

Community & Economic Development Committee Meeting

AGENDA

April 2, 2019 - 12:00 PM

Conference Room A/B/C, Second Floor

Committee Members: Chairman Cindy Shelton, Wendy Maurer and Gary Snellings

1.	REGIONAL TOURISM MARKETING PARTNERSHIP PROGRAM	Countywide
2.	ECONOMIC DEVELOPMENT INCENTIVES PROGRAM	All
3.	ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION PLAN (QUARTERLY UPDATE)	n/a
4.	UNSAFE STRUCTURES - VA PROPERTY MAINTENANCE CODE - PROPOSED ORDINANCE	N/A
5.	UPDATE ON COMCAST REQUEST TO BEGIN FRANCHISE AGREEMENT NEGOTIATIONS	N/A

Next CEDC meeting is scheduled for May 7, 2019

This agenda may be amended on the day of the meeting. Participation of all citizens is encouraged. For all individuals with special needs, please notify County Administration of any accommodations required at least 24 hours in advance of the meeting. The agenda and related materials may be found on the County's website at www.staffordcountyva.gov

Stafford County
Board of Supervisors Meeting
Agenda Item Report
Meeting Date: April 2, 2019
Community Economic Development Committee Meeting Agenda

Subject:	
Regional Tourism Marketing Partnership Program	
Recommended Action:	
Authorize the County Administrator to enter into a one-year extension of the Regional Tourism Marketing Partnership MOU	
Committee/Commission Recommendation:	
NA	
Strategic Plan:	
Fiscal Impact:	District:
\$171,000 from the tourism fund.	Countywide
Overview:	
<p>Stafford County has participated in a regional tourism partnership since 1994. The tourism partnership has enhanced the County's ability to leverage resources to promote tourism in the region that includes the City of Fredericksburg and Spotsylvania County. In 2016, an MOU was signed between the three jurisdictions to focus that regional marketing effort. The MOU is due to expire on June 30, 2019.</p> <p>Stafford County is in the process of preparing a Tourism Plan. The City of Fredericksburg has hired a consultant to consider the best way to market the City.</p> <p>Given the two planning efforts, the three partners seek to extend the current MOU for one year to allow the completion of the studies. Once those plans have been completed the Tourism Plan will be re-evaluated to consider if any changes will be recommended for the regional tourism marketing the following year. Therefore an extension of one year will allow the completion of the studies.</p>	
Discussion/Analysis:	

The regional effort provides additional focus, advertising, and outreach to additional markets. The Department will continue to evaluate the most effective regional marketing effort as it develops the Tourism Plan. Over the past two years the regional effort has helped secure group tours to Stafford Heritage sites and provided support in securing meetings\conferences at Stafford hotels.

The Department would like to continue to work with the regional partners to coordinate and better report on outcomes. The one-year extension will provide the Department that time to work with our regional partners, while the Department (and Fredericksburg) completes tourism planning effort.

Attachments:

1. Resolution on Regional Tourism MOU Version 2.0 clean 03-18-19
2. CEDC March 2019 MOU extension 04-02-19

Summary/Conclusion:

A one-year extension of the MOU will give Stafford Economic Development & Tourism, with input from its Tourism Advisory Committee an opportunity to complete its own Tourism Plan and to make any adjustments in the regional partnership in more detail in FY2021.

Reviewed By:

PROPOSED

BOARD OF SUPERVISORS
COUNTY OF STAFFORD
STAFFORD, VIRGINIA

RESOLUTION

At a regular meeting of the Stafford County Board of Supervisors (the Board) held in the Board Chambers, George L. Gordon, Jr., Government Center, Stafford, Virginia, on the, 2019:

MEMBERS:

Gary F. Snellings, Chairman
L. Mark Dudenhefer, Vice Chairman
Meg Bohmke
Jack R. Cavalier
Thomas C. Coen
Wendy E. Maurer
Cindy C. Shelton

VOTE:

On motion of, seconded by , which carried by a vote of , the following was adopted:

A RESOLUTION AUTHORIZING THE COUNTY ADMINISTRATOR TO
EXECUTE A RENEWAL OF THE REGIONAL TOURISM MARKETING
AGREEMENT WITH THE GREATER FREDERICKSBURG REGIONAL
TOURISM PARTNERSHIP FOR ONE YEAR

WHEREAS, Stafford County has participated in the regional tourism partnership since 1994; and

WHEREAS, the partnership has enhanced the County's ability to leverage resources to promote tourism in the region; and

WHEREAS, the Stafford County Tourism Fund has supported the annual contribution of \$171,000 using lodging tax revenue which must be reinvested in tourism marketing programs under Virginia law; and

WHEREAS, these funds and the cooperative marketing efforts of the region's localities are used to increase travel-related employment, taxable sales, and related economic benefits in each participating locality; and

WHEREAS, the Board finds that the partnership promotes the welfare of the County, its citizens, and businesses; and

WHEREAS, the County executed the Regional Tourism Marketing Agreement with

the Greater Fredericksburg Regional Tourism Partnership on August 25, 2016 (Agreement) and such Agreement expires on June 30, 2019; and

WHEREAS, the Board finds that a one-year renewal of the Agreement is appropriate; and

NOW, THEREFORE, BE IT RESOLVED by the Stafford County Board of Supervisors on this day 2019, that it be and hereby does authorizes the County Administrator to execute the Regional Tourism Marketing Agreement with the Greater Fredericksburg Regional Tourism Partnership in an amount not to exceed One Hundred Seventy-one Thousand Dollars (\$171,000) for a one-year term, subject to the annual appropriation of funds, unless amended by a duly-executed contract amendment.

TCF:jph

Stafford and the Fredericksburg Regional Tourism Marketing Program

Background & Renewing Partnership

Tuesday, April 2, 2019

Background

- Regional tourism partnership in place in various forms since 1994
- 2016 Memorandum of Understanding formed the current Regional Tourism Marketing Program (RTMP)
 - Focused on Leisure Travel
 - Stafford, Spotsylvania, Fredericksburg contribute \$171,000 annually
 - Collaborative marketing decision making

Regional Activities & Impact

- RTMP booked & supported the following for Stafford. 2017-2018
 - over 22 meetings, weddings and events
 - over 23 group tours
 - Attended over 28 Trade shows and sales missions
 - Hotel bookings for group events with 900+ attendees
 - 23 group tour visits, primarily heritage sites (Chatham, Ferry Farm, Melchers)

Regional Public Relations

Portion of
Stafford
participation
buys
\$224,000 in
paid media,



The Virginian-Pilot
PilotOnline.com

Impressions: 131,888



PUBLIC RELATIONS CLIP REPORT

2017-2018

Total Clips: 64

Total Impressions: 77 MILLION

The Washington Post VIRGINIA

WASHINGTONIAN

Recreation
NEWS

BOOMER

Cheapism



Portion of Stafford participation buys
\$44,000 in public relations and
\$124,000 in additional regional marketing
services

Stafford Tourism Program

- Stafford ED&T efforts, examples
 - Leverage regional effort & focus on Stafford opportunities
 - Sports leagues, events
 - FBI, Quantico
 - Race series, Christmas in Stafford
- New Initiatives
 - Event Center & Field House
 - Waterfront activities, Widewater
 - Cultural Heritage

Recommendation

- Regional tourism marketing
 - Approve one year extension of existing regional marketing plan
 - Focused on markets attracted to the region (Leisure)
 - Compliment Stafford direct marketing
 - Leverage of effort, funds, for impact
- One-Year Extension of MOU
 - Allow for development of Stafford's own Tourism Plan
 - Allow for Fredericksburg to complete their independent study
 - Reconsider & redesign regional tourism program for FY2021

Stafford County
Board of Supervisors Meeting
Agenda Item Report
Meeting Date: April 2, 2019
Community Economic Development Committee Meeting Agenda

Subject:	
Economic Development Incentives Program	
Recommended Action:	
Discussion and input of proposed incentives.	
Committee/Commission Recommendation:	
Strategic Plan:	
Fiscal Impact:	District:
None	All
Overview:	
<p>The Economic Development Strategy and subsequent Implementation Plan noted the need to review and consider economic development incentives as a critical "tool" for economic development. This presentation lays out the background and proposed timeline for drafting a comprehensive incentive program.</p>	
Discussion/Analysis:	
<p>The Technology Zone Incentive is currently the only "codified" incentive program available for Economic Development prospects to consider. The County has established and made use of the "Stafford Opportunity Fund" for the purposes of economic development incentives and to fund the Technology Zone Incentive. But the Opportunity Fund, itself is not marketable economic development incentive. Nor is the use of the Opportunity Fund clear. The intent of an incentive program is to provide a tool for our Economic Development office to use to attract businesses to the County. An approved incentive program can significantly shorten transition time between a business "lead" and a business project.</p> <p>The Board has identified, in its strategic plan an immediate priority to "incentivize growth in the Targeted Growth Areas (TGA)." An incentive plan can assist in meeting this priority.</p> <p>We present the following outline to develop a <i>comprehensive</i> Stafford County Business Incentive Policy for the Board's consideration (Program).</p>	
<u>Recommendations</u>	

1. Update, focus, and modify the Technology Zone Incentive (May 2019—CEDC)
2. Consider Tourism Zone Incentive Program (August 2019—CEDC)
3. Consider PACE Financing Program (August 2019—CEDC)
4. Consider a *Stafford Targeted Investment Incentive Program* (September—CEDC)
 1. Focused on target sectors in focus areas (e.g., cyber firms in QCC, data centers in Centreport, etc.)
 2. As recommended in Economic Development and Board of Supervisors Strategies.
 3. Consider how some portion of new private investments may be dedicated to future public investments (e.g., a parking deck in Downtown Stafford, improved and safer roads around Centreport, public transit improvements, new multiuse trails across the County, etc.).
 5. Clarify and Codify guiding principles for use of the Opportunity Fund and establish mechanism to establish *revolving source of revenue* for that Fund (September 2019--BOS)
6. Coordinate and Collaborate the County Incentive Program with the Stafford County EDA Incentives Program
 1. Stafford EDA grant program
 2. Stafford EDA micro-loan and gap financing program
 3. Stafford EDA major investment program
 4. Stafford EDA as property development engine
 7. Prepare a public outreach effort around the County to explain the incentive program, solicit public input, and modify the program before Board consideration. (Sept-Oct 2019)
 8. Create incentive packet (collateral material) for business expansion and new business prospects to include, at least:
 1. Summary of Incentives (One Page)
 2. Focused incentive pages for areas or sectors
 3. Clear and concise application process (and level of staff, BOS, and EDA Board approval)

Attachments:

1. CEDC Presentation April
2. Summary Memo DRAFT v2 02-22-19

Summary/Conclusion:

With input from CEDC, a schedule is proposed to recommend and draft a comprehensive incentive program to include revisions to the Tech Zone and other state-authorized incentives including Tourism Zones, PACE financing, and the development of focused incentives for targeted sectors in growth areas.

Reviewed By:



Board of Supervisors

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Economic Development Incentives

Tools for Economic Development
Reviewing, Revising, Updating Incentive Programs

April 2, 2019—CEDC

April 5, 2019—EDA

What are (and are not) Incentives

- Incentives
 - Additional cash or tax value (\$) for new investment
 - Other \$ to encourage investment
 - Training \$
 - Setup costs
- Must have Project & Conditions
- Stafford Business Value
 - Location
 - Labor and value
 - Low costs of business
 - BPOL
 - Targeted Sectors
 - MCT > 100,000 sf
 - Data Centers
 - Services to business

Stafford Incentives

- Technology Zone
 - ↓ personal property tax over 5 years
 - Broad but does not apply to all
 - Needs specificity for sectors
- Opportunity Fund
 - Variety of uses (plus & minus)
 - Seek to replenish through growth
- Case-by-Case
 - ITR Aquia Town Center

- # Stafford EDA
- Designed to foster investment *in coordination with Strategy*
 - Grants
 - Property acquisition
 - Financing
 - Private
 - Public

Recommendations

- Revisions to Tech Zone
 - May
- Tourism Zone
 - August
- PACE
 - August
- Stafford Targeted Investment Incentive Program
 - September
- Opportunity Fund
 - September

Stafford Advantage

- Sending the Message
- County & EDA –one Message
- Public Outreach
- Incentive Program
 - Rollout
 - Focused
 - Clear process



September
October

To: Stafford County Community Economic Development Committee (CEDC)

From: John Holden, Director, Economic Development & Tourism

Re: Stafford County Incentives Review & Recommendations

Date: April 2, 2019

A Comprehensive Stafford County Business Incentive Program (Policy)

Stafford County has two primary Business Incentives: The Stafford *Opportunity Fund* and the *Technology Zone* Incentive. Stafford County, the Board of Supervisors (BOS), and the Economic Development Authority (EDA) utilize incentives in moderation. Recent examples include:

1. A special “Incremental Tax Revenue” Agreement with Mosaic Partners for the Aquia Town Center
2. Technology Zone incentives for Simventions and Patricio, facilitating their expansions.
3. Special one-time incentive for large warehouse\distribution project (based on intended 0% MCT rate for large facilities)
4. The County has used the Opportunity Fund on occasion for special projects.
5. EDA grants for business expansions & relocations

The County has only one “Business Incentive” codified—the Technology Zone Incentive. The County has established and made use of the “Stafford Opportunity Fund” for the purposes of economic development incentives and to fund the Technology Zone Incentive. But the Opportunity Fund, itself is not marketable economic development incentive. Nor is the use of the Opportunity Fund clear.

Stafford County has no targeted or comprehensive business incentive programs in place. Having codified incentive programs helps attract business investment and can, if established so, significantly shorten transition time between a business “lead” and a business project. In addition there is no specific incentive program for the County’s targeted sectors.

The Board has identified, in its strategic plan Stafford 2040, as part of its “Healthy Growth” priority and an immediate priority to “incentivize growth in the Targeted Growth Areas (TGA).”

The purpose of this Memo is to serve as background to the development of a comprehensive and strategic business incentive policy and to offer a timeline for such.

Stafford's Business Advantages

Stafford County can, through sound planning and strategic economic development, chart its future. Stafford County has a number of business and geographic advantages. Number one is location. Stafford is the New NOVA. And the Stafford County has established **valuable business tax advantages**—these apply to all business (existing, startup, or “new”). In summary:

- No gross receipts (Business Professional Occupation or BPOL) Tax
 - Stafford is only one of 44 counties in Virginia and the only county in the immediate region or in NOVA with no BPOL.
 - To be clear: Stafford charges no BPOL. BPOL in Stafford = \$0.00
- Separate Merchant Capital Tax rate for large facilities
 - BOS sets all tax rates spring of each year
 - The intent of the Board in setting this classification is to charge \$0.00 MCT for facilities over 100,000 sf
- No Machinery & Tools Tax
- No boat tax
- No aircraft tax
- The County has and continues to hold competitive tax rates, *notably given its aggressive business personal property tax depreciation schedule.*
- Merchants Capital Tax (MCT) classification and rate for large warehouse\distribution centers (one of our targeted centers)
- Data Center tax classification and rate for data center business personal property (pending, one of our targeted sectors).

It is beyond a summary memo such as this to compare Stafford to surrounding and other jurisdictions. Stafford generally is competitive on the costs and importantly the value of doing business.

These business (cost) advantages are valuable “marketing” attributes to encourage new business expansions or new business to Stafford. ED&T uses other important data such as available workforce, wage rates, etc., to further our efforts to attract new investment to Stafford County.

However the use of incentives in economic development is a critical “tool” in the tool box. Focused and deliberate use of incentives can help attract and “land” job and tax revenue producing firms in targeted growth areas. The purpose of this Memo is to outline and present a summary of economic development incentives as recommended in the Economic Development Strategy and Implementation Plan

Stafford County Opportunity Fund

In 2010, Stafford County established an Opportunity Fund. There are no clear guidelines on use of the Fund. To date the fund has been used to provide internal financing for the Technology Zone Incentive (that is to provide the funds for the permit cost and tax repayment) and for some other “special projects.”

The Opportunity Fund is a valuable source of funding business incentives. It has, however, not been consistently marketed, used, nor has clear uses of the fund been established. *Flexibility in incentive programming is important but some guidance is helpful and may make the process of business development more efficient.*

Stafford Technology Zone

As noted, the Technology Zone is the only codified business incentive available for new expansions or new business.

The Stafford County Technology Zone incorporates the entire Urban Services Area. The Technology Zone incentive offers companies involved with “technology-related operations” expedited review processes, grants, permit fee waivers, and tax relief. *The incentive attempts (in definition) to cover a wide range of sectors but its requirements do not “fit” all targeted sectors.* For example, the wage requirement may not fit for advance manufacturing. In addition, as example, the hiring requirements may not meet cyber expansion projects.

As noted, to date, the Technology Zone Incentive has been utilized by two firms: Patricio & Associates, and Simventions. However, ED&T has had other new quality business “prospects” with new technologies that would not meet the established requirements.

We recommend revising the Technology Zone incentive so that it is focused on Cyber and IT firms and establishing other incentives for other targeted sectors in focus areas.

Stafford County EDA

The EDA has established its own grant and incentive program. It is exploring as well a “gap” financing loan program for micro and small business. The EDA will play an important role to incentivize business expansions and new business investments. The EDA is prepared, as well, to provide significant incentive within its “Major Investment Program.” The EDA program is a continued work in progress as ED&T works with the EDA to develop a program with the EDA that can complement County (and state, federal, other) programs.

Again, the purpose of this Memo is to outline the current Stafford incentive program and to offer a timeline for a proposed comprehensive Stafford Business Incentive Program. Our intent is to create the most competitive (and fiscally responsible) incentive program for our economic development program. At the same time, in doing so, ED&T will assure that the County incentive program compliments the EDA incentive program and vice versa.

A Comprehensive Stafford County Business Incentive Policy

We present the following outline to develop, recommend, and, with Board approval, establish a *comprehensive* Stafford County Business Incentive Policy (Program).

Recommendations

1. Update, focus, and modify the Technology Zone Incentive (May 2019—CEDC)
2. Consider Tourism Zone Incentive Program (August 2019—CEDC)
3. Consider PACE Financing Program (August 2019—CEDC)
4. Consider a *Stafford Targeted Investment Incentive Program* [this may take various forms] (September—CEDC)
 - a. Focused on target sectors in focus areas (e.g., cyber firms in QCC, data centers in Centreport, etc.)
 - b. As recommended in Economic Development and Board of Supervisors Strategies.
 - c. Consider how some portion of new private investments may be dedicated to future public investments (e.g., a parking deck in Downtown Stafford, improved and safer roads around Centreport, public transit improvements, new multiuse trails across the County, etc.).
5. Clarify and Codify guiding principles for use of the Opportunity Fund and establish mechanism to establish *revolving source of revenue* for that Fund (September 2019--BOS)
6. Coordinate and Collaborate the County Incentive Program with the Stafford County EDA Incentives Program
 - a. Stafford EDA grant program
 - b. Stafford EDA micro-loan and gap financing program
 - c. Stafford EDA major investment program
 - d. Stafford EDA as property development engine
7. Prepare a public outreach effort around the County to explain the incentive program, solicit public input, and modify the program before Board consideration. (Sept-Oct 2019)
8. Create incentive packet (collateral material) for business expansion and new business prospects to include, at least:
 - a. Summary of Incentives (One Page)
 - b. Focused incentive pages for areas or sectors
 - c. Clear and concise application process (and level of staff, BOS, and EDA Board approval)

Stafford County
Board of Supervisors Meeting
Agenda Item Report
Meeting Date: April 2, 2019
Community Economic Development Committee Meeting Agenda

Subject:	
Economic Development Strategy Implementation Plan (Quarterly Update)	
Recommended Action:	
This is an update on the Economic Development Implementation program, no action is required by the Committee at this time.	
Committee/Commission Recommendation:	
The Department will updated the Committee and seek input	
Strategic Plan:	
Fiscal Impact:	District:
None	n/a
Overview:	
Update on Implementation Plan of the Economic Development Strategy	
Discussion/Analysis:	
<p>On September 1, 2015, the Board of Supervisors (BOS) adopted the Stafford County Department of Economic Development Strategic Plan ("Strategy"). On November 27, 2018 the Department of Economic Development & Tourism (ED&T) presented its Implementation Plan (I-Plan) for the Strategy.</p> <p>This is the first of regular quarterly updates to CEDC and the Stafford EDA on the I-Plan.</p> <p>Since the release of the I-Plan and through this current fiscal year there has been progress on a number of projects and initiatives.</p> <p>Staff have met with over 60 existing business operators in the County. These visits, calls, and meetings allow us to continue to identify concerns and present opportunities to our business community. We continue to work on generating and following up on a number of new business investment opportunities, as well.</p>	

We have brought forward and the Board has adopted changes to provide lower costs of business to two of our targeted sectors by setting separate tax classifications for large warehouse\distribution centers and data centers.

We have made progress on initiatives in focus areas, including efforts to finalize development at Quantico Corporate Center and of course working with others on the Downtown Stafford initiative.

We have also made progress on the development of a comprehensive incentive program and Tourism Plan that are both designed to focus our efforts on marketing Stafford for new investments.

A more detailed review of progress is included in Attachment 1.

Attachments:

1. ED I-Plan Quarterly Update 04-02-19 v2

Summary/Conclusion:

Many of the initiatives are underway and coming to a decision or action point. ED&T continues to focus on business expansion and retention and the attraction of new investment to Stafford. ED&T has advised and continued to put new "tools" in place for economic development.

Reviewed By:

“Decision Point” to “review the results of the short-term and plan or the implementation of the mid-term recommendations” (page 37).

I-Plan
Simplify
Focus—Primary Activities
How & Where—Primary
Focus Areas
Tools
Measurable Actions

**Stafford County
Department of Economic Development
Strategic Plan**

April 14, 2015



Prepared for:
Stafford County Department of Economic Development

Prepared by
Vantage Point Economic & Transportation
Development Strategies, LLC



STAFFORD
Virginia

November 27, 2018

Updated: 3/25/19

Working Copy with most recent updates in red

Stafford County
Implementing Our
Economic Development *Strategy*:
The I-Plan

Economic Development & Tourism

*A plan is useless, but
planning is invaluable*

I-Plan

- Expand Business
 - Existing business & entrepreneurship
- Attract Investment
 - New business & tourism
- Deliver Our Message
- Enhance Our Tools
 - Incentive Process, new incentives
 - Targeted sites (projects) in Focus Areas
 - Tourism Plan
 - Efficiencies and Professional Development

Desired Future State - 2040 HEALTHY GROWTH

Stafford County is a well-planned community. Healthy growth is channeled into Targeted Growth Areas, allowing the County to focus infrastructure improvements to efficiently serve the citizens of Stafford with levels of service that enhance their quality of life.

BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 1.1. Identify and execute growth management strategies that: Comprehensive Plan and infrastructure (i.e., roads, broadband, school water and sewer) without negatively impacting taxation.
- Incentivize growth in the Targeted Growth Areas (TGA).
- Evaluate zoning outside areas by public water and sewer to maintain the rural character of the County.
- 1.2. Complete an analysis of comprehensive plan and stormwater management.

Desired Future State - 2040 THE HEARTBEAT OF RECREATION, HISTORY, AND CULTURE

Stafford enjoys a wealth of recreational, historical and cultural assets which enhance the community's quality of life. There is an abundance of recreational facilities that attract individuals throughout the east coast. Facilities include the Jeff Rouse Swim and Sport Center and the multipurpose field house which host regional, state and national sporting events, making Stafford a premier location for sports tourism.

The many miles of waterfront in Stafford along the Potomac and the Rappahannock rivers, offer additional opportunities for picnicking, swimming, and other forms of recreation.

Other amenities, such as Widewater State Park and Crow's Nest, one of the Mid-Atlantic's last untouched, pristine natural areas, are hallmarks of our recreation.

Desired Future State - 2040 A VIBRANT AND EXCITING BUSINESS DISTRICT

Stafford's central location between Washington, D.C., and Richmond makes it a business-friendly location. Its diverse economic base, ranging from agriculture to Stafford's strong educational system, combined with high-quality technical training, thus assuring that employers have access to highly skilled, job-ready talent.

Downtown Stafford, a vibrant cultural and commercial district with diverse restaurant types, is a focus of community life. Downtown Stafford features state-of-the-art providing urban life at its best. Combined with the commercial corridors at the County, Stafford is the desired location for companies who wish to come to this Regional Airport serves as a core hub for business travel and as a stimulus for economic development.

BOARD OF SUPERVISORS THREE-YEAR PRIORITIES

- 5.1. Begin construction of the first phase of Downtown Stafford through a partnership to enhance Stafford's identity and promote economic development.
- 5.2. Update our ordinances, streamline our permitting processes and improve coordination with other regulatory agencies to be more supportive of our business community, and to promote business expansions and new investment opportunities.
- 5.3. Implement the Economic Development Strategic Plan in partnership with the EDA.
- 5.4. Evaluate agribusiness opportunities including the potential for a farm-to-table program with grant funding.
- 5.5. Promote and support workforce development programs and initiatives to serve the business community.

[STAFFORD COUNTY 2040]

Where heart, home and a healthy business environment come together in one community!

STAFFORD
Virginia

I Plan Schedule of Measurable Actions													
Economic Development & Tourism													
	Target per	FY2019				FY2020				FY2021			
	Fiscal Year	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Expand Business													
Business Visits	95	16	21	22									
Expansion Projects	10	3	3	8									
Business Startups	15		1	3									
Business Walkin Service	700	160	114	203									
Attract Investment													
Stafford Business Leads	10	3	2	4									
Partner Business Leads	40	3	1	1									
New Business Projects	5	3	4										
Tourism Activities	Measurable Actions identified in Tourism Plan												
The Message													
Newsletter	24	6	6	6									
Click-through rates	monitor and continue to improve												
On-line engagements	monitor and continue to improve												
Networking events	4	1		2									
Commuters	Evaluate value, produce, monitor				X	-----	-----	-----					
Initiatives													
Boswell-QCC	Road & New Dev	-----	-----	X									
DT Stafford	Initiate investment of project	-----	-x-----	-x-----					X				
Cport sites	Facilitate 2 new business projects	-----				X				X			
Falmouth	Local Area focus & micro-local projects			X									
Warrenton-South Corr	Multiple dev projects	-----					X						
Waterfront	Define Opptys			X			X						
Incentives Rvw	New, clear process	-----	X	-x-----	-x-----	X							
Improved Efficiency	Refocus continuous improvement	-----			-x-----								
Catalogue WF Programs	Feedback Loop			X			X				X		
Tourism Plan	In place FY2019	-----				X							
Staff Development	Prof Dev 1/year/staff	-----											

Stafford 2040
Vib Biz Comm 5.3--the I Plan

Stafford 2040
Healthy Growth 1.1
Resp Transport Systems 2.2 (part)

Stafford 2040
Vibrant Biz Comm 5.2

Stafford 2040
Rec, History, Culture 3.4

Enhance Our Tools

- Focus Areas & Sites
 - Boswells Corner (QCC)~~*Corporate Drive*
 - Aquia~~*New Agreement with Developer*
 - Downtown Stafford~~*Underway, Planning*
 - Centreport~~*W\D Project, other*
 - Falmouth~~*Preparing “action items” will seek input*
 - Warrenton-South Stafford Corridor
 - Waterfront~~*Part of Tourism Plan*

Enhance Our Tools

- Incentives~~*April CEDC*
 - Clarify existing process
 - New incentives
- Improved efficiency~~*With PW, ED&T input*
- Staff capacity and competency
 - IEDC, LEAD, VEDA, Hospitality, others

Enhance Our Tools--EDA

- Incentives
 - Grants for expansions
 - Micro and “gap” financing
 - Major Investment Program
- Property Development
- The Message
 - Entrepreneur training, networking
 - Coordinated efforts

Goals—Next Quarter

- Incentives
 - Progress on EDA incentive & financing
 - Progress on *comprehensive* Stafford Incentive Program (coordinated with EDA programs)
- BRE & Attracting Investment—ongoing
 - Identify new CRM for use and reporting
 - Progress on two attraction projects

Goals—Next Quarter

- Initiatives
 - QCC Corporate Drive & County Site (Boswells)
 - Falmouth Action Items
 - Input and progress for Healthy Growth & Targeted Sectors in Focus Areas
 - Downtown Stafford
- Entrepreneur initiative exploration, clarity

**Stafford County
Board of Supervisors Meeting
Agenda Item Report
Meeting Date: April 2, 2019
Community Economic Development Committee Meeting Agenda**

Subject:

Unsafe Structures - VA Property Maintenance Code - Proposed Ordinance

Recommended Action:

Recommend forwarding to the Board of Supervisors approval to authorize a Public Hearing to consider the adoption of a portion of the Virginia Property Maintenance Code to provide the Building Official authority to require immediate vacation of a building by occupants and prohibit entry of a building classified as unsafe or unfit for human occupancy.

Committee/Commission Recommendation:

N/A

Strategic Plan:

Fiscal Impact:

N/A

District:

N/A

Overview:

Proposed Ordinance Amendment provides the Building Official with the clear authority to require immediate vacation of a building by occupants and prohibit entry of a building classified as unsafe or unfit for human occupancy. The Proposed Ordinance Amendment would add only that section of the VA Maintenance Code (Part III, USBC (Uniform Statewide Building Code)) that addresses this topic and no other sections of the VA Property Maintenance Code would apply to any enforcement action in Stafford County.

Discussion/Analysis:

Section 6-1 of County Code provides the Building Official with authority to remove or order the repair of dangerous structures after 30 days of sending notice to the landowner. Chapter 6 of County Code - Buildings and Building Regulations - does not provide any authority to require immediate vacation of a building by occupants and prohibit entry of a building classified as unsafe or unfit for human occupancy. Section 110.5 of the Statewide Fire Prevention Code (Incorporated as part of County Code per Sec. 12-21(a)) provides authority to the Fire Official to vacate a building and prohibit entry, but

such action is limited to fire-related situations.

The proposed Ordinance Amendment would provide the Building Official with the clear authority to require immediate vacation of a building by occupants and prohibit entry of a building classified as unsafe or unfit for human occupancy.

The proposed Ordinance Amendment would provide such authority to the Building Official by (1) amending County Code Section 6-1 to add a seven day entry provision as permitted under the Virginia Code § 15.2-906(2) and (2) implementing only those portions of the VA Property Maintenance Code regarding unsafe structures and occupancy limitations.

The proposed Ordinance Amendment would provide the Building Official with the ability to prohibit occupancy of unsafe structures and provide options to pursue the removal or repair of structures and also support the County Fire Official(s) in handling the prohibition of occupancy of structures involved in fires.

The proposed amendment at Section 6-16 (b) referencing the Existing Building Code is considered a housekeeping item. The enforcement of the Existing Building Code (USBC, Part II) is mandatory in Virginia and this amendment is to clearly indicate the County is responsible for such code enforcement. The proposed amendment is intended to ensure clarity of what portions of the VA USBC the County administers.

Attachments:

1. Attachment 1 Proposed Ordinance Amendments

Summary/Conclusion:

Recommend approval by the CEDC to forward to the Board a request to Authorize a public hearing to consider the proposed ordinance amendment.

Reviewed By:

UNSAFE STRUCTURES – Proposed Ordinance Amendments

Sec. 6-1. - Removal or repair of dangerous structures.

- (a) The owner of any property in the county shall upon written notice of Stafford County remove, repair or secure any building, wall, or any other structure which might endanger the public health or safety of other residents of Stafford County.
- (b) Reasonable notice for the removal, repair or securing of any building, wall, or any other structure which might endanger the public health and safety of other residents of Stafford County shall be given by written notice mailed by certified or registered mail, return receipt requested, sent to the last known address of the property owner, and published once a week for two (2) successive weeks in a newspaper having general circulation in the county. Action shall be taken by the county after thirty (30) days following the later of the return of the receipt or newspaper publication, except that the county may take action to prevent unauthorized access to the building within seven days of such notice if the structure is deemed by the building official to pose a significant threat to public safety and such fact is stated in the notice. Upon failure of the owner of any building, wall, or any other structure which might endanger public health or safety of other residents of Stafford County to remove, repair or secure any building, wall, or any other structure, as provided in such notice, the ~~county administrator~~ building official may have any building, wall, or any other structure removed, repaired or secured and bill the owner for the cost for expenses involved in the removal, repair or securing of any building, wall, or any other structure.
- (c) Upon the owner's failure to pay such bill, it shall be placed upon the tax bill and collected as taxes are collected.

Sec. 6-16. - Adopted.

The building code of the county shall be the following portions of the Virginia Uniform Statewide Building Code, ~~as provided in chapter 6, title 36 (§ 36-97 et seq.) of the Code of Virginia,~~ which is hereby adopted for enforcement in the county with the following insertions:

(a) Construction Code (USBC, Part I), in its entirety with the following insertions:

- (1) Insert "five feet" in the second line of section 1807.2.1 of the Building Code.
- (2) Insert "five feet" in the second line of section 1807.2.2 of the Building Code.
- (3) Insert "three hundred feet" in the fourth line of section P-303.3 of the Plumbing Code.
- (4) Insert "three feet" in the third and fifth lines of section P-308.3 of the Plumbing Code.

(b) Existing Building Code (USBC, Part II), in its entirety.

(c) Maintenance Code (USBC, Part III), including and expressly limited to:

- (1) Unsafe structure and unfit for human occupancy provisions, enforcement, and appeals.



Comcast
676 Island Pond Road
Manchester, NH 03109
Phone: 603-695-1400
Facsimile: 603-628-3303
www.comcast.com
www.comcastcorporation.com

March 6, 2019

Via Overnight Delivery

Mr. Michael Cannon
Chief Technology Officer
P.O. Box 339
1300 Courthouse Road
Stafford, VA 22555

Re: Commencement of Renewal Process

Dear Mr. Cannon:

Over the years, we at Comcast have appreciated the opportunity to serve the citizens of Stafford County. We have done our best to provide the high quality cable television service the Stafford County and its residents demand, and we anticipate being able to provide that service to our subscribers for many years to come. Therefore, we are taking this step to ensure the renewal of our agreement with you.

The Cable Communications Policy Act of 1984 encourages issuing authorities and cable companies to reach agreement on a renewal agreement at any time through an informal process of discussion. However, Section 626 of the Act also provides for a contemporaneous alternative formal renewal procedure with specific substantive and procedural requirements. If either the issuing authority or the cable company does not initiate the formal process within a certain time frame, the protections of that process may be lost. To that end, Comcast hereby notifies the you that the renewal period for our agreement under Section 626 is now open, and we request the start of renewal proceedings pursuant to the Section 626(a)(1).

This letter is not intended to preclude informal negotiations, but instead is intended only to preserve the rights of Comcast under the formal renewal process. Comcast has every reason to believe that Stafford County and Comcast will reach a mutually agreeable renewal of the cable television agreement through good-faith negotiations, thus making many of the Act's formal procedures unnecessary. The relevant provision of Section 626 on the informal process is brief and reads as follows:


"(h) . . . [A] cable operator may submit a proposal for the renewal of a franchise pursuant to this subsection at any time, and a franchising authority may, after affording the public adequate notice and opportunity for comment, grant or deny such proposal at any time (including after formal proceedings pursuant to this section have commenced) . . ."

The "formal" process generally includes the following steps:

1. Within six (6) months of the submission of this letter, the Stafford County conducts an ascertainment proceeding which affords residents an opportunity to a) identify the future cable-related needs, and b) review Comcast's performance under the current agreement.
2. At your request or on our own, Comcast submits a renewal proposal with a draft cable television agreement.
3. Within four (4) months of the Stafford County's receipt of Comcast's proposal, the public is afforded "adequate notice and opportunity to comment on the renewal proposal" and must choose to renew the agreement or issue a preliminary denial, which triggers a further formal process.

I am attaching a copy of Section 626 of the Cable Act for your review. Marie Schuler will be in contact with you soon to arrange a meeting to discuss informally negotiating a renewal agreement. Please feel free to contact Marie at +1 (703) 567-4488 any time. Comcast looks forward to meeting with you in the near future and continuing the long relationship that, we believe, has benefited both the community and the residents of Stafford County.

Sincerely,



Timothy Murnane
Vice President, Government and Regulatory Affairs

TM/cam
Attachment



cc: Marie Schuler – Comcast Government & Regulatory Affairs

The Communications Act of 1934, as amended

(47 USC Sec. 546-Renewal)

Section 626. Renewal

(a) Commencement of proceedings; public notice and participation -

- (1) A franchising authority may, on its own initiative during the 6-month period which begins with the 36th month before the franchise expiration, commence a proceeding which affords the public in the franchise area appropriate notice and participation for the purpose of (A) identifying the future cable-related community needs and interests, and (B) reviewing the performance of the cable operator under the franchise during the then current franchise term. If the cable operator submits, during such 6-month period, a written renewal notice requesting the commencement of such a proceeding, the franchising authority shall commence such a proceeding not later than 6 months after the date such notice is submitted.
- (2) The cable operator may not invoke the renewal procedures set forth in subsections (b) through (g) of this section unless -
 - (A) such a proceeding is requested by the cable operator by timely submission of such notice; or
 - (B) such a proceeding is commenced by the franchising authority on its own initiative.

(b) Submission of renewal proposals; contents; time -

- (1) Upon completion of a proceeding under subsection (a) of this section, a cable operator seeking renewal of a franchise may, on its own initiative or at the request of a franchising authority, submit a proposal for renewal.
- (2) Subject to section 544 of this title, any such proposal shall contain such material as the franchising authority may require, including proposals for an upgrade of the cable system.
- (3) The franchising authority may establish a date by which such proposal shall be submitted.

(c) Notice of proposal; renewal; preliminary assessment of nonrenewal; administrative review; issues; notice and opportunity for hearing; transcript; written decision -

- (1) Upon submittal by a cable operator of a proposal to the franchising authority for the renewal of a franchise pursuant to subsection (b) of this section, the franchising authority shall provide prompt public notice of such proposal and, during the 4-month period which begins on the date of the submission of the cable operator's proposal pursuant to subsection (b) of this section, renew the franchise or, issue a preliminary assessment that the franchise should not be renewed and, at the request of the operator or on its own initiative, commence an administrative proceeding, after providing prompt public notice of such proceeding, in accordance with paragraph (2) to consider whether -
 - (A) the cable operator has substantially complied with the material terms of the existing franchise and with applicable law;
 - (B) the quality of the operator's service, including signal quality, response to consumer complaints, and billing practices, but without regard to the mix or quality of cable services or other services provided over the system, has been reasonable in light of community needs;
 - (C) the operator has the financial, legal, and technical ability to provide the services, facilities, and equipment as set forth in the operator's proposal; and
 - (D) the operator's proposal is reasonable to meet the future cable-related community needs and interests, taking into account the cost of meeting such needs and interests.
- (2) In any proceeding under paragraph (1), the cable operator shall be afforded adequate notice and the cable operator and the franchise authority, or its designee, shall be afforded fair opportunity for full participation, including the right to introduce evidence (including evidence related to issues raised in the proceeding under subsection (a) of this section), to require the production of evidence, and to question witnesses. A transcript shall be made of any such proceeding.
- (3) At the completion of a proceeding under this subsection, the franchising authority shall issue a written decision granting or denying the proposal for renewal based upon the record of such proceeding, and transmit a copy of such decision to the cable operator. Such decision shall state the reasons therefor.

(d) Basis for denial -

Any denial of a proposal for renewal that has been submitted in compliance with subsection (b) of this section shall be based on one or more adverse findings made with respect to the factors described in subparagraphs (A) through (D) of subsection (c)(1) of this section, pursuant to the record of the proceeding under subsection (c) of this section. A franchising authority may not base a denial of renewal on a failure to substantially comply with the material terms of the franchise under subsection (c)(1)(A) of this section or on events considered under subsection (c)(1)(B) of this section in any case in which a violation of the franchise or the events considered under subsection (c)(1)(B) of this section occur after the effective date of this subchapter unless the franchising authority has provided the operator with notice and the opportunity to cure, or in any case in which it is documented that the franchising authority has waived its right to object, or the cable operator gives written notice of a failure or inability to cure and the franchising authority fails to object within a reasonable time after receipt of such notice.

(e) Judicial review; grounds for relief

- (1) Any cable operator whose proposal for renewal has been denied by a final decision of a franchising authority made pursuant to this section, or has been adversely affected by a failure of the franchising authority to act in accordance with the procedural requirements of this section, may appeal such final decision or failure pursuant to the provisions of section 555 of this title.
- (2) The court shall grant appropriate relief if the court finds that -
 - (A) any action of the franchising authority, other than harmless error, is not in compliance with the procedural requirements of this section; or
 - (B) in the event of a final decision of the franchising authority denying the renewal proposal, the operator has demonstrated that the adverse finding of the franchising authority with respect to each of the factors described in subparagraphs (A) through (D) of subsection (c)(1) of this section on which the denial is based is not supported by a preponderance of the evidence, based on the record of the proceeding conducted under subsection (c) of this section.

(f) Finality of administrative decision -

Any decision of a franchising authority on a proposal for renewal shall not be considered final unless all administrative review by the State has occurred or the opportunity therefor has lapsed.

(g) "Franchise expiration" defined -

For purposes of this section, the term "franchise expiration" means the date of the expiration of the term of the franchise, as provided under the franchise, as it was in effect on October 30, 1984.

(h) Alternative renewal procedures -

Notwithstanding the provisions of subsections (a) through (g) of this section, a cable operator may submit a proposal for the renewal of a franchise pursuant to this subsection at any time, and a franchising authority may, after affording the public adequate notice and opportunity for comment, grant or deny such proposal at any time (including after proceedings pursuant to this section have commenced). The provisions of subsections (a) through (g) of this section shall not apply to a decision to grant or deny a proposal under this subsection. The denial of a renewal pursuant to this subsection shall not affect action on a renewal proposal that is submitted in accordance with subsections (a) through (g) of this section.

(i) Effect of renewal procedures upon action to revoke franchise for cause - Notwithstanding the provisions of subsections (a) through (h) of this section, any lawful action to revoke a cable operator's franchise for cause shall not be negated by the subsequent initiation of renewal proceedings by the cable operator under this section.