

# Building & Sustaining Community by Leveraging our Economic Development Opportunities

Board Budget Committee

March 18, 2013

# ***INCLUDE INVESTMENTS TO TAKE ADVANTAGE OF OPPORTUNITIES***

---

- Invest to maintain our strong Product
- Some opportunities on the Horizon:
  - Silver Line Phase I
  - Tysons Development/Redevelopment
  - Mosaic Development
  - Springfield Redevelopment
  - Route 1 Corridor Redevelopment
  - BRAC Opportunities
  - Silver Line Phase II
  - Reston Redevelopment
  - Countywide commercial revitalization areas
- **Will need staff investments to maximize planning efforts and resulting implementation actions**

*“We are Economic Development.”*

# Goals

- Support county's economic development and revitalization goals
- Improve development process timeliness, customer focus, and quality from project conception through occupancy
- Improve predictability and consistency of our processes
- Create the capacity and flexibility to respond to development proposals
- Expand the successful interdepartmental staffing model, fostering partnership and collaboration
- Expand our capacity for Public/Private Partnerships to better leverage opportunities
- Implement efficiently new transportation projects and services

# Growing Workload

- **Reston/Silver Line** – Land use studies underway; 8 –12 land use applications anticipated in 2014; policy and financing issues; urban design guidelines; and, collaboration with property owners and the community.
- **Revitalization Areas** – Increasing land use/development interest and activity; concurrent “Just-in-Time” Comprehensive Plan amendments; and, review of revitalization incentives.
- **Seven Corners** – Special study underway, including land use transportation, connectivity and quality of life issues.
- **Fort Belvoir/BRAC** – Increasing land use/development interest and activity.
- **Fairfax Forward** – New approach to Plan review. Proposed planning studies and updates for Fairfax Center Area, Dulles/Route 28 Corridor and other areas.

# Growing Workload

- **Public/Private Partnerships** –
  - Eight active projects (Crescent; East County; Laurel Hill Adaptive Reuse; Mid County Center; North Hill; Lewinsville; Reston North Town Center; Rt. 28 and Wiehle Stations).
  - Currently, staff are meeting with six additional potential partners with several million square feet of proposed development
- **Transportation Analysis** – Detailed network analyses needed to support planning studies and for impact analysis submissions to VDOT; multi-modal planning in support of transit and mixed-use developments; revised street standards for urban areas; and, context sensitive transportation solutions.
- **Urban Design Guidelines** – New or revised urban design guidelines needed for transit stations and revitalization areas to enhance identity, improve connectivity, support sustainable development and promote attractive public spaces.
- **Tysons** – 12 land use applications under review; policy and financing issues; public outreach; and, collaboration with the Tysons Partnership.

# Challenges

- Complexity of projects is increasing
- Difficult to anticipate nature, volume and timing of development proposals
- Building capacity and incorporating flexibility to respond to demand
- Meeting the varied expectations of our customers; balancing timeliness and quality
- Maintaining predictability of service levels and responsiveness
- Availability of resources to respond to partnership opportunities

	Tysons	Reston/Silver Line	Revitalization Areas; BRAC; other	Public Private Partnerships	Development Process Initiatives (DPWES and FM) Phase 1	Development Process Initiatives (Multiple Agencies) Phase II	Transportation Funding Bill**
<i>Description</i>	14- person inter-departmental core team using a collaborative-solutions oriented approach	Establish and model dedicated inter-departmental core team	Establish and model dedicated inter-departmental core team	Form partnerships to achieve mutually beneficial goals for the County and private sector partners (real estate, shared infrastructure, planning development and financing)	Meet current review targets  60 days for commercial Site Plan reviews and 4 weeks for Building Plan review	Evaluate additional initiatives aimed at improving the development review process. Need flexibility to scale up and down in response to market	Provides \$42 M annually to Fairfax Co. for transportation. Also, NVTA must spend \$100 M annually on projects in Fairfax Co. NVTA has no direct implementation capabilities. FCDOT is reviewing various delivery methods.
<i>Intended Outcome</i>	Model for collaborative-solutions approach for development review/plan implementation	Enhanced development review process to promote TOD and economic development	Enhanced development review process to promote revitalization and economic development	Enhanced opportunities to integrate public facilities and infrastructure with private sector development	Improve performance to return to historically acceptable timelines. Performance will be subject to market variability.	Improve review processes to include potentially reduced review times, improved predictability, enhanced communications, and revitalization incentives.	Use the most efficient methods to implement new transportation projects and services.
<i>Resources</i>	Existing: 14 positions from DPZ, OCR, FCDOT, DPWES, & FCPA	7 positions across DPZ, DOT, OCR, & DPWES  4 positions in FY14; 3 positions in FY15	7 positions across DPZ, DOT, OCR, & DPWES  4 positions in FY14; 3 positions in FY15	2 positions in DPWES (1 position each in FY14 and FY15)  Additional positions maybe needed in OCA, DPSM, other	8 positions in LDS (currently vacant positions) 4 positions in FM (tied to LDS positions)  Funded through additional revenue	Depending upon specific recommendations, additional staff may be needed in LDS, DPZ, FM, FCDOT, OCR and/or VDOT	TBD; positions will be needed to manage implementation. Exact numbers will depend on approach.

March 19, 2013

\*\*To be discussed at upcoming BOS transportation committee meeting



# Desired Outcomes

- **Increase economic development benefit to entire county**
  - Tax base growth
  - Jobs
  - Capital investment
- **Maintain market leader status**
  - Stay competitive as other jurisdictions improve their processes
- **Time is Money**
  - Allow developers to manage their costs
  - Expand our tax base sooner
- **Respond strategically to current and future development opportunities**
  - Shift to mixed use, pedestrian-oriented development centers requires new policies and approaches
  - Mitigate barriers to entry

## Economic Development Core Team Positions

FY	Agency	Reston	Revit.	PPP	DPI	Total	Cost
FY 14	DPZ	2	1	0		3	\$424,547
	DOT	1	1	0		2	\$267,409
	DPWES	0	1	1		2	\$304,065
	OCR	1	1	0		2	\$280,298
	FRD/FM				4*	4	\$400,000
FY 14	<b>TOTAL</b>	4	4	1		13	<b>\$1,676,318</b>
FY 15	DPZ	1	2	0		3	\$343,560
	DOT	0	1	0		1	\$135,035
	DPWES	2	0	1		3	\$455,538
	OCR	0	0	0		0	-
FY 15	<b>TOTAL</b>	3	3	1		7	<b>\$934,149</b>
<b>Total Positions</b>		7	7	2		20	<b>\$2,610,468</b>

\*FRD positions previously presented for consideration at the March 12<sup>th</sup> Development Process Committee meeting. Eight vacant positions for LDS already included in 3<sup>rd</sup> Quarter review.

Based on YTD revenues from permit fees, and projecting similar permit activity in FY14, there is funding to cover the additional cost of \$1.7 million.



# Questions and Answers

# Additional Information

# Position Detail

Fiscal Year	Agency	Position Class	Pay Grade	# of positions	Salary (Mid + 50% for S27 & above)	Fringe	Total Expense
FY14	DPZ	Planner V	S31	1	\$110,739	\$46,399	\$157,138
		Planner III	S27	2	\$94,224	\$39,480	\$267,409
	DOT	Transportation Planner III	S27	2	\$94,224	\$39,480	\$267,409
	DPWES	Engineer IV	S29	1	\$103,543	\$43,385	\$146,928
		Project Coordinator	S31	1	\$110,739	\$46,399	\$157,138
	OCR	Revitalization Program Manager	S28	2	\$98,766	\$41,383	\$280,298
	<b>FY14 Total</b>						
FY15	DPZ	Planner III	S27	1	\$94,224	\$40,827	\$135,052
		Planner III	S24	2	\$72,737	\$31,517	\$208,508
	DOT	Transportation Planner III	S27	1	\$94,224	\$40,827	\$135,052
	DPWES	Engineer IV	S29	2	\$103,543	\$44,865	\$296,816
		Project Coordinator	S31	1	\$110,739	\$47,983	\$158,721
<b>FY15 Total</b>							<b>\$934,149</b>
<b>Grand Total</b>							<b>\$2,210,468</b>