



Leveraging the Approval Process to
Get the Development You Want
New Partners for Smart Growth Conference
2016

Why Do You Care

- Attracting and Maintaining Investments In a Global Economy
- Achieving the Goals and Objectives of the Community
- Revenue
- Jobs
- Housing Affordability
- Competing on a Global scale

Key Concepts

- ◎ Risk/Reward Calculation
 - > Financial Risk Political Risk Market Risk
 - > Entitlement Risk Standing Risk Management Risk
 - > Monetizing Uncertainty
- ◎ Time Value of Money
- ◎ Opportunity Costs
- ◎ Globalization
- ◎ ROI/ROA/ROE vs. Profit
- ◎ Equity vs. Leverage

Do we Have a Problem/Decision

- Competitive Analysis
- Housing Affordability
- Job Growth
- Income Growth
- Revenue Growth
- Business Perception
- Community Battles

Montgomery County Maryland

- Changes to the Quadrant Model of Economic Growth
- Federal Budget Changes and Sequestration
- The Great Recession
- Regional Competition
- Financial Analysis – Cash Flow Proforma
- Leadership
- Third Party Analysis
- Measures

Results

- Streamlining Task Force
- Zoning Rewrite
- Approval Time Limit Standards
- Staff Changes
- Permit Fee Analysis and Reductions
- Higher than Budgeted Revenues
- Periodic Review
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