

Creating a Place-Led Economic Organization:

Tysons and Beyond

EAC PLED Session D:
Organizational Development and Governance
October 7, 2022



Agenda

Goal: Discussion on proposed Tysons solution and initial input on next-steps in place-led organizations.

Learn First

- About Tysons
- Form the Team
- Vision and Mission Work
- Benchmarking

Proposed Solution

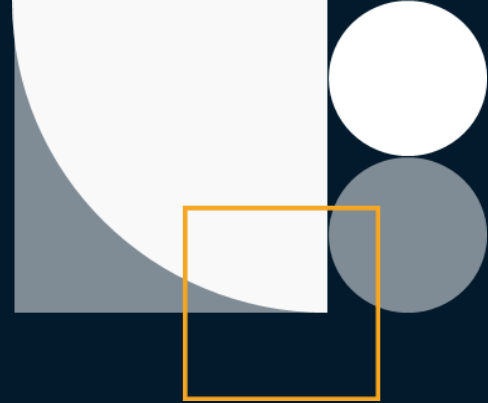
- Process Recommendations:
 - Roles
 - Functions
 - Funding/Resources

Applications Across Communities

Closing

- Lessons Learned
- Questions and Answers

Tyson's Today



Tysons Partnership: 2012 - 2022

Focus on collaboration with Fairfax County on land use planning and development:

- Creation of Tysons Design Guidelines
- Implementation of new streetscape infrastructure
- Improving multi-modal transportation
 - 14 Capital Bikeshare stations
 - Grid of Streets planning
 - Open Streets events
 - Supported launch and use of Silver Line Metrorail stations

Marketing Tysons as a destination:

- Tysons City Brand
- Economic Research Study

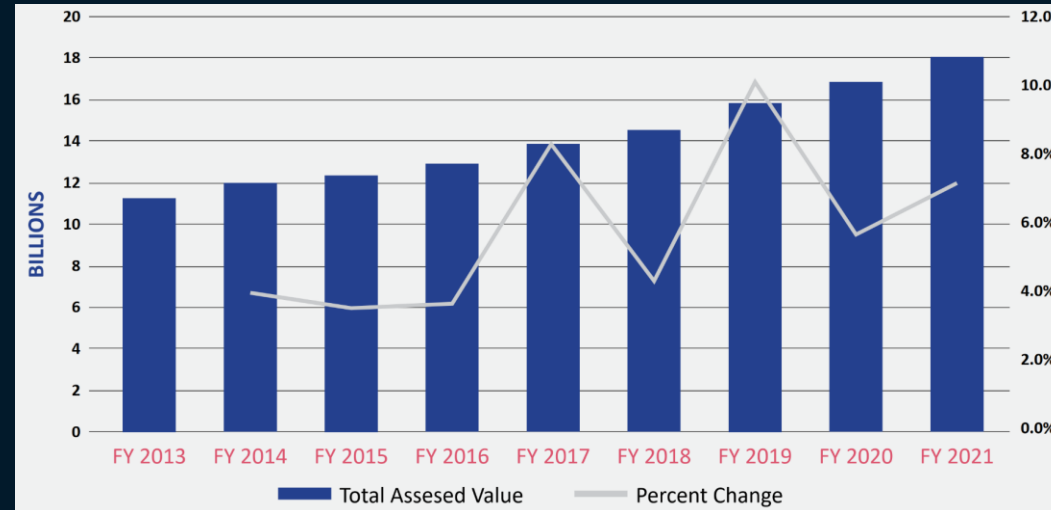
Current organizational resources:

- 4 staff and contract employees
- \$430,000 budget, based on membership dues



Tyson's Growth: 2012 - 2022

- Assessed values for Tyson's have increased @ \$7B+, a 63% increase in value
- Added over 15,500 new residents, increasing from 17,000 to 32,500+ residents, a 93% increase
- Significant amount of new community infrastructure



3 athletic fields built, 9 additional proffered

14 proffered public facilities, 2 delivered



42 Rezoning Applications approved



73 M square feet, within 208 buildings, in entitled rezonings since 2010



42 M square feet, within 110 buildings with approved FDPs since 2010



8.3 M square feet of development, within 24 buildings delivered since 2010

Development Pipeline



103.72 publicly owned acres of park space, 13.76 acres privately owned

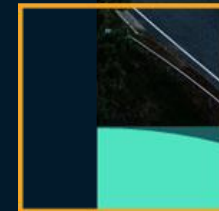
Tyson's Vision Work Group

The Tyson's Vision Work Group had broad representation of stakeholders & presents a structure for future engagement

- Residents, government, property owners, businesses, community and economic development stakeholders
- Facilitated meetings between November 2021 to January 2022

Tyson's Vision Work Group Delivered

- Review of Best-Practices
- Developed a Vision, Mission and proposed Scope of Work
- Modeled a process and solution that could be applied to other communities in Fairfax County

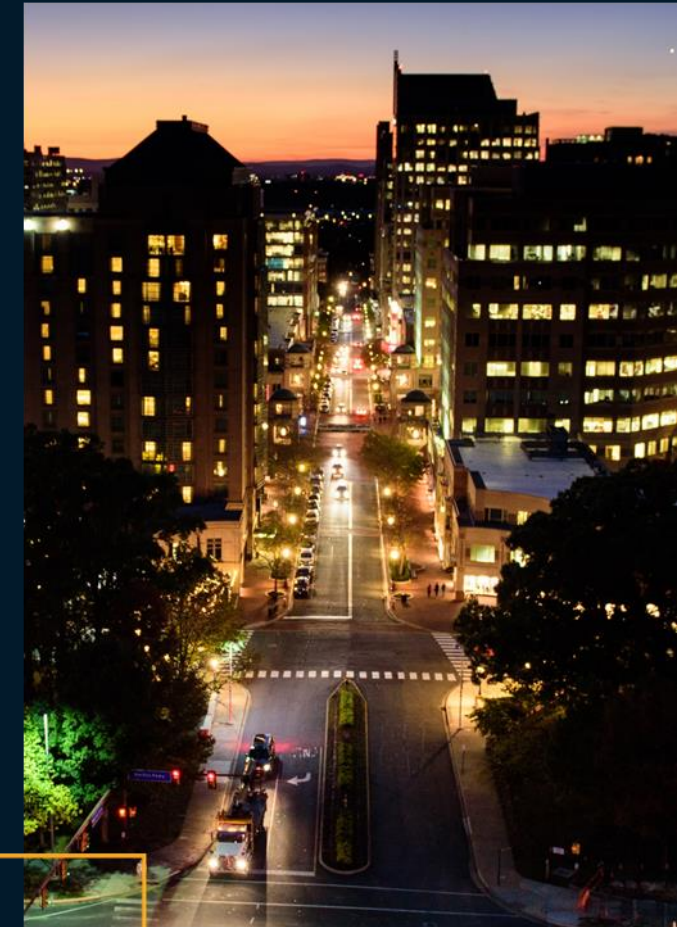


Draft Vision & Scope: Tysons Anchor

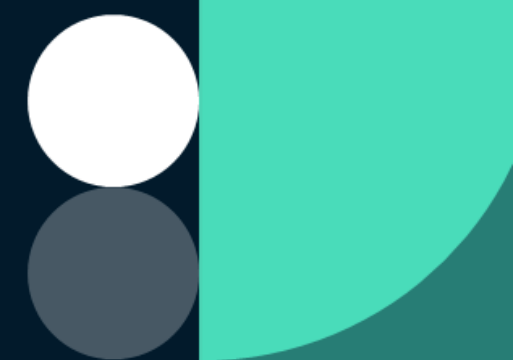
Draft Vision: To be a catalyst for the continued transformation of Tysons, Virginia into an inclusive, vibrant, globally attractive urban center where all thrive.

To meet the draft vision, the new Anchor Organization is proposed to be structured into four business areas

1. **Transportation and Mobility:** Champion Livability through Walkability & Connectivity
2. **Placemaking, Place Management:** Activate the Public Realm through Events & Pop-Up Spaces
3. **Communications and Branding:** Tell Tysons' Story
4. **Research and Business Support:** Catalyze Inclusive Economic Growth



Survey of Models & Best Practices



10 Areas Benchmarked	MIDTOWN Atlanta Powered by Midtown Alliance	GEORGETOWN ★ DC
	 DOWNTOWN WICHITA	ROSSLYN
CORTEX Innovation community	 BUCKHEAD COALITION	CHERRY CREEK & NORTH
 NATIONAL LANDING PENTAGON CITY CRYSTAL CITY POTOMAC YARD	CAPITOL RIVERFRONT	 KING OF PRUSSIA DISTRICT



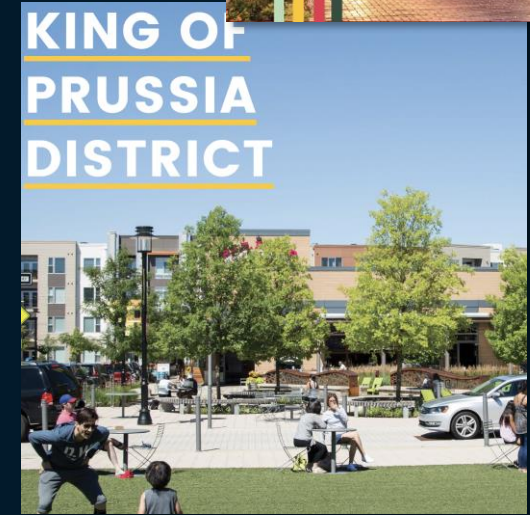
Questions Asked

- **Met with leaders of each group with several members of the subcommittee attending each discussion**
- **Discussion included:**
 - Creation of the organization
 - Staff
 - Role of the organization
 - Number of board members
 - Relationship with government
 - Lessons learned



Highlights

- **Comments and commonalities of issues**
 - Everyone was extremely helpful and cooperative
 - Staff numbers ranged from 4 (Cherry Creek, CO) to 42 (Midtown Alliance, GA)
 - Board Members range in number from 6 to 71
 - Majority of the organizations are non-profit organizations
 - Organizations started as early as 1989 (Cherry Creek North, CO) to as late as 2010 (King of Prussia, PA)
 - Majority of organizations gain funding from commercial tax revenue
 - Most organizations were conceived to address a problem



Best Practices + Lessons Learned

- Start with a goal and know you will scale up
- Ability to be nimble and adapt is important
- Encompass the knowledge of government with the sense of urgency of private industry
- Establish a predictable funding stream
- Performance-driven and accountable
- Almost all organizations' budgets grew and changed as their scopes matured
- Be apolitical as possible while still advocating
- “Happy People on Foot”



Existing Models

Though specifics vary by context, two regionally-familiar modes are:

✔ Business Improvement District (BID)

- **Origin:** Often begin as commercial associations, then form a taxing district
- **Funding:** Predictable; often ad valorem tax based
- **Leadership:** Largely drawn from business / commercial property owners; can include residential elements

✔ Partnership / Main Street Program

- **Origin:** Often begin as commercial associations of local non-profits, with government participation
- **Funding:** Variable - member dues, grants, government awards
- **Leadership:** Largely drawn from business community and community leaders, may include small businesses

✔ Both Models

- **Leadership:** Government helps steer function, funding, participation
- **Funding:** Use of tax dollars, grants and/or contracts, parking revenues

Tyson's Anchor Resources

To meet the proposed structure, the new Anchor Organization was recommended to have the following budget and management structure:

- \$4M/annual budget
- 14 employees promoting and enhancing Tyson's for the future
- Led by a 35 - 40 member Board of Directors representing landowners, residents, businesses, BOS, and key County staff
- Robust oversight by County including a MOU and annual reporting

Application Across Communities

- The work in Tysons applies countywide to facilitate place-led economic development
- Informs a comprehensive, strategic initiative addressing place-led economic development that meets individual community needs
- Provides an example of how this approach can be implemented in other communities within Fairfax County

Alignment with Countywide Initiatives



FY 2023
Proposed Budget

Stimulating economic growth and development through community investments



Supports the Economic Opportunity Community Outcome Area and the following Indicators of Success:

- Promoting innovation in the Local Economy
- Promoting Economic Vibrancy in all parts of the county



Ensuring all community voices are heard and included

Lessons Learned



- The best organizations blend a public sector focus on equity and fairness with a private sector culture of nimbleness and flexibility.
- Building trust and collaborative relationships among stakeholders takes time.
- An inclusive, purposeful, vision-oriented process is key.
- It's important to be thoughtful and thorough in the team - ensuring diversity in background, experience and perspective. The more perspectives at the beginning, the easier to get consensus at the end.
- Professional facilitators are incredibly helpful. Not only can they help with record keeping and keeping the conversation moving, but they can also help with conflict resolution between parties.
- Leave the financial decisions until the end so money doesn't influence the decision-making process.

Place-led Economic Development Across Communities

Fairfax County communities have unique assets; action is required to build on them.

- What is the status of our commercial districts?
- What are the existing strengths, opportunities and barriers?
- Who are the key partners and connections?
- What are the structures required for sustainable support and growth?



What makes a Great Place?
Project for Public Spaces

Thank You!

Discussion and Questions

