



People Places Employment Governance

Fairfax County

Strategic Plan to Facilitate the Economic Success of Fairfax County

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Why the renewed focus?

- Office vacancy rates up
- Fewer federal jobs due to recession and sequestration
- Some job losses recovered, but wage growth slow
- Need for flexibility to respond to change and to take advantage of opportunities
 - Capitalize on developing business trends
 - Leverage County successes and respond to market
- Maintain high-quality public services, a vibrant community with places where people want to be, and support our changing and growing population



Overview

- Overarching Vision
- Board of Supervisors Adopted Priorities
- Board of Supervisors Adopted County Vision
- Fundamental Themes
 - People, Places, Employment, Governance
- Twenty Fundamental Strategies
 - Some of which were derived from the Economic Advisory Commission 2011 Strategic Plan
- Six Goals
 - 92 Actions





Vision and Fundamental Themes

Overarching Vision

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

...Our vision is a community where businesses, residents, and employees of a variety of ages, abilities, and experiences want to live, work, play, learn, and thrive...”

In order to further implement the Plan's vision of an economically strong and sustainable Fairfax, we focus on four fundamental themes:







Each of the four themes contains strategies and a vision of what we aspire to.



Fundamental Strategies





PEOPLE: At a Glance

-  Skilled, Innovative, and Competitive Workforce
-  Available and Affordable Housing
-  Cultural and Recreational Opportunities *
-  Diverse Population *
-  World Class Public Schools **







PLACES: At a Glance

-  Physical and Environmental Infrastructure *
-  Mobility **
-  Redevelopment
-  Retail Sector
-  Industrial Uses

EMPLOYMENT: At a Glance

-  Attracting and Retaining Businesses
-  Balance Between Job and Housing Growth
-  Dulles International Airport
-  Tourism

GOVERNANCE: At a Glance

-  Sound Financial Decisions
-  Regulatory Processes
-  Land Use Policies
-  Organizational Capacity and Coordinated Leadership **
-  Regionalism **
-  Communications **



Development of Action Items

- June - November 2014 conducted stakeholder outreach sessions
 - Open general public forums and targeted key stakeholders
- Stakeholder representation was inclusive of various community sectors
- Feedback from over 250 participants
 - Community and Business Leaders
 - Industry Groups
 - Local Chambers of Commerce
 - Area Colleges and Universities
 - Non-Profit Organizations
 - Regional Government Leaders
- Comments categorized to determine community priorities – resulting in Top 15

Stakeholder Comments:

Promote community amenities to attract the workforce as much as the employer - en







Six Goals of The Plan

- Further Diversify Our Economy
- Create Places Where People Want to Be
- Improve the Speed, Consistency, and Predictability of the Development Review Process
- Invest in Natural and Physical Infrastructure
- Achieve Economic Success through Education and Social Equity
- Increase Agility of County Government



Action Plan Highlights






Further Diversify Our Economy

-  Pursue the creation and expansion of world class research and development in the County.
-  Support EDA's attraction, retention, and expansion efforts in targeted industries.
-  Promote and partner in the development of an innovation center or other similar hubs.
 -  Potential industries of focus include high tech, data analytics, cyber security, life and health sciences, light manufacturing, with small businesses having an integral role.







Action Plan Highlights

Create Places Where People Want to Be

-  Focus on creation of mixed use communities in activity centers served by multi-modal transportation options.
-  Support efforts to enliven places.
-  Maintain focus on quality of life such as maintaining our superior schools, parks, libraries, and public safety.
-  Expand activities to market and brand our unique communities.
-  Implement tools to facilitate repurposing of empty or obsolete commercial spaces.



Action Plan Highlights

-  **Improve the Speed, Consistency, and Predictability of the Development Review Process**
 -  Streamline the process for amending the Comprehensive Plan.
 -  Evaluate and amend as necessary the Zoning Ordinance, Public Facilities Manual, and other regulatory documents.
 -  Develop a business model for regulatory services designed around meeting agreed upon service levels.



Action Plan Highlights





Invest in Natural and Physical Infrastructure

-  Implement Board's Environmental Agenda, "Environmental Excellence for Fairfax County: A 20-Year Vision."
-  Dedicate funding and establish longer term maintenance strategies for existing and proposed County-owned infrastructure and facilities.
-  Maximize return on investment potential for all County assets by leveraging partnership opportunities with private and public partners.



Action Plan Highlights





Achieve Economic Success through Education and Social Equity

-  Maintain focus on funding world class public schools; expand access to quality early child care and Pre-K education for all.
-  Explore policy opportunities, strategies, or frameworks to address the issue of social equity within the context of economic success.
-  Encourage tuition assistance and internship or apprenticeships for technical/vocational/middle-skill training.
-  Identify a sustainable funding source to preserve housing affordability.



Action Plan Highlights

Increase Agility of County Government

-  Create a culture that ensures all County employees and leaders understand the impact of our work to economic success.
-  Work regionally with other jurisdictions on key initiatives.
-  Ensure the skills of our workforce are aligned with evolving land use patterns.
-  Develop a robust communication and outreach plan.



Next Steps

- Board of Supervisors Adopted Plan on March 3rd
- Implementation Work Plan underway
 - Identification of priorities, measures, and indicators
 - Determination of roles and responsibilities and leads for six goal areas and actions
- Update Economic Advisory Commission periodically on action items