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Executive Summary

McLean Community Center (MCC) engaged AMS Planning & Research (AMS) in the Fall of 2021 to partner with the organization to create a five-year strategic plan. Active participants included the MCC Governing Board and staff, with notably robust community participation.

The original impetus for strategic planning was the desire to better align the organization with a future vision as it approached its 50th anniversary celebration in 2025. In an environment where the COVID-19 pandemic, changing cultural environment and new County policies created pressure to grow and change, the Governing Board, Executive Director and staff were eager to innovate and provide new programming to serve the community.

Planning Process & Priorities

Community input was a significant priority throughout the planning process. Following an assessment of current conditions to date, AMS met individually with Governing Board members, staff and Fairfax County representatives. Three public input sessions were held (each in person and virtually) and a community survey was issued which received 786 respondents, 78% of which were from Small District 1A-Dranesville. Throughout the process Fairfax County’s Strategic Plan, One Fairfax, and Community-wide Energy and Climate Action Plan (CECAP) were consulted for alignment. The final plan draft was posted on the MCC website with a scan code linked to a survey for additional feedback after which there was a final dedicated public input meeting following a 30-day period.

Exemplar Learnings

To further inform the inputs, AMS researched best practice from four centers selected to shine a light on the ways community agencies serve their constituencies. Each entity has a role as a performance venue operator, and services a culturally diverse, affluent community.
The Reston Community Center, located a short distance from McLean, is an often thought-of peer of MCC. RCC has long prioritized initiatives that showcase excellence. Additionally, RCC’s longstanding practice of soliciting public input positions the organization to be highly visible in civic dialogue.

The Rosen Jewish Community Center in Orange County, Florida, is presently engaged in a far-reaching effort to redefine the “town square” through its programming and partnerships. The Rosen JCC has pursued an ambitious agenda of being relevant to a diverse, growing community. Formal partnerships have created pathways to invite distinct populations.

The Sunnyvale Community Center, in Santa Clara County, California, is situated in one of the nation’s most affluent and diverse regions. Like McLean, Sunnyvale Community Center is vibrant with important government, industry and educational institutions. The Community Center has a practice of coordination with Parks and Recreation, Transportation, the Library and other city units. In addition, the Community Center is the home of long running and newly established programs to welcome all of Sunnyvale’s communities.

The Irving Arts Center in Dallas County, Texas is the home of ten resident performing arts companies and multiple art exhibitions annually. A robust civic institution funded by substantial hotel and motel tax revenue, the Arts Center provides a wide range of programs, servicing people of all ages with both “hands-on” and more passive offerings. The Arts Center has strategic affiliations with leading institutions, including several industry and civic associations in the Dallas metroplex, and reaching as far as the Smithsonian Institution.
McLean Community Center Strategic Plan

Purpose, Vision, Mission and Values

Purpose
The purpose of the McLean Community Center is to provide a sense of community for residents of Small District 1A-Dranesville.

Vision
McLean Community Center generates inspiration, creativity and connection in McLean and its communities.

Mission
The mission of the McLean Community Center is to provide access to inspirational arts and cultural experiences, learning, civic, recreational and social activities in an inviting and equitable manner for all Small District 1A-Dranesville residents.

Values
- **Equity** – ensuring all the diverse voices in our community are heard respectfully and served equitably
- **Innovation** – embracing the discovery of the new, the bold, the unexpected
- **Responsiveness** – providing the best experience and service for all with whom we interact
- **Sustainability** – stewarding our resources toward the long-term health of our community, our environment, and our institution
- **Transparency** – cultivating an atmosphere of trust and sharing our successes and challenges
- **Joy** – bringing transformative inspiration to all the people of our community
Goals, Objectives and Strategies

Goal 1: Be visible

Make our buildings, programming, and activities visible and accessible to people of diverse economic, social and cultural backgrounds.

AMS received consistent feedback from stakeholders regarding the importance of greater community visibility. When tested through the community survey, the Center’s lack of visibility was apparent. Barely half of respondents strongly agreed or agreed that the McLean Community Center “is very visible in the community.”

Objectives

- Expand MCC’s community footprint, including digital presence.
- Become more embedded within our community.

Strategies

1. Use social media and digital resources to broaden, deepen, and diversify our reach.
2. Make the MCC and the Old Firehouse Teen Center (OFTC) easier to find.
3. Engage local community enterprises (e.g., real estate, restaurants).

Goal 2: Welcome all of McLean and its global community

Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.

Fairfax County, McLean and Small District 1A-Dranesville are all rapidly changing. Both the community input sessions and the community survey underscored the desire for broad access and programs of interest to all of Small District 1A-Dranesville residents.

Objectives
• Continue to enable/promote inclusiveness in programming.
• Explore alternative programs and ideas to make the MCC a more welcoming community center.

Strategies

1. Identify and prioritize distinct McLean communities to engage, and to generate interest in programming
2. Revamp course registration and website features to help users find offerings in multiple locations.
3. Develop / expand existing programming that helps people make new social connections.
4. Explore weekend game programming at the OFC.
5. Explore and invest in amenities to encourage longer and more comfortable visits.

Goal 3: Invite discovery

Provide opportunities to learn for people of all ages, interests, abilities and backgrounds.

- Strengthened opportunities for education and learning for all ages emerged early on and was a major theme of the first community input session. Technology, job-skills, environmental sustainability, a makerspace and lectures on topics of regional interest topped the list of many suggestions.

Objectives

• Encourage residents of the McLean district and wider area to come into MCC/OFC for engagement with contemporary activities and issues.
• Fill gaps in programming in the region (e.g., tech learning for different age groups, makerspaces, structured “one-off” volunteer opportunities).

Strategies

1. Commit to more and deeper partnerships.
2. Foster habits of generosity in our community.
3. Respond to topical concerns in McLean and the region through our programming.
4. Explore investments to support learning in programming and through partnerships.
5. Nurture intergenerational connections.

Goal 4: Showcase excellence

*Deliver excellent programming in an operationally innovative fashion.*

The top priority for survey respondents is that MCC serve as “a source of pride for Fairfax County.” Further, the internal alignment survey tested fourteen attributes which may define future success for MCC. Quality of content ranked high for all discrete demographics.

Objectives

- Provide innovative program offerings, responding to documented needs in our community.
- Expand delivery methods for program offerings.
- Refine and consolidate our evaluation processes.
- Create a shared definition of "excellence."

Strategies

1. Craft a definition of “excellence” that aligns with the MCC’s purpose, vision and mission.
2. Reimagine evaluation practices to increase transparency and evaluate performance around programming.
3. Research new ways to deliver programs.
4. Align staff capacity with desired programmatic outcomes.
5. Encourage bold risk taking with permission to fail.

Goal 5: Model Sustainability

*Represent the utmost integrity in our use of financial, physical, environmental, human, leadership and other resources.*
Goal 5 focuses on sustainability and resilience across the MCC from human resources and fiscal management to the built and natural environment surrounding the Center. Public input strongly focused on the opportunity to strengthen community embrace of sustainable practices and provide educational and engagement opportunities for the staff, vendors, and residents. Stakeholders also stressed the desire to make the physical facilities more efficient and to reduce waste.

As it relates to financial and physical resources, recent renovations followed by the operating challenges of pandemic have significantly reduced the reserves from which MCC can draw to address critical maintenance issues. The plan recommends clear and transparent financial planning and targets to address both the aspirations of the strategic plan, anticipated capital needs, and reserves to mitigate against unexpected occurrences.

Objectives

- Ensure positive and satisfying governance and employee experience.
- Steward our financial resources.
- Make our operations more sustainable, as a model for the community.
- Increase awareness of sustainable practices in the McLean community and create an education platform in partnership with others.

Strategies

1. Embrace best governance practice.
2. Clarify and document MCC’s relationships with partner organizations.
3. Develop and implement a matrix staffing and accountability model.
4. Explore ways to diversify MCC’s revenue mix.
5. Integrate One Fairfax initiatives and principles throughout the MCC/OFC.
6. Integrate the Fairfax County Sustainability Vision throughout the MCC/OFC.
7. Provide learning opportunities about environmental sustainability for McLean residents, MCC users, Governing Board and staff.
8. Lead by example by reducing the overall environmental impact of our facilities. (e.g., energy efficiency, waste reduction, conservation, etc.).

Institutional Impacts and Evaluation

Board and staff prioritized plan strategies and the relative degree of financial investment required was assessed. By aligning strategy importance against required investment, a cost / benefit assessment was conducted. Plan-specific evaluation metrics were developed to be monitored throughout plan implementation. In addition, the Cultural and Recreational Opportunities section of its Strategic Plan (fairfaxcounty.gov) has metrics that will be rolled up into the County annual report. Additional public input will inform the prioritization process for specific strategy implementation.
Background

McLean Community Center engaged AMS Planning & Research (AMS) in the Fall of 2021 to partner with the organization to create a five-year strategic plan. Active participants included the MCC Governing Board and staff, with notably robust community participation. The plan was developed during a time of significant change in the arts, recreation and cultural environment both due to the impact of the COVID-19 pandemic as well as overt calls for equity and social justice throughout the United States. Further, the McLean Community Center had recently experienced significant change including a newly refurbished facility, new executive leadership, COVID-19 pivots, and rapid area development.

Fairfax County mirrors many places in the country where there is significant political discourse and diversity of opinion. This caused robust debate during the planning process where public comment was regularly invited. Many points of view were heard, and the goals and strategies of the plan reflect a majority of the input that was received.

A plan which is truly reflective of the community in which it lives requires considerable effort to convene, connect and share. AMS expresses its appreciation to the MCC Governing Board for its assistance in reaching the many constituents and partners of MCC (i.e., Friends of MCC, McLean Citizens Association, McLean Project for the Arts, McLean Public Library, etc.). Further AMS recognizes and appreciates the staff team leads who convened and coordinated internal work groups: Andrew Carter, Katie Fedora, Aaron Greene, Justin King, Holly Novak, and Danielle Van Hook. Additionally, we express gratitude to Sabrina Anwah, Ashok Karra, Daniel Singh and notably Holly Novak for their considerable time and efforts to provide input and disseminate information on behalf of the process. Finally, we express gratitude to County Supervisor John Foust and Deputy County Executive Christopher Leonard as well as their staff members for
taking time to meet with us and provide feedback throughout the process to ensure alignment and embrace alongside Fairfax County priorities.  

**Historical Context**  
The McLean Community Center (MCC) was built and is funded by residents of McLean for their use through a real estate tax surcharge resulting from a 1970 bond referendum (Small District 1A-Dranesville). Conceived as a hub for McLean residents to convene and connect, its historical mandate has been to serve all of Small District 1A-Dranesville residents through cultural arts events, recreation activities, civic engagement and educational opportunities.  

The MCC has enjoyed robust volunteer support from inception. In 1984 Fairfax County and the Community Center entered a Memorandum of Understanding (MOU) to clarify and codify roles and responsibilities between the County, Center staff, and the MCC Governing Board. This MOU has informed the Governing Board's policies and strategy since that time.  

The Governing Board focused on facility needs culminating in a five year +/- $8 million renovation of the $40M Ingleside Ave facility completed in 2017. After eight months of operations following renovation, the Center’s doors were closed once again due to the COVID-19 pandemic. A new Executive Director took office in April 2021.  

**Planning Environment**  
The original impetus for strategic planning was the desire to better align the organization with a future vision as it approached its 50th anniversary celebration in 2025. Further, the COVID-19 pandemic changed the operating and leadership rhythm of the Center, as did a changing cultural environment affecting American society and a diverse and engaged Governing Board. Finally, new county priorities include significant

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1 Appendix A details MCC Strategic Plan alignment with Fairfax County Strategic Plan.  

2 The history of McLean Community Center can be found in Appendix B.
diversity and sustainability/climate initiatives. This new environment created pressure to grow and change. Both the Governing Board and the Executive Director were eager to innovate and provide new programming to serve the community as it emerged from the pandemic. Further, some perception that internal culture had not allowed for freedom to innovate, experiment, or fail at these attempts led to tensions at the onset of the planning process.

In this context, Board and staff collectively embraced the opportunity to reflect on the center's place in McLean's rich civic history and cultural context while reimagining how to serve the growing community in the years ahead. The McLean Community Center has a far-reaching mandate and prominent place in McLean life, affording it the opportunity to realize significant positive community impacts. The strategic planning process and the narrative which follow illustrate both how seriously MCC takes its responsibility and the care with which the MCC staff, Governing Board and community envision carrying the mission forward.

Planning Process

AMS began its work with an assessment of current conditions to date. This first phase of work included an analysis of operations (utilization and financial performance), input interviews with Board, staff and Fairfax County representatives, an environmental analysis of Fairfax and Small District 1A-Dranesville trends, and a community listening session attended by more than 50 participants (held both in person and virtually). Throughout the process Fairfax County's Strategic Plan, One Fairfax, and Community-wide Energy and Climate Action Plan (CECAP) were consulted for alignment.

Following a workshop to define future success for the McLean Community Center, AMS gathered more data through a community survey (786 respondents, 78% of respondents from Dranesville 1A). The input from the public input session and survey were the basis upon which the Strategic Plan Goals were drafted. The goals were then further honed
by the Board at two regularly scheduled Board meetings and subsequently tested at a second Public Input Meeting.

Plan strategies were informed by feedback from the two public input meetings and community survey, as well as an internal survey to assess alignment between the Board and staff on strategic direction, the second round of interviews with Board members, a staff workshop, and research into four exemplar organizations. Draft strategies were then reviewed and prioritized in a workshop with Board and staff. These were then shared in another public meeting for feedback and further. The final plan draft was posted on the website with a scan code linked to a survey for additional feedback for several weeks after which there was a final dedicated public input meeting following a 30-day period.³

³ Details regarding public input to the strategic plan can be found in Appendix C of this report.
Inputs to the Plan Goals

The Plan centers on five strategic goals:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be visible</td>
<td>Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.</td>
</tr>
<tr>
<td>Welcome all of McLean and its global community</td>
<td></td>
</tr>
<tr>
<td>Invite discovery</td>
<td></td>
</tr>
<tr>
<td>Showcase excellence</td>
<td></td>
</tr>
<tr>
<td>Model sustainability</td>
<td></td>
</tr>
</tbody>
</table>

Each of the plan goals was derived from the inputs described above.

Goal 1: Be visible

"The McLean Community Center is one of the first places where families and individuals new to McLean find a sense of community. It also maintains that sense of belonging and home for many residents for years to come."

Community Survey Respondent

AMS received consistent feedback from stakeholders regarding the importance of greater community visibility:

“No one even knows it is there” (stakeholder interview)

“Better and more consistent social media efforts” (community survey)

“Be an active presence in the McLean Downtown center with regular community events and programming” (public input meeting)

These were just a few sample comments throughout the process.
When tested through the community survey, the Center’s lack of visibility was apparent. Barely half of respondents strongly agree or agreed that the McLean Community Center “is very visible in the community.”

Figure 1: Community Survey (n=760)
Similarly, both Board and staff feel that the Center has less visibility than desired:

![Bar chart showing the effectiveness of MCC at various tasks.](image)

**Goal 2: Welcome all of McLean and its global community**

*Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.*

“I really appreciate the emphasis on diversity and inclusion in MCC programming. I would like to see performances/festivals by many of the diverse cultures and ethnic groups who reside in McLean and NoVa.”

*Community Survey Respondent*
Fairfax County, McLean and Small District 1A-Dranesville are all rapidly changing. While in-migration into Dranesville is slower than elsewhere in the county, the shift in demographics is still notable:

**Percent Population Change 2010-2019**

<table>
<thead>
<tr>
<th>Area</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington DC metro</td>
<td>16%</td>
</tr>
<tr>
<td>Fairfax County, Virginia</td>
<td>8%</td>
</tr>
<tr>
<td>Dranesville 1A (MCC Tax District)</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Dranesville 1A racial distribution, 2010 & 2020**

<table>
<thead>
<tr>
<th>Race</th>
<th>2010 Census</th>
<th>2020 Census</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>79%</td>
<td>4%</td>
</tr>
<tr>
<td>Asian</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Two+ Races</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Black / African American</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Some Other Race</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Both the community input sessions and the community survey underscored the desire for broad access and programs of interest to all of Small District 1A-Dranesville residents:

Figure 3: Community Survey (n=766)

The following are representative samples of survey comments:

“Opportunities for Non-English Speakers with interpreting. A few a year is fine. Or offer interpreters for family classes and events.”

“Bring neighbors together-- so much of life is scheduled and formal-- how can the community center create authentic connections for the neighborhoods that it serves?”

“More casual sports and activities. There could be events to hang out and be social”

“It has become a place where the community wants to come on a Friday (or Saturday) night to enjoy a glass of wine and listen to music”
Goal 3: Invite discovery

Provide opportunities to learn for people of all ages, interests, abilities and backgrounds.

“[I want the MCC to be...] “a spot for students to come learn about different topics, and to reach out to the community as a whole.”

Public Input Session Participant

“Become a source of learning for our aging community and a resource to them.”

“Education hub for continued learning.”

Strengthened opportunities for education and learning for all ages emerged early on as a major theme of the community input session. Technology, job-skills, environmental sustainability, a makerspace and lectures on topics of regional interest topped the list of many suggestions participants had for both the center and the Old Firehouse Teen Center.

Respondents to the community survey ranked classes just below highest-ranking performances and events for seniors, children, youth and teens (classes for young professionals/adults ranked considerably lower):

![Figure 4: Community Survey (n=760)](image-url)
Goal 4: Showcase excellence

*Deliver excellent programming in an operationally innovative fashion.*

“I’ve attended and participated in events and activities at the MCC for decades. The quality is consistently fantastic. We are extremely lucky to have the MCC and its dedicated staff in our community.”

*Community Survey Respondent*

In the chart on page 10 above, the top priority for survey respondents is that MCC serve as “a source of pride for Fairfax County.”

Further, the internal alignment survey tested fourteen attributes that may define future success for MCC. Quality of content ranked high for all discrete demographics.

“Quality,” however, lacks a standard definition. This goal is supported by best practice learnings (see below) that rely on consistency of evaluation and program participant feedback.

![Success Measures - Importance (top priorities)](image)

*Figure 5: Internal Survey (n=41)*
Goal 5: Model Sustainability

*Represent the utmost integrity in our use of financial, environmental, physical, human, leadership and other resources.*

“[Can be a] resource and local management hub for climate change and sustainability efforts at the local, neighborhood, and individual level.”

*Public Input Session Participant*

Goal 5 focuses on sustainability and resilience across the MCC from human resources and fiscal management to the built and natural environment surrounding the Center. Public input strongly focused on the opportunity to strengthen the community’s embrace of sustainable practices, as well as appreciating efforts to make the facilities more efficient while conserving natural resources and minimizing waste.

Internally, beginning with human resources, the plan focuses on improved (best practice) governance as well as clarity of roles and responsibilities for the Board and staff.

Both the Governing Board and the staff indicated that roles and responsibilities require clarification.
Further, while Board members reflected mutual respect for their peers, the current election process is not universally thought of as the best approach to represent the citizens, nor is the reporting relationship with the County of Fairfax clear to most members.

As it relates to financial and physical resources, recent renovations followed by the operating challenges of pandemic have significantly reduced the reserves from which MCC can draw to address critical maintenance issues.
Peer institutions as well as general non-profit best practices suggest that reserves equaling 3 months of operating expense should be a minimum standard to weather normal operating variances. With limited opportunity to adjust through annual or special fundraising campaigns for operations, MCC would be well served to target higher reserves.

Capital reserve targets vary according to building condition and useful life of critical infrastructure. Further, philosophy as to whether critical capital needs be addressed through County request, fundraising, and/or financing would determine the preferred target.

The plan recommends clear and transparent financial planning and targets to address both the aspirations of the strategic plan, anticipated capital needs and reserves to mitigate against unexpected occurrences.
Exemplar Learnings

As the strategic priorities emerged AMS researched best practice from four centers selected to shine a light on the ways community agencies serve their constituencies. Each entity has a role as a performance venue operator, and services a culturally diverse, affluent community.4

- Reston Community Center, Fairfax County, Virginia
- Southwest Orlando Jewish Community Center, Orange County, Florida
- Sunnyvale Community Center, Santa Clara County, CA
- Irving Arts Center, Dallas County, Texas

The Reston Community Center, located a short distance from McLean, is an often thought-of peer of MCC. RCC has long prioritized initiatives that showcase excellence. The Professional Touring Artist Series draws an eclectic, high-quality roster of artists and speakers, and complements the offerings of resident organizations. In parallel to this artistic commitment, RCC earned accreditation from the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) in 2020, marking a years-long effort to demonstrate operational and programmatic excellence in keeping with national standards. Additionally, RCC’s longstanding practice of soliciting public input positions the organization to be (highly) visible in civic dialogue. RCC’s thousands of followers on social media are routinely invited to respond to surveys on a range of topics, from RCC’s programming to capital development projects within the tax district. This steady interaction with the public has made RCC a reliable ‘home’ for important, and civil, conversations about how to deploy community resources.

The Rosen Jewish Community Center in Orange County, Florida is presently engaged in a far-reaching effort to redefine the “town square” through its programming and partnerships. After opening in 2009 as a satellite of the JCC of Greater Orlando, by 2016 the Rosen JCC had become independent. Two learnings are particularly important to MCC’s

4 The full case study report is available in Appendix D to the plan.
strategic planning process. First, the Rosen JCC has pursued an ambitious agenda of **being visible** to a diverse, growing community. Board and staff leadership alike are charged with functioning as conduits to specific populations and industries, ensuring that Rosen JCC policies and practices evolve in alignment with community needs. Second, formal partnerships have created pathways to **invite discovery** for distinct populations. Reducing loneliness is a core objective at the Rosen JCC; to that end, they have partnerships with such organizations as the Dr. Phillips YMCA and Ear for Each Other, to engage and support adults experiencing cognitive decline and caregivers and hospitality workers, respectively.

**The Sunnyvale Community Center**, in Santa Clara County, CA, is situated in one of the nation’s most affluent and diverse regions. Like McLean, Sunnyvale Community Center is vibrant with important government, industry and educational institutions. The Community Center has a practice of coordination with Parks and Recreation, Transportation, the Library and other city units. This is consistent with its commitment to **model sustainability** in its use of financial and physical resources. Indeed, cross-departmental cooperation has produced some of Sunnyvale’s most cherished programmatic offerings, including a bicycle-bookmobile and broad alignment with the city’s *Climate Action Playbook*. In addition, the Community Center is the home of long-running and newly established programs to **welcome all** of Sunnyvale’s communities. The Hands on the Arts festival, established in 1985, has evolved over time to showcase not just creative “activity stations” for children, but a variety of multicultural performances, food trucks and more. Responding to more recent calls for cultural inclusion, the city also held a series of public (virtual) conversations in 2020 and 2021 to reflect on how best to include all its diverse communities in civic life, in accordance with the *Sunnyvale Unity* plan (a policy document akin to *One Fairfax*).

The Irving Arts Center in Dallas County, Texas was created through a private gift of land and funding, opening its primary building and grounds in the 1990s. The home of ten resident performing arts companies and multiple art exhibitions annually, the Arts Center is a robust civic institution. As a public agency funded by substantial hotel and motel tax revenue, the Arts Center has a mandate to **welcome all** of Irving’s diverse
communities. This is accomplished through the work of resident companies as well as unique, time-limited partnerships. For example, in 2017 the Arts Center commissioned KEIGWIN + COMPANY, a modern dance organization, to create an original piece with community participation. This resulted in over 50 people performing in a new work that celebrated Texas history and its many cultural influences. The Arts Center also invites discovery by tailoring a wide range of programs to different learning styles, servicing people of all ages with both “hands-on” and more passive offerings. To showcase excellence, the Arts Center has looked to strategic affiliations with leading institutions, including several industry and civic associations in the Dallas metroplex, and reaching as far as the Smithsonian Institution. (This makes the Arts Center one of just 160 Smithsonian Affiliates in the United States.) And perhaps of most interest to the MCC strategic planning process, the Arts Center models sustainability in its organizational structure. In the last decade, the Irving City Council elected to merge the Arts Center with four city-owned museums, forming a single division reporting to the mayor and council itself. This provides for a more strategic, coherent approach to managing the daily operations of the Arts Center and the museums, and consolidates leadership around a single, highly expert vision.
Purpose, Vision, Mission and Values

An important part of the strategic planning process was to clarify MCC’s purpose and revisit its vision, mission and values through several meetings with the MCC Governing Board:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Why you do it and for whom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>The impact you aspire to make</td>
</tr>
<tr>
<td>Mission</td>
<td>What you do</td>
</tr>
<tr>
<td>Values</td>
<td>How you do it</td>
</tr>
</tbody>
</table>

Purpose
The purpose of the McLean Community Center is to provide a sense of community for residents of Small District 1A-Dranesville.

Vision
McCLean Community Center generates inspiration, creativity, and connection in McLean and its communities.

Mission
The mission of the McLean Community Center is to provide access to inspirational arts and cultural experiences, learning, civic, recreational, and social activities in an inviting and equitable manner for all Small District 1A-Dranesville residents.

Values

- **Equity** – ensuring all the diverse voices in our community are heard respectfully, and served equitably
- **Innovation** – embracing the discovery of the new, the bold, the unexpected
- **Responsiveness** – providing the best experience and service for all with whom we interact
- **Sustainability** – stewarding our resources toward the long-term health of our community, our environment and our institution
• **Transparency** – cultivating an atmosphere of trust and sharing our successes and challenges
• **Joy** – bringing transformative inspiration to all the people of our community

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## Goals, Objectives and Strategies

### Goal 1

*Be visible. Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.*

### Objectives

- Expand MCC’s community footprint, including its digital presence.
- Become more embedded within our community.

### Strategies & Tactics

1. Engage the Board as community ambassadors at MCC public events.
2. Use social media and digital resources to broaden, deepen, and diversify our reach.
   - a. Expand social media department (broaden our social media presence with podcasts etc.)
   - b. Develop robust social media strategy throughout MCC.
   - c. Test MCC website for translation features (e.g., Google Translate functionality) and address any gaps.
3. Make the MCC/OFC easier to find.
   - a. Expand and integrate signage within the Center and its campus.
   - b. Explore the impact of (current and potential) streaming capabilities on MCC community reach.
   - c. Explore offsite/outdoor venues for programming.
   - d. Monitor downtown development to gauge whether MCC can be a partner/programmer in new spaces.
4. Engage local community enterprises (e.g., real estate, restaurants).
a. Team with local businesses to have fliers and MCC guides in Tax District establishments.
b. Explore avenues, policies, and partnerships to include local businesses in support of MCC programs and initiatives.
c. Intentionally co-program with local schools, civic, and faith organizations.
d. Host certification programs for local vendors such as a Sustainability Award/Challenge (see Vienna Sustainability Challenge)

Goal 2

Welcome all of McLean and its global community. Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.

Objectives

- Continue to enable/promote inclusiveness in programming.
- Explore alternative programs and ideas to make the MCC a more welcoming community center.

Strategies & Tactics

1. Identify and prioritize distinct McLean communities to engage, and to generate interest in programming
   a. Invest time in making sure MCC leadership, programmers and communications are attuned to public priorities and needs.
   b. Create ad hoc community (advisory) committees to support Governing Board and staff in hearing community priorities.
   c. Leverage access to PTA meetings and teen Board members to find out teen/youth needs and tailor MCC/OFC offerings accordingly.

2. Revamp course registration and website features to draw maximum enrollment
   a. Help users find offerings in multiple locations.
   b. Highlight policy for reduced or free access upon request
3. Develop / expand existing programming that helps people make new social connections.
   a. Maintain commitment to popular legacy programs such as the Antiques Show and the Community Theatre Programs.
4. Explore weekend game programming at the OFC.
5. Explore and invest in amenities to encourage longer and more comfortable visits.
   a. Consider new/updated vending machines
   b. Determine feasibility of courtyard upgrades/redesign, inclusive of lighting, seating (with tables), leveling the surface, and further programmatic activation as appropriate
   c. Explore ways to use the community hall for fitness offerings

Goal 3

*Invite discovery. Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.*

**Objectives**

- Encourage residents of the McLean district and wider area to come into MCC/OFTC for engagement with contemporary activities and issues.
- Fill gaps in programming in the region (e.g., tech learning for different age groups, makerspaces, structured “one-off” volunteer opportunities).

**Strategies & Tactics**

1. Commit to more and deeper partnerships.
   a. Identify and work with technology companies to support competitive programs for youth/teens.
2. Foster habits of generosity in our community.
   a. *Encourage voluntourism:* Engage MCC’s certification status to give the Presidential Volunteer Service Award to teens. Work with Fairfax County Parks Authority to provide more volunteer opportunities for MCC community members.
b. *Develop philanthropic behavior:* Explore innovative programming techniques that encourage philanthropy in our community. Consider adopting (for example) the "Practicing Philanthropy in a Context of Resilience" framework and aligned offerings.

3. Respond to topical concerns in McLean and the region through our programming.
   a. Explore new/expanded intergenerational technology learning programs.
   b. Determine feasibility of sports-oriented programming that showcases McLean and the surrounding area.
      i.
   c. Combat loneliness across and within age groups with communication initiative (e.g., intergenerational essay-writing program, Sensory Day at OFC, speaker series on addressing isolation for seniors, social engagement without technology, etc.)

4. Explore investments to support learning in programming and through partnerships.
   a. Determine feasibility of partnering with local makerspace(s) and/or developing one that MCC would operate.
   b. Develop and implement community art projects that showcase sustainability principles and upcycle found materials.
   c. Engage the children and young teens at the OFC in sustainability education and challenges/awards

5. Nurture intergenerational connections.
   a. Expand OFC game nights to include a wide range of activities for mixed age groups.
   b. Use food-focused events (e.g., Seniors in Action BBQ) to cultivate intergenerational interaction and fun.

**Goal 4**

*Showcase excellence. Deliver excellent programming in an operationally innovative fashion.*

**Objectives**
• Provide innovative program offerings, responding to documented needs in our community.
• Expand delivery methods for program offerings.
• Refine and consolidate our evaluation processes.
• Create a shared definition of "excellence."

**Strategies & Tactics**

1. Craft a definition of “excellence” that aligns with the MCC’s purpose, vision and mission.
   a. Develop ways that “excellence” can be provided every day at the MCC.
   b. Identify, showcase and grow relationships with celebrated local artists and performers.

2. Reimagine evaluation practices to increase transparency and evaluate performance around programming.
   a. Research and invest in streamlined data collection and analysis across the MCC for program evaluation, public input, and financial records.
      i. Integrate existing data collection efforts to reduce reliance on multiple systems
   b. Research and invest in cloud-based event scheduling software that allows for real-time booking, facility images, and utilization reports.
      i. Consistent with County approved technology
   c. Identify and implement (as appropriate) new data collection and evaluation practices.

3. Research new ways to deliver programs.
   a. Explore virtual/streaming delivery methods and community impacts.
   b. Explore potential outdoor/offsite programming locations and potential impacts.
   c. Monitor downtown development for opportunities to partner/present offerings in new spaces.

4. Align staff capacity with desired programmatic outcomes.
   a. Reimagine receptionist/frontline roles to prioritize guest experience and visitor retention, for recurring and new MCC users.
b. Develop and implement visitor/member cultivation processes (e.g., personalized recognition for first- or second-time program participation, etc.)

c. Locate and hire instructors and presenters from diverse backgrounds and with new skillsets.

d. Charge a cross-department program manager with developing relationships with local and national program partners (e.g., Senior Center, Smithsonian, Kennedy Center).

5. Encourage bold risk taking with permission to fail.

Goal 5

*Model sustainability. Represent the utmost integrity in our use of financial, physical, environmental, human, and other resources.*

Objectives

- Ensure positive and satisfying governance and employee experience.
- Steward our financial resources.
- Make our operations more sustainable (e.g., increase efficiency, conserve natural resources, and reduce waste), as a model for the community.
- Increase awareness of sustainable practices in the McLean community and create an education platform in partnership with others.

Strategies & Tactics

1. Embrace best governance practice.
   a. Develop and implement a Board roles and responsibilities guide.
      i. Conduct Board orientation, training, and development annually.
      ii. Conduct staff training on the role of the board as the ultimate governing body.
      iii. Structure Board committees to support Board engagement in policy, community relations and governance.

2. Embrace contemporary and innovative operating practices.
a. Clarify and document MCC’s relationships with partner organizations.
b. Develop and implement a matrix staffing and accountability model.
   i. Prioritize ease, transparency and efficiency in reporting, as feasible within County guidelines.
   ii. Invest in the PIO function and staff to tell our story effectively in the context of the dynamic McLean community social climate; streamline marketing by interest rather than by program area.
c. Explore ways to diversify MCC’s revenue mix.
   i. Expand support for MCC programs from local and national corporate partners.
   ii. Leverage Friends of MCC for specific fundraising opportunities (i.e., 50th anniversary).
   iii. Ensure fundraising case for support clarifies the distinct role of financial reserves, tax resources and fundraising efforts.

3. Integrate One Fairfax initiatives and principles throughout the MCC/OFC.
   a. Develop and implement a DEIA checklist for inclusion in policy, evaluation and new program development.
   b. Welcome team members who reflect the diversity of Fairfax County in every department, as staffing needs arise.

4. Integrate the Fairfax County Sustainability Vision throughout the MCC/OFC to include:
   a. Developing an environmental sustainability policy or code of conduct for both internal procedures and hosted events
   b. Deploy initiatives that reduce energy and waste, conserve water, and engage community members
   c. Determine feasibility of smart technology to enhance sustainability efforts.
   d. Introduce public surplus resale, zero waste, and compost and recycling program.

5. Provide learning opportunities about environmental sustainability for McLean residents, MCC users, Governing Board and staff.
6. Lead by example by reducing the overall environmental impact of our facilities. (e.g., energy efficiency, waste reduction, conservation, etc.).
   a. Conduct waste and energy audits at both the MCC and OFTC to determine the need and feasibility of implementing or expanding: recycling stations, water conservation efforts and pollution/waste reduction initiatives to include green spaces, apiaries, pollinator gardens, on-demand hot water heaters, rainwater for grey water use, LED lighting, non-toxic building materials, locally sourced materials for programs, etc.

Evaluation Metrics

Following are plan-specific evaluation metrics to be monitored throughout plan implementation. In addition, the Cultural and Recreational Opportunities section of its Strategic Plan (fairfaxcounty.gov) has metrics that will be rolled up for the MCC annual report to the County.

While enumerated by Goal many of the metrics are repeated as this is a plan that will be implemented cross-departmentally, in a matrix fashion.

Our recommendation is that the annual implementation and budget process will enumerate appropriately detailed timelines for achievement of the metrics below.

Goal 1

- Social media activity and engagement.
  - Post frequency (daily, weekly, aligned to specific programmatic and other milestones, etc.)
  - Range of platforms used (e.g., Facebook, Instagram, Twitter, TikTok, etc.)
  - Quality of content (e.g., relevance to McLean community, clarity of message, use of on-platform tagging and other techniques to drive visibility)
  - Post engagement (views, clicks, likes, etc.)
• Social media posts and linked content are in languages relevant to priority audiences

• Signage and public feedback on street-level visibility and wayfinding.
  o MCC member/community feedback indicates that MCC’s physical locations are easy to find
  o Signage and wayfinding objects are in good repair
  o Investment in signage and wayfinding (amount spent, quality of resulting objects/materials)

• Partnerships with local businesses/entrepreneurs (number and quality of partnerships).
  o Quantity of partnerships
  o Diversity of partner organizations (e.g., range of business types, sizes, owners)
  o Quality of partnership (positive outcomes for both parties)

• Website functionality (e.g., translation, Google Analytics).
  o Website is tested routinely with conventional translation tools (e.g., Google Translate) in relevant languages
  o Website is accessible to users with low vision and visual impairment
  o Website traffic achieves desired levels of engagement (e.g., total visitation, dwell time, visits originating from Internet Protocol addresses in or near McLean, etc.)

Goal 2

• The MCC, especially the Alden Theater, but also the OFTC, creates and executes a high volume of diverse programs, reflecting a wide mix of genres and styles.
  o Number of programmatic offerings
  o Number of program days/activities
  o Diversity of genres
  o Days of utilization for primary program spaces, especially the Alden Theater

• Program participant demographics, retention, attendance.
  o Participant socioeconomic characteristics reflect McLean’s diversity, to the extent the data can be gathered
o Participant age diversity
o Repeat visitation/participation
o Growth in program attendance
o Number of people requesting reduced or free access

- Diversity of delivery formats, in programming and promotional/informational materials.
  o Diversity of program format (e.g., in-person or virtual, participatory or passive attendee experience, large or small groups, etc.)
  o Diversity of platforms where MCC staff share program information (e.g., via email, social media, website, print materials, etc.)

- Strategic approach to partnership management.
  o Prospective partners are identified through the lens of the purpose and vision
  o Regular “check-ins” with partners are used to reaffirm their alignment with MCC priorities and ensure positive outcomes for all parties
  o Partnerships are documented in a central location

- Physical accessibility of MCC spaces (beyond ADA), including OFC.
  o Physical accessibility of programming is described in program literature
  o User/community feedback indicates that accessibility information is easy to find and understand

Goal 3

- Program diversity (e.g., range of topics, levels of expertise catered to).
  o Number of programmatic offerings
  o Number of program days/activities
  o Diversity of genres
  o Diversity of topics
  o Diversity of instructors, artists and other contributors, as possible to measure

- Program participation, participant diversity (as possible to measure).
- Participant socioeconomic characteristics reflect McLean’s diversity, to the extent the data can be gathered
- Participant demographic characteristics reflect McLean’s diversity, to the extent the data can be gathered
- Participant age diversity
- Total participation/attendance
- Repeat visitation/participation
- New visitors/participants
- Program attendance achieves a minimum threshold

- Partnerships with area organizations.
  - Number of partnerships with organizations in or near McLean
  - Quality of area partnerships (e.g., mutually beneficial outcomes, duration of partnership)

- Volunteer engagement
  - Number of volunteers
  - Diversity of volunteers in terms of demographic and social characteristics, to the extent the data can be gathered
  - Repeat volunteerism

Goal 4

- Creation of cross-dept. team.
  - Development of a ‘matrix’ team that links departments

- New programming investment, participation.
  - Budget allocation for new programs and/or innovation of existing programs
  - Growth in program participation

- Program inventory, instructor roster diversity.
  - Diversity of programmatic offerings
  - Diversity of instructors’ demographic characteristics, to the extent the data can be gathered
  - Diversity of instructors’ area(s) of expertise
  - Quality of programming ratings

- Partnership development (e.g., Smithsonian).
  - Addition/enhancement of significant institutional partnerships with quality brands
  - Expansion of program-related resources linked to significant institutional partnerships
• Frequency/richness of feedback and resulting analysis.
  o User/community feedback instruments produce viable samples for analysis
  o Feedback is solicited from program participants/MCC members on a regular basis

• Evaluation capacity
  o Staff time is allocated to evaluation
  o Staff are assigned to evaluation in a way that makes best use of time and skills
  o Actionable insights are shared with appropriate departments/managers and Board committees or members
  o Evaluation resources (including professional development, technological tools, etc.) enable actionable insights and improve process efficiency

Goal 5
• Best practice governance model.
  o Governing documents (internal and external) are reviewed to ensure they are relevant and aligned with current County policies

• Contemporary and innovative operating practices.
  o Development of reporting process by staff to provide standardized and consistently delivered metrics developed in Goals 1 – 4 so that Board can advise on and publicly comment upon on MCC strategic decisions related to budget, programming strategy, policy, and center strategy.
  o Documented and mutually agreed to policies clarifying Board, Staff, and Joint Board & Staff responsibilities/actions regarding MCC initiatives, programming, policies, internal/external communications, and budget priorities.
  o Matrix staffing model is designed and implemented
  o Staff accountability practices are codified
  o Reporting is aligned with Countywide metrics
  o Marketing materials are aligned to areas of interest (e.g., genre, peer groups)
  o A new case for support is prepared that clarifies the role of financial reserves, tax resources and fundraising

• Energy Efficiency and Waste Management
  o Conduct waste and energy audits
• Track energy usage (standard EPA guidance)
  o Track waste (request/require reports for both facilities)
  o Set a public waste and energy reduction goal; year over year reductions will indicate success
  o Transition to energy-efficient lighting (e.g., LED fixtures, motion sensor lighting)
  o Utility usage meets desired (low) threshold

• Optimized building utilization to maximize program attendance while minimizing carbon footprint.
  o Program attendance is analyzed to gauge when dark days might offset utility usage

• Inclusion of environmentally sustainable features in capital investment plan.
  o MCC selects environmentally friendly infrastructure improvements as replacement/repair needs arise
  o Long-term capital projects include (for example) solar panels, electric vehicle charging stations, and other significant commitments to environmental sustainability

• Integration of sustainability-focused learning and experiential opportunities into program offerings. e.g., TED talks with experts, beekeeping, etc.
  o Green Expo’s and programmatic offerings include speakers, artists, instructors and other contributors with expertise in environmental sustainability and conservancy.
Appendices

A. History of McLean Community Center
B. Alignment with Countywide Strategic Plan
C. Public Input
D. Exemplar Learnings
E. Meeting decks and presentations
A. History of McLean Community Center
The MCC planning process was conducted with reference to the Countywide Strategic Plan. Below, we illustrate the strongest points of alignment with Countywide Strategic Plan themes.

<table>
<thead>
<tr>
<th>Fairfax County Strategic Plan (2021)</th>
<th>Be visible</th>
<th>Welcome all...</th>
<th>Invite Discovery</th>
<th>Showcase excellence</th>
<th>Model sustainability</th>
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<td>Affordability</td>
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ACCESS Fairfax County provides a wide variety of quality programs and services to our community. However, in our geographically large and diverse county, we recognize that many residents face barriers – physical, economic, language, technological and others – that may prevent them from easily accessing these offerings. In addition to proactively addressing these barriers, we must improve the clarity of our messaging and do more to effectively integrate and communicate information about available services, so they are easier for the general public to navigate and access.
How does the MCC Strategic Plan align with ACCESS?

Goal 1

*Be visible. Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.*

To achieve this goal, MCC will use a range of strategies to make itself accessible to the diverse people of McLean and Fairfax County. From accessibility features on the MCC website, including translation support, to improved signage and proactive engagement with local small businesses, MCC will seek to reduce barriers for individuals and organizations.

**INNOVATION As community conditions constantly shift, the county must move beyond the status quo to seek new and more innovative ways to serve our residents. This includes embracing new technology (while also recognizing that virtual outreach and service delivery have limitations, especially when serving the most vulnerable members of our community). Throughout the pandemic and as part of the strategic planning process, county staff have started to move outside of department silos and the county organization has become increasingly agile and responsive as a result. The county and community will be challenged to continue to learn, constantly integrate new tools and information and make ongoing adjustments to the strategies in the plan and to effectively adapt to changes over time.**

How does the MCC Strategic Plan align with INNOVATION?

Goal 2

*Welcome all of McLean and its global community. Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.*

To achieve this goal, MCC will revamp course registration and website features to improve the user experience.

Goal 3

*Invite discovery. Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.*
To achieve this goal, MCC will deploy strategies that foster technological learning, intergenerational connections and respond to the array of learning needs and aspirations in our community. We will offer community members ways to develop habits of generosity, through volunteer opportunities and (as appropriately) philanthropic giving opportunities.

**Goal 4**

*Showcase excellence. Deliver excellent programming in an operationally innovative fashion.*

To achieve this goal, MCC will first create a definition of ‘excellence’ that responds to our community and aligns with the County’s stated values. Building on this basis we will innovate how we evaluate our work, explore new and improved ways to deliver programs, and be open to new opportunities for impact and engagement in our community and throughout the County.

**AFFORDABILITY** The cost of living in Fairfax County is high and will likely continue to rise. To respond to this challenge, proposed strategies within the plan seek to expand and better coordinate the provision of employment and other wealth-building services, and to strategically invest in neighborhoods and populations that have had historically fewer opportunities to succeed in the job market. The plan also emphasizes a focus on greater efficiency in service delivery, and the need to ensure that taxes are reasonable and fair.

*How does the MCC Strategic Plan align with AFFORDABILITY?*

**Goal 2**

*Welcome all of McLean and its global community. Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.*

To achieve this goal, MCC will invest time in making sure its programming is attuned to community needs and priorities, including those of the small business community.

**Goal 5**
Model sustainability. Represent the utmost integrity in our use of financial, physical, environmental, human, leadership and other resources.

To achieve this goal, MCC will explore ways to diversify our revenue mix, recognizing the implications of our historic reliance on the special tax district to support our work. We will develop and commit to environmentally and financially sound procedures that maximize our use of scarce resources without compromising our level of service. We will develop and nurture relationships with small businesses, youth and historically underserved populations. Ultimately, if we increase our energy efficiency and our waste, we will save money.

COLLABORATION AND ENGAGEMENT The challenges facing Fairfax County, both now and into the future, cannot and will not be solved by government alone. The creativity, energy and diverse thinking of our residents, businesses and community groups will be critical in order to make meaningful progress in the Ten Community Outcome Areas. As the plan moves forward to implementation, the county will improve the way customer input is used to inform and update the plan over time and will seek to leverage existing community connections and communication channels, to ensure a broader and more representative set of perspectives that include people of all races, ages, ethnicities, income and education levels.

How does the MCC Strategic Plan align with COLLABORATION AND ENGAGEMENT?

Goal 2

Welcome all of McLean and its global community. Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.

To achieve this goal, MCC will invest time in connecting with a wide range of community groups and functions, such as PTA meetings, community liaison meetings and youth through our Teen Board Members.

Goal 4

Showcase excellence. Deliver excellent programming in an operationally innovative fashion.
To achieve this goal, MCC will first create a definition of ‘excellence’ that responds to our community and aligns with the County’s stated values. Building on this basis we will innovate how we evaluate our work, explore new and improved ways to deliver programs, and be open to new opportunities for impact and engagement in our community and throughout the County.

**PLACEMAKING:** Placemaking is about creating environments where people can thrive, where members of the community want to gather, and where businesses want to locate and grow. Historically, some places in Fairfax County have had greater access to opportunity than others – connected to good jobs, transit, parks and other neighborhood amenities that promote well-being and economic growth. This theme represents an area where the county can work across multiple community outcome areas and county departments, to strategically direct resources to places in need of investment.

**How does the MCC Strategic Plan align with PLACEMAKING?**

**Goal 1**  
*Be visible. Make our buildings, programming, and activities visible and accessible to people of diverse economic, social, and cultural backgrounds.*

To achieve this goal, MCC will seek to engage its Governing Board as community ambassadors, experts in the many communities of McLean and Fairfax County. Their observations, understanding, input and guidance will inform how the staff program our buildings to encourage a thriving community.

**Goal 2**  
*Welcome all of McLean and its global community. Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.*

To achieve this goal, MCC will explore ways to enhance its onsite amenities, providing a welcoming space for our community to gather, relax, learn and connect.
**SUSTAINABILITY** Fairfax County serves as a steward of the community’s resources, which include the funds that are provided through taxes and fees to deliver needed services, the natural environment and the talented people who are dedicated to serving the community every day. As the county responds to community needs in real time, we must remember that these resources are limited and must be responsibly sustained over the long term. This means considering the impacts of our policies on future generations of residents, taxpayers, and employees and intentionally incorporating those insights into the decisions we make today.

**How does the MCC Strategic Plan align with SUSTAINABILITY?**

**Goal 5**

*Model sustainability. Represent the utmost integrity in our use of financial, physical, environmental, human, leadership and other resources.*

To achieve this goal, MCC will explore ways to diversify our revenue mix, adapt our procedures to be environmentally sustainable and provide opportunities for our community to learn about environmental sustainability practices they can apply at home and at work.

**Alignment with Countywide Cultural and Recreational Opportunities – Proposed Strategies**

In addition to alignment with Countywide Strategic Plan themes, the MCC strategic plan seeks to embrace the proposed strategies set forth at the Countywide level. In the tables below, we note areas of strongest alignment at the strategy level, organized by three Countywide Strategies.

**Countywide Strategy: Heighten Awareness, Appreciation and Promotion of Diverse Cultures**

| MCC Strategic Plan Goal 1: Be visible. Make our buildings, programming and activities visible and accessible to people of diverse economic, social and cultural backgrounds. |

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5 Countywide Strategic Plan, page. 14.
1. Engage the Board as community ambassadors.
2. Use social media and digital resources to broaden, deepen, and diversify our reach.
3. Make the MCC/OFC easier to find.
4. Engage local community enterprises (e.g., real estate, restaurants).

<table>
<thead>
<tr>
<th>Strategies 1-4:</th>
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<tbody>
<tr>
<td>CRO 8: Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.</td>
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**Goal 2: Welcome all of McLean and its global community.** Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean's residents who wish to learn, play, relax, and connect.

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<th>1. Identify and prioritize distinct McLean communities to engage, and to generate interest in programming</th>
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<tr>
<td>CRO 9: Provide comprehensive, up-to-date, accessible information to the public about local artists, creative cultural industries, places of cultural and natural heritage, events and spaces and facilities.</td>
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2. Revamp course registration and website features to help users find offerings in multiple locations.
3. Develop / expand existing programming that helps people make new social connections.
4. Explore weekend game programming at the OFC.
5. Explore and invest in amenities to encourage longer and more comfortable visits.

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<tr>
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<tbody>
<tr>
<td>CRO 9: Provide comprehensive, up-to-date, accessible information to the public about local artists and hyper local artists (e.g., within Dranesville), creative cultural industries, places of cultural and natural heritage, events and spaces and facilities.</td>
</tr>
</tbody>
</table>

**Goal 3: Invite discovery.** Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.

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<tr>
<th>Strategy 2:</th>
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<td>CRO 7: Build awareness of volunteer opportunities and recruit a diverse volunteer base to support cultural and recreational opportunities.</td>
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</table>

| 1. | 2. | 3. | 4. | 5. |
1. Commit to more and deeper partnerships.
2. Foster habits of generosity in our community.
3. Respond to topical concerns in McLean and the region through our programming.
4. Explore investments to support learning in programming and through partnerships.
5. Nurture intergenerational connections.

**Strategies 1-5:**
CRO 8: Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.

**Strategy 3:**
CRO 7: Build awareness of volunteer opportunities and recruit a diverse volunteer base to support cultural and recreational opportunities.

**Goal 4: Showcase excellence. Deliver excellent programming in an operationally innovative fashion.**

1. Craft a definition of “excellence” that aligns with the MCC’s purpose, vision and mission.
2. Reimagine evaluation practices to increase transparency and evaluate performance around programming.
3. Research new ways to deliver programs.
4. Align staff capacity with desired programmatic outcomes.
5. Encourage bold risk taking with permission to fail.

**Strategies 1-3:**
CRO 6: Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.

**Strategy 2-4:**
CRO 8: Provide varied modes and forums (including virtual platforms) to engage and involve diverse community voices to determine the types of offerings, programming and supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.

**Goal 5: Model sustainability. Represent the utmost integrity in our use of financial, physical, human, and other resources.**

1. Embrace best governance practice.

**Strategies 1-3:**
2. Embrace contemporary and innovative operating practices.
3. Integrate One Fairfax initiatives and principles throughout the MCC/OFC.
4. Integrate the Fairfax County Sustainability Vision throughout the MCC/OFC to include:
5. Provide learning opportunities about environmental sustainability for McLean residents, MCC users, Governing Board and staff.
6. Lead by example by reducing the overall environmental impact of our facilities.

CRO 6: Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.

Strategy 6:
CRO 5: Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.

Countywide Strategy: Improve Availability and Access to Cultural and Recreational Opportunities

MCC Strategic Plan Goal 1: Be visible. Make our buildings, programming and activities visible and accessible to people of diverse economic, social and cultural backgrounds.

<table>
<thead>
<tr>
<th>1. Engage the Board as community ambassadors.</th>
<th>Strategies 2-3:</th>
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<tbody>
<tr>
<td>2. Use social media and digital resources to broaden, deepen, and diversify our reach.</td>
<td>CRO 2: Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities.</td>
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<tr>
<td>3. Make the MCC/OFC easier to find.</td>
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<td>4. Engage local community enterprises (e.g., real estate, restaurants).</td>
<td>Strategy 4:</td>
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<td>CRO 3: Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities, with the goal of devising a consolidated funding</td>
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| 53 | McLean Community Center Strategic Plan | May 2022 | AMS Planning & Research |
methodology that ensures more affordable and equitable access.

**Goal 2: Welcome all of McLean and its global community. Cultivate a warm, inclusive environment for all, becoming the flagship location for McLean’s residents who wish to learn, play, relax, and connect.**

| 1. Identify and prioritize distinct McLean communities to engage, and to generate interest in programming  
2. Revamp course registration and website features to help users find offerings in multiple locations.  
3. Develop / expand existing programming that helps people make new social connections.  
4. Explore weekend game programming at the OFC.  
5. Explore and invest in amenities to encourage longer and more comfortable visits. | **Strategies 1-2:**  
CRO 2: Evaluate and address barriers (including transportation, language, virtual access and technology gaps) to cultural and recreational opportunities. |

**Goal 3: Invite discovery. Provide opportunities to learn for people of all ages, interests, abilities, and backgrounds.**

| 1. Commit to more and deeper partnerships.  
2. Foster habits of generosity in our community.  
3. Respond to topical concerns in McLean and the region through our programming.  
4. Explore investments to support learning in programming and through partnerships.  
5. Nurture intergenerational connections. | **Strategy 1:**  
CRO 1: Collaborate with the business community to determine best practices to cross-promote programs and events at shared spaces. |
### Goal 4: Showcase excellence. Deliver excellent programming in an operationally innovative fashion.

1. Craft a definition of “excellence” that aligns with the MCC's purpose, vision and mission.
2. Reimagine evaluation practices to increase transparency and evaluate performance around programming.
3. Research new ways to deliver programs.
4. Align staff capacity with desired programmatic outcomes.
5. Encourage bold risk taking with permission to fail.

### Strategies 4-5:

**CRO 3:** Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities, with the goal of devising a consolidated funding methodology that ensures more affordable and equitable access.

### Goal 5: Model sustainability. Represent the utmost integrity in our use of financial, physical, human, and other resources.

1. Embrace best governance practice.
2. Embrace contemporary and innovative operating practices.
3. Integrate One Fairfax initiatives and principles throughout the MCC/OFC.
4. Integrate the Fairfax County Sustainability Vision throughout the MCC/OFC to include:
   - Provide learning opportunities about environmental sustainability for McLean residents, MCC users, Governing Board and staff.
   - Lead by example by reducing the overall environmental impact of our facilities.

### Strategies 1-6:

**CRO 3:** Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities, with the goal of devising a consolidated funding methodology that ensures more affordable and equitable access.

**Strategy 6:**

CRO 4: Ensure land development practices integrate the needs of the community to achieve the equitable (and culturally and racially sensitive) development of cultural and recreation facilities, areas and venues.

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**Countywide Strategy: Provide Quality Programs**
**Goal 4: Showcase excellence. Deliver excellent programming in an operationally innovative fashion.**

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**Strategy 5:**
CRO 10: Evaluate and strengthen standards for agencies to establish and sustain quality cultural and recreational opportunities.

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**Strategies 1-6:**
CRO 10: Evaluate and strengthen standards for agencies to establish and sustain quality cultural and recreational opportunities.
D. Trends and Best Practices: Exemplar Case Studies
E. Meeting Decks & Previous Deliverables
C. Public Input