

City of Fairfax

## 2035 Comprehensive Plan

# IMPLEMENTATION GUIDE

February 6, 2019



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# Performance Metrics

The following tables are provided as a tool to measure progress in the implementation of the range of goal-supporting actions in this Comprehensive Plan. Each goal from throughout the plan is listed with a table of actions below it. The primary measurement of implementation is whether or not progress has been made in implementing that action. The work type (whether the action is part of a department’s base work or a special project), primary responsible party, a timeframe for implementation and a timeframe for completion for each action is provided in the table with the following timeframes:

<b>Timeframe for Completion</b>	
<b>Ongoing</b>	<b>Routine and continuous</b>
<b>Immediate</b>	<b>Completed within 2 years</b>
<b>Short-Term</b>	<b>Completed within 2 to 5 years</b>
<b>Long-Term</b>	<b>Will take longer than 5 years to complete</b>

These tables should be reviewed annually to ensure that progress has been made on implementing or completing each of the actions per the defined schedule.

In addition to the implementation schedule, specific metrics are provided for some of the goals. The metrics indicate desired impacts that may result from proper implementation of the actions within that goal. In some cases, these metrics can be reviewed immediately after an action is completed, while in others, the results may not be clear for a long period of time. For this reason, the metrics should not be considered alone when measuring the success of this plan.

## Glossary for Lead Responsibility:

<u>Abbreviation</u>	<u>Department or Agency</u>
Atty	City Attorney
CDP	Community Development and Planning
Code	Code Administration
CoR	Commissioner of the Revenue
CM	Communications and Marketing
ED	Economic Development
EM	Emergency Management
Fire	Fire
His.	Historic Resources
HS	Human Services
P&R	Parks and Recreation
Police	Police
PW	Public Works
Resp. Depts.	Respective City Departments
SB	School Board
Sust.	Sustainability
Trans.	Transportation

## Land Use

### LAND USE STRATEGIES

#### Goal 1: Ensure development is complementary.

**OUTCOME LU1.1:** The Future Land Use Map is used in conjunction with other recommendations from the Comprehensive Plan to guide development throughout the City.

LU 1.1.1	Maintain and update, as necessary, a Future Land Use Map that provides for a balanced mix of development types and addresses current and future needs of the City.	Base Work	CDP	Ongoing	Ongoing	
LU 1.1.2	Use the Future Land Use Map (Figure 9), Place Types, and general text from the Comprehensive Plan as a guide when considering new development throughout the City.	Base Work	CDP	Ongoing	Ongoing	
LU 1.1.3	Refer to Parcel Specific Recommendations, as detailed on pages 39-44, for potential alternative uses. Amend the Comprehensive Plan to provide additional Parcel Specific Recommendations as appropriate.	Base Work	CDP	Ongoing	Ongoing	

**OUTCOME LU1.2:** Zoning regulations that accommodate high-quality design and development practices.

LU 1.2.1	Consistently review the Zoning and Subdivision Ordinances and the Zoning Map to ensure they are able to support the Future Land Use Map and other guidance of the Comprehensive Plan.	Base Work	CDP	Ongoing	Ongoing	
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## NEIGHBORHOODS

### Goal 1: Enhance neighborhood character.

**Metrics:** • Number of homeowner, condominium, and civic associations in regular communication with the City

**OUTCOME N1.1:** Infill housing that complements the character of surrounding homes in existing neighborhoods.

N 1.1.1	Maintain regulatory standards to ensure infill housing fits in with the surrounding neighborhood context.	Base Work	CDP	Ongoing	Ongoing	
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**OUTCOME N1.2:** Residents have regular communication and positive interactions with other members of their neighborhood as well as the larger City community.

N 1.2.1	Encourage and support community engagement through homeowner, condominium, and civic associations.	Base Work	CM	Immediate	Ongoing	
N 1.2.2	Establish regular communication with homeowner, condominium, and civic associations and residential property managers as a means to keep individual citizens informed about City business.	Base Work	CM	Immediate	Ongoing	

### Goal 2: Provide neighborhood pedestrian connections.

**Metrics:** • Number of pedestrian infrastructure projects completed that fill gaps in the existing network or are located in deficient areas

**OUTCOME N2.1:** Residents of all abilities safely and easily move about the community.

N 2.1.1	Identify opportunities for future open space and trails in neighborhoods that are currently deficient in offering these amenities.	Base Work	CDP, Trans., P&R	Immediate	Short-Term	
N 2.1.2	Expand existing pedestrian network to increase connectivity within neighborhoods and to other destinations.	Base Work	CDP, Trans., P&R	Ongoing	Ongoing	

## COMMERCIAL CORRIDORS AND ACTIVITY CENTERS

### Goal 1: Enhance Commercial Corridors.

- Metrics:**
- Average property value per acre in Commercial Corridor areas
  - Average lease rates in Commercial Corridors

**OUTCOME CCAC1.1:** Commercial Corridors with attractive physical characteristics that provide shopping, dining, services, and other businesses.

CCAC 1.1.1	Encourage commercial redevelopment that offers amenities and atmosphere to attract top-tier commercial tenants.	Base Work	CDP, ED, Trans., P&R	Ongoing	Ongoing	
CCAC 1.1.2	Identify underutilized properties (i.e.: buildings assessed at considerably less than the total property value), and, working with the City's Economic Development Authority, encourage redevelopment.	Base Work	ED	Ongoing	Ongoing	
CCAC 1.1.3	Encourage creativity and architectural excellence in new commercial developments.	Base Work	CDP, ED	Ongoing	Ongoing	
CCAC 1.1.4	Develop urban design concept diagrams for small block and multi-block areas along the City's Commercial Corridors outside the Activity Centers.	Specific Project	CDP, Trans., ED	Short-Term	Short-Term	
CCAC 1.1.5	Encourage tree-lined and heavily-landscaped property edges, particularly where surface parking is adjacent to the public rights-of-way.	Base Work	CDP	Ongoing	Ongoing	
CCAC 1.1.6	Provide pedestrian and bicycle connections to nearby neighborhoods.	Base Work	CDP, Trans., P&R	Short-Term	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME CCAC1.2:** Tenants representing diverse business sectors that meet current and emerging trends in neighborhood-serving retail, service, and other business demands.

CCAC 1.2.1	Strengthen existing retail businesses and expand choices to capture retail spending by residents.	Base Work	ED	Ongoing	Ongoing	
CCAC 1.2.2	Create a marketing plan to generate excitement about the current retail and service offerings.	Base Work	ED	Immediate	Ongoing	

## Goal 2: Promote redevelopment in the City's Activity Centers.

- Metrics:**
- Average property value per acre in Activity Center areas
  - Average lease rates in Activity Centers

**OUTCOME CCAC2.1:** Old Town Fairfax, including an expanded downtown area to its north and south, is a lively, economically viable, walkable cultural hub for the City.

CCAC 2.1.1	Capitalize on the authenticity and appeal of Old Town Fairfax as a historic place and a shopping, dining, and tourist destination.	Base Work	ED	Ongoing	Ongoing	
CCAC 2.1.2	Attract and retain businesses along Main Street and market it as a primary retail street for Old Town Fairfax.	Base Work	ED	Immediate	Ongoing	
CCAC 2.1.3	Maximize the use of publicly-owned properties to contribute to the economic and cultural vibrancy of Old Town Fairfax.	Base Work	CDP, ED	Ongoing	Long-Term	
CCAC 2.1.4	Encourage redevelopment of privately-owned, underutilized sites north and south of Old Town Fairfax, such as the Courthouse Plaza shopping center and the area west of University Drive between Sager Avenue and Armstrong Street, as mixed-use developments.	Base Work	CDP, ED	Short-Term	Long-Term	
CCAC 2.1.5	Market the connection to Old Town Fairfax from George Mason University and emphasize Old Town Fairfax as a desirable place for students and faculty to shop, dine, and live.	Base Work	ED	Immediate	Ongoing	
CCAC 2.1.6	Support efforts by Fairfax County to develop a Master Plan for the County Courthouse Complex including encouraging improved connections between the complex and surrounding areas, as well as uses that contribute toward, rather than compete with the vibrancy of the Old Town Activity Center.	Specific Project	CDP	Immediate	Short-Term	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME CCAC2.2:** A pedestrian-oriented, mixed-use destination at Northfax that capitalizes on its location to successfully compete with other regional centers.

CCAC 2.2.1	Pursue feasibility of a public-private partnership to develop parking structures.	Specific Project	CDP, ED, Trans.	Short-Term	Long-Term	
CCAC 2.2.2	Consistently articulate expectations for unified developments and support measures that facilitate property consolidation.	Base Work	CDP, ED	Ongoing	Ongoing	
CCAC 2.2.3	Encourage the redevelopment of Northfax as a major commercial center and transit-oriented development that capitalizes on a potential future Metrorail station along I-66.	Specific Project	CDP, ED	Immediate	Long-Term	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME CCAC2.3:** Old Town Fairfax, Northfax, and the other Activity Centers are well-designed and desirable places to live, work, shop, and dine.

CCAC 2.3.1	Encourage structured parking and minimize surface parking, particularly adjacent to public rights-of-way.	Base Work	CDP, Trans.	Ongoing	Ongoing
CCAC 2.3.2	Promote the orientation of buildings facing toward streets with architecture that engages street-level activity.	Base Work	CDP	Ongoing	Ongoing
CCAC 2.3.3	Promote active streetscapes with minimal building setbacks, pedestrian amenities, street furniture, on-street parking, landscaping, and other features.	Base Work	CDP	Ongoing	Ongoing
CCAC 2.3.4	Support land planning that balances connectivity for pedestrians, bicyclists, and motorists.	Base Work	CDP, Trans.	Ongoing	Ongoing
CCAC 2.3.5	Prepare individual Small Area Plans, as defined in Section 15.2-2303.4 of the Code of Virginia, for each of the Activity Centers that clearly demonstrate the desired mix of uses, residential density, building intensity, design aesthetic, specific street locations and multimodal connections, infrastructure improvements, parking, and open space.	Specific Project	CDP	Immediate	Long-Term
CCAC 2.3.6	Target and coordinate public infrastructure improvements with desired infill, reinvestment, and redevelopment areas to encourage and stimulate private development.	Base Work	CDP, Trans., ED	Long-Term	Ongoing

## HOUSING

### Goal 1: Support a wide range of housing types.

Metrics: • Percentage of housing units by type

OUTCOME H1.1: Continued development of housing types that are underrepresented in the City's existing stock of housing units.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
H 1.1.1	Create a housing policy that can best provide for the types of housing units that are most in demand.				See Sub-Actions
H 1.1.1.1	Conduct a housing assessment to examine the types of housing that are most in demand in the City for a full income range of households or are most supportive of growing sectors of the local economy.	Specific Project	CDP, HS	Immediate	Ongoing
H 1.1.1.2	Support development of housing types that are not heavily represented in the City's housing stock, as identified in the housing assessment, where reasonable.	Base Work	CDP, HS	Ongoing	Ongoing
H 1.1.1.3	Consider efforts to market new and existing housing stock to growing sectors of the regional economy.	Base Work	CDP, ED	Immediate	Ongoing
H 1.1.2	Research changes to the zoning regulations to expand opportunities for accessory dwelling units, while ensuring they do not negatively impact the surrounding neighborhood.	Specific Project	CDP	Immediate	Ongoing

## Goal 2: Ensure availability of housing that is affordable.

- Metrics:**
- Number of housing units designated as affordable
  - Number of housing units that are affordable, dedicated to older adults
  - Number of housing units that are affordable, dedicated to persons with disabilities

**OUTCOME H2.1:** Affordable housing units have been added to the City's housing stock through redevelopment and strategic investments.

H 2.1.1	Maintain a robust and dedicated housing trust fund that could be used to rehabilitate and preserve existing housing that is affordable or to help leverage other funding streams for new construction.	Base Work	HS, Finance	Immediate	Ongoing	
H 2.1.2	Provide regulatory and financial incentives to increase the supply of affordable housing, including amending the City's Zoning Ordinance to include an Affordable Dwelling Unit ordinance.	Base Work	CDP, HS	Ongoing	Ongoing	
H 2.1.3	Pursue a contractual partnership with the Fairfax County Department of Housing and Community Development to administer elements of a housing affordability program for the City.	Base Work	CDP, HS	Ongoing	Ongoing	
H 2.1.4	Provide alternative means of accommodating new dedicated affordable units, such as leveraging vacant or underutilized public land; supporting or partnering with private, non-profit, or faith-based organizations; and co-locating affordable housing with public construction.	Base Work	CDP, HS, ED	Immediate	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME H2.2:** Preservation of and reinvestment in the City’s existing supply of affordable multifamily rental housing units.

H 2.2.1	Facilitate partnerships between existing property owners and nonprofit organizations to preserve and ensure long-term affordability of existing multifamily complexes.	Base Work	CDP, ED, HS	Immediate	Ongoing	
H 2.2.2	Promote the use of the Low Income Housing Tax Credits, tax abatements, low-interest loans, the PACE (Property Assessed Clean Energy) Program, and other funding sources available to reinvest in and upgrade existing multifamily complexes.	Base Work	CDP, HS	Immediate	Ongoing	

### Goal 3: Provide housing options for older adults and persons with disabilities.

- Metrics:**
- Number of housing units dedicated to older adults
  - Number of housing units dedicated to persons with disabilities

**OUTCOME H3.1:** A range of accessible housing types with appropriate levels of support and care is available for older adults and persons with disabilities that incorporate the concept of universal design.

H 3.1.1	Express preferences regarding housing units that are appropriate and/or in demand for seniors and those with disabilities and incorporate features of universal design at a range of price points.	Base Work	CDP, HS	Immediate	Ongoing	
H 3.1.2	Encourage development of congregate living facilities - a group of independent dwelling units that have common kitchen and dining areas - to support older adults and persons with disabilities.	Base Work	CDP	Immediate	Ongoing	
H 3.1.3	Review provisions within the City's Zoning Ordinance to identify and amend provisions that impede the ability to construct or modify housing containing minimal physical barriers for people of all ages and abilities, including but not limited to standards of universal design.	Base Work	CDP	Short-Term	Ongoing	

## Goal 4: Support improvements of existing residential units.

- Metrics:**
- Number of permits issued for housing renovations
  - Number of participants in the FRHC program

**OUTCOME H4.1:** A greater number of renovated housing units.

H 4.1.1	Continue to encourage property owners to undertake residential reinvestment projects that can collectively modernize the City's housing stock.	Base Work	CDP	Ongoing	Ongoing	
H 4.1.2	Encourage energy-efficient retrofits that reduce water use and heating and cooling costs.	Base Work	CD, Sust.	Immediate	Ongoing	
H 4.1.3	Continue to enforce compliance with building and property maintenance codes to prevent deteriorated, unsafe, and unhealthy housing conditions.	Base Work	CDP, Code	Ongoing	Ongoing	
H 4.1.4	Incentivize reinvestment in existing multifamily complexes.	Base Work	CDP, HS	Short-Term	Ongoing	

**OUTCOME H4.2:** Expanded City-sponsored residential improvements programs.

H 4.2.1	Continue to explore modifications to the FRHC program to encourage greater participation.	Base Work	CDP	Ongoing	Ongoing	
H 4.2.2	Encourage further engagement of programs to promote sustainable retrofits and incorporation of sustainable elements in residential renovations.	Base Work	CDP, Sust.	Short-Term	Ongoing	

## COMMUNITY DESIGN AND HISTORIC PRESERVATION

### Goal 1: Require high-quality, sustainable design.

**OUTCOME CDHP1.1:** Clear expectations for the required design elements and building materials for the City's historic districts and commercial centers.

CDHP 1.1.1	Determine design aesthetic of Fairfax Boulevard and Main Street with input from City boards and commissions and convey through design documents such as the City of Fairfax Design Guidelines and other documents that may be prepared.	Specific Project	CDP	Immediate	Immediate	
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**OUTCOME CDHP1.2:** Attractive buildings, inviting public spaces, and welcoming gateways that contribute to our economic vitality and unique character.

CDHP 1.2.1	Identify commercial economic investment areas and provide financial support through the Economic Development Authority.	Base Work	CDP, ED	Ongoing	Ongoing	
CDHP 1.2.2	Continue to develop and refine design standards with a menu of options to encourage variety, visual interest, and durability in the design of new development.	Base Work	CDP	Immediate	Immediate	
CDHP 1.2.3	Explore public-private partnerships to create neighborhood centers inclusive of gathering places.	Base Work	CDP, ED	Short-Term	Long-Term	
CDHP 1.2.4	Create attractive gateway features at key City entry points.	Base Work	CDP, ED, PW	Short-Term	Long-Term	

**Goal 2: Protect and enhance historic resources.**

- Metrics:**
- Number of properties located in a locally-designated historic district or designated as a historic landmark
  - Percent of new development and improvements deemed in compliance with the City of Fairfax Design Guidelines

**OUTCOME CDHP2.1:** Protection of eligible structures, properties, and neighborhoods through local historic designation and strategic investments.

CDHP 2.1.1	Develop an inventory of historic and archaeological resources readily available on the City’s website that is reviewed and updated at least every 10 years.	Specific Project	CDP	Ongoing	Ongoing	
CDHP 2.1.2	Work with neighborhoods to gain support for new locally-designated historic districts and landmarks, where appropriate.	Base Work	CDP	Short-Term	Ongoing	
CDHP 2.1.3	Encourage the preservation of existing buildings of historic or architectural significance whenever feasible.	Base Work	CDP	Ongoing	Ongoing	

**OUTCOME CDHP2.2:** Redevelopment that respects nearby historic structures and the established architectural pattern.

CDHP 2.2.1	Ensure all new development subject to the requirements of the City of Fairfax Design Guidelines is compliant, and continue to monitor the review process for Certificates of Appropriateness to ensure it is effective.	Base Work	CDP	Ongoing	Ongoing	
CDHP 2.2.2	Rezone all properties in the Old Town Fairfax Future Transition Overlay District to the Old Town Fairfax Transition Overlay District, either proactively or as each property seeks land use amendments.	Base Work	CDP	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME CDHP2.3:** The City’s historic resources are utilized to provide educational programs to the community and promote preservation of historic properties.

CDHP 2.3.1	Promote greater awareness of the City’s historic resources and the history of the City and surrounding area, identifying educational, economic, and recreational benefits of historic structures, properties, and districts.	Base Work	His.	Ongoing	Ongoing	
CDHP 2.3.2	Evaluate the need to expand the Fairfax Museum and Visitor Center, currently located in the Historic Fairfax Elementary School building.	Specific Project	His.	Long-Term	Long-Term	

# Multimodal Transportation

## Goal 1: Connect with the region.

- Metrics:**
- Traffic on City arterials with neither origins nor destinations in the City - 60% existing (MWCOG model)
  - Transit commute mode share - 11% existing (American Community Survey)
  - Crashes on major and minor arterials involving pedestrians or bicyclists
  - Crashes of all types on major and minor arterials - 837 current (VA State Police)
  - CUE on-time performance - 86% current average for all routes (CUE)

**OUTCOME MM1.1:** Corridors for regional travel and better connections to regional networks and destinations are enhanced and improved.

MM 1.1.1	Continue to participate in regional planning efforts to increase connectivity in the regional road, transit, and trail networks.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 1.1.2	Collaborate with WMATA and regional partners to support a western extension of Metro's Orange Line, including a station location at I-66 and Route 123 (near Northfax) to benefit City of Fairfax stakeholders with improved access to the Metrorail system.	Specific Project	CDP, Trans.	Long-Term	Long-Term	
MM 1.1.3	Increase connectivity to the existing Vienna/Fairfax-GMU Metrorail station including:	See Sub-Actions				
MM 1.1.3.1	Improve pedestrian connections from the Fairfax Circle area to the Metro station area.	Base Work	CDP, Trans.	Short-Term	Long-Term	
MM 1.1.3.2	Improve bicycle facility connections and crossings across Fairfax Boulevard from the City to the Metro station.	Base Work	CDP, Trans.	Short-Term	Short-Term	
MM 1.1.3.3	Continue collaboration with George Mason University to enhance bicycle and transit connections between the University and the Metrorail system.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 1.1.3.4	Implement the recommendations of the Old Lee Highway "Great Street" conceptual plan.	Specific Project	Trans.	Ongoing	Short-Term	

**OUTCOME MM1.1 (con't):** Corridors for regional travel and better connections to regional networks and destinations are enhanced and improved.

MM 1.1.4	Expand trail and bicycle networks to connect to regional facilities and destinations, including:	See Sub-Actions				
MM 1.1.4.1	Improve connections and logical links to the Cross-County Trail and beyond to the Washington & Old Dominion (W&OD) Trail.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 1.1.4.2	Improve trail connections south along Route 123 to connect to the Braddock Road Sidepath and on to Lorton.	Base Work	Trans.	Long-Term	Long-Term	
MM 1.1.4.3	Connect trails to the planned I-66 trail facility.	Base Work	CDP, Trans.	Short-Term	Long-Term	
MM 1.1.4.4	Coordinate with Fairfax County on the construction of the Main Street/Little River Turnpike bicycle facility.	Specific Project	CDP, Trans.	Long-Term	Long-Term	

**OUTCOME MM1.1 (con't):** Corridors for regional travel and better connections to regional networks and destinations are enhanced and improved.

MM 1.1.5	Improve the Blake Lane-Jermantown Road corridor.	See Sub-Actions				
MM 1.1.5.1	Complete a transportation study to determine necessary facility improvements and operational plans.	Specific Project	CDP, Trans.	Short-Term	Long-Term	
MM 1.1.5.2	Coordinate with Fairfax County and VDOT on improvements to the Jermantown Road bridge over I-66, including additional capacity for vehicles, bicycles, and pedestrians.	Specific Project	Trans.	Immediate	Short-Term	
MM 1.1.5.3	Pursue a connection from Jermantown Road to Waples Mill Road north of Fairfax Boulevard.	Specific Project	CDP, Trans.	Long-Term	Long-Term	
MM 1.1.6	Support Fairfax County in pursuing improvements to Braddock Road to facilitate its operation as a critical regional corridor.	Base Work	Trans.	Short-Term	Long-Term	
MM 1.1.7	Complete the Government Center Parkway connection.	Specific Project	Trans.	Immediate	Short-Term	
MM 1.1.8	Improve safety and ensure continued efficiency of Pickett Road as a regional north-south corridor and important truck route.	Base Work	CDP, Trans.	Short-Term	Long-Term	

**OUTCOME MM1.2:** Safety and operations in the regional network are improved.

MM 1.2.1	Conduct a detailed study of Fairfax Circle to improve safety and operations, potentially including geometric changes to the existing circle configuration.	Specific Project	CDP, Trans.	Short-Term	Long-Term	
MM 1.2.2	Simplify multi-leg and offset intersections, such as the intersection of McLean Avenue, Warwick Avenue, and Fairfax Boulevard.	Specific Project	CDP, Trans.	Short-Term	Long-Term	
MM 1.2.3	Address safety and operational deficiencies at major intersections, such as the intersection of Eaton Place and Chain Bridge Road.	Specific Project	Trans.	Short-Term	Long-Term	
MM 1.2.4	Continue City participation on regional transportation boards.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 1.2.5	Promote a regional approach to public transportation planning.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 1.2.6	Participate in the regional process for evaluation and recommendation of projects to be applied for state and regional funding.	Base Work	Trans.	Ongoing	Ongoing	

**Goal 2: Provide viable and attractive mobility choices.**

- Metrics:**
- Miles of sidewalk (excluding trails) - 126 existing
  - Miles of bicycle facilities (dedicated on-street facilities and trails) - 10.6 existing
  - Pedestrian and bicycle volumes on trails
  - Non-drive alone mode share by residents and workers - 28% existing (MWCOG model)
  - Percent of residential units within 4,000 feet of parks or open space via street or trail network - 88% existing
  - Percent of residents within 2,500 feet of a transit stop via street or trail network - 79% existing
  - Number of bicycle racks deployed throughout the City

**OUTCOME MM2.1:** Pedestrian safety is improved.

MM 2.1.1	Fill critical gaps in the pedestrian network. Develop and act on a prioritized list of sidewalk improvements in the commercial areas and provide sidewalks on at least one side of every residential street in neighborhoods that are in agreement.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 2.1.2	Ensure the pedestrian network is accessible to all and meets the requirements of the Americans with Disabilities Act (ADA).	Base Work	Trans.	Ongoing	Ongoing	
MM 2.1.3	Enhance safe routes to school, safe routes to transit, and safe routes to community facilities, completing specific planning efforts as required.	Base Work	CDP, Trans., P&R	Ongoing	Ongoing	
MM 2.1.4	Improve pedestrian crosswalks. Crosswalks should be provided across all legs of all intersections.	Base Work	Trans.	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME MM2.1 (con't):** Pedestrian safety is improved.

MM 2.1.5	Expand the sidewalk network. Sidewalks should be provided with any significant street maintenance, rehabilitation, or reconstruction project and may be constructed independent of a street project.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 2.1.6	Increase pedestrian connectivity to the existing Vienna/Fairfax-GMU Metro station, such as through the Fairfax Circle area.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 2.1.7	Expand safety education efforts to educate all road users on pedestrian awareness and safety. Educate residents on proper procedures for traveling as a pedestrian, interacting with pedestrians as a driver, and locating and using pedestrian facilities to increase comfort and safety and encourage more walking.	Base Work	Trans., Police	Immediate	Ongoing	

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**OUTCOME MM2.2:** The City’s existing trail system, including the “Green Ribbon” parks and trail network, is connected and expanded.

MM 2.2.1	Identify and fill gaps in the trail network. Find opportunities for future trails, complete connections to existing segments, implement projects proposed by the Parks and Recreation Master Plan, and pursue new trail connections to create a more functional trail network.	Base Work	CDP, Trans., P&R	Ongoing	Ongoing	
MM 2.2.2	Connect the George Snyder Trail to the planned I-66 trail facility.	Specific Project	CDP, Trans., P&R	Immediate	Short-Term	
MM 2.2.3	Improve trail crossings across arterial streets, including Fairfax Boulevard at Pickett Road and Main Street at Main Street Square and Railroad Avenue.	Base Work	CDP, Trans., P&R	Ongoing	Ongoing	
MM 2.2.4	Provide wayfinding, trailblazing, traffic calming/safety, and non-motorized facility improvements to provide connections between parks and trails.	Base Work	CDP, Trans., P&R	Ongoing	Ongoing	
MM 2.2.5	Increase resident awareness of trail networks and connections.	Specific Project	CDP, Trans., P&R	Ongoing	Ongoing	

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**OUTCOME MM2.3:** Bicycle network, facilities, and programs are improved.

MM 2.3.1	Develop and adopt a bicycle network plan linking major destinations including George Mason University, Old Town, Metrorail, and the regional trail system.	Specific Project	CDP, Trans., P&R	Short-Term	Short-Term	
MM 2.3.2	Review bicycle facility design standards to ensure best practices in design and delivery of facilities.	Base Work	CDP, Trans.	Short-Term	Ongoing	
MM 2.3.3	Expand the provision of bicycle racks for short-term bicycle parking.	Base Work	CDP, Trans.	Ongoing	Ongoing	
MM 2.3.4	Adopt bicycle-supportive policies for development projects where applicable, including expanded provision of short- and long-term bicycle parking, showers, and changing facilities.	Base Work	CDP, Trans.	Immediate	Short-Term	
MM 2.3.5	Complete a bikeshare feasibility study including definition of necessary station density, recommended "starter system," operating and management structure, and funding program, preferably in partnership with George Mason University.	Specific Project	CDP, Trans.	Immediate	Immediate	
MM 2.3.6	Provide initial support to establish bikeshare in the City.	Specific Project	Trans.	Short-Term	Short-Term	
MM 2.3.7	Expand safety education efforts to educate all road users on bicycle awareness and safety. Educate casual cyclists on proper procedures to encourage more cycling through an increased comfort level.	Base Work	Trans., Police	Immediate	Ongoing	
MM 2.3.8	Increase connectivity to the existing Vienna/Fairfax-GMU Metrorail station by improving bicycle facility connections and crossings across Fairfax Boulevard north to the Metro station.	Base Work	CDP, Trans	Short-Term	Short-Term	

**OUTCOME MM2.4:** Transit continues to be an effective non-driving alternative.

MM 2.4.1	Improve transit services and facilities.	Base Work	Trans.	Ongoing	Ongoing
MM 2.4.1.1	Identify a priority transit network providing enhanced transit operations and more frequent services along key corridors including Main Street, Old Lee Highway, and Fairfax Boulevard.	Specific Project	Trans.	Long-Term	Long-Term
MM 2.4.1.2	Enhance passenger accommodations to improve comfort and convenience.	Base Work	CDP, Trans.	Short-Term	Ongoing
MM 2.4.1.3	Improve major transfer locations with quality passenger amenities, expanded information, and improved pedestrian facilities. Significant transfer locations include the Kamp Washington area, Fairfax Circle, Old Town, and Pickett and Main.	Specific Project	CDP, Trans.	Short-Term	Long-Term
MM 2.4.1.4	Implement recommendations of the CUE Transit Development Plan to maintain the highly valued service of the CUE system.	Specific Project	Trans.	Short-Term	Long-Term
MM 2.4.1.5	Achieve and maintain 90% on-time performance for the CUE system.	Base Work	Trans.	Ongoing	Ongoing
MM 2.4.1.6	Improve connections to other transit routes and facilities through enhancements at significant transfer locations.	Base Work	Trans., CDP	Short-Term	Long-Term
MM 2.4.1.7	Promote transit-friendly design features in development projects.	Base Work	CDP, Trans.	Ongoing	Ongoing
MM 2.4.1.8	Expand ADA-accessible sidewalks and crosswalks serving bus stops.	Base Work	Trans.	Short-Term	Long-Term

**OUTCOME MM2.5:** Vehicular travel and facilities are effectively managed and maintained.

MM 2.5.1	Design all new facilities and upgrade existing facilities to comply with all federal, state, and local safety standards.	Base Work	Trans.	Ongoing	Ongoing	
MM 2.5.2	Pursue new technologies that would improve safety on City streets.	Base Work	Trans.	Ongoing	Ongoing	
MM 2.5.3	Ensure the safety of City streets by incorporating traffic calming measures as needed.	Base Work	Trans.	Ongoing	Ongoing	
MM 2.5.4	Evaluate opportunities to increase street grid connectivity to distribute traffic and to improve network resiliency. Opportunities for additional connections may be identified at any time but particularly as redevelopment occurs.	Base Work	CDP, Trans.	Ongoing	Ongoing	

### Goal 3: Integrate transportation with land use.

- Metrics:**
- Percent of residential units within 4,000 feet of an Activity Center via street or trail network - 44% existing
  - Pedestrian counts at key crossing locations (Reference 2012 movement counts)
  - Number of new secondary and tertiary streets (public and private)
  - Number of intersections without pedestrian crossings across all approaches and locations where distances between pedestrian crossings exceed 500 feet in Activity Centers

**OUTCOME MM3.1:** On- and off-street parking and curbside uses are effectively managed.

MM 3.1.1	Effectively locate, design and manage parking facilities to provide context-appropriate parking availability and accessibility to the surrounding destinations.	Base Work	Trans., ED, CDP	Ongoing	Ongoing	
MM 3.1.2	Enhance wayfinding and information, with an initial focus on Old Town.	Base Work	Trans., ED, CDP	Immediate	Short-Term	
MM 3.1.3	Explore parking pricing and other parking management strategies for public parking spaces and facilities throughout the City.	Base Work	Trans., ED, CDP	Long-Term	Long-Term	
MM 3.1.4	Explore the creation of parking management districts in Old Town and other Activity Centers to maximize parking resources while minimizing excess parking supply.	Specific Project	CDP, Trans., ED	Long-Term	Long-Term	
MM 3.1.5	Consider policy measures to allow developers to fund public parking or other forms of access infrastructure in lieu of meeting parking requirements on site.	Base Work	CDP, Trans., ED	Short-Term	Long-Term	
MM 3.1.6	Develop travel marketing material to reduce the demand for long-term commuter/employee parking in the City.	Specific Project	CDP, Trans., ED	Short-Term	Short-Term	
MM 3.1.7	Revise the Residential Parking Permit District Policy to consistently manage on-street public parking in residential neighborhoods.	Specific Project	Trans.	Immediate	Immediate	

**OUTCOME MM3.2:** Walkability to and within Activity Centers and between neighborhoods is increased.

MM 3.2.1	Whenever possible, increase connections – particularly non-motorized connections – between neighborhoods, community facilities, and Activity Centers.	Base Work	CDP, Trans., P&R	Ongoing	Ongoing	
MM 3.2.2	With development projects, break up large blocks to a more walkable scale. Pursue additional secondary and tertiary street network opportunities. Streets should be well-designed as complete streets and align at regular intersections for a continuous street grid.	Specific Project	CDP, Trans.	Ongoing	Ongoing	
MM 3.2.3	Increase the number, safety, and frequency of pedestrian crossings, including across major streets. Provide crosswalks at all approaches of all signalized intersections at minimum intervals of 500 feet within Activity Centers. An exception exists in the case where the implementation of a crosswalk would result in operational failure of the corridor.	Base Work	Trans.	Ongoing	Ongoing	
MM 3.2.4	Improve the overall pedestrian environment, including pedestrian crossings, street trees, and furnishing zones; buffering sidewalk from vehicle travel lanes; improved pedestrian scale lighting; and active ground floor uses along primary street edges.	Base Work	CDP, Trans.	Ongoing	Ongoing	

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**OUTCOME MM3.3:** Streets are designed to accommodate context and function.

MM 3.3.1	Develop and adopt a “Link + Place” street typology to guide street design and management for public and private streets.	Specific Project	Trans., CDP	Immediate	Immediate	
MM 3.3.2	Through community consultation, develop specific design objectives, desired outcomes, and performance metrics for each street type. Link design objectives to the street design and project development process, guidelines, and reference documents.	Specific Project	Trans.	Short-Term	Short-Term	
MM 3.3.3	Ensure quality street design in both the pedestrian zone and travel zone of the street.	Base Work	Trans.	Ongoing	Ongoing	
MM 3.3.4	Improve access, circulation, walkability, and transportation management in Activity Centers.	Base Work	CDP, Trans.	Ongoing	Ongoing	

#### Goal 4: Adopt policies and procedures for strategic transportation decision making.

Metrics: • Number of sidewalk projects approved through the adopted sidewalk policy

OUTCOME MM4.1: The City's sidewalk policy is updated.

MM 4.1.1	Adopt a formal sidewalk policy, beginning with the best practices and policy recommendations for Pedestrian Accessibility Policy in Appendix B (Section 4), requiring sidewalks on all new, reconstructed, or substantially rehabilitated streets that respond to local needs and community context.	Specific Project	CDP, Trans.	Short-Term	Short-Term	
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OUTCOME MM4.2: A Complete Streets policy is adopted and implemented.

MM 4.2.1	Develop and adopt a Complete Streets policy, beginning with the best practices and policy recommendations for Complete Streets Policy in Appendix B (Section 5).	See Sub-Actions				
MM 4.2.1.1	Develop an appropriate policy for the City and adopt as formal policy.	Specific Project	CDP, Trans.	Short-Term	Short-Term	
MM 4.2.1.2	Examine existing design practices and processes and adjust to ensure implementation of the adopted policy.	Specific Project	CDP, Trans.	Short-Term	Ongoing	
MM 4.2.1.3	Set and track evaluation measures for Complete Streets improvements.	Specific Project	CDP, Trans.	Short-Term	Ongoing	
MM 4.2.2	Implement Complete Streets improvements on major corridors including Fairfax Boulevard, Chain Bridge Road, University Drive, Old Lee Highway and Main Street.	Specific Project	CDP, Trans.	Ongoing	Ongoing	

**OUTCOME MM4.3:** A Transportation Demand Management (TDM) Program is adopted and implemented.

MM 4.3.1	Based on best practices (as defined in Appendix B Section 3), establish a Citywide TDM policy and program framework that can be utilized by the City and adapted by businesses and developers.	Specific Project	Trans., CDP, ED	Short-Term	Short-Term	
MM 4.3.2	Require TDM plans for all large development projects. Require bi-annual monitoring to assess resident/employee travel patterns.	Base Work	CDP, Trans., ED	Short-Term	Ongoing	
MM 4.3.3	Create a City TDM brand and website to centralize all available travel option information including transit schedules, bicycle maps, ridesharing opportunities, and education tools.	Specific Project	Trans., CDP, ED, CM	Short-Term	Ongoing	
MM 4.3.4	Increase outreach and education to George Mason University, the Central Fairfax Chamber of Commerce, City of Fairfax Schools, and other markets that can provide strong partnerships with the TDM program.	Base Work	Trans.	Short-Term	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME MM4.3 (con't):** A Transportation Demand Management (TDM) Program is adopted and implemented.

MM 4.3.5	Evaluate a linked TDM fund for in-lieu developer fees related to parking requirements to enhance the transit system and Citywide TDM programs.	Specific Project	Trans.	Short-Term	Ongoing
MM 4.3.6	Improve access to ridesourcing programs through enhanced coordination with Fairfax County RideSource, Commuter Connections, or initiate a City-based program.	Base Work	Trans.	Short-Term	Ongoing
MM 4.3.7	Explore opportunities for carshare services within the City to address "last mile" connections.	Base Work	Trans., ED	Short-Term	Ongoing
MM 4.3.8	Partner with employer-sponsored wellness programs to highlight and market travel options and associated costs.	Base Work	Trans., CM, ED	Short-Term	Ongoing

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**OUTCOME MM4.4:** Mobility best practices and emerging technologies, including those described in Appendix B, are considered in transportation policies and projects.

MM 4.4.1	Consider methods of implementing and evaluating new transportation concepts, including trial or pilot programs.	Base Work	Trans.	Short-Term	Ongoing	
MM 4.4.2	Provide real-time information through both apps and visual displays for transit arrivals, parking availability, and shared bicycles and vehicles.	Base Work	Trans.	Short-Term	Ongoing	
MM 4.4.3	Promote multimodal travel planning applications and services.	Base Work	Trans., CM	Short-Term	Ongoing	
MM 4.4.4	Pursue Intelligent Transportation Systems (ITS) such as transit or emergency vehicle priority, dynamic signal timing, and other strategies.	Specific Project	Trans.	Short-Term	Ongoing	
MM 4.4.5	Participate with state and regional partners to ensure autonomous vehicle policies protect vulnerable street users and reduce overall vehicle miles traveled.	Base Work	Trans.	Long-Term	Ongoing	
MM 4.4.6	Consider curbside policies and street design to manage curbside carsharing/ridesourcing activities while preserving the safe and efficient flow of travel.	Base Work	Trans., CM, Police	Short-Term	Long-Term	
MM 4.4.7	Consider policies to promote technologies and innovations that reduce environmental impacts from transportation.	Base Work	Trans., Sust.	Immediate	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME MM4.5:** A short-term prioritized transportation project list is developed.

MM 4.5.1	Develop a two-year project list that reflects City Council and community priorities.	Base Work	Trans., CDP, P&R, ED	Ongoing	Ongoing	
MM 4.5.2	Provide opportunities for public input on transportation improvements.	Base Work	CDP, Trans., CM	Ongoing	Ongoing	
MM 4.5.3	Use all available media to provide transportation information to the public.	Base Work	Trans., CM	Ongoing	Ongoing	

# Environment and Sustainability

## NATURAL ENVIRONMENT

**Goal 1: Preserve, promote, and enhance a healthy environment.**

- Metrics:**
- Percentage of impervious area
  - Citywide greenhouse gas emissions
  - Percentage of tree canopy
  - Stream health ratings

**OUTCOME NE1.1:** Clean and protected water resources and watersheds in the City.

NE 1.1.1	Reaffirm and implement the City's Chesapeake Bay Preservation Program (Appendix A) and zoning regulations.	Specific Project	CDP, Sust., PW	Immediate	Ongoing	
NE 1.1.2	Enhance zoning regulations and support initiatives that encourage the use of green stormwater infrastructure on private and public property.	Base Work	CDP, Sust.	Short-Term	Ongoing	
NE 1.1.3	Retain and acquire riparian areas as open space or parkland.	Base Work	CDP, P&R	Ongoing	Ongoing	

**OUTCOME NE1.2:** Clean, healthy air that supports plant, animal, aquatic, and human life.

NE 1.2.1	Develop and implement a Climate and Energy Action Plan to achieve regional greenhouse gas emissions reduction goals (20% from 2005 level by 2020, 80% from 2005 level by 2050) as committed to in the Greater Washington 2050 Compact.	Specific Project	Sust., PW	Immediate	Long-Term	
NE 1.2.2	Identify and implement strategies to reduce airborne pollutants known to cause health problems.	Base Work	Sust.	Short-Term	Short-Term	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME NE1.3:** A diverse, well-managed urban forest dominated by native species.

NE 1.3.1	Develop and implement an urban forest management plan to protect the City's urban forest and increase the quantity, density, and diversity of trees on public and private land.	Specific Project	Sust.	Immediate	Short-Term	
NE 1.3.2	Support incentives, provide education, and partner with public and private groups to encourage native tree planting and preservation by private property owners.	Base Work	Sust., P&R, CM	Immediate	Ongoing	
NE 1.3.3	Update zoning regulations and public facilities manual for tree preservation, removal, and planting of preferred species of trees located along streets, parking lots, and riparian areas.	Base Work	Sust., CDP, PW	Immediate	Short-Term	

**OUTCOME NE1.4:** A diverse population of native vegetation protected from invasive plants.

NE 1.4.1	Develop a strategy to control invasive species including identifying and mapping areas impacted by invasive plants.	Base Work	P&R, PW, Sust.	Short-Term	Short-Term	
NE 1.4.2	Support the development of community and habitat gardens on underutilized parcels and public lands.	Base Work	P&R, Sust.	Immediate	Ongoing	
NE 1.4.3	Provide education and partner with public and private groups to promote the preservation and planting of native plants, sustainable landscaping techniques, and management of invasive plants.	Base Work	P&R, PW, CM, Sust.	Immediate	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME NE1.5:** Restored and preserved natural open spaces and contiguous greenway corridors that provide natural habitats for plants and wildlife.

NE 1.5.1	Restore disturbed areas along streams and in conservation easements with native species.	Base Work	PW	Immediate	Ongoing	
NE 1.5.2	Pursue opportunities to purchase and preserve in perpetuity privately-owned open space.	Base Work	CDP, P&R	Ongoing	Ongoing	
NE 1.5.3	Encourage new development that protects and preserves environmentally-sensitive areas and natural features, such as tree cover (especially significant stands of trees and healthy, mature trees), native vegetation, streams, wildlife habitat, and natural topography.	Base Work	CDP, PW	Immediate	Ongoing	

## Goal 2: Prepare for the impacts from natural and man-made hazards.

**OUTCOME NE2.1:** Reduced risk and improved preparedness to meet the challenges associated with natural and man-made hazards.

NE 2.1.1	Participate in the National Flood Insurance Program's (NFIP) Community Rating System, a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements.	Base Work	PW	Ongoing	Ongoing	
NE 2.1.2	Develop a resiliency plan to set priorities and allocate resources to manage risks associated with natural and man-made hazards.	Specific Project	Sust., EM	Short-Term	Long-Term	
NE 2.1.3	Continue to work with the Northern Virginia Hazard Mitigation Advisory Committee to regularly update the Northern Virginia Hazard Mitigation Plan.	Base Work	EM	Ongoing	Ongoing	

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**OUTCOME NE2.2:** Reduced exposure to pollutants and hazardous chemicals in the environment.

NE 2.2.1	Enhance exterior lighting standards and pursue certification as an International Dark Sky Community to reduce light pollution and protect nighttime skies.	Specific Project	Sust., CDP, PW	Immediate	Short-Term	
NE 2.2.2	Continue to enforce noise standards.	Base Work	CDP	Ongoing	Ongoing	
NE 2.2.3	Promote the proper disposal or recycling of household hazardous waste.	Base Work	Sust., PW	Ongoing	Ongoing	
NE 2.2.4	Educate on the identification, risks, and remediation of hazardous materials in buildings, including but not limited to radon, asbestos and volatile organic compounds.	Base Work	Sust., Code	Immediate	Ongoing	
NE 2.2.5	Develop integrated pest management and nutrient management plans.	Base Work	PW, P&R	Short-Term	Short-Term	
NE 2.2.6	Promote the responsible use of pesticides and fertilizers.	Base Work	PW, P&R	Short-Term	Ongoing	

## SUSTAINABILITY INITIATIVES

**Goal 1: Increase the use of sustainable practices, technology, design, and materials.**

- Metrics:**
- Energy use per capita
  - Energy use of government facilities and operations
  - Number of buildings certified by a green building rating system
  - Number of solar installations
  - Water use per capita
  - Pounds collected of solid waste and recycling

**OUTCOME SI1.1:** Minimized energy demand with the application of energy-efficient design features, technologies, and best practices.

SI 1.1.1	Promote the efficient use of energy by residents, business owners and government facilities and operations to achieve a 30% reduction in energy use from 2018 baseline levels by 2035; a 40% reduction from 2018 baseline levels by 2040; and a 55% reduction from 2018 baseline levels by 2050.	Base Work	Sust., PW	Immediate	Long-Term	
SI 1.1.1.1	Use a data-driven assessment process to deploy energy efficiency technologies throughout all government facilities and operations, and promote energy efficiency best practices among government employees.	Base Work	Sust., PW	Immediate	Long-Term	
SI 1.1.1.2	Support incentives, provide education, and partner with public and private groups to promote energy efficiency and sustainability improvements by private property owners.	Base Work	CDP, CM	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME SI1.1 (con't):** Minimized energy demand with the application of energy-efficient design features, technologies, and best practices.

SI 1.1.1.3	Promote voluntary benchmarking for commercial buildings.	Base Work	Sust.	Short-Term	Short-Term	
SI 1.1.1.4	Implement programs that offer clean energy financing solutions for residential and commercial sectors, such as the Solarize NOVA campaign, Property Assessed Clean Energy (PACE) program, and Fairfax Renaissance Housing Corporation (FRHC) Loans.	Base Work	ED, Sust.	Immediate	Short-Term	
SI 1.1.2	Develop a green building policy that establishes green building standards and incentives for both private and public sector construction and major renovations.	Specific Project	Sust., CDP	Immediate	Short-Term	

**OUTCOME SI1.2:** Increased use of renewable energy and advanced sustainable technologies.

SI 1.2.1	Conduct feasibility studies and subsequent plans for government operations to achieve 100% renewable electricity by 2035 and community-wide 100% renewable electricity by 2050.	Specific Project	Sust.	Short-Term	Long-Term	
SI 1.2.2	Revise applicable codes, zoning regulations, policies, and design guidelines to help facilitate local renewable energy deployment and adoption of sustainable technologies.	Base Work	Sust., CDP	Immediate	Short-Term	
SI 1.2.3	Provide education and incentives to residents and businesses to install renewable energy systems and sustainable technologies.	Base Work	Sust., PW	Immediate	Ongoing	
SI 1.2.4	Partner with other local governments, organizations, and individuals on planning and implementation of renewable energy systems and sustainable technologies.	Base Work	Sust., PW	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME SI1.3:** Reduced waste and increased reuse and recycling of materials.

SI 1.3.1	Implement the Solid Waste Management Plan, which establishes waste reduction goals and outlines how the City manages solid waste and recycling.	Specific Project	Sust., PW	Ongoing	Ongoing	
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**OUTCOME SI1.4:** Minimize potable water demand in the community.

SI 1.4.1	Develop and provide water conservation education and incentive programs for residents and businesses to promote the use of water efficient practices and products.	Base Work	Sust., PW, CM	Short-Term	Ongoing	
SI 1.4.2	Support incentives and revise applicable codes, policies, and design guidelines to encourage water efficiency in new construction and landscaping.	Base Work	Sust., CDP	Short-Term	Short-Term	

## Goal 2: Support physical activity and healthy lifestyles.

- Metrics:**
- Number of community garden plots, farmers markets, and local food distributors
  - Percent of residents within one mile of a grocery store or farmers market

**OUTCOME SI2.1:** Access to healthy, regionally-grown foods.

SI 2.1.1	Evaluate regulations that permit urban agriculture on publicly-owned property and/or space for community gardens in new multifamily and mixed-use developments.	Base Work	Sust., CDP	Short-Term	Short-Term	
SI 2.1.2	Work with Fairfax County to develop a healthy food access plan.	Specific Project	HS	Short-Term	Long-Term	

**OUTCOME SI2.2:** Access to parks, recreation, community facilities, trails, and open space.

SI 2.2.1	Promote walking and trail use as part of a healthy community initiative.	Base Work	P&R	Immediate	Ongoing	
SI 2.2.2	Partner with Fairfax County and NOVA Parks to improve and expand the local and regional park system.	Base Work	P&R	Immediate	Ongoing	

# Economic Vitality

**Goal 1: Increase the City's ratio of commercial to residential real estate.**

- Metrics:**
- Percent of annual real estate revenue from non-residential property
  - Percent of office space classified as Class A

**OUTCOME EV1.1:** New development and redevelopment that maximize revenue generation from nonresidential buildings and uses.

EV 1.1.1	Attract new commercial businesses while supporting and retaining existing businesses.	Base Work	ED	Ongoing	Ongoing	
EV 1.1.2	Leverage proximity to George Mason University to attract university spin-outs and startups.	Base Work	ED	Ongoing	Ongoing	
EV 1.1.3	Capitalize on proximity to Inova Fairfax Hospital to attract health- and wellness-related businesses.	Base Work	ED	Immediate	Ongoing	
EV 1.1.4	Capitalize on regional growth in the technology-based, creative, and innovative sectors and encourage related businesses to establish in the City.	Base Work	ED	Immediate	Ongoing	
EV 1.1.5	Pursue corporate headquarters to locate in the City.	Base Work	ED	Ongoing	Ongoing	

## Goal 2: Support diversification of the retail, service, and office sectors.

**Metrics:** • [Citywide average lease rates for retail properties](#)

**OUTCOME EV2.1:** The retail and service sectors more effectively compete with other regional commercial sectors, resulting in increased desirability as a destination.

EV 2.1.1	Attract new retail and service businesses representing sectors that have the ability to become regional destinations.	Base Work	ED	Immediate	Ongoing	
EV 2.1.2	Create new commercial areas that contain the amenities and atmosphere necessary to attract top-tier commercial tenants.	Specific Project	ED, CDP	Immediate	Ongoing	

**OUTCOME EV2.2:** An improved office space inventory that attracts high-value tenants.

EV 2.2.1	Work with owners and operators of existing office buildings to encourage property renovations and upgrades needed to bring properties to Class A status.	Base Work	ED	Short-Term	Ongoing	
EV 2.2.2	Encourage the provision of Class A office space in new commercial development projects and renovations.	Base Work	ED, CDP	Immediate	Ongoing	

**OUTCOME EV2.3:** A strong relationship with George Mason University is leveraged to support new development and investment that capitalizes on the needs of the University and supports the Comprehensive Plan Vision for the City.

EV 2.3.1	Use the newly-created position of MEC Business Incubator Director to graduate a consistent pipeline of at least one tenant per year to a permanent location within the City.	Base Work	ED	Ongoing	Ongoing	
EV 2.3.2	Explore the establishment of a local development corporation or other formal partnership between the City and George Mason University.	Specific Project	ED	Ongoing	Immediate	

### Goal 3: Transform the Commercial Corridors and Activity Centers.

**Metrics:** • Percentage of building area in Activity Centers that is within development that meets the intent of the Comprehensive Plan for those areas

**OUTCOME EV<sub>3.1</sub>:** Redevelopment projects in the Commercial Corridors and Activity Centers create destinations that attract tenants, customers, and residents.

EV 3.1.1	Develop branding and marketing strategy for individual Activity Centers.	Specific Project	ED	Immediate	Immediate	
EV 3.1.2	Create a commercial targeting strategy to focus the City's efforts on attracting businesses that would have the greatest impact in competing with other regional commercial sectors.	Specific Project	ED	Immediate	Immediate	
EV 3.1.3	Prepare conceptual designs for the Activity Centers and present in dynamic marketing materials that clearly demonstrate the desired mix of uses, residential density, building intensity, design aesthetic, multimodal connections, and parking.	Specific Project	ED, CDP	Immediate	Immediate	

### Goal 4: Create a single ZIP Code for the City.

**OUTCOME EV<sub>4.1</sub>:** The U.S. Postal Service designates a ZIP Code that is unique to addresses within City limits.

EV 4.1.1	Conduct a cost-benefit analysis.	Specific Project	CoR	Short-Term	Short-Term	
EV 4.1.2	If supported by the cost-benefit analysis, request a ZIP Code Boundary Review from the U.S. Postal Service.	Specific Project	City Manager	Short-Term	Long-Term	

# Community Services

## EDUCATION

**Goal 1: Ensure the City's public education needs are met.**

**Metrics:** • Ratio of enrollment to capacity for City public schools

**OUTCOME E1.1:** The School Services Agreement with FCPS, guided by the City of Fairfax School Board, continues to provide City students with the highest quality education.

E 1.1.1	Continue to follow the established guidelines of the School Services Agreement and to monitor its implementation.	Base Work	SB	Ongoing	Ongoing	
E 1.1.2	Maintain a close working relationship with the Mayor, City Council and City staff regarding school needs and continue to provide information to the elected officials and staff.	Base Work	SB	Ongoing	Ongoing	

**OUTCOME E1.2:** Public school facilities and grounds meet the current and future needs of the school-aged population.

E 1.2.1	Continue cooperation between City government and City of Fairfax School Board to assess and plan for impacts from future residential development.	Base Work	CDP	Ongoing	Ongoing	
E 1.2.2	Monitor potential Fairfax County school boundary adjustments to anticipate impacts on City school enrollment.	Base Work	CDP	Ongoing	Ongoing	
E 1.2.3	Continue to examine potential need for additional school facilities and the best use for the City of Fairfax School Board's Deed of Covenant on Green Acres.	Base Work	CDP, P&R	Ongoing	Ongoing	
E 1.2.4	Continue to ensure a safe learning environment, proper program capacities, and the availability of the latest technology and functional accommodations.	Base Work	SB	Ongoing	Ongoing	
E 1.2.5	Promote environmentally friendly practices for school facilities and grounds.	Base Work	SB	Ongoing	Ongoing	

**Goal 2: Ensure access to educational and training opportunities for all generations.**

**Metrics:** • Number of early education, training, and continuing education programs and classes offered by the City or through City partnerships

**OUTCOME E2.1:** All children will be well-prepared to begin elementary school.

E 2.1.1	Continue to promote Pre-K instructional opportunities for all City Pre-K children.	Base Work	SB	Ongoing	Ongoing	
E 2.1.2	Increase access to early childhood literacy and after school care at the City's community facilities, City of Fairfax Regional Library, and other institutions.	Base Work	SB, P&R	Immediate	Ongoing	

**OUTCOME E2.2:** The City's residents will have access to facilities and programs that foster an informed community.

E 2.2.1	Maintain access to the City's community facilities, City of Fairfax Regional Library, and other institutions for ongoing dialogue in educational events and discussions.	Base Work	SB, P&R	Ongoing	Ongoing	
E 2.2.2	Continue to provide residents and businesses with access to timely information on City government programs and initiatives via the monthly Cityscene newsletter, Cityscreen-12 television station, City website, and email alerts.	Base Work	CM	Ongoing	Ongoing	

**OUTCOME E2.3:** Partnerships and community resources provide opportunities for training and continuing education.

E 2.3.1	Continue to foster good relations with nearby education providers such as George Mason University and Osher Lifelong Learning Institute (OLLI).	Base Work	ED	Ongoing	Ongoing	
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## PARKS AND RECREATION

### Goal 1: Develop high-quality park infrastructure.

- Metrics:**
- Acres of City-owned park land
  - Percent of residents within 4,000 feet of parks or open space via a street or trail network

**OUTCOME PR1.1:** A well-connected system of parks that provides citizens with healthy choices for recreation.

PR 1.1.1	Identify and address gaps in the connections between the City's parks and open space.	Base Work	P&R, Trans., CDP	Immediate	Long-Term	
PR 1.1.2	Identify opportunities for future open space in neighborhoods that are undersupplied in public recreation and open space opportunities.	Base Work	P&R, CDP	Ongoing	Ongoing	
PR 1.1.3	Enhance public access to parks and recreational facilities by making any necessary infrastructure improvements.	Base Work	P&R, Trans., CDP	Ongoing	Long-Term	
PR 1.1.4	Partner with the Department of Public Works on efforts to improve pedestrian and bicycle networks throughout the City.	Base Work	P&R, Trans.	Immediate	Ongoing	

**OUTCOME PR1.2:** A greater awareness of the City's natural resources and commitment to protect and enhance them.

PR 1.2.1	Implement measures to preserve privately-owned land adjacent to parks and trails in perpetuity, e.g., utilizing conservation easements, deed restrictions, etc.	Base Work	CDP, P&R	Ongoing	Ongoing	
PR 1.2.2	Adopt tree preservation guidelines for parks, open space, and trails.	Specific Project	P&R, PW	Immediate	Short-Term	

## Goal 2: Provide programs and services that meet the needs of the community.

- Metrics:**
- Number of new accessibility improvement projects at Parks and Recreation facilities
  - Additional benchmarking included in the Parks and Recreation Strategic Plan

**OUTCOME PR2.1:** Robust programming of the City's parks and public facilities that provides opportunities for individuals of all ages and abilities to participate.

PR 2.1.1	Conduct a study to determine how the City's long-term needs for a community center and senior center can be best met and implement the recommendations of this study, including construction of recommended facilities.	Specific Project	CDP, P&R	Immediate	Short-Term	
PR 2.1.2	Update Parks and Recreation facilities to ensure they are accessible to individuals of all abilities.	Base Work	P&R	Immediate	Ongoing	
PR 2.1.3	Expand and enhance the facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts.	Base Work	P&R	Immediate	Ongoing	
PR 2.1.4	Enhance Old Town Square as a destination and community gathering place by providing a venue for arts, recreation, and green space.	Base Work	P&R	Immediate	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME PR2.2:** Expanded and enhanced partnerships with City businesses and other organizations such as City of Fairfax Schools, Fairfax County Park Authority, NOVA Parks, FCPS, George Mason University, Fairfax County Neighborhood and Community Services, and others to complement the services provided by the City.

PR 2.2.1	Identify opportunities to expand partnerships with institutional and business communities.	Base Work	P&R, ED	Ongoing	Ongoing	
PR 2.2.2	Establish relationships and partnerships with various underrepresented, underserved, or diverse demographic groups in the City to assist with developing programs and services to meet the needs of these communities.	Base Work	P&R, HS	Ongoing	Ongoing	

**OUTCOME PR2.3:** Rehabilitation or construction of public facilities to meet the programmatic and recreational needs of the community.

PR 2.3.1	Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance programs and services.	Base Work	P&R	Immediate	Ongoing	
PR 2.3.2	Inventory the condition of existing public facilities and identify any necessary updates and repairs.	Base Work	P&R	Ongoing	Ongoing	

### Goal 3: Market programs, special events, facilities, and services.

**OUTCOME PR3.1:** A well-informed community that utilizes the City's quality programs and attends events.

PR 3.1.1	Conduct public opinion surveys of Parks and Recreation customers to identify desired changes in facilities and programming.	Base Work	P&R	Ongoing	Ongoing	
PR 3.1.2	Utilize a variety of communications platforms to publicize facilities, programs and events to the community.	Base Work	P&R, CM	Ongoing	Ongoing	

**OUTCOME PR3.2:** City facilities and events are a regional draw, resulting in increased economic vitality for local businesses.

PR 3.2.1	Increase awareness, participation, and support of programs, facilities, and services using innovative promotional and marketing initiatives.	Base Work	P&R, CM	Ongoing	Ongoing	
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## CULTURAL ARTS

### Goal 1: Integrate cultural facilities into the City.

- Metrics:**
- Number of spaces regularly available for cultural arts uses
  - Number of City-owned public art pieces on display

**OUTCOME CA1.1:** Cultural facilities that provide opportunities for local, regional and national artists to perform for audiences of all sizes.

CA 1.1.1	Create a broad-based special commission charged with the mission of identifying short- and long-term needs for performance spaces and other facilities to support a robust City arts program.	Specific Project	CDP, P&R, ED	Immediate	Immediate	
CA 1.1.2	Based on conclusion of CA1.1.1, create a capital program for arts facilities, including a priority for a performing arts facility. This may include upgrading of school arts-related facilities.	Specific Project	CDP, P&R, ED	Short-Term	Long-Term	
CA 1.1.3	Support the creation of Arts and Entertainment Districts with priority to Old Town Fairfax.	Base Work	P&R, CDP, ED	Immediate	Short-Term	
CA 1.1.4	Identify underutilized or vacant private facilities that can function as temporary performance spaces.	Base Work	P&R, CDP	Ongoing	Ongoing	

**OUTCOME CA1.2:** Public art such as murals and sculptures displayed to identify, enhance, and promote the cultural nature of the City.

CA 1.2.1	Promote the cultural arts identity of the City through public art.	Base Work	P&R	Immediate	Ongoing	
CA 1.2.2	Implement the City of Fairfax Public Art Policy and consider additional policies and practices that promote cultural vitality throughout the City.	Base Work	P&R, ED	Ongoing	Ongoing	
CA 1.2.3	Create a cultural arts bike and pedestrian trail (e.g., Indianapolis Cultural Trail).	Specific Project	P&R, CDP, Trans.	Short-Term	Long-Term	

## Goal 2: Encourage a broad representation of arts opportunities.

**Metrics:** • Number of arts programs and classes offered by the City or through City partnerships

**OUTCOME CA2.1:** Collaboration and partnership with local schools, colleges, and universities to provide performance, rehearsal and educational opportunities for artists.

CA 2.1.1	Collaboration and partnerships support establishment of performance, rehearsal and educational opportunities for artists.	Base Work	P&R, ED	Ongoing	Ongoing	
CA 2.1.2	Establish a mechanism for continuous collaboration with local schools, colleges, universities and arts organizations on education for artists, and for arts programming.	Base Work	P&R	Ongoing	Ongoing	
CA 2.1.3	Explore public-private partnerships to develop performance and rehearsal spaces.	Base Work	P&R, CM	Short-Term	Long-Term	

**OUTCOME CA2.2:** Cultural programming in the City increases opportunities for a wide range of cultural experiences.

CA 2.2.1	Consider creating a Cultural Affairs office with a full-time director.	Specific Project	City Manager	Immediate	Short-Term	
CA 2.2.2	Identify and create plan to optimize use of existing and future public facilities for cultural arts programs.	Base Work	CR	Short-Term	Short-Term	
CA 2.2.3	Enhance awareness of current and future programs and facilities.	Base Work	CR	Immediate	Ongoing	
CA 2.2.4	Develop and execute strategies to increase funds by charging admission to selected events and to increase sponsorships, contributions, and grants.	Base Work	P&R	Ongoing	Ongoing	

**OUTCOME CA2.3:** Expanded and enhanced partnerships with City businesses and other organizations such as City of Fairfax Schools, Northern Virginia Community College, George Mason University, Virginia Commission for the Arts and other local arts agencies.

CA 2.3.1	Expand partnerships with institutional and business communities for funding and facilities usage.	Base Work	P&R, ED	Ongoing	Ongoing	
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## GOVERNMENT AND PUBLIC SAFETY

### Goal 1: Provide state-of-the-art public facilities for local government and public safety operations.

**OUTCOME GPS1.1:** Public facilities and equipment that properly support the efficient functioning of City staff to provide valued services to City residents and businesses.

GPS 1.1.1	Maintain and update City facilities to ensure all are safe, accessible to individuals of all abilities, energy efficient, and modernized to meet the changing needs of the community and operations.	Base Work	Resp. Depts.	Ongoing	Ongoing	
GPS 1.1.2	Construct new buildings, when warranted, that are accessible, sustainable, and properly located, including co-location of multiple uses to meet the needs of the community and operations.	Base Work	CDP, Resp. Depts.	Immediate	Ongoing	
GPS 1.1.3	Pursue right of first refusal agreement with Fairfax County on County-owned property located within the City.	Base Work	Atty	Immediate	Long-Term	

### Goal 2: Provide high-quality community services.

**OUTCOME GPS2.1:** User-friendly and convenient customer service tools using the latest technology available.

GPS 2.1.1	Monitor trends and advancements in technology as they become available to determine if they would benefit City staff's ability to deliver services.	Base Work	Resp. Depts.	Immediate	Ongoing	
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**OUTCOME GPS2.2:** Police protection and service that maintain a safe environment for residents, workers and visitors.

GPS 2.2.1	Prevent crime through safe environmental design.	Base Work	CDP, Police	Ongoing	Ongoing	
GPS 2.2.2	Support the implementation of the Police Department's long-range plans.	Base Work	Police	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME GPS2.3:** Responsive fire and rescue services that protect lives and property.

GPS 2.3.1	Support the implementation of the Fire Department's long-range plans.	Base Work	Fire	Ongoing	Ongoing	
GPS 2.3.2	Maintain and update City Fire facilities and equipment to ensure all are safe, accessible to individuals of all abilities, energy efficient, and modernized to meet the changing needs of the community and staff.	Base Work	Fire	Ongoing	Ongoing	

**OUTCOME GPS2.4:** Continued coordination and collaboration with appropriate jurisdictions, agencies and groups for emergency preparedness and response.

GPS 2.4.1	Survey assets and expand upon them to best capitalize on investment in preparedness.	Base Work	EM	Ongoing	Ongoing	
GPS 2.4.2	Continue education programs focused on establishing survivable spaces and promoting emergency preparedness.	Base Work	EM	Ongoing	Ongoing	

**OUTCOME GPS2.5:** Essential health and human services are readily available for all community members.

GPS 2.5.1	Improve access and availability to health and human services, amenities, and products.	Base Work	HS	Immediate	Ongoing	
GPS 2.5.2	Increase transit service options available to destinations where healthy food is sold or distributed such as food banks, farmers markets and grocery stores.	Base Work	Trans., HS	Short-Term	Ongoing	
GPS 2.5.3	Recognizing many human services are provided by outside agencies and are not directly marketed for the City, develop a marketing strategy targeting individuals in the City who could benefit from those services.	Specific Project	HS, CM	Immediate	Ongoing	

## INFRASTRUCTURE AND UTILITIES

**Goal 1: Provide quality utility services and infrastructure systems.**

- Metrics:**
- Potable water consumption per capita
  - Solid waste generation per capita
  - Percent of water produced meeting Safe Drinking Water Act standards
  - Number of service (water, electricity, and telecommunications) outages

**OUTCOME IU1.1:** Access to a clean, safe and reliable potable water supply.

IU 1.1.1	Continue to work with Fairfax Water to ensure the City has access to safe and reliable drinking water.	Base Work	PW	Ongoing	Ongoing	
IU 1.1.2	Encourage residents and businesses to conserve water in an effort to protect and preserve the water supply.	Base Work	PW, CDP	Ongoing	Ongoing	

**OUTCOME IU1.2:** A reliable and efficient wastewater system that collects, conveys and treats wastewater.

IU 1.2.1	Maintain the ability to collect and transmit wastewater.	Base Work	PW	Ongoing	Ongoing	
IU 1.2.2	Continue to perform regular testing, maintenance and improvements to the City's wastewater collection system to ensure compliance with federal and state environmental regulations.	Base Work	PW	Ongoing	Ongoing	

**OUTCOME IU1.3:** A sustainable and efficient stormwater system.

IU 1.3.1	Continue to implement the Virginia Stormwater Management Program (VSMP) and City's stormwater management program to ensure compliance with federal and state regulations.	Base Work	PW	Ongoing	Ongoing	
IU 1.3.2	Continue to maintain and improve the City's stormwater system, utilizing green stormwater infrastructure where practical.	Base Work	PW	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME IU1.4:** Access to reliable energy and telecommunications infrastructure.

IU 1.4.1	Partner with utility providers, local municipalities, and regional groups to improve access to utility data and service outage data.	Base Work	PW, CDP	Ongoing	Ongoing	
IU 1.4.2	Coordinate upgrades and replacement of non-City provided utilities, including electricity, water, natural gas and communications networks.	Base Work	PW	Ongoing	Ongoing	
IU 1.4.3	Work with utilities, developers, and state agencies to relocate above-ground utility lines underground, where feasible, with an emphasis on major corridors.	Specific Project	PW, CDP	Ongoing	Ongoing	
IU 1.4.4	Encourage the placement and appearance of utility infrastructure (e.g. substations, transmission towers and lines, and switching boxes) to minimize visual disruption and negative effects on quality of life, and to enhance streetscapes.	Base Work	PW, CDP	Ongoing	Ongoing	
IU 1.4.5	Work with utility companies to ensure the reliability and availability of electricity, water, natural gas, and communications services during both normal times and times of stress (e.g. storm events, flooding, extreme heat, etc.).	Base Work	PW	Ongoing	Ongoing	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME IU1.5:** A safe and well-connected right-of-way system that provides a functional surface transportation system and utility infrastructure services throughout the City.

IU 1.5.1	Evaluate and ensure that there is adequate lighting along all major streets.	Base Work	PW	Immediate	Ongoing	
IU 1.5.2	Convert light fixtures and street lights to light emitting diodes (LEDs) and down-cast lighting.	Specific Project	PW	Immediate	Long-Term	
IU 1.5.3	Develop an inventory of existing public right-of-way infrastructure assets (e.g., street lights), current infrastructure conditions, and priorities for maintenance or rehabilitation.	Specific Project	PW	Immediate	Ongoing	
IU 1.5.4	Provide rights-of-way that will permit the expansion of tree planting strips and tree wells to provide more suitable growing conditions for street trees.	Base Work	PW, CDP	Immediate	Ongoing	

**OUTCOME IU1.6:** Access to reliable and efficient solid waste and recycling services and infrastructure.

IU 1.6.1	Maintain and enhance solid waste and recycling infrastructure in City parks, trails, sidewalks, and public facilities, and at events.	Base Work	PW	Ongoing	Ongoing	
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## Goal 2: Expand the use of advanced technology.

**Metrics:** • Number of pilot or established advanced technology infrastructure projects

**OUTCOME IU2.1:** All City residences, businesses and institutions have access to reliable and affordable advanced technology and telecommunications infrastructure and services.

IU 2.1.1	Periodically update policies and regulations for the design and siting of telecommunications facilities to ensure they remain applicable with fast-changing technologies.	Base Work	CDP	Immediate	Ongoing	
IU 2.1.2	Explore public-private partnerships as a way to enhance the City's telecommunications infrastructure.	Base Work	PW, ED	Short-Term	Ongoing	
IU 2.1.3	Consider implementing innovative pilot initiatives that advance new technologies (e.g., regenerative power, solar-powered charging stations, etc.).	Base Work	PW, CDP, ED, Sust.	Long-Term	Ongoing	