

TABLE 1

Facilitator & Recorder: Tyra Baker & Kelly King

Attendees: Kathy Mimberg, Deborah Candeub, Michael Thomas, Bruce Wiljanen

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

Questions:

- Wonder if renters have the same investment into community. Can we find a way to keep them here?
- Is there a fundamental vision? Are we proposing making actions where things could get worse
- Can we better utilize space? Using it the day for office and at night for housing. Are we better served pulling/attracting businesses than housing?
- What is the future groups that will come in behind millennials?
- Discussion about the two new complexes approved today and the load that it puts on things like schools.
- There's a cost of attracting millennials - they meet up, have kids, that puts burden on schools, community services.

Answers:

- Arlington has no vision of its future - without that vision it has no way to control that 51%
- Are we going down a slippery slope of attracting millennials - seems to put too much reliance on other things
- Worry that without that 50% we have to put more burden on our residential rate
- Have they over built?

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- How does teleworking impact future businesses we may have or want to attract?
- Get a vision!!
- Can we try to keep our neighborhood distinctiveness?
- Feel that Arlington has been looking at growth and not looking at keeping one edge and character! Was that one competitive advantage
- Feel like they are knocking down "affordable housing" for subsidized housing that is no longer truly affordable for the people that lived there.
- Need to consider the neighborhoods and their distinctiveness!!
- How do you limit growth while you strive to keep neighborhoods from being over developed?
- Keep true low income housing!

Question 3: What constraints or barriers exist to taking those steps or solutions?

- What is our quality of life going to be if we bring in more businesses?
- How can small businesses continue to thrive?
- We have limited land - how can we keep green space?

- Look at multi-purpose building (buildings can no longer have single purpose)
- Talk is grow, grow, grow... but it is the talk of the government. Citizens may not have the same desire to grow, grow, grow!
- Is there a vision for max population of Arlington should be?
- Is there a vision/number for ratio of homeowners to renters to office space?
- Need to look at impact of emergency services, schools, community centers, traffic, social services what is the tipping point?
- Threat to 50/50 model - if our schools lose their edge it really spirals of other things
- People move here and stay for schools
- Worry about our weaknesses coming on the residential side

Facilitator & Recorder: Hans Bauman & Ginger Brown

Attendees: Jim Burke, Elizabeth Wirick, Gregory Lloyd, Alice Hogan, Stacy Snyder, Matt Ladd

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

Changing – Competitive Environment, Transportation, Old Office Space

- We've seen Arlington has been compared to locally, what about nationally?
- Who are they and what are they doing?
 - Ex. Montgomery county
- Are we comparable?
 - Ex. Pittsburgh
- Interfaith
- Economic clusters
 - Quality states? Answer: maybe we take it for granted
- Schools issue - would class education; your child's education and yet they can't come back to live here
- D.C. has this incredible group of young people - they will come

- Focus on commercial
 - Density is... ?
 - must plan
 - can't cram more into neighborhoods; feeling pressure from growth

- How do we fill up those existing buildings?
- How well are the BIDs in coordination with AED?
- Devastated not doing streetcar
 - What are we going to do? Transit allowance?
- Filling Spaces
 - Section 8 Housing
 - Incubators
 - Affordable small business? A lot of culture

- **Do we separate retail and commercial?**
- Aging in place
- **Expedited permitting**
 - Do we support??
- Transit
 - Tysons: Fairfax doesn't understand It
 - Undercutting the cost; will it undercut?
 - Uber
 - Support startup tech corner
- **Infrastructure** – putting it in and maintaining it

- Tax base diversifying? Reposition
- Not just a dip: go after new technologies in 3D/3D printing; What kind of zoning do we need to allow?
- Attract new technologies; energy
- Create partnerships
- What is in the healthcare sector?
- Niche Training or retooling
- 100 Cites re-sublet Rockefeller
- Re-Tooling: looking For different types of industries – Tech, Healthcare, Big Data, 3D Printing, and more manufacturing
- Business want the new office space: have empty older building and need to incentivize
- Create Partnerships: work with the BIDs and AED

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- New Partnerships – BIDs and AED
- Incentives To Re-Hab. Building
- Improve Permitting
- Be Competitive With Incentives
- Hunt New Industries – Tech, Manufacturing like 3D (zoning should allow)
- Streetscape And Environment
- Diversify Mixture

Question 3: What constraints or barriers exist to taking those steps or solutions?

- County Culture
- \$\$\$

Facilitator & Recorder: Gabriela Uro & Lynn Pollock

Attendees: Evan Thomas—Drew Model PTA, Joshua Waldman—Barcroft Elementary PTA, Michael Polovina, WHCA President, Lisa Maher—Arlington County

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Overreliance on Federal government activity
- Challenge of filling the commercial space so we can at least be at 50% or go higher
- Is 50% a given? How can we do this if we don’t have the workforce and we need to attract business away from others. E.g. 86% of workers in APS don’t live in Arlington. Can we envision a different tax revenue ratio?
- The presentations focused on commercial tax base and left out the discussion of how to grow the residential tax base. It’s important to know what are the possibilities regarding growing the residential tax base to mitigate the overreliance on commercial real estate.
- One challenge is to think about how part of that tax equation can be improved given that it is a large category
- The discussion related to increasing commercial real estate tax income failed to include the portion that is related to apartment rentals. The discussion of attracting business focused on the business office space challenges. For e.g., do we know what are the vacancy rates on the multi-family residential, how do we address this and the shortage of affordable housing.
- Shortage of affordable housing which affects whether a range of employees can afford to live here, thus creating a challenge to attract businesses.
- Inability to control ‘by-right’ development that is bringing in expensive rental units and sometimes unanticipated number of school children.
 - differential assessment of commercial tax could drive business out of Arlington
- Need to increase general awareness of the benefits of having business in Arlington is that they generate real estate tax and pump money into the economy (Arlington cannot local income tax and sales tax goes to the states)
 - income disparities, disparities in real estate values and ‘perceived’ different quality of schools in Arlington pose a challenge for cohesive community solutions.
- With shrinking tax base, what is the Arlington’s will to address correlation between income, affluence and certain educational needs?
- Schools in the northern county schools with low % of poverty, affected by housing policies that is ignored by the county and affordable housing is not geographically distributed. This creates a pattern of low-income patterns of attendance to certain school. Resident from N. Arlington indicated that there is no space in north Arlington to build affordable housing.
- Question—what is the overall impact of employee mobility on business and resident: the movement of workers across jurisdictions as they go to places of employment. When Arlington residents go out, are they spending in those other jurisdictions? How can we get people to and from where they work more efficiently so they live, spend, and maybe work in Arlington?
- --how does commercial real estate stay competitive (affordable, attractive) given the development in other jurisdictions (Reston)?

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Lowering rents, incentive programs from the county to attract more business
- Balance between more incentives and less revenue—need to find the optimization
- Developers have to recoup investment
- Leveraging more from new construction—for services, other space needs
- Options to address the differential property values in the county and the perceived different quality of schools:
- Invest more in schools in the schools in South Arlington to help bring up property values
- Address the poverty issues related to families of many children who attend South Arlington schools.
- Two choices—rents have to come down (commercial rent) or ensure that the proximity to the capital has enough value to serve government, and thus, attract more business. A third one would be attract more millennials.
- Add incentive to work in Arlington, incentives to hire residents, incentives to keep people out of cars or attract local expenditures—mix of retails. What do we get out of low unemployment rate?
- Also have ideas on the residential side—flat rate for all. Could we get leeway for variable rate from the state? Could have some type of surcharge, or taxing for additions.

Question 3: What constraints or barriers exist to taking those steps or solutions?

- How do the different solutions affect residents—
- Analysis that highlight one age group, type of household, or another as an ‘economic drag’ are too one-dimensional. For e.g., identifying children or the elderly as having a negative fiscal impact.
 - the rules of zoning, what can be built what controls does the county have not have, limitation and possibilities for imposing new ones
- Look at multi-family residential projects as overall drags or economic drags. Single family homes is where kids are coming from

Facilitator & Recorder: Kathleen McSweeney & Sandra Green

Attendees: Pat Findikoglu, Lida Anestidon, Sarah Mckinley, Melissa Merson, Laura Simpson, Nora Palmatier, Andrew D'huyvetter

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Concerned that business sector of real estate might change
- Concerned that the discussion is more concerned about money rather than quality of life. What relevance does this discussion have to the charge (two persons)
- Concerned about what kinds of businesses people want in the new spaces. Many people want businesses that serve their everyday needs. Not just high-tech, it community or restaurants) → like shoe shops, grocery stores

Consensus:

- we need a vision that includes opportunities for new businesses (high-tech, restaurants) and small businesses that meets the everyday needs of people (especially older residents)
- we need vision for future of county

Barriers:

- buildings torn down and small business
- need more flexibility so that small businesses can move back into county

Commitment to plan that is decided on by group

- are we defining success by growth?
- are rents too high for businesses?
- make commitment to carry out plans that have been developed by citizens (like this group)

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

Question 3: What constraints or barriers exist to taking those steps or solutions?

Question - why did National Science Foundation leave the Ballston area? Why are businesses leaving Arlington? Question answered by CPHD staff

Would it be feasible to use empty buildings as schools?

Barriers

- inability to bring to the table for discussion some people in South Arlington who are not able to attend meetings because of jobs, etc. They need to...
- inability to interact with people in high-rise. They are often not included
- large populations of people are under-represented in decision making process on many...
- County staff can be barriers - not open-minded

Facilitator & Recorder: Jackie Snelling & Moira Forbes

Attendees: Barbara Selfridge, Carrie Johnson, Miles Mason, Bill Stoderman, Greg Morse

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

Challenges

- Proportion of apartments increasing? (Asked at last meeting; still no answer)
- Rail to Dulles drawing commercial
- DC more competitive with commercial
- Gentrification - too expensive to live here
- If more reliant on residential/retail buildings, not offices/retail, suggests a problem; residents are more services
- Also, timing of Residential vs. Commercial reinvestment/development
- Are we unbalancing long term plans for immediate benefit of developers
- Too much focus on development near metros
- Mixed use corridors - it doesn't have office workers, lose daytime business for retail nighttime/daytime balance generally Often demand weak - telework etc.
- Need to refit older buildings
- Need spaces for commuter buses to stop
- Where will jobs be geographically for millennials; we want jobs here, if they live here
- Can we be clearer at each meeting, how the work we're working on at each meeting relates to the Charge (Charge is pretty high level)

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Good idea to solicit businesses/ economic development/ diversity
- Think about building ecologically sound/ smaller spaces for housing and offices or sharable spaces; maybe with tax credits
- Invest in fiber/tech support to attract businesses, make available to small businesses
- Focus on smaller companies
- Need to rethink about some things

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Diverse community
 - some people want urban/walkable
 - some people want suburban
- No one size fits all
- County needs a solution that works for the commercial corridor
- Arlington way – extensive community process; is that in conflict with simplifying permitting?
- building committees are too large (BLP)
- have a lot of office space to remodel/repurpose

- incentives for bonus density may be a disincentive to remodeling

Additional Notes

Challenges obvious, reviewed by presenters

- Cost of living
- Property taxes
- Concern that % of commercial that is residential is misleading
- Challenge % of residential vs. other commercial - very different costs and needs; more demanding for land based services, including schools
- Areas not near metro are more challenged per development (e.g. For apartments)
- Office workers important for daytime retail and vitality
- Nighttime/daytime challenge between office and residence
- Office demand may not come back with teleworking (new office culture)
- _____ older buildings is a challenge
- Neighborhood revitalization
- Locations per commuter busses to wait

What Is The Charge Of Group?

Solutions

- Fewer apartments?
- Timing of residential vs. commercial development; issue in unbalance because market for rentals and income
- Need to have jobs here in order to have benefits of millennials
- If working at home, need space
- Tax credits
- More aggressive _____ on rider (use temp lead) availability
- Better solutions; ability to market to smaller businesses
- with developer focus
- Diversity is challenge and asset because need to work per commercial
- Permitting process is a challenge to make easily navigable; making things easier
 - smaller committees
 - site process
- Remodel vs. build new to change incentives vs. density
- To cover cost of tear down
- May be an opportunity to re-examine the balance of the building incentives
- Amount/% percentage of public land
- Community needs better scenario of what to expect in committee products

Facilitator & Recorder: Toby Smith & Carolina Espinal

Attendees: Adam Rasmussen, Kathleen Trainor, Duke Banks, Marie Pellegrino, Sandra Hernandez, Laura Saul Edwards, Carolina Espinal, Toby Smith

Question 1: What future challenges do you see to Arlington’s basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Missed business opportunities
- School overcrowding
- How to attract something like cyber security which is not necessarily tied to government
- Lease rates (we lost NSF)
- Diversification of property
- If we change mix, what are the impacts?

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Try to get back to Arlington Way (1960s “ABC”) Nonpartisan Depoliticized
- Incentive higher ED satellites to come to Arlington
- Aim for flexibility (variety of ages)
- More transparency (how does one county make decisions on how/whether to “subsidize” to keep business, such as NSF) cost-benefit analysis
- Diversify - bring in new sectors to refill commercial space
- Stay on top of GSA; Federal Government; more robust federal government liaison
- Find incentives
- Constraints
- Land locked - unlike Loudon County, for example

General Questions:

- Why does Arlington have so few checks? Are there legal constraints?
 - which tools can we do something about?
- How do we refill lost business space?
- What is the geographic distribution of vacancy rates? (how do vacancies relate to overcrowded schools?)
- If cannot fill empty, what’s the right mix of occupants?
- What is commercial sector for education?

Question 3: What constraints or barriers exist to taking those steps or solutions?

Facilitator & Recorder: Tannia Talento & Alan Howze

Attendees: Charles McCullough, Sarah Shortall, Michelle Hejl, Michael Bee, Rob Mandle, Alan Howze

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Filling Office Space - Have To tread water or do better
Are we ready for what that means - a changing economy and community
 - change
 - demographic changes
 - aging population - are we ready to serve aging population and having a large older population and larger younger population

- We should be looking at other balanced revenue sources other than property taxes
- Have to look at what we want to invest in - schools, transportation
- Are we overly reliant on property taxes? Do we need other revenue sources - car taxes? Income taxes?
- Making sure we are maintaining what we have (commercial tax balance) and grow the pie - retention of businesses and attraction
- Regulatory structure - how does it compare in Arlington versus other regional governments - how do we arm the Arlington BIDs (business improvement districts) with right tools
- County's Retail Action Plan could harm commercial revenue

- What was Arlington doing before on economic development? Seemed like we were standing still while region was changing
- We should continue to aim for 50/50 split between commercial and residential
- We are competing against places we have not competed before
- We got a little complacent and arrogant
- Need to design community to reflect more multi-family, transit, rapid transit
- Regional traffic affects quality of life and competitiveness
- Need public investments, especially in transit - to build for future to attract people and businesses - need regional view
- How do we enhance mobility to give us access to workforce we need
- Little cooperation in region in space between transit and bus lines

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Regional Transit Investments
- Neighborhood concepts - creating neighborhoods that provide within easy distance what people need - example of Westover neighborhood
- Not just retention of businesses - retention of people who can't afford to live in Arlington
- Arlington is good at long term planning but not at moving and execution. Government has got to move faster with making things happen. Important part of Arlington's competitiveness
- Is a transient population going to be willing to continue to invest in Arlington and get to know Arlington

- Our correction to DC is vital; need more bridges and tunnels into DC
- Friendly to international business
- Make streets greener and more accessible
- Use air rights above streets
- Biggest selling point is quality of life
- Need to make Pre-K a priority to retain younger workers

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Need to break through to have regulatory reform; breakthrough status quo
 - Adherence to Arlington Way can get in the way
 - Arlington Way has slowed down schools capacity solutions
 - Need important feedback but need to move faster
 - Form of government - ward structure to allow for more local input
 - Need Arlington Way and even facilities study group to reflect Arlington
- 

Facilitator & Recorder: Sal D'Itri & Kate Roche

Attendees: Melissa Logsdon, Charles C. Self, David Pearson, and Alisa Cowen

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Rise in commercial vacancy rates
- Limited spaces
- Looking to attract new business
- How to create an environment where people want to live but also that attract business
- Increasing commercial rates in Rosslyn despite high vacancy in building
- High costs for dog business in Arlington - moved business out of Arlington because of high costs - felt like only FIRE and EMS covered
- Pay attention to businesses looking to grow here
- Oversaturated retail
- Living in a wonderland for a long time with 50/50 split, but need to work to keep that
- Reliance on Federal tenants
- Changing nature of retail; moving back to catalogue model
- Demand for commercial space shrinking – office and retail
- Focus on restaurants; spas
- Housing affordability for teachers, millennials

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Provide incentives to small businesses to fill ground floor retail spaces
- Rehab. Crystal city office space
- Educational unit in crystal city
- Make it easier for large businesses who want to be in Arlington by improving process
- Create co-ownership opportunities for homeowners

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Micromanaged development process; why would companies want to be here?
 - schools
 - parks
 - open space
 - quality of life

Miscellaneous

- Millennials want to buy but can't afford to
- Lack of affordable housing in Arlington
- APAH has waiting lists

- Places for millennials to gather
 - open spaces linked by biking trails, hiking trails
 - more multi-bedroom apartments
- 

Facilitator & Recorder: Kirit Mookerjee & Anne Steen

Attendees: Connie Ericson, Lilith Christiansen, Kirit Mookerjee, Takis Karantonis, Anne Steen, Kim Person, Bill Roos

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Commercial base: declining economic scenario; decreasing tax base from the commercial sector
- Need to determine what the issues are - need to diversify our economic base - away from the fed. . .
- Our main tax driver is not reliable
- What incentives can Arlington make
 - what will they make?
- We need to do more with less
- zoning rules can limit options, may need
- Is the county staffed appropriately to make these changes?
- Small start-ups don't need space
- Today's industries are volatile; they can pack up and leave whenever they wish
- Need to be agile
- Where the talent resides is where the talent is. . .
- Do we have a plan to take into account schools
- For example - law firms have moved services to places that are cheaper and less
- Many industries are hoteling. . .
- If you bring in a new company - you won't get the whole companies
- telecommuting - Arlington residents working in Arlington
- How much do companies do here in Arlington? we want the most productive case
- Urban planning is essential
- Transportation - those who don't want to drive
- How can we compete with the suburbs

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- The old Arlington Way; think differently and then act differently
- In Arlington, we need to create addresses - such as K Street, Connecticut Avenue, Dupont; Could we do something with the hospital - like healthcare connected to the Mayo Clinic
- We don't need to brand itself
- Arlington needs to be business friendly; need to treat businesses as business entities
- Regulatory burden are driven by lawyers
- Why has it taken so long to get a permit for business or housing?

Question 3: What constraints or barriers exist to taking those steps or solutions?

Constraints

- We need to make sure that quality is not compromised.
- The small business ombudsman did a great job. . .
- We need to aggressively market Arlington - branding and incentive
- Need to continue mixed use options
- Arlington is not the same place
- The role of the Chamber of Commerce needs to be more aggressive. We want businesses to organize

Barriers:

- Size
 - Budget
 - Geographic constraints
 - Lack of brand
 - Lack of diversified commercial base
 - Look at areas that don't have Metro to make those areas more attractive to brand that area
 - Zoning
- 

Facilitator & Recorder: Bryant Monroe & Jason Rylander

Attendees: Megan Haydasz, Alise Troester, Sandra Borden, Tina Koklenski-Miller, Patricia McGrady, Bryant Monroe, Jason Rylander

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Are our taxes too high relative to our neighbors? Especially, if 50/50 split shifts
 - what is the cost of a resident?
 - what is our 50/50 pay for?
- We are land locked; harder to attract business that require a campus
- Anchor tenant; Arlington has no particular identity/corporate
- Is Ballston moving in a good/new direction?
- Lee Highway - revitalization
- Bethesda is more alive than Arlington
- Our retail is concentrated in Clarendon
 - few town center feeling places in Arlington
 - amenity missing
- Desire for more commercial growth
- Place making; are malls viable
- Crystal city has 25% vacancy
- Rosslyn has 20% vacancy
 - Raze and Rebuild?
 - Location – FAA/TSA there now

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- If we want more growth, what is impact on schools? Infrastructure
- How big can we get before our infrastructure cannot handle it?
- Demographics - how to engage millennials and non-whites; meetings all look the same
- Need to maintain the 50/50 split
- Why did we lose NSF and USFWS?
 - better incentives?
- Get more businesses
 - textile school/design - Marymount
 - Hubs: tech/co-working/business incorporator; Wine bar
 - Signage rules
 - Regulations on business
 - Incentives - generally a good idea
 - Business licensing process is too difficult
 - BPOL taxes harmful

- Relax reconstruction to accommodate/ encourage (Columbia Pike restaurants have not lunch traffic because no real office buildings)
- Parking is an issue

Question 3: What constraints or barriers exist to taking those steps or solutions?

- How many of same kinds of businesses do we need - i.e. mattress stores
- Services for elderly needed too
- Diverse range of business

OTHER RESPONSES

Question 1: What future challenges do you see to Arlington's basic economic model of reliance on the commercial sector (office, multi-family rental residential and retail) for 50 % of its real estate taxes?

- Being pro commercial businesses by providing economic incentives,
- User-friendly business licensing and permitting.
- Plan on being more vertical with mixed use of commercial business, ground level exciting destinations, well designed transit and pedestrian paths.
- Emphasis aging in place and also try to involve seniors in the labor force.

Question 2: If challenges exist, what steps or solutions should Arlington consider to address those challenges?

- Involve business leaders. How can we have more senior residence?

Question 3: What constraints or barriers exist to taking those steps or solutions?

- Need to be very thoughtful on zero sum gains regarding business economic incentives.

OTHER SUBMITTED NOTES:

abocian.president@highviewpark.com:

- Arlington's reliance on real estate taxes is near term, but not a long term issue.
- Essentially, the real estate will not sit vacant for too long before residential needs will repurpose the available land in commercially zoned areas. This new residential real estate will be comprised of high value/ high density multi-family properties that will adequately fund new tax revenues.
- However, the transition to residential space from commercial space will need to be facilitated by the county. Zoning rules need to be revisited, planning approvals from the county need to be "fast tracked" with dedicated personnel incentives for multiple family housing need to be offered in select areas.
- Arlington is already mostly rental property (60% as of the 2010 census) and is ideally suited to be a residence for many more.
- The largest challenge with all of the growth, is the congestion on the roadways that can only accommodate so much traffic. This presents an opportunity for the county to seek additional revenues by taxing commuters whom utilize Arlington's roadways via a "congestion" charge collected much like EZ Pass tolls are collected, when traveling on certain roadways at certain times. Many European cities such as London are currently charging for these privileges. Further, this type of initiative not only generated significant revenue, but promotes commuter system usage options such as metro, bus, and bicycle.