

ECONOMIC DEVELOPMENT

Vision

The Town of Vienna envisions a future where a thriving economy is a core part of the community's small-town charm, with a resilient, diverse, and innovative business environment. Vienna will leverage its strategic location by attracting and retaining community-serving businesses that support a sustainable economy. Vienna will remain a premier destination for businesses, residents, and visitors alike.

Goals

1. Enhance the Town's commercial districts to support walking and bicycling, improve accessibility, and promote economically sustainable development.
2. Support local businesses that serve the community as key contributors to the local economy.
3. Attract regional visitors through cultural, recreational, and community experiences that support local businesses.
4. Foster a business-friendly environment to support a strong and diverse revenue base, which includes the meals tax revenues that fund the Town's capital improvements.
5. Maintain and enhance a strong corporate presence in the Corporate Park sector.



Introduction

Economic development in Vienna focuses on maintaining a stable economy that supports businesses, residents, and a diverse tax base for Town revenues. This chapter outlines the Town's approach to fostering a thriving commercial environment that complements Vienna's small-town character.

In November 2019, Vienna took a major step forward by hiring its first Economic Development Director, formalizing the Town's commitment to a strategic, long-term approach. Shortly after, the COVID-19 pandemic posed unexpected challenges. In response, the Town worked with Fairfax County to distribute \$2.7 million in relief funding to struggling local businesses and implemented flexible policy adjustments to help sustain the economic base through the crisis.

The Town's economic development strategy emphasizes infrastructure investments, modernized regulations, preservation of commercial land, attraction and retention of a diverse business mix, and thoughtful revitalization of key commercial areas. Vienna is leveraging its strategic location within

Northern Virginia to attract businesses while ensuring that the Town's economy aligns with community values. Each of Vienna's commercial districts — including Maple Avenue, Church Street, the light-industrial area of Mill Street and Dominion Road, Cedar Lane, and the Corporate Park District — serves a distinct role in the local economy. This plan identifies strategies to support their continued viability and adaptation to changing market conditions. The home-based business sector is also a key element to the Town's economy.

Infrastructure improvements, business support programs, commercial land preservation efforts, and initiatives to attract regional visitors through cultural, recreational, and community experiences will enhance Vienna's long-term economic sustainability. Vienna is also committed to fostering a supportive environment for small and locally owned businesses. A proactive approach to economic development involves anticipating market shifts, maintaining regular dialogue with businesses, and adjusting policy tools to promote flexibility and innovation.



Vienna is improving its regulatory processes to support economic growth. Streamlining permitting, updating zoning codes, and providing business incentives will make it easier for businesses to start and expand in the Town. This plan also recognizes regional market pressures and the need for flexibility, especially in areas exhibiting market weakness. This plan sets a clear direction for strengthening economic resilience, supporting business investment, and enhancing the Town's unique character.

Vienna's charm, walkability, cultural events, and historic districts are major assets that are distinguishing features of the Town. The Town will continue promoting these strengths through marketing campaigns and partnerships that highlight Vienna as a destination to live, work, shop, and explore.

Economic Development in Vienna

Located within one of the nation's strongest metropolitan economies, Vienna benefits from its proximity to Washington, D.C.; major employment hubs within Northern Virginia, including Tysons, Reston, and Merrifield; the Capital Beltway, I-66, VA-123, other major roadways, and the W&OD Trail; and Dulles International Airport. However, its future economic success requires careful planning that integrates business growth with community values. Vienna's approach to economic development focuses on fostering a supportive business climate, improving infrastructure, attracting new community-serving businesses, retaining existing business, and maintaining an attractive environment.

Starting a business in Vienna involves navigating zoning regulations, obtaining permits, and complying with both Town and Fairfax County requirements. While the Town has made progress by digitizing its permitting system and streamlining processes, the Town is committed to continual improvement. In addition, prospective business owners often face challenges such as limited availability of commercial space, parking constraints, rising rents, increasing product and labor costs, and regulatory compliance requirements.

Vienna's economic development efforts are strengthened by partnerships with the Town Business Liaison Committee (TBLC), the Vienna Business Association (VBA), Fairfax County, and regional organizations. Additionally, all Town departments play a role in supporting the economic ecosystem through service delivery, permitting coordination, and infrastructure maintenance that contribute to a positive business climate.

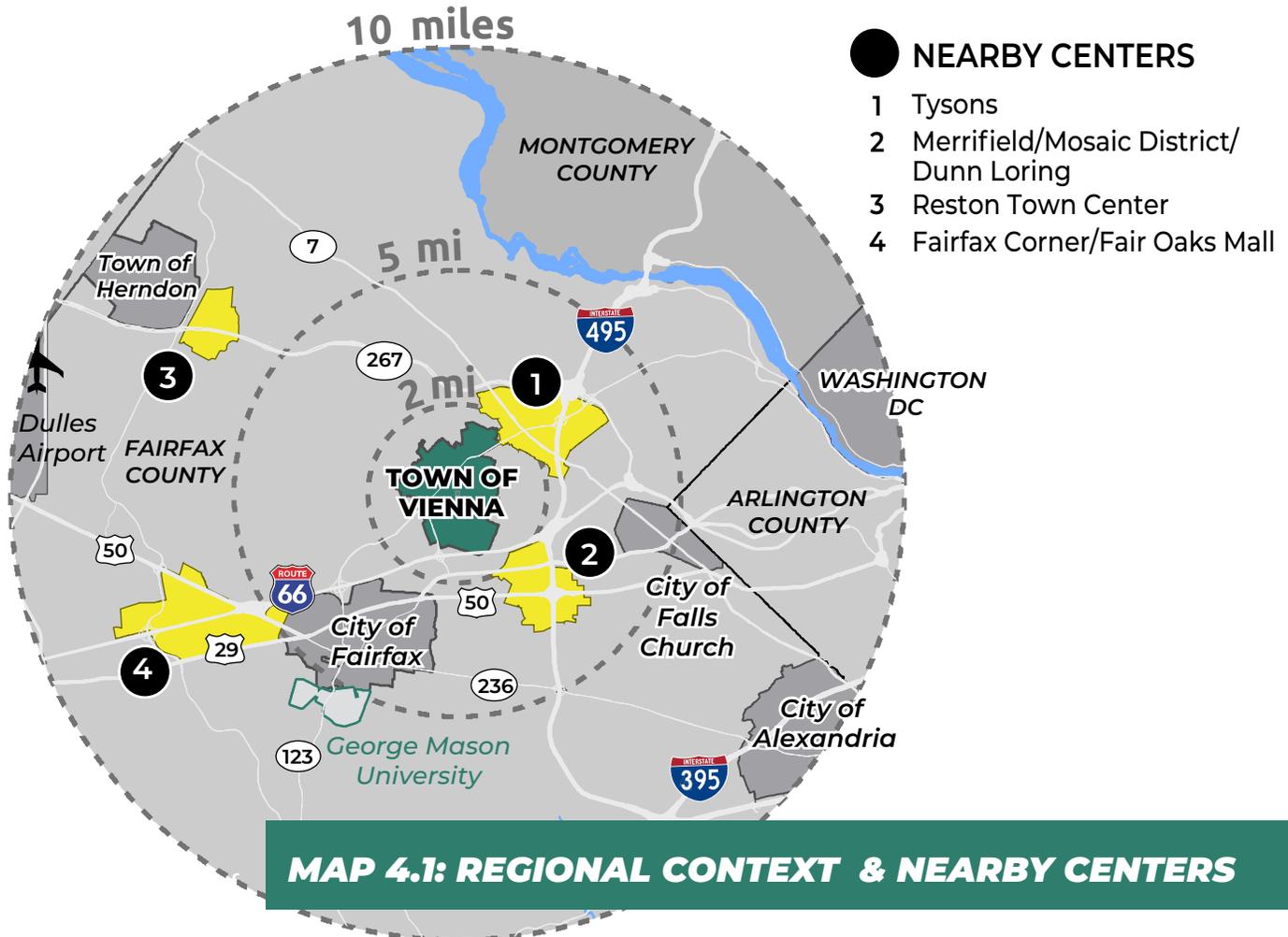
To help address these challenges and foster a welcoming environment, Vienna is actively working to enhance transparency and support through business resource guides, pre-application consultations, and targeted outreach. The Town also celebrates new business openings through ribbon-cutting ceremonies, often attended by the Mayor, Town Council members, Economic Development staff, TBLC members, and VBA members. These events are frequently publicized through Town and partner channels to generate community awareness and excitement regarding the new business.

These events not only highlight the contributions of local entrepreneurs but also strengthen the connection between business owners and the broader community. Regular visits by Town leadership to local businesses further demonstrate Vienna's ongoing commitment to nurturing a strong, supportive local economy. Continued focus on these efforts is critical to lowering barriers for entrepreneurs to thrive and grow in Vienna, and to maintaining a vibrant local economy.

Regional Context and Nearby Centers

Vienna operates within a rapidly evolving regional economy shaped by major nearby employment centers. The Town’s business community and customer base extend beyond its corporate limits and ZIP code, with many visitors and shoppers coming from surrounding areas of Fairfax County. Tysons, located just northeast of Vienna and immediately west of the Capital Beltway, has undergone significant transformation, shifting from an employment center dominated by suburban offices and indoor mall shopping into a dense, transit-oriented mixed-use urbanizing center. By 2050, Tysons is projected to include 45 million square feet of constructed space, providing housing for approximately 100,000 residents and supporting 200,000 jobs. For comparison, this level of development would make Tysons larger in commercial square footage than downtown Washington, D.C. is at present, and on par with Arlington’s major mixed-use Rosslyn-Ballston corridor. Tyson’s continued evolution includes high-rise mixed-use developments, improved pedestrian infrastructure, and enhanced access to regional transit, positioning it as a major economic engine for Fairfax County and the greater Washington, D.C. region.

Further east, Merrifield has similarly emerged as a vibrant mixed-use destination. The Mosaic District, its centerpiece, is a model for walkable urban development, featuring 576,000 square feet of curated retail, a range of residential offerings, hotel accommodations, and modern office spaces. The district has successfully attracted national retailers, boutique shops, and an array of dining and entertainment options, serving as a hub for regional visitors. The adjacent Fairfax Plaza and other commercial centers provide essential services and amenities to Vienna residents. Merrifield is also part of the broader Route 29 and Route 50 corridors, where there is significant economic activity.



To the south, Fairfax City adds to the region's economic diversity with a revitalized downtown, active cultural scene, and ongoing redevelopment along key corridors. The presence of George Mason University further supports local innovation, commerce, and growth.

While Vienna does not offer the large development sites found in neighboring jurisdictions, the Town can leverage its proximity to Tysons and Merrifield to capture economic opportunities that align with its small-town scale and character. These include:

- Encouraging professional services and boutique businesses that serve Tysons-based workers but prefer Vienna's lower rents and community feel.
- Promoting local dining, retail, and cultural experiences that appeal to nearby visitors seeking alternatives to large-scale destinations.
- Enhancing last-mile connectivity and pedestrian access to regional transit infrastructure, such as the W&OD Trail, to increase regional accessibility.
- Collaborating with regional economic development partners to market Vienna's commercial areas to niche and independent businesses.
- Supporting home-based businesses through flexible regulations and access to business resources, recognizing their role in fostering entrepreneurship and economic resilience within the Town's residential fabric.

Strategically positioning Vienna means recognizing that the Town's community includes both residents and businesses; and that supporting local entrepreneurship, maintaining accessible infrastructure, and preserving the charm that differentiates Vienna are essential to remaining competitive in the region's evolving economy.



Economic Factors and Characteristics

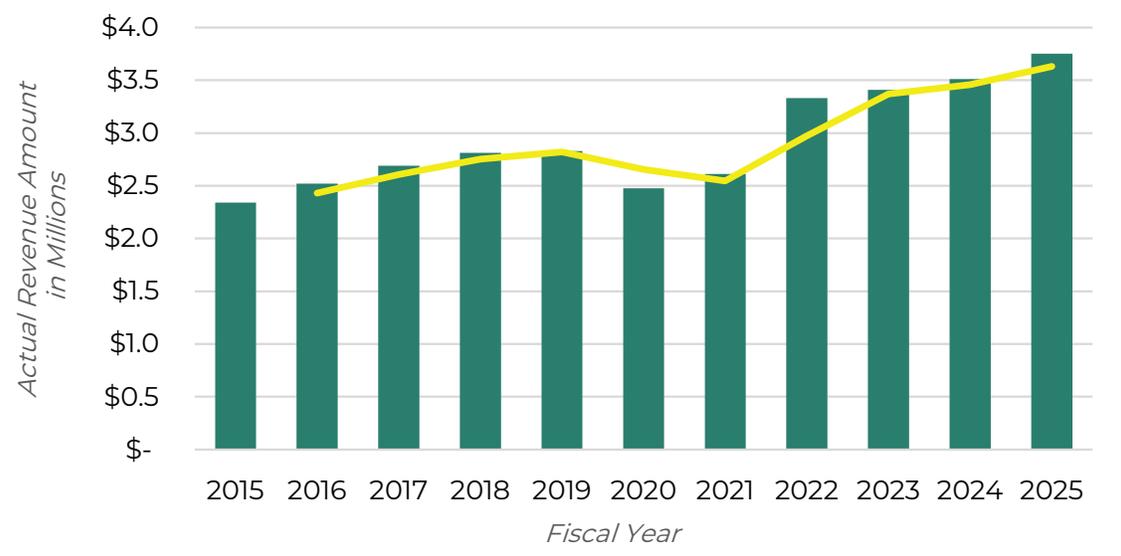
Vienna’s economic landscape is anchored by a strong residential base, a skilled and educated workforce, and a stable commercial sector. The Town continues to experience steady business activity, particularly in retail, dining, and personal services. Evidence of this strength comes from low vacancies, positive net absorption, rising sales and meals tax revenues, and continued growth of home-based businesses. According to the 2023 Townwide survey (Vienna responses to the National Community Survey), 76% of respondents rated Vienna’s economic health as excellent or good, demonstrating strong public confidence in the Town’s long-term economic outlook.

In FY2025, Vienna collected approximately \$3.7 million in meals tax revenue, which continues a long-term trend of increased revenues from this key source, as shown in Figure 4.1.

These funds are a critical source for the Town’s Capital Improvement Program (CIP), in that the Town uses the current and projected revenues to support issuing bonds that fund such infrastructure projects as street maintenance, streetscape enhancements, sidewalk construction and repair, and public facility upgrades. The reliability of meals tax collections strengthens the Town’s financial position and creditworthiness, making it easier to finance long-term capital needs. While the specific allocation may vary from year to year, a significant portion of meals tax revenues consistently support improvements that directly benefit Vienna’s business districts and enhance the overall commercial environment.

Vienna remains predominantly residential, with approximately 70.5% of its 4.4 square miles zoned for single-family detached homes. The Town prioritizes retaining its residential character while supporting a business community that complements and supports its neighborhoods. Commercial mixed-uses, light industrial uses and corporate offices comprise approximately 10.2% of the Town’s land area, supporting a diverse mix of professional services, medical offices, government, professional offices, retail, and food and beverage establishments.

FIGURE 4.1: TOWN OF VIENNA MEALS TAX REVENUE BY FISCAL YEAR (2015-2025)



Economic Indicators and Fiscal Health

Residential real estate in Fairfax County is assessed at 100% of its market value as of January 1 each year. In 2024, the Town of Vienna levied a real estate property tax rate of 22.5 cents per \$100 of assessed value, which is in addition to Fairfax County's rate of \$1.095 per \$100 (which is almost 5 times the amount collected by Vienna). For Vienna property owners, the result is a combined tax rate of \$1.32 per \$100. Vienna's levy remains lower than that of the Town of Herndon, which imposed a rate of 26.5 cents per \$100 of assessed value in 2024. By comparison, the City of Falls Church, which is independent of Fairfax County, levied a single unified real estate tax rate of \$1.23 per \$100 in 2024.

The Town's median household income has steadily increased over the past decade and reached \$215,556 in 2022, significantly higher than both regional and state averages. Vienna's population has remained steady, with minimal fluctuations over the past few decades, and is estimated by Fairfax County's Department of Management and Budget to have 17,279 residents in 2023. Employment of Vienna residents remains strong, with a low unemployment rate of 3.6% according to the 2022 American Community Survey and a highly skilled workforce, reflecting Vienna's appeal as a desirable place to live and work.



Vienna is home to over 1,700 registered businesses, reflecting diverse mix of professional services, home-based businesses, and retail establishments. Business activity continues to grow, as evidenced by a 14.9% increase in sales tax revenue in the first half of 2024. Retail vacancies dropped from 4.3% to 2.4% between June 2023 to June 2024, while office vacancies declined from 10.4% to 9.6%, indicating strengthening demand across both sectors. The commercial real estate market remains strong, with increasing gross rents and a net absorption of 8,215 square feet of office space over 2024.

Older commercial space that does not front Maple Avenue has faced greater economic challenges over time, creating opportunities for reinvestment, modernization, and adaptive reuse to better meet current market needs. In some cases, redevelopment proposals have included conversion to residential uses; however, commercial square footage in Vienna is limited and should be preserved when feasible, particularly where properties remain viable for business activity or could support future economic uses. Even in locations where businesses or non-profit organizations may be succeeding, property owners may face market pressures that make alternative redevelopment options financially attractive.

Since 2017, Vienna has seen steady growth in home-based business registrations, with a dramatic increase beginning in 2020 during the COVID-19 pandemic. This surge reflected a shift toward remote work and entrepreneurial activity, as residents adapted to changing economic conditions. While applications dipped slightly after 2021, they have remained consistently higher than pre-pandemic levels, signaling a potentially long-term transformation in how residents engage in some business activities.

Home-based businesses represent a distinct and growing segment of Vienna's local economy and support small and locally owned businesses that provide services to the community as key contributors to the local economy.

Seasonal trends show lower activity during winter months, but overall, the data indicates sustained demand for flexible business opportunities that can operate within residential settings while contributing to local services and entrepreneurship.

Vienna is home to an increasingly diverse and international business community, reflecting its location within a global metropolitan area. The Town's proximity to Washington, D.C., and international institutions attract business owners from a wide array of cultural and professional backgrounds, enhancing Vienna's identity as a welcoming and globally connected community.

Vienna is also part of the national capital region, which is the primary reason for the in-town location of Vienna's two largest employers - Navy Federal Credit Union and the FBI's Threat Screening Center. Changing Presidential administrations can affect the demand for office space for federal employees, federal contractors, and businesses/institutions closely associated with the federal government, but the proximity to Washington, D.C. and the national security infrastructure in Northern Virginia remains a long-term part of the regional economy that can and does benefit Vienna.

Vienna's commitment to maintaining a balanced economic environment is reinforced by its investment in public spaces, infrastructure, and business support initiatives. The Town offers a high quality of life that attracts both residents and businesses. Vienna's strategic location near major economic centers, coupled with its small-town appeal, ensures a stable and prosperous future for the community.

Economic Development Climate

The long-term economic vitality and sustainability of the Town of Vienna is dependent on retaining sufficient land for commercial use that includes retail, office, and mixed-use residential. Retail businesses are attracted to the high-income area surrounding the Town as well as the high traffic volume along Maple Avenue and Cedar Lane and the walkability of Church Street and the Mill and Dominion light industrial district.

Modern office tenants are generally attracted to vibrant destinations that are in close proximity (ideally within walking distance) to such amenities as restaurants, services, and parks. The demand for housing in Vienna is expected to remain strong in the foreseeable future so that residential development could, if it were allowed to do so, squeeze out other types of uses. For this reason, it is important to retain the balance of residential and commercial uses while also allowing development to evolve to meet market demand.

Vienna's commercial districts serve as both economic and social hubs and contribute to the Town's community connectivity. Retail and shopping opportunities were rated positively by 64% of 2023 Community Survey respondents, indicating room for improvement. By fostering a more diverse mix of retail and business offerings, Vienna can further enhance its commercial appeal and attract more visitors and residents to local establishments. Improved urban design can assist in this goal by improving the environment for pedestrians, cyclists and drivers, thereby making a better business environment. Maple Avenue, Church Street, and the Mill/Dominion area each present unique opportunities for revitalization.

The Town is actively working to transform these districts with streetscape improvements, better connectivity, and infrastructure investments. See the Commercial Districts Map 4.2 for an overview of these areas.

MAP 4.2: COMMERCIAL DISTRICTS



Maple Avenue East and West

Maple Avenue (VA-123) is the central artery of Vienna's primary commercial districts, stretching over a mile through the heart of the Town and featuring a mix of retail, restaurants, professional offices and institutions. Over the past decade, Maple Avenue has also seen growth in residential components through mixed-use development, reflecting market demands. According to VDOT, the segment between Nutley Street and Follin Lane carries approximately 27,000 vehicles per day, underscoring the corridor's dual role as both a commercial destination and a regional connector. Historically shaped by auto-oriented development with numerous unconnected surface parking lots and narrow sidewalks, the avenue has been a continued focus of revitalization efforts aimed at enhancing walkability, visual character, and long-term economic vitality.

In 2014, the Town of Vienna undertook a significant initiative to transform Maple Avenue into a more pedestrian-friendly, mixed-use environment. This effort led to the adoption of the Maple Avenue Commercial (MAC) zoning regulations, which encouraged compact, pedestrian-oriented development, the creation of publicly accessible community gathering spaces, and allowed for four stories to be built with a requirement of commercial use on the first floor. The goal was to promote a variety of housing options and enhance the Town's economic vitality while maintaining the commercial tax revenue balance. However, the MAC faced challenges, including community concerns about building heights and parking adequacy, leading to its repeal in 2020. In October 2023, a revised zoning code was adopted, allowing for slightly taller buildings in the Maple Avenue Center to make three-story mixed-use development more viable. Market conditions, construction costs, and design requirements for contemporary retail space also affect the feasibility of new mixed-use projects. To date, this change has not yet resulted in formal development proposals, though there have been conversations that have not advanced to application.

Businesses in the Maple Avenue districts primarily cater to Town and nearby residents, offering consumer-focused services and retail. Approximately 40% of the existing retail establishments fall under neighborhood goods and services or convenience-based retail, with major anchors such as Giant, Fresh Market, and Whole Foods. Office spaces in the area are predominantly occupied by healthcare providers, including doctors' offices, acupuncturists, and other professionals serving the community's needs. These districts have also seen a notable concentration of financial institutions, with several national and regional banks maintaining a presence along Maple Avenue. The decision by many banks to locate or consolidate operations along this corridor highlights Maple Avenue's niche appeal, offering strong vehicle visibility, a high-income customer base, and strategic positioning along a major commuter route. This pattern reflects the broader trend of specialized service providers targeting well-trafficked corridors that combine commercial viability with community proximity.



Church Street NE and NW

The Church Street commercial district is vibrant, pedestrian-friendly, and seamlessly blends historic-themed charm with modern amenities. The core of the district spans approximately 1,400 linear feet between Mill Street and Lawyers Road. It is characterized by smaller properties, stores averaging around 1,900 square feet, and street frontages measuring between 60 to 70 feet. This intimate scale fosters a diverse and engaging experience for pedestrians.

Northeast of the core, between Beulah Road NE and East Street NE, commercial buildings are set back from the street and supported by ample parking. This area accommodates such low-intensity commercial uses as small offices, professional services, and specialty shops. Properties adjacent to the W&OD Trail in this area present opportunities for trail-oriented businesses and redevelopment in partnership with NOVA Parks. Southwest of the core district, just past the post office, is the three-story Windover Professional Building, which houses a mix of medical, professional, and cultural organizations.

Historically, Church Street served as Vienna's main commercial artery until the 1950s, when businesses began relocating to Maple Avenue due to the 1958 widening of Maple Avenue and the related development of shopping centers. In 1999, to revitalize and preserve the unique character of Church Street, the Vienna Town Council adopted the Church Street Vision zoning overlay district. This plan continues to support that vision, though also supports appropriate updates that will help to further the goal of a thriving Church Street.

The plan and the zoning overlay district encourage property owners in the Church Street Vision Overlay Zone (originally called C1-B Pedestrian Commercial zone) to renovate and develop properties reflecting late 19th-century small-town American streetscapes. In return, developers may receive such benefits as additional building square footage and reduced parking requirements. Although several projects have been approved under this vision, no Church Street Vision projects have been both approved and constructed since 2014. Overall, Church Street remains a cornerstone of Vienna's community, offering a blend of historic preservation and modern commerce, making it a cherished destination for shopping, dining, and cultural experiences.

The last Church Street Vision project that was constructed was approved in 2014. There was a project approved in 2022, but the owner determined that it was not economically feasible and did not move forward. The Town should take a proactive approach to working with property owners to review and update the overlay district, after more than 25 years of its existence, to determine whether the incentives and requirements align with current market conditions and support feasible projects that fulfill the Church Street Vision. This plan supports updates to the zoning overlay district that continue the vision for Church Street while also enhancing the market viability of projects.



Mill Street NE and Dominion Road NE

The Mill Street NE and Dominion Road industrial/flex district is distinctive for its highly diverse blend of light industrial, lifestyle, wellness and food businesses. This area has become a hub for health-focused establishments, including gyms and various types of studios (e.g., dance, yoga, sports, etc.) that cater to the wellness needs and desires of the local community. However, it still retains its light industrial roots. Establishments such as home furnishing stores, landscape suppliers, and automobile services continue to operate, providing essential services to Vienna households. These consumer-facing businesses ensure that the district meets a wide range of local needs.



One of the key advantages of this district is its affordability and accessibility. A variety of business types are drawn to Mill Street and Dominion Road due to lower rental rates and the availability of spacious properties that offer high visibility from the Washington & Old Dominion (W&OD) Trail, a well-trafficked recreational path. This visibility not only benefits businesses but also integrates the commercial area seamlessly with outdoor activities, encouraging foot traffic and patronage from trail users.

Vienna's light industrial and flexible commercial spaces along Mill Street and Dominion Road create unique opportunities for niche retail, artisan manufacturing, and specialty services that typically locate in more distant or industrialized areas. This area allows Vienna to offer locally based experiences that support creativity, entrepreneurship, and small-scale production.

Cedar Lane SE

The Cedar Lane SE commercial area is a neighborhood-focused district offering a variety of fast-casual dining options and personal services. The central feature of this area is the Cedar Park Shopping Center, a 75,844-square-foot retail hub situated at the intersection of Cedar Lane SE and Park Street SE.

The shopping center hosts a diverse array of convenience-oriented retailers and restaurants, including both locally owned businesses and national or regional retailers, such as Ace Hardware and other established brands, catering to the daily needs of residents. The presence of both independent “mom-and-pop” establishments and larger retailers contributes to a balanced and resilient commercial mix, and both are important to meeting community needs and supporting the Town's economic base.

Other tenants include personal service providers, fast-casual eateries, and specialty shops, reflecting the community's preferences for accessible and practical services. Recent investments by the property owner in the Cedar Park Shopping Center demonstrate how reinvestment can strengthen tenant occupancy, modernize facilities, and enhance the center's long-term viability as a neighborhood commercial destination.



Corporate Park

The area around Follin Lane SE, designated as the Corporate Park (CP) District in the Town's zoning code, is tailored to accommodate office and light industrial uses. This zoning classification aims to promote economic development by providing spaces suitable for corporate offices, research and development facilities, and light manufacturing operations.

Follin Lane SE represents a significant concentration of Vienna's professional office space, with approximately 1.24 million square feet occupied by office tenants. Navy Federal Credit Union, Vienna's largest private employer, anchors a large percentage of this space and plays a central role in shaping the area's employment landscape. The FBI's Threat Screening Center (TSC) is also a major user within this district.

The two key employers provide the area's stability. However, the lack of amenities nearby that many modern office users seek presents challenges in adapting to future market demands. Some office properties in the district have experienced prolonged vacancy despite marketing efforts, reflecting broader changes in the office market and tenant preferences. This prolonged vacancy highlights the need for a more proactive approach to land use planning within the district and making appropriate adaptations to the changing market.

A proactive approach may include developing a Small Area Plan to evaluate current land use constraints, market feasibility, and infrastructure needs; exploring zoning changes to allow for a broader mix of uses such as light industrial, research and development, or institutional facilities; and working directly with property owners and regional partners to identify investment opportunities and emerging tenant types. These forward-looking strategies aim to reposition the district while preserving its core employment function.

The Town continues to view this area as an important employment and business center, essential for both job creation and revenue diversification. While the Corporate Park remains suited for institutional and office uses, this plan acknowledges that prolonged vacancy is not in the Town's interest. Creative approaches to land use may be necessary to enhance the district's vitality while maintaining its role as an employment hub.



Special Events and Economic Impact

The Town of Vienna's special events program, managed by the Department of Parks and Recreation in collaboration with local civic and business organizations, plays a significant role in driving economic activity and strengthening community identity. These events attract thousands of residents and visitors to the Town's commercial districts each year, providing a boost to restaurants, retailers, and service-based businesses.

Signature events like *ViVa! Vienna!* and Oktoberfest draw visitors from throughout the region and fill Vienna's streets with music, local vendors, and family-friendly programming. *ViVa! Vienna!*, presented by the Rotary Club of Vienna, celebrates community and service while generating funding for charitable causes. Oktoberfest, hosted by the VBA, transforms the Town into a destination for artisan markets, food and beverage sales, and live performances. These and other events (including Chillin' on Church, Halloween Parade, Holiday Stroll, and seasonal festivals) not only enrich the cultural life of the community but also directly contribute to increased foot traffic, business exposure, and meals tax revenue.

Their consistent success highlights the Town's capacity to leverage cultural programming to support local businesses, enhance place-based marketing, and reinforce Vienna's brand as a welcoming and vibrant destination.



Goals, Policies, and Strategies

Goal 1. Enhance the Town's commercial districts to support walking and bicycling, improve accessibility, and promote economically sustainable development.

The Town recognizes the importance of its commercial districts and will continue to support their economic success and revitalization through infrastructure improvements, public realm enhancements, and supportive land use policies and regulations.

Policy 1.1: Invest in infrastructure improvements to support business activity and accessibility.

Strategy 1.1.1: Evaluate, update, and implement recommendations from the Maple Avenue Corridor Multimodal Study to improve walkability and transit access.

Strategy 1.1.2: Upgrade streetscape elements, including sidewalks, lighting, and landscaping, to create inviting commercial environments.

Strategy 1.1.3: Promote and support well-managed parking solutions that balance the needs of businesses, residents, and visitors, through updated regulations, public-private partnerships, and investments in shared or public parking, where feasible.

Policy 1.2: Encourage mixed-use development that creates active streetscapes, supports walkability, and integrates complementary uses within commercial areas.

Strategy 1.2.1: Update zoning regulations to allow for a greater mix of retail, office, and residential uses in key commercial districts, particularly in areas where vacancy rates indicate potential for repositioning.

Strategy 1.2.2: Ensure that regulations and land use policies support and encourage the redevelopment of underutilized properties, particularly in areas with persistent vacancies or where revitalization advances the Town's economic and land use objectives.

Strategy 1.2.3: Encourage adaptive reuse of existing buildings to support small businesses and retain Vienna's architectural and community character.





Goal 2: Support local businesses that serve the community as key contributors to the local economy.

Vienna's local businesses provide essential goods, services, and character to the Town, making it a priority to ensure their long-term sustainability.

Policy 2.1: Provide resources and support programs for businesses and entrepreneurs.

Strategy 2.1.1: Support incubation and growth opportunities for new and existing businesses within the Town (e.g., shared workspaces, mentoring, technical assistance, and connections to regional resources).

Strategy 2.1.2: Offer financial assistance programs, such as small business grants or low-interest loans, to support storefront improvements and operational needs.

Strategy 2.1.3: Facilitate networking and mentorship programs to connect new business owners with experienced professionals.

Strategy 2.1.4: Consider public-private programs, such as façade improvement or storefront enhancement initiatives, to encourage private investment in building appearance, accessibility, and functionality, without committing to a specific funding mechanism.

Policy 2.2: Preserve Vienna's businesses and neighborhood-serving enterprises.

Strategy 2.2.1: Facilitate dialogue between businesses and property owners to encourage lease stability and explore best practices that support long-term business retention.

Strategy 2.2.2: Support public awareness campaigns that highlight and celebrate Vienna's long-term businesses.

Strategy 2.2.3: Continue to support the success of home-based businesses that do not have negative impacts on the residential character of neighborhoods.

Goal 3: Attract regional visitors through cultural, recreational, and community experiences that support local businesses.

Cultural events, historic sites, and recreational assets contribute to Vienna's appeal and help attract visitors, supporting local businesses and strengthening the economy.

Policy 3.1: Expand community events and marketing efforts to attract visitors.

Strategy 3.1.1: Develop a comprehensive marketing campaign that highlights Vienna's unique attractions and events, including highlighting Vienna's historic Church Street, vibrant Maple Avenue corridor, community festivals, and connection to the W&OD Trail.

Strategy 3.1.2: Support and expand signature events, such as festivals, markets, and seasonal celebrations including Viva Vienna, to drive visitor engagement and showcase the Town's unique character.

Strategy 3.1.3: Collaborate with regional tourism and marketing organizations to position Vienna as a welcoming destination for local and regional visitors.

Strategy 3.1.4: Leverage Town-sponsored and partner-hosted special events as economic drivers by supporting event logistics, promoting local business participation, and measuring their economic impact on Vienna's commercial areas.

Strategy 3.1.5: Market the Town's identity through coordinated streetscape, wayfinding, and placemaking investments in commercial districts.

Policy 3.2: Leverage Vienna's cultural and recreational assets to enhance economic development.

Strategy 3.2.1: Invest in wayfinding signage and visitor information hubs to enhance the experience for tourists.

Strategy 3.2.2: Partner with local businesses and community groups to create themed experiences and promotional initiatives, which could include streetscapes, banners, directional signage, and sponsorship opportunities.

Strategy 3.2.3: Encourage the thoughtful expansion or adaptive reuse of performance spaces, galleries, and creative venues, while considering space constraints and compatibility with surrounding uses, to diversify Vienna's cultural offerings.

Strategy 3.2.4: Leverage the W&OD Trail, in coordination with NOVA Parks, to attract the many local and regional visitors who shop and dine at Town establishments, especially at trail-oriented and trail-accessible businesses.

Policy 3.3: Recognize the W&OD Trail and partnership with NOVA Parks as a major visitor asset and economic driver by supporting trail-oriented uses and trail-accessible businesses.

Strategy 3.3.1: Strengthen physical and visual connections between the W&OD Trail and nearby commercial areas to encourage trail users to access local businesses.

Strategy 3.3.2: Encourage the development and retention of trail-oriented businesses—such as food establishments, retail, and services—that serve trail users while remaining compatible with surrounding areas.

Strategy 3.3.3: Coordinate with NOVA Parks and regional partners on wayfinding, programming, and infrastructure improvements that enhance Vienna’s role as a destination along the Trail.

Strategy 3.3.4: Work with NOVA Parks and local businesses to activate trail-adjacent areas and the Town Green as destinations for dining, retail, and cultural events, recognizing these locations as key cultural and economic anchors.



Goal 4: Foster a business-friendly environment to support a strong and diverse revenue base, which includes the meals tax revenues that fund the Town's capital improvements.

Vienna is committed to maintaining a strong and diverse economy by streamlining business processes, creating a welcoming regulatory framework, and ensuring businesses of all sizes have the support they need to thrive.

Policy 4.1: Improve the efficiency of the Town's regulatory and permitting processes.

Strategy 4.1.1: Continue to build on and improve the digital permitting system to streamline approvals and reduce processing times.

Strategy 4.1.2: Regularly review and update zoning and regulatory policies to reflect modern business needs and economic trends.

Strategy 4.1.3: Expand communication and engagement efforts to ensure business owners have clear guidance on permitting and zoning requirements.

Strategy 4.1.4: Support equitable access to business resources by engaging underrepresented entrepreneurs and providing language-accessible materials and events.

Policy 4.2: Attract and retain a diverse range of businesses to enhance economic resilience.

Strategy 4.2.1: Develop incentive programs for new businesses, including tax abatements and grants to encourage local investment.

Strategy 4.2.2: Partner with regional economic development organizations to promote Vienna as a destination for businesses and entrepreneurs.

Strategy 4.2.3: Conduct regular business climate assessments to understand market trends and proactively support business retention efforts.



Policy 4.3: Retain and strengthen Vienna's strong retail/restaurant base and preserve office space, and light industrial uses, wherever market feasible.

Strategy 4.3.1: Maintain the prohibition on ground-floor residential development facing Maple Avenue and the designated portion of Church Street within the overlay district, while periodically reevaluating this policy to ensure alignment with housing demand, market trends, and the Town's economic development goals.

Strategy 4.3.2: Develop a Small Area Plan for the Mill and Dominion area using market feasibility studies, land use assessments, and stakeholder input to identify the most appropriate commercial and light industrial uses for long-term economic success.

Strategy 4.3.3: Develop land use policies for properties that face the W&OD trail, with a focus, for certain portions of the corridor, on trail-oriented uses such as cafes, recreation services, or trail-focused retail.

Strategy 4.3.4: Study the viability of office spaces currently located in Transition zone areas to establish the highest and best commercial uses for those areas.

Strategy 4.3.5: Evaluate the Church Street Vision Overlay District incentives to ensure they reflect current development trends and market conditions, and support the corridor's long-term economic vitality, while still preserving the design vision of the district.



Goal 5: Maintain and enhance a strong corporate and employment presence in the Corporate Park sector.

The Corporate Park District is home to major employers, including Navy Federal Credit Union and the FBI's Threat Screening Center. To support its continued role as a professional and business hub, the Town will proactively address challenges such as long-term vacancies, shifting market demands, and infrastructure needs.

Policy 5.1: Support reinvestment and adaptability in the Corporate Park.

Strategy 5.1.1: Evaluate zoning regulations in the CP District to allow for light industrial, institutional, research and development, and potential innovation hub uses.

Strategy 5.1.2: Partner with major employers and property owners to understand evolving space needs and promote reinvestment in underutilized properties.



