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INTRODUCTION

The Fairfax County Office of Community Revitalization (OCR) contracted with Recast City LLC to research the role and needs of small-scale production businesses in the County and to develop strategies to bring these businesses into commercial and industrial properties while promoting placemaking. This project, called the Small-Scale Production Initiative (SSP), builds on the County's work to address vacancies in office and commercial buildings and to further the goal to create unique commercial centers.

This report is a summary of the initiative's main research and analysis, including data collected from a "Made in Fairfax" forum, one-on-one interviews with small-scale producers, focus groups of property owners and developers from the region, individual interviews with major real estate leaders, and an analysis of national trends regarding the future of retail. It includes recommendations to, among other things, connect local small-scale production businesses with ongoing placemaking efforts, and position this business sector as a County priority within future retail mixed-use and industrial developments.





Photo Credit: Recast City

The objectives of this work were to:

- Develop an initial directory of small-scale production businesses in Fairfax County;
- Identify the major needs and opportunities within this business sector in Fairfax County;
- Conduct a pilot simulation of actual vacant properties to identify potential business and building permitting issues and processes;
- Devise strategies, including financial strategies, to repurpose vacant or struggling retail centers with small-scale production businesses; and,
- Develop a plan to establish one or more clusters of small-scale production businesses within target commercial areas that create a distinctive destination and place.

The research and analysis phases were conducted from April 2018 to October 2018. Recast City and OCR convened a County Advisory Team of representatives from County departments and property owners to provide a forum for feedback and to ensure that stakeholder thoughts were included throughout the project. See Appendix A for the list of Advisory Team members.

The intent of the interviews and focus groups was to meet with local business and community leaders and receive direct input about how small-scale production businesses can be an asset to current and future developments and to better understand the current obstacles and challenges. Based on this input, Recast City developed a set of recommendations to support and promote diverse, local, small-scale production business through economic development programming and placemaking.

SMALL-SCALE PRODUCTION AND REAL ESTATE TRENDS

Fairfax County is poised to reap the benefits of its growing small-scale production sector and its continued attention to placemaking in real estate projects. To achieve this, it is vital to understand how these businesses are key to the local economy and to a thriving real estate sector.

Local governments across the country are focusing on small-scale production businesses. Local elected leaders, economic development directors, and innovative developers recognize the energy that these businesses bring to a place. More and more local leaders recognize that long-term economic resilience is based on investing in homegrown businesses and creating great places that people love.

Focus on this business sector can meet a variety of community and economic development goals. They:

Small-scale production businesses:

This is the umbrella term that includes all types of small businesses producing tangible goods such as products in textile, hardware, wood, metal, 3D printing, hardware prototyping, consumer product design and prototyping, film production, breweries and distilleries, and local food production and packaging. The businesses may be consumer-facing or provide materials to other businesses.



Photo Credit: Recast City

- Tap into worker talent already in the area to build on local skills and residents for future economic investment.
- Create a cool and funky vibe in great places so these places have something for people to get excited about and return to visit and shop.
 They create a reason for people to be at a commercial property and stay there.
- Enhance places with businessess that are unique to that location, rather
 than generic. The competitive nature of real estate suggests that
 properties will need to stand out as something special to be worthy of
 investment over time. Owners are looking for businesses that people want
 to visit and that cannot be replaced with online shopping.
- Attract creative uses to a property that then attract other unique tenants and a new client base for nearby businesses. Property owners increasingly understand the need to program a space and draw people to their sites to support onsite businesses.
- Showcase local entrepreneurs who create great stories and intimacy with their brands. Research indicates people want to feel a personal connection to brands and businesses. Additionally, people have a natural curiosity about how things are made, and watching production creates that draw and that intimacy of connection.
- Support resilient businesses with diverse revenue models. For instance, a production business with strong online sales can benefit from a retail location with many visitors, and can also be the draw to generate new foot traffic to a location.

Many of the characteristics of small-scale production businesses are intrinsic to placemaking – creating an experience, bringing people together, programming the space, and generating a unique feeling of place. Placemaking is a vital asset for commercial properties to retain and increase their value in a market.

The importance of placemaking in retail is rising while other major real estate trends are rapidly changing. The rapid nature of these changes is in news headlines on a daily basis – retail malls closing, retail vacancies rising, retail footprints shrinking, etc. Commercial properties in non-prime locations are seeing falling lease rates and higher vacancies, while the Class A locations are the focus of investment.

Change is clearly here and the need to adapt and get creative is urgent.



Photo Credit: Recast City

- Costar research suggests that demand for retail space will continue to diminish. On a national basis, Class B and C malls are closing and non-prime retail locations are seeing higher vacancy rates. Retail is seeing a "flight to quality." Only the top locations in a market will survive with top lease rates. Other commercial properties will need to reinvent themselves at lower lease rates and repurposed uses because of these vacancies.²
- Forbes regularly profiles the changing nature of retail and office space and documents the changes that are occuring. Fairfax County property owners interviewed in this initiative are already looking for interesting reuse ideas for existing commercial properties. They recognize the need to be flexible and nimble to stay competitive no one can predict the types of uses that technology will help create over the next few years. Some of the property owners' comments include:
 - o The size of retail stores is shrinking. Many retailers have too much space.⁴
 - Businesses in Fairfax County are mixing uses within spaces, such as a jeweler that produces in a retail space and hosts wine tasting events to draw potential clients.
 - o There is more demand for shorter term leases. Often, owners cannot get a tenant to sign seven to ten-year leases.
 - Property owners shared that they are gravitating toward food and personal service businesses because they cannot be replaced with online sales.
- Recent research by the Fairfax County Department of Planning and Zoning on local retail trends suggests that retail vacancies in the County are still at relatively low levels. Although this may not be the case on a sub-regional basis, the County shows an overall retail vacancy rate of 2 percent, with the highest vacancy rate of 4.5 percent in neighborhood centers. But property owners in the County noted that they need to stay competitive in the region by focusing on experiential retail and unique businesses to set them apart from competitors.

¹ http://product.costar.com/home/news/shared/187874

² https://www.cnbc.com/2017/01/26/why-these-malls-are-thriving-while-others-die.html

https://www.forbes.eom/sites/richardkestenbaum/2018/06/24/how-retail-real-estate-continues-to-change/#2bb1f4cd7ae1

⁴ https://www.forbes.eom/sites/stevendennis/2018/07/26/for-a-growing-number-of-retailers-small-is-the-new-black/#1838467c590b

⁵ Staff Report Non-Office Building Repurposing, September 13, 2018.

- Community members are very engaged in the development review process. Developers need to
 understand what the community wants and needs. Focus group participants noted the need to provide
 amenities and places to gather as one way to address community needs.
- Development and investment opportunities are not open equally to everyone. Both business and property
 owners recognize the need to purposefully build inclusive opportunities across racial, social and economic
 spectrums within the County. This inclusive economic development strategy will be instrumental to longerterm economic resiliency.

The commercial properties that will survive and thrive are those that are actively investing in these types of experiential tenants and programming–something a customer can see, feel, and use. Innovative property owners will need to invest in ways to generate more foot traffic and more activity onsite in general. Developers are increasingly investing in placemaking in high value locations to create places for people to gather and spend time (and money).

These trends create a major opportunity for small-scale production businesses in select locations. Small-scale producers gravitate toward and benefit from co-locating or clustering to help create a shared energy and draw. The small-scale production businesses are a new tenant base that can be long-term or an interim user as retail and office demand changes. Such businesses are unique and interesting to see, and they activate a space. Many of these businesses are currently paying industrial space lease rates and will likely look for similar rates in Class B or C retail properties and will help to fill vacancies. Additionally, residents are already enthusiastic about products at the farmer's markets and holiday markets and want to "buy local" to support their neighbors, which in turn helps to activate a place.

The County's efforts to get ahead of these changes and understand new land use needs and changing preferences is laudable. Understanding local small-scale production business trends, key assets and challenges, as well as acting on key opportunities, will establish Fairfax County as a leader on this issue. A number of examples of successful retail that include placemaking and small-scale producers are provided below to illustrate how these changes can come together on a site.



Photo Credit: Recast City

RETAIL PLACEMAKING & SMALL PRODUCTION EXAMPLES

Small-scale production businesses can contribute to placemaking both in new construction and in the rehabilitation or repositioning of older commercial properties. Properties slated for future redevelopment may benefit from rebranding the site with programming and unique shops even before development occurs. Small-scale producers can promote many of the desired characteristics of retail placemaking.





Photo Credit: Recast City

These characteristics often include:

- Pedestrian friendly streets and public spaces Small-scale producers promote foot traffic and create
 interesting views for pedestrians to stop and consider. Busy sidewalks help to create calm and safe streets
 one of the major goals for placemaking to ensure people feel welcome to stop and stroll.
- Unique architecture People often choose to gather in locations that feel and look unique. This may
 include new construction that sets a site apart, but it could also include older buildings that showcase the
 production inside or storefronts that are creatively and uniquely designed. A variety of buildings and
 fagades helps a site stand out and attract people.
- Robust calendar of events Event programming is a key step to attract people to a place and to
 encourage those people to spend time in that location. Onsite programming also promotes experiential
 retail and prompts visitors to return multiple times to see what's new. Small-scale producers can be part of
 pop-up events as short term shops; they may be teachers at these events, or the events can be catered to
 building the network of producers.
- Local and independent retailers Placemaking often combines local businesses and independent retailers
 to create the unique experience consumers seek. Developers throughout the country are setting aside
 space for unique businesses because they understand that successful projects need to stand out and feel
 different from other places. Small–scale producers are often a one-of-a-kind business and will be key to
 differentiate one destination from another.
- Strong presence of food Many successes in placemaking showcase local restaurants, bars and food
 producers as a way to stand out. The County has a strong and growing food product industry and will
 benefit from connecting these unique businesses with developers and property owners interested in
 placemaking.

Each property owner will need to decide on investments related to placemaking. Properties with lower current value may not be ready for this kind of investment, but could incorporate some of the concepts to enhance their image. Fairfax County and its developers can learn from examples that combine placemaking and small-scale producers. Each of the projects below showcases how small-scale producers can be integrated into a site. Several resources on this topic are also included in Appendix B.

MAKERS QUARTER, SAN DIEGO, CA

Makers Quarter is a mixed-use development in San Diego, CAthat focuses on producers, artists and innovators. The project builds off of historic buildings and connects residential, office, and production spaces. The launch of the project focused on experience with extensive programming and events on site, even before the project broke ground. This development is an example of new construction that includes producers as core tenants and users of the space. It combines experiential marketing, pedestrian priority, and mixed-use.



Photo Credit: Makers Quarter, CA



Photo Credit: Art Walk at Monroe Street Market

ART WALK AT MONROE STREET MARKET, WASHINGTON, D.C.

The Art Walk is a section of a larger development called Monroe Street Market in Washington, D.C. This mixed-use project includes residential and retail uses. While prime retail frontage along the street is market rate, the developer set aside micro-retail spaces for artisans along a pedestrian walkway that bisects the property. These spaces are available to small-scale producers at below-market rates through a 30-year commitment from the developers to the city. Spaces range from 300 to 625 square feet and are offered to tenants for a one to two-year lease term. The developer employs key placemaking strategies through strong pedestrian access and weekend programming such as a farmer's market.

8TH ST MARKET, BENTONVILLE, AK

The 8th Street Market is the redevelopment of a former industrial food plant into a mix of retail, food production, and training facilities for the food industry. The property focuses on placemaking through strong outdoor event space, engagement of the street front through windows and detailed architecture, and programming. The 67,000 square foot space is an example of the reuse of a large footprint property that reengages the community with a focus on the food product sector.



Photo Credit: 8th Street Market



Photo Credit: Stanley Marketplace

STANLEY MARKETPLACE, AURORA, CO

This Colorado space is a unique combination of over 50 local, independent producers and retailers, alongside an event space and a beer garden. The former airplane hangar is over 100,000 square feet in size and offers outdoor space for major events. The tenants range from office and education to food producers, fitness, and retail. The property's goal is to be the backyard where the community can come together. Although this property is a large, stand-alone site, it is an example of how to build a space that draws the community together through unique businesses, open architecture, and robust programming.

Small-scale production businesses and placemaking can work well together, as seen in these examples. A clustering often or more small-scale producers in a commercial destination, like those above, can be a part of a marketing and branding initiative in a broader placemaking effort. In some cases, a property owner may choose to lease a few spaces to small-scale production businesses to help fill vacant storefronts, without making other placemaking investments. This will help provide low-cost space to the businesses and address the issue of vacancies, but alone it will not rebrand a site as a destination without other placemaking investments.

KEY SMALL-SCALE PRODUCTION BUSINESS FINDINGS

Recast City compiled a database of over 100 small-scale producers in Fairfax County in an effort to understand the scale of this sector in the County. Business owners were invited to participate in interviews for this research and over 25 percent of those surveyed responded. All survey interviews focused on gaining an understanding of the needs, challenges and opportunities faced by these business owners.

The interviews were conducted on an individual basis to allow each business owner to express their own ideas and to consider potential activities in the County without influence from other sources. This technique, often called user research, is key to collecting unbiased information about a target audience.

The individuals interviewed include owners working in many different types of materials – metal, food, wood, 3D printing – and operating at a variety of scales – home-based, leasing industrial space, scaling from shared food production space, and leasing commercial space. The following information about the businesses is intended to give a snapshot regarding small-scale production businesses in the County today and is not intended to represent all small-scale production businesses in the County.



Photo Credit: Spiced LLC

SPICED LLC

Lee Washington launched Spiced three years ago to create high quality, specialty spices and spice mixtures dried through a proprietary process that retains more flavor than other methods. Mr. Washington works out of a shared commercial kitchen and wants to scale-up to his own space in the next year. Spiced LLC has two employees and provides wholesale products to other local food businesses, such as kombucha producers. Mr. Washington would like to join a product accelerator and connect with mentors to help him scale his business.



Photo Credit: Cervantes Coffee Roasters

CERVANTES COFFEE ROASTERS

Cervantes Coffee Roasters company launched five years ago and provides locally roasted coffee to local restaurants, churches and cafes, and hosts an onsite retail coffee shop. Cervantes Coffee currently has ten employees and is focused on scaling-up. The company currently leases a 2,000 square foot space in an industrial area but is interested in purchasing a property that has foot traffic in the future. The ideal space would have a mix of small-scale producers and retail.



Photo Credit: 3D Herndon

3D HERNDON

3D Herndon focuses on selling, repairing, and training individuals on 3D printers. Although the business is based in Herndon, it is interested in expanding into the County. 3D Herndon has been in business for five years and has three full time employees. The majority of its business focuses on providing training and tools to public schools in the region. 3D Herndon is interested in growing into a space where it can do some small batch production and additional training.

Across all of the businesses interviewed, a number of characteristics stand out.

- 73 percent of the businesses interviewed have been in operation for fiV6 years or IGSS.
- Businesses average fiV6 employees, although nearly half of all the businesses have one or two
 employees. About one-third of the businesses have five or more employees; these are predominantly food
 product businesses.
- **65** percent of the businesses surveyed lease space or own their production space in commercial or industrial properties. The remaining businesses are home-based, operate from shared space (like the shared commercial kitchen), or are in the process of looking for their own space to lease.
- Business space averages about **2,000 Square feet**, excluding businesses in shared commercial kitchen spaces. Most businesses use between 1200 and 2000 square feet of space.
- Over half of those interviewed would like to lease or purchase a larger space for their business.
- Lease rates for businesses in their own space average **\$18 per Square foot**. Prices for space range widely from \$10 per square foot to over \$26 per square foot based on location. High foot traffic locations are more expensive, while traditional industrial space is less costly.
- Most lease terms are for five years or less.
- **62 percent** of the businesses plan to scale-up in the next year. One-third of all businesses are looking for high visibility locations.
- Many business owners are looking for mentors, leasable space with an existing commercial kitchen, introductions to local anchor institutions for sales, programs to help them scale, and longer leases for small spaces.

Business owners are interested in many different locations throughout the County. Some owners would like a location near their home, others are considering space near major intersections, and others would like to remain in industrial space because they are focused on wholesale not retail. There are many places of interest throughout the County.



Photo Credit: Recast City

MAJOR COUNTY ASSETS & CHALLENGES TO SMALL-SCALE PRODUCTION BUSINESSES IN COMMERCIAL PROPERTY

Recast City compiled the major assets and challenges to small-scale production business in the County based on interviews with business owners, real estate professionals, property owners, major developers, members of the County Advisory Team, as well as from the expertise of Recast City from similar projects throughout the country. The following summary highlights major areas that the County and its partners can choose to champion or resolve as it moves forward with this initiative.

FAIRFAX COUNTY ASSETS

Fairfax County is home to a strong small-scale production sector. These businesses range from established businesses to growing startups, all producing tangible goods. The businesses are typically based in Fairfax County because the owners live in the community, have business with major anchor institutions in the County, or are looking for lower cost leases as compared to city center prices.

Through the one-on-one interviews, focus groups, and other stakeholder input, Recast City found the following:



Photo Credit: Recast City

SMALL-SCALE PRODUCTION BUSINESS ASSETS

- Food production and metal fabrication sectors are strong.
 Many food product businesses are growing out of the shared commercial kitchen, Frontier Kitchen, and are looking for their own spaces in the County. Additionally, metal fabricators that specialize in prototyping and engineering unique components are attracted to the County to be close to defense and intelligence contractors.
- Business owners are proud of their home and want Fairfax County "to shine." People are ready to showcase who they are and why they chose this community for their family and their business. As noted above, these owners want to scale close to home in the County.
- Business owners are diverse. Fairfax County is considered a
 welcoming home to small-scale producers from many different
 countries, ethnicities, racial backgrounds, and education levels.
 This is something to be highlighted, promoted, and purposefully
 pursued.
- 4. Some business owners are ready to purchase their own property. These owners are typically more established and have clear profit margins on their business. At least one business owner suggested that he would like to open a shop that includes production and retail space to share with other producers. His goal would be to attract home-based businesses into a space where they could pay an affordable lease and be able to support each other's growth potential.
- 5. Businesses are succeeding and many are ready to scale-up. A number of food producers noted their interest in finding a business program that would help them connect with mentors and investors who could potentially guide their growth in the County. A number of them plan to hire more employees in the next year.

REAL ESTATE & COUNTY BASED ASSETS

1. Many leaders in the local real estate sector already see the potential of small-scale production businesses to fill vacancies and bring energy to their properties in the County. In the focus groups and individual interviews, a number of the property owners noted that they are actively seeking small-scale production businesses as tenants. They recognize the experiential benefit of small-scale producers to enliven storefronts and to create a unique retail experience.



Photo Credit: Fairwinds

- Visit Fairfax promotes County breweries through a Brewery
 Field Guide. This on and offline engagement strategy encourages
 visitors and highlights this production sector throughout the region.
- Small industrial spaces (under 5,000 square feet) are leased up quickly, according to local brokers and property owners. This suggests there may be pent up demand for small-scale production spaces in commercial areas.
- 4. A number of County entities currently provide entrepreneur startup support. This includes the Fairfax County BizEx program that helps small businesses navigate the County's permitting processes, the Community Business Partnership that provides business and startup training; and the Fairfax County Economic Development Authority which provides business and real estate support.
- 5. A number of private entities also provide direct support to these businesses. Frontier Kitchen provides commercial shared kitchen space for food enterprises; and Nova Labs offers low-cost makerspace for small businesses. These existing assets are profiled in the recommendations section.
- 6. Fairfax County has significant locational diversity to fill the needs of different types of small-scale production businesses. The diversity of places includes commercial space in Annandale and Springfield, corridor redevelopment along Richmond Highway, and industrial space in Newington. This locational diversity will help to retain production businesses in the County over time. As needs change (direct to consumer vs. wholesale) the businesses will be able to find different kinds of spaces throughout the County, such as:
 - Consumer facing production businesses that may benefit from a high foot traffic retail space.
 - Fast growing product businesses that may be a fit for transitional space available for five to seven years before site redevelopment.
 - Wholesale or supply chain focused businesses which will likely remain in industrial areas as they do not need the public exposure.
- 7. Existing farmer's markets provide an opportunity for new business owners to test out products at a low risk level. These markets create a vital point of entry for many consumer product businesses to test out new lines before investing heavily in larger batch production. Currently 126 product businesses sell at farmer's markets in Fairfax County. This business community represents an enormous opportunity to receive assistance and provide space for those interested in scaling.⁶

^b Total producers at County farmer's markets was compiled in October 2018 from information on websites from the Fairfax County Park Authority, Community Foodworks, and Mosaic District market.

MAJOR COUNTY CHALLENGES

A number of challenges were also identified through the interviews and meetings. In some cases, these are barriers to small-scale production businesses, and in other cases, they are issues that may hold back new real estate opportunities.

CHALLENGES TO SMALL-SCALE PRODUCTION BUSINESSES

- 1. Most business owners do not know that the County, or its partners, can offer help. Business assistance is spread out among the Community Business Partnership, the Fairfax County Economic Development Authority, the Small Business Development Center, the Mason Enterprise Center, the County BizEx, and others. Business owners do not have clarity about the different roles and do not know who to approach for various kinds of help.
- A number of business owners are established and ready to scale up but there is no County assistance program
 currently focused on this need. Businesses have a greater likelihood of successful scaling when connected to
 mentors, other business owners, and other forms of technical assistance.
- 3. Personal property tax on capital expenditures for equipment may be depressing expansion of production businesses or encouraging businesses to start in other counties. Businesses must pay a high upfront tax on new major equipment and depreciation is limited. For example, Fairfax County has a higher tax rate on machines and tools than does Loudoun County.
- 4. Business owners do not know where they can find loans to finance equipment and materials, or to scale up or build out space. The Latino Economic Development Center provides low-cost loans, and the Community Business Partnership offers micro-lending opportunities, however, few local small businesses are aware of these options.
- 5. Commercial real estate brokers are less interested in representing businesses looking for small spaces (under 3,000 square feet) with short-term leases (less than five years). Small-scale producers do not know where to go for assistance to find available spaces.
- 6. No entity is working specifically to create an inclusive space for business owners that represent the full demographic diversity of the County. Although both the Virginia Economic Development Partnership and the Community Business Partnership are working to reach out to women, people of color and immigrant populations for their programming and training, there is no group specifically focused on building an inclusive community of small-scale producers.
- 7. Small-scale producers often look to co-locate or to settle in proximity to others. These businesses can help to generate great energy and foot traffic in a shopping center, but a cluster of these businesses will be necessary to create an impact. The dispersed nature of these businesses in the County today also means that many small-scale producers feel like they are "going it alone" and do not benefit from a personal network of other producers or mentors in similar fields.
- 8. **Major assets**, such as shared production space, **are not readily known to the existing small-scale production business community** and to entrepreneurs who might consider the County for a startup. Formal spaces like
 Frontier Kitchen, Nova Labs, the incubator space at the Community Business Partnership, among others, are not
 widely promoted as a County asset. Informal assets, such as commercial kitchens with extra capacity at off peak
 times, or woodworking shops that may take on subtenants, are not mapped or known to the community.

CHALLENGES TO PLACEMAKING AND REAL ESTATE

- 1. The process for building and occupancy permits is not well-understood by small-scale production businesses, and is percieved by many as being unpredictable. The process is particularly challenging for the businesses testing out new product concepts through temporary or "pop-up" locations, because the state Fire Prevention Code and Building Code requirements are based on the use, not the length of time an activity occurs. A number of property owners noted that it is particularly difficult for food and beverage uses going into a building that was not approved previously for that use as the space may need to be retrofitted to meet fire and health requirements, which are mandated at the state level. This may make retrofitting costs prohibitive for some small-scale producers.
- The cost of construction remains high. As a result, many property owners of vacant big box spaces reported that subdividing larger spaces for small-scale producers needing 3,000 square feet or less may be cost prohibitive.
- 3. Real estate developers are interested in small-scale producers as tenants but do not know howto find them. No organization is providing matchmaking services. Additionally, different types of producers will benefit different locations. Those creating noise or odor will likely remain in industrial areas. Other property owners interested in small-scale producers as tenants may need assistance to curate the production businesses that are best suited for their property.
- 4. Small-scale producers may get priced out of industrial space. Real estate taxes are typically passed through to tenants. Industrial properties near mixed-use projects are seeing increases in their real estate assessments. Increases in the tax may cause some tenants to be priced out of the location.
- Prime retail locations will be cost-prohibitive for small-scale producers. Few property
 owners are considering different kinds of leasing agreements (such as a percent of
 revenue model) to attract and retain a diversity of tenant types.
- 6. Legacy property owners may not understand the benefits of small-scale producers to their commercial properties. The County does not have any clear method of outreach to these owners to engage and educate them about this change in the market. Many of these owners are focused on generating income versus finding creative uses for their properties, and therefore are not likely to be among the initial advocates for small-scale producers.

RECOMMENDATIONS

Fairfax County set out a clear goal to get ahead of changes in the retail sector, to work with business and property owners to understand recent trends and to open up the County to new opportunities in small-scale production to maintain and improve the vibrancy of older commercial areas. This puts the County at the forefront of jurisdictions nationwide.

Previously, the Zoning Ordinance restricted production uses to certain industrial zoning districts. Recent County actions to amend the Comprehensive Plan related to building repurposing and the Zoning Ordinance to allow small-scale production in commercial and mixed-use areas are a vital first step. The approved amendment defines a new land use for small-scale production and establishes a broad range of commercial, planned development, and industrial districts where the use is allowed by right. This recent change paves the way for the implementation of additional recommendations and incentives.

The recommendations below seek to help the County continue to:

- Cultivate the local small-scale production sector;
- Attract additional entrepreneurs to the County;
- Work closely with developers and property owners to allow flexiblity for new uses as the market changes;
- Increase job creation in the County; and,
- Strengthen placemaking to create highly valued neighborhoods.

The following recommendations are intended to build upon one another. Many recommendations include example programs from other jurisdictions. All bolded resources refer to links provided in Appendix 6.

While some of these actions can be launched quickly to build momentum for small-scale producers and retail placemaking in the County, Fairfax County's interest in small-scale producers to fill retail spaces and to create great places for residents will also need to be a long-term effort. The County should work across departments and with outside stakeholders in small-scale production and the real estate sector to achieve the target outcomes. Each department and partner will play a role in the success of this work. In addition, small-scale producers will need to be engaged through existing and new placemaking initiatives and through County business development programs.



Photo Credit: Boso Kitchen



Photo Credit: Recast City

1. Improve the transparency and predictability of the building and occupancy permitting process for small-scale producers.

In addition to the efforts to improve the predictability of the permitting process through Fairfax First, the County can further support the unique characteristics and needs of small-scale production businesses with the following steps: See Appendix C for additional details on permitting process recommendations.

- 1.a. Assign a County case manager or main point of contact for small-scale production businesses seeking building or occupancy permits. This may be an opportunity for County BizEx to manage the connections and information flow. Tools to manage this flow of approvals can be simple. For instance, Youngstown, OH created a database to ensure accountability across departments to follow up on small business requests for assistance.
- 1.b. Create a guide for small-scale production business owners that outlines the major steps in the permitting process for various types of businesses and that notes key decisions in the design and build out process that may impact costly improvements particularly for egress, accessibility, and bathrooms. This guide can be provided online and be circulated to small interior architecture firms who work with small businesses.

2. Identify, and widely promote, existing business support providers in Fairfax County so that small-scale producers can more easily find the support they need.





The County is home to a number of different programs that provide support for small businesses as they launch and grow, but few of these programs are widely known. Some of these programs are provided through County staff, others are through quasi-governmental entities, and others are from non-profits. Business owners and entrepreneurs will be attracted to the County when they know they are wanted and know where to go for help.

- 2.a. Guide business owners to existing resources by promoting the services as one coherent package and story. Promote these assets online and at programming events held by each partner. Specifically, promote more widely:
 - Community Business Partnership's (CBP) Women's Business Center to help business owners launch and scale businesses through business plan assistance and access to mentors.
 - **Hispanic Chamber of Commerce's** growing relationship with the Community Business Partnership (CBP) and the potential to partner on a Spanish-language startup training.
 - **FCEDA's** monthly Entrepreneurship 101 program to neighborhood listservs, on community center bulletin boards, and in other on and offline neighborhood specific outlets.
 - Lean for Main Street program from CBP to help businesses scale-up using lean business methods and to expand the reach of product-based businesses.
 - Frontier Kitchen and other available commercial kitchen space to food product businesses. This
 helps reduce the cost and risk to launch a new food product business because they do not need the
 capital to build their own kitchen space.
 - Nova Labs to hardware and other product based businesses to create prototypes and produce small batches of new products.
 - Fairfax County Economic Development Authority's Business Incubation Center to connect business owners with available retail and industrial space, including small spaces.
 - **County BizEx** liaison as a key resource to small-scale production businesses looking for help to navigate the County's regulatory processes.
 - Visit Fairfax's efforts to highlight County breweries.

- 2.b. Create a one-stop-shop for small-scale producers to know where to go for help including information on sources of capital investment, leasable space, zoning, business and building permitting, and business technical assistance. One statewide example is the PA Business One Stop Shop website. The site provides a clear, streamlined, and central location for business information, while directly appealing to diverse small business owners.
- 2.c. Promote business assistance programs specific to residents who are women, immigrants, and people of color to ensure that business owners receiving assistance reflect the full demographic diversity of the County. The Latino Economic Development Center (LEDC), for example, offers business assistance and micro funding predominantly to under-represented business owners. This program should be expanded and promoted to target populations in the County.

3. Launch a Fairfax County Small-Scale Producers Council to convene business owners and to advise the County on policy and programming.

Similar to other County advisory councils, this group could both help to convene the producer community in the County and connect with elected officials to ensure that the needs of these small/micro business owners are heard at all political levels. The Council can also serve as an advisory group to County departments considering policy changes to ensure they help and do not create hurdles to small-scale product businesses.

- 3.a. Model the Producers Council on the Mayor's Maker Council in Knoxville, TN that is hosted by the Knoxville Entrepreneur Center (KEC) for technical assistance and staffing. The Council members are selected by the mayor and serve one-year terms. The Council convenes monthly and includes a representative from the mayor's office. The group is staffed by KEC and organizes regular meet-ups and programming for the business community.
- 3.b. Provide funding and support for the Council to convene a regularly held summit on production in Fairfax County or a tour to visit County producers. The annual **Maker Summit** in Knoxville, convened by KEC in partnership with the Mayor's Maker Council, is an example that shows how a business community can grow stronger through convenings and activities.



Photo Credit: Taproom

4. Create a matchmaking program for small-scale production businesses to find low-cost space.

Both property owners and small-scale product business owners are interested in connecting for leasable space, but no database or network is available to help make such introductions. The County, or an outside partner, can serve as the liaison to connect these two sectors in an effort to fill vacant spaces with unique County businesses. The County may:

- 4.a. Connect landlords and small-scale producers through informal networking events or a more formal website, such as the Place to Make site hosted by SF Made. This site requests information from the potential small business tenants in order to understand if leasing space is a viable option for the businesses and to broker a space for them. The Place to Make program works with both large and small developments as well as more unusual spaces that may be more affordable to production businesses.
- 4.b. Create a list of existing kitchens with extra capacity that can be rented out by small food and beverage producers. The Culinary Incubator website is an example that showcases available space. The County could promote this website to local kitchen owners/leasers and add sites to this resource, or it could create a County-specific resource that is promoted through its partners such as CBP, FCEDAorthe health department.
- 4.c. Introduce product business owners interested in sharing space to one another. A number of product businesses cannot afford their own space yet. Even 1,000 square feet will be too large for them. Many of these businesses will gladly share a space with other producers. They may even benefit from sharing staff in a small retail space. A few food producers interviewed also noted that they would like to share a commercial kitchen among target users, such as allergen-free food producers. The County could pilot a Fairfax County "Craigslist" for small producers as a way to make introductions or create networking events specific to the need.



Photo Credit: Barnola

5. Support placemaking efforts by providing an incentive for property owners and event programmers that include small-scale producers.

Placemaking is a much larger strategy that can be augmented by the presence of small-scale producers. These businesses are a perfect complement to ongoing efforts to bring the community together in target locations. They help showcase exciting entrepreneurs and give residents a sense of pride about their community. The County could:

- 5.a. Promote investment in rehabilitation and new real estate projects that incorporate placemaking into the fabric of the project. Placemaking is often created by a number of core characteristics outlined previously, under "Retail Placemaking". Additional resources on this topic are included in Appendix B.
- 5.b. Promote more pop-up events that include food trucks and small-scale producers - especially at target locations such as Metro stations and sites of future mixed-use projects.
 - Outdoor space can be activated through seasonal community events such
 as the outdoor beer garden, makerspace, and maker popup shops opened
 this past summer in Fremont, CA. The city worked with local producers
 and designers to showcase local businesses and bring the community
 together in its future downtown location. This programming helped to create
 a sense of place and a reason to gather before any development occurred.
 - Producers are significant activators at existing farmer's markets and holiday markets. The County could work with market sponsors so that the business owners selected for the event or market reflect the demographic diversity of the County. In addition, the County could consider funding or subsidizing space for small producers at local music and other festivals – both outdoors and inside – to ensure inclusive representation of County businesses.
- 5.c. Encourage an industrial "Main Street Approach" for industrial areas near mixeduse development. This may include fagade or street improvements on industrial main streets that connect to mixed-use areas in exchange for commitments to incorporate small-scale producers.



Photo Credit: Fairwinds

6. Invest in branding that highlights small-scale producers and the great places they help to create.

Small-scale producers in brick and mortar locations will greatly benefit from County support to brand them and their locations. These businesses can help promote foot traffic and attract residents and visitors alike. Additionally, the more people are aware of these businesses in the County, the more additional business owners are likely to recognize the County as a positive place in which to locate their existing or new product business.

- 6.a. Build upon the **Visit Fairfax Brewery** field guide and create visitor guides for food producers, tech products, jewelry, and other specific sectors. Promote these through the tourism site to visitors and residents for special outings. Suggested day trips could combine different types of producers into a curated day beer, jewelry, textiles and food could be packaged as a day trip to the County.
- 6.b. Organize a "factory" tour day of small-scale producers. This can be paired with the field guide and can expose more visitors and residents to the amazing items being produced in the County. The tour can go to both industrial and commercial spaces for production. Some jurisdictions host tours annually, and others do so monthly. St. Louis Makes factory tours is one example. Others, such as the SF Made Week Factory Tours, can also serve as a model to promote the consumer products or advanced manufacturing that are starting to scale-up in the County.
- 6.c. Consider a Made in Fairfax County brand. This promotional brand or certification can serve to highlight the number of product businesses based in the County. The County can work with a partner to certify these businesses, similar to the Made in DC certification, or can promote consumer products through a shared website, such as the Made in Baltimore site. Partners could also highlight target sub-sectors like advanced manufacturing working with defense and security clients as a broader economic draw.





Photo Credit: Little Miss Whoopie

7. Encourage property owners to lease commercial space to small-scale producers.

Space for small-scale producers provides good middle income jobs and helps more families afford to remain in the community. These businesses diversify the economy and build resilience. While recent zoning modifications that permit small-scale production business in commercial districts "by-right" will make this use more attractive to property owners, the County can also provide additional incentives. The County could consider incentives that:

- 7.a. Encourage development applicants to provide small-scale production uses in the ground floor during the review process, as appropriate. In some instances, a small amount of retail is used as an onsite amenity and will be a net loss leader for the large-scale developer. But in smaller projects, developers may struggle to set aside space for lower-lease rate tenants, like small-scale producers. By offering to set aside a portion of ground floor space for producers, the project owner can accrue additional income to offset the cost. For instance, **Monroe Street Market** in the Brookland neighborhood of Washington, D.C. set aside subsidized space for local producers as part of its negotiation with the city during the development process.
- 7.b. Provide grant funding for placemaking improvements to commercial properties if the owners lease space to ten or more small producers. Grant funding can go towards items such as holiday markets, outdoor seating, outdoor music space, onsite programming, decorative shielding from parking lots and traffic, unique fagade improvements, street improvements for pedestrian safety, and other items that further placemaking. The County could target this fund to reuse of existing commercial properties or as an incentive for new construction to include producers for a minimum number of years. Smaller initiatives could be funded through a partnership with the local chapter of realtors through their National Association of Realtors® Placemaking Micro-Grant program.

8. Inform County property owners about the ability of small-scale producers to encourage foot traffic and to fill vacant spaces.

A number of property owners are already excited about the potential for small-scale production businesses to attract more customers to their sites and build foot traffic for other uses. But many property owners are still not aware of the opportunity to benefit from this new tenant type. Continued outreach and engagement of property owners will help to introduce the new concepts and provide the County with a way to promote more placemaking techniques. This outreach could include:

- 8.a. Partner on networking events for property owners to showcase small-scale production businesses that work well as neighbors and demonstrate placemaking strategies that increase sales and property exposure, such as the events hosted by Urban Land Institute (ULI) Washington. The local Young Leaders Group of ULI excels at reaching new and younger audiences interested in development and placemaking.
- 8.b. Provide templates for lease agreements that bring small-scale producers into commercial properties as interim or pop-up uses to activate a space. These options may benefit properties slated for redevelopment to help generate interim income and rebrand the property before new construction. A few leasing options to consider:
 - Revenue-based lease In an effort to attract unique local businesses, property owners sometimes offer a lease that charges rent based on a percent of the total revenue brought in to that shop. This lease agreement works best when the property owner is investing in activities to drive people onsite through programming and branding, and wants to ensure that one-of-a-kind shops are part of the mix. This lease option works well for producers who often cannot afford prime retail lease rates.
 - Short-term leases Some growing producers will be attracted to lease terms that are only two to five years in length, instead of the more traditional seven to ten-year leases. This allows the producers to move to different spaces more easily, especially if they are focused on scaling-up production within the next five years.
 - Pop-up leases Properties with significant vacancies, or short-term retail kiosks, can be filled for one to two months by producers for targeted retail purposes. Communities like **Reston** and **Muskegon**, **MI** have experimented with these outdoor kiosks to quickly activate a site and build programming around it that draws the community together.

9. Create a program to support product businesses that want to scale.

Many small-scale production businesses in the County are ready to scale. They have proven products and a clear market. But they do not have access to mentors experienced with scaling, a cohort of likeminded business owners to help them, or funds to finance a larger space. Programs that support scaling production businesses will help bring more jobs to the County and set the businesses on a strong footing for the long-term.

- 9.a. Partner with community organizations to create programs that educate business owners to sustainably scale their business. A few existing programs to consider as models, or to bring to the County-based businesses, include:
 - Emerging Leaders e200, launched out of the U.S. Small Business Administration, is a seven-month
 intensive program for businesses established for at least three years and focused on creating new
 jobs. The program includes over 100 hours of training and focuses on access to capital and targeted
 mentors. This program could help many types of small businesses in the County, including small
 producers.
 - Masterclass from Million Dollar Women is a national program, focused on women-owned businesses that could be promoted to Fairfax County-owned small businesses who are established and ready to scale. This program is a four-month engagement and could be subsidized by existing County programs.
- 9.b. Connect small-scale producers to anchor institutions such as government agencies, universities, hospitals and corporations to create partnerships and commitments to procure more goods from local businesses. Small producers will benefit from these large local clients. The County can serve as a convener and connector between these major anchors and County-based producers. These larger entities can commit to local purchasing, similar to the **Johns Hopkins Local** program.
- 9.c. Offer low-cost loans or grants to small-scale producers that scale and commit to stay in the County. Scaling considerations should include businesses as small as five employees to ensure that microbusinesses benefit from all County programs. These loans can be connected to existing loan programs at CBP, LEDC, or FCEDA, but should ensure a focus on micro-business growth (for instance a target growth from five to ten employees should qualify a business for assistance).



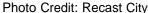






Photo Credit; Lake Anne Brew House

10. Revise the business license fees and taxes on major equipment for production.

A number of scaling production businesses noted that the business taxes in the County are depressing their opportunity to grow and such disparity in tax rates might encourage them to consider neighboring jurisdictions as they scale. Although tax legislation is a much longer-term question, it is important for the County to consider the following to promote business development and growth:

- 10.a. Change the business personal property tax (BPP) for machinery and tools to create an incentive for investment in equipment, not deter it. Business owners noted the difficulty of paying this tax on equipment because the tax is due for payment up front, before any revenue accrues from the investment. Additionally, the County's tax rate on this equipment, (\$4.57 per\$100 of assessed value), while competitive with some adjacent jurisdictions, is higher than Loudoun County (\$2.75 per \$100 of assessed value), and may out compete the County for small-scale producers, especially as they scale.
- 10.b. Review rules regarding how manufacturing equipment can be depreciated. Fairfax County limits depreciation to 20 percent of the original cost while Loudoun County allows depreciation to 10 percent of the original cost.
- 10.c. Consider a business license incentive program for new businesses. The County could pass a BPOL ordinance exempting new small-scale production businesses in Fairfax County from paying BPOL taxes during their initial two years of operations, as allowed by the Code of Virginia.



SUMMARY

Fairfax County will likely see major investments in properties located in key corridors and in targeted Community Business Centers. These properties will either be developed as generic places or can become space for great placemaking and unique businesses.

Small-scale production businesses are a hidden gem in the County. People want to honor the culture of producers that are in Fairfax County and these producers can become part of the strong base of growing businesses. Local business owners are excited to be in the County and are ready to put down deep roots and be part of the future. The time is now for the County to engage this sector, provide it with support, and connect property owners with both new placemaking and tenant opportunities, to create great places for Fairfax County and the region.

APPENDIX A

COUNTY ADVISORY TEAM

Nathan Bath, Senior Manager Investments, Regency Centers

Carmen Bishop, Planner IV, Zoning Administration Division, Fairfax County

Barbara Byron, Director, Office of Community Revitalization, Fairfax County

Michael Coyle, Chief of Staff, Sully District, Board of Supervisors, Fairfax County

Elizabeth Hagg, Deputy Director, Office of Community Revitalization, Fairfax County

Edythe Kelleher, Executive Director, Southeast Fairfax Development Corporation

Meaghan Kiefer, BizEx, Fairfax County

Doug Loescher, Program Manager, Office of Community Revitalization, Fairfax County

Nancy-jo Manney, Executive Director, Greater Springfield Chamber of Commerce, VA

Charles McCaffrey, Director, Veterans Business Outreach Center, Community Business Partnership

Shannon Sherlin, Property Manager, Sherlin Corporation

Alex Thalacker, Business Development Manager, Software/Hardware, Fairfax County Economic

Development Authority

APPENDIX B

Fairfax County Resources:

BizEx:

https://www.fairfaxcounty.gov/topics/bizex-how-business-experience-program-can-help-you-start-or-grow-your-small-business

Brewery Field Guide:

https://www.fxva.com/things-to-do/wineries-breweries/breweries/

Community Business Partnership programming:

https://www.fairfaxcountyeda.org/event/entrepreneurship-101-starting-business-fairfax-county-20

https://www.cbponline.org/Business-Training/Class-Calendar.aspx

https://www.sba.gov/content/sba-announces-winners-lean-main-street-training-challenge-0

CBP's Women's Business Center:

https://www.cbponline.org/CBP-Programs/Womens-Business-Center-of-Northern-Virginia.aspx

CBP's Business Incubation Center:

https://www.cbponline.org/CBP-Programs/Business-Incubation-Center.aspx

Frontier Kitchen:

https://frontierkitchenva.com/

Nova Labs:

http://www.nova-labs.org/about/

VEDP incentives for growing businesses:

https://www.vedp.org/incentives

VEDP Guide to Local Taxes on Business 2017-2018;

https://www.vedp.org/sites/default/files/2018-07/VEDP_Guide%20to%20Local%20Taxes%20on%20Business_2017-18.pdf

VEDP Small Business Resources:

https://www.fairfaxcountyeda.org/our-diverse-business-community/small-minority-and-woman-owned-firms/resources https://www.fairfaxcountyeda.org/our-diverse-business-community/small-minority-and-woman-owned-firms/starting-a-business-seminar -

OTHER RESOURCES:

Listed alphabetically

8th Street Market, Bentonville, AK:

http://8stmarket.com/

Art Walk at Monroe Street Market:

https://www.monroestreetmarket.com/arts/

Fremont, CA Summer Beer Garden & Makerspace:

https://patch.com/california/fremont/outdoor-beer-garden-community-plaza-open-fremont

How to do Creative Placemaking:

https://www.arts.gov/sites/default/files/How-to-do-Creative-Placemaking Jan2017.pdf

Johns Hopkins Local:

https://hopkinslocal.jhu.edu/

Knoxville Entrepreneur Center:

http://knoxec.com/

Latino Economic Development Center small business assistance program:

http://www.ledcmetro.org/our-programs/small-business-development

Latino Economic Development Center small business loan program:

http://www.ledcmetro.org/our-programs/microlending

Made in DC certification:

http://thisismadeindc.com/members/membership/

Made in Baltimore website:

https://madeinbaltimore.org/business-directory/

Maker Summit:

http://themakercity.org/summit/

Makers Quarter, San Diego, CA:

http://www.makersguarter.com/

Mayor's Maker Council:

http://knoxvilletn.gov/government/boards commissions/mayor s maker council

Million Dollar Women:

http://www.iuliapimsleur.com/masterclass/

Monroe Street Market - Art Walk:

https://www.monroestreetmarket.com/arts/

Muskegon, MI maker sheds pop-up:

https://www.mlive.com/news/muskegon/index.ssf/2017/01/nine_pop-up_retail_sheds_plann.html

PA Business One Stop Shop:

https://business.pa.gov/index.html

Place to Make:

https://sfmade.org/uncategorized/find-production-space/

Realtors Placemaking Micro-Grant:

https://www.nar.realtor/grants/placemaking-micro-grant

Retail and Placemaking:

https://therealdeal.com/wp-content/uploads/2016/12/CBRE101341_Global-Retail-Placemaking-Report-y09.pdf

SF Made Week Factory Tours:

http://sfmade.org/wp-content/uploads/SFMade-Week Events-Calendar.pdf

St. Louis Makes factory tours:

http://stlouismakes.org/events/

Urban Land Institute Placemaking Council:

https://washington.uli.org/placemaking-initiative-council/

APPENDIX C

PERMITTING PROCESS REVIEW FOR SMALL-SCALE PRODUCERS IN COMMERCIAL PROPERTIES

This appendix is an expansion on recommendation #1 in the body of the report.

Representatives from the following agencies, most involved in the development, permitting, inspections and occupancy review process for small businesses, participated in a simulation of the County's regulatory process:

- Land Development Services
- Zoning Administration Division
- Zoning Evaluation Division
- Building Department
- Fire Marshall's Office
- Health Department
- BizEx
- Office of Community Revitalization

The group investigated three possible repurposing or re-tenanting scenarios, based on currently available properties in various areas of Fairfax County: an in-line vacancy in a shopping center; a demised space of a vacant "big box"; and a shared-space concept for a stand-alone commercial building. A variety of business types – from food production and personal products to metal working - were considered. The meeting participants identified a number of areas for further discussion and clarification to ensure that these small businesses would not face unexpected hurdles to occupy a commercial space in the County.

Findings

The following is a summary of the key findings from that meeting:

- Small-scale production businesses would be considered "by-right" in most commercial zones, as a result of a
 recent amendment to the Zoning Ordinance in December, 2018. In these areas, if it is determined that there
 would not be a change of use, the applicant could proceed to getting an occupancy permit ("Non-RUP").
- 2. The zoning ordinance and building code define "use" differently; a distinction that may be particularly important for small-scale production businesses. While the zoning ordinance typically defines a primary use with possible accessory uses, the building code requires a determination of all uses, in proportion to the amount of space alloted to each. Since the unique and complex operational characteristics of a small-scale production business typically includes production, storage and retail in a single space, a "mixed-use analysis" conducted by staff would be completed before a building permit could be issued. Typical building use classifications for a single small-scale production business include:
 - A Assembly: any space that gathers people (including restaurants)
 - B Business: non-retail (office and professional)
 - F Factory/Industrial: low-hazard industrial
 - M Mercantile: retail/wholesale of merchandise on-site
 - S Storage: hazardous and non-hazard materials
- 3. The mix of uses, size and configuration of building space will determine occupant load capacity, required number of egress points and bathrooms, as well as other facility requirements.

- 4. Any small-scale production business that includes food production would require permitting and inspections by either the Fairfax County Health Department (FCHD), or the Virginia Department of Agriculture and Consumer Services (VDACS), depending on characteristics of the product, type of production and distribution. As many small-scale production businesses would be "dual-regulated," the FCHD can serve as the first point of contact and assist applicants through the process for both agencies.
- 5. Because small-scale production businesses are a relatively new or unfamiliar use in commercial areas, it will be important to provide a clear, transparent, and user-friendly first point-of-contact for businesses seeking to locate in the County. This first point-of-contact can be a designated staff person or agency, and can also be in the form of a website which can help new applicants navigate the process. In addition, training of front-line permitting staff on the unique characteristics of small-scale production businesses, and the new zoning regulations enacted, will be key to improve the speed and efficiency of the permitting process.

A Small-Scale Production Implementation Team is already moving forward with the formulation of strategies to support these findings.

APPENDIX D

FOCUS GROUP AND ONE-ON-ONE INTERVIEW PARTICIPANT LIST

SSP Focus Group Participants

Group #1 (NAIOP invitees) - July 10, 2018

Dan Corwin Federal Realty Investment Trust

2. Eric Dobson NAIOP Northern Virginia

3. Jean O'Toole Dewberry

John Kauppila Kimley-Horn and Associates, Inc.
 Matthew Weinstein Bean, Kinney & Korman, PC
 Robert Beach R.E. Beach Architects
 Roderick Maribojoc George Mason University
 Scott Adams McGuire Woods LLP

9. Wayne Klotz I-95 Business Parks Management LLC

Group #2 (Greater Springfield Chamber of Commerce, Southeast Fairfax Development Corp., Community Business Partnership invitees) – July 15, 2018

1. Charles McCaffrey Community Business Partnership

Dallison Veach Veach Realty

David DeCamp
 Debra Arnett
 Eric Christensen
 Property owner representative
 McEneary Commercial Realty
 Springfield Town Center

Edythe Kelleher Southeast Fairfax Development Corp.
 James Rich Federal Realty Investment Trust
 Kari Glinski Federal Realty Investment Trust

9. Kathleen McDermott Greater Springfield Chamber of Commerce

10. Katie Leonard Zero Eight Three11. Robert Brants Walsh Colucci

12. Maria Hatcher Rappaport Management13. MarkViani Bean Kinney & Korman, PC

14. Michael Galliot Property developer

15. Nathan Adams Metropolitan Real Estate Services

16. Rachel Jackson Boston Properties
 17. Tim Mulcahy Forefront Company
 18. Scott Herrick Landmark Atlantic

SMALL-SCALE PRODUCTION BUSINESS INTERVIEWS

SSP Real Estate Sector Interviews

Russel Hines Monument Realty

2. Carlos Heard BF Saul

3. Steve Bannister Capital Investment Advisors

4. Nathan Adams Metropolitan Real Estate Services

Katie Bucklew Edens

6. Nathan Bath Regency Centers

James Rich Federal Realty Investment Trust
 Kari Glinski Federal Realty Investment Trust

9. Taylor Chess Peterson Companies10. Justin Johnson Combined Properties

11. Larry Spott Rappaport

12. Shannon Sherlin
13. Anthony Chang
14. Ryan Whittier
Sherlin Corporation
Washington REIT
Crimson Partners

Small-Scale Production Business Interviews

- 1. 3D Herndon
- 2. Barnola
- 3. Beyond the Barn Doors
- 4. Boso Kitchen
- 5. Cascade
- 6. Cervantes Coffee Roasters
- 7. Danielle's Desserts
- 8. Fair Winds
- 9. Go Oats
- 10. Green Berries
- 11. Hallmark Iron Works
- 12. Lake Anne Brew House
- 13. Little Miss Whoopie
- 14. Loice Mae's Kitchen
- 15. Maximum Manufacturing
- 16. Nitro's Creamery
- 17. Old Alexandria Woodworx
- 18. Oriental Brush Strokes
- 19. Out Of The Bubble
- 20. Sabatini of London Executive Suit Manager
- 21. Soricha
- 22. Spiced LLC
- 23. Supreme Core Cider Company
- 24. Sweet Nuna
- 25. ZeepK
- 26. Zero Eight Three

APPENDIX E

RECAST CITY—WHO WE ARE

Recast City is a national consulting firm that works with real estate developers, city, county and other civic leaders, and business owners to integrate manufacturing space for small-scale producers into redevelopment projects. We build the startup community for small manufacturers and makers in the city - across industries of textiles, electronics, wood, metal and other materials.

Recast City brings together small-scale manufacturers and community developers to strengthen our neighborhoods, build value in our real estate, and create more job opportunities for residents.

We help landowners, developers, and city leaders understand this growing business sector and how to incorporate it into real estate products. We help maker industry entrepreneurs and small manufacturing business owners get the support and exposure they need. And we help communities create more good paying jobs for our local residents.

WHAT WE DO:

Reinvent Manufacturing

Local producers and maker industries are a young and growing asset to strengthen local economic development.

Recast City researches the local small-scale manufacturing sector, identifies its business needs to unlock expansive growth, conducts feasibility analyses for new facilities, works with workforce development leaders to build a strong pipeline for jobs, and explores state and federal resources to support this sector.

Reposition Real Estate

Small-scale manufacturing and maker industries can reposition real estate for changing market demand by attracting a vibrant audience to a new product. **Recast City** works with real estate developers and other city leaders to identify market demand for small manufacturing spaces in new and rehab products, examines how to integrate this building use into larger mixed use projects, and develops a strategy to increase a project's value by drawing a new audience to the target project.

Revitalize Downtown

City redevelopment is key for local economic success. Land owners, developers, and other city leaders need to get ahead of the demand for dynamic places to live and work in the heart of downtown while also creating opportunities for long-time residents. **Recast City** helps cities and other civic leaders harness changing local demand with unique outreach and engagement tools to build stronger local economies that include current and new businesses.

