

# Commercial Market Study and Economic Development Strategy

---

**Strategy**

*Table of Contents*

**1**

**Introduction**

**Pg 3**

**2**

**Creating  
business-friendly  
regulatory and  
permitting  
frameworks**

**Pg 10**

**3**

**Investing in  
Place**

**Pg 28**

**4**

**Promoting  
and marketing  
Vienna's local  
businesses**

**Pg 43**

**5**

**Creating a live-  
work-play town  
center**

**Pg 54**

**S.**

**www.streetsense.com**  
**DC / MD / NY / CA**

# 1

---

## Introduction

*Town of Vienna | Study Area*

*Key Commercial Nodes:*

**Mill Street**

**Church St**

**Follin Lane**

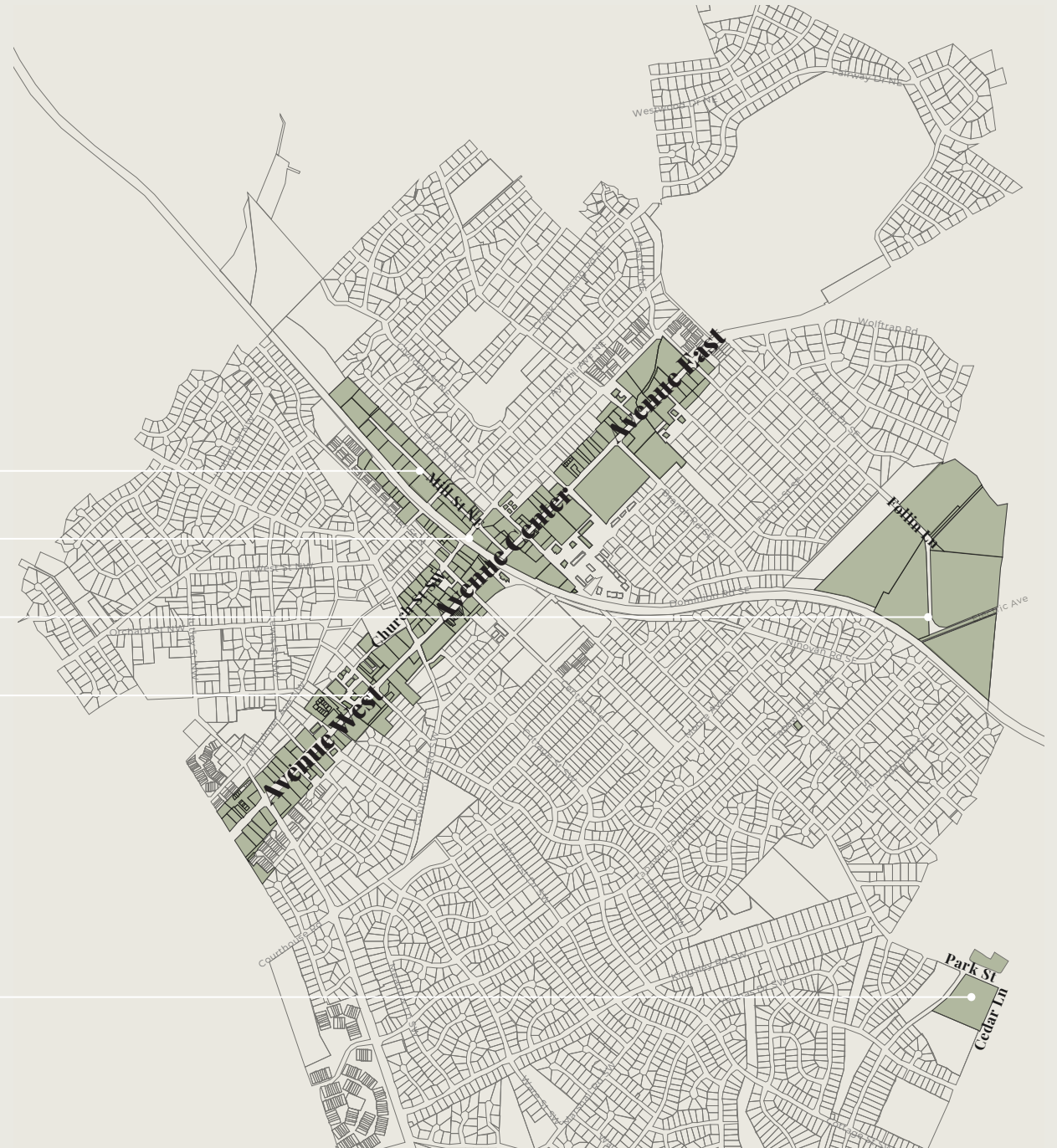
**Maple Ave**

Avenue West: Maple Ave from James Madison Dr to Courthouse Rd

Avenue Center: Courthouse Rd to Beulah Rd

Avenue East: Maple Ave from Beulah Rd to Follin Ln

**Cedar Park**



### Town of Vienna Stakeholder Priorities

In the short term, the Town will need to focus on setting the stage for new commercial development in the focus areas previously highlighted in the report.

This includes a mix of public realm (accessibility/walkability) and private realm enhancements (interior/exterior storefront spaces), as well as residential growth, that indicate market strength and viability to potential commercial tenants and investors.

Strategies aligned with key market findings and stakeholder priorities listed here have been explored in the economic development strategy.

Word cloud based on stakeholder feedback gathered in the Immersion/Discovery phase

- Public Realm Improvements
- Business Attraction/Retention
- Private Realm Improvements
- Branding and Marketing



## Developing Strategies

The following strategies combine a mix of policy, programs, and capital improvement projects that the Town of Vienna and its existing partners/stakeholders can take the lead on implementing and that address previously identified challenges and opportunities.

Toward developing each of the following recommendations/strategies, Streetsense first assessed past and existing Town programs and policies to understand the successes/failures of each tool to-date. This was critical to understanding the level of public buy-in that any newly proposed recommendation will be met with, as well as level of resource commitment that may need to be dedicated to new programs and tools.

Streetsense then leveraged its national experience and in-house expertise to develop each strategy/recommendation that may be applied town-wide or prioritized in specific commercial nodes - Maple Avenue, Mill/Dominion, Church Street, and Follin Lane.

Each of these strategies is guided by a set of four core principles (or beliefs and values) that emerged through the market study conducted in the preceding phase.

They are also supported by relevant best practices that helped shape a robust understanding of estimated time and cost for implementation, potential models to adapt/replicate, likely partners needed for implementation (including town departments, private property owners and businesses, non-profit organizations, etc.), as well as potential sources of funding (including Federal, State, Local and Philanthropic). Where possible, Streetsense used local best practices or examples from similar size jurisdictions. Best practices, however, indicate industry standards and consumer expectations that the Town should match or exceed to remain competitive.

The following strategy should serve as an advocacy tool to guide the Town's investments, solicit new expertise and funding, as well as strengthen applications to national, state or county grants.

The sample project rubric shown here was used to develop each recommendation in detail.

Project Rubric	
<b>Strategy</b>	A general action-oriented statement
<b>Category</b>	Organizational Capacity*, Branding + Marketing, Private Realm Redevelopment, Public Realm
<b>Guiding Principles (or beliefs and values)</b>	Creating business-friendly regulatory and permitting frameworks Investing in place Promoting and marketing Vienna's local businesses Creating a live-work-play town center
<b>Priority Locations</b>	Town-wide; Maple Avenue; Church Street; Mill/Dominion; Follin Lane
<b>Estimated Time &amp; Cost</b>	Low: <\$50,000, Medium: \$50,000-\$200,000, High: \$200,000> Short: <1 year, Medium: 1-5 years, Long: 5 years>
<b>Diagnostic</b>	A challenge or opportunity identified in the market study that necessitates the implementation of the strategy
<b>Key Actions &amp; Processes</b>	Detailed description of key actions that should be taken by the town to implement the strategy (may include a list of chronological steps to fully implement the project, e.g. training, property/land purchase)
<b>Partners and Resources</b>	Includes a list of public/non-profit/private entities and individuals whose support and cooperation is critical to successful implementation of projects, and specify any roles
<b>Best Practice</b>	Best Practices are intended to provide the Town with exemplary case studies for each recommendation. They also point to trends that are occurring across the industry that the Town should be matching or surpassing. Best practice examples may be local/regional/ national.

\* Organizational capacity refers to a combination of leadership (across public, private, and non-profit sectors), resources (both human and financial), and regulatory and policy frameworks that enable catalytic investments and improvements to take root.



# Town of Vienna Economic Development Strategy

## Guiding Principle

### Creating a business-friendly ecosystem

## Strategy

Support quality storefront design and sidewalk activity

Simplify zoning code

Support opening and expansion of creative small businesses

Create pipeline of quality local workforce

Enhance Town Green for active recreation and ambient/impulse entertainment

## Key Actions

1. Ease restrictions for non-permanent frontage zone activation<sup>+</sup>
2. Allow blade signs on commercial corridors<sup>+</sup>
3. Develop storefront and sidewalk activation design guidelines<sup>+</sup>
4. Allow outdoor dining and create self-certification process<sup>+</sup>

1. Adopt generic use approach and incorporate permitted use tables in zoning code<sup>+</sup>

1. Digitize and simplify business permitting process
2. Create a business incubation program for targeted industry categories
3. Provide incentives for commercial space improvements

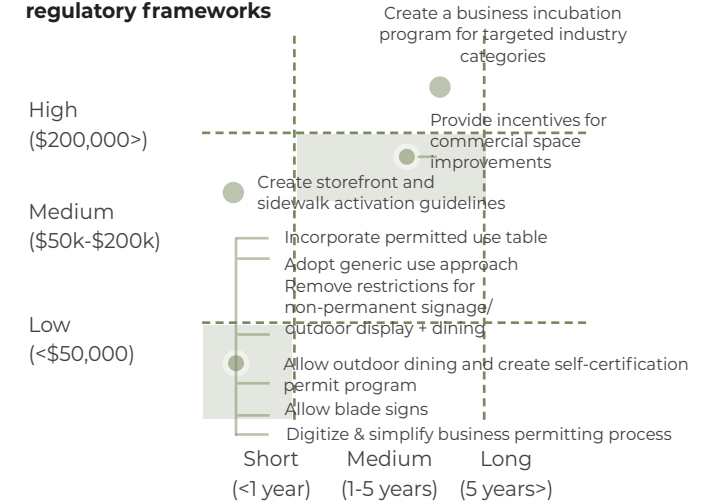
1. Create a web page for Town job postings and workforce training opportunities

1. Expand tactical placemaking design projects
2. Create a Town Green Activation, Events, and Animation program

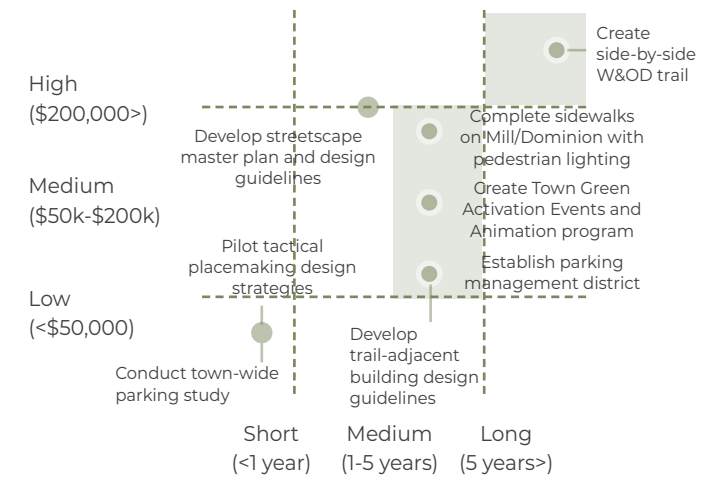
<sup>+</sup> Recommended actions that will be addressed through Code Create Vienna zoning update

\* Recommended actions were previously included in 2020 Maple Avenue Corridor Multimodal Transportation and Land Use Study

## Creating business-friendly regulatory frameworks

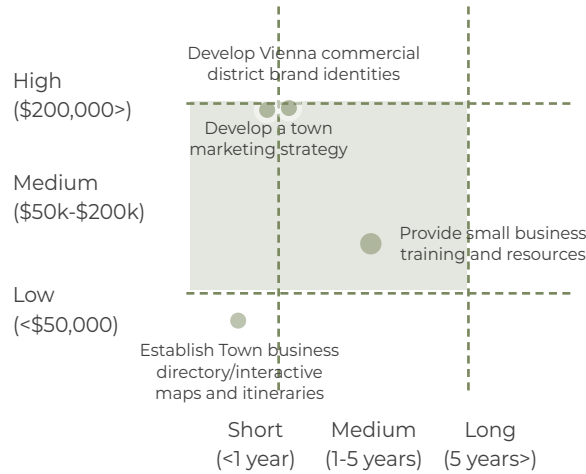


## Investing in place





**Promoting and marketing Vienna**



**Guiding Principle**

**Investing in place**

**Strategy**

Expand streetscape improvements along commercial corridors

Support the creation of new shared/public parking spaces on Maple Avenue

Improve W&OD trail and Mill/Dominion interface

**Key Actions**

1. Complete sidewalks on Mill/Dominion with pedestrian lighting

2. Develop streetscape master plan\*

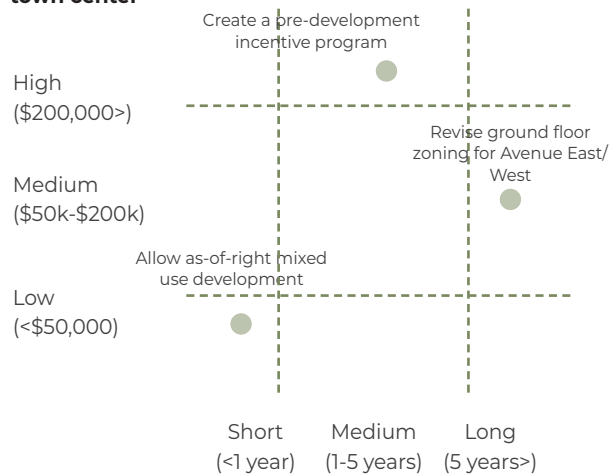
1. Conduct a town-wide parking feasibility study\*

2. Establish parking management district

1. Develop trail-adjacent building design guidelines<sup>+</sup>

2. Create side-by-side trails for bicyclists and pedestrians

**Creating a live-work-play town center**



**Promoting and marketing Vienna**

**(Long-Term) Creating a live-work-play Avenue Center district**

Enhance visibility of Town businesses and activities

Encourage market-supported mixed use development

1. Develop Vienna commercial district brand identities

2. Develop a Town marketing strategy

3. Establish Town of Vienna business directory and promotional site

4. Provide small business training and resources

1. Allow as-of-right mixed use development on Maple Ave<sup>+</sup>

2. Create a pre-development incentive program

3. Revising ground floor zoning for Avenue East/West

<sup>+</sup> Recommended actions that will be addressed through Code Create Vienna zoning update

# 2

---

**Creating business-  
friendly regulatory  
and permitting  
frameworks**



CO  
BA  
IA

TOWN  
GREEN

WELCOME to VIENNA, VA

COPT

TYSONS

NOTICE  
VIENNA TOWN CODE  
SECTION 10-201 PROHIBITS  
THE RUNNING OF COMMERICAL  
ENGINES FOR MORE THAN  
THREE HOURS WHILE  
PARKED OR STANDING  
CODE VIOLATIONS ENFORCED  
BY THE TOWNSHIP  
FROM THE 12500 PLUS  
ONE YEAR-OLD AGE

ADDITIONAL  
CUSTOMER  
PARKING  
IN REAR  
COTTAGE ST.  
LOT

NO  
PARKING

WELCOME TO VIENNA

# Ease restrictions for non-permanent frontage zone activation

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

Customers' attentions are often short-lived - especially now as they are being more selective in how and where they spend their time and their dollars. Now, more than ever, storefronts and its frontage zone (typically the 1-2' sidewalk area adjacent to the property line where transitions between the space within buildings and the 'public realm' occur) will need to be optimized through a mix of temporary/ad-hoc signage and merchandise display to grab a customer's attention and shape positive first impressions.

### How do we encourage retailers to maximize visual merchandising in the frontage zone?

In order to support creative and seasonal storefront designs, displays, and overall activation that markets retail brands and available merchandise/services, as well as creates visual variation for pedestrians, the Town should **ease restrictions** on the following permissible business activations, **as long as they are located on a pre-defined 'frontage zone'**:

- Outdoor display of merchandise (and complementary landscaping/decorations)
- A-frame/Sandwich board signs

Town Planning & Zoning has indicated that, through CodeCreate zoning updates, non-permanent frontage zone activations will primarily be allowed for properties with sufficient yard setback (including through relocation of private parking to side/rear of lots).

To ensure the safety of pedestrians, however, the Town should also offer **site guidelines** that denote maximum heights/widths/depths of such

activations within allowed frontage zone on properties with yard setbacks.

In the long term, as sidewalk expansion and streetscape improvements occur within key commercial nodes, the Town should also provide **low-cost (\$15-\$100), medium-term (1-5 year) revocable consent permits** that allow businesses and property owners to maintain a mix of temporary signs/outdoor displays/landscaping/decorations on widened sidewalks - as long as located within a pre-defined frontage zone - and without blocking pedestrian paths (typical minimum required width of pedestrian clear zones range from 6'-8'). These permits should be easily renewable for existing participants of the program.

### Who can help lead/support this project?

In the long term, with the guidance of local business stakeholders (including the Town Business Liaison Committee), the Town's Public Works division should conduct a robust assessment of sidewalks across all commercial districts to determine a generally accepted depth of frontage zones for the Town of Vienna. This will help inform frontage zone activation permit processes and enforcement.

Town Council approval will then be required for the removal of restrictions on temporary frontage zone activations.

### Best Practice: City of New Rochelle Public Frontage Standards

The City of New Rochelle has assigned classifications to streets in its downtowns to allow property owners and business owners to more easily identify the widths of the sidewalk that are designated as 'Public Frontage' or 'Transition Zones' that may be used for storefront activation and furnishings. This eliminates any confusion between stakeholders and the Planning Department on what segments of the sidewalk may be used for transitory activation.



Sample allowable frontage zone activations with the removal of restrictions on outdoor merchandise display and temporary frontage zone uses.

## Allow blade signs on commercial corridors

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



### Why is this critical?

The diagnostic assessment of Vienna’s commercial corridors found that facades along Maple Avenue were largely flat, lacking texture that is so critical to placemaking. A key factor of current storefront conditions is the prohibition of blade signs across the Town.

Blade signs refer to signs that project out from building facades or mounted perpendicular to a building. These signs increase visibility of ground floor commercial tenants by signaling the presence of a storefront to pedestrians farther down the street or sidewalk. Without these signs, visitors who are less familiar with the commercial corridor and who are therefore less likely to be aware of other commercial offerings in the vicinity may also be less likely to venture down the block to explore other commercial offerings.

In studies, blade signs have been shown to increase foot traffic by as much as 30%. They also ensure that downtown has a distinct “mercantile” feel that is instantly recognizable, even from a distance, as a business district that is active and filled with interesting offerings.

### How do we encourage the use of vibrant and legible blade signs?

To encourage the use of blade signs in its commercial corridors, the Town should **re-categorize blade signs as a permitted sign that must be approved** by the Zoning Administrator - consistent with other permitted signage.

Although the Town’s Board of Architectural Review may **consider minimum clearances for**

**permitted blade signs** (e.g. between storefront and sign face, between baseline of sign and sidewalk), **maximum illumination, maximum projections/widths, and maximum depths**, it **should limit prescribing sign styles/design** to encourage brand expression and creativity that may in turn create visual interest for pedestrians and motorists.

### Best Practice: City of Alexandria VA Permitted Signs Zoning Ordinance

Similar to many municipalities and jurisdictions across the Commonwealth, City of Alexandria has limited sign regulations to strictly inform allowed location of each sign type and general size/siting requirements.

For example, where allowed (by districts), projecting signs shall be limited by overall number and size of signs per building, and mounting and installation regulations (e.g. projecting sign shall not project more than 4’ from building wall, sign is to be at least 8’ above sidewalk”.

These simple standards ensure visibility of signs, legibility for pedestrians and motorists, and maintain pedestrian safety without overly prescribing the design and style of each permitted sign.

### Who can help lead/support this project?

With the guidance of local business stakeholders (including the Town Business Liaison Committee), the Town’s Planning and Zoning division should lead all changes to blade sign regulations.

Town Council approval will then be required for zoning amendment to allow for blade signs in commercial districts across the Town (primarily Maple Avenue, Mill/Dominion\*).



With limited restrictions on blade signs, storefront facades in Old Town Alexandria are able to offer visual interest to pedestrians.

\*Church Street design guidelines will not be updated through the Town’s zoning code update. As such, blade signs will remain prohibited in the corridor.

Strategy: Support quality storefront design and sidewalk activity

# Develop storefront & sidewalk activation design guidelines

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

When well-designed, storefronts and their adjacent frontage zones can improve a shopper's overall impression of the Town. At this time, however, local businesses reported facing a range of difficulties in navigating Town permitting processes without a point person to reach out to for all business-related affairs and, in particular, challenges understanding rules around storefront design and signage.

Beyond the desire to streamline sign permitting processes that currently include additional approvals from the Board of Architectural Review, many business owners also acknowledged the need for clarity and transparency on sign regulations that may in turn limit the need to rely on a point person for signage and storefront design-related challenges.

### How do we ensure businesses leverage allowable storefront design and sidewalk activations?

In addition to allowing blade signs and easing restrictions on frontage activation, the Town's Board of Architectural Review (BAR) should also **develop design guidelines that include illustrations and simple graphics that outline sign regulations, as well as recommended signage designs**. These guidelines should be **hosted on a dedicated 'Storefront Design' page** on the Town's website in order to remain accessible to business owners. The web page should also **identify local sign or street furniture manufacturers** that have previously worked with the Town on successful installations to serve as a resource to business owners considering new sign designs and installations. Other useful resources that should be included on the 'Storefront

Design' web page **include best practice/model installations from existing Town businesses**, as well as any available Town and County **grants and funding resources for storefront improvements** (see page 21 for commercial storefront improvement incentives).

In addition, the 'Storefront Design' web page should include an online application form for digital processing and include an up-to-date calendar of BAR meetings and approval dates so that potential applicants are aware of likely time frame for processing.

*The NYC Department of Small Business Services developed a Guide to Storefront Design to help translate the complex layers of sign regulations embedded within the City's zoning code to local stakeholders who may not have the technical understanding needed to comply with City rules.*

### Who can help lead/support this project?

The Board of Architectural Review should develop storefront and sidewalk activation design guidelines in partnership with Department of Planning and Zoning and local business stakeholders (including the Town Business Liaison Committee), as well as local architects with retail/food & beverage consulting portfolio in the region.

The guidelines should be made available to print or for viewing digitally, and should be rooted in local sign regulations and rely heavily on simple graphics/illustrations that are easily understood by the general public. The guidelines should serve as a standalone document that should not require a business owner to also separately refer to the zoning ordinance in order to be compliant.



## Allow outdoor dining and create self-certification permit program

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



### Why is this critical?

Outdoor dining has grown through the pandemic as retailers across the country were restricted from being able to serve customers indoors. In Vienna, many food & beverage businesses located in shopping center properties have leveraged this opportunity and have invested in outdoor dining areas as allowed on private sidewalks and/or private parking areas. These waivers, however, did not allow spillover retail/restaurant activity on sidewalks or on-street parking spaces that, in many other jurisdictions, have proven to contribute to business sales (during the pandemic) and overall district vibrancy. Small businesses in Town have expressed concern over unfair limitations built into the existing outdoor dining program that should be addressed more permanently.

In fact, in many of Vienna's competitive districts - including Mosaic District, Falls Church, and Old Town Alexandria, significant deregulation has been undertaken to allow for outdoor dining in the public right-of-way including on sidewalks, parking spaces, and entire roadways.

As cities across the region and country begin to develop policies around permanent outdoor dining configurations, **it is important for Vienna to similarly consider the extension and permanence of its outdoor dining permits in order to compete with dining experiences that customers now expect** of commercial districts and downtowns. Eligibility should also be expanded to account for the variety of building and public realm typologies that are adjacent to commercial spaces.

### How should a permanent outdoor dining program be designed fairly?

First, the Town should **extend outdoor dining permits to allow for outdoor dining on adjacent on-street parking spaces** (now widely known as streateries). At the time of publication, Town Planning & Zoning, Economic Development, Planning Commission, and Town Council are working together to design a permanent outdoor dining program. A final approval for the program will be made in November 2021.

With the expansion and permanence of the permit program, the Town should also **develop clear guidelines that address the variety of outdoor dining setups that are eligible through the program** (which may include on-street parking spaces, private parking lots, travel lanes, alleys, etc.)

With clear guidelines and regulations, the Town may also **consider a self-certification process that in the long-term lowers reliance on Town and County staff** time and capacity for permit approvals. The Town has already engaged in discussion with County Fire Marshal to establish a self-certification process.

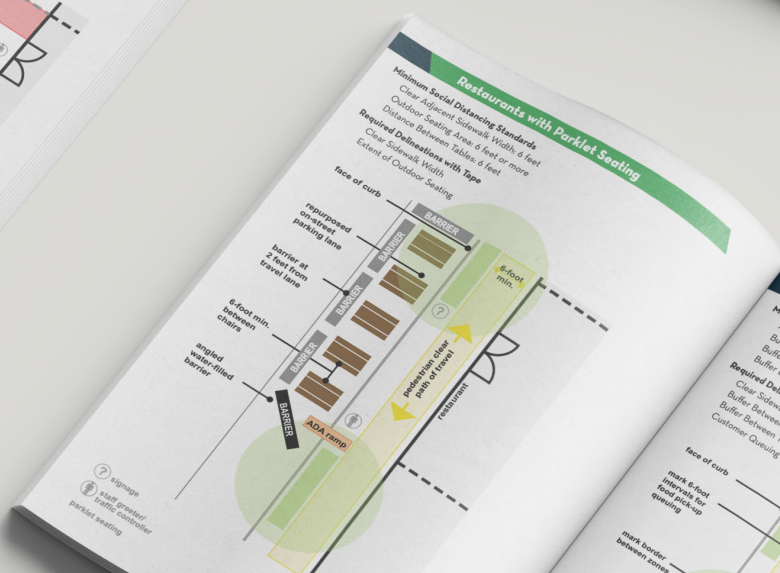
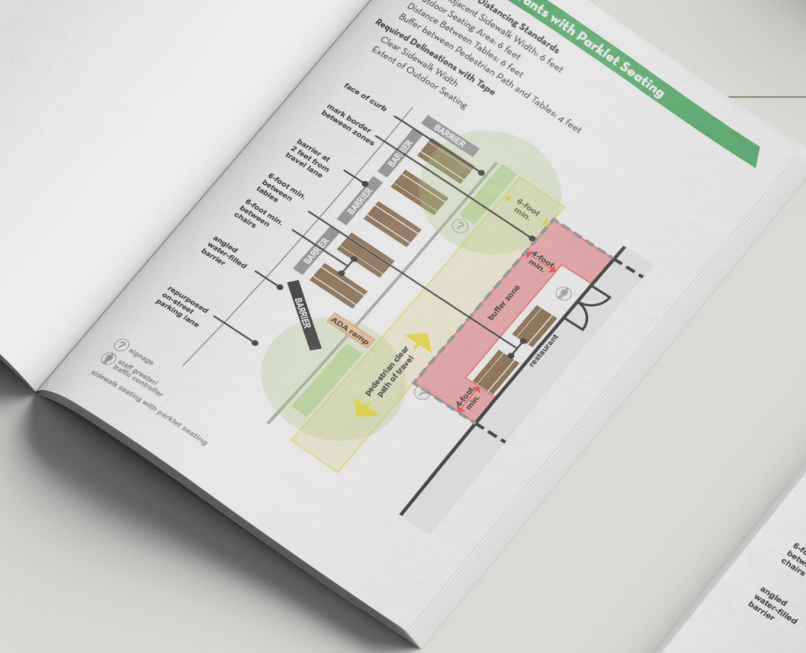
The self-certification process, however, may only be successful with clear rules and regulations that cannot be easily misinterpreted by either user or enforcer.

### Who can help lead/support this project?

Although Town Planning and Zoning should continue to oversee application submissions, with the development of an outdoor dining guideline document, other Town staff may support with responses to any queries posed by business applicants. The Town Manager will also continue to have the authority to issue permits until a self-certification process is enacted.

With a self-certification process, Code Enforcement officers may assume responsibility for issuance of any fines or permit revocations for non-compliant outdoor dining setups (based on published program guidelines and requirements).





**REIMAGINING OUTDOOR SPACE: RESTAURANTS AND RETAIL GUIDELINES FOR EXPANDED AND NEW OUTDOOR SEATING**

**Learn More:** [coronavirus.dc.gov/phaseone](https://coronavirus.dc.gov/phaseone)

**DC HEALTH**  
Department of the Environment & Planning  
Department of Public Works

**Streeteries**  
A Streeterie expands beyond individual parklets and closes one or more lanes of an entire block. Streets are not festivals or one-time special events, but temporary lane or road closures that facilitate well-ventilated, safe dining options that adhere to the District's social distancing requirements during the COVID-19 pandemic. Most streets may not be eligible for use as a Streeterie due to transportation impacts and will be subject to a detailed transportation assessment and determination by DDOT.

**Eligible Applications**  
Must qualify as a Business Improvement District (BID), Main Street Organization, or Advisory Neighborhood Commission (ANC). Individual restaurants are not eligible to apply.

**Lane Closure: One or More Travel Lanes**  
Closes a parking lane or a parking lane plus one or more travel lanes to vehicle traffic, but not the entire roadway.

**Locations**

- Approximately 75 percent or more of the ground floor street frontage consists of commercial uses; and
- Vehicle speeds of 25 mph or less.

**Lane closures are not permitted**

- on interstates, other freeways, and
- on two-way streets, one-way streets, and
- on streets where the presence of a vehicle would create a safety hazard.

**Duration**

Temporary lane closures are permitted for a maximum of 90 days per year.

As part of the District of Columbia's phased reopening, outdoor spaces were permitted to be transformed and used for outdoor dining setups as well as curbside pickup and delivery. The District created a detailed set of guidelines that were depicted in illustrations and sample site plans (across a range of public space typologies) to clearly define design requirements and regulations that businesses can easily understand and adhere to in implementation.

The guidelines also included a set of Frequently Asked Questions to limit repeated discrete inquiries from members of the public and from interested business owners.

# Adopt generic use approach & incorporate permitted use tables

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

The Town's current zoning ordinance is organized in a specific-use approach which outlines every specific use allowed within each zone. This type of cumulative structure of traditional zoning ordinances makes it difficult for most readers to easily identify allowable uses at a specific site/property, and more importantly, makes it difficult for a new use to easily align with existing use definitions.

As the lines continue to blur between industrial, retail and office uses, the Town's zoning ordinance will need to build in flexibilities in use groups that account for the rapidly changing business models and store concepts that emerge as a result of changing consumer lifestyle preferences and an increasingly hyper local customer base.

### How do we build in use flexibilities and simplify the zoning code?

Building flexibility into zoning and land use ordinances is key to supporting small businesses, particularly emerging and innovative store concepts that often straddle between two or more 'traditional' use groups. This flexibility can be achieved by **establishing a generic use approach** rather than specific use approach, which encourages readability of the ordinance by eliminating pages of descriptions that outline every specific use allowed.

For example, instead of listing retail categories such as 'Clothing Stores' or 'Book Stores', the ordinance should simply read 'Retail Goods Establishments' to build in flexibility for allowed uses.

In addition, the Town should also consider **establishing a Use Matrix** such as the one presented in the case study, which eliminates the cumulative structure of traditional ordinances.

### Who can help support this project?

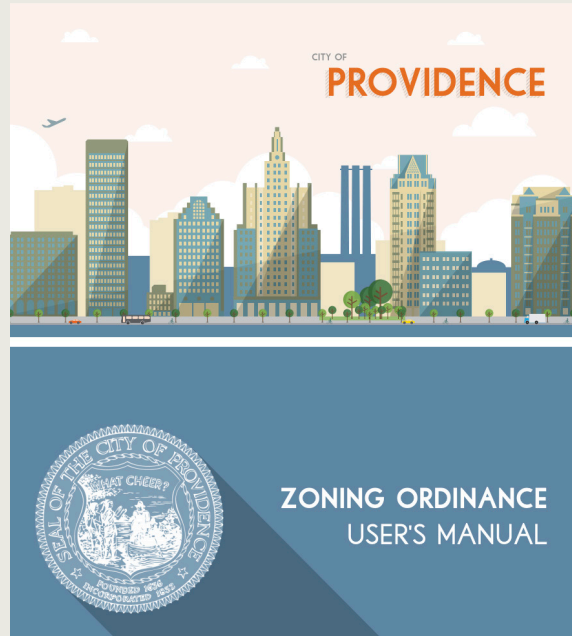
This recommendation should be closely aligned with the zoning code update being led by the Town's Planning and Zoning team. Town Council approval will then be required for zoning amendment to allow for the incorporation of a Use Matrix.

### Best Practice: City of Providence RI Zoning Ordinance and User's Manual

The City of Providence's current zoning ordinance, adopted in 2014, is organized by zoning district and uses a generic use approach to group specific uses into generic categories.

According to zoning experts, this approach may grant flexibility for administrative review and gives in-house town planners the ability to permit uses desirable for the community within the broad context of the use category.

The City also produced a user's manual which provides a brief overview of the organization of the ordinance in the hopes to help various users easily interpret regulations embedded in the ordinance.



**PROVIDENCE ZONING ORDINANCE USE MATRIX (EXCERPT)**  
Key: P = Permitted // S = Special Use // Blank = Prohibited

Use	R-1A	R-1B	R-2	R-3	R-4	R-4S	CT	C-1	C-2	C-3	D-1	W-2	W-3	M-1	M-2	M-3	M-4	PH	R	CD	Use Standard	
Industrial - Artisan																						
Industrial - General																						
Industrial - Light																						
Industrial - Design																						
Live Entertainment - Ancillary Use																						Sec. 1202.G
Live Performance Venue																						Sec. 1202.Q
Lodge/Meeting Hall	S	S	S	S	S																	Sec. 1202.R
Marina - Commercial																						
Marina - Recreational																						
Materials Processing																						Sec. 1304 A 1202.5

**Use Matrix**

- The Use Matrix is organized to clearly communicate where the uses defined within Article 12 are permitted, special, or not permitted. Use standards, if applicable, are also listed within the matrix, providing cross references to direct users to the appropriate ordinance section.
- The "S" in this cell indicates that Lodges/ Meeting Halls require a special use permit in the R-4 District.
- This blank cell indicates that Light Industrial uses are prohibited in the I-2 District.
- The "P" in this cell indicates that Industrial Design is permitted in the W-2 District.
- This reference indicates that Live Performance Venues are subject to additional use standards, which can be found in section 1202.Q.

Use Matrix

**SIGNS (ARTICLE 16)**

The Zoning Ordinance contains comprehensive sign standards that govern the display, design, construction, installation, and maintenance of signs.

Signs are measured in accordance with the rules established in Section 202 (Rules of Measurement).

All signs, including window signs, in the D-1 District are subject to approval by the Downtown Design Review Committee, I-195 Redevelopment District Commission, or Capital Center Commission, as applicable.

The following table summarizes some of the key sign provisions for the various sign types addressed by the Ordinance.

*Sign types are defined as part of the general terms in Section 201*

*Sign types are divided into one of three categories: prohibited signs (Section 1605); signs exempt from a sign permit (Section 1606); and signs requiring a sign permit (Section 1607)*

*In addition to the general design and construction standards listed in Section 1603, and the illumination standards listed in section 1604, the Ordinance contains standards for specific sign types in Sections 1605, 1606, and 1607 which may limit the number, height, area, and display period of signs, and provide specific exclusions or other unique provisions.*

SIGN TYPE	PROHIBITED	EXEMPT FROM SIGN PERMIT	REQUIRES SIGN PERMIT	UNIQUE PROVISIONS
Abandoned signs and sign structures	X			
A-Frame Signs		X		Permitted only for non-residential uses within non-residential districts
Attention Getting Devices		X		Permitted only for non-residential uses in the C-1, C-2, and C-3 Districts
Awning Signs			X	Permitted for multi-family dwellings and non-residential uses
Balloon and air-inflated signs	X			
Banners		X		Permitted only for non-residential uses Strict limits on display time
Banners - Exhibition			X	Permitted for any educational facility, government building, or cultural facility
Canopy Signs			X	Permitted for multi-family dwellings and non-residential uses
Construction Signs		X		
Directory Signs		X		Permitted in all districts for multi-tenant developments

**Sign Matrix**

Sign Matrix



Generic Use Category 'Retail Goods Establishment'

# Digitize and simplify business permitting process

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

In several interviews conducted during the Diagnostic phase, local business owners reported facing some difficulty in navigating Town permitting processes when first starting out - particularly without a designated Town staff person to reach out to for all business-related affairs and whose priority is to support permit navigation for new and small businesses.

The newest tenants in any given market, including Vienna, are often the least skilled in running a business. Typically they get into business because they make a great product or sell a valuable service, but knowledge of local regulations and permit processes are often lacking. To foster a business-friendly environment that allows entrepreneurs and/or new businesses to easily comply with the Town's rules and regulations, stakeholders acknowledged the need to **streamline business establishment and permitting processes**. This includes digitizing processes to keep pace with industry-wide standards. As a result of the COVID-19 pandemic, government services across the country were catapulted into overnight digital transformations which have, in various cases, reduced approval times or increased government revenue through business taxes.

### How to simplify the path to establishing a business?

There are a number of improvements to the business establishment process that will reduce reliance on Town staff to act as the technical assistance middle person. This includes:

**a) Setting up an automatic online tool that filters the necessary permits, licenses, and applications that are relevant to the unique circumstances of a proposed business activity based on a set of survey questions.** The tool should integrate Town permits and licenses with that at the County and State-level. Business owners should not have to navigate across multiple different websites to search for relevant forms and applications.

By enhancing the Town's current web page on starting a new business and creating self-evaluation forms (available across various languages) that narrow down and link to the appropriate applications and permits (Town, County, State) that need to be filled out by business owners, Town staff can remove themselves from an otherwise cumbersome process.

**b) Digitizing application submissions and fee payment processes.** The requirement to submit payments in-person often place burden on small business operators who may be operating with a management staff of one (1) person, impacting timing of fee/application delivery and approvals. At this time, the Town requires that all business license applications be submitted in person to the business license office with payment.

In addition, local business owners also indicated the importance of **designating an existing Town staff person as the official 'business ombudsman'** that businesses can directly contact by phone/e-mail/in-person for 1-on-1 support in navigating Town permitting processes. This role should be fulfilled by an existing staff person who is incredibly well-versed with the Town's

regulatory processes, or may also be a volunteer position managed by the Town's Business Liaison Committee.

### Who can help support this project?

With support of the IT department, the Town's Economic Development office should lead the effort to establish an automatic online tool on its 'Starting a New Business in Vienna' web page. The tool should be developed with input from members from the Town Business Liaison Committee, and other key business partners, in order to ensure its user-friendliness. This may include user testing prior to its launch.

Similarly, Town departments that have not digitized their application and fee payment processes should work together to better integrate internal processes prior to working with IT to develop any new Town application and fee processing platforms that will enable fully digital submissions.


Sample wire frame to simplify and digitize all business-related permitting and licensing processes (Source: City of New York)

Home **Start a Business** Operate a Business Licenses and Permits Violations My Dashboard


## Step by Step

**Get a customized list of requirements for your business.**


Answer the questions on the following pages to get a list of the City, State, and Federal licenses and permits you need, as well as additional information that you may want to know.



**It takes 10 minutes.**  
You will be asked basic questions about your business.



**Can't finish everything at once?**  
Log in to save your work and come back later.



**Get your custom list.**  
Find the requirements that matter to your business. [VIEW SAMPLE RESULTS](#)

[Start a New Scenario](#)

**Tip**

Log in to save your scenario for future reference. When you come back to finish, you can pick up right where you left off.

[Log In](#)

Home **Start a Business** Operate a Business Licenses and Permits Violations My Dashboard

## Step by Step

Sector
Structure
Place
People
Product
Results

[Start a New Scenario](#)

**PROGRESS**

Complete. [VIEW ALL YOUR ANSWERS](#)

[Save](#)
[Email](#)
[Print](#)

**Sector**

1 2 3

**4. Will your business sell or serve food (including beverages) that it did not prepare?**

Yes

No

**5. Will your business sell or serve alcoholic beverages?**

Yes

No

[Back](#)
[Continue](#)

**Tip**

Log in to save your scenario for future reference. When you come back to finish, you can pick up right where you left off.

[Log In](#)

Home **Start a Business** Operate a Business Licenses and Permits Violations My Dashboard

## Step by Step Results

Sector
Structure
Place
People
Product
Results

[Start a New Scenario](#)

**Your Results**

Below is your custom list of requirements.

View list by: Step by Step

**Create Your Business**

- Assumed Name, Certificate of** *State, Department of* STATE  
Businesses that conduct business under a name that is not their legal name need a Certificate of Assumed... [MORE INFO](#)
- Election to be Treated as a New York S Corporation** *Taxation and Finance, Department of* STATE  
A business can register as an "S corporation" for filing New York State taxes.... [MORE INFO](#)
- Election by a Small Business Corporation** *Internal Revenue Service* FEDERAL  
An eligible domestic corporation can avoid double taxation from the Federal Government by electing to... [MORE INFO](#)
- Employer Identification Number (EIN)** *Internal Revenue Service* FEDERAL  
Businesses need an Employer Identification Number (EIN) for many common purposes. EINs are issued by... [MORE INFO](#)

**Prepare to Open**

- Certificate of Occupancy** *Buildings, Department of* CITY  
A new or amended Certificate of Occupancy (C of O) is required if construction will create a new building... [MORE INFO](#)
- Gas Authorization--Restaurant Equipment** *Buildings, Department of* CITY  
Work involving the alteration, rearrangement, relocation, or permanent removal of any piping for commercial... [MORE INFO](#)

**Tip**

Log in to save your scenario for future reference. When you come back to finish, you can pick up right where you left off.

[Log In](#)

# Create a business incubation program for targeted industry sectors

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna

Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

According to the office market analysis, RCLCO estimates the Town could support up to 342,000 square feet of additional office space over the next 20 years, equivalent to roughly 16,000 square feet per year if it is able to increase its appeal to businesses in the Professional & Business Services Sector (particularly smaller firms in specialized services). Without targeted incentives and incubation of these sectors in Town, however, Vienna would only see demand for 84,000 SF of additional office space over the next 20 year, or an average of roughly 4,000 SF per year.

Similarly, in order to maintain or backfill industrial activity in Town, Vienna will need to take proactive measures towards attracting a small portion of existing industrial jobs that are at risk in locations elsewhere in Fairfax County.

### How can the Town support the entry and expansion of businesses in targeted industry sectors?

In order to appeal to a wide range of industry sectors, the Town should **establish a business incubation program that combines a mix of tools and incentives that support business start-up, relocation, and expansion** in Vienna. This means including **both regulatory and financial incentives for businesses**.

Regulatory incentives may include **expedited permitting** processes (whether **building, business, and health**) to support quick move-in of businesses participating in the program. In addition, **1-on-1 technical assistance** that is already being provided should be prioritized for program participants to help support navigation of regulatory processes and approvals with Town Council or the Architectural Review Board.

### What are the targeted business types for the incubation program?

Industry	Sector
<i>Professional &amp; Business Services</i>	Accounting/Bookkeeping
	Legal services
	Management consulting services
	Technical consulting services
	Marketing, Public Relations, and Advertising agencies
	Architectural and engineering services
	Specialized design services
<i>Food Manufacturing</i>	Grain and Oilseed Milling
	Sugar and Confectionery Products
	Fruit and Vegetable Preserving and Specialty Food Manufacturing
	Dairy Product
	Meat Processing (Butcher)
	Bakeries and Tortilla Manufacturing
	Animal Food
<i>Miscellaneous Manufacturing/'Makers'</i>	Medical equipment and supplies
	Jewelry
	Sporting goods, toys, and office supplies

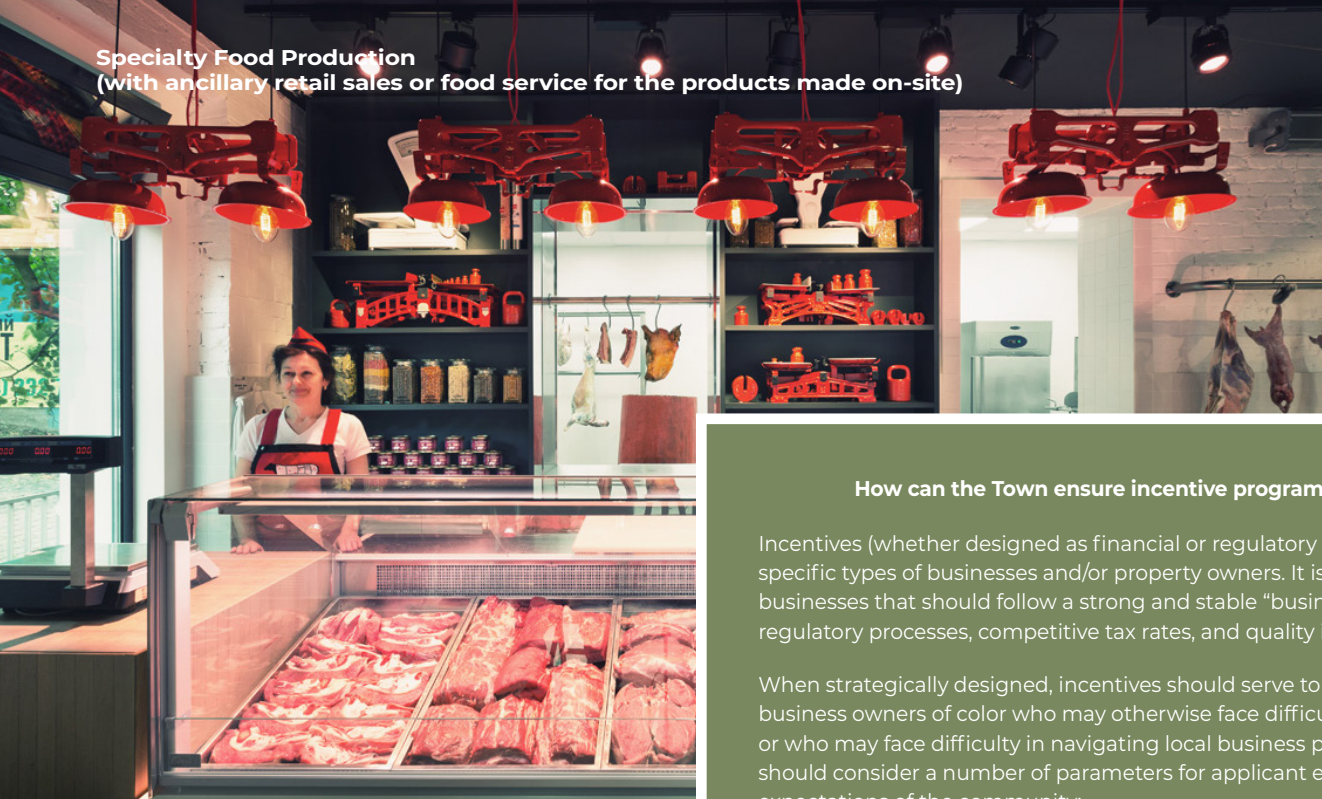
In terms of financial incentives, businesses starting out (including home-based businesses looking to transition into commercial spaces) or relocating in the above targeted sectors are likely looking for non-traditional commercial spaces that are smaller in size or that have unique technology specs. As such, the Town should offer **financial incentives (higher grant caps or low interest loans) for improvements specific to office/ manufacturing tenant needs**, including technological fit-out and space reconfigurations. Financial incentives offered may be scaled depending on number of full-time employees who will be relocated to the new Vienna location.

### Who can help support this project?

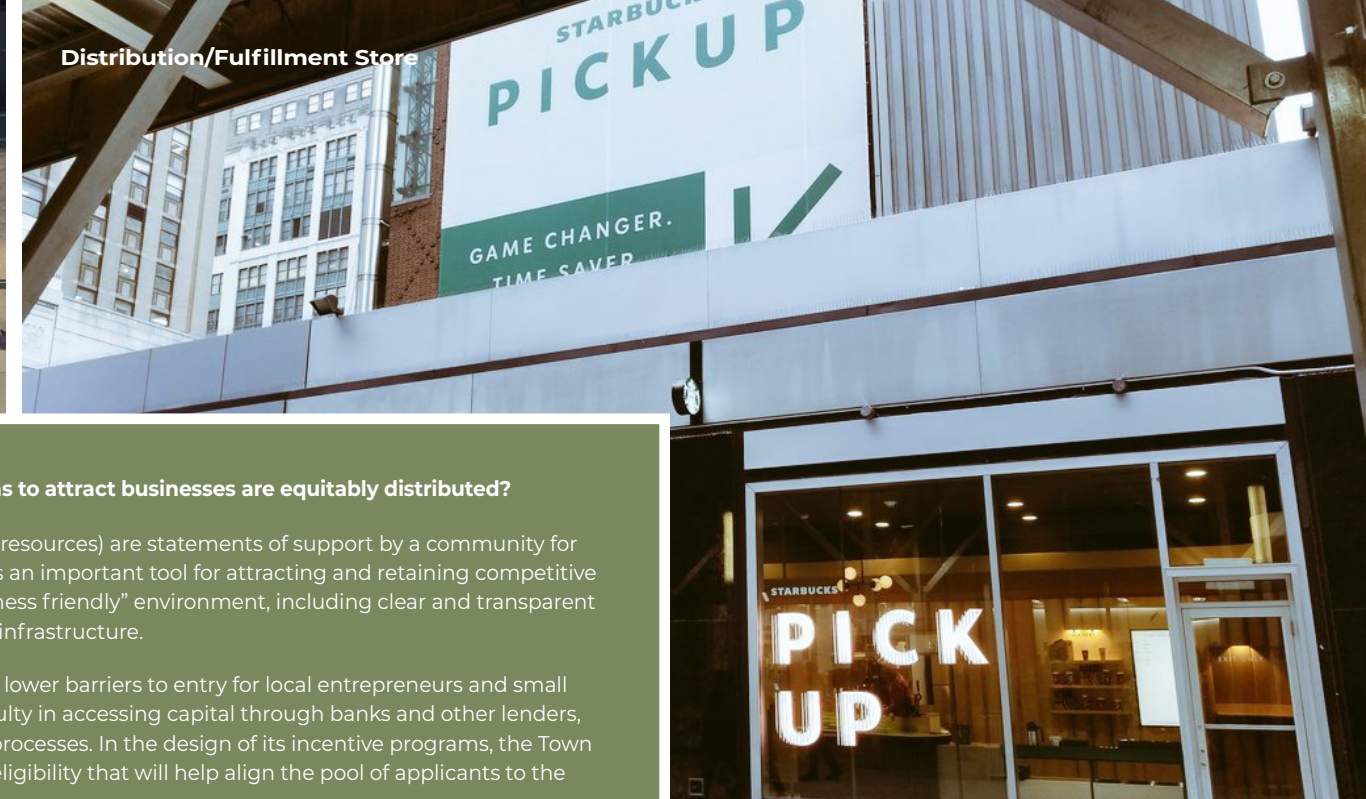
While the Town's Economic Development office and Planning and Zoning office can lead regulatory support and incentives for potential businesses seeking to expand/relocate in Vienna, the Town will need to work closely with local SBDC offices and Fairfax County EDA to provide financial incentives and technical assistance through the program.

Financial incentives may be funded through partnerships with local CDFIs and community business partnerships that are interested in expanding business support in their service areas.

Specialty Food Production  
(with ancillary retail sales or food service for the products made on-site)



Distribution/Fulfillment Store



### How can the Town ensure incentive programs to attract businesses are equitably distributed?

Incentives (whether designed as financial or regulatory resources) are statements of support by a community for specific types of businesses and/or property owners. It is an important tool for attracting and retaining competitive businesses that should follow a strong and stable "business friendly" environment, including clear and transparent regulatory processes, competitive tax rates, and quality infrastructure.

When strategically designed, incentives should serve to lower barriers to entry for local entrepreneurs and small business owners of color who may otherwise face difficulty in accessing capital through banks and other lenders, or who may face difficulty in navigating local business processes. In the design of its incentive programs, the Town should consider a number of parameters for applicant eligibility that will help align the pool of applicants to the expectations of the community:

- Locally owned enterprises/businesses from the Northern VA region (determine geographic boundaries)
- Target small businesses with maximum number of employees (e.g., 20 or 50)

In addition, to ensure the businesses/ properties that need the funding the most can apply first, the Town should consider using a phased approach in its incentive programs. In the initial/pilot phase, incentive programs should set parameters such as:

- Target businesses that had not received CARES act funding during in 2020
- Businesses that can demonstrate previous attempts at accessing loans from traditional lenders

GATHER SEW



Artisan Studios

Educational/Childcare Centers



## Provide incentives for commercial space improvements

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



### Why is this critical?

While the location and accessibility of Vienna may preclude it from attracting the larger corporations that will likely prefer major employment cores like Tysons and Reston, there are a plethora of smaller firms that could potentially find Vienna an attractive place to operate. Firms that provide specialized services (e.g., legal, architectural, design, consulting, advertising, etc.) and are smaller in size (e.g., fewer than 50 employees) frequently desire lower-cost alternatives to employment cores and typically seek smaller office spaces and/or older buildings with potential for customization/rehabilitation to suit their needs. In fact, office leasing across the country is trending toward landlords supporting build-out of more spec suites and building amenities (e.g. health clubs, coffee bars, lounges) to meet changing tenant needs.

Similarly, with retail, constant iteration and improvement to storefronts are needed to keep pace with consumer preferences and lifestyle demands. In recent years, this has included building out operable, engaging storefronts and outdoor dining setups that can create an interconnected relationship between public and private space, extending the experience of the streetscape and giving greater visibility to tenants.

### How can the Town support the entry and expansion of commercial tenants in Class B-C spaces?

To support the modernization and upgrade of existing storefronts and other street level commercial spaces, the Town should **establish a matching grant program for businesses/property owners to access gap financing** to make these upgrades. Improvements funded by

grants may include the interior and/or exterior of commercial spaces, including repair work (structural/ utility/ code compliance), equipment installation (especially for food and beverage and experiential tenants), and aesthetic/ beautification efforts. An important interior improvement that should also be funded through the program is the subdivision of ground floor commercial space (whether structurally or through the use of temporary walls/modular retail units) that enables home-based businesses and early entrepreneurs in the community to 'pop-up' in smaller, more affordable spaces.

Grants should be structured to require a match from the applicant (either the property owner or the tenant) of 50% of the total construction costs up to \$30,000 per applicant.

Technical assistance is critical to ensuring applicants stay on track and successfully complete improvements in compliance with Town rules and processes. As such, **grant applicants should have the privilege of direct access to various Town departments** to ensure storefront design and layout are code compliant and align with any building design guidelines, and construction and building permitting processes are easily navigated.

To support local businesses that may not have direct resources to source/procure architects to design and upgrade commercial spaces, the **Town should also provide a list of pre-approved retail/F&B and office space architects** to applicants of its grant programs, or even retain an on-call architect for on-demand services.

*\*Although property tax revenues may be a key source of funding for the program, the Town should also consider an increase in meals tax levied on local food establishments to create a more sustainable source of funding.*

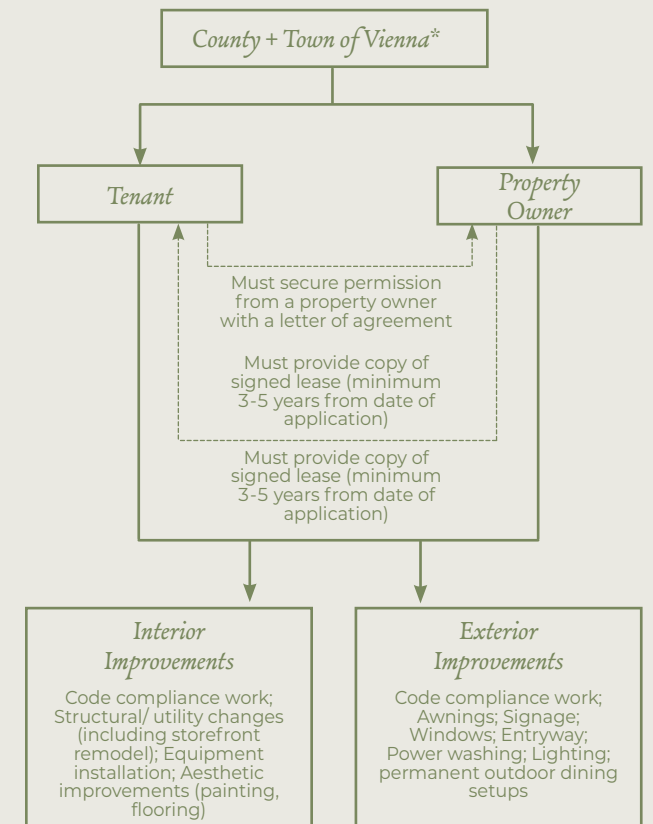
*Improvements to commercial spaces funded through the program is likely to encourage the entry of new retail/office concepts, as well as enhance the diversity of commercial tenants in the Town - further contributing to foot traffic to existing restaurants and food establishments.*

### Who can help support this project?

While the grant program may be designed by the Town's Economic Development office, the Town will need to work closely with the local Economic Development Authority or County. At this time, the Town does not have a legal mechanism to administer and manage grants. In addition, Town Planning and Zoning should also play a supporting role in providing regulatory and permitting guidance to grant recipients.

The Town should also outsource technical

Sample Grant Program Framework





Key improvements that add value to commercial spaces in today's market



Office amenities (lounge, coffee bars)

When the workforce returns to the office with regularity (whether a full return or as a hybrid arrangement), companies are going to place even greater value in collaborative spaces in the office that facilitate workflows that cannot be replicated on Zoom.

Lobbies or lounges with coffee/snack bars with diversity of seating arrangements, for example, may act as client meeting spaces and/or alternative work spaces for employees.



Operable storefront

Operable storefronts help to soften the streetscape and to draw the public into shops and restaurants. They make it easy to wander and explore, and break down the barrier between public and private space. They also help to make narrow sidewalks feel a little less narrow.



Outdoor dining areas

Outdoor seating solutions should not feel like a forced afterthought. Structures can be simple, with a relationship to the street. Diners should feel safe and protected from the street, while drivers should still be able to see the names of storefronts. If done well, these fixtures can be magnetic in their appeal.



# Create Town job postings and workforce training opportunities

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

Although Fairfax County's share of employment in Leisure & Hospitality sector has grown in the last decade, Vienna businesses continue to report limited trained staff and high turnover. These labor shortages impact success of local restaurateurs and may also discourage new businesses in these sectors from locating in Vienna if they are unable to access a pipeline of quality local workforce.

### How do we support local hiring and training in dining & hospitality?

The Town should **establish a dedicated employment opportunities and training web page** that serves as a resource repository for local youth and residents.

The web page, which should be made **accessible in other languages**, will consolidate local hiring opportunities on a digital 'Jobs Board' and serve as a marketing platform for workforce training programs/modules run by other local workforce training organizations.

### Who can help support this project?

Existing organizations that have built capacity and resources to train workforce in hospitality and F&B should be key partners for this effort. This includes the Virginia Restaurant, Lodging & Travel Association, Goodwill Greater Washington, and local SBDC offices that have designed and tested successful training modules and programs. These programs are also frequently offered virtually at no cost or subsidized costs.

### What are sample workforce training programs to partner with?

Organization	Training Program
Virginia Restaurant, Lodging & Travel association	ServSafe Manager program
	ServSafe Alcohol certification
	ServSafe Food Handler program
	ServSafe Allergens course
Goodwill Greater Washington	Registered Apprenticeship program
	Hospitality Opportunities for People Re-entering Society program
	Hospitality Job Training program
Stratford University	Medical Assistant Job Training program
	Culinary Competition Scholarship program
Northern Virginia Community College	Applied Technologies programs

Sample framework for Employment Opportunities and Trainings

The screenshot shows the Town of Vienna website navigation menu. The 'Doing Business' tab is highlighted in red. The menu is organized into four main sections: Residents, Engagement Central, Doing Business, and Your Government. Under 'Doing Business', there are four sub-sections: Employment, Town Business Liaison Committee, Your Business, and Doing Business with The Town. The 'Employment' sub-section is highlighted with a red box, and the 'Employment Opportunities Training & Up-skilling' link is also highlighted. A red arrow points from this link to the job listing on the right.

The screenshot shows the Myrtle Avenue Brooklyn website. The header features the logo 'MYRTLE AVE BKLYN'. Below the logo is a navigation bar with links: EXPLORE / OUR WORK / BUSINESS SERVICES / RECENT NEWS / ABOUT / DONATE / VOLUNTEER / Q. The main content area is titled 'MYRTLE AVENUE AREA JOBS'. There is a search bar with 'Keywords' and 'Location' fields, and a 'Search Jobs' button. Below the search bar are several filter options:  Freelance,  Full Time,  Internship,  Part Time,  Temporary,  Volunteer, and  Youth Opportunity. The job listing is for 'Early Morning Bake-Off Baker / Cook (Part-Time) (Clinton Hill)' at Peck's, located in Clinton Hill. The listing is marked as 'Part Time' and 'Posted 3 weeks ago'. Below the listing is an 'ABOUT US' section with text describing Peck's Specialties and Peckish. At the bottom of the listing is an 'Apply for job' button.

Myrtle Avenue Brooklyn Partnership (Brooklyn, NY) enables keyword search for jobs posted on its site, as well as search by level of commitment - full time, part time, internship. Each job posting includes a description and direct link to an application site (whether a direct email to hiring manager or an application portal).

# 3

---

## Investing in place



PARKING  
9AM - 5PM  
MON-FRI

# Expand tactical placemaking design projects

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

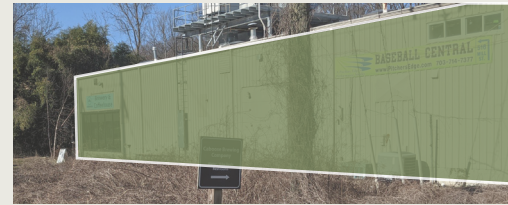
As consumers continue to place more value on experiences in their offline shopping trips, it is critical for the Town to continue supporting local businesses by expanding experiential offerings that are complementary to brick-and-mortar storefront and that drive downtown foot traffic and increase sales in retail stores and restaurants.

For downtown environments, active and vibrant public spaces are key opportunities to elevate visitors' experiences - as demonstrated in competitive districts such as Falls Church and Mosaic District. As such, the Town will need to enhance year-round seasonal/rotational placemaking activations in public spaces that are driven by local stakeholders such as businesses, arts organizations, and individual artists to create memorable and *Instagrammable* moments for customers and visitors.

### What are placemaking design projects that the Town should support and grow?

Ultimately, placemaking is about creating an environment that people want to visit and return to. This includes a range of creative ideas such as murals, interactive sculptures, lighting installations, and movable furniture - each with individual merit and synergy to existing retail and restaurants in Vienna and many already having been tested by a number of property owners with support of the Public Art Commission.

In Vienna, there is a mix of horizontal and vertical planes that lend themselves to these placemaking design projects, including the following:



Building facades/walls



Parking lots



Landscaped areas/parks



Roadway



Windows



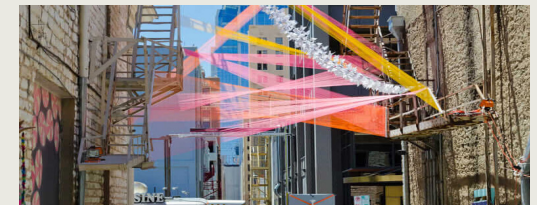
Woodstock in the Gap - Loudoun County



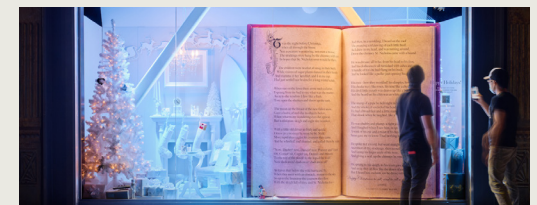
PARK PARK - Inglewood, Calgary



Beckett Square - Historic Downtown Renton, WA



20 feet wide - Austin, TX



T'was the Night Before Christmas - Long Beach, CA

**How can the Town expand placemaking design projects?**

While the Public Art Commission currently leads and organizes a number of public art and placemaking installations across Town, its funding and creative efforts are limited to volunteer hours and donations.

In order to expand its efforts, the Commission should first **create a Public Art and Placemaking Plan** that identifies design principles, priority public art typologies (including media and programs), and recommends specific sites for placemaking and public art implementation. The plan should be created with robust engagement of local artists and creative communities to ensure stakeholder buy-in and build excitement around future implementation of placemaking and public art projects in Vienna.

To ensure the process of implementing placemaking and public art projects are also inclusive and community-driven, the Commission should consider **seasonal Open Call Grants** that enable a wider breadth of artists and local stakeholders to contribute ideas and participate in the creative process.

While each open call season may outline a variety of project requirements including i) Length of installation; ii) Scale of installation, iii) Medium of installation, and iv) Volunteer support, the Commission should provide micro grants (ranging from \$1,000-\$5,000) to successful applicants to cover the cost of artists' time, installation, fabrication, and any materials.

To fund the implementation of a wider range of placemaking projects that align with values and guidelines set forth in the Public Art and Placemaking Plan, the Commission should consider the following strategies:

**a) Sponsorship models**

Through corporate sponsorships, local businesses and major employers such as Navy Federal may be able to financially support the Commission's efforts and simultaneously demonstrate participation in its local community and meet its corporate Environmental, Social, and Governance policies.

Garnering sponsorship support will require the preparation of sponsorship packets and a targeted pitch strategy that will initially require significant volunteer time from the Commission. However, the scale of funding from corporate sponsors will enable rapid expansion of the Commission's efforts.

**b) Commercial Development Percent for Art model**

Typically assessed by the Town (on a square foot basis), a Percent for Art fee model requires developers of major new projects to pay a Placemaking/Public Art fee. Fees collected are to be collected by the Town to fund approved placemaking and public art projects. In lieu of the fee, developers may choose to directly execute a placemaking/public art project on their site following Town agreement and approval.

**Who can help support this project?**

The Town's Public Art Commission should continue to spearhead placemaking efforts with the support of the Economic Development Office, Rotary Club, and local schools/community organizations to market open call processes.

Corporate sponsorships from local businesses and private developer contributions will also be critical to the expansion of the Commission's work. The Public Art Commission may initially choose to lean heavily on advice from the Rotary Club given its previous experience and success in sponsorship models for events like Viva!Vienna!

**Best Practice:  
Think!Chinatown  
NYC**

Think!Chinatown's corporate sponsorship packet clearly outlines varying tiers of sponsorship options available to potential partners. The sponsorship model has enabled the organization to raise thousands of dollars annually from major corporations such as Bank of America, Capital One Bank, and Google.

Each year, Think!Chinatown updates its sponsorship packets to reflect the changing needs of the organization.



**CREATE WITH US!  
BE A SPONSOR...**

- \$25,000+ Headliner Sponsor** ...will be thanked with:
- Your logo placement on the T!C website as a Headliner Sponsor
  - Reserved seats at a T!C event
  - A special projection at a T!C event
  - Sponsorship acknowledgement in official digital event banner for a T!C event of your choice
  - Verbal thanks at the event

- \$10,000+ Featured Sponsor** ...will be thanked with:
- Listing as a Featured level donor on the T!C website
  - A special projection at a T!C event
  - Sponsorship acknowledgement in official digital event banner for a T!C event of your choice
  - Verbal thanks at the event

- \$5,000+ Patron Sponsor** ...will be thanked with:
- Listing as a Patron level donor on the T!C website
  - A special projection at a T!C event
  - Verbal thanks at a T!C event of your choice

- \$2,500+ Friendship Sponsor** ...will be thanked with:
- Listing as a Friendship level donor on the T!C website
  - Verbal thanks at a T!C event of your choice

# Create Town Green Events & Animation program

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

Active programming and event management can be a powerful tool to help attract diverse downtown visitors and a new customer base. For example, while small farmers' markets may serve local residents in search of fresh groceries and convenience goods, open gallery nights and outdoor music events featuring popular acts may attract a more regional audience interested in music, art, and culture.

To date, the Town has seen success in driving foot traffic through major annual events such as ViVa! Vienna and Oktoberfest that primarily bring families from the surrounding region to Vienna.

To build upon this effort and offer an even more comprehensive set of ambient and anchor entertainment at Town Green and surrounding commercial nodes, without overburdening the staff at Parks, the Town should empower local individuals, organizations, and businesses to contribute to programming/events through grants and technical support as part of a 'Town Green Events, and Animation program'.

### What is a Town Green Events & Animation program?

The program should serve to provide **financial resources and technical assistance to local performers, cultural groups, resident groups, property owners, community organizations, and businesses (including home-based businesses) that wish to contribute to ambient entertainment in the Town Green and other public spaces in adjacent commercial nodes.**

The program should therefore support a range of entertainment concepts, performances, and events that are made available for free to the public including performance series, seasonal vendor markets and fairs, health/wellness activities, and parades/festivals/cultural events.

The program should provide successful applicants with the following tools:

- a) **1-page special event permit guidelines and dedicated technical assistance consultation sessions** with Town staff to navigate special event permitting processes
- b) **template agreement** that may be used between property owner and event/program organizers (for example, organizing yoga classes on open parking lots)
- c) **low-cost rental equipment\*** from the Town (e.g. speaker/sound systems, movable tables/ chairs, etc.)
- d) **nominal grant\*\*** valuing up to \$5,000

*\*Rental fees for equipment provided by the Town may also be used to cover additional staffing cost required to administer the program.*

*\*\*The grant should mainly cover code/ permit applications, creator/artist/performer commissions, event logistics - installation and tear down, and any other costs related to the production and execution of the event/activation. Technical support provided by the Town such as marketing and promotion, photo documentation and event signage, licensing/permits, and equipment rental should also be built into the package of benefits offered to successful*

*applicants of the program. In addition, depending on funding source for the grant, the program may allow private businesses to leverage available funding.*

### Who can help support this project?

Given that Parks and Recreation currently offers programs and events year-round, it should continue to serve as lead agency on the implementation of the Town Green Events & Animation program, with support of a local arts non-profit organization serving as fiscal conduit of grants administered through the program.

Early adopters of the program should be targeted at existing organizations that have already proven popular with local audiences including Jammin Java.

Promotion of the events should also be amplified in local media as well as through other popular organizations such as the Rotary Club, Vienna Business Association, and Vienna VA Foodies.



Key events and animations that serve to attract a variety of customers/audiences

Educational events - environmental science, arts & crafts



Seasonal markets - e.g. flower festivals, fall pumpkin and apple festivals



Outdoor movie screenings

Performances - music/theater/comedy

Themed craft fairs - e.g. pottery and glass art fair, vintage furniture fair

Health and wellness events

# Complete sidewalks on Mill/Dominion with street lighting

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

As reported on the Town’s website, “sidewalks are an important amenity for residents and for the community at large”. In addition to health and safety benefits, the Town has acknowledged that sidewalks also serve to support local businesses.

In February 2020, former Council member Maud Robinson provided the Town of Vienna with a generous gift of \$7 million from her estate for the specific purpose of building sidewalks over a five-year period throughout the Town. Although this initiative is expected to provide up to 3.3 miles in additional sidewalks throughout Town, there are currently no plans to create well-furnished sidewalks on Mill and Dominion, where commercial activity has been rapidly changing in recent years. Today, Mill/Dominion is home to new and popular retail businesses such as Caboose Brewing and Greenheart Juice Shop. These businesses (including their customers and employees) will stand to benefit from safe pathways with the construction of new sidewalks.

### How can the Town support the construction of complete sidewalks on Mill/Dominion?

In early 2021, Town Council voted unanimously for a code amendment requiring developers of single-lot properties to construct a sidewalk regardless of whether an adjacent sidewalk exists. This has made an impact on Mill Street, where the developer of a self-storage facility has been required to provide public sidewalks that before did not exist.

However, the amendment to require the construction of sidewalks does not include street-

scape elements, including street trees, landscaping, or lighting that all serve to enhance the pedestrian experience in Town.

As such, the **Town should consider including in its capital improvement program the construction of complete sidewalks on Mill/Dominion** where commercial activity is rapidly changing and where sidewalk infrastructure (with street furniture, lighting, and trees/landscaping) will likely further encourage cross-visitation off the W&OD trail.

### Who can help support this project?

Town Planning and Zoning and Economic Development Offices have submitted requests for set-aside funding to develop a streetscape master plan. This effort should include guidance on the construction and design of sidewalks and streetscape elements in Mill/Dominion, especially as the commercial node continues to face challenges in stormwater management and flooding during heavy rain events (as reported by local property owners).



Aerial view of Mill and Dominion - limited sidewalk infrastructure in the commercial node owing to its history as an industrial-only zone.

Strategy: Expand streetscape improvements along commercial corridors

## Develop streetscape master plan\*

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



\*Previously recommended in the Maple Avenue Corridor Multimodal Transportation and Land Use Study

### Why is this critical?

Although sidewalks have been well-maintained and feature street trees and pedestrian-scale lighting, a large share of sidewalks along Maple Avenue, particularly in the Avenue Center District, are narrow (average width of 4' with raised curbside planter strips that pose hazard to pedestrians) and therefore cannot accommodate benches or areas for ambient entertainment.

In addition, pedestrian-scale wayfinding and signage is absent across Town. The landscape of signs along Maple Avenue are limited to directional overhead street signs and street-facing mall directories signaling priority for customers arriving by car and not by other modes of transportation (walking/cycling).

In order to create an engaging experience for pedestrians and also support a safe and comfortable walking environment in the commercial core of Town, especially for families and seniors, the Town will need to engage in a streetscape master planning exercise that identify gaps in service of street furniture, public realm maintenance, and opportunities for creative street calming and smart city improvements.

### What is a streetscape master plan?

A streetscape master plan typically identifies creative solutions to **redesign** streets in order to strengthen the street network and connections to adjacent neighborhoods and commercial districts, **modify** streets to provide dedicated space for pedestrians and cyclists that have historically been left out of traffic planning, and **furnish**

sidewalks with a balance of green landscape/ planters/wreaths, seating, lighting, trash cans, signs/banners and sign poles, bus shelters, and public art. Streetscape improvements are ideal opportunities to also incorporate smart city technologies that further improve quality of public services and customer experiences. Smart city solutions within streetscape range from demand-based parking payment systems to sensor-based streetlights and solar-operated waste/recycling trash cans.

At a minimum, the new streetscape master plan for the Town should include the development of conceptual designs and standards, as well as proposed locations, for street furniture and other pedestrian and landscaping amenities, with detailed phasing and cost estimates.

Concept designs should also align closely with the Town's branding efforts, including the new Mill/Dominion district brand proposed in this economic development strategy (refer to recommendation on page 43).

### Who should lead this project?

Town Economic Development and Public Works will submit requests to Town Council to set-aside over \$1.1million in the Town's capital budget over the next 5-7 years to develop a streetscape master plan (to be completed FY 2022) and to procure streetscape furniture elements that reflect recommendations in the master plan.

While Public Works should lead the development of the streetscape master plan and its implementation, Town Economic Development and Planning and Zoning should be closely consulted to ensure alignment with ongoing planning efforts.

### Best Practice: Hudson Square Streetscape Improvement Plan

In 2013, the Hudson Square Business Improvement District (BID) - located in a formerly industrial neighborhood in Manhattan New York - developed a five-year streetscape improvement plan with the support of a consultant team of designers including landscape architects, transportation planners and engineers, land surveyors, and wayfinding/signage experts.

The plan included five key initiatives that improve traffic flow, create open spaces, bring green to the district's streets and promote a pedestrian culture. The consultant team partnered closely with Department of Parks and Recreation and Department of Transportation to ensure recommendations aligned with citywide policies.

Implementation of the plan is estimated at \$27 million and spanned nearly a decade with the final project commencing construction in 2020.

Hudson Square Streetscape Improvement Plan (New York, NY)

## Hudson Square is **on the move**

Variety Street will be transformed into a street that balances vehicular needs with pedestrian movement, using custom-designed greening, seating, lighting and crossings.

**YOU COULD BE HERE**  
Bird's-eye view of Variety Street.



## Hudson Square is **connected**

Spring Street, the street that connects Hudson Square to SoHo and the waterfront, will be our Main Street with special light fixtures and signature trees that reinforce the street's unique character.

**YOU COULD BE HERE**  
Bird's-eye view of Spring Street.



## Hudson Square is **inviting**

Located at Sixth Avenue and Spring Street, Sol to Square will become a gateway that welcomes people into the neighborhood following renovations that substantially increase its size and improve its overall appearance.

**YOU COULD BE HERE**  
Bird's-eye view of Sol to Square.



## Hudson Square is **the place to be**

Hudson Street will be a grand allée, created by widening sidewalks to provide space for small outdoor "living rooms" in verdant surroundings.

**YOU COULD BE HERE**  
Bird's-eye view of Hudson Street.



## Hudson Square is **our neighborhood**

Throughout the neighborhood there will be places to socialize, see and be seen. Abundant trees and plantings, comfortable places to sit and exciting public art will truly make Hudson Square a socially, economically and environmentally sustainable neighborhood.

**YOU COULD BE HERE**  
Bird's-eye view of Hudson Street.



Strategy: Support the creation of new shared/public parking spaces

## Conduct a town-wide parking demand and feasibility study\*

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



\*Previously recommended in the Maple Avenue Corridor Multimodal Transportation and Land Use Study

### Why is this critical?

Conducting a parking supply and demand study was previously recommended as a top priority in the Maple Avenue Corridor Multimodal Transportation and Land Use Study. The study is critical to evaluating existing supply and demand of private and public parking spaces by first developing a robust inventory of existing parking supply in Town and identifying peak and off-peak parking demand.

With the study in hand, the Town may then identify with greater accuracy the strategies needed to supplement existing parking supply and support more efficient use of existing supply, as well as identify need for and ideal locations of any new parking facilities. By industry standards,, a new public parking deck should not be pursued until existing parking supply across a district/ Town regularly operates at 85% capacity.

### What happens when a parking study is not conducted?

When a parking study is not conducted, there is no reliable data for planners and developers to use in making development decisions. Supply and demand of parking becomes speculative and can initiate efforts that do not accurately reflect the current nor future parking needs of the Town.

In most instances, this results in an oversupply of parking or the creation of parking that does not directly respond to the preferences (parking fees, time restrictions, convenient locations) of locals and visitors parking in the area.

### Who can help support this project?

As next steps, a parking feasibility study (including an analysis of parking management district formation) will be jointly led by DPW and EDD. The study will look at full demand/supply across all commercial nodes, as well as determine appropriate parking management strategies. This effort will require Council approval in Fall 2021.

Depending on available budget for this effort, DPW and EDD may require support of local volunteers to conduct a survey and inventory of existing parking spaces. The analysis of data collected to determine levels of occupancy, peak/off-peak hours, and projected demand will then need to be completed by Town staff with expertise in transportation planning or with support of transportation planning consultants.

There are a variety of industry-standard parking survey tools available online that may be adapted and customized to Town of Vienna, including this [resource from the Metropolitan Area Planning Council](#).

### Best Practice: Old Town Area Parking

In 2010, the City of Alexandria conducted a parking study in the Old Town area to assess availability of parking (on-street and off-street). The study led to the formation of a task force to review the study and make recommendations about parking management strategies.

Strategies related to the launch of a mobile parking app, extension of meter hours, and changes to residential parking permits have since been implemented to manage ongoing changes in parking demand in the area.

# Establish parking management district

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

A district management entity is an economic development tool that allows a set of stakeholders to enhance a defined area, work as a public-private partnership, and build revenue through fees or taxes levied on participating properties.

At this time, the Town of Vienna is bearing the cost of streetscape improvements and program activations in the Town Green and other public spaces in the commercial nodes, which enhance overall customer experience - particularly on Church Street and Maple Avenue. As the Town continues to expand these services through recommendations in this strategic plan, as well as develops a shared parking structure/lot (currently in planning phase), it should consider pursuing additional financial support from property owners that stand to benefit from the Town's programs and efforts. The formation of a parking management district in Avenue Center and Church Street can create new sources of revenue that will help fund dedicated staff time, programs, and resources to support economic development and public realm management efforts in the area.

### What is a Parking Management District (PMD)?

A PMD is an area designated by a Town to regulate parking supply and rates in order to better match parking demand to supply. As an entity, **it may be established as an independent 501(c)3 or as a public-private partnership organization (housed as a role for Town Public Works)** - the appropriate model for establishing the district, as well as financial feasibility of the selected model, will need to be assessed through the parking study (refer to page 34).

Specific regulations, also determined through the feasibility study, that govern parking requirements will apply to all properties located within a PMD and typically include supply management strategies such as dedicating shared parking facilities and parking pricing policies that allow for changes to parking fees based on demand.

Parking revenues collected from any centralized or shared parking facilities may then be used to operate and maintain parking areas as well as toward public realm enhancements that facilitate the use of shared parking facilities in the district. As such, this type of management entity is critical to the implementation and management of a shared parking structure (as may be recommended through a parking feasibility study - refer to page 34) as well as toward funding streetscape improvements (refer to page 32) that complement parking supply management.

### Who can help support this project?

Although parking sub-consultant for CodeCreate zoning update, Nelson/Nygaard, is currently looking at shared parking provisions relating to shopping center properties located along Maple Avenue, this study does not include parking inventories, Town-wide demand-supply assessments, or detailed mechanisms of parking districts.

As such, following a formal parking study (previously recommended), Town Planning and Zoning, Public Works, and Economic Development should work together to **conduct extensive outreach and education to demonstrate the importance of PMD's** in order to begin formation efforts of a PMD.

The support and participation of business owners and property owners in the designated parking management district will be critical to the success of this project.

### What are potential challenges with establishing a Parking Management District (PMD)?

Currently, most parking spaces available to customers across various properties along Maple Avenue are available at no cost. Introducing parking fees to raise revenues for the PMD may initially be unpopular to business owners who rely on customers arriving by car. The Town's outreach effort should focus on demonstrating potential financial benefits of a PMD - in particular, any impact to sales for tenants.

### Best Practice: Richmond VA Parking Enterprise Fund

Instead of a tax levy on participating property owners, the City of Richmond established a parking enterprise fund which specifically dedicates parking-related revenues for the operations and maintenance of both off-street and on-street parking.

The Department of Public Works manages the funds, and administers and manages all parking contracts. A similar management entity has been established in the City of Virginia Beach.

*Alternative management entity:*

## Business Improvement District

### **What is a Business Improvement District (BID)?**

---

A BID is an assessment district, or “a program of a municipality under which the **County levies an assessment against businesses or property owners** to fund services or improvements that benefit the assessed businesses or property”<sup>2</sup>. With the formation of a BID, a non-profit organization will be formed under contract to the County and is responsible for providing the services or improvements outlined in the establishment process of the BID.

---

### **What are potential challenges with establishing a Business Improvement District (BID)?**

---

While levying additional assessments on properties (and, in turn, commercial tenants) is often unpopular, particularly in the immediate phases of a nationwide economic downturn, establishing a BID could offer a viable solution to improve core commercial nodes within the Town in a ground-up manner. BID members would be able to grow resources to fund the types of improvements that they deem as priorities. However, establishing a BID will require significant cooperation and coordination between property owners and business owners - in addition to partnership and buy-in from the County.

**A City/Town can only establish a BID after a majority of owners of the businesses or properties located within a proposed district have indicated their support for the BID.**

---

# Develop trail-adjacent building design guidelines

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

The W&OD trail currently facilitates the flow of over 500,000 annual pedestrians and cyclists in the commercial core of Vienna\*. According to NOVA Parks, Vienna is the heart of the trail given its midpoint location and parking availability that enables trail users to make round trips.

At this time, however, the interface of buildings with the trail is limited and creates a 'back door' condition for businesses operating near the major asset. Without clear and convenient direct connections to properties and businesses from the trail, whether through direct access points, wayfinding/signage, or lighting, potential visitors and customers are less likely to stop and dwell.

A deliberate set of development guidelines should be created that outlines intentional ways to improve the interface between the trail and adjacent private properties across the entirety of the W&OD trail. This will serve to both promote the mission and goals of NOVA Parks to provide the best of "Northern Virginia through nature, history, and great family experiences" as well as support economic activity for various municipalities along the trail.

### How do we guide development design that supports safe trail use and economic activity?

Trail design guidelines should include approaches including, but not limited to, lighting, wayfinding/signage, furniture, and hard scape elements, setback and through-access requirements.

For example, where there are limited setback walls, area lighting may be accomplished by

illumination of the wall (reflecting onto the trail) or from the wall (mounting an area light luminaire onto the wall).

### Who can help support this project?

The creation of the trail guidelines will need to rely heavily on leadership and support of trail owner, NOVA Parks. NOVA Parks acknowledges the changing interface between the trail and adjacent properties across various towns and has shown increasing support for greater economic and nightlife activity along its trails in towns like Herndon.

Given that development patterns are also likely to continue to change in the coming years - not only in Vienna but across Northern Virginia, it will be valuable for NOVA Parks to set the tone and baseline expectations for any new or rehab development occurring along the trail to ensure the safety, comfort, and enjoyment of trail users are maintained.

The design and creation of the trail development guidelines, which may be funded through Northern VA Transportation Authority as part of trail widening efforts (see page 35), should also include a stakeholder engagement process that convenes cross-jurisdiction leadership from across the trail. This process will help inform the creation of development guidelines built on consensus and will give NOVA Parks an opportunity to better coordinate with various Towns/Cities across Arlington, Fairfax, Loudoun that are currently benefiting from trail activity.

### Best Practice: The Atlanta Beltline Corridor Design Guide

In 2013, following years of planning studies, environmental assessments, and alignment studies, Atlanta Beltline, Inc. commissioned experts in architecture, landscape architecture, civil engineering, lighting design, and signage design to **a) develop a design framework that may be applied across a variety of typologies** and **b) provide initial concept design** to support future detailed design and engineering of projects.

\*Estimates provided by Town Planning and Zoning (2020)





## Design & build side-by-side W&OD trail

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



### Why is this critical?

Trail use has grown in recent years primarily as population density near the W&OD trail has increased in neighboring jurisdictions. Across the country, during the pandemic, the Rails-to-Trails Conservancy reported a spike in trail use of up to 200% compared to 2019 levels.

More recently, trail use increases have resulted in concerns over pedestrian safety. NOVA Parks has observed increasing speeds by cyclists and has begun the development of side-by-side trails, or widened trails, to address this concern in Falls Church.

NOVA Parks has a second phase planned for side-by-side trails in Arlington (currently in design stage) and will likely begin similar efforts in Vienna, Reston, and Herndon in the next 10 years.

### What is a side-by-side trail?

A 'side-by-side' trail, or dual trail, provides dedicated pedestrian and cyclist right-of-way with 2' median between each lane.

When completed, the first phase of dual trails in Falls Church will measure 1.5 miles end-to-end, between Little Falls Street and N West Street. It will feature 11' wide bike trail and 8' wide pedestrian trail, as well as new lighting technologies and low maintenance materials and perennial plantings. The trail expansion project also gives NOVA Parks the opportunity to address stormwater drainage, site stabilization and landscape planting - all components that impact customer experience in commercial nodes.

### How should the Town support this project?

Similar to the trail expansion efforts in Falls Church, the Town of Vienna should work closely and collaboratively with NOVA Parks to ensure development proposals progress through Town review and permitting processes seamlessly. The Town should take proactive steps to ensure NOVA Parks and its consultants receive regulatory and technical support required in the planning and design stage.

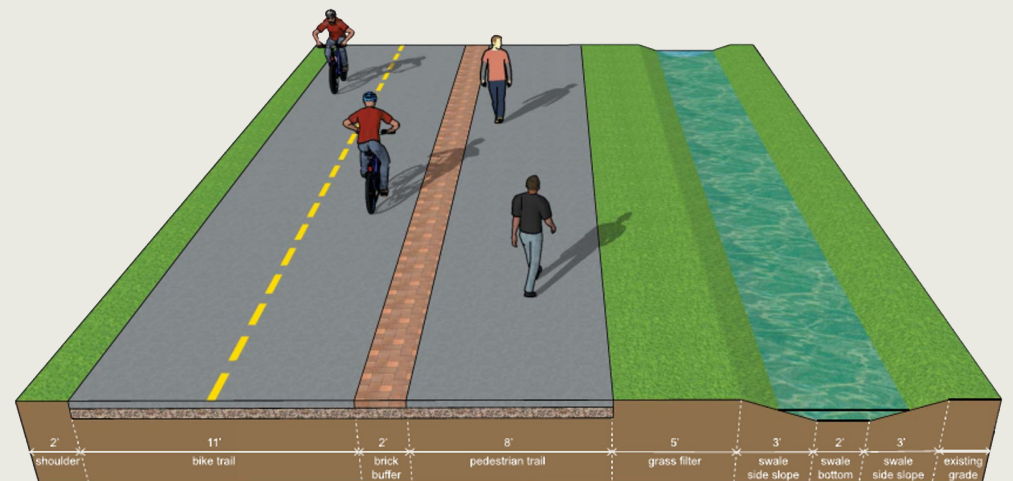
In addition, the Town should support any community engagement efforts to ensure trail expansion efforts are responsive to the needs of and limit impacts on local residents, property owners, and businesses.

### Who can help support this project?

Given that the traffic on the W&OD trail ranks almost as highly as some vehicular roads overseen by the Northern VA Transportation Authority, the Authority will likely be a key funder for trail expansion.

Although there is no set schedule that this time, NOVA Parks is currently reviewing potential funding sources and has begun discussions with Town staff to widen/reconfigure the W&OD trail within Vienna town limits. In the coming years, they plan to widen/reconfigure the trail within Town so that the pedestrians and cyclists are separated by a flush buffer where space allows, similar to efforts in Falls Church (as shown below).

*The City of Falls Church, Dominion Power, ATT, Storm Drains partnered closely with NOVA Parks to oversee the planning and design process of trail expansion in Falls Church. The project was awarded two grants from Northern Virginia Transportation Authority amounting \$3.2 Million and VDOT TAP \$500,000.*



# 4

**Promoting &  
marketing Vienna's  
local businesses**

*What is the difference between branding and marketing?*

**A brand reflects what a place currently is and inspires what it can be in the future.**

Therefore, branding is the exercise of distilling and articulating a place's (whether, country, state, county, city, town, or neighborhood) unique strategic positioning, differentiating characteristics, and competitive advantages in order to attract investment, people, and capital.

Towards branding, a community must first **establish its brand identity** which includes a brand positioning statement and brand pillars. The brand identity must be established within the context of other competitive place brands and with an understanding of audience dynamics and preferences. These **values are then translated into a distinct name, tagline, logo and visual guide and/or visual assets** that express or convey the attributes and personalities previously defined.

Depending on available budget and resources, a **place brand is then applied in a number of ways** including:

- a) **marketing collateral** - print/digital (e.g. flyers, brochures, tote bags, name cards, letter heads, advertisements)
- b) **website** design
- c) **environmental** design (e.g. signage, banners, murals, decals)

Marketing, on the other hand, is the exercise of **reaching targeted audiences across multiple touch points in order to drive greater awareness of a place**. This often begins with **identifying the channels, campaigns, and tools** required to reach targeted audiences, and may include **developing a comprehensive marketing strategy** that includes a social media playbook (recommended platforms, posting frequency per platform, tone and voice, visual identity, metrics for success, etc.), e-mail marketing strategy (recommended content, audience segmentation, lead generation), and digital marketing strategy (recommended paid search campaigns, campaign targets and audiences).

In order to market a place successfully,

- a) **strong brand** must first be developed to guide and align all marketing tools as well as the development of any future sub-neighborhood/district brands
- b) **comprehensive marketing strategy** may then be deployed, which leverages the previously defined brand identity and package.

Case study: Downtown Jacksonville FL - downtown-wide re-brand

The Jacksonville Downtown Investment Authority is working with a brand consultant to define new visual branding and vision statements for four neighborhoods across the downtown area. Community input was paramount to the brand development process and continues to inform the refinement of visual assets.



# Develop Vienna commercial district brand identities

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

District brands (including a brand positioning statement and pillars) will provide clarity, cohesion and recognition for each unique commercial node within the Town - Maple Avenue, Mill/Dominion, Church Street, and Follin Lane. District brands, which may include distinct names, taglines, logos and visual assets, will also formalize the subtle expressions of place and retail brands that already exist in each commercial node .

For example, local businesses and property owners in the Mill/Dominion node have already indicated an emerging key brand pillar for the district as health and wellness - owing to new tenants offering wellness services and healthy food & beverage concepts.

### How is a district brand developed?

To begin developing district brands, an exercise in audience identification and persona development must be completed for each district to ensure each brand resonates with the right audiences and to better understand their needs and priorities to guide brand messaging. District brands should also be developed following any Town-wide re-branding effort that may be undertaken in the near future.

Toward this, a brand consultant may choose to:

- Conduct an audit of existing brand landscape, including any updated Town brand package.
- Conduct in-depth research on the

region's brand potential, including conducting consumer outreach, brand testing and focus groups.

- Review current brand efforts and existing creative elements.
- Conduct an analysis of competitor district marketing strategies.
- Create a strategic plan that includes implementation, management and ongoing promotion of the new brand.
- Design a logo and guidelines for reproducing the brand identity
- Develop a conceptual brand collateral package based upon the established brand identity and design direction. This package should include art direction/selection of photography and images, and a full expression of the project identity including custom graphic treatments.

### How can a district brand be deployed?

Depending on available budget and resources, a district brand can be deployed in a number of ways including on street furniture (e.g. light pole banners, wraparound decals for trash cans, benches, planters), storefront window decals, murals, digital marketing (e.g. website, advertisement banners), and in print materials such as flyers, brochures, annual district reports, etc. Please refer to the following page for examples of potential district brand deployment.

### Who can help support this project?

To develop unique district brands for each commercial node in Vienna, the Town will need to hire a brand consultant experienced in developing brands for downtowns and commercial districts.

A working group of local property owners and business owners located within each node should be engaged through the brand development process to ensure the graphic identity not only resonates with the targeted audiences but is also embraced by community members and business owners.

*The Kent County 'Quaint Villages' brand guidelines were designed by brand consultant, Streetsense, to reflect the diversity of downtowns across the County and to attract not only locals but visitors to each commercial district. Brand guidelines help ensure that any deployment of the brand logo and identity in the built environment (including signage, banners, decals) closely follows the integrity of the brand expression.*

# LOGO USAGE GUIDELINES



MAIN LOGO LOCKUP



PROGRAM LOCKUP  
"AT YOUR OWN PACE"



USE OF  
PRIMARY COLORS



KNOCKED OUT OVER  
PRIMARY COLOR



USE OF  
PRIMARY COLORS



KNOCKED OUT OVER  
PRIMARY COLOR



KNOCKED OUT  
OVER TEXTURED  
BACKGROUND IMAGE



at YOUR  
OWN PACE

USE OF  
PRIMARY COLORS



## MARKETING/ PROMOS

# Develop a town marketing strategy

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

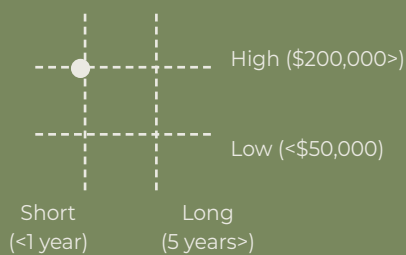
## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



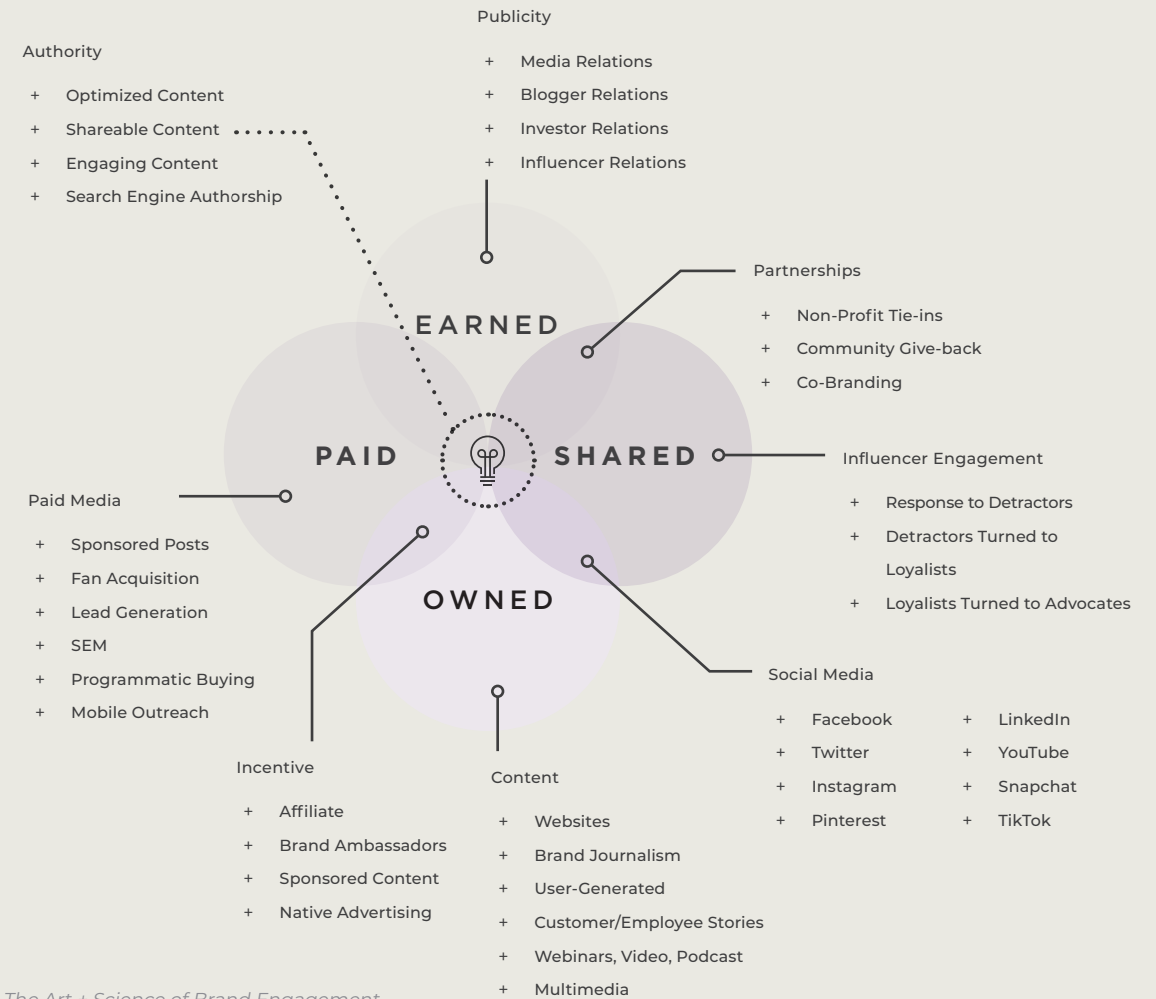
## What is a marketing strategy?

A comprehensive marketing strategy provides a road map for a brand roll-out in digital, social and editorial spaces. Creating a strong brand and visual identity (currently being undertaken by the Town) is only the first step to raising awareness of the Town's retail, dining, entertainment and cultural offerings to the right audiences. The brand needs to be leveraged in district marketing. As such, it is critical that this strategy is implemented in tandem with the new brand development efforts by the Town.

The marketing strategy for Vienna should include:

- Setting marketing goals, objectives, and key performance indicators
- Defining key messaging per target audience (as determined through the brand development exercise completed by the Town)
- Developing an owned media strategy (Website, Email, Direct), paid media strategy (Social, Display, PPC), shared media strategy (social platforms), earned media
- Best Practices in social media - including posting cadence, community management strategies, and post boosting.
- Design and development of a custom web page for business marketing/promotion (including information architecture/sitemap, copy writing, wire frame design, content management and search engine optimization)

While the Town's website has several resources for local businesses, it should also include a dedicated business directory and promotional page that is targeted at consumers seeking local dining, retail and entertainment offerings.



The Art + Science of Brand Engagement. Source: Streetsense

## Why is a marketing strategy important?

At this time, marketing for local businesses (including retail, dining, entertainment, professional services) is either limited to individual business efforts or being consolidated by local volunteers and hobby groups. As such, marketing

may be sporadic depending on time of year and availability of resources/capacity at any one businesses or volunteer group. To be able to demonstrate cohesion in the Town's brand and offerings to consumers, the Town will need to engage a marketing expert with proven track record in creating strategies across digital, social and editorial spaces. Additional resources



also need to be created to build authentic and effective campaign awareness, as well as overcome any pre-existing public perceptions of the Town of Vienna.

**Who can help support this project?**

In addition to hiring a marketing consultant experienced in Community and Economic Development Promotion and Marketing to create the strategy and various other related media content, it is important to also ensure there is dedicated Town staff to deploy the strategy and manage ongoing marketing content.

Execution of the marketing strategy is resource-intensive and, alternatively, may even require an on-call support consultant to continuously create and manage content, maintain active forms and links on digital platforms, deploy the new brand through marketing materials such as wayfinding signage/Town e-mails, etc.

In the long-term, once a robust audience has been built, funding for marketing efforts may be built through paid ads that businesses or local organizations may choose to pay to feature any special content on the Town’s marketing platforms.

**Best Practice: Old Town Scottsdale Re-brand and Marketing Strategy**

The Old Town Scottsdale re-brand and marketing strategy included a deep brand exploration to redefine the brand of the City. The scope of work included third-party consumer research consisting of qualitative (four focus groups) research, ambassador interviews and a quantitative survey. From these findings, the City was able to build the foundation for a fresh, new direction that would reclaim Old Town’s moniker, and weave the business sectors together as one.

The Old Town marketing campaign consisted of traditional and digital media. The City used geographical, contextual, behavioral, interest, keyword, demographic, device and day part digital tactics to reach specific target audiences, including older and more affluent audiences, middle income families, and Millennials.



The Old Town Scottsdale marketing strategy included a mix of traditional and digital media tactics including outdoor billboards, wayfinding, magazine print ads, and digital banner ads.

# Establish Town business directory & promotional site

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
  - Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

In order to engage with the growing share of consumers who are technologically-savvy and increasingly relying on digital sources of product and business information, retailers across the country, including in Vienna, will need to adapt and leverage digital marketing tools so that they remain visible to customers.

The Town should therefore promote and heighten visibility of all businesses located in Vienna through interactive and promotional business directories. By establishing a Town business directory and promotional page, individual marketing efforts of local retailers may be consolidated in a single location that simplifies pre-trip research and directs customers to a reliable and easy-to-use digital resource. This is incredibly important to drive awareness of the Town's entire marketplace in order to create economic impact for small and local businesses.

### How should the Town better communicate its business marketplace and economic development efforts and impacts?

Building on an earlier recommendation to create an online resource repository for employment and training opportunities, there are a number of other web software and interactive services that should be added to the Town's existing website to promote local businesses. This includes but is not limited to:

- a) Town business directory map and list
- b) Business profile pages
- c) Town Business/Events promotion calendar

d) Resource repository for business development and training (with lead-generating tools)

e) Data dashboards to report on key economic development metrics and impact of Town business retention and attraction efforts

However, these extensions/add-ons may be limited to the existing architecture of the Town's website and may need to be hosted on a separate, dedicated web site.

A web developer with experience in destination focused websites and GIS/Cartography expertise will be required to deliver custom interactive maps and dashboards.

### Who can help support this project?

Given the robust efforts that the Vienna Business Association (VBA) has already taken to collect and manage business information, the Town should partner closely with VBA to enhance the directory within VBA's website, or work to re-launch business promotional resources on a new website - whether embedded within the Town's website or hosted independently with a co-management plan.

### Best Practice: Capitol Riverfront DC

The commercial district worked closely with a web developer consultant to create and design a mobile-friendly dedicated website that focused on promotion and marketing of local businesses, events, and happenings. The website has also expanded to include a 'Doing Business' section that regularly updates market and development data that may help inform business relocation and local investment decisions. The back-end development of the website includes a built-in content management system that enables the organization's staff to continually update data and information easily.

Sample digital promotion and marketing strategies to communicate Town marketplace and economic development efforts

The Midtown Atlanta Resource Center was created as a repository of data files and documents relating to the district's development. To download the files, the organization requires users to submit an e-mail address that generates leads for its mailing lists.

Business Directory and Event Calendar

Business Profile Page

The Rosslyn BID created a calendar repository of up-to-date events, classes, and programs across the district. To track all ongoing events, a content management system was set up to receive form submissions from local businesses and cultural organizations. The form requests name of event/promotion, short description, type of event (e.g. arts, music, family), location, images, and dates/time of events.

## Provide small business training & resources

### Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

### Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

### Priority Nodes



### Estimated Time + Cost



### Why is this critical?

The newest tenants in a given market are often the least skilled in running a business. Typically they get into business because they make a great product or sell a valuable service, but skills in the art of sales, merchandising, staffing, purchasing and general accounting process are often absent. The Town of Vienna is no exception.

Although the Town and the Vienna Business Association have created a number of useful resources that outline clearly the various steps that a new entrepreneur will need to take toward setting up the business and applying to appropriate licenses and permit, Town staff has indicated that a significant amount of their time and resources have been necessary to help entrepreneurs navigate their entrance into the marketplace.

As such, new business owners should be offered the resources and expertise they need to be successful while also pulling Town staff out as the technical assistance middle men.

### What kinds of small business training and resources should the Town be offering?

First, the Town should support the creation of a year-long calendar of small business training sessions and resources that cover the following topics that are emerging as critical to business success across the country:

- a) Branding
- b) Digital Marketing and Advertising

- c) E-commerce
- d) Storefront Design & Architecture
- e) Food and beverage concepting and visioning
- f) Cash Flow/Money Management
- g) Regulatory/Insurance Compliance

These programs and resources should be made available for free to participants to increase breadth of audience participation across a range of business sectors.

### Who can help support this project?

The Town's Economic Development office should lead this effort, in partnership with Vienna Business Association and its network of members. Partnerships with other neighboring jurisdictions' will also be critical to generating higher attendance levels at training programs and click rates of online resources.

Small business technical assistance providers contracted by the Town, or partner jurisdictions, will need to create training content and resources that are customized to Vienna and/or Fairfax County.

### Best Practice: Downtown Alliance New York Pandemic Readiness Guide + Support for Small Businesses

The Downtown Alliance hired retail and food & beverage consultants to develop guiding materials, training, and technical support on the physical design and operational changes required for small businesses to re-open in the wake of the COVID-19 crisis. The consultants developed a set of strategies and best practices for restaurants, bars, and retail businesses to reconfigure their spaces and to update their operating practices to safely serve their customers in compliance with new regulations and guidelines. In addition, consultants were matched with local businesses to conduct targeted one-on-one work sessions with businesses to implement business strategies identified in training sessions and resources.

### Best Practice: Downtown Troy Envision 2021 Online Small Business Development Program

Envision 2021 is an effort by the Downtown Troy BID to develop and retain businesses in the district by providing practical and publicly available resources to local business owners. With the support of a panel of local experts, the organization designed a two-part program focusing on ten modules covering business foundations and best practices from other small business owners.

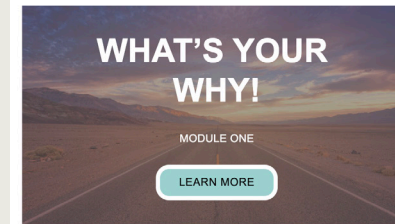
Resources were released on a biweekly basis and all training sessions were also recorded and uploaded to YouTube as a video or as a podcast series available on Spotify and/or Apple Podcasts for interested business owners to access conveniently at their own time.



Downtown Troy BID Envision 2021 program resources

### ENVISION 2021:: BUSINESS FOUNDATIONS

The program is divided into 10 modules. The modules are mutually exclusive, so you can start wherever you wish. Modules 1 -6 focus on the building blocks for everyday business operations. This program is designed for ALL business owners and/or business owners to be! Below you will find an overview of the benefits participants can get for engaging with the practical content provided in Envision 2021 :: Part One. Each module includes blogs, podcasts, and videos from local experts.



### PODCAST SERIES



### VIDEO SERIES



# 5

---

**Creating a  
live-work-play  
Avenue Center  
district**

Strategy: Encourage market-supported mixed use development

# Allow as-of-right mixed use development on Maple Ave

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
  - Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



## Why is this critical?

Central to employment growth, particularly in professional and business service sectors (Vienna's competitive sectors) is access to appropriate housing for employees which in turn impacts an employers' access to its desired workforce.

In Vienna, single-family detached homes represent the vast majority of existing housing options in the Town, and over the last year, more than 75% of home sales in Vienna took place at price points above \$750,000. As such, the shortage of attainable housing options places limitations on the households that are able to live and work in Vienna.

In addition, boutique hoteliers that typically seek vibrant mixed-use neighborhoods are unlikely to choose Vienna as a choice location for operations given the limited number of multifamily units and density of residents living within 0.25 mile of the commercial core of town (as measured from the intersection of the W&OD Trail and Maple Avenue).

Given that Class A commercial (retail) spaces typically feature 15+ feet floor-to-ceiling heights to maximize visibility of tenants, the Town should also consider increasing allowable building heights which are currently limited to three stories/35 feet\*, and **lowering (or removing) parking minimums** (current requirements: 1-2 spaces per dwelling unit), in order to ensure financial feasibility of mixed-use developments.

Given high land values and development costs in the region, it is anticipated that a minimum density of 100 rental apartment units per acre is required to make projects along Maple Avenue financially feasible. As such, this regulatory change will serve to limit administrative burden (time and cost) on developers seeking to create mixed-use properties that will enhance street level vibrancy at the Town's commercial core.

To combat residents' pronounced fears of building height and density, **design guidelines** should be created to provide property owners with a mix of specific and broad recommendations on how to create high quality livable and pedestrian-friendly mixed-use developments at the Town's core.

## Risks & Partners/Resources

Town Council approval of allowing by-right mixed-use development in the proposed Avenue Center/East/West district will be critical to the success of this recommendation. A work session has been scheduled between Town Planning & Zoning and Town Council.

It should be noted, however, that in recent years Town Council members have shown lack of support for higher density and mixed-use development along Maple Avenue, particularly with the repeal of the Maple Avenue Commercial Zone.

## How to support mixed use developments?

Mixed use development is, however, challenging for property owners to build at this time given the zoning limitations\* around residential apartment use on properties lining Maple Avenue. In order to encourage future diversification of the Town's housing inventory at its commercial core, Town Planning & Zoning is developing by-right process for mixed use development across Maple Avenue (including Avenue Center, East and West districts) through CodeCreate zoning update.

### Best Practice: County of Alameda, CA Design Guidelines For Residential Mixed-Use

The County adopted Design Standards and Guidelines to establish baseline expectations for new residential construction and redevelopment projects in the county. The document has helped facilitate site proposal/approval discussions between developers, County staff and decision makers, and the general public.

The guidelines are visual tools that were created with stakeholder feedback to define desired building character and quality for the physical environment surrounding new developments.

\*Previous Maple Avenue overlay zones were still restrictive and turned out to be more costly on developers

# Create pre-development incentive program

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

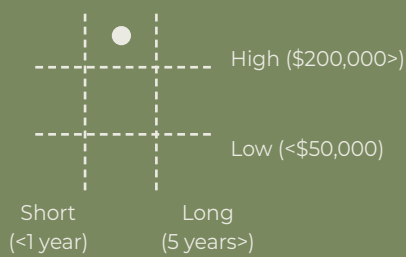
## Guiding Principles

- Investing in Place
- Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

In addition to supporting mixed use development along Maple Avenue - a highly visible and accessible location in Town, the Town should also consider playing a proactive role in supporting the existing network of small, local developers interested in diversifying local real estate in other parts of Town through redevelopment and re-purposing properties for higher value uses, in particular office uses.

Given high land values and development costs in Vienna and the region, small and local developers will stand to benefit from public sector support of pre-development activity to make projects feasible and to develop quality products in the near term. On average, developers are spending nearly \$2 million in the region to cover legal/entitlement costs. Therefore, public sector support in pre-development activity may include a suite of tools, including but not limited to:

- + Financial incentives
- + Technical assistance

### What constitutes pre-development activity?

There are a number of pre-development actions that must be undertaken by developers to ensure successful delivery of projects. This includes (but is not limited to) projects proceeding to construction or the period in which a property owner examines possible development options with the goal of determining a financially viable and mission-aligned development plan:

- + Legal/Entitlement Procedures
- + Market Feasibility/Financial Modeling

- + Architecture, Design, Engineering and Planning (including environmental reviews)
- + Site Clearance and Stabilization

### How to support pre-development?

#### a) Financial incentives/support

With partnership of a Community Development Financial Institution (CDFI) or other funding partner (including regional commercial real estate investment groups), the Town should support the establishment of a flexible bridge and low interest loan (below regional rates) for property owners, with acquired sites - whether vacant or occupied, to conduct eligible pre-development activities.

The Town's role should be limited to prioritizing applications for approval by the CDFI partner, in accordance with Town economic development principles and goals.

#### b) Technical assistance

In order to ensure financial incentives are utilized appropriately, the program should also include a technical assistance component that provides successful applicants with resources and tools toward pre-development activities. This may include providing a pre-approved list of professional service providers such as licensed architects, engineers, market analysts, etc. or creating educational materials (flyers/brochures) on the Town's development permit/approvals processes that is easily available online.

The Town should also boost transparency around development application and approvals timelines by publishing and updating a monthly/bi-monthly calendar of deadlines, Town meetings, etc. that developers will need to be aware of to move projects along with speed and efficiency.

### Risks & Partners/Resources

Although Town Council approval of technical assistance incentives to support pre-development activity is important, the partnership from a Community Development Financial Institution, or real estate investment group, as a financing lead in providing financial incentives will be critical to the success of the program.

**Supporting actors:** Fairfax County EDA, Town Planning and Zoning, Town Economic Development

### Best Practice: Emerging Developer Loan Fund NYC EDC

In the City of New York, development projects of value below \$30 million face significant hurdles obtaining funding. As such, the Economic Development Corporation has partnered with a commercial real estate investment group to fill the gap in funding through a \$10 million loan fund that provides low-interest loans (of up to \$2.5 million) for mixed-income housing, mixed-use, industrial and commercial projects.

The loan fund gives emerging developers the financing required for both pre-development and property acquisition costs, including legal and title costs, security deposits and rent payments, environmental assessments and appraisals fees, and design and tax credit application fees.



Strategy: Encourage market-supported mixed use development

# Revising ground floor zoning for Avenue East/West

## Project Category

- Organizational Capacity
- Branding + Marketing
- Public Realm
- Private Realm Redevelopment

## Guiding Principles

- Investing in Place
  - Creating business-friendly regulatory frameworks
- Promoting and marketing Vienna
- Creating a live-work-play Avenue Center district

## Priority Nodes



## Estimated Time + Cost



### Why is this critical?

Projected retail and office development potential in Vienna is limited and will need to be managed. By 2031, it is anticipated that there will be 213,000SF of oversupply of retail demand on Maple Avenue. This oversupply of commercial space is likely to result in underutilized or vacant spaces that may better be reallocated to other ground floor uses.

Therefore, finding a balanced set of solutions that enable ground floor residential along Maple Avenue, particularly in the proposed Avenue East and Avenue West districts, will be critical to “rightsizing” retail and preventing further diffusion of business activity.

### How do we support active ground floor residential uses?

Firstly, a **zoning amendment is required to permit residential apartment use as-of-right** in Avenue East/West districts (currently zoned primarily as General Commercial zone and Transitional zone), as well as **increased building heights** which are currently limited to 2.5 stories/35 feet\*. As previously mentioned, it is anticipated that a minimum density of 100 rental apartment units per acre is required to make projects along Maple Avenue financially feasible for property owners.

In addition, to mitigate inactive facades resulting from ground floor residential use, the Town should also **create a set of defined building guidelines that encourage property owners to design ground floor residential uses that engage with the street** and express qualities that promote comfort, safety and activity for pedestrians.

When well-designed, ground floor residential uses make unique retail opportunities (located within close proximity) more economically viable and can be major foot traffic generators. It has the potential to have catalytic influence on street using publicly accessible and activated lobbies, becoming all-day “third places” for the surrounding community.

### Best Practice: Grand Rapids MI Zoning Amendment

In 2021, the City of Grand Rapids passed zoning reform that allowed developers and property owners in over half of the City’s 6,000 commercial zoned parcels to convert retail space to residential space, allowing first-floor apartments and simultaneously adding a fourth floor with limited regulatory permits/requirements. Eligible properties are located in the downtown area and adjacent streets.

The goals of the amendment are aligned with the needs and challenges facing Town of Vienna, including meeting population density goals, addressing the city’s housing shortage and lack of affordability, giving greater flexibility to property owners struggling to fill ground-floor units, and addressing changing market conditions that have placed added strain on an already challenged retail market.

### Risks & Partners/Resources

Given that Town Council approval is required to make zoning amendments to support ground floor residential use and higher density residential development in Avenue East/West districts, it must be acknowledged that this recommendation is unlikely to be implemented in the near term owing to limited political appetite for increased residential density in Town.

However, this should remain a long-term consideration for Vienna owing to limited demand for retail and office development as illustrated in the preceding Commercial Market Study conducted by consultants, Streetsense and RCLCO.

### Best Practice: City of San Francisco Ground Floor Residential Design Guidelines

The City of San Francisco developed design guidelines for ground floor residential uses, in partnership with prominent local architects that have experience in developing successful mixed use residential properties across the region.

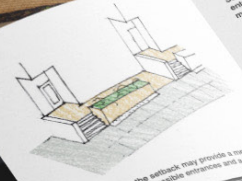
The guidelines identify key design principles and illustrative examples that may be applied to a range of building types and site conditions to ensure ground floor residential uses balance privacy with residents’ participation with the public realm.

### 6a RAISE THE FLOOR LEVEL OF RESIDENCES TO ENHANCE LIVABILITY

Ground floor residential units are important for providing "eyes" on the street. When ground floor units are raised at least three feet above grade, sufficient privacy and usability of the dwelling and the setback is provided. This height allows windows to have a direct prospect to people on the street but still be above pedestrians' eye level. The raised setback will also be more likely to be used because of the sense of ownership that elevation.



- Raise the ground floor a minimum of three feet above the grade of the sidewalk, but not more than five feet. Provide either steps from the sidewalk to the raised entrance.
- Where programmatic or irreconcilable and unique site constraints prevent units from being raised at least 3 feet above grade, extend the first two stories (8' minimum) that provide the greatest setbacks and tall ceiling heights can partially compensate, but do not provide the same privacy benefits as raising a unit above sidewalk grade.



On sloped sites the setback may provide a means of accommodating accessible entrances and a raised shop.

### ILLUSTRATIVE EXAMPLES



Setback individual dwellings to allow sheltered entrances. Use structure and landscaping to modulate and reinforce the street wall.



Use extra height to create an easily identifiable and defined entrance. A change of height creates a transition from the street and the setback provides just enough space to be useful and not as a buffer between the public and private realms.



Provide setbacks to allow planting and building entrances that animate the public realm.

Sample ground floor residential units located along/near core commercial districts



Junction Square Town homes - Herndon VA



Newbury Street - Boston MA



Mayfair on Main Town homes - Fairfax VA



Railroad Cottages - Falls Church VA

---

# Summary

## Community Priorities

*Central to the success of this planning effort is community input and buy-in. To ensure economic development strategies that are driven not only by market forces, but community needs and demands, Streetsense conducted a public meeting on September 30, 2021 to present and review draft strategies with an array of stakeholders. Outreach for the public meeting was held during the month of September 2021 through various media, including the Town's social channels, mailers, local news, and Town website. More than 30 stakeholders attended the Town Hall/public meeting in-person and via Zoom, including business owners, property owners, non-profit leaders, and local residents. For a full list of attendees, contact Economic Development Manager, Natalie Monkou.*

*At the Town Hall meeting, Streetsense gathered stakeholder input on priority strategies and potential partnerships/resources that had not previously been considered. In breakout groups, participants also discussed any potential challenges in implementation – as perceived by members of the public. The following list reflects Top 5 priority areas of action as indicated by stakeholders at the meeting:*

### 1. Trail widening & Trail-adjacent building design guidelines

Stakeholders shared sentiments that the W&OD trail was an “untapped jewel” that should be leveraged more intentionally to attract and grow visitation to the Town of Vienna. Stakeholders agreed that the trail needed to be enhanced in order to be better used to connect customers to surrounding business assets.

Business owners with operations near the trail also shared that trail widening would help minimize growing negative experiences of pedestrians/cyclists on the trail while ensuring that it remains a safe and comfortable access route to and from local businesses and Town activities.

In addition, stakeholders agreed that the creation of building design guidelines for properties adjacent to the W&OD trail will not only foster beautification of the trail but also create clearer ‘transition areas’ between trail and adjacent businesses/ properties.

Stakeholders who were eager to support the implementation of the above strategies acknowledged that the first step to be taken by the Town is to convene the trail owner and adjacent property owners to discuss design priorities for the W&OD trail.

### 2. Business permitting process and signage rules

Several business owners in attendance at the public meeting shared that updating signage rules is critical to maintaining storefront vibrancy and competitiveness in the market.

Although Vienna is not unlike other Northern VA small towns that have complicated permitting processes, stakeholders agreed that the recommendations to simplify business permitting processes and updating signage rules were an important opportunity to set the town apart in a highly competitive regional market by being a ‘business-friendly’ location.

Existing business owners agreed that the layers of regulations within the Town may be especially complicated for new business owners, however, many also shared positive experiences they’ve had working directly with Town staff as they navigated regulatory processes during business set-up. As such, business owners recommended that digital processes be supplemented by an in-person staff, or ‘business ombudsman’ who can support with business permit/regulatory processes.

In addition, stakeholders shared the need for the Town and County application processing systems to be better integrated so that business owners would not be subject to double application fees.

### 3. Commercial space incentives & business incubation

Overall, stakeholders supported the use of incentives to encourage leasing of commercial properties and to prevent long-term vacancies as rents increase. Stakeholders were particularly concerned with Avenue Center district and agreed that commercial space incentives should focus on supporting the co-location of businesses within Avenue Center district in order to prioritize commercial density at the center of Town.

While incentives should be prioritized for older properties near the center of Town that need a ‘refresh’ in order to enhance the Town’s first impression to visitors, they should also prioritize the division of larger commercial spaces into smaller and more affordable commercial units that new businesses and non-profit organizations are seeking in the market.

**4. Shared Parking/Parking Requirement Flexibilities**

Although stakeholders shared skepticism about a property owner-driven shared parking model, many agreed there was a need for shared parking solutions for businesses in the core commercial nodes (Maple Ave, Church Street, Mill/Dominion). As an alternative, some stakeholders suggested a publicly owned and public sector-driven shared parking model. However, the first step to determining its viability would be to conduct a Town-wide parking assessment to inform an overall parking master plan.

Stakeholders generally agreed that any revenue generated from a shared parking model should be used toward enhancing signage/wayfinding, which can be a challenge for out-of-town visitors looking for convenient parking spaces.

**5. Mixed income housing**

Attendees at the public meeting resoundingly agreed that providing mixed income housing was critical to economic development in the Town of Vienna. In addition, local non-profit leaders that work with lower income families in the region, as well as business owners whose employees earned low to median wages, shared the need for mixed housing stock to be able to support a diverse workforce to sustain business operations. At this time, many service employees reportedly commute 30-40 minutes by car from surrounding communities such as Manassas and Woodbridge as they are unable to afford housing costs (whether for-rent or for-sale units) in Town.

**Other priorities that emerged during the stakeholder discussion include:**

**a) Marketing and placemaking strategies**

Stakeholders acknowledged the importance of creating a strong sense of place, particularly at the center of Town (Maple Ave/Church St/Mill St/Dominion Rd), to attract both customers and businesses (especially makers and entrepreneurs seeking creative environments) to Vienna. As such, many were supportive of strategies that addressed marketing and placemaking at the commercial nodes.

In particular, stakeholders expressed the desire to create authentic and targeted marketing campaigns that focused on the industrial businesses on Mill St/Dominion Rd. While previous small business marketing efforts in Town have been important to sustaining business activity in Vienna, many felt that the lack of a strong brand identity for the Town's commercial nodes made promotional campaigns less effective.

**b) Smart city technologies**

Stakeholders actively engaged in the discussion highlighted the importance of incorporating smart city technologies in major capital investments made by the Town to remain competitive with larger municipalities in the region that have taken strides in adopting smart city solutions.

As described in the recommendation, “Develop streetscape master plan”, Town of Vienna should be using its streetscape master planning effort as an opportunity to incorporate smart city solutions within its public realm, including but not limited to demand-based parking payment systems, sensor-based streetlights, and solar-operated waste/recycling trash cans.

**With the exception of input provided on mixed income housing, stakeholder feedback has helped inform the phasing and prioritization of implementation by the Town, as reflected in the following work plan.**

Guiding Principle

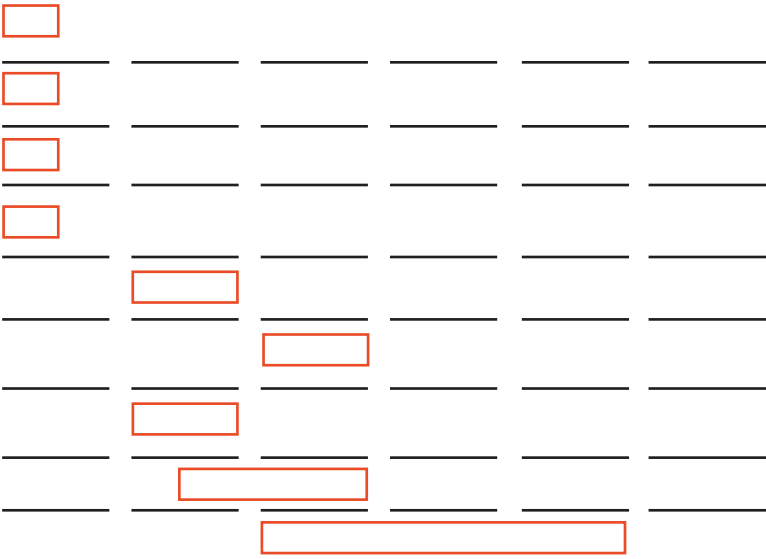
Action

Year 1 Year 2 Year 3 Year 4 Year 5 Year 6-10

Proposed phased implementation

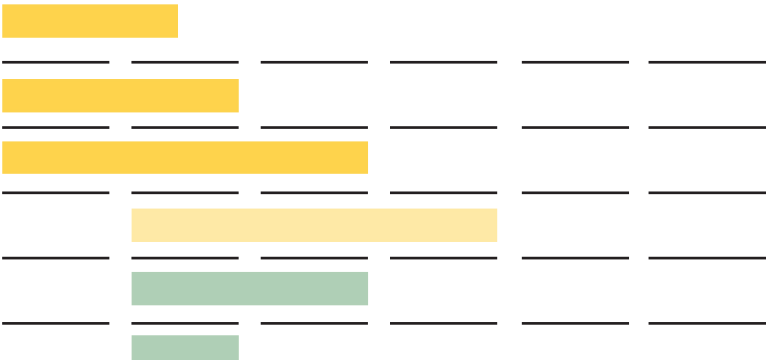
Creating a business-friendly ecosystem

- Ease restrictions for non-permanent frontage activation<sup>+</sup>
- Allow blade signs on commercial corridors<sup>+</sup>
- Adopt generic use approach and incorporate permitted use tables<sup>+</sup>
- Allow outdoor dining and create self-certification process<sup>+</sup>
- Develop storefront and sidewalk activation design guidelines<sup>+</sup>
- Digitize and simplify business permitting process
- Create a web page for Town job and training opportunities
- Create a business incubation program for targeted industry sectors
- Provide incentives for commercial space improvements



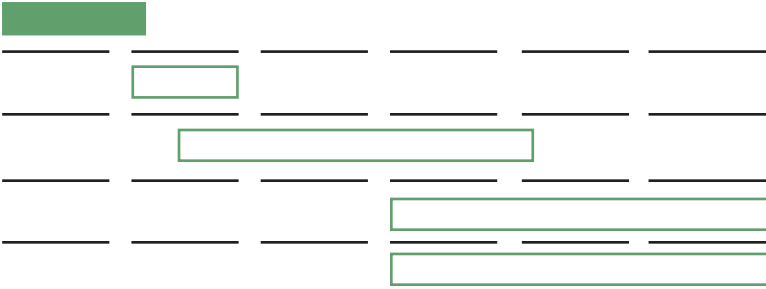
Promoting and marketing Vienna

- Develop Vienna commercial district brand identities
- Develop Town marketing strategy
- Establish Town of Vienna business directory and promotional site
- Provide small business training and resources
- Expand tactical placemaking design projects
- Create a Town Green Activation, Events, and Animation program
- Develop streetscape master plan



Investing in place

- Conduct a town-wide parking feasibility study
- Develop trail-adjacent building design guidelines<sup>+</sup>
- Establish a parking management district
- Complete sidewalks on Mill/Dominion with pedestrian lighting
- Create side-by-side trails for bicyclists and pedestrians



What's Next?

The Town and its partners will first need to ensure regulatory frameworks are in place to attract creative new (or expanding) businesses in Town and across the regional market. Without these frameworks in place, it is unlikely that other business attraction and retention efforts - including the creation of business training and resources, as well as a business incubation program - will likely be successful as business owners and property owners will continue to face barriers in permitting and development.

Given that the Town will also need to immediately use funds disbursed through the American Rescue Plan Act (ARPA) before its expiration, the Town should prioritize the spending of ARPA funding toward short term strategies in branding, marketing, and programming to engage with stakeholders, build deeper relationships, and to demonstrate early wins/successes that will help make the case for additional resources and funding for the implementation of higher cost and longer term actions such as streetscape improvements and mixed-use development.

<sup>+</sup> Recommended actions that will be fully/ partly addressed through Code Create Vienna zoning update

Priority actions to be led by the Town Economic Development Division in 2022-2024:

- Yellow box: Funded by ARPA
- Green box: Funded by CIP

---

# Appendix



## Town of Vienna Economic Development Strategy

*Recommended actions that will be addressed through Code Create Vienna zoning update*

Guiding Principle	Strategy	Key Actions
<b>Investing in place</b>	Improve W&OD trail and Mill/Dominion interface	1. Develop trail-adjacent building design guidelines
<b>Creating a business-friendly ecosystem</b>	Support quality storefront design and sidewalk activity	<ol style="list-style-type: none"> <li>1. Ease restrictions for non-permanent frontage zone activation</li> <li>2. Allow blade signs on commercial corridors</li> <li>3. Develop storefront and sidewalk activation design guidelines</li> <li>4. Allow outdoor dining and create self-certification process</li> </ol>
<b>(Long-Term) Creating a live-work-play Avenue center district</b>	Simplify zoning code	1. Adopt generic use approach and incorporate permitted use tables in zoning code
	Encourage market-supported mixed use development	1. Allow as-of-right mixed use development on Maple Ave