



II. COMMERCIAL REINVESTMENT PLAN RECOMMENDATIONS

COMMERCIAL REINVESTMENT PLAN (CRP) FRAMEWORK. The CRP outlines an implementation approach that is intended to guide business development and stimulate growth in the LAVC. This effort should be led by LAVC stakeholders. The CRP is organized around four functional areas that have been used in commercial district revitalization programs across the country, under both voluntary participation efforts, such as the preservation/economic development-oriented Main Street Program, and programs such as Business Improvement Districts (BIDs). To facilitate the CRP user, each functional area is color coded.

LAVC CRP FOUR (4) FUNCTIONAL AREAS
<p>ADMINISTRATION & ORGANIZATION This functional area addresses management and leadership in LAVC.</p>
<p>MARKETING, EVENTS & PROMOTIONS This functional area addresses the visibility and brand awareness of LAVC and its operators.</p>
<p>PHYSICAL IMPROVEMENTS & DESIGN This functional area addresses the aesthetics, functionality, and long term environmental sustainability of the LAVC's infrastructure and built environment.</p>
<p>BUSINESS MIX & ECONOMIC RESTRUCTURING This functional area addresses the need to develop a common vision for the market positioning of the LAVC, as well as the retention/recruitment of businesses to achieve a diverse mix that leads to economic sustainability.</p>

The CRP is formatted to identify the Objectives, Challenges and Opportunities identified through the preceding analyses, and specific Strategies and Actions to accomplish the Objective(s) of each Functional Area.

The guidance for each Functional Area is presented in a consistent format

that is intended to be used to structure the implementation process and help organize stakeholders based on their interests and strengths. The guidance is organized into:

- **Objectives** – general statement of goals with desired outcomes within each Functional Area
- **Strategies** – approaches that can be used to achieve the goals specified in the objectives of the CRP
- **Actions** – specific activities to be undertaken in order to carry out the Strategy. For each Action, the following is included:
 - **Action Description** - description of the specific activity recommended to accomplish the Objective(s) of each Functional Area
 - **Key Participants** - The Key Participants are the LAVC non-residential use property owners, business owners and their representatives whose roles and responsibilities will be to implement, manage, and monitor the CRP objectives, strategies and actions, as well as other public agencies, business groups, and volunteer organizations with which the key participants can collaborate and form partnerships.
 - **Timing** – targeted maximum time to complete Action, as defined by these time periods:
 - **Immediate (0 to 3 Months)** – this period focuses on immediate activities that will position the LAVC stakeholders to move forward with implementation of the CRP, including the formation of the LAVC Action Team whose members will be responsible for connecting stakeholders and organizing the early elements of the CRP.
 - **Year One (4 to 12 Months)** – consists of initial actions to enhance and coordinate existing marketing and planning activities in the LAVC, including initiation of a Memorandum of Understanding (MOU) among non-residential owners and

operators in the LAVC to establish a unified commercial management program.

- **Short Term (2 to 3 Years)** – this period is when the LAVC Commercial Management Program (CMP) is first established, funded and staffed; actions coordinated by volunteers are transferred to the LAVC CMP, as appropriate. While already begun in earlier phases, comprehensive marketing and business recruitment initiatives should be in full swing
- **Estimated Costs** – description of anticipated costs to complete Activity; may include possible source of funds

Administration and Organization

OBJECTIVE I: ESTABLISH LAVC ACTION TEAM

Creation of a LAVC commercial management structure and an overall merchandising strategy tied to the market is among the highest priorities necessary to sustain the LAVC. In order to reach this objective, a sequential series of steps must be undertaken to establish an organizing group, institutionalize its roles, and explore funding structures and partnerships that could sustain a commercial management program into the long term. Leadership for this early organizing effort should be comprised of LAVC stakeholders and should prioritize stakeholder goals to create viable solutions based on the recommendations in the CRP.

Challenges/Opportunities from Current Conditions

- The LAVC does not have a specific organizational group that represents the interests of all of the LAVC non-residential uses
- In a survey of LAVC property owners and operators, 87 percent were in favor of a commercial management strategy for LAVC
- LAVC has a strong grass-roots volunteer workforce that champions the LAVC Brand
- The influx of new development to the Reston area presents challenges in terms of competition, but also opportunities to tap into a broadening consumer market
- Recent efforts by the Lake Anne Merchants Committee to update the village center’s marketing and identity are significant steps in repositioning the LAVC and the way it is recognized in the community
- Redevelopment in the LAVC and growth trade areas will enhance the village center’s commercial vitality by creating additional support for more non-residential uses and improving the success of current nonresidential uses

Strategy 1 Organize property owners, businesses and other affected stakeholders to begin implementation of LAVC Commercial Reinvestment Plan (CRP)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Form a LAVC Action Team to lay groundwork for a formal commercial management program.</p> <p>1. ACTION TEAM COMPOSITION. The initial action of the CRP is the establishment of a LAVC Action Team. The “start-up” Action Team should consist of stakeholder volunteers from the LARCA, Merchants Committee, and Business Operators who were members of the original Non-Residential Committee that worked with the County to organize the LAVC Non-residential Public Workshops and served in an advisory capacity for the CRP project. Other participants may include persons expressing interest at the LAVC Public Workshops.</p> <p>It is critical that the team represent all LAVC key property owners, business owners, advocates and other LAVC stakeholders. It may be necessary to conduct outreach to ensure this balance.</p>	<p>No more than 15-members that represent:</p> <p>A. <u>LAVC Non-Residential Use Property Owners</u> (7-8 people):</p> <ol style="list-style-type: none"> 1. LARCA Board of Directors; 2. LARCA commercial owners not on the Board; 3. E-Block property owners; 4. Washington Plaza Baptist Church; 5. Association of School Business Officials (ASBO); 6. Millennium Bank building; and, 7. Lake Anne Professional Building. <p>B. <u>Merchants/Operators</u> (Goal 3-4 people):</p> <ol style="list-style-type: none"> 1. Lake Anne Merchants Committee; 2. One (1) food operator; and, <p>C. <u>Other stakeholders</u> (Goal 3-4 people):</p> <ol style="list-style-type: none"> 1. Reston Association Board; 2. Washington Plaza Cluster; 3. RCRC 	<p>Immediate (0-3 Months)</p>	<p>Nominal - there should be no cost associated with forming the LAVC Action Team, which is a voluntary participatory ad hoc group.</p>

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OBJECTIVE I: ESTABLISH LAVC ACTION TEAM (continued)

Strategy 1 Organize property owners, businesses and other affected stakeholders to begin implementation of LAVC CRP (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 2: Schedule Action Team Start-up meetings.</p> <p>Schedule and organize the Action Team start-up meetings utilizing the e-mail distribution list developed by OCRR.</p> <p>The primary goal in creating the Action Team is for its members to take ownership of the LAVC CRP implementation. The successful implementation of the CRP recommendations will be difficult to achieve without strong leadership from the Action Team. The Action Team meetings should encourage maximum participation of all LARCA and Non-LARCA and business operators. Meetings should be scheduled at a time when the greatest number of participants is able to attend.</p> <p>It is imperative that the Action Team conducts outreach to solicit participation for the “start-up” and subsequent meetings. This outreach should include multi-media opportunities such as e-mail notifications, flyers, web-page advertisement, etc.</p> <p>I. ACTION TEAM ORGANIZATIONAL AND ADMINISTRATIVE STRUCTURE.</p> <p>A. Organizational Structure and Responsibilities. The primary responsibility of the Action Team will be to lay the groundwork for a formal commercial management program. The team will serve on an ad hoc basis until a permanent management program can be established funded and operational. The team members should be organized into the sub-groups around the CRPs four (4) Functional Areas of:</p> <ol style="list-style-type: none"> 1. Administration and Organization; 2. Marketing, Events, and Promotions; 3. Physical Improvement and Design; and, 4. Business Mix and Economic Restructuring. 	<p>Action Team</p>	<p>Immediate (0-3 Months)</p>	<p>Nominal - there should be no cost for conducting a LAVC Action Team meeting</p>

Administration and Organization

OBJECTIVE I: ESTABLISH LAVC ACTION TEAM (continued)

Strategy 1 Organize property owners, businesses and other affected stakeholders to begin implementation of LAVC CRP (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>This organizational structure will optimize probability for the members’ long-term participation and provide sub-group teams that can take ownership of each of the 4-Functional Areas. As part of this structure, each sub-group should identify a Group Leader who will be responsible for assigning tasks, monitoring progress, and reporting back to the other Action Team sub-groups.</p> <p>B. Administrative Structure. To ensure consistent and equitable operations, one of the Action Team’s first priorities should be to identify and agree on an Administrative Structure. This structure will include determining meeting protocol and the appointment of an Action Team Board that may include, among others, a Chairman to schedule, coordinate/prepare Agenda and lead meetings, a Secretary to take and distribute meeting notes, and a Treasurer (or retained/pro bono Accountant) to track and report finances. The Chairman could be elected for a specific term, rotated among Sub-Group Leaders, or selected in another manner.</p> <p>II. ACTION TEAM START UP MEETINGS</p> <p><u>The primary goals of the first Action Team meeting are to:</u></p> <ol style="list-style-type: none"> 1. Acclimate participants to the CRP project, provide a summary review of the CRP, and discuss the CRP’S 4-Functional Areas. 2. Review Action Team composition to determine if any stakeholder group is not represented, as well as any additional stakeholders who could contribute to Action Team. If so, conduct outreach to secure representation. 3. Agree on the Administrative, and Organizational structure of the Action Team and elect Board Members; 			

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OBJECTIVE I: ESTABLISH LAVC ACTION TEAM (continued)

Strategy 1 Organize property owners, businesses and other affected stakeholders to begin implementation of LAVC CRP (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>4. Organize members into sub-groups based on the 4-Functional Areas and select sub-group leaders;</p> <p>5. Establish Action Team meeting protocols, and frequency and scheduling of meetings; and,</p> <p>6. Agree on Action Team meeting outreach and advertising process to encourage LAVC stakeholder’s participation.</p> <p><u>The primary goals of the 2nd second meeting are to:</u></p> <ol style="list-style-type: none"> 1. Acclimate any new members, 2. Prioritize the Action Teams activities that will Implement CRP recommendations, and 3. Assign responsibilities to Action Team members including LAVC property owner and business operator outreach and LAVC Database maintenance tasks. <p>III. LAVC DATABASE</p> <p>As part of the Action Team “start-up” activities and thereafter, it is imperative that the Action Team maintains a database of key participants, stakeholders and other interested parties. OCRR will provide the Action Team with the most current database as identified by the Fairfax County Department of Tax Administration public records and information provided by attendees of previous LAVC meetings. The Action Team should review update and maintain the database to keep it current. . One way to do this is to have the database serve as a sign-in sheet for Action Team meetings; this will provide a record of attendees and capture the information of new attendees.</p>			

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OBJECTIVE II: REDEFINE/MODIFY LARCA EXPENSES, BUDGET AND BYLAWS

As the primary private property owner in the LAVC, LARCA has an opportunity to make significant progress in the early stages of the implementation of the LAVC Commercial Reinvestment Plan (CRP). The strategies and actions outlined below identify ways that LARCA could consider amending its legal structure and utilization of existing sources of funds as a way to contribute to achieving the objectives of the CRP. Most of the actions described below can be pursued at little to no cost to LARCA owners.

Challenges/Opportunities from Current Conditions

- LARCA's non-residential owners are currently assessed around \$50,000 per year to maintain the open space on Washington Plaza
- In the past, the RA contributed funds toward maintaining Washington Plaza; however, this funding is no longer provided. In keeping with the RA mission to “support and maintain the quality of life in the community”, the RA should be requested to participate in the revitalization of the LAVC by reinstating maintenance funding and/or providing other funding and services to support greater use of Lake Anne.
- Some LARCA property owners are unaware that a portion of the annual assessment on commercial unit owners is used to fund LAVC marketing initiatives
- Reserves represent 30% of the LARCA operating budget; reserves continue to be funded at a higher level (approx. \$120k more) than what was identified in the FY2010 Reserve & Replacement Study as sufficient to fund the condominium's 20-year capital improvement plan without stressing the reserve account balance.
- LARCA condominium bylaws do not address rules and regulations with respect to business operations within the condominium's non-residential units
- Amendments to LARCA Condominium Bylaws require approval of two-thirds of all unit owners
- The authority to sell or otherwise dispose of a portion of the Condominium common elements requires an 80% vote of approval by LARCA’s 131 condominium owners.
- LARCA may be able to exert greater control over the commercial use mix in LAVC. Article III, Section 2 (q) of LARCA's Bylaws provides for the LARCA Board to: "acquire, hold, and dispose of Condominium Units and mortgage the same if such expenditures and hypothecations are included in the budget adopted by the Unit Owners Association."

Strategy 1 Seek opportunities to share operating and maintenance costs with other users of Washington Plaza

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action: Discuss with the RA how certain maintenance costs may be restructured as they relate to access and use of Lake Anne, and request that the RA to contribute funding to cover agreed upon costs.</p> <p>Request the RA should to permit enhanced uses of Lake Anne, such as ice skating, that are currently prohibited by the community association.</p> <p>Prior to discussions, LARCA Board members should be prepared to share information regarding current revenues, operating and maintenance costs, budget allocations, water use rights for Lake Anne and observations regarding historic and projected utilization trends for Lake Anne.</p>	<p>LARCA and RA</p>	<p>Immediate (0-3 Months)</p>	<p>No cost associated with RA discussions</p> <p>Nominal or No Cost to prepare agreement as it relates to access and use of Lake, and enhanced uses. This includes RA Board approval, and member outreach, as required by RA bylaws, covenants etc.</p>

Administration and Organization

OBJECTIVE II: REDEFINE/MODIFY LARCA EXPENSES, BUDGET AND BYLAWS (continued)

Strategy 2 Restructure/amend LARCA Bylaws to facilitate creation of a MOU among all LAVC no-residential property owners to facilitate CMP

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Work with legal counsel to determine actions necessary to include provisions in the LARCA bylaws that would address potential terms of a MOU with other non-LARCA property owners regarding a centralized commercial management program, including: standard hours of operation for commercial units, tenant use restrictions, storefront/window display guidelines, cost sharing agreements, controls for enforcement and modification, etc.</p> <p>An amendment to the bylaws should clearly articulate how LARCA will budget for its share of commercial management program costs (eg, through reserves, or as an additional line item to the operating budget.)</p>	LARCA	Immediate (0-3 Months)	<p>Costs to amend Bylaws will likely be on a time and expense basis as agreed upon between LARCA and its legal counsel</p> <p>Potential source of funds, LARCA operating budget</p>
<p>Action 2: Build consensus among LARCA members for LAVC MOU.</p> <p>As part of MOU strategy, the LARCA Board should conduct outreach and convene meeting(s) to acquaint its members with the LAVC CRP, including the benefits of a MOU among all LAVC non-residential owners; obtain member feedback; build consensus, and buy-in to MOU, CRP.</p> <p><u>Topics of discussion should include:</u></p> <ol style="list-style-type: none"> 1. Purpose and objective of CCRP and CMP 2. Objectives of MOU; 3. Funding requirements and source of funds; 4. Restructuring of LARCA budget; 5. Potential impact on future assessments; 6. Possible amendment to LARCA Bylaws, including benefits and implications; 7. LARCA’s role in the redevelopment of the LAVC, and the benefits of redevelopment; 8. Following LARCA policies and procedures, poll its members and obtain approval for terms and conditions of MOU; <p>Negotiate and enter into MOU with other owners in LAVC.</p>	LARCA	Immediate (0-3 Months)	<p>Nominal - There should be no associated costs for outreach to potential LARCA members.</p> <p>Some legal fees may be required.</p>

Administration and Organization

OBJECTIVE II: REDEFINE/MODIFY LARCA EXPENSES, BUDGET AND BYLAWS (continued)

Strategy 3 Modify LARCA operating budget to improve transparency and determine potential for reallocation of funds

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Consider removing "Commercial Owners Fund" from the "Reserve Contributions" section of the operating budget and create a new line for "Commercial Marketing Fund" under the "Administrative Expenses" section. Add "Commercial Marketing Assessment" as a line item under "Income" in the "Commercial Plaza" section of the budget.</p> <p>These changes to the presentation of the annual LARCA budget will clarify which property owners fund the expense, how the money is being used, and opportunities to amend the budget to provide CMP funding resources.</p>	LARCA	Immediate (0-3 Months)	No Cost - No additional cost associated with budget restructuring
<p>Action 2: Consider modifying the LARCA budget to show more fully what expenses are covered under "Expenses and Maintenance" for common area maintenance. For example, maintenance of Washington Plaza is small when compared to the costs incurred by the Heron House that are billed as a common expense to all. Additionally, eliminating reuse of the accrued Reserve Funds to permit reallocation of the future contributions should be considered.</p> <p>These changes to the presentation of the annual LARCA budget will clarify which property owners fund the expense, how the money is being used, and opportunities to amend the budget to provide CMP funding resources.</p>	LARCA	Immediate (0-3 Months)	No Cost - No additional cost associated with budget restructuring
<p>Action 3: Consider reallocating a small portion of future reserve funds for contribution to initial start-up costs associated with the CMP (initial estimated annual total cost of approximately \$45,000 for part time staff to \$100,000 for full-time staff; requires three years of stable funding) and/or the creation of new signage and wayfinding system for LAVC (one time cost of \$60,000 to \$70,000).</p>	LARCA	Year One (4-12 Months)	No Cost - No additional cost associated with reallocating existing funds

Administration and Organization

OBJECTIVE II: REDEFINE/MODIFY LARCA EXPENSES, BUDGET AND BYLAWS (continued)

Strategy 4 Restructure/amend LARCA Bylaws, as necessary, to facilitate the enhanced use of the Washington Plaza for art installation, movie screenings and similar events

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action: Review and amend as required the condominium bylaws to ensure that desired events and activities such as film screenings and permanent art installations are permitted.</p>	<p>LARCA and legal counsel</p>	<p>Year One (4-12 Months)</p>	<p>Costs to review Bylaws will likely be on a time and expense basis as agreed upon between LARCA and its legal counsel.</p> <p>Potential source of funds, LARCA operating budget</p>

Strategy 5 Restructure/amend LARCA Bylaws, as necessary, to facilitate the purchase of available commercial condominium units and/or sell commercial units to a single entity and/or as part of a redevelopment plan

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: If LARCA determines that it may be in its long term interest to be able to acquire commercial units as a way to affect the use mix in LAVC or for other purposes, Article III, Section II (q) of the Bylaws may need to be amended to address the Association's ability to assume debt and/or create a fund for opportunistic acquisitions, which may not be possible if the purchase amount must be included in the annually approved budget. Compliance with Virginia Condominium laws should be investigated to verify the Association's ability to acquire and maintain commercial properties, or to restrict its use upon sale or lease.</p> <p>LARCA may also entertain selling land or units as part of the future redevelopment of the LAVC. If not already done, the Bylaws should be reviewed to confirm the ability to sell land and/or units.</p>	<p>LARCA and legal counsel</p>	<p>Short Term (Years 2-3)</p>	<p>Costs to review Bylaws will likely be on a time and expense basis as agreed upon between LARCA and its legal counsel.</p> <p>Potential source of funds, LARCA operating budget</p>

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS

Creation of a LAVC commercial management program that includes a structure and overall merchandising strategy is a very high priority. In order to reach this objective, a sequential series of steps should be undertaken to establish an organizing group, institutionalize its roles and explore funding structures and partnerships that could sustain a commercial management program into the long term. Leadership for this early organizing effort should be comprised of LAVC stakeholders who should focus on prioritized stakeholder goals based on the recommendations contained in this CRP. As a central element in revitalizing the LAVC an organizational mechanism should be developed that can build on existing structures (e.g. LARCA, Lake Anne Merchants Committee, Reston Association, Reston Community Reinvestment Corporation, etc.) as a way to provide both continuity and the flexibility to change as LAVC conditions and opportunities evolve.

Challenges/Opportunities from Current Conditions

- Non-residential property in LAVC is controlled by 25 individual owners who operate without any central leasehold control
- This ownership structure limits ability to regulate business activities, such as operating hours, storefront display, and tenant use restrictions
- Many of Washington Plaza maintenance costs are not equitably distributed as they are currently funded largely by LARCA non-residential owners, with some contribution from Lake Anne Coffee House
- Majority of maintenance costs for the parking lot in Land Unit A is currently funded by LARCA non-residential owners, with some contribution from ASBO
- LAVC commercial marketing initiatives (\$50,000 annually) are funded by a special assessment on LARCA non-residential owners, with no contribution from other property owners or businesses
- Special projects in LAVC are often led and funded by volunteers, such as recent storefront improvements and landscape enhancements around Washington Plaza that were sponsored by Friends of Lake Anne
- Business recruitment in LAVC is primarily driven by individual property owners without an overall merchandising strategy
- In a survey of LAVC property owners and operators, 87 percent were in favor of a unified commercial management strategy for LAVC
- Scale of LAVC's current commercial space is too small to be economically viable to consider the use of mechanisms such as a Business Improvement District (BID) assessment to initially fund a commercial management program
- An MOU among non-residential property owners is critical in order to establish, fund and govern a formal commercial management program

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Create a preliminary MOU content and structure, determine the core MOU Participants and their ability and willingness to be part of and share in costs of creating a MOU.</p> <p><u>This action will include the activities required to:</u></p> <ol style="list-style-type: none"> 1. Initiate prioritization of issues that should be addressed by the MOU; 	<p>Action Team</p>	<p>Immediate (0-3 Months)</p>	<p>Nominal to Moderate - there should be no cost associated with early discussion of an LAVC MOU.</p> <p>There should be no cost for developing CMP Program and bylaws. Pro-bono contributions for preparation and duplication of</p>

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>2. Create a preliminary MOU structure and content for consideration and comment by Core MOU Participants;</p> <p>3. Research MOU associated costs, and potential sources of funding;</p> <p>4. Research availability of pro-bono legal and financial advisory services. If not available, research and/or obtain cost proposal to provide legal and financial advisory services to create MOU and other governing documents ;</p> <p>5. The LARCA Board will need to initiate outreach to its members to acclimate them to the concept and objectives of the MOU, including potential funding issues and impacts on future assessments;</p> <p>6. Identify Core MOU Participants (ie, required signatories), and initiate discussion to determine their ability and willingness to be part of; and share in the costs of creating a MOU; and,</p> <p>7. Encourage participation from constituencies and other stakeholders.</p> <p>In anticipation of a more formalized management in the LAVC, and a Commercial Management Program, several key decisions must be made, including:</p> <p>1. What is the preferred timeline to have a CMP in place, and what actions must be completed to get there?</p> <p>2. Who/what acts as the contracting entity?</p> <p>3. Should the functions of the CMP be outsourced to a qualified consultant, or kept "in house".</p>			<p>outreach materials could be absorbed by MOU Core Participants</p> <p>Unless a pro-bono legal resource is acquired, a moderate cost for preparation of legal agreements will be incurred. This cost should be included in contract for MOU Legal services.</p>

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<ol style="list-style-type: none"> 4. If CMP staff are “in house”, where is there suitable office space in the LAVC? And how much should be budgeted for leasing costs? 5. If outsourced, which responsibilities currently implemented by volunteers (such as marketing LAVC, events management, etc.) can be transferred to the outsourced entity? 6. If outsourced, what new responsibilities should be taken on the outsourced entity (e.g. business recruitment, event planning, fundraising and sponsorship development, maintenance and development of marketing materials, hiring of consultants to provide technical assistance to business owners, etc.)? 7. How, and at what intervals should CMP staff conduct stakeholder outreach to obtain feedback, and provide a program operations status report. 8. What legal instrument will be used to compel current and future nonresidential uses to the agreed upon CMP? 9. How will the terms of the MOU be monitored and enforced? 10. What is the source of funds to pay for a management staff and other operating costs? 11. Can those funds be sustained for at least three years to give the management program sufficient time to become established and deliver substantive results? 			

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 2: Structure and agree to the terms of a MOU; establish and fund a LAVC CMP as part of the MOU.</p> <p>Structure and agree to the terms of a MOU among LARCA, non-residential owners outside of LARCA and business operators to establish consistent operating guidelines, improved marketing of the LAVC brand, and more equitable allocation of operating and maintenance costs; Establish and fund a LAVC CMP. The Action Team should research pro-bono or contract advisory services for:</p> <ol style="list-style-type: none"> Legal Services. As MOU's include terms and conditions that are legally binding, legal counsel should be retained to structure the MOU and other associated agreements (eg, future business operators standard lease, current business operators lease addendum, etc.). Financial Services. As the CMP will require funds to operate, which could affect participant's budgets and assessments, a financial advisor should be retained. <p><u>Issues that the MOU should address include, but are not limited to:</u></p> <ol style="list-style-type: none"> Standard hours of business operations; Storefront/window display guidelines; Description of the preferred commercial orientation and/or a non-binding list of desired tenant types; Controls for enforcement and modification; Types of additional services to be provided through the MOU (e.g., maintenance, trash removal, landscaping, snow plowing, marketing initiatives, etc. 	<p>Action Team</p>	<p>Year One (4-12 Months)</p>	<p>Legal costs to structure and negotiate a MOU will depend on the complexity of the agreement and the amount of time required to complete participant negotiations.</p> <p>If a pro bono contribution cannot be found, fees for legal counsel should be structured on a firm fixed price agreement with hourly rates set between \$250-\$450 per hour, and with a set limit for the total contract amount.</p> <p>Potential source of funding includes: LARCA operating budget, non-LARCA owner contributions.</p>

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>7. Types of capital improvements to be completed through the MOU (e.g., signage, wayfinding systems, public art installation, major plaza repairs, etc.);</p> <p>8. Maintenance of the Washington Plaza and Lake Anne;</p> <p>9. Cost sharing agreement, including a description of the annual budgeting process and methodology for calculating participant contributions;</p> <p>10. CMP Budget for the first year, and projected budget for years two and three;</p> <p>11. Process and timeline to have current business operators enter into agreement (e.g., lease addendum) to comply with terms and conditions of CMP; and, process for future operator compliance (e.g., part of standard lease);</p> <p>12. Administrative procedures for admitting new participants to the MOU;</p> <p>13. Initial CMP staffing structure (i.e. part time vs. full time, in-house vs. contractor) and sources of funding ;</p> <p>14. Human resource administrative procedures for CMP, including set up and management, hiring process for in-house staff or outsourced management entity; and,</p> <p>15. Roles and responsibilities of CMP staff</p>			

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 3: Develop an outreach program to explain and promote benefits of MOU to the Core MOU Participants and business operators.</p> <p>The program should educate the LAVC stakeholders about the benefits of participating in a MOU, including services available through a commercial management program and the requirements for participation, as well as the process should for creation of the MOU and its anticipated content. The benefits need to be articulated to multiple stakeholder groups, including:</p> <ol style="list-style-type: none"> 1. <u>Property Owners.</u> Improved leasing; rent stabilization/increases; increased property values; crime deterrent; improved dialogue with other owners; and assistance with collaborative design and maintenance projects. 2. <u>Business Owners.</u> Increased sales and sales prices; improved image of the LAVC as a commercial destination; coordinated marketing efforts among business owners; technical assistance opportunities; more diverse business mix; and, consistent operating standards. 3. <u>Community Residents/Consumers.</u> Residents and consumers benefit from a sense of pride in the LAVC; enhanced commercial offerings; enhanced events and activities; volunteer opportunities; improved communication with business owners; and increased home values. 	<p>Action Team</p>	<p>Immediate (0-3 Months)</p>	<p>Nominal – No associated costs with outreach program</p>

Administration and Organization
OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 1 Create a Memorandum of Understanding (MOU) among commercial property owners and other LAVC stakeholders that will facilitate a centralized management structure (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 4: Finalize and ratify MOU; establish and fund CMP.</p> <p>The conclusion of this action begins the transition from the ad-hoc start-up team initiatives to the agreed upon administrative and organization role of the CMP.</p> <p>With legal counsel, or using instruments and direction provided by legal counsel, ratify:</p> <ol style="list-style-type: none"> 1. MOU agreement among Core MOU Participants; 2. Amend current business operators leases or otherwise can agreement to terms and conditions of MOU; 3. Amend LARCA Budget and implement assessments as <p style="padding-left: 40px;">Set forth on the MOU to fund the LAVC CMP.</p> <p>At the conclusion of this activity, and as agreed in the MOU, a standard lease for use with future nonresidential uses should be in developed and utilized.</p>	<p>Action Team, Core MOU Participants</p>	<p>Year One (4-12 Months)</p>	<p>Legal costs to structure and negotiate a MOU will depend on the complexity of the agreement and the amount of time required to complete participant negotiations.</p> <p>If a pro bono contribution cannot be found, fees for legal counsel should be structured on a firm fixed price agreement with hourly rates set between \$250-\$450 per hour, and with a set limit for the total contract amount.</p> <p>Potential source of funding include: LARCA operating budget, non-LARCA owner contributions.</p>

Strategy 2 Establish the LAVC CMP

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Implement the LAVC CMP.</p> <p>A. CMP Staffing. Upon completion of the MOU, and obtaining stakeholder binding agreement, the CMP should:</p> <ol style="list-style-type: none"> 1. <u>Outsourced</u>: Identify, and contract with a qualified Consultant to hire staff; or, 	<p>CMP</p>	<p>Year One (4-12 Months)</p>	<p>The annual operating budget for a CMP will be approximately \$40,000 for a part time staff (or outsourced consultant contract), and up to \$100,000 for a full time staff. (See Appendix for a sample budget.</p>

Administration and Organization

OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 2 Establish the LAVC CMP (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>2. <u>Not Outsourced</u>: If CMP staff is to be “in-house”, the CMP should initiate the hiring process (e.g., advertisement, interview panel selection, interviews, employment contract). Potential staff hires who have existing relationships with commercial real estate brokers and/or area retailers will be most successful in this role.</p> <p>B. CMP Responsibilities. Among the responsibilities of the CMP will be commercial business recruitment and marketing, centralization and management of the database of LAVC commercial properties, and on-site events management. CMP staff should use the preferred Commercial Development Concept (See Current Conditions Assessment portion of this report) to guide business recruitment efforts, with the understanding that the use mix strategy will evolve in response to market opportunities and non-residential owner priorities.</p> <p>C. Evaluating CMP Effectiveness. To monitor and evaluate the success of CMP operations, CMP staff should establish baseline data that captures current mix of uses, PSF Rent, Expenditures (e.g., Marketing Expenses, Maintenance, Events, etc.) MOU Core Participants Assessments and Outside Sources of Income (.e.g., Corporate Sponsorship, Grants, etc.).</p> <p>D. CMP Communication Plan. CMP staff should develop and implement a CMP Communication Plan that continues property owner and merchants outreach so that they remain informed on internal operating and other issues; an Annual CMP Operations Report should be produced and disseminated that summarizes CMP activities, and the operating budget.</p> <p>E. CMP Marketing Plan. As part of CMP operations, CMP staff should develop a Marketing Plan to further the LAVC Brand, and tap into new and future consumer markets. The Marketing Plan should aggressively engage outside advertising resources</p>			<p>Due to the relatively small amount of leasable commercial space in the LAVC (e.g., 73,000 +/- SF), it is likely that initial costs will be at the lower end of Commercial Management Program Budget, assuming that a part time staff can provide the appropriate level of required services</p>

Administration and Organization
OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 2 Establish the LAVC CMP (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>(e.g., RA, local press, Chamber of Commerce, etc.), and pursue new marketing opportunities (e.g, metro kiosk, bus advertisement, Joint Events with Reston Town Center, shuttle, Corporate Sponsorship, etc.). The CMP staff should serve as a liaison and ambassador of the LAVC brand to the outside business community, and be the main source for dissemination of LAVC information to the community, press, and Core MOU Participants.</p>			
<p>Action 2: Establish the LAVC CMP Advisory Board</p> <p>A. LAVC CMP Advisory Board. Following the establishment of the CMP, the Action Team should transition to an Advisory Board that provides guidance to CMP staff and focus more on business policy issues.</p> <p>As set forth in the MOU, MOU Core Participants should form an Advisory Board (“Advisory Board”) to oversee CMP operations. Ideally, the five (5) member CMP Advisory Board will have representatives from each of the 4-Functional areas comprising the LAVC CRP, and a Merchants Committee representative. This Advisory Board should oversee program activities, set annual budgets, and, (if approved by MOU Participants as part of MOU structure), have the authority to hire/fire staff.</p> <p>B. Transition of Responsibilities. As volunteer organizations currently carry out some of the responsibilities that will fall under the purview of the CMP (e.g., organizing events, coordinating marketing efforts, and overseeing beautification projects); and, other responsibilities (e.g., tenant recruitment and LAVC database management), until the CMP is funded, staffed and established, it is critical that the existing volunteers continue to pursue these activities.</p>	<p>Action Team</p>	<p>Short Term (Years 2-3)</p>	<p>No Cost – There are no costs incurred in the formation or activation of the Advisory Team as is an all-volunteer committee.</p>

Administration and Organization
OBJECTIVE III CENTRALIZE COMMERCIAL MANAGEMENT AND OPERATIONS (continued)

Strategy 2 Establish the LAVC CMP (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Once the CMP is in place, certain volunteer activities could be transferred to program staff. In the first year of the CMP, staff should work with existing volunteer organizations to complete any major initiatives already underway. Over time, the volunteer groups may still help to carry out events and special projects, but through the coordination of the CMP.</p>			
<p>Action 3: Evaluate success of CMP</p> <p>After 1-2 years of CMP operations, it will be necessary to evaluate the success of the CMP as compared to baseline data. Based on this analysis, CMP staff responsibilities, sources of operating funds, assessments, and outside partnership agreements may need to be modified. An Annual Operations Report should be prepared by CMP staff, reviewed by the Advisory Board, and distributed to MOU Core Participants. The annual report financial data should be reviewed by an external financial advisory services provider.</p> <p>Generally, CMPs without leasehold control require at least 3-years to become fully established and confirm the efficacy of the program.</p>	<p>CMP staff, Advisory Board, Core MOU Participants, Accountant</p>	<p>Short Term, and Annually (Years 4-6)</p>	<p>Moderate - Unless a pro-bono outside accountant can be retained to evaluate, and certify the Annual Operations Report.</p> <p>Source of funds: CMP budget</p>

Administration and Organization

Objective IV ENGAGE LAVC PROPERTY OWNERS TO BE PART OF OR THE CATALYST FOR THE REDEVELOPMENT OF THE LAVC

Revitalization through redevelopment is essential to maintaining the continued vitality and competitiveness of the LAVC. Redevelopment that complements the built environment, while providing new residential development and modern retail space will attract a compatible mix of local and independent businesses that will optimize LAVC’s unique market niche, increase its consumer base, and help sustain current LAVC nonresidential uses. The long term benefits of this synergy created through redevelopment will support the success of nonresidential uses and create a more vibrant community for residents and consumers. As the MOU Core Participants represent a substantial number of key stakeholders, there is a unique opportunity for them to become a part of on-going Fairfax County redevelopment initiatives and position themselves to be part of and/or the catalyst for the redevelopment of the LAVC.

- October 12, 1998, the LAVC was designated a Commercial Revitalization Area (CRA), and as such the Zoning Ordinance provides specific regulations and administrative procedures for facilitated development review, concurrent Comprehensive Plan amendments with zoning applications, and special zoning ordinance provisions relating to parking reductions and area identification signage.
- March 30, 2009, the LAVC Comprehensive Plan was amended to provide guidance on the mix of uses and intensities designed to foster redevelopment of the LAVC, and provide urban design guidelines and guidance on the transportation network, the provision of affordable housing, green buildings and infrastructure.
- The LAVC has a complex ownership pattern; there are seventeen (17) parcels within the LAVC are owned by eleven (11) property owners each with their own unique requirements and decision making processes.
- LARCA acts as the agent for the condominium unit owners as a group. There are a total of 131 condominium units, of which 106 are residential units, and 25 are non-residential units.
- A January 2, 2010, a Reed Smith legal opinion, requested by the LARCA, determine that if LARCA was to sell or otherwise dispose of a portion of the common elements of the condominium, approval of at least an 80% vote of the unit owners would be required.
- Purchased in February 2006, the Fairfax County owned 16.5 acre, 181 unit Crescent Apartment property will potentially redevelop as part of a phased redevelopment plan. At a minimum, any affordable housing units lost through redevelopment will be replaced by new affordable housing in the new development.

Strategy 1 Develop a consensus building strategy, and a preliminary action plan to generate support and position property owners to join in a LAVC redevelopment plan.

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Organize and convene meetings with LAVC property owners to educate property owners and pursue their support to join in future redevelopment plans in the LAVC</p> <ol style="list-style-type: none"> 1. Initiate discussion among property owners to encourage each property owner to explore their willingness to be part of a redevelopment plan, and timeline for their decision making process; 	Core MOU Participants, LAVC Property Owners	Short Term (2-3 Years)	Nominal - No Cost to conduct LAVC Property Owner outreach

Administration and Organization

Objective IV ENGAGE LAVC PROPERTY OWNERS TO BE PART OF OR, THE CATALYST FOR THE REDEVELOPMENT OF THE LAVC (continued)

Strategy 1 Develop a consensus building strategy, and a preliminary action plan to generate support and position property owners to join in a LAVC redevelopment plan (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<ul style="list-style-type: none"> 2. To understand and correlate respective requirements, develop a potential timeline for participation based on each owner’s decision making process; 3. Discuss the advantages, desirability, timing, and source of funding to retain a Real Estate Advisory Services Consultant to represent participant’s interest, provide fair market value of their property, and advisory services to negotiate the best possible settlement, as needed; and, 4. Pursue actions determined by consensus of property owners. 			
<p>Action 2: Discuss advantages of other redevelopment projects that would benefit LAVC, and support these projects, as applicable</p>	Core MOU Participants, LAVC Property Owners	Year One and beyond	Nominal – No cost

Marketing, Events, and Promotions

OBJECTIVE I BUILD ON SUCCESS OF EXISTING LAVC EVENTS AND ACTIVITIES PROGRAMMING

Special events and regularly occurring activities are critical components in a comprehensive marketing campaign for any commercial district. The increased level of foot traffic generated by events directly translates into a larger pool of potential customers for permanent businesses in the LAVC, both on the day of the event and in building awareness for future non-event related visits. Planning and execution of events will also foster collaboration among business owners and help to create a common vision for the future of the LAVC.

Challenges/Opportunities from Current Conditions

- LAVC's two most popular events, the Reston Farmers Market and the Crafts Market, are seasonal and only occur once a week for six months out of the year
- Seasonality of outdoor events is generally limited to warmer months of the year, resulting in a lull in activity during the winter time
- There is only limited spillover from LAVC events to permanent merchants as a result of several factors: 1) limited visual connection between Washington Plaza and the main parking lot, where the Reston Farmers Market is held; 2) a loss of parking when the Farmers Market is held on the main lot; and 3) merchant operating hours that are inconsistent with event timing
- Visual arts have a strong presence in LAVC through Reston Community Center and Reston Art Gallery - a theme that could be further developed through arts-related events
- Lake Anne is one of the main attractions in the LAVC, but it is an underutilized asset
- Reston Association regulations allow non-motorized boating and fishing on Lake Anne, but prohibits motorized boats, swimming, and ice skating
- Reston Association currently offers canoe, kayak, paddleboat, and rowboat rentals on Lake Anne
- Greater Reston Chamber of Commerce currently organizes two major food events, Taste of Reston and Oktoberfest, both of which are held in Reston Town Center

Strategy 1 Leverage existing events to further develop LAVC image as a Food Destination

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Increase Food Operators capture rate of LAVC promotional/special event visitors by opening for breakfast and/or lunch on day of events.</p> <p>Food operators can increase their capture of LAVC's visitors shopping special events such as the Reston Farmers Market and Crafts Market by opening for breakfast and/or lunch on days that the markets are held. Capturing these visitors would offset the lost business attributable to lack of availability of parking for regular patrons of LAVC restaurant during events.</p> <p>"Dine in Lake Anne" promotional materials that advertise the breadth of food and beverage options in LAVC should be created and located in key locations throughout the two markets. The operators could further capitalize on this opportunity by giving away free samples in either of the two markets, or by providing special offers/discounts to market visitors.</p>	<p>Individual merchants, Lake Anne Merchants Committee or the LAVC Action Team (Marketing and Events group), CMP</p>	<p>Year One (4-12 Months)</p>	<p>LAVC restaurants may experience increased operating costs due to an earlier opening, but these costs should be offset by increased revenues. There may also be a nominal cost, roughly \$250 to \$500, for promotional materials.</p> <p>Potential Source of Funds: Operating budgets of LAVC restaurants and food operators</p>

Marketing, Events, and Promotions

OBJECTIVE I BUILD ON SUCCESS OF EXISTING LAVC EVENTS AND ACTIVITIES PROGRAMMING (continued)

Strategy 1 Leverage existing events to further develop LAVC image as a Food Destination (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>The goal is for all food operators in the LAVC to participate in promotional activities during the Reston Farmers Market and Reston Crafts Market. LAVC Action Team (Marketing and Events group) should be responsible for organizing the operators and coordinating the creation of "Dine in Lake Anne" promotional materials, as necessary.</p> <p>This activity should be part of the long term CMP, with CMP staff providing organizational, scheduling, and promotional support services. The CMP staff could coordinate this activity with the Lake Anne Merchants Committee volunteers.</p>			
<p>Action 2: Explore opportunities to include the LAVC's independently-owned food operators in major events organized by the Greater Reston Chamber of Commerce ("Chamber"), such as Taste of Reston and Oktoberfest.</p> <p>For example, the Chamber could be requested to consider rotating the location of some or all activities associated with these events between Reston Town Center and Lake Anne Village. LAVC food operators may also want to consider participation in these events if their physical relocation away from Reston Town Center is not feasible.</p> <p>The Reston Chamber of Commerce should be engaged for assistance in marketing LAVCs at Reston Town Center events, and the Chamber should be encouraged to participate in LAVC events.</p>	<p>Lake Anne Merchants Committee or the LAVC Action Team (Marketing and Events group), on behalf of the village center's food operators, should engage the Greater Reston Chamber of Commerce.</p>	<p>Year One (4-12 Months)</p>	<p>Nominal - there should be no cost to engage the Greater Reston Chamber of Commerce. Existing events are already funded. Operators may incur some costs.</p>

Marketing, Events, and Promotions

OBJECTIVE I BUILD ON SUCCESS OF EXISTING LAVC EVENTS AND ACTIVITIES PROGRAMMING (continued)

Strategy 2 Incorporate arts and cultural activities into a broader events program

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Develop a regular "Lake Anne Culture Walk" that combines the arts and cultural programming already in place at the Reston Community Center, Reston Art Gallery and Reston Museum, with displays created by artists from elsewhere in the region.</p> <p>The event could include "pop-up galleries" (e.g., temporary art installations) that would also provide marketing exposure for vacant commercial properties. Food operators should participate by offering drinks and small plates to event visitors.</p>	<p>Reston Community Center, Reston Art Gallery, Reston Museum, and all LAVC food operators should participate in the "Lake Anne Culture Walk" event.</p> <p>LAVC Action Team (Marketing and Events group) should work with the Arts Council of Fairfax County on planning the event, recruiting additional artists and participants from outside Lake Anne; and, to identify and pursue grant funding opportunities.</p>	<p>Year One (4-12 Months)</p>	<p>Cost to be determined based on the number of participants from outside the LAVC.</p> <p>Potential Source of Funds: Grant funding through the Arts Council of Fairfax County.</p>
<p>Action 2: Initiate discussion with the RA to expand the RA film series, "Family Dive-In Movies" to include LAVC lakeside screenings.</p> <p>The RA currently hosts a film series called "Family Dive-In Movies" that rotates among the community's pool facilities during the summer months. The LAVC Action Team (Marketing and Events group) should initiate discussion with RA to expand its existing summer film program.</p> <p>This program could be expanded to include film screenings at Reston's four lakes. Titles shown at lakeside screenings could be geared towards adults so as to not compete with the existing family-oriented film program. Outdoor film screenings in LAVC could also be paired with food and beverage service from LAVC restaurants.</p>	<p>LAVC Action Team (Marketing and Events group), RA, LAVC Merchants Committee, and LAVC Food Operators</p>	<p>Year One (4-12 Months)</p>	<p>Cost to be determined based on the number of screenings and potential investment in projection equipment, as necessary.</p> <p>Potential Source of Funds: Lakeside film screenings could be funded through the RA operating budget.</p> <p>Corporate sponsors may also provide additional funds to offset some of the associated costs.</p>

Strategy 3 Develop new seasonal events focused on Lake Anne and other physical assets

<p>Action 1: Develop, schedule and advertise a "Lake Anne Annual Volunteer Community Clean Up Day" sponsored by LAVC non-residential uses and/or with corporate sponsorship. The event could be announced through a press release to local newspapers, radio, and the RA maintained online community calendar. The entertainment venue could include inviting a Radio Station to support, and build excitement for the event by broadcasting live from the LAVC. The Action Team could pursue corporate sponsorships and other contributions from local businesses, and stakeholders. For example, food operators in the LAVC could</p>	<p>LAVC Action Team (Marketing and Events group)</p>	<p>Immediate (0-3 Months)</p>	<p>Nominal - the costs associated with organizing this event are basic cleaning supplies, which could be donated by LARCA, as the condominium is currently responsible for maintaining the Washington Plaza.</p>
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Marketing, Events, and Promotions

OBJECTIVE I BUILD ON SUCCESS OF EXISTING LAVC EVENTS AND ACTIVITIES PROGRAMMING (continued)

Strategy 3 Develop new seasonal events focused on Lake Anne and other physical assets (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>provide refreshments to volunteers as a form of in-kind contribution. Corporate and locally sponsored door prizes and/or a silent auction could also augment the excitement of the event, and include special promotional offers by LAVC non-residential uses.</p> <p>To implement this activity, the LAVC Action Team (Marketing and Events group) would:</p> <ul style="list-style-type: none"> • Select a date (event should be held around same timeframe annually); • Organize, and coordinate (e.g., volunteers, event day operations, security, etc.) the event; • Develop marketing strategy, coordinate press release; and, • Pursue corporate sponsorship opportunities and contributions from LAVC non-residential uses, and local businesses. <p>This activity should be part of the long term CMP, with CMP staff providing organizational, scheduling, and promotional support services. The CMP staff could coordinate this activity with the Lake Anne Merchants Committee.</p>			
<p>Action 2: Activate Lake Anne during the warmer months with the addition of non-motorized boating events.</p> <p>Paddling sports, such as kayaking and canoeing, already have a presence on Lake Anne through the RA boat concession. This amenity could be expanded to include paddling competitions.</p> <p>Some boating activities can also tie into larger cultural events, such as a Dragon Boat Festival, which is a popular tradition in many Asian cultures that combine a celebration of food with paddle boat</p>	LAVC Action Team (Marketing and Events group), RA	Year One (4-12 Months)	The cost of hosting a boating event will vary depending on the number of participants and required equipment. For example, a regional dragon boat race could cost anywhere between \$15,000 and \$25,000, in addition to expenses recovered through entry fees.

Marketing, Events, and Promotions

OBJECTIVE I BUILD ON SUCCESS OF EXISTING LAVC EVENTS AND ACTIVITIES PROGRAMMING (continued)

Strategy 3 Develop new seasonal events focused on Lake Anne and other physical assets (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p> racing. Dragon boats are manned by crews of up to 22 people, and are adorned with paper dragon heads and tails. Races are typically held over a 500 meter course, a distance that can be accommodated by Lake Anne. While some cities host dragon boat festivals in which 50 or more teams compete, it is more likely that Lake Anne is best suited for a smaller event focused on teams from the Northern Virginia area. </p> <p> The Action Team (Marketing and Events group) should initiate discussion with the RA to ensure that paddling competitions or other activities are permitted; and, obtain RA approval of Lake Anne paddling competitions. The Action Team should also contact regional boating clubs to solicit interest in hosting events at Lake Anne; and, collect information regarding event logistics and budgeting. </p>			<p> Source of Funding: Funding for paddling competitions and related events could come from sponsor organization fundraising, and in-kind contributions from the Reston Association, and Corporate Sponsorship opportunities. </p>
<p> Action 3: Encourage visitation to the LAVC during the winter months by expanding existing holiday-themed events to create a larger "Reston Winterfest" that could include live entertainment, tree lighting, crafts, ice sculpture, and other family oriented activities. While ice skating is currently prohibited on Lake Anne, the RA should be asked to permit this activity, even if only for special events. </p> <p> To implement this activity, the CMP would: </p> <ol style="list-style-type: none"> 1. Engage the Greater Reston Chamber of Commerce to collaborate on the development of a "Reston Winterfest."; and, 2. Initiate discussion with the RA to seek special exemption for ice skating on Lake Anne. 	<p>CMP, RA</p>	<p>Short Term (Years 2-3)</p>	<p> Cost to be determined based on event programming. Events organized through the Greater Reston Chamber of Commerce are typically funded by corporate sponsors. </p>

Marketing, Events, and Promotions
OBJECTIVE I BUILD ON SUCCESS OF EXISTING LAVC EVENTS AND ACTIVITIES PROGRAMMING (continued)

Strategy 3 Develop new seasonal events focused on Lake Anne and other physical assets (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Strategy 3 Develop new seasonal events focused on Lake Anne and other physical assets (continued)</p>			
<p>Action 4: Seasonal use of Washington Plaza could potentially be extended into the winter months through the rental or purchase of a temporary, enclosed events structure. The structure could be used to house vendors already affiliated with the Reston Farmers Market/Crafts Market, or it could serve as a focal point for new winter time programming. A temporary events structure will add some logistical challenges to current events programming at the LAVC, including the set-up/takedown process, installation of heating elements, and identification of an appropriate storage location. There are also potential zoning issues that will have to be addressed.</p> <p>Potential Zoning issues, and the purchase/rental of a temporary events structure could be coordinated by staff of the LAVC CMP.</p>	<p>CMP</p>	<p>Short Term (Years 2-3)</p>	<p>Total cost of an enclosed, temporary events structure will vary depending on several factors, including whether the structure is purchased or rented, structure size, installation fees, and other accessories required for seasonal use.</p> <p>Potential Source of Funds: LAVC CMP budget.</p>

Marketing, Events, and Promotions**OBJECTIVE II EXPAND THE LAVC IDENTITY TO A LARGER MARKET**

As supported by information presented in Part I, LAVC CURRENT CONDITIONS ASSESSMENT, to attract visitors from a broader market area beyond Greater Reston that will sustain current and attract new complementary nonresidential uses, it is important to reinforce the LAVC's unique characteristics by marketing the LAVC brand to local consumers, visitors and potential investors. The implementation of a more comprehensive marketing campaign is predicated on the idea that the LAVC experience will offer a compelling reason for shoppers to spend money and for investors to start new businesses in the LAVC.

Challenges/Opportunities from Current Conditions

- There is a general lack of awareness among many area residents and employees, including those in Reston, of the LAVC and its commercial offerings
- Volunteer-based initiatives have created the foundation for a comprehensive marketing program, including the new "Lake Anne Plaza" logo and website, and ongoing events and festivals
- Lake Anne Merchants Association is already working with a public relations consultant on branding and marketing initiatives
- Visit Fairfax, the County's non-profit Convention and Visitors Corporation, lists some LAVC businesses and cultural facilities on its website, but does not market the LAVC as a specific destination
- Lake Anne Village attracts design-oriented visitors (architects, planners, urban designers, and landscape architects) who have studied its history and who want to experience a planning and urban design icon

Strategy 1 Develop a marketing campaign focused on the unique aspects of the Lake Anne Village Center

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Initial marketing efforts should focus on generating publicity around early improvements in the LAVC. Newsworthy items include the opening of a new business, upcoming events, completion of beautification projects, and other activities that relate to the evolving LAVC brand. These stories should be communicated through press releases to local newspapers and electronic media.</p> <p>LAVC Action Team (Marketing and Events group) could take the lead in coordinating press releases. The actual writing and distribution of the press release also could potentially be outsourced to the Public Relations consultant that is already working with the Lake Anne Merchants Committee.</p>	LAVC Action Team (Marketing and Events group)	Year One (4-12 Months)	Nominal - no cost associated with creating and distributing press releases

Marketing, Events, and Promotions

OBJECTIVE II EXPAND THE LAVC IDENTITY TO A LARGER MARKET (continued)

Strategy 1 Develop a marketing campaign focused on the unique aspects of the Lake Anne Village Center (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 2: Once initial actions are taken to improve the business mix and aesthetic experience in Lake Anne Village, develop a print and electronic marketing campaign that promotes Lake Anne Village as a unique regional destination. The LAVC marketing campaign should focus on the following characteristics: a rich architectural/design history; diversity of local/independent food offerings; integration of the arts into the community; and, a commitment to environmental sustainability.</p> <p>An initial step in implementing the LAVC marketing campaign should focus on repackaging the listing of businesses and attractions on the Visit Fairfax website so as to tell a more cohesive story of the LAVC experience. Subsequent steps in rolling out the campaign could include print advertisements in local/regional newspapers, as well as brochures placed in Reston area hotels and businesses that describe the unique offerings in LAVC.</p>	<p>CMP</p>	<p>Short Term (Years 2-3)</p>	<p>To be determined, but could include funds from Visit Fairfax, or the LAVC CMP operating budget</p>

Marketing, Events, and Promotions

OBJECTIVE III DEVELOP NEW PARTNERSHIPS TO LEVERAGE LARGER MAKETING INITIATIVES AND INCREASE THE LAVC CONSUMER BASE

An effective marketing strategy for the LAVC will be to leverage partnerships with local and regional entities outside Lake Anne Village, including local/regional chambers of commerce, economic development organizations, transportation and transit authorities, and private developers/property owners. These partnerships have the potential to provide access to new funding sources, present opportunities for collaboration on events and promotions, and help create exposure to new markets.

Challenges/Opportunities from Current Conditions

- LAVC offers a contrasting business mix and different aesthetic experience than the nearby Reston Town Center, which suggests potential for cross-marketing of the two commercial centers; Reston Community Center and Reston Museum are already highlighted on the Reston Town Center Association website
- Gaylord National Harbor and Old Town Alexandria are a regional example of the cross-marketing of two commercial centers offering different, but complimentary, experiences
- In order to develop a broader base to support expanded events programming, public art installations and major capital investments, stakeholders in the LAVC should look beyond public money and self assessments to support new initiatives
- Greater Reston Chamber of Commerce and Fairfax County Chamber of Commerce benefit from partnerships with major corporations that sponsor events and help underwrite programs
- Several LAVC property owners, tenants and other stakeholders are members of the Greater Reston Chamber,
- Opening of the Wiehle Avenue Metrorail station will create new opportunities for increasing the visibility of and attracting new customers to the LAVC
- Limited transit connections between Lake Anne Village and other commercial destinations in Reston/Herndon
- Scarcity of funds for transit improvements and new services
- Increased residential density through new development projects near the LAVC, such as JBG's Fairway Apartments, will help to expand the size of the center's consumer market

Strategy 1 Collaborate on cross-marketing efforts with owners and operators in Reston Town Center

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action: LAVC CMP Staff should engage the Reston Town Center Association (RTCA) to discuss cross-marketing opportunities, which could include partnerships on events, improved connection between the centers' websites, and placement of physical advertising, such as an "Explore Lake Anne Village/Reston Town Center" kiosk, in each of the commercial centers.</p>	<p>Collaborative effort between LAVC CMP and RTCA staff</p>	<p>Short Term (Years 2-3)</p>	<p>Cost to be determined based on the type of cross-marketing initiative(s).</p> <p>Some such as joint events, website improvement, and sign installations could be funded as part of other LAVC-specific projects. For example, installation of information kiosks could be included in the budget for new signage, wayfinding systems, and cross-marketing initiatives.</p>

Marketing, Events, and Promotions

OBJECTIVE III DEVELOP NEW PARTNERSHIPS TO LEVERAGE LARGER MAKETING INITIATIVES AND INCREASE THE LAVC CONSUMER BASE (continued)

Strategy 2 Connect with corporate sponsors for events programming and large-scale capital improvement projects

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: As the market visibility of the LAVC increases, CMP staff should create a list of LAVC initiatives in need of funding, including a description of potential market impact and estimated budgets. The CMP could work with organizations such as the Greater Reston Chamber of Commerce to identify local corporations and philanthropists who may be interested in associating their names with the "local Reston" by lending financial support to projects with a high degree of visibility. These sponsorships could include naming rights for permanent programs and art installations, advertising in LAVC promotional materials, and underwriting for major events. In exchange for their assistance, the sponsors should be given free display space at LAVC events.</p> <p>The Fairfax County Office of Public Private Partnerships (OP3) could also serve as a valuable resource as it serves as a clearing house and point of contact for public agencies (e.g., grant opportunities, etc.), non-profit organizations, and businesses interested in working together.</p>	<p>LAVC CMP, in conjunction or with LAVC property owners, and The Greater Reston Chamber of Commerce</p>	<p>Short Term (Years 2-3)</p>	<p>Nominal - no cost associated with initiating discussions with Greater Reston Chamber of Commerce, OP3, or other Corporate Sponsorship opportunities.</p>
<p>Action 2: LAVC stakeholders should work with Fairfax County Chamber of Commerce, and the Fairfax County Economic Development Authority (EDA) to identify major companies located in Fairfax County who may be able to provide grant funding for the planning and implementation of major capital improvement projects consistent with their corporate image. Seeking corporate sponsors for major capital improvements should be done on a project-by-project basis. For example, a company like Volkswagen, whose North American headquarters is located in near Reston, that is exploring the use of "green technology" may find a synergistic marketing opportunity in investing in a sustainable energy system for LAVC.</p>	<p>Stakeholders of major capital improvements in LAVC</p>	<p>Mid Term (Years 4-6)</p>	<p>Nominal - no cost associated with initiating discussions with Fairfax County Chamber of Commerce or EDA</p>

Marketing, Events, and Promotions

OBJECTIVE III DEVELOP NEW PARTNERSHIPS TO LEVERAGE LARGER MAKETING INITIATIVES AND INCREASE THE LAVC CONSUMER BASE (continued)

Strategy 3 Leverage and improve linkages to local and regional transit systems

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: In anticipation of the opening of the Silver Line Metrorail stations, the CMP Staff should work with WMATA to identify opportunities for wayfinding elements and/or advertisements that direct Metro riders to LAVC (eg, kiosks, bus advertisement, etc.).</p>	<p>LAVC CMP, Reston Town Center Association (RTCA), and the Greater Reston Chamber of Commerce, with support from Fairfax County, should approach WMATA about a marketing program for new Metrorail stations.</p>	<p>Short Term (Years 2-3)</p>	<p>Costs for station area advertisements to be determined for wayfinding elements and advertising at the Metrorail stations, and connecting shuttle buses</p>
<p>Action 2: Develop a transit link between LAVC, Reston Town Center, and downtown Herndon. Upon completion of the first phase Metrorail's Silver Line, the route could be expanded to include a stop at the Wiehle Avenue station. To further LAVC's exposure, when the second phase of the Metrorail Silver Line is complete, transit link services could include the Reston Parkway and Monroe-Herndon stations.</p> <p>A regional example is the "H Street Shuttle" in Washington, DC that connects the emerging Atlas District to Union Station and Gallery Place in downtown. "H Street Shuttle" service runs seven days per week, from 5pm until the closing of Metrorail service. Headways on the "H Street Shuttle" have vehicles running on 30 minute intervals. The "H Street Shuttle" was originally conceived by a non-profit business organization as a tool to overcome transportation disruptions resulting from streetscape improvements.</p> <p>While the "H Street" shuttle is a popular service, it may cease operations in 2011 due to budget constraints in the District of Columbia. This is an important lesson in that free transit service is most viable during times of fiscal prosperity.</p>	<p>Fairfax County/Fairfax Connector, WMATA, and representatives from LAVC, RTCA, and Town of Herndon.</p>	<p>Mid Term (Years 4-6)</p>	<p>Free shuttle services in the Washington, DC area vary in cost based on types of vehicles used, length of routes, hours of service, and operating headways. The annual operating budget for the "H Street Shuttle" in Washington, DC is \$250,000.</p> <p>It is unlikely that Fairfax County will fund a new service between Reston and Herndon any time in the near term. However, the idea should be revisited as the first phase of the Metrorail Silver Line extension is completed. Other shuttle bus services supplement public funding with contributions from businesses and fare box revenues.</p>

Physical Improvements and Design

OBJECTIVE I ESTABLISH LAVC AS A REGIONAL LEADER IN SUSTAINABLE DEVELOPMENT

The concept of sustainable development can be implemented in a number of ways, it could be physical (eg, green roofs, natural storm water filtration systems, solar energy storage, passive energy design); food based (eg, organic and locally sourced foods); or consumer oriented (sustainable products and consumer goods). The following actions focus on the implementation of sustainable physical improvements in the LAVC. Efforts to improve energy efficiency through retrofits of existing buildings and development of new infrastructure will help the LAVC achieve multiple goals, including a smaller carbon footprint, lower operating and maintenance costs, and enhanced visibility as a community on the forefront of innovation in the use of green technology.

Challenges/Opportunities from Current Conditions

- RELAC chilled water system, owned and operated by Aqua Virginia, has lost a large share of its customer base due to declining service quality
- LARCA has commissioned a study to analyze the potential for the use of geothermal energy as a more sustainable alternative to the RELAC system
- Washington Plaza and all of the buildings in LAVC are over 30 years old; and as expected of older properties, exterior features (windows, roofs, doors, storefronts) and mechanical systems will need to be replaced; sustainable building materials are a possible solution that may require a higher initial investment, but will result in improved operating cost efficiencies
- Retrofitting of exterior features in LAVC will likely require approval from the Reston Design Review Board, and in some cases, the Fairfax County Architectural Review Board
- There is a potential conflict between environmental sustainability and historic preservation, as some 'green' technologies might alter the historic design character of LAVC
- High cost of some sustainable development infrastructure may require funding from multiple sources, including grants from State and Federal agencies
- Sustainable development and "green" technology" are consistent with Lake Anne Village’s tradition as a center for design innovation
- In addition to physical improvements, an emphasis on sustainability lends itself to business development through the recruitment of ‘green’ products stores, locally source restaurants, and offices for environmentally oriented non-profit organizations
- Commonwealth of Virginia, Fairfax County and local business organizations, including the Greater Reston Chamber of Commerce, have taken public policy positions in favor of environmental stewardship and improved energy efficiency

Strategy 1 Pursue geothermal technology, or other sustainable energy systems, as a potential replacement/expansion of the RELAC system

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: LARCA and its engineering consultant should present the findings of the preliminary geothermal study to property owners who may be affected by departure from the RELAC system. Based on property owner feedback of the preliminary findings, LARCA will have a better understanding of which property owners might be willing to participate in an alternative energy project in LAVC.</p> <p>LARCA could take the lead in building support for a geothermal or other alternative energy system to serve residents and businesses both inside and outside the condominium association.</p>	LARCA	Year One (4-12 Months)	Nominal - LARCA and its consultant could directly engage property owners

Physical Improvements and Design

OBJECTIVE I ESTABLISH LAVC AS A REGIONAL LEADER IN SUSTAINABLE DEVELOPMENT (continued)

Strategy 1 Pursue geothermal technology, or other sustainable energy systems, as a potential replacement/expansion of the RELAC system (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 2: If the findings of the preliminary geothermal analysis suggest moving forward, LARCA and the other interested property owners should commission a full feasibility study to determine the best way to develop a geothermal or other alternative energy project in the LAVC. A full feasibility study is a significant undertaking that may include exploratory testing, energy generation capacity modeling, economic cost-benefit analyses, development alternative analyses, funding scenarios, and cash flow projections. The analysis contained in a full feasibility study serves as a precursor to an actual business plan for an alternative energy project.</p> <p>It will be necessary to confirm Aqua Virginia's future as a utility provider in Lake Anne Village, either through reinvestment in the existing RELAC infrastructure or through participation as a partner in a new system.</p> <p>LARCA could take the lead in seeking and applying for State and/or Federal funding to help defray the cost of a full feasibility study for an alternative energy project.</p>	<p>LARCA</p>	<p>Short Term (Years 2-3)</p>	<p>Full feasibility study for a geothermal system would cost approximately \$40,000 to \$50,000, including the cost to drill exploratory wells in Lake Anne.</p> <p>Potential sources of funds could include LARCA, other affected property owners, and grant funding from public and private sources, such as: US Department of Energy, Office of Energy Efficiency and Renewable Energy; Virginia Department of Mines, Minerals, and Energy; utility companies (e.g. Aqua Virginia, Dominion Power); private venture capital; development companies interested in future redevelopment in LAVC.</p>
<p>Action 3: If the findings of the full feasibility analysis suggest pursuit of an alternative energy project, LAVC stakeholders in the project should continue to research and pursue funding for system design and business planning.</p> <p>If the consensus among owners is to move forward with system design, conclusions from the study should be presented to potential partners in the development of the alternative energy project, including public agencies, private utilities, and corporate sponsors.</p> <p>LARCA and other stakeholders in the alternative energy project could take the lead in seeking and applying for State and/or Federal funding to help defray the cost of designing and creating a business plan for an alternative energy project.</p>	<p>LARCA, LAVC Stakeholder's</p>	<p>Mid Term (Years 4-6)</p>	<p>To be determined based on a number of factors. For example, factors affecting the cost of a geothermal system include size of the plant; plant technology; location, chemistry, and geology of heating/cooling resources; and regulatory and market issues.</p> <p>Potential source of funds could include the resources used to fund the full feasibility study, as well as additional sources identified through the feasibility analysis.</p>

Physical Improvements and Design

OBJECTIVE I ESTABLISH LAVC AS A REGIONAL LEADER IN SUSTAINABLE DEVELOPMENT (continued)

Strategy 2 Improve energy efficiency of existing buildings through retrofitting of structural and mechanical systems

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Develop a database of green building products, landscaping materials, equipment, and preferred vendors (designers, product manufacturers, contractors) to ensure that future repair/replacement of structural and mechanical systems meet energy efficiency standards per industry guidelines set by Energy Star, LEED, or similar organizations.</p> <p>LAVC Action Team (Physical Improvement and Design group) could take the lead in developing the database, utilizing any existing information that LARCA may have from recent repair and replacement projects. Products and equipment in the database should be reviewed by Reston DRB and Fairfax County ARB, as necessary, to ensure compliance with local design guidelines.</p>	<p>LAVC Action Team (Physical Improvement and Design group); DRB and ARB, as required</p>	<p>Year One (3-12 Months)</p>	<p>Nominal - little to no cost associated with developing a database of "green" building materials, equipment, and vendors.</p>
<p>Action 2: Building on the FY2010, LARCA Replacement and Reserve study, review capital improvement requirements for other LAVC buildings. Based on a projected capital improvement timeline, coordinate replacement of windows, storefronts, and doors for multiple buildings in order to negotiate better prices with contractors. Appropriate replacement materials should be identified in advance to ensure compliance with Reston Association DRB standards.</p>	<p>LAVC Action Team (Physical Improvement on behalf of affected LAVC property owners</p>	<p>Short Term (Years 2-3)</p>	<p>To be determined based on the scope of work, selected replacement products, and number of participating property owners.</p> <p>Selection and negotiation with contractor(s) could be facilitated by completion of the previously recommended green product and vendor database.</p>

Physical Improvements and Design

OBJECTIVE II IMPROVE EXTERNAL VISIBILITY AND INTERNAL NAVIGABILITY OF THE LAVC

Visibility and access from the surrounding street network are critical contributors to the commercial vitality of LAVC. Announcing the presence of the LAVC to potential customers is only the first step. Once customers navigate their way to Washington Plaza, the merchants must make a positive first impression through the use of attractive visual merchandising. Storefronts that project a cohesive image through the coordinated use of signage, window displays and clearly demarcated entrances, are more likely to attract customers. The following strategies and actions identify key visual elements that will improve the shopping and dining experience in LAVC.

Challenges/Opportunities from Current Conditions

- Existing signs for LAVC on Baron Cameron Avenue are sometimes obscured by overgrown plant materials
- Poor visibility of LAVC from both Baron Cameron Avenue and North Shore Drive is an impediment to business success; potential customers, including long time area residents, have a difficult time finding LAVC from the surrounding road network
- Layers of internal signage (business directory, storefront signs, etc.) at LAVC are dated; recent efforts by Friends of Lake Anne (FOLA) to improve storefront identities and create consistent visual branding in the LAVC parking lot are the first steps in establishing a comprehensive wayfinding strategy
- Initiative for Public Art Reston (IPAR) has recommended the use of public art as a gateway feature at the intersection of Baron Cameron and Village Road; such an installation would be highly visible and reinforce the artistic and creative identity of LAVC

Strategy 1 Improve visual identity of the LAVC from surrounding road networks and pedestrian paths

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Regularly monitor and clear brush from existing signs on Baron Cameron Avenue.</p>	<p>LARCA maintenance staff or volunteers from the LAVC Action Team</p>	<p>Immediate (0-3 Months)</p>	<p>Nominal - no anticipated cost</p>
<p>Action 2: Hire a consultant to oversee design and installation of a new signage and internal wayfinding system that includes the following elements:</p> <ol style="list-style-type: none"> 1. Gateway signage on Baron Cameron Avenue; 1. Directional signage along North Shore Drive; 2. LAVC light pole banners in the main parking lot; and, 3. An updated business directory and pedestrian wayfinding at the entrance to Washington Plaza. <p>LAVC Action Team (Physical and Design group), in collaboration with Lake Anne Merchants Committee and FOLA, should identify sources of funds, such as a contribution from the LARCA reserve account, to determine project feasibility, and take the lead in contracting with the design consultant. The DRB will have to approve the signage and wayfinding design, and proposed placement and Fairfax County will have to issue sign permits.</p>	<p>LAVC Action Team (Physical and Design group), Lake Anne Merchants Committee, and FOLA</p>	<p>Year One (4-12 Months)</p>	<p>\$60,000 to \$70,000 (includes cost of design and installation)</p> <p>Potential Source of Funds: Contribution from LARCA reserve account; proceeds from FOLA events; and, contributions from non-LARCA commercial property owners</p>

Physical Improvements and Design

OBJECTIVE II IMPROVE EXTERNAL VISIBILITY AND INTERNAL NAVIGABILITY OF THE LAVC (continued)

Strategy 1 Improve visual identity of the LAVC from surrounding road networks and pedestrian paths (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 3: Consider installation of a sculpture specific to Lake Anne at the intersection of Baron Cameron Avenue and Village Road, either in place of or as a supplement to the gateway signage recommended as part of the new LAVC signage system.</p> <p>The viability of a public art installation, including all required approvals (eg, VDOT, etc.) and source of funding, should be determined prior to contracting with a design firm for the creation of a the LAVC specific sculpture.</p> <p>LAVC Action Team (Physical and Design group), in collaboration with Initiative for Public Art Reston, should develop the process for selecting and funding an art installation.</p>	<p>LAVC Action Team (Physical and Design group), in collaboration with Initiative for Public Art Reston</p>	<p>Year One (4-12 Months)</p>	<p>Cost of a public art installation will be determined by the selected artist and artistic medium.</p> <p>Sponsorships from Reston businesses or organizations; fundraising through arts events held at the LAVC.</p>
<p>Action 4: As the redevelopment planning process for LAVC evolves, merchants and property owners should work with Fairfax County to ensure that plans for new development in LAVC incorporate and build on improved signage and wayfinding elements.</p>	<p>LAVC CMP, acting on behalf of merchants and property owners. Existence of the CMP is not required for completion of this action; coordination with the County can be led by existing volunteer groups.</p>	<p>Mid Term (Years 4-6)</p>	<p>No additional cost associated with coordinating signage and wayfinding with future LAVC redevelopment plans.</p>

Physical Improvements and Design

OBJECTIVE III IMPROVE PHYSICAL LAYOUT AND APPEARANCE OF COMMERCIAL SPACE IN EXISTING BUILDINGS

Physical space is a critical component of a successful commercial center. From a customer’s perspective, an attractive physical appearance makes a favorable impression when visiting a commercial area, which in turn influences length of stay, amounts spent, the likelihood of return visits and positive recommendations to others. Meanwhile, business owners are concerned with functional issues, such as the efficiency of their space and adequacy of services.

Challenges/Opportunities from Current Conditions

- Some storefronts in the LAVC have cluttered window displays that present an opportunity for enhanced visual merchandising
- Individual storefront identities (use of color, entrances, signage) vary significantly from one business to the next without a unifying design aesthetic
- Many of the storefront bays in the LAVC are small (approximately 15 feet column-to-column) compared to retail industry standards, and as a result several businesses have expanded into adjacent spaces (Lakeside Pharmacy/Roti Grill, Reston Used Book Store) or are planning to do so (Reston Community Center)
- Ownership structure of LAVC commercial condominium units makes it difficult to combine spaces
- At approximately 50-55 ft., the depth of commercial spaces is shallow compared to retail planning standards, as current guidelines suggest an ideal depth of 65 -75 ft.
- While restaurateurs in the LAVC have found ways to work within the physical layout of existing commercial spaces, some food operators would require installation of larger floor plates, better access for servicing and deliveries, and enhanced exhaust systems

Strategy 1 Assist merchants with storefront design and visual merchandising

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: CMP staff, on behalf of the commercial property owners, should engage a design consultant to develop new storefront design guidelines. The guidelines should address the following:</p> <ol style="list-style-type: none"> 1. Storefront zone - the area available for shop owners to extend their merchandising past the building plane without obstructing the pedestrian pathway (generally two to four feet from the storefront); 2. Storefront materials; 3. Storefront colors, which should be unique, limited in number, and avoid the same color or conflicting color schemes on adjacent storefronts; 4. Clearly marked doors and entryways that connect to pedestrian paths and outdoor eating areas; 5. Windows to display merchandise; and, 6. Lighting to help define storefront character and window displays, including set times when all lights should be on. 	<p>CMP, Design Consultant</p>	<p>Short Term (2-3 Years)</p>	<p>Consultant contract for storefront design is estimated to cost between \$10,000 and \$25,000</p> <p>Potential Source of Funds: LARCA operating budget and non-LARCA owner contributions</p>

Physical Improvements and Design

OBJECTIVE III IMPROVE PHYSICAL LAYOUT AND APPEARANCE OF COMMERCIAL SPACE IN EXISTING BUILDINGS (continued)

Strategy 1 Assist merchants with storefront design and visual merchandising (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 2: As part of a broader offering of technical assistance to LAVC merchants, the LAVC CMP can provide a technical assessment of the appearance of individual storefronts and make recommendations on how to improve the attractiveness of exterior store displays and internal merchandising layouts, based on the appearance of non-residential use provisions that should be part of the MOU.</p>	CMP	Short Term (2-3 Years) and beyond	<p>Potential Source of Funds: LAVC CMP budget</p> <p>The cost of technical assistance should be included in staff salary</p>

Strategy 2 Expand available space in existing commercial units

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Monitor opportunities for LARCA, or another entity, to acquire vacant commercial spaces for the purposes of combining with an adjacent unit to create a larger storefronts and retaining/attracting tenants that would contribute to the business mix in the LAVC.</p> <p>LARCA should review its bylaws, and amend them as necessary, to ensure that opportunistic real estate acquisitions are permitted. In the long term, this action should coincide with business recruitment activities so as to ensure that appropriately sized spaces are available for targeted businesses.</p>	CMP	Short Term (2-3 Years)	<p>Most recent commercial sales prices in the LAVC range from \$215 to \$265 PSF, which is below pre-2008 levels closer to \$300 to \$350 PSF</p> <p>Potential Source of Funds: Purchasing entity (if LARCA, allocation would need to be approved in annual budgeting process)</p>
<p>Action 2: Explore potential to add depth to the commercial units in the Chimney House building by extending the ground floor storefronts closer to the edge of the exterior wall of the residential units above, leaving recessed doorways/entrances. If the extension of storefronts is pursued, it is recommended that all commercial unit owners in Chimney House participate so as to ensure design consistency, minimize construction costs, and limit business disruption. Any change to the outward appearance of ground floor storefronts must also preserve the architectural character of the LAVC, and approved by DRB and ARB, and may require zoning approval.</p>	Individual property owners, with assistance from LAVC CMP	Mid Term (Years 4-6)	<p>To be determined based on the design, materials and degree of intervention required</p> <p>Potential Source of Funds: LARCA reserves and/or special assessment on Chimney House commercial unit owners</p>

Physical Improvements and Design

OBJECTIVE IV DECIDE WHETHER TO PURSUE LISTING ON THE NATIONAL REGISTER OF HISTORIC PLACES

LAVC is often recognized for the historic significance of its iconic planning and architectural qualities that make it an important part of planning and design history in the United States, as well as one of the best known images and identifiers for Reston. In 2016 (fifty years after its creation), the LAVC will be eligible for listing on the National Register of Historic Places. While owners of commercial structures in the LAVC could potentially benefit from financial incentives available to properties on the National Register, a Federal historic designation could also result in land use and design restrictions that could inhibit future development activity in the LAVC. Property owners will need to understand and carefully consider the costs and benefits pursuing recognition by the US Department of Interior on the National Register.

Challenges/Opportunities from Current Conditions

- LAVC is already designated as a historic district by Fairfax County
- A Nation Register listing would qualify LAVC commercial properties as eligible for Federal Historic Tax Credits, a program that allows property owners and developers to receive a dollar-for-dollar income tax credit for 20 percent of the certified rehabilitation costs for approved work on historic buildings that 'contribute' to the character of the listed historic district
- Virginia has a private homeowner historic tax credit that would allow residential owners in the LAVC to receive a similar 20 percent state income tax credit against the total certified rehabilitation costs for properties listed as 'contributing' in a Nation Register historic district
- Virginia Department of Historic Resources has worked with multi-owner condominium projects in other locations on historic district designations, establishing a precedent for the potential in Lake Anne Village
- Listing on the National Register could be in conflict with sustainable technology 'improvements' that may alter the historic character of the LAVC
- Some property owners and developers view a historic designation as leading to costly regulatory processes that can delay rehabilitation projects

Strategy 1 Evaluate the impact on business development and future commercial reinvestment that would result from listing the LAVC on the National Register of Historic Places

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: LARCA members and other owners in the LAVC should explore pursuing a National Register nomination in anticipation of the village center's 50th anniversary in 2016. The initial step in this process should be a cost-benefit analysis to determine whether National Register designation would be advantageous to property owners in the LAVC. A qualified historic preservation consultant should be hired to complete the analysis.</p> <p>Listing the LAVC on the National Register for Historic Places should be considered in conjunction with potential investments in sustainable development, as the two objectives (environmental sustainability and historic preservation) may be in conflict if Federal funds are involved.</p>	<p>Affected property owners, primarily LARCA and E-Block owners, should select a historic preservation consultant to complete the cost-benefit analysis.</p>	<p>Mid Term (4-6 Years)</p>	<p>Cost for a consultant-prepared cost-benefit analysis would be \$2,500 to \$5,000.</p> <p>Potential Source of Funds: Cost-benefit analysis could be funded by allocations from affected property owners</p>

Physical Improvements and Design

OBJECTIVE III IMPROVE PHYSICAL LAYOUT AND APPEARANCE OF COMMERCIAL SPACE IN EXISTING BUILDINGS (continued)

Strategy 1 Evaluate the impact on business development and future commercial reinvestment that would result from listing the LAVC on the National Register of Historic Places (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 2: If the pursuit of National Register designation is deemed desirable, affected property owners should hire a historic preservation consultant to prepare a National Register nomination following US Department of interior standards. Completion of a historic district nomination typically takes six months to one year; however, the process could be accelerated in the LAVC due to its current status as a designated Fairfax County historic district.</p> <p>Listing the LAVC on the National Register for Historic Places should be considered in conjunction with potential investments in sustainable development, as the two objectives (environmental sustainability and historic preservation) may be in conflict if Federal funds are involved.</p> <p>Affected property owners, primarily LARCA and E-Block owners, should determine whether to pursue listing on the National Register. Virginia Department of Historic Resources, Fairfax County History Commission, and Fairfax County Department of Planning and Zoning may all have information relevant to the technical aspects of a historic site nomination.</p>		<p>Mid Term (Years 4-6)</p>	<p>Cost for a consultant prepared National Register nomination would be \$20,000 to \$25,000. It may also be possible for the Virginia Department of Historic Resources to simply approve LAVC's designation as National Register eligible based on the existing Fairfax County Historic Overlay.</p> <p>Potential Source of Funds: Consultant prepared nomination could be funded by allocations from affected property owners. State Historic Preservation Offices also have Federal funding for priority National Register nominations through a program called Certified Local Governments (CLG), which could cover up to half the cost of a nomination study.</p>

Business Mix and Economic Restructuring

OBJECTIVE I: CENTRALIZE INFORMATION FOR DISSEMINATION TO PROSPECTIVE BUSINESSES AND INVESTORS

A compelling 'story' needs to be told about the market opportunities in the LAVC that will attract potential businesses and investors. The collection, packaging and dissemination of information regarding market area demographics, space availability and LAVC business trends will serve as the background for business recruitment efforts.

Challenges/Opportunities from Current Conditions

- Limited marketing materials exist that makes the business case for investing in Lake Anne Village
- Events, programs, and cultural activities at LAVC are well publicized through various media channels; opportunity to do the same for LAVC businesses
- Marketing of space availability is currently done by individual owners; some choose to use brokers and listings on commercial real estate websites, while others rely on simple word of mouth advertising
- Opportunity for the "Lake Anne Plaza" website to become a centralized location for marketing information that will foster business development in the LAVC
- Marketing materials should be available in both print and electronic formats so as to reach the broadest audience of business prospects possible

Strategy 1 Refine content on "Lake Anne Plaza" website

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: While the new "Lake Anne Plaza" website promoting businesses and events in the LAVC is a great marketing tool, it could benefit from some minor changes. Most notably, the website states that "no corporate chains are allowed," which could deter desirable regional businesses with more than one store from considering the LAVC as an expansion location. This statement could be reworded to emphasize the positive aspects of a business mix focused on locally owned independent operators. Also, to maintain consistency with other public materials, the Lake Anne Merchants Committee should consider changing website references from "Lake Anne Plaza" to "Lake Anne Village Center".</p>	<p>Lake Anne Merchants Committee and webmaster for "Lake Anne Plaza" website</p>	<p>Immediate (0-3 Months)</p>	<p>Nominal - no cost associated with changing website text</p>
<p>Action 2: Supplement the information on the "Lake Anne Plaza" website to include a brief demographic and market conditions summary that includes information that would be of interest to businesses that are considering locating in the LAVC. Information could include: number of market area residents; average and per capita incomes; retail expenditure potentials; total number of commercial properties; spaces available for rent or purchase; rent and sale price ranges; and types of businesses that have been identified as preferences for the LAVC commercial mix.</p>	<p>Lake Anne Merchants Committee and webmaster for "Lake Anne Plaza" website, with support from the LAVC Action Team (Business Mix group).</p> <p>The LAVC CMP should take over updating this information, if and when the program is institutionalized.</p>	<p>Year One (4-12 Months) and on-going</p> <p>Updating the information will be an ongoing action</p>	<p>Nominal - If Fairfax County is able to provide access to demographic data, there should little to no additional cost to add market information to the "Lake Anne Plaza" website. Otherwise, cost to add market information to the "Lake Anne Plaza" website. Otherwise, demographic reports can be purchased on an annual basis for less than \$200.</p>

Business Mix and Economic Restructuring

OBJECTIVE I: CENTRALIZE INFORMATION FOR DISSEMINATION TO PROSPECTIVE BUSINESSES AND INVESTORS

Strategy 2 Develop and manage centralized database of existing commercial spaces in the LAVC

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action: Information on the commercial property and businesses in the LAVC provides baseline data which can be used as part of a CMP performance management tool. Data includes LAVC unit ownership and owner contact information, individual unit sizes, current assessed values, tenant/use, recent property sale transactions, as well as lease terms and rental information for select units. This information can also be used for the creation and updating of LAVC marketing materials, as well as for the advance notification of potential vacancies/lease expirations. The database should be maintained and updated as conditions in the LAVC change, with a semi-annual review and summary.</p> <p>LAVC Action Team (Business Mix group) should manage and maintain the database, and upon establishment of the CMP, provide the database to the CMP staff. Property owners should be encouraged to provide current information when contacted by the LAVC Action Team, and CMP staff.</p>	LAVC Action Team (Business Mix group), CMP	Immediate (0-3 Months), and on-going	Nominal - there should be no additional cost to develop the initial database

Business Mix and Economic Restructuring

OBJECTIVE II SUPPLEMENT EXISTING BUSINESS MIX TO BETTER SERVE EXISTING MARKETS AND ATTRACT NEW MARKETS

Improving the business mix in LAVC will enhance existing operators and help diversify the commercial base. The LAVC will need to retain and expand successful existing businesses, while also attracting new businesses that are consistent with an overall merchandising strategy and supportable in the context of the local market. In order to implement a successful business recruitment effort, LAVC business and property owners will have to come to a consensus around a shared vision for the future commercial positioning of the LAVC.

Challenges/Opportunities from Current Conditions

- Based on stakeholder preferences and market supply/demand conditions, the recommended commercial mix primarily focuses on food and beverage, including an expanded offering of dining options and new specialty food stores
- Need to achieve a critical mass of eating and drinking places in order to create a successful food-oriented destination in LAVC, with a goal of up to 12 to 15 dining and specialty food operators included in both existing LAVC space and new space built through redevelopment of underutilized parcels
- Opportunity to enhance the presence of the arts through public art, changing exhibitions, increased amount of gallery space, and the attraction of retailers selling arts products
- The dining and arts focus should be balanced by the retention and attraction of neighborhood-serving businesses, such as the need to continue to have a pharmacy in the LAVC
- If LAVC stakeholders choose to include sustainability as a supporting part of the LAVC's market positioning, there may be an opportunity to attract businesses offering 'green' products and services
- Strong preference for locally-owned/independent businesses
- Experience in other commercial districts suggests that the success rate for new business recruitment is about 10 percent (1 out of 10 prospects will decide to become part of the mix)
- Potential areas for business recruitment include nearby Herndon, Del Ray in Alexandria, Old Town Takoma Park, and other commercial districts in the greater Washington, DC area with a focus on local/independent operators

Strategy 1 Adopt a business development/commercial repositioning strategy to help guide the LAVC CMP

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action: In order to initiate an effective business development and commercial repositioning strategy, the commercial property owners should agree on the types of businesses that will strengthen the current mix of uses, and position the LAVC to maintain an appropriate balance of uses as the market evolves. This decision should be informed by market conditions. An overview of the current market demand for commercial uses in the LAVC and discussion of potential tenanting opportunities is discussed in further detail in the 'Commercial Demand Analysis' section of the LAVC CMP.</p> <p>When the CMP is established, the strategy's effectiveness should be evaluated by the CMP staff against baseline data, and modifications implemented, if warranted. The program should be re-evaluated on an on-going basis at intervals established by the CMP.</p>	<p>LAVC Action Team (Business Mix group), CMP</p>	<p>Immediate (0-3 Months)</p> <p>Transition tenant recruitment to LAVC CMP in Short Term (Years 2-3)</p>	<p>Costs associated with this action, should be included in the costs to structure the LAVC MOU.</p> <p>Potential Source of Funds: LARCA operating budget, non-LARCA owner contributions, CMP budget</p>

Business Mix and Economic Restructuring

OBJECTIVE II SUPPLEMENT EXISTING BUSINESS MIX TO BETTER SERVE EXISTING MARKETS AND ATTRACT NEW MARKETS

Strategy 2 Initiate business/tenant recruitment efforts based on business development/commercial repositioning strategy

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: Business recruitment should be the central responsibility and a major component of the annual work program for the LAVC CMP. In order to direct efforts to attract new businesses, CMP staff should have marketing materials (print or electronic) that address the following:</p> <ol style="list-style-type: none"> 1. Plans and information for available commercial properties, including square footages, asking rent or sales price, and follow-up contact information (LAVC CMP staff, property's broker or retail, property owner, or all three); 2. Leasing plan for all LAVC commercial space, including available spaces and business names for occupied spaces; 3. Market and demographic data for LAVC consumer market areas 4. Description of the overall leasing/recruitment strategy, the existing store mix and focus areas (commercial "voids") that the prospective business could address <p>In addition to marketing to prospective businesses, these materials can be used to educate the commercial brokerage community and property owners about opportunities in LAVC.</p> <p>LAVC Action Team (Business Mix group) can continue informal business recruitment activities, and upon establishment of the CMP transfer these responsibilities to CMP staff.</p>	<p>LAVC Action Team (Business Mix group), CMP</p>	<p>Transition tenant recruitment to LAVC CMP in Short Term (Years 2-3)</p>	<p>Costs for design and production of high quality data sheets and other marketing collateral should range from \$3,500 to \$5,000, with subsequent reprinting costs dependent upon how often materials are distributed, updated, or restocked.</p> <p>Potential Source of Funds: LAVC CMP budget</p>
<p>Action 2: Commercial Real Estate Brokers and Agents will play a critical role in the leasing and/or sale of LAVC properties, as will the property owners who will have final authority over placement of specific businesses.</p>	<p>CMP, Commercial Real Estate Brokers/Agents, Property Owners</p>	<p>Short Term (Years 2-3) and on-going</p>	<p>Potential Source of Funds: LAVC CMP budget</p>

Business Mix and Economic Restructuring

OBJECTIVE II SUPPLEMENT EXISTING BUSINESS MIX TO BETTER SERVE EXISTING MARKETS AND ATTRACT NEW MARKETS (continued)

Strategy 2 Initiate business/tenant recruitment efforts based on business development/commercial repositioning strategy (continued)

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>The role of the LAVC CMP will be to protect the preferred business mix concept and to work with property owners and brokers to assure that they understand the logic and need to fulfill the concept, rather than accepting any tenant that is willing to come to LAVC. The recruitment effort by the LAVC CMP should follow a step-by-step process, including:</p> <ol style="list-style-type: none"> 1. Identification of potential businesses by operator/location/category. Business prospects can be identified by broker contacts, or word of mouth references; 2. Determine contact information for the prospective business owner/operator, or walk into the business and ask for the owner directly; 3. Discuss how the prospective business would fit into the LAVC commercial mix, the nature of the market opportunity (reinforced by print or electronic marketing material), and an explanation of available spaces that the prospect might consider for relocation or expansion 4. Invite the prospective business owner to visit LAVC, guided by the LAVC CMP staff and key property owners; 5. Coordinate follow up discussions with property owners and RE Brokers; and, 6. Provide any other necessary technical assistance, connections to approvals agencies, and guidance on design and materials standards. <p>At least once every two to three months, LAVC CMP staff and selected property owners should go on 'business recruitment trips' in the greater Washington, DC area to canvass for prospects and to visit restaurants, specialty stores, and other businesses that would add to the LAVC commercial mix.</p>			

Business Mix and Economic Restructuring

OBJECTIVE III PROVIDE RESOURCES AND TOOLS TO EXISTING BUSINESSES AND PROPERTY OWNERS

Independent operators and small property owners generally do not have access to the same resources as larger businesses working on a regional or national scale. Ongoing education of LAVC operators and property owners in regard to best practices in businesses operations, commercial leasing, market trends, and other topics will help strengthen the LAVC as a unified and well managed commercial center.

Challenges/Opportunities from Current Conditions

- According to property owners, some of the business turnover in LAVC is attributable to inexperienced operators unable to generate and sustain commercial viability
- Volunteer organizations, such as Friends of Lake Anne, have provided branding and storefront design assistance to some LAVC operators, including Roti Grill and La Villa Market
- Some business and property owners may be reluctant to seek out technical assistance; individuals should be approached on an as needed basis

Strategy 1 Organize and/or provide Technical Assistance to operators and property owners through the LAVC CMP

ACTION DESCRIPTION	KEY PARTICIPANTS	TIMING	ESTIMATED COSTS
<p>Action 1: As new businesses enter the LAVC, it would be useful for the LAVC CMP to organize, and provide short-term programs that provide technical assistance services to both new, and existing nonresidential uses. These services could include: business planning and accounting, window display design, storefront and sign design assistance, events management, on-line sales systems, marketing, tourism promotion and development, etc.</p> <p>To conserve costs, the services could be provided to owners and owner-operators with shared interests and/or as part of the CMP regular programing (eg, quarterly, semi-annul informational seminars or roundtable discussions). To provide a local perspective, specialists from the other commercial districts or brokerage firms could be invited to give presentations on best practices in business operations, market conditions, or trends and new consumer shopping/dining patterns, etc.</p> <p>As an added benefit, the seminars or roundtable discussions could be convened, at a negotiated group rate, at a local LAVC restaurant or facility (eg, Art Gallery) which would provide income and promotional exposure for local venues.</p>	<p>LAVC Action Team (Business Mix group), CMP</p>	<p>Immediate (0-3 Months) and on-going</p>	<p>Technical assistance services could be donated by public interest organizations, or could require pier diem fees ranging from \$250 for a half-day session up to several thousand dollars for more extensive programs.</p> <p>Total cost will depend on type of assistance offered, the number of participants, and the manner in which services are delivered. (For example, a speaker to a group of business owners may be less costly than more extensive one-on-one assistance to individual property or business owners).</p> <p>The Informational seminars could be an invitational event to which local brokerage, and business professional are invited to speak on a volunteer or nominal fee basis (eg, cost of breakfast, lunch, etc.</p>