

City of Fairfax

# 2035 Comprehensive Plan IMPLEMENTATION GUIDE UPDATES

July 22, 2024



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# Performance Metrics

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

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

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 or updates prior to Fall 2023- **black**
- Summer 2023 updates - **red**
- Winter 2024 updates - **blue**
- Summer 2024 updates - **purple**

## 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

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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## 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. Land uses in the Activity Centers have been further confirmed through the Old Town Fairfax and Northfax Small Area Plans, both adopted in June 2020, and the Kamp Washington Small Area Plan, adopted in October 2022. <a href="#">The Future Land Use Map will be reviewed for potential amendments with the 2024 Comprehensive Plan Review.</a>
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. CDP reviews proposed developments against the Future Land Use Map, Comprehensive Plan, and approved Small Area Plans for conformance.
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 study has been presented to the Planning Commission and there are no proposed amendments for additional Parcel Specific Recommendations at this time. <a href="#">The Parcel Specific Recommendations will be reviewed for potential amendments with the 2024 Comprehensive Plan Review.</a>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
<b>OUTCOME LU1.2:</b> 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. <i>A project is underway to improve alignment between the Zoning Ordinance and adopted Small Area Plans.</i>

## 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 engages with homeowner, condominium, and civic associations during the Small Area Plans processes through both public meetings and participating in associations' meetings as requested. Staff are also using the Engage Fairfax project page to engage with the community. Cityscene, City Clips, and Channel 12/YouTube are also used to engage community members and spread information and awareness about City projects.
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	The City's Community Relations Specialist communicates regularly with HOAs and civic associations via email and GovDelivery newsletter subscriptions.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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	<p>Recommendations for three new trails (George T. Snyder Trail, Pickett Road Trail, and the Country Club Commons Trail) are included in the Two-Year Transportation Program (adopted in summer 2021), and Staff continually monitors for opportunities for new trails. P&amp;R encourages creating open spaces within new developments that are open to all and connect to amenities outside the development. The Hill Street Connection is substantively complete, and staff will be considering additional opportunities for similar connector paths, including the Fern Street connection, which was awarded funding for FY25/26. The George T. Snyder Trail plans are complete with construction to begin in 2025, pending Council approval. The Pickett Road Connector Trail is in design with construction estimated to begin in 2025. The Country Club Commons Trail has also been funded, and design will start in FY 2025, pending further environmental review and Council approval. A shared use path along Chain bridge Road near Assembly Drive was also awarded funding for FY25/26. The Kamp Washington Small Area Plan identified areas for open space and non-motorized connectivity throughout the study area. Construction of the Judicial Drive Trail missing link will begin in FY 2024.</p>
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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	<p>The City has ongoing programs to fund new sidewalks in residential neighborhoods and create neighborhood connections. Sidewalks and neighborhood connections are also regularly included in development projects. Additionally, the City has been awarded FY2028 funding for Oak Street sidewalks. Off- street connections are included in the bicycle network plan. The Hill Street connection to the adjacent shopping center on Fairfax Boulevard is complete. The Kamp Washington Small Area Plan identified areas for new pedestrian connections throughout the study area; <b>the Fern Street connection was awarded funding for FY25/26.</b> Sidewalks on First Street and Second Street and along Dwight Avenue were awarded funding. A feasibility study for sidewalks on Norman Avenue is planned for 2024. Design is underway for the sidewalk on the west side of Chain Bridge Road between Taba Cove and Warwick Avenue with construction anticipated in FY 2025, and construction of the missing link on the east side is complete. Missing links have also been filled in on Jones Street and Woodland Drive, and the Hallman Street sidewalk was completed in 2022. Funding was awarded for a <b>shared use path along Chain Bridge Road, sidewalks along Dwight Avenue, First Street, and Second Street.</b> A sidewalk feasibility study is underway on Norman Avenue. The Pedestrian Masterplan is funded in FY 2024 to identify future pedestrian priorities.</p>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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## 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. EDA currently administering a façade improvement and new commercial leasing program.
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 continue to be identified through the Small Area Plan process as they were in Old Town Fairfax, Northfax, and Kamp Washington. Strategic partnership with GMU advancing site-specific studies.
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. ED is encouraging art installations on City-owned buildings, including the mural on the new Draper's Restaurant in Old Town. ED has engaged in other conversations with CA about additional murals or art installations that help achieve economic development goals. EDA Facade and Interior Improvement Grant (FIIG) allows for art installations and murals; several ARPA funded programs have also resulted in the installation of murals, etc. ED is also spearheading conversations around modernizing the look of commercial buildings in support of tenant/developer attraction.



Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. ED will encourage the inclusion of commercial redevelopment where appropriate in a way that results in attractive new spaces for future tenants/firms.
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. Revisions to the Zoning Ordinance pertaining to street trees, as recommended by the City's Urban Forester are currently under consideration.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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, and specific additional pedestrian connections are included in the Old Town Fairfax and Northfax Small Area Plans, as well as the Bicycle Master Plan adopted by Council in June 2021. The Kamp Washington Small Area Plan identified areas for new connections for bicyclists and pedestrians throughout and adjacent to the study area. A new trail connection between Northfax West and the Cobbdale and Fairchester neighborhoods is under construction. The Hill Street connection to the adjacent shopping center on Fairfax Boulevard has been completed. The University Drive bike facility improvements are in design and CUE bus modifications aligned with the Capstone development are complete. Connections will be further identified as part of the Neighborway program, with the forthcoming Fair Woods Parkway Neighborway serving as the program's pilot. The Kamp Washington Small Area Plan identified the need for a pedestrian connection at Fern Street which was awarded FY25/26 funding. Additional connections may be identified in the Old Town Transportation Study planned for FY25.

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. Council has indicated that office occupancy and re-use is a priority. Staff works directly with property owners to identify strong tenants.
CCAC 1.2.2	Create a marketing plan to generate excitement about the current retail and service offerings.	Base Work	ED, CM	Ongoing	Ongoing	A marketing plan is pending, but CM, CDP, and ED met to discuss promoting Northfax and Old Town Small Area Plans. ED actively promotes retail and service offerings via email and social media. ED is also updating its website to better market local businesses. EDO and CM provided content to CFCC for upcoming city business directory. CM produced several videos for EDO ribbon cutting ceremonies. An economic development work plan that aligns previous planning efforts with current realities will be developed to guide ED's programs and initiatives over the next five years. The ARPA funded town-gown initiative encourages retail participation from Mason and NOVA students. Beginning marketing efforts toward potential retailers citywide to draw tenants to vacant space. FCED is working on a new marketing and communications strategy to continue advancing the marketing goals of the City and FCED. The new website launched in spring of 2024.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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, and additional recommendations are included in the Old Town Fairfax Small Area Plan, such as the creation of an Arts Walk. The EDO is managing relationships with the OldTown Fairfax Business Association to market and promote the district and communicating with Virginia Tourism and Visit Fairfax. FCED is also providing capacity building support to the OTFBA to revamp its marketing and branding efforts.
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	Ongoing	Ongoing	FIIG is being used for new and existing tenants to improve facades and customer experience. There are currently Letters of Intent for all vacant storefronts along Main Street. FCED supported Wander In in partnership with OTFBA to highlight an Old Town vacancy. With that location now leased, there is limited vacancy in Old Town and no vacancies on Main St.
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. The Park View site restaurant, Draper’s, has opened. ED also uses a variety of City-owned sites, such as Old Town Hall and the Sherwood Center, for various cultural events.

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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. The Old Town Fairfax Small Area Plan was approved by City Council in June 2020. <b>EDO continuously promotes redevelopment of certain sites.</b> ED is working with GMU's Center for Real Estate Entrepreneurship to develop visions for higher and better use. Land Use applications have been received for redevelopment projects at Courthouse Plaza, north of Old Town, and "The Ox" Block A, south of Old Town. FCED recently engage a consultant to conduct a needs-based analysis and economic impact analysis on several proposed projects in these locations.
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	Ongoing	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. Homecoming, Patriots in the City, Explore Fairfax City, and other Mason events are another way the City strengthens its relationship with Mason. ED is examining other initiatives within Mason. <b>An ARPA funded town-gown initiative is ongoing.</b>
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 participated in the master plan process for the Massey Complex, which began in July 2018 and concluded in February 2021. The South Street extension is included in the Two-Year Transportation Program for FY 2028 funding. <b>The City continues to coordinate with Fairfax County as a proffered plan amendment for the entire complex and development plan for the first phase are being prepared.</b>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
<b>OUTCOME CCAC2.2:</b> 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 plans on reevaluating due to impact on development potential on some sites. A parking study for Old Town Fairfax is planned for FY25.
CCAC 2.2.2	Consistently articulate expectations for unified developments and support measures that facilitate property consolidation.	Base Work	CDP, ED	Ongoing	Ongoing	The Northfax Small Area Plan includes clearly articulated development expectations, including locations for desired consolidation.
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	Ongoing	Long-Term	This action is supported by the Northfax Small Area Plan, adopted in June 2020. The GMU MEC and SBDC has relocated to the WillowWood complex in Northfax. The EDO has relocated to WillowWood. ED is actively marketing properties in Northfax. A consultant is developing a marketing document to be posted online and in print format. I-66 Bike Trail section to open in 2024 which will eventually connect to the George Snyder Trail. Infrastructure upgrades to the I-66 entry/exit points connect commuters to the Vienna metro.
<b>OUTCOME CCAC2.3:</b> 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. This is further supported by the recommendations of the Old Town Fairfax, Northfax, and Kamp Washington Small Area Plans.
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 Comprehensive Plan and the City of Fairfax Design Guidelines.
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, as well as the approved Old Town Fairfax, Northfax and Kamp Washington Small Area Plans.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
CCAC 2.3.4	Support land planning that balances connectivity for pedestrians, bicyclists, and motorists.	Base Work	CDP, Trans.	Ongoing	Ongoing	<p>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. This is also supported in the Old Town Fairfax and Northfax Small Area Plans (adopted by City Council in June 2020), the Bicycle Master Plan (adopted by City Council in June 2021), the Fairfax Circle TLC, and the Kamp Washington Small Area Plan (adopted by City Council in October 2022). A Pedestrian Master Plan is forthcoming in FY2025. Connectivity in land planning is also a consideration during the site plan review process. The City was awarded funding extend South Street in Old Town, which would improve connectivity for all modes. Design is scheduled to begin in FY2026. Transportation staff is developing a Vision Zero and Safety Action Plan. Funding was awarded for the Safety Action Plan including supplemental planning for Old Town Fairfax.</p>
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	<p>The Old Town Fairfax and Northfax Small Area Plans were adopted by City Council in June 2020, and the Kamp Washington Small Area Plan was adopted by City Council in October 2022. The Fairfax Circle Small Area Plan began in early 2023. The Planning Commission has discussed an alternate process for the Pickett and Main Activity Center as part of the Comprehensive Plan. City Council requested staff begin evaluating adopted small area plans for necessary updates.</p>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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	Specific recommendations for public investments and infrastructure improvements are included in the Old Town Fairfax and Northfax Small Area Plans, adopted in June 2020, and the Kamp Washington Small Area Plan, adopted in October 2022. Implementation steps for these recommendations include the Northfax East/West Road connection, the South Street extension, bike lanes on University Drive, and the Fern Street pedestrian connection; other implementation steps are currently in development. The Fairfax Circle Small Area Plan began early 2023.

## 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	The Housing Assessment is complete and anticipates market demand for new housing units as well as needs for additional housing types, such as affordable housing and housing for seniors. The City completed a solicitation to hire a consultant to support development of a city affordable housing and homelessness strategic plan. This plan will build on the Housing Assessment and the recently completed Homelessness Task Force recommendations presented to City Council June 2024. A dedicated housing position was approved in the FY25 budget and will oversee the affordable housing and homelessness strategic plan and support the proposed Housing and Healthy Communities Advisory Board.



Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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. In addition, senior housing, which is another underrepresented housing type in the City, was approved in the Northfax West project in June 2020. <b>In November 2022, City Council approved 10 new dedicated affordable townhomes at Fairfax Presbyterian Church, two of which will be supportive housing. Additionally, the Wesley Housing project, which will provide 54 permanent supportive housing units, was approved in December 2022.</b> The housing assessment <b>which includes</b> recommendations for underrepresented housing <b>was completed</b> in <b>fall 2023</b> .
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	<b>Housing assessment will help identify market demand housing types.</b>
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 and is supported by the Old Town Fairfax and Northfax Small Area Plans, approved by City Council in June 2020. <b>Staff has started researching potential updates to zoning regulations for Old Town Fairfax, with research on Northfax to follow.</b> Updating the Zoning Ordinance requires review and action by the Planning Commission. <b>The completed citywide housing assessment further recommends expanding opportunities for accessory dwelling units.</b> The City has begun analysis of potential Zoning Ordinance amendments related to accessory dwelling units.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**Goal 2: Ensure availability of housing that is affordable.**

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

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

H 2.1.1	Maintain a robust and dedicated housing trust fund that could be used to rehabilitate and preserve existing housing that is affordable or to help leverage other funding streams for new construction.	Base Work	HS, Finance	Immediate	Ongoing	An affordable housing trust fund would be partially supported through the Affordable Dwelling Unit policy, approved by City Council in June 2020.
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	The Affordable Dwelling Unit Ordinance was approved by City Council in June 2020. In addition to the ADU ordinance, five for-sale ADUs consistent with the new ordinance were included in the approval of the <b>Sutton Heights</b> property. <b>ADUs are proposed with all new applicable land use applications.</b>
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	The Affordable Dwelling Unit Ordinance, approved by City Council in June 2020, includes a Memorandum of Understanding with Fairfax County Redevelopment and Housing Authority for administration.
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 Old Town Fairfax Small Area Plan recommends a partnership between the City and Truro Anglican Church to develop dedicated affordable units. Council has approved projects to develop 10 affordable housing townhouses at Fairfax Presbyterian Church and 54 supportive housing units to be managed by the Lamb Center at the Hy-Way Motel site. <b>Funds are allocated in the FY25 budget for a Housing Programs Manager position that will help identify additional opportunities for affordable housing.</b>

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	Funds are allocated in the FY25 budget for a Housing Programs Manager position that will help identify opportunities to preserve existing affordable housing.
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 H3.1:** A range of accessible housing types with appropriate levels of support and care is available for older adults and persons with disabilities that incorporate the concept of universal design.

H 3.1.1	Express preferences regarding housing units that are appropriate and/or in demand for seniors and those with disabilities and incorporate features of universal design at a range of price points.	Base Work	CDP, HS	Ongoing	Ongoing	The City has received multiple applications for dedicated senior housing that will incorporate accessible design features. This action will be considered during the review of these applications. This is also supported by the Old Town Fairfax and Northfax Small Area Plans, which were adopted by City Council in June 2020. The Fairfax Village in the City's Village Coordinator became a full time employee July 2023. This program aims to allow those to wish to age in-place to remain in their homes while receiving the services they need in order to do so. The program is now active, has an advisory board, and is accepting both members and volunteers. Currently, there are approximately 100 city residents that are members of the village.
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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	Encouraging the development of congregate living will generally occur through negotiations as part of the land use process.
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. Recommendations may be included as part of the housing assessment, anticipated to be complete by spring 2023. 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	CDP, 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 has partnered with LEAP-VA on the Energy Smart Homes program to offer discounted prices on home energy assessments. The City has also advertised rebates, rewards and conservation programs offered by Dominion Energy. <b>COG is leading a regional effort to develop educational material on funding available through the Infrastructure Reinvestment Act.</b>

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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	This is further recommended in the housing assessment. Funds are allocated in the FY25 budget for a Housing Programs Manager position that will help identify opportunities to incentivize reinvestment in existing multifamily complexes.

**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 been relaxed to allow greater participation from townhouse, duplex, and condominium owners. A George Mason student submitted a report identifying means of incentivizing program participation, to include a potential increase to the maximum loan amount.
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	The City has partnered with LEAP-VA on the Energy Smart Homes program to offer discounted prices on home energy assessments. The City has also advertised rebates, rewards and conservation programs offered by Dominion Energy.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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## 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. The Comprehensive Plan Implementation Work Group meetings on the Old Town Fairfax, Northfax, and Kamp Washington Activity Centers provide additional staff review opportunities for City design documents and how they align with the Small Area Plans.
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**OUTCOME CDHP1.2:** Attractive buildings, inviting public spaces, and welcoming gateways that contribute to our economic vitality and unique character.

CDHP 1.2.1	Identify commercial economic investment areas and provide financial support through the Economic Development Authority.	Base Work	CDP, ED	Ongoing	Ongoing	Financial support to implement clean energy improvements in targeted economic investment areas may be provided by programs like C-PACE. It is up to the City of Fairfax to pass a C-PACE ordinance if they would like to offer a program, which would require either additional staff support or working with another jurisdiction to administer. <b>The FIIG Program provides financial support for facade improvements.</b> At present the EDA only has funds for programs and limited property acquisition.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. Review of the Design Guidelines is recommended by both the Old Town Fairfax and Northfax Small Area Plans, adopted by City Council in June 2020.
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 BoulevardVI development, and public outdoor spaces in the Moxley development. The Zoning Ordinance, Design Guidelines, and adopted Small Area Plans 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	The Northfax Small Area Plan identifies the City-owned parcel at Chain Bridge Road and Fairfax Boulevard as a potential gateway site, as does the Kamp Washington Small Area Plan at the intersection of Fairfax Boulevard and Main Street.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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. The consultant-led review of the City's National Register Historic District concluded in summer 2021; however, no significant updates to the district were recommended. Additional properties identified as potentially having historic value will be further studied in 2024.
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	A potential micro historic district encompassing the 29 Diner and Ahn's Autobahn Auto Repair was identified in the Northfax Small Area Plan. The consultant-led review of the City's National Register Historic District concluded in summer 2021; however, no significant updates to the district were recommended. <b>This report recommended further evaluation of select neighborhoods for eligibility on the National Register of Historic Places.</b>
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. Contributing properties within the City of Fairfax National Register Historic District are also eligible for tax credits for restoration projects that comply with the Secretary's Standards for Rehabilitation. <b>Requests for documentation are made where properties with historic significance are proposed for demolition.</b>



Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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	Staff has started researching potential changes to the Historic Overlay, Transition Overlay, and Future Transition Overlay districts in conjunction with research on zoning regulations within Old Town Fairfax.

**OUTCOME CDHP2.3:** The City's historic resources are utilized to provide educational programs in 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	Currently, the City and Historic Fairfax City, Inc. are offering <b>regularly scheduled</b> historic walking tours of Old Town Fairfax. Monthly educational programs <b>and adult and youth tours</b> are offered <b>virtually or</b> in person at the Fairfax Museum and at Historic Blenheim. The Ratcliffe-Allison-Pozer House has reopened for seasonal tours between May and October.
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	Both the Fairfax Story exhibit and the feasibility study requests were adopted in the FY 2023 CIP. <b>Additional funds are being sought for the feasibility study.</b>

# 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 in design with construction estimated in 2025. The Fairfax Circle TLC, a project that will develop a visions and alternatives for the redesign of the Fairfax Circle intersection, addressed this and will influence the forthcoming Fairfax Circle Small Area Plan.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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	Construction on the Pickett Road Trail is estimated in 2025, the Country Club Hills Trail is estimated to begin design in 2025 pending City Council approval, and the City was awarded funding for the George Snyder Trail Extension. Additional areas are identified in the adopted Bicycle Master Plan. The Fair Woods Parkway Neighborway will also improve bicycle connectivity between Fairfax Boulevard and the Metro station. Bikeshare stations were installed in the Fairfax Circle area.
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 bicycle education classes, the Mason shuttles, CUE service updates including the upcoming 2024 Transit Development Plan, providing comment on the Mason Campus Plan, dockless micromobility program management, and bikeshare implementation.
MM 1.1.3.4	Implement the recommendations of the Old Lee Highway "Great Street" conceptual plan.	Specific Project	Trans.	Ongoing	Short-Term	Final design plans are complete. Utility relocation and construction are anticipated to begin in FY 2025.
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 planned George Snyder Trail and Pickett Road Trail would connect to the I-66 Trail and improve connections and links to regional trails. Other connections are addressed in the adopted Bicycle Master Plan.
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	This is addressed in the adopted Bicycle Master Plan.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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, as will the Jermantown Road Shared Use Path and the Fair Woods Parkway Neighborway. This is addressed in the adopted Bicycle Master Plan. <a href="#">The Chain Bridge Road and Eaton Place intersection improvement project</a> includes an extension of the north-south shared use path connection to the I-66 Trail. The City was also awarded funding to extend this shared use path south of Assembly Drive to Northfax Street.

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

MM 1.1.4.4	Coordinate with Fairfax County on the construction of the Main Street/Little River Turnpike bicycle facility.	Specific Project	CDP, Trans.	Long-Term	Long-Term	This is addressed in the adopted Bicycle Master Plan. <a href="#">A roadway safety audit is underway in Fy 2024 for Main Street between Old Town and Pickett Road.</a>
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 currently in the process of developing plans for roadway improvements on Jermantown Road.
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 bridge will be completed with the I-66 project.
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	<a href="#">The Kamp Washington Small Area Plan accommodates potential private connection from the City side. Fairfax county is reviewing a site-specific Comprehensive Plan amendment request for properties between Waples Mill and the City/Council line, and City staff are advocating for that proposal to accommodate a future street and/or pedestrian connection.</a>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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 2024.
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	The City was awarded funding for a citywide Safety Action Plan.

**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	The Fairfax Circle TLC is complete and will address safety and operations as it informs the future Small Area Plan. A preferred alternative for the Fairfax Circle intersection is identified in the draft Fairfax Circle Small Area Plan. Additional analysis will be needed to confirm this alternative and allow it to proceed to detailed design.
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	Construction on the McLean/Warwick/Fairfax intersection is estimated to being in 2025. Funding was awarded for pedestrian improvements on Dwight Avenue, including intersection improvements at Roberts Road and Dwight Avenue.
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	A protected left turn signal on Chain Bridge Road at Eaton Place replaced the permissive left turn as an interim safety improvement.
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.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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 coordination with WMATA on CUE bus improvements and Blue/Orange/Silver Metrorail study. CUE is coordinating with WMATA on the regional bus network redesign.
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. New sidewalks on Hallman Street, Hill Street, Sager Avenue, Jones Street, Oak Street, and Woodland Avenue are currently under design or recently completed. Funding was awarded for sidewalks on Dwight Avenue and on First and Second streets. A feasibility study for sidewalks on Norman Avenue are planned for 2024. Construction of the missing link of sidewalk on the east side of Chain Bridge Road is complete. The sidewalk on the west side between Taba Cove and Warwick Avenues is in design. A Pedestrian Master Plan is funded for FY 2024.
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	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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. Audible pedestrian signals were installed in Old Town. <b>All new projects are designed to ADA standards.</b> The City is planning to conduct an ADA audit.
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. Draft bus stop guidelines are underway and also consider pedestrian accessibility. <b>The City was awarded funding for a citywide Safety Action Plan that will seek to enhance pedestrian routes citywide.</b> The Pedestrian Master Plan is funded in 2024.
MM 2.1.4	Improve pedestrian crosswalks. Crosswalks should be provided across all legs of all intersections.	Base Work	Trans.	Ongoing	Ongoing	<b>The crosswalk at Cedar Avenue and Chain Bridge Road was recently updated and crosswalk updates are planned at University Drive at Layton Hall Drive.</b> New crosswalk standards are also considered with all City street projects and private development applications. The City <b>installed</b> a new crosswalk leg at the City of Fairfax Library. The City plans to explore potential safety improvements to crosswalks along Main Street, including the crosswalk at Trapp Road. <b>A roadway safety audit is underway in FY 2024 for Main Street between Old Town and Pickett Road, including consideration of pedestrian crossing needs.</b> The City was awarded funding for a citywide Safety Action Plan. The Pedestrian Master Plan is funded in 2024.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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	<p>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. New sidewalks on Hallman Street, Hill Street, Sager Avenue, Jones Street, Oak Street, and Woodland Avenue are currently under design or recently completed. Funding was awarded for Dwight Avenue and for First and Second streets. A feasibility study or sidewalks on Norman Avenue is planned for 2024. The sidewalk on the west side of Chain Bridge Road between Taba Cove and Warwick Avenue is in design. Construction of the missing link of sidewalk on the east side of Chain Bridge Road is complete. All new roadway projects include sidewalk and new development projects are required to provide sidewalks to current standards. New or expanded sidewalks are included with many upcoming roadway projects, such as Government Center Parkway, Warwick/McLean/Fairfax Boulevard intersection improvements, and the Farr Avenue extension. The Pedestrian Master Plan is funded in FY 2024.</p>
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	<p>The City is working with Fairfax County on connections. The Pickett Road Trail will also address these connections. This is also included as part of the Fairfax Circle TLC and the Fairfax Circle Small Area Plan.</p>



Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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. CM has shared information on new laws for pedestrians on social media. CM has created videos regarding back to school safety and new speed cameras. Recent safety videos developed by CM include pedestrian safety, National Night Out, Motorcycle Month, and Slow Down in School Zones. A pedestrian and cyclist safety article was published in the August 2021 Cityscene. Trans. regularly distributes pedestrian safety information at events such as Fall Festival during Pedestrian Safety Month and on social media throughout the year. A roadway safety audit is underway in FY 2024 for Main Street between Old Town and Pickett Road, and the City was awarded funding for a citywide Safety Action Plan, which may include specific education program recommendations.

**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 which is in design with construction estimated to begin in 2025, the County Club Hills/Fire Station/Route 50 Connection which is funded with design estimated to begin in FY 2024, the Dale Lestina/George T. Snyder Trail Connection, and completing the Judicial Trail which will begin in 2024. Additional locations are being identified in the adopted Bicycle Master Plan and can also be identified through the Neighborhood Connection Program. The Hill Street connection was completed in 2022 and the Fern Street connector path has been awarded FY25/26 funding.
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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 2025, pending City Council approval.
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 Sager 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 Blenheim Boulevard 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. Additional improvements are addressed in the Neighborway recommendations of the adopted Bicycle Master Plan, including wayfinding and traffic calming efforts for the Fair Woods Parkway Neighborway. The Blenheim Boulevard corridor project will include placemaking components. Parks & Recreation contractor is working on wayfinding and facility identification plan for all parks & recreation facilities.
MM 2.2.5	Increase resident awareness of trail networks and connections.	Specific Project	CDP, Trans., P&R	Ongoing	Ongoing	Though a collaboration with George Mason University and PRAB, an interactive trail map is under design.

**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	The Bicycle Master Plan was adopted by City Council in June 2021. This action will be modified to focus on implementation through the Comprehensive Plan Five Year Review.
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 is part of the Bicycle Master Plan, which was adopted by City Council in June 2021. The Neighborway pilot on Fair Woods Parkway will also include guidelines on facility design.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. This is part of the Bicycle Master Plan, which was adopted by City Council in June 2021.
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	Fostering partnerships with private developers to either fund or incorporate improvements to the bicycle network is part of the Bicycle Master Plan, which was adopted by City Council in June 2021. The Old Town Fairfax, Northfax, and Kamp Washington Small Area Plans also discuss how to implement such policies.
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 and this action will be modified through the Comprehensive Plan Five Year Review.
MM 2.3.6	Provide initial support to establish bikeshare in the City.	Specific Project	Trans.	Short-Term	Short-Term	Feasibility and public outreach were completed in 2022, and installation was completed and operations began in fall 2023. This action is complete and will be removed through the Comprehensive Plan Five Year Review.
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	The adopted Bicycle Master Plan includes outreach strategy recommendations. The City regularly conducts outreach as part of Bike Month and throughout the year, including bike rodeos and bike safety classes. A roadway safety audit is underway in FY 2024 for Main Street between Old Town and Pickett Road, and the City was awarded funding for a citywide Safety Action Plan, which may include specific education program recommendations.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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, as would the improved crossing and Neighborway along Fair Woods Parkway identified in the adopted Bicycle Master Plan. Other potential improvements may come from the Fairfax Circle Small Area Plan, to start in 2023.

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

MM 2.4.1.1	Improve transit services and facilities.	Base Work	Trans.	Ongoing	Ongoing	Transit stop improvements funded by the I-66 Commuter Choice grant were completed in 2023, including new shelters, seating, lighting, and real time signs. The City implemented route enhancements for CUE at Capstone and Scout on the Circle. CUE formalized a zero-fare pilot program with funding from DRPT. The City is working with WMATA on a bus network redesign study.
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 is partly being installed that has the capability to support transit signal priority. Staff are also participating in regional plans for a long-term bus rapid transit network through NVTa.
MM 2.4.1.2	Enhance passenger accommodations to improve comfort and convenience.	Base Work	CDP, Trans.	Short-Term	Ongoing	Transit stop improvements funded by the I-66 Commuter Choice grant were completed in 2023, including new shelters, seating, lighting, and real time signs. CUE staff evaluate amenities and technology regularly to identify improvements.
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 are being made with funding received from the I-66 Commuter Choice grant. The Kamp Washington Small Area Plan is proposing a transit center.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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 implemented route enhancements for CUE at Capstone and Scout on the Circle. Buses were replaced in 2022. A CUE brand update is in progress and will take place in early 2023. The Transit Development Plan will be updated in FY 2024.
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 on-board technology.
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 are being made with funding received from the I-66 Commuter Choice grant. The City is working with WMATA on a bus network redesign study.
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 are 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	The Residential Sidewalk Program considers transit access in its evaluation criteria. <a href="#">The City is planning to conduct an ADA audit.</a>

**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 has the capability to give priority to transit is underway.
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 a new traffic signal system. Speed cameras have been added on Main Street, Blenheim Boulevard, and Jermantown Road. <a href="#">The City was awarded funding for a citywide Safety Action Plan.</a>

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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 have been installed on University Drive and Norman Avenue. The Bicycle Master Plan also addresses traffic calming in its Neighborway recommendations, including the upcoming Fair Woods Parkway Neighborway pilot project. Traffic calming measures were also included in the Breezeway redevelopment.
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 are complete for University Drive extension and are underway for Northfax West, and Government Center Parkway. The City was awarded funding for South Street. Street grid extensions have also been completed in the Scout on the Circle and The Moxley development projects. Street grid extensions will be further prioritized by the Small Area Plans process and in development applications. <b>Projects at Northfax West and Brown's Mazda on Fairfax Boulevard will improve street grid connections. The City applied for funds to construct the Northfax East/West road.</b>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**Goal 3: Integrate transportation with land use.**

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

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

MM 3.1.1	Effectively locate, design and manage parking facilities to provide context-appropriate parking availability and accessibility to the surrounding destinations.	Base Work	Trans., ED, CDP	Ongoing	Ongoing	New signs indicating parking available at the Old Town Garage have been installed, with funding coming equally from a development proffer and the EDA. TransitScreen information displays have been installed at the City of Fairfax Regional Library and at Fairfax High School. Conceptual locations for public or shared parking facilities are included in the adopted Old Town Fairfax and Northfax Small Area Plans. <a href="#">A parking study in Old Town Fairfax is planned for FY 2025.</a>
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 funding coming equally from a development proffer and the EDA. A TransitScreen information display has been installed at the City of Fairfax Regional Library. This is also prioritized under both the Old Town Fairfax Small Area Plan and the Bicycle Master Plan. Wayfinding signage is also planned in the Neighborways, Blenheim Boulevard, and George Snyder Trail projects. <a href="#">EDA and Historic Resources are developing an Art &amp; History Walking Tour of Old Town Fairfax.</a>
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	<a href="#">A parking study for Old Town is underway.</a>

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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	A parking study for Old Town is underway.
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, recommended as part of the Old Town Fairfax, Northfax, and Kamp Washington Small Area Plans, 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 have occurred, though nothing additional is underway at the moment.
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. Future additional evaluation is proposed.



Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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, and in the adopted Bicycle Master Plan. Trans. and P&R staff are working with Fairfax County to identify how connections to the County trail system may be enabled, including improving the connection between Mosby Woods and Fairfax County as part of the Neighborways trial. A new trail connection between Northfax West and the Cobbdale and Fairchester neighborhoods is under construction, and the Hill Street connection was completed in 2022. Funding was awarded for the Fern Street connection. Additional connections can also be identified through the Neighborhood Connection Program.
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 Old Town Fairfax and Northfax Small Area Plans, which were adopted by City Council in June 2020, and in the Kamp Washington Small Area Plan, which was adopted in October 2022. Connections are proposed as appropriate in development proposals.

	Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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	New locations are included in the Northfax and Kamp Washington Small Area Plans and may be included with subsequent Small Area Plans. Additional crossings will also be installed in the Old Lee Highway and Jermantown Road projects. A Pedestrian Master Plan is proposed for FY 2024. The City plans to explore potential safety improvements to crosswalks along Main Street, including the crosswalk at Trapp Road. <b>A new pedestrian connection crossing Chain Bridge Road is being considered in the Northfax East/West road project.</b>
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	Proposed improvements at Kamp Washington and Northfax include improvements for pedestrians. The Old Town Fairfax, Northfax, and Kamp Washington Small Area Plans further address the pedestrian environment for those respective Activity Centers. Connections are proposed as appropriate in development proposals.

**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	Transportation staff is developing Neighborway concept design guidelines per the recommendations of the Bicycle Master Plan. The City is updating its Public Facilities Manual.
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. This is also a task performed under the land use review process.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
MM 3.3.4	Improve access, circulation, walkability, and transportation management in Activity Centers.	Base Work	CDP, Trans.	Ongoing	Ongoing	Specific recommendations are included in the Old Town Fairfax, Northfax, and Kamp Washington Small Area Plans, and in the Fairfax Circle TLC project. Implementation steps for these recommendations are currently in development. Recommendations for other activity centers will be developed through their respective small area plans processes.

**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. Sidewalks are also requested during the land use review and subdivision processes. This may be re-reviewed as part of the Pedestrian Master Plan, anticipated to occur in 2024.
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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	The City was awarded funding for a citywide Safety Action Plan which may help define standards. Through the Comprehensive Plan Five Year Review, this outcome will be modified to realign with current City priorities.
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	Updates to the Public Facilities Manual are being considered.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
MM 4.2.1.3	Set and track evaluation measures for Complete Streets improvements.	Specific Project	CDP, Trans.	Short-Term	Ongoing	Through the Comprehensive Plan Five Year Review, this outcome will be modified to realign with current City priorities.
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 Blenheim Boulevard, Jermantown Road, Main Street, and University Drive.

**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 several projects, including Scout on the Circle, Paul VI, The Moxley, and Capstone Collegiate. The City is developing a process to coordinate monitoring efforts among properties. TDM program monitoring strategies such as resident and employee surveys are being developed.
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	The City has contracted with a transportation communications specialist to increase and improve communications about travel options.
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., ED	Short-Term	Ongoing	ED maintains the relationships that can be leveraged for partnerships with the TDM program. ED is promoting the CUE bus to residential students at GMU. Trans. regularly engages with GMU at meetings and events to highlight existing transportation options and partnerships such as CUE and dockless mobility devices (e-scooters).

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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	This action will be removed through the Comprehensive Plan Five Year Review.

**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	<p>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. “Quick build” strategies are also addressed in the Bicycle Master Plan. The City has also installed EV charging stations at City Hall and Old Town Hall. Other pilot projects include the upcoming Fair Woods Parkway Neighborway and the University Drive bike lanes.</p>
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. Scooter APIs are available on the City website. A new app has been implemented that shows real time bus arrival information and passenger loads. <a href="#">The Capital Bikeshare system provides real-time bicycle availability in an app and online.</a>
MM 4.4.3	Promote multimodal travel planning applications and services.	Base Work	Trans., CM	Short-Term	Ongoing	The City is helping to promote WMATA's SmartTrip app.
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	A new traffic signal system is being installed that has the capability to support transit signal priority.
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	

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
MM 4.4.7	Consider policies to promote technologies and innovations that reduce environmental impacts from transportation.	Base Work	Trans., Sust.	Immediate	Ongoing	The City installed 4 electric vehicle charging stations in 2020 (2 at City Hall and 2 at Old Town Square). The City is also in the process of converting 2,600 electric street lights to LED technology. The City is replacing fleet vehicles, as needed, with hybrids or electric vehicles. A CUE support vehicle was replaced with an electric vehicle in 2022. <b>Public facilities manual to include tree conservation best practices. Additional EV chargers have been installed in upper lot for City EVs.</b> Public Works is partnering with COG for a Clean Fuel Infrastructure grant program application for 2024 funding. Public Works has funding to develop an Electric Vehicle Readiness Plan.

**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 Two-Year Transportation Program is developed in odd years.
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 Engage Fairfax, and the City periodically employs surveys to solicit public input. <b>The City has contracted with a transportation communications specialist to increase and improve communications.</b>
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 and social media pages are used to share transportation information, and information about specific projects will be shared with the public through the City's Engage Fairfax platform. A transportation project map has been published. CM participates in the Blenheim Boulevard placemaking and CUE bus rebranding efforts.

# 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.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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. City has received MS4 permit renewal from DEQ for coverage from 2023 to 2028. Staff is working with Fairfax County to improve practices regarding trees and vegetation on stormwater projects. The Erosion and Sediment and Stormwater Management sections of the ZO have been updated and include requirements for protection of mature trees in the RPA and changes to how stormwater calculations are performed. The Chesapeake Bay section of the ZO has been updated to be to address climate changes. Several new and modified actions will be added from the Chesapeake Bay Preservation Program recommendations through the Comprehensive Plan Five Year Review.



Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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. <b>Stormwater credit manual being updated to enhance tree preservation credits. MOU with NOVA Stormwater Conservation District on Virginia Conservation Assisted Program, which provides financial incentive for stormwater best practices on private property for individual homeowners.</b> VA DEQ added trees as an approved BMP and will be incorporated as a practice option in the city. July 2024 Zoning Ordinance amendments for the stormwater and erosion & sediment control sections to better include tree regulations. SWU credit amendments adopted May 2024 to increase options for tree planting, preservation, and invasive removal.
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, including the recent acquisition of the Mathy property.

**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	<b>Funding was authorized</b> to develop a Climate and Energy Action Plan in FY 2024 <b>and kick off is anticipated in early 2025.</b>
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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 installed 4 electric vehicle charging stations in 2020 (2 at City Hall and 2 at Old Town Square). The City is evaluating ways to promote the use of electric vehicles to reduce air pollution from internal combustion engine vehicles. Additional EV chargers being installed at City hall and funds are being sought for EV chargers at Sherwood. The City is seeking opportunities to partner with the Virginia climate Center at George Mason to research opportunities for greenhouse gas emission reductions and other strategies.

**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	Funds allocated in FY24 for Urban Forestry Management Program. Tree inventory and urban tree canopy assessment completed Fall 2023. USFS IRA grant awarded \$1 million (5-years) for UFMP implementation (SPROUT) - tree planting, invasive mgt, community engagement. Agreement pending Winter 2024. UFMP kicked off in May 2024 with an anticipated 18-month project timeline.
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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, CDP	Immediate	Ongoing	The City holds annual Arbor Day and invasive removal events that educate and encourage students and residents to plant and care for trees. The new Urban Forester is coordinating with staff for these events. <b>USFS grant awarded to provide funding for tree planting and stewardship.</b> <b>Stormwater credit manual incentives for native trees.</b> Urban Forester drafting "Tree preservation and planting guide" with a master tree list identifying natives for public use. SWU credit adopted May 2024 to increase options for tree planting, preservation, and invasive removal. Staff working on resources to promote and educate credit options. Mason Fellow working with Urban Forester on invasive removal guide for private property owners expected to be completed August 2024. Stewardship Coordinator position filled and will focus on urban forestry education/outreach and develop volunteer programming.
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	Initial amendments to ZO targeted for consideration deferred to Winter 24. <b>Tree preservation and planting guide being developed for use on private development and public projects.</b> <b>Changes and additions to tree related details in the Public Facilities Manual are being developed.</b> Assistance from the VA Dept. of Forestry for a tree ordinance is anticipated for Winter 2024. <b>A tree ordinance would govern tree protection and planting on both private property and public ROW.</b> July 2024 Zoning Ordinance amendments proposed for the Chesapeake Bay Act for mature tree regulations and riparian buffer mitigation requirements. Tree Preservation and Landscaping Guide to be published in July 2024 to support new 2024 text amendments regarding trees.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
<b>OUTCOME NE1.4:</b> 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>P&amp;R staff is working with volunteers to develop this strategy and implement invasive removal days and is looking at riding onto Fairfax County's invasive management program for strategy implementation. The City hired an Urban Forester in 2022 who will initiate discussions on invasive plant management strategies. A part-time, temporary employee is being hired through P&amp;R that will lead invasive species management. Invasive removal is also identified for Providence Park. <b>UF considering riding County contract on invasive removals. Parks leading some volunteer work at Ketner Park. Invasive Mgt. Plan included in UFMP scope of work. Assessment to begin Spring 2024 and SPROUT funds available for contract services in 2024. Staff working to incorporate invasive management into scope of work for city improvement projects. TPP includes a list of invasive species and recommended control. June 2024 Invasive assessment is underway and anticipated completion Fall 2024. Mason Fellow working with urban forester on developing maps for residents/volunteers for future invasive removal program and SWU credit. Stewardship Coordinator hired and starting July 2024 to develop and lead invasive volunteer removal efforts. Invasive Plant Species List to be published July 2024.</b></p>					

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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. P&R has increased the size of the City Hall Community Garden and working with volunteers who manage habitat gardens in underutilized areas adjacent to parks, including at Providence Park. P&R has also hired a part-time volunteer coordinator to help manage public gardens and green spaces. Urban Forester coordinating with Public Works on identifying and constructing a city tree nursery to support tree planting and volunteer efforts. Stewardship Coordinator to maintain and manage nursery as a part of SPROUT program.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. The City hired an Urban Forester in 2022 who will spearhead these efforts. Refer to NE 1.4.1 for updates on invasive removal efforts. Mason is a partner on the USFS grant to develop educational and outreach materials including a summer graduate fellow to support initiatives. The urban tree canopy assessment and tree inventory identified planting areas within the City. Data will be used to inform priorities in SPROUT initiative and UFMP development. Urban Forester and P&R discussing ways to utilize "adopt a park" to support these efforts. The Friends of Accotink has hosted weekly volunteer native plant species rescue events at the Stafford Drive stream restoration project corridor. PW provides SWU credit for these volunteer hours. City tree nursery being developed to support plant rescue efforts. Mason Fellow assisting in developing invasive removal resources for private property owners - Summer 2024.

**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. Citywide stream condition reassessment completed in 2023. This data will be used to prioritize the location of future restoration projects. Stream restoration of 2,300 linear feet of the Accotink Creek North Fork anticipated to begin in Summer/Fall 2024. Public Works and Urban Forestry have begun a land cover conversion pilot project at Van Dyck Park to convert managed turf to forest.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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, such as the purchase of the West Street property yard and the Mathy property.
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. The newly-hired Urban Forester has been added as a review stop in the land development process.

**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. CDP and PW is working on addressing individual deficiencies identified in the Community Action Visit report, which will be reviewed by FEMA, prior to participation in the CRS. <b>Community flood resilience plan, which will provide points toward CRS ranking, is complete and was adopted by City Council in May 2024.</b>
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.	Short-Term	Long-Term	Updates to the all-hazards emergency operations plan were approved by City Council in June 2021, which was subsequently ratified by City Council. <b>Funding was approved in the FY25 budget to develop a Climate Adaption and Resiliency Plan which will identify how to better prepare and reduce risk to climate change impacts for city residents, businesses, and infrastructure. Staff recommended the addition of a new resilience goal in the 2024 Comprehensive Plan Review.</b>

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. The plan has been posted for public comment on Engage Fairfax, with comments due October 8, and will be finalized shortly thereafter. <b>Northern Virginia Hazard Mitigations Plan was accepted by FEMA and accepted by City Council in 2023.</b> A hazards review and community survey was completed in summer 2021.

**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 has developed dark sky compliant LED street lighting standards, which were added to the PFM in May 2021. <b>Dark sky community goals will be explored through the upcoming green building policy and the 2024 Comprehensive Plan Review.</b>
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. <b>NMPs for six public parks have been revised and are being implemented.</b>
NE 2.2.6	Promote the responsible use of pesticides and fertilizers.	Base Work	PW, P&R	Short-Term	Ongoing	The City has established guidelines for responsible use of pesticides and fertilizers, including the use of more environmentally-responsible versions.



Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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## 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. <b>Climate and Energy Action Plan</b> will identify efforts to reach these goals for public projects. Green building policy will incentivize energy efficiency and retrofits for private residents and business owners.
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	A custom off-the-shelf data management system, <b>EnergyCAP</b> , will be implemented in FY 2025. EV facilities have been (and continue to be) installed.
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.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
SI 1.1.1.3	Promote voluntary benchmarking for commercial buildings.	Base Work	Sust.	Short-Term	Short-Term	The Climate and Energy Action Plan may recommend programs to encourage voluntary benchmarking.
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. In 2020, Virginia passed HB 654, which authorizes DMME to set up a statewide C-PACE loan program. Once the statewide program is launched, localities can opt in, using standardized ordinance language, program documents and guidelines. The statewide program will be optional for local governments and will operate alongside the already-established C-PACE programs in Arlington, Fairfax and Loudoun Counties, and the Cities of Petersburg and Fredericksburg. The City is considering opting in to the program. Localities will still have the option of creating their own programs.
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	Development of the green building policy is underway and is projected to be adopted before the end of 2024. This action will be updated to focus on implementation of the green building policy through the Comprehensive Plan Five Year Review.

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

SI 1.2.1	Conduct feasibility studies and subsequent plans for government operations to achieve 100% renewable electricity by 2035 and community-wide 100% renewable electricity by 2050.	Specific Project	Sust.	Short-Term	Long-Term	Staff has funding in FY 2023 to conduct a solar feasibility assessment of City facilities. The purpose of the solar feasibility assessment is to inform budget development for renewable energy installations on City facilities over time. Solar assessment is planned to be conducted in FY2025. Funding has been received for initial solar installations.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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	Amendments to the City of Fairfax Zoning Ordinance pertaining to solar energy were made in 2022. City staff will be developing a green building policy in FY 2025. 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. A solar equipment tax exemption ordinance was adopted in 2022.
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.

**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, which was last updated and submitted to the Virginia Department of Environmental Quality in November 2021. 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, with the next update to be completed in 2025.
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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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	Fairfax Water does outreach.
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	Staff is considering including this as part of the upcoming green building policy.

**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. ESC established a food security focus group and provided recommended Comp Plan action items. Zoning Ordinance amendments and other policy updates related to urban agriculture are currently under consideration by the Planning Commission and City Council.
SI 2.1.2	Work with Fairfax County to develop a healthy food access plan.	Specific Project	HS	Short-Term	Long-Term	The City participates in Fairfax County's Healthy Fairfax initiative, which includes addressing healthy food access, as well as MWCOG's sustainable food and small farming initiatives.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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. This action will be modified and moved to the Parks and Recreation guiding principle through the Comprehensive Plan Five Year Review.
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. Improvements to Gateway Park, a NOVA Parks facility, are in design.

## Economic Vitality

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

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

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

EV 1.1.1	Attract new commercial businesses while supporting and retaining existing businesses.	Base Work	ED	Ongoing	Ongoing	The City attracts and retains businesses through the City Connected grants, providing incentive packages to City businesses, and holding events that enhance business' visibility. ED staff continually supports this. The ED strategic plan includes real estate development and reuse, business attraction and development, business retention and expansion, special initiatives, and place-based strategies. Marketing office space will be a priority due to current economic climate.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
EV 1.1.2	Leverage proximity to George Mason University to attract university spin-outs and startups.	Base Work	ED	Ongoing	Ongoing	ED leverages existing and new partnership within GMU (including the Mason Enterprise Center - Fairfax) to attract dynamic new businesses to the City that benefit both the City and the Northern Virginia region. Emphasis will be placed on businesses that value a central location in the City and a close proximity to the University, transportation, and the nation's capital. The EDA is considering financial support to provide assistance to businesses coming to the MEC or relocating from the MEC elsewhere in the City. ED is partnering with the School of Business and potentially other centers on marketing and business incubation and workforce initiatives. FCED is exploring two international "landing pad" partnerships; one with the Italian government and one with the state of Virginia.
EV 1.1.3	Capitalize on proximity to Inova Fairfax Hospital to attract health- and wellness-related businesses.	Base Work	ED	Immediate	Ongoing	The City has hired a new business investment manager that will help support this effort. ED is coordinating with INOVA on potential redevelopment and reuse opportunities.
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	Ongoing	Ongoing	The City is a founding member of the NOVA Economic Development Alliance and participated in recent 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. NOVA EDA and VEDP are partnering with City and local economic development organizations.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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	The EDA and EDO continue to work to attract regional destinations (e.g.: PGA Tour Superstore). ED holds summer and winter restaurant week, the Old Town Fall Crawl, Small Business Saturday, and the flex card. Brooke's Bridal and Ball has expanded their presence in Old Town and has become a regional draw.
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, EDA-funded visioning projects, and Small Area Plans all work to create these new commercial areas. The new Point 50 shopping center has recently opened in Northfax, as has Scout on the Circle.

**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. The City has hired a new business investment manager that will help support this effort, and ARPA funding will help support his action. Current EDO marketing priorities focus on existing office of class A and B. Lease incentives for Fairfax Tenants Program (LIFFT) for new leases in 19 office buildings with potential for increase value. C-PACE can help office upgrade themselves but priority does not need to be on achieving class A status.
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
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 adoption of the Small Area Plans is anticipated to result in development that includes Class A office space. ED does not anticipate significant demand for Class A office space at the moment, though some limited Class A space may reasonably be included in mixed-use developments. FCED has begun supporting reinvestment into sub-A properties in an effort to protect future opportunities that may come from office space in the future.

**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 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	Reflecting the new 2021 memorandum of agreement, the EDA, in partnership with GMU, will work to attract companies with measurable growth potential to the relocated (2022) MEC. Companies must have a positive impact on the City and will be offered an incentive to move into non-MEC City office space at some point within their residency at the MEC. Relocation from the MEC is not required. The GMU Center for Psychological Services is opening a community clinic in the City.
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. Moving forward with the concept is dependent upon City Council and relevant private developers. EDO continues to pursue Mason activity including centers related to the business school within the City.



Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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 EV3.1:** 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	Strategies for the Old Town Fairfax and Northfax Activity Centers will be developed per their respective Small Area Plans' recommendations, pending the results of the Economic Development Strategic Plan. 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 and is exploring the retention of a marketing consultant to assist with branding and marketing. <b>The Northfax marketing effort is underway.</b>
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	ED is exploring the retention of a marketing consultant to assist with branding and marketing, pending the results of the Economic Development Strategic Plan. <b>The LIFFT program can provide incentives to support this action with marketing of the program to begin shortly.</b> ED has identified the top 16 buildings to attract new tenants with the highest economic impact for the City. LIFFT provides an incentive for these buildings.
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	ED is exploring the retention of a marketing consultant to assist with branding and marketing, pending the results of the Economic Development Strategic Plan. <b>The Northfax marketing effort is underway.</b>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**Goal 4: Create a single ZIP Code for the City.**

**OUTCOME EV4.1:** 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	This goal will be removed through the Comprehensive Plan Five Year Review.
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	This goal will be removed through the Comprehensive Plan Five Year Review.

## 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.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
<b>OUTCOME E1.2:</b> 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. The School Board staff prepares a <b>yearly report</b> about enrollment and residential development, which also assist with budget preparations, and City and Fairfax County staff also make presentations to the School Board on these topics. <b>School Board is interested in looking at proffers.</b>
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 school enrollment and discusses boundary adjustments on an as-needed basis. Any boundary adjustment requests may be formally submitted to the Fairfax County School Board.
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. <b>Many functions currently located in the Green Acres building are planned to be relocated to the proposed Willard-Sherwood facility. A facility condition assessment was completed in 2023 which did not recommend significant future investments for long-term use of the structure.</b>

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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	A Facility Condition Assessment was completed and presented in the Fall of 2023, identifying significant capital investment needs at all of our school facilities. The School Board passed a resolution requesting City Council to address these needs through a possible school bond referendum. City Council passed a resolution as well for language to be included in a November 2024 referendum to address the first phase of what was identified in the Facility Condition Assessment. This first phase includes needs to renovate both elementary schools and replace the current roofing at the 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, Katherine Johnson MS (then 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. Daniels Run Elementary has received 13 Virginia Naturally Awards for consecutive years for environmental stewardship. Providence Elementary has received the Eco-School USA Green Flag designation twice and received the Dynamic Young Visionary Award last year at the SEAS event. Katherine Johnson MS has received eight Virginia Naturally awards and has received the fourth Eco-School USA Green Flag, making it a permanent Eco School; as well as Green Ribbon School Status by the USDOE.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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. The School Board is discussing whether to make Pre-K a strategic focus over the next five years. <b>Fairfax County Public Schools is exploring a pilot program opportunities which could include City Schools.</b>
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	Typically, 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. The City partners with the County in implementing a program focused on preschool literacy through family-based activities through the Neighborhood School Readiness Team, providing free activities and information for families of preschoolers. The Spanish immersion preschool is located at Green Acres to take advantage of additional space.

**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.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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, Channel 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, Channel 12, the City website, email alerts, GovDelivery, Engage Fairfax, and social media pages. City Schools has its own website and social media, and the annual State of the Schools report is mailed to all City addresses. The City also releases an annual Citizen-Centric report and provides a New Resident brochure to new City residents.

**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 and Northern Virginia Community College to encourage patronage of City businesses and promote events such as Homecoming. <b>ED is working on a potential partnership with NOVA on no-cost certificates for City residents for in-demand professions.</b> With the support of an EDA grant, NOVA Labs relocated from Fairfax County to a location within the City on Jermantown Road.
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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, Parks and Recreation Strategic Plan, and Bicycle Master Plan have identified gaps in connections. P&R will be updating its Strategic Master Plan in <b>2024</b> .
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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, such as the purchase of the West Street property yard and the Mathy property.
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, the Two-Year Transportation Program, and the Bicycle Master Plan, which was approved by City Council in June 2021. The Parks and Recreation Strategic Master Plan will be updated in 2024 and will help identify improvements. Inventory and inspections for trail bridges is proposed for FY 2024, with repairs targeted for the following year.

**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. The City will utilize a conservation easement for the George Snyder Trail and the Pickett Road Connector Trail.
PR 1.2.2	Adopt tree preservation guidelines for parks, open space, and trails.	Specific Project	P&R, PW	Immediate	Short-Term	An Urban Forester was hired October 2022 and is working with staff to develop and update tree preservation guidelines.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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 CIP includes a request for this project. This action will be updated through the Comprehensive Plan Five Year Review to reflect the completed Community Center Feasibility Study.
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, and \$2,000,000 has been received for implementation of the Van Dyck Park Master Plan, which is currently underway. ARPA funding will be used to fully renovate Thaiss Park and to create a synthetic turf complex at Katherine Johnson Middle School. All proposed improvements at Van Dyck and Thaiss Parks will be ADA compliant.
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	OldTown Square is used for arts and recreational events on a regular basis.

**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. The City holds a business promotion table at Rock the Block with the City’s Chamber of Commerce.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. HS is engaged in coordinated service planning with Fairfax County staff and service providers to address basic needs, and works with Fairfax County coordinated services planning. The City is awarding \$200,000 in ARPA funds to seven nonprofit safety net organizations through a competitive process. Parks & Recreation has created new city events for Juneteenth, Pride Month, Latin American History Month, and Black History Month. Per direction of City Council, a nonprofit grant program will be implemented in fall 2024 with a goal of an annual award process for human services organizations in the city. FY25 budget is \$300,000. This grant will be dependent on approval of annual dedicated funding during the city's budget process.

**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 2023-2027 CIP also includes requests for playground equipment replacement. P&R staff are seeking a consultant for the Strategic Master Plan with expected completion by early 2025.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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, GovDelivery, Engage Fairfax, 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, GovDelivery, and Engage Fairfax to publicize events, programs, and facilities. GovDelivery e-newsletters now have a text-to-subscribe function. CM is working with a reporter from FFXNow to promote the Chocolate Lovers Festival.

**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 uses both social media and Cityscene to market programs, facilities, and services. CM has implemented GovDelivery, available to all City departments, to share information about events through email bulletins. Local media coverage has expanded to include events like the Independence Day Celebration. CM’s office has produced and mailed postcards to notify appropriate parties about zoning updates pertaining to signs.
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Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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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 feasibility study for a performing arts space is underway. Discussion on an update to the Commission on the Arts strategic plan is anticipated in the near future.
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	This action will be modified through the Comprehensive Plan Five Year Review to reflect the Performing Arts Feasibility Study and current City priorities.
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	The Old Town Fairfax Small Area Plan supports bolstering the arts as a means of enhancing the Activity Center's status as a cultural destination. ED is also working to expand collaboration with the business community in this regard. ARPA funds are available for the winter light installation, the FIIG program, and murals. Anticipated opening of Earps as a live music venue on Main Street, and recent opening of Mackenzie's Tunes and Tonics in Old Town Plaza. FCED recently created a tourism position within the office and will examine this along with taxing implications.
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. This will be a main priority of the Commission on the Arts once live performances resume post-COVID. Cultural Arts staff will be working with ED to identify facilities.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status
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**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	This is an ongoing process. Signal box art has been installed in Old Town, with a planned refresh targeted for 2022. Murals have been added to the buildings at Scout on the Circle (both the parking garage and the Giant Food) and Point 50, and P&R staff is looking at having more murals installed in Old Town. P&R staff is also working with ED staff to add digital public art in Old Town. A tree sculpture has been installed at Ratcliffe Park. Draft bus stop guidelines discuss potential public art. A mural has been added to Draper's Restaurant in Old Town, and new augmented reality art has also been added to Old Town. Murals have been added to business in Kamp Washington and a mural will be added in Draper Drive Park in Fall 2024. An ARPA tourism grant has funding for 3 murals- the Moxley mural, the Big Buns mural, and a third TBD, a glow light installation in Old Town anticipated for fall 2023, and a public art walking map. More property owners have reached out about getting murals along their businesses. Parks & Rec has also secured separate funding for crosswalk murals.
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	ED has provided P&R with funding for murals in Old Town, as well as for theatrical events. Specific initiatives are to follow. The ARPA supported programs (via the EDA) will help promote cultural vitality. The Plastic Bag Tax has also provided funding for public art.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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	Discussion for adding art along trails is underway, including the George Snyder Trail. A potential branded walk from Old Town to Mason may also include opportunities for art. Public art is under consideration for placemaking along Blenheim Boulevard. <b>Placemaking strategy for Blenheim Boulevard has been developed and will be implemented with the project. There will be some immediate interim installations.</b> This action will be modified to integrate art into existing public spaces through the Comprehensive Plan Five Year Review.

**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, including acoustic outdoor music in Old Town.
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	<b>This is a main priority of the Commission on the Arts and a performing arts facility feasibility study is complete.</b>

**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	This action will be removed through the Comprehensive Plan Five Year Review.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. Staff is identifying potential locations for art in the Sherwood-Willard joint project. <a href="#">The performing arts facility feasibility study is complete.</a>
CA 2.2.3	Enhance awareness of current and future programs and facilities.	Base Work	P&R	Immediate	Ongoing	This is an ongoing process. Staff is identifying potential locations for art in the Sherwood-Willard joint project.
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, including enhanced collaboration with the Old Town Fairfax Business Association, Central Fairfax Chamber of Commerce, and George Mason University. ED has worked with <a href="#">Virginia Tourism and Visit Fairfax.</a>
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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 changing needs of the community and operations.	Base Work	Resp. Depts.	Ongoing	Ongoing	The proposed FY 2024-2028 CIP includes funding for facilities updates and maintenance at all City schools, the property yard, City Hall, multiple City Parks. Feasibility studies for improvements to City schools are included for FY 2023.
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 2024-2028 CIP includes \$24,900,000 to replace the existing Fire Station 3, as well as \$20,025,000 towards the Sherwood expansion in addition to the \$32,075,000 in the adopted FY 2023 CIP.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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	New technologies are deployed as budget and staff capabilities for deployment allow. Recent examples include implementing telework capabilities that allow staff to work remotely during the COVID-19 pandemic.
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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. <a href="#">The police department reviews land use plans per CPTED standards.</a>
GPS 2.2.2	Support the implementation of the Police Department's long-range plans.	Base Work	Police	Ongoing	Ongoing	The proposed FY 2024-2028 CIP includes \$3,670,000 for a new police vehicle garage, \$325,000 towards a fleet maintenance lift replacement, and \$3,707,000 towards vehicle and equipment replacement. <a href="#">The police vehicle garage design has been combined with the upstairs addition which includes offices, training rooms, and a locker room.</a>

**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	The proposed FY 2025-2029 CIP includes <a href="#">\$56,300,000</a> to replace the existing Fire Station 3, \$6,431,000 for new paramedic vehicle and fire vehicle and equipment replacement, and \$75,000 towards a fire training center.
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 2025-2029 CIP includes <a href="#">\$56,300,000</a> to replace the existing Fire Station 3; <a href="#">for which the feasibility study is complete.</a>

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
<b>OUTCOME GPS2.4:</b> 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. Assets are also reviewed and expanded upon as part of the updated emergency management plan <b>and after incidents and exercises (i.e. COVID).</b>
GPS 2.4.2	Continue education programs focused on establishing survivable spaces and promoting emergency preparedness.	Base Work	EM	Ongoing	Ongoing	The City works with OEM to provide additional sources on its website, in OEM newsletters, in a homeowners packet, through Cityscene, and with City school principals. OEM has teamed up with the Fire Department Community Risk Reduction and has increased its outreach efforts. <b>EM does monthly outreach on the Fire Department Facebook Page.</b> Educational focus on preparedness is a large focus of National Preparedness Month (Septembers annually)
<b>OUTCOME GPS2.5:</b> 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	The City pledged funding <b>in FY23</b> to the Capital Area Food Bank to expand their distribution center in Fairfax County to better provide access to fresh foods to area residents in need. <b>Also, Fairfax County coordinated service planning serves as an access entry point for basic needs.</b>
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. The City received state funding to provide free rides on CUE through at least 2025. <b>Additionally, Fairfax Village provides volunteer based transportation for older adults and those with disabilities.</b>



Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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	The Human Services webpage has been updated to include and connect residents to a variety of services available in both the City and Fairfax County. Information is shared via social media as well. CM and HS are using all City communication vehicles (Cityscene, GovDelivery, social media, etc.) to solicit members and volunteers for the Fairfax Village in the City program. Fully implemented in August 2023, the City's Community Response Team provides targeted outreach and service triage for the City's most vulnerable residents.

## 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. Any information shared by Fairfax Water is also shared with City residents.

**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. The Utility Analyst helps manage the City's stormwater and wastewater systems. Wastewater manhole and pipe condition assessments and maintenance work are ongoing.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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. The City continues to manage a wastewater flow monitoring program to understand how much wastewater is being transmitted through the City.
<b>OUTCOME IU1.3:</b> 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. The Stormwater Utility funds the Stormwater Management Program. The City's MS4 permit has been reissued by DEQ.
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. The Utility Analyst helps manage the City's stormwater and wastewater systems. Stormwater manhole and pipe condition assessments and maintenance work are ongoing.
<b>OUTCOME IU1.4:</b> 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 as well as relocations and potential undergrounding projects.
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, including 5G small cell, as needed for upgrades and replacements within the City's right of way, including undergrounding of Dominion lines in the Country Club Hills vicinity. Upgrades and replacements are coordinated with the City's paving schedule. The City has approached Washington Gas about installing infrastructure to serve residents without gas service.

Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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 coordinated with major transportation projects and new developments, where feasible. City staff is encouraged to begin undergrounding discussions during the early stages of the development process. <b>Separate City-led efforts are under consideration in the Red Town Service District.</b>
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 and negotiated as new technology emerges, such as an October 9, 2018 City Council work session on small cell antennas. Staff works with Dominion to minimize impacts to trees during tree trimming. 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. City staff worked with Dominion on an undergrounding strategy to minimize utility outages in areas with frequent outages.

**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. The CIP annually includes funding to improve lighting.
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Action		Work Type	Lead Responsibility	Initiation	Completion	Status
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 city is in the process of converting all electric streetlights (over 2600) that have older technology (high pressure sodium and mercury vapor lights) to LED technology. This project will reduce energy use, provide cost savings and enhance the safety and quality of the City's street lighting. The street lighting specification in the Public Facilities Manual were updated to include dark sky friendly (downcast) fixtures.
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 and gas streetlights has been completed. Remapping effort of location and physical attributes for stormwater and wastewater infrastructure is underway. Also, conducting condition assessments. A city-wide assessment of the Accotink Creek was completed in 2024. Seven potential future stream restoration project locations were identified and public feedback is being collected on the options. This action will be modified through the Comprehensive Plan Five Year Review to reflect the new strategic asset management program.
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. An Urban Forester was hired October 2022 and is working with staff to develop and update tree planting standards. PFM updates are underway.

Action	Work Type	Lead Responsibility	Initiation	Completion	Status	
<b>OUTCOME IU1.6:</b> 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. PW staff intends to enhance composting services and commercial recycling, and a plastic bag tax was adopted, with funds from the tax being used to support composting and recycling efforts.

**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	City reviewing license agreements with providers on using City underground ROW.
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.	Ongoing	Ongoing	Starship and the electric vehicle chargers at City Hall and Old Town Hall were all implemented in 2021. Dominion is also offering "smart" streetlights that use 5G to measure weather conditions, collect traffic counts, and other features. ED has worked with various pilot programs for augmented reality, as well as apps connecting elderly residents to various services.