FAIRFAX CITY
ECONOMIC DEVELOPMENT



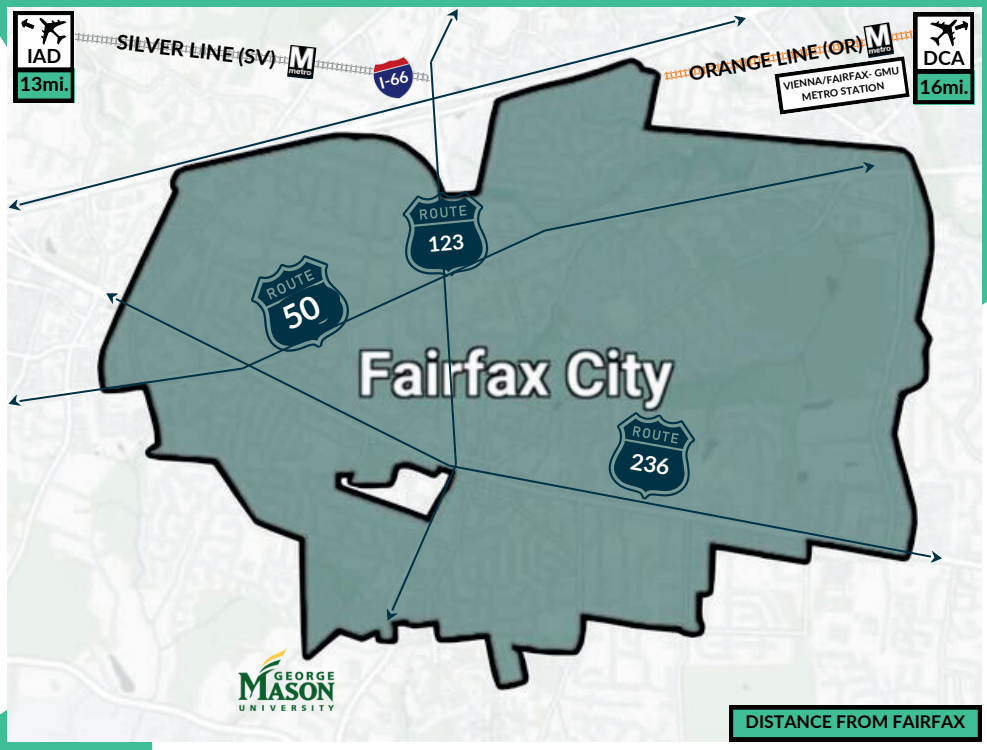
ANNUAL REPORT
CY 2023

MESSAGE FROM THE DIRECTOR

Fairfax City Economic Development's (FCED) size and scope have grown impressively since 2016. FCED spearheaded business support programming throughout the pandemic and demonstrated responsible stewardship of public funds following the pandemic through the development of programs and initiatives that support the expansion of the economic foundation of Fairfax City. In 2023, FCED maintained this momentum by adding new programs, additional employees, and the expansion of regional and national brand recognition. This inaugural annual report highlights some of the sophisticated, creative, and excellent work conducted by FCED staff throughout 2023. It serves to inform the Mayor, City Council, City Leadership, and the public about the strategy, implementation, impact, and analysis of FCED programs while promoting transparency and collaboration. The report also highlights potential accomplishments through partnerships with organizational and regional partners. This document represents just a small portion of FCED's work but aims to underscore the benefits of thoughtful and strategic economic development and investment in human capital.



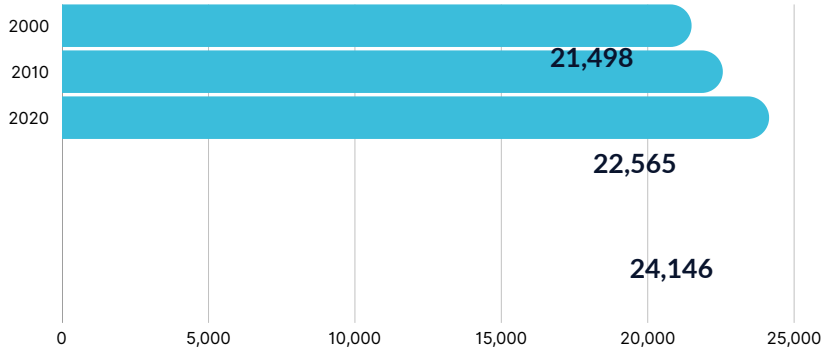
Christopher Bruno
CEO and Director
Fairfax City Economic Development



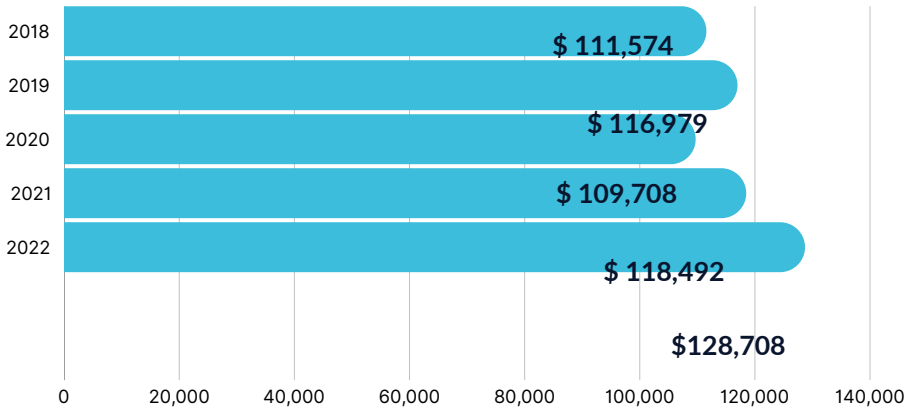
The City of Fairfax covers 6.3 square miles near the center of Fairfax County. It is centrally located in Northern Virginia, with easy access to major roads like I-66, Fairfax Boulevard (Routes 29 & 50), Main Street/Little River Turnpike (Rte. 236), Chain Bridge Road (Rte. 123), as well as Metrorail and Virginia Railway Express (VRE) stations. The city offers a free CUE Bus System that connects important locations within the city and George Mason University. Additionally, residents and visitors can easily reach the Vienna Metro station for convenient transportation options to and from the city.

BY THE NUMBERS

POPULATION

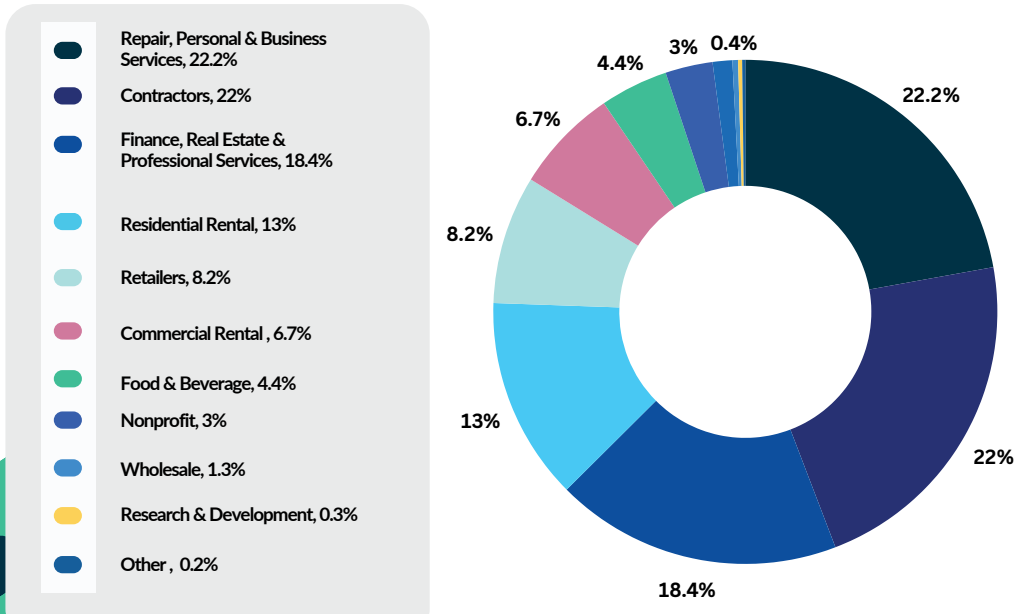


MEDIAN HOUSEHOLD INCOME



SOURCE: US CENSUS BUREAU

BREAKDOWN OF BUSINESSES LICENSED IN FAIRFAX CITY



SOURCE: FAIRFAX CITY FINANCE DEPARTMENT

FAIRFAX CITY

BY THE NUMBERS

24,835
POPULATION

2.6%
UNEMPLOYMENT RATE

$128,708
MEDIAN HOUSEHOLD INCOME

13,408
LABOR FORCE PARTICIPATION

AAA
BOND RATING

SOURCE: BUREAU OF LABOR STATISTICS, US CENSUS BUREAU, FAIRFAX CITY COMMUNITY DEVELOPMENT AND PLANNING

STRATEGIC WORKPLAN

Fairfax City Economic Development (FCED) completed a five-year Strategic Workplan in January 2023, providing guidance through 2028. Public & Non-Profit Consulting team at **StreetSense**, a global creative collective of place shapers, brand builders, and storytellers, was selected to lead the creation of the FCED strategic Workplan. Emerging from its success with COVID-19 recovery initiatives, FCED has adapted its efforts and resources for a new post-pandemic world. To achieve the stated objectives, the Workplan highlights recommendations so that FCED remains competitive and innovative by following industry standard best practices and promoting the realization of the newly adopted Small Area Plans along with the 2035 Comprehensive Plan while maintaining alignment with the adopted City Council Goals. That plan can be found here.



WORKPLAN | AT-A-GLANCE RECOMMENDATIONS

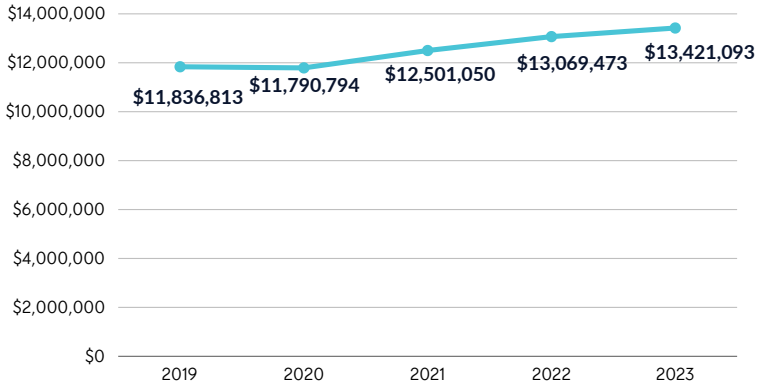
	1. Marketing	2. Operations	3. Partnerships	4. Real Estate Development & Reuse	5. Business Attraction & Development	6. Business Retention & Expansion	7. Place-Based Strategies	8. Special Initiatives
Strategies	Amplify in-house administrative communications functions and skillsets for purposes of promoting and achieving all EDO efforts.	Maintain strong executive leadership and instill day-to-day operations best practices that ensure a properly and efficiently run EDO.	Foster important organizational relationships, locally, regionally, and nationally, to leverage economic development opportunities benefiting all parties and the city as a whole.	Support efforts toward redevelopment or reuse of a building, site, or area, and collaborating frequently with applicants, prospective tenants, and other city departments throughout the development process.	Expand efforts to encourage firms from prioritized sectors from outside Fairfax City to locate headquarters or other operations within Fairfax City, and foster development and retention of homegrown businesses in Fairfax City.	Design systematic efforts to keep local businesses content at their present locations, or a new location within the city.	Pivot from playing all roles required of place-based strategies to one of intermediary and support of partners in providing creative placemaking features and events for public and private spaces.	Focus increased yet limited-time efforts and resources on strategically important and high priority initiatives that advance city-wide economic development goals.
Initiatives*	1.1 Hire one full-time marketing staff	2.1 Regularly communicate progress of EDO efforts	3.1 Continue maintaining/leveraging partnership	4.1 Create/maintain internal database of available, promising sites	5.1 Continue seeking businesses/headquarters in prioritized sectors	6.1 Reassess post-pandemic business needs	7.1 Embolden trusted groups with leadership of successful efforts/ events	8.1 Evaluate need/ formation of a Northfax BID
	1.2 Develop a Comprehensive Marketing Plan	2.2 Provide business tracking for metric-based evaluations	3.2 Support partners in retention, expansion, attraction & development	4.2 Identify highest and best use for city and EDA-owned sites	5.2 Continue/ expand resources for site selection and tours	6.2 Prioritize effectively proven Shop Local Efforts	7.2 Consider place-based strategies, as needed and as resources allow	8.2 Provide case manager/liaison to applicants
	1.3 Prioritize marketing guidance/collateral for EDO efforts	2.3 Efficiently budget EDO and EDA activities, grants, and programs	3.3 Strengthen partnership with GMU	4.3 Identify underutilized properties needing investment/ redevelopment	5.3 Continue/ expand incentives for relocation to Fairfax City	6.3 Discover expansion and site selection needs for targeted sectors		8.3 Add special projects, as needed and as resources allow
	1.4 Develop and maintain EDO website	2.4 Efficiently manage EDO contracts, grants	3.4 Facilitate creation of collective incubation infrastructure	4.4 Create predevelopment funding grant	5.4 Continue support for/coordination with MEC & other incubation	6.4 Ensure equitable distribution of property improvement incentives		
	1.5 Enable non-profits to take on neighborhood marketing, over time	2.5 Maintain a safe, hospitable, and equitable work environment	3.5 Collaborate with city staff on future planning efforts affecting ED	4.5 Continue/ expand property improvement incentives	5.5 Continue with at least one dedicated staff & add as programs grow	6.5 Continue with at least one dedicated staff & add as programs grow		
		2.6 Continue EDA meeting & Commissioner management		4.6 Contribute more to Comprehensive and SAP planning processes				
		2.7 Continue lease and property management of EDA-owned properties		4.7 Provide one dedicated staff to actions in this element				
		2.8 Update job descriptions to be in line with framework						

* Listed initiatives are paraphrased. The full text is presented in the following pages.

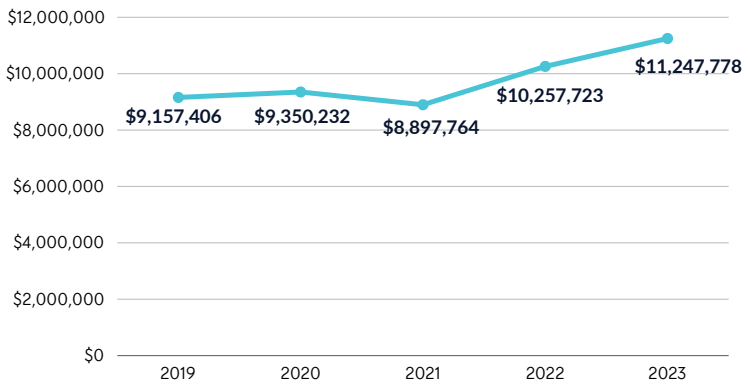
FAIRFAX CITY Economic Development
STREETSENSE

BUSINESS ACTIVITY

LOCAL SALES TAX REVENUE



BUSINESS, PROFESSIONAL AND OCCUPATIONAL LICENSE TAX (BPOL)

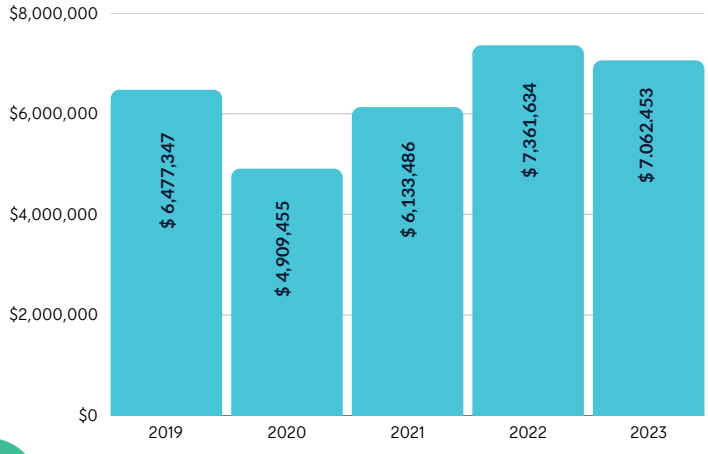


CATEGORY	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 ACTUAL	FY 2024 ESTIMATED
REAL ESTATE	$59,505,606	$61,441,513	$66,790,301	$67,892,659	$69,783,177	$71,378,885	$74,617,133	$80,609,163	$83,990,905

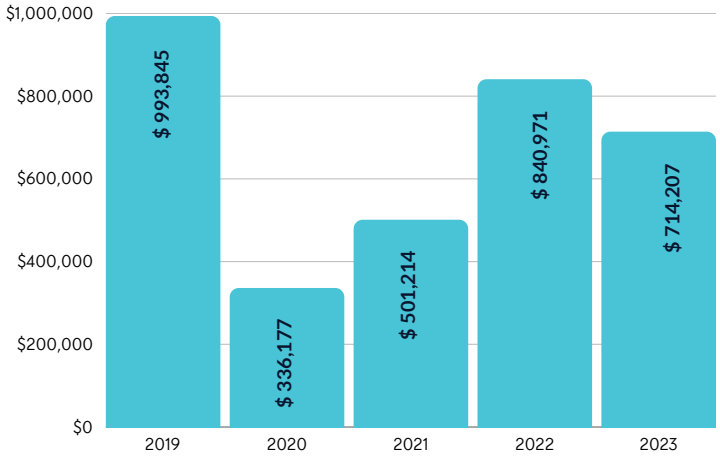


FCED aims to increase total tax revenues from commercial real estate and businesses. By reducing commercial vacancies, real estate taxes increase. Improving business revenues enhances BPOL taxes. Supporting retail businesses can raise sales and meals taxes, and enhancing tourism efforts can increase lodging tax revenues.

MEALS TAX REVENUE



LODGING TAX REVENUE



SOURCE: FAIRFAX CITY FINANCE DEPARTMENT

FINANCE AND OPERATIONS

The Finance and Operations Division at FCED consists of three employees (one FTE and two support staff) who manage the organization's $2.2 million budget, prepare financial reports, oversee leasing processes for multiple programs, organize internal and external stakeholder meetings, oversee grant administration, manage hiring practices, lead purchasing efforts and focus on operational efficiency while ensuring compliance with laws and regulations to ensure a properly and efficiently run department. The division supports strategic planning by providing financial and operational insights to stakeholders, including FCED Commissioners. It is pursuing independence by acquiring state and national procurement certifications in addition to HR management external to the city.

Division Accomplishments

Led departmental hiring of **18 employees** (including temp staff) during the calendar year

Organized and managed **11** regular FCED meetings plus special meetings and retreats



Oversaw the creation, administration and execution of at least **20** contracts, grants, and initiatives

Coordinated initial meetings and relationship management for the GMU Business School partnership agreement.



Drafted and posted FCED inaugural independent RFP for Fairfax City Restaurant Week

Purchased first FCED branded vehicle

Coordinated purchase and installation of Economic Development branded CUE Bus Wrap

GRANTS AND INITIATIVES

Targeted and strategic special initiatives are managed by operations and finance staff. They allow FCED to penetrate priority industries more deeply, use resources more efficiently, and forcefully advance city-wide economic development goals. Special initiatives are frequently the result of priority projects from the governing body, the Economic Development Authority, or regional/national partnership opportunities designed to project the opportunities within Fairfax City beyond the limitations of FCED alone. Following the success of FCED's ability to develop, implement, and manage special initiatives, these portfolios were solidified in the strategic work plan and supported the City Council's adopted goals.

Facade & Interior Improvement Grant (FIIG)

The Facade & Interior Improvement Grant is designed to help facilitate the establishment of new businesses and aid in expanding existing businesses within Fairfax City. The program is designed to assist new and existing businesses financially by reimbursing 50% of project costs up to $20,000. The grant is intended to reduce the costs associated with designing, repairing, and rehabilitating buildings or other high-quality improvements. FIIG includes facade and interior improvements, with preference given to projects that include facade improvements.

ALLOCATED $300,000

DISPERSED $280,510



Neighborhood Connected Grant Program (NGCP)

The NGCP is a reallocation of $36,000 from FY23 unused funds to support non-profit organizations. This program was created with the objective of supporting economic development partners' capacity to develop more strategic, needs based programming for economic development or economic development-adjacent work throughout the community. Eligible non-profit organizations were invited to apply, which, if selected, included a maximum grant award of $12,000. The NCGP aimed to focus on non-profit entities to support initiatives that stimulate economic growth, promote job creation, foster partnerships in the City, and market Fairfax City as a destination for business.

ALLOCATED $36,000

DISPERSED $30,000

Lease Incentives for Fairfax Tenants (LIFFT)

FCED has designated 19 buildings as "priority" buildings with the most potential to increase the tax base if vacancies are reduced. Buildings were chosen in partnership with the Real Estate Assessment Director. FCED offers a $5 - $8 per square foot incentive to new businesses moving into these buildings, expanding their footprint, or relocating due to an office-to-residential conversion. Outreach was conducted to over 100 local brokers and tenants in Washington, DC, Montgomery County, and Prince George's County, Maryland, that had upcoming lease expirations.

ALLOCATED $300,000

DISPERSED $30,731

GRANTS AND INIATIVES CONT'D

Relocation Incentive Grant - BSTEM Enrichment Center

ALLOCATED
$15,000

DISPERSED
$15,000

Formerly STEM exCEL, BSTEM is a technology education center that suffered closure due to the global pandemic. Acknowledging the important academic opportunities created by STEM education in the workforce pipeline, FCED supported BSTEM's reopening by authorizing a relocation incentive grant, which helped reinstate a valuable enterprise that employs over 50 George Mason University college students annually, actively participates in PTA afterschool programs at more than 30 elementary schools in Fairfax and organizes engaging summer camps and programs at its facility, including need-based scholarships.

The Central Fairfax Chamber of Commerce (CFCC) plays a vital role in supporting the local business community in Fairfax City and beyond. As a Chamber of Commerce, it provides a platform for businesses to connect, collaborate, and advocate for their interests. Through its partnerships with the FCED and other organizations, the CFCC helps attract grant funding and develop programs that benefit local businesses and the community. Its work helps stimulate economic growth, create opportunities, and foster a thriving business environment in the region.

Central Fairfax *Chamber of Commerce*
Small Business Focus. Big Business Results.



Central Fairfax Chamber of Commerce Community Support Grant

Each year, FCED Commissioners approve a community support grant for the CFCC to support their operations and programming. The grant supports networking events, marketing campaigns, business development programs, and initiatives for small businesses. It also helps organize events, workshops, and seminars that unite residents and businesses, ultimately improving the quality of life in Fairfax City.

ALLOCATED
$15,000

DISPERSED
$15,000

THE OLD TOWN FAIRFAX BUSINESS ASSOCIATION (OTFBA)

The OTFBA is an FCED-formed district management non-profit and business membership organization which serves as a central voice for businesses and commercial property owners in Historic Old Town Fairfax and the Transition District. The OTFBA offers business services, connects businesses to resources, and markets businesses and the district to the local and regional community. The OTFBA promotes the preservation and development of the Old Town Historic and Transition districts.

Retail Incubation Grant for Wander In

ALLOCATED
$100,000

DISPERSED
$80,125

FCED, in partnership with the OTFBA, supported the development of a retail incubator in Old Town. The incubator hosted over 25 small businesses. In partnership with Kimco Realty and Mason Small Business Development Center, this venture seeks to provide a retail incubation platform for local markers and entrepreneurs, elevating Old Town Fairfax as a destination for small businesses and entrepreneurship in Northern Virginia and a place for locals to shop for one-of-a-kind gifts and keepsakes.

WANDER IN
A RETAIL INCUBATOR STORE • OLD TOWN FAIRFAX



Executive Director Grant

ALLOCATED
$53,500

DISPERSED
$43,296

In 2022, FCED commissioners approved a grant initiative to support the hiring and retention of an executive director identifying a need for additional program development and implementation. That grant initiative was again approved in 2023.



Community Support Grant

FCED provides an annual grant to the Old Town Fairfax Business Association to enhance the historic district's economic vitality, revitalizing the area, aiding local businesses, and promoting economic growth.

ALLOCATED
$15,000

DISPERSED
$0

BUSINESS INVESTMENT

A core mission of Economic Development is to ensure that in a post-COVID world we are able to keep as many tenants in Fairfax City, ensure they are successful and expanding their operations, and when possible we look to attract new businesses with growth opportunity to the City as well. This is important to our tax base for a number of reasons. When the vacancy rates are low, commercial real estate values and tax revenues go up. When businesses are successful and grow their revenues, our business licenses taxes go up. When more people are coming into work, they are spending money and creating a strong sales and meals tax base. There are also very few public resources needed to support the workforce of our City making this a very large net positive impact we are able to make on the economy. In June 2023, FCED hired a part-time Business Investment Specialist to assist with business expansion, retention, and attraction efforts.

Business Expansion & Retention Efforts

70% of the work of our business investment team revolves around supporting our existing businesses' success and expansion. Our team provides 1:1 meetings with businesses to showcase low or no cost assistance for expansion, creating business connections, and providing assistance to attend business development opportunities or events. Additionally, FCED hosts events like Broker Breakfasts to highlight new leasing opportunities, and government contracting networking opportunities for businesses to pitch and win work.


CDM Smith

Business Attraction Efforts

FCED is continuously connecting with regional, national, and international companies looking to relocate or expand their corporate footprint. As a part of this recruitment effort FCED utilizes CoStar to analyze upcoming lease expirations, conferences to engage high growth companies, and public outreach campaigns. This is supplemented by incentive programs including Lease Incentives for Fairfax Tenants and the Technolgoy Zone tax abatement program.

Major Leasing Activity

ATTRACTION:

- CDM Smith, 8,768 sqft
- Lutheran Social Services of the National Capital Region, 6,942 sqft
- The Chris Atwood Foundation, 6,704sqft
- Integrated Dermatology of Fairfax, 6,615 sqft
- Ellie Mental Health: 5,150 sqft
- Alliance ABA Therapy: 5,000 sqft

RETENTION OR EXPANSION:

- Ox Hill Companies, 7,443 sqft
- UL Solutions: 6,110 sqft



TEEL Construction

BUSINESS ENGAGEMENT

478 New Businesses Opened

Met with **56** Prospective Businesses

Met with **351** Existing Businesses

5000 Businesses Located in Fairfax City

Meetings with businesses are a crucial tool for business retention in the city. During these sessions, FCED showcases our support programs and actively listen to businesses' concerns. This two-way dialogue allows us to address their needs effectively, ensuring a supportive environment that fosters long-term growth and success for local enterprises. These meetings are logged in FCED's internal database and customer management relationship platform (CRM), Bludot. Through these strategic interactions, we aim to maintain strong, thriving business relationships that contribute to the city's economic vitality.







ECONOMIC DEVELOPMENT PROGRAMMING

Small Business Saturday

Since 2018, FCED has been a Neighborhood Champion for Small Businesses, with a core mission of supporting local businesses during the holiday season. In partnership with CFCC and OTFBA, FCED organized impactful initiatives like hosting a Welcome Station, distributing brochures of business specials, and launching a dedicated website. A Buy One Get One promotion measured success and sold out within 24 hours.



Fairfax City Flex Card

The Fairfax City Flex Card program, launched in October 2022 with Yiftee, Inc., is a digital gift card system redeemable at participating city businesses. FCED has organized successful Buy One Get One promotions during holiday events and Restaurant Weeks, resulting in an economic impact of $108,000 in 2023 from a $31,000 investment. The Flex Card stimulates sales, raises local business awareness, and encourages spending within Fairfax City. It's accepted at 50 businesses offering various services, from salons to boutiques to dining establishments.

Old Town Fairfax Crawls

This initiative aims to showcase Old Town's walkability and vibrant dining scene. It encourages visitors to explore on foot and socialize within the community. The crawls, run in partnership with the OTFBA and CFCC, have been ongoing for five years. Additionally, this initiative is set to transition to FCED's trusted partners as outlined in the strategic work plan.



ECONOMIC DEVELOPMENT PROGRAMMING

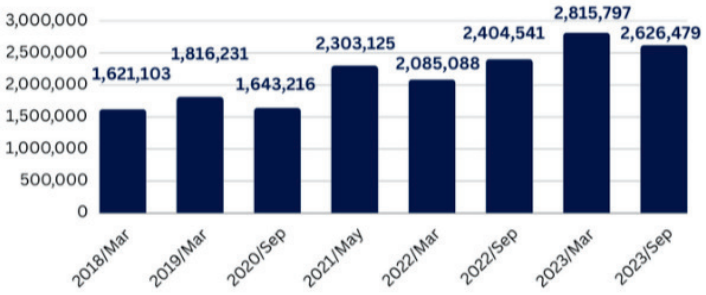
Economic Development programs are vital to Fairfax City as they provide essential support for small businesses, enhance their visibility, and promote local shopping. These initiatives spotlight city businesses, fostering increased engagement and collaboration within the business community. By generating excitement about the city, these programs attract shoppers and diners from across the region, driving economic growth and vibrancy. The success of these efforts ensures that Fairfax City remains a thriving hub for commerce and community activity.



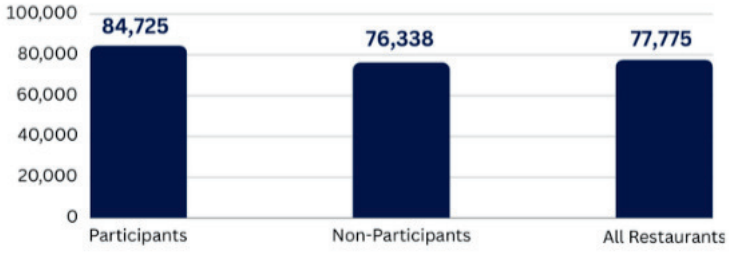
Restaurant Week

Fairfax City Restaurant Week (FCRW) is a highly successful program that has been running for seven years, supporting the local restaurant community during slow periods. It highlights the city's diverse culinary scene, especially crucial post-COVID-19. FCRW is among the fastest-growing initiatives in the region, and it is organized with CFCC and OTFBA. It offers fixed-price menus ($25 lunch/brunch, $40 dinner, and two-for-$ 10 deals), with additional options and support from specialty shops. Last year, FCRW generated significant media coverage averaging $2.4 million per installment.

Restaurant Week Gross Receipts



2023 Summer Installment Meals Tax





RIBBON CUTTINGS





30
RIBBON CUTTINGS IN 2023

In 2023, FCED collaborated with 30 city businesses to celebrate new business openings and milestone anniversaries through ribbon-cutting events. Ribbon Cuttings recognize local business owners' accomplishments publicly and help establish strong relationships between FCED and local businesses. Events draw attention to businesses through social media posts and videos that commemorate the occasion, amplifying visibility and attracting potential customers.





KEY TOURISM INITIATIVES & ARPA

Fairfax City Economic Development was awarded funds to reinvigorate the city's tourism industry through the American Rescue Plan Act (ARPA) and Virginia Tourism Corporation (VTC). Funds were allocated to dedicate one employee to execute these programs. FCED served as the recipient of these funds in the absence of a City-destination marketing organization and has collaborated with several city departments. Tourism also brings in visitors to our hotels, contributing to the tax base.

VIRGINIA IS FOR LOVERS
Virginia Tourism Corporation

Town and Gown Promotion

Following the onset of COVID-19, Fairfax City businesses experienced a significant drop in revenue and sales generated by student customers. FCED partnered with Civic Brand, a place-making and marketing firm, to develop a suite of strategies, including a marketing campaign and long-range place-making initiatives.

Discover Fairfax Virtual and Print Map

FCED has contracted with Civic Brand to produce a print map highlighting Fairfax City's historic resources, public art and activity centers. An interactive virtual map is being developed and will be digitally accessible through numerous government department websites. The print map will be distributed at the Fairfax City Visitor Center and other attractions throughout Fairfax City.

Mural Installations

Two muralists were retained to create Fairfax City-themed murals at the Regency 50 shopping center and The Moxley apartment building. A third muralist has designed a graphic that will be utilized on a mural on the façade of Nova Labs.

Illuminate Fairfax

Lighting technology was used to create an immersive, digital placemaking experience that activated various city areas while bringing people together to celebrate, be inspired, and patronize city businesses. This event, Illuminate Fairfax, ran December 15, 2023-February 10, 2024.

PUBLIC RELATIONS & MARKETING INITIATIVES

FCED's marketing and public relations division is crucial in executing Fairfax City Economic Development's strategic plan, focusing on branding, PR, social media, and press relations to elevate the city's profile and stimulate economic growth. By aligning marketing and PR efforts, FCED promotes business opportunities, positioning Fairfax City as a dynamic destination for investment and innovation. Through strategic PR initiatives, FCED enhances the city's reputation and visibility, attracting investors and visitors, and ensuring it remains a dynamic and prosperous community.

HIRED

In December, FCED onboarded its first **Public Relations and Marketing Manager** to oversee communications unique to economic development. This position works exclusively on the FCED marketing and press goals and advances the narrative of Fairfax City as the best place to start, grow, and invest in a business in Northern Virginia.



The Marketing & PR team creates **informational documents** for the business investment team, covering resources and incentives.

Each month, the team distributes an e-newsletter, the **Fairfax City Economic Development Business Bulletin**, to over 1,300 subscribers.





FCED coordinates **speaking opportunities** for senior leadership. In October, Mayor Catherine Read and FCED staff attended the International Downtown Association Conference in Chicago, where Mayor Read moderated a panel on placemaking initiatives. In December, FCED Director Chris Bruno was a panelist at The Future of Fairfax County conference, discussing economic growth in Fairfax City.

The FCED Marketing & PR team maintains a collaborative partnership with the City's Marketing and Communications Office for **videography and photography** of FCED programs, including ribbon cuttings and other initiatives backed by FCED.

MEDIA APPEARANCES & SOCIAL MEDIA MANAGEMENT

Through media relations, FCED PR and Marketing has successfully landed placements in a number of online outlets throughout the region. This media coverage brings attention to the City, local businesses, and FCED.

Top Reporting Outlets 2023

Outlet	Web UVM
Patch	12,026,389
The Washingtonian	1,072,488
FFX Now	242,575
Northern Virginia Magazine	216,703
The Connection Newspapers	17,512

Outlet data shows the outlets that most frequently report on FCED and have the greatest reach. This list is not comprehensive of all outlets reporting on FCED in 2023.

*UVM = Unique Monthly Visitors



Fairfax City lines up artisans and businesses for new retail incubator store



New: Indoor pickleball facilities coming to Fairfax City, Annandale



Commonwealth Brewing Co. Opens New Location in Fairfax

FCED is active on major social platforms like **Facebook, Instagram, LinkedIn, and X,** previously under the handle @fairfaxcityeda**.** The marketing team utilizes these platforms to promote FCED's programs, incentives, news, and community visits across all channels **@gofairfaxcity**.

Significant Features of Sprout Social

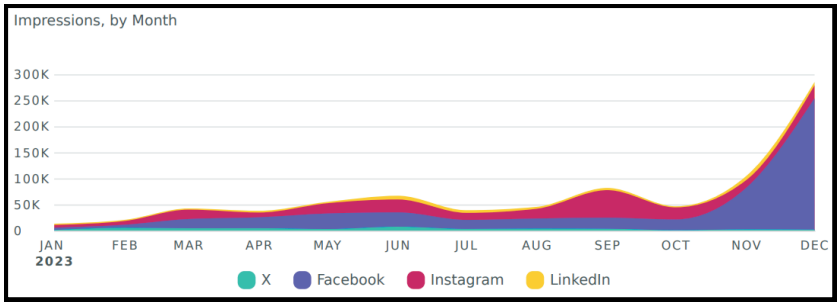
Sprout has a feature that allows posts to be tagged in specific categories for analytics purposes. When creating a post, there is an option to attach a label dictating where the content falls within a set list of categories, including business investment, programs, ribbon cutting, etc.

This feature makes it possible to identify the performance metrics of different post categories. Data highlights what content works, and what can be improved, in addition to the average post performance across platforms. Utilizing graphs within the platform you can easily compare the metrics to understand specific audience interests.

Social Media Analytics

Social media impressions for 2023 can be seen trending upwards throughout the year peaking in December for a 58.1% increase from the previous year.

Analytics from Sprout Social allow us to see a detailed report of what posts are performing well and what content is not generating strong traction with our audience. This data aids in post-planning and creation and provides strategic assistance with the timing of messages.



SOCIAL MEDIA MANAGEMENT

Profile Comparisons to 2022

	Audience	Net Audience Growth	Published Posts	Impressions	Engagements
2023	4,789	741	1,237	839,304	43,790
2022	2,153	437	571	530,807	36,148
Facebook	2,310	157	279	516,999	29,743
Instagram	1,657	286	585	232,904	6,697
LinkedIn	595	273	159	47,972	5,764
X	227	25	214	41,429	1,586

Social Media Impressions

Across FCED's four main social platforms, content posted showed a **58.1%** increase in audience impressions from 2022. This shows the extended reach the platforms gained from the previous year, and the new audience seeing these posts. The two platforms with the greatest growth are **LinkedIn (+159.4%)** and **Facebook (+102.2%)**.

Profile Data Summary

Profile metrics, as seen in the chart above indicate the growth seen across all platforms. Key metrics include over double the audience size and number of published posts.

Impression Totals

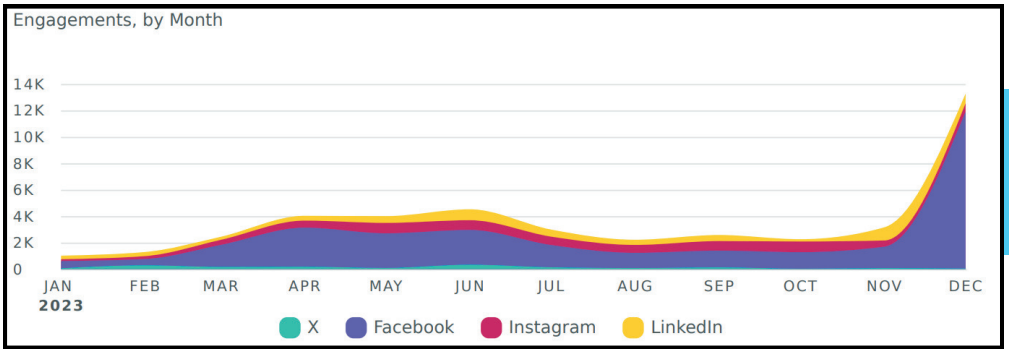
Total: 839,304 **+58.1%**
X: 41,429, **-14.8%**
Facebook: 516,999 **+102.2%**
Instagram: 232,904 **+12%**
LinkedIn: 47,972 **+159.4%**

Engagement

In 2023 audience engagement increased by 21.1% for a total of 43,790 post engagements. The leading platform was Facebook (29,743) and the greatest increase was on LinkedIn (+147.2%)

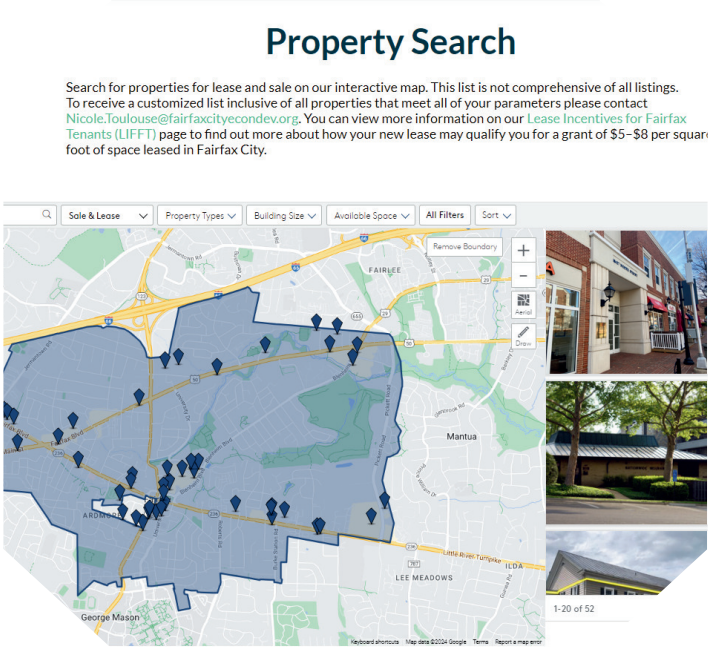
Performance Summary

Impressions: 839,304 **+58.1%**
Engagements: 43,790 **+21.1%**
Post Link Clicks: 10,068 **+133.7%**
Engagement Rate (per Impression): 5.2% **-23.4%**



COMMERCIAL REAL ESTATE

Fairfax City Economic Development (FCED) works with landowners and the development community to identify areas for potential redevelopment, reuse, or conversion based on the vision of Fairfax City's Small Area Plans. They facilitate conversions between interested parties, including plot consolidation, redevelopment of over-parked surface parking lots, and general redevelopment of underutilized commercial properties. Continuous collaboration occurs with Community Development & Planning (including Zoning), the Ombudsman, the Real Estate Assessment Director, and the Office of Code Administration.



Property Search & Site Selection

FCED works with developers and businesses to find ideal sites for their future home. Available to the public on the FCED website is a property search tool powered by CoStar, and FCED staff is available to assist with off-market listings.

FCED works with developers to ensure their development plan is in alignment with Council Goals and the Comprehensive Plan.

FCED works with businesses on finding their ideal new home that fits their budget and spatial needs as well as the business assistance resources needed to succeed.

Draper's Restaurant

In 2020, the Economic Development Authority (EDA) embarked on a redevelopment project to transform the "Park View" property into Draper's Steak & Seafood Restaurant. Situated adjacent to the City-owned park, Old Town Square, Draper's was designed to provide patrons with an inviting and engaging dining experience amid the surroundings. To bring this vision to life, the EDA formed a strategic partnership with a developer to oversee the construction of the new restaurant building. As part of the agreement, the ownership of the building will eventually revert back to the EDA after the lease period. This arrangement was carefully crafted to ensure the sustainable operation of the restaurant while minimizing the financial burden on taxpayers.



COMMERCIAL REAL ESTATE

RESIDENTIAL

$2,471
MARKET RENT/UNIT

4.8%
VACANCY RATE

OVERALL COMMERCIAL

$30.14
MARKET RENT/UNIT

6.1%
VACANCY RATE

INDUSTRIAL

$ 20.83
MARKET RENT/UNIT

4.5%
VACANCY RATE

RETAIL

$39.15
MARKET RENT/UNIT

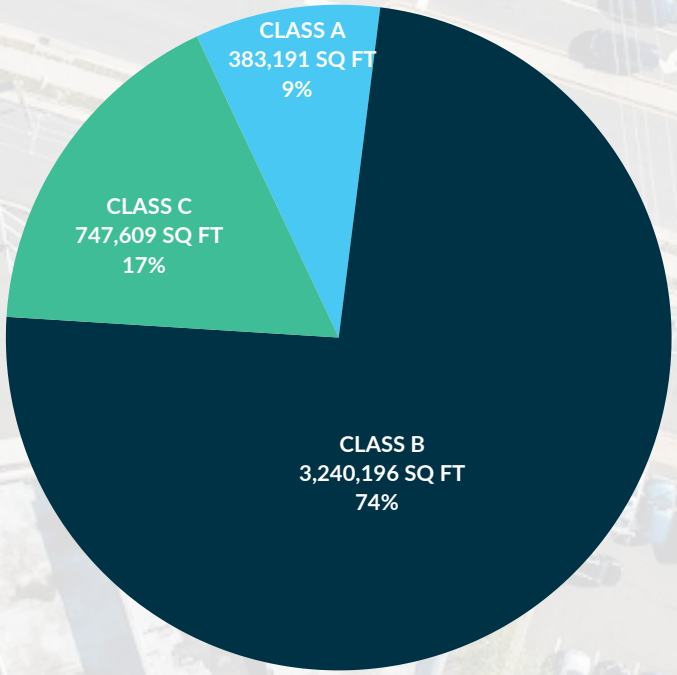
2.3%
VACANCY RATE

OFFICE

$ 24.51
MARKET RENT/UNIT

9.2%
VACANCY RATE

OFFICE MARKET BY CLASS



SOURCE: COSTAR, FAIRFAX CITY FACT BOOK

COMMERCIAL REAL ESTATE - MAJOR DEVELOPMENTS

Some of the commercial real estate projects that FCED has been involved in are highlighted below. FCED's involvement ranges from assistance with tenant relocations or tenant recruitment to community and economic impact analysis based on the stated goals of Fairfax City's Comprehensive Plan.

Projects Under Review

The Ox Fairfax Block A



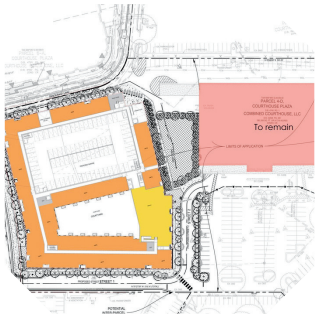
The Highlands at Mantua



N29 WillowWood Plaza Residential I



Courthouse Plaza - Residential/Mixed Use



Projects Approved or Under Construction

Fairfield at Gateway - The Moxley



Breezeway Motel



City Centre West



GMU PARTNERSHIPS

In October 2023, FCED and the GMU Costello College of Business entered into an agreement to establish multiple programs that promote economic growth while providing students with unique experiential learning opportunities.

The agreement will result in projects being delivered from four centers of the business school, three of which began in 2023.

- **The Center for Innovation and Entrepreneurship**
  - Establish a pop-up farm store in partnership with City Restaurant Dolce Vita.
- **The Center for Real Estate Entrepreneurship**
  - Graduate students will conduct a study on the Northfax site exploring potential developments.
- **The Center for Retail Transformation**
  - Conduct a retail viability study in the city's five small area plans.
- **The Greg and Camille Baroni Center for Government Contracting**

GEORGE MASON UNIVERSITY | MEC-Fairfax

The Mason Enterprise Center – Fairfax is Fairfax City's small business incubator. Located at 10300 Eaton Place, above FCED, it is the flagship location of the Mason Enterprise network and a partnership between the City of Fairfax, the Economic Development Authority, and George Mason University. The MEC is funded in part by an annual allocation from the EDA of $150,000 for staff, marketing, and operations. Further funding is provided by rent revenue from tenant businesses.

FCED's relocation of the MEC and recommitment to a new 10-year MOA was, at the time, Fairfax City's largest single business retention effort, maintaining ~55 businesses. The MEC supports resident businesses, hot desks, and virtual businesses. The Center provides capacity-building support, programs, mentorships, instruction, access to the University, and connection to on-site sponsored programs such as the SBDC and APEX accelerator. The Economic Development Authority serves as the prime tenant and manages the lease for the MEC and sponsored programs. The Center director reports to the EDA Commissioners on the status and financial health of the Center at regular meetings of the EDA.



ADDITIONAL PARTNERSHIPS

NOVA Economic Development Alliance

NOVA EDA (Northern Virginia Economic Development Alliance) is a regional consortium that includes all economic development agencies in Northern Virginia. The FCED Director is a member of Nova EDA's Board of Directors, and the Senior Assistant Director serves as the Chair of the Business Development Committee. FCED, as a founding member, is actively participating in being a regional voice through its involvement in Nova EDA. Annually, NOVA EDA receives a small portion of the proposed FCED budget and funds several business investment trips on behalf of the City.

NOVA Labs

NOVA Labs in Fairfax City is a community-focused makerspace offering workshops, tools like laser cutters and 3D printers, project spaces, and networking opportunities. It supports hobbyists, students, and entrepreneurs with mentorship and resources. In 2019, NOVA Labs received an incentive for property acquisition and business retention. Since then, it has partnered with FCED on business investment, place-making, and workforce development initiatives.

MBDA MINORITY BUSINESS DEVELOPMENT AGENCY
UNITED STATES DEPARTMENT OF COMMERCE

The Virginia Minority Business Development Agency supports minority-owned businesses in Virginia by offering resources, consulting, access to capital, contracting opportunities, networking events, and educational workshops to enhance their competitiveness and growth.

AMERICA'S SBDC VIRGINIA

The Small Business Development Center (SBDC) in Fairfax City supports local businesses and entrepreneurs through consulting, training, and workshops on financial management and marketing. It provides access to funding, market research, and business tools, along with networking opportunities. The SBDC assists startups with planning, legal requirements, and growth strategies to foster small business success. FCED serves as the prime tenant-landlord via MEC at WillowWood next to the FCED offices.

ICAP (Innovation Commercialization Assistance Program), a division of the SBDC in Fairfax City helps entrepreneurs bring products to market through mentorship, workshops, and training. It offers networking, market research access, and tailored support to foster innovation and economic growth. FCED serves as the prime tenant-landlord via MEC at WillowWood next to the FCED offices.

VIRGINIA APEX ACCELERATOR

The APEX Accelerator in Fairfax City helps local businesses secure government contracts with training on procurement, proposal writing, and compliance. It offers personalized counseling, contracting resources, and networking opportunities. FCED serves as the prime tenant-landlord via MEC at WillowWood, adjacent to the FCED offices.

MEMBERSHIP ORGANIZATIONS

INSPIRED LEADERS
SHAPING CITIES

The International Downtown Association (IDA) supports downtown and urban center improvement globally, offering resources, networking, and best practices to enhance city vitality through conferences, research, advocacy, and professional development. It aims to create vibrant, sustainable downtowns that drive economic prosperity and improve quality of life. FCED staff participate in IDA panels for professional development, and FCED supports IDA members of the OTFBA.

The International Council of Shopping Centers (ICSC) is a global trade association that supports professionals in the shopping center industry through resources, networking, and education worldwide. It advocates for the economic and social impact of shopping centers in communities.

COMMERCIAL REAL ESTATE
DEVELOPMENT ASSOCIATION

NAIOP, the Commercial Real Estate Development Association, represents developers, owners, and investors in commercial real estate. It focuses on advocacy, education, and networking to support sustainable development and economic growth in office, industrial, retail, and mixed-use sectors.

The International Economic Development Council (IEDC) is a non-profit organization that supports economic development professionals globally. It offers resources, training, conferences, research, and networking opportunities to promote job creation, community development, and improved quality of life.

The National League of Cities (NLC) is a membership organization that advocates for cities nationwide, offering resources, training, and networking to help city officials address local challenges and improve residents' quality of life.

VIRGINIA ECONOMIC
DEVELOPERS ASSOCIATION

The Virginia Economic Developers Association (VEDA) supports economic development professionals in Virginia through resources, networking, and professional development opportunities aimed at promoting economic growth and job creation in the state.

NORTHERN VIRGINIA
TECHNOLOGY COUNCIL

The Northern Virginia Transportation Commission (NVTC) oversees regional transportation planning and funding, working with local governments and providers to improve transit services and infrastructure in Northern Virginia.

EDA COMMISSIONER SECTION –

Administration and Leadership:

The City Manager appoints the Director of Economic Development, who also serves as the CEO/Director of the Fairfax City Economic Development Authority after confirmation by the Commissioners. Responsibilities include overseeing staff, budgeting for the Economic Development Department and Authority, guiding FCED programs, and representing the city regionally. The Director manages staff recruitment, retention, and development, coordinates with city officials and department heads, and ensures confidentiality in certain business conversations. Since 2016, the Economic Development Department and Authority has operated under Fairfax City Economic Development. Challenges arise from aligning EDA positions with city requirements. Since 2021, more portfolio oversight and funding shifted to the EDA. The EDA can enter contracts and agreements to advance Fairfax City's economic goals.

Commissioners:

Commissioners of the Economic Development Authority are appointed by the Mayor and City Council to a single, but renewable, four-year term. In this capacity, Commissioners serve as the governing body of an independent state-agency with certain financial powers separate but supportive of Fairfax City. Currently, the City's Director of Economic Development also serves as the CEO/Executive Director of the Economic Development Authority (together operated as Fairfax City Economic Development).



Beth Young PhD,
Chair: July 2023- Present
Secretary: July 2022- June 2023



Kathleen Paley,
Vice Chair: July 2023- Present
Chair: July 2022- July 2023



Fred Cornett,
Treasurer: July 2022- June2023



Dawn McGruder,
Treasurer : July 2023- Present



Tom Ross,
Secretary: July 2023-Present



Jeffery Hermann,
Vice Chair: July 2022-June 2023



Mitchell Cho,
Commissioner: Feb 2023- Present



Patrick Soleymani,
Commissioner: Oct 2023- Present



Christopher Bruno
CEO/ Director
May 2016 Present

TEAM OVERVIEW



CHRISTOPHER BRUNO
DIRECTOR OF ECONOMIC DEVELOPMENT
CEO/EXECUTIVE DIRECTOR, ECONOMIC DEVELOPMENT AUTHORITY



NICOLE TOULOUSE
SENIOR ASSISTANT DIRECTOR OF ECONOMIC DEVELOPMENT,
BUSINESS INVESTMENT



MATTHEW EASLEY
ASSISTANT DIRECTOR OF ECONOMIC DEVELOPMENT,
FINANCE AND OPERATIONS



BRITTANY JONES
PUBLIC RELATIONS AND MARKETING MANAGER



TARA BORWEY
PROGRAMS MANAGER

PART-TIME AND TEMP

SPECIAL PROJECTS MANAGER
BUSINESS INVESTMENT ASSOCIATE
ACCOUNT SUPPORT SPECIALIST
TOURISM MANAGER
FCED ASSOCIATE
INTERNS

TEAM OVERVIEW - PART-TIME AND TEMP



SPECIAL PROJECTS MANAGER

TOURISM MANAGER





BUSINESS INVESTMENT ASSOCIATE

FCED ASSOCIATE





ACCOUNT SUPPORT SPECIALIST

COUNSEL





SEMESTERLY INTERNSHIPS:

- BUSINESS INVESTMENT
- PROGRAMS
- SOCIAL MEDIA
- COMMUNICATIONS