To CBC or not to CBC?
Lincolnia Redevelopment & Preservation Strategies

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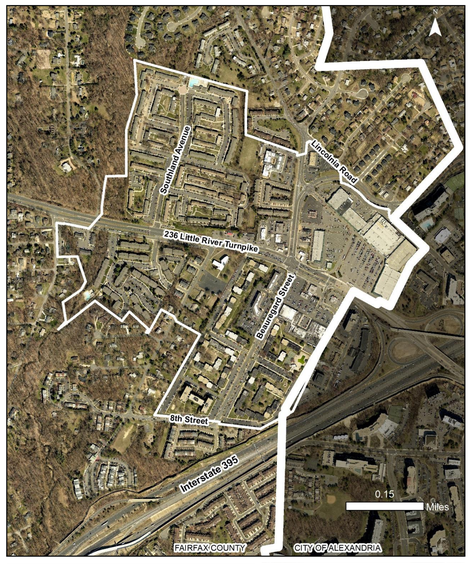
Problem Statement

Fairfax County Department of Planning and Zoning is interested in evaluating the benefits and challenges of designating an approximately 200-acre portion of the Lincolnia Planning District as a Community Business Center (CBC). We were asked to explore questions relating to **Corridor Planning, Regional Context, and Connectivity; Affordable Housing and Social Equity; and Economic Impacts.**



Key Characteristics

Auto-Oriented Corridor
- Little River Turnpike (36,000 ADV)
- Beauregard Street (29,000 ADV)

Established retail/ commercial destination

Ethnically Diverse

Separation of Land Uses

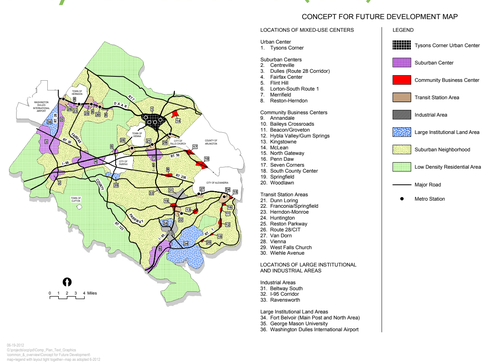
Excellent highway/freeway access

Near large planned redevelopment projects

What is a Community Business Center (CBC)?

Fairfax County Comprehensive Plan:

These centers typically are planned for over 1,000,000 sf of commercial space. Historically older community - serving commercial areas that emerged along major roadways, CBCs are areas where redevelopment should encourage a mix of uses focused around a core area of higher intensity, such as a town center or main street in a pedestrian-oriented setting. Transitions in intensity and compatible land uses should protect surrounding stable residential neighborhoods.



Why are CBCs Important?

Effective July 1, 2016, Virginia Code limits the ability of local governments to request or accept proffers related to new residential development. However, the proffer restrictions do not apply to an approved small area comprehensive plan that:

1. is designated as a revitalization area,
2. encompasses mass transit (includes buses),
3. includes mixed-use development, AND
4. allows a density of at least 3.0 FAR in a portion thereof.

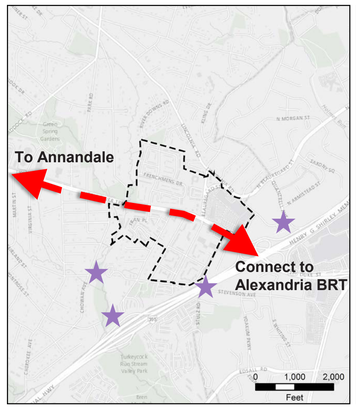
A designated CBC in Lincolnia that meets these criteria would be exempt from the proffer legislation provisions

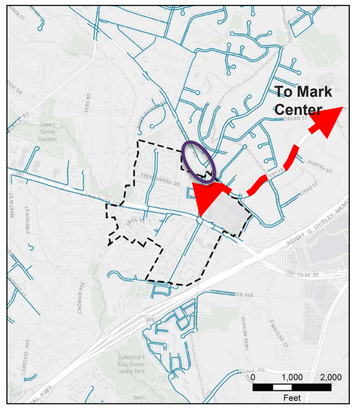
How can Existing International Markets and Small Businesses be Retained?

REGULATORY SOLUTIONS: limits big box retailers ability to move into areas through restrictions which help protect existing businesses	
Special Zoning Designation	Special zones would seek to protect local businesses that cater to local residents vs. those business that cater to visitors or regional users.
Affordable Commercial Space Linkage	Similar to inclusionary zoning requirements
Support Various Store Sizes	Balance store size in neighborhood; Balance local stores vs. chain stores

NON-REGULATORY SOLUTIONS: seeks to address local, small business concerns regarding lack of access to capital	
Community Ownership	**Land trusts for commercial property**: land trust non-profits, created to allow affordable commercial space
	Community owned stores: community members buy stock in local retailers
	Cooperative-ownership stores: Customer cooperative used to fund startup for commercial spaces through membership dues
	Investment cooperatives: conventional bank alternative
Development Agreement	Community Benefits Agreement - Center for Policy Initiatives (CPI), has developed a menu for these agreements, which can include some or all of the following: • Providing quality jobs • Incorporating community services • Requiring first-source/local hiring • Including environmental improvements • Providing affordable housing • Integrate community involvement

Connectivity and Regional Context



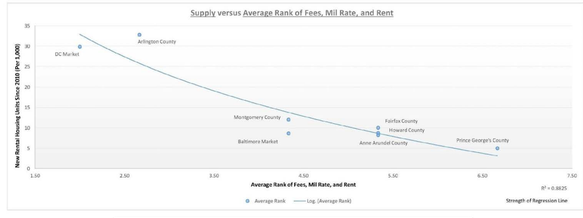


RECOMMENDATIONS

- Focus new east/west connections within the CBC area to enhance mobility and sense of place.
- New east/west multi-modal connections to enhance neighborhood connections.
- Develop streetscape design standards to improve safety, encourage non-vehicular transportation, and improve aesthetics.
- Create mobility hub at Lincolnia Plaza Shopping Center.
- Extend Alexandria's proposed transit lanes from Landmark Mall to Annandale and/or Fairfax City; include bicycle and pedestrian amenities
- Coordinate with Beauregard Small Area Plan to strengthen connection to Mark Center and provide access to the West End Transitway.
- Complete pedestrian network in the vicinity of Chambliss Road and Linclolnia Road.
- Identify key pedestrian connection points to connect sub-areas across heavily traveled roadways, while considering traffic and safety concerns.
- Prioritize pedestrian crossings at bus stops .
- Create a non-vehicular connection over Little River Turnpike
- Improve access and safety along existing bicycle routes (Little River Turnpike, Beauregard Street, and Lincolnia Road).

How can Fairfax County Preserve and Expand Affordable and Work-force Housing in Lincolnia while Encouraging Economic Development?

- Housing affordability increases as the overall housing supply increases
- Fairfax County Development fees risk outpacing average rent
- Market realities govern - a single development cannot achieve every public policy priority
- Mixed income and affordable housing communities require significant County support (financing strategies, accelerated entitlement processes)
- Flexibility must govern
- Density should be a carrot, not a stick burdened with costlier regulatory or proffer structure. Consider carefully where 3.0 FAR could be implemented
- Effective implementation will facilitate, not force, market changes



County	Projects	Supply*	Population	Units Built per 1,000 People	Average Rank **
DC Market	100	19,685	658,893	29.9	2.00
Montgomery County	45	12,239	1,017,000	12.0	4.33
Fairfax County	37	11,366	1,131,000	10.0	5.33
Arlington County	32	7,375	224,906	32.8	2.67
Baltimore Market	43	5,385	622,104	8.7	4.33
Prince George's County	15	4,451	890,081	5.0	6.67
Anne Arundel County	19	4,572	555,743	8.2	5.33
Howard County	12	2,663	304,580	8.7	5.33
Total/Average	303	67,737	5,404,307	12.5	

* New rental housing units added to the market between 2010 - 2016
** Average Rank includes average rank of development fee, mil rate, and rent

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CASE STUDY:

ONE-PHASE, MULTIFAMILY BUILDING WITH 250 APARTMENTS IN LINCOLNIA

Wood frame construction above a concrete podium, approximately 1.75 FAR with precast, structured parking

Number of Units	250
Construction Duration	24
Residential GSF	291,200
Amenity GSF	12,000
NRSF/DU	874
Rent/DU (face)	1,941
Rent/DU (PSF)	2.22
OpEx/DU	8,144
Net Operating Income (NOI)	3,869,495
Current Return on Cost (ROC)	**5.41%**

	total	per unit	per SF	notes
Construction Contract	50,957,943	203,832	175.00	*hard costs*
Owner Construction Costs	4,805,807	19,223	16.50	*development fees, permits, proffers, FF&E*
Design & Engineering	3,336,500	13,346	11.46	*architecture, structural, MEP, ID, geotech, LA, AV, etc.*
Financing Fees & Interest	3,173,150	12,693	10.90	*assumes 65% loan to cost*
Developer Costs	2,069,178	8,277	7.11	*taxes, title, legal, insurance, etc.*
Capitalized Operating Costs	350,000	1,400	1.20	*operating deficit reserve*
Land	5,000,000	20,000	17.17	*residual land value*
Fee	1,864,000	7,456	6.40	*3%*
Total Development Costs	71,556,578	286,226	245.74	

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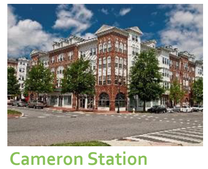
Redevelopment Precedents

Laurel Town Center Laurel, MD
- Regional Town Center
- 0.33FAR
- 580,000 SF (40% residential)
- Retail Design, Parking Garage, Residential Buffer

St. Johns Town Center
Jacksonville, FL
- Regional Retail Center
- 0.33 FAR
- 3.2M SF (80% Commercial)
- Retail Design, Form Based Code, PUD

Riverdale Park Station
Riverdale, MD
- Neighborhood Town Center
- 0.94 FAR
- 1.56M SF
- Neighborhood retail, Park Buffer, Residential Structured Parking

Westwood Shopping Center
Bethesda, MD
- Neighborhood Retail Center
- 2.0 FAR
- 984,456 SF (38% commercial)
- Neighborhood Sensitivity, Neighborhood Change, Public Benefits



Cameron Station
Alexandria, VA
- Complete Residential Neighborhood
- 1.04 FAR (20 DU/acre)
- Phasing, High price point per DU

Lincolnia CBC SWOT

Strengths/Opportunities

- Articulates vision for area
- Brings stakeholders to the table
- Mechanism for obtaining greater public benefits
- Allows more comprehensive planning analysis
- Integrates redevelopment concepts to plan area
  - Relatively minor modifications can be mutually beneficial

Weaknesses/Challenges

- Market may not support CBC density in long-term
- New infrastructure as market catalyst is questionable
- Location near major highway interchange is a challenge to pedestrian oriented development
- Will require coordination with City of Alexandria – added complexity
- Redevelopment may already advance plan goals
  - Greater "exactions" may hinder redevelopment

Urban Land Washington Institute

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