



**City of Fairfax, Virginia**

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February 10, 2020

Honorable Mayor and Members of City Council  
City of Fairfax  
10455 Armstrong Street  
Fairfax, Virginia 22030

**RE: Planning Commission 2019 Annual Report**

Dear Mayor Meyer and Members of the City Council:

The Code of Virginia (Section 15.2-2221) and City Code (Section 2-235) require that the Planning Commission submit an annual report to City Council concerning the operation of the Commission and the status of planning in the City. The attached annual report for 2019 was adopted unanimously at the January 27, 2020 Planning Commission meeting.

Along with the Annual Report, the Planning Commission also submits a status update on the Comprehensive Plan Implementation Guide to City Council. The status field in this document is reviewed and updated annually by the Planning Commission.

Members of the Planning Commission have appreciated the opportunity to serve in 2019 and look forward to another productive year working with the Mayor and City Council to advance the City's land use policies and priorities.

Respectfully,

A handwritten signature in blue ink that reads 'Tina Gillian'.

Tina Gillian  
Secretary

cc: Robert A. Stalzer, City Manager  
Melanie Crowder, City Clerk  
Brooke Hardin, Director, Community Development & Planning

Enclosure: *Planning Commission 2019 Annual Report and Comprehensive Plan Implementation Guide, Updated January 2020*



# City of Fairfax Planning Commission 2019 ANNUAL REPORT

Section 15.2-2221 of the Code of Virginia and Section 2-235 of the City Code require that the Planning Commission submit an annual report to the City Council concerning the operation of the Commission and the status of planning in the City. The Planning Commission is pleased to provide the following information to the Council summarizing the Commission's activities during 2019.

## 2019 BY THE NUMBERS



COMMISSION MEMBERS



REGULAR MEETINGS



WORK SESSIONS



PUBLIC HEARINGS



RESOLUTIONS



COMPREHENSIVE PLAN  
ACTIONS UNDERWAY

### COMMISSION MEMBERSHIP

The following members served on the Planning Commission in 2019: Mark Angres, Paul Cunningham (Vice Chair), Amir Eftekhari, James Feather, Joseph Harmon, Janet Jaworski (Chair), and Karen Wheeler-Smith.

Amir Eftekhari and James Feather were both appointed to the Planning Commission on April 9, 2019 to fill the positions vacated by Tom Armstrong and Tom Burrell. Karen Wheeler-Smith resigned effective September 11, 2019 and Joseph Harmon's term of service ended on December 31, 2019.

On January 14, 2019, Janet Jaworski was elected Chair and Paul Cunningham was elected Vice Chair. Mr. Cunningham was also re-appointed as the Planning Commission representative to the Board of Architectural Review. Mr. Angres was appointed as the Commission's representative to the Parks and Recreation Advisory Board. Ms. Wheeler-Smith was appointed to serve as the Commission's representative to the Façade Improvement Committee.

### MEETINGS

The Planning Commission held fifteen (15) regular meetings with twenty-one (21) work sessions. The Committee also held one (1) joint work session with City Council.

### WORK SESSIONS

- Held two (2) work sessions on Small Area Plans, including process and schedule.
- Held two (2) work sessions to discuss draft amendments to the Zoning Ordinance.
- Held two (2) work sessions to discuss the FY 2021-FY 2025 Capital Improvement Program.
- Held two (2) work sessions to discuss a potential rezoning application by Wawa, Inc. to redevelop a 1.82+/- acre site with a 6,049 sf grocery store with six fuel stations (12 pumps) at 9700 Fairfax Boulevard.
- Held a work session to discuss an Affordable Dwelling Unit ordinance and program.
- Held a work session to discuss a development application for 10642 West Drive.
- Held a work session to discuss the Comprehensive Plan summary sheet and updates to the Comprehensive Plan webpage.
- Held a work session to discuss a request to replace two existing single-family homes and undeveloped land with a 21-unit townhouse project at 10251 Main Street and 10318-10324 Sager Avenue.
- Held a work session to discuss a request to replace an existing office, restaurant, and bank with a mixed-use building at 10501-10533 Main Street.
- Held a work session to discuss the Comprehensive Plan webpage and Department of Community Development and Planning interactive mapping tool.

# City of Fairfax Planning Commission **2019 ANNUAL REPORT**

## **WORK SESSIONS (CONTINUED)**

- Held a work session to discuss a request to replace an existing church with a townhouse development at 3500 Pickett Road.
- Held a work session to discuss a request on the potential development of townhomes at the north intersection of Holly Street and Park Road.
- Held a work session to discuss a request for an informal work session to discuss a concept plan for the redevelopment of 4131 Chain Bridge Road.
- Held a work session to discuss the status of the Old Town Visioning Committee.
- Held a work session to discuss updates on the development review process.
- Held a work session to discuss the potential development of a self-service storage facility at 3850 Jermantown Road.
- Held a work session to discuss updates to the statuses of Action Items in the Comprehensive Plan Implementation Guide and Action Items to be initiated by the Planning Commission.

## **PUBLIC HEARINGS**

- Recommended that City Council consider funding the projects contained in the proposed Capital Improvements Program FY 2020-2024 (Jan 14). (Approved unanimously.)
- Recommended that City Council approve an ordinance amending the Code of the City of Fairfax, Chapter 110 (Zoning) for articles and sections contained therein pertaining to introductory provisions, zoning districts and regulations, site development standards, development review procedures, enforcement and penalties, and definitions (Jan 14). (Approved unanimously.)
- Recommended approval of a Zoning Map Amendment (Rezoning) from RH – Residential High to RT – Residential Townhouse to allow development of two single-family detached homes and two duplex buildings on the premises known as 10642 West Drive and more particularly described as Tax Map Parcel 57-3-06-000 A. (Approved 5-1.)
- Recommended approval of an ordinance amending the Code of the City of Fairfax, Chapter 110 (Zoning) for articles and sections contained therein pertaining to Telecommunications Facilities and the types and standards associated therewith. (Approved unanimously.)
- Recommended approval of rezoning application Z-19-00293 to rezone 9700 Fairfax Boulevard from IH – Industrial Heavy and CR – Commercial Retail to CR – Commercial Retail. (Approved unanimously with recommendations.)
- Recommended deferment of a decision on amending portions of articles and sections of the Code of the City of Fairfax, Chapter 110 (Zoning), including but not limited to Introductory Provisions, Zoning Districts and Regulations, Site Development Standards, and Definitions. (Vote to defer unanimous.)
- Recommended approval, as amended, of Resolution PC-19-02: Planning Commission Recommendations for the Capital Improvement Program FY 2021 to FY 2025. (Approved unanimously.)

## **RESOLUTIONS**

- Adopted Resolution PC-19-01 finding the projects detailed in the Capital Improvement Program FY 2020-2024 are consistent with the Comprehensive Plan and other adopted City policies (Jan 14).
- Adopted Resolution PC-19-02 finding that the projects detailed in the Capital Improvement Program FY 2021 to FY 2025 Proposed are consistent with the Comprehensive Plan and other adopted City policies, and recommends that City Council consider for approval and funding the projects contained therein and specifically consider the Performing Arts Feasibility Study, the Community Center, the Comstock Trail, and the Residential Sidewalk Program for which the Comprehensive Plan provides direct reference (Dec 9).

**2035 COMPREHENSIVE PLAN ACTIONS UNDERWAY BY THE PLANNING COMMISSION**

- LU1.1.1 – Maintain and update the Comprehensive Plan Future Land Use Map
- LU1.1.2 – Use the Comprehensive Plan as a guide when considering new development
- LU1.1.3 - Refer to and update the Comprehensive Plan Parcel Specific Recommendations as necessary
- LU1.2.1 – Review and update the Zoning Ordinance to ensure consistency with the Comprehensive Plan
- CCAC2.3.3 – Prepare Small Area Plans for Activity Centers
- H2.1.2 – Provide regulatory and financial incentives to increase the City’s supply of affordable housing
- IU2.1.1 – Update telecommunications policies to ensure they remain applicable

Submitted by:



Janet Jaworski, Chair

City of Fairfax

## 2035 Comprehensive Plan

# IMPLEMENTATION GUIDE UPDATES

January 27, 2020



# Contents

**1 Performance Metrics**

**2 Land Use**

2 Land Use Strategies

4 Neighborhoods

6 Commercial Corridors and Activity Centers

11 Housing

16 Community Design and Historic Preservation

**20 Multimodal Transportation**

**39 Environment and Sustainability**

39 Natural Environment

46 Sustainability Initiatives

**51 Economic Vitality**

**54 Community Services**

54 Education

57 Parks and Recreation

61 Cultural Arts

63 Government and Public Safety

65 Infrastructure and Utilities

# 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:

Timeframe for Completion	
<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.

Status updates are color coded based on the year they were updated:

- Original entries - **black**
- 2019 updates - **red**
- 2020 updates - **blue**

### 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	A new Future Land Use Map is included in the 2035 Comprehensive Plan, which was adopted by City Council on 2/12/2019.
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	A new Future Land Use Map is included in the 2035 Comprehensive Plan, which was adopted by City Council on 2/12/2019.
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	City staff are preparing a process for identifying additional parcel specific recommendations for properties with a Social and Civic Network place type. This process will be presented to the Planning Commission for consideration.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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	Zoning Ordinance and Subdivision Ordinance amendments are considered regularly, partially based on feedback from Planning Commission members. Planning Commission members are encouraged to continue to provide feedback on regulatory requirements that are inconsistent with the Comprehensive Plan.
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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	This action will be considered through regular updates to the Zoning Ordinance.
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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	The City is engaging with homeowner, condominium, and civic associations to participate in the Old Town Fairfax and Northfax Small Area Plans' community meetings.
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	Recommendations for four new trails (George T. Snyder Trail, Pickett Road Trail, Fire Station 33 Trail, and the Comstock Trail) and a bicycle network plan are included in the Two-Year Transportation Program (RFP to be released in February 2020), and Staff continually monitors for opportunities for new trails. P&R encourages creating open spaces within new developments that are open to all and connect to amenities outside the development.
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	A program for new sidewalks within neighborhoods has been funded. Off-street connections are included in the bicycle network plan. Additionally, there is a plan to add a connection from Hill Street to the adjacent shopping center on Fairfax Boulevard.

## 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	The City offers incentive packages to businesses looking to relocate in the City.
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	The identification of underutilized properties and encouraging redevelopment happens on an ongoing basis. Additional priority properties will be identified through the Small Area Plan process.
CCAC 1.1.3	Encourage creativity and architectural excellence in new commercial developments.	Base Work	CDP, ED	Ongoing	Ongoing	New City of Fairfax Design Guidelines were adopted in July 2018. The BAR continues to reference the Design Guidelines when considering applications for Certificates of Appropriateness.
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	These concepts will follow the Small Area Plan process.
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	Street tree and landscaping requirements are provided in the Zoning Ordinance with additional guidance provided in the City of Fairfax Design Guidelines adopted in July 2018.
CCAC 1.1.6	Provide pedestrian and bicycle connections to nearby neighborhoods.	Base Work	CDP, Trans., P&R	Short-Term	Ongoing	A program for new sidewalks within neighborhoods has been funded.

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	ED has received funding for a marketing campaign and is increasing marketing efforts, such as the Old Town Fairfax Crawl, Small Business Saturday, holiday windows, and other events.
CCAC 1.2.2	Create a marketing plan to generate excitement about the current retail and service offerings.	Base Work	ED, CM	Immediate	Ongoing	Marketing plan development and implementation is on hold pending the hiring of a marketing team.

**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	The City is working with a development partner to target Old Town sites.
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	The Façade Improvement Program, which also includes signage improvements, prioritizes funding for Old Town Fairfax.
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	The Economic Development Office continues to explore appropriate uses for City-owned sites, including potential partnerships with private entities.
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	This is being considered through the Small Area Plans process.
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	ED and George Mason University are partnering to strengthen the latter’s relationship with the City, and the Old Town Business Association, in conjunction with the City, targets students as patrons for its member businesses.
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	The City is currently participating in the master plan process for the Massey Complex, which began in July 2018.

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	ED will pursue project feasibility.
CCAC 2.2.2	Consistently articulate expectations for unified developments and support measures that facilitate property consolidation.	Base Work	CDP, ED	Ongoing	Ongoing	Support for unified redevelopment and property consolidation efforts in Northfax are provided in the current Comprehensive Plan. Additional support may be considered through the Small Area Plan process.
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	This action will be considered through the Small Area Plan process for Northfax.

**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	Guidance to support this action is provided in the City of Fairfax Design Guidelines, adopted in July 2018.
CCAC 2.3.2	Promote the orientation of buildings facing toward streets with architecture that engages street-level activity.	Base Work	CDP	Ongoing	Ongoing	Guidance to support this action is provided in the City of Fairfax Design Guidelines, adopted in July 2018.
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	Guidance to support this action is provided in the Zoning Ordinance and the City of Fairfax Design Guidelines, adopted in July 2018.
CCAC 2.3.4	Support land planning that balances connectivity for pedestrians, bicyclists, and motorists.	Base Work	CDP, Trans.	Ongoing	Ongoing	This action is supported by the Multimodal Transportation Plan, which was approved in October 2017, and adopted on 2/12/2019 through the 2035 Comprehensive Plan. Connectivity in land planning is also a consideration during the site plan review process.
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	The City has retained a consultant to assist in this effort and initial work is underway on the first two of five plans. If adopted, Small Area Plans would be considered a part of the Comprehensive Plan, requiring review and action by the Planning Commission.
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	Small Area Plans would identify public infrastructure improvements in their implementation. Prioritization and capital improvement requests will be determined at a later date.

## 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.

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	Initial discussions on the potential process, intent, and timeframe for a Housing Assessment are being planned.
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	In November and December 2018, Planning Commission and City Council voted to approve development of the Capstone student housing development at University Drive and Democracy Lane. This is a housing type that does not currently exist in the City.
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	Previously-discussed neighborhood highlight videos are currently on hold.
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	Short-Term	This action requires initial research by staff and/or a consultant. Staff intends on evaluating this through ongoing review of the Zoning Ordinance. Updating the Zoning Ordinance requires review and action by the Planning Commission.

## 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.

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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	An affordable housing trust fund would be partially supported through the Affordable Dwelling Unit policy, currently under study.
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	Staff is currently developing an Affordable Dwelling Unit ordinance for consideration by the Planning Commission and City Council.
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	Staff is currently in discussion with representatives from the Fairfax County Department of Housing and Community Development for administration services of portions of the City Affordable Dwelling Unit Ordinance, if adopted.
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	The City is expecting two land use applications inclusive of affordable housing units on land owned by non-profit and faith-based organizations. This action will be considered during the land use review process.

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	Short-Term	Ongoing	Virginia joined more than 30 states and the District of Columbia in adopting C-PACE legislation in 2009 and adopting amendments in 2015. It is up to the City of Fairfax to pass a C-PACE ordinance if they would like to offer a program.

### 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 H<sub>3.1</sub>:** 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	Ongoing	Ongoing	The City is expecting multiple applications for dedicated senior housing that will incorporate accessible design features. This action will be considered during the review of these applications.
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	Ongoing	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	This action requires initial research by staff and/or a consultant. Staff intends on evaluating this through ongoing review of the Zoning Ordinance. Updating the Zoning Ordinance requires review and action by the Planning Commission.

#### 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	The City encourages reinvestment projects through its FRHC program and providing for energy-efficient retrofits.
H 4.1.2	Encourage energy-efficient retrofits that reduce water use and heating and cooling costs.	Base Work	CD, Sust.	Immediate	Ongoing	The City encourages energy-efficient retrofits through reduced rate energy checkups, promoted via the City's website, social media, and Cityscene. The City will work with Dominion to promote their Home Energy Assessment program which is planned to launch by the end of 2019.
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	The City's building and zoning inspectors perform ongoing inspections to ensure compliance with property maintenance codes and zoning regulations.
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	FRHC guidelines have recently been relaxed to allow greater participation from townhouse, duplex, and condominium owners.
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.	Immediate	Ongoing	Dominion's new Home Energy Assessment program was launched at the end of 2019. City promotion of this program is pending staff availability.

## 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	The Old Town Streetscape Plan and Standards, adopted 7/9/2019, provides an overall conceptual level streetscape plan for the Old Town Fairfax Historic Overlay District, with the Main Street Streetscape Design expanding on this concept plan and incorporating the standards into a 30% design for a three-block section of Main Street.
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**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**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	Support occurs through the Façade Improvement Program, which was expanded to include the entire City in FY 2018.
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	Design Guidelines are used in every design review process for certificates of appropriateness by staff, the BAR, and City Council. Staff directs applicants to this document prior to submissions when possible. The language in this document encourages high-quality architecture and landscaping and unique expressions in design. No changes have been made since its adoption by Council on July 24, 2018, but the document is designed to be amended as needs arise over time.
CDHP 1.2.3	Explore public-private partnerships to create neighborhood centers inclusive of gathering places.	Base Work	CDP, ED	Short-Term	Long-Term	Many newer developments in the City have included gathering spaces and amenity areas in their design. Examples include outdoor seating at Scout on the Circle, pocket parks and outdoor gathering areas within the Paul VI development, and public outdoor spaces in the Fairfield Gateway development. Both the Zoning Ordinance and Design Guidelines encourage the integration of gathering spaces into site design.
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	Maps of the Old Town Fairfax National Register Historic District, potential archaeological areas, and historic resources are available on the City’s website. <a href="#">Support for an updated inventory of historic and archaeological resources is requested in the FY2021 budget.</a>
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	The City of Fairfax Design Guidelines contains guidelines for historic district renovations. Applications to demolish buildings in the Historic District must be reviewed and approved by the BAR, and Certificates of Appropriateness applications are reviewed for effects to historic and architectural significance.

**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	All Certificate of Appropriateness staff reports contain an analysis for every relevant provision of guidelines that pertain to the project.
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	Rezoning is recommended for each applicable land use amendment as it is received.

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	The City and Historic Fairfax City, Inc. offer historic walking tours of Old Town Fairfax, and educational programs are offered at the Fairfax Museum and at Blenheim.
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	A CIP request has been submitted to upgrade the museum’s Fairfax Story exhibit to enhance both the museum’s reputation and visitation. This would not, however, expand the space available to the museum and visitor’s center.

# 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	The City participates in regional planning efforts with NVTA, NVTC, MWCOG/TPB, WMATA, and VDOT.
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	The Pickett Road Trail is funded for FY2024.
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	The Pickett Road Trail is funded for FY2024, and the Two-Year Transportation Program includes the George Snyder Trail phase 2 and the Fire Station 33 Trail.
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	Examples of collaboration include the Mason shuttles, CUE service updates, and the bikeshare study.
MM 1.1.3.4	Implement the recommendations of the Old Lee Highway "Great Street" conceptual plan.	Specific Project	Trans.	Ongoing	Short-Term	30% plans are under development.

**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	The proposed George Snyder Trail phase 2, Comstock Trail, Pickett Road Trail, and paving of the Wilcoxon Trail would all improve connections and links to regional trails.
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	The George Snyder Trail will provide the connection to the I-66 facility.
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	The City is in the process of retaining a consultant to determine necessary improvements to the Jermantown Road corridor, and improvements to Jermantown Road are included in the FY 2021-2025 CIP.
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	The City has received NVTA funding to complete the engineering work and construct this project, with design to commence in 2020.
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	Design is in progress, with construction to begin in 2021.
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	This is included in the Two-Year Transportation Program.
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	Funding for this project has been approved for FY2024.
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	This project has been partially funded, with the remainder of funding included in the Two-Year Transportation Program.
MM 1.2.4	Continue City participation on regional transportation boards.	Base Work	CDP, Trans.	Ongoing	Ongoing	The City participates on the NVTA, NVTC, and MWCOG/TPB boards.
MM 1.2.5	Promote a regional approach to public transportation planning.	Base Work	CDP, Trans.	Ongoing	Ongoing	Projects taking a regional approach to public transportation planning include the WMATA bus study.
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	The City participates in regional funding prioritization discussions through NVTA and NVTC and applies for grants for transportation improvements through many regional, state, and federal programs.

## 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	The Residential Sidewalk Policy addresses filling gaps in the pedestrian network. Locations with new sidewalks include Roberts Road, Burke Station Road, Chain Bridge Road, and University Boulevard by Armstrong Street and by Stratford Avenue. <a href="#">New sidewalks on Hallman Street, Jones Street, and Hill Street are currently under design.</a>
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	Curb ramp upgrades are 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	Safe routes are addressed in the City's Residential Sidewalk Policy and have been implemented in new sidewalks along Burke Station Road and Chain Bridge Road.
MM 2.1.4	Improve pedestrian crosswalks. Crosswalks should be provided across all legs of all intersections.	Base Work	Trans.	Ongoing	Ongoing	<a href="#">An updated crosswalk is planned for Cedar Avenue at Chain Bridge Road. New crosswalk standards are also considered with all City street projects and private development applications.</a>

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**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	The Residential Sidewalk Policy addresses filling gaps in the pedestrian network. Sidewalks have been installed during street reconstruction projects on Roberts Road and Burke Station Road. <a href="#">New sidewalks on Hallman Street, Jones Street, and Hill Street are currently under design.</a>
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	<a href="#">The City is working with Fairfax County on connections. The Pickett Road Trail will also address these connections.</a>
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, CM	Ongoing	Ongoing	The City participates in MWCOG’s Street Smart safety campaign, and the Police Department conducts periodic safety campaigns.

**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	Opportunities for future trails and connections include the Pickett Road Trail, the Comstock Trail, the County Club Hills/Fire Station/Route 50 Connection, and completing the Judicial Trail.
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	Design has commenced, while construction is planned for FY 2021.
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	An improved trail crossing has been installed along the Fairfax City Bike Trail at Sager Avenue. Other areas for improved trail crossings on streets identified by P&R include Plantation Parkway, Stafford Drive, Fairfax Boulevard at Draper Drive, Presbyterian Way, Poplar Street, and Old Lee Highway at Ridge Avenue.
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	Traffic calming measures have been installed and implemented at University Drive and Ford Road. Staff has identified Old Lee Highway and Fairfax Boulevard at Draper Drive as locations for future traffic calming measure implementation.
MM 2.2.5	Increase resident awareness of trail networks and connections.	Specific Project	CDP, Trans., P&R	Ongoing	Ongoing	An updated trail map is underway.

**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	This is included in the Two-Year Transportation Program and is slated for FY2021. The City is in the process of securing a consultant to lead this process.
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	This will be included in the bicycle network plan.
MM 2.3.3	Expand the provision of bicycle racks for short-term bicycle parking.	Base Work	CDP, Trans.	Ongoing	Ongoing	Bicycle racks location review is included during site plan review, and racks are purchased and installed on an as-needed basis. Staff has also identified locations and installed signage for scooter corrals.
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.	Short-Term	Short-Term	

**OUTCOME MM2.3 (con't):** Bicycle network, facilities, and programs are improved.

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	The study is complete.
MM 2.3.6	Provide initial support to establish bikeshare in the City.	Specific Project	Trans.	Short-Term	Short-Term	This is included in the Two-Year Transportation Program, and Staff has applied for bikeshare funding.
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, CM	Immediate	Ongoing	Staff is conducting outreach events and safety campaigns for scooters.
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	The Pickett Road Trail will increase connectivity to the Metrorail station.

**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	An ongoing project funded with an I-66 Commuter Choice grant will improve transit access and amenities.
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	A new traffic signal system that gives priority to transit is included in the Two-Year Transportation Plan.
MM 2.4.1.2	Enhance passenger accommodations to improve comfort and convenience.	Base Work	CDP, Trans.	Short-Term	Ongoing	Improvements will be made with funding received from the I-66 Commuter Choice grant.
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	Improvements will be made with funding received from the I-66 Commuter Choice grant.
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	The City is installing automatic passenger counters to gauge ridership, as recommended in the TDP.
MM 2.4.1.5	Achieve and maintain 90% on-time performance for the CUE system.	Base Work	Trans.	Ongoing	Ongoing	Performance data is being gathered through Next Bus monitoring.
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	Improvements will be made with funding received from the I-66 Commuter Choice grant.
MM 2.4.1.7	Promote transit-friendly design features in development projects.	Base Work	CDP, Trans.	Ongoing	Ongoing	New transit screens and bus shelters have been installed where appropriate, and transportation demand management (TDM) processes encourage transit ridership. Locations for these features are also reviewed during the site plan review process.
MM 2.4.1.8	Expand ADA-accessible sidewalks and crosswalks serving bus stops.	Base Work	Trans.	Short-Term	Long-Term	Locations for sidewalk and crosswalk expansion are included in the site plan review process.

**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	New facilities and upgrades are implemented on an as-needed basis, and a new traffic signal system that gives priority to transit is included in the Two-Year Transportation Plan.
MM 2.5.2	Pursue new technologies that would improve safety on City streets.	Base Work	Trans.	Ongoing	Ongoing	Recently-implemented technologies include traffic monitoring and new signal software.
MM 2.5.3	Ensure the safety of City streets by incorporating traffic calming measures as needed.	Base Work	Trans.	Ongoing	Ongoing	Traffic calming measures will be installed on University Drive, and have been installed on Norman Avenue.
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	Street grid extensions have been proposed for the University Drive, Government Center Parkway, and Orchard Drive (Northfax West). Street grid extensions are also included in the Scout on the Circle and Fairfax Gateway development projects and will be further prioritized by the Small Area Plans process.

### 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 MM<sub>3.1</sub>:** 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	New signs indicating parking available at the Old Town Garage have been installed, with Transportation and the EDA contributing equally to their cost. TransitScreen information displays have been installed at the City of Fairfax Regional Library and at Fairfax High School.
MM 3.1.2	Enhance wayfinding and information, with an initial focus on Old Town.	Base Work	Trans., ED, CDP	Immediate	Short-Term	New signs indicating parking available at the Old Town Garage have been installed, with Transportation and the EDA contributing equally to their cost. A TransitScreen information display has been installed at the City of Fairfax Regional Library.
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	

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**OUTCOME MM3.1 (con't):** On- and off-street parking and curbside uses are effectively managed.

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	This action requires initial research by staff and/or a consultant. Staff intends on evaluating this through review of the Zoning Ordinance in conjunction with analyses of parking management strategies (MM 3.1.3 and MM 3.1.4). Updating the Zoning Ordinance requires review and action by the Planning Commission.
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	Initial discussions on travel marketing materials are underway.
MM 3.1.7	Revise the Residential Parking Permit District Policy to consistently manage on-street public parking in residential neighborhoods.	Specific Project	CDP, Trans.	Immediate	Immediate	Policy revisions were adopted in January 2019.

**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	Opportunities for connections are continually monitored, and a neighborhood connection policy that connects neighborhoods to commercial areas and other destinations is under development, including the Hill Street stub, which is currently under design.
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	Additional street connections are proposed in the Northfax Activity Center.
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	Additional pedestrian crossings have been installed as part of the Kamp Washington intersection improvements. New locations may be identified through the Small Area Plan process. Additional crossings will also be installed in the Old Lee Highway and Jermantown Road projects.
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	Completed and proposed improvements on Main Street, Roberts Road, Burke Station Road, and at Kamp Washington and Northfax include improvements for pedestrians.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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	This typology was adopted with approval of the Comprehensive Plan and is used in the land use review process.
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., CDP	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., CDP	Ongoing	Ongoing	Quality street design is implemented on an as-needed basis.
MM 3-3.4	Improve access, circulation, walkability, and transportation management in Activity Centers.	Base Work	CDP, Trans.	Ongoing	Ongoing	Access, circulation, walkability, and transportation management is or will be implemented in the Activity Centers on an as-needed basis. Specific focus on these issues will be addressed during the Activity Centers' Small Area Plan development.

#### 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	The Residential Sidewalk Policy has been adopted and will be implemented in new projects as needed.
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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	Complete Streets improvements are proposed for Old Lee Highway, Jermantown Road, and Main Street.

**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	TDM plans have been integrated in the Scout on the Circle and Capstone Collegiate projects.
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	ED maintains the relationships that can be leveraged for partnerships with the TDM program.
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	The Capstone Collegiate development has two parking spaces reserved for carshare in its garage.
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	

**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	Scooters have been deployed in the City. A road diet pilot was tested and implemented at University Drive. Real-time parking monitors and transit screens have also been installed in Old Town and at Fairfax High School.
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., CM	Short-Term	Ongoing	Real-time parking monitors have been installed in Old Town Fairfax showing parking availability at the Old Town Plaza garage, and transit screens have been installed at the City of Fairfax Regional Library and at Fairfax High School.
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	Transit signal priority (TSP) is being evaluated. A new signal system will be evaluated.
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	The City has partnered with NVTA and MWCOG to establish and oversee autonomous vehicle policies.
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	Upcoming projects include converting 2,600 electric street lights with LED technology, and installing electric vehicle charging stations. The City is also looking at replacing fleet vehicles, as needed, with hybrids or electric vehicles.

**Action**

**Work Type**

**Lead Responsibility**

**Initiation**

**Completion**

**Status**

**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	A new Two-Year Transportation Program has been implemented for 2019.
MM 4.5.2	Provide opportunities for public input on transportation improvements.	Base Work	CDP, Trans., CM	Ongoing	Ongoing	Opportunities for public input are available at public meetings and on Connect 2 Fairfax City, and the City periodically employs surveys to solicit public input.
MM 4.5.3	Use all available media to provide transportation information to the public.	Base Work	Trans., CM	Ongoing	Ongoing	The City's website, social media pages, and Connect 2 Fairfax City are used to share transportation information with the public.

# 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	The City is following DEQ requirements and maintains compliances based on the Chesapeake Bay Preservation Act.
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	This action requires initial research by staff and/or a consultant. Staff intends on evaluating this through review of the Zoning Ordinance. This item may also be influenced by a green building policy as described in SI 1.1.2. Updating the Zoning Ordinance requires review and action by the Planning Commission.
NE 1.1.3	Retain and acquire riparian areas as open space or parkland.	Base Work	CDP, P&R	Ongoing	Ongoing	The City is continually monitoring for opportunities to acquire riparian open space and parkland.

**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	Short-Term	Long-Term	Staff is identifying the necessary resources for plan development.
NE 1.2.2	Identify and implement strategies to reduce airborne pollutants known to cause health problems.	Base Work	Sust.	Short-Term	Short-Term	The City is planning to install EV charging stations and promoting the use of electric vehicles to reduce air pollution from internal combustion engine vehicles.

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	The FY 2020 budget includes funding to develop an Urban Forest Management Plan. This plan will identify the City's goals and priorities for managing its trees and forests; analyze the current status of the city's urban forest resources and its management program; and to identify the methods, resources and personnel that are needed to achieve the City's goals.
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	The City holds annual Arbor Day events that educate and encourage students and residents to plant and care for trees.
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	Guidance on this effort will be provided by an Urban Forest Management Plan, which is funded in the FY2020 budget. Updates to the Zoning Ordinance and Public Facilities Manual would be considered based on recommendations of the plan. Updating the Zoning Ordinance requires review and action by the Planning Commission.

**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	P&R staff is working with volunteers to develop this strategy and is looking at riding onto Fairfax County's invasive management program for strategy implementation. If the position is created, the Urban Forester would be in charge of invasive species management.
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	The City makes community gardens available for City residents and businesses through the Community Gardens program and also maintains three butterfly gardens with features specifically designed to draw Monarch butterflies. P&R staff also monitors for locations for wild, low-maintenance gardens.
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	The City partnered with the Northern Virginia Soil and Water Conservation District on the Virginia Conservation Assistance Program to receive financial assistance for sustainable landscaping projects. If the position is created, the Urban Forester would be in charge of education on native plants, sustainable landscaping, and invasive species management.

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	Stream restoration for an Accotink Creek tributary is currently underway, and design is in progress for stream restoration improvements from Lee Highway to Pickett Road.
NE 1.5.2	Pursue opportunities to purchase and preserve in perpetuity privately-owned open space.	Base Work	CDP, P&R	Ongoing	Ongoing	The City is continually monitoring for opportunities to acquire and preserve open space, <a href="#">such as the purchase of the West Street property yard.</a>
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	The City encourages environmentally-sensitive development through the Chesapeake Bay Preservation Act, tree canopy requirements, and through requiring site-specific studies for any properties within the Chesapeake Bay Resource Protection Area.

## 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	The City is working towards participating in the CRS.
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	City representatives regularly meet with the Northern Virginia Hazard Mitigation Committee.

**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	The City is in the process of converting 2,600 electric street lights to dark sky compliant LED fixtures and is also pursuing the creation of additional lighting standards and will update the PFM by the end of FY 2020.
NE 2.2.2	Continue to enforce noise standards.	Base Work	CDP	Ongoing	Ongoing	The City continually enforces its noise standards.
NE 2.2.3	Promote the proper disposal or recycling of household hazardous waste.	Base Work	Sust., PW	Ongoing	Ongoing	The City promotes disposal of household hazardous waste through the City website, social media pages, City events, and through the Solid Waste Services Guide mailer.
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	Staff is identifying appropriate communications strategies.
NE 2.2.5	Develop integrated pest management and nutrient management plans.	Base Work	PW, P&R	Short-Term	Short-Term	A nutrient management plan has been established.
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	Short-Term	Long-Term	Energy use reductions are planned through the LED streetlight conversion and by assisting with free or reduced-cost energy audits.
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	The FY 2021 CIP includes funding for a custom off-the-shelf data management system. If funding is received, the system will be implemented in FY 2021.

## Action

## Work Type

## Lead Responsibility

## Initiation

## Completion

## Status

**OUTCOME SI1.1 (con't):** Minimized energy demand with the application of energy-efficient design features, technologies, and best practices.

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	Energy efficiency and sustainability improvements are incentivized through the LEAP-VA partnership for free or reduced-cost energy audits, partnership with local utilities (Dominion, Washington Gas) for energy savings programs, partnering with the Northern Virginia Soil and Water Conservation District to promote sustainability improvements, and FRHC loans. Energy efficiency and sustainability tips are distributed through the City's website, social media pages, events, and videos.
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	The City participates in Solarize NOVA and FRHC for energy financing solutions. Virginia joined more than 30 states and the District of Columbia in adopting C-PACE legislation in 2009 and adopting amendments in 2015. It is up to the City of Fairfax to pass a C-PACE ordinance if they would like to offer a program.
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	Staff will start developing the City's green building policy in FY 2021.

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

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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	City staff will be developing a green building policy in FY 2021. Such a policy could include recommendations for updates to the Zoning Ordinance, which would require review and action by the Planning Commission.
SI 1.2.3	Provide education and incentives to residents and businesses to install renewable energy systems and sustainable technologies.	Base Work	Sust., PW	Short-Term	Ongoing	The Solarize NOVA program provides incentives to install renewable and sustainable technology, which is publicized through the City website, social media pages, and Cityscene.
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	The City partners with Solarize NOVA, SolSmart, and NVRC for solar energy campaigns, and with FRHC for home improvement loans for energy efficiency and renewable energy projects.

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	The City of Fairfax adopted a new Solid Waste Management Plan on November 10, 2015. The Plan outlines how the City will manage solid waste and recycling, generated by businesses and residents in the City of Fairfax, over the next twenty years. The City is required by the Virginia Department of Environmental Quality to update the plan every 5 years, <a href="#">with the next update to be completed in April 2020.</a>
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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	<a href="#">Staff is considering including this as part of the upcoming green building policy.</a>

## 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	This action requires initial research by staff and/or a consultant. Staff intends on evaluating this through review of the Zoning Ordinance. Updating the Zoning Ordinance requires review and action by the Planning Commission.
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	The City uses social media to promote healthy activities, and also participates in the Healthy Eating Active Living (HEAL) Campaign to encourage active communities, the consumption of healthy foods, and workplace wellness programs.
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	A partnership with Fairfax County and NOVA Parks is in progress.

# 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	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
EV 1.1.1	Attract new commercial businesses while supporting and retaining existing businesses.	Base Work	ED	Ongoing	Ongoing	The City attracts and retains businesses through the <a href="#">CityConnected grant</a> , which assists businesses with moving to and from the MEC and into City-owned properties, the Façade Improvement Program, providing incentive packages to City businesses, and holding events that enhance business' visibility.
EV 1.1.2	Leverage proximity to George Mason University to attract university spin-outs and startups.	Base Work	ED	Ongoing	Ongoing	ED continues to offer move-out packages for spin-outs and startups can move into the City.
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	The City is a founding member of the <a href="#">NOVA Economic Development Alliance</a> and participates in its site selection tours.
EV 1.1.5	Pursue corporate headquarters to locate in the City.	Base Work	ED	Ongoing	Ongoing	ED continues its outreach to corporate headquarters to relocate in the City.

## 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	Ongoing	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	The City's collaboration with George Mason University, EVA-funded visioning projects, and Small Area Plans all work to create these new commercial areas.

**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	The City will work with owners and operators to encourage renovations and upgrades as the office space demand allows.
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	The collaboration with George Mason University is anticipated to include Class A office space.

**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	The City hopes to graduate at least three tenants per year with its ongoing collaboration with George Mason University.
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	The local development corporation concept has been presented to City Council.

### 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	The Old Town Fairfax Business Association has developed a marketing map to promote Old Town businesses, along with a slogan and logo. ED has provided OTFBA with money to update its website.
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	This will be explored upon completion of the Small Area Plans.

### 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	The School Board continues to follow the School Service agreement and monitors its implementation.
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	The School Board maintains a close working relationship with the Mayor, Council, and City staff and provides information on an as-needed basis.

**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	School Board members collaborate with their County Board colleagues through regular, ongoing communication, participation in regional and state School Board meetings and conferences, and an annual City/County Board meeting.
E 1.2.2	Monitor potential Fairfax County school boundary adjustments to anticipate impacts on City school enrollment.	Base Work	CDP	Ongoing	Ongoing	City staff monitors boundary adjustments on an as-needed basis.
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	This is pending action until decisions are made on where the Green Acres functions will go.
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	The proposed FY 2021-2025 CIP includes funding for facilities updates at Providence Elementary School, Lanier Middle School, Fairfax High School.
E 1.2.5	Promote environmentally friendly practices for school facilities and grounds.	Base Work	SB	Ongoing	Ongoing	This action is considered in all CIP projects and for programming at each school. As an example, Lanier MS was awarded Green Ribbon Status by the US Department of Education in 2018 based on several factors, including energy efficient features incorporated in to the 2008 renovations and numerous improvement to the building and grounds that have occurred since then, including some spearheaded by students. Fairfax HS is one of 87 FCPS schools being considered for solar modifications.

## 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	The City promotes instructional opportunities in conjunction with Parks and Recreation newsletters and the Parks & Rec Connected program guide.
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	An after-school program has been started at Sherwood. A reading program sponsored by the library occurs Tuesday mornings, weather permitting, at Old Town Square.

**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	P&R continually ensures access to community events in their facilities.
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	Information on City programs, initiatives, and events continue to be shared via Cityscene, Cityscreen-12, the City website, email alerts, and social media pages.

**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	The City continues to work with George Mason University to encourage patronage of City businesses and promote events such as Homecoming. The partnership with OLLI will be pursued.
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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	The Multimodal Transportation Plan and Parks and Recreation Strategic Plan have identified gaps in connections.
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	The City continually monitors for opportunities to acquire open space.
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	Infrastructure improvements are being undertaken as funding and budgets allow.
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	Pedestrian and bicycle network improvements are addressed in the Multimodal Transportation Plan and in the Two-Year Transportation Program.

**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	The City continually monitors for opportunities to enact conservation and preservation measures.
PR 1.2.2	Adopt tree preservation guidelines for parks, open space, and trails.	Specific Project	P&R, PW	Immediate	Short-Term	Tree preservation guidelines will be included in the upcoming Urban Forestry Management Plan.

## 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	The City is working with Fairfax County to address these needs at the proposed Willard-Sherwood site, and the FY 2021-2025 CIP request includes \$30 million for this project.
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	Updates are currently being undertaken as funding and budgets allow. A possible 2022 bond would cover renovations to Van Dyck Park, park and sport field redevelopment, trail development, and other renovation and general improvements.
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	P&R is continually monitoring for opportunities to expand and enhance its facilities, programs, and service offerings.
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	OldTownSquare is used for arts and recreational events on a regular basis.

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	P&R and ED work on events like the Fall Festival and leverage City parks and facilities for public events.
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	P&R is expanding its outreach to City schools in order to promote City programs and services and provide access for lower-income students. The City is also holding an Asian-American Heritage Festival on May 9 at Blenheim.

**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	P&R ensures safety, accessibility, quality of service, and cost effectiveness through regular monitoring, trainings, and implementing safety programs, as needed.
PR 2.3.2	Inventory the condition of existing public facilities and identify any necessary updates and repairs.	Base Work	P&R	Ongoing	Ongoing	P&R inventories its facilities' conditions and identifies and makes repairs and updates on a regular basis. The FY 2021-2025 CIP also includes a request for playground equipment replacement.

### 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	P&R regularly conducts public opinion surveys through programs like Survey Monkey, etc.
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	P&R works with CM and engages in social media to publicize events, programs, and facilities.

**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	P&R partners with local businesses and ED, as well as engages in social media to market programs, facilities, and services.
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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	A FY2021 CIP request has been submitted for specialized staffing assistance for a performing arts space. The City also collaborates with George Mason University in support of arts programming. <a href="#">The Commission on the Arts is finalizing its strategic plan, which includes guidance on performing arts space.</a>
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	The City continually monitors for temporary performance spaces.

**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	Ongoing	Ongoing	<a href="#">This is an ongoing process. The signal box art wrap project will occur in 2020.</a>
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	<a href="#">ED has provided P&amp;R with funding for murals in Old Town, as well as for theatrical events. Specific initiatives are to follow.</a>
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	<a href="#">Discussion for adding art along trails is underway, including the George Snyder Trail.</a>

## 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	P&R and ED continually support efforts to establish these opportunities.
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	P&R is actively collaborating with local educational institutions and facilities for arts education and programming.
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	P&R	Short-Term	Short-Term	The Commission on the Arts has developed a report on the City's performance spaces.
CA 2.2.3	Enhance awareness of current and future programs and facilities.	Base Work	P&R	Immediate	Ongoing	This is an ongoing process.
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	Conversations about developing these strategies are 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	P&R is actively expanding partnerships with the business community.
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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	The proposed FY 2021-2025 CIP includes funding for facilities updates at Providence Elementary School, Lanier Middle School, Fairfax High School, the property yard, Green Acres, City Hall, and multiple City parks.
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	The proposed FY 2021-2025 CIP includes funding for a Fire Station 3 feasibility study, as well as the Sherwood expansion study. Fire Station 33 is currently undergoing reconstruction.
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	The City is purchasing the Fairfax County property yard on West Drive.

### 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	As part of the LED streetlight grant, the City is receiving consultant assistance to determine whether current streetlight placement is adequate.
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	The proposed FY 2021-2025 CIP includes funding for a Fire Station 3 feasibility study. Fire Station 33 is currently undergoing reconstruction.

**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	The City has held emergency drills, such as the active shooter drill, so that EM can better develop educational plans and train participants in preparing for emergency situations.
GPS 2.4.2	Continue education programs focused on establishing survivable spaces and promoting emergency preparedness.	Base Work	EM	Ongoing	Ongoing	The City uses Target Solutions to educate employees on emergency preparedness and provides additional educational sources on its website and in OEM newsletters.

**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	Access and availability is discussed in the City's Human Services Plan.
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	Through the City's agreement with Fairfax County, older and disabled adults can access food options through the County's Taxi Voucher Program, NV Rides, and a program offered by the Shepherd's Center of Fairfax-Burke.
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	A marketing strategy for targeting individuals in need of human services is discussed in the City's Human Services Plan.

## 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	The City works with Fairfax Water on an ongoing basis.
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	Residents and businesses are encouraged to conserve water through the City's website and social media pages.

**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	The City continually monitors its ability to collect and transmit wastewater.
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	The City performs testing, maintenance, and improvements to its wastewater collection system on an as-needed basis.

**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	The City continues to implement the VSMP and is in compliance with applicable state and federal regulations.
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	The City maintains the stormwater system and makes improvements on an as-needed basis, working with property owners when needed.

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	The City is in regular contact with utility providers for data and uses tools such as those provided by Dominion to monitor outages.
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	The City works with Dominion, Washington Gas, and other utilities as needed for upgrades and replacements within the City's right of way.
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	Undergrounding of utilities is included as part of the Old Lee Highway Great Street conceptual plan and is also coordinated with major transportation projects and new developments, where feasible.
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	Appearance and placement of utility infrastructure is regularly monitored as new technology emerges, such as an October 9, 2018 City Council work session on small cell antennas. The City also has code regarding the placement and appearance and placement of substations.
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	The City continually works with utility companies to ensure residents and businesses have reliable utility connectivity.

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	As part of the LED streetlight grant, the City is receiving consultant assistance to determine whether current streetlight placement is adequate.
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	The FY 2020 budget request includes funding for the LED streetlight conversion program.
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	An inventory of the City's electric streetlights is complete, with an inventory of the gas streetlights to follow.
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	Rights-of-way are examined as part of the Complete Streets program and will be included in the Old Town Fairfax Historic Overlay District Streetscape Standards and the Urban Forest Management Plan.

**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	Solid waste and recycling collection occur in City buildings and City parks and trails on a regular basis. Guidance for refuse removal is included in the City's Solid Waste Management Plan.
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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	The Planning Commission recommended approval, and City Council approved updates to the Zoning Ordinance in coordination with FCC regulations in May and June 2019. Future updates should be considered as technology advances and state and federal regulations are modified. Updating the Zoning Ordinance requires review and action by the Planning Commission.
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	