



Capital Strategy
and Planning

Mixed-Use Retail Corridor Strategy Plan

FCCAB Update

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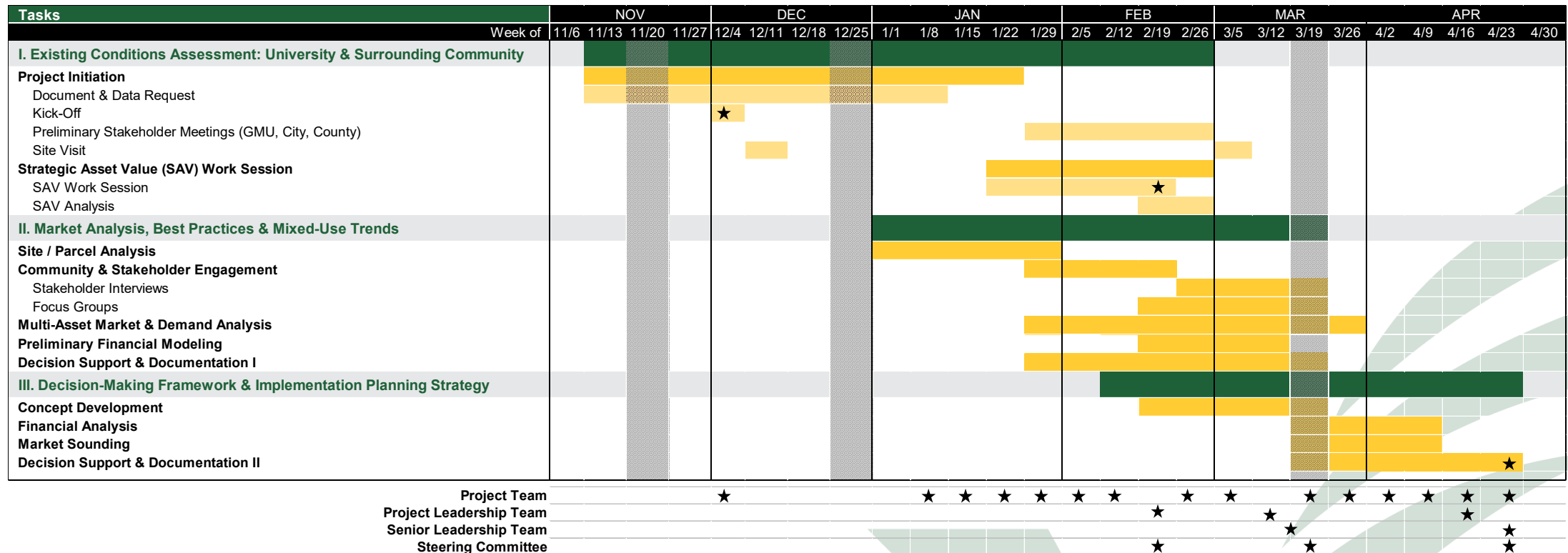
Project Overview

FAIRFAX CAMPUS & PROJECT STUDY AREA



Project Overview

Schedule



Stakeholder Interview Outcomes

Key Themes



Financial Considerations

- Address **faculty / staff housing** affordability
- Preserve GMU's **credit rating** & minimize impact to **debt capacity**



Student Experience & Campus Life

- Identify **private partners** to promote experiential learning & applied research
- Reposition campus as a **destination**
- Transform non-campus core into **vibrant hubs**
- Ensure an active campus **year-round**
- Enhance commuter student & visitor **engagement on campus**
- Cultivate the Mason **community & brand**



Asset-Specific Recommendations

- Reposition campus **retail** to be both **GMU & community-facing**
- Increase capacity to host / accommodate **conferences & events**
- Increase investment in campus **Athletics facilities**
- Explore community & competitive **athletic uses for Shirley Gate**



Mobility Concerns

- Change attitudes / behaviors around **campus parking**
- Increase **connectivity within & extending from campus**
- Increase access to other **transit modes**

GMU Stakeholder Interviews Conducted to Date

- › **Athletics**
- › **City / County of Fairfax**
- › **Facilities & Campus Planning**
- › **Fiscal Services**
- › **Office of the Provost**
- › **Operations & Business Services**
- › **Strategic Initiatives & Office of the President**
- › **University Life**
- › **Major League Cricket**
- › **Advancement & Alumni Relations***
- › **University Branding***
- › **Additional City / County Discussions***

* Upcoming

Stakeholder Interview Outcomes

Key Commentaries

- ✓ Reposition campus as a destination
- ✓ Transform non-campus core into vibrant hubs
- ✓ Enhance commuter Student & Visitor engagement on campus
- ✓ Cultivate the Mason community & brand
- ✓ Change attitudes / behaviors around campus parking
- ✓ Increase connectivity within & extending from campus
- ✓ Increase access to other transit modes

Strategic Asset Value Work Session

Educational Outcomes

Institutional Growth
Faculty / Staff Recruitment
Campus Extension
Experiential Learning

Enrollment Management

Institutional Profile
Campus / Community Integration
Institutional Presence in Community
Campus Gateway

Campus Community

Visitor Experience Management
Retail & Services
Student Housing Market
Faculty / Staff Housing Market
Common Social Experience
Campus Interaction with Community

Financial Performance

Revenue Generation
Alumni Support & Engagement
Donor Support & Engagement
Risk Tolerance
Balance Sheet Management

Environmental Sustainability

Sustainable Design & Operations

SAV Work Session CAMPUS EDGE MIXED-USE



CAMPUS COMMUNITY

Common Social Experience

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- Campus edge amenities are:
 - Transactional places.
 - Not seen as central community-building spaces.

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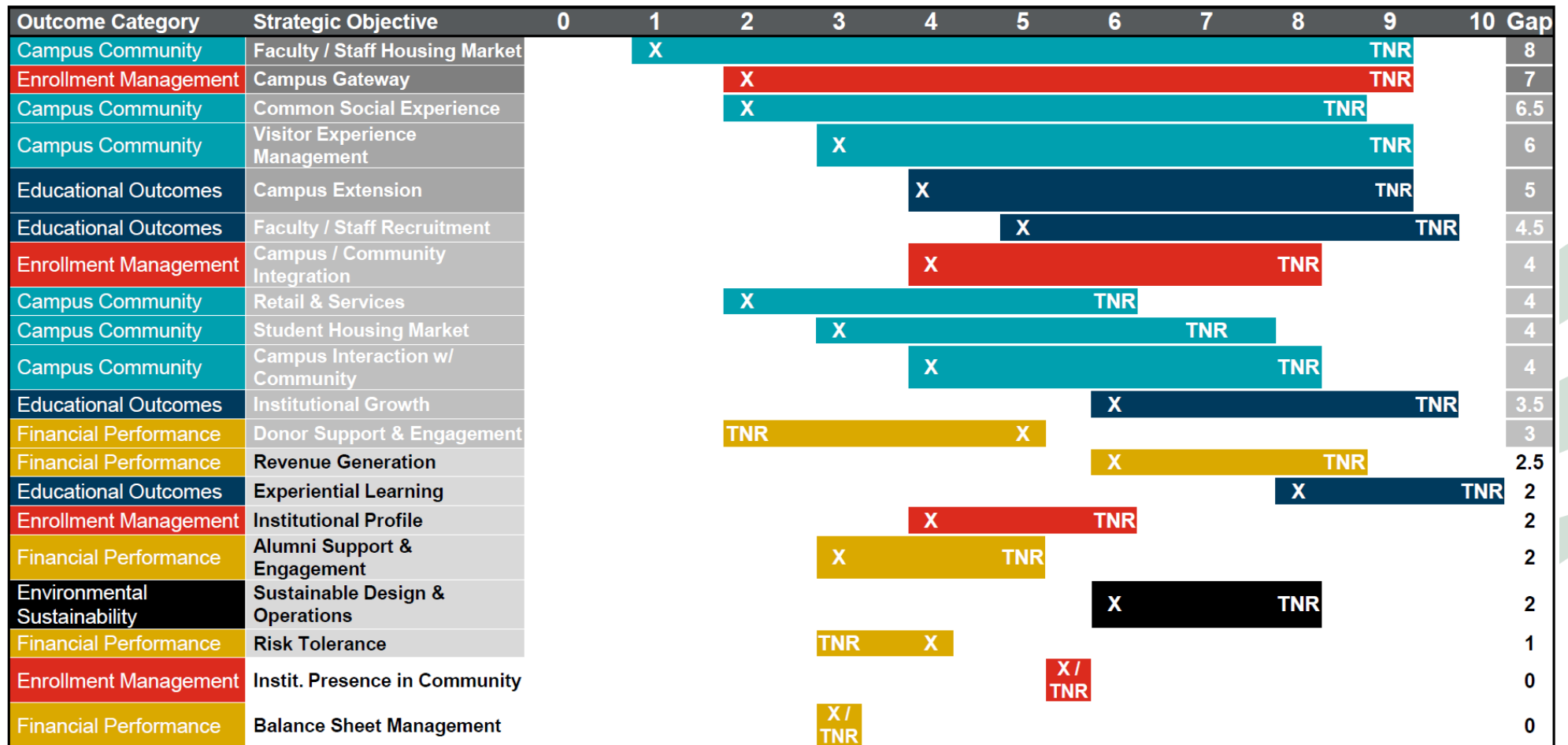
- Campus edge amenities are:
 - Leveraged as primary tool to create / strengthen campus community relationships.



BRAILSFORD & DUNLAVEY / GEORGE MASON UNIVERSITY





Strategic Asset Value Results

Gap Analysis



Strategic Asset Value Story

Project Criteria

 LOCATION & SCALE OF DEVELOPMENT	 TARGET MARKET SEGMENTS	 OUTCOME DRIVERS & PROGRAMMATIC COMPONENTS	 INSTITUTIONAL WILL & FINANCIAL PARTICIPATION
<ul style="list-style-type: none"> › Mason must be intentional in creating a campus edge ecosystem that optimizes and successfully leverages its underutilized assets at a scale that is responsive to campus and community need while supporting institutional growth and diversity. › Mason must develop a well-defined gateway to communicate its presence and commitment to its mission; strengthen its brand; enhance quality of life; and bridge campus with the surrounding community. › Mason must promote multi-modal connections on campus and at the campus edge that: <ul style="list-style-type: none"> + promote walkability within, to, and from campus, + change behaviors with respect to parking on campus, + lessen a perception of physical isolation, and + advance shared City / County / University planning objectives. 	<ul style="list-style-type: none"> › Campus edge assets should support a greater level of on-campus activity to enhance the Mason experience for and foster relationship-building among current and future: <ul style="list-style-type: none"> + students, + faculty / staff, + alumni, + prospective students, + community members, and + visitors. 	<ul style="list-style-type: none"> › The campus edge must establish a cohesive destination of complementary mixed uses for university and community members that creates a sense of place and impresses a memorable experience. › Campus edge spaces should increase Mason's capacity to diversify opportunities for hosting events (i.e. conferences, summer camps) and other large-scale university / public activities that promote lifelong connections with Mason. › Campus edge amenities should appeal to faculty and staff to attract a residential population that reinforces a complete neighborhood. › Campus edge programming must contribute to Mason's university-wide strategic initiatives and campuswide living-learning environment by incorporating on-campus experiential learning opportunities that directly and indirectly support academic programs. 	<ul style="list-style-type: none"> › Mason must deliver on institutional need while minimizing impact to debt capacity. › Mason should also pursue strategic financial opportunities to: <ul style="list-style-type: none"> + diversify revenue sources, + maintain affordability of student and faculty / staff amenities, + leverage external partnerships and funding sources, and + ensure self-sustaining operations. › Mason should invest in environmentally sustainable design and operations to advance Fairfax campus planning objectives to the extent that it can ensure financial viability of lifecycle costs.

Mixed- Use Market Analysis

Leakage & Gap Analysis



Housing



Retail



Hotel



Entertainment



Office



Event /
Conference



Athletic

Next Steps

1. Refine Strategic Criteria
2. Complete Stakeholder Interviews
3. Conduct Focus Groups
4. Advance Market Analysis
5. Develop Decision Making Framework & Implementation Strategy



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