

# Southeast Quadrant of the Bailey's Crossroads Commercial Revitalization District

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## Implementation Strategies and Revitalization Opportunities

Prepared for



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## Executive Summary

### Study Purpose

Fairfax County Board of Supervisors has designated seven older commercial areas in the County as Revitalization areas. Bailey's Crossroads and Seven Corners, on the eastern edge of the County, is one of these designated Revitalization areas. While much of Bailey's Crossroads and Seven Corners is highly developed, certain areas are characterized by older commercial activities with deteriorating infrastructure and underutilized land parcels. One of these sub-areas is the Southeast Quadrant (SE) of the Bailey's Crossroads and Seven Corners Commercial Revitalization District. The Southeast Quadrant is a 32-acre area located to the immediate southeast of the intersection of Columbia Pike and Leesburg Pike. The area has deteriorated through the years to become a perceived as underutilized in the Bailey's Crossroads area. This area is challenged by a deteriorating infrastructure, underutilized land parcels, inappropriate commercial uses, and poor connections to adjacent commercial centers.

The purpose of this study is to further revitalization efforts and build upon the existing work of the County's *Revitalization Program* for the Southeast Quadrant by providing a market-sensitive and implementable revitalization plan that involves active participation from local property/business owners, the Bailey's Crossroads Revitalization Corporation and other stakeholders. The goal is to provide an implementation-oriented strategic plan to guide revitalization of this important area – a plan that realizes its market potential, has a clear understanding of local needs and aspirations, provides strategies to strengthen existing businesses and identifies potential redevelopment opportunities.

### Existing Conditions

The Southeast Quadrant is characterized by an automobile-oriented, suburban development pattern with low buildings surrounded by surface parking. The area is perceived as underutilized when compared to other areas within Bailey's Crossroads and Fairfax County. The current dominant development and land use features of the Southeast Quadrant comprise automotive sales and repair (40 percent) and warehousing (20 percent). The remaining uses include retail and wholesale trade facilities, government-owned space, communications facility and an animal hospital. There is only vacant land parcel within the Southeast Quadrant – a 0.6-acre site owned by Fairfax County.

The building stock within the Southeast Quadrant has deteriorated through the years. Many of the buildings were constructed in the 1950s. The types and condition of buildings found within this area is wide ranging, but predominantly comprise one-story brick and cement block structures. Since 1990 there has only been one building constructed although several owners have performed improvements to their existing buildings.

This area has 45 separate parcels and 29 different property owners. Most owners have small properties and only two property owners have properties greater than three acres. Many property owners have owned land within the Southeast Quadrant for more than 25 years and operate their primary business on their property. There has been limited recent development activity within the Southeast Quadrant in recent years. Most of this activity has been improvements to existing buildings. However, the pace of development activity within this quadrant is picking up as several property/business owners are planning new construction and/or rehabilitation of their existing sites.

The Southeast Quadrant is located to the immediate southeast of the intersection of two major arterial roadways – Columbia Pike and Leesburg Pike. These roadways are two major regional access providers and connect to several interstate highways. Access to the site is not well developed or defined. The primary source of circulation within the quadrant is provided by Seminary Road which serves as a

collector and access road for Leesburg Pike, routing traffic from the interior of the site to arterial roadway. The conditions of the roadways within the Southeast Quadrant are also poor.

A pedestrian-friendly and attractive streetscape is non-existent within the interior of the Southeast Quadrant. There are no sidewalks along the primary roads in the interior of the site. An old and run-down chain link fence runs along Leesburg Pike separating the arterial from Seminary Road. The barrier further isolates the Southeast Quadrant as an undesirable area. However, in an effort to support the County's continuing revitalization efforts and improve the pedestrian-environment in this area, the Columbia Pike Streetscape Project was recently implemented which has provided brick sidewalks, street lighting, street furniture and tree plantings along Columbia Pike within the study area.

### **Public Guidance & Plans**

The primary public document that guides planning and (re)development within Bailey's Crossroads and the Southeast Quadrant is the Fairfax County Comprehensive Plan which designates the Bailey's Crossroads Community Business Center (CBC) as an area focusing on the retention, redevelopment and revitalization of community-serving retail uses. The concept for future development for Bailey's Crossroads envisions, in addition to community-serving retail uses, a mixture of neighborhood-serving retail, office, residential and recreational/cultural uses developed with a pedestrian scale and character.

To further support the revitalization process, the Fairfax County Board of Supervisors designated the Bailey's Crossroads CBC as part of the Bailey's Crossroads and Seven Corners Commercial Revitalization District. This designation is a special category within the County's Zoning Ordinance to encourage economic development activities in the older commercial areas of the County by providing greater flexibility within certain zoning regulations and having urban design measures such as streetscape and landscaping. The provisions of the Commercial Revitalization Districts are intended to accommodate renovations and changes to existing developments, as well as to foster new development and redevelopment.

Other public plans which may impact the Southeast Quadrant include the Pike Transit Initiative, a Washington Metropolitan Area Transit Authority (WMATA)-led project that is currently examining alternatives for a new high-capacity transit service along Columbia Pike from the Pentagon/Pentagon City area to Bailey's Crossroads. This project is being carried out in conjunction with recommendations outlined in the Fairfax County Comprehensive Plan. The Pike Transit Initiative is currently examining including locating a light maintenance facility for outdoor storage and washing of transit vehicles within the Southeast Quadrant among other locations. The Pike Transit Initiative is a long-term process that is likely outside the time-frame provided in this study, but should be monitored as planning progresses over the next couple of years.

### **Demographic & Economic Profile**

Between 1990 and 2000, the population within a one-half mile walk-shed of the Southeast Quadrant, as well as, in the Bailey's Planning District and the larger Bailey's Crossroads Region of Influence (an area between a 5- and 10-minute drive from the study area) experienced growth. The population grew at an annual rate of between 1 and 1.5 percent. Projections for the 2004 to 2009 period suggest that residential activity is expected to increase throughout the environs of Bailey's Crossroads as evidenced by the recent 55-unit Ellery Place condominium project currently under development adjacent to the Southeast Quadrant.

Households also experienced growth in all three market areas. Between 1990 and 2000, the number of households increased between 0.75 and 1.3 percent annually. Adjusting for the addition of the 55-unit Ellery Place project, the number of households in the one-half mile walkshed is projected to increase at a

rate of nearly one percent per year while both the planning district and the region's projected rates of growth are expected to increase at greater than one percent annually.

The average household size between 1990 and 2000 within the one-half mile walkshed remained stable during the period at 3.1. This represents a larger average than both the planning district and the region. When compared to the age distributions of the planning district and the region in 2004, the one-half mile walkshed exhibits higher than expected proportions of populations under the age of 24 and over the age of 75. In particular, the proportion of the population over the age of 85 is two and three times that of the planning district and the region respectively. Conversely, young and middle aged adults are underrepresented within the walkshed.

The median household income within a one-half mile walkshed is slightly more than \$51,000 which is 70 percent of the median household incomes within both the planning district and the region. In relation to the larger areas of which it is a part, the walkshed possesses a higher than expected share of households with incomes of less than \$50,000 when compared to the Bailey's Planning District and larger region of influence. The proportion of walkshed households with incomes between \$15,000 and \$25,000 is approximately 2 times those of both the district and the region.

The study area has approximately 116 business establishments. Over 48 percent of all establishments are in the services sector. Transportation represents the second largest industry sector with nearly 11 percent of the total. Retail trade constitutes the third largest component of the study area's industry with 8 percent of all establishments. Services represents the largest employer within the study area employing 149 workers. Retail trade employment is second at approximately 92.

Wholesale trade and transportation represent more than 7 times the expected employment in the Southeast Quadrant when compared to the Bailey's Planning District distribution. The shares of employment in the communication, construction, manufacturing, and government sectors are over three times their shares within the planning district. Conversely, a services, finance, insurance, real estate, and retail trade have lower than expected shares of at-place employment.

The nine retail trade establishments in the study area had an estimated \$53 million. The five motor vehicles & parts dealers represented the majority of these sales with \$46 million. The remaining retailers and dining establishments had sales of approximately \$6.7 million.

## **Market Overview**

The Northern Virginia office market has shown signs of improvement over the past year and the outlook is positive both in terms of decreasing vacancies and increasing leasing activity. Dominated by government agencies and defense contractors, the continued diversification of office tenants within Fairfax County and in the Bailey's Crossroads submarket by other users, such as financial services, is contributing to a healthier outlook for these markets in the near-term that has seen steadily increasing rental rates as market conditions become more stable. Within the county, new construction is projected to continue to be limited in the near-term with future groundbreakings limited to small buildings or build-to-suits.

The Bailey's Crossroads area is a major retail center. The types of retail centers found in Bailey's Crossroads is wide ranging, and includes community shopping centers, freestanding retail, neighborhood shopping centers and regional retail centers. The general retail market in Fairfax County and the Bailey's Crossroads area continues to be strong with declining vacancy rates, increasing rents and positive absorption of space. Opportunities for high quality retail space, in particular from national retailers, that serves the needs of the community and the region will continue to be in demand in the near-term in the Bailey's Crossroads area. In addition the demand for self-storage/warehousing and automobile related

uses appear to be positive as indicated by recent and new construction activity and increased market demand. There appears to be a limited market demand for destination-related retail, such as movie theatres, and lodging facilities in the Bailey's Crossroads market area.

The Washington, DC regional residential market continues to be one of the strongest and healthiest markets in the nation. The market for apartments, in particular affordable housing, and condominiums is particularly strong as increasing housing prices for single-family homes in the region are forcing many first-time home buyers to look at condominiums instead as their first home. In addition, the shortage of apartments in Northern Virginia is expected to continue through 2006 as developers are trying to meet the demand which provides an opportunity for residential development.

### **Strengths & Challenges**

The Southeast Quadrant is optimally located adjacent to two high-volume transportation corridors and a high concentration of existing commercial and residential establishments. The site is not intensely developed which presents an opportunity to convert the site or portions of the site to higher intensity uses in the future. As a recognized Commercial Revitalization District, the County recognizes the importance of revitalizing older commercial areas and has provided a variety of policies to encourage economic development within these areas. In addition, while the site comprises a number of automobile-related repair uses, there appears to be no large scale environmental issues that may hinder redevelopment and re-use within the site.

From a property ownership perspective, a majority of site is owner-occupied which makes opportunities to work with existing property/business owners easier and more transparent. Furthermore, several of the property and business owners have recently renovated or are planning to renovate their property to make their property/building more attractive. Some property owners have also expressed interest in working with the County to undertake redevelopment and re-use. In addition, Fairfax County recently completed a streetscape project along Columbia Pike within the study area designed to improve the pedestrian environment. A community-oriented organization, the Bailey's Crossroads Revitalization Corporation, has a strong interest in revitalization of this strategic site and provides guidance to the County concerning redevelopment and re-use.

In terms of the local economic and market conditions, the Bailey's Crossroads area has strong demand for condominiums and apartments that are in short supply in the region. As a highly concentrated retail center, the Bailey's Crossroads area also has a strong retail market to support the high income households nearby. Furthermore, Fairfax County and Bailey's Crossroads growing job market, primarily due to defense contractors and government related uses, as well as financial services, is helping to diversify the market in the area.

While the Southeast Quadrant has an optimal location in terms of access to regional transportation, there is poor access into the site that is not well defined or developed. Perhaps most noticeable, the automobile-oriented, suburban development pattern of the site makes the entire site unattractive. The dominating land use of automobile-repair shops and large self storage warehouses also contributes to the overall poor image of the site. In addition, the lack of pedestrian amenities contributes to an "un-pedestrian friendly" environment.

While the County has provided guidance to encourage economic development of this site through its Commercial Revitalization program, the reality is that property and business owners cite the difficult, cumbersome and long approval process as a significant obstacle to enhancing their existing properties or undertaking redevelopment. In addition, some property/business owners are distrustful of County and feel that the County has conflicting goals regarding revitalization of this area.

In terms of property ownership, the existence of some absentee property owners and unwillingness of some long-term property owners to enhance and/or undertake revitalization of their site makes working with the property owners difficult. The large number of different parcels comprising the site, the small size of these parcels and large number and type of property owners makes any effort to undertake land assembly to spur revitalization tenuous at best. In addition, a desire by some property owners to hold land indefinitely for speculative use makes any kind of land assembly for redevelopment difficult, if not impossible. Furthermore, the lack of vacant land within the site hinders any kind of significant redevelopment opportunity on vacant land.

### **Re-Use/Enhancement and Revitalization Opportunities**

While much of Bailey's Crossroads and Seven Corners is highly developed and has experienced significant commercial and residential development in the past decade, the Southeast Quadrant has not seen meaningful revitalization or redevelopment. While the long-term vision for the area involves a mix of uses developed with a pedestrian scale and character, near-term opportunities focus on enhancing the existing automotive related uses and other uses that dominate the site and undertaking redevelopment where appropriate. Potential "visions" for revitalization of this site identified by stakeholders include:

- Preservation / enhancement of essential services (e.g. automotive and warehousing/storage)
- Inclusion of high quality light industrial
- Inclusion of residential lofts
- Create a "sense of place" that is attractive and pedestrian-friendly
- Create a pedestrian-friendly "Town Center" environment that has mix of concentrated high quality retail, restaurants, residential and destination retail such as a movie theatre,
- Attract high quality tenants which could include replacement of existing buildings and/or renovation of existing buildings
- Create an "international marketplace" with affordable housing, senior housing, mid-rise or high rise apartments and even an urban park
- Create a mixed use environment that has a combination of specialized retail and warehouse space
- Limit/prohibit big box retail
- Create a high density, mixed use environment that has tall towers (ground floor retail with office and/or residential above) in a pedestrian-friendly grid pattern

Over the past several years, a number of business and property owners in the Southeast Quadrant have invested funds and upgraded/renovated their properties. While this may represent marginal or cosmetic improvements within the area, it is nonetheless efforts undertaken by property owners to enhance their site.

While there are a number of potential uses that would be appropriate within the study area and support the goals of the Revitalization District, there are limited opportunities for actual site redevelopment in the near-term. The near-term strategy identified by most of the existing property owners is to continue to operate their businesses and lease out their space to tenants as they are currently doing many of which provide essential services to the community (e.g. automotive sales and repair, warehousing / storage) However, some of these property and business owners indicated a willingness to potentially sell or redevelopment their property in the long term (e.g. 10 years or greater).

One major near-term (within 3 years) redevelopment opportunity was identified within the Southeast Quadrant. A property owner, who is also a real estate developer, owns 4.2 acres along Columbia Pike and is interested in redeveloping their site once late 2007. A ready and willing developer/land owner, a site of sufficient size with good visibility, and good market conditions presents a major opportunity to undertake a high quality redevelopment that can be a catalyst for revitalization within the Southeast Quadrant and

can serve as a model demonstration project. Currently, the property owner/developer has no current plans for the type or amount of redevelopment they would like to have on their site. Discussions with the developer indicated that they are open to suggestions for the type of development that could take place on their site, such as retail, residential, office, etc., and are potentially interested in working with the County in such a redevelopment.

BBP Associates has prepared a potential development program for this site, which is based on current real estate market conditions, interviews with the developer and consistency with land use/zoning guidelines as part of the Bailey's Crossroads Revitalization District. This program is a mixed use residential/retail development on the developer-owned 4.2-acre site plus the 0.6-acre site owned by Fairfax County that is currently vacant and is considered excess County land (the developer has expressed interest in purchasing this property from the County). The design layout could include a multi-story building that would have retail on the ground floor with the multi-family residential housing above it, including a portion dedicated to affordable housing. This building would wrap around a deck parking facility that would provide parking for the retail and residential uses. Retail uses could include neighborhood and community-serving retail, such as a non drive-in pharmacy (e.g. CVS or Walgreen's) and business related services, such as a bank.

### **Implementation Strategies**

Near-Term Actions (2005-2010) are actions and projects that can be accomplished quickly and economically with an emphasis on immediate and tangible results to improve the visual image, create a sense of momentum and build support for and interest.

- Columbia Pike Demonstration Project – a “ready-and-willing” developer who owns a 4.2-acre site would like to redevelop their site within a few years. This type of development activity is a significant action in the near-term that can create confidence in the revitalization program from the private sector and can further catalyze redevelopment in other areas of the Southeast Quadrant.
- Ensure successful implementation by ensuring that all permitting and zoning applications located within a Commercial Revitalization District are given an expedited/streamlined development review process, continue to market/publicize revitalization financial and zoning tools/incentives available to property and business owners (see Office of Revitalization website at [www.fcrevit.org](http://www.fcrevit.org)) and explore the possibility of utilizing form-based zoning in the County to facilitate development review, flexibility of uses and financial incentives within designated areas such as Revitalization Districts
- Expand the momentum of the Columbia Pike Streetscape project with other streetscape and roadway improvements in the Southeast Quadrant including, but are not limited to, improve interior streets, remove the fence that separates Seminary Road and Leesburg Pike, provide sidewalks and address drainage issue within site
- Continue to facilitate property enhancement for property and business owners in the near-term through financial incentives, tax incentives and small business assistance such as Investing in Communities Program, Façade Improvement Grants, Tax Exempt Bond Financing and Revitalization Incentive Funds (see Office of Revitalization website at [www.fcrevit.org](http://www.fcrevit.org))

Long-Term Actions build upon the revitalization and enhancement efforts completed during the first five years. The revitalization of the Southeast Quadrant in the long-term, whether through new redevelopment, capital improvements or strengthening of existing business and properties through renovation, façade and building enhancements, requires the cooperation between the public and the private sectors.



The Columbia Pike demonstration project can be a significant catalyst to spur further revitalization within this strategic area over the long-term either incrementally (i.e. development phasing parcel by parcel) or complete parcel land assembly (i.e. master plan redevelopment). The demonstrated success of the project may provide the existing property and business owners with an incentive to undertake similar high quality developments over time.

Over the long-term the continued focus should be on promoting opportunities for revitalization through public guiding principals (e.g. zoning) and specialized incentives (e.g. streamlined permitting, financial/funding incentives) that will give the private sector confidence and motivation in undertaking redevelopment and/or in enhancing their properties. Furthermore, these incentives should be of sufficient magnitude to potentially allow for land assembly, such as minimum lot sizes and a higher allowable level of density. In addition, continuing to expand the capital improvements program within the Southeast Quadrant will show the private sector that the public sector is making serious investment in the Southeast Quadrant.

The public sector should continue to invest in the Southeast Quadrant through its capital improvements program over the long-term through streetscape enhancements, roadway improvements or other type of infrastructure improvement that will show the private sector that the public sector is making serious investment in the Southeast Quadrant. These types of investments will help enhance the overall appearance and improve access to and within the Southeast Quadrant.

The public sector should also continue to follow planning of the Pike Transit Initiative as it evolves over the next few years. This transit alternative will follow Columbia Pike from the Pentagon/Pentagon City area in Arlington County to Bailey's Crossroads in Fairfax County. A portion of the Southeast Quadrant was identified as a potential transit maintenance facility which may have a significant impact on the area. Any planning for site location of this facility should involve Fairfax County as an important stakeholder.

Within the Southeast Quadrant over the long-term, potential land assembly, either public- or private-sector driven, remains a formidable obstacle that requires further study. The public sector should maintain a continued dialogue with property owners and the private development community as this process evolves as several property owners who own several large parcels in this area indicated potential interest in selling their properties or redeveloping in the long run. Marketing of revitalization opportunities and incentives to enhance the urban fabric and economic development potential within the Southeast Quadrant through the Office of Revitalization's website ([www.fcerevit.org](http://www.fcerevit.org)) should be continued. Undertaking such an endeavor will be a long-term goal that will require significant cooperation between the public and private sectors. The public sector can play a key role in facilitating revitalization to ensure that any redevelopment opportunities provide important economic development benefits to the community and the region as a whole.

## Section 1 Introduction

### 1.1 Study Purpose

Fairfax County Board of Supervisors has designated seven older commercial areas in the County as Revitalization areas. The County's Revitalization Program is a public/private partnership approach to improve the economic vitality of older commercial areas by providing specific regulations and administrative procedures to promote the continued viability and redevelopment of these areas by providing greater flexibility within certain zoning regulations and by having urban design measures such as streetscape and landscaping.

Bailey's Crossroads and Seven Corners, on the eastern edge of the County, is one of these designated Revitalization areas. The Bailey's Crossroads and Seven Corners Commercial Revitalization District is located approximately six miles southwest of Washington, DC and is traversed by major regional roadways including Columbia Pike (Route 244), Leesburg Pike (Route 7) and Arlington Boulevard (US 50) in Fairfax County. The Bailey's Crossroads and Seven Corners area is a highly developed commercial center characterized by neighborhood- and community-serving shopper centers as well as a variety of freestanding retail and office structures and light industrial uses. A number of residential neighborhoods, with housing types ranging from single-family to high-rise multi-family units, are found contiguous to and within the Bailey's Crossroads and Seven Corners area.

While much of Bailey's Crossroads and Seven Corners is highly developed, certain areas comprise older commercial activities with identified deteriorating infrastructure and underutilized land parcels. One of these sub-areas is the Southeast Quadrant (SE) of the Bailey's Crossroads and Seven Corners Commercial Revitalization District. The Southeast Quadrant is a 32-acre area located to the immediate southeast of the intersection of Columbia Pike and Leesburg Pike, bounded by Route 7, Columbia Pike, Moncure Avenue and Carlin Springs Road/Scoville Street and encompassing properties on both sides of Center Lane and Seminary Road.

While the Bailey's Crossroads and Seven Corners area has experienced significant commercial development in the past decade, the Southeast Quadrant has escaped any kind of meaningful revitalization or redevelopment. The area has deteriorated through the years to become perceived as underutilized in the Bailey's Crossroads area. This area is challenged by a deteriorating infrastructure, underutilized land parcels, inappropriate commercial uses, and poor connections to adjacent commercial centers.

The purpose of this study is to further revitalization efforts and build upon the existing work of the County's *Revitalization Program* for the Southeast Quadrant by providing a market-sensitive and implementable revitalization plan that involves active participation from local property/business owners, the Bailey's Crossroads Revitalization Corporation and other stakeholders. The goal is to provide an implementation-oriented strategic plan to guide revitalization of this important area – a plan that realizes its market potential, has a clear understanding of local needs and aspirations, provides strategies to strengthen existing businesses and identifies potential redevelopment opportunities.

### 1.2 Work Completed

To address the purpose of this study, the BBP Associates team identified revitalization opportunities and prepared an implementation strategy of the Southeast Quadrant of the Bailey's Crossroads and Seven Corners Commercial Revitalization District that involved active participation from local property/business owners, the Bailey's Crossroads Revitalization Corporation and other stakeholders.

As part of this study, the BBP Associates team completed the following:

- Compiled a brief history of development in the Southeast Quadrant and a compendium of key issues of concern to the area's revitalization
- Described existing conditions of infrastructure and other public and private improvements, including building stock, within the Southeast Quadrant
- Provided an update of market conditions in the Southeast Quadrant based upon previous market analyses completed for this area
- Identified and assessed existing public policies and plans affecting the Southeast Quadrant, including current Comprehensive Plan provisions, zoning regulations, and code enforcement issues
- Identified and developed feasible revitalization preferences and concepts for the Southeast Quadrant based on interviews with property owners, business operators, local revitalization corporation, land developers, realtors, government officials and other stakeholders
- Developed appropriate implementation strategies based on findings and best practices
- Prepared recommendations (near-term and long-term) to facilitate revitalization within the Southeast Quadrant

### **1.3 Report Organization**

This report is organized into nine sections plus an appendix. These sections include:

- Section 1 Introduction
- Section 2 Development History and Existing Conditions
- Section 3 Public Policies and Plans
- Section 4 Demographic and Economic Profile
- Section 5 Market Overview
- Section 6 Strengths, Challenges and Opportunities
- Section 7 Re-use/Enhancement and Revitalization Opportunities
- Section 8 Case Studies
- Section 9 Implementation Strategies
- Appendix Summary of Property/Business Owner Meetings

## Section 2 Development History & Existing Conditions

### 2.1 Development History

The area that comprises most of present day Bailey's Crossroads was once owned by George Washington. The area developed slowly in the 1800s as a collection of small farms and simple residential and commercial structures built at the intersection of two major roads serving the area – Columbia Pike and Leesburg Pike – which were built during the early 1800s. After the Civil War, the area continued to grow slowly with farms and tree nurseries remaining the most dominant land use through the early 20<sup>th</sup> century. Originally, the winter home for the Barnum and Bailey Circus (hence the name), Bailey's Crossroads did not experience rapid residential and commercial growth until after World War II.



Bailey's Crossroads, 1954. Photo Source: NorVApics

During this period the Washington and Virginia Airport (known as the "Crossroads" Airport) with its half-mile long gravel runways dominated the landscape around Columbia Pike and Leesburg Pike. Located on land what is now Skyline Center, the airport operated from the 1940s through the 1970s and helped spur commercial development in the area surrounding it.

One of the largest buildings within the SE Quadrant is the Storage USA facility which was built in 1950 as an airport hanger to serve the Crossroads Airport. This building

has served a number of uses over the years since it operated as an airport hanger, including a recreational facility, office space and now a mini-warehouse storage facility. During the 1950s, many of the currently existing commercial structures within the Southeast Quadrant were constructed to meet the growing demand for commercial/retail space that served the growing residential population in the County.

The development of Skyline Center in the 1970s, a 100-acre "high-rise" mixed use development of residential and office uses in Fairfax County, further catalyzed commercial development along Leesburg Pike and Columbia Pike. Much of Bailey's Crossroads continued to develop during the 1980s and 1990s, with several community shopping centers and "big box" retailers dominating the landscape surrounded by stable residential neighborhoods. While the area surrounding the Southeast Quadrant continued to be more intensely developed, the Southeast Quadrant has in relative terms, deteriorated with regards to the quality of development, existing structures and infrastructure. The primary uses within the Southeast Quadrant



Washington-Virginia Airport, Bailey's Crossroads, Circa 1960s.  
Photo Source: Paul Freeman (NorVApics)

consist of automotive related with business serving retail and warehousing.

Recognizing a decline in the quality of its older commercial areas, such as Bailey’s Crossroads, the County has developed a number of policies and programs to stimulate revitalization and redevelopment of these areas.

The Fairfax County Board of Supervisors initiated a commercial revitalization program in 1986 designating Bailey’s Crossroads as a revitalization area. This program was developed to support and encourage economic revitalization and provided incentives to business and property owners to improve their area by enhancing the attractiveness of their business establishments. More focused redevelopment and revitalization guidance for these Revitalization Areas was introduced in the County’s 1990 Policy Plan which provided the concept of “Community Business Centers” (CBC) which included the Bailey’s Crossroads CBC. In 1998, the County designated the Bailey’s Crossroads CBC, which includes the SE Quadrant, as part of the Bailey’s Crossroads and Seven Corners Commercial Revitalization District. This special zoning category is intended to encourage revitalization activities by providing greater flexibility in ordinance requirements for new (re)development and re-use opportunities.



Washington-Virginia Airport Hanger, Bailey’s Crossroads, Circa 1960s. Photo Source: Paul Freeman

While these revitalization policies and programs have benefited other areas within Bailey’s Crossroads, the Southeast Quadrant has seen limited success in terms of redevelopment and revitalization. The number of property owners and types of property ownership has played a significant role in shaping the history of development within the Southeast Quadrant. This area, which comprises more than 33 acres, has 45 separate parcels and 29 different property owners. Most owners have small properties (60 percent less than 1 acre) and only two property owners have properties greater than three acres. Many property owners (35 percent) have owned land within the

Southeast Quadrant for more than 25 years, operate their business on their property and have no intention of selling their property. Nearly 60 percent of the property owners operate their primary business on site. Often, these property owners have passed on or plan to pass their property to their offspring. In addition, some properties are held in property trusts where the primary goal is to maximize revenues for beneficiaries of the trust.

While a few property and business owners have benefited from the County’s Revitalization Program and have upgraded their sites (cleaned up and landscaped property), the Southeast Quadrant is perceived as underutilized when compared to other areas within Bailey’s Crossroads and Fairfax County. The current dominant development and land use features of the Southeast Quadrant comprise automotive repair and warehousing along Center Lane and Seminary Road; office, warehousing and community-serving retail uses along Columbia Pike; and office and storage uses along Seminary Road and Leesburg Pike.

<b>Exhibit 1. Development History Highlights Bailey’s Crossroads Southeast Quadrant Area</b>	
<b>Period</b>	<b>Development Status</b>
1800s	<ul style="list-style-type: none"> <li>Establishment of small farms and simple residential and commercial structures along Columbia Pike and Leesburg Pike define first land use within area</li> </ul>
Early 1900s	<ul style="list-style-type: none"> <li>Slow growth with predominance of farms and tree nurseries</li> </ul>
1940s – 1960s	<ul style="list-style-type: none"> <li>Establishment of Crossroads Airport adjacent to SE Quadrant helps catalyze residential and commercial development in area</li> </ul>
1970s – 1980s	<ul style="list-style-type: none"> <li>Development of Skyline Center spurs further development in surrounding areas</li> <li>SE Quadrant comprises predominately automotive related uses</li> </ul>
1990s	<ul style="list-style-type: none"> <li>County establishes revitalization program to facilitate commercial</li> </ul>

	<p>redevelopment and revitalization in Bailey's Crossroads</p> <ul style="list-style-type: none"> <li>• Limited revitalization in SE Quadrant, area remains perceived as underutilized in the community</li> <li>• Several attempts to assemble land for redevelopment unsuccessful</li> </ul>
Present	<ul style="list-style-type: none"> <li>• SE Quadrant remains predominately comprised of automotive and storage related uses</li> <li>• Several property/business owners conducting building improvements</li> <li>• Limited near term (re)development opportunities</li> </ul>

Over the years, there have been several attempts to assemble property within the Southeast Quadrant for the purposes of redevelopment. All of these attempts were unsuccessful. For example, Marriott Corp. (which owned several parcel of land surrounding the Columbia Pike/Leesburg Pike interchange) tried to assemble land in Southeast Quadrant during the late 1980s and early 1990s, but company financial issues and corporate decisions vacated this decision to pursue land assembly. In the early 1990s, an existing property owner within the Southeast Quadrant also tried to assemble land within the Southeast Quadrant along Seminary Road, but found the process too difficult as some of the other property owners would not sell their land. Most recently, a local real estate developer who owns an office building within the Southeast Quadrant also pursued land assembly within the Southeast Quadrant, but property ownership issues prevented the developer from accomplishing this task.

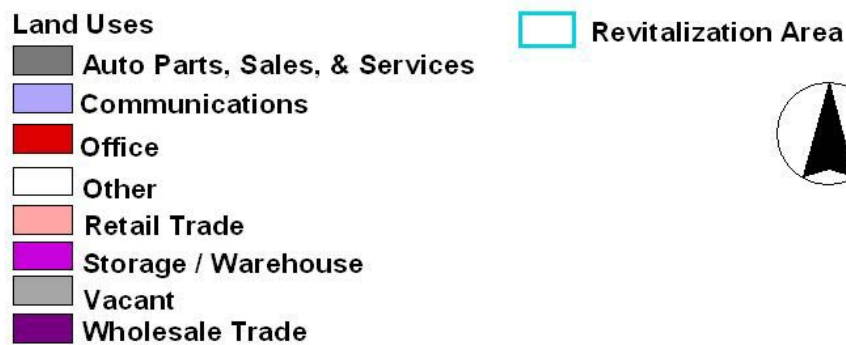
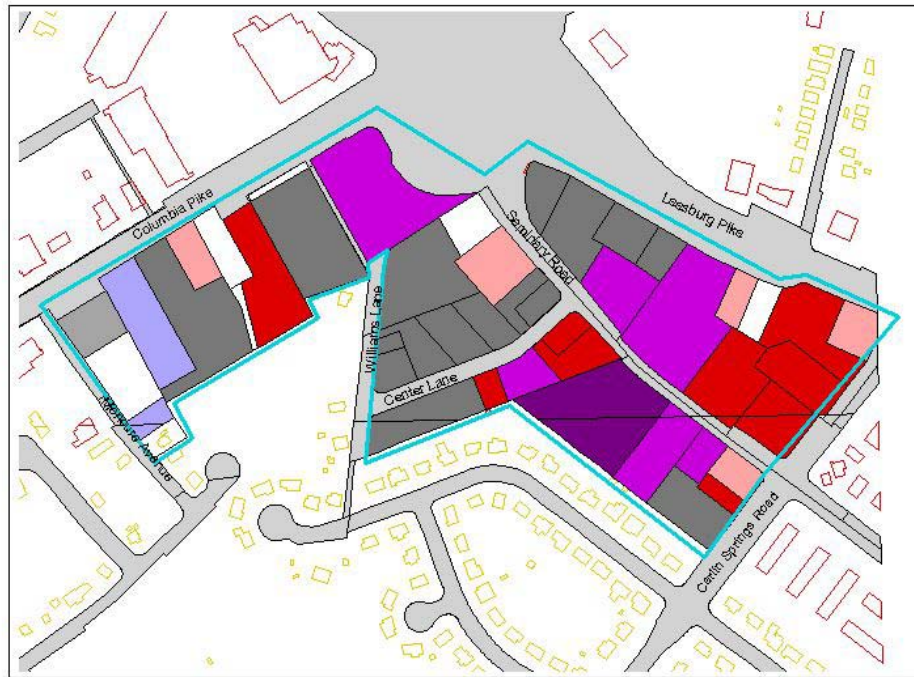
There has been limited recent development activity within the Southeast Quadrant in recent years. Most of this activity has been improvements to existing buildings. This has included the conversion of a former furniture storage to an office and staging facility for a company that provides wood, metal and stone restoration services and maintenance at a property located at the intersection of Seminary Road and Center Lane. Another property owner of an office building on Columbia Pike undertook façade improvements to an existing office building.

However, the pace of development activity within this quadrant is picking up as several property/business owners are planning new construction and/or rehabilitation of their existing sites. For example, a property owner is planning to construct a new automotive repair facility on an existing vacant site on Leesburg Pike. Another property owner is presently going through the special exception process with the County to get permission to expand an existing automotive repair facility on Center Lane. Along Leesburg Pike and Seminary Road, a property owner is presently in the process of upgrading two existing office buildings with façade and building improvements. In addition, a property owner along Center Lane has plans to renovate an existing warehouse type building that currently houses automotive uses to a showroom type facility for carpets and other textiles. The largest planned near term redevelopment planned is at a 4-acre site along Columbia Pike that currently comprises a telephone staging facility, restaurant, parking lot and automotive repair shop. According to the property owner who is a real estate development firm, they are planning to redevelop this site within five years.

## 2.2 Land Use & Building Stock

The Southeast Quadrant (see Exhibit 2) of the Bailey's Crossroads and Seven Corners Commercial Revitalization District comprises approximately 33 acres in an area bounded by Columbia Pike to the northwest, Leesburg Pike to the northeast, Moncure Avenue to the southwest and Carlin Springs Road/Scoville Road to the southeast. The area is dominated by automotive repair and warehouse/storage facilities along Center Lane and Seminary Road with office and neighborhood serving retail uses along Columbia Pike and Leesburg Pike.

## Exhibit 2: Land Use Bailey's Crossroads Commercial Revitalization District Southeast Quadrant



Nearly 40 percent of the land area (or 12.3 acres) within the Southeast Quadrant is comprised of automotive related uses, including automotive repair and maintenance centers and automotive sales facilities (new and used vehicles). Approximately 20 percent (or 6.7 acres) of the Southeast Quadrant consists of warehousing and storage facilities. This includes three regional and national public storage facilities (Storage USA, Public Storage, U-Store) as well as the national archives for the American National Red Cross.

Office space comprises 16 percent (or 5.3 acres) of the land area within the Southeast Quadrant. The remaining uses include retail (e.g. furniture, restaurants, video store) and wholesale (baked goods) trade facilities, government-owned space (Homeless Shelter, vacant land), communications facility and an animal hospital. There is only one vacant land parcel within the Southeast Quadrant – a 0.6-acre site considered excess county land located at the corner of Columbia Pike and Moncure Avenue.

**Exhibit 3. Land Use by Property Size  
SE Quadrant Bailey's Crossroads**

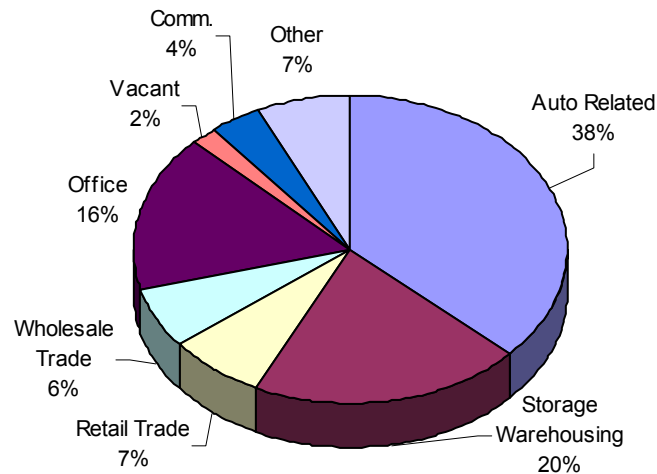


Exhibit 4 summarizes the land use by number of properties and total size for the Southeast Quadrant.

<b>Exhibit 4. Land Use by Number of Properties and Size Bailey's Crossroads Southeast Quadrant</b>				
<b>Use</b>	<b>No. of Parcels</b>	<b>Percent</b>	<b>Area (ac.)</b>	<b>Percent</b>
Auto Related	17	39%	12.3	37%
Storage/Warehousing	6	14%	6.7	20%
Retail Trade	5	11%	2.4	7%
Wholesale Trade	1	2%	2.1	6%
Office	8	18%	5.5	17%
Vacant	1	2%	0.6	2%
Communication	1	2%	1.2	4%
Other*	5	11%	2.3	7%
<b>Total</b>	<b>44</b>	<b>100%</b>	<b>33.1</b>	<b>100%</b>

\* Includes animal hospital, parking, government-owned space

Source: Fairfax County Department of Information Technology, BBP Associates

The building stock within the Southeast Quadrant has deteriorated through the years. The types and condition of buildings found within this area is wide ranging, but predominantly comprise one-story brick and cement block structures. The automotive related uses primarily consist of smaller scale automobile repair shops where significant space is dedicated to on-site automobile storage and maintenance on parking lots. The warehousing/storage buildings primarily are large-scale buildings that were either constructed specifically for storage or where an existing building was re-used to accommodate storage (e.g. Public Storage facility located in former airport hanger). The office space primarily consists of two multi-floor "Class C"<sup>1</sup> office buildings that accommodate local and regional office tenants. One of these

<sup>1</sup> According to the Urban Land Institute's *Office Development Handbook*, Class A office space can be characterized as buildings that have excellent location and access, attract high quality tenants, and are managed professionally. Building materials are high quality and rents are competitive with other new buildings. Class B buildings have good locations, management, and construction, and tenant standards are high. Buildings should have very little functional obsolescence and deterioration. Class C buildings typically are older and smaller and have the lowest level of quality office space. These buildings are typically 15 to 25 years old but are maintaining steady occupancy.



office buildings recently underwent cosmetic improvements to its interior and the owners of the other office building has plans to improve their building as well with façade and structural enhancements.

In terms of building age, more than 65 percent of the buildings were constructed before 1970. A majority of the buildings were constructed during the 1950s as the opening and operation of Crossroads Airport catalyzed development nearby. The construction of an airport hanger within the Southeast Quadrant to service the airport helped spur additional development activity. Since 1990 there has only been one building constructed although several owners have performed improvements to their existing buildings.

<b>Exhibit 5. Primary Structure Year Built Bailey's Crossroads Southeast Quadrant</b>		
	<b>No. of Parcels</b>	<b>Percent</b>
Before 1950	2	4.5%
1950 - 1959	19	43.2%
1960 - 1969	7	15.9%
1970 - 1979	4	9.1%
1980 - 1989	4	9.1%
1990 and After	1	2.3%
Unknown/Vacant	7	15.9%
<b>Total</b>	<b>44</b>	<b>100.0%</b>

*Source: Fairfax County Department of Information Technology*

### 2.3 Property Ownership

The Southeast Quadrant comprises a total of 44 separate parcels ranging in size from one-tenth of an acre to slightly more than two acres. There are a total of 28 separate owners within this area as some property owners owning multiple parcels (most of these multiple properties are contiguous to each other). In terms of size, most owners have small properties. For example, more than 60 percent of the property owners have less than one acre and 93 percent of the property owners have land that total three acres or less. Within the Southeast Quadrant there are only two owners who have properties greater than three acres. Exhibit 6 summarizes the parcel size by property owners for the Southeast Quadrant.

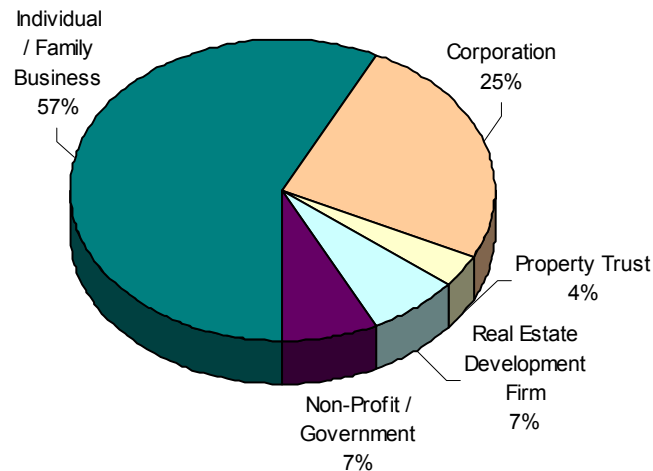
<b>Exhibit 6. Parcel Size by Owner Bailey's Crossroads Southeast Quadrant</b>		
	<b>No. of Owners</b>	<b>Percent</b>
< than 0.5 acres	7	25%
0.5 - 1 acre	10	36%
1 - 2 acre	6	21%
2 - 3 acre	3	11%
3 - 4 acre	0	0%
> than 4 acres	2	7%
<b>Total</b>	<b>28</b>	<b>100%</b>

*Source: Fairfax County Department of Information Technology*

There is a wide range of types of property owners within the Southeast Quadrant. Individual/family owned properties comprises the largest type of property owner in the area. Nearly 60 percent of the property owners are individuals or a family who either operates a business on site or leases the property to a tenant. Most of these individuals or families are located in the Metropolitan Washington, DC region. The second most frequent type of property owners are regional or national corporations who operate their

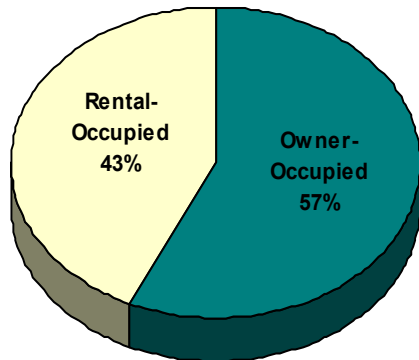
business at the site. More than one-quarter (25 percent) are corporate owned sites such as Interstate Brands Corp. (e.g. Wonder Bread), Storage USA, Public Storage and Radley Acura. The remaining property owners include two real estate development firms (Weissberg Corp. and Landmark Communities), public and quasi-public agencies (American Red Cross and Fairfax County) and a property trust. Exhibit 7 summarizes the property ownership by type within the Southeast Quadrant.

**Exhibit 7. Property Ownership by Type  
Southeast Quadrant Bailey's  
Crossroads**

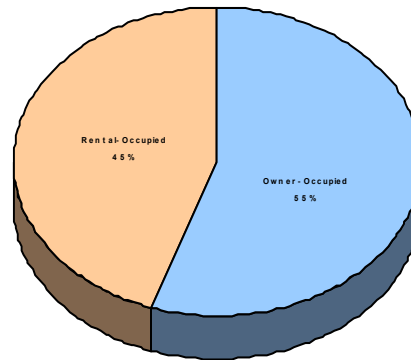


Owner-occupied properties dominate the Southeast Quadrant. In terms of the number of owners, more than 58 percent (or 25 owners) are owner-occupants, in other words, they are the tenant and the landlord. These include property/business owners who conduct automotive and warehousing activities as well as retail trade and limited amount of office space. Rental-occupied properties comprise the remaining 42 percent (or 19 property owners) and include those sites where a tenant does not own the property, but has a lease with the property owner. These include primarily office and retail related uses with a limited amount of automotive and warehousing. When considering the property size, 55 percent (or 18 acres) is owner-occupied property compared to 45 percent (or 15 acres) of rental-occupied property. Exhibits 8 and 9 summarize the property ownership occupancy by number of property owners and property size.

**Exhibit 8. SE Quadrant Owner Occupancy  
By Property Ownership**



**Exhibit 9. SE Quadrant Occupancy  
by Property Size**



In terms of property ownership history there is a combination of long-term ownership and recent sales transaction where the property has changed hands. More than 35 percent of owners have owned their property for more than 25 years and typically have operated their business for that length of time. Some property owners indicated that the property has been passed on to them or they plan to pass the property to their offspring. In some instances, the property has been owned by a single property owner for more than 60 years. According to the Fairfax County Department of Tax Administration (website: <http://www.fairfaxcounty.gov>), there has been 10 sales transactions within the Southeast Quadrant since 2000. Some of these transactions involved tenants who purchased the property on which they operated a business. The most recent of these involved automotive related uses where the existing automotive business owner who was a tenant purchased the property from the owner to continue to operate their business.

<b>Exhibit 10. Ownership History Southeast Quadrant Bailey’s Crossroads</b>		
<b>Owned since</b>	<b>No. of Parcels</b>	<b>Percent</b>
1969 and Prior	9	20%
1970 - 1979	7	16%
1980 - 1989	9	20%
1990 - 1999	8	18%
2000 and Later	10	23%
Unknown	1	2%
<b>Total</b>	<b>44</b>	<b>100%</b>

*Source: Fairfax County Department of Information Technology*

## 2.4 Zoning

The Southeast Quadrant is located within the Bailey’s Crossroads and Seven Corners Commercial Revitalization District, a special overlay zoning ordinance developed in 1998, to encourage economic development activities in older commercial areas of the County. The underlying zoning within the Southeast Quadrant is Highway Commercial District (C-8) which encompasses 95 percent of the area. The remaining area is designated Limited Office District (C-2) and Office District (C-3) which include two properties (an office building and a parking lot).

Within the Bailey’s Crossroads and Seven Corners Commercial Revitalization District, all uses are permitted by right in the underlying zoning district regulation (e.g. C-8 for Southeast Quadrant), except vehicle transportation service establishments, which are allowed by right or by special exception under certain provisions. According to the Fairfax County Department of Planning and Zoning<sup>2</sup>, there have been two special exceptions approved within the Southeast Quadrant since 2000. These special exceptions permitted the addition of land area, site modifications and modifications of development conditions for a previously approved vehicle sales, rental and ancillary service establishment. Exhibit 11 provides examples of permitted uses within the C-8 Highway Commercial District by right and by special exception.

<b>Exhibit 11. Bailey’s Crossroads and Seven Corners Commercial Revitalization District Zoning Overview (C-8 Highway Commercial District)</b>	
<b>Examples of Uses Permitted <u>by Right</u></b>	<b>Examples of Uses Permitted <u>by Special Exception</u></b>
<ul style="list-style-type: none"> <li>• Vehicle light service establishments (1/)</li> <li>• Vehicle transportation service establishments (1/)</li> <li>• Business service and supply establishments</li> <li>• Contractor’s offices and shops</li> <li>• Churches and other places of worship</li> <li>• Cultural centers/museums</li> <li>• Eating establishments</li> <li>• Financial institutions</li> <li>• Theatres</li> <li>• Garment cleaning establishments</li> <li>• Hotels, motels</li> <li>• Telecommunications facilities</li> <li>• Offices (2/)</li> <li>• Veterinary hospitals</li> <li>• Personal service establishments</li> <li>• Public uses</li> <li>• Repair service establishments</li> <li>• Retail sales establishments</li> <li>• Wholesale trade facilities</li> <li>• New vehicle storage (3/)</li> </ul>	<ul style="list-style-type: none"> <li>• Transportation facilities (limited to bus or railroad stations, WMATA facilities)</li> <li>• Quasi-public uses (e.g. medical care facilities, child care centers)</li> <li>• Commercial off-street parking in Metro Station areas as a temporary use</li> <li>• Drive-in banks</li> <li>• Fast food restaurants</li> <li>• Service station/mini-marts</li> <li>• Drive-through pharmacy</li> <li>• Car washes</li> <li>• Commercial recreation restaurants</li> <li>• Mini-warehousing establishments</li> <li>• Pawnshops</li> <li>• Truck rental establishments</li> <li>• Vehicle light service and major service establishments</li> <li>• Vehicle sale, rental and ancillary service establishments</li> </ul>
<p><i>Notes</i></p> <p>1/ Automobile-oriented uses, drive-in banks, fast food restaurants, quick-service food stores and vehicle light service establishments are allowed by right if they are located within the main structure of a shopping center or by special exception if they are not located in such a facility.</p> <p>2/ Offices may, as a buy right use, occupy a total gross floor area of 85 percent of the maximum floor area permitted on the lot in accordance with the maximum floor area of the district. An increase in office use up to 100 percent of the maximum floor area permitted for the district may be allowed.</p> <p>3/ New vehicle storage permitted by right when located within a parking structure that is accessory to another use, and provided that the spaces devoted to new vehicle storage are in excess of the minimum number of off-street parking spaces required for the use to which the structure is accessory.</p> <p><i>Source: Fairfax County Zoning Ordinance</i></p>	

Fast food restaurants, automobile-oriented uses, drive-in banks, quick-service food stores and vehicle light service establishments are permitted by right when certain provisions are met. For example, vehicle light service establishments are permitted *by right* when located within the main structure of a regional shopping center or allowed *by special exception* if such limitations are not met. For these uses, an approved unified site plan is required.

<sup>2</sup> Source: Fairfax County Department of Planning and Zoning LDSnet which provides access to information in the Fairfax County Land Development System (LDS). LDSnet is comprised of two systems: the Zoning and Planning System (ZAPS) and the Plan and Waiver System (PAWS).

In the Bailey's Crossroads and Seven Corners Commercial Revitalization District, the Fairfax County Board of Supervisors may approve, either in conjunction with the approval of a rezoning or as a special exception, the following:

- A modification or waiver of the minimum lot size, minimum yard and/or minimum open space requirements of the underlying zoning district regulations,
- An increase in the amount of office use permitted, increase in the maximum permitted building height or increase in the maximum permitted FAR in accordance with the underlying zoning district regulations,
- A use allowed by special exception in the underlying zoning district regulations, to include other applicable special exception uses,
- A modification or waiver of the provisions of a Commercial Revitalization District, as provided for in that district, and/or
- The establishment of a vehicle transportation service establishment in the C-8 District.

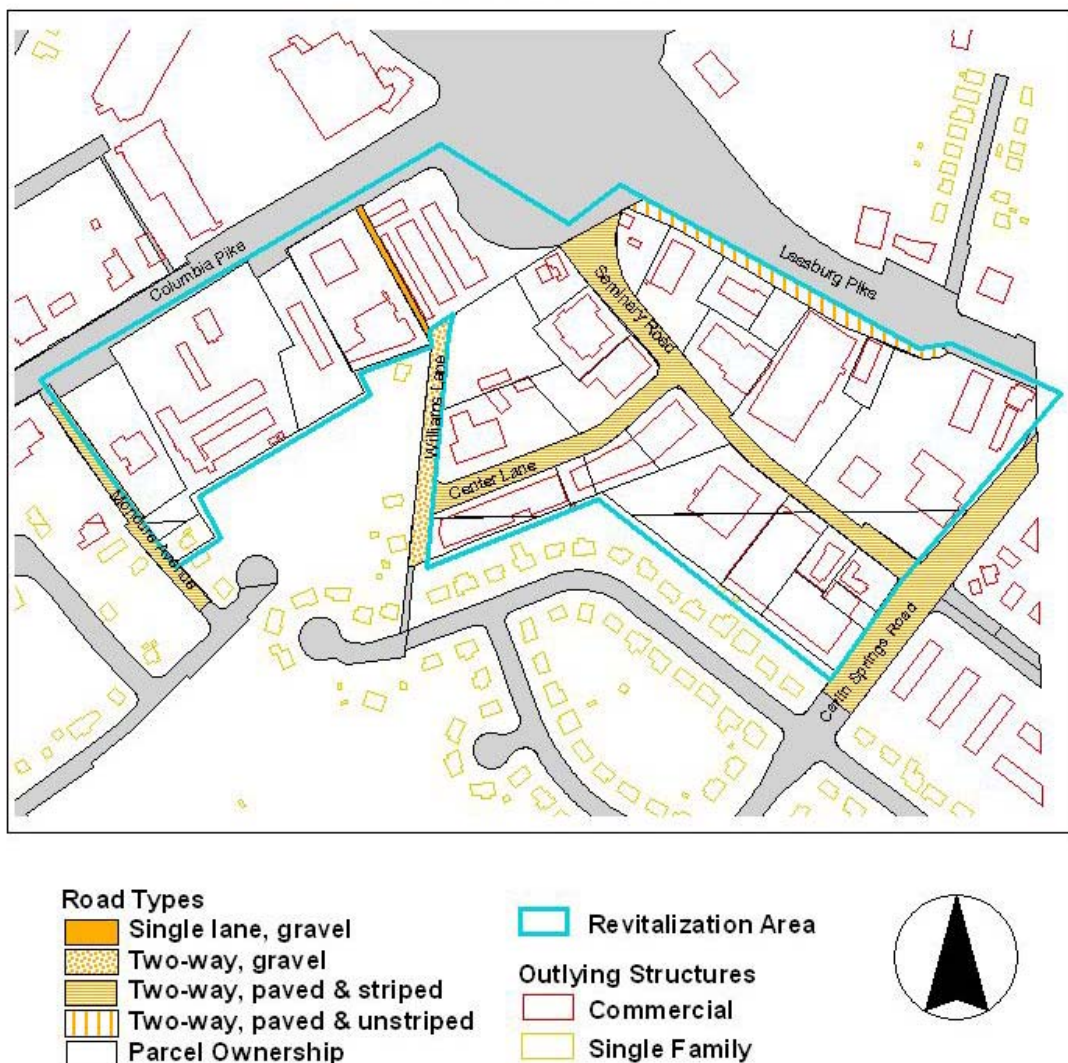
Exhibit 12 provides a comparison of modifications or waivers for uses within the Bailey's Crossroads and Seven Corners Commercial Revitalization District and the underlying Highway Commercial District (C-8) which comprises the Southeast Quadrant.

<b>Exhibit 12. Comparison of Zoning Districts in Southeast Quadrant: Bailey's Crossroads and Seven Corners Commercial Revitalization District &amp; Highway Commercial District (C-8)</b>		
<b>Category</b>	<b>Bailey's Crossroads and Seven Corners Commercial Revitalization District</b>	<b>Highway Commercial District (C-8)</b>
Minimum Lot Size Requirement	As specified in the underlying zoning district regulations, except that the minimum lot size requirements may be modified or waived by the Board	40,000 sq. ft.
Minimum Yard Requirements	As specified in the underlying zoning district regulations, except that the minimum front yard in commercial districts shall be 20 feet or in accordance to comprehensive plan requirements	Front yard: 40 feet Side yard: No requirement Rear yard: 20 feet
Maximum Building Height	As specified in the underlying zoning district regulations. In addition, an increase in maximum building height may be allowed for those uses allowed by special exception	40 feet
Open Space	As specified in the underlying zoning district regulations, except that open space requirements may be modified or waived by the Board	15% of area shall be landscaped open space
Maximum Floor Area Ratio	As specified in the underlying zoning district regulations, except an increase in the FAR may be allowed for those uses by special exception	0.70
<i>Source: Fairfax County Zoning Ordinance</i>		

## 2.5 Transportation

The Southeast Quadrant of the Bailey's Crossroads and Seven Corners Commercial Revitalization District is located to the immediate southeast of the intersection of two major arterial roadways – Columbia Pike (Route 244) and Leesburg Pike (Route 7). These roadways are two major regional access providers and connect to several interstate highways, including Interstate 495 and Interstate 395/95. The 32-acre area is bounded by Columbia Pike to the northwest, Leesburg Pike to the northeast, Moncure Avenue to the southwest and Carlin Springs Road/Scoville Street to the southeast.

**Exhibit 13. Road Types**  
**Bailey's Crossroads Commercial Revitalization District**  
**Southeast Quadrant**



Access to the site is not well developed or defined. Exhibit 13 provides a visual summary of the transportation system and condition/type of roadways within the Southeast Quadrant. The primary source of circulation within the quadrant is provided by Seminary Road, a two-lane road which loops around the eastern portion of the quadrant from Carlin Springs Road/Scoville Street connecting to the Columbia Pike/Leesburg Pike westbound cloverleaf interchange and spilling on to Leesburg Pike. Seminary Road serves as a collector and access road for Leesburg Pike, routing traffic from the interior of the site to

arterial roadway. Center Lane, a two-lane road, forms a partial spine in the interior of the area connecting Seminary Road with Williams Lane. Williams Lane is a dirt/gravel road that forms the western border of the study area, separating the automotive and storage uses along Center Lane and the eastern side of Williams Lane from the new residential townhomes under construction to the west.

In terms of transportation linkages to the surrounding area, the Southeast Quadrant has often been referred to as an “island” in the middle of Bailey’s Crossroads. The poor access to the site serves as a barrier for users who wish to gain access to the site and, according to some, has contributed to the deteriorating condition of the site. The unconventional roadway configuration (mixing of regional highway movement along Leesburg Pike with local access along Seminary Road) makes access to the site difficult. Williams Lane provides access to Center Lane via Columbia Pike, however, Williams Lane becomes a narrow, one-way road to Columbia Pike that has poor visibility. A median-separated Columbia Pike provides access to the site *only* via the north/east bound side of the roadway. Access to uses along Columbia Pike from the south/west bound side of Columbia Pike is difficult.

The conditions of the roadways within the Southeast Quadrant are poor. Seminary Road is a paved, two-lane roadway that provides the majority of access to the site. However the roadway, which becomes an access road, is not striped as it connects to Leesburg Pike. Center Lane is a two-way local road that is striped only along a portion of the road (half of the road is owned and maintained by Fairfax County and the other half is owned and maintained by the Commonwealth of Virginia) and has numerous potholes. Williams Lane is in the poorest condition of any roadway within the Southeast Quadrant. This gravel road abuts a residential neighborhood to the south and often has standing water during rainy times serving as a breeding ground for mosquitoes.



Seminary Road



Center Lane



Williams Lane

In terms of public transportation, the Washington-Metropolitan Area Transit Authority (WMATA) maintains several Metro bus stations within this area. WMATA is also looking at transit alternatives for Columbia Pike from the Pentagon/Pentagon City area in Arlington County to Bailey's Crossroads in Fairfax County. The Pike Transit Initiative will either be a form of light rail transit or bus rapid transit (BRT) whose goals will be to provide high-capacity transit connections linking neighborhoods, employment centers and the regional Metrorail system. As part of this study, the Pike Transit Initiative is looking at potential locations for a light maintenance facility for outdoor storage and washing of vehicles along the Columbia Pike corridor. One potential location for this facility that has been identified is the Southeast Quadrant along Seminary Road (other potential locations include adjacent to Pentagon along Interstate 395, Pentagon parking lot and VDOT facility along Columbia Pike by Navy Annex). At this time, there has been no determination as to location and facility requirements for such a facility. The Pike Transit Initiative is a long-term process that is anticipated to take more than a decade in planning and/or implementation, if it is to be implemented, and whose time frame is likely beyond those framed in this study.



## 2.6 Urban Design/Streetscape

The urban design concept for Bailey's Crossroads is to facilitate revitalization of the area by enhancing its traditional functions while creating new opportunities for redevelopment and for reinvestment in existing businesses. Urban design is supported by two elements – building orientation & character and streetscape design.

Building orientation and character focuses on the scale of buildings including height and mass, setbacks, architectural form, distinctive features and placement on the site. Streetscape design includes the network of streetscape improvements (vehicle and pedestrian) provided for utilities, street trees and other landscaping, sidewalks, street furniture, lighting and signage. Both the building character and streetscape form the urban design character of an area.

The Southeast Quadrant is characterized by an automobile-oriented, suburban development pattern with low buildings surrounded by surface parking. The buildings within this area have deteriorated through the years and it appears that several need major improvements. A majority of the buildings were constructed in the 1950s as this area became more intensely developed. The buildings mainly comprise one-story brick and cement block structures. The automotive related uses tend to consist of smaller scale repair shops where significant space is dedicated to on-site automobile storage and maintenance. The warehousing/storage buildings primarily are larger-scale buildings to accommodate the several hundred storage lockers. The office uses consist of multi-floor "Class C" office buildings, one of which recently underwent cosmetic improvements and another office building that has plans for façade and structural enhancements.

A pedestrian-friendly and attractive streetscape is non-existent within the interior of the Southeast Quadrant. There are no sidewalks along Seminary Road, Center Lane, or Williams Lane. Sidewalks are present along Columbia Pike and Carlin Springs Road (but terminates when the road becomes Scoville Road at the intersection of Seminary Road). An old and run-down chain link fence runs along Leesburg Pike separating the arterial from Seminary Road. While it appears that this barrier was constructed to hinder mid-street crossings by pedestrians, the barrier further isolates the Southeast Quadrant as an undesirable area.



Fencing and lack of sidewalks, Seminary Road



Lack of sidewalks, Center Lane



Lack of sidewalks, Williams Lane

In an effort to support the County's continuing revitalization efforts, the Fairfax County Board of Supervisors identifies actions, including capital projects, to improve the economic health of mature commercial areas such as the Bailey's Crossroads and Seven Corners Commercial Revitalization District. One project that has recently been implemented in the District is streetscape improvements along Columbia Pike, including the area within the Southeast Quadrant.

Within the Southeast Quadrant, the Columbia Pike Streetscape Project is a \$3.1 million capital project that included the design and construction of brick sidewalks, street lighting, street furniture and tree plantings along Columbia Pike from Moncure Avenue to Route 7. This project was funded through the Commercial Revitalization Bond Referendum approved in 1988 which included \$22.3 million for commercial revitalization projects in the County. Improving the streetscape within the Southeast Quadrant is an important public sector action that can help build momentum for revitalization within the Southeast Quadrant. By creating a more pedestrian-friendly environment and showcasing public sector investment, these types of actions can facilitate private sector participation in the redevelopment and rejuvenation of areas like the Southeast Quadrant.



Columbia Pike Before Streetscape Project



Columbia Pike After Streetscape Project Completed

## Section 3 Public Policies & Plans

### 3.1 Fairfax County Comprehensive Plan

The primary public policy document that guides planning and (re)development within Bailey's Crossroads and the SE Quadrant is the Fairfax County Comprehensive Plan. The Comprehensive Plan consists of the Policy Plan, four Area Plans, the Plan Map and the Transportation Plan Map. The Policy Plan contains the goals, objectives and policies guide planning and development review by describing future development patterns in Fairfax County.

The County's 1990 Policy Plan introduced the concept of "Community Business Centers" (CBC) to provide more focused redevelopment and revitalization guidance for land use, urban design and transportation within certain areas of the County that have shown signs of deterioration. One of these areas is the Bailey's Crossroads Community Business Center, a 530-acre area centered at the interchange of Leesburg Pike (Route 7) and Columbia Pike (Route 244) which contains several community- and neighborhood-serving shopping centers, as well as Skyline Center. The Bailey's Crossroads CBC is located in the Bailey's Planning District and includes the Southeast Quadrant.

The recommendation of Bailey's Crossroads as a designated CBC implies the retention, redevelopment and revitalization of community-serving retail uses. The concept for future development for Bailey's Crossroads as part of the Comprehensive Plan envisions, in addition to community-serving retail uses, a mixture of neighborhood-serving retail, office, residential and recreational/cultural uses developed with a pedestrian scale and character. The planning objectives for achieving this vision include:

- Improve the appearance and function of the CBC through coordination of land uses accompanied by the application of urban design guidelines such as building design and orientation, streetscape improvements, unified signage, landscaping and pedestrian-oriented amenities
- Retain neighborhood-serving retail uses and improve the economic vitality of these uses through commercial revitalization
- Provide transitions from more- to less-intensive uses, with buffering and screening between commercial and residential uses
- Foster future transportation improvements that positively affect planned redevelopment or revitalization activities

The planning guidance provided by the Fairfax County Comprehensive Plan's *Concept for Future Development* is one of the principal elements used in formulating Area Plan recommendations. The Concept and its associated land use guidance recommend the predominant use, character and intensity envisioned for land areas. Within the overall Concept for Future Development for Bailey's Crossroads, the Plan outlines specific recommendations for the SE Quadrant (classified as Sub-Unit D-2 within the Comprehensive Plan).

The vision for the western portion of the Southeast Quadrant, which fronts on Columbia Pike between Moncure Avenue and the interchange, provides for community-serving retail or office use (up to .35 FAR<sup>3</sup>) with median cuts allowing bi-directional access to this area from Columbia Pike. With consolidation of parcels within this area, an alternative use planned is residential at 4-5 dwelling units per acre.

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<sup>3</sup> FAR is the ratio of the floor area of a building to the area of the lot on which the building is located. For example, if a 10,000 square foot office building occupied a 20,000 square foot lot, its FAR would be expressed as 0.50, indicating that there is 1 square foot of building for each 2 square feet of land area. If that same site contained a 2,000 square foot building, the FAR would be 0.10 because the building area is equal to 10% of the land area.

The vision for the eastern portion of the Southeast Quadrant, which includes parcels on Seminary Road and Leesburg Pike from the interchange with Columbia Pike to Carlin Springs Road and including the area fronting on Center Lane, is community-serving retail and office use (up to .35 FAR) with buffering and landscaping provided adjacent to residential uses.

To encourage revitalization and to allow for flexibility in the redevelopment of the SE Quadrant, and to insure a transition in land use intensity between commercial uses and adjacent residential neighborhoods, the zoning ordinance allows for increased Floor Area Ratio (FAR<sup>4</sup>) (up to .70) or increased residential density (at 12-16 dwelling units per acre) with additional consolidation of parcels, improved access and effective screening between commercial and residential uses.

### **3.2 Commercial Revitalization Districts/Areas**

To further support the revitalization process, a consultant's study (*Commercial Redevelopment Plan: Bailey's Crossroads and Seven Corners Revitalization Areas*, Hunter Interests, Inc., 1997) of the potential for revitalization within the Bailey's Crossroads CBC was prepared in 1997 for the County's Department of Housing and Community Development. This study included market analyses and urban design, transportation and redevelopment recommendations for the Bailey's Crossroads and Seven Corners Revitalization Areas.

In 1998, the Fairfax County Board of Supervisors amended the Fairfax County Zoning Ordinance to create seven Commercial Revitalization Districts/Areas within Fairfax County. As part of this amendment, the Board designated the Bailey's Crossroads CBC as part of the Bailey's Crossroads and Seven Corners Commercial Revitalization District (CRD). This designation is a special category within the County's Zoning Ordinance to encourage economic development activities in the older commercial areas of the County by providing greater flexibility within certain zoning regulations and having urban design measures such as streetscape and landscaping.

The provisions of the Commercial Revitalization Districts are intended to accommodate renovations and changes to existing developments, as well as to foster new development and redevelopment. The provisions allow flexibility for approvals for reduced front yards, parking requirements, transitional and parking lot landscaping requirements, and greater building heights in certain districts consistent with the Comprehensive Plan. In addition, this overlay district establishes a new special exception use to allow consideration of all requested modifications/waivers or uses, to include requests related to site development waivers such as open space, FAR and building heights as well as uses allowed by special exception. New flexibilities allowed under this special exception use include allowing a greater percentage of office use in C-8 District and modifications/waivers of all minimum yard requirements.

While all rezoning and special exception applications must go through a two step public hearing process in Fairfax County, those accepted zoning applications located within a Commercial Revitalization District are given an expedited zoning scheduling process. For example, no motion by the Board of Supervisors or Board of Zoning Appeals (for special permit and variance applications) is required to obtain this expedited status. The scheduling of the Planning Commission and Board of Supervisors' public hearing dates for all rezoning and special exception applications will be scheduled immediately after the other so only one concurrent written legal notification is required to be completed by the applicant (instead of two separate ones).

In addition, certain development and redevelopment proposals that require a rezoning or special exception permit within a Revitalization District may qualify for concurrent processing of a Comprehensive Plan amendment with the zoning application. The purpose of this concurrent processing is to cut down on the

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<sup>4</sup> Floor Area Ratio is the ratio of the gross floor area of a building to the total area of the site.

time it takes to have amendments to the Comprehensive Plan considered which may discourage proposals that further implementation of revitalization objectives. This concurrent process is reserved for development proposals requiring a zoning application that address certain revitalization objectives, such as elimination of blighted property, increases employment by at least 25 full-time employees, consolidates two or more parcels totaling at least two acres or significantly advances the revitalization goals, objectives and policies as set forth in the Policy Plan element of the Comprehensive Plan.

A facilitated process has been established for the review of zoning applications located within a Commercial Revitalization District. The process utilizes a “team” approach for review of such applications with experts in the various areas of responsibility (e.g. land use, environment, transportation, public works) working together under the lead planner from the Zoning Evaluation Division. This includes facilitating a concurrent processing of a site plan with a rezoning or special exception application and addressing waivers and modifications typically related to site plans at the time of zoning approval to save time and money.

In 1999, a consultant’s study (*Analysis of Development Opportunities within Bailey’s Crossroads Southeast Quadrant*, TAI Realty Advisors, 1999) prepared for the Department of Housing and Community Development of the Southeast Quadrant evaluated development opportunities to determine the feasibility of specific development opportunities based on a “highest and best use” concept in line with the County’s planning objectives and current market conditions. This report presented a very preliminary level of market and financial analyses that benefited from discussions with few property owners within the study area. Findings from this study included:

- Existing 5.4-acre site along Columbia Pike at the intersection of Moncure Avenue is an attractive development opportunity for community retail uses which can be stimulated by County decision to sell its vacant parcel and public investment in infrastructure
- Existing 6.3-acre site between Leesburg Pike and Seminary Road to Carlin Springs Road is also an attractive redevelopment opportunity for retail uses as a highest and best use
- County must take initiative in encouraging and directing initial redevelopment within the Southeast Quadrant through land assemblage, subsequent rezoning and soliciting developer involvement

### **3.3 Pike Transit Initiative**

The Washington Metropolitan Area Transit Authority, in cooperation with Arlington County, Fairfax County, Virginia Department of Transportation (VDOT) and the Virginia Department of Rail and Public Transportation, is currently examining alternatives for a new high-capacity transit service along Columbia Pike from the Pentagon/Pentagon City area to Bailey’s Crossroads. Working closely with local jurisdictions, neighborhoods, and community groups, a preferred transit investment (e.g. light rail, streetcar, or bus rapid transit) for the corridor will be developed. The Pike Transit Initiative is a twelve-month study (Spring 2004 through Winter 2005) carried out in conjunction with recommendations outlined in previous Arlington County studies and in the Fairfax County Comprehensive Plan. The major goals of the Pike Transit Initiative include the following:

- Increase mobility within the Columbia Pike corridor
- Contribute to and serve as a catalyst for economic development
- Provide a safe environment for all modes of travel
- Improve regional transportation connections
- Complement community goals to create a pedestrian-friendly main-street style environment in the corridor

The Pike Transit Initiative is looking at a variety of transit vehicle technologies ranging from low capacity options such as circulator buses to high capacity options such as bus rapid transit<sup>5</sup> (BRT) and light rail transit<sup>6</sup> (LRT). The Pike Transit Initiative is currently examining including a BRT/LRT terminal station/turn around area within the study area. This could include locating a light maintenance facility for outdoor storage and washing of transit vehicles. According to officials studying the transit alternatives, there has been no determination as of November 2004 as to the location or facility requirements for such a facility. This facility could include the possible incorporation of retail around the facility. Other locations for the maintenance facility under consideration include: Southside of I-395 (North Tract near Pentagon), Pentagon parking lot, and the VDOT facility on Columbia Pike across from Navy Annex. Planning for the Pike Transit Initiative is still in the preliminary stages, and should the decision be made to undertake such a transit project, additional detailed studies will need to be conducted that will take years to complete. The Pike Transit Initiative is a long-term process that is likely outside the time-frame provided in this study, but should be monitored as planning progresses over the next couple of years.

### **3.4 Capital Improvement Program**

One of the primary sources of capital funding within the Bailey's Crossroads Revitalization District is the Commercial Revitalization Bond Referendum approved in 1988 and included \$22.3 million for commercial revitalization projects in six areas of the County. The types of improvements funded under this program through bond proceeds are varied and include: undergrounding utilities; roadway design and construction; streetscape improvements that consist of new brick sidewalks, street trees and plantings, street furniture, signage, and bus shelters; and land acquisition.

One of the recent accomplishments of this capital improvement program within the Southeast Quadrant of the Bailey's Crossroads and Seven Corners Commercial Revitalization District is the Columbia Pike Streetscape project. The \$3.1 million project improvements extend approximately one mile along Columbia Pike from Lacy Boulevard to the Arlington County line and include both streetscape and roadway improvements. Streetscape enhancements include 5-foot-wide brick-paved sidewalks, decorative printed crosswalks, acorn streetlights, landscaping and bus plazas. The roadway improvements include the removal of existing service roads and construction of additional through lanes.

According to the Revitalization Program Capital Improvement Program, the total funding for the Bailey's Crossroads Streetscape project is \$6.2 million of which a remaining \$1.8 million has been allocated for FY2005-2009. The funding for this program is from bond proceeds. This streetscape program can have a positive impact on the area, in particular for improving the pedestrian environment along Columbia Pike, which can further catalyze reinvestment in this strategic area. Currently, there is tentative funding of approximately \$20 million for the Revitalization Program (which includes all seven Revitalization Districts, including the Bailey's Crossroads and Seven Corners Commercial Revitalization District) which could be used for capital improvement projects in the Southeast Quadrant.

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<sup>5</sup> Bus rapid transit (BRT) is a type of limited-stop bus service developed in the 1990s that relies on technology to help speed up the service. It can operate on exclusive busways, high-occupancy-vehicle lanes, expressways, or ordinary streets. A BRT line combines intelligent transportation systems technology, priority for transit, rapid and convenient fare collection, and integration with land use policy in order to substantially upgrade bus system performance.

<sup>6</sup> Light rail transit (LRT) is a metropolitan electric railway system characterized by its ability to operate single cars or short trains along exclusive rights-of-way at ground level, on aerial structures, in subways or, occasionally, in streets, and to board and discharge passengers at track or car-floor level. It is much cheaper to construct than a traditional subway line but provides a large amount of capacity.

### 3.5 Affordable Housing

Metropolitan Washington, DC is increasingly becoming an expensive place to live. According to the ACCRA Cost of Living Index<sup>7</sup>, which measures the cost of consumer goods and services in 316 urban areas across the United States, including housing, groceries, utilities, transportation and health care, the Washington, DC metropolitan region ranked 5<sup>th</sup> most expensive among major metro areas during the second quarter of 2004. In terms of housing costs, the National Association of Realtors reports that the Washington, DC-MD-VA region had a median sales price of \$364,200 for existing single-family homes as of the third quarter of 2004, an increase of more than 22 percent from the second quarter 2004 average of \$352,400. This is nearly double the US median sales price of \$188,500.

There is an undeniable need for quality, affordable housing within the Washington, DC region. According to the Fairfax County Redevelopment and Housing Authority there are more than 27,000 families in Fairfax County that had incomes less than 80 percent of the area's median income and have need for rental housing in the county. For example, the combined waiting lists for public housing and Housing Choice Voucher (HCV) programs in the county have over 6,600 families waiting for housing units and rental assistance under these programs.

Fairfax County has recently approved a number of programs to increase the number of affordable housing in the county to meet this growing demand. Homebuyers in the county can now receive financial assistance (to help with mortgages, down payments and closing costs) from two state programs through the Virginia Housing Development Authority and the Sponsoring Partnerships and Revitalizing Communities. From the development side, construction funds are available for the construction of affordable housing through the Affordable Housing Partnership Fund of the Housing Trust Fund.

The County also has an Affordable Dwelling Unit (ADU) Ordinance that allows the Housing Authority to purchase up to one-third of the affordable units developed. The ADU Ordinance permits developers a density bonus of up to 10 percent for multi-family structures (less than three stories) permitted in the Comprehensive Plan. In return, the development must include a minimum of 6.25 percent affordable dwelling units. As of November 2004, more than 2,000 affordable homeownership and rental units have been sold or rented to low- to moderate-income individuals and families through this ordinance.

The Fairfax County Comprehensive Plan, Bailey's Crossroads Community Business Center contains a series of areawide recommendations for land use, and includes an affordable housing component that states *"for all development proposals with a residential component, affordable housing should be provided in accordance with the Affordable Dwelling Unit Ordinance and/or other Board-adopted policies regarding affordable housing."*

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<sup>7</sup> ACCRA, a national nonprofit research organization for community and economic development, produces a quarterly index, which measures relative price levels for consumer goods and services in participating cities. The Washington, DC region scored 138.9 (100 is average) during the second quarter of 2004.

## Section 4 Demographic & Economic Profile

### 4.1 Demographic Trends

This section provides an inventory and assessment of the growth trends and demographic characteristics of the population in the Bailey's Crossroads area. A thorough understanding of the area's general population dynamics will help inform the revitalization process. This background information can be used to determine the future needs of the community including infrastructure, provision of county services, employment and economic development, housing, and ultimately the patterns of future land development and redevelopment.

#### Study Areas

Demographic data is organized by four geographic areas. In addition to the study area, information is presented for a ½ - mile walkshed from the center of the study area (defined as the intersection of Center Lane and Seminary Road), the Bailey's Crossroads Planning District, and a larger Bailey's Crossroads region of influence.

#### *½ -Mile Walkshed*

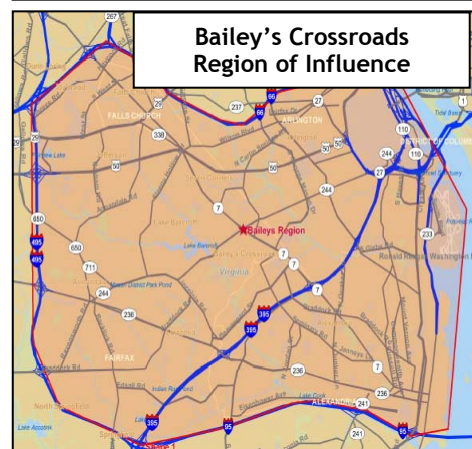
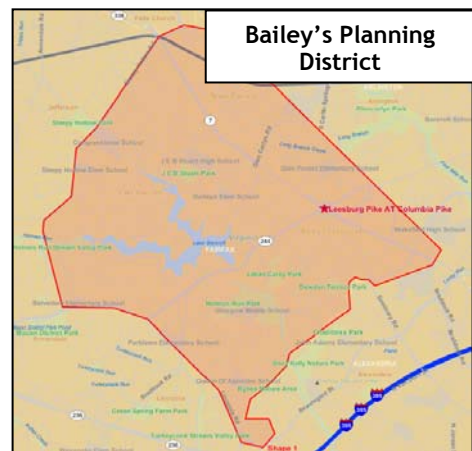
The study area itself does not possess a residential population. A ½ -mile walkshed, however, captures the existing residential character of the area. This area crosses both Leesburg Pike and Columbia Pike and includes established neighborhoods and Glen Forest Elementary School in Falls Church.

#### *Bailey's Planning District*

The Bailey's Planning District is the planning area as demarcated by Fairfax County. This district is comparable to a primary market wherein the study area most directly competes for residents and everyday consumer expenditures. It is defined by the Arlington County line to the east, Alexandria's border to the south, and Sleepy Hollow Road (Route 613) to the north and west. The district includes open space areas such as Lake Barcroft and is served by primary and secondary schools including Sleepy Hollow Elementary, Glasgow Middle School, and J.E.B Stuart High School.

#### *Bailey's Crossroads Region of Influence*

The region of influence captures the larger labor force, residential dynamics, and socioeconomic profile of which the study area is a part. This area approximating between a 5- and 10-minute drive from the study area is physically bounded by the Potomac River to the east, I-95 to the south, I-495 to the west, and I-66 to the north.





## Population

Between 1990 and 2000, each of the study areas experienced population growth (see Exhibit 12 below). The ½-mile walkshed's population increased from 4,772 to 5,428 or at an annual rate of 1.3 percent. Growing at approximately the same rate (1.27 percent), the region of influence's population increased from 378,571 to 429,446. The Bailey's Planning District residential base grew at a rate of nearly 1.5 percent or from 38,024 to 43,989.

Population growth slowed between 2000 and 2004. According to estimates, the ½-mile walkshed lost population dropping from 5,428 to 5,295. Both the Planning District and the region gained population albeit at a slower annual pace than during the nineties.

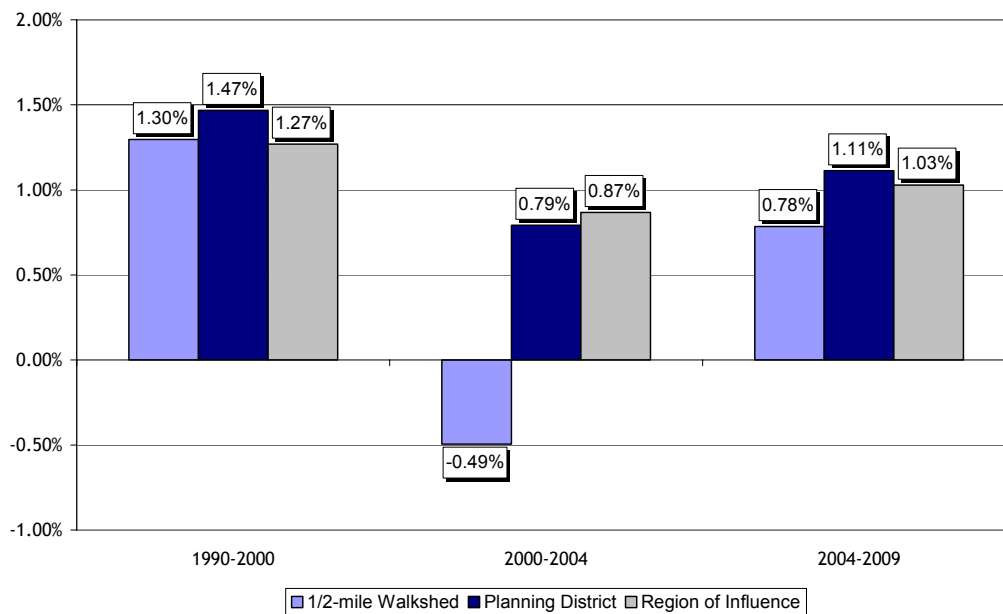
<b>Exhibit 14. Population &amp; Growth Projections</b>			
<b>Bailey's Crossroads Walkshed, Planning District, and Region, 1990 - 2009</b>			
<b>Category</b>	<b>1/2-mile Walkshed</b>	<b>Planning District</b>	<b>Region of Influence</b>
Population, 1990	4,772	38,024	378,571
Population, 2000	5,428	43,989	429,446
<b>Annual Growth Rate, 1990-2000</b>	<b>1.30%</b>	<b>1.47%</b>	<b>1.27%</b>
Population, 2004	5,295	45,760	448,419
<b>Annual Growth Rate, 2000-2004</b>	<b>-0.49%</b>	<b>0.79%</b>	<b>0.87%</b>
Population, 2009*	5,506	48,364	471,976
<b>Projected Annual Growth Rate, 2004-2009</b>	<b>0.78%</b>	<b>1.11%</b>	<b>1.03%</b>

\*Projections are adjusted to include the addition of the 55-unit Ellery Place development

Source: ESRI Business Solutions, BBP Associates

Projections for the 2004 to 2009 period suggest that residential activity is expected to increase throughout the environs of Bailey's Crossroads (see Exhibit 15 below). Populations in the Planning District and the region are projected to increase at an annual rate of roughly 1 percent. The ½-mile walkshed is expected to grow at a more modest rate of 0.78 percent. Since projections do not necessarily capture all proposed and planned developments, the 55-unit Ellery Place condominium project within the walkshed suggests that the area could attract additional residential growth.

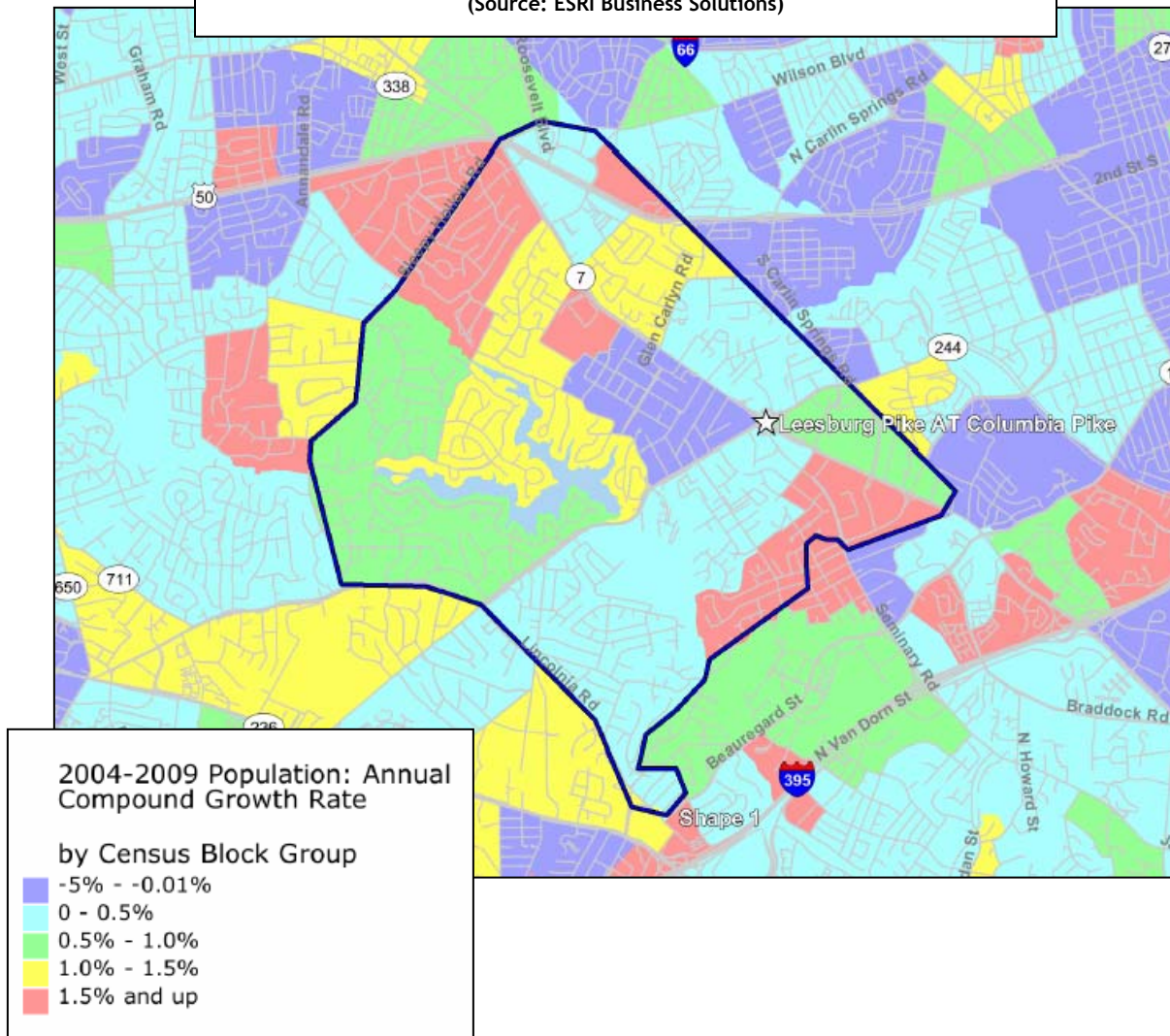
**Exhibit 15. Annual Growth Rates by Area, 1990-2009**



Projected changes in population are expected to vary by Census block group (see Exhibit 14). Whereas the population that includes the study area and its surroundings just south of the intersection of Leesburg Pike and Columbia Pike is projected to remain stable between 2004 and 2009, other areas within the Bailey's Planning District are expected to grow significantly. In particular, the block groups straddling Sleepy Hollow Road to the northwest of the study area are projected to grow at annual rates of over 1.5 percent. Neighborhoods surrounding Lake Barcroft are expected to increase in population at annual rates of between 0.5 percent and 1.5 percent.

Outside of the Planning District in the region of influence, the rates of projected population change are also expected to fluctuate by Census block group. A number of neighborhoods in Arlington County are projected to lose population between 2004 and 2009. The focus of new development in the county should continue to be along the Rosslyn-Ballston Corridor including the Clarendon area. In the City of Alexandria, the north side of the I-95 / Eisenhower Avenue corridor is expected to grow at an annual rate exceeding 1.5 percent annually.

**Exhibit 16: Projected Annual Growth Rates  
by Bailey's Planning District Block Group, 2004-2009**  
(Source: ESRI Business Solutions)



### Households

Between 1990 and 2000, the number of households at all three levels of analysis increased (see Exhibit 17 below). Within the ½-mile walkshed, the number of households increased from 1,513 to 1,727 or 1.33 percent annually. Within the Bailey's Planning District, households grew from 15,140 to 16,299 or 0.74 percent annually. The number of households in the greater region of influence rose from 169,078 to 187,865 or at an annual rate of 1.06 percent.

Estimates for 2004 suggest that levels of household formation are beginning to change within the ½-mile walkshed and the planning district. Whereas the number of households in the walkshed decreased from 1,727 to 1,669 at a rate of -0.68 percent, the planning district exhibited stronger growth than the previous decade rising from 16,299 to 17,396 households or growing at an annual rate of 1.31 percent. Household growth in the region was comparable to the 1990-2000 period.

Household growth is expected to follow similar patterns through 2009. Adjusting for the addition of the 55-unit Ellery Place project, the number of households in the ½-mile walkshed is projected to increase at a rate of 0.93 percent per year. Given their larger land areas, both the planning district and the region's projected rates of growth are less likely to fluctuate with individual residential projects. The numbers of households in the two areas are expected to increase at rates of 1.26 and 1.12 percent annually.

<b>Exhibit 17. Households &amp; Growth Projections</b>			
<b>Bailey's Crossroads Walkshed, Planning District, and Region, 1990 - 2009</b>			
<b>Category</b>	<b>1/2-mile Walkshed</b>	<b>Planning District</b>	<b>Region</b>
Households, 1990	1,513	15,140	169,078
Households, 2000	1,727	16,299	187,865
<b>Annual Growth Rate, 1990-2000</b>	<b>1.33%</b>	<b>0.74%</b>	<b>1.06%</b>
Households, 2004	1,669	17,396	197,217
<b>Annual Growth Rate, 2000-2004</b>	<b>-0.68%</b>	<b>1.31%</b>	<b>0.98%</b>
Households, 2009*	1,748	18,524	208,543
<b>Projected Annual Growth Rate, 2004-2009</b>	<b>0.93%</b>	<b>1.26%</b>	<b>1.12%</b>

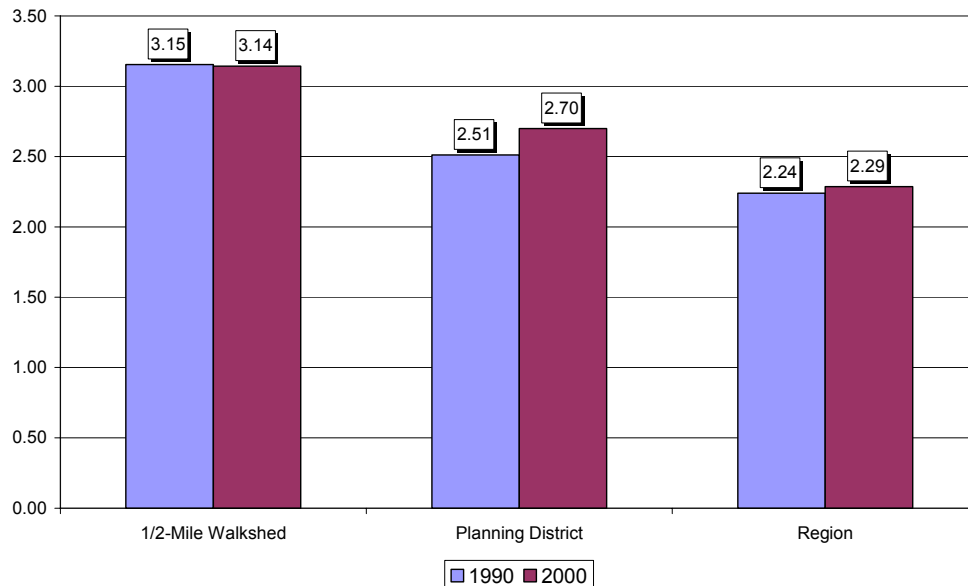
\*Projections are adjusted to include the addition of the 55-unit Ellery Place development  
 Source: ESRI Business Solutions, BBP Associates

The average household sizes within the three areas did not change significantly between 1990 and 2000 (see Exhibit 16). The average household size within the ½-mile walkshed remained stable during the period at 3.1. This represents a larger average than both the planning district and the region.

Of the three areas, the average household size changed most significantly within the Bailey's Planning District. Over the 10-year period, it rose from 2.5 to 2.7 persons per household or an 8 percent increase.

Household sizes are smaller within the greater region. Although the average increased from 2.24 to 2.29 between 1990 and 2000, it remains at approximately 72 percent of the average within the walkshed.

**Exhibit 18. Average Household Size by Area, 1990-2009**



**Age Distribution**

2000 Census figures indicate that near the majority (49 percent) of the ½-mile walkshed’s population was between 15 and 44. The largest cohort (17.9 percent) was between the ages of 25 and 34. Population estimates and projections for 2004 through 2009, however, suggest that the population is aging without replacing young families and singles.

Between 2004 and 2009, the 25 to 34 and 35 to 44 age cohorts are projected to lose 200 and 83 persons or 20 and 10 percent respectively. During the same period, the 55 to 64 age group is expected to gain 179 persons or 52 percent. Indicating a need for more residential products that allow seniors to age in place, the 85 and older cohort is projected to grow by 117 persons or 63 percent.

**Exhibit 19. Projected Population by Age Cohort  
1/2-Mile Walkshed, 2000-2009\***

Age Cohort	2000 Population		2004 Population		2009 Population		Change, 2000-2009	
	Percentage of Population	Number	Percentage of Population	Number	Percentage of Population	Number	Number Change	% Change
0 - 4	8.3%	450	7.9%	418	7.5%	415	-35	-7.8%
5 - 9	7.7%	418	7.5%	397	6.9%	378	-40	-9.7%
10 - 14	6.8%	369	6.9%	365	7.1%	388	19	5.2%
15 - 24	14.8%	803	14.4%	763	14.0%	771	-32	-4.0%
25 - 34	17.9%	971	16.3%	863	14.0%	771	-200	-20.6%
35 - 44	16.1%	874	15.0%	794	14.4%	791	-83	-9.5%
45 - 54	10.5%	570	10.8%	572	11.8%	651	81	14.2%
55 - 64	6.3%	342	7.7%	408	9.5%	521	179	52.4%
65 - 74	3.8%	206	4.2%	222	4.7%	259	53	25.5%
75 - 84	4.4%	239	4.9%	260	4.7%	259	20	8.4%
85 and over	3.4%	185	4.4%	233	5.5%	302	117	63.7%
<b>Totals</b>	<b>100%</b>	<b>5,427</b>	<b>100%</b>	<b>5,296</b>	<b>100%</b>	<b>5,506</b>	<b>79</b>	<b>1.5%</b>

Source: ESRI Business Solutions, BBP Associates

\*Projections are adjusted to include the addition of the 55-unit Ellery Place development

Unlike the ½-mile walkshed, the planning district is projected to replace and increase the size of most of its age cohorts between 2000 and 2009. In addition to significant gains in the cohorts above the age of 45 related to the aging of the baby boom generation, the district's 10-14 and 15-24 age groups are expected to increase by 694 and 455 or 30 and 8 percent respectively. Similar to the walkshed, however, the district's 25-34 cohort is projected to lose population over the period.

<b>Exhibit 20. Projected Population by Age Cohort Bailey's Planning District, 2000-2009</b>								
Age Cohort	2000 Population		2004 Population		2009 Population		Change, 2000-2009	
	Percentage of Population	Number	Percentage of Population	Number	Percentage of Population	Number	Number Change	% Change
0 - 4	7.2%	3,137	7.9%	7	6.7%	3,240	104	3.3%
5 - 9	6.4%	2,788	7.5%	7	6.0%	2,902	114	4.1%
10 - 14	5.4%	2,353	6.9%	6	6.3%	3,047	694	29.5%
15 - 24	12.5%	5,446	14.4%	12	12.2%	5,900	455	8.3%
25 - 34	18.7%	8,147	16.3%	16	13.4%	6,481	-1,666	-20.5%
35 - 44	17.1%	7,450	15.0%	17	16.2%	7,835	385	5.2%
45 - 54	13.4%	5,838	10.8%	14	14.8%	7,158	1,320	22.6%
55 - 64	8.3%	3,616	7.7%	10	11.2%	5,417	1,801	49.8%
65 - 74	5.2%	2,265	4.2%	6	6.2%	2,999	733	32.4%
75 - 84	4.4%	1,917	4.9%	5	4.4%	2,128	211	11.0%
85 and over	1.4%	610	4.4%	2	2.6%	1,257	648	106.2%
<b>Totals</b>	<b>100.0%</b>	<b>43,566</b>	<b>100.0%</b>	<b>45,758</b>	<b>100.0%</b>	<b>48,363</b>	<b>4,797</b>	<b>11.0%</b>

Source: ESRI Business Solutions, BBP Associate

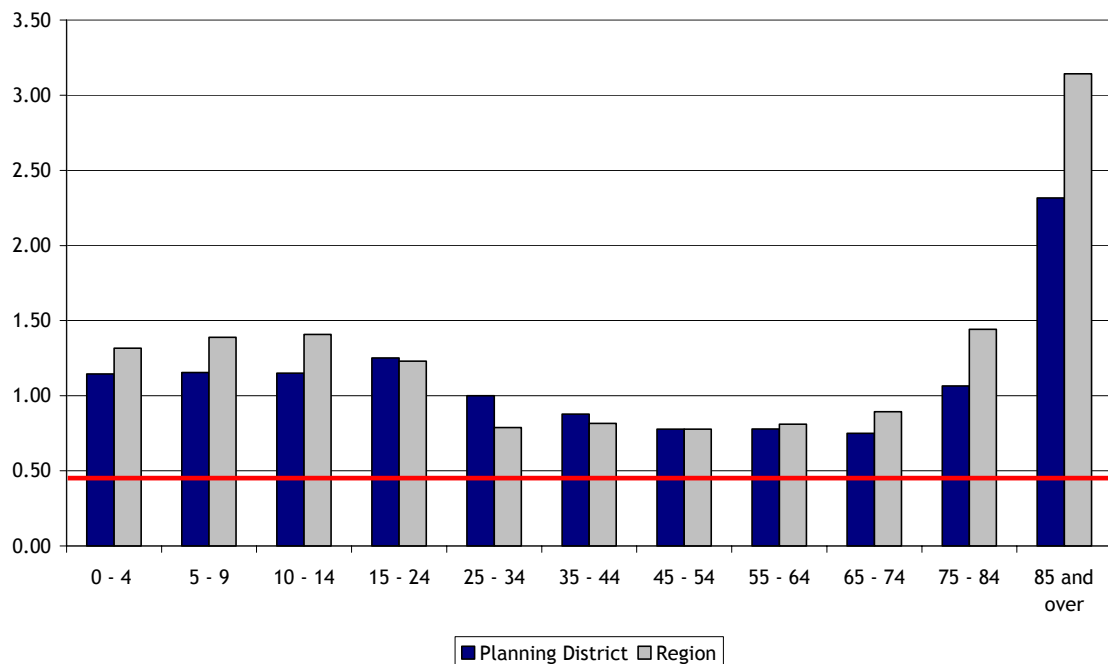
<b>Exhibit 21. Projected Population by Age Cohort Region, 2000-2009</b>								
Age Cohort	2000 Population		2004 Population		2009 Population		Change, 2000-2009	
	Percentage of Population	Number	Percentage of Population	Number	Percentage of Population	Number	Number Change	% Change
0 - 4	6.2%	26,626	6.0%	26,905	5.9%	27,846	1,221	4.6%
5 - 9	5.1%	21,902	5.4%	24,215	5.0%	23,599	1,697	7.7%
10 - 14	4.4%	18,896	4.9%	21,973	5.1%	24,071	5,175	27.4%
15 - 24	12.3%	52,822	11.7%	52,465	12.6%	59,469	6,646	12.6%
25 - 34	23.5%	100,920	20.7%	92,823	17.4%	82,123	-18,797	-18.6%
35 - 44	17.7%	76,012	18.4%	82,509	18.1%	85,427	9,415	12.4%
45 - 54	13.7%	58,834	13.9%	62,330	14.9%	70,324	11,490	19.5%
55 - 64	7.8%	33,497	9.5%	42,600	10.8%	50,973	17,476	52.2%
65 - 74	4.6%	19,755	4.7%	21,076	5.4%	25,487	5,732	29.0%
75 - 84	3.5%	15,031	3.4%	15,246	3.2%	15,103	72	0.5%
85 and over	1.2%	5,153	1.4%	6,278	1.6%	7,552	2,398	46.5%
<b>Totals</b>	<b>100.0%</b>	<b>429,448</b>	<b>100.0%</b>	<b>448,419</b>	<b>100.0%</b>	<b>471,973</b>	<b>42,525</b>	<b>9.9%</b>

Source: ESRI Business Solutions, BBP Associates

When compared to the age distributions of the planning district and the region in 2004, the ½-mile walkshed exhibits higher than expected proportions of populations under the age of 24 and over the age of 75. In particular, the proportion of the population over the age of 85 is two and three times that of the planning district and the region respectively.

Conversely, young and middle aged adults are underrepresented within the walkshed. This relationship to the planning district and the region is projected to grow more significant as the walkshed loses population aged between 25 and 44.

**Exhibit 22. Walkshed Age Cohort Location Quotients, 2004**



### ***Household Income***

The median household income within the ½-mile walkshed is \$51,612. This is approximately 70 percent of the median household incomes within both the planning district and the region. Approximately 17 percent of households have an income of between \$50,000 and \$75,000. Nearly 23 percent have incomes of less than \$25,000 and 11 percent have incomes over \$150,000.

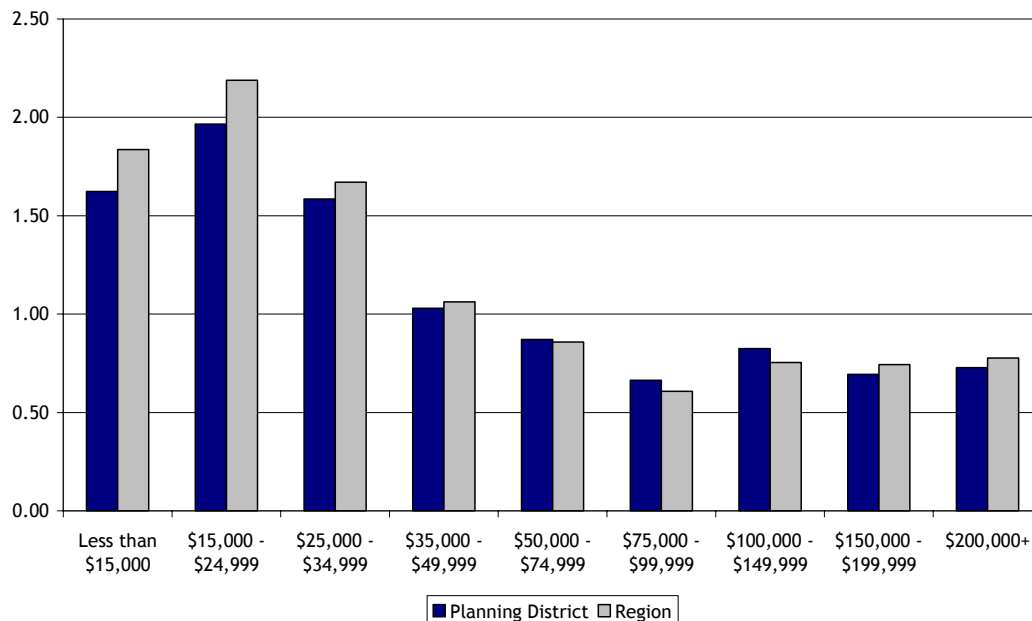
The household income distributions of the planning district and the region are similar. In both areas, less than 13 percent of households have incomes of less than \$25,000 and approximately 15 percent have incomes over \$150,000. Similar to the walkshed, the largest income group within both the district and the region is between \$50,000 and \$75,000.

<b>Exhibit 23. Household Income Distribution 1/2-Mile Walkshed, Planning District, &amp; Region, 2004 2004 Constant Dollars</b>						
Income Class	1/2-Mile Walkshed		Planning District		Region	
	Percent of Households	Number of Households	Percent of Households	Number of Households	Percent of Households	Number of Households
Less than \$15,000	11.2%	187	6.9%	1,200	6.1%	12,030
\$15,000 - \$24,999	11.6%	194	5.9%	1,026	5.3%	10,453
\$25,000 - \$34,999	12.2%	204	7.7%	1,339	7.3%	14,397
\$35,000 - \$49,999	13.7%	229	13.3%	2,314	12.9%	25,441
\$50,000 - \$74,999	16.9%	282	19.4%	3,375	19.7%	38,852
\$75,000 - \$99,999	9.3%	155	14.0%	2,435	15.3%	30,174
\$100,000 - \$149,999	14.1%	235	17.1%	2,975	18.7%	36,880
\$150,000 - \$199,999	5.2%	87	7.5%	1,305	7.0%	13,805
\$200,000+	5.9%	98	8.1%	1,409	7.6%	14,988
<b>Totals</b>	<b>100%</b>	<b>1,669</b>	<b>100%</b>	<b>17,396</b>	<b>100%</b>	<b>197,217</b>
<b>Median Household Income</b>	<b>\$51,612</b>		<b>\$70,085</b>		<b>\$72,898</b>	

Source: ESRI Business Solutions, BBP Associates

Differences between the household income distribution of the walkshed and those of the district and the region are illustrated below. In relation to the larger areas of which it is a part, the walkshed possesses a higher than expected share of households with incomes of less than \$50,000. The proportion of walkshed households with incomes between \$15,000 and \$25,000 is approximately 2 times those of both the district and the region. A lower than expected share of households have incomes above \$50,000.

**Exhibit 24. Walkshed Income Group Location Quotients, 2004**





## 4.2 At-Place Establishments & Employment

The study area has approximately 116 business establishments. Over 48 percent of all establishments are in the Services sector (see Exhibit 25 below). Transportation represents the second largest industry sector with 13 establishments or 10.8 percent of the total. Retail Trade constitutes the third largest component of the study area's industry with 9 or nearly 8 percent of all establishments.

Services also represents the largest employer within the study area employing 149 workers. Retail Trade employment is approximately 92. Manufacturing and Construction both have over 60 at-place employees.

<b>Exhibit 25. Business Establishments by Industry SE Quadrant of Bailey's Crossroads and Seven Corners Revitalization District, 2004</b>		
<b>Industry</b>	<b>Study Area Industry Establishments</b>	<b>Share of Study Area Establishments</b>
Agriculture & Mining	0	0.0%
Construction	8	7.2%
Manufacturing	4	3.6%
Transportation	13	10.8%
Communication	1	0.9%
Electric, Gas, Water, Sanitary Services	0	0.0%
Wholesale Trade	4	3.6%
Retail Trade	9	7.8%
FIRE*	14	12.1%
Services	56	48.4%
Government	2	2.0%
Other	4	3.6%
<b>Totals</b>	<b>116</b>	<b>100.0%</b>

Source: ESRI Business Solutions, BBP Associates

\* Finance, Insurance, Real Estate

Relative to the Bailey's Planning District, the Southeast Quadrant study area has a preponderance of employees or a location quotient of above 1.0 in six industry sectors (see Exhibit 26). With 8.3 and 11.0 percent of the at-place employment respectively, Wholesale Trade and Transportation represent more than 7 times the expected employment given the planning district's distribution. The shares of employment in the Communication, Construction, Manufacturing, and Government sectors are over three times their shares within the planning district.

Conversely, a majority of industry sectors are underrepresented in the study area. Services, FIRE (Finance, Insurance, Real Estate), and Retail Trade have lower than expected shares of at-place employment. The remaining sectors have no at-place employment reported within the study area.

<b>Exhibit 26. Industrial Employment Location Quotients in Bailey's Planning District Southeast Quadrant of Bailey's Crossroads and Seven Corners Revitalization District, 2004</b>					
<b>Industry</b>	<b>Study Area Industry Employment</b>	<b>Share of Study Area Employment</b>	<b>Planning District Industry Employment</b>	<b>Planning District Share of Employment</b>	<b>Study Area Location Quotient</b>
Wholesale Trade	42	8.3%	167	1.1%	7.47
Transportation	56	11.0%	235	1.6%	7.08
Communication	2	0.4%	10	0.1%	5.94
Construction	61	12.0%	408	2.7%	4.44
Manufacturing	63	12.4%	527	3.5%	3.55
Government	20	3.9%	188	1.2%	3.16
Services	149	29.4%	7,368	48.9%	0.60
FIRE*	19	3.7%	981	6.5%	0.58
Retail Trade	92	18.1%	4,838	32.1%	0.56
Other	3	0.6%	225	1.5%	0.40
Agriculture & Mining	0	0.0%	109	0.7%	0.00
Electric, Gas, Water, Sanitary Services	0	0.0%	7	0.0%	0.00
<b>Totals</b>	<b>507</b>	<b>100.0%</b>	<b>15,063</b>	<b>100.0%</b>	<b>1.00</b>

Source: BBP Associates, ESRI Business Solutions

\* Finance, Insurance, Real Estate

The nine Retail Trade establishments in the study area had an estimated \$53 million or \$5.9 million per establishments in sales in 2004. The five Motor Vehicles & Parts dealers represented the majority of these sales with \$46.3 million or \$9.3 million per establishment. The remaining retailers and dining establishments had sales of approximately \$6.7 million or \$1.7 million per establishment.

<b>Exhibit 27. Estimated Retail Sales Comparison: Retail and Eating &amp; Drinking Establishments Southeast Quadrant of Bailey's Crossroads and Seven Corners Revitalization District, 2004 (2004 Constant Dollars)</b>			
<b>Retail Category</b>	<b>Number of Establishments</b>	<b>Retail Sales</b>	<b>Sales per Establishment</b>
Motor Vehicles & Parts Dealers	5	\$46,300,000	\$9,300,000
Miscellaneous Retail & Dining*	4	\$6,700,000	\$1,700,000
<b>Total</b>	<b>9</b>	<b>\$53,000,000</b>	<b>\$5,900,000</b>

\*Includes home furnishings, entertainment, and dining establishments

Source: ESRI Business Solutions, BizStats, BBP Associates

## Section 5            Market Overview

### 5.1    Office Market

During 2004, the Northern Virginia office market has experienced a significant and steady decline in vacant space. Increased leasing activity, in conjunction with a slowdown in new construction, and the area's job growth is contributing to a healthier and more stable office market. While the Fairfax County office market is dominated by government agencies and defense contractors, other industries such as financial services, are taking office space in the county. This diversification of space is a key market indicator of a return to a healthier environment. According to the Spaulding & Slye Colliers *Metropolitan Washington, DC Summer 2004 Commercial Real Estate Report*, the Northern Virginia office market will continue its recovery into 2005 with strong demand continuing from the US government and supporting contractors.

Rental rates in Northern Virginia have remained steady since 2003 and are starting to increase in some submarkets such as Tysons Corner and the Dulles Toll Road corridor. According to Advantis *Mid-Year 2004 Office Market – Washington, DC Metropolitan Area Report*, the average asking rent in Fairfax County at mid-year 2004 for Class A<sup>8</sup> space was \$24 per square foot and for Class B<sup>9</sup> space was \$20.50 per square foot. The Bailey's Crossroads office submarket has rental rates averaging \$17 to \$25 per square foot on a full service basis.

The Bailey's Crossroads office submarket comprises approximately 3.2 million square feet of commercial office space in 32 properties, or roughly 3.2 percent of Fairfax County's total office inventory of 101 million square feet. The Bailey's Crossroads office market is dominated by the Skyline Complex, a mixed use development complex that has more than seven office buildings totaling more than 2.4 million square feet of Class A office space, or three-quarters of the total office inventory in this submarket. The remaining office space within the Bailey's Crossroads office market comprise primarily older Class B and Class C<sup>10</sup> buildings, including three Class C office buildings within the Southeast Quadrant.

Because of its proximity to the Pentagon and downtown, Washington, DC, the Bailey's Crossroad submarket is dominated by the federal government and related contractors. Major employers in the area include Booz Allen Hamilton, the Department of Defense (e.g. Army, Navy), Lockheed Martin Corporation, Northrop Grumman Corporation, Raytheon and SAIC.

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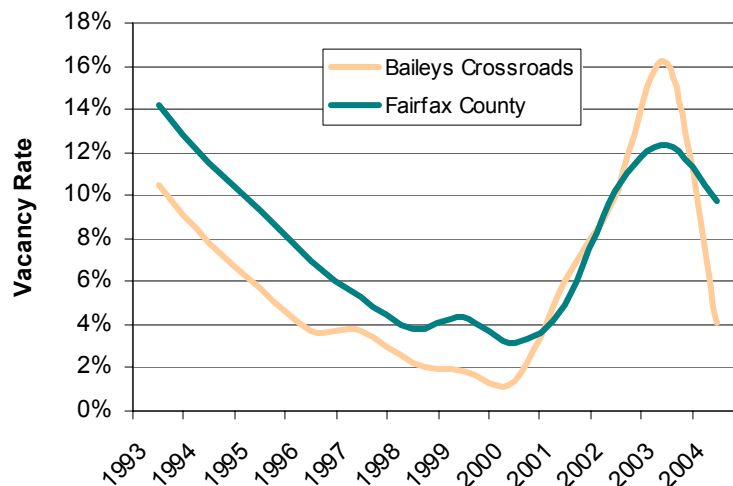
<sup>8 8 9</sup> According to the Urban Land Institute's *Office Development Handbook*, Class A office space can be characterized as buildings that have excellent location and access, attract high quality tenants, and are managed professionally. Building materials are high quality and rents are competitive with other new buildings. Class B buildings have good locations, management, and construction, and tenant standards are high. Buildings should have very little functional obsolescence and deterioration. Class C buildings typically are older and smaller and have the lowest level of quality office space. These buildings are typically 15 to 25 years old but are maintaining steady occupancy.

<b>Exhibit 28. Office Market Trends – Bailey's Crossroads Submarket Mid-Year 2004</b>						
<b>Location</b>	<b>Number of Properties</b>	<b>GLA<sup>11</sup> (Sq. Ft.)</b>	<b>% of County</b>	<b>Vacancy Rate</b>	<b>Space Available</b>	<b>Net Absorption<sup>12</sup> (Sq. Ft.)</b>
Bailey's Crossroads	32	3,211,165	3.17%	4.04%	129,709	254,170
Fairfax County	1,471	101,452,250	100%	9.70%	13,457,486	2,361,669

Source: Fairfax County Economic Development Authority

In Fairfax County, Tysons Corner remains the largest submarket in the county, followed by Reston, Merrifield, Fairfax Center and Chantilly. These five submarkets account for nearly 70 percent of the total county office inventory. At mid-year 2004, the Fairfax County office vacancy rate decreased to from 11.2 percent to 9.7 percent due to increased leasing activity countrywide. The primary driver behind much of the increase in leasing activity is the federal government contracting arena, particularly Department of Defense contractors. The Bailey's Crossroads submarket showing the largest decline (11.6 percent to 4.0 percent) among all the county's 17 office submarkets. The large decrease in the Bailey's Crossroads office submarket vacancy can be partly attributed to the increase in defense spending as the Bailey's Crossroads submarket is dominated by federal defense agencies and their private sector contractors.

**Exhibit 29. Bailey's Crossroads Office Market –  
Historical Vacancy Rate (1993 – Mid-Year 2004)**



Source: Fairfax County Economic Development Authority

Net absorption was a robust 2.4 million square feet for Fairfax County at mid-year 2004. Bailey's Crossroads showed one of the largest increases in net absorption among the county's office submarkets with more than 254,000 square feet absorbed, or 10 percent of the county's total net absorption. One of the largest leases signed within the Bailey's Crossroads submarket during the first half of 2004 was 55,000 square feet by SAIC (a federal contractor) at Four Skyline Place on Leesburg Pike.

<sup>11</sup> Gross Leasable Area (GLA) is the total floor area designed for the occupancy and exclusive use of tenants, including basements and mezzanines; measured from the center of joint partitioning to outside wall surfaces and expressed in feet.

<sup>12</sup> Net absorption measures the total amount of square feet leased over a period of time, less the space that is vacated during the same period.

During the first half of 2004, construction activity increased to approximately 1.2 million square feet countywide. Ten office buildings are under construction throughout the county, with half of them in the Chantilly submarket alone. As of mid-year 2004, there are no buildings under construction in the Bailey's Crossroads submarket. Within the county, new construction is projected to continue to be limited in the near-term with future groundbreakings limited to small (i.e. less than 30,000 square feet) buildings or build-to-suits.

The Bailey's Crossroads *office condominium submarket* comprises eight properties totaling 96,000 square feet, or three percent of the total office inventory within Bailey's Crossroads submarket. Within Bailey's Crossroads, the office condominium submarket primarily comprises the 52 unit Rock Spring Professional Center (5600 block of Columbia Pike) and the 29-unit Build America project (3800 block of George Mason Drive). Countywide, the sales of office condominiums declined by nearly 50 percent during the first six months of 2004 from 128 sales at year-end 2003 to 66 sales at mid-year 2004. A majority of sales were for office or medical uses with fewer sales to industrial and flex users. Nearly two-thirds of condominium sales were located in the Herndon and Reston submarkets, with the balance scattered throughout the county.

### **Conclusions**

The Northern Virginia office market has shown signs of improvement over the past year, and the outlook is positive both in terms of decreasing vacancies and increasing leasing activity. The continued diversification of office tenants within Fairfax County and in the Bailey's Crossroads submarket is contributing to a healthier outlook for these markets in the near-term that has seen steadily increasing rental rates as market conditions become more stable. In particular, the Bailey's Crossroads office market is exhibiting healthy numbers with a low vacancy rate of 4 percent compared to the County vacancy rate of slightly less than 10 percent due to the strong presence of the federal government and private sector defense contractors.

## 5.2 Retail & Business Services Market

### General Retail

The Metropolitan Washington, DC retail market continues to be one of the strongest retail markets in the country and one of the most popular real estate investment choices in the region. Nationally, the retail property market is at the "top of its game" in both leasing and investment compared to other property types according to Grubb & Ellis's *Retail Market Trends Summer 2004* Report. Leasing activity in the Washington metropolitan region continues to be healthy with decreasing vacancy and increasing rents. According to a 2004 Market Maker Survey conducted as part of the seventh annual *TrendLines: Trends in Washington/Baltimore Real Estate* (a collaborative effort of Transwestern Commercial Services and its research affiliate, Delta Associates), grocery-anchored shopping centers was rated as the most desirable investment vehicle in the Washington area real estate market.

The Northern Virginia retail market, which accounts for more than half of the metropolitan total retail inventory, has seen a declining vacancy rate to 3.4 percent at year-end 2003 from 6.2 percent at year-end 2002. In 2003, major national retailers continued to lease space in well-located malls and shopping centers in an effort to reach the Washington area consumer. While the demand for space rose, the amount of retail space constructed did not keep pace leading to declining vacancy rates and rise in rents. For example, rents in neighborhood centers rose 2 percent in 2003 to an average of \$24.27 per square foot.

The Bailey's Crossroads area is a major retail center comprising 25 properties totaling nearly 1.7 million square feet of retail space. This represents nearly five percent of the total retail inventory of 33.8 million square feet in Fairfax County. The types of retail centers found in Bailey's Crossroads is wide ranging, and includes community shopping centers, freestanding retail, neighborhood shopping centers and regional retail centers.

Exhibit 30 summarizes the retail market inventory by property type in Bailey's Crossroad and Fairfax County.

Exhibit 30. Retail Market Inventory by Property Type Bailey's Crossroads and Fairfax County						
Type	Bailey's Crossroads			Fairfax County		
	Number	GLA (Sq. Ft.)	Percent GLA	Number	GLA (Sq. Ft.)	Percent GLA
Community	5	588,421	35%	121	13,801,730	41%
Convenience	5	44,340	3%	92	775,349	2%
Freestanding	7	122,520	7%	135	2,952,722	9%
Hybrid	2	83,121	5%	30	709,139	2%
Neighborhood	4	113,825	7%	75	2,222,839	7%
Regional	2	741,520	44%	17	6,882,452	20%
Specialty	-	-		15	689,139	2%
Super Regional	-	-		4	5,824,007	17%
Under Construction*	1	150,000	9%	15	904,702	3%
<b>Total</b>	<b>25</b>	<b>1,693,747</b>	<b>100%</b>	<b>489</b>	<b>33,857,377</b>	<b>100%</b>

\* Under construction figures not included in totals

Source: Fairfax County Economic Development Authority

As of mid-year 2004, there is approximately 15 retail projects comprising 905,000 square feet of development under construction in Fairfax County. This retail construction activity is scattered throughout the county. One of these projects is the redevelopment of Skyline Mall in Bailey's Crossroads into a 150,000 square foot Target store. The Department store is scheduled to be open in October 2004.

The retail market inventory in the Bailey's Crossroads submarket includes five community shopping centers comprising nearly 600,000 square feet of space and two large regional shopping centers comprising more than 740,000 square feet of space. Three of the largest retail centers are located adjacent to the Southeast Quadrant: the 400,000 square-foot Crossroads Center at 5871 Columbia Pike, the 350,000 square foot Crossroads Place at 5400 Leesburg Pike and the 182,000 square foot Bailey's Crossroads Shopping Center at 5827 Leesburg Pike.

Exhibit 31 summarizes selected examples of retail market inventory by property in Bailey's Crossroads (those properties greater than 10,000 square feet of gross leasable area).

<b>Exhibit 31. Selected Examples of Retail Inventory</b>			
<b>Bailey's Crossroads Submarket</b>			
<b>Name</b>	<b>GLA (sq. ft.)</b>	<b>Type</b>	<b>Anchors</b>
Crossroads Center	394,351	Regional	Bed, Bath & Beyond, Borders Books & Music, Circuit City, Marshalls, Safeway, Staples
Crossroads Place	347,169	Regional	Burlington Coat Factory, Giant Food, Kids R Us, TJ Maxx
Bailey's Crossroads Shopping Center	181,992	Community	Office Depot, Trader Joe's, Best Buy, Pier 1 Imports, Tweeter, K&G Menswear
Myer-Emco Center	126,165	Community	
Leesburg Pike Plaza	102,507	Community	CVS, Party Depot
Culmore Shopping Center	100,330	Community	Vien Dong Department Store
Value City Furniture / DSW	77,427	Community	Value City, Discount Shoe Warehouse
Build America at Skyline	71,183	Hybrid	
Toys R Us	47,373	Freestanding	Toys R Us
Glen Forest Shopping Center	40,480	Neighborhood	None Reported
Babies R Us	36,464	Freestanding	Babies R Us
Chesapeake Bay Plaza	35,220	Neighborhood	
Hamilton/Alexander Center	19,504	Neighborhood	
Mount of Olives Shopping Center	18,621	Neighborhood	Mt. of Olives Middle Eastern Grocery
Eckerd	12,551	Freestanding	Eckerd Drug
5884 Leesburg Pike	11,938	Hybrid	
5701 Columbia Pike	11,000	Convenience	
Glen Forest Shopping Center II	10,570	Convenience	
<b>Total</b>	<b>1,644,845</b>		

Note: Includes those retail centers 10,000 square feet or larger of gross leasable area  
 Source: Fairfax County Economic Development Authority

### Warehousing/Self Storage

The Bailey's Crossroads submarket also includes four self storage properties, three of which are located in the Southeast Quadrant of Columbia Pike and Leesburg Pike. These include the 80,000 square foot Storage USA, the 44,400 square foot Public Storage and a 29,000 square foot U-Store. In addition, Public Storage has recently opened a new \$10 million public storage facility off of Arlington Boulevard at Seven Corners in Falls Church.

The self storage facilities within the Southeast Quadrant total approximately five acres in size (land area) or approximately 15 percent of the total land area within the Southeast Quadrant.

<b>Exhibit 32. Self Storage Southeast Quadrant Bailey's Crossroads and Seven Corners Commercial Revitalization District</b>			
<b>Name</b>	<b>Building (Sq. Ft.)</b>	<b>Land Area (Acres)</b>	<b>Land Area Percent of Total SE Quadrant</b>
Storage USA	79,582	2.1	6.3%
Public Storage*	44,425	2.1	6.3%
U-Store Self Storage	28,979	0.8	2.4%
<b>Total</b>	<b>152,986</b>	<b>5.0</b>	<b>15%</b>

Source: Fairfax County Economic Development Authority

Discussions with business owners involved in warehousing/self-storage finds a shortage of product in the marketplace. According to these owners, the demand for self-storage, both for commercial and residential clients, is strong in the Bailey's Crossroads area as well as in the Washington, DC region as evidenced by the recent opening of another public storage facility along Arlington Boulevard in Seven Corners. Owners cite the continued need by residents and commercial property owners for additional space to warehouse their products or belongings.

### Automotive-Related Uses

The Southeast Quadrant of the Bailey's Crossroads Revitalization District is dominated by automotive-related uses, including new and used automotive sales, parts sales, and automotive repair and services. While these uses may not be the most visually appealing uses, they appear to be an important contributor to the local economy, generating millions of dollars in annual sales and subsequent property and sales taxes. For example, according to Acura officials, the Acura dealership located along Columbia Pike is one of the best performing Acura dealerships in the nation in terms of automobile sales and wholesale parts sales. In addition, a new automobile repair facility is presently under construction along Seminary Road in the Southeast Quadrant that will provide local automobile repair and services. This new facility represents an expansion of the owners existing Auto-Stop center along Four Mile Run.

Automobile-related uses (sales, repair, services and parts) comprise more than 535,000 square feet, or 12.3 acres within the Southeast Quadrant. This is approximately 37 percent of the total land area within the Southeast Quadrant. There may be possible environmental contamination issues related to these uses; however, there appears to be a good market for these uses in the area providing automobile related sales, repair and other services to the local population.

<b>Exhibit 33. Automobile Related Uses Southeast Quadrant Bailey's Crossroads and Seven Corners Commercial Revitalization District</b>			
<b>Name</b>	<b>Land Area (Sq. Ft.)</b>	<b>Land Area (Acres)</b>	<b>Land Area Percent of Total SE Quadrant</b>
Radley Acura	143,137	3.3	9.9%
Saham Auto Service	81,192	1.9	5.6%
National Transmission	41,333	0.9	2.9%
Skyline Auto Service, Jack's Auto Body, Seatco Auto Upholstery	34,918	0.8	2.4%
Cross Roads Cars	19,603	0.5	1.4%
Cross Roads Cycle	41,079	0.9	2.9%
Skyline Automotive	21,705	0.5	1.5%
Approved for Auto Stop Repair	14,336	0.3	1.0%
Just Tires	34,244	0.8	2.4%
Modern Auto Body, Body Shop, G&N Auto Repair, Bailey's Crossroads Auto Body	42,122	1.0	2.9%
Bailey's Crossroads Auto Body	57,309	1.3	4.0%
Juan's Auto Repair	4,360	0.1	0.3%
<b>Total</b>	<b>535,339</b>	<b>12.3</b>	<b>37%</b>

Source: Fairfax County Economic Development Authority



### **Entertainment and Destination-Related Retail**

The Bailey's Crossroads area is served by seven movie theatres that total 68 screens. These range from multiplex cinemas showing the latest movie releases to small theaters offering independent and foreign films. The only cinema located in Falls Church is the Loehmann's Twin Cinema off of Arlington Boulevard. This cinema in Loehmann's Shopping Center specializes in films from India. The Loews Shirlington 7, located in the Village of Shirlington in Arlington, is an art deco-style theater that screens blockbusters but focuses on foreign films and independents.

Other nearby movie theaters include the AMC Courthouse Plaza 8 in Arlington and the Regal Potomac Yard 16 in the Alexandria. The AMC Hoffman Center 22 in Alexandria opened in 2001 is the largest multiplex in Northern Virginia and the second-largest in the region. Another new theater in the region is the Regal Ballston Commons 12, located within the Ballston Commons Mall in Arlington. The Arlington Cinema'N' Drafthouse off of Columbia Pike in Arlington is a one-screen theater that is one of the few theaters in the Metro area that mixes beer-drinking with movie-watching.

Overall, the motion picture movie theatre market has been impacted by the continued stagnation in economic growth and fluctuations in consumer confidence during 2003 and 2004 that did not assist industry growth. According to the Motion Picture Association of American (MPAA), real industry revenue decreased by five percent in 2003 and further decreased by 1.5 percent in 2004 as there also was some fall in profits and employment. The industry has also seen the consolidation of industry operators including Loews, Cineplex, United Artists and Carmike Cinema which had filed for Chapter 11 bankruptcy protection in early 2000, as they sought to financially restructure their operations.

Overall, there appears to be limited demand for entertainment related movie theatres in the region due to the significant levels of competition from other technology seeking a share of households entertainment expenditures such as cable TV and the associated movies on demand and other interactive services associated with these digital services that has emerged as a major barrier to growth of this industry in the future.

### **Retail Market Conclusions**

The general retail market in Fairfax County and the Bailey's Crossroads area continues to be strong with declining vacancy rates, increasing rents and positive absorption of space. Opportunities for high quality retail space, in particular from national retailers, that serves the needs of the community and the region will continue to be in demand in the near-term. In addition the demand for self-storage/warehousing and automobile related uses appear to be positive as indicated by recent and new construction activity and the needed demand for such services. There appears to be a limited market demand for destination-related retail, such as movie theatres.

### 5.3 Residential Market

#### Apartment Market

The metropolitan Washington, DC apartment market remains on the strongest apartment markets in the nation. Boosted by the more than 80,000 new jobs added to the region since June 2003, between 5,000 and 6,000 apartment units are being absorbed each year, accounting for nearly 10 percent of the entire nation's apartment absorption.<sup>13</sup> According to Delta Associates, as of the third quarter 2004, the vacancy rate for rental housing in the metropolitan region was down to 2.1 percent, the lowest in the nation and down from 2.3 percent in the second quarter. Rent growth in the area in 2004 was 4.3 percent, the steepest increase since 2000.

In Northern Virginia, the rental market is faring better than the rest of the region, particularly Suburban Maryland, as the pace of apartment absorption has quickened and the conversion of rental apartments to for-sale condominiums continued to curb the number of available rentals and has benefited both rental rates and occupancy. This has resulted in a shortage of apartments developing in Northern Virginia. Although developers will break ground on 5,000 new apartment units in Northern Virginia, Delta Associates reports that this will not satisfy the demand as there is expected to be a shortage of pipeline product in 2006.

In Fairfax County, there are an estimated 61,200 rental units ranging in a variety of styles, from garden-style apartments (1-4 floors), mid-rise apartments (5-8 floors) to high-rise apartments (9+ floors).<sup>14</sup> According to the Northern Virginia Association of Realtors, as of the third quarter of 2004, the average rental price for garden-style apartments was \$1,227, an increase in rate of nearly six percent from the same period in 2003. Mid-rise apartments reported an average rental rate of \$1,279, an increase of more than nine percent since 2003. High-rise apartments reported an average rental rate of \$1,405, an increase of more than 8.5 percent since 2003.

<b>Housing Type</b>	<b>Average Monthly Rental Rate (2004)</b>	<b>Average Monthly Rental Rate (2003)</b>	<b>Rent Change Over Prior Year</b>
Garden-Style	\$1,227	\$1,159	+5.9%
Mid-Rise	\$1,279	\$1,173	+9.0%
High-Rise	\$1,405	\$1,295	+8.6%

Source: Northern Virginia Association of Realtors

Within the Bailey's Crossroads market area (zip code 22041) current advertised rental rates for apartments ranged from \$925 to \$1,690 for one-bedroom apartments, \$1,160 to \$2,000 for two-bedroom and \$1,320 to more than \$2,500 for three-bedroom apartments.<sup>15</sup>

The Washington, DC regional apartment market, which includes Fairfax County and the Bailey's Crossroads area, is the third largest apartment market in the nation and the strongest market by any measure – occupancy, absorption, investor returns and investment sales – according to the *2005 Trendlines in Commercial Real Estate* by Delta Associates and Transwestern Commercial Services. In Northern Virginia, the shortage of product in the pipeline plus continued very strong demand growth from job expansion and from would-be homebuyers beginning to be shut out of the for-sale market by higher interest rates and higher home sales price levels are creating a classic over-demand and under-supplied

<sup>13</sup> Duell, Jennifer D., "Healthy D.C. Market Capitalizes on Job Growth, Condo Craze," *Multi-Housing News*, September 1, 2004.

<sup>14</sup> *2003 Rental Housing Complex Census Analysis*, Fairfax County Department of Systems Management for Human Services.

<sup>15</sup> Source: *The Washington Post* online (February 28, 2005)

market. As a result, apartment vacancy in Northern Virginia is expected to shrink further resulting in increasing rents at least until that replenished pipeline can begin delivering product.

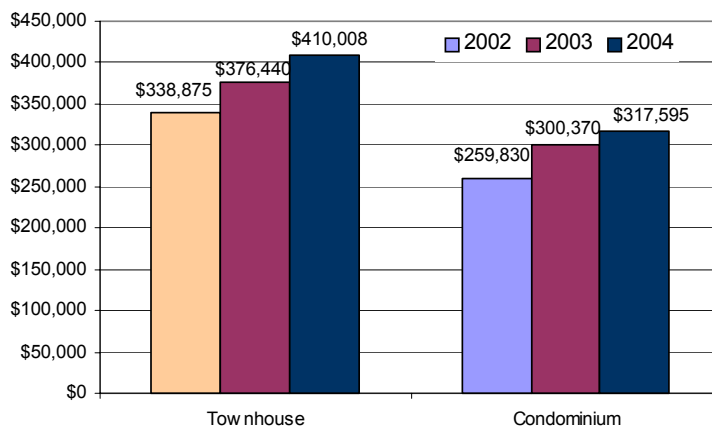
### For-Sale Townhome and Condominium Market

The metropolitan, Washington, DC condominium market continued its vigorous pace during the third quarter of 2004. During the first nine months of 2004, more than 6,700 new condo units were sold with the median condominium prices up 23 percent during this period. According to Delta Associates, more than 18,200 condominium units are expected to begin sales over the next 36 months.

In Northern Virginia, the growing condominium market has benefited this part of the region. In 1997, 1 in 6 homes purchased in Northern Virginia was a condominium. In 2002, that ratio changed to 1 in 4 and the inventory available today is only one-third of what was available in the mid 1990s. For many residents, condos are becoming the only means to enter the housing market because single-family housing in the region has become so expensive.

In Fairfax County, the volume of new townhome and condominium sales has increased during the first eight months of calendar year 2002 (through August) while the volume of single family homes sales has fallen during the same period. Sales of new townhomes increased 9.9 percent, from 670 to 736, while condominium sales increased 8.6 percent, from 70 to 76, as reported from the same period last year.

**Exhibit 35. Fairfax County Median Price of New Townhomes and Condominiums Sold Through August 2004 Compared to Annual Median 2002-2003**



In Fairfax County, the median sales price for new townhomes and condominiums has experienced growth through August 2004 while the sales price of single family dwellings has remained relatively flat. For new townhomes, the median sales price grew to \$410,008 from the 2003 median of \$376,440, reflecting a growth of 8.9 percent. The 2004 median sales price for condominiums increased to \$317,595 from \$300,370 in 2003, representing growth of 5.7 percent.

Immediately west of Williams Lane and the Southeast Quadrant off of Moncure Avenue, National Capital Land & Development and Ryan Homes are developing Ellery Place, a 55-unit luxury townhome complex that will feature three or four-level townhomes with a one-car garage, three or four bedrooms and 2.5 to 3.5 baths. Sales price for the units are from the mid-\$600,000s. Sales have been positive during the fall of 2004 as construction continues on the townhomes. As of November 2004, 60 percent, or 34 units, have been sold.

### **Conclusions**

The Washington, DC regional residential market continues to be one of the strongest and healthiest markets in the nation. The market for apartments, in particular affordable housing, and condominiums is particularly strong as increasing housing prices for single-family homes in the region are forcing many first-time home buyers to look at condominiums instead as their first home. In addition, the shortage of apartments in Northern Virginia is expected to continue through 2006 as developers are trying to meet the demand. This provides a market opportunity for high quality residential uses (e.g. apartments, condominiums, affordable housing) in the Southeast Quadrant.

## 5.4 Hospitality Market

Lodging demand in the Washington, DC-MD-VA region was up 10.6 percent through mid-year 2004, compared to the same period of 2003. The number of rooms grew by 1.4 percent through the second quarter of 2004, reflecting an increase in building or expansion of new rooms within the region. Average room rates (prices per room) for the region as a whole increased slightly from \$113.41 to \$119.61, an increase of 5.5 percent from mid-year 2003. Room revenues, which are tied to room demand, room supply and room rates, increased by 15.1 percent. Occupancy rates, which reflect changes in both supply and demand for rooms, averaged 72.5 percent, up 9.2 percent from the mid-year 2003 occupancy rate of 66.4 percent.

The Fairfax / Tysons Corners lodging market saw an increase of 11.9 percent in room demand through mid-year 2004, compared to the same period of 2003. There was no change in room supply throughout this sub-market at mid-year 2004. Average room rates in the Fairfax / Tysons Corners market increased faster than the region as a whole, rising from \$102.96 to \$111.62, an increase of 8.4 percent, from mid-year 2003. Room revenues increased by 21.3 percent. Room occupancy increased 11.9 percent, from 67.8 percent to 75.9 percent at mid-year 2004.

<b>Exhibit 36. Metropolitan Washington, DC and Fairfax County Hospitality Market</b>									
<b>Mid-Year 2004</b>									
<b>Segment</b>	<b>Room Demand % Change</b>	<b>Room Supply % Change</b>	<b>Average Room Rates (January – June 2004)</b>			<b>Room Revenue % Change</b>	<b>Occupancy Percent</b>		
			<b>2004</b>	<b>2003</b>	<b>% Change</b>		<b>2004</b>	<b>2003</b>	<b>% Change</b>
Washington, DC-MD-VA	10.6%	1.4%	\$119.61	\$113.41	5.5%	15.1%	72.5%	66.4%	9.2%
<b>Fairfax / Tysons Corner</b>	<b>11.9%</b>	<b>0.0%</b>	<b>\$111.62</b>	<b>\$102.96</b>	<b>8.4%</b>	<b>21.3%</b>	<b>75.9%</b>	<b>67.8%</b>	<b>11.9%</b>
Arlington	9.7%	0.5%	\$128.51	\$124.13	3.5%	13.6%	75.0%	68.8%	9.0%
Alexandria	18.2%	3.5%	\$105.90	\$100.90	5.0%	24.1%	71.5%	62.6%	14.2%
Dulles Airport Area	15.8%	0.0%	\$107.17	\$99.87	7.3%	24.2%	79.8%	68.9%	15.8%

Source: Smith Travel Research - 2004

The Fairfax County hospitality market comprises 82 hotels ranging from budget to extended stay to luxury, totaling more than 15,000 rooms. Bailey's Crossroads has a limited number of moderately-priced hotels. These include three hotels totaling nearly 300 rooms: Hampton Inn, Homewood Suites and a Ramada Limited.

<b>Exhibit 37. Bailey's Crossroads Hospitality Market*</b>		
<b>Name</b>	<b>Rooms</b>	<b>Sq. Ft.</b>
Hampton Inn Alexandria	130	61,566
Homewood Suites by Hilton Alexandria	105	69,990
Ramada Limited	59	27,347
<b>Total</b>	<b>294</b>	<b>158,903</b>

\* 50 rooms or greater

Source: Fairfax County Economic Development Authority

Nationally, the economic and political events of 2001 through 2003 effectively brought new hotel construction to a trickle. According to the Hospitality Group of PKF Consulting, during the late 1990s, construction activity added approximately 150,000 rooms per year to the U.S. inventory while the current annual rate of inventory increase equals about 75,000 rooms. An analysis measuring future hotel developer intent for construction conducted by PKF Consulting of the 10 larger lodging markets in the

nation finds that the Washington, DC regional lodging market has one of the more advanced construction pipelines of these 10 markets over the next five years. In other words, the current hotel development pipeline for construction is most closely aligned with the future market conditions (i.e. there is not a current lag in hotel development activity). Given this hotel construction pipeline in the region, there may be limited demand for new hotel development activity within the Southeast Quadrant.

## Section 6 Strengths, Challenges and Opportunities

### 6.1 Strengths

The Southeast Quadrant of the Bailey's Crossroads and Seven Corners Commercial Revitalization District is optimally located adjacent to two high-volume transportation corridors (Columbia Pike and Leesburg Pike) and a high concentration of existing commercial and residential establishments. The site is not intensely developed which presents an opportunity to convert the site or portions of the site to higher intensity uses in the future. As a recognized Commercial Revitalization District, the County recognizes the importance of revitalizing older commercial areas and has provided a variety of policies to encourage economic development within these areas. For example, an existing zoning overlay that covers the site provides a variety of financial and land use incentives to property and business owners to improve their property / business. In addition, while the site comprises a number of automobile-related repair uses, there appears to be no large scale environmental issues that may hinder redevelopment and re-use within the site.

From a property ownership perspective, a majority of the site is owner-occupied which makes opportunities to work with existing property/business owners easier and more transparent. Furthermore, several of the property and business owners have recently renovated or are planning to renovate their property to make their property/building more attractive. Some property owners have also expressed interest in working with the County to undertake redevelopment and re-use. In addition, Fairfax County recently completed a streetscape project along Columbia Pike within the study area with new brick sidewalks, tree plantings and improved lighting designed to improve the pedestrian environment. A community-oriented organization, the Bailey's Crossroads Revitalization Corporation, has a strong interest in revitalization of this strategic site and provides guidance to the County concerning redevelopment and re-use.

In terms of the local economic and market conditions, the Bailey's Crossroads area has strong demand for condominiums and apartments that are in short supply in the region. As a highly concentrated retail center, the Bailey's Crossroads area also has a strong retail market to support the high income households nearby. Furthermore, the Washington, DC region has the strongest regional economy in the nation – for the fourth year in a row – according to the Bureau of Labor Statistics. The region is estimated to gain an average of 75,000 new jobs annually between 2005 and 2007 with Northern Virginia capturing a high proportion of these new jobs according to Dr. Stephen Fuller of George Mason University. Furthermore, in November 2004, Virginia Governor Mark Warner announced that over 10,000 new jobs would be generated in Virginia as the result of homeland security contracts with government agencies. According to the *Washington Post*, over two-thirds of the new jobs will be located in Northern Virginia, many in Fairfax County. Overall, the strong real estate market for residential and retail and strong job growth expected in Northern Virginia provides an opportunity to undertake high quality development that would generate new housing and jobs opportunities in the Southeast Quadrant and contribute to the economic well being of Fairfax County.

### 6.2 Challenges

While the Southeast Quadrant of the Bailey's Crossroads and Seven Corners Commercial Revitalization District has an optimal location in terms of access to regional transportation, the poor access into the site and poor conditions of the internal road network is a barrier to revitalization. An unconventional one-way road configuration connecting Seminary Road and Leesburg Pike and no access to the site via Columbia Pike (except for an alleyway) makes access to the site difficult. In addition, the existing local roadways (e.g. Williams Lane, Center Lane, Seminary Road) within the site are in poor condition, with some portions unpaved, un-striped or with potholes).

Perhaps most noticeable, the automobile-oriented, suburban development pattern of the site, primarily made up of low buildings in deteriorating condition surrounded by ample parking, makes the entire site unattractive. The dominating land use of automobile-repair uses and large self storage warehouses also contributes to the overall poor image of the site. In addition, the lack of pedestrian amenities (e.g. sidewalks) contributes to an “un-pedestrian friendly” environment. Furthermore, the presence of some potential environmental remediation issues within the site may hinder future revitalization efforts.

While the County has instilled policies to encourage economic development of this site through its Commercial Revitalization program, the reality is that property and business owners cite the difficult, cumbersome and long approval process (e.g. zoning and permitting) as a significant obstacle to enhancing their existing properties or undertaking redevelopment. In addition, some property/business owners are distrustful of County (feel as though the County is trying to “drive out” certain uses) and feel that the County has conflicting goals regarding revitalization of this area.

In terms of property ownership, the existence of some absentee property owners and unwillingness of some long-term property owners to enhance and/or undertake revitalization of their site makes working with the property owners difficult. The number of different parcels comprising the site (44 parcels), the size of these parcels (most are less than 1 acre) and number and type of property owners (28 different owners ranging from family trusts to individuals to private developers) makes any effort to undertake land assembly to spur revitalization tenuous at best. In addition, a desire by some property owners to hold land indefinitely for speculative use makes any kind of land assembly for redevelopment difficult, if not impossible. Furthermore, the lack of vacant land within the site (only one parcel of less than one acre) hinders any kind of significant redevelopment opportunity.

While the Southeast Quadrant has a number of constraints that has hindered revitalization over the past decade and represent a potential obstacle for future revitalization, there are a number opportunities available to support revitalization of this strategic site.

### **6.3 Opportunities**

The Southeast Quadrant has a number of strengths in terms of its land use, site location and characteristics, transportation, public policies, zoning, property ownership, urban design, development, economic and market conditions. With these strengths are opportunities that Fairfax County, the Bailey's Crossroads Revitalization Corporation, existing property and business owners as well as the private real estate development community can undertake to enhance the existing commercial environment and spur revitalization where appropriate. These include, but are not limited to:

- Capitalize on redevelopment opportunity with existing land owner/developer by undertaking public/private development
- Convert site or portions of site to higher intensity uses
- Make the site more attractive through building/façade enhancement and/or redevelopment
- Make the approval process faster and easier to navigate for property/business owners interested in revitalization
- Improve the marketing of Commercial Revitalization District incentives to property/business owners (e.g. Office of Revitalization website: [www.fcrevit.org](http://www.fcrevit.org))
- Continue to improve the pedestrian environment with streetscape projects
- Work with existing property/business owners to encourage property enhancement and/or redevelopment



Exhibit 38 summarizes the strengths, challenges and opportunities associated with the Southeast Quadrant of the Bailey’s Crossroads Commercial Revitalization District.

<b>Exhibit 38. Summary of Strengths, Challenges and Opportunities Southeast Quadrant Bailey’s Crossroads</b>			
<b>Category</b>	<b>Strength</b>	<b>Challenge</b>	<b>Opportunity</b>
<b>Land Use</b>	<ul style="list-style-type: none"> <li>Site not intensely developed</li> </ul>	<ul style="list-style-type: none"> <li>Dominated by automobile repair and storage related uses</li> <li>Majority of site is comprised of small land parcels (&lt; 1 acre)</li> </ul>	<ul style="list-style-type: none"> <li>Convert site or portions of site to higher intensity uses</li> </ul>
<b>Site Location &amp; Characteristics</b>	<ul style="list-style-type: none"> <li>Good location proximate to high volume transportation corridors and concentrated retail/housing</li> </ul>	<ul style="list-style-type: none"> <li>Overall appearance of site is unattractive</li> <li>Deteriorating condition of building stock</li> </ul>	<ul style="list-style-type: none"> <li>Make the site more attractive through building enhancement and/or (re)development where appropriate</li> </ul>
<b>Public Policy</b>	<ul style="list-style-type: none"> <li>County has recognized importance of revitalizing older commercial areas</li> <li>Designation as Commercial Revitalization District provides guidance for redevelopment and reuse of the site</li> <li>Variety of financial and land use incentives available for landowners and businesses to improve their property (see Office of Revitalization website at <a href="http://www.fcrevit.org">www.fcrevit.org</a>)</li> </ul>	<ul style="list-style-type: none"> <li>Reality of difficult, long and cumbersome approval process (e.g. zoning and permitting) hinders (re)development and enhancement of existing businesses</li> <li>Poor marketing of Commercial Revitalization District incentives cited by several property and business owners</li> </ul>	<ul style="list-style-type: none"> <li>Make the approval process easier for property and business owners interested in improving their property</li> <li>Improve marketing of incentives available to property and business owners as part of Commercial Revitalization District (see Office of Revitalization website at <a href="http://www.fcrevit.org">www.fcrevit.org</a>)</li> </ul>
<b>Zoning</b>	<ul style="list-style-type: none"> <li>Special zoning overlay provides opportunities to encourage economic development projects by allowing more concentrated development</li> </ul>	<ul style="list-style-type: none"> <li>Potential non-conforming uses along Center Lane</li> </ul>	<ul style="list-style-type: none"> <li>Fully utilize incentives provided by overlay district to promote economic development projects</li> </ul>
<b>Property Ownership</b>	<ul style="list-style-type: none"> <li>Majority of site is owner-occupied (limited absentee property owners)</li> </ul>	<ul style="list-style-type: none"> <li>Some long term property owners not interested in enhancing or selling property</li> <li>Diverse ownership</li> <li>Small parcels</li> <li>Absentee property owners</li> <li>Property/business owners distrustful of County</li> </ul>	<ul style="list-style-type: none"> <li>Work with existing property/business owners to encourage property enhancement and/or redevelopment</li> </ul>
<b>Urban Design</b>	<ul style="list-style-type: none"> <li>Recently completed streetscape project enhanced pedestrian access and circulation on Columbia Pike</li> </ul>	<ul style="list-style-type: none"> <li>Automobile-oriented, suburban development pattern (low buildings, ample parking) makes area unattractive</li> <li>Lack of pedestrian circulation and amenities contributes to “un-pedestrian friendly” environment</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve pedestrian environment with streetscape projects in others areas within site</li> </ul>
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Excellent regional transportation access</li> </ul>	<ul style="list-style-type: none"> <li>Poor access into site (not well defined or developed)</li> <li>Unconventional road configuration connecting Seminary Road with Leesburg Pike</li> </ul>	<ul style="list-style-type: none"> <li>Potential improved public transportation access to site via Pike Transit Initiative</li> <li>Provide transportation improvements to existing</li> </ul>

		<ul style="list-style-type: none"> <li>Local roadways in poor condition (unpaved, not striped, potholes)</li> <li>Joint ownership of Center Lane (State and County) limited opportunities for improving roadway</li> </ul>	local access roads within site
<b>Environmental</b>	<ul style="list-style-type: none"> <li>No large scale environmental problems identified</li> </ul>	<ul style="list-style-type: none"> <li>Poor drainage along Williams and Center Lane</li> <li>Potential contaminated sites along Center Lane</li> </ul>	<ul style="list-style-type: none"> <li>Variety of state programs to assist with environmental remediation for property owners</li> </ul>
<b>Development</b>	<ul style="list-style-type: none"> <li>Major redevelopment opportunity in the near-term within SE Quadrant</li> <li>Bailey's Crossroads Revitalization Corp. has a priority interest in revitalization of SE Quadrant</li> <li>Some property owners have renovated or are planning to renovate their property and businesses</li> <li>Some property owners indicated interest in selling their property at some point for potential redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>Lack of vacant land for development</li> <li>Small land parcels and multiple property owners hinder opportunities for (re)development</li> <li>Limited opportunities for public and private sector land assembly</li> </ul>	<ul style="list-style-type: none"> <li>Significant near-term redevelopment opportunity on 4.2-acre site along Columbia Pike</li> <li>Opportunity to undertake public/private development</li> <li>Increasing demand for infill development in region due to limited supply</li> </ul>
<b>Economic / Demographic</b>	<ul style="list-style-type: none"> <li>Fairfax County has one of the lowest unemployment rates in the Country</li> <li>Growing job opportunities in Fairfax County and Northern Virginia due to defense contractors, government spending</li> <li>Fairfax County has been ranked as one of the wealthiest counties in the nation (medium household income is near \$100,000)</li> </ul>	<ul style="list-style-type: none"> <li>Slower population growth projected in Fairfax County (10% between 2000 – 2010) compared to 18.5% growth between 1990 – 2000</li> </ul>	<ul style="list-style-type: none"> <li>Swell of non-family households (e.g. single-person, non-traditional) in the next decade will be a key factor that will drive housing demand that will favor rental housing and condominiums</li> </ul>
<b>Market</b>	<ul style="list-style-type: none"> <li>Strong multi-family residential market demand in Northern Virginia for condominiums and apartments</li> <li>Strong retail market demand in region</li> <li>Diversification of office market in Fairfax County improving office market</li> </ul>	<ul style="list-style-type: none"> <li>Limited market for new office, lodging and movie theatre construction in the near-term</li> </ul>	<ul style="list-style-type: none"> <li>Need for affordable housing</li> <li>Shortage of apartments in Northern Virginia</li> <li>Continued positive retail demand</li> </ul>

## Section 7 Re-Use/Enhancement and Revitalization Opportunities

### 7.1 Profile

While much of Bailey's Crossroads and Seven Corners is highly developed and has experienced significant commercial and residential development in the past decade, the Southeast Quadrant has not had any kind of meaningful revitalization or redevelopment. The 32-acre site has deteriorated through the years to be viewed by many as underutilized in the Bailey's Crossroads area. Challenged by a deteriorating infrastructure, underutilized land parcels, inappropriate commercial uses, and poor connections to adjacent commercial centers, the area is part of the Bailey's Crossroads and Seven Corners Commercial Revitalization District. This Fairfax County government program encourages economic development and revitalization activities in the older commercial areas of the County by providing greater flexibility within certain zoning regulations and having urban design measures such as streetscape and landscaping.

The policies and guidelines outlined in the Bailey's Crossroads and Seven Corners Commercial Revitalization District, which combined with existing land use/building conditions and characteristics, transportation & access, economic/market conditions and property ownership issues, provide a framework for working with existing property and business owners to re-use/enhance their existing properties and identify revitalization/redevelopment opportunities within the Southeast Quadrant.

The following sections identifies a "vision" for the Bailey's Crossroads area and re-use/enhancement opportunities of existing sites and redevelopment opportunities based on the strengths, challenges and opportunities within the Southeast Quadrant of the Bailey's Crossroads Commercial Revitalization District.

### 7.2 Vision

Public policy has provided guidance and support for revitalization and economic development in the Bailey's Crossroads area since the early 1990s. A significant amount of development has taken place during the last decade that has made the area one of the most intensely development commercial centers in the Washington, DC region.

The vision for the Bailey's Crossroads area, as provided in the Fairfax County Comprehensive Plan *Concept for Future Development*, recommends Bailey's Crossroads as one of several areas throughout the County designated as Community Business Centers. This designation implies the retention, renovation, redevelopment and revitalization of community-serving uses, including new development and redevelopment. The Plan's vision for this area is:

*"A mixture of community- and neighborhood-serving retail, office, residential and recreational/cultural uses developed with a pedestrian scale and character"*

Discussions with existing property and business owners, local government officials, developers and other stakeholders with interest in the Southeast Quadrant reveals a variety of thoughts on revitalization of this strategic area ranging from supporting/facilitating renovations of existing businesses on a parcel by parcel basis to redevelopment of the entire area through land assembly. While the long-term vision for the area involves a mix of uses developed with a pedestrian scale and character, near-term opportunities can focus on enhancing the existing automotive related uses and other uses that dominate the site and undertake redevelopment where appropriate. Discussions with community stakeholders reveal that there is no "magic bullet" to facilitate revitalization of the Southeast Quadrant. However, over the long-term potential "visions" for revitalization of this site as identified by these stakeholders (e.g. business and property owners, local government officials, developers, etc.) include the following:

- High quality light industrial with residential lofts and pedestrian-oriented retail
- Preserve/enhance automotive related uses (i.e. preservation of critical services)
- Create a “sense of place” that is attractive and pedestrian-friendly
- Create a pedestrian-friendly “Town Center” environment (similar to Pentagon Row, Market Commons in Clarendon, Shirlington) that has mix of concentrated high quality retail, restaurants, residential and destination retail such as a movie theatre,
- Attract high quality tenants which could include replacement of existing buildings and/or renovation of existing buildings
- Create an “international marketplace” with affordable housing, senior housing, mid-rise or high rise apartments and even an urban park
- Create a mixed use environment that has a combination of specialized retail and warehouse space
- Limit/prohibit big box retail
- Create a high density, mixed use environment that has tall towers (ground floor retail with office and/or residential above) in a pedestrian-friendly grid pattern

### **7.3 Re-Use / Enhancement**

One of the economic development goals of the Bailey's Crossroads Revitalization District is facilitating strengthening new and existing properties and businesses through façade enhancements, renovations, and landscape improvements. These tools and initiatives are designed to improve the attractiveness and image of the area. Over the past several years, a number of business and property owners in the Southeast Quadrant have invested funds and upgraded/renovated their properties. While this may represent marginal or cosmetic improvements within the area (and not a major redevelopment), it is nonetheless efforts undertaken by property owners to enhance their site.

The following highlights examples of recent and planned efforts undertaken or to be undertaken by property and business owners to improve their properties within the Southeast Quadrant:

- A company that provides metal, stone and wood restoration and maintenance service to high-end real estate products recently invested nearly \$1 million to upgrade their property on Seminary Road after purchasing their site in 2004. These upgrades included new parking pavement, façade improvements, tenant finish-out, and painting / signage on their site. The company also removed a significant amount of debris left by the previous owner.
- A property owner along Leesburg Pike and Carlin Springs Road recently painted two of their office buildings. The owner is planning to conduct additional improvements to two office buildings, including installing new glass doors, new ceilings and flooring, and upgraded electrical and bathrooms. Furthermore, the owner is attempting to get a tenant who operates a travel service along Seminary Road to clean up the parking lot.

- The property owner of an office building on Columbia Pike recently conducted façade improvements on their office building.
- A property owner along Center Lane is planning to redo an entire building to create a “Regional Showroom” called Dowden Center. The renovation would include façade improvements, new windows and roof and improved tenant fit out.
- A new property and business owner is investing more than \$1 million for a 3,500 square foot Auto Stop automobile repair facility along Seminary Road. The project is presently under construction with an anticipated completion date in 2005.

While this represents recent efforts by property and business owners interested in enhancing their properties, whether it is to upgrade their particular site for business reasons and/or an attempt to improve the image of the area, there are other property owners uninterested in undertaking such endeavors. While their reasons for not improving their properties may be varied, this is a crucial deterrent to undertaking revitalization within the Southeast Quadrant.

#### **7.4 Revitalization Opportunities**

In addition to encouraging the existing property and business owners to renovate and improve their properties, another important component – and one that has the potential to play an important role in catalyzing additional redevelopment – is opportunities to undertake complete redevelopment of a site or portion of a site. Currently, the Southeast Quadrant has only one parcel that is vacant, a 0.6-acre parcel currently owned by Fairfax County at the intersection of Columbia Pike and Moncure Avenue. The remaining properties are owned by a myriad of ownership types, ranging from individuals, developers, local government, non-profit organizations to family trusts.

Based on site reconnaissance and interviews with existing property and business owners, developers who own property within the SE Quadrant or are working in the area, public policy officials representing the Bailey's Crossroads and Seven Corners area and other key stakeholders, a variety of potential uses for the Southeast Quadrant were identified. These include, but are not limited to:

- High quality light industrial
- Lofts
- Preservation / enhancement of essential services (e.g. automotive, storage, etc.)
- Destination retail, such as a movie theatre
- High quality office space
- High quality retail, including restaurants
- Service retail, such as a pharmacy and bank
- Medical facility, such as a community health center
- Residential, including affordable housing, seniors housing, mid- to high-density
- “International Marketplace”
- Open space/urban park
- Warehouse/storage
- Transportation, such as a light maintenance/garage facility with retail as part of the Pike Transit Initiative
- Civic/public

While there are a number of potential uses that would be appropriate within the study area and support the goals of the Revitalization District, there are limited opportunities for actual site redevelopment in the near-term. The near-term strategy identified by most of the existing property owners is to continue to

operate their businesses and lease out their space to tenants as they are currently doing. For example, some of these owners have owned their sites for a long time (i.e. more than 20 years), do not have debt on their property (aside from property taxes) and are producing positive cash flow. Thus, some of these owners do not have a strong need or desire to put additional capital into their site as they may be already pleased with their current financial situation. However, some of these property and business owners indicated a willingness to potentially sell or redevelopment their property in the long term (e.g. 10 years or greater).

### NEAR TERM DEVELOPMENT OPPORTUNITY

Based on interviews with more than 95 percent of the existing property and business owners in the Southeast Quadrant, one major near-term (within 3 years) redevelopment opportunity was identified. A property owner, who is also a real estate developer, owns five contiguous parcels comprising 4.2 acres along Columbia Pike and is interested in redeveloping their site once the leases expire in November 2007 for their current tenants (which include a telephone company, a restaurant and an automobile service station). This is one of the largest sites owned by one property owner within the Southeast Quadrant. **A ready and willing developer/land owner, a site of sufficient size with good visibility, and good market conditions presents a major opportunity to undertake a high quality redevelopment that can be a catalyst for revitalization within the Southeast Quadrant and can serve as a model demonstration project.**

Currently, the property owner/developer, which has developed several office building and retail shopping centers in the metropolitan Washington, DC area, has no current plans for the type or amount of redevelopment they would like to have on their site. Discussions with the developer indicated that they are open to suggestions for the type of development that could take place on their site, such as retail, residential, office, etc., and are potentially interested in working with the County in such a redevelopment.

BBP Associates has prepared a potential development program for this site, which is based on current real estate market conditions, interviews with the developer and consistency with land use/zoning guidelines as part of the Bailey's Crossroads Revitalization District. This program is a mixed use residential/retail development on the developer-owned 4.2-acre site plus the 0.5-acre site owned by Fairfax County that is currently vacant and is considered excess County land (the developer has expressed interest in purchasing this property from the County). The site, which fronts Columbia Pike, has good visibility and is located in front of a recently constructed townhouse development that is off of Moncure Avenue. The design layout could include a multi-story building that would have retail on the ground floor with the multi-family residential housing above it. This building would wrap around a deck parking facility that would provide parking for the retail and residential uses. Access to this parking facility would be via Columbia Pike. Retail uses could include neighborhood and community-serving retail, such as a non drive-in pharmacy (e.g. CVS or Walgreen's) and business related services, such as a bank.

Assuming a Floor Area Ratio (FAR) of 0.77 (this include a base FAR of 0.7 which is the maximum allowable amount of development consistent with the current Bailey's Crossroads Revitalization District's land use and zoning guidelines in the Fairfax County Comprehensive Plan plus a 10 percent density bonus with use of the County's Affordable Dwelling Unit Ordinance), for the 4.8-acre site, the maximum

<b>Exhibit 39. Potential Development Program Columbia Road Site</b>		
		<b>Square Feet</b>
<b>Site Size</b>	4.8 acres	209,475
<b>Floor Area Ratio</b>	0.77	
<b>Gross Building Area</b>		
<b>Residential</b>	100 units	110,000
<b>Retail</b>		51,300
<b>Parking</b>		<b>No. of Spaces</b>
<b>Residential</b>	1.5 spaces per unit	150
<b>Retail</b>	5/1,000 square feet	183

amount of development permitted on this site would be approximately 161,300 square feet. Assuming a residential density of 20 dwelling units per acre, which is consistent with the zoning guidelines for the Bailey's Crossroads Revitalization District, there would be a total of 100 dwelling units, of which at least 6.25 percent or more (depending on the arrangement between the developer and the County) could be allocated to affordable housing. This would help address the County's goal of increasing the number of affordable housing units in the County.

A second potential option would be to increase the maximum allowable Floor Area Ratio to 1.5 which would a greater amount of development on site, including additional housing units, both market rate and affordable.

### Exhibit 40. Opportunity Area Bailey's Crossroads Commercial Revitalization District Southeast Quadrant



- Opportunity Area
- Revitalization Area Structures
- Commercial
- Single Family

- Parcel Ownership
- Revitalization Area
- Outlying Structures
- Commercial
- Single Family

## LAND ASSEMBLY

One potential revitalization scenario that has been explored to varying degrees within the Southeast Quadrant is assembling the land for a complete site redevelopment. Over the past two decades, there have been several efforts by the private sector (including an existing property owner within the site, a local developer/land owner, and a large hotel corporation) to assemble the land within the Southeast Quadrant for potential redevelopment. However, these groups abandoned their efforts for land assembly for a variety of reasons. Issues such as the diverse nature/type of the ownership, unwillingness of property owners to convey/sell their property and company business decisions thwarted efforts to assemble the land.

According to a group of industry experts assembled by the Urban Land Institute, the difficulty of land assembly and acquisition in close-in urban neighborhoods remains a chief impediment to urban redevelopment, particularly when the land use is being changed to accommodate housing or a mix of uses. While complete site redevelopment of this area as a result of assembling the land may produce the most dramatic results in terms of revitalization and spurring economic development, land assembly obstacles are formidable and includes such issues as:

- High land costs
- Limited supply
- Difficult site assembly requirements
- Long chains of title
- Desire by property owners to hold property indefinitely for speculative use

The role of the public sector in land assembly can also be varied ranging from facilitation (e.g. providing finance incentives, streamlining permitting/rezoning, building community support) to active (e.g. public/private development partner, utilizing eminent domain). This latter issue where the public sector takes the land for the purpose of advancing economic development is controversial and has been used to a very limited degree in Virginia. Perhaps more importantly, an upcoming U.S. Supreme Court case could have a significant impact on cities' (and other local jurisdictions) ability to use eminent domain to acquire private property for economic development purposes.

The Supreme Court case involves New London, Connecticut's use of eminent domain for a redevelopment plan that requires the city to acquire private homes where the City of New London would convey the acquired property to its non-profit, private economic development corporation to implement a comprehensive mixed-use redevelopment plan. The plan relies on private sector participation and promises not only jobs and new tax revenues for the economically distressed community, but other proposed public benefits including new parking facilities for a state park, expanded retail space, public marinas, and a waterfront walkway. The homeowners asked the court to stop the city from taking their property, arguing that the city had no assurance that the private sector participation would occur and, without it, there was no assurance that the promised public benefits from the redevelopment would materialize. The Supreme Court will be reviewing this case in early 2005.

Within the Southeast Quadrant, potential land assembly (particularly in the area around Seminary Road and Center Lane), either public- or private-sector driven, remains a formidable obstacle that requires further study. As several property owners who own several large parcels in this area have mentioned the possibility of selling their properties in the long run (more than 10 years), undertaking such an endeavor will be a long-term goal that will require significant cooperation between the public and private sectors. However, the interest of a developer to initiate redevelopment of their currently under-utilized site (comprised of five different parcels with three tenants) along Columbia Pike demonstrates private sector interest in revitalization and land consolidation within the Southeast Quadrant that can catalyze private sector land assembly in the future.



## Section 8 Case Study Examples

The following case study examples document model revitalization and redevelopment efforts around the country, including those undertaken in Fairfax County. These case studies were selected based on a number of factors that showed commonality to existing conditions of the Southeast Quadrant, including but not limited to:

- Disparate number of property owners
- Site size
- Public policy initiatives and goals (e.g. revitalization)
- Transportation/site access
- Private sector development opportunities.

### 8.1 South County Center, Fairfax, Virginia

#### Similarity to Southeast Quadrant

- Leveraged county resources to attract quality office development and private sector development in under utilized portion of Richmond Highway
- Public/private partnership revitalizing the Richmond Highway corridor
- Replaced vacant and underutilized property with high profile landmark that could stimulate further development along Richmond Highway corridor
- Consolidate county services in one central location to serve nearby residents

#### Project Characteristics

The South County Center was constructed on a mostly vacant 8.75-acre site on Richmond Highway just north of Buckman Road. The five-story, \$27.8 million office building has approximately 135,000 square feet of space and 573 parking spaces.



The South County Center was built to provide county services closer to residents living in the southern portion of the county (Mount Vernon and Lee districts) to cut back on driving time and to allow county employees who work in the southern portion of the county to be able to work closer to their clients. Furthermore, the goal was to save the county money compared with leasing the same amount of space in the corridor by consolidating office space in seven buildings along Richmond Highway into one central location. In addition, the South County Center and the other office building that would be built near Beacon Mall could stimulate economic development efforts on Richmond Highway.

The center is a satellite government office for South County residents designed to house a wide range of programs, including the Women with Infants and Children program, Community Health Center, Health Department inspectors, foster care and child protective services workers, adult day care and programs for home buyers, and have the potential for providing satellite offices for the county's tax department, a courtroom for the General District Court and Juvenile and Domestic Relations Court. The center also houses a senior center, mental health programs for children and an employment center. The center also houses the Richmond Highway revitalization, affordable home ownership and property management

programs of the Department of Housing and Community Development, and the Victim Assistance Network. Further, ground-floor space seating up to 150 persons is available for community groups.

### **Development / Financing Program**

A private developer, Madison Development Partners, bought the land for the South County Center, built the center and leases the space to the county at low fixed rate (\$17 per square foot) which can not be increased during the life of the lease. The lease payments would be applied to the purchase price, and after 30 years the county could buy the building for \$1. The county would also have the option of buying the building any time after ten years.

In addition, the private sector (e.g. Madison Development Partners) widened Richmond Highway in front of the building, in accordance with improvements recommended by the Virginia Department of Transportation.

The benefits of the private sector constructing the center instead of the county include, but are not limited to:

- Does not divert county funds away from school construction or other essential capital projects that have voter approval
- Private sector would be able to utilize commercial borrowers for money to build the center, which would allow the company to build it far quicker than could the county.
- County would incur minimal financial risk with private sector constructing project
- County staff time would not be diverted away from providing services to people who need them

As part of the agreement to build the South County center, the county would convey the old Groveton School site to Madison Development Partners. This site sat vacant for more than a decade on Richmond Highway near Beacon Mall. On this five-acre site, Madison plans to build a five-story office building with about 125,000 square feet of space and 340 parking spaces. This building would substantially add to the scarce inventory of office space available on Richmond Highway. In addition, the private sector dedicated funds to Fairfax County's efforts to eliminate blighted properties along Richmond Highway.

### **Public Sector Participation**

As part of this development, Fairfax County conveyed the mostly vacant South County Center site to the private sector as well as the old Groveton School site that sat vacant for more than a decade. By engaging in a public/private partnership that involves the two sites, the county leveraged the construction of two new office buildings along Richmond Highway on sites that currently are not being used to their highest potential.

To stimulate this redevelopment, the county has taken other actions aimed at stimulating economic development on Richmond Highway including revising the county's comprehensive plan to allow for far more "mixed-use" development (office, retail and residential together) and approving new landscaping and parking requirements for the corridor. In addition, the Virginia Department of Transportation plans to spend \$255 million to upgrade Richmond Highway from the Beltway down to Telegraph Road.

## 8.2 Outer West Street Corridor Revitalization, Annapolis, Maryland

### Similarity to Southeast Quadrant

- High concentration of automobile-oriented and storage/warehousing land uses
- Revitalization of underutilized land parcels into high quality commercial and residential development
- Lack of identify for area
- Limited amount of vacant land
- Opportunities for quality infill development

### Project Characteristics

The Outer West Street – Chinquapin Round Road corridor is located on the west side of the City of Annapolis and is in the Business Corridor Enhancement – BCE zoning district, covering approximately 101 acres along both sides of West Street and Chinquapin Round Road. The corridor is part of the largest concentration of commercial land in the city, and is one of the four primary gateways into downtown from Anne Arundel County.

The dominant land uses in the corridor include car sales and services facilities, general service uses, storage, office, general retail and restaurants. The current design character of the corridor is low density, automobile-dominated, strip commercial with buildings dating from the 1960s and 1970s. While some parts of the corridor have redeveloped with better urban design conditions, the amount of change has been too limited to affect the area's overall character.



Older commercial strip



Recent improved site design

The vision for the corridor derives from the City's Comprehensive Plan and economic development planning, and from residents and businesses living and working in and around the corridor. These visions include:

- Greater mix of land uses compared to today, especially residential and employment uses
- Greater scale and intensity of development than today
- Remains an important business and commercial corridor
- Has less under utilized land, thereby increasing commercial buildings values and increasing the City's tax base
- Is visually attractive in a well-designed urban environment, and is conducive to walking
- Becomes an attractive gateway to the City
- Becomes a safer transportation corridor that is not automobile-dominated and that serves all users

The plan envisions a general continuation of existing regulations and land uses under the current zoning district outside the mixed used areas with improvements made to the sites and to the streetscape made incrementally over time.

There are several redevelopment and revitalization opportunities along the corridor that are being planned. A former 6.5-acre lumber yard has recently been razed to make way for a new 320-unit mixed use residential development that is presently under construction on Inner West Street. In addition, Parole Plaza shopping center has been razed recently and there are plans for a large scale mixed use development to comprise medium and high density residential, retail, commercial/office and a hotel.

For example, the Westbridge Village project, developed by Union Realty Partners, Inc., includes 320 rental multifamily units above approximately 16,000 square feet of ground floor retail space in three to four gabled-roof, four-floor buildings with lofts. The development is a bold departure from the existing strip commercial character of the area and is expected to be a catalyst for revitalizing an important gateway to Maryland's capital city. The project has a pedestrian oriented design which embodies many of the urban qualities of historic downtown Annapolis and sets the precedent for other projects to be developed along outer West Street.

The Westbridge Village project was recognized by the Smart Growth Alliance (SGA), a coalition of five regional organizations including the Chesapeake Bay Foundation, Greater Washington Board of Trade, Coalition for Smarter Growth, Metropolitan Washington Builders' Council and ULI Washington, as one of three development proposals for wise land use and efficient design in 2003.



Preliminary rendering for proposed Westbridge Village project (courtesy Union Realty Partners, Inc.)

### **Public Sector Participation**

The public sector is currently developing new zoning district to facilitate mixed use development in the designated parts of the corridor. This new district would be a variant of the current BCE district. Key elements of the proposed new district include:

- Permitting higher density new residential uses only as part of an integrated mixed use development (e.g. restaurants, convenience stores)
- Increased density for multi-family residential permitted at 60 dwelling units per acre or 2.0 FAR (floor area ratio)
- Use of structured parking as an integral part of mixed use development along corridor including provision of shared parking allowances
- Preparation of urban design plan that addresses the full range of urban design considerations including architecture, relation of buildings to street and nearby development, streetscape,

plantings, open space treatment, parking and loading, and protecting residential neighborhoods from impacts of commercial uses

- Economic development incentives to spur development and redevelopment in the corridor including accelerated development review process, density bonuses, tax incentives such as Tax Increment Financing, and capital improvements especially on roads and open space
- Traffic/transportation improvements to improve vehicular access and address safety for pedestrians and bicyclists

### 8.3 Tualatin Commons, Tualatin, Oregon

#### Similarity to Southeast Quadrant

- Changed former automobile-oriented commercial uses to pedestrian-friendly mixed-use development
- Flexibility to change direction of plan due to changing real estate market conditions
- Difficult land assembly
- Significant public communication and input which guided final development plan
- Publicly initiated suburban redevelopment



Before



After

Photo Source: Tualatin Development Commission

**Project Characteristics.** Tualatin Commons is a 19-acre, mixed-use, suburban redevelopment town center made up of offices, rowhouses, apartments, a hotel, restaurants and unique live/work units dubbed as “hoffices”. Located ten miles from Portland, Oregon, the centerpiece of the town center consists of a public plaza and promenade that surround a manmade lake.

Uses as part of Tualatin Commons include:

<p><b>Promenade, Public Plaza and Community Center</b></p>	<p>Manmade 3.1-acre “Lake of the Commons” surrounded by a wide promenade lined with brick pavers, street furniture, and landscaping. Links the lake to the residences, restaurants, and offices, as well as to pathways between buildings that lead to landscaped parking lots and adjacent buildings, and the adjacent community park. Also includes a 20,000-square-foot public plaza, an open air colonnade that plays host to festivals, markets, and other activities.</p>
<p><b>Office and Restaurants</b></p>	<p>87,000 square feet of office space in two “Class A” office buildings. Tualatin Commons includes two restaurant parcels, adjacent to the hotel and office buildings. Currently, a three-tenant restaurant occupies the site just south of the</p>

public plaza.

**Residential**

Three residential projects including Tualatin Mews “hoffices”, a seven-unit owner-occupied, mixed-use development with first floor, street level commercial space and two levels of living space above. Other residential projects include 18 market rate rowhouses surrounding a small, landscaped pond, 24 market-rate apartments, 12 moderate-rent apartments and 15 moderate-rent town homes situated over 18,000 square feet of retail space that include such uses as a travel agency, ice cream shop, and coffee house. Project density is 36 units per acre.

**Hotel**

Century Hotel, a 40-room suites hotel with rooms that overlook the promenade and lake, provides overnight guest opportunities for visitors.

**Public Art**

Large emphasis on public art at the Commons through a regional Metropolitan Arts Commission grant. Public art projects include: small art features, including a memorial commemorating historical Tualatin, a dedicated area for citizen contributions, and artist-designed utility vault lids; landscaping and lighting, including flower planters designed by artists; major artwork, including artwork at main intersections of adjacent streets; and artist-designed pedestrian linkages to nearby streets, the library, and Community Park.

The primary guidance for the creation of Tualatin Commons was a set of objectives developed by the City Commission based on a series of public meetings. These objectives included:

- Provide strong civic focus using public facilities and public spaces
- Encourage and influence diverse private development
- Promote pedestrian and vehicular circulation
- Promote day and night uses
- Create a strong visual impression at major entrances
- Enhance economic viability for all businesses
- Focus on long-term taxable value of the land through good design

After several failed attempts at redeveloping the site by the private sector, the city decided to undertake the redevelopment process itself by first creating a site plan based on community and design team input, and then dividing the site into seven parcels for private purchase. These parcels were offered adjacent to city-developed public spaces: a lake, public plaza, and promenade.



Photo Source: Tualatin Development Commission

Marketing played a significant role in the redevelopment process. An advertising and public relations firm was hired both to keep the public informed and assess community attitudes and to get information out to prospective developers. While press releases, media interviews, flyers, and articles in the city's newsletter kept local citizens and business owners informed, mailings were sent to introduce the project to a list of potential bankers, real estate brokers, and developers. Additionally, project updates were released on a regular basis and market studies were used to determine the best uses for individual parcels. In less than one year, the sale or commitment of six of the seven parcels was secured.

**Public Sector Participation.** Public sector participation included \$12 million in funding for all necessary infrastructure, land acquisition and a public square through tax-increment financing which was used to bring in developers who would redevelop the site. Original land acquisition costs were just under \$4.4 million. Over a period of two years (between 1985 and 1987), the city purchased the property under the auspices of the Tualatin Development Commission, relocating the businesses and residents as required by Oregon law. The land was purchased through tax-increment bond sales and a loan.

The public sector-driven site plan was successful to private developers for a number of reasons. For example, the city streamlined the public approvals process to allow developers who met the conceptual plan and design guidelines to purchase the lots in a more time- and cost-effective manner.

**Project Challenges.** The length of time to see project implementation was a major challenge to redevelopment. It took 20 years between the time the city created a new redevelopment district, in 1975, and the 1995 ground-breaking for the redevelopment project.

Land assembly took several years and was challenging because of the widely varying land owners and their different expectations. The largest use before redevelopment was a non-conforming pet food factory and a number of older, dilapidated buildings—including a Dairy Queen, old houses converted to various uses such as an auto parts store and small engine repair shop, an old warehouse and a few older residences. Most parcels were acquired from willing sellers, but eminent domain actions had to be filed in some cases. These were settled prior to trial.

Changing real estate market conditions also challenged the project. For example, several developers attempted to carry through with projects on site, initially retail development, but failed when they were unable to sign a retail anchor. Initially a retail-driven project, the city took over and created a site plan which outlined uses that they would like to see based on community input and prevailing real estate market conditions.



Source: Tualatin Development Commission

## 8.4 Phillips Place, Charlotte, North Carolina

### Similarity to Southeast Quadrant

- Traditional low-density suburban setting (inner-ring redevelopment)
- Pedestrian-oriented mixed use development of shopping, dining, entertainment, residential and hotel uses
- Limited access to site and linkages / connections to adjacent neighborhoods
- Located in high-income area and second largest business district in region

**Project Characteristics.** Phillips Place is a suburban mixed-use development featuring retail, residential, hotel and a multiplex cinema, all organized around a main street. Located 20 minutes from downtown Charlotte, North Carolina, the 32-acre site includes a pedestrian-scaled main street within a traditional low-density suburban area. The three-story buildings feature ground floor retail uses with residential on top. There is a significant emphasis on high-quality streetscape design and lighting designed to create a pleasant and safe pedestrian experience.

<b>Retail</b>	130,000 square feet of retail space. Tenants include Restoration Hardware, Dean & DeLuca gourmet market and wine room, The Palm steakhouse, P.F. Chang's China Bistro and Upstream seafood restaurant and oyster bar, Modern Salon & Spa, and Taylor Richards & Conger men's clothiers.
<b>Residential</b>	402 apartment units (Park at Phillips Place), an upscale apartment complex developed by Post Properties. These are located above the ground floor retail space.
<b>Hotel</b>	80,000 square feet or 124 rooms.
<b>Entertainment</b>	10-screen movie theatre.

The project was designed to create a pedestrian-scaled “center” by internalizing the main street in order to provide a slower, more controlled environment than the fast moving, automobile oriented environments of the surrounding area. To help establish an upscale identity for Phillips Place, and to differentiate its town center from nearby shopping centers, the developer lured national restaurateurs and retailers that wanted only one outlet in the Charlotte market, such as the high-end Palm restaurant and the Dean & DeLuca gourmet food store.



Photo source: Urban Land Institute

The hotel, a cinema and the apartments combine add synergy to the retail and dining establishments of Phillips Place. A single construction company handled the retail, hotel and cinema development, eliminating numerous coordination issues. Construction began in November 1995 and was completed in March 1998. The total development cost was \$80 million with site acquisition costs at \$12 million. The site includes a 790-space parking deck.

**Project Challenges.** Existing zoning on the site did not permit mixed-use development. The developer worked with the City to create

a new zoning category that allowed the integration of retail and residential uses. The site was rezoned to accommodate this mix of uses. In addition, the site had several site constraints to development, including high-tension power lines located at the front of the property and a terrain that sloped. The greatest constraint was limited access to the site which had substantial frontage on one major east/west thoroughfare, but was not served by any other adjacent streets.

In addition, concerns over increased traffic, especially additional traffic flowing through adjacent neighborhoods, made it impossible for the developer to connect the internal main street with the surrounding neighborhoods with either vehicle or pedestrian linkages. However, several neighborhood groups – impressed with the quality and design of the project – are considering ways to effectively connect their neighborhoods to Phillips Place.



## 8.5 Public Sector Incentives and Inner Ring Redevelopment, Berkeley, California

### Similarity to Southeast Quadrant

- Incremental infill development and redevelopment
- Public sector initiatives drove revitalization
- Pedestrian-friendly orientation and mix of uses
- Provision of affordable housing

**Project Characteristics.** The City of Berkeley, California showcases an example of how an older, first-ring suburb of San Francisco gradually improved its downtown and key commercial centers/corridors through incremental infill revitalization. Largely built in the early 20<sup>th</sup> century, the city's downtown and surrounding commercial areas became a haven for seedy motels and liquor stores. However, over the past decade, the city instituted a comprehensive infill redevelopment program that has helped revitalize the downtown and key commercial centers. In the downtown area at least ten major new mixed-use buildings have added housing, restaurants, cafes, shops and offices. Existing buildings have been retrofitted or had façade improvements.



Ground floor retail, Manville Hall

Examples of recent projects include:

<b>Shattuck Senior Homes</b>	27-unit seniors housing located on 0.5-acre site near downtown for seniors who earn 40 to 50 percent of area median income.
<b>University Mixed Use Development</b>	29 loft condominiums (density at 107 units/acre), a café, retail space, off-street parking and a 4,000 square foot above ground patio space for residents
<b>Manville Hall</b>	132-unit, three-story studio residence hall arranged around an inner courtyard, with retail space on the ground floor



University Lofts Site, Before



University Lofts, After

**Public Sector Participation.** To facilitate infill redevelopment, the City of Berkeley has used strategies such as:

- Reduced parking requirements
- Density bonuses
- Specific Plans

- Financial assistance to developers
- Provision of urban amenities/infrastructure

For example, with a grant from the federal transportation enhancement funds the city widened sidewalks to create an attractive outdoor seating area for restaurants. A comprehensive streetscape improvement plan is now being implemented to make the entire downtown area more pedestrian-friendly. Several Specific Plans have helped coordinate infill in key areas. The city assisted many affordable housing projects through its housing trust fund.

## Section 9 Implementation Strategies

The previous sections provided an overview of the existing conditions of the Southeast Quadrant of the Bailey's Crossroads Revitalization District in terms of land use, business mix, property ownership, transportation and urban design. An assessment of economic and real estate market conditions as well as public and private policies and plans were provided. An analysis of the Southeast Quadrant's strengths, constraints and opportunities was presented to provide a context of the Southeast Quadrant in terms of the potential for revitalization and enhancement of existing properties. Furthermore, a description of revitalization and property enhancement opportunities was presented.

Based upon these analyses, a detailed implementation plan for achieving revitalization and enhancement of this strategic site has been prepared. The implementation plan identifies the goals and actions in the near-term (within five years) and in the long-term (greater than five years). The actions identified in this implementation plan are mutually supportive to raise the quality and type of reinvestment, promoting a greater level of value and quality of life in the study area. Based on meetings with public representatives, property and business owners, and other members of the community, these strategies were determined to be the most effective means of stabilizing, redeveloping, and sparking reinvestment for the long-term in the Southeast Quadrant.

### 9.1 Near-Term Actions (2005-2010)

These are actions and projects that can be accomplished quickly and economically with an emphasis on immediate and tangible results to improve the visual image, create a sense of momentum and build support for and interest. The actions are designed to be implemented within a five-year time period. The actions are generally aimed at stabilizing the area and setting the stage and momentum to continue the process of revitalization.

#### DEVELOPMENT

##### Columbia Pike Demonstration Project

Achieving successful revitalization in areas like the Southeast Quadrant often requires a **demonstration project** that can provide momentum and can showcase quality redevelopment. The Southeast Quadrant of the Bailey's Crossroads Revitalization District has just this opportunity. Along Columbia Pike there is a "ready-and-willing" developer who owns a 4.2-acre site that they would like to redevelop within a few years. This type of development activity is a significant action in the near-term that can create confidence in the revitalization program from the private sector and can further catalyze redevelopment in other areas of the Southeast Quadrant.

The developer is currently in the pre-planning stages regarding this site and plans to begin development planning during late 2005 and 2006. An opportunity exists for the public sector to work with the developer in development planning for the site, as well as, the opportunity to participate in a potential joint venture or public/private partnership arrangement to provide affordable housing, parking, etc. For example, the developer as expressed interest in acquiring a 0.5-acre vacant parcel adjacent to their site that is currently owned by Fairfax County. This represents an opportunity for the County to work with the developer in a public/private venture. In addition, the County can work with the developer to planning for the type of development to take place on this site and ensure that it is furthers the goals of the Revitalization District.

This type of key demonstration project can minimize the gap between planning for revitalization and actual implementation which can help change the perception and image of the area. The early success of a public/private development project such as this will show the community that the revitalization program is effective at improving and enhancing commercial and residential development within the Southeast Quadrant.

Role of Public Sector in Demonstration Project	Action
Development Planning & Approvals	<ul style="list-style-type: none"> <li>• Assist developer in determining approximate type/mix of development and ensure that project meets revitalization goals and objectives</li> <li>• Define goals/objectives of Revitalization District to developer and public sector’s potential role in redevelopment (e.g. affordable housing, parking)</li> <li>• Initiate discussions regarding sale/conveyance of 0.5-acre County owned property to developer and outline possible public/private joint development arrangements</li> <li>• Involve Bailey’s Crossroads Revitalization Corp. in community participation</li> <li>• Facilitate development approval/permitting</li> <li>• Determine public/private sector roles</li> </ul>
Permitting/Development Approval	<ul style="list-style-type: none"> <li>• Expedite development approval process for residential and commercial projects</li> <li>• Support increased densities where appropriate</li> </ul>
Financing/Funding	<ul style="list-style-type: none"> <li>• Investing in Communities Program</li> <li>• Tax Exempt Bond Financing</li> <li>• Revitalization Incentive Fund</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• Provision of infrastructure, streetscape, parking, access, open space, etc.</li> </ul>

This near term redevelopment project is a significant opportunity for the public sector (e.g. Fairfax County, Bailey’s Crossroads Revitalization Corporation) work with the private sector on a high quality, mixed use development that can create momentum for the revitalization of this strategic corner at the intersection of Leesburg Pike and Columbia Pike. **Every effort should be undertaken by the public sector within the next year to initiate discussions with the developer and to work with them on development planning, permitting/development approval, financing/funding and incentives that meet the objectives of the Bailey’s Crossroads Revitalization District, the community, the public and the private sector.**

As this redevelopment opportunity begins to take shape over the next few years, the public sector should continue to maintain dialogue and publicize other revitalization opportunities within the Southeast Quadrant as they become public information. For example, Fairfax County recently introduced a web site dedicated to redevelopment and development opportunities within its Revitalization Districts. The site contains information on a variety of revitalization programs along with information and maps on the seven revitalization areas in the County and can assist potential developers in identifying redevelopment opportunities.

## GUIDING PRINCIPLES

Fairfax County has a number of guiding principles in place to encourage economic development of key revitalization areas such as the Southeast Quadrant. The County has a vested interest in improving the economic and business environment of these underutilized areas. Through the Fairfax County Comprehensive Plan and its zoning ordinance, the Bailey’s Crossroads and Seven Corners Revitalization District outlines desirable land uses (including the type, amount and location) for the Revitalization Districts and provides a variety of incentives to encourage these types of uses.

While these public sector policies and tools are a positive indication of the County’s objective in revitalizing these areas, the reality is that the existing development approval process from the private sector perspective is potentially hampering redevelopment of these strategic areas. Discussions with

Southeast Quadrant property and business owners, as well as local developers, indicate that a significant obstacle to revitalization is the existing development approval process which they site as lengthy and cumbersome. There is a need to give these Revitalization District policies “teeth” to ensure successful implementation.

Potential strategies that the public sector can undertake to facilitate the implementation of revitalization projects within the Southeast Quadrant include:

- Ensure that all permitting and zoning applications located within a Commercial Revitalization District are given an expedited/streamlined development review process, including both commercial and residential projects. This includes, but is not limited to:
  - Establish a “One-Stop” center or location for Revitalization District applications
  - Remove or consolidate steps in the process (e.g. concurrency requirements)
  - Make sure the applicable regulations are organized and easily accessible
  - Review prior appeals to identify opportunities
  - Allow for flexibility in the permit process
  - Conduct some of the permit steps in advance of the development proposals
- Improve marketing/publicizing of revitalization financial and zoning tools/incentives available to property and business owners located in a Revitalization District interested in enhancement/redevelopment of existing properties
- Explore the possibility of utilizing form-based zoning in the County (see discussion below) to facilitate development review, flexibility of uses and financial incentives within designated areas such as Revitalization Districts

One potential zoning alternative recently implemented along Columbia Pike in Arlington County that has been used to facilitate revitalization and redevelopment is Form Base Zoning. In February 2003, after three years of planning and more than 200 public meetings, the Columbia Pike Revitalization Organization developed Arlington County’s Form Base Zoning Code as an optional development approval process designed to make Columbia Pike development decisions simple and the development entitlement process short as well as predictable. The Form Base Code is made up of three parts: property location, building form and architecture. Developers who opt to use the Form Base Code within a Revitalization District are eligible for significant County investment through the Columbia Pike Economic Incentives and Arlington County Economic Development including:

- Expedited approval process (30 days for projects under 40,000 square feet and 55 days for all others)
- Financing through Tax Increment Public Infrastructure Fund (for parking, streetscape, sidewalks)
- Rehabilitation tax exemption (cap at \$10 million of increased valuation)
- Consolidated parking

As an example, Arlington County recently approved its first Form Base Code project: an \$85 million mixed use condominium/retail development that will have 257 condominiums and 47,000 square feet of retail on the ground floor located on 1.5-acre site at corner of Walter Reed Drive and Columbia Pike. As a testament to the expedited development review, the developer received all development approvals in 55 days.

## CAPITAL IMPROVEMENTS

Capital improvements represent a significant action that the public sector can undertake to facilitate revitalization of the Southeast Quadrant. These include long-term capital investments and immediate streetscape and urban design improvements that can help improve the quality of the area and the standard of development occurring there. These public investments can set the standard for matching private investment and increases in property values throughout the corridor. These improvements include road beautification, parking, underground utilities, enhanced street lighting, and attention to water, sewer, and drainage issues.

Fairfax County has a designated capital improvement program for its Revitalization Districts, a \$23 million program that has funded several roadway, streetscape and infrastructure projects. The Southeast Quadrant has benefited from one of these projects. The \$3.1 million Columbia Pike Streetscape project provided both streetscape and roadway improvements to a portion of Columbia Pike extending from Leesburg Pike to Moncure Avenue. The streetscape enhancements included 5-foot-wide brick-paved sidewalks, decorative printed crosswalks, acorn streetlights, landscaping and bus plazas.

The momentum of the Columbia Pike Streetscape project should be continued with other streetscape and roadway improvements in the Southeast Quadrant that can be included as part of the Transportation Improvement Program and/or Revitalization District Capital Improvement Program. These include, but are not limited to:

- Expand the streetscape improvement program along Leesburg Pike
- Improve Center Lane and Seminary Road by filling in potholes and striping as needed
- Improve Williams Lane by paving the road
- Remove the fence that separates Seminary Road and Leesburg Pike. This fence is unsightly and creates a physical barrier between the Southeast Quadrant and the developed portions of Bailey's Crossroads
- Provide sidewalks along Seminary Road and Center Lane to create a more pedestrian-friendly environment.
- Address drainage issue within site, particularly along Center Lane, Williams Lane and Seminary Road

## PROPERTY ENHANCEMENT / INCENTIVES

While one of the major goals of the Bailey's Crossroads Revitalization District is to undertake redevelopment of under utilized properties, another major goal is to support enhancement of existing businesses in their renovation, façade improvements and expansion plans through financial incentives, tax incentives and small business assistance. Discussions with existing property and business owners within the Southeast Quadrant find that several have recently undertaken or are planning to undertake improvements to their properties, but many of them were unaware of these public sector assistance program offered by Fairfax County Revitalization Program. Actions that should be undertaken include improved marketing and publicizing of such programs such as direct mail and public meetings and/or forums. Examples of Fairfax County programs available to property and business owners include:

- **Investing in Communities Program (ICP).** Financing from \$10,000 to \$500,000 that can be used in combination with other private funds to improve building facades; acquire, rehabilitate or construct property or buy equipment. Loan terms may include low-to-no interest-term loans, loan guarantees or interest write-downs.

- **Façade Improvement Grants.**<sup>16</sup> 50-50 grants matches available up to \$25,000 to be used for façade improvements, signage, site/access design, landscaping. Free conceptual design services can be provided by qualified architects.
- **Tax Exempt Bond Financing.** Tax exempt bond financing available to property owners for large-scale project that require multimillion dollar financing, including multifamily housing. Financing can provide tax-exempt bond financing to 501(c)(3) corporations without limitation as well as a four percent tax credit.
- **Revitalization Incentive Fund.** Provides loans to developers undertaking projects in revitalization areas. Allocates below-market and subordinate financing to developers

## 9.2 Long-Term Actions (2010 and Beyond)

Long-term actions are actions that build upon the revitalization and enhancement efforts completed during the first five years. The revitalization of the Southeast Quadrant in the long-term, whether through new redevelopment, capital improvements or strengthening of existing business and properties through renovation, façade and building enhancements, requires the cooperation between the public and the private sectors.

The Columbia Pike demonstration project identified in the previous section, which has a willing-and-ready developer/land owner who is interested in redevelopment of their site, can be a significant catalyst to spur further revitalization within this strategic area over the long-term either incrementally (i.e. development phasing parcel by parcel) or complete parcel land assembly (i.e. master plan redevelopment).

In the near term, existing businesses, such as automobile related services and sales and warehousing / storage, appear to provide an essential service to the community and its residents. These types of users may be unlikely to relocate unless available land elsewhere is more advantageous (e.g. cost wise or location wise) or unless there is a greater potential for re-use, thus increasing real estate values. However, over the long-term, the demonstrated success of the Columbia Pike project may provide the existing property and business owners with an incentive to undertake similar high quality developments over time. In other words, property and business owners who see the benefits of undertaking a public/private partnership, such as the one being potentially proposed on Columbia Pike, may become more engaged in revitalization and redevelopment of their site once they see actual results in other areas within the Southeast Quadrant.

Over the long-term the focus of the public sector should be on continuing to promote opportunities for revitalization through public guidance (e.g. zoning) and specialized incentives (e.g. streamlined permitting, financial/funding incentives) that will give the private sector confidence and motivation in undertaking redevelopment and/or in enhancing their properties within the Southeast Quadrant. Importantly, these incentives should be of sufficient magnitude to potentially allow for land assembly and/or parcel agglomeration, such as having minimum lot sizes (e.g. minimum of 2.5 acres) and a higher allowable level of FAR (Floor Area Ratio) which may make the development more financially feasible. In addition, the public sector can provide assistance with parking through public parking facilities and shared parking allowances.

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<sup>16</sup> Currently not available in Bailey's Crossroads *Commercial Revitalization District*.  
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The public sector should continue to invest in the Southeast Quadrant through its capital improvements program over the long-term through streetscape enhancements, roadway improvements or other type of infrastructure improvement that will show the private sector that the public sector is making serious investment in the Southeast Quadrant. These types of investments will help enhance the overall appearance and improve access to and within the Southeast Quadrant.

The public sector (e.g. Fairfax County) should also continue to follow planning of the Pike Transit Initiative as it evolves over the next few years. Being undertaken by Washington-Metropolitan Area Transit Authority (WMATA), this transit alternative will follow Columbia Pike from the Pentagon/Pentagon City area in Arlington County to Bailey's Crossroads in Fairfax County. A portion of the Southeast Quadrant was identified as a potential transit maintenance facility which may have a significant impact on the area. Any planning for site location of this facility should involve Fairfax County as an important stakeholder.

Within the Southeast Quadrant over the long-term, potential land assembly, either public- or private-sector driven, remains a formidable obstacle that requires further study. The public sector should maintain a continued dialogue with property owners and the private development community as this process evolves as several property owners who own several large parcels in this area indicated potential interest in selling their properties or redeveloping in the long run. Marketing of revitalization opportunities and incentives to enhance the urban fabric and economic development potential within the Southeast Quadrant through the Office of Revitalization's website ([www.fcerevit.org](http://www.fcerevit.org)) should be continued. Undertaking such an endeavor will be a long-term goal that will require significant cooperation between the public and private sectors. The public sector can play a key role in facilitating revitalization to ensure that any redevelopment opportunities provide important economic development benefits to the community and the region as a whole.



# Appendix

**Southeast Quadrant of Bailey's Crossroads and Seven Corners Revitalization District**

**Summary of Property/Business Owner Meetings**

<b>Parcel ID</b>	<b>Location</b>	<b>Use</b>	<b>Size (Acres)</b>	<b>Property/Business Owner Near-Term Strategy</b>	<b>Property/Business Owner Long-Term Strategy</b>
0612 01 0104A	5819 Columbia Pike	Storage	2.1	<ul style="list-style-type: none"> <li>Continue to operate as storage facility</li> </ul>	Continue to operate as storage facility
0612 01 0105	5823 Columbia Pike	Auto Sales & Service	1.8	<ul style="list-style-type: none"> <li>Continue to operate as auto sales / service center</li> <li>Would like to expand site but no property identified</li> </ul>	Owner plans to remain in area
0612 01 0112	5827 Columbia Pike	Office	1.3	<ul style="list-style-type: none"> <li>Recently purchased (11/02) office building and currently doing façade improvements</li> <li>Office space is leased to local businesses</li> </ul>	Unknown
0612 01 0113C	N/A	Parking	0.5	<ul style="list-style-type: none"> <li>Plan to redevelop entire site once tenants leases expire in 11/07</li> <li>Currently open to suggestions regarding redevelopment uses (e.g. residential, retail, office, etc.)</li> <li>Plans to initiate redevelopment planning for site within one year</li> </ul>	See near-term strategy
0612 01 0113A	5831 Columbia Pike	Retail Trade	0.5	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above (same owner)
0612 01 0113	5837 Columbia Pike	Auto Service	1.9	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above (same owner)
0612 01 0114	5839 Columbia Pike	Auto Service	1.2	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above (same owner)
0612 19 0005A	3521 Moncure Ave	Vacant Land	0.6	<ul style="list-style-type: none"> <li>Unknown (owned by Fairfax County, used as vacant County land)</li> </ul>	Unknown
0612 19 0011A	3525 Moncure Ave	Government Facility	0.8	<ul style="list-style-type: none"> <li>Unknown, currently site of County homeless shelter</li> </ul>	Unknown
0614 30 0015	3531 Moncure Ave	Vehicle ROW	0.2	<ul style="list-style-type: none"> <li>See parcel ID 0612 01 0113C above</li> </ul>	See parcel ID 0612 01 0113C above
0612 20 0007	5914 Seminary Rd	Animal Hospital	0.5	<ul style="list-style-type: none"> <li>Continue to operate business as animal hospital</li> </ul>	Unknown
0612 20 0001	5908 Seminary Rd	Retail Trade	0.8	<ul style="list-style-type: none"> <li>Continue to operate business as furniture store</li> <li>Attempted to fix up property 5 years ago but had difficulty with County regarding zoning/financing and did not proceed</li> </ul>	Owner would consider selling property if the price is right
0612 20 0003A	5902 Seminary Rd	Auto Service	0.3	<ul style="list-style-type: none"> <li>Continue to operate as auto service center</li> </ul>	Unknown
0612 20 0004	5902 Seminary Rd	Auto Service	0.2	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above
0612 20 0015	5901 Seminary Rd	Auto Service	0.4	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above

Parcel ID	Location	Use	Size (Acres)	Property/Business Owner Near-Term Strategy	Property/Business Owner Long-Term Strategy
0612 20 0005	5830 Seminary Rd	Office	0.2	<ul style="list-style-type: none"> <li>Recently purchased (7/03) property and renovated / upgraded with improvements</li> <li>Trying to lease out retail space (currently vacant)</li> </ul>	Continue to serve as Mid-Atlantic Division Headquarters for company
0612 20 0006	5826 Seminary Rd	Office	0.5	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above
0614 17 A2	5820 Seminary Rd	Wholesale Retail	2.1	<ul style="list-style-type: none"> <li>Tenant (Interstate Bakeries Corp. / Wonder bread) has long term lease with owner</li> <li>Tenant is planning to build new distribution center in Prince William County and plan to end their lease at current site and move to new location once completed</li> </ul>	See near term strategy
0614 17 C3	5816 Seminary Rd	Storage	0.9	<ul style="list-style-type: none"> <li>Current site of American Red Cross Hazel Braugh Records Center (archives)</li> <li>Continue to operate as archives center</li> </ul>	Continue to operate as archives center, but would consider selling property if the price is right
0614 17 B2	5810 Seminary Rd	Storage	0.3	<ul style="list-style-type: none"> <li>Continue to operate business as storage for international shipping for US government</li> </ul>	Unknown
0614 17 B1	5800 Seminary Rd	Retail Trade	0.4	<ul style="list-style-type: none"> <li>Continue to operate as Cross Roads Cleaners and Appliance Fix-It repair shop</li> </ul>	No long term plans, but not interested in selling property
0612 21 0016	5815 Seminary Rd	Office	1.1	<ul style="list-style-type: none"> <li>Continue to lease space to travel center</li> <li>Owner has recently invested funds for cosmetic improvements to site (e.g. painting of store)</li> <li>Not interested in selling property at this time; their primary goal is to maximize revenues for beneficiaries of trust (who own the property)</li> </ul>	Owner may be willing to consider redevelopment opportunities in 10 years or later
0612 01 0097	N/A	Storage	0.8	<ul style="list-style-type: none"> <li>Continue to operate business as storage facility</li> <li>Would like to expand but there is no room</li> </ul>	Owner did not indicate any long-term plans
0614 29 0013	5801 Seminary Rd	Office	0.8	<ul style="list-style-type: none"> <li>Continue to operate as office building leased out to tenants</li> <li>Owner will shortly be conducting cosmetic improvements to upgrade office building; these improvements include new glass doors, new ceiling and flooring and upgraded electrical and bathrooms</li> <li>Not interested in selling property at this time; their primary goal is to maximize revenues for beneficiaries of trust (who own the property)</li> </ul>	Owner may be willing to consider redevelopment opportunities in 10 years or later
0614 17 C1	5606 Scoville St	Retail Trade	0.2	<ul style="list-style-type: none"> <li>Continue to operate as retail trade facility</li> </ul>	Not interested in selling property and plans to pass property to children

Parcel ID	Location	Use	Size (Acres)	Property/Business Owner Near-Term Strategy	Property/Business Owner Long-Term Strategy
0614 17 C2	5610 Scoville St	Auto Service	0.8	<ul style="list-style-type: none"> <li>Recently purchased (4/04) after being tenant in building for 10 years</li> <li>Continue to operate as auto service center</li> </ul>	Would consider re-use/redevelopment opportunities when lease expires on other tenants in 10 years (2014)
0612 01 0100	5719 Leesburg Pike	Auto Sales & Service	0.5	<ul style="list-style-type: none"> <li>Current site of news and used automobile sales and repairs</li> </ul>	Unknown
0612 01 0099	5715 Leesburg Pike	Auto Sales & Service	0.9	<ul style="list-style-type: none"> <li>Continue to operate business as sales/repairs for motorcycles</li> </ul>	Owner has no long terms goals to sell property
0612 01 0098	5709 Leesburg Pike	Auto Service	0.5	<ul style="list-style-type: none"> <li>Recently purchased (2/01) and constructed auto service center</li> <li>Plans to operate as auto service center for 5-6 years</li> </ul>	After 5-6 years property owner may sell property to one of his employees or retain ownership for another 10 years (until he retires) at which time owner may sell
0612 01 0096	5635 Leesburg Pike	Auto Service	0.3	<ul style="list-style-type: none"> <li>Construction began in October 2004 for new auto repair facility</li> <li>Facility will be a 3,500 square foot building with subterranean parking/basement</li> </ul>	Owner has no long term plans for site at this time
0612 21 0001	5633 Leesburg Pike	Storage	2.1	<ul style="list-style-type: none"> <li>Continue to operate as business as storage facility</li> <li>Facility is one of their company's top performing storage facilities nationwide</li> <li>Would be open to discussions regarding a "higher and better use"</li> </ul>	Owner would be open to discussions regarding a "higher and better use"
0612 21 0003	5625 Leesburg Pike	Retail Trade	0.3	<ul style="list-style-type: none"> <li>Current site of MVC Adult Video Store</li> </ul>	Unknown
0612 21 0004	5623 Leesburg Pike	Parking	0.3	<ul style="list-style-type: none"> <li>Continue to operate as parking lot</li> <li>Owner met with County Revitalization staff in mid 2004 to discuss financial assistance but nothing could be worked out</li> <li>Not interested in selling property at this time; their primary goal is to maximize revenues for beneficiaries of trust (who own the property)</li> </ul>	Owner may be willing to consider redevelopment opportunities in 10 years or later
0612 21 0005	5613 Leesburg Pike	Office	1.2	<ul style="list-style-type: none"> <li>Continue to lease office space out to tenants</li> <li>Owner met with County Revitalization staff in mid 2004 to discuss financial assistance but nothing could be worked out</li> <li>Owner painted building in 2003</li> <li>Not interested in selling property at this time; their primary goal is to maximize revenues for beneficiaries of trust (who own the property)</li> </ul>	Owner may be willing to consider redevelopment opportunities in 10 years or later (see above, same owner)
0612 21 0009	5601 Leesburg Pike	Retail Trade	0.5	<ul style="list-style-type: none"> <li>Continue to lease property to McDonalds</li> <li>Not interested in selling property at this time; their primary goal is to maximize revenues for</li> </ul>	Owner may be willing to consider redevelopment opportunities in 10 years or later (see above, same owner)

Parcel ID	Location	Use	Size (Acres)	Property/Business Owner Near-Term Strategy	Property/Business Owner Long-Term Strategy
				beneficiaries of trust (who own the property)	
0612 21 0011A	N/A	Auto Service	0.8	<ul style="list-style-type: none"> <li>Continue to lease property to Just Tires auto service store</li> <li>Not interested in selling property at this time; their primary goal is to maximize revenues for beneficiaries of trust (who own the property)</li> </ul>	Owner may be willing to consider redevelopment opportunities in 10 years or later (see above, same owner)
0612 20 0008	5709 Center Lane	Storage	0.4	<ul style="list-style-type: none"> <li>Continue to lease to tenants as storage facility</li> </ul>	Not interested in selling site and planning to pass to children
0612 20 0009	5711A Center Lane	Office	0.2	<ul style="list-style-type: none"> <li>Continue to lease to tenants as office facility</li> </ul>	Owner will probably sell property/building to current tenant (pest control company) at some point in the future
0612 20 0010	5713 Center Lane	Auto Service	1.0	<ul style="list-style-type: none"> <li>Planning to redo entire building into a "regional showroom" center. Renovations include façade improvements, new windows and roof and enhanced interiors</li> <li>New tenant (International Carpet store) prepared to move in once renovations are complete</li> </ul>	Owner may be willing to sell at some point in the future if the price is right
0612 20 0016	5714 Center Lane	Auto Service	0.5	<ul style="list-style-type: none"> <li>Recently purchased (2/03) property and planning to continue to operate as auto service center</li> <li>Planning to enhance property with landscaping improvements</li> </ul>	Continue to operate as auto service center
0612 20 0017A	5714 Center Lane	Auto Service	0.5	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above (same owner)
0612 20 0018B	5720 Center Lane	Auto Service	0.3	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above (same owner)
0612 20 0018A	3521 Williams Lane	Auto Service	0.1	<ul style="list-style-type: none"> <li>See above (same owner)</li> </ul>	See above (same owner)
0612 01 0103A	N/A	Auto Service	1.5	<ul style="list-style-type: none"> <li>Continue to lease space to tenant (Acura) for auto storage</li> <li>Not interested in selling property at this time</li> </ul>	Owner has no plans for site for future redevelopment