit Station Area studies.

2.2 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.

Status: FAIRFAX FUNDAMENTAL

Update: Close to 12,000 dwelling units approved through the rezoning process in FY2019, 67% were within ½ mile of an existing or planned Metrorail Station, an additional 30% were within one mile, and 3% were in non-Metro activity centers.

2.2a Initiate joint FCDOT/VDOT/Metro/VRE actions to link housing to jobs, including new transit networks, and expanded bike-pedestrian networks.

Status: CLEAR PATH FORWARD

Update: Although a formal meeting between the five parties has not been held or scheduled, the county is in regular communication and coordination with each of these agencies to improve connections between housing and jobs. Some 2019 examples include the opening of the Vesper Trail that links residential neighborhoods in the Vienna area with Tysons; the initiation of the new Fairfax Connector Route 467 which connects residential neighborhoods with Tysons and Merrifield; and the initiation of the Fairfax Connector Route 308 which connects residential neighborhoods along the Richmond Highway corridor to the Franconia-Springfield Metrorail Station, as well as the Springfield area.

In December, Governor Ralph Northam announced a \$3.7 billion agreement with Amtrak and CSX to increase VRE and other passenger rail service throughout the region, especially along the congested Interstate 95 corridor.

2.2b Retain bonus density and explore other development incentives as a way to promote the development of innovative housing options for a range of ages, household sizes, and incomes throughout the county.

Status: FAIRFAX FUNDAMENTAL

Update: As part of the zMOD draft use regulations released in July 2019, accessory dwelling units located within the structure of a single-family dwelling are proposed to be permitted by right with an administrative permit instead of requiring special permit approval. Staff is also partnering with HCD on implementing recommendations of Communitywide Housing Strategic Plan.

During FY19, the Fairfax County Board of Supervisors accepted recommendations from the Embark

Housing Advisory Group. The Board chartered this group to facilitate a policy discussion of the issue of preservation and housing affordability in the Richmond Highway corridor. The report included three recommended principles: 1) no net loss of existing, market affordable rental homes in the Richmond Highway corridor, as feasible; 2) use the equity lens of One Fairfax; and 3) future housing development should reflect community needs. These policy principles are to guide future land use and housing funding decisions in the corridor as a companion to the Embark Comprehensive Plan amendment.

The Board also approved several actions involving the Fairfax County Redevelopment and Housing Authority (FCRHA) to provide a major source of financing for the redevelopment of the Original Mount Vernon High School in the form of Virginia Historic Rehabilitation Tax Credits (VHRTC). The FCRHA will form a limited liability company structure to be eligible for the VHRTCs – yielding an anticipated \$13 million for the project.

2.2c Coordinate with towns and cities within Fairfax County to ensure connectivity for livable, walkable communities.

Status: MODERATE PROGRESS

Update: FCDOT has several ongoing projects with both the Town of Vienna and the Town of Herndon. The Vienna projects include a new sidewalk on Old Courthouse Road, a new sidewalk on Creek Crossing Road and the expansion of Capital Bikeshare. FCDOT is working with the Town of Herndon on five sidewalk project that will enhance access to the Herndon and Innovation Metrorail Stations. FCDOT coordinates with the City of Fairfax regularly on transportation projects. Current projects include the expansion of the Jermantown Road Bridge over I-66, the reconfiguring of the I-66/Route 123 interchange, the extension of Government Center Parkway into the City and the intersection of Route 123 and University Drive.

2.3 Support higher density mixed use development in the designated revitalization areas, as a way to attract new businesses and residential growth.

Status: FAIRFAX FUNDAMENTAL

Update: Over the last 12 months, the Department of Planning and Development has been working on Planning studies in support of two revitalization areas. The Lincolnia Commercial Business Center (CBC) Study (a new Commercial Revitalization Area) was completed in 2019, and the McLean CBC study (a Commercial Revitalization District), anticipated to conclude in early 2020. In Lincolnia, the study introduced approximately 1400 planned residential units to the Lincolnia CBC.

2.3a Explore a range of transit options to best serve the designated revitalization areas.

Status: FAIRFAX FUNDAMENTAL

Update: FCDOT has two efforts underway to reconfigure bus service in the county. The first is the effort to plan for the opening of Phase 2 of the Metrorail Silver Line. As part of this effort, FCDOT is considering reconfiguration of all the bus service in the Reston and Herndon areas. At the same time, FCDOT is also considering route reconfigurations in the Springfield area. These efforts are part of an ongoing initiative to analyze all bus routes in Fairfax County on a regular basis. During 2019, FCDOT initiated Fairfax Connector Route 308 which runs from the Franconia-Springfield Metrorail Station to Mt. Vernon Hospital. It serves several revitalization areas on the Richmond Highway corridor and provides a missing link in the transit network.

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.

Status: FAIRFAX FUNDAMENTAL

Update: This will be considered for future comprehensive plan updates for areas around Metrorail stations.

2.4 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.

Status: FAIRFAX FUNDAMENTAL

Update: This concept was discussed as a part of the Dulles Suburban Center Land Unit J study, and a balance of this goal and the goal for additional housing was addressed through the Plan update.

2.5 Support efforts by businesses and community organizations to enliven places by the creation of unique and energized public spaces in activity centers.

Status: LIMITED ACTION

Update: DPD staff created a pop-up park in the Annandale Community Business Center (CBC), and partnered with other county agencies and non-profits to provide four programmed days of activities (or about 1 per month) over the summer and fall of 2019, in order to activate and bring awareness to the new space.

2.5a Support activities and events such as street festivals, pop-up concerts, and food markets throughout the county and in towns and cities.

Status: LIMITED ACTION

Update: In 2019, DPD staff met with Tysons Partnership members and other county staff to discuss streamlining a temporary special permit process for proffered park spaces in urban developments, where proffers commit to programming and activation of parks by applicants/property owners. In addition, DPD staff created a pop-up park in the Annandale CBC, and an interim park in Baileys Crossroads that could support activities and events.

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).

Status: FAIRFAX FUNDAMENTAL

Update: Policy Plan guidance encourages the provision of public art. The development review process routinely includes consideration of on-site public art installations. The addition of public art within open space areas is permitted as an accessory use in accordance with the Zoning Ordinance.

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.).

Status: CLEAR PATH FORWARD

Update: The consultant-led development of a countywide cultural arts master plan/needs assessment coordinated by the County Arts Committee continues to progress and is expected to identify areas of community need that could result in the creation of additional arts districts in the county.

2.5d Support the creation of a premier performing and other arts facilities in Tysons, and possibly other activity centers, as both a community amenities and economic generators.

Status: FAIRFAX FUNDAMENTAL

Update: The Capital One Performing Arts Center under construction at McLean Metro Station in Tysons, a part of proffered commitments under the Tysons Plan.

2.6 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.

Status: CLEAR PATH FORWARD

Update: The Park Authority continues to follow its strategic reinvestment in the park system of nearly \$25+ million each year related to system-wide RECenters, planned construction of Laurel Hill Central Green, planned Mt. Vernon RECenter renovation and additions, planning for major renovation and upgrades at Audrey Moore RECenter, environmental restoration of forests and meadows, system wide park improvements related to trails, playgrounds, sport courts, parks, nature centers, athletic fields, golf facilities and community parks.

Many of the stream restoration projects are in parks and enhance the environmental and aesthetic of the park. DPWES has also partnered with several community associations on stream restorations or stormwater management pond restorations. While the primary goal to improve water quality, they also tend to improve a community’s aesthetics. DPWES is also working with Dominion Energy to convert approximately 56,000 streetlights to LED streetlights. The new lights will be energy efficient. Minor improvements are also being made to the lighting distribution when practicable.

2.7 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).

Status: MODERATE PROGRESS

Update: Department of Planning and Development staff, working with a consultant and in consultation with the community, developed a new logo, tag line, and design guidelines for their use in the Greater Springfield area. Staff has since used this concept to design new gateway signage for Springfield. Staff continues to work to implement the concepts in 2020, which may require seeking additional funding in the future.

2.8 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.

Status: FAIRFAX FUNDAMENTAL

Update: Policy Plan updates to streamline and encourage reuse of office and non-office buildings have been completed. Cases utilizing this language continue to be filed and reviewed, including recent approvals for a continuing care facility in Fair Lakes and recent submittals for residential development in existing office buildings in Skyline. In 2019, a Minor Variation request to allow a Craft Beverage Production Establishment and Small-Scale production Establishment at the Workhouse Arts campus was approved.

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.

Status: MODERATE PROGRESS

Update: In 2019, DPD staff developed a proposed program to provide incentives to private entities to encourage economic growth by consolidating and developing properties in certain areas of Fairfax County. Further adjustments to the proposal were needed and staff anticipates coming back to the Board of Supervisors with a revised proposal in 2020.

The Economic Opportunity Reserve (EOR) was established by the Board as part of the FY19 Carryover action. Process and policy changes to the management of the EOR will be discussed with the Board in 2020 to support economic development priorities.

2.9 Preserve existing designated Industrial Areas as valuable locations for needed light manufacturing, warehousing, service, and distribution uses that support county residents and businesses.

Status: MODERATE PROGRESS

Update: Plan amendments and studies under review in 2019 (including minor plan amendments, activity center or neighborhood studies, and countywide amendments) were reviewed with the lens of preserving industrial uses in the identified study areas if applicable to that area.

2.10 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:

Status: MODERATE PROGRESS

Update: county staff have completed Phase I of complete street guideline for the three Reston Transit Station Areas (Wiehle-Reston East, Reston Town Center and Herndon), and made Phase 2 submissions for two of the three stations. Work on the Phase 2 submission for the Herndon Transit Station area is on-going.

2.10a Implement pedestrian, bike and roadway improvements around Phase II Silver Line stations.

Status: FAIRFAX FUNDAMENTAL

Update: County staff is advancing 12 Reston Metrorail Access Group (RMAG) Phase 2 projects and 7 Herndon Metrorail Station Access Management (HMSAMS) projects to improve pedestrian and bicycle access to the Silver Line Metrorail stations. Many of these projects will be completed before Phase 2 of the Silver Line opens. In addition, the Town of Herndon is advancing five pedestrian and bicycle projects to improve access to the future Herndon Metrorail Station from the north.

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.


Status: CLEAR PATH FORWARD

Update: All new roadway projects in Fairfax County include pedestrian facilities and many also include bicycle facilities. One of the most significant projects that is underway is a shared use path that will parallel I-66 from Gallows Road to Bull Run Regional Park. County staff is working with VDOT and the Fairfax County Park Authority to implement this trail with the I-66 Express Lanes project. Many other projects are also advancing. As previously mentioned, bicycle lanes are added annually as part of VDOT's repaving program.

2.10c Promote and implement the Bicycle Master Plan recommendations.

Status: CLEAR PATH FORWARD

Update: Implementation of the Bicycle Master Plan is on-going. Numerous standalone projects are advancing, as well as projects incorporated into large roadway projects. These projects are summarized in the biennial Transportation Status Report that can be found on the FCDOT website.

 *Read more:*

<https://www.fairfaxcounty.gov/transportation/sites/transportation/files/assets/documents/pdf/status-report/fctsr20191004.pdf>

County staff has initiated the process to update the Bicycle Master Plan and the Trails Plan and combine them in a new Active Transportation Plan. As previously mentioned, bicycle lanes are added annually as part of VDOT's repaving program.

2.10d Implement urban design standards to support street amenities, such as street furniture, in projects to encourage pedestrian activity.

Status: CLEAR PATH FORWARD

Update: DPD staff continue to make progress on creating or updating Urban Design Guidelines for Commercial Revitalization Districts (CRD). In the past year, significant progress was made on updating the Annandale CRD Design Guidelines and in creating District Urban Design Guidelines for the Richmond Highway Corridor.

2.10e Address the need for additional roadway capacity in activity centers through context sensitive improvement projects and development of an enhanced street grid.

Status: CLEAR PATH FORWARD

Update: Work continues on roadway improvements in Tysons, Reston, Richmond Highway, and other major activity centers in the county. In November 2019, VDOT opened an additional two lanes (one in each direction) on the Jones Branch Connector in Tysons. The entire project will be complete in Spring 2020. County staff is advancing Lincoln Street, one of the grid streets in Tysons. The county purchased property to facilitate the construction of State Street, another grid street in Tysons. VDOT held the design public hearing for improvements to Richmond Highway in Fall 2019. county staff is working to complete the environment documents for the Soapstone Connector across the Dulles Toll Road in Reston. In addition, multiple grid streets are being advanced by developers in Tysons and Reston.

2.11 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.

Status: CLEAR PATH FORWARD

Update: The Health Department has outlined a plan for advancing Health in All Policies in partnership with the planning and development agencies, Housing, and through strategies in the newly developed countywide Strategic Plan. Key elements of the plan include integrating health into development review; bringing health data into land development decision-making; working with developers and housing professionals to promote healthy development plans; and partnering with One Fairfax to integrate equity and health as values across Fairfax County.

2.11a Increase focus of the Transportation Advisory Commission and the Trails Committee on projects related to pedestrian and bicycle transportation and transit.

Status: MODERATE PROGRESS

Update: The Transportation Advisory Commission received briefings on multiple projects during 2019, including the county's Capital Bikeshare projects and proposed changes to the bus network in Reston and Herndon that will correspond to the opening of Phase 2 of the Silver Line.

Goal 3: Improve the Speed, Consistency, and Predictability of the Development Review Process

Overview

Over the past five years Fairfax County has made a significant investment in ensuring a timely and predictable review process that is agile enough to respond to market demand. New processes have been put into place to ensure the continual review of the land development regulations, with an emphasis on a customer service-oriented approach, increasing flexibility where appropriate, and be more responsive to an increasingly urban environment.

Major accomplishments since the adoption of the ESSP include:

- The creation of "**Fairfax First**" a multi-agency initiative to improve the speed, consistency and predictability of the county's land development review process. With guidance from industry and senior county leadership, multiple program teams, composed of county staff, community representatives and industry stakeholders, implemented 29 tactical recommendations for process improvements. The recommendations, developed by a consulting firm hired to assess the regulatory process, focused on the following:
 - Instilling customer-centric, culturally integrated development services
 - Increasing collaboration and accountability
 - Reviewing and amending codes and ordinances to support modern development patterns
 - Integrating technology platforms to create seamless customer and staff interactions
 - Ensuring staff from all land development agencies have the tools and support they need to be successful
- Launch of major regulatory initiatives such as the **modernization of the Zoning Ordinance and Public Facilities Manual (PFM) and updates to Urban Design Guidelines**.
 - The Zoning Ordinance Modernization project, **zMOD**, was established to modernize the county's 40-year-old Zoning Ordinance. The project includes updating use regulations to accommodate new and evolving uses and will result in a more user-friendly, understandable document that can be navigated on multiple platforms.
- A **Project Management Team** was established in the Department of Land Development Services (LDS) to work with developer applicants to map and meet review schedules. Project managers coordinate closely with the applicant's team and the county staff involved in plan review, permit issuance and inspections to foster high-quality submittals, prompt and proactive communications, and close collaboration to achieve established goals.
- New resources have been developed to **provide assistance to retail and restaurant tenants** to ease navigation of the process to obtain permits.
- Creation of the **Development Process Advisory Committee (DPAC)** representing the development industry to partner with senior leaders as they guide and implement multiple process improvement efforts.
- A new **Residential Infill Development Branch** has been launched. Features of the program include simplified and standardized stormwater approaches; gateway reviews to improve the quality of submissions; and an industry training program to certify submitting engineers.

Goal 3 Actions Tracker

3.1 Continually evaluate the Comprehensive Plan concurrent with the analysis of pending Plan amendments to incorporate greater flexibility in the Plan language that improves the agility of the review process to respond to business opportunities and reduce the overall time to market.

Status: CLEAR PATH FORWARD

Fairfax County engaged in multiple efforts to consider opportunities and take action to improve the review process. See the below actions for highlights.

3.1a Improve the process by which Plan amendments are considered concurrently with a development application.

Status: MODERATE PROGRESS

Update: In December 2019, DPD staff, in both the Planning Division and the Zoning Evaluation Division, met to begin discussions on developing guidelines for this process

3.2 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.

Status: CLEAR PATH FORWARD

Update: The Zoning Ordinance Modernization project, zMOD, is ongoing. The project includes updating use regulations to accommodate new and evolving uses and will result in a more user-friendly, understandable document that can be navigated on multiple platforms. In 2019, drafts were released of a majority of the Zoning Ordinance provisions, including use regulations, zoning districts, development standards, parking, and signs. In July 2019, the Board, by resolution, endorsed the work completed on the draft use regulations. Multiple opportunities and channels for public engagement are provided and the released drafts reflect extensive public and stakeholder review. Releases of the final two sections of the Ordinance are anticipated in February 2020 with a consolidated draft presented for review and comment in early spring 2020.

LDS, along with industry representatives, has continued to amend the Public Facilities Manual (PFM) through the PFM Flexibility Project. The Board of Supervisors and Planning Commission will hear the final Phase 2 improvements of this project during Spring 2020.

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.

Status: FAIRFAX FUNDAMENTAL

Update: Under the LDS-led PFM Flexibility Project, the Board of Supervisors adopted key amendments to modify the PFM and create flexibility on May 1, 2018, December 4, 2018 (Phase 1), and July 17, 2019 (early Phase 2 items regarding LED streetlights). The BOS will hear the remainder of Phase 2 of the PFM

Flexibility Program during Spring 2020.

3.2b Accommodate increased urbanization and provide guidance for the evolving nature of development and urban structures.

Status: CLEAR PATH FORWARD

Update: Staff continued to prepare or update Urban Design Guidelines for its urban revitalization areas in 2019. These Guidelines facilitate urbanization by providing direction and design strategies for achieving Comprehensive Plan objectives. The Guidelines continue to take into account current best practices in building and site design and to offer practical solutions.

The PFM Flexibility Project includes new provisions to better accommodate urban development including: 1) updated public street standards, 2) alignment with current Tysons and Reston standards, and 3) Urban Design Guidelines applicable to the CRA's/CRD's/Mixed-Use Areas. Moreover, the updated PFM fosters innovation to allow new and improved products and emerging knowledge and technologies; thus, the PFM will remain relevant and be able to accommodate project specific challenges and the evolving nature of land development in the county.

3.2c Update outdated terminology and definitions and use plain English in land development policy and regulatory documents.

Status: CLEAR PATH FORWARD

Update: This action is ongoing - see 3.2 update for information on Department of Planning and Development's work on this action.

LDS Phase 1 of the PFM Flexibility Project (adopted December 2018) addressed PFM terminology to improve clarity and flexibility of the PFM. Select improvements include: (1) replacing the word "shall" with "must" throughout the document to denote a mandatory minimum requirement that can be waived by the Director; (2) applying "may not" to denote a prohibition that may also be waived by the Director; and (3) adding flexibility by incorporating the word "should" to denote a strong recommendation by the county while allowing developers to use alternative designs when justified.

3.2d Prioritize regulatory changes to have the biggest impacts on business development.

Status: CLEAR PATH FORWARD

Update: Stemming directly from the recommendations of the ESSP, during 2017 the county identified 46 processes to become the focus of this initiative (now referred to as Process Innovation (PI)). County staff, in partnership with industry representatives, have begun or completed the analyses and improvements associated with 22 of these processes including: Infill Lot Grading Plans, Minor Site Plans and Board Authorized Plan Amendments. Meetings with industry have allowed county staff to better understand the perspectives and challenges customers experience while navigating the development process.

An outgrowth of this work spawned the LDS Annual Report, with its third Annual Report set to be released in 2019. This adopts the customer's perspective to provide metrics describing the time it takes to bring a project to market. The data serves a tool for stakeholders, as well as guides county staff to areas for focused improvements.

Furthermore, the county supports the industry-led, Development Process Advisory Committee (DPAC). This 15-person body meets monthly to provide leadership and oversight of the county's development process. This group ensure that business perspective remains central of any development process improvements."

3.2e Prioritize review of policies, agreements and regulatory amendments that reduce the use of waivers and modifications to implement development consistent with the Comprehensive Plan, such as those commonly requested to achieve urban form.

Status: FAIRFAX FUNDAMENTAL

Update: Staff worked collaboratively with LDS staff to update portions of the PFM. As a result, where Urban Design Guidelines exist for an area, these standards will now supersede those in the PFM, thereby resulting in fewer waiver and modification requests. zMOD will also include provisions that will eliminate or reduce the need for certain waivers and modifications

3.2f Continue to work with growing industries to ensure that our ordinances and processes keep pace with expanding and evolving opportunities. Use feedback to prioritize regulatory amendments that incorporate land use and location flexibility to support the start-up companies, non-profit organizations and small businesses in a variety of locations.

Status: CLEAR PATH FORWARD

Update: The zMOD draft use regulations include broader use definitions intended to accommodate evolving uses in the market. The draft use regulations also include a proposal to create a more uniform approach to home-based businesses which supports entrepreneurs and small business growth while protecting residential neighborhoods.

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.

Status: LIMITED ACTION

Update: This concept is on the work plan for the revitalization and Urban Centers Sections within DPD. Additional work on the regulatory issues is needed.

3.2h Provide flexibility to encourage public art displays and incorporate retail arts opportunities.

Status: FAIRFAX FUNDAMENTAL

Update: This concept is supported by current review processes in development review

3.2i Consider exempting building space dedicated for public uses from density calculations.

Status: LIMITED ACTION

Update: This concept is listed on the Zoning Ordinance Work Program.

3.2j Streamline Zoning Ordinance requirements and increase flexibility for housing that is affordable for all our residents and workforce.

Status: MODERATE PROGRESS

Update: As part of the zMOD draft use regulations released in July 2019, accessory dwelling units located within the structure of a single-family dwelling are proposed to be permitted by right with an

administrative permit instead of requiring special permit approval. DPD is partnering with HCD on implementing recommendations of Communitywide Housing Strategic Plan.

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.

Status: CLEAR PATH FORWARD

Update: Staff worked closely with the Board of Supervisors to adopt a Zoning Ordinance amendment so that the county's code evolved to better accommodate industry parking standards thereby eliminating much of the repeated needs for parking reduction accommodations. In addition to this wide-sweeping amendment, during 2019 the Board approved an ordinance amendment creating more flexibility for parking at the county's shopping malls. The reduced parking requirement reflects the changing nature of large regional shopping malls and will allow more flexibility to repurpose underutilized land areas for mixed use activities. It is anticipated that the county will engage a consultant to review all parking requirements in 2020.

3.2l Study proffers and development conditions to determine if they are a disincentive to development.

Status: FAIRFAX FUNDAMENTAL

Update: Staff continually coordinates with stakeholders, including the development community and citizen groups to balance requirements and expectations

The county instituted the electronic Proffer Compliance Matrix on June 27, 2017. This has improved the way the county tracks proffer compliance, as well as facilitated collaboration with industry. The electronic format allows can be viewed and edited by stakeholders and county staff as necessary from plan submission to bond release. At bond release, the county memorializes this document as part of project closeout in LDS Records Department.

3.3 Develop a business model for regulatory services designed around meeting agreed upon service levels.

Status: CLEAR PATH FORWARD

Update: Stemming directly from the recommendations of the ESSP, during 2017 the county identified 46 processes to become the focus of this initiative (now referred to as Process Innovation (PI)). County staff in partnership with industry representatives have begun or completed the analyses and improvements associated with 22 of these processes including: Infill Lot Grading Plans, Minor Site Plans and Board Authorized Plan Amendments. Meetings with industry have allowed county staff to better understand the perspectives and challenges customers experience while navigating the development process.

3.3a Foster a culture of open communication and engagement among the development industry, county review staff and decisionmakers, and the community, with a focus on helping applicants get to the finish line

Status: FAIRFAX FUNDAMENTAL

Update: The industry-led, Development Process Advisory Committee (DPAC) body meets monthly to provide leadership and oversight of the county's development process. This group ensure that business perspective remains central of any development process improvements. Additionally, the Customer Advisory Council (CAC) has reconvened and provides input directly to staff at customer counters in LDS.

3.3b Encourage a cooperative, collaborative framework of zoning, site, fire marshal, and building plan review.

Status: FAIRFAX FUNDAMENTAL

Update: This is internalized into current practice in the Department of Planning and Development.

Over recent years, the planning and development agencies have made significant headway eliminating cross-organizational barriers. Collaborative meetings continue with joint work plans guiding those efforts. Moreover, Fire and Rescue Department staff, along with Health Department staff are now embedded within LDS to increase collaboration and problem solving. Finally, the Plan2Build website launched in December 2018 and is the primary channel for all land development related web content regardless of the source department.

3.3c Evaluate options for allowing concurrent submission and review of the traditionally sequential development processes.

Status: MODERATE PROGRESS

Update: The Department of Land Development Services (LDS) aims to accommodate industry by approving requests for modified processing of Rough Grading Plans whenever possible. This process allows development to get a head start on early building foundation work ahead of a fully reviewed and approved site plan. In partnership with the Health Department, LDS has created options for parallel processes around Infill Lot Grading Plans when related Geotechnical Reports or Health Department reviews are required.

Currently, the Board of Supervisors must approve all concurrent processing of a site plan during a rezoning application. A recommendation suggested as a part of the Process Innovation work is to make this an administrative process. This suggestion will be brought to the Board for reconsideration.

3.3d Explore restructuring of operations to increase efficiency, such as unifying functions across land development agencies.

Status: FAIRFAX FUNDAMENTAL

Update: The Department of Planning and Development was created by combining the Department of Planning and Zoning and the Office of Community Revitalization. DPD has completed a study exploring further options.

Virtual online permitting continues to move forward through the development of the PLUS system. A new branch has been created within the SDID which will focus solely on Infill Lot Grading Plan review. The new branch will use a small group of specialized staff to improve the customer experience through increasing speed, consistency and predictability of the review process.

Similarly, the Customer and Technical Support Center underwent a reorganization in 2018 to increase efficiency in customer service functions.

The unified Plan2Build website provides improved transparency and resources to customers on development procedures. Adding to this during 2020, LDS will launch Camino, a web based interactive tool, to walk online customers through what to expect for plan review and permitting requirements.

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.

Status: LIMITED ACTION

Update: In 2018, the Department of Land Development Services (LDS) completed and presented a white paper and strongly recommending against moving towards an enterprise fund. A key reason for this position would include a large increase in fees (by as much as 20%) to address revenue fluctuations year over year.

During the years since the ESSP adoption, the county has worked to bring flexibility for resourcing the development process review agencies to meet market demand. Specific instances include dual encumbering inspector positions as inspection demand outpaced resources and applying contract labor as necessary to accommodate short-term demand.

Finally, customer fees do pay for LDS plan reviews, inspections, and compliance activities as reported yearly in LDS's annual report. This "cost recovery" metric along with "time to market" metrics provides a level of transparency never before provided by the agency.

3.3f Implement a comprehensive work plan to improve performance, with a focus on timeliness, consistency, responsiveness to customers, and quality control.

Status: MODERATE PROGRESS

Update: This process has been internalized within the Department of Planning and Development.

Stemming directly from the recommendations of the ESSP, during 2017 the county identified 46 processes to become the focus of this initiative (now referred to as Process Innovation (PI)). County Land Development Services staff in, partnership with industry representatives have begun or completed the analyses and improvements associated with 22 of these processes including: Infill Lot Grading Plans, Minor Site Plans and Board Authorized Plan Amendments. Meetings with industry partners have allowed County staff to better understand the perspectives and challenges customers experience while navigating the development process.

3.3g Ensure revitalization projects remain a priority throughout the entitlement and regulatory review processes.

Status: FAIRFAX FUNDAMENTAL

Update: This concept has been internalized within the current process and is a Fairfax Fundamental.

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.

Status: CLEAR PATH FORWARD

Update: Quarterly, the Land Development Services (LDS) hosts interjurisdictional meetings at the Herrity Building specifically to benchmark metrics and practices with neighboring jurisdictions.

Additionally, during summer 2019, the LDS Executive Team traveled to the City of Charlotte and Mecklenburg County to explore expedited and modernized processing of development plans. Agency staff are developing scope and milestones for implementation of practices observed on the visit.

3.4 Leverage technology to create internal efficiencies in the regulatory process and to improve customer service.

Status: CLEAR PATH FORWARD

Update: The Planning and Land Use System (PLUS) Project selected TeamVIP as the county's new implementer for the Accela software solution to unify all the county's land development permitting. The project team has shifted into an "agile scrum" methodology to create a more iterative deliverable release schedule. Staff is divided into several teams and roles to achieve a first release of the solution in the spring of 2020 and additional functionality to roll out over the next 24 months.

Goal 4: Invest in Natural and Physical Infrastructure

Overview

Fairfax County has increasingly focused on sustainability in our investment in public infrastructure and has continued to explore new and innovative technologies that make our infrastructure and public assets more efficient, and more environmentally effective. Ambitious investments continue in expansion of transit, improvements to the multimodal transportation system, and congestion mitigation. As an organizing principle, the county recognizes that a significant portion of the county's new development is and will be redevelopment of existing uses, and the county has continued to develop policies and processes to facilitate new investment, support creative and targeted public/private partnerships, while retaining important community values.

Major accomplishments since the adoption of the ESSP include:

- The **creation of the Office of Environmental and Energy Coordination (OEEC)**. The new office will lead communitywide climate, energy efficiency, and renewable energy initiatives, including the existing Energy Action Fairfax, and Green Business Partners programs and the Operational Energy Strategy. The OEEC will be responsible for the cross-organizational development and implementation of effective policies, goals, programs and projects by engaging county departments, authorities, businesses and residents to advance environmental and energy priorities. This includes:
 - A Communitywide Energy and Climate Action Plan
 - Goals to offset county Government energy use through locally generated clean energy sources
 - Potential new land use and green building policies to encourage environmentally sustainable development
- Fairfax County helped to lead the effort to create a new regional agreement with Dominion Energy that lights the way for converting our existing streetlights to more energy-efficient LEDs. The County is working with Dominion Energy to **convert 56,000 streetlights to LED over a 5-year period**.
- The Stormwater program is working to implement the Watershed plans, with a focus on **restoring natural streams and habitat**.
- The **wastewater system renewed its E4 rating**, the highest and most stringent level of the Virginia Department of Environmental Quality's Virginia Environmental Excellence program.
- The Capital Building Program has received **LEED certification for 35 projects 15 of which were Gold**. In 2019 the Reston-Herndon Operating Facility was awarded a Silver Level, and the Huntington Levee received an Envision Bronze Award.
- Solid Waste partnered with several other communities to **establish a regional glass recycling program** in response to dramatic changes in the recycling market. The County has diverted more than 4 million pounds of glass since beginning the Purple Can Club in 2019.
- Stormwater, Wastewater, and Solid Waste have established **dedicated funding sources for maintenance of infrastructure**. Operations, maintenance and reinvestment are built into the programs and funded. The Board of Supervisors adopted a program to reinvest in the Commercial Revitalization Districts, sidewalks and paths, and county roads. This dedicated funding has significantly improved the condition of the county-owned infrastructure.
- Continued county coordination with **VDOT on mega projects** such as:
 - Transformation of the Interstate 66 Corridor to include a shared use path paralleling the new travel lanes and express lanes
 - Silver Line Phase II
 - The implementation of a **Bus Rapid Transit Project** in the Richmond Highway Corridor from the Huntington Metrorail Station to Fort Belvoir.

- The county has implemented **new Fairfax Connector** service between Fairfax County Government Center and Downtown DC.

Goal 4 Actions Tracker

4.1 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.”

Status: FAIRFAX FUNDAMENTAL

Update: Implementation of the Environmental Agenda is part of everyday business in the Department of Public Works and Environmental Services (DPWES). DPWES is working with Dominion Energy to convert 56,000 streetlights to LED over a five-year period. The Stormwater program is working to implement the Watershed plans, with a focus on restoring natural streams and habitat. The wastewater system renewed its E4 rating, the highest and most stringent level of the Virginia Department of Environmental Quality’s Virginia Environmental Excellence program. The capital building program has received LEED certification for 35 projects 15 of which were Gold. In 2019, the Reston-Herndon Operating facility was awarded a Silver Level, and the Huntington Levee received an Envision Bronze Award. Solid Waste partnered with several other communities to establish a regional glass recycling program in response to dramatic changes in the recycling market.

The Department of Land Development Services (LDS) continues to make business improvements and establish green-related initiatives in support of the BOS’ Environmental Vision, as well as the Fairfax Green Initiatives Board Matter, adopted February 5, 2019.

LDS created a new staff position to serve as an environmental coordinator for the agency. LDS is partnering with DPD in the development and tracking of green-building related proffers. LDS’ Records Department has completed the digitization of all site records previously kept on microfilm format and is working to have those records electronically available to the public this year. LDS has expanded the types of site and building-related plans accepted by digital submission via ePlans, furthering the initiative to go paperless with plan submissions. LDS continues partnership with DPWES to minimize flood risks through intra-agency committees evaluating infill development.

The newly established Office for Environmental and Energy Coordination (OEEC) is responsible for the cross-organizational development and implementation of environmental and energy policies, programs and projects that support the goals and objectives of the Environmental Vision. While the office coordinates with county agencies and community partners on programs that support all ten focus areas of the Vision, OEEC’s work is closely aligned with the objectives and goals in the Climate and Energy and Environmental Stewardship focus areas. OEEC administers plans and programs that support greenhouse gas emission reductions, promote energy efficiency and renewable energy projects, and raise awareness amongst businesses, residents and county employees on climate and energy issues. Specific plans and programs OEEC administers or implements include the Community-Wide Energy and Climate Action Plan (CECAP), the Operational Energy Strategy (OES), Energy Action Fairfax (EAF) and Fairfax Employees for Environmental Excellence (FEEE).

📖 *Read more:* <https://www.fairfaxcounty.gov/environment/>

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.

Status: LIMITED ACTION

Update: The Department of Public Works and Environmental Services (DPWES) assists the Department of Land Development Services (LDS) by reviewing the trees cover and sanitary sewer service for

development plans. DPWES also partners with schools and county agencies to provide enhanced stormwater treatment facilities as part of county/school development projects.

LDS established new policy under Letter to Industry 19-09: Setting Residential Basement Floor Elevations above Groundwater Table. LDS is working on formal response to Fairfax Green Initiatives Board Matter, via Development Process Committee, to address item 2b regarding building design and code changes that could inspire and expedite energy saving practices on new construction and significant renovations.

4.2 Dedicate funding and establish longer term maintenance strategies for existing and proposed county-owned infrastructure and facilities.

Status: FAIRFAX FUNDAMENTAL

Update: The Department of Management and Budget's (DMB) Infrastructure/Capital reinvestment is included in the Capital Improvement Program (CIP). As part of the FY 2019 Carryover Review, the Board of Supervisors approved the allocation of \$10.91 million to the Infrastructure Sinking Reserve Fund.

DPWES's Stormwater, Wastewater, and Solid Waste Divisions have dedicated funding sources. Operations, maintenance and reinvestment are built into these programs and funded. The Board of Supervisors adopted a program to reinvest county-owned facilities, Park Authority Infrastructure, sidewalks and walkways, county-owned roads, and improvements in the Commercial revitalization districts, sidewalks and paths, and county roads using year end funds. This dedicated funding has significantly improved the condition of the county-owned infrastructure.

4.3 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.

Status: FAIRFAX FUNDAMENTAL

Update: The county works with developers to invest in county-owned infrastructure as part of the development projects, including the construction, upgrade, and/or replacement of wastewater collection infrastructure, sidewalks, streams and other systems. The county continually pursues partnerships on capital building projects such as the Tysons Fire Station.

4.3a Examine the county's adopted CIP for these types of partnership opportunities.

Status: FAIRFAX FUNDAMENTAL

Update: This is a continual process and a Fairfax Fundamental.

4.4 Encourage the use of Business Improvement Districts or other similar concepts for funding streetscapes, landscaping, park plazas, and other related infrastructure.

Status: MODERATE PROGRESS

Update: Fairfax County continued support for place-based economic and community development organizations that focus on enhancing placemaking infrastructure. Organizations include the Tysons Partnership and the Southeast Fairfax Development Corporation. The Tysons Partnership is a collaborative of Tysons stakeholders, and in 2019, Fairfax County approved Economic Opportunity Reserve funding to go towards branding and placemaking events in Tysons.

This year, county staff developed urban design guidance for Tysons, Reston, and the county's revitalization areas and works with developers to implement in the context of their development's

streetscape, landscaping, plazas and parks available to the public. The Plaza at Tysons was activated through a Summer Concert Series and unique events, and other projects included an Earth Day Watershed Cleanup of Raglan Road Park.

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.

Status: FAIRFAX FUNDAMENTAL

Update: In 2019, 39 acres of land was dedicated through development proffers to Fairfax County Park Authority and approximately \$3 million proffered for park projects

4.5 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.

Status: CLEAR PATH FORWARD

Update: The Park Authority Planning and Development Energy Branch has partnered with the county's OEEC, and the environmental initiative on Solar, providing recommendations for sites that could qualify for solar panel installation.

FCDOT is engaged with DPWES and FCPA on a regular basis. Some examples include coordinating with DPWES and VDOT to ensure the stormwater management aspects of the Richmond Highway widening project addresses the county's needs. FCDOT is reviewing bus service options to provide service to all FCPA Recreation Centers and is working with VDOT to design the Popes Head/Shirley Gate/Fairfax county Parkway interchange to include an entrance to future Patriot Park East.

4.6 Ensure that the county is leveraging all funding opportunities to fund infrastructure.

Status: CLEAR PATH FORWARD

Update: The Park Authority continues to work with various foundations and with the private sector to leverage funding opportunities that include work with National Hockey League on an inline hockey rink at Lake Fairfax Park, rehabilitation of historic homes via the Resident Curator Program at Frying Pan Park, Elmore Home and expansion of park picnic shelters at Burke Lake Park, Clemyjontri Park, Lee District Park and Eakin Park.

The Department of Economic Initiatives continues to work with the private sector to evaluate potential economic development and revenue generation potential for county properties. In addition to multiple partnerships already established, a new focus was on the ability to take advantage of Opportunity Zone designations, acceptance and evaluation of the Fairfax Peak PPEA proposal for the closed Lorton Landfill, and review of other potential county properties for redevelopment or partnerships.

In FY19, the Fairfax County Redevelopment and Housing Authority (FCRHA) approved the issuance of Revenue Refunding Bonds as part of a refinancing plan for Wedgewood Apartments. In 2007, Fairfax county Board of Supervisors purchased Wedgewood Apartments as part of the county's Affordable Housing Preservation Initiative. With the refinancing of the property through the Revenue Refunding Bonds, it is anticipated that the annual debt service payments for the property will be reduced by approximately \$780,000. This annual projected savings will remain in the Penny for Affordable Housing Fund and will be re-purposed for other affordable housing projects in Fairfax County.

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.

Status: FAIRFAX FUNDAMENTAL

Update: This is a continual process as FCDOT regularly coordinates with EDA to identify matches for state incentive fund used to attract new businesses to Fairfax County.

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 in revitalization areas.

Status: NO ACTION

Update: No activity in 2019.

4.7 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.

Status: CLEAR PATH FORWARD

Update: FCDOT and VDOT have ongoing projects improve I-66 inside and outside the Capital Beltway (under construction), Route 28 from the Prince William County line to Route 29 (in the procurement process) and Route 28 from Route 50 to McLearen Road (under construction), Richmond Highway (widening and Bus Rapid Transit projects), and the Fairfax County Parkway (the elimination of the at-grade intersection at Popes Head Road). A study of future improvements to the Fairfax County Parkway is ongoing.

4.8 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.

Status: CLEAR PATH FORWARD

Update: During 2019, FCDOT initiated the Fairfax Connector Route 467 which improves transit service between Tysons and Merrifield via the Town of Vienna. This route provides mid-day and evening service to several underserved neighborhoods. These residents were previously served by Metrobus Route 2T which Metro eliminated several years ago due to budget cuts. FCDOT also initiated Fairfax Connector Route 308 which runs from the Franconia-Springfield Metrorail Station to Mt. Vernon Hospital. It connects the Springfield Community Business Center (CBC) to the Woodlawn, South County, and Hybla Valley CBCs on the Richmond Highway corridor and provides a missing link in the transit network and connects underserved neighborhoods to Springfield. In addition, Fairfax Connector service was increased in the I-66 corridor with the addition of trips to the Route 699 from the Government Center to Foggy Bottom in Downtown Washington, DC. The Fairfax Connector also implemented a new Route 698 which runs directly from the Vienna Metrorail Station to the Pentagon. Bus service improvements were also made in the I-95/395 corridor.

4.9 Incorporate greater use of transit into Comprehensive Plan updates associated with the county’s activity centers.

Status: FAIRFAX FUNDAMENTAL

Update: Enhanced transit options are considered when the comprehensive plan is being updated for activity centers and throughout the county. The implementation of bus rapid transit service was an

important part of the Embark Comprehensive Plan Amendment for the Richmond Highway corridor.

4.10 Continue to improve the county's multimodal transportation system which connects activity centers and within activity centers.

Status: CLEAR PATH FORWARD

Update: During 2019, FCDOT initiated Fairfax Connector Route 308 which runs from the Franconia-Springfield Metrorail Station to Mt. Vernon Hospital. It connects the Springfield Community Business Center (CBC) to the Woodlawn, South County and Hybla Valley CBCs on the Richmond Highway corridor and provides a missing link in the transit network. In addition, FCDOT initiated the Fairfax Connector Route 467 which improves transit service between Tysons and Merrifield via the Town of Vienna.

4.11 Promote the accessibility and use of the county's Amtrak stations.

Status: MODERATE PROGRESS

Update: FCDOT has begun to look at improving connections between Amtrak's service at the Burke Centre VRE Station and Fairfax Connector Route 495 which provides express service to Tysons from the Burke Centre VRE Station.

Goal 5: Achieve Economic Success through Education and Social Equity

Overview

Fairfax County has created a comprehensive new framework to consider equity in decision-making and the development and delivery of programs and services. One Fairfax is a joint social and racial equity policy of the Fairfax County Board of Supervisors and School Board. It commits the County and Schools to intentionally consider equity when making policies or delivering programs and services.

In the past five years, County staff have increased equity as a consideration in economic decisions, recognizing that equity is an economic imperative, and have worked to link people to opportunities, including in education, workforce development, employment, and affordable housing. The research and outreach conducted for the Countywide Strategic Plan has shown the complex and interconnected web of systems such as housing, education, transportation, employment, health and other factors that can significantly shape an individual's or family's potential for life success. We are gaining a better understanding of how these opportunities vary depending on who you are and where you live in the county. As we plan for the county's success, we must prioritize building the productive capacities of all neighborhoods and residents, bolstering their connection to the county's assets and resources and facilitating their full participation in and contribution to the county's economic and social vitality and readiness for the future. As the countywide Strategic Plan goes through the implementation process, we will strive to transform islands of disadvantage – areas where residents face economic, educational, health, housing, and other challenges – into communities of opportunity by understanding opportunity and vulnerability, targeting interventions to build opportunity, targeting interventions to connect to opportunity, and encouraging the development of an inclusive economy.

Major accomplishments since the adoption of the ESSP include:

- The **One Fairfax Policy** was jointly adopted in November 2017 by the Fairfax County Board of Supervisors and School Board. The joint policy commits both boards to consider equity in the development and delivery of policies, programs, and services. It will help county and School leaders to look intentionally, comprehensively and systematically at barriers that may be creating gaps in opportunity. It establishes shared definitions, focus areas, and processes and organizational structure. The policy identifies 17 areas of focus to promote equity including community and economic development, housing, education, environment, and transportation. Fairfax County and FCPS appointed Chief Equity Officers, each positioned to report to the county Executive and Superintendent, respectively.
- Fairfax County initiated a partnership with the counties of Arlington, Loudon, Prince William, and the cities of Alexandria, Falls Church, Manassas, and Manassas Park. **GO Virginia Northern Virginia Tech Talent Initiative**. The initiative strengthened its regional partnership to build the talent pipeline in high-tech, high-demand occupations in Northern Virginia. The GO Virginia Tech Talent Initiative expanded its student IT camps serving 520 students (exceeding the project goal of 400). In addition, the Tech Talent Initiative launched the Tech Pathways website, supported by a regional marketing and awareness campaign.
- A landing page and searchable GIS map of STEM/STEAM opportunities for youth was launched in June 2018. The [STEAM Opportunities for Fairfax County Youth Partnership](#) has been recognized as a model for county/FCPS cooperation for improving equitable access STEAM opportunities for low-income and minority students.
- The county developed the first-ever **Communitywide Housing Strategic Plan** with the following goals:
 - Produce a minimum of 5,000 new homes over the next 15 years;
 - Increase the “Penny for Affordable Housing Fund” by the equivalent of one additional cent on the real estate tax rate;
 - Prioritize the current “half penny” for preservation projects;

- No net loss of existing “market affordable” rental apartments; and
- Include housing affordability as a critical element of the countywide Strategic Plan.

Goal 5 Actions Tracker

5.1 Maintain focus and funding for a world class public schools and education system as a key pillar in the county’s economic success strategy.

Status: CLEAR PATH FORWARD

Update: Fairfax County continues to prioritize education to ensure we provide opportunities to all children to meet their potential and build a competitive and skilled workforce.

5.1a Expand access to quality early childcare and Pre-K education for all.

Status: CLEAR PATH FORWARD

Update: Ongoing implementation of the Equitable School Readiness Strategic Plan, Birth to Eight, includes several activities supporting the five core strategies of the Plan. These include efforts to partner with families, increase access to affordable, high quality early childhood programs, foster quality and effective professional development for educators, promote equity-focused planning and decision-making through the use of data, and nurture a whole community commitment to school success for all children. Examples include:

- In summer 2019 a School Readiness Resources Panel (SRRP) was convened to identify innovative and bold expansion goals and long-term funding strategies for school readiness supports and services. The SRRP recommended a comprehensive approach to advancing and expanding the county’s early childhood system, with the goal of providing full and equitable access to high quality, affordable early care and education for young children, families and communities to thrive and prosper.
 📖 *Read more:*
<https://www.fairfaxcounty.gov/boardofsupervisors/sites/boardofsupervisors/files/assets/meeting-materials/2019/sept17-health-housing-human-services-revised-school-readiness-resource-panel-recommendations.pdf>
- Serving additional young children in high quality, comprehensive early childhood programs in public and community settings.
 - Implementing the Early Development Instrument (EDI) to understand the quality and availability of school readiness supports and services. The instrument focuses on physical health, social competence, approaches to learning, readiness to explore new things, emotional maturity, language and cognitive development and communication. The results will inform ongoing equity and school readiness efforts. All elementary schools will implement the EDI in 2021.
- Expanding and promoting the use of developmental and social emotional screeners among all early childhood programs and use screener data to inform the provision of services for individual children and families.
 - 100 educators completed ASQ-3 training in Fall 2019 with goal to screen 1,125-1,500 children
- Expanding and leveraging Neighborhood School Readiness Teams to promote effective coordination of school readiness supports and services in neighborhoods throughout the county.
 - 32 elementary schools now participating on 11 teams.
- Participating in Virginia’s federal Preschool Development Grant (B-5) as one of ten pilot communities supporting the creation of a unified early childhood system throughout the Commonwealth.

In Fall 2019, Fairfax Futures launched the NOVA Business Alliance for Early Childhood Education as an initiative to educate, engage and motivate the business community to invest in making improvements to

the early childhood education system in Northern Virginia. The Alliance will bring local businesses together to recognize and support the critical role that early childhood education plays in supporting the current workforce while also preparing our region's future workforce. Charter members are being recruited and the county's Economic Advisory Commission is encouraged to play a key role in this group's ongoing efforts.

📖 *Read more:* <https://www.fairfaxcounty.gov/office-for-children/sites/office-for-children/files/assets/school-readiness/pdfs/fairfax-county-equitable-school-readiness-strategic-plan.pdf>

📖 *Read more:* <https://www.novabusinessalliance.org/>

5.1b Ensure adequate resources for FCPS Career and Technical Education programs.

Status: CLEAR PATH FORWARD

Update: Various grants, including GO Virginia, are being utilized to support student opportunities, curriculum development and teacher professional development.

State Grant Funding is being utilized to support industry credential certifications for students.

5.1c Work across silos to ensure coordination and efficient delivery of workforce and training program throughout the county and region.

Status: CLEAR PATH FORWARD

Update: The GO Virginia Northern Virginia Tech Talent Initiative strengthened its regional partnership to build the talent pipeline in high-tech, high-demand occupations in Northern Virginia with participation from the following school districts: Fairfax, Arlington, Alexandria, Loudoun, Prince William, Manassas Park, Manassas, and Falls Church. In 2019, the GO Virginia Tech Talent Initiative expanded its student IT camps (i.e., A+, Network+ and Security+) serving 520 students (exceeding the project goal of 400). In addition, the Tech Talent Initiative launched the Tech Pathways website, supported by a regional marketing and awareness campaign. Specific milestones achieved regarding the Tech Pathways brand development, marketing and campaign include:

- Key Findings Report, based on interviews with over 40 project stakeholders, was delivered.
- Visual brand identity developed
- Website designed and developed
- Collateral created: Four videos for website; campaign print materials for all 140 schools in the region (introduction letter, box, laptop stickers, flyers for parents, teachers, student brochures, posters)
- September 10th Launch Event speakers included Governor Northam; Kristie Grinnell, CIO and VP at GDIT; Dr. Scott Brabrand, Superintendent of FCPS; and Dr. Mel Schiavelli, Interim President at NVCC.
- Advertising campaign implemented
- Sustainability plan through May 2020 developed and implemented

5.1d 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.

Status: MODERATE PROGRESS

Update: In addition to what is described in 5.1c, several business groups, such as the Greater Washington Partnership, Northern Virginia Technology Council, and Northern Virginia Career Works, are undertaking work in this area.

One County-based example is the Sewer Science program described in 5.3 (see below). DPWES staff has developed relationships with some school guidance counselors and have recruited students into apprenticeship type programs. DPWES is working to expand this to other trades jobs.

Northern Virginia Community College continues to collaborate regionally on growing tech talent through the GO Virginia grant for the Tech Pathways Project. The project increases the number of qualified candidates for high demand cyber and tech career fields.

Read more: <https://www.nvcc.edu/news/featured-articles/tech-pathways-initiative%20.html>

In 2019, the Governor announced that Virginia will invest in the Commonwealth's Tech Talent Pipeline to create 31,000 new computer science graduates over 20 years, under agreements he signed with 11 universities. The Tech Talent Investment Program will benefit students and tech employers in every corner of the Commonwealth. It grew out of Virginia's proposal to Amazon, which will locate its second headquarters in Northern Virginia.

Read more: <https://www.governor.virginia.gov/newsroom/all-releases/2019/november/headline-849165-en.html>

5.2 Expand opportunities for students with financial need to pursue post-secondary training and education.

Status: CLEAR PATH FORWARD

Update: Significant work is being done to expand dual enrollment course options with the Virginia Community College System for students to assist with gaining college credit while in high school. There is specific focus on highly transferable courses that will apply to a wide variety of degrees.

All pathways are being reviewed to include, where possible, credentialing options for students to earn "resume ready" credentials that will allow them to work while pursuing post-secondary training.

5.2a 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.

Status: CLEAR PATH FORWARD

Update: Work-Based Learning (WBL) opportunities for students are expanding and being aggressively promoted. An internship course will be available to all students in grades 9-12 next year to earn a credit from a WBL experience.

FCPS is continuing to expand its Grow-Your-Own teacher workforce development program. In April, FCPS awarded contracts to 31 Teachers for Tomorrow students who completed the program last year. The contracts will be valid once the student completes an accredited post-secondary education program. Every high school in the county will offer Teachers for Tomorrow as an option for the 2020-21 school year. The Grow-Your-Own program has been expanded to include trades, facilities and IT programs.

Apprenticeship options are expanding for the 2020-21 school year to include electrical, constructions, HVAC and automotive. Clinical experiences have been added in the health care fields to coincide with the requirements of individual health care certifications.

Additionally, the Adult and Community Education (ACE) team offers low cost credentialing options for students to pursue following graduation in the areas described above.

5.2b Support actions to link scholarships and assistance to qualified students to pursue higher education, including under-represented populations.

Status: MODERATE PROGRESS

Update: All scholarship opportunities that FCPS becomes aware of are placed in a scholarship database that is accessible to staff, students, and parents through the Naviance system. In addition, any scholarship that has not been centrally reviewed may be placed in the local school's Naviance student database or sent out via electronic communication to students and parents who have subscribed to the News You Choose and/or sent out via the Naviance email distribution. Finally, social media is used frequently by Career Center Specialists and other school counseling professionals to engage students.

Community and philanthropic organizations engaged in promoting scholarship opportunities include but are not limited to the following:

- College Access Fairfax
- ECMC/ The College Place
- Community Foundation for Northern Virginia

5.3 Facilitate collaboration to strengthen the ecosystem and engage STEM and STEAM stakeholders to improve youth interest and readiness for STEM careers.

Status: CLEAR PATH FORWARD

Update: In 2019, STEAM Opportunities for Youth was expanded from STEM to STEAM to include greater recognition of arts as a path to STEM engagement and to strengthen partnerships with FCPS. Quality programs and events available to K-12 youth from throughout the region are routinely added to the STEM map and events calendar. Utilization of this public resource has increased steadily. To increase awareness among teachers, parents, and students, FCPS includes an orientation to STEAM website as part of their faculty training and resources. The STEAM team continues to obtain feedback on the website from stakeholders and content team and promote programs at community and school-based events. Fairfax County Public Library and Neighborhood and Community Services have collaborated to support a STEAM mobile van that increases access to hands-on learning opportunities in their communities.

DPWES has long-standing partnership with some high schools to provide Sewer Science, a national program. Wastewater staff works with students in the classroom over a several week period to teach students about water and conduct real life experiments. This provides the students direct interaction with working professionals, exposes them to environmental issues in the real world, and hopefully interests them in the sciences.

5.3a 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.

Status: MODERATE PROGRESS

Update: The STEAM Opportunities in Youth partnership has been recognized as a model for county/FCPS cooperation for improving equitable access STEAM opportunities for low-income and minority students.

Through the Stormwater Studies program high school students work on monitoring water quality in streams. This provides students a direct engagement with a professional ecologist, as well as practical science-based experiences.

5.4 Explore policy opportunities, strategies, or frameworks to address the issue of social equity within the context of economic success in alignment with One Fairfax.

Status: CLEAR PATH FORWARD

Update: Equity has been a key consideration in the development of the countywide Strategic Plan. For example, there was targeted community engagement during strategic plan development, and each of the 9 strategy teams received guidance to inform their work (e.g., reports about inequities in Fairfax and resources for best practices to advance equity). In addition, departmental equity impact plans tie to the countywide Strategic Plan. See 6.4 for additional updates on One Fairfax.

One example of department-specific actions include work DPWES has undertaken. The department partners with the Chesapeake Bay Foundation to sponsor research trips for students. In 2019, DPWES expanded to include English for Speakers of Other Languages (ESOL) students as part of their commitment to One Fairfax. Multilingual staff assisted as well as provided role models encouraging students to engage in the sciences and pay more attention to the environment.

Chairman Sharon Bulova invited a group of stakeholders representing residents, staff, and the civic, faith, nonprofit, philanthropic, and business communities to inform the county's application of the One Fairfax Policy. The group spent the year learning about racial inequities in Fairfax County and some of the historic reasons for the persistence of those inequities.

5.5 Promote and explore creative housing solutions in county-sponsored projects.

Status: CLEAR PATH FORWARD

Update: The Affordable Housing Resources Panel, a panel of stakeholders appointed by the Board, presented recommendations for Phase II of the county's first-ever Communitywide Housing Strategic Plan. These recommendations were incorporated by the Board of Supervisors into the adopted FY 2020 Budget as guidance for FY 2021. Key recommendations were:

- A goal of producing a minimum of 5,000 new homes affordable to households earning up to 60 percent of Area Median Income over the next 15 years;
- An increase in the "Penny for Affordable Housing Fund" by the equivalent of one additional cent on the real estate tax rate;
- A priority of the current "half penny" for preservation projects;
- A goal of no net loss of existing "market affordable" rental apartments; and
- Housing affordability as a critical element of the countywide Strategic Plan.

The county's Affordable Housing Advisory Committee will monitor and track the recommendations and progress.

5.5a Explore greater use of land use incentives and regulations to encourage a variety of urban infill housing opportunities.

Status: MODERATE PROGRESS

Update: As part of the zMOD draft use regulations released in July 2019, accessory dwelling units located within the structure of a single-family dwelling are proposed to be permitted by right with an administrative permit instead of requiring special permit approval. DPD is partnering with HCD on implementing recommendations of the Communitywide Housing Strategic Plan.

5.5b Continue to implement and refine when necessary the county’s Workforce Dwelling Unit Program (WDU) and Affordable Dwelling Unit Program (ADU).

Status: CLEAR PATH FORWARD

Update: As recommended by the Communitywide Housing Strategic Plan, a workgroup has been convened to update the county’s WDU policies. The Department of Planning and Development is participating in this workgroup as well. Recommendations are expected to be released in early 2020. The Affordable Dwelling Unit (ADU) and Workforce Dwelling Unit (WDU) programs have produced a total of 4,306 units (2,807 ADUs and 1,499 WDUs) to date. In FY 2019, a total of 316 units (16 ADUs and 300 WDUs) were constructed.

5.6 Identify a recurring, sustainable funding source which can be reinvested into projects which preserve housing affordability and produce new affordable housing units.

Status: CLEAR PATH FORWARD

Update: As part of the FY 2020 Budget, the Fairfax County Board of Supervisors adopted recommendations from the Communitywide Housing Strategic Plan, Phase I and II. Included in Phase II are several recommendations to further develop recurring, sustainable funding sources to support the creation and preservation of affordable housing. Specifically, Phase II recommends increasing the “Penny for Affordable Housing Fund” by the equivalent of one additional cent on the real estate tax rate (in addition to the current half penny). If enacted, the additional full penny would equate to approximately \$24.4 million (in current dollars) on an annual basis for the development of new affordable housing. In addition, Phase II recommends that the Fairfax County Board of Supervisors commit to using the current “half penny” in the “Penny for Affordable Housing Fund” to support preservation efforts. These funds, currently valued at approximately \$12.5 million per year, would be provided in the form of loans through the Fairfax County Redevelopment and Housing Authority.

In May 2019, the Board of Supervisors added one-time funding of \$5 million to the Housing Blueprint. These funds, or “down payment” of additional resources for affordable housing, means that approximately \$15 million will be available in FY 2020, effectively doubling the investment in FY 19.

5.6a Reinvest the proceeds from the sale of the county-owned Redevelopment and Housing Authority (FCRHA) assets to support implementation of the Board’s Housing Blueprint.

Status: CLEAR PATH FORWARD

Update: In FY19, the Board of Supervisors began to transfer county-owned land to the Fairfax County Redevelopment and Housing Authority (FCRHA) to facilitate the development of new affordable housing. The Oakwood Senior Housing Development is one of several housing projects designed to enable older adults the freedom and potential to age in place. An amendment to the Comprehensive Plan will now allow for the development of up to 150 affordable senior housing and limited community space on the lot.

The Board also authorized the conveyance of property in the Springfield District to the FCRHA. The property, approximately 11 acres located near the intersection of Stringfellow Road and Autumn Willow Drive, is expected to be redeveloped by the FCRHA for senior affordable housing.

Goal 6: Increase Agility of County Government

Overview

Fairfax County has worked to create a culture that makes our community an attractive location for all businesses, and to foster an open dialogue with all our residents and stakeholders. We have made great strides to promote regional solutions to our challenges through continued participation in regional organizations and through the creation of new regional compacts. Investments in coordinated leadership has helped advance the common goals of internal stakeholders, the private sector, public and private educational institutions, foundations, and non-profit organizations.

Major accomplishments since the adoption of the ESSP include:

- Establishment of the Joint Training Academy as part of the Fairfax First initiative.
- The Fairfax County Economic Development Authority helped lead the formation of **the Northern Virginia Economic Development Alliance (NOVA EDA)**, a group of 10 local governments and economic development organizations. The NOVA EDA Alliance signed a memorandum of understanding to brand and market Northern Virginia together outside the region, an unprecedented step towards regional collaboration.
- The county has created **partnerships with local and regional universities, non-profits, business groups, and state agencies** through research collaboration, pilot projects, events, and formal and informal partnerships. These activities have required deep internal coordination and collaboration among a wide range of county departments. Some examples include:
 - Fairfax sponsored the **Tandem Product Academy**, a regional program to help technology companies grow.
 - The **Tech Talent Pipeline Initiative** was also launched, as a result of bringing together economic development organizations from eight Northern Virginia jurisdictions.
- The county continues to add **new communication, outreach and engagement tools** and techniques as needs and technologies evolve, as well as adopt new policies and procedures. The Office of Public Affairs began providing news briefings via Amazon's Alexa, and the Department of Information Technology launched a new chatbot on the county's website.

Goal 6 Actions Tracker

6.1 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.

Status: MODERATE PROGRESS

Update: The Joint Training Academy was established to spread a universal understanding of the county's development process and contribute to the county's vision for positive economic development. Since its inception, the JTA 101 course has had 16 cohorts totaling 591 participants from 19 county agencies. Take a Deeper Dive (TDD) classes were developed as companions to the JTA 101 and are more specialized professional development classes. Through February 2020, TDD has had 50 classes with 965 attendees. Ten more are scheduled through June 2020.

In addition, the Department of Human Resources ensures the county's mission is conveyed in New Employee Orientation programs, Employee Relations courses, and New Supervisory programs.

The One Fairfax effort delivered a 2019 equity impact plan that will guide all departments in the county on the implementation of an equity lens. The second annual Innovate-Collaborate-Act awards were awarded at the joint DPD/LDS picnic in September 2019, including new awards programs.

6.2 Continue to foster coordination and collaboration among county departments and authorities, Board Authorities and Commissions (BACs), industry groups, institutions of higher education, nonprofits, and stakeholders involved in activities that affect the county's economic success.

Status: CLEAR PATH FORWARD

Update: Over the course of the past year, universities, cutting edge start-ups, and regional leaders have been invited to address the Economic Advisory Commission. County staff has also engaged all these groups through the strategic planning process.

6.3 Work regionally with other jurisdictions and regional bodies on select initiatives consistent with the Strategic Plan to Facilitate the Economic Success of Fairfax County.

Status: CLEAR PATH FORWARD

Update: The Fairfax County Economic Development Authority helped lead the formation of the Northern Virginia Economic Development Alliance (NOVA EDA), a group of 10 local governments and economic development organizations. The NOVA EDA Alliance signed a memorandum of understanding to brand and market Northern Virginia together outside the region, an unprecedented step towards regional collaboration.

In 2019, Fairfax County partially funded the Tandem Product Academy, a regional program to help technology companies grow. The academy was available to and brought together entrepreneurs from around the Washington region. The Tech Talent Pipeline Initiative was also launched, as a result of bringing together economic development organizations from eight Northern Virginia jurisdictions.

6.4 Ensure the skills and behaviors of our county workforce support a culture of agility and innovation, are aligned with increasingly urban land use patterns, and are responsive to changing demographics and issues around equity and health aligned with One Fairfax and Health in All Policies.

Status: CLEAR PATH FORWARD

Update: Equity Leads in 40 departments went through a year-long learning journey in Calendar Year 2019

to better understand equity. This included a total of seven gatherings covering the role of government in advancing equity, the use of racial equity tools, communicating about race, building accountability mechanisms for racial equity, action planning, and sharing draft equity impact plans. Many of the plans have training elements in them; work will be done in 2020 to address training needs for staff regarding equity.

Working closely with the Chief Equity Officer, Equity Impact Plans have been delivered from multiple agencies. These plans outline short term goals and cross reference long-term outcomes outlined in the Fairfax County Strategic Plan. The Equity Impact Plans focus on building staff capacity to understand and act upon inequities in the workforce, in client outcomes, and in practices such as inspections. The plan uses health and demographic data as the basis for strategies, that also include developing a communications plan. Implementation has begun in January 2020.

6.5 Develop and implement a robust communication, outreach, and engagement plan to inform and engage County residents, employees, developers, and those who want to do business in or visit the County aligned with One Fairfax and Health in all Policies.

Status: FAIRFAX FUNDAMENTAL

Update: Communications, public outreach, and engagement are continuous, ongoing activities. County agencies routinely develop and implement communications, outreach, or engagement plans for specific programs, services and Countywide initiatives to inform relevant audiences, including residents, employees, developers, business owners and visitors. The Office of Public Affairs also coordinates overall communications strategy, planning and training with individual agencies, including through regular weekly and monthly meetings with communications staff across the County, as well as needed on specific projects.

Neighborhood and Community Services (NCS) coordinates Countywide outreach and engagement to support systemwide priorities and initiatives, and ensures our harder to reach residents and communities are equitably engaged throughout our network of houses of worship, schools, CBOs, housing developments, and neighborhood, community, and resource centers. Our cross-system strategy was created to increase accessibility to facilities and services and provides a range of opportunities for all to be involved so their values and attitudes can be reflected.

The Health Department completed extensive outreach across County agencies on Health in All Policies (HiAP) including: developing and presenting two half-day workshops on HiAP; presenting to FCDOT, DPD, and HD staff; presenting to outside partners such as the Fairfax Alliance for Better Bicycling; developing a one-pager for County staff and officials that summarizes key HiAP issues in Fairfax; and engaging Health and Human Services leadership on key areas for HiAP to progress. The Health Department also advanced communications of One Fairfax by focusing their annual in person, all-staff meeting on the topic of equity.

6.5a Promote the County's successful programs and innovative projects.

Status: FAIRFAX FUNDAMENTAL

Update: The County regularly promotes its successful programs and innovative projects as part of their routine communications activities.

6.5b Increase resident engagement at all levels.

Status: CLEAR PATH FORWARD

Update: Fairfax County launched the county's first countywide Strategic Plan. The goals and principles employed to develop strategies focused on community outcomes as defined by the community and

created multiple avenues for community engagement. A robust communication and engagement effort was a key part of the effort with a focus on hearing from all voices - especially from parts of the community that have been underrepresented in the past. The public outreach will continue into the first half of 2020. A communication and engagement plan will be developed to guide the implementation phase of the plan with a similar equity focus.

6.6 Cultivate new voices.

Status: CLEAR PATH FORWARD

Update: During the past year, the county established a community of practice group on community engagement and a new, countywide multicultural public outreach workgroup. This is in addition to the designation of One Fairfax equity leads that help individual agencies to use an equity lens when planning and implementing communications, outreach and engagement. The engagement plan will elevate underrepresented voices and consistently incorporate them into the decision-making process. It will support the participation of all residents and community members to include people of color, immigrant and refugee communities, low-income people in neighborhood groups, and people with different abilities, beliefs, ages, and sexual orientations.

One of the system-level infrastructure needs identified in the departmental Equity Action Plans is community engagement and language access. Work will continue in 2020 to address this issue. Specifically, this work will include areas such as public engagement and community participation in decision-making, addressing the representativeness of Boards, Authorities, and Commissions, and the development and provision of information in various languages.

6.6a Ensure that Boards, Authorities, and Commissions (BACs) reflect the demographics of the larger community.

Status: MODERATE PROGRESS

Update: During 2019 a limited pilot project was conducted with two board offices and three BACs using the Volunteer Management System (VMS). Opportunities were posted to inform a broader cross section of the public of BAC openings. Interested parties were able to express their interest in being considered for appointment.

Chairman McKay initiated the Young Adult Advisory Council in an effort to increase civic engagement of younger adults in the county and address challenges and opportunities for this age group.

6.6b 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.

Status: FAIRFAX FUNDAMENTAL

Update: The county continues to add new communication, outreach, and engagement tools and techniques as needs and technologies evolve, as well as adopt new policies and procedures. Last year, the Park Authority began using a new public input and engagement platform, as an example. The Office of Public Affairs began providing news briefings via Amazon's Alexa, and the Department of Information Technology launched a new chatbot on the county's website. Agencies continue to expand their use of social media with two new Instagram accounts added last year. Overall, the county operates 22 official Facebook pages, 19 official Twitter accounts, seven Instagram accounts, a Nextdoor account and multiple YouTube channels.

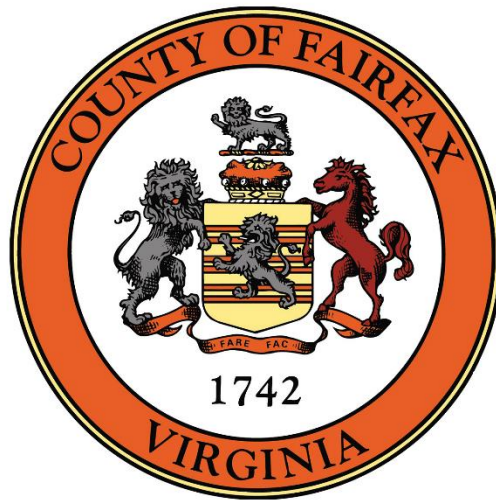
A countywide Social Media Policy has been in place since 2011, and the county has continued to update

and evolve its policies and procedures, including implementing a new social media policy last year. The Office of Public Affairs, along with the eGovernment Steering Committee, leads social media policy development. Individual agencies have designated staff to manage their official social channels, and the Office of Public Affairs has expanded its staffing focused on countywide social and digital communications. While the Office established a countywide Social Media Coordinator many years ago, it has added a new position during the past last year with a team of four now focused on digital and social communications.

6.7 Develop a legislative strategy to pursue state-enabling authority to implement key actions in the plan as appropriate.

Status: CLEAR PATH FORWARD

Update: Prior to the legislative session each year, the legislative staff confers with staff to determine priorities and legislative constraints and opportunities presented by the upcoming session.



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