



**REDI Board of Directors Offsite Meeting
THE IMPORANCE AND IMPACT OF PLACEMAKING**

Rockville needs a defined identity to attract businesses and workforce

MINUTES

April 30, 2022, 7:30 a.m.

VIA Zoom

Board attendees: Nikhil Bijlani, Becky Briggs, Angela Chaney, Rob DiSpirito, Marji Graf, Jennifer Hester, Kimberly Kelley, Bei Ma, Carla Merritt, Bridget Newton, Suzanne Osborn, Todd Pearson, Susan Prince, Nancy Regelin, Michael Scott, Bill Tompkins

Absent: Ahmed Ali, Richard Alvarez, Ben Anstrom, Dale Cyr, Dan Mallon, Morgan Sullivan

Other attendees:

Staff: Cindy Rivarde, Richelle Wilson, Rachele Williams, Martha Jimenez, Nestor Gavidia, Karen Kalantzis, Amanda Bosland, Thomas Squire

Other: Lori Crowe, Manisha Tewari, Ricky Barker, Kelly Groff, Cory Van Horn, Judy Rudolph

Speaker: Richard Heapes

1. Welcome - Susan Prince, Board Chair

Ms. Prince welcomed the Board and guests at 7:30 a.m., and noted that Richard Heapes a nationally recognized urban planner who co-founded Street-Works, LLC and is now with Hudson Bay Co. will set the stage in discussing the importance and impact of placemaking.

2. Review of last year's priorities and progress, Cindy Rivarde, CEO

Ms. Rivarde went through the FY 2022 Strategic Initiatives and Work Plan identifying progress made during the year. This included work done in the areas of Marketing, Business Retention/Expansion/Attraction, Workforce/Talent Alignment, and MWBC/Small Business Support. She noted that based on the headway made by Worksource Montgomery and the partnerships with MCEDC, the County, Worksource and the educational institutions, that REDI might not need to have Talent Alignment as a top priority for this next year. The Executive Committee had discussed this and also recommended a focus on the creative industries, which would include culinary and video gaming possibilities. Ms. Rivarde presented the Economic Impact of the Arts at the March

Board Meeting that outlined some of the benefits of highlighting Rockville's investment in arts and culture and enhancing the ROI and Rockville brand.

She then walked through the proposed FY 2023 Strategic Initiatives and Work Plan proposed by the MWBC Advisory Board after their three strategic planning sessions with regard to the MWBC program. They propose four key areas of focus – Programming, Communications, Rockville Market, and Operational Funding.

3. Speaker – and Discussion

Richard Heapes gave a presentation about placemaking noting that it requires looking at it both as a noun and a verb. He defines it as “The deliberate shaping of an environment to facilitate social interaction and improve a community's quality of life and value.” Successful placemaking includes enhancement of commercial value.

It is necessary for successful placemaking to both create the physical location and also to activate it so that people have activities there. He provided numerous locations that showed how the activity in a location contributes to the experience of the location and the brand. For example, Times Square in New York City includes the purchase of Broadway Tickets in addition to other activities. He provided another example of a building in Vancouver that is being redeveloped by HBC in a way that acknowledges the First Nation and has areas of the building that are meaningful to the First Nation. This honors the history as well as the spiritual and emotional connection of the people who inhabit the community and the space.

Mr. Heapes noted that it is often the best approach to start small and with a pilot project. He discussed a number of parklet projects and suggested activation like this in Rockville might be city-wide and in neighborhoods – rather than just in the Town Center. Having a public space where people can spill out from their residence creates more ownership and adoption. For example, the Santana Row project started with importing a historic chapel façade that was turned into a fountain. Another wall that had grates and colors has become one of the top locations in the world to take a selfie.

At Mizner Park, he described a need to program the outdoor space with markets and festivals to encourage people to see the space for cultural activity. This eventually transferred to leasing space to cultural entities. It is important to spend time to see what the vibe and values of the community are. When he worked in Detroit, he used the passion for sports teams to help reinvigorate the old stadium interior promenade as a shopping area. So it is important to link the noun to the verb for placemaking.

4. Breakout Sessions

The Board then engaged in three breakout sessions. Each session lasted approximately 30 minutes, and then each group reported out to the full group for five minutes.

BREAK OUT GROUPS – Person in bold is the minute taker. The pre-assigned rooms are below. Participants who were not pre-assigned were randomly assigned when the sessions commenced. Ms. Rivarde floated between groups.

TOPIC	GROUP 1	GROUP 2	GROUP 3	GROUP 4
Marketing	Jennifer Hester Carla Merritt Susan Prince Bill Tomkins Rob DiSpirito Cory Van Horn Richard Heapes	Becky Briggs Kim Kelley Bridget Newton Nancy Regelin Kelly Groff Manisha Tewari Cindy Rivarde	Michael Scott Angela Chaney Bei Ma Suzanne Osborn Lori Crowe Ricky Barker Richelle Wilson	Nikhil Bijlani Marji Graf Todd Pearson Amanda Bosland Nestor Gavidia
Business Retention, Expansion and Attraction	Suzanne Osborn Jennifer Hester Becky Briggs Michael Scott Bridget Newton Richelle Wilson	Nancy Regelin Rob DiSpirito Nikhil Bijlani Kelly Groff Richard Heapes Nestor Gavidia Lori Crowe	Kim Kelley Susan Prince Angela Chaney Cory Van Horn Manisha Tewari Amanda Bosland	Marji Graf Bill Tompkins Todd Pearson Bei Ma Carla Merritt Ricky Barker Cindy Rivarde
Creative Industries and Amenities	Bei Ma Becky Briggs Carla Merritt Rob DiSpirito Manisha Tewari Amanda Bosland	Todd Pearson Marji Graf Susan Prince Michael Scott Bridget Newton Cory Van Horn	Angela Chaney Nancy Regelin Kim Kelley Kelly Groff Richard Heapes Richelle Wilson Nestor Gavidia	Bill Tomkins Jennifer Hester Suzanne Osborn Nikhil Bijlani Lori Crowe Ricky Barker Cindy Rivarde

SUMMARIES:

The following are key points raised with regard to each topic.

Marketing

DX: We need to tell the story about how Rockville is unique and wonderful and how you can know if the people of Rockville are your tribe.

Strategy: We need to show in a positive way that Rockville is diverse, supports youth development, promotes creativity and arts and culture, and provides a healthy and environmentally sustainable lifestyle.

Discussion:

At this point in our marketing, we may want to look at our current customers and data to drill down on what audiences we are targeting. We should create targeted messaging for each

audience that we are trying to reach – and we may need to focus on one segment at a time. We need to be hyperlocal in understanding how we market our community. Our community reflects neighborhoods connected to each other and connected to Town Center – the concept of connections is important to us.

We should make sure our marketing tone is one that is inclusive and positive. We should incorporate history of the multiple communities in Rockville. It is important that we provide authentic experiences that connect with people’s passions.

We suspect that young families are a strong audience. It is important for Rockville to celebrate diversity and have experiences that are family friendly that engage all ages. Diversity is Rockville’s brand, as is a focus on young people and youth development. We might want to engage the students at the college more. We also need to rebrand Rockville’s cultural assets and leverage opportunities like Stonestreet. The focus on Town Center is important, especially as the government center. Also, a healthy lifestyle is important to Rockville citizens with opportunities for cycling and other similar activities. The city’s current rebranding project is a good opportunity to engage with citizens to further gather data and develop focus.

Some possible tactics discussed include:

- Hopscotch and chalk on Gibbs,
- a lego contest, lego store
- video/gaming competition,
- mini golf,
- partner with the Library or amplify information about their programming.
- Gibbs Street is functioning as a Restaurant Row, we could do a taste of Rockville.
- We could have farmers markets, antique markets, cultural food displays
- Public Art opportunities like digital murals
- Consider how design can connect neighborhoods and areas of the city
- Highlight African American history in Rockville
- Highlight Arts and Innovation
- Focus on food concepts
- The board should take trips to see other communities that have best practices
- Pets are also very important – have pet events

Business Retention, Expansion, Attraction

DX: People no longer move to the job; businesses are locating where the talent is.

Strategy: Provide information and resources to brokers and businesses that they need to decide to be in Rockville and help to create an environment that meets business and workforce needs.

Discussion:

Rockville has done a good job of promoting itself and has strong name cache, good infrastructure. It is known as a premier business location. The current key for businesses is where is the talent. Businesses now go where the talent is, not the other way around. Therefore, it is important to create an environment that is where people want to be. The top issues for businesses are 1) talent pool, 2) quality of life, 3) business climate. Employees are going to work because of amenities post pandemic. Employees are also concerned about their families and pets, and want flexibility.

We should double down on life sciences, especially since we have the Boston Properties 31 acre project.

Housing is a regional issue that all entities need to be working on as it is critical to attracting talent. "A residential unit is where a job goes to sleep." Also the Amazon headquarters attraction competition showed us the importance of education as an attractor. The majority of the decision was based on educational opportunities, and most of that on K-12 education.

Expansion is more important than attracting new jobs. We need to focus on existing businesses.

Possible Tactics:

- It would be helpful to have a survey from residents about the quality of life and what is desired.
- What amenities do businesses need?
- More greenery in Town Center/create more green spaces
- Have food trucks
- Bike Pathways to connect the city
- Create multipurpose experiential spaces
- Leverage City resident survey to find areas that could be improved for residents
- Open up the Visarts rooftop for lunchtime
- Have conversations with healthcare businesses to see what they want and what drives them to come to Rockville
- Create specialized schools – support STEM/STEAM
- Engage the schools – have more business involvement like junior achievement
- Redgate needs to be developed so there is ability to have music
- We need an assessment of what housing is needed
- There should be more outdoor seating for restaurants
- Could vacant office space be converted to school or education use
- Work with the City to revamp the ordinances to make Rockville competitive for annexation and business attraction
- Find ways to promote environmental sustainability

Creative Industries and Amenities

DX:. Workers are moving to locations that have a desirable quality of life and amenities.

Strategy: Rockville needs to promote and help develop amenities and the quality of life that attracts workers, keeping in mind that effective placemaking includes more than the physical experience, but also engagement. We want to be a community that thrives on thought and collaboration – Not just physical amenities.

Discussion:

Curiosity connects. We need to create a place for citizens to be creative. We need to fully catalogue the assets of Rockville in order to entice workforce. REDI should be a connector for all the things that are available.

We need to have kid friendly welcoming areas for play as in gardens/parks that also have activities for all family members.

Technology and gaming are a unique creative activity that happens in Rockville. We could leverage this with creating a gaming hub.

Family and personal self-care are post-pandemic priorities (as well as pets). We could emphasize those opportunities. The focus is now on the individual – not as much on the companies.

Business partners that are now needed focus on environmental sustainability, DEI, social responsibility – we want to have immersion in these ideals. We are close to DC and can leverage a lot of engagement and assets there.

Incubators are very important to emerging and growing businesses as well as innovation, so we should continue to support them.

Possible Tactics:

- Photo competition – photos of Rockville and the community
- Art themed cafes
- Video game/lab competition
- Film Festival
- Encourage filming in Rockville
- Have pop up kitchens and stages
- Video gaming competition
- Promote technology launches and companies
- Create itineraries for families with activities for kids
- Music/bands/symphonies
- Pet resources
- Personal health and well-being/promote mental health

- Engage with community to support community non-profits by partnering for a love your cities program
- Leverage the idea of heart connection or another symbol to have art contests
- Support bikeways
- Incubate creative industry businesses

The meeting adjourned at: 12:02 p.m.

DETAILED NOTES:

MARKETING

Group 1

Group 2

We discussed...

How important it is for REDI to

- stay focused –
- start small –
- prioritize our marketing efforts–
- be extremely clear about our messaging
- define our target and stakeholders and know how to talk to them
- consider micro events, test our projects better and engage small focus groups
- young families/children needed more attention

The mayor mentioned there are closer to 72K residents though census shows only 68K. She said the city and it's partners need to get out of the weeds...projects fall short too often - she hopes to rebrand Arts/Culture and work on areas like Stonestreet and Lincoln Park. She agrees we don't tell Rockville's story well enough. (We all agreed that little things can tell our story) Big emphasis on starting small.

- She would like to see a Lego store in Town Center...others thought it would be too expensive...but we should get creative about kids building with Lego's and try to make something in that vein happen. Manisha mentioned Hop Scotch, roller rink, building family community, off street art, engage 3rd graders.
- Engage diverse interests – possibly do small focus groups
- Consider doing a digital mural
- College students and millennials are being left out...how do we get them involved
- Work closer with the library

BTW – Richard Heapes was great!

Idea...

In thinking about the ***Heart of the City and getting kids involved and the community I was thinking we could***

- Have a competition where anyone can submit their ***Heart*** art and the selected piece would become the logo/graphic for the Rockville ***Heart of the City*** theme...(Possibly artists from Rockville are the judges)
- Have a big celebration in Town Center announcing the winner
- Have flags made with the heart design and placed around Rockville Town Center
- Then all the other art submitted could be auctioned off throughout the day in Rockville Town Center and the proceeds would go to creating a fund where the city gives back to the community in some way...
 - maybe starting a fund for some of our underserved residents
 - or creating an art program for kids,etc... yady, yady, yady... I am sure you get where I am going.

Then each year we do events which tie this theme together and get the restaurants and shop owners involved.

Maybe sell hats and shirts and bags with the heart and all sales go to the fund to continue marketing and supporting the Heart theme.

Group 3

Group members: Bei, Lori, Martha, Suzanne, Richelle, Ricky

- Lori – via mini-golf conversation, Spartanburg, SC reinventing, differentiating itself from Greenville. Branded around being a cycling town.
- Ricky & Bei raised the desire to do trips to spaces
- Bei: farmers market, craft stores, cultural food displays
- Three words to describe Rockville:
 1. Healthcare
 2. Meeting of the Minds (Government, and Legal)
 3. Diversity (Ethnoracial, Expansiveness of the city and different neighborhood types)

- Group consensus: Design a way to connect neighborhoods, and parks

Group 4

Here is a summary of our conversation

1. We have to work on exploring and really detailing what makes Rockville different and unique as we look to market to businesses and residents, something that attracts people who may not go to Pike and Rose, Crown etc. or get pulled away from those areas-ideas and thoughts included drawing attention to its diversity and historical buildings, eclectic dining scene that is locally owned etc.
2. Feedback from residents and having data that can be leveraged to make decisions is key
3. We talked about celebrating festivals that are unique to the diverse culture in Rockville like a food festival
4. Creating awareness around what the city has to offer and all of its available resources is important.
5. Life Blood is People
6. Pets are Important

BUSINESS RETENTION, EXPANSION, ATTRACTION

Group 1

Group 2

Business Attraction, Retention, Expansion Breakout Notes April 30, 2022

Group 2 - Nikhil, Rob, Nancy, Kelly, Richard

Identify Key Challenges for success for Attraction, Retention, Expansion:

1. Supportive Business Climate
2. Employment Base/Talent Pool
3. Quality of Life
4. Resources

Know Thyself – obtain data and insights to answer these questions:

1. Business Climate - what are the barriers to locating and expanding here, why are we competitive or not competitive location, what keeps business here? What keeps businesses here? Why Rockville? Use the Business Survey – make sure the questions dig deep enough to provide data and insight to let REDI have a foundational understanding to create the right tactics that talk to the information companies need to know to make location decisions, to come, stay and expand. Message in a new way “Why Rockville”

2. Employment Base/Talent Attraction to live in Rockville – ties into next challenge
3. Quality of Life – Define what “quality of life” means within the identity of the Rockville residents; continue to build out Explore Rockville website, support City Budget for Downtown Business Liaison staff, and Cultural, Historical, Arts staff. Do periodic” Pulse of the People” grassroots informal surveys at events to find out why People love their City and what specifically they like to do here or can’t find here
4. Resources – keep up with info on the Resources ecosystem in Rockville

City Brand identity – ask what Rockville is and what Rockville isn’t – insights like “we’re not Bethesda”, “Not Austin”, etc. Look at the Knights Foundation research on why people love where they live.

When we understand who lives here and their interests (history, sports, tech, gaming, family activities, biking, gardening, beer drinking, dance, acting, etc) then Redi should push City and encourage/support other organizations to put on events that meet needs and showcase our City in a way that we can use for economic development, and then REDI should message about these events to various target audiences so people see Rockville through the lens of these types of events.

For example, if we want to attract a resident base (ie - talent pool) that has tech skills, promote different gaming events at various age levels – so REDI messaging is all about how the residents have tech skills starting young, and the City is supporting/encouraging tech skills of people who can be employed.

Group 3

Notes REDI Board

Break-Out Session: Business Retention, Expansion and Attraction

Highlight: Focus on amenities

Highlight: Focus on the workers and corporate headquarters will come...

Highlight: Focus on the workers for large employers (e.g., Google) and become the place to live. The next Silicon Valley?

Highlight: Indoor farming – address climate change

Life Sciences – the entire County is focused on this. It’s a collaboration scenario for REDI. Rockville is somewhat of a “hub” for life sciences. Difficult to find trained workers will be critical to retaining these companies. Focus on marketing efforts because we are near to the life sciences center. Gaithersburg is successful in attracting biotechnology and lab space. These spaces are very isolated; however, they’re not near/integrated with anything. Creating connections to the bio-tech businesses could be an area of focus – creating a more cohesive community for the life sciences? Is that a question for the upcoming REDI survey?

Consortium of labs agreement. Federal labs are here but REDI hasn't yet promoted those so businesses are aware of the lab space available right now.

Attraction

Families are a huge issue for attraction and retention

Companies have more space than they need, hiring across the country, the hiring landscape has changed and has gone national/global.

Hybrid workers is the new normal.

The tax situation with remote workers means that it affects the tax base for Rockville. Companies must file for every state where they have workers too.

Companies in Rockville that are growing, does REDI need to track that since it's a changed landscape?

Technology is rapidly evolving, in-person offices will be rarer.

Need to consider climate change and how that affects how we think about space usage changes

Indoor farming will be a consideration to address climate change issues. Needs to happen now.

Attract the employees to live in Rockville rather than the companies to live here. Retain the workers locally, for Google, as an example.

Cost here is much cheaper than San Francisco or Silicon Valley.

Resort type company to get someone to come to Rockville.

The City has funding to attract businesses to Town Center or other locations. Not just corporate and can include restaurants or resorts that are a destination.

Multi-purpose space, a concert space.

Public market that is a multi-purpose space, can convert into a wedding venue. Local colleges hospitality program is involved.

Crossvines – multi-purpose experiential space. Grape crushing facility. Event venue, a restaurant near Poolesville. A gateway to agri-business.

<https://apps.montgomerycountymd.gov/BASISCAPITAL/Common/Project.aspx?ID=P391801>

Repurpose current space to new uses – such as indoor farming.

An idea for Stone Street: [Grand Rapids Downtown Market Generated \\$31 Million in New Economic Activity for Kent County in 2017 | Latest News | Grand Rapids Downtown Market \(downtownmarketgr.com\)](#). Served as a central point and there was building around it. Do a fund raiser for a similar initiative. A good model for what could be in the future.

Another idea is the common kitchen: <https://thecommonkitchen.com/>

Another example is in Pittsburgh, PA. Federal Gallery. It's an opportunity for people to test out concepts. It's a constant flow of new development. <https://www.federalgalley.org/>

Attract different quality of life initiatives. Think beyond traditional economic development ideas such as corporate headquarters. Employers are looking for amenities.

The city could focus on amenities to attract big corporations to the location. Rockville can't compete with funding for companies. However, Rockville can compete on the playing field of amenities, brings the workforce here, brings the corporate headquarters subsequently.

Looking at the Rockville amenities with new eyes. Rockville Civic Center as an example. What's the "draw" we're completely missing. Grand Rapids has an incubator kitchen, for example.

There are two incubators in Rockville, The Pike Kitchen and The Spot. We could collaborate with them more systematically. It's an opportunity and it's in our backyard.

Retention

Millennials are now 40 so they have children, and they need housing for those families. Switching from offices to home and offices are reducing their footprint so that needs to be addressed for retention.

How do you retain the support businesses when the workers can't afford to live locally.

Support businesses have been hurting because of the remote work. People are going close to their homes rather than near their office.

Indoor farming.

Expansion

Attract the employees to live in Rockville rather than the companies to live here. Retain the workers locally, for Google, as an example.

Converting office space to housing for service workers, students, teachers, nurses, and firefighters.

Group 4

REDI – Business Retention, Expansion & Attraction

#1 now – talent, housing, education

Rockville is competitive (within City limits or not)

Twin Brook

Continue to market what we have

How attract more jobs across region (Boston Properties)

Rockville is the premiere place for business and investment

Comp Plan – talent & housing

"Housing is where a job goes home to sleep"

Housing partnerships – end of May

Housing by zip code – today's Washington Post

Regional issue – housing Thrive 250 plan

How county is zoned

What we have is competitive

Businesses are locating where talent is.

Need: **Diversity of housing across all income levels.**

Tough market – restaurants are not open for lunch. No help

Massive investment, partnership Fed, State level. Infrastructure changes. **Everyone needs to be investors and work together toward our common goal.**

Amazon project for example on Virginia side. 70% of the rfp was interested in K-12 education/schools

Need: **Placemaking and partnering to get things done**

Ricky – housing & drain of City resources (investment attracting businesses)

Todds project – value tax base. Need facts and statistics for partnerships

#1 business expense is employees. How can I attract employees? How do we get employees back to the office: Amenities; Gyms, outdoor spaces, food trucks, breweries on Fridays?
To lure employees back, take hurdles away. Ie. Regulations on outdoor seating.

Bringing talent – how much housing do we need? Change perception housing is bad.

Education – high school, middle school

Little things make a big difference. Ie Bethesda; 2 tallest buildings – wrong side of Wisconsin Avenue – people won't walk across the street. Little things like that can knock you off any site selection.

Question becomes how do we keep employees and make them happy?

Choice Hotels had big issue with parking garage – **not being safe** for employees.

Ricky – University of Shade Grove – City annexation metro station

Shape housing

WMATA – riders, talent

Todd said look at the wharf in DC. 30-40% is affordable housing. It's a major economic development feature to the City.

Ricky – Redgate – invite Symphony – sense of place. Office park next door – less complaints about noise.

Atlanta Brave stadium – housing was built around that. Key is to having a mix.

To bring employees back to office – offer **flexibility and open to try new things.**

Prince George county – leading way for affordable homes. 30-40% are moving out there. Federal govt moving out there and the restaurants /businesses will follow.

Site selectors are looking for infrastructure and talent. Rockville has the benefit of being in the region.
Claim University of MD

Montgomery county regulations – ease of quick turnaround process.

We don't have much land left - Can't locate data sciences for instance.

Redgate turn into industrial park?

Expansion is more important than attraction.

City needs close alliances with State, County , Commerce & MCEDC. Which it is currently doing.

CREATIVE INDUSTRIES AND AMENITIES

Group 1

Group 2

From Michael Scott:

I wanted to share two (2) organizations that have shaped my understanding of future-thinking, responsible urban design. Many themes that we discuss and support as a group are captured articulately in the published content of these organizations.

- [Not Just Bikes](#) - Stories of great urban planning and urban experiences from Amsterdam and the Netherlands.
- [Strong Towns](#) - For those passionate about the future of America's towns and neighborhoods. Our mission is to support a model of development that allows America's cities, towns and neighborhoods to become financially strong and resilient.
 - Recently featured in CNBC's April 6 video, [How To Make The Suburbs More Affordable](#)

Group 3

Creative Industries & Amenities

Discuss before about amenities

Incubators

Pop up or semi-permanent markets

Resort of some kind – destination – consider land use restrictions – change idea of traditional resorts – what do we have resources for? Ex buildings convert to gamers

Zenimax digital world science centers – digital – artscape in Baltimore – cultural side = gamers

City of Rockville could be primed for gaming hub of east coast – great foundation to build on that – would be unique

What is the creative class – what else beyond just the traditional – expand what is the creative class

Attracts businesses

Start small – maybe start with pop ups and then build on that

Who can we partner with – ex Montgomery county can code – educational, fun and already supported

Start as regional hub

Start small see what you can attract

Could do tournaments, etc.

Get Zenimax and others to participate – talent pools for them – pipelines get the college and public schools to participate

Be at forefront of metaverse – think about the libraries and what could be utilized – library at town square

Could make a package deal – create a sense of direction – itinerary – how to spend the day and use amenities – could be day to night – could also have move to different locations so not all at just one location

Regional event to lead up to the national events

Be on our website – news of launches – technology launches

We could be an innovation hub – we can get that education out and - technology, bio tech, etc.

We should consider the definition of the creative class and what can we collaborate with to bring activities to Rockville to try them out and see what works well/what works best?

Rockville is entrepreneurial hub – known as a petri dish of entrepreneurial – seeds – creativity and innovation – wider net than just the creative arts

Indepth thought process as to what it means

Technology plus art – may be key concept

Families and parents – looking for things to do with kids – would be great to have collaborative playgrounds – kids play parents get coffee, lunch, etc. – could have kid friendly art activities – could be pop ups – paths and places to sit – ponies, gardening, - manage to bring in family friendly and adult friendly – food trucks – bring it to the garden – potential ideas to make park the destination

Group 4

AMENITIES: location based, physical and virtual

All the groups are talking about amenities. This is what talent wants employers to focus on. There is a lot to do here as the city is bringing on an arts person.

Opportunity to bring a story together. A lot of city investments in amenities and the arts.

What do businesses need? Combine community resources with businesses and leverage unused business spaces to develop amenities. Repurpose space to provide amenities. Be **flexible** and creative.

Provide convenience at the office. Amenities attract workers

Types of amenities: food trucks, after work activities, creating a purpose to be at work.

Don't forget about the popularity of pets and pet amenities.

Aftercare and daycare!

Environmental changes/ culture changes

Make family and personal care a priority!

Do stay interviews! What do they want/need?

Be realistic about what the outcomes may be.

Competition for employees; need to be flexible about location

Business partners have changed; which businesses are we catering to and why? Do we need to refocus our efforts on different types of businesses?

DEI, social responsibility are also new areas of focus.

Physical and **virtual** amenities.

The right environment: what environment/community atmosphere does Rockville provide?

Collaboration!

Again, flexibility; get out of the box in terms of thinking!