

Fairfax County, Virginia



LINES OF BUSINESS *January 2016*

OFFICE OF COMMUNITY REVITALIZATION (OCR)

County Lines of Business (LOBs)
Presentation to the Board of Supervisors



www.fairfaxcounty.gov/budget/2016-lines-of-business.htm



OUTLINE OF TODAY'S PRESENTATION

1. Department Overview
2. High level view of Lines of Business (LOBS)
3. How LOBs relate to the County Vision Elements
4. Metrics
5. Trends and Challenges
6. Looking Forward
7. Discussion

Note: See www.fairfaxcounty.gov/budget/2016-lines-of-business.htm to access all LOBs documents and presentations.



DEPARTMENT OVERVIEW - OCR

- Facilitates strategic redevelopment and investment opportunities within targeted commercial activity centers in Fairfax County that align with the community's vision and improve the economic vitality, appearance, and function of those areas
 - Targeting future growth in specific areas is efficient from a public infrastructure perspective and allows for the preservation of surrounding stable, residential areas
 - The county's older commercial activity centers face unique challenges related to bringing redevelopment projects to fruition and therefore require strategic focus
- Guides the increasing urbanization of the county's major Transit Oriented Development (TOD) centers as they are transformed into more pedestrian-friendly, live-work-play environments
- Has a facilitative role in achieving the repositioning of these areas and providing a broad-based perspective that spans from initial plan or project conceptualization through final implementation



AREAS OF PRIMARY FOCUS

Five Commercial Revitalization Districts:

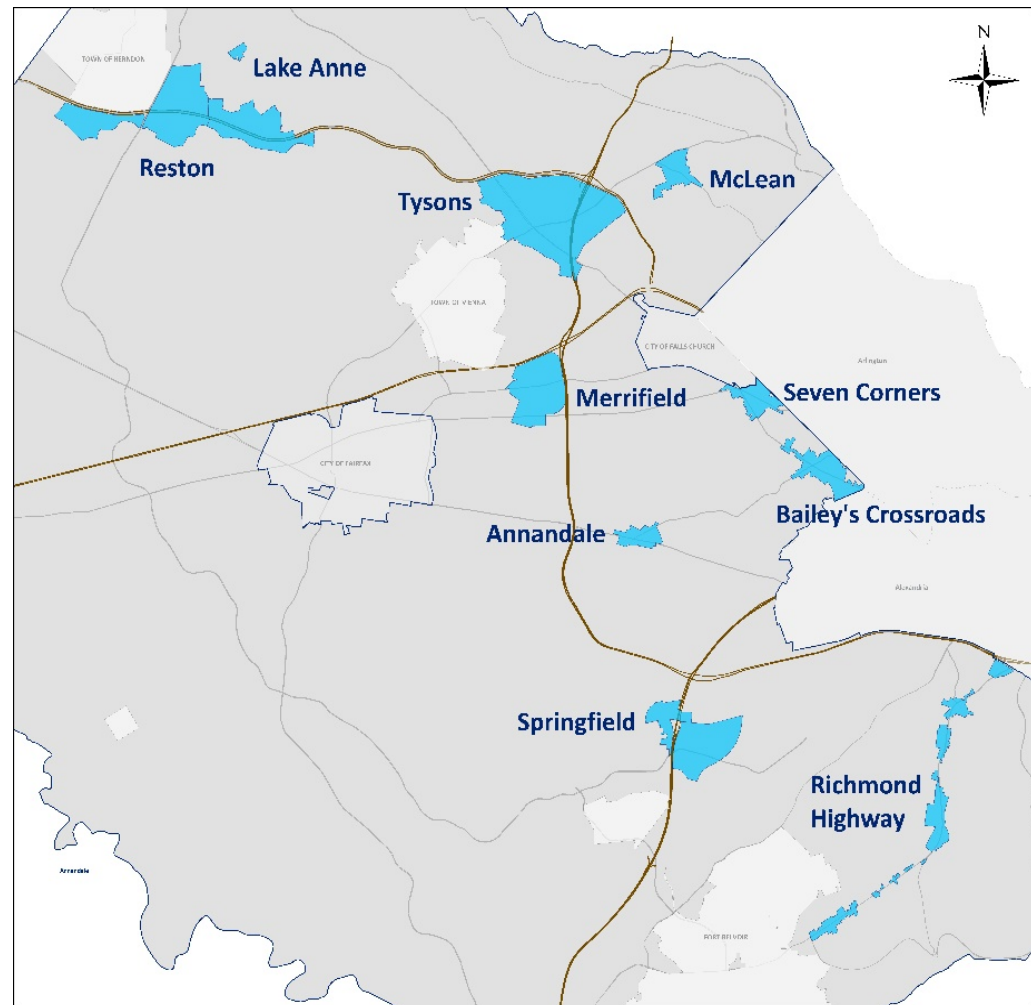
- Annandale
- Baileys Crossroads/Seven Corners
- McLean
- Richmond Highway
- Springfield

Two Commercial Revitalization Areas:

- Merrifield
- Lake Anne

Other mixed-use centers:

- Springfield TSA
- Tysons
- Reston Corridor





DEPARTMENT OVERVIEW - OCR

Education and Promotion

- Disseminates information related to the revitalization activities and promotes revitalization areas for redevelopment and investment
- Develops educational materials

Community Building

- Supports local revitalization area groups
- Functions as a liaison between residents, other County agencies, and the development community to facilitate redevelopment and investment opportunities in keeping with the community's vision
- Works proactively with property owners and the community to facilitate interest in development activities that further the community's vision
- Works on special studies, plan amendments and zoning applications that implement the vision



DEPARTMENT OVERVIEW - OCR

Community Visioning

- Supports community groups in developing the vision for their area
- Facilitates community engagement and problem-solving processes that help communities develop workable development concepts and design solutions to improve the character, function, and vibrancy of a place

COMMUNITY VISIONING

OCR conducts workshops and charrettes that help communities create a vision for the future or bring together professionals to tackle difficult problems.

At The **Tysons Under Rail Design Charrette** professionals identified opportunities to improve public spaces around the four new Metro Stations in Tysons.





DEPARTMENT OVERVIEW - OCR

Placemaking

- Works collaboratively with County agencies and the development community on development proposals
- Develops area-specific urban design guidelines
- Plays a key role in fostering a collaborative problem-solving culture, with a focus on urban design and economic feasibility
- Assists with the formulation and oversight of capital projects and other measures that enhance the public realm and foster a strong sense of place and identity



PLACEMAKING

In partnership with a professional advisory group, OCR created the **Tysons Urban Design Guidelines** which guides designers and developers as they invest in the public realm.





DEPARTMENT OVERVIEW - OCR

Market-based Problem Solving

- Develops and promotes uniquely tailored and market-based solutions to foster redevelopment opportunities

Public-Private Partnerships

- Fosters public/private partnerships that leverage public assets to achieve mutual benefits
- Promotes creative catalytic projects to stimulate redevelopment



PUBLIC-PRIVATE PARTNERSHIPS

From an old movie theatre with a sea of surface parking to a vibrant, mixed-use district, OCR worked with the developer of the **Mosaic** to create a Community Development Authority that supported redevelopment through the sale of bonds to construct certain public improvements.





DEPARTMENT OVERVIEW - OCR

Public Policy

- Works on teams that support the County's Strategic Plan for Economic Success and revitalization goals
- Works collaboratively with internal and external partners to solve emerging policy questions
- Works with other county departments to address maintenance of public infrastructure in revitalization areas



PUBLIC POLICY

OCR evaluates public policy so that the County can better adapt to market trends.

An **Office Building Repositioning Workgroup** was formed to evaluate the impacts of the changing office market, how buildings change over time, and what policy changes the County should consider.





DEPARTMENT RESOURCES

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #9: Office of Community Revitalization			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$971,751	\$1,075,033	\$1,327,835
Operating Expenses	61,087	58,854	76,839
Total Expenditures	\$1,032,838	\$1,133,887	\$1,404,674
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,032,838	\$1,133,887	\$1,404,674
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	12 / 12	12 / 12	12 / 12
Total Positions	12 / 12	12 / 12	12 / 12



LOBS AT A GLANCE

#9 Office of Community Revitalization



LOBS SUMMARY TABLE

LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
9	Office of Community Revitalization	\$1,404,674	12
Total		\$1,404,674	12



LINES OF BUSINESS SUMMARY

The County's growth strategy is to concentrate new development into mixed-use activity centers. This has a number of benefits, including:

- Increasing the county's tax base
- Facilitating the efficient delivery of public facilities and infrastructure
- Preserving stable, residential neighborhoods
- Creating the kinds of places that have become most appealing to residents and workers

In addition, as part of the Strategic Plan for Economic Success, the County is investing in efforts to remain competitive as the location of choice for new development in the region



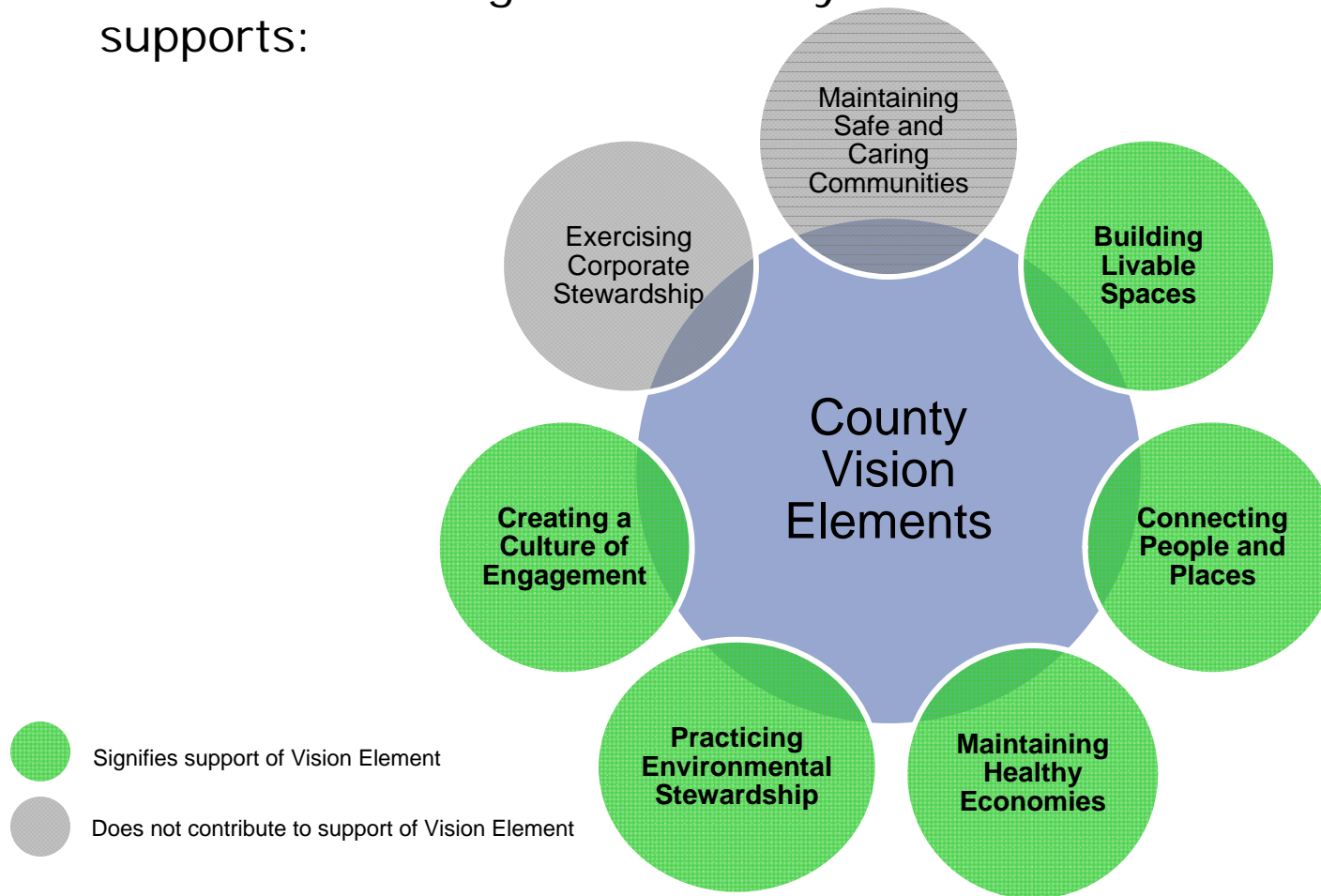
LINES OF BUSINESS SUMMARY

- OCR is distinguished from the other planning and development departments that have specifically targeted areas of responsibility
- OCR works closely with local community groups to develop and implement their vision for their areas
- OCR takes an economic development and market feasibility perspective related to development plans and proposals
- OCR focuses on urban form, ensuring that the places we are developing contain well functioning, desirable and aesthetically pleasing public realms
- OCR assists even experienced developers in navigating through the development process in a successful and timely manner by facilitating resolution of issues in a flexible and creative manner



COUNTY VISION ELEMENTS

- The purpose of the LOBs process and the validation process performed by staff and management is to array the relevance of all LOBs according to the County's Vision Elements. OCR's LOB supports:





METRICS

- The primary goal of the LOB is to foster redevelopment and investment in specific activity centers within the county
- Redevelopment is targeted to these areas to benefit the county economically, as well as to build vibrant communities
- How much land is being entitled for development and the resultant changes to assessed value are key desired outcomes of this LOB

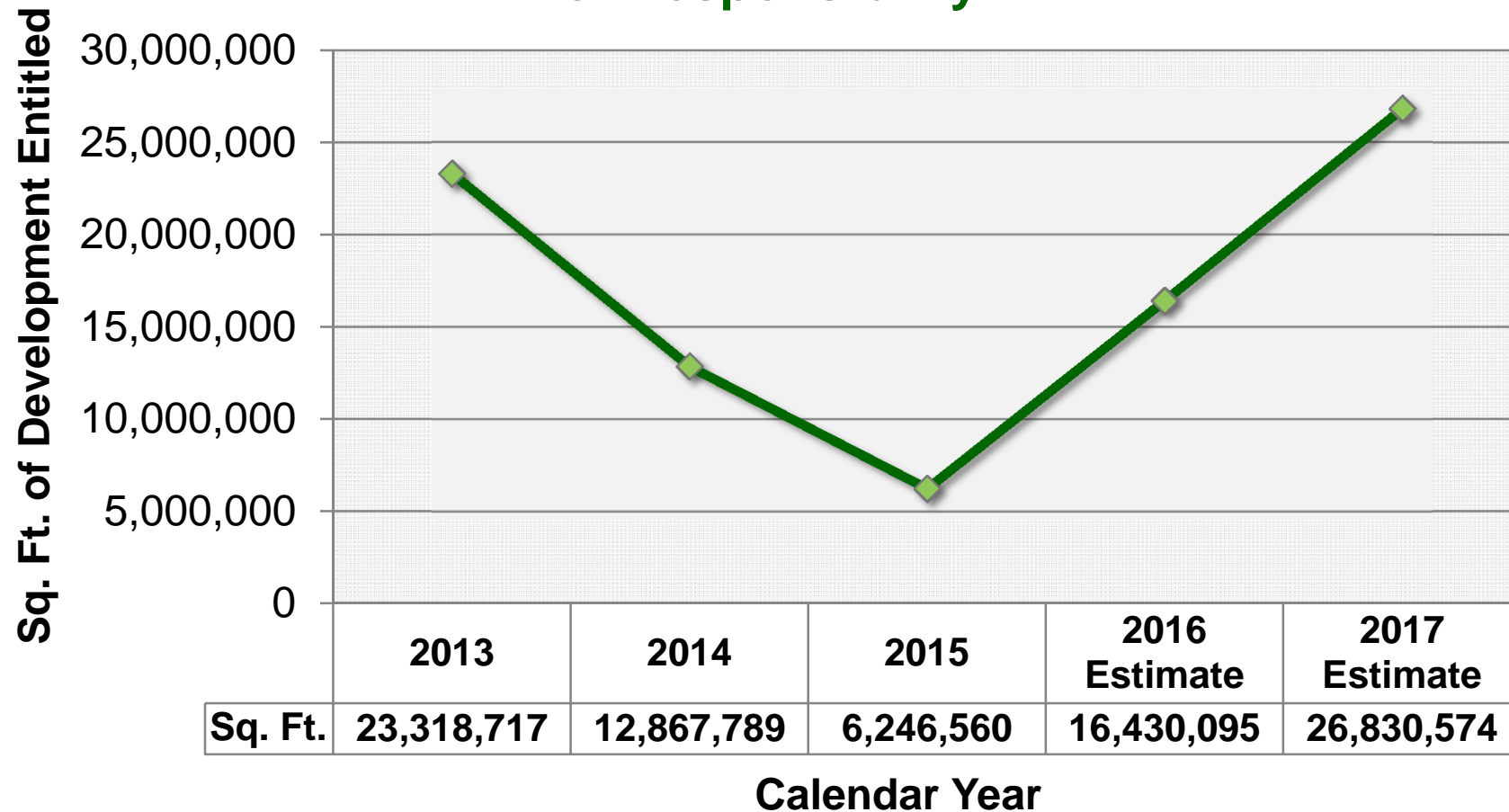


The Shelby, Richmond Highway



METRICS

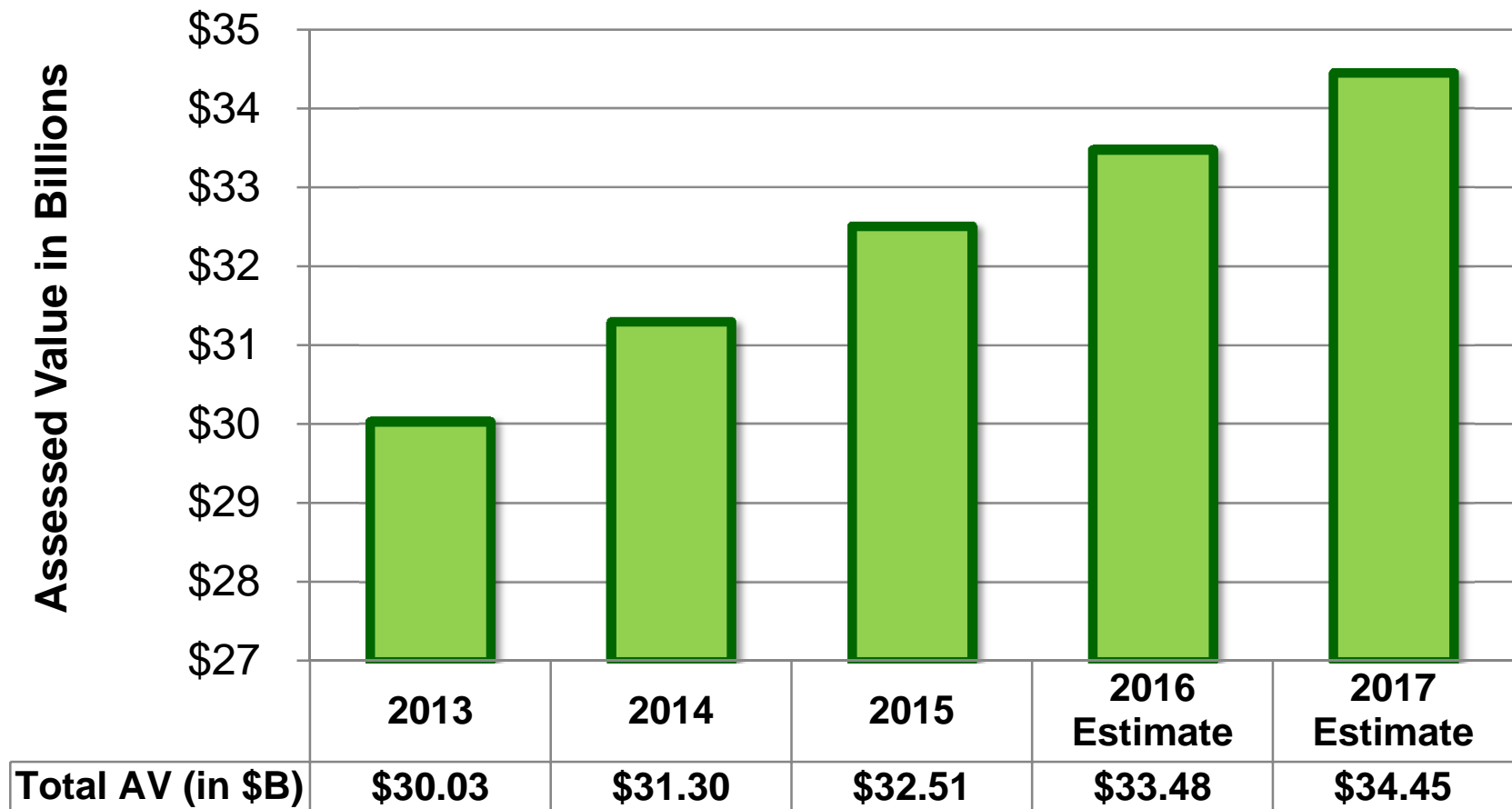
Square Feet of Development Entitled within Areas of Responsibility





METRICS

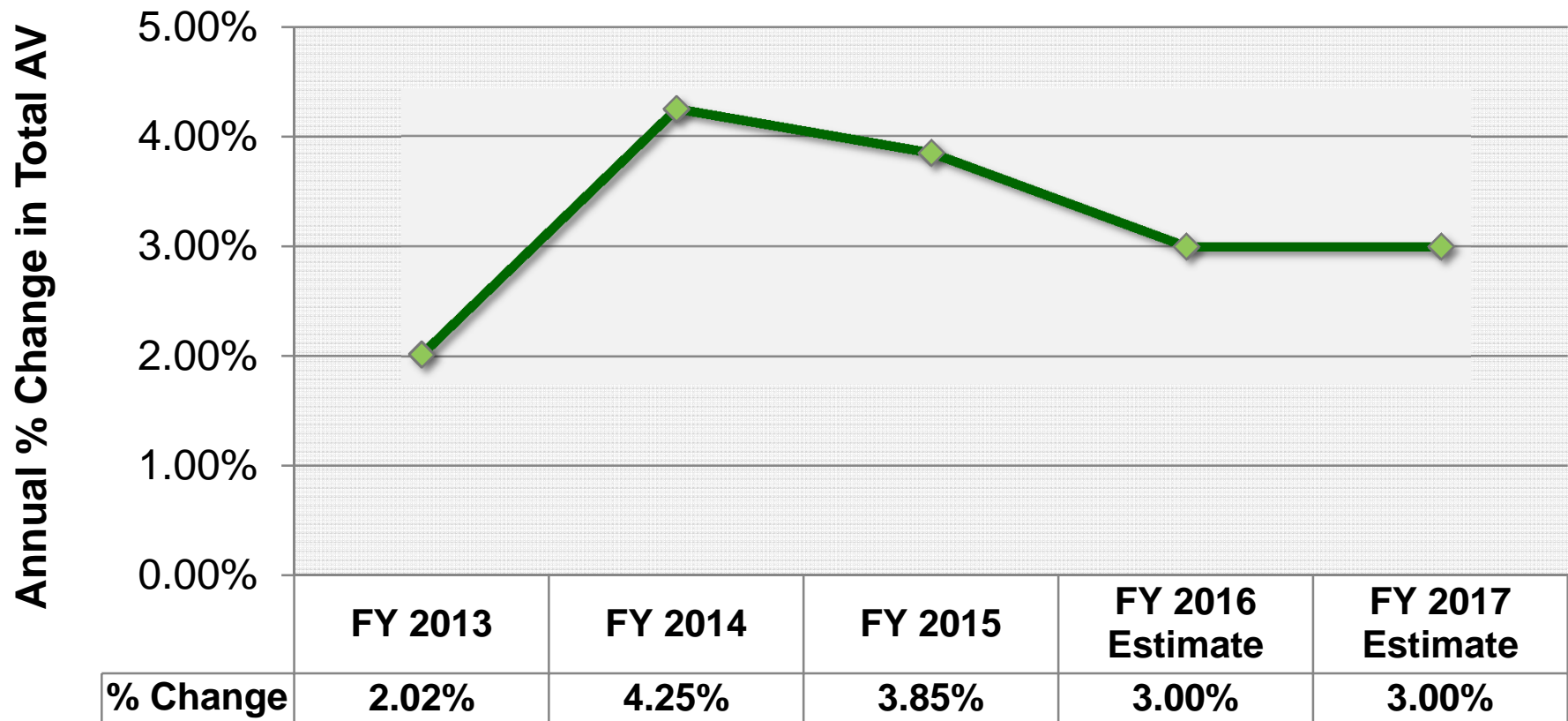
Total Assessed Value within Areas of Responsibility





METRICS

Annual Percentage Change for Total Assessed Value (AV) within Areas of Responsibility



Based on Jan 1 Assessed Values



BY THE NUMBERS

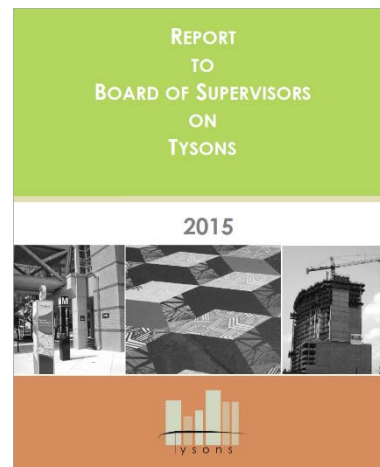
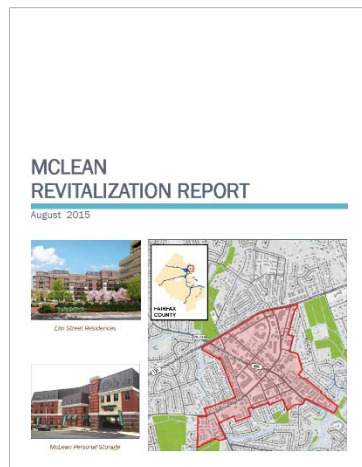
Annual Percentage Change Year Over Year for Total Assessed Value within Areas of Responsibility

	2013	2014	2015	3 Year Average
Springfield	3.62%	4.85%	15.17%	7.88%
Merrifield	7.26%	8.17%	6.13%	7.19%
Richmond Hwy	8.60%	3.87%	3.03%	5.17%
County as a Whole	3.40%	5.77%	3.46%	4.21%
Tysons	2.76%	3.82%	4.46%	3.68%
Reston Village Centers	1.85%	2.80%	5.52%	3.39%
All Areas	2.02%	4.25%	3.85%	3.37%
McLean	4.13%	3.74%	0.53%	2.80%
Reston Metro Corridor	0.58%	5.14%	1.08%	2.27%
Lake Anne	2.60%	1.15%	0.76%	1.50%
Annandale	-2.32%	0.33%	0.70%	-0.43%
Baileys/Seven Corners	-6.88%	-0.29%	1.29%	-1.96%

METRICS

OCR produces a number of publications to track, promote and/or assist in revitalization efforts

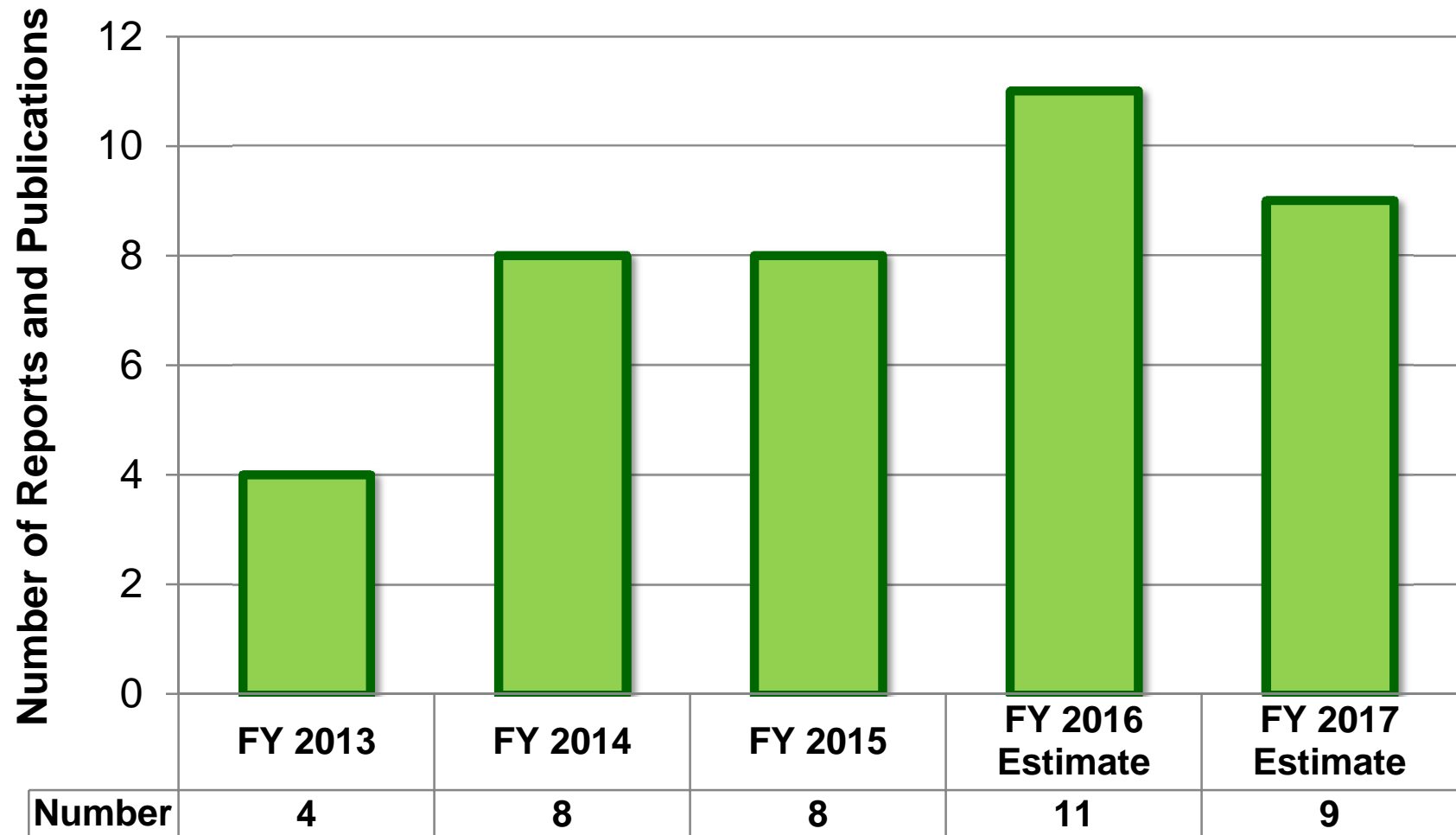
- Annual report on development and development related issues in Tysons that has become well regarded as the resource manual for tracking such activity
- Annual reports on revitalization related activities for each of the seven revitalization districts/areas
- Brochures on topical issues such as signage and drop boxes





METRICS

Reports and Publications





METRICS

OCR has a unique and expanding role in fostering community building and in facilitating development partnerships

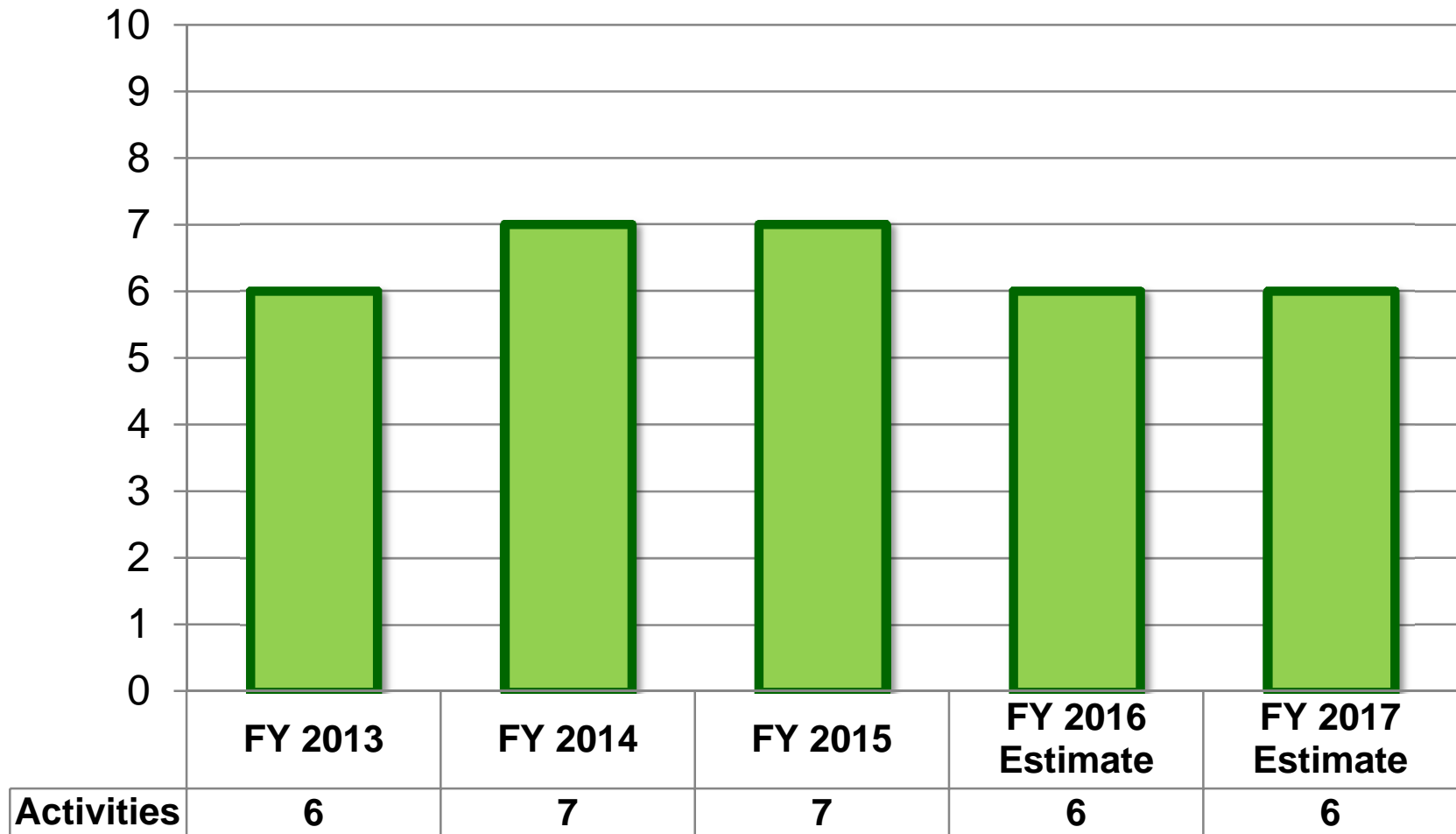
OCR has expertise in public visioning sessions, negotiating successful resolutions to difficult development issues, urban design, and bringing a realistic, market-based perspective to planning and development activities. Examples include:

- Tall Oaks Village Center community visioning open house, in which OCR facilitated a session with over 150 participants to determine community preferences for redevelopment of the area
- Beneath the Spans, a visioning event to generate ideas on visually enhancing the area below the above-grade rail in Tysons and knitting together the areas separated by the overhead structure
- Lake Anne Village Center Charrette assisted the businesses and residents to maximize the assets of Lake Anne to keep them viable



METRICS

Major Community Building Activities





METRICS

OCR has had leadership of/participation in public/private partnerships to develop county owed property to foster revitalization, including the Crescent, North Hill and the Reston North County site; and, planning studies, such as Seven Corners and Embark

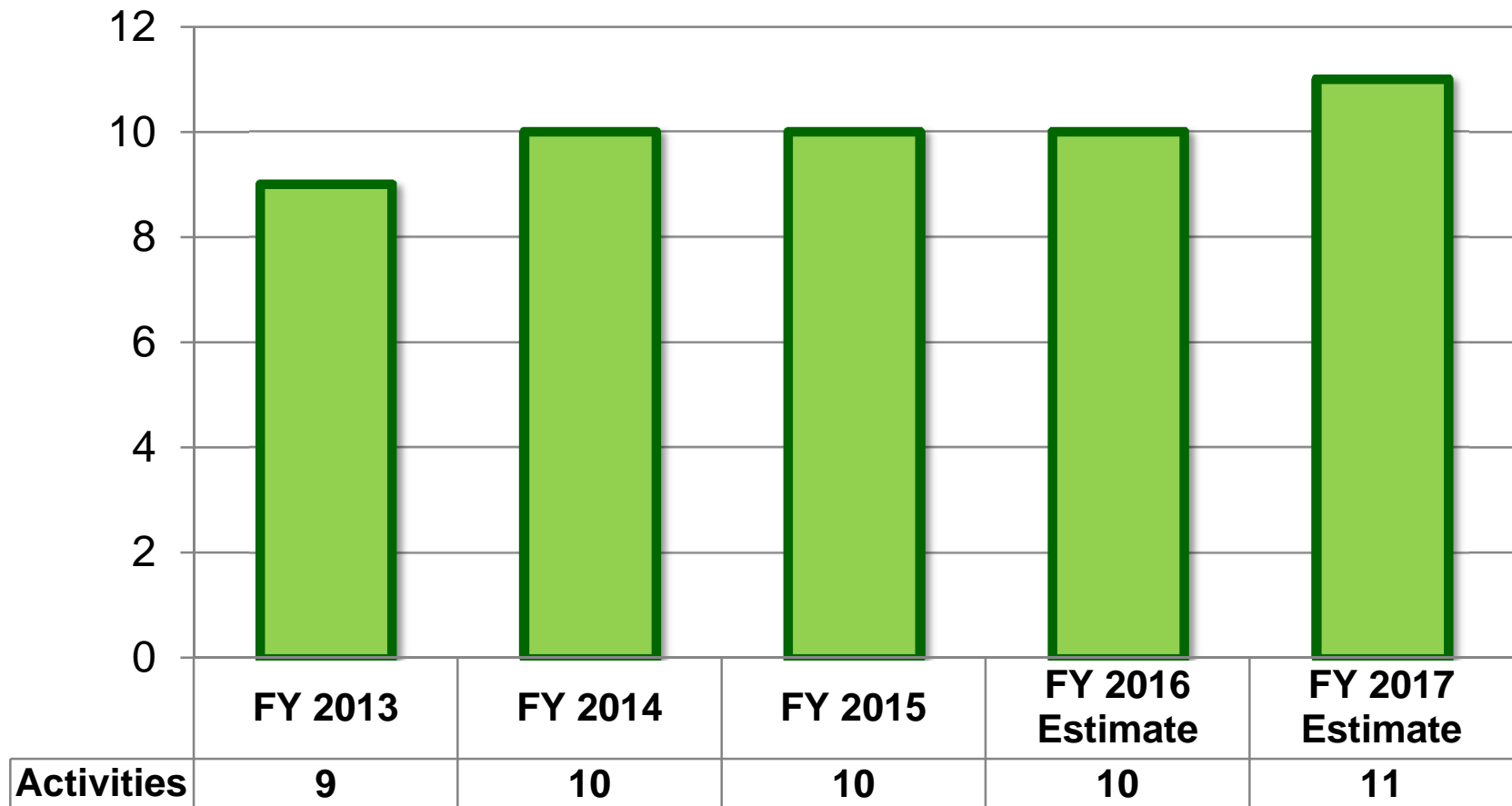


Seven Corners CRD Visioning Charrette



METRICS

Major Implementation Activities, including Public/Private Partnerships





TRENDS AND CHALLENGES

The trend is for increased entitlement and growth in the activity centers. However, this is dependent upon external economic and market factors, such as:

- Complexity of the land use process and how competitive the county remains in the regional environment
- Increased expectations to commitments from developers
- Market conditions
- Ordinances that may not reflect current circumstances
- Economic feasibility (particularly when there are revenue producing businesses on the property)
- Shallow, small, and/or irregularly shaped lots and the difficulties in achieving parcel consolidations
- Fitting into the existing fabric of the area
- Balancing competing public interests
- Meeting community expectations



TRENDS AND CHALLENGES

Maintenance of public infrastructure put in place to enhance the viability and attractiveness of revitalization areas remains a challenge due to budgetary constraints

Recent years have demonstrated that there is an increasing need for OCR's expertise and service. The limiting factor is staff resources and competing demands for staff services



LOOKING FORWARD

OCR will continue to align its efforts with and in support of the Strategic Plan for Economic Success

OCR is working on developing criteria to evaluate progress and potentially “graduate” existing revitalization districts and areas, as well as to add additional areas to the program

The trend toward development focused in mixed-use areas is projected to continue, thus OCR’s skill set is envisioned to remain in demand and in fact increase



DISCUSSION

