

The Fairfax 2020 Commission Report to the Community

Tradition With Vision

The Fairfax 2020 Commission was asked by the City Council to look at the city's future and develop a broad-based community consensus on goals and their supporting strategies for implementation into the twenty-first century. The Council selected Dale Lestina to chair this important project and charged him with presenting the Commission's results to the community.

Over 100 volunteer residents and business and community representatives — organized into twelve committees — covered all facets of the city's functions, responsibilities and activities. Each committee developed a vision, findings, and recommendations for each aspect of the community. The Commission concluded that the overall future of the city can be summed up in the phrase *Tradition With Vision*.

The key recommendations of each of the twelve committees are summarized in this document. A full report is available in the City Manager's Office.



EXECUTIVE SUMMARIES

Economic Development Committee

Entrepreneurial Leadership for a Livable City

VISION The city must provide entrepreneurial leadership for its current strong business climate to continue into the 21st century.

Recommendations

ECONOMIC ACTIVITY

- Provide for business development planning, negotiating and implementing activities that will ensure a strong, long-term economic base, retain the retail core, with the view that the business community is a customer of the city;

GEORGE MASON UNIVERSITY

- Recharter the City/University/Business Committee to develop stronger relationships among the partners; master plan University Drive, university entrance, School Street; jointly develop conference/retreat center.

CONTINUITY

- Build on a sense of history; exploit the city's location as a safe center of current and future area attractions; respond to the realities of the present by developing interlocking master plans for future transportation needs, making optimum use of technology.

ECONOMIC INFRASTRUCTURE

- Assume a leadership position, using an Economic Development Authority model, in redeveloping properties — starting with the Route 29 corridor — to serve as a catalyst for further redevelopment.

QUALITY OF LIFE

- Act as a broker to help small firms obtain services, development funds, nurturing services (in cooperation with the Small Business Development Center at GMU), and tax incentives.

Land Use Committee

An Exceptional Place to Live, Work, and Visit

VISION The city should retain its town-like character to remain a uniquely attractive place to live, work, and visit.

Recommendations

TOWN IDENTITY

- Apply neotraditional principles and techniques to development; encourage small businesses; prevent and reverse deterioration; enforce code and permit requirements, use public investment to encourage private investment to maintain, repair, improve the city.

VARIETY AND COHESION

- Land use plans, strategies and policies should be developed for each distinct area.

ACCESSIBILITY AND POSITIVE IDENTITY

- Use open spaces to develop a transportation and recreation network; redevelop Fairfax Circle and Kamp Washington as commercial gateways; sponsor cultural festival at Fairfax Circle; enlarge and develop the downtown; provide structured parking in Old Town; create a symbiotic relationship with George Mason University; expand historic preservation outside the city center.

COMMUNITY LAND USE EDUCATION

- Encourage citizen participation in community affairs by informing residents about land use issues, plans, and opportunities by mailing a summary to all households.

GMU, City of Fairfax, NVCC Committee

A Seamless World-Class Community

VISION The city, George Mason University, and Northern Virginia Community College will organize in a new spirit of cooperation to form a seamless, world-class community.

Recommendations

CREATE TWO-TIERED COORDINATING ORGANIZATION

- On the executive level, hold quarterly meetings to include the mayor and presidents of GMU and NVCC; on the staff level, revise the current charter of the City/University/Business Committee to insure joint missions and goals.

CREATE A CITY MARKETING STRATEGY

- Take a leadership role in marketing the city as a valuable partner; create a joint computer database to capture the talents, skills and interests from all three communities; educate citizens about the benefits of the colleges.

CREATE JOINT CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT

- Create a long-range vision center for residents, faculty, students; create a city staff liaison to the university communities; develop computer-aided design and modeling programs; collect research on urban sustainability; create a living laboratory for student involvement; raise funds through grants, corporate sponsorship, government contracts, and the sale of research know-how; solicit demonstration projects; establish innovative programs to enhance town-gown relations.

PROJECTS FOR JOINT CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT

- Shared vision for public school system; lifelong learning; expansion of the CUE Bus route to the Northern Virginia Community College Annandale Campus; alternative forms of transportation; management and coordination of the fiber-optic network

with George Mason; Telecommuting Centers; conference and retreat center, Olympic swimming complex, community and senior citizens' center; calendar of community activities; enhance the ties within the communities; a 24-hour, 7-day a week child care facility; Gateway Project with the Economic Development Authority and George Mason's Urban Systems Engineering staff; redevelopment of property bordering George Mason to conform to high-density, mixed-use standards; a colonial village with street-level retail and residential space for faculty and/or students; implement the concept of an "Intellectual Village."

Transportation Committee

Support and Enhance the Small Town Character of the City

VISION The transportation network and facilities should be provided in an effective and efficient manner through a variety of methods — walking, bicycling, transit, light rail, highway and with access to bypasses.

Recommendations

BUILD PARTNERSHIPS

- Endorse Fairfax County highway improvements, such as the Fairfax Parkway. Work with the county to complete western and eastern bypasses and indicate that non-local traffic should use designated bypasses.

ENHANCE CURRENT TRANSPORTATION SERVICES

- Ensure that roadways safely support transit and other multi-occupant vehicles, improve pedestrian and vehicle safety, give priority to transit and alternative transportation along Lee Highway.
- Do not sacrifice the character and quality of Old Town Fairfax to improve traffic flow; construct bypasses; extend North Street east and through the Farr tract for a better traffic pattern.
- Increase the size of Old Town; increase parking and build aesthetic parking structures; reduce traffic speeds and make Old Town pedestrian-friendly; delete the proposed Ratcliffe Road extension from the *Comprehensive Plan*.
- Work with the business community to improve the access to and egress from business areas.
- Review the signal control systems to take advantage of the most recent electronic technologies.
- Improve transit service schedules, bus-rail and bus-bus connections, shelters, CUE information; encourage businesses to provide tax-free transit subsidies to employees; augment CUE to coincide with evening classes and Sunday library hours at George Mason University.

- Make Fairfax more walkable by a system designed to make trips on foot practical, pleasant, and safe; link residential areas to transit by expanding a city-wide system of trails.
- Give citizens opportunity to present their ideas on transportation improvements; develop, accurate and current statistical information for transportation planning.

CAPITALIZE ON ALTERNATIVE TRANSPORTATION OPPORTUNITIES

- Implement appropriate elements of the Intelligent Vehicle Highway System; obtain funding via Intermodal Surface Transportation Efficiency Act. Plan and fund fixed guideway systems in partnership with the county.
- Consider with George Mason University Personal Rapid Transit systems as an alternative to automobile travel.
- Pilot electric vehicles with the Advanced Research Projects Agency and private companies.
- Explore a Federal Telecommuting Center to reduce travel time, commuter traffic, and increase office occupancy.

Environment Committee

Environmental Leadership for a Livable City of Fairfax

VISION Fairfax should be a city in which human activities are integrated into the natural environment in such a way that both are accommodated. It should be a city in which the residents have clean air to breathe and clean water to drink; in which residents are not exposed to undue risk from pollutants and other environmental hazards; and in which residents have the opportunity to enjoy the natural surroundings.

Recommendations

WATER QUALITY

- Preserve stream corridors in a natural state; retain land along streams; restore vegetation; procure new land.
 - Control runoff from impervious areas as far upstream as possible; require development to handle stormwater on-site; decrease impacts of urban runoff.
 - Initiate a long-term environmental monitoring program.
- #### **CITIZEN INVOLVEMENT**
- Conduct an aggressive program of citizen education and involvement to prevent pollution, avoid hazards; develop handbook, brochures, workshops; have residents, business owners become *environmentally responsible neighbors*.
 - Create a permanent environmental quality advisory committee to advise and educate.

- Improve an already strong recycling program; expand types of materials and participating segments; use recycled materials in city.

ENVIRONMENTAL RESPONSIBILITY

- Pursue options for relocating tank farm.
- Support efforts to adopt an intermodal transportation philosophy and encourage the use of transit and car pools.
- Encourage mixed-use cluster development/redevelopment along transit corridors to minimize the use of single-occupancy vehicles.
- Cooperate with area jurisdictions in improving outdoor ambient air quality.
- Acquire land and easements; preserve wooded land and wetlands; establish trust fund for acquisitions.
- Construct stormwater management facilities to address existing problems; fund with bonds.
- Create a staff position for an environmental scientist or ecologist to educate, advise and supervise.

Community Appearance Committee

Preserving Our Heritage and Projecting Our Future Through Community Pride

VISION The city should be a more distinctive, more beautiful, and more livable community than any other.

Recommendations

- Incorporate the committee's recommendations for the Community Appearance Plan, with a new residential section.
- The next Capital Improvement Plan budget should provide total, safe pedestrian mobility.
- Implement a plan for direction signs that is consistent and complimentary to the historic character.
- Develop a comprehensive planting and landscaping plan for parks, schools, public sites and rights-of-way.
- Develop a coordinated urban forestry plan under the direction of a city arborist.
- Designate entrances to the city in a distinctive manner with free-standing sculpted bronze figures depicting historic characters, various lifestyles, and the arts, in a parklike setting.
- Establish an endowment fund for beautification.
- Enforce existing ordinances relative to maintenance of commercial and residential properties.
- Place all utilities underground.
- Negotiate with Fairfax County to relocate their property yards.
- Rename the downtown area currently designated "Old Town" as "Historic Fairfax."

Housing Committee

A Place Where People Count

VISION The city must have a blueprint for its housing future that preserves the quality of life in the city and that maintains the character of the community into the next century.

Recommendations

- Implement a housing rehabilitation program: hire a program administrator; prepare an improvement plan for central air conditioning, roofing, plumbing and baths, additions, and electric wiring.
- Prepare generic appraisals for housing types; provide home equity loans; involve the private sector — bankers are willing to go forward aggressively.
- While the private sector must carry much of the financial burden of rehabilitation, the city must provide the leadership, resources, publicity, public infrastructure improvements, education of the real estate community, encouraging zoning and permits.
- Promote city as an attractive place to live; continue to offer diverse and modern services to stay ahead of competition for housing dollars.
- Take advantage of vacant property; new housing can be a significant draw for families with school-age children.
- Permit urban density where the proposed housing incorporates quality design and careful attention to the surrounding neighborhoods.

Education Committee

Striving for Excellence in Academics, Arts, and Athletics

VISION The city should have a long-term plan for schools to address the challenges of the next two decades. City schools should prepare students to meet the demands of the workplace; respond sensitively to a diverse population, provide a community meeting place; draw new families to the community; support economic vitality; preserve housing values; and take advantage of the city's strengths: a strong business community, proximity to George Mason University, and a dynamic small-town spirit.

Recommendations

- Recruit activist principals and faculty who share a commitment to activism and innovation.
- Expand support for educational programs in the superintendent's office; fund additional staff to assist principals.

- Establish a Fund for Educational Innovation with seed money to give preference to school-based initiatives.
- Establish an advisory panel on enrichment partnerships to assist in developing innovative programs.
- Address the needs of small elementary schools to relieve pressure on staffs. Consider: "paired schools," instructional assistants, improved student-teacher ratios, community liaison to serve populations with special needs
- A shift to larger schools (approximately 600 students) may be necessary and will require infrastructure investment.
- Plan for significant investment in the infrastructure to keep pace with technological and programmatic change.
- Build community wide consensus on strategies for infrastructure investment. Consider two options:

- 1) construct one new elementary school, substantially renovate an existing elementary school, and renew or reconfigure Lanier Intermediate.
 - 2) construct a new middle school, reconfigure Lanier to elementary school specifications, and renovate or expand another existing elementary school.
- Support the principles of community education; plan for optimum use of facilities by people of all ages; ensure lifelong learning opportunities; coordinate social and educational efforts of schools and public agencies.
 - Institute preschool and full-day kindergarten programs.
 - Ensure that schools remain at the forefront of changing technology programs.

Social Services Committee

Providing for the Citizen's Needs

VISION The City of Fairfax should be a community that provides for the well-being of its children, youth, adults, and elderly so that it is a viable, vibrant place in which to live.

Recommendations

- Future needs cannot be predicted; early warning systems can ensure problems are addressed as they emerge.
- Establish a Social Services Review Council, composed of city appointees to regional groups dealing with human services issues.
- Service planning in the city should recognize the sometimes unique needs of new residents, particularly those from non-English-speaking countries.

- Continue contracts with Fairfax County agencies for social services with current proportional funding mechanism, which is more cost-effective than paying for services as used; monitor use of social services to project future needs.

Parks and Recreation, Culture and Historic Resources Committee

The City as a Community: Making the Connections

VISION The City of Fairfax should provide physical and social connections through a comprehensive system of parks, trails, and open space; it should offer a variety of leisure programs and activities (recreation, the arts, and history) for all ages in the community; and the city should protect and enhance its historic resources.

Recommendations

- Take advantage of the city's location and existing resources to promote the City of Fairfax as a community for the fine and performing arts.
- Consider building a performing arts and community center that could provide a home for various musical and fine art groups and be a focal point for the community. Build a covered outdoor amphitheater and additional community center facilities.
- Complete the restoration of the historic structures under city ownership: Old Town Hall, the Museum and the Ratcliffe-Allison House. Have Historic Fairfax City, Inc., assume management responsibility for all three structures.
- Create and maintain open spaces for park and recreation facilities.
- Complete a citywide trail and greenway system; link corridors of green, providing a complete system for people to bicycle, walk, and enjoy nature.
- Strengthen and enhance the city's relationship with George Mason University on mutual programs.
- Work with the Fairfax County Library which, provides extensive library services and is the home of the "Virginia Room;" ensure adequate parking to encourage library use.
- Provide ongoing leadership and financial support for significant communitywide events and for a well-rounded recreation program for citizens of all ages; charge appropriate fees to recover some of the operating costs.
- Give careful consideration to the range of recreation and leisure services available to the young people in the area, especially teenagers to prevent more costly social problems.

Public Services and Utilities Committee Frugal Use of Valuable Resources to Meet Public Needs

VISION Citizens, businesses, and other local institutions expect and deserve cost-effective delivery of:

- basic tax-supported services: law enforcement; fire prevention and suppression; rescue and emergency medical services; and trash collection, recycling, and disposal;
- basic revenue-supported utilities: water impoundment, treatment, and distribution; and sanitary sewage collection and treatment.

Recommendations

- The committee focused on ensuring the adequacy and cost effectiveness of public services and utilities over the next 30 years; members of the community need to examine the reasonableness of the demands put upon these systems and look for more cost-effective means of satisfying the community's needs.

LAW ENFORCEMENT

- Continue the emphasis on making police officers better known and familiar to those whose safety they are charged to protect through Community-Involved-Policing.
- Reinforce awareness of the city's resolve to enforce posted speed limits, stops at intersections, and laws relating to driving under the influence of alcohol.
- Support the Northern Virginia Regional Police Academy and work to ensure that it continues to be a cost-effective means of training police officers.
- Evaluate the use of modern position-location devices, integrated voice and data communications, and remote computer access.

FIRE, RESCUE, AND EMERGENCY MEDICAL SERVICES

- Retain trained and certified personnel, both paid and volunteer.
- Encourage volunteers to continue offering their services by establishing a personal property tax reduction or a supplemental retirement benefit for volunteers, based on hours worked.

TRASH COLLECTION, RECYCLING, AND DISPOSAL

- Continue to promote and demonstrate methods of backyard composting and other methods of on-site reuse.
- As the markets for recycled materials grow, expand the recycling program to include other kinds of materials and other kinds of sources.
- Attempt to reduce further the volume of solid waste put out for trash collection and disposal.
- Charge separately for trash collection services, just as the city now charges separately for sanitary sewer services.

- Consider making trash collection, recycling, and disposal a revenue-supported utility, instead of continuing it as a tax-supported service paid for out of the General Fund.

WATER IMPOUNDMENT, TREATMENT, AND DISTRIBUTION

- Consider the city's existing water supply as a precious resource.
- Plan and budget for systematic replacement of the more troublesome water mains, coordinated with the street resurfacing plan.
- For the longer term (the next 30 years), the city should look for and evaluate ways to make wiser use of its treated water supply.
- Given that the city has a single water supply system for all uses, water delivered must meet drinking standards, regardless of how it is actually used. Evaluate the cost-effectiveness of continuing this approach for the next 30 years.

SANITARY SEWER COLLECTION AND TREATMENT

- Find and repair the major sources of water infiltration, including non-conforming footing drains, by infiltrating tree roots.
- Find ways to reduce sewage treatment costs.
- For example, explore the practicality of using discarded foodstuffs as compost for gardens, instead of paying for its treatment of sewage.
- Adopt a rate structure for the water and sewer systems that will result in current revenues equaling or exceeding current expenses to protect the financial integrity of these utilities.

City Charter Committee

City Charter

VISION A charter should be a living document that provides the city with the governance structure and functions that are required to maintain the quality of the city as envisioned by each of the other commission committees.

Recommendations

- The committee concludes that the City of Fairfax is well governed as provided by its current charter and no changes should be made. This committee believes the recommendations of the Commission can be fully implemented within the current governance structure. If special problems arise, the City Council is empowered under the charter to appoint task forces or special committees to study these problems and present recommendations (including changes in the charter) for the council's acceptance and enactment.

Citizens May Offer Comments, Response at Public Hearing April 19

Citizens are invited to offer their comments and responses to *Tradition With Vision*, the Fairfax 2020 Commission report, at a public hearing at the April 19 City Council special meeting/work session. The meeting is scheduled to begin at 7:30 p.m. Also, citizens can offer written comments and responses to the report; address letters to City Manager Bob Sisson at City Hall, 10455 Armstrong Street, Fairfax, VA 22030. Comments will be accepted through April.

In May, the City staff will formulate a recommended implementation plan for consideration by the City Council based on the report and on citizen responses. A full report is available in the City Manager's Office. For information, call 385-7850.

STEERING COMMITTEE

Fairfax 2020 Commission
Dale Lestina, Chair

**Economic Development
Committee**
Allen Griffith, Chair

Land Use Committee
Thomas Huggard, Co-chair
Michael Mattheisen, Co-chair

GMU, City, NVCC Committee
Gary Bottorff, Chair

Transportation Committee
Michael Trentacoste, Chair

Environment Committee
Christian Jones, Chair

**Community Appearance
Committee**
Rosa Lee Walker, Chair

Housing Committee
John Rust, Jr., Chair

Education Committee
Susan Pederson, Chair

Social Services Committee
Vincent Picciano, Chair

**Recreation/Cultural
Committee**
Thomas Ross, Chair

**Public Services and
Utilities Committee**
Richard Rucker, Chair

City Charter Committee
Dr. Lloyd DeBoer, Chair

Tradition With Vision



2020 Commission Report
City of Fairfax, Virginia



CITY COUNCIL

Arnold L. "Larry" Larsen, Jr.

Philip Samuel Mershon

Janice M. Miller

Gary J. Rasmussen

Patrick A. Rodio

R. Scott Silverthorne

ADVISORY COMMITTEE

The Honorable George A. Hamill

The Honorable E. A. Prichard

The Honorable John W. Russell

The Honorable Frederick W. Silverthorne

The Honorable George T. Snyder, Jr.

Tradition With Vision

Each of the twelve 2020 Commission committees prepared reports on the group's vision, findings and recommendations. *Tradition With Vision* combines into one integrated document the twelve individual executive summaries of the committees' reports.

3 LETTER FROM THE MAYOR

5 MESSAGE FROM THE CHAIRMAN

6 ECONOMIC DEVELOPMENT COMMITTEE

The City of Fairfax must provide entrepreneurial leadership for the city's current strong business climate to continue into the 21st century.

8 LAND USE COMMITTEE

The City of Fairfax should be an exceptional place. Its town-like character will continue to make the city a uniquely attractive place to live, work, and visit; distinguish it from the surrounding suburbs; should promote a sense of community; and provide an attractive appearance and appealing mix and scale of development.

10 TRANSPORTATION COMMITTEE

The transportation network and facilities should support and enhance the small town character of the city. Transportation should be provided in an effective and efficient manner through a variety of methods — walking, bicycling, transit, light rail, highway, etc. Highway traffic that does not benefit the city should have access to bypasses around the city.

14 GMU, CITY OF FAIRFAX, NVCC COMMITTEE

The City of Fairfax, George Mason University and Northern Virginia Community College will organize in a new spirit of cooperation to form a seamless, world-class community. Three independent, self-sustaining communities, each with a unique mission, complementary facilities and capabilities will come to appreciate the impact of cooperation. The city will lead the embodiment of this new paradigm forged through innovative strategies so that all citizens will receive services and benefits beyond those possible independently.

17 ENVIRONMENT COMMITTEE

Fairfax should be a city in which human activities are integrated into the natural environment in such a way that both are accommodated. It should be a city in which the residents have clean air to breathe and clean water to drink; in which residents are not exposed to undue risk from pollutants and other environmental hazards; and in which residents have the opportunity to enjoy their natural surroundings.

19 COMMUNITY APPEARANCE COMMITTEE

The City of Fairfax should be a more distinctive, more beautiful, and more livable community than any other. We must enhance distinctive community features for our residents and embellish tourism. We must preserve our city's heritage by maintaining a sense of place.

21 HOUSING COMMITTEE

The City of Fairfax must have a blueprint for its housing future that preserves the quality of life in the city and that maintains the character of the community into the next century.

24 EDUCATION COMMITTEE

The City of Fairfax should have a long-term plan for schools, moving beyond day-to-day concerns to address the challenges confronting schools for the next two decades.

27 SOCIAL SERVICES COMMITTEE

The City of Fairfax should be a community that provides for the well-being of its children, youth, adults, and elderly so that it is a viable, vibrant place in which to live.

**29 PARKS, RECREATION, CULTURE,
AND HISTORIC RESOURCES COMMITTEE**

The City of Fairfax should provide physical and social connections through a comprehensive system of parks, trails, and open space; it should offer a variety of leisure programs and activities (recreation, the arts, and history) for all ages in the community; and the city should protect and enhance its historic resources.

31 PUBLIC FACILITIES COMMITTEE

Citizens of the City of Fairfax, businesses, and other local institutions expect and deserve cost-effective delivery of basic tax-supported services.

36 CHARTER COMMITTEE

A charter should be a living document that provides the city with the governance structure and functions that are required to maintain the quality of the city as envisioned by each of the other commission committees.



Developing a Vision for the Future



The City of Fairfax is at the geographical, historical, and cultural crossroads of Northern Virginia. Within our six square miles and 20,000 population, we have a \$1.8 billion annual economy, resulting in our city being the highest per capita contributor to the Virginia sales tax of any jurisdiction in the Commonwealth. We provide extraordinary city services at one of the lowest tax rates in the Washington region. This has resulted in the “best small city in Virginia” — a community with pride in its accomplishments, a sense of history, and a great place to raise a family.

We are also at a crossroad in our experience as a city. Conditions are changing and we must not be complacent. As we look to the 21st Century, we must take stock, develop a vision for the future, and identify the directions that we should be taking. That’s what this 2020 Commission report is all about — the roads we as a community will take toward the future. I commend *Tradition With Vision* to you. It is thoughtful, exciting, and visionary. It will become the framework for our actions into the next century.

On behalf of the City Council, our thanks to Chairman Lestina and the entire Fairfax 2020 Commission for an outstanding report. We commit ourselves to pursuing its implementation!

Sincerely,

A handwritten signature in black ink that reads "John Mason". The signature is written in a cursive, flowing style.

John Mason,
Mayor

Resolution No. R-92-22 Establishing a Fairfax 2020 Commission

WHEREAS, the City of Fairfax is almost two hundred years old as a community and over thirty years old as a city; and

WHEREAS, the city has changed significantly in the last decade, with a stabilized residential population, an expanded business base, a growing and nationally recognized university adjacent to it, and an aging infrastructure; and

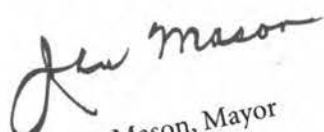
WHEREAS, a community's goals and needs evolve over time; and

WHEREAS, we must now look forward to the 21st Century;

NOW, THEREFORE, BE IT RESOLVED that a Fairfax 2020 Commission is hereby established for the purpose of developing a broad-based community consensus on the city's goals and their supporting strategies for implementation that the City of Fairfax should follow into the next century.

BE IT FURTHER RESOLVED that said Commission shall be composed of at least fifty members, representing all segments of the community; membership to be based on volunteers appointed collectively by Council; with the chairman to be appointed by the Mayor with the concurrence of Council.

ADOPTED this 9th day of June, 1992.


John Mason, Mayor



Message From The Chairman



Some thirty years ago Fairfax community leaders took bold steps to create the City of Fairfax from a small, rural village. Their hard work and foresight has served us all very well indeed. However, if we are to maintain and improve the quality of life that they envisioned for this community, we must take a hard look at the bold steps that must be taken in the future. Without question, every resident wants to live in the best possible place—with clean air, clean water, a low crime rate, good and abundant health care, and a good, responsive local government. That is what this report is all about!

I'm sure you have heard the old saying, "The only certainty in life is death and taxes." But I submit to you there is another certainty, and that is "change." No one can stop change, and it will come no matter what we do. The trick is to guide it. Unmanaged change can very easily lead to chaos, which we don't want for our city; but managed, well-planned change has a high probability of providing the high quality of life we seek for our fine community.

The City of Fairfax faces a real challenge concerning its changing conditions, primarily due to its aging. The aging of our city's population, infrastructure, housing, public schools, and business corridors poses serious problems that need to be solved in the immediate future. The City Council is working very hard to resolve the city's week-to-week, month-to-month, and year-to-year problems and needs; it hardly has the quality time necessary to deal constructively with long-range issues. These issues must be addressed if Fairfax is to compete successfully with its neighboring communities. This is why the mayor and city council members created the Fairfax 2020 Commission.

The mission of the 2020 Commission was to develop a set of overarching advisory recommendations for City Council consideration, recommendations to carry this city into the next century. These recommendations were developed with the intention of influencing the city's Comprehensive Plan.

The City Council's resolution called for a 2020 Commission of at least fifty members. The response was so great that in just a few weeks its volunteer membership reached 112. These 112 volunteers were divided into twelve committees based on their areas of interest. The talent, expertise, dedication, and hard work of the 2020 committee chairs and volunteers were fantastic. Most of the committees met at least once a month, with some having several work sessions a month. Every resident and business owner owes a deep debt of gratitude to the 2020 Commission members. I cannot thank them enough for the excellent service they have provided to me as Chair of the 2020 Commission and to the future of the City of Fairfax. I know you will be pleased with the sincere thought, imagination, and foresight of each committee's findings and recommendations. I highly commend them to you.

The worst thing that could happen to this report (and its recommendations) is that it be left on a shelf somewhere, forgotten and collecting dust. The twelve committee chairs, their volunteer members, and I will not let that happen. The recommendations of each committee are serious, well-thought-out and extremely important to the future of the City of Fairfax. We intend to press these recommendations forward through the City Council. We also urge that the issues contained in this report be central to the campaigns of future candidates for City Council. Public debates on this report's recommendations—both supporting and opposing—will be healthy for the future of our community. Such debates will be a great help to the city's voters, the final arbitrators in deciding the future of the City of Fairfax.

A handwritten signature in cursive script that reads "Dale Lestina".

Dale Lestina, Chair

City of Fairfax 2020 Commission

Entrepreneurial Leadership for a Livable City

Vision

The City of Fairfax must provide entrepreneurial leadership for the city's current strong business climate to continue into the 21st century.

Findings

As the population and economic centers of Northern Virginia moved west, the City of Fairfax grew from a sleepy community to a major economic hub (Figure 1.1). Because that center continues to shift, proactive measures are warranted to retain and broaden the city's economic strength so that citizens and business leaders continue to enjoy the quality of life that they have come to expect. Five strategic subject areas are identified for the city to initiate its economic development leadership efforts.

ECONOMIC ACTIVITY

The city's economic core has traditionally been small retail firms. As Figure 1.2 shows, per capita retail sales in the city far outstrip those of any other Virginia community and represent a significant portion of city tax revenue. The westward economic shift demands that this retail core be the focus of active city leadership so it remains a vital part of our economy.

GEORGE MASON UNIVERSITY

George Mason University is the city's strongest and biggest "business," with a potential billion-dollar impact on the local economy and a student population projected to grow beyond 30,000 early in the 21st century. The city must develop a partnership with the university to identify and realize mutual goals.

CONTINUITY

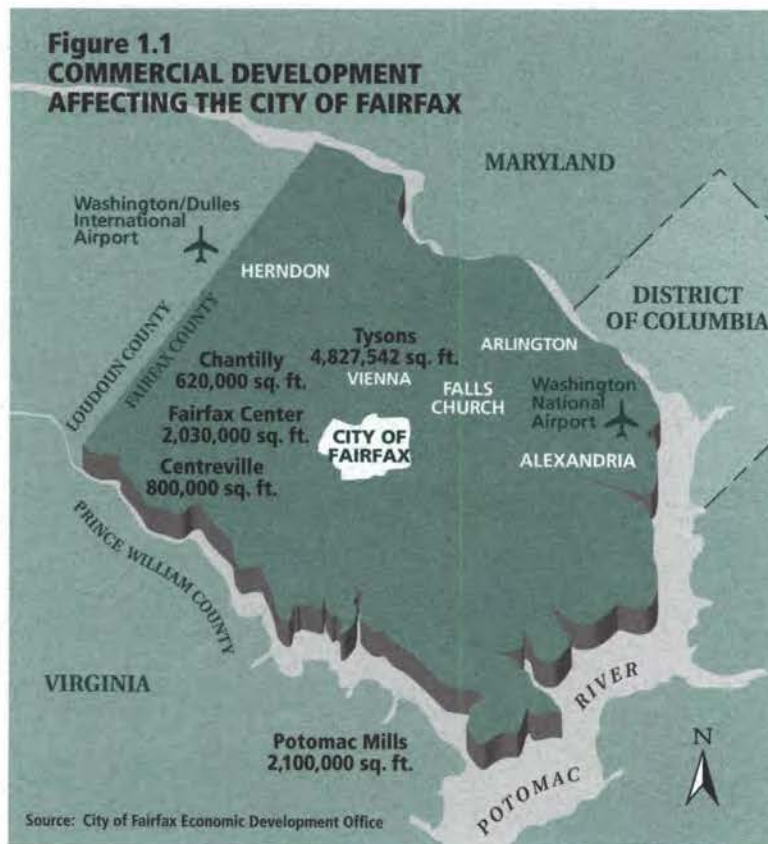
The City of Fairfax must retain continuity, both to maintain and improve its economic base and to retain its small town look and feel. It must build on its strong historic sense, while adjusting to present realities and planning for the future.

ECONOMIC INFRASTRUCTURE

Commercial property in the city is not well suited for long-term economic growth. Much of the land is subdivided into plots too small for viable redevelopment. Many

Committee Members

- Allen Griffith
Chair
- Herb Aman
- Gene Allred
- Johnson Edosomwan
- Marilyn Farrish
- Jeff Greenfield
- Hollis Mershon
- Doug Natal
- Nick Rasmussen
- Ellie Schmidt
- Keith Sovine
- Alan Swinger
- David Todd
- Verne Tuininga



buildings are old and unattractive. In some situations, floodplains pose problems for development; in others, problems of access or parking limit potential uses.

QUALITY OF LIFE

A high quality of life (such as is enjoyed in the City of Fairfax), incorporating services to all its citizens, yields strong business and residential sectors. In addition to providing traditional services, such as a first-class education system, the city should take a leadership role in providing nontraditional services, especially those services that will help small firms locate and prosper in the city.

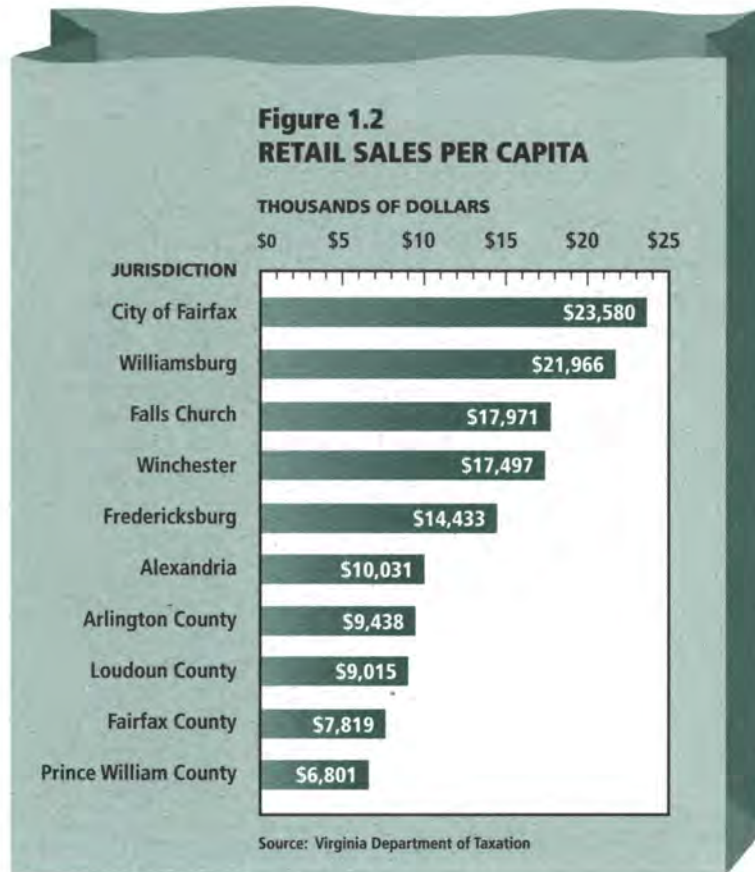
Recommendations

ECONOMIC ACTIVITY

To retain the retail core that is critical to the community—and to create an environment in which business establishments are viewed as customers of the city—the city should provide for business development planning, negotiating and implementing activities that will ensure a strong, long-term economic base. A recently released report entitled *Retail Market Assessment and Commercial Area Enhancement Strategy* by HyettPalma, marketing consultants, is commended as an excellent starting point for these activities.

GEORGE MASON UNIVERSITY

As a first step in developing a solid partnership with George Mason University, the City-University-Business Committee should be rechartered to develop stronger relationships among the partners. Among the initial charges to this group should be a master plan for the redirection of University Drive, the redesign of the university entrance, and long-term land use between School Street and that entrance. This group should also pursue the joint development of a conference/retreat center in the city, as well as other means to enhance economic ties between the city (especially Old Town) and the university.



CONTINUITY

- The city should build on its sense of history. It should exploit its ability to be a safe, historic, well-situated community for travelers from around the world. Recent developments underscore the long-term advantage of leadership in this area. Both the District of Columbia and the site of the proposed Disney development are 15 minutes from Route 123. The city is literally in the center of area attractions, and can only benefit from emphasizing that fact.
- The city should respond to the realities of the present. The city should develop master plans for its major traffic arteries, for safe pedestrian movement, for use of greenways as alternative modes of travel, and for the potential extension of Metrorail.
- The city should be planning for the future. It should encourage the “global village” by developing interlocking plans to make optimum use of technology. The first step should be a task force to work on installing interactive computer networks among city schools, businesses, homes, and George Mason University.

ECONOMIC INFRASTRUCTURE

Starting with the Route 29 corridor, and using the Charlottesville, Virginia, Economic Development Authority as a model, the city should assume a high-profile leadership position to redevelop select properties that will serve as a catalyst around which further major redevelopment activities can occur.

QUALITY OF LIFE

The City of Fairfax should encourage the economic health that contributes to the high quality of life enjoyed by its residents. It should act as a “broker” to help small firms obtain desired services, such as health benefits, at reasonable cost. The city should also establish business development funds, nurturing services (in cooperation with the George Mason University Small Business Development Center), and/or tax incentives to encourage desired economic activity.

An Exceptional Place to Live, Work, and Visit

Vision

The City of Fairfax should be an exceptional place. Its town-like character will continue to make the city a uniquely attractive place to live, work, and visit; distinguish it from the surrounding suburbs; promote a sense of community; and provide an attractive appearance and appealing mix and scale of development.

Committee Members

The Land Use Committee members represented several neighborhoods in the city, the historic district, and businesses.

Tom Huggard
Co-chair

Mike Mattheisen
Co-chair

Paul Cunningham

Patricia Fabio

Art Foster

Frank Frantz

Jim Gavan

James McKeever

Barry Plott

Findings

Every part of the city contributes to the character of the City of Fairfax, and every part should receive careful attention. Although a shared identity unites the city, considerable variety within the city is important to its social and economic vitality. There should be a balance among these areas, and no area should predominate or overwhelm any other area. The areas should have transitions that tie them together, rather than barriers that separate them.

To attract visitors and maintain a positive identity, the city should be a destination, rather than a place that people pass through. Toward this end, the city should serve an economic, social, cultural, and recreational function that is locally oriented, reaching beyond the city limits.

Although the committee has made specific recommendations for accomplishing general goals, it recognizes there is a wealth of possibilities in how the City of Fairfax reaches these goals.

Recommendations

TOWN IDENTITY

The City of Fairfax should preserve and develop its town-like character, as distinguished from surrounding suburban development.

- Enhance the general appearance, regulate the mix of land uses and scale of development, as well as the land use composition and attributes of the city.
- Consider applying neotraditional principles and techniques, modeled on presubdivision-type development, to redevelopment and new development in the city. For example, any additional development should be pedestrian oriented, moderate in scale (neither high-rise nor low-density), and of a vernacular architectural style. It should also favor mixed uses, grid-type street patterns, on-street parking, and off-street parking only in the rear of buildings.
- Encourage small businesses that are of an appropriate scale to maintain a town character.

- Prevent and reverse the deterioration of existing residential and commercial development.
- Enforce code and permit requirements vigorously to promote high-quality neighborhoods and commercial areas.
- Take positive steps to assist in maintaining, repairing, and improving existing development. Public investment will preserve and improve the city and encourage private investment. An innovative example is the Housing Committee's recommendation for the city to broker bulk purchases and to offer financing for improvements to existing communities.

VARIETY AND COHESION

Give careful attention to all parts of the city, each distinct neighborhood and commercial district, and to the transition zones between.

Each distinct area should have a land use plan; appropriate policies, strategies and recommendations should be developed for each area. This work would recognize the differences and needs of each area, and would ensure that each is recognized individually.

A variety of residential neighborhoods add character



Office buildings offer economy-enhancing small businesses a variety of flexible work spaces

ACCESSIBILITY AND POSITIVE IDENTITY

Make the City of Fairfax a destination, rather than a place that people pass through on their way to some other place.

- Develop the city's substantial open spaces into a transportation and recreation network that provides a variety of active uses. For example, the city's open space network could provide miles of safe, convenient, and attractive hiking and cycling trails for children and adults to get to stores, schools, other neighborhoods, libraries, etc. In addition to trails, active uses could include small restaurants, a petting zoo, a merry-go-round, other children's activities, an amphitheater, formal gardens, etc.

This network would tie the city together by creating functional linkages between different areas of the city. It would provide an important recreational amenity to residents and visitors. Furthermore, it would reinforce the housing market, help maintain property values and household income levels, and encourage individual investment.

- Redevelop Fairfax Circle and Kamp Washington as commercial focal points and gateways to the city. Redeveloping these sections would improve the appearance and economic vitality of the Circle and Kamp Washington and of the city in general and would provide an opportunity for mixed-use development.

- Sponsor an annual cultural festival at Fairfax Circle. This festival would attract visitors and would promote the Circle as a distinct commercial area.

- Enlarge the downtown area to have more residential, retail, and office development. This expansion would improve its appearance, attract visitors, provide a greater variety of uses, and promote increased economic activity.

- Provide structured parking in the Old Town Fairfax area; use existing parking surfaces for new development and for public spaces and amenities. New parking facilities would improve the city's



appearance, attract visitors, provide a greater variety of uses, and promote greater economic activity downtown.

- Create a symbiotic relationship with George Mason University. Develop, however, a strategy for the downtown area that does not rely solely on the presence of the University.

- Pursue historic preservation; expand historic preservation to include buildings and areas outside of the city center. Historic preservation gives the city a distinctive identity and is an important factor in making the City of Fairfax an interesting and attractive place to live, work, and visit.

COMMUNITY LAND USE EDUCATION

Inform residents about land use issues, plans, and opportunities. Mail to all households an "executive summary" that describes, explains, and illustrates the city's existing conditions (major ownership and use patterns, for example) and current land use plans and proposals. Such information would foster greater political consensus and support for plans and actions. It would also encourage citizen participation in community affairs and generate more feedback about plans. Finally, well-informed residents would have an increased sense of community and commitment to the city.



Historic treasures like the Ratcliffe-Allison House make Fairfax a destination

Support and Enhance the Small Town Character of the City

Vision

The transportation network and facilities should support and enhance the small town character of the city. Transportation should be provided in an effective and efficient manner through a variety of methods — walking, bicycling, transit, light rail, highway, etc.. Highway traffic that does not benefit the city should have access to bypasses around the city.

Committee Members

- Michael F. Trentacoste
Chair
- Mark Anderson
- Eugene Bovis
- John De Ornellas
- Jesse Emerson
- Frank Frantz
- Mildred Henson
- T.Q. Hutchinson
- David Levy
- Ann Powel
- Sidney Steele

Findings

Over the years, residents have had a growing perception that automobile traffic congestion has spoiled the quality of life in the city. In a 1987 survey of residents, the Department of Community Development and Planning reported that transportation concerns were listed as four of the top nine problems facing the city:

- protecting neighborhoods from traffic;
- reducing traffic congestion;
- using city funds to finance county road projects; and
- improving public transportation.

That report, and others, pointed to the worsening traffic situation in neighborhoods and its negative effects on both the residential quality of life and the character of the city.

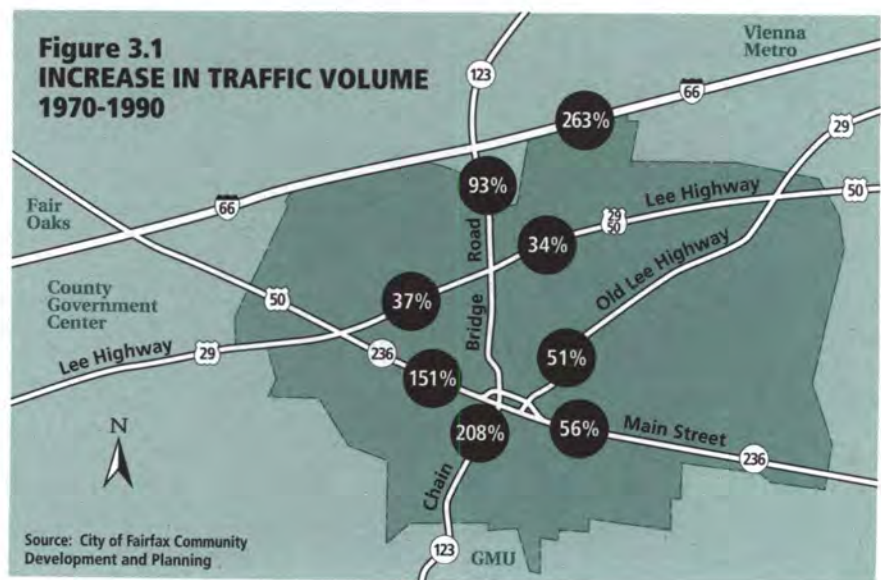
The volume of traffic in the city has increased significantly. Between 1970 and 1990, traffic increased by over 50 percent on many key city streets, and by over 150 percent on the major east-west and north-south arteries (Figure 3.1). Traffic is projected to grow at comparable rates.

Between 1985 and 2010, home-to-work trips and the number of automobiles in Northern Virginia are predicted to increase 80 percent and 88 percent, respectively (Figure 3.2). Without action by the city, traffic growth will become unacceptable.

A large part of the transportation challenge is associated with the high level of vehicle traffic that neither originates nor terminates in the city. Almost half of the traffic in the city passes through (Figure 3.3). To reduce this pass-through traffic, the city has moved in coordination with Fairfax County to establish road bypasses around the city. This is key to controlling increased highway transportation in the future.

In addition to coordinating its efforts with the county, the city has pursued non-highway transportation solutions. The CUE bus system provides the city with one of the most successful bus transit systems of any small city in the country. CUE bus ridership has increased over the years and has the potential for further increases, as traffic congestion worsens and transit service levels and passenger amenities are enhanced (Figure 3.4). Currently, although many residents carpool or use public transit, 72 percent still drive to work alone, as do most commuters to the city.

A majority view of the committee was that the city should not attempt to solve traffic congestion through an expanded highway system within the city. Such a course would simply attract additional through-traffic, resulting in a return to unacceptable congestion levels as traffic increases. Furthermore, the Washington, D.C., area has been classified as a non-attainment area for ozone under



the Clean Air Act Amendments of 1990. Failure to meet the required standards will result in the state and region losing significant federal transportation funds. Although physical infrastructure expansion is no longer a viable or desired solution to traffic congestion, certain technologies and information and communication services have the potential to improve existing traffic conditions. In particular, the Intelligent Vehicle Highway System (IVHS) presents tremendous opportunities. With this concept, information about the highway (traffic levels, accidents, road surface conditions, etc.) is used to control traffic operations and to inform drivers of traffic conditions and the use of alternative routes. An IVHS system can also be used to monitor, control, and inform the public of transit operations.

Recommendations

BUILD PARTNERSHIPS

Regional Projects

- Encourage and endorse Fairfax County highway improvements, such as the Fairfax County Parkway, and transit enhancements, such as expanded bus and rail service and encourage car pooling.

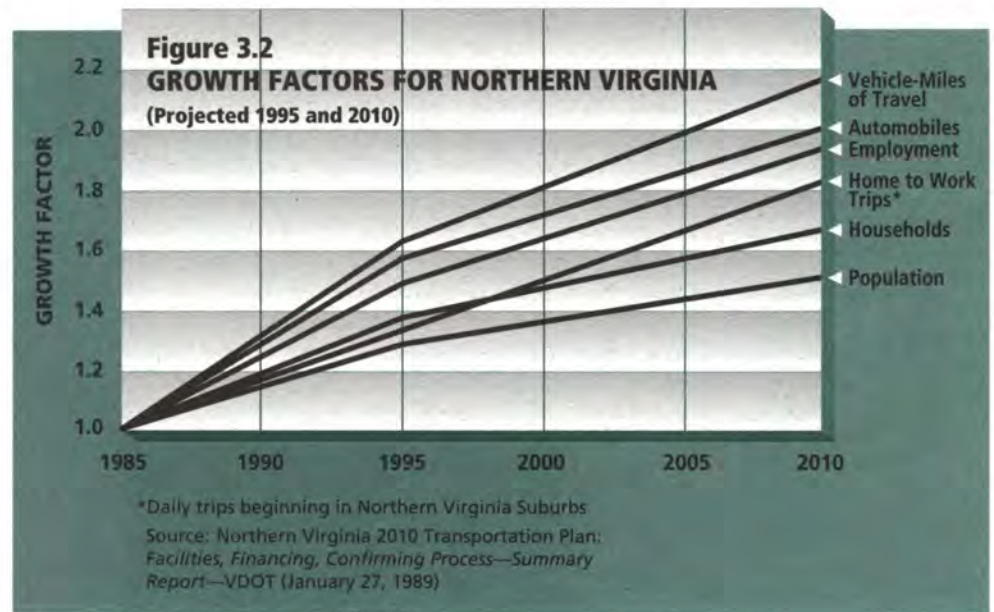
Bypasses

- Work with the county to complete western and eastern bypasses: connecting Waples Mill Road to Jermantown Road preferably north of Route 66, extending Shirley Gate Road south to the Fairfax County Parkway, and extending Pickett Road south to Braddock Road (Figure 3.5).
- Install clear and properly located signs to indicate that local traffic should stay on routes through the city and that other traffic should use the designated bypasses.

ENHANCE CURRENT TRANSPORTATION SERVICES

Important City Roadways

- Ensure that roadways are safe and that they support transit and other multi-occupant vehicles.
- Examine arterial roadway segments by schools, churches, parks, and shopping centers to improve pedestrian and vehicle safety.



- Examine options for giving priority to buses and emergency vehicles along Lee Highway (such as exclusive right lanes) as well as for alternatively powered vehicles and personal rapid transit.

Old Town Fairfax Traffic

Neither the character of Old Town Fairfax nor the quality of life in the surrounding areas should be sacrificed to improve traffic flow. Improving transit services and facilities for parking, bicycles, and pedestrians would serve the downtown transportation needs more effectively, enhance the viability of the area, and maintain the local character.

- Continue efforts to construct (or promote the construction of) city bypass routes and to divert through traffic from the city.
- Evaluate the downtown area to find ways to eliminate or minimize existing ill effects.
- On the east side of downtown, consider extending North Street to the east end of University Plaza Shopping Center and, if and when possible, through the south end of the Farr tract. Extending the street grid eastward would generate a better pattern for downtown traffic; increasing the size of Old Town would enhance its viability.
- Increase on-street parking and build parking structures that fit into the visual aesthetics of the area.
- Reduce traffic speeds and make Old Town a pedestrian-friendly district. A shopping area without shoppers makes no sense, and shoppers will not come unless they feel safe.

Figure 3.3
COMPOSITION OF CITY TRAFFIC

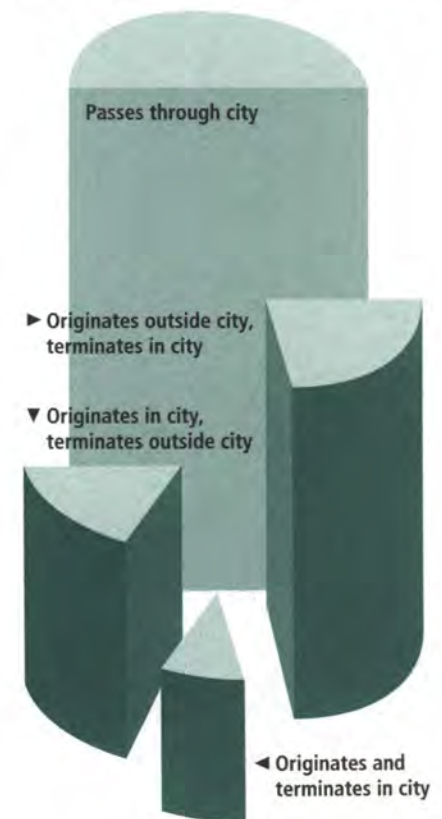
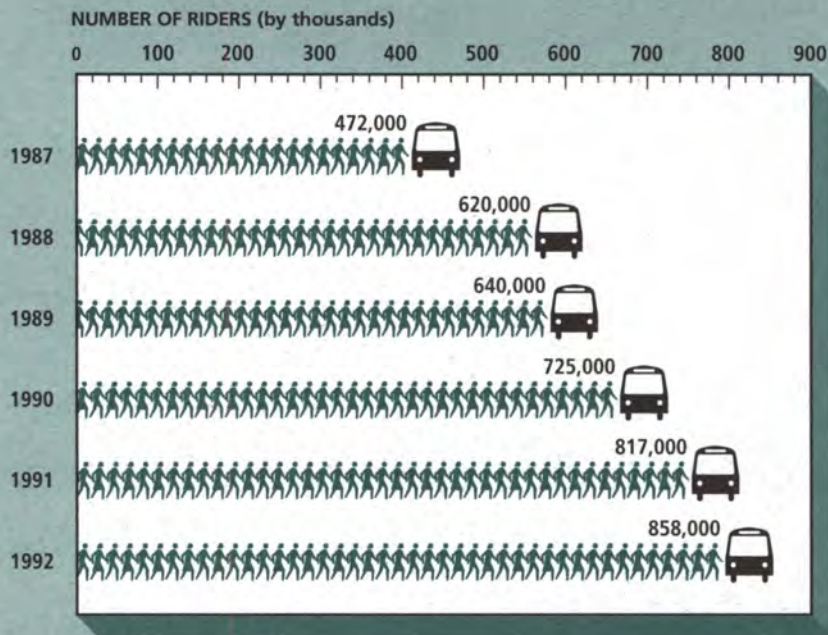


Figure 3.4
CUE BUS RIDERSHIP GROWING IN POPULARITY



Source: City of Fairfax, Department of Transit and Utilities

Public Transit Services

- Improve public transit services through schedule improvements, better coordinated bus-rail and bus-bus connections, and more frequent bus service.
- Make bus service more convenient and attractive by installing covered bus shelters and posting bus system information at bus stops.
- Encourage businesses to provide tax-free transit subsidies to their employees.
- Build on the past success of CUE service to George Mason University by augmenting the schedule to coincide better with evening classes and Sunday library hours at the university. Both the city and the university should market the various transit alternatives and routinely survey existing and potential customers to ascertain their needs and preferences.

- Place four-way stops at critical downtown intersections to allow pedestrians to cross the streets safely.
- The proposed Ratcliffe Road extension is inconsistent with the committee's vision of the city's future. It should be deleted from the Comprehensive Plan.

Business Access

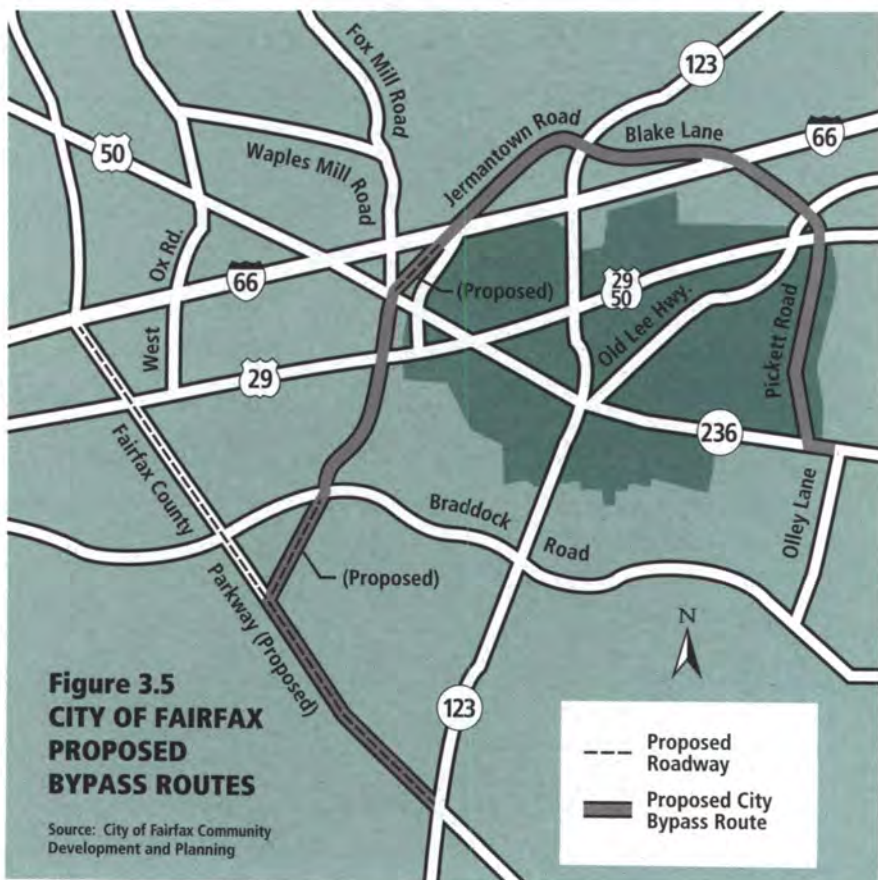
- Work with the business community to improve the access to and egress from business areas that have highly congested entrances and exits (e.g., the Fairfax Circle shops and the Pickett Road Shopping Center).

Traffic Signals

- Review the city's signal control systems to take advantage of the most recent electronic technologies that are more responsive to "real-time" traffic conditions.
- Encourage Fairfax County to expedite the computerization of its signal system and coordinate the city's traffic control system with that of the county.

Traffic Laws

- Enforce traffic laws strictly during all times of the day and night, particularly during rush hour periods and educate highway users of traffic laws.



Pedestrians and Bicycles

- Fairfax should be made more walkable by a system of sidewalks with curbs, gutters, and crosswalks designed to make trips on foot a practical, pleasant, and safe option.
- Review bus stops and accompanying crosswalks to ensure that they are in the safest locations. In particular, examine the Route 50 corridor, Fairfax Circle, and the access to the city's recently opened Trail Connector.
- Link residential areas to transit by expanding a city-wide system of trails.

Continuing Improvement Process

- Give residents, civic and business leaders the opportunity to present their ideas on transportation improvements, especially short-term, low-cost items. Establish a process for expeditious evaluation and action on these suggestions by the city staff and the City Council.
- Develop independent, accurate, and current traffic and transportation statistics for transportation planning.

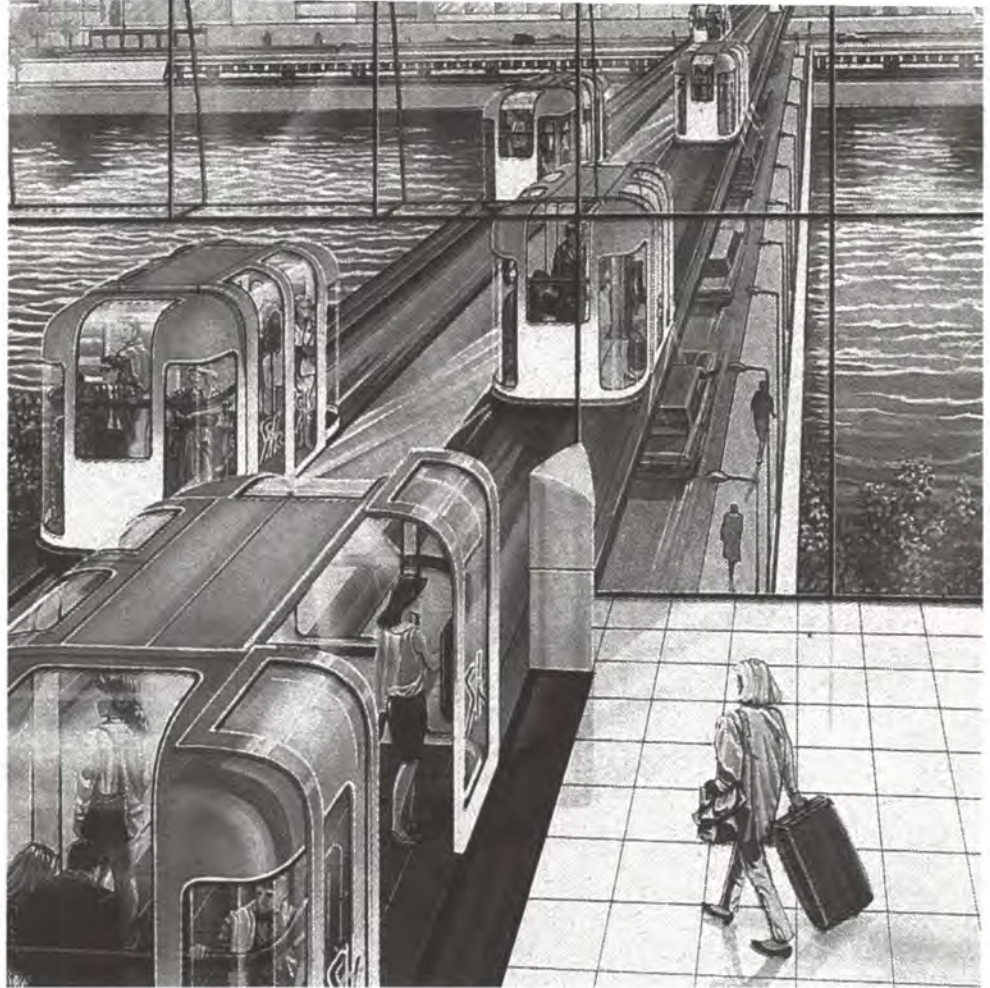
CAPITALIZE ON ALTERNATIVE TRANSPORTATION OPPORTUNITIES

Intelligent Vehicle Highway System

- Implement appropriate elements of the Intelligent Vehicle Highway System. Obtain funding available in the Intermodal Surface Transportation Efficiency Act of 1991 for planning, technical assistance, operations testing, and demonstration activities.

Fixed Guideways and Personal Rapid Transit Systems

- Consider personal rapid transit or light rail systems as an alternative to automobile travel. The city and George Mason University should consider these systems for moving students on campus, and for transporting residents and other users to business areas; along residential collector streets, and to Metro.



Light rail systems are smart alternatives to automobiles

Alternative Vehicles

- Work with the Advanced Research Projects Agency and private companies to pilot electric vehicles in a suburban environment.

Telecommuting

- Explore establishing an "off-site" Federal Telecommuting Center where federal employees who live in central Fairfax could work on a temporary or part-time basis and have electronic communication with their offices. Such facilities would reduce travel time and commuter traffic and would increase office occupancy in the city.

A Seamless World-Class Community

Vision

The City of Fairfax, George Mason University and Northern Virginia Community College will organize in a new spirit of cooperation to form a seamless, world-class community. Three independent, self-sustaining communities, each with a unique mission, complementary facilities and capabilities will come to appreciate the impact of cooperation. The city will lead the embodiment of this new paradigm forged through innovative strategies so that all citizens will receive services and benefits beyond those possible independently.

Committee Members

Gary Bottorff
Chair

Ken Bumgarner

Lynette Farrell

Sharon Kirk

John Petersen

Mary Petersen

Ralph Rector

Edith Trott

GMU Faculty Consultants

Terrance Ryan

William Rifkin

Findings

The resources of the university communities (Figures 4.1, 4.2) when coupled with those of the City of Fairfax, provide unlimited possibilities for the enhancement of services and the enrichment of life for citizens, students and faculties. The interdependence and increasing involvement between the city and GMU is inevitable. Only through cooperation can we optimize the services rendered to all citizens while minimizing potential negative impacts. NVCC has been included in the report, although it does not border on the city, because the committee believes the college (particularly the Annandale campus) represents an untapped resource. Further, the missions of these institutions are complementary; and cooperative agreements are already in place.

Obstacles to implementing the vision:

- The communities lack jointly coordinated executive level guidance and support.
- The City/University/Business Committee is viewed as an arm of the Fairfax City Council and has not achieved buy-in from other stakeholders.
- There is no common mission statement or long-range strategy.
- There is no identifiable "captain" (staff liaison) to lead the charge.
- Insufficient appreciation on the part of all constituencies for the unique assets and complementary facilities and services of the other communities and for the potential impact on cooperation.

- Communications are poor at the grassroots level limiting participation by all communities in solving problems, addressing misunderstandings and concerns; i.e. infringement on tax base, services, infrastructure, quality of life, retail sales; transportation; lack of hometown atmosphere, etc.
- There is no organization to do hands-on joint planning and modeling to capture the imagination of the communities as to what is possible through cooperation.
- The business community has not marshalled its economic clout to attract the university/college customer.
- Few benchmarks for cooperation exist between town and gown.

The college community and the Fairfax community are natural partners



Recommendations

CREATE TWO-TIERED COORDINATING ORGANIZATION WITH GMU

- At the executive level, e.g. recommend the involvement of the Mayor of the City of Fairfax, the President of George Mason University and others, as appropriate, in quarterly meetings.
- At the staff level, e.g. recommend the current charter of the City/University/ Business Committee be revised to insure joint agreement as to the missions and goals by all parties.
- Review the mission, advantages of NVCC to the community as a whole, and if appropriate, begin the process of full integration into the executive and staff organizations. Include in the Center of Excellence for Community Reinvestment.

CREATE A CITY MARKETING STRATEGY

- Take a leadership role in marketing the city as a valuable partner, fully committed to cooperation, e.g., recruit university and college faculty and students to serve as liaison to city boards and commissions, and as participants in civic associations, cultural and athletic events.
- Support the creation of a joint computer database (a mind bank) to capture the talents, skills and interest of volunteers from all three communities to allow for greater cross-fertilization.
- Establish a program to educate and inform the citizens of Fairfax about George Mason University and Northern Virginia Community College and how their participation in these communities is possible and beneficial.

SUPPORT CREATION OF JOINT CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT

- Create a center where all citizens (residents, faculty, students, alike) can come together for hands-on involvement in modeling a long-range vision.
- Create a city staff position to be liaison to the university communities. This person could also serve as the co-director of the

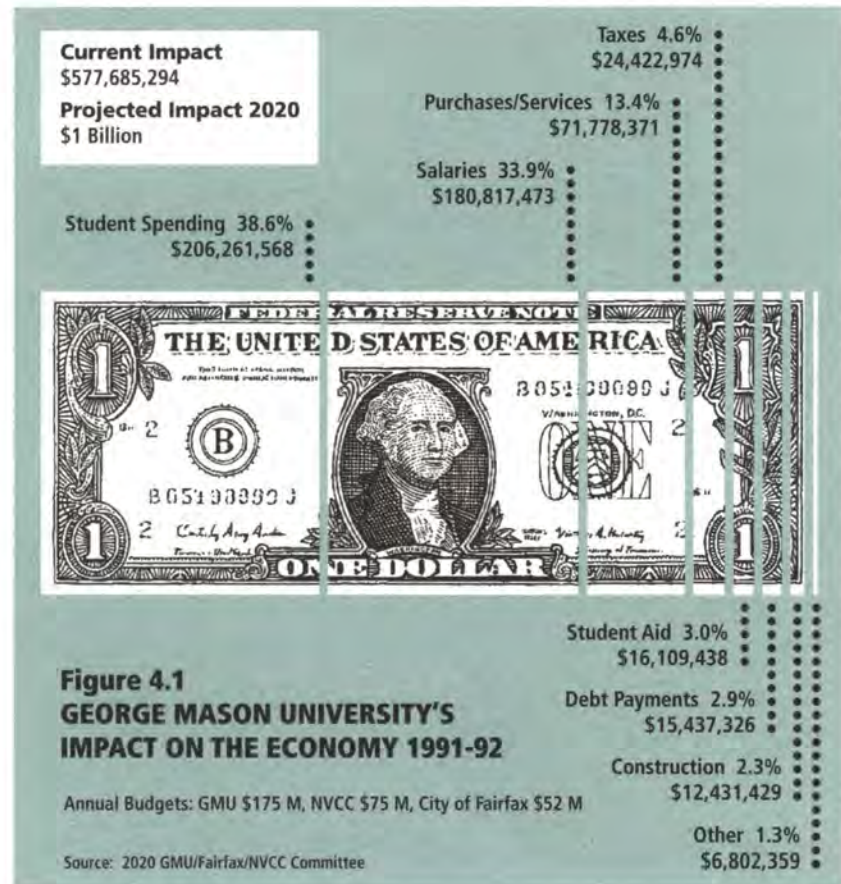


Figure 4.1
GEORGE MASON UNIVERSITY'S
IMPACT ON THE ECONOMY 1991-92

Center of Excellence for Community Reinvestment (paid through funded programs).

- Develop planning tools and computer-aided design and modeling programs (example Rock Hill, S.C.).
- Collect research on urban sustainability.
- Create a living laboratory for student involvement.
- Raise funds through grants, corporate sponsorship, government contracts, sale of research know-how.
- Solicit demonstration projects.
- Establish benchmarks and innovative programs to enhance town-gown relations.

PROJECTS UNDER CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT LEADERSHIP:

Education

- Create a partnership and shared vision for the public school system, e.g., teacher preparation, curriculum development, drop-out prevention, computer training, a kid's college for weekend and summer programs.

- Establish a lifelong learning program that insures literacy in adults, supplements tutoring in schools, increases participation of residents, students, faculty in education activities of the other communities at group rates.

Transportation

- Study the feasibility of expanding the CUE Bus route to include the Northern Virginia Community College's Annandale Campus and other business locations within the area.
- Begin a joint effort to study alternative forms of transportation, e.g., electric cars, people movers (Taxi 2000) to connect George Mason University, Northern Virginia Community College, Old Town Fairfax and the Vienna Metro Station.

Telecommunication

- Provide the day-to-day management and coordination of the fiber-optic network with George Mason to include selling services to other communities,

including the community college. (Note: Committee strongly supports full funding for design, planning and construction)

- Jointly plan and establish one or more Telecommuting Centers in the city.

Business and Recreation

- Jointly plan and develop a conference and retreat center; all-season Olympic swimming complex; community center and senior citizens' center, etc.

- Jointly sponsor a calendar of activities listing events in all communities plus the Chamber of Commerce, civic associations and others, as appropriate.

Social and Cultural Programs

- Jointly sponsor innovative programs that enhance the ties within the communities, e.g., block parties, street dances, Halloween parties, a jazz festival, multi-cultural and international days, joint school and university/college athletic

training, marathons and bicycle races, block seating for residents at university events, etc.

- Support the joint development of a 24-hour, 7-day a week child care facility at prices that allow residents and students greater participation in the education and cultural life of the communities.

Land Use

Working with the city's Economic Development Authority and George Mason's Urban Systems Engineering staff:

- Support Gateway Project—the development of a new University Drive. This project could demonstrate urban cooperation and begin the seamless community concept.
- Design and plan for the redevelopment of property bordering George Mason to conform to the high-density, mixed-use desired by the city, and fully integrate into the Mason master plan complementing both communities; e.g., after acquiring large sections of land, design and cause to be built a colonial village with street-level retail and residential space for faculty and/or students.
- Study and implement the concept of an "Intellectual Village" where faculty would be encouraged to live within city limits.
- Identify and jointly plan other needed facilities not required to be located on campus; e.g., a fraternity row.

Figure 4.2 GMU & NVCC FACILITIES

Institution	Entertainment	Cultural Arts	Sports	Conference Facilities	Other
George Mason University	10,000-seat arena, three student unions	2,000-seat Concert Hall, 500-seat Harris Theatre, 150-seat TheatreSpace	115,000 s.f. indoor sports & recreation complex, gymnasium	Numerous for university uses	TV/radio station; Leases 46,000 sq. ft in City of Fairfax
Northern Virginia Community College	Community and cultural arts center (Annandale)	520-seat theatre	Gymnasium	Numerous	TV station, cable/radio programming; Telecommunications Center

POPULATION IMPACT

Institution	Student Population	Projected 2020 Population	Faculty	Staff
George Mason University	21,000 credit students, all campuses 18,000 commuters	32,000 credit students only	665 full-time 449 part-time	1,027
Northern Virginia Community College	63,605 credit students, all campuses 14,672 Annandale campus 4,000 Extended Learning Institute 21,470 Continuing Education Dept.	Approximately 1% per year increase	662 full-time 905 part-time	559

CULTURAL IMPACT

Institution	Minority Students		Countries	Clubs	Centers/Institutes	Community Service
	All minorities	International				
George Mason University (all campuses)	4,066 (20.0%)	752 (3.6%)	83	300+	65	550,000+ annual participants
Northern Virginia Community College (all campuses)	4,251 (29.4%)	3,172 (21.6%)	152	65+ (only service or curriculum related)	7	150,000+ annual participants

QUALITY OF LIFE IN A HOMETOWN ATMOSPHERE

This model will sustain:

- A living laboratory for implementing new strategies, procedures and technology,
- Public-private partnerships,
- Public-public partnerships,
- A Center of Excellence for Community Reinvestment,
- A test bed for joint economically viable initiatives,
- A synergy of social and cultural enhancements,
- An innovative model for university/community college partnerships with urban communities.

Data from published sources, 1992

Environmental Leadership for a Livable City of Fairfax

Vision

Fairfax should be a city in which human activities are integrated into the natural environment in such a way that both are accommodated. It should be a city in which the residents have clean air to breathe and clean water to drink; in which residents are not exposed to undue risk from pollutants and other environmental hazards; and in which residents have the opportunity to enjoy their natural surroundings.

Committee Members

R. Christian Jones
Chair

William Wunderlich
Original Chair

Paula Bailey

Alan Messing

Douglas Pinkham

John Tate

William K. Vehrs

Allen Vejdani

Kevin Verburg

Findings

Fairfax government exercises considerable care in promoting a healthy environment for its citizens. It has one of the highest recycling rates in the Commonwealth of Virginia. The city has a stable supply of clean drinking water, and its domestic waste is treated to minimize pollution of the Potomac River and Chesapeake Bay. Fairfax has an ordinance designed to minimize land disturbance in the flood plain. Nonetheless, as with many suburban areas, significant environmental issues need to be recognized.

- Streams are affected by stormwater runoff, thoughtless dumping into storm sewers, road salts, and swimming pool chemicals.
- Most of the land has been developed, displacing native plants and animals, altering the landscape, and weakening the human connection with the natural world.
- The city is part of a metropolitan region that is considered in violation of Environmental Protection Agency standards for ozone. Steps are required on a regional basis to decrease the precursors of ozone created by the exhaust of automobiles and other internal combustion engines and by the evaporation of solvents.
- Indoor air may be contaminated by radon; solvents released from building materials, paints, upholstery, draperies, and wall coverings; pesticides; asbestos from old linoleum and insulation; lead

from flaking paint; and tobacco smoke. Other possible household environmental hazards include lead pipes and electromagnetic radiation.

- Tons of potentially recyclable trash such as cardboard, paper, and plastic containers are still sent to the Lorton incinerator or landfill.
- Residents use fossil fuel energy daily for heating, cooling, cooking, bathing, yard maintenance, transportation, and recreation. This contributes to a high standard of living but results in fossil fuel depletion, dependence on foreign oil, and release of "greenhouse" gases.
- An area of the city and adjacent Fairfax County is underlain by a deposit of petroleum that has leaked from a tank farm located in the city. The tank farm constitutes a continuing small, but hard to quantify, risk of catastrophic fire or explosion.

Recommendations

WATER QUALITY

Preserve stream corridors in a natural state.

- Retain all parkland and other land along streams.
- Restore native vegetation to streamside areas to promote and enhance stream quality.

Stream corridors should be restored to natural state



- Procure new parkland along streams and procure easements along streams on private land.

Control runoff from impervious areas as far upstream as possible.

- Require new developments to handle stormwater on-site.
- Identify and implement practices to decrease current impacts of urban runoff.

Initiate a long-term environmental monitoring program.

- Monitor stream fauna as an index of stream quality; coordinate this project with students from Fairfax High School and George Mason University.
- Compile data collected by other agencies on environmental quality within the city.

CITIZEN INVOLVEMENT

Conduct an aggressive program of citizen education and involvement.

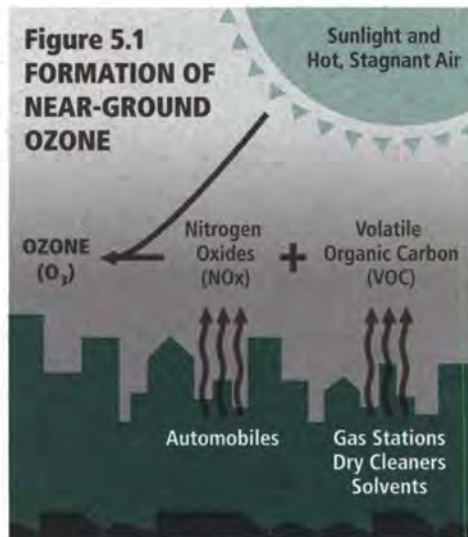
- Focus on preventing pollution and avoiding hazards.
- Develop a citizen's handbook on watershed protection.
- Develop workshops for the public and presentations to community associations.
- Develop and distribute brochures on avoiding hazards such as radon, lead paint, fumes from new building materials, and implement during air pollution alerts.
- Ask all businesses and homeowners to sign an "environmentally responsible neighbor" pledge.

Create a permanent environmental quality advisory committee with specific tasks.

- Provide a public forum for discussing environmental issues.
- Be a liaison to community associations, soil and water conservation districts, and other cooperative bodies.
- Advise the City Council on environmental issues.

Continue to improve a strong recycling program.

- Strive to increase the types of material collected in both drop-off and curbside recycling programs.
- Expand program to segments not already participating.



- Promote use of recycled materials in city operations.

ENVIRONMENTAL RESPONSIBILITY

Pursue options for relocating the tank farm.

- At the same time take appropriate measures to ensure that it functions in the safest and least polluting manner (that it is an "environmentally responsible neighbor").
- Ensure that results of state and federal audits and inspections, including the status of mandatory upgrades, be shared with the city and reviewed by community groups.
- Support efforts to remove oil from the underlying aquifer.

Support efforts to adopt an intermodal transportation philosophy and encourage the use of transit and car pools.

Encourage mixed-use cluster development/redevelopment along transit corridors to minimize the use of single-occupancy vehicles.

Cooperate with area jurisdictions in improving outdoor ambient air quality.

Acquire land and easements.

- Preserve wooded and environmentally sensitive lands as part of the review process for land development applications.
- Establish a trust fund into which funds and donations may be placed for future acquisition.

Construct stormwater management facilities to address existing problems.

- Consider what is required to minimize adverse impacts and to maximize benefits.
- Fund construction of the facilities by a bond issue.

Create a staff position for an environmental scientist or ecologist with specific tasks.

- Initiate education and citizen involvement programs.
- Advise the City Council and departments on environmental implications of city activities.
- Supervise environmental restoration projects.

Home and business owners must pledge to be environmentally responsible neighbors to preserve a healthy city



Preserving Our Heritage & Projecting Our Future

Vision

The City of Fairfax should be a more distinctive, more beautiful, and more livable community than any other. We must enhance distinctive features for our residents and embellish tourism. We must preserve our city's heritage by maintaining a *sense of place*.

Committee Members

Rosa Lee Walker
Chair

Ingrid Annibale

Janice Cairns

Pam Carroll

Don Lederer

Charles Nern

James Offutt

Findings

The Community Appearance Plan draft of June 29, 1992, includes guidelines for Old Town Fairfax, the Lee Highway corridor and the historic district. This plan has not been officially approved and was found to be lacking in some areas. It does not provide for citywide residential guidelines; there is no long-range plan for a pedestrian-friendly atmosphere; and it allows too many variances.

Entrances to the city are not designated and distinctive, and the plan does not address the issue of direction signs to points of interest or major destinations. Although certain areas in the city are unsightly or blighted, no funding is provided for beautification projects.

There is no coordinated urban forestry plan or comprehensive planting and landscaping plan for parks, schools, other public sites and rights-of-way.

Finally, the designation "Old Town" for the city's historic district is confusing, considering the other "Old Towns" in the area.

Recommendations

■ The committee's revisions, corrections and additions to the Community Appearance Plan should be incorporated. A new section is proposed to enhance the quality of life and maintain the value of residential properties.

■ All areas of the city must provide total mobility for all residents and visitors, including pedestrians, with safety as the number one priority. The next Capital Improvement Plan budget should include provisions for implementing this approach to transportation. Where safety is an issue, mobility should be implemented without assessing homeowners for the cost.

■ A proper plan for direction signs throughout the area should be developed and implemented.

■ Under a coordinated urban forestry plan, all forestry should be placed under the auspices of an arborist in the Public Works Department for maintenance and a continuous planting program. A comprehensive planting and landscaping plan should be developed for parks, public schools, public sites and rights-of-way, including wildflowers, grasses, and so on.

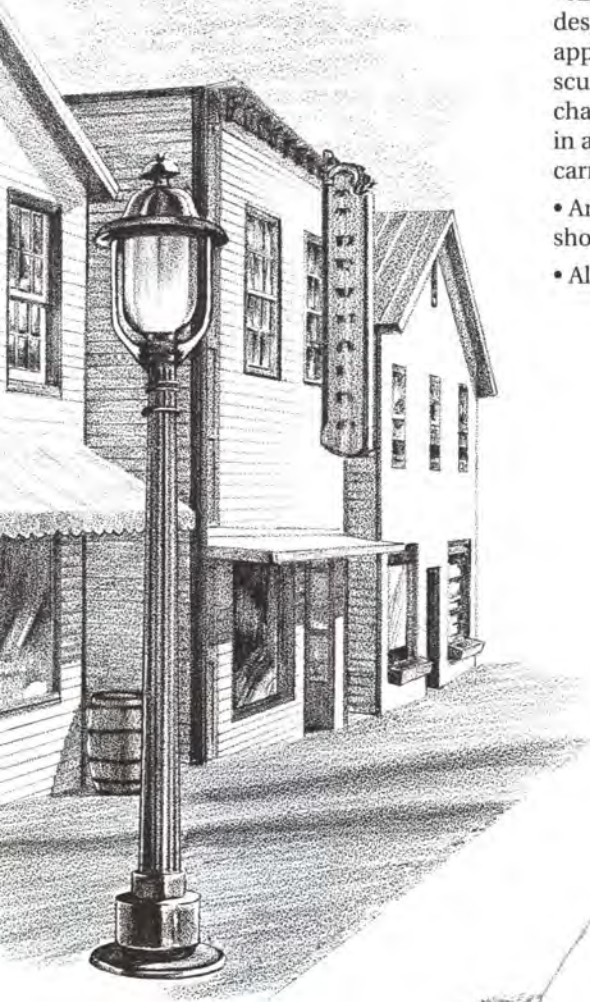
*Distinctive, beautiful, livable . . .
Fairfax, a city with a sense of place*



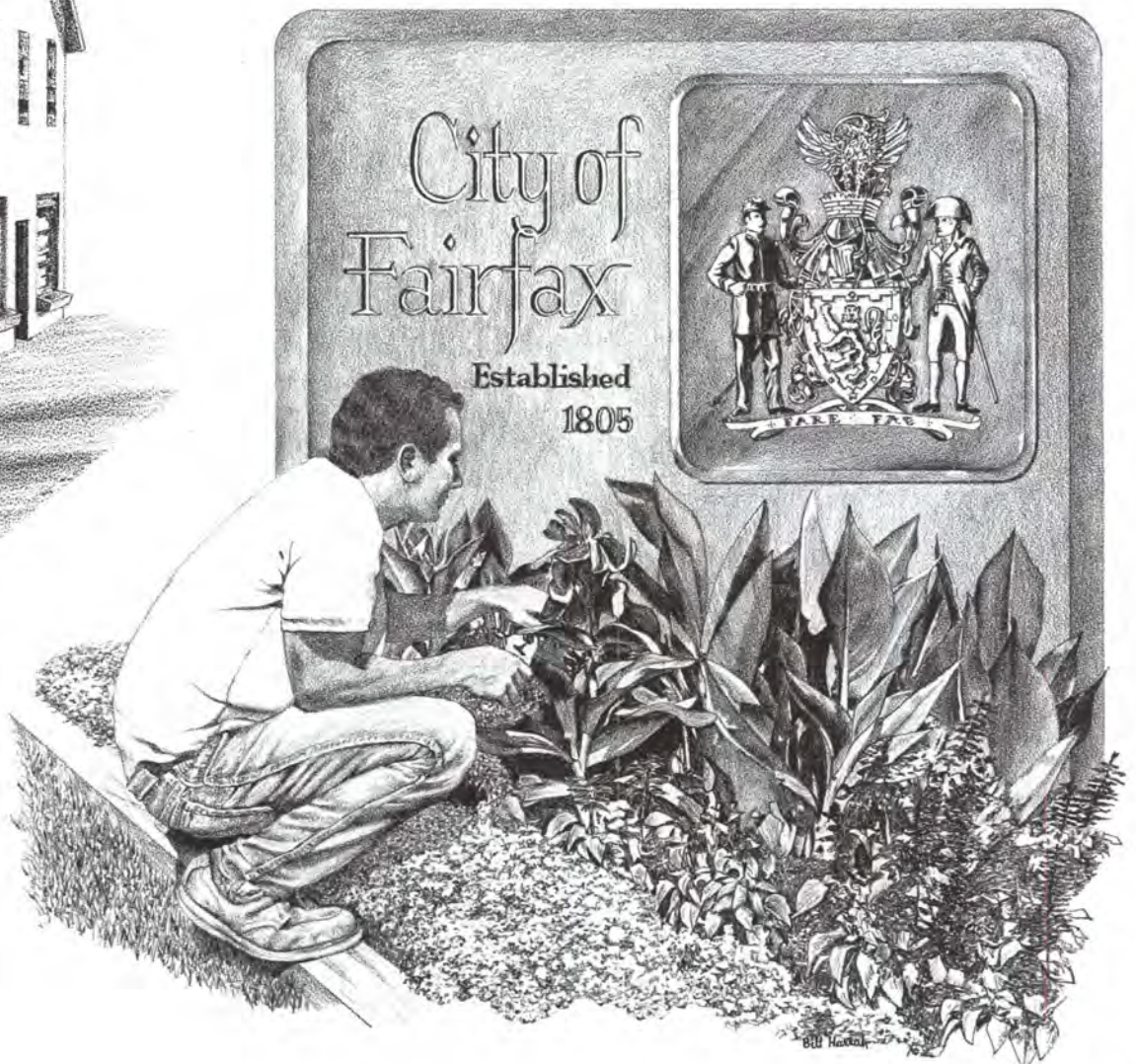
Bill Harrah

Period light fixtures in the historic area are among the committee's Community Appearance Plan recommendations

- Fairfax High School parking fees should be negotiated to redirect them to the City of Fairfax for landscape design and plantings to improve the exterior aesthetics of city schools. The talents of horticulture students should be acknowledged through their participation in this activity.
- All entrances to the city should be designated in a distinctive manner. An appropriate identification might be bronze sculpted figures depicting historic characters, various lifestyles, and the arts, in a parklike setting. This theme could be carried out throughout the city.
- An endowment fund for beautification should be established.
- All utilities should be underground.
- Legislation should be revised to provide enforcement of proper maintenance of commercial and residential properties to eliminate unsightly or blighted properties.
- The four tax-exempt property and storage yards owned by Fairfax County, located in the city, are adjacent to residential neighborhoods and are zoned as residential districts. These 21.4 acres could be converted to 102 residential properties, with unlimited aesthetic appeal. We strongly urge city officials to negotiate with the county to relocate these storage yard facilities into their jurisdiction.
- The downtown area currently designated "Old Town" be renamed "Historic Fairfax."



Sculptures in a park-like setting should mark entrances of the city



A Place Where People Count

Vision

The City of Fairfax must have a blueprint for its housing future that preserves the quality of life in the city and that maintains the character of the community into the next century.

Committee Members

- John Rust, Jr.
Chair
- Hugh Conway
- Carl Hemmer
- Gail Martin

Findings

The housing boom after World War II shaped the character of the City of Fairfax. Of the city's 7,677 dwelling units, nearly 73 percent were built during the 1950s and 1960s. Because of the scarcity of undeveloped land within its borders, the city has not fully participated in the new home construction boom of the last 25 years. Therefore, the housing stock has aged, and some older buildings have developed characteristics of functional obsolescence. Housing values reflect that obsolescence. A house in the city has a median value of \$184,300, almost 14 percent less than the median value of county housing, \$213,800.

The lack of new construction has eliminated many possible home buyers, including families with children who are seeking larger homes, more amenities, or simply new construction. In addition, the housing stock has not changed to reflect the aging size of the city's population. There is little or no single-level housing or high-quality rental housing suitable for older residents. The City of Fairfax has not grown significantly since the 1980 Census.

1990 FAIRFAX HOUSEHOLDS

The 1990 population of the city was 19,622, compared to the 1980 population of 19,390. The city's population is slightly older, slightly less affluent, and its households are slightly smaller than those of neighboring Fairfax County:

	County	City
Percent over Age 65	6.5	10.9
Median Family Income	\$65,201	\$56,419
Average Household Size	2.8	2.67

Source: 1990 Census
Note: Does not include population added by boundary adjustments

According to the Northern Virginia Planning District Commission projections, the population of the city is not anticipated to grow significantly in the next 30 years.

However, by the year 2010, it is estimated that 17.2 percent of the city's population will be over 65 years of age; only 19.3 percent of the city's population is

estimated to be less than 20 years of age.* In comparison, only 5.6 percent of the city's population was over 65 years of age in 1970, and 43.6 percent was under the age of 20.

Housing will continue to establish the identity of the City of Fairfax in the year 2020. As new construction will have only a minimal impact upon the mix of housing values, the city has only three alternatives:

- to do nothing;
- to redevelop the existing housing stock; or
- to rehabilitate the existing housing stock.

If the city takes no action, the existing and emerging functional obsolescence of the housing stock will become more pronounced, the city will become a less attractive place to live, and housing values in the city will decline. Without some action to renovate or replace its aging housing, the city is likely to lose ground to the county in terms of the age, affluence, and household size of its citizens. Such alternatives are incompatible with every stated goal of the city.

The *Comprehensive Plan* for the City of Fairfax provides guidance for the current long-range planning in the city. The plan encourages a wide range of housing types and costs, calling for the construction of "move-up" housing within the city and new land development regulations that permit a variety of housing alternatives. The plan specifically recognizes the need to develop appropriate housing for elderly residents of the city.

The plan also calls for maintaining existing subsidized housing units and for cooperating with George Mason University to manage its existing and anticipated housing needs. There appears to be adequate housing capacity and the city need not take any unusual action to meet demands for student housing. George Mason University currently has more than 3,000 housing units, which are not fully occupied. The university's master plan calls for additional housing for up to 1,500 students, but further construction will not begin until the current housing is filled.

*Source: Northern Virginia Planning District Commission



To maintain its residential viability, the community should rehabilitate its older housing as demonstrated in these before and after photos of a city residence



The basic economics of housing construction make redevelopment of the present subdivisions highly unlikely. Redevelopment requires the purchase of targeted homes at a cost low enough to permit the destruction of the buildings and would not be economically feasible unless a neighborhood had declined into slum conditions and much denser uses were available. These conditions are not acceptable. Therefore, the housing the city has now will be the housing it has in 2020, making it imperative that the city establish an effective and comprehensive program to rehabilitate existing housing.

Recommendations

IMPLEMENT A HOUSING REHABILITATION PROGRAM

- Hire a coordinator to administer the program.
- Select participating neighborhoods, based upon their interest, the improvements required, and the strength of the community organization.
- Prepare a plan for carefully selected (and limited) improvements, such as central air conditioning, roofing, plumbing and baths, additions, and electric wiring. The plans should be generic and based upon typical units in each community.
- Prepare generic appraisals for each type of housing in the community.

The relationship between the city and the County Redevelopment and Housing Authority is solid, and the authority provides adequate assistance for subsidized housing. In addition, the city now houses a substantial number of those needing emergency shelter. The City of Fairfax has relatively little vacant land available for housing construction. Only three tracts of significant size are undeveloped and there is no assurance that these parcels will be developed in the foreseeable future. The three tracts total

approximately 350 acres, and consist of the Krasnow parcel (12.5 acres), the Farr tract (76.7 acres) and the Army Navy Golf and Country Club (233.6 acres). Even if fully developed, under current zoning densities these tracts would add only 10 percent to the total city housing stock. Therefore, new construction will have only a minimal impact on the future housing mix. The city must redevelop or rehabilitate its existing housing to determine the future character of the City of Fairfax.

Upscale housing is needed, but is realistic only at higher densities that incorporate quality design and attention to surrounding neighborhoods

- Determine the interest of contractors; all interested contractors should submit bids based on volume of activity. The city should expect 15 to 20 percent discounts from ordinary pricing.
- City lenders should provide home equity loans at favorable rates, with liberal terms, provided that prequalified contractors and plans are used.
- The city should recover a portion of its costs proportionate to community participation.
- The rehabilitation program should remain open for one to two years in each community.
- Begin the program with a pilot community, expanding to additional communities as appropriate in light of the citizen response and the capacity of the coordinator.
- The rehabilitation of the city's housing stock will be a massive undertaking. A modest rehabilitation program of \$10,000 per single-family home will require \$55,000,000. The scale of such a program dictates that public funds are not sufficient and that the private sector must be involved. Local bankers are willing to go forward aggressively.
- This will not be a one-shot program. If a home rehabilitation has a 20-year life, and if only single-family dwellings are counted, the city must make 275 loans available each year to rehabilitate all housing; then the program starts over.

PROVIDE LEADERSHIP

- While the private sector must carry much of the financial burden of rehabilitation, the city has an important role to play as well. Local government must provide the leadership and resources to coordinate the program and to make the rehabilitation program a reality.
- The city leaders must promote the city to attract the residential consumer.
- The city must make the rehabilitation program known, both within the city and in the home-buying market.



- The city must provide public infrastructure improvements, such as curbs, gutters, sidewalks, pavement, and landscaping, to encourage rehabilitation in its neighborhoods.
- The city must educate the real estate community about the program and must encourage them to present the city as a place where rehabilitation can be handled as a part of the acquisition process.
- The city must make rehabilitation easier, in terms of zoning and permits, so as not to discourage the process.
- The initial investment of the public sector will be returned tenfold in private sector investment. The convenience, cost savings, valuable improvements to homes, and community support will make the program attractive.

PROMOTE CITY AS AN ATTRACTIVE PLACE TO LIVE

- The success of this program depends on promoting the City of Fairfax as an attractive place to live. The city now has a good mix of services and quality schools, two essential elements that attract residential housing customers. It is essential that the city continue to offer diverse and modern services to stay ahead of its competition for housing dollars.

TAKE ADVANTAGE OF VACANT PROPERTY

- There will be some opportunity for the city to meet underserved needs when existing vacant residential property develops. New housing can be a significant draw for families with school-age children, a needed resource in the city.

PERMIT URBAN DENSITY

- Furthermore, although there is a need for upscale housing, it is probably not realistic at suburban densities. The city should be willing to permit more urban densities where the proposed housing incorporates quality design and careful attention to the surrounding neighborhoods.

Striving for Excellence in Academics, Arts, and Athletics

Vision

The City of Fairfax should have a long-term plan for schools, moving beyond day-to-day concerns to address the challenges confronting schools for the next two decades. The city will have schools that

- prepare students to meet and exceed the demands of an increasingly sophisticated workplace;
- respond sensitively to the needs of an increasingly diverse population—diverse in terms of ethnic, socioeconomic, and generational makeup;
- provide a meeting place for the entire community;
- draw new families to the community, support the economic vitality of the city, and help preserve housing values; and
- take advantage of the city's unique strengths: a strong business community, proximity to George Mason University, and a dynamic small-town spirit.

Committee Members

- Susan Pederson
Chair
- Ellen Brouwer
- Susan Cavaliere
- Pam Cunningham
- Marilyn Hodge
- Sarah Lawless
- June McKenzie
- Susan Miller
- Gene Moore
- George Rodgers
- Mary Roper
- Joyce Skoglund

Findings

The Education Committee found that the single greatest challenge confronting city schools is complacency. All members of the community must become active partners in addressing education and community concerns; all citizens must strive for positive change. The committee reached several understandings.

- City-county cooperation under the current contract has benefited city students.
- The recent decline in test scores sends a misleading message about city schools that should be aggressively countered.
- The city has the opportunity to work closely with the county in fostering school-based enrichment initiatives.
- The city has the opportunity to accelerate the pace of inserting technology into city schools.
- Particular challenges confront city elementary schools, where growing curriculum demands and populations with special needs create unusual burdens for small schools.

The city can make a difference in enhancing academic programs in city schools



- The school infrastructure will require continuing capital investment to ensure a high-quality physical plant and to meet the demands of changing educational programs. At the elementary and middle school levels, in particular, piecemeal efforts to update existing infrastructure will not work and will ultimately be more expensive. Twenty years ago, the city developed Fairfax High School as a model of visionary planning that should be repeated.
- The city must respond to changing demographic trends—diversity, students with special needs, working parents, and an aging population.

Recommendations

Excellence in academics, arts, and athletics—"the three A's"—requires a broad-based effort on the part of the City of Fairfax to strengthen its schools. There are several keys to success:

- multiple- rather than single-focus enrichment programs;
- fostering initiatives that draw on the ingenuity and creativity of city educators; and



Multiple-focus enrichment programs help strengthen city schools

- recognizing that the city can make a difference in enhancing the educational program.

RECRUIT ACTIVIST PRINCIPALS AND FACULTY

Outstanding schools have outstanding principals and teachers. The city should work with Area IV administrators to recruit principals who share a commitment to activism and innovation in meeting the educational needs of students.

EXPAND STAFF SUPPORT FOR EDUCATIONAL PROGRAMS IN THE SUPERINTENDENT'S OFFICE

The city currently funds a staff position for managing the physical plant needs of schools. The school board and council should provide additional staff to assist principals in developing programs and forming educational partnerships.

ESTABLISH A FUND FOR EDUCATIONAL INNOVATION

The city should provide seed funds (as much as \$100,000) to support deserving programs. This Fund for Educational Innovation would give preference to school-based initiatives and would actively seek matching grants from other partners.

ESTABLISH ADVISORY PANEL ON ENRICHMENT PARTNERSHIPS

The city should establish an advisory panel to assist the school board, the city council, principals, and faculty in developing innovative programs in schools. Members of the panel should represent the wider Fairfax community: business leaders; George Mason University representatives; county school board members; parents; educators; the retired community; etc. The panel could provide counsel in awarding grants from the proposed Fund for Educational Innovation.

ADDRESS SPECIAL NEEDS OF SMALL ELEMENTARY SCHOOLS

Small elementary schools have needs not fully met by standard school staffing patterns. The city should support immediate steps to relieve the pressure on elementary school staffs. A number of alternatives should be explored:

- immediate transition to "paired schools"—that is, locating a greater number of grade-level staff within single K-3 or 4-6 schools;
- working with the county under the existing contract to explore city funding for instructional assistants or for extra staff to preclude "combination" classes;

- city funding to extend 15:1 student-teacher ratios throughout the city schools; and
- city funding for part-time community liaison staff to serve populations with special needs.

Over the longer term, however, the committee believes that a shift to larger schools (approximately 600 students) may be necessary. Such a move would require additional infrastructure investment.

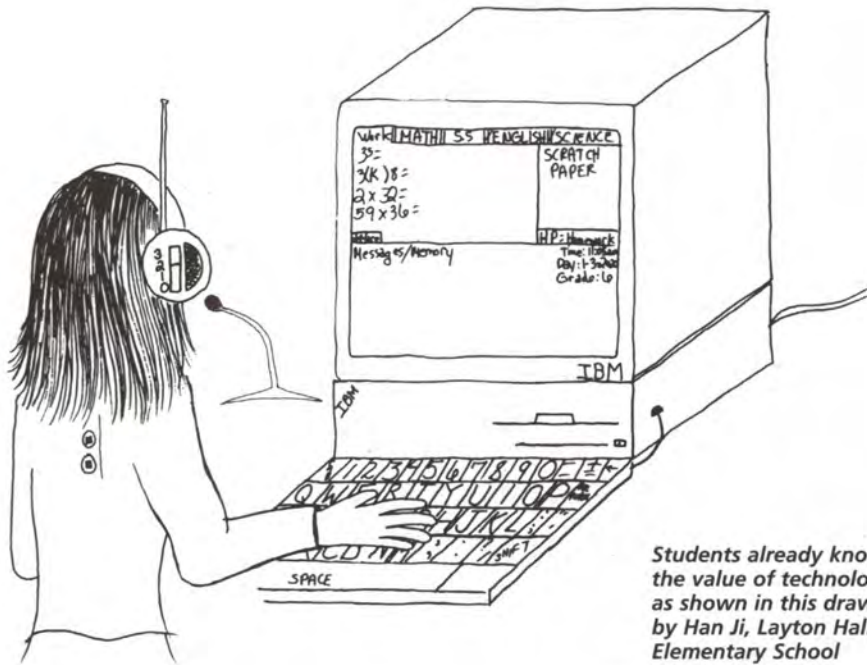
PLAN FOR SIGNIFICANT INFRASTRUCTURE INVESTMENT

The infrastructure of the schools must keep pace with technological and programmatic change. The city must begin to build a community wide consensus on a preferred strategy for infrastructure investment. At least two general options, both of which consolidate the city's four elementary schools into two, should be considered.

TWO OPTIONS FOR CONSOLIDATION OF CITY ELEMENTARY SCHOOLS

- The first alternative includes constructing one new elementary school, substantially renovating an existing elementary school, and renewing or reconfiguring Lanier Intermediate to support better the middle school concept.
- The second approach involves constructing a new middle school, reconfiguring Lanier to elementary school specifications, and renovating or expanding another existing elementary school building.

Either of these options would make it possible to offset city costs through the sale of existing elementary schools and through savings in operations and maintenance.



Students already know the value of technology as shown in this drawing by Han Ji, Layton Hall Elementary School

SUPPORT PRINCIPLES OF COMMUNITY EDUCATION

The principles of community education should guide the city in developing infrastructure and enrichment programs.

- Plan for optimum use of public education facilities by people of all ages (for example, by co-locating school and community centers).
- Ensure lifelong learning opportunities for learners of all ages.
- Secure community participation in developing school programs.
- Improve opportunities and incentives for volunteers to assist in school programs.
- Coordinate efforts of school and public agencies to deliver social and educational services.

INSTITUTE PRESCHOOL AND FULL-DAY KINDERGARTEN PROGRAMS

The city should provide school-based preschool programs and full-day kindergarten programs, which are particularly attractive to young families.

EMPHASIZE TECHNOLOGICAL DEVELOPMENT IN SCHOOLS

The city should take immediate steps to ensure that its schools remain at the forefront of changing technology programs.

- Ensure that schools become part of George Mason University's fiber-optic information network.
- Support the introduction of the Middle School Technology Program at Lanier.
- Provide funding to extend the Model Technology Program to all elementary schools.



School facilities provide fitness and enrichment opportunities for all age groups in the community

Providing for the Citizens' Needs

Vision

The City of Fairfax should be a community that provides for the well-being of its children, youth, adults, and elderly so that it is a viable, vibrant place in which to live. Paraphrasing Samuel Johnson, "a decent provision for those in need is the true test of civilization."

Committee Members

- Vincent M. Picciano
Chair
- Charles Apps
- Martha Armstrong
- Mary Jane Crain
- Peggy Goode
- Peter McCahill
- Deborah Mottzman
- Benjamin Pratt

Findings

The social services needs of the city during the next several decades will be influenced by economic and demographic changes. Current patterns indicate that an increasing proportion of the population will be elderly, that the racial and ethnic distribution of residents will change, and that demands for health, welfare, and family and youth services will increase.

Although it is difficult to anticipate the problems that may emerge in the years ahead, the subcommittee evaluated the quality of current services and identified which needs may become more predominant.

HEALTH SERVICES

■ An increasingly elderly population will require more health services. As people live longer, the age of the general population increases (Figure 9.1).

The number of disabled who suffer from nonfatal, but highly disabling, illnesses associated with old age will also increase.

■ In addition to facing rising costs, health officials are seeing the emergence of new strains of old diseases, such as tuberculosis, resistant to accepted treatment strategies. The overuse of antibiotics may lead to a severe health crisis as they become decreasingly effective.

■ Current public health services are provided through contract with the Fairfax County Health Department and are judged to be comprehensive and relevant to the city's needs.

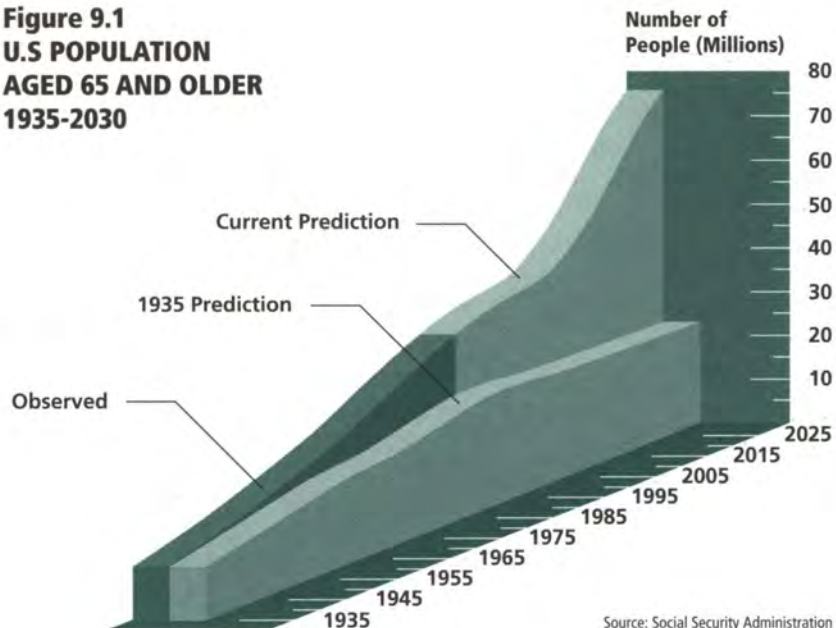
People aged 65 and older currently make up 12.5 percent of the population in the United States. It is projected that by 2050 they will account for 25 percent of the population.

WELFARE SERVICES

■ Welfare and child protection services are sensitive to changes in the economy and have the goal of enabling clients to become independent and self-sufficient. Those people requiring services frequently present multiple interlocking problems relating to housing, health, abuse, and criminal behavior.

■ Welfare and child protection services, which are provided through contract with the Fairfax County Department of Human Development, are judged to be comprehensive and meeting the varied needs of residents.

Figure 9.1
U.S. POPULATION
AGED 65 AND OLDER
1935-2030



Source: Social Security Administration



An increasingly elderly population will require more health services

CONTINUE CURRENT CONTRACTS WITH COUNTY AGENCIES

- The quality and range of services that are now offered through county contracts is wide and extensive. Those contracts are based on the city's proportional share of the county population and budget for these services. The Committee was convinced these services could not be provided in a more cost-effective manner. Current funding arrangements are advantageous to the city and insulate it from yearly fluctuations in the use of any one program, which would occur if payment were only for services actually used. In addition, the county plans to restructure its human service delivery system to make it more responsive and accessible.

- City residents' use of these services should be continually monitored; the appropriate county agencies should provide city staff with specific information on the actual use of each service to enable the city to project its needs more accurately.

MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES

- As the city and the surrounding area experience increased urbanization, and as stress increases for individuals and families, the increasing need for specialized public mental health services for seriously disturbed or substance-abusing individuals must be met.

- Public mental health services are now adequately provided through a contract with the Fairfax-Falls Church Community Services Board.

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT SERVICES

- Although the youth population of the city and the region has not been increasing, there has been a trend toward increasing violence among youth (at younger ages) coming from disorganized families with limited resources.

- The easy availability of weapons, the negative influences of the media, and the disintegration of families, if unabated, augur serious problems and the need to support families in controlling their children.

- Juvenile and family justice and correctional services are provided through the Fairfax County Juvenile and Domestic Relations District Court system, which are judged to be comprehensive and address the needs.

Recommendations

The Committee concluded that future needs could not, in fact, be predicted. Just as current problems—such as AIDS, homelessness, violence, and economic downturns—were not anticipated in the past, the problems that will emerge in the next decade cannot be identified.

The recommendations include an early warning system so that as new problems emerge, the city can ensure such problems are addressed as early as possible.

ESTABLISH A SOCIAL SERVICES REVIEW COUNCIL

- The Council would be composed of city appointees to regional groups dealing with human services issues. The group should meet at least quarterly, be staffed by the city Human Services Coordinator, and should be responsible for ensuring that the needs of city residents are met. It should issue an annual report to the council regarding the services and the future needs of residents.

LOOK AT NEEDS OF NEW RESIDENTS

- Service planning in the city should recognize the sometimes unique needs of new residents, particularly those from non-English-speaking countries. Such residents should be represented on groups that have the task of shaping the city's future.

The City as a Community: Making the Connections

Vision

The City of Fairfax should provide physical and social connections through a comprehensive system of parks, trails, and open space; it should offer a variety of leisure programs and activities (recreation, the arts, and history) for all ages in the community; and the city should protect and enhance its historic resources.

Committee Members

D. Thomas Ross
Chair
Jeanne Agee
Robert Beacom
Amy Craig
Kevin Craig
Thomas Hill
Bonita Lestina
Juanita Luedtke
William Luedtke
Robert McNeil
Patricia Pflugshaupt
Ralph Rector
Rex Scouten
Ray Smith
Cullen Taylor

Findings

Life is full of simple pleasures: throwing a ball or flying a kite at a local park, listening to the sounds of music at a summer concert, watching a marching band go by at a parade, playing pick-up basketball at a playground, riding a bicycle or taking a walk on a protected trail in the woods, or enjoying a history talk at a local museum. Now imagine a community devoid of these simple pleasures and opportunities; such a place would be like a person without a soul.

The city is blessed in its physical layout, a community where much of the noncommercial space is composed of quiet, tree-canopied residential areas, interspersed with parks and open space and with a historic district that provides a connection to the past. Today the challenge is not only to recognize these important resources in a world changing rapidly, but also to enhance and protect them for future generations.

The City of Fairfax in the year 2020 will look and feel different from the City of Fairfax in the 1990s. Its population will be older, there will be more ethnic groups, and the economy will be different. The challenge will be to maintain the sense of the city as a community; as more than houses, apartments, offices and shopping areas; as a community that cherishes its past, celebrates its present and welcomes the future. Recreation, parks, open space, and cultural opportunities will provide the cornerstone of that future community.

Recommendations

FINE AND PERFORMING ARTS

Take advantage of the city's location and existing resources to promote the City of Fairfax as a community for the fine and performing arts.

- George Mason University, the City of Fairfax Band, the Children's Theater and other groups already provide a range of performing arts for the public to enjoy.
- Consider building a performing arts and community center that could provide a home for various musical and fine art groups and be a focal point for community programs and events. Build a covered outdoor amphitheater to permit all-weather concerts.

The City of Fairfax is a community in the truest sense of the word; a place where people care and look for ways to be involved. As one city resident stated, "I like living in the city because it has something no other nearby area has—a sense of community."

The City of Fairfax Band helps make the community well-known for fine and performing arts



More green corridors are needed, like the Fairfax Connector Trail which links walkers, runners and bikers & the Washington and Old Dominion Trail

HISTORIC RESOURCES

Complete the restoration of the historic structures under city ownership: Old Town Hall, the Museum and the Ratcliffe-Allison House.

- To operate the facilities in a consistent manner, have Historic Fairfax City, Inc., assume management responsibility for all three structures. Establish an endowment to assist that corporation in becoming financially secure and to allow it to undertake programs and activities to benefit the community.

COMPREHENSIVE SYSTEM OF PARKS, TRAILS & OPEN SPACE

Create and maintain open space.

- As large tracts of open space become available (such as the Krasnow or Farr properties), use portions for park and recreation facilities, such as playfields or open space.

- Maintain a cooperative relationship with Fairfax County Park Authority. Continue to support the Northern Virginia Regional Park Authority.

Further develop and complete a citywide trail and greenway system.

- Link corridors of green, providing a complete system for people to bicycle, walk, and enjoy nature. Separate the greenway system from roadways wherever possible. Connect this system with surrounding jurisdictions and other trail and greenway systems to provide recreation, alternative transportation, and fitness opportunities.



LEISURE PROGRAMS AND ACTIVITIES

Consider building additional community center facilities.

- Create areas where recreation activities can be provided for all ages or where meetings can be held. Adapt John C. Wood to provide such areas for meetings and recreation activities.

Strengthen and enhance the city's relationship with George Mason University.

- Combine resources for programs or facilities that could serve both the college community and the residents of the city, such as the indoor swimming pool being planned for the university.

Work with the Fairfax County Library.

- Maintain a facility that not only provides extensive library services to residents and the surrounding area, but is also the home of the "Virginia Room," housing unique historical materials.

- Ensure adequate parking to encourage library use.

Provide continued support and assistance for a well-rounded recreation program for citizens of all ages.

- Charge appropriate fees to recover some of the operating costs.

Give careful consideration to the range of recreation and leisure services available to the young people in the area, especially teenagers.

- A comprehensive and engaging program of leisure services and recreation activities, designed by young people themselves, could prevent more costly social problems.

SUPPORT COMMUNITY EVENTS

Provide ongoing leadership and financial support for significant communitywide events.

- Support the Independence Day celebration, Spotlight on the Arts, the Fall Festival, the Festival of Lights and Carols, the Chocolate Lover's Festival, the Old Town Hall Performance Series, and other activities.

- Wherever possible, sponsor these events in partnership with community organizations and other groups.



Community events, like the Fall Festival, need ongoing support

Frugal Use of Valuable Resources to Meet Public Needs

Vision

Citizens of the City of Fairfax, businesses, and other local institutions expect and deserve cost-effective delivery of basic tax-supported services:

- law enforcement;
 - fire prevention and suppression;
 - rescue and emergency medical services; and
 - trash collection, recycling, and disposal;
- and basic revenue-supported utilities:
- water impoundment, treatment, and distribution; and
 - sanitary sewage collection and treatment.

Committee Members

TAX-SUPPORTED PUBLIC SERVICES

John Harold
Law Enforcement

Hollis Mershon
Fire Prevention and Suppression

Claudia "Zaidee" Plein
Emergency Medical Service

Doug Ross
Trash Collection, Recycling, and Disposal

REVENUE-SUPPORTED UTILITIES

Dick Rucker
Chair
Water Supply and Sanitary Sewer Studies

Findings

LAW ENFORCEMENT

Although the city has a residential population of about 20,000, from a law enforcement perspective it has a weekday population of 80,000 to 120,000. The vast majority of arrests made and traffic citations issued involve people who are not residents. One-third of police activity involves the enforcement of the laws applying to motor vehicles. The annual law enforcement budget is just over \$5 million. Although the cost per resident for law enforcement is high, the cost per person in the population policed is quite low, relative to similar costs borne by other jurisdictions in the region.

Trends and expectations:

- More use of trained civilians in non-enforcement roles.
- Fostering a shared sense of well-being and safety within the residential and business communities served.
- Training programs that help ensure the safety of both our law enforcement officers and the public they serve
- Avoidance of unproductive enforcement methods, especially those that can lead to successful lawsuits against the city.
- Develop increased familiarity and trust with non-English-speaking residents. The size of the Hispanic and Asian populations

each grew by about 1,000 between 1980 and 1990; another 200 residents come from other non-English-speaking countries. Gaining the trust of these newcomers in noncrisis situations will improve the chances of gaining their cooperation when a crisis occurs.

FIRE, RESCUE, AND EMERGENCY MEDICAL SERVICES

From the perspective of our fire, rescue, and emergency medical units, the service population swells to around 180,000 when all areas served in and surrounding the city are included. Although the majority of the costs are attributed to fire and rescue, the majority of the calls are for emergency medical (ambulance) services. This trend reflects significant improvements in fire prevention: automatic smoke detectors and sprinkler systems, more intensive investigation and analysis of fire causes, and tighter enforcement of building codes.

The overall cost-effectiveness of these services is enhanced by the contributions of the Volunteer Fire Department. The volunteers raise funds to purchase new fire and rescue vehicles, as well as train, become certified, and work alongside city-paid personnel. The city's annual budget in this area is just over \$4 million. It would be significantly higher without the valuable contributions of the volunteer company.

Fire, rescue and emergency units serve 180,000 people . . . the city needs to retain both volunteer and paid firefighters.



Douglas A. Zalud



The demand on the city's water treatment and distribution system is expected to grow—wise planning is needed to protect this valuable resource.

Trends and expectations:

- Emergency medical service calls will continue to greatly exceed the frequency of fire and rescue service calls.
- Post-fire investigations, the analysis of causes, and follow-up fire prevention programs will be continued because of their proven effectiveness.
- Storage, transportation, and use of hazardous materials in and around the city will continue as long as there are markets for such products. Consequently, better methods of automatic monitoring, inspection, spill or leak prevention will continue to be needed.
- On-call crews will need the best in training and certification that the city can afford. These crews will continue to be made up of qualified males and females, preferably some with multi-lingual skills.

TRASH COLLECTION, RECYCLING, AND DISPOSAL

The city provides pickup for branches and leaves, recyclable materials, and trash at no additional cost to the owners of single-family houses and townhouses. What cannot be reused within the city (e.g. garden mulch is made from branches and leaves) or recycled by the city (e.g., glass, plastics, newsprint, and metals are sold as raw materials) is hauled to Fairfax County's transfer station off I-66, for which the city pays a "tipping fee" of \$46 per ton. In turn, the county hauls that trash to its Energy and Resource Recovery Facility near Lorton. What is not recovered there is buried in the county's sanitary landfill off I-95. The city's annual budget for trash collection, recycling, and disposal is just over \$1 million (Figure 11.1 & 11.2).

Trends and expectations:

- Gradual disappearance of suitable sites and increased pressures to protect the environment will make traditional use of landfills increasingly expensive.
- Dwindling supplies of nonrenewable raw materials and improved technologies for recycling materials will increase the market value of the tons of trash burned or buried.

WATER IMPOUNDMENT, TREATMENT, AND DISTRIBUTION

The city owns two water reservoirs, a treatment plant, a trunk line that feeds wholesale customers (e.g., Loudoun County) and that feeds a system of city-owned water mains. The latter distribute water to the city's retail customers. Currently, the average demand for water runs at about 90 percent of the system's average production capacity of 12 million gallons per day. Production capacity at the present site could be increased by as much as 25 percent, but the cost of doing so is relatively high. (A 3 million gallon per day increase was estimated to cost \$15 million in 1989.)

In 1981, the average daily demand on the city's water system was expected to grow to 15 million gallons per day by the year 2000. This estimate was based on the assumption that all of the wholesale customers would remain with the city's system. However, in 1986, Herndon left the city system and now buys all of its water from the Fairfax County Water Authority. Loudoun County also decided in 1986 to purchase additional water from the Fairfax County Water Authority to

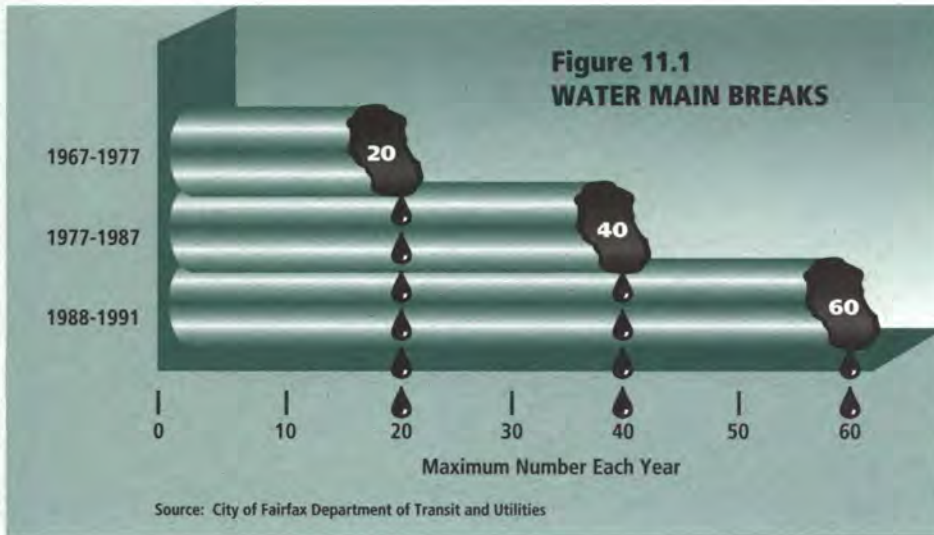
meet its growing demand. One reason given by both jurisdictions is that they could avoid bearing the city's expansion costs by buying water less expensively from the larger Fairfax County system, which already had ample capacity to meet their needs.

Trends and expectations:

- Water main breaks within the city will increase as the infrastructure ages. (Figure 11.1)
- Revenues are produced from retail water sales to slightly over 20,000 City of Fairfax plus some Fairfax County residents. This population is estimated to remain stable for the foreseeable future.
- Commercial retail sales currently produce revenue equivalent to 27,000 residents. This demand could grow significantly if redevelopment takes place in the older business and commercial areas of the city.
- Wholesale purchases by Loudoun County currently produce revenues equivalent to 27,000 residents. Loudoun agreed to cap its demands on the city

In 1900 Americans used 95 gallons of water per day per person; by 1985, domestic plus nondomestic fresh water usage was about 1,400 gallons per day per person. Considering domestic uses alone, the average household with an automatic washing machine, dishwasher, and garbage disposal uses 200 gallons per person per day or more.

The average household uses 41 percent of its water for flushing, 37 percent for bathing, 6 percent in kitchen activities, 5 percent for drinking, 4 percent for washing clothes, 3 percent in housecleaning, 3 percent in lawn and garden care, and 1 percent washing cars. In other words, less than 10 percent is actually used for internal consumption by humans and pets.



system at the current level. Additional water demands are to be met by Fairfax County Water Authority.

■ Unfortunately, water system revenues have not covered expenses since fiscal year 1987-88 and shortfalls have been covered by depleting system reserves. In 1992, the City Council voted to increase water rates for all customers by 15 percent each year for five years (Figure 11.2). At the end of the five years, the water system should again be in a sound financial position.

Even with those increases, city rates should remain competitive. In the fiscal year ending 30 June 1992, a City of Fairfax residential customer, billed for 90,000 gallons of water usage per year, paid lower annual costs than customers in most neighboring jurisdictions.

SANITARY SEWER COLLECTION AND TREATMENT

Sewage is largely the water supply of a community after it has been fouled through use; about half the food people waste goes down the garbage disposal and into the sanitary sewer system. However expensive it is to treat water in reservoirs for human internal consumption, it is even more expensive to remove the sewage and bacteria later carried by effluent water so that it can be safely discharged back into the Potomac River. That is why sanitary sewer service in the city is billed to a customer at a rate 1.34 times higher than customer's bill for water service.

Since 1971, the city has contracted with Fairfax County to convey and treat its effluent to the county's plant located near Pohick Bay on the Potomac River. The plant discharges almost-potable water

into the river, water that conforms to high federal and state standards. The sludge that remains behind is dried and incinerated.

An agreement reserves a certain fraction of the county's treatment plant and connecting trunk line capacities for city use. The measured average daily outflow from the city for 1992-93 was 3.5 million gallons per day, which represents about 75 percent of the reserved treatment plant capacity.

Particular findings:

■ Sewage treatment capacity appears adequate for the foreseeable future. However, if development occurs at higher densities on nonresidential land, the possibility exists that additional treatment capacity would be necessary.

■ Preventive maintenance activities have declined since 1977, reflecting budgetary constraints: lengths of sanitary sewer flushed or rodded and checked for line breaks via television monitoring.

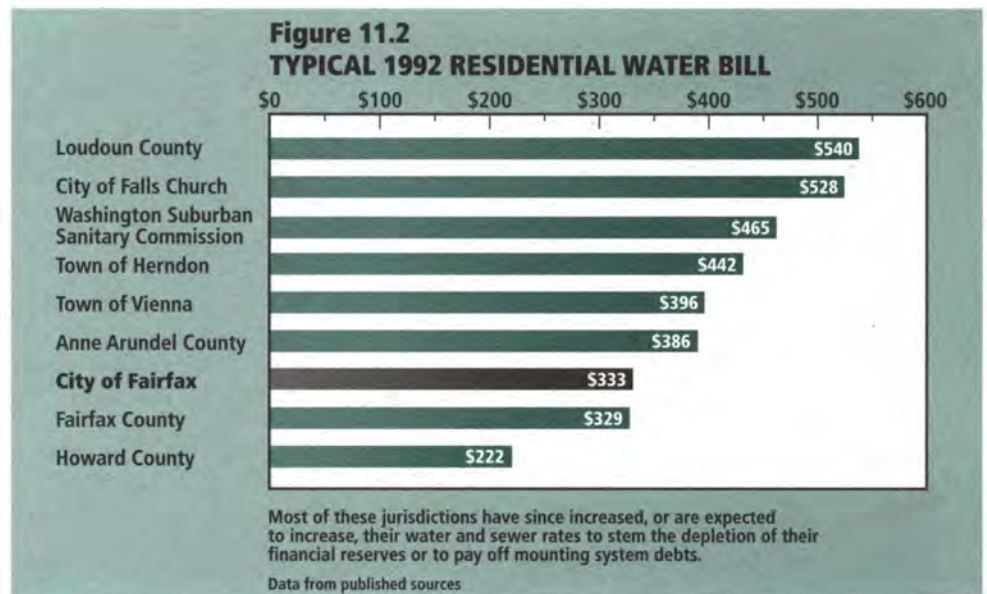
■ Infiltration of storm water runoff into the sanitary sewer system unnecessarily inflates the payments made to Fairfax County based on net metered outflows. One indication that this is occurring is that the metered outflow in a recent relatively wet year (fiscal year 1992-93) exceeded that of the previous relatively dry year (fiscal year 1991-92) by about 10 percent.

Recommendations

The committee focused on ensuring the adequacy and cost effectiveness of public services and utilities over the next 30 years. It concluded that all members of the community need to examine the reasonableness of some of the demands put upon these systems, as well as to look for more cost-effective means of satisfying the community's needs.

PUBLIC SAFETY

Evaluate the use of modern position-location devices, integrated voice and data communications, and remote computer access.



Community-involved policing program should be extended to reach new citizens

- Facilitate the dispatch of personnel already out in the community to meet higher priority calls for service; and
- Extend the informational, coordination, and reporting resources of centralized local and regional facilities to mobile and on-foot personnel.

LAW ENFORCEMENT

The committee applauds the Community-Involved-Policing program, particularly its emphasis on making police officers better known and familiar to those whose safety they are charged to protect.

- Have representatives of the police department visit new property owners and offer to orient them to the city, its expectations, and its services.
 - Training and recruitment programs should reflect the increasing need for foreign language skills among police department representatives.
- Work with neighborhood and business representatives to be on the watch for and to discourage unlawful activities.*
- Look for ways to improve the promptness, completeness, and accuracy of reporting when suspicious activities occur.

Ask those who request police services if they would like to be contacted later by the officer handling the case to learn the outcome and how they might prevent a recurrence.



Look for cost-effective means to reinforce awareness of the city's resolve to enforce posted speed limits, stops at intersections, and laws relating to driving under the influence of alcohol.

Support the Northern Virginia Police Academy and work to ensure that it continues to be a cost-effective means of training police officers.

FIRE, RESCUE, AND EMERGENCY MEDICAL SERVICES

The committee applauds the good working relationships that now exist between the city's paid personnel and the volunteers.

- Retain trained and certified personnel, both paid and volunteer.
- Encourage volunteers to continue offering their services.
- Make good use of their extensive training and hard-won skills, by establishing a personal property tax reduction on a supplemental retirement benefit for volunteers, based on hours worked.

TRASH COLLECTION, RECYCLING, AND DISPOSAL

Continue to promote and demonstrate methods of backyard composting and other methods of on-site reuse.

- As the markets for recycled materials grow, expand the recycling program to include other kinds of materials and other kinds of sources.

Attempt to reduce further the volume of solid waste put out for trash collection and disposal.

- Dampen the temptation to "bag it and forget it" by charging separately for trash collection services, just as the city now charges separately for sanitary sewer services.

The city should consider converting its tax-supported trash collection service to a revenue-supported one



Consider the possibility of making trash collection, recycling, and disposal a revenue-supported utility, instead of continuing it as a tax-supported service paid for out of the General Fund.

- Costs not covered by revenues generated through the sale of recyclables could be covered by a service fee proportionate to the amount of periodic trash pickup subscribed.

WATER IMPOUNDMENT, TREATMENT, AND DISTRIBUTION

Since the city's ability to expand reservoir capacity at the present site is limited, and since small expansions are expensive because they lack the necessary economies of scale, the city needs to consider its existing water supply as a precious resource. If demand increases significantly in the future, the City of Fairfax will likely be faced with the same decision that Herndon and Loudoun County dealt with in 1986.

Plan and budget for systematic replacement of the more troublesome water mains.

- Such replacement should be coordinated with the street resurfacing plan so new mains are laid before these streets are resurfaced.

For the longer term (the next 30 years), the city should look for and evaluate ways to make wiser use of its treated water supply.

- Encourage customers to install more water-efficient toilets and bathing facilities; and
- Encourage customers to install alternative water supplies, such as privately owned rainwater collectors and cisterns, to serve applications that don't need a potable water supply.

Given that the City has a single water supply system for all uses, water delivered must meet drinking standards, regardless of how it is actually used.

- Evaluate the cost-effectiveness of continuing this approach for the next 30 years.

SANITARY SEWER COLLECTION AND TREATMENT

Find and repair the major sources of water infiltration.

- Footing drains permit storm water runoff to flow into the sanitary sewer. Although footing drains are now prohibited by the building code, many older buildings and homes in the city still have them.
- Breaks in sewer mains and feeder lines are produced by compressive or shear forces (e.g., heavy vehicular traffic on streets above) and by infiltrating tree roots.

Find ways to reduce sewage treatment costs.

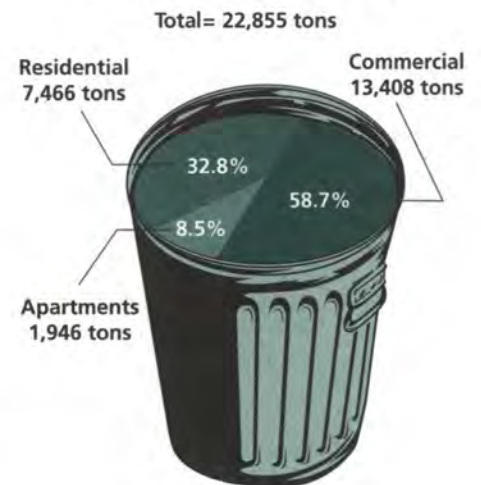
- For example, explore the practicality of using discarded foodstuffs as compost for gardens, instead of paying for tertiary treatment of it as sewage.

The City Council is encouraged to adopt a rate structure for the water and sewer systems that will result in current revenues equalling or exceeding current expenses to protect the financial integrity and bond ratings of these utilities.

MATERIAL RECYCLED—1993



WASTE COLLECTED—1993



Reduce, reuse, recycle methods must be expanded

Source: City of Fairfax Public Works Department

City Charter

Vision

A charter should be a living document that provides the city with the governance structure and functions that are required to maintain the quality of the city as envisioned by each of the other commission committees.

Findings

The committee believes the City of Fairfax is blessed with a well-functioning, citizen-based governance structure. Since its establishment as a city in 1961, it has operated under a charter granted by the General Assembly of the Commonwealth of Virginia. Over time, amendments and changes have been made, but the governance structure of an elected mayor and city council and an appointed city manager continues to provide a quality citizen-representative government for the city. In this form of government, both the City Council and the city manager have well-defined functions.

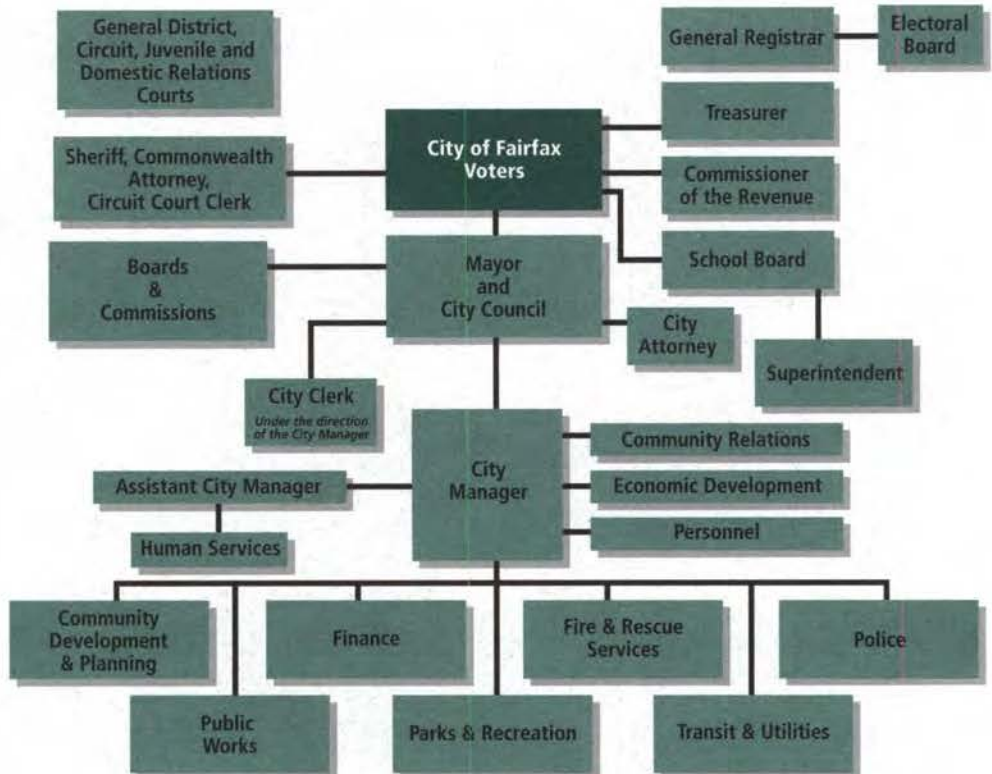
The City Charter Committee reviewed suggested changes submitted by several persons and groups. It also reviewed the report prepared in June 1983 by the Charter Review Commission that the City Council had appointed at that time.

Recommendations

The committee concludes that the City of Fairfax is well governed as provided by its current charter and no changes should be made. This committee believes the recommendations of the Commission can be fully implemented within the current governance structure. If special problems arise, the City Council is empowered under the charter to appoint task forces or special committees to study these problems and present recommendations (including changes in the charter) for the council's acceptance and enactment.

Committee Members

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Chair
- Everett Bierman
- Paul Gentile
- Alvin Malesky
- Michael Mattheisen
- Paul Plein



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John Veneziano
Director of Public Works

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City of Fairfax
Community Relations Office
10455 Armstrong Street
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**Tradition With Vision
Fairfax 2020 Commission Report**

***Draft
Implementation
Plan***



***City of Fairfax
October 1994***



Tradition With Vision
Fairfax 2020 Commission Report

Draft Implementation Plan
City of Fairfax
October 1994

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Implementation Action Plan

Tradition With Vision: The Fairfax 2020 Commission Report, identified for the City of Fairfax a vision for our future and a wide range of recommended projects the city should undertake to accomplish that future. Some of the recommendations already are underway; others entail changes that would result in immediate improvements to existing programs; some are relatively modest initiatives; still others propose long term strategic changes that would result in dramatic initiatives for which broad public consensus must be established.

How to Use This Plan

Over the last several months, city staff has analyzed each of the 136 individual recommendations made by the 2020 Commission to determine the resources and actions needed for implementation. An effort was made to estimate the financial impact of such recommendations for the next 25 years. Each recommendation was assigned a number and was delegated to a department for analysis. A Project Action Checklist was developed for each recommendation detailing the factors needed for implementation. The data sheets are compiled in a separate supplement to this implementation plan.

Implementation Factors

- Project status—Is recommendation currently underway or new, what is ease of its implementation?
- Relationship to existing plans—How does recommendation correlate with other adopted plans and policies?
- Legislative requirements—What legal requirements must be met to implement recommendation?
- Coordination/Review requirements—What boards, commissions and other entities need to be involved in recommendation review or implementation?
- Cost—Estimate of annual and total costs of recommendation, including capital and operating costs.
- Financing sources—What sources are available to finance the recommendation?
- Implementation timetable—When could recommendation be implemented?
- Other factors

To help assimilate the data, recommendations were assigned a color code to indicate implementation status.

- **Blue**—Reflects existing policies or programs.
- **Green**—Requires minimal additional resources; public support expected.
- **Red**—Requires significant additional public or private resources; public support possible.
- **Purple**—May be difficult to implement; feasibility, public support to be determined.

Charts

The data have been summarized on four charts that are included in this proposed Implementation Action Plan.

- **Project Schedule** —Color coded by implementation status and also includes costs (annual and total for public and private sectors).
- **Project Status**—Same as preceding chart but organized by status/color group.
- **Coordination Guide**—Summarizes all entities that need to be involved in review and implementation of recommendation.
- **Financial**—Summarizes recommendation costs and method of financing.

Financial Implications - A Cautionary Note

The projected “costs” of the proposed recommendations need to be viewed in the appropriate context. In most cases, the projected costs are **estimates**, in the broadest sense of the word. Much analysis still is required to refine both the overall costs, as well as the types of financing envisioned. The timing of actual implementation will be closely related to costs and availability of funds; much of that is unknown at this point.

In instances where bonding is recommended, the entire costs are shown in the first year of implementation. In some cases, studies are needed to determine a project scope before **any** costs (other than the cost of the study itself) can be estimated. In other cases, costs are shown for an initial period of time but not for the full 25 years, to allow for evaluation and possible change in project scope or direction. In still other cases, even though no direct costs may be shown, for instance “increasing urban density,” there will be costs to the community in increased services, etc., but the costs are indeterminable at this time. Likewise, additional revenues from this or other recommendations such as the “establishment of an Economic Development Authority” may offset some initial costs; those too are unknown at this time and therefore are not included.

Overall, the charts depict in graphic form the results of the staff analysis to date. It is a blueprint of where we are and a possible avenue for how we may accomplish the plans for the future. It is a broadbrush overview. This report is only a beginning. It is our intention that the observations and data in these charts provide the stimulus for continuing discussion and the framework for our next steps.

Reports to the Public

The 2020 Report is, most importantly, a living document. It is a blueprint for change in anticipation of our future. In addition to quarterly reports on the status of our implementation efforts and updating of the enclosed charts, we believe it is important to identify these projects and programs within the Capital Improvement Program, Comprehensive Plan, departmental budgets, etc. with a symbol so that we may track our individual efforts. Look for the following symbol in these various reports to help mark our progress: *Vision > 2020*.

Next Steps

Steering Committee Involvement — To Be Determined
Boards and Commissions Comment Process — To Be Determined

Project Action Tables

Consider the possibility of making trash collection, recycling, and disposal a revenue-supported utility, instead of continuing it as a tax-supported service paid for out of the General Fund.

- Costs not covered by revenues generated through the sale of recyclables could be covered by a service fee proportionate to the amount of periodic trash pickup subscribed.

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Since the city's ability to expand reservoir capacity at the present site is limited, and since small expansions are expensive because they lack the necessary economies of scale, the city needs to consider its existing water supply as a precious resource. If demand increases significantly in the future, the City of Fairfax will likely be faced with the same decision that Herndon and Loudoun County dealt with in 1986.

Plan and budget for systematic replacement of the more troublesome water mains.

- Such replacement should be coordinated with the street resurfacing plan so new mains are laid before these streets are resurfaced.

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Given that the City has a single water supply system for all uses, water delivered must meet drinking standards, regardless of how it is actually used.

- Evaluate the cost-effectiveness of continuing this approach for the next 30 years.

SANITARY SEWER COLLECTION AND TREATMENT

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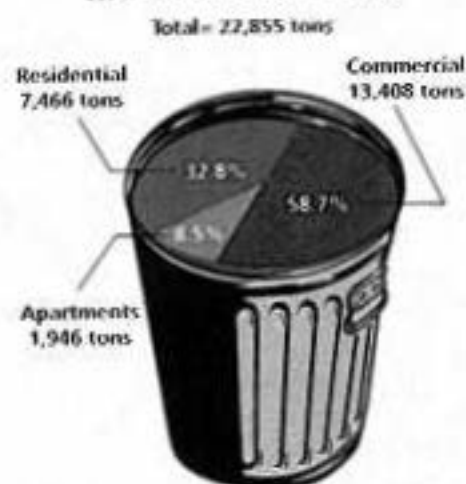
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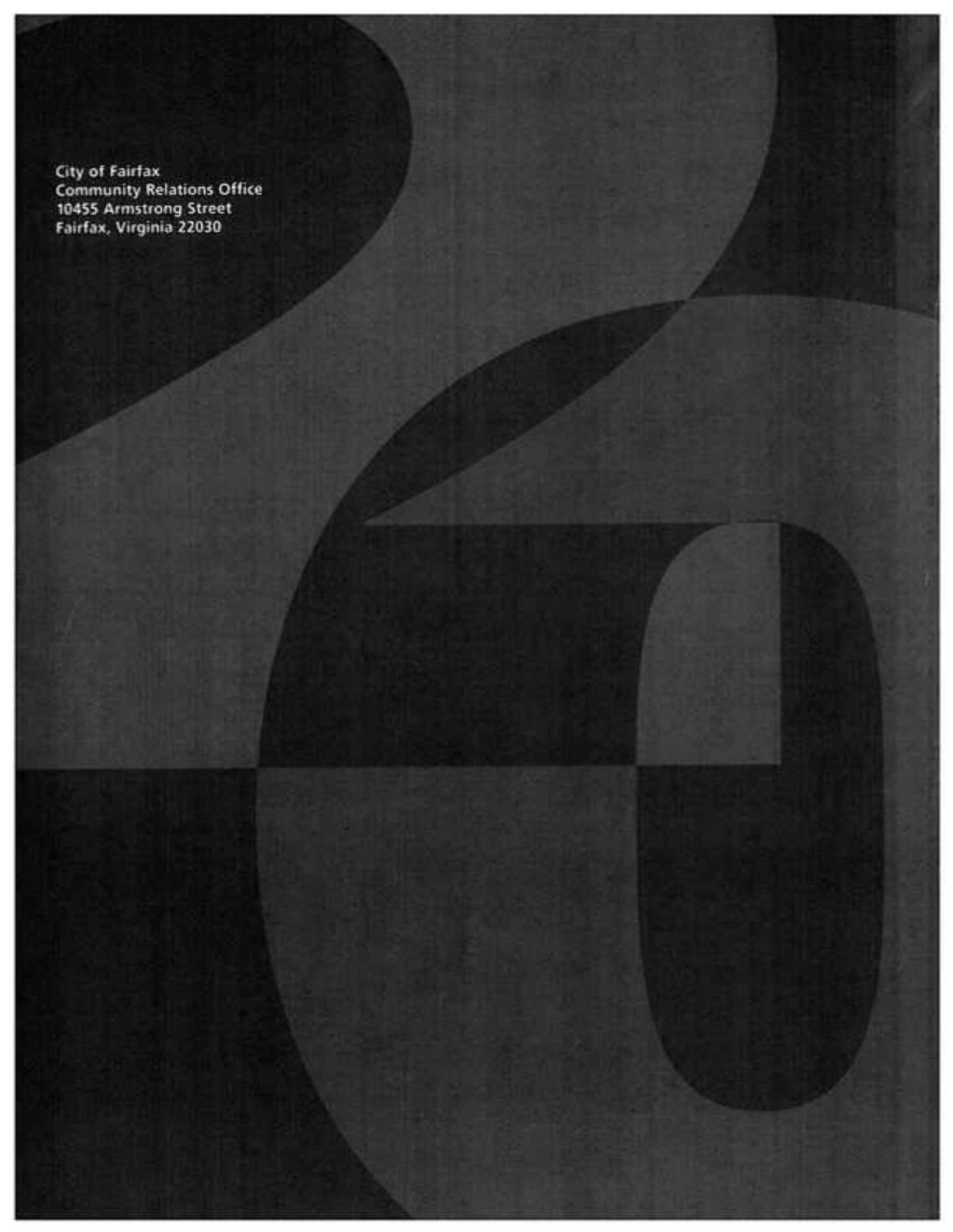
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Public Services and Utilities Committee Frugal Use of Valuable Resources to Meet Public Needs

VISION Citizens, businesses, and other local institutions expect and deserve cost-effective delivery of:

- basic tax-supported services: law enforcement; fire prevention and suppression; rescue and emergency medical services; and trash collection, recycling, and disposal;
- basic revenue-supported utilities: water impoundment, treatment, and distribution; and sanitary sewage collection and treatment.

Recommendations

- The committee focused on ensuring the adequacy and cost effectiveness of public services and utilities over the next 30 years; members of the community need to examine the reasonableness of the demands put upon these systems and look for more cost-effective means of satisfying the community's needs.

LAW ENFORCEMENT

- Continue the emphases on making police officers better known and familiar to those whose safety they are charged to protect through Community-Involved Policing.
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- Support the Northern Virginia Regional Police Academy and work to ensure that it continues to be a cost-effective means of training police officers.
- Evaluate the use of modern position location devices, integrated voice and data communications, and remote computer access.

FIRE, RESCUE, AND EMERGENCY MEDICAL SERVICES

- Retain trained and certified personnel, both paid and volunteer.
- Encourage volunteers to continue offering their services by establishing a personal property tax reduction or a supplemental retirement benefit for volunteers, based on hours worked.

TRASH COLLECTION, RECYCLING, AND DISPOSAL

- Continue to promote and demonstrate methods of backyard composting and other methods of on-site reuse.
- As the markets for recycled materials grow, expand the recycling program to include other kinds of materials and other kinds of sources.
- Attempt to reduce further the volume of solid waste put out for trash collection and disposal.
- Charge separately for trash collection services, just as the city now charges separately for sanitary sewer services.

- Consider making trash collection, recycling, and disposal a revenue-supported utility, instead of continuing it as a tax-supported service paid for out of the General Fund.

WATER IMPOUNDMENT, TREATMENT, AND DISTRIBUTION

- Consider the city's existing water supply as a precious resource.
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- For the longer term (the next 30 years), the city should look for and evaluate ways to make wiser use of its treated water supply.
- Given that the city has a single water supply system for all uses, water delivered must meet drinking standards, regardless of how it is actually used. Evaluate the cost-effectiveness of continuing this approach for the next 30 years.

SANITARY SEWER COLLECTION AND TREATMENT

- Find and repair the major sources of water infiltration, including non-conforming footing drains, by infiltrating tree roots.
- Find ways to reduce sewage treatment costs.
- For example, explore the practicality of using discarded foodstuffs as compost for gardens, instead of paying for its treatment of sewage.
- Adopt a rate structure for the water and sewer systems that will result in current revenues equaling or exceeding current expenses to protect the financial integrity of these utilities.

City Charter Committee

City Charter

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Citizens May Offer Comments, Response at Public Hearing April 19

Citizens are invited to offer their comments and responses to *Tradition With Vision*, the Fairfax 2020 Commission report, at a public hearing at the April 19 City Council special meeting/work session. The meeting is scheduled to begin at 7:30 p.m. Also, citizens can offer written comments and responses to the report; address letters to City Manager Bob Sisson at City Hall, 10455 Armstrong Street, Fairfax, VA 22030. Comments will be accepted through April.

In May, the City staff will formulate a recommended implementation plan for consideration by the City Council based on the report and on citizen responses. A full report is available in the City Manager's Office. For information, call 385-7850.

STEERING COMMITTEE

Fairfax 2020 Commission
Dale Lestina, Chair

Economic Development Committee
Allen Griffith, Chair

Land Use Committee
Thomas Huggard, Co-chair
Michael Mattheissen, Co-chair

GMU, City, NVCC Committee
Gary Bottorff, Chair

Transportation Committee
Michael Trentacoste, Chair

Environment Committee
Christian Jones, Chair

Community Appearance Committee
Rosa Lee Walker, Chair

Housing Committee
John Rust, Jr., Chair

Education Committee
Susan Pederson, Chair

Social Services Committee
Vincent Picciano, Chair

Recreation/Cultural Committee
Thomas Ross, Chair

Public Services and Utilities Committee
Richard Rucker, Chair

City Charter Committee
Dr. Lloyd DeBoer, Chair

Housing Committee

A Place Where People Count

VISION The city must have a blueprint for its housing future that preserves the quality of life in the city and that maintains the character of the community into the next century.

Recommendations

- Implement a housing rehabilitation program: hire a program administrator; prepare an improvement plan for central air conditioning, roofing, plumbing and baths, additions, and electric wiring.
- Prepare generic appraisals for housing types; provide home equity loans; involve the private sector -- bankers are willing to go forward aggressively.
- While the private sector must carry much of the financial burden of rehabilitation, the city must provide the leadership, resources, publicity, public infrastructure improvements, education of the real estate community, encouraging zoning and permits.
- Promote city as an attractive place to live; continue to offer diverse and modern services to stay ahead of competition for housing dollars.
- Take advantage of vacant property; new housing can be a significant draw for families with school-age children.
- Permit urban density where the proposed housing incorporates quality design and careful attention to the surrounding neighborhoods.

Education Committee

Striving for Excellence in Academics, Arts, and Athletics

VISION The city should have a long-term plan for schools to address the challenges of the next two decades. City schools should prepare students to meet the demands of the workplace; respond sensitively to a diverse population; provide a community meeting place; draw new families to the community; support economic vitality; preserve housing values; and take advantage of the city's strengths: a strong business community, proximity to George Mason University, and a dynamic small-town spirit.

Recommendations

- Recruit active principals and faculty who share a commitment to activism and innovation.
- Expand support for educational programs in the superintendent's office; fund additional staff to assist principals.

- Establish a Fund for Educational Innovation with seed money to give preference to school based initiatives.
- Establish an advisory panel on enrichment partnerships to assist in developing innovative programs.
- Address the needs of small elementary schools to relieve pressure on staffs. Consider: "paired schools," instructional assistants, improved student-teacher ratios, community liaison to serve populations with special needs.
- A shift to larger schools (approximately 600 students) may be necessary and will require infrastructure investment.
- Plan for significant investment in the infrastructure to keep pace with technological and programmatic change.
- Build community wide consensus on strategies for infrastructure investment. Consider two options:

- 1) construct one new elementary school, substantially renovate an existing elementary school, and renew or reconfigure Lanier Intermediate.
 - 2) construct a new middle school, reconfigure Lanier to elementary school specifications, and renovate or expand another existing elementary school.
- Support the principles of community education; plan for optimum use of facilities by people of all ages, ensure lifelong learning opportunities, coordinate social and educational efforts of schools and public agencies.
 - Institute preschool and full day kindergarten programs.
 - Ensure that schools remain at the forefront of changing technology programs.

Social Services Committee

Providing for the Citizen's Needs

VISION The City of Fairfax should be a community that provides for the well-being of its children, youth, adults, and elderly so that it is a viable, vibrant place in which to live.

Recommendations

- Future needs cannot be predicted; early warning systems can create problems are addressed as they emerge.
- Establish a Social Services Review Council, composed of city appointees to regional groups dealing with human services issues.
- Service planning in the city should recognize the sometimes unique needs of new residents, particularly those from non-English speaking countries.

- Continue contracts with Fairfax County agencies for social services with current proportional funding mechanism, which is more cost effective than paying for services as used; monitor use of social services to project future needs.

Parks and Recreation, Culture and Historic Resources Committee

The City as a Community: Making the Connections

VISION The City of Fairfax should provide physical and social connections through a comprehensive system of parks, trails, and open space; it should offer a variety of leisure programs and activities (recreation, the arts, and history) for all ages in the community; and the city should protect and enhance its historic resources.

Recommendations

- Take advantage of the city's location and existing resources to promote the City of Fairfax as a community for the fine and performing arts.
- Consider building a performing arts and community center that could provide a home for various musical and fine art groups and be a focal point for the community. Build a covered outdoor amphitheater and additional community center facilities.
- Complete the restoration of the historic structures under city ownership: Old Town Hall, the Museum and the Ratchliffe Allison House. Have Historic Fairfax City, Inc., assume management responsibility for all three structures.
- Create and maintain open spaces for park and recreation facilities.
- Complete a citywide trail and greenway system; link corridors of green, providing a complete system for people to bicycle, walk, and enjoy nature.
- Strengthen and enhance the city's relationship with George Mason University on mutual programs.
- Work with the Fairfax County Library which provides extensive library services and is the home of the "Virginia Room;" ensure adequate parking to encourage library use.
- Provide ongoing leadership and financial support for significant communitywide events and for a well rounded recreation program for citizens of all ages; charge appropriate fees to recover some of the operating costs.
- Give careful consideration to the range of recreation and leisure services available to the young people in the area, especially teenagers to prevent more costly social problems.

The Fairfax 2020 Commission Report to the Community

Tradition With Vision

The Fairfax 2020 Commission was asked by the City Council to look at the city's future and develop a broad-based community consensus on goals and their supporting strategies for implementation into the twenty-first century. The Council selected Dale Lestina to chair this important project and charged him with presenting the Commission's results to the community.

Over 100 volunteer residents and business and community representatives — organized into twelve committees — covered all facets of the city's functions, responsibilities and activities. Each committee developed a vision, findings, and recommendations for each aspect of the community. The Commission concluded that the overall future of the city can be summed up in the phrase *Tradition With Vision*.

The key recommendations of each of the twelve committees are summarized in this document. A full report is available in the City Manager's Office.



EXECUTIVE SUMMARIES

Economic Development Committee

Entrepreneurial Leadership for a Livable City

VISION The city must provide entrepreneurial leadership for its current strong business climate to continue into the 21st century.

Recommendations

ECONOMIC ACTIVITY

- Provide for business development planning, negotiating and implementing activities that will ensure a strong, long-term economic base, retain the retail core, with the view that the business community is a customer of the city.

GEORGE MASON UNIVERSITY

- Recharter the City/University/Business Committee to develop stronger relationships among the partners; master plan University Drive, university entrance, School Street; jointly develop conference/retreat center.

CONTINUITY

- Build on a sense of history; exploit the city's location as a safe center of current and future area attractions; respond to the realities of the present by developing interlocking master plans for future transportation needs, making optimum use of technology.

ECONOMIC INFRASTRUCTURE

- Assume a leadership position, using an Economic Development Authority model, in redeveloping properties — starting with the Route 29 corridor — to serve as a catalyst for further redevelopment.

QUALITY OF LIFE

- Act as a broker to help small firms obtain services, development funds, nurturing services (in cooperation with the Small Business Development Center at GMU), and tax incentives.

Land Use Committee

An Exceptional Place to Live, Work, and Visit

VISION The city should retain its town-like character to remain a uniquely attractive place to live, work, and visit.

Recommendations

TOWN IDENTITY

- Apply neotraditional principles and techniques to development; encourage small businesses; prevent and reverse deterioration; enforce code and permit requirements; use public investment to encourage private investment to maintain, repair, improve the city.

VARIETY AND COHESION

- Land use plans, strategies and policies should be developed for each distinct area.

ACCESSIBILITY AND POSITIVE IDENTITY

- Use open spaces to develop a transportation and recreation network; redevelop Fairfax Circle and Kamp Washington as commercial gateways; sponsor cultural festival at Fairfax Circle; enlarge and develop the downtown; provide structured parking in Old Town; create a symbiotic relationship with George Mason University; expand historic preservation outside the city center.

COMMUNITY LAND USE EDUCATION

- Encourage citizens participation in community affairs by informing residents about land use issues, plans, and opportunities by mailing a summary to all households.

GMU, City of Fairfax, NVCC Committee

A Seamless World-Class Community

VISION The city, George Mason University, and Northern Virginia Community College will organize in a new spirit of cooperation to form a seamless, world-class community.

Recommendations

CREATE TWO-TIERED COORDINATING ORGANIZATION

- On the executive level, hold quarterly meetings to include the mayor and presidents of GMU and NVCC; on the staff level, revise the current charter of the City/University/Business Committee to insure joint missions and goals.

CREATE A CITY MARKETING STRATEGY

- Take a leadership role in marketing the city as a valuable partner; create a joint computer database to capture the talents, skills and interests from all three communities; educate citizens about the benefits of the colleges.

CREATE JOINT CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT

- Create a long range vision center for residents, faculty, students; create a city staff liaison to the university communities; develop computer-aided design and modeling programs; collect research on urban sustainability; create a living laboratory for student involvement; raise funds through grants, corporate sponsorship, government contracts, and the sale of research know-how; solicit demonstration projects; establish innovative programs to enhance town-gown relations.

PROJECTS FOR JOINT CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT

- Shared vision for public school system; lifelong learning; expansion of the CBE Bus route to the Northern Virginia Community College Annandale Campus; alternative forms of transportation; management and coordination of the fiber optic network.

with George Mason; Telecommuting Centers; conference and retreat center; Olympic swimming complex; community and senior citizens' center; calendar of community activities; enhance the ties within the communities; a 24-hour, 7-day a week child care facility; Gateway Project with the Economic Development Authority and George Mason's Urban Systems Engineering staff; redevelopment of property bordering George Mason to conform to high-density, mixed use standards; a colonial village with street-level retail and residential space for faculty and/or students; implement the concept of an "Intellectual Village."

Transportation Committee

Support and Enhance the Small Town Character of the City

VISION The transportation network and facilities should be provided in an effective and efficient manner through a variety of methods — walking, bicycling, transit, light rail, highway and with access to bypasses.

Recommendations

ROAD PARTNERSHIPS

- Endorse Fairfax County highway improvements, such as the Fairfax Parkway. Work with the county to complete western and eastern bypasses and indicate that non-local traffic should use designated bypasses.

ENHANCE CURRENT TRANSPORTATION SERVICES

- Ensure that roadways safely support transit and other multi-occupant vehicles; improve pedestrian and vehicle safety; give priority to transit and alternative transportation along Lee Highway.
- Do not sacrifice the character and quality of Old Town Fairfax to improve traffic flow; construct bypasses; extend North Street east and through the Fair tract for a better traffic pattern.
- Increase the size of Old Town; increase parking and build aesthetic parking structures; reduce traffic speeds and make Old Town pedestrian-friendly; delete the proposed Ketchikan Road extension from the *Comprehensive Plan*.
- Work with the business community to improve the access to and egress from business areas.
- Review the signal control systems to take advantage of the most recent electronic technologies.
- Improve transit service schedules, bus-rail and bus-bus connections, shelters, CUE information; encourage businesses to provide tax-free transit subsidies to employees; augment CUE to coincide with evening classes and Sunday library hours at George Mason University.

- Make Fairfax more walkable by a system designed to make trips on foot practical, pleasant, and safe; link residential areas to transit by expanding a city-wide system of trails.

- Give citizens opportunity to present their ideas on transportation improvements; develop accurate and current statistical information for transportation planning.

CAPITALIZE ON ALTERNATIVE TRANSPORTATION OPPORTUNITIES

- Implement appropriate elements of the Intelligent Vehicle Highway System; obtain funding via Intermodal Surface Transportation Efficiency Act. Plan and fund fixed guideway systems in partnership with the county.
- Consider with George Mason University Personal Rapid Transit systems as an alternative to automobile travel.
- Pilot electric vehicles with the Advanced Research Projects Agency and private companies.
- Explore a Federal Telecommuting Center to reduce travel time, commuter traffic, and increase office occupancy.

Environment Committee

Environmental Leadership for a Livable City of Fairfax

VISION Fairfax should be a city in which human activities are integrated into the natural environment in such a way that both are accommodated. It should be a city in which the residents have clean air to breathe and clean water to drink; in which residents are not exposed to undue risk from pollutants and other environmental hazards; and in which residents have the opportunity to enjoy the natural surroundings.

Recommendations

WATER QUALITY

- Preserve stream corridors in a natural state; retain land along streams; restore vegetation; procure new land.
 - Control runoff from impervious areas as far upstream as possible; require development to handle stormwater on-site; decrease impacts of urban runoff.
 - Initiate a long-term environmental monitoring program.
- ##### **CITIZEN INVOLVEMENT**
- Conduct an aggressive program of citizen education and involvement to prevent pollution, avoid hazards; develop handbook, brochures, workshops; have residents, business owners become *environmentally responsible neighbors*.
 - Create a permanent environmental quality advisory committee to advise and educate.

- Improve an already strong recycling program; expand types of materials and participating segments; use recycled materials in city.

ENVIRONMENTAL RESPONSIBILITY

- Pursue options for relocating tank farm.
- Support efforts to adopt an intermodal transportation philosophy and encourage the use of transit and car pools.
- Encourage mixed-use cluster development/redevelopment along transit corridors to minimize the use of single-occupancy vehicles.
- Cooperate with area jurisdictions in improving outdoor ambient air quality.
- Acquire land and easements; preserve wooded land and wetlands; establish trust fund for acquisitions.
- Construct stormwater management facilities to address existing problems; fund with bonds.
- Create a staff position for an environmental scientist or ecologist to educate, advise and supervise.

Community Appearance Committee

Preserving Our Heritage and Projecting Our Future Through Community Pride

VISION The city should be a more distinctive, more beautiful, and more livable community than any other.

Recommendations

- Incorporate the committee's recommendations for the Community Appearance Plan, with a new residential section.
- The next Capital Improvement Plan budget should provide total, safe pedestrian mobility.
- Implement a plan for direction signs that is consistent and complimentary to the historic character.
- Develop a comprehensive planting and landscaping plan for parks, schools, public sites and rights-of-way.
- Develop a coordinated urban forestry plan under the direction of a city arborist.
- Designate entrances to the city in a distinctive manner with free-standing, sculpted bronze figures depicting historic characters, various lifestyles, and the arts, in a parklike setting.
- Establish an endowment fund for beautification.
- Enforce existing ordinances relative to maintenance of commercial and residential properties.
- Place all utilities underground.
- Negotiate with Fairfax County to relocate their property yards.
- Rename the downtown area currently designated "Old Town" as "Historic Fairfax."

Recommendation

1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011-2020 Cost

Recommendation	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011-2020	Cost	
115 Busstop Area Access				100													\$100	
116 Improve Signal Controls		0															\$0	
117 Fairfax County Signals		0															\$0	
118 Strict Traffic Laws		0															\$0	
119 Transit Scheduling		99	200	200	200	200	200	200	200	200	200	200	200	200	200	2000	\$4,800	
120 Bus Shelters/Info		40															\$40	
121 Employer Transit Subsidies		0															\$0	
122 Appoint CUE/COM (See XI-1)		0															\$0	
123 Improve Sidewalks		0															\$0	
124 Safe Bus Stops		0															\$0	
125 City Trails/Transit (See IX-8)		0															\$0	
126 Solicit Public Views		0															\$0	
127 Transportation Statistics		100															\$100	
128 Intelligent Vehicle Highway						100		1000									\$1,000	
129 Light Rail/Personal Vehicles			100				100									1,500	\$2,500	
130 Electric Vehicles						100											\$100	
131 Telecommuting Center (See IV-1)		0															\$0	
132 CUE Outside the City (See VII-1)		0															\$0	
133 Alternative Transportation (See XI-III)		0															\$0	
134 Transit/Car Pools Education Campaign		2		2	2												\$6	
135 Total Accessibility—All Areas		30	30	30	30	30	30	30	30	30							\$300	
136 Direction Signs Plan (See XII-E)		0															\$0	
Total		\$2,287	\$280	\$482	\$515	\$282	\$3,280	\$380	\$1,280	\$280	\$280	\$250	\$200	\$200	\$200	\$200	\$27,000	\$37,396

Recommendation

1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011-2020 Cost

Community Appearance

1	Community Appearance Plan	IA	0															\$0	
2	Hire Arbonet	IB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$800
Total			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300	\$800

Education/Public Schools

16	Enrichment Partnerships	III-D	0															\$0	
Total			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Education/University-College

22	Recharter CUB	IV-A	0															\$0
26	NVCC Advantages	IV-E	0															\$0
27	City/GMU Partnership Enhancement	IV-F	0															\$0
28	Volunteer Talent Bank	IV-G			6													\$6
29	Town/Gown Benefits Awareness	IV-H		1		1		1		1		1		1			5	\$12
40	Electronic Community (See IV-B)	IV-S	0															\$0
43	Activities Calendar	IV-V	0															\$0
45	Child Care Facility	IV-X		200	200	200	200	200	200	200	200	200	200	200	200	200	2,000	\$4,800
Total			\$0	\$201	\$206	\$201	\$200	\$201	\$200	\$201	\$200	\$201	\$200	\$201	\$200	\$201	\$2,005	\$4,818

Environment

48	Long-Term Environmental Monitoring	V-C	10															\$10
49	Citizen Education	V-D	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	\$125
50	Environmental Committee	V-E	0															\$0
54	Environment Staff Position	V-I	50	40	40	40	40	40	40	40	40	40	40	40	40	40	400	\$1,010
Total			\$65	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$45	\$450	\$1,145

Land Use

70	Distinct Area Plans	VII-H	0															\$0
75	Symbiotic Relationship with GMU	VII-M	0															\$0
76	Land Use Education	VII-N	11	11	11	11	11	11	11	11	11	11	11	11	11	11	110	\$275
82	Land Trust Fund (See VIII-I)	VIII-T	0															\$0
Total			\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$11	\$110	\$275

Social Services

96	Social Services Council	XI-A	0															\$0
97	New Resident Needs/Cultural Diversity (See IV-G)	XI-B	0															\$0
Total			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Transportation

104	Directional Signs	XII-E		50	50	50	50	50	50	50	50	50	50	50	50			\$500
107	Bus Priority/Lee Highway	XII-H				35												\$35
125	City Trails/Transit (See IX-B)	XII-Z	0															\$0
136	Direction Signs Plan (See XII-E)	XII-KK	0															\$0
Total			\$0	\$50	\$50	\$85	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$0	\$0	\$535

Fairfax 2020 Project Financial Projections

Source and Method of Financing

1994 \$ in thousands

Recommendation		Estimated Cost				Method of Financing					Cost Recovery	
		Capital Cost	Staffing Cost	Operating Cost	Total Cost	Pay-as-you-go	Bond	State Funds	Federal Funds	Private Funds		
Community Appearance												
1	Community Appearance Plan	I-A			0							
2	Hire Arborist	I-B	50	750	800	800						
3	High School Parking Fees	I-C			0							
4	City Entrances	I-D	500		500					500		
5	Maintain Residences	I-E		966	966	966						
6	Endowment Fund	I-F			0							
7	Underground Utilities	I-G	80,000		80,000		16,000		64,000			
Total			\$80,550	\$1,716	\$0	\$82,266	\$1,766	\$16,000	\$0	\$64,000	\$500	\$0
Economic Development												
8	Strategic Plan/Conference Center	II-A	4,500		4,500					4,500		
9	Maximize Historic Resources	II-B			0							
10	Redevelopment/EDA	II-C			5,000	5,000						
11	City as Broker	II-D			4,400	4,400						
12	Small Business Development	II-E			0							
Total			\$4,500	\$0	\$9,400	\$13,900	\$9,400	\$0	\$0	\$0	\$4,500	\$0
Education/Public Schools												
13	Encourage Activist Principals	III-A			0							
14	Superintendent/Staff Support	III-B		1,800	1,800	1,800						
15	Education Fund	III-C			200	200	100			100		
16	Enrichment Partnerships	III-D			0							
17	Small Elementary Schools (See III-F)	III-E			0							
18	Infrastructure Investment	III-F	35,000		35,000		35,000					
19	Community Education	III-G			0							
20	Preschool/Kindergarten	III-H			21,850	21,850						
21	Technological Development	III-I	800		800		800					
Total			\$35,800	\$1,800	\$22,050	\$59,650	\$23,750	\$35,800	\$0	\$0	\$100	\$0
Education/University-College												
22	Recharter CUB	IV-A			0							
23	Electronic Community Enhancement	IV-B			1,250	1,250				1,250		
24	Mayor/GMU President	IV-C			0							
25	Revise CUB Charter (See IV-A)	IV-D			0							
26	NVCC Advantages	IV-E			0							
27	City/GMU Partnership Enhancement	IV-F			0							
28	Volunteer Talent Bank	IV-G			6	6	6					
29	Town/Gown Benefits Awareness	IV-H			12	12	12					
30	Center of Excellence	IV-I		435	435	150			285			
31	City Liaison Position	IV-J			0							
32	Planning Tools/CAD	IV-K			0							
33	Urban Sustainability	IV-L			0							
34	Living Laboratory	IV-M			0							
35	Grant Funds etc.	IV-N			0							
36	Demonstration Projects	IV-O			0							
37	Town-Gown Benchmarks	IV-P			0							
38	Shared Vision	IV-Q			0							
39	Lifelong Learning	IV-R			0							

Recommendation		Estimated Cost				Method of Financing					Cost Recovery	
		Capital Cost	Staffing Cost	Operating Cost	Total Cost	Pay-as-you-go	Bond	State Funds	Federal Funds	Private Funds		
40	Electronic Community (See IV-B)	IV-S			0							
41	Telecommuting Centers	IV-T		6,000	6,000					6,000		
42	Conference Center, Retreat, Athletics	IV-U	1,000		1,000					1,000		
43	Activities Calendar	IV-V			0							
44	Joint Recreation/Cultural Programs	IV-W		125	125	125						
45	Child Care Facility	IV-X		4,800	4,800						4,800	
Total			\$1,000	\$435	\$12,193	\$13,828	\$293	\$0	\$0	\$285	\$8,250	\$4,800

Environment												
46	Preserve Stream Corridors	V-A	400		400	400						
47	Control Runoff	V-B			0							
48	Long-Term Environmental Monitoring	V-C		10	10	10						
49	Citizen Education	V-D		125	125	125						
50	Environmental Committee	V-E			0							
51	Recycling Program	V-F		360	360	360						
52	Tank Farm Relocation/Overight	V-G			0							
53	Regional Cooperation/Air	V-H			0							
54	Environment Staff Position	V-I		1,000	10	1,010	1,010					
Total			\$400	\$1,000	\$505	\$1,905	\$1,905	\$0	\$0	\$0	\$0	\$0

Historic Preservation												
55	Expand Historic Preservation (See II-B)	VI-A			75	75	75					
56	Rename Old Town	VI-B			0							
57	Historic Restoration and Endowment	VI-C	520	625	375	1,520	1,395			125		
Total			\$520	\$625	\$450	\$1,595	\$1,470	\$0	\$0	\$0	\$125	\$0

Housing												
58	Housing Rehabilitation	VII-A		1,125	500	1,625	1,625					
59	Provide Housing Lead (See VII-A)	VII-B			0							
60	City as Place To Live	VII-C			0							
61	Utilize Vacant Property	VII-D			0							
62	Urban Density	VII-E			0							
Total			\$0	\$1,125	\$500	\$1,625	\$1,625	\$0	\$0	\$0	\$0	\$0

Land Use											
63	Recharter CUB/University Drive (See IV-A, XII-A)	VIII-A			0						
64	Preserve Town Identity	VIII-B			0						
65	Land Use Mix	VIII-C			0						
66	Neotraditional Principles	VIII-D			0						
67	Prevent Deterioration (See I-E, VII-A18)	VIII-E	5,750		5,750					5,750	
68	Strict Code Enforcement	VIII-F			0						
69	Public Investment/Revitalization (See VII A-B)	VIII-G			0						
70	Distinct Area Plans	VIII-H			0						
71	Develop Open Space	VIII-I	800		800	800					
72	Fairfax Circle/Kamp Washington	VIII-J	100		100	100					
73	Enlarge Downtown	VIII-K			0						
74	Structured Parking	VIII-L	6,500		6,500		6,500				
75	Symbiotic Relationship with GMU	VIII-M			0						
76	Land Use Education	VIII-N			275	275	275				
77	Gateway/University Drive (See VIII-A, XII-A)	VIII-O			0						
78	GMU Adjacent Properties (See VIII-A, XII-A)	VIII-P			0						
79	Intellectual Village	VIII-Q			0						

Recommendation		Estimated Cost				Method of Financing					Cost Recovery	
		Capital Cost	Staffing Cost	Operating Cost	Total Cost	Pay-as-you-go	Bond	State Funds	Federal Funds	Private Funds		
80	Alternate GMU Facilities	VIII-R			0							
81	Mixed-Use Clusters	VIII-S			0							
82	Land Trust Fund (See VIII-I)	VIII-T			0							
83	Fairfax County Properties	VIII-U			0							
Total			\$13,150	\$0	\$275	\$13,425	\$1,175	\$6,500	\$0	\$0	\$5,750	\$0
Parks, Recreation, Culture												
84	Fine and Performing Arts Center	IX-A	4,350		4,460	8,810	4,460	3,850	500			
85	Parks/Trails/Open Space (See VIII-I)	IX-B	12,100			12,100	100	12,000				
86	Fairfax Circle Festival	IX-B-1				0						
87	Leisure Programs (See IX-A, VII-L, VIII-M)	IX-C				0						
88	Community Events	IX-D				0						
Total			\$16,450	\$0	\$4,460	\$20,910	\$4,560	\$15,850	\$500	\$0	\$0	\$0
Public Facilities												
89	Police Car Computers	X-A	50			50	50					
90	Community Involved Policing	X-B				0						
91	Fire/Volunteer Initiatives	X-C			500	500	500					
92	Stormwater Management	X-C-1	11,100			11,100		11,100				
93	Trash/Recycling Enterprise Fund (See V-F)	X-D		360	10	370	370					
94	Water Treatment	X-E	969			969						969
95	Sewer Treatment	X-F	60			60						60
Total			\$12,179	\$360	\$510	\$13,049	\$920	\$11,100	\$0	\$0	\$0	\$1,029
Social Services												
96	Social Services Council	XI-A				0						
97	New Resident Needs/Cultural Diversity (See IV-G)	XI-B				0						
98	Continue County Contracts	XI-C				0						
99	Monitor Contract Usage	XI-D				0						
Total			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transportation												
100	University Drive—New	XII-A	2,000			2,000		2,000				
101	Traffic Arteries/Plan	XII-B				0						
102	Regional Projects	XII-C				0						
103	West/East Bypasses	XII-D				0						
104	Directional Signs	XII-E	500			500	500					
105	Safe/Efficient Roadways	XII-F				0						
106	Arterials/Pedestrian Safety	XII-G				0						
107	Bus Priority/Lee Highway	XII-H	35			35			35			
108	Construct Bypasses (See XII-D)	XII-I				0						
109	Downtown Traffic Impact	XII-J				0						
110	Extend North Street	XII-K	2,125			2,125	125	2,000				
111	On-Street Parking (See VII-L)	XII-L				0						
112	Old Town Pedestrian Safety	XII-M				0						
113	Four-Way Stops	XII-N				0						
114	Delete Ratcliffe Road	XII-O				0						
115	Business Area Access	XII-P	100			100	100					
116	Improve Signal Controls	XII-Q				0						
117	Fairfax County Signals	XII-R				0						
118	Strict Traffic Laws	XII-S				0						
119	Transit Scheduling	XII-T			4,890	4,890	4,890					
120	Bus Shelters/info	XII-U			40	40						40

Recommendation		Estimated Cost				Method of Financing					Cost Recovery	
		Capital Cost	Staffing Cost	Operating Cost	Total Cost	Pay-as-you-go	Bond	State Funds	Federal Funds	Private Funds		
121	Employer Transit Subsidies	XII-V			0							
122	Augment CUE/GMU (See XII-T)	XII-W			0							
123	Improve Sidewalks	XII-X			0							
124	Safe Bus Stops	XII-Y			0							
125	City Trails/Transit (See IX-B)	XII-Z			0							
126	Solicit Public Views	XII-AA			0							
127	Transportation Statistics	XII-BB	100		100	50		25	25			
128	Intelligent Vehicle Highway	XII-CC	2,000		2,000				2,000			
129	Light Rail/Personal Vehicles	XII-DD	25,200		25,200	100		80	25,000		20	
130	Electric Vehicles	XII-EE	100		100	100						
131	Telecommuting Center (See IV-T)	XII-FF			0							
132	CUE Outside the City (See VII-T)	XII-GG			0							
133	Alternate Transportation (See XII-DD)	XII-HH			0							
134	Transit/Car Pools Education Campaign	XII-II		6	6	6						
135	Total Mobility—All Areas	XII-JJ	300		300	300						
136	Direction Signs Plan (See XII-E)	XII-KK			0							
Total			\$32,460	\$0	\$4,936	\$37,396	\$6,171	\$2,000	\$2,140	\$27,025	\$0	\$60

Index of 2020 Commission Recommendations

2020 Recommendations Index

Recommendation	Number	Sections	Departments
<p>Community Appearance Community Appearance Plan • The committee's revisions, corrections and additions to the Community Appearance Plan should be incorporated. A new section is proposed to enhance the quality of life and maintain the value of residential properties.</p>	1	Community Appearance	Community Development & Planning
<p>Hire Arborist • Under a coordinated urban forestry plan, all forestry should be placed under the auspices of an arborist in the Public Works Department for maintenance and a continuous planting program. A comprehensive planting and landscaping plan should be developed for parks, public schools, public sites and rights-of-way, including wildflowers, grasses, and so on.</p>	2	Community Appearance Environment	Public Works Community Development & Planning
<p>Fairfax High School Parking Fees • Fairfax High School parking fees should be negotiated to redirect them to the City of Fairfax for landscape design and plantings to improve the exterior aesthetics of city schools. The talents of horticulture students should be acknowledged through their participation in this activity.</p>	3	Community Appearance Education	City Manager Public Works Community Development & Planning
<p>City Entrances • All entrances to the city should be designated in a distinctive manner. An appropriate identification might be bronze sculpted figures depicting historic characters, various lifestyles, and the arts, in a park like setting. This theme could be carried out throughout the city.</p>	4	Community Appearance Transportation	Community Development & Planning Public Works
<p>Maintain Residences • Legislation should be revised to provide enforcement of proper maintenance of commercial and residential properties to eliminate unsightly or blighted properties.</p>	5	Community Appearance	Community Development & Planning Fire & Rescue Services/ Code Enforcement
<p>Endowment Fund • An endowment fund for beautification should be established.</p>	6	Community Appearance	City Manager Public Works Community Development & Planning
<p>Underground Utilities • All utilities should be underground</p>	7	Community Appearance	Public Works Community Development & Planning

Recommendation	Number Sections	Departments
<p>Economic Development</p>		
<p>Strategic Plan/Conference Center • The city should provide development planning, negotiating and implementing activities that will ensure a strong, long-term economic base. This group should also pursue the joint development of a conference/retreat center in the city, as well as other means to enhance economic ties between the city (especially Old Town) and the university.</p>	<p>8 Transportation Land Use</p>	<p>Economic Development Community Development & Planning</p>
<p>Maximize Historic Resources • The city should build on its sense of history. It should exploit its ability to be a safe, historic, well-situated community for travelers from around the world. Recent developments underscore the long-term advantage of leadership in this area. Both the District of Columbia and the site of the proposed Disney development are 15 minutes from Route 123. The city is literally in the center of area attractions, and can only benefit from emphasizing that fact.</p>	<p>9 Historic Preservation</p>	<p>Economic Development Community Development & Planning</p>
<p>Redevelopment/EDA • Starting with the Route 29 corridor, and using the Charlottesville, Virginia, Economic Development Authority as a model, the city should assume a high-profile leadership position to redevelop select properties that will serve as a catalyst around which further major redevelopment activities can occur.</p>	<p>10 Land Use</p>	<p>Economic Development Community Development & Planning Public Works</p>
<p>City as Broker • The City of Fairfax should encourage the economic health that contributes to the high quality of life enjoyed by its residents. It should act as a "broker" to help small firms obtain desired services, such as health benefits, at reasonable cost. The city should also establish business development funds, nurturing services (in cooperation with the George Mason University Small Business Development Center), and/or tax incentives to encourage desired economic activity.</p>	<p>11</p>	<p>Economic Development Personnel City Attorney Public Works Community Development & Planning</p>
<p>Small Business Development • Encourage small businesses that are of an appropriate scale to maintain a town character.</p>	<p>12 Land Use*</p>	<p>Economic Development Community Development & Planning</p>
	<p>*Originating Committee</p>	
<p>Education/Public Schools</p>		
<p>Encourage Activist Principals Recruit activist principals and faculty. • Outstanding schools have outstanding principals and teachers. The city should work</p>	<p>13</p>	<p>City Manager School Superintendent</p>

Recommendation	Number	Sections	Departments
<p>with Area IV administrators to recruit principals who share a commitment to activism and innovation in meeting the educational needs of students.</p>			<p>City Manager School Superintendent</p>
<p>Superintendent/Staff Support Expand staff support for educational programs in the superintendent's office. • The city currently funds a staff position for managing the physical plant needs of schools. The school board and council should provide additional staff to assist principals in developing programs and forming educational partnerships.</p>	14	Finance	<p>City Manager School Superintendent</p>
<p>Education Fund Establish a fund for educational innovation. • The city should provide seed funds (as much as \$100,000) to support deserving programs. This Fund for Educational Innovation would give preference to school-based initiatives and would actively seek matching grants from other partners.</p>	15		<p>City Manager School Superintendent Finance</p>
<p>Enrichment Partnerships Establish advisory panel on enrichment partnerships. • The city should establish an advisory panel to assist the school board, the city council, principals, and faculty in developing innovative programs in schools. Members of the panel should represent the wider Fairfax community; business leaders; George Mason University representatives; county school board members; parents; educators, the retired community, etc. The panel could provide counsel in awarding grants from the proposed Fund for Educational Innovation.</p>	16		<p>City Manager School Superintendent</p>
<p>Small Elementary Schools Address special needs of small elementary schools. • Small elementary schools have needs not fully met by standard school staffing patterns. The city should support immediate steps to relieve the pressure on elementary school staffs. A number of alternatives should be explored: • immediate transition to "paired schools" — that is, locating a greater number of grade-level staff within single K-3 or 4-6 schools; • working with the county under the existing contract to explore city funding for instructional assistants or for extra staff to preclude "combination classes"; • city funding to extend 15:1 student-teacher ratios throughout the city schools; and • city funding for part-time community liaison staff to serve populations with special needs.</p>	17	Land Use	<p>City Manager School Superintendent Community Development & Planning Public Works Finance</p>

Recommendation	Number Sections	Departments
<p>Over the longer term, however, the committee believes that a shift to large schools (approximately 600 students) may be necessary. Such a move would require additional infrastructure investment.</p>	18 Land Use	City Manager Finance Public Works Community Development & Planning School Superintendent
<p>Infrastructure Investment The infrastructure of the schools must keep pace with technological and programmatic change. The city must begin to build a community wide consensus on a preferred strategy or infrastructure investment. At least two general options, both of which consolidate the city's four elementary schools into two, should be considered.</p> <ul style="list-style-type: none"> • The first alternative includes constructing one new elementary school, substantially renovating an existing elementary school, and renewing or reconfiguring Lanier Middle to support better the middle school concept. • The second approach involves constructing a new middle school, reconfiguring Lanier to elementary school specifications; and renovating or expanding another existing elementary school building. 	19	City Manager School Superintendent
<p>Community Education The principals of community education should guide the city in developing infrastructure and enrichment programs.</p> <ul style="list-style-type: none"> • Plan for optimum use of public education facilities by people of all ages (for example, by co-locating school and community events). • Ensure lifelong learning opportunities for learners of all ages. • Secure community participation in developing school programs. • Improve opportunities and incentives for volunteers to assist in school programs. • Coordinate efforts of school and public agencies to deliver social and educational services. 	20	City Manager School Superintendent
<p>Preschool/Kindergarten Institute preschool and full-day kindergarten programs.</p> <ul style="list-style-type: none"> • The city should provide school-based preschool programs and full-day kindergarten programs, which are particularly attractive to young families. 	21	City Manager Community Relations School Superintendent Finance Economic Development
<p>Technological Development • The city should take immediate steps to ensure that its schools remain at the forefront of changing technology programs. • Ensure that schools become part of George Mason University's fiber-optic information network.</p>		

Recommendation	Number	Sections	Departments
<ul style="list-style-type: none"> • Support the introduction of the Middle School Technology Program at Lanier. • Provide funding to extend the Model Technology Program at all elementary schools. 			
Education/University-College			
Recharter CUB	22	Economic Development* Land Use Transportation	Economic Development.
<ul style="list-style-type: none"> • The City-University-Business Committee should be rechartered to develop stronger relationships among the partners. 			
Electronic Community Enhancement	23	Economic Development*	Finance/Data Processing Community Relations Public Works School Superintendent
<ul style="list-style-type: none"> • The city should be planning for the future. It should encourage the "global village" by developing interlocking plans to make optimum use of technology. The first step should be a task force to work on installing interactive computer networks among city schools, businesses, homes, and George Mason University. 			
Mayor/GMU President	24		City Manager
<ul style="list-style-type: none"> • At the executive level, e.g., recommend the involvement of the mayor of the City of Fairfax, the president of George Mason University and others, as appropriate, in quarterly meetings. 			
Revise CUB Charter	25	Economic Development	Economic Development
<ul style="list-style-type: none"> • At the staff level, e.g., recommend the current charter of the City-University-Business Committee be revised to insure joint agreement as to the missions and goals by all parties. 			
NVCC Advantages	26		
<ul style="list-style-type: none"> • Review the mission, advantages of NVCC to the community as a whole, and if appropriate, begin the process of full integration into the executive and staff organizations. Include in the Center of Excellence for Community Reinvestment. 			
City and GMU Partnership Enhancement	27	Economic Development	Economic Development City Manager Community Relations
<ul style="list-style-type: none"> • Take a leadership role in marketing the city as a valuable partner, fully committed to cooperation, e.g., recruit university and college faculty and students to serve as liaison to city boards and commissions, and as participants in civic associations, cultural and athletic events. 			
Volunteer Talent Bank	28		City Manager Finance (Data Processing)
<ul style="list-style-type: none"> • Support the creation of a joint computer database (a mind bank) to capture the talents, skills and interest of volunteers from all three communities to allow for greater cross-fertilization. 			
Town/Gown Benefits Awareness	29		Economic Development Community Relations
<ul style="list-style-type: none"> • Establish a program to educate and inform the citizens of Fairfax about George Mason University and Northern Virginia Community 			

Recommendation	Number	Sections	Departments
College and how their participation in these communities is possible and beneficial.			
Center of Excellence • Create a center where all citizens (residents, faculty, students, alike) can come together for hands-on involvement in modeling a long-range vision.	30		Economic Development Community Relations
City Liaison Position • Create a city staff position to be liaison to the university communities. This person could also serve as the co-director of the Center of Excellence for Community Reinvestment (paid through funded programs).	31		Economic Development Community Relations
Planning Tools/CAD • Develop planning tools and computer-aided design and modeling programs (example Rock Hills, S.C.)	32		City Manager Finance (Data Processing)
Urban Sustainability • Collect research on urban sustainability.	33	Economic Development	Economic Development Community Development & Planning City Manager
Living Laboratory • Create a living laboratory for student involvement.	34	Economic Development	Economic Development City Manager
Grant Funds etc. • Raise funds through grants, corporate sponsorship, government contracts, sale of research know-how.	35		City Manager Finance
Demonstration Projects • Solicit demonstration projects.	36		
Town-Gown Benchmarks • Establish benchmarks and innovative programs to enhance town-gown relations.	37		Economic Development City Manager
Shared Vision • Create a partnership and shared vision for the public school system, e.g., teacher preparation, curriculum development, drop-out prevention, computer training, a kid's college for weekend and summer programs.	38	Education Public Schools	Economic Development City Manager School Superintendent
Lifelong Learning • Establish a lifelong learning program that insures literacy in adults, supplements tutoring in schools, increases participation of residents, students, faculty in education activities of the other communities at group rates.	39		Economic Development City Manager
Electronic Community • Provide the day-to-day management and coordination of the fiber-optic network with George Mason to include selling services to other communities, including the community college. (Note: Committee strongly supports full funding for design, planning and construction.)	40		Economic Development City Manager Community Relations
Telecommuting Centers • Jointly plan and establish one or more Telecommuting Centers in the city.	41	Economic Development	Economic Development

Recommendation	Number	Sections	Departments
<p>Conference Center, Retreat, Athletics • Jointly plan and develop a conference and retreat center; all-season Olympic swimming complex; community center and senior citizens' center, etc.</p>	42	Recreation	Economic Development Parks & Recreation
<p>Activities Calendar • Jointly sponsor a calendar of activities listing events in all communities plus the Chamber of Commerce, civic associations and others, as appropriate.</p>	43	Recreation	Community Relations Economic Development Parks & Recreation
<p>Joint Recreational/Cultural Programs • Jointly sponsor innovative programs that enhance the ties within the communities, e.g., block parties, street dances, Halloween parties, a jazz festival, multi-cultural and international days, joint school and university/college athletic training, marathons and bicycle races, block seating for residents at university events, etc.</p>	44	Recreation	Economic Development Parks & Recreation
<p>Child Care Facility • Support the joint development of a 24-hour, 7-day a week child care facility at prices that allow residents and students greater participation in the education and cultural life of the communities.</p>	45	Social Services	City Manager Human Services
*Originating Committee			
Environment			
<p>Preserve Stream Corridors <i>Preserve stream corridors in a natural state.</i> • Retain all park land and other land along streams. • Restore native vegetation to streamside areas to promote and enhance stream quality. • Procure new park land along streams and procure easements along streams on private land.</p>	46	Recreation Land Use	Parks & Recreation Public Works Community Development & Planning
<p>Control Runoff <i>Control runoff from impervious areas as far upstream as possible.</i> • Require new developments to handle stormwater on-site. • Identify and implement practices to decrease current impacts of urban runoff.</p>	47	Land Use	Community Development & Planning Public Works
<p>Long-Term Environmental Monitoring <i>Initiate a long-term environmental monitoring program.</i> • Monitor stream fauna as an index of stream quality; coordinate this project with students from Fairfax High School and George Mason University. • Compile data collected by other agencies on environmental quality within the city.</p>	48		Public Works Community Development & Planning Fire & Rescue

Recommendation	Number	Sections	Departments
<p>Citizen Education <i>Conduct an aggressive program of citizen education and involvement.</i></p> <ul style="list-style-type: none"> • Focus on preventing pollution and avoiding hazards. • Develop a citizen's handbook on watershed protection. • Develop workshops for the public and presentations to community associations. • Develop and distribute brochures on avoiding hazards such as radon, lead paint, fumes from new building materials, and implement during air pollution alerts. • Ask all businesses and homeowners to sign an "environmentally responsible neighbor" pledge. 	49		<p>Community Relations Public Works Community Development & Planning Fire & Rescue</p>
<p>Environmental Committee <i>Create a permanent environmental quality advisory committee with specific tasks.</i></p> <ul style="list-style-type: none"> • Provide a public forum for discussing environmental issues. • Be a liaison to community associations, soil and water conservation districts, and other cooperative bodies. • Advise the City Council on environmental issues. 	50		<p>City Manager Public Works</p>
<p>Recycling Program <i>Continue to improve a strong recycling program.</i></p> <ul style="list-style-type: none"> • Strive to increase the types of material collected in both drop-off and curbside recycling programs. • Expand program to segments not already participating. • Promote use of recycled materials in city operations. 	51		<p>City Manager Public Works</p>
<p>Tank Farm Relocation/Oversight <i>Pursue options for relocating the tank farm.</i></p> <ul style="list-style-type: none"> • At the same time take appropriate measures to ensure that it functions in the safest and least polluting manner (that it is an "environmentally responsible neighbor"). • Ensure that results of state and federal audits and inspections, including the status of mandatory upgrades, be shared with the city and reviewed by community groups. • Support efforts to remove oil from the underlying aquifer. 	52	Land Use	<p>City Manager Fire & Rescue Community Development & Planning</p>
<p>Regional Cooperation/Air <i>Cooperate with area jurisdictions in improving outdoor ambient air quality.</i></p>	53		<p>City Manager</p>

Recommendation	Number	Sections	Departments
<p>Environment Staff Position <i>Create a staff position for an environmental scientist or ecologist with specific tasks.</i></p> <ul style="list-style-type: none"> - Initiate education and citizen involvement programs. - Advise the City Council and departments on environmental implications of city activities. - Supervise environmental restoration projects. 	54		City Manager Public Works Fire & Rescue
<p>Historic Preservation Expand Historic Preservation <i>Pursue historic preservation, expand historic preservation to include buildings and areas outside of the city center. Historic preservation gives the city a distinctive identity and is an important factor in making the city of Fairfax an interesting and attractive place to live, work, and visit.</i></p>	55	Economic development Land Use*	Community Development & Planning Economic Development
<p>Rename Old Town <i>The downtown area currently designated "Old Town" be renamed "Historic Fairfax."</i></p>	56	Community Appearance*	City Manager Community Development & Planning
<p>Historic Restoration and Endowment <i>Complete the restoration of the historic structures under the city ownership; Old Town Hall, the Museum and the Ratcliffe-Allison House.</i></p> <ul style="list-style-type: none"> - To operate the facilities in a consistent manner, have Historic Fairfax City, Inc. assume management responsibility for all three structures. Establish an endowment to assist that corporation in becoming financially secure and to allow it to undertake programs and activities to benefit the community. 	57	Parks, Recreation*	Public Works Parks & Recreation Finance Public Works Community Development & Planning
<p>Housing Housing Rehabilitation <i>Implement a Housing Rehabilitation Program</i></p> <ul style="list-style-type: none"> - Hire a coordinator to administer the program. - Select participating neighborhoods, based upon their interest, the improvements required, and the strength of the community organization. - Prepare a plan for carefully selected (and limited) improvements, such as central air conditioning, roofing, plumbing and baths, additions, and electric wiring. The plans should be generic and based upon typical units in each community. - Determine the interest of contractors; all interested contractors should submit bids 	58		Community Development & Planning

Recommendation	Number	Sections	Departments
<p>based on volume of activity. The city should expect 15 to 20 percent discounts from ordinary pricing.</p> <ul style="list-style-type: none"> • City lenders should provide home equity loans at favorable rates, with liberal terms, provided that prequalified contractors and plans are used. • The city should recover a portion of its costs proportionate to community participation. • The rehabilitation program should remain open for one to two years in each community. • Begin the program with a pilot community, expanding to additional communities as appropriate in light of the citizen response and the capacity of the coordinator. • The rehabilitation of the city's housing stock will be a massive undertaking. A modest rehabilitation program of \$10,000 per single-family home will require \$55,000,000. The scale of such a program dictates that public funds are not sufficient and that the private sector must be involved. Local bankers are willing to go forward aggressively. • This will not be a one-shot program. If a home rehabilitation has a 20-year life, and if only one single-family dwellings are counted, the city must make 275 loans available each year to rehabilitate all housing; then the program starts over. 	59	Transportation	City Manager Finance
<p>Provide Housing Lead Provide Leadership</p> <ul style="list-style-type: none"> • While the private sector must carry much of the financial burden of rehabilitation, the city has an important role to play as well. Local government must provide the leadership and resources to coordinate the program and to make the rehabilitation program a reality. 			City Manager Economic Development Community Relations
<ul style="list-style-type: none"> • The city leaders must promote the city to attract the residential consumer. • The city must make the rehabilitation program known, both within the city and in the home-buying market. • The city must provide public infrastructure improvements, such as curbs, gutters, sidewalks, pavement, and landscaping, to encourage rehabilitation in its neighborhoods. 			City Manager Finance Public Works
<ul style="list-style-type: none"> • The city must educate the real estate community about the program and must encourage them to present the city as a place where rehabilitation can be handled as a part of the acquisition process. 			Economic Development Community Relations

Recommendation	Number	Sections	Departments
<ul style="list-style-type: none"> - The city must make rehabilitation easier, in terms of zoning and permits, so as not to discourage the process. - The initial investment of the public sector will be returned tenfold in private sector investment. The convenience, cost savings, valuable improvements to homes, and community support will make the program attractive. 			Community Development & Planning Fire & Rescue (Code Enforcement)
<p>Promote City as Place to Live</p> <p>Promote city as an attractive place to live</p> <ul style="list-style-type: none"> - The success of this program depends on promoting the city of Fairfax as an attractive place to live. The city now has a good mix of services and quality schools, two essential elements that attract residential housing customers. It is essential that the city continue to offer diverse and modern services to stay ahead of its competition for housing dollars. 	60		Economic Development Community Relations Public Works Police Fire & Rescue Schools Superintendent
<p>Utilize Vacant Property</p> <ul style="list-style-type: none"> - Take Advantage of Vacant Property. There will be some opportunity for the city to meet underserved needs when existing vacant residential property develops. New housing can be a significant draw for families with school-age children, a needed resource in the city. 	61	Land Use	Community Development & Planning
<p>Increase Urban Density</p> <ul style="list-style-type: none"> - Permit Urban Density. Furthermore, although there is a need for upscale housing, it is probably not realistic at suburban densities. The city should be willing to permit more urban densities where the proposed housing incorporates quality design and careful attention to the surrounding neighborhoods. 	62	Land Use	Community Development & Planning
<p>Land Use</p>			
<p>Recharter CUB/University Drive</p> <ul style="list-style-type: none"> - As a first step in developing a solid partnership with George Mason University, the City-University-Business Committee should be rechartered to develop stronger relationships among the partners. Among the initial charges to this group should be a master plan for the redirection of University Drive, the redesign of the university entrance, and long-term land use between School Street and that entrance. This group should also pursue the joint development of a conference/retreat center in the city, as well as other means to enhance economic ties between the city (especially Old Town) and the university. 	63	Economic Development* Transportation	Education Public Works Community Development & Planning

Recommendation	Number	Sections	Departments
<p>Preserve Town Identity • The City of Fairfax should preserve and develop its town-like character, as distinguished from surrounding suburban development.</p>	64	Economic Development* Transportation	All Departments
<p>Land Use Mix • Enhance the general appearance, regulate the mix of land uses and scale of development, as well as the land use composition and attributes of the city.</p>	65	Community Appearance	Community Development & Planning Public Works
<p>Neotraditional Principles • Consider applying neotraditional principles and techniques, modeled on presubdivision-type development, to redevelopment and new development in the city. For example, any additional development should be pedestrian oriented, moderate in scale (neither high-rise nor low-density), and of a vernacular architectural style. It should also favor mixed uses, grid-type street patterns, on-street parking, and off-street parking only in the rear of buildings.</p>	66	Community Appearance	Community Development & Planning
<p>Prevent Deterioration • Prevent and reverse the deterioration of existing residential and commercial development.</p>	67	Housing Community Appearance	Community Development & Planning Public Works Fire & Rescue (Code Enforcement)
<p>Strict Code Enforcement • Enforce code and permit requirements vigorously to promote high-quality neighborhoods and commercial areas.</p>	68	Housing Community Appearance	Community Development & Planning Community Development & Planning Fire & Rescue (Code Enforcement) Public Works
<p>Public Investment/Revitalization • Take positive steps to assist in maintaining, repairing, and improving existing development. Public investment will preserve and improve the city and encourage private investment. An innovative example is the Housing Committee's recommendation for the city to broker bulk purchases and to offer financing for improvements to existing communities.</p>	69	Housing Community Appearance	Community Development & Planning Fire & Rescue (Code Enforcement) Public Works
<p>Distinct Area Plans • Give careful attention to all parts of the city, each distinct neighborhood and commercial district, and to offer financing for improvements to existing communities. • Each distinct area should have a land use plan; appropriate policies, strategies and recommendations should be developed for each area. This work would recognize the differences and needs of each area, and would ensure that each is recognized individually.</p>	70		Community Development & Planning Public Works Transit & Utilities
<p>Develop Open Space • Develop the city's substantial open spaces into a transportation and recreation network that provides a variety of active uses. For example, the city's open space network could provide miles of safe, convenient, and attractive hiking and cycling trails for children and adults to get to stores, schools, other neighborhoods,</p>	71	Transportation Recreation Housing	Community Development & Planning Public Works Parks & Recreation

Recommendation	Number	Sections	Departments
<p>libraries, etc. In addition to trails, active uses could include small restaurants, a petting zoo, a merry-go-round, other children's activities, an amphitheater, formal gardens, etc.</p> <p>Fairfax Circle/Kamp Washington</p> <ul style="list-style-type: none"> • Redevelop Fairfax Circle and Kamp Washington as commercial focal points and gateways to the city. Redeveloping these sections would improve the appearance and economic vitality of the Circle and Kamp Washington and of the city in general and would provide an opportunity for mixed-use development. 	72	Economic Development Transportation Community Appearance	Community Development & Planning Economic Development Public Works
<p>Enlarge Downtown</p> <ul style="list-style-type: none"> • Enlarge the downtown area to have more residential, retail, and office development. This expansion would improve its appearance, attract visitors, provide a greater variety of uses, and promote increased economic activity. 	73	Economic Development Community Appearance	Economic Development Community Development & Planning
<p>Structured Parking</p> <ul style="list-style-type: none"> • Provide structured parking in the Old Town Fairfax area; use existing parking surfaces for new development and for public spaces and amenities. New parking facilities would improve the city's appearance, attract visitors, provide a greater variety of uses, and promote greater economic activity downtown. 	74	Transportation Community Appearance Economic Development	Public Works Community Development & Planning Economic Development
<p>Symbiotic Relationship With GMU</p> <ul style="list-style-type: none"> • Create a symbiotic relationship with George Mason University. Develop, however, a strategy for the downtown area that does not rely solely on the presence of the University. 	75	Education Economic Development	Economic Development
<p>Land Use Education</p> <ul style="list-style-type: none"> • Inform residents about land use issues, plans, and opportunities. Mail to all households an "executive summary" that describes, explains, and illustrates the city's existing conditions (major ownership and use patterns, for example) and current land use plans and proposals. 	76	Education	Community Relations Community Development & Planning
<p>Gateway University Drive</p> <ul style="list-style-type: none"> • Support Gateway Project—the development of a new University Drive. This project could demonstrate urban cooperation and begin the seamless community concept. 	77	Education/ University-College* Transportation	Community Development & Planning Economic Development Public Works
<p>GMU Adjacent Properties</p> <ul style="list-style-type: none"> • Design and plan for the redevelopment of property bordering George Mason to conform to the high-density, mixed-use desired by the city, and fully integrate into the Mason master plan complementing both communities; e.g., after acquiring large sections of land, design and cause to be built a colonial village with street-level retail and residential space for faculty and/or students. 	78	Education/ University-College*	Community Development & Planning Economic Development

Recommendation	Number	Sections	Departments
<p>Intellectual Village • Study and implement the concept of an "Intellectual Village" where faculty would be encouraged to live within city limits.</p>	79	Education/ University-College*	Community Development & Planning Economic Development
<p>Alternate GMU Facilities • Identify and jointly plan other needed facilities not required to be located on campus; e.g., a fraternity row.</p>	80	Education/ University-College*	Community Development & Planning Economic Development
<p>Mixed-Use Clusters • Encourage mixed-use cluster development/ redevelopment along transit corridors to minimize the use of single-occupancy vehicles.</p>	81	Environment* Transportation	Community Development & Planning Public Works
<p>Land Trust Fund • Acquire land and easements • Preserve wooded and environmentally sensitive lands as part of the review process for land development applications. • Establish a trust fund into which funds and donations may be placed for future acquisition.</p>	82	Environment*	Community Development & Planning Parks & Recreation
<p>Fairfax County Properties • The four tax-exempt property and storage yards owned by Fairfax County, located in the city, are adjacent to residential neighborhoods and are zoned as residential districts. These 21.4 acres could be converted to 102 residential properties, with unlimited aesthetic appeal. We strongly urge city officials to negotiate with the county to relocate these storage yard facilities into their jurisdiction.</p>	83	Community Appearance*	Community Development & Planning Public Works
*Originating Committee			
<p>Parks, Recreation, Culture Fine and Performing Arts Center <i>Take advantage of the city's location and existing resources to promote the City of Fairfax as a community for the fine and performing arts.</i></p>	84	Land Use Public Facilities	Parks & Recreation Finance Public Works City Manager Community Development & Planning
<p>• George Mason University, the City of Fairfax Band, the Children's Theater and other groups already provide a range of performing arts for the public to enjoy. • Consider building a performing arts and community center that could provide a home for various musical and fine art groups and be a focal point for community programs and events. Build a covered outdoor amphitheater to permit all-weather concerts.</p>			
<p>Parks/Trails/Open Space <i>Create and maintain open space.</i> • As large tracts of open space become available (such as the Krasnow or Farr properties), use portions for park and recreation facilities.</p>	85	Land Use	Community Development & Planning Parks & Recreation

Recommendation	Number	Sections	Departments
<p>such as playfields or open space.</p> <ul style="list-style-type: none"> • Maintain a cooperative relationship with Fairfax County Park Authority. Continue to support the Northern Virginia Regional Park Authority. <p><i>Further develop and complete a citywide trail and greenway system.</i></p> <ul style="list-style-type: none"> • Link corridors of green, providing a complete system for people to bicycle, walk, and enjoy nature. Separate the greenway system from roadways wherever possible. Connect this system with surrounding jurisdictions and other trail and greenway systems to provide recreation, alternative transportation, and fitness opportunities. 	Land Use	Parks & Recreation Community Development & Planning Public Works	
<p>Fairfax Circle Festival</p> <ul style="list-style-type: none"> • Sponsor an annual cultural festival at Fairfax Circle. This festival would attract visitors and would promote the Circle as a distinct commercial area. 	86	Land Use* Economic Development	Parks & Recreation Community Development & Planning Economic Development
<p>Leisure Programs</p> <p><i>Consider building additional community center facilities.</i></p> <ul style="list-style-type: none"> • Create areas where recreation activities can be provided for all ages or where meetings can be held. Adapt John C. Wood to provide such areas for meetings and recreation activities. 	87	Land Use Public Facilities	Community Development & Planning Parks & Recreation Public Works
<p><i>Strengthen and enhance the city's relationship with George Mason University.</i></p> <ul style="list-style-type: none"> • Combine resources for programs or facilities that could serve both the college community and the residents of the city, such as the indoor swimming pool being planned for the university. 			Parks & Recreation Economic Development
<p>Work with the Fairfax County Library</p> <ul style="list-style-type: none"> • Maintain a facility that not only provides extensive library services to residents and the surrounding area, but is also the home of the "Virginia Room," housing unique historical materials. • Ensure adequate parking to encourage library use. 			Parks & Recreation
<p><i>Provide continued support and assistance for a well-rounded recreation program for citizens of all ages.</i></p> <ul style="list-style-type: none"> • Charge appropriate fees to recover some of the operating costs. <p><i>Give careful consideration to the range of recreation and leisure services available to the young people in the area, especially teenagers.</i></p>		Transportation	Community Development & Planning Finance Public Works Parks & Recreation Finance
<ul style="list-style-type: none"> • A comprehensive and engaging program of leisure services and recreation activities, designed by young people themselves, could prevent more costly social problems. 			Parks & Recreation

Recommendation	Number	Sections	Departments
<p>Community Events <i>Provide ongoing leadership and financial support for significant communitywide events.</i> • Support the Independence Day celebration, Spotlight on the Arts, the Fall Festival, the Festival of Lights and Carols, the Chocolate Lovers Festival, the Old Town Hall Performance Series, and other activities.</p>	88	*Originating Committee	Parks & Recreation Finance Public Works Police Fire & Rescue Community Relations
<p>Public Facilities Police Car Computers <i>Evaluate the use of modern position-location devices, integrated voice and data communications, and remote computer access.</i> • Facilitate the dispatch of personnel already out in the community to meet higher priority calls for service; and • Extend the informational, coordination, and reporting resources of centralized local and regional facilities to mobile and on-foot personnel.</p>	89		Police Fire & Rescue
<p>Community Involved Policing <i>The committee applauds the Community-Involved-Policing program, particularly its emphasis on making police officers better known and familiar to those whose safety they are charged to protect.</i> • Have representatives of the police department visit new property owners and offer to orient them to the city, its expectations, and its services. • Training and recruitment programs should reflect the increasing need for foreign language skills among police department representatives. <i>Work with neighborhood and business representatives to be on the watch for and to discourage unlawful activities.</i> • Look for ways to improve the promptness, completeness, and accuracy of reporting when suspicious activities occur. <i>Ask those who request police services if they would like to be contacted later by the officer handling the case to learn the outcome and how they might prevent a recurrence.</i> <i>Look for cost-effective means to reinforce awareness of the city's resolve to enforce posted speed limits, stops at intersections, and laws relating to driving under the influence of alcohol.</i> <i>Support the Northern Virginia Police Academy and work to ensure that it continues to be a cost-effective means of training police officers.</i></p>	90	Police	

Recommendation	Number	Sections	Departments
<p>Fire/Volunteer Initiatives</p> <p><i>The committee applauds the good working relationships that now exist between the city's paid personnel and the volunteers.</i></p> <ul style="list-style-type: none"> • Retain trained and certified personnel, both paid and volunteer. • Encourage volunteers to continue offering their services. • Make good use of their extensive training and hard-won skills, by establishing a personal property tax reduction of a supplemental retirement benefit for volunteers, based on hours worked. 	91		Fire & Rescue
<p>Stormwater Management</p> <p><i>Construct stormwater management facilities to address existing problems.</i></p> <ul style="list-style-type: none"> • Consider what is required to minimize adverse impacts and to maximize benefits. • Fund construction of the facilities by a bond issue. 	92	Environment	Fire & Rescue Finance City Manager Public Works
<p>Trash/Recycling Enterprise Fund</p> <p><i>Continue to promote and demonstrate methods of backyard composting and other methods of on-site reuse.</i></p> <ul style="list-style-type: none"> • As the markets for recycled materials grow, expand the recycling program to include other kinds of materials and other kinds of sources. • Attempt to reduce further the volume of solid waste put out for trash collection and disposal. • Dampen the temptation to "bag it and forget it" by charging separately for trash collection services, just as the city now charges separately for sanitary sewer services. • Consider the possibility of making trash collection, recycling, and disposal a revenue-supported utility, instead of continuing it as a tax-supported service paid for out of the General Fund. • Costs not covered by revenues generated through the sale of recyclables could be covered by a service fee proportionate to the amount of periodic trash pickup subscribed. 	93		Public Works Finance Public Works City Manager Finance Public Works City Manager
<p>Water Treatment</p> <p><i>Plan and budget for systematic replacement replacement of the more troublesome water mains.</i></p> <ul style="list-style-type: none"> • Such replacement should be coordinated with the street resurfacing plan so new mains are laid before these streets are resurfaced. • For the longer term (the next 30 years), the city should look for and evaluate ways to make wiser use of its treated water supply. • Encourage customers to install more water-efficient toilets and bathing facilities; and 	94	Transportation	Transit & Utilities Finance Public Works Transit & Utilities Community Relations

Recommendation	Number	Sections	Departments
<p>• Encourage customers to install alternative water supplies, such as privately owned rain-water collectors and cisterns, to serve applications that don't need a potable water supply.</p> <p><i>Given that the city has a single water supply system for all uses, water delivered must meet drinking standards, regardless of how it is actually used.</i></p> <p>• Evaluate the cost-effectiveness of continuing this approach for the next 30 years.</p> <p>Sewer Treatment</p> <p><i>Find and repair the major sources of water infiltration.</i></p> <p>• Footing drains permit storm water runoff to flow into the sanitary sewer. Although footing drains are now prohibited by the building code, many older buildings and homes in the city still have them.</p> <p>• Breaks in sewer mains and feeder lines are produced by compressive or shear forces (e.g., heavy vehicular traffic on streets above) and by infiltrating tree roots.</p> <p><i>Find ways to reduce sewage treatment costs.</i></p> <p>• For example, explore the practicality of using discarded foodstuffs as compost for gardens, instead of paying for tertiary treatment of it as sewage.</p> <p><i>The City Council is encouraged to adopt a rate structure for the water and sewer systems that will result in current revenues equaling or exceeding current expenses to protect the financial integrity and bond ratings of these utilities.</i></p>	95		Transit & Utilities
			Transit & Utilities Community Relations
			City Manager Finance Transit & Utilities
<p>Social Services</p> <p>Social Services Council</p> <p><i>Establish a Social Services Review Council</i></p> <p>• The Council would be composed of city appointees to regional groups dealing with human services issues. The group should meet at least quarterly, be staffed by the city Human Services Coordinator, and should be responsible for ensuring that the needs of city residents are met.</p>	96		Assistant City Manager
<p>New Resident Needs/Cultural Diversity</p> <p><i>Look at needs of new residents</i></p> <p>• Service planning in the city should recognize the sometimes unique needs of new residents, particularly those from non-English-speaking countries. Such residents should be represented on groups that have the task of shaping the city's future.</p>	97		Assistant City Manager

Recommendation	Number	Sections	Departments
<p>Continue County Contracts Continue current contracts with county agencies. • The quality and range of services that are now offered through county contracts is wide and extensive. Those contracts are based on the city's proportional share of the county population and budget for these services. The committee was convinced these services could not be provided in a more cost-effective manner. Current funding arrangements are advantageous to the city and insulate it from yearly fluctuations in the use of any one program, which would occur if payment were only for services actually used. In addition, the county plans to restructure its human service delivery system to make it more responsive and accessible.</p>	98		Assistant City Manager
<p>Monitor Contract Usage • City residents' use of these services should be continually monitored; the appropriate county agencies should provide city staff with specific information on the actual use of each service to enable the city to project its needs more accurately.</p>	99		Assistant City Manager
Transportation			
<p>University Drive—New • Among the initial charges to CUB should be a master plan for redirection of University Drive.</p>	100	Economic Development* Land Use	Public Works Community Development & Planning
<p>Traffic Arteries/Plan • The city should respond to the realities of the present. The city should develop master plans for its major traffic arteries, for safe pedestrian movement, for use of greenways as alternative modes of travel, and for the potential extension of Metrorail.</p>	101	Economic Development* Land Use	Public Works Community Development & Planning
<p>Regional Projects • Encourage and endorse Fairfax County highway improvements, such as the Fairfax County Parkway, and transit enhancements, such as expanded bus and rail service and encourage car pooling.</p>	102	Land Use	Public Works Community Development & Planning Transit & Utilities
<p>West/East Bypasses • Work with the county to complete western and eastern bypasses: connecting Waples Mill Road to Jermantown Road preferably north of Route 66, extending Shirley Gate Road south to the Fairfax County Parkway, and extending Pickett Road south to Braddock Road.</p>	103	Land Use	Public Works Community Development & Planning

Recommendation	Number	Sections	Departments
Directional Signs • Install clear and properly located signs to indicate that local traffic should stay on routes through the city and that other traffic should use the designated bypasses.	104		Public Works
Safe/Efficient Roadways • Ensure that roadways are safe and that they support transit and other multi-occupant vehicles.	105		Public Works
Arterials/Pedestrian Safety • Examine arterial roadway segments by schools, churches, parks, and shopping centers to improve pedestrian and vehicle safety.	106		Public Works
Bus Priority/Lee Highway • Examine options for giving priority to buses and emergency vehicles along Lee Highway (such as exclusive right lanes) as well as for alternatively powered vehicles and personal rapid transit.	107	Public Facilities	Public Works Transit & Utilities Fire & Rescue Police
Construct Bypasses • Continue efforts to construct (or promote the construction of) city bypass routes and to divert through traffic from the city.	108	Environment	Public Works
Downtown Traffic Impact • Evaluate the downtown area to find ways to eliminate or minimize existing ill effects.	109	Land Use	Community Development & Planning Public Works Police Fire & Rescue
Extend North Street • On the east side of downtown, consider extending North Street to the east end of University Plaza Shopping Center and, if and when possible, through the south end of the Farr tract. Extending the street grid eastward would generate a better pattern for downtown traffic; increasing the size of Old Town would enhance its viability.	110	Land Use	Community Development & Planning Public Works
On-Street Parking • Increase on-street parking and build parking structures that fit into the visual aesthetics of the area.	111	Land Use	Community Development & Planning Public Works
Old Town Pedestrian Safety • Reduce traffic speeds and make Old Town a pedestrian-friendly district. A shopping area without shoppers makes no sense, and shoppers will not come unless they feel safe.	112	Land Use Economic Development	Public Works Community Development & Planning Economic Development
Four-Way Stops • Place four-way stops at critical downtown intersections to allow pedestrians to cross the streets safely.	113	Land Use	Public Works Community Development & Planning
Delete Ratcliffe Road • The proposed Ratcliffe Road extension is inconsistent with the committee's vision of the city's future. It should be deleted from the Comprehensive Plan.	114	Land Use	Public Works Community Development & Planning

Recommendation	Number	Sections	Departments
<p>Business Area Access • Work with the business community to improve the access to and egress from business areas that have highly congested entrances and exits (e.g., the Fairfax Circle shops and the Pickett Road Shopping Center).</p>	115	Economic Development Land Use	Public Works Economic Development Community Development & Planning
<p>Improve Signal Controls • Review the city's signal control systems to take advantage of the most recent electronic technologies that are more responsive to "real-time" traffic conditions.</p>	116		Public Works
<p>Fairfax County Signals • Encourage Fairfax County to expedite the computerization of its signal system and coordinate the city's traffic control system with that of the county.</p>	117		Public Works
<p>Strict Traffic Laws • Enforce traffic laws strictly during all times of the day and night, particularly during rush hour periods and educate highway users of traffic laws.</p>	118		Police Community Relations
<p>Transit Scheduling • Improve public transit services through schedule improvements, better coordinated bus-rail and bus-bus connections, and more frequent bus service.</p>	119		Transit & Utilities
<p>Bus Shelters/info • Make bus service more convenient and attractive by installing covered bus shelters and posting bus system information at bus stops.</p>	120		Transit & Utilities
<p>Employer Transit Subsidies • Encourage businesses to provide tax-free transit subsidies to their employees.</p>	121	Economic Development	Transit & Utilities Economic Development
<p>Augment CUE/GMU • Build on the past success of CUE service to George Mason University by augmenting the schedule to coincide better with evening classes and Sunday library hours at the university. Both the city and the university should market the various transit alternatives and routinely survey existing and potential customers ascertain their needs and preferences.</p>	122	Education	Transit & Utilities Economic Development Community Relations
<p>Improve Sidewalks • Fairfax should be made more walkable by a system of sidewalks and curbs, gutters, and crosswalks designed to make trips on foot a practical, pleasant, and safe option.</p>	123		Public Works Community Development & Planning
<p>Safe Bus Stops • Review bus stops and accompanying crosswalks to ensure that they are in the safest locations. In particular, examine the Route 50 corridor, Fairfax Circle, and the access to the city's recently opened Trail Connector.</p>	124		Public Works Community Development & Planning Transit & Utilities

Recommendation	Number	Sections	Departments
<p>City Trails/Transit • Link residential areas to transit by expanding a city-wide system of trails.</p>	125	Recreation Transit & Utilities	Public Works Community Development & Planning Parks & Recreation
<p>Solicit Public Views • Give residents, civic and business leaders the opportunity to present their ideas on transportation improvements, especially short-term, low-cost items. Establish a process for expeditious evaluation and action on these suggestions by the city staff and the City Council.</p>	126		Community Relations Public Works Community Development & Planning
<p>Transportation Statistics • Develop independent, accurate, and current traffic and transportation statistics for transportation planning.</p>	127		Public Works
<p>Intelligent Vehicle Highway • Implement appropriate elements of the Intelligent Vehicle Highway System. Obtain funding available in the Intermodal Surface Transportation Efficiency Act of 1991 for planning, technical assistance, operations testing, and demonstration activities.</p>	128		Public Works
<p>Light Rail/Personal Vehicles • Consider personal rapid transit or light rail systems as an alternative to automobile travel. The city and George Mason University should consider these systems for moving students on campus, and for transporting residents and other users to business areas, along residential collector streets, and to Metro.</p>	129	Education	Public Works Community Development & Planning
<p>Electric Vehicles • Work with the Advanced Research Projects Agency and private companies to pilot electric vehicles in a suburban environment.</p>	130		Public Works
<p>Telecommuting Center • Explore establishing an "off-site" Federal Telecommuting Center where federal employees who live in central Fairfax could work on a temporary or part-time basis and have electronic communication with their offices. Such facilities would reduce travel time and commuter traffic and would increase office occupancy in the city.</p>	131	Land Use	Community Development & Planning
<p>CUE Outside the City • Study the feasibility of expanding the CUE bus route to include the Northern Virginia Community College's Annendale Campus and other business locations within the area.</p>	132	Education/ University-College*	
<p>Alternate Transportation • Begin a joint effort to study alternative forms of transportation, e.g., electric cars, people movers (Taxi 2000) to connect George Mason University, Northern Virginia Community College, Old Town Fairfax and the Vienna Metro Station.</p>	133	Transportation	

Recommendation	Number	Sections	Departments
<p>Transit/Car Pools Education Campaign • Support efforts to adopt an Intermodal transportation philosophy and encourage the use of transit and car pools.</p>	134	Environment Transportation	Public Works Transit & Utilities
<p>Total Accessibility—All Areas • All areas of the city must provide total mobility for all residents and visitors, including pedestrians, with safety as the number one priority. The next Capital Improvement Plan budget should include provisions for implementing this approach to transportation. Where safety is an issue, mobility should be implemented without assessing homeowners for the cost.</p>	135	Community Appearance*	Public Works Community Development & Planning
<p>Direction Signs Plan • A proper plan for direction signs throughout the area should be developed and implemented.</p>	135	Community Appearance*	Public Works Community Development & Planning

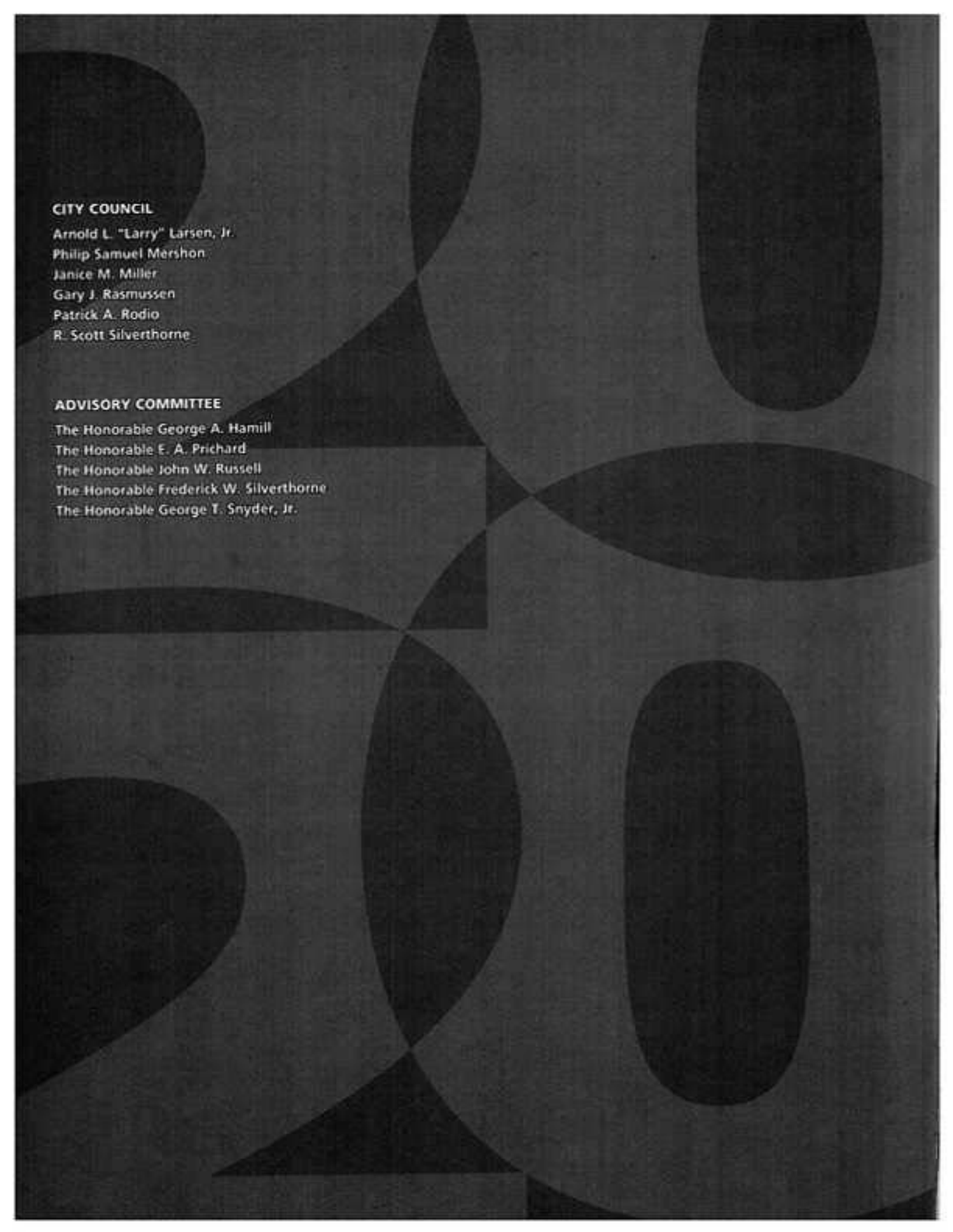
* Originating Committee

Tradition With Vision



2020 Commission Report
City of Fairfax, Virginia





CITY COUNCIL

Arnold L. "Larry" Larsen, Jr.
Philip Samuel Mershon
Janice M. Miller
Gary J. Rasmussen
Patrick A. Rodio
R. Scott Silverthorne

ADVISORY COMMITTEE

The Honorable George A. Hamill
The Honorable E. A. Prichard
The Honorable John W. Russell
The Honorable Frederick W. Silverthorne
The Honorable George T. Snyder, Jr.

Tradition With Vision

Each of the twelve 2020 Commission committees prepared reports on the group's vision, findings and recommendations. *Tradition With Vision* combines into one integrated document the twelve individual executive summaries of the committees' reports.

3 LETTER FROM THE MAYOR

5 MESSAGE FROM THE CHAIRMAN

6 ECONOMIC DEVELOPMENT COMMITTEE

The City of Fairfax must provide entrepreneurial leadership for the city's current strong business climate to continue into the 21st century.

8 LAND USE COMMITTEE

The City of Fairfax should be an exceptional place. Its town-like character will continue to make the city a uniquely attractive place to live, work, and visit; distinguish it from the surrounding suburbs; should promote a sense of community; and provide an attractive appearance and appealing mix and scale of development.

10 TRANSPORTATION COMMITTEE

The transportation network and facilities should support and enhance the small town character of the city. Transportation should be provided in an effective and efficient manner through a variety of methods — walking, bicycling, transit, light rail, highway, etc. Highway traffic that does not benefit the city should have access to bypasses around the city.

14 GMU, CITY OF FAIRFAX, NVCC COMMITTEE

The City of Fairfax, George Mason University and Northern Virginia Community College will organize in a new spirit of cooperation to form a seamless, world-class community. Three independent, self-sustaining communities, each with a unique mission, complementary facilities and capabilities will come to appreciate the impact of cooperation. The city will lead the embodiment of this new paradigm forged through innovative strategies so that all citizens will receive services and benefits beyond those possible independently.

17 ENVIRONMENT COMMITTEE

Fairfax should be a city in which human activities are integrated into the natural environment in such a way that both are accommodated. It should be a city in which the residents have clean air to breathe and clean water to drink; in which residents are not exposed to undue risk from pollutants and other environmental hazards; and in which residents have the opportunity to enjoy their natural surroundings.

19 COMMUNITY APPEARANCE COMMITTEE

The City of Fairfax should be a more distinctive, more beautiful, and more livable community than any other. We must enhance distinctive community features for our residents and embellish tourism. We must preserve our city's heritage by maintaining a sense of place.

21 HOUSING COMMITTEE

The City of Fairfax must have a blueprint for its housing future that preserves the quality of life in the city and that maintains the character of the community into the next century.

24 EDUCATION COMMITTEE

The City of Fairfax should have a long-term plan for schools, moving beyond day-to-day concerns to address the challenges confronting schools for the next two decades.

27 SOCIAL SERVICES COMMITTEE

The City of Fairfax should be a community that provides for the well being of its children, youth, adults, and elderly so that it is a viable, vibrant place in which to live.

**29 PARKS, RECREATION, CULTURE,
AND HISTORIC RESOURCES COMMITTEE**

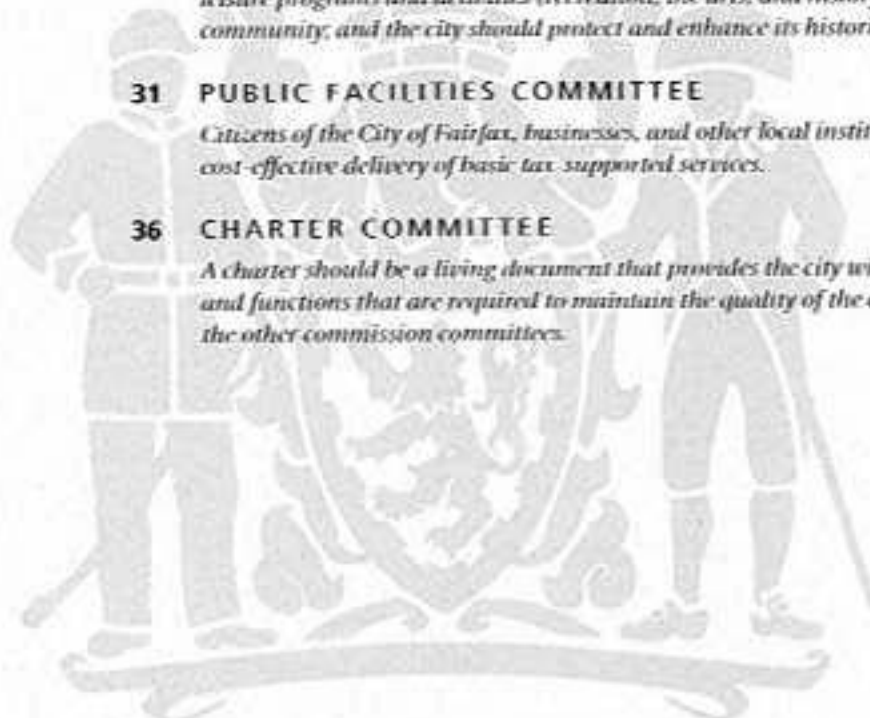
The City of Fairfax should provide physical and social connections through a comprehensive system of parks, trails, and open space; it should offer a variety of leisure programs and activities (recreation, the arts, and history) for all ages in the community; and the city should protect and enhance its historic resources.

31 PUBLIC FACILITIES COMMITTEE

Citizens of the City of Fairfax, businesses, and other local institutions expect and deserve cost-effective delivery of basic tax-supported services.

36 CHARTER COMMITTEE

A charter should be a living document that provides the city with the governance structure and functions that are required to maintain the quality of the city as envisioned by each of the other commission committees.



Developing a Vision for the Future

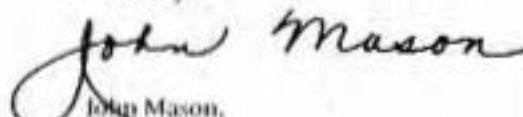


The City of Fairfax is at the geographical, historical, and cultural crossroads of Northern Virginia. Within our six square miles and 20,000 population, we have a \$1.8 billion annual economy, resulting in our city being the highest per capita contributor to the Virginia sales tax of any jurisdiction in the Commonwealth. We provide extraordinary city services at one of the lowest tax rates in the Washington region. This has resulted in the "best small city in Virginia" – a community with pride in its accomplishments, a sense of history, and a great place to raise a family.

We are also at a crossroad in our experience as a city. Conditions are changing and we must not be complacent. As we look to the 21st Century, we must take stock, develop a vision for the future, and identify the directions that we should be taking. That's what this 2020 Commission report is all about – the roads we as a community will take toward the future. I commend *Tradition With Vision* to you. It is thoughtful, exciting, and visionary. It will become the framework for our actions into the next century.

On behalf of the City Council, our thanks to Chairman Lestrin and the entire Fairfax 2020 Commission for an outstanding report. We commit ourselves to pursuing its implementation!

Sincerely,


John Mason,
Mayor

Resolution No. R-92-22 Establishing a Fairfax 2020 Commission

WHEREAS, the City of Fairfax is almost two hundred years old as a community and over thirty years old as a city; and

WHEREAS, the city has changed significantly in the last decade, with a stabilized residential population, an expanded business base, a growing and nationally recognized university adjacent to it, and an aging infrastructure; and

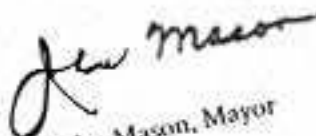
WHEREAS, a community's goals and needs evolve over time; and

WHEREAS, we must now look forward to the 21st Century;

NOW, THEREFORE, BE IT RESOLVED that a Fairfax 2020 Commission is hereby established for the purpose of developing a broad-based community consensus on the city's goals and their supporting strategies for implementation that the City of Fairfax should follow into the next century.

BE IT FURTHER RESOLVED that said Commission shall be composed of at least fifty members, representing all segments of the community; membership to be based on volunteers appointed collectively by Council; with the chairman to be appointed by the Mayor with the concurrence of Council.

ADOPTED this 9th day of June, 1992.


John Mason, Mayor



Message From The Chairman



Some thirty years ago Fairfax community leaders took bold steps to create the City of Fairfax from a small, rural village. Their hard work and foresight has served us all very well indeed. However, if we are to maintain and improve the quality of life that they envisioned for this community, we must take a hard look at the bold steps that must be taken in the future. Without question, every resident wants to live in the best possible place— with clean air, clean water, a low crime rate, good and abundant health-care, and a good, responsive local government. That is what this report is all about!

I'm sure you have heard the old saying, "The only certainty in life is death and taxes." But I submit to you there is another certainty, and that is "change." No one can stop change, and it will come no matter what we do. The trick is to guide it. Unmanaged change can very easily lead to chaos, which we don't want for our city; but managed, well-planned change has a high probability of providing the high quality of life we seek for our fine community.

The City of Fairfax faces a real challenge concerning its changing conditions, primarily due to its aging. The aging of our city's population, infrastructure, housing, public schools, and business corridors poses serious problems that need to be solved in the immediate future. The City Council is working very hard to resolve the city's week-to-week, month-to-month, and year-to-year problems and needs; it hardly has the quality time necessary to deal constructively with long range issues. These issues must be addressed if Fairfax is to compete successfully with its neighboring communities. This is why the mayor and city council members created the Fairfax 2020 Commission.

The mission of the 2020 Commission was to develop a set of overarching advisory recommendations for City Council consideration, recommendations to carry this city into the next century. These recommendations were developed with the intention of influencing the city's Comprehensive Plan.

The City Council's resolution called for a 2020 Commission of at least fifty members. The response was so great that in just a few weeks its volunteer membership reached 112. These 112 volunteers were divided into twelve committees based on their areas of interest. The talent, expertise, dedication, and hard work of the 2020 committee chairs and volunteers were fantastic. Most of the committees met at least once a month, with some having several work sessions a month. Every resident and business owner owes a deep debt of gratitude to the 2020 Commission members. I cannot thank them enough for the excellent service they have provided to me as Chair of the 2020 Commission and to the future of the City of Fairfax. I know you will be pleased with the sincere thought, imagination, and foresight of each committee's findings and recommendations. I highly commend them to you.

The worst thing that could happen to this report (and its recommendations) is that it be left on a shelf somewhere, forgotten and collecting dust. The twelve committee chairs, their volunteer members, and I will not let that happen. The recommendations of each committee are serious, well-thought-out and extremely important to the future of the City of Fairfax. We intend to press these recommendations forward through the City Council. We also urge that the issues contained in this report be central to the campaigns of future candidates for City Council. Public debates on this report's recommendations— both supporting and opposing— will be healthy for the future of our community. Such debates will be a great help to the city's voters, the final arbitrators in deciding the future of the City of Fairfax.

A handwritten signature in cursive script that reads "Dale Lestina".

Dale Lestina, Chair

City of Fairfax 2020 Commission

Entrepreneurial Leadership for a Livable City

Vision

The City of Fairfax must provide entrepreneurial leadership for the city's current strong business climate to continue into the 21st century.

Findings

As the population and economic centers of Northern Virginia moved west, the City of Fairfax grew from a sleepy community to a major economic hub (Figure 1.1). Because that center continues to shift, proactive measures are warranted to retain and broaden the city's economic strength so that citizens and business leaders continue to enjoy the quality of life that they have come to expect. Five strategic subject areas are identified for the city to initiate its economic development leadership efforts.

ECONOMIC ACTIVITY

The city's economic core has traditionally been small retail firms. As Figure 1.2 shows, per capita retail sales in the city far outstrip those of any other Virginia community and represent a significant portion of city tax revenue. The westward economic shift demands that this retail core be the focus of active city leadership so it remains a vital part of our economy.

GEORGE MASON UNIVERSITY

George Mason University is the city's strongest and biggest "business," with a potential billion-dollar impact on the local economy and a student population projected to grow beyond 30,000 early in the 21st century. The city must develop a partnership with the university to identify and realize mutual goals.

CONTINUITY

The City of Fairfax must retain continuity, both to maintain and improve its economic base and to retain its small town look and feel. It must build on its strong historic sense, while adjusting to present realities and planning for the future.

ECONOMIC INFRASTRUCTURE

Commercial property in the city is not well suited for long-term economic growth. Much of the land is subdivided into plots too small for viable redevelopment. Many

Committee Members

Allen Griffith
Chair
Herb Aman
Gene Alfred
Johnson Edosomwan
Marilyn Farrish
Jeff Greenfield
Hollis Mershon
Doug Natal
Nick Rasmussen
Ellie Schmidt
Keith Sovine
Alan Swinger
David Todd
Verne Tuninga



buildings are old and unattractive. In some situations, floodplains pose problems for development; in others, problems of access or parking limit potential uses.

QUALITY OF LIFE

A high quality of life (such as is enjoyed in the City of Fairfax), incorporating services to all its citizens, yields strong business and residential sectors. In addition to providing traditional services, such as a first-class education system, the city should take a leadership role in providing nontraditional services, especially those services that will help small firms locate and prosper in the city.

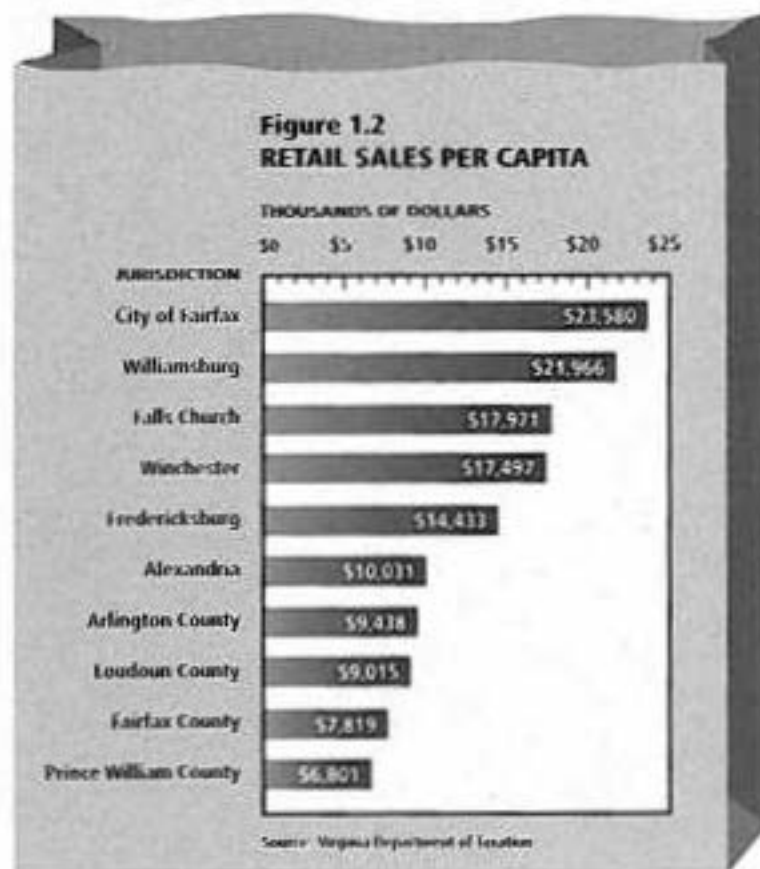
Recommendations

ECONOMIC ACTIVITY

To retain the retail core that is critical to the community—and to create an environment in which business establishments are viewed as customers of the city—the city should provide for business development planning, negotiating and implementing activities that will ensure a strong, long-term economic base. A recently released report entitled *Retail Market Assessment and Commercial Area Enhancement Strategy* by HyettPalma, marketing consultants, is commended as an excellent starting point for these activities.

GEORGE MASON UNIVERSITY

As a first step in developing a solid partnership with George Mason University, the City-University-Business Committee should be rechartered to develop stronger relationships among the partners. Among the initial charges to this group should be a master plan for the redirection of University Drive, the redesign of the university entrance, and long-term land use between School Street and that entrance. This group should also pursue the joint development of a conference/retreat center in the city, as well as other means to enhance economic ties between the city (especially Old Town) and the university.



CONTINUITY

- The city should build on its sense of history. It should exploit its ability to be a safe, historic, well-situated community for travelers from around the world. Recent developments underscore the long-term advantage of leadership in this area. Both the District of Columbia and the site of the proposed Disney development are 15 minutes from Route 123. The city is literally in the center of area attractions, and can only benefit from emphasizing that fact.

- The city should respond to the realities of the present. The city should develop master plans for its major traffic arteries, for safe pedestrian movement, for use of greenways as alternative modes of travel, and for the potential extension of Metrorail.

- The city should be planning for the future. It should encourage the "global village" by developing interlocking plans to make optimum use of technology. The first step should be a task force to work on installing interactive computer networks among city schools, businesses, homes, and George Mason University.

ECONOMIC INFRASTRUCTURE

Starting with the Route 29 corridor, and using the Charlottesville, Virginia, Economic Development Authority as a model, the city should assume a high-profile leadership position to redevelop select properties that will serve as a catalyst around which further major redevelopment activities can occur.

QUALITY OF LIFE

The City of Fairfax should encourage the economic health that contributes to the high quality of life enjoyed by its residents. It should act as a "broker" to help small firms obtain desired services, such as health benefits, at reasonable cost. The city should also establish business development funds, nurturing services (in cooperation with the George Mason University Small Business Development Center), and/or tax incentives to encourage desired economic activity.

An Exceptional Place to Live, Work, and Visit

Vision

The City of Fairfax should be an exceptional place. Its town-like character will continue to make the city a uniquely attractive place to live, work, and visit; distinguish it from the surrounding suburbs; promote a sense of community; and provide an attractive appearance and appealing mix and scale of development.

Committee Members

The Land Use Committee members represented several neighborhoods in the City, the historic district, and businesses.

Tom Huggard
Co-chair

Mike Mattheisen
Co-chair

Paul Cunningham

Patricia Fabio

Art Foster

Frank Frantz

Jim Gowan

James McKeever

Barry Plott

Findings

Every part of the city contributes to the character of the City of Fairfax, and every part should receive careful attention. Although a shared identity unites the city, considerable variety within the city is important to its social and economic vitality. There should be a balance among these areas, and no area should predominate or overwhelm any other area. The areas should have transitions that tie them together, rather than barriers that separate them.

To attract visitors and maintain a positive identity, the city should be a destination, rather than a place that people pass through. Toward this end, the city should serve an economic, social, cultural, and recreational function that is locally oriented, reaching beyond the city limits.

Although the committee has made specific recommendations for accomplishing general goals, it recognizes there is a wealth of possibilities in how the City of Fairfax reaches these goals.

Recommendations

TOWN IDENTITY

The City of Fairfax should preserve and develop its town-like character, as distinguished from surrounding suburban development.

- Enhance the general appearance, regulate the mix of land uses and scale of development, as well as the land use composition and attributes of the city.
- Consider applying neotraditional principles and techniques, modeled on presubdivision-type development, to redevelopment and new development in the city. For example, any additional development should be pedestrian oriented, moderate in scale (neither high rise nor low-density), and of a vernacular architectural style. It should also favor mixed uses, grid-type street patterns, on-street parking, and off-street parking only in the rear of buildings.
- Encourage small businesses that are of an appropriate scale to maintain a town character.

- Prevent and reverse the deterioration of existing residential and commercial development.
- Enforce code and permit requirements vigorously to promote high-quality neighborhoods and commercial areas.
- Take positive steps to assist in maintaining, repairing, and improving existing development. Public investment will preserve and improve the city and encourage private investment. An innovative example is the Housing Committee's recommendation for the city to broker bulk purchases and to offer financing for improvements to existing communities.

VARIETY AND COHESION

Give careful attention to all parts of the city, each distinct neighborhood and commercial district, and to the transition zones between.

Each distinct area should have a land use plan; appropriate policies, strategies and recommendations should be developed for each area. This work would recognize the differences and needs of each area, and would ensure that each is recognized individually.

A variety of residential neighborhoods add character



Office buildings offer economy-enhancing small businesses a variety of flexible work spaces



ACCESSIBILITY AND POSITIVE IDENTITY

Make the City of Fairfax a destination, rather than a place that people pass through on their way to some other place.

- Develop the city's substantial open spaces into a transportation and recreation network that provides a variety of active uses. For example, the city's open space network could provide miles of safe, convenient, and attractive hiking and cycling trails for children and adults to get to stores, schools, other neighborhoods, libraries, etc. In addition to trails, active uses could include small restaurants, a petting zoo, a merry-go-round, other children's activities, an amphitheater, formal gardens, etc.

This network would tie the city together by creating functional linkages between different areas of the city. It would provide an important recreational amenity to residents and visitors. Furthermore, it would reinforce the housing market, help maintain property values and household income levels, and encourage individual investment.

- Redevelop Fairfax Circle and Kamp Washington as commercial focal points and gateways to the city. Redeveloping these sectors would improve the appearance and economic vitality of the Circle and Kamp Washington and of the city in general and would provide an opportunity for mixed-use development.

- Sponsor an annual cultural festival at Fairfax Circle. This festival would attract visitors and would promote the Circle as a distinct commercial area.

- Enlarge the downtown area to have more residential, retail, and office development. This expansion would improve its appearance, attract visitors, provide a greater variety of uses, and promote increased economic activity.

- Provide structured parking in the Old Town Fairfax area; use existing parking surfaces for new development and for public spaces and amenities. New parking facilities would improve the city's

appearance, attract visitors, provide a greater variety of uses, and promote greater economic activity downtown.

- Create a symbiotic relationship with George Mason University. Develop, however, a strategy for the downtown area that does not rely solely on the presence of the University.

- Pursue historic preservation; expand historic preservation to include buildings and areas outside of the city center. Historic preservation gives the city a distinctive identity and is an important factor in making the City of Fairfax an interesting and attractive place to live, work, and visit.

COMMUNITY LAND USE EDUCATION

Inform residents about land use issues, plans, and opportunities. Mail to all households an "executive summary" that describes, explains, and illustrates the city's existing conditions (major ownership and use patterns, for example) and current land use plans and proposals. Such information would foster greater political consensus and support for plans and actions. It would also encourage citizen participation in community affairs and generate more feedback about plans. Finally, well-informed residents would have an increased sense of community and commitment to the city.



Historic treasures like the Ratchiffe-Albion House make Fairfax a destination

Support and Enhance the Small Town Character of the City

Vision

The transportation network and facilities should support and enhance the small town character of the city. Transportation should be provided in an effective and efficient manner through a variety of methods — walking, bicycling, transit, light rail, highway, etc. Highway traffic that does not benefit the city should have access to bypasses around the city.

Committee Members

Michael F. Trentacoste

Chair

Mark Anderson

Eugene Bovis

John De Omellis

Jesse Emerson

Frank Frantz

Mildred Henson

T.Q. Hutchinson

David Levy

Ann Powell

Sidney Steele

Findings

Over the years, residents have had a growing perception that automobile traffic congestion has spoiled the quality of life in the city. In a 1987 survey of residents, the Department of Community Development and Planning reported that transportation concerns were listed as four of the top nine problems facing the city:

- protecting neighborhoods from traffic;
- reducing traffic congestion;
- using city funds to finance county road projects; and
- improving public transportation.

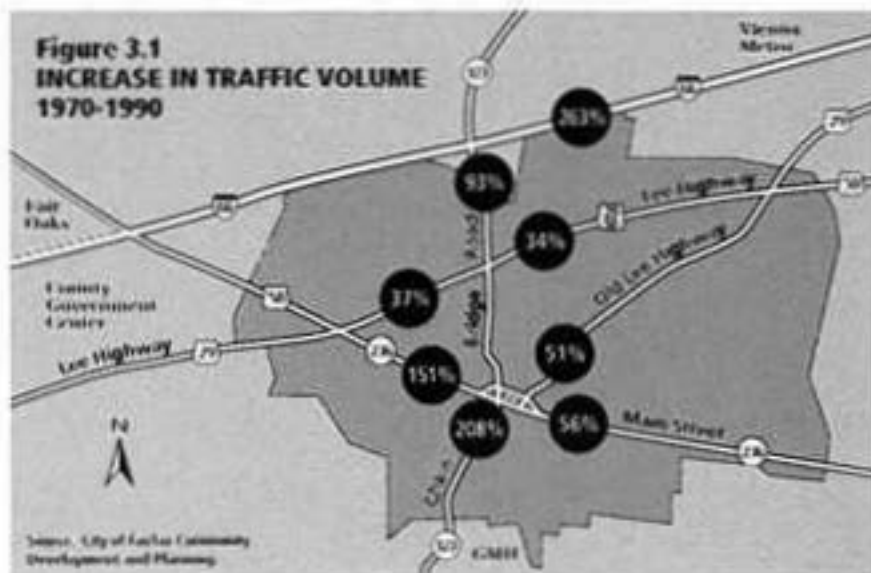
That report, and others, pointed to the worsening traffic situation in neighborhoods and its negative effects on both the residential quality of life and the character of the city.

The volume of traffic in the city has increased significantly. Between 1970 and 1990, traffic increased by over 50 percent on many key city streets, and by over 150 percent on the major east-west and north-south arteries (Figure 3.1). Traffic is projected to grow at comparable rates. Between 1985 and 2010, home-to-work trips and the number of automobiles in Northern Virginia are predicted to increase 80 percent and 88 percent, respectively (Figure 3.2). Without action by the city, traffic growth will become unacceptable.

A large part of the transportation challenge is associated with the high level of vehicle traffic that neither originates nor terminates in the city. Almost half of the traffic in the city passes through (Figure 3.3). To reduce this pass-through traffic, the city has moved in coordination with Fairfax County to establish road bypasses around the city. This is key to controlling increased highway transportation in the future.

In addition to coordinating its efforts with the county, the city has pursued non-highway transportation solutions. The CUE bus system provides the city with one of the most successful bus transit systems of any small city in the country. CUE bus ridership has increased over the years and has the potential for further increases, as traffic congestion worsens and transit service levels and passenger amenities are enhanced (Figure 3.4). Currently, although many residents carpool or use public transit, 72 percent still drive to work alone, as do most commuters to the city.

A majority view of the committee was that the city should not attempt to solve traffic congestion through an expanded highway system within the city. Such a course would simply attract additional through-traffic, resulting in a return to unacceptable congestion levels as traffic increases. Furthermore, the Washington, D.C., area has been classified as a non-attainment area for ozone under



the Clean Air Act Amendments of 1990. Failure to meet the required standards will result in the state and region losing significant federal transportation funds. Although physical infrastructure expansion is no longer a viable or desired solution to traffic congestion, certain technologies and information and communication services have the potential to improve existing traffic conditions. In particular, the Intelligent Vehicle Highway System (IVHS) presents tremendous opportunities. With this concept, information about the highway (traffic levels, accidents, road surface conditions, etc.) is used to control traffic operations and to inform drivers of traffic conditions and the use of alternative routes. An IVHS system can also be used to monitor, control, and inform the public of transit operations.

Recommendations

BUILD PARTNERSHIPS

Regional Projects

- Encourage and endorse Fairfax County highway improvements, such as the Fairfax County Parkway, and transit enhancements, such as expanded bus and rail service and encourage car pooling.

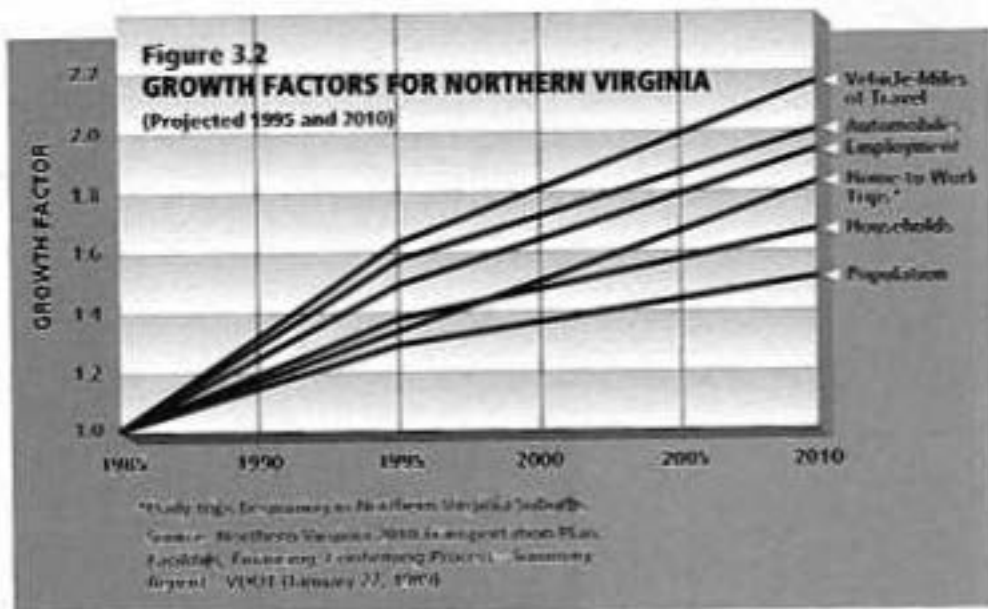
Bypasses

- Work with the county to complete western and eastern bypasses: connecting Waples Mill Road to Jermantown Road preferably north of Route 66, extending Shirley Gate Road south to the Fairfax County Parkway, and extending Pickett Road south to Braddock Road (Figure 3.5).
- Install clear and properly located signs to indicate that local traffic should stay on routes through the city and that other traffic should use the designated bypasses.

ENHANCE CURRENT TRANSPORTATION SERVICES

Important City Roadways

- Ensure that roadways are safe and that they support transit and other multi-occupant vehicles.
- Examine arterial roadway segments by schools, churches, parks, and shopping centers to improve pedestrian and vehicle safety.



- Examine options for giving priority to buses and emergency vehicles along Lee Highway (such as exclusive right lanes) as well as for alternatively powered vehicles and personal rapid transit.

Old Town Fairfax Traffic

Neither the character of Old Town Fairfax nor the quality of life in the surrounding areas should be sacrificed to improve traffic flow. Improving transit services and facilities for parking, bicycles, and pedestrians would serve the downtown transportation needs more effectively, enhance the viability of the area, and maintain the local character.

- Continue efforts to construct (or promote the construction of) city bypass routes and to divert through traffic from the city.
- Evaluate the downtown area to find ways to eliminate or minimize existing ill effects.
- On the east side of downtown, consider extending North Street to the east end of University Plaza Shopping Center and, if and when possible, through the south end of the Farr tract. Extending the street grid eastward would generate a better pattern for downtown traffic; increasing the size of Old Town would enhance its viability.
- Increase on-street parking and build parking structures that fit into the visual aesthetics of the area.
- Reduce traffic speeds and make Old Town a pedestrian-friendly district. A shopping area without shoppers makes no sense, and shoppers will not come unless they feel safe.

Figure 3.3
COMPOSITION OF CITY TRAFFIC

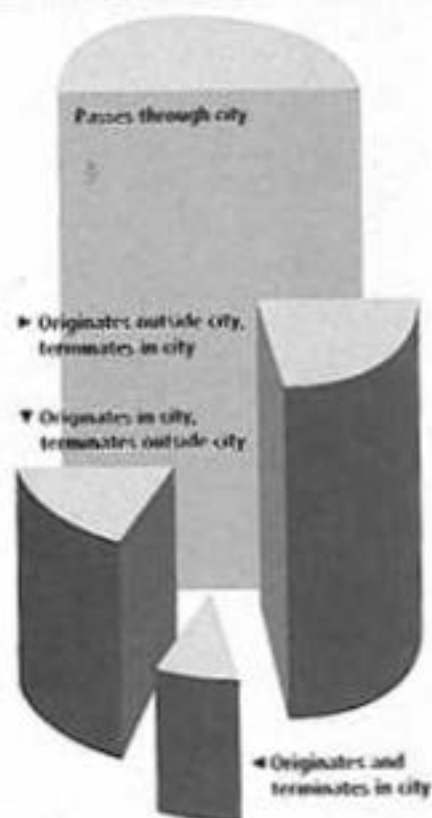
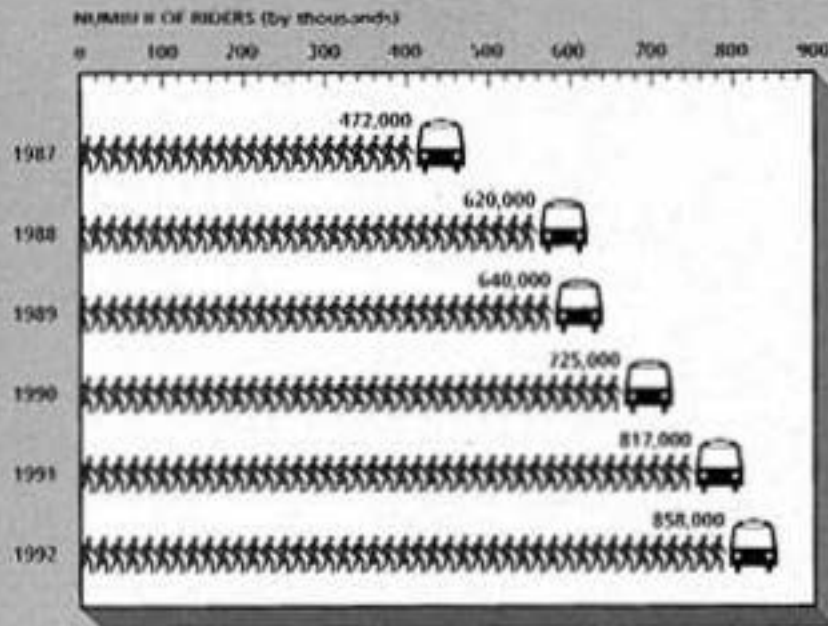


Figure 3.4
CUE BUS RIDERSHIP GROWING IN POPULARITY



Source: City of Fairfax, Department of Transit and Utilities

Public Transit Services

- Improve public transit services through schedule improvements, better coordinated bus-rail and bus-bus connections, and more frequent bus service.
- Make bus service more convenient and attractive by installing covered bus shelters and posting bus system information at bus stops.
- Encourage businesses to provide tax-free transit subsidies to their employees.
- Build on the past success of CUE service to George Mason University by augmenting the schedule to coincide better with evening classes and Sunday library hours at the university. Both the city and the university should market the various transit alternatives and routinely survey existing and potential customers to ascertain their needs and preferences.

- Place four-way stops at critical downtown intersections to allow pedestrians to cross the streets safely.
- The proposed Hatchliffe Road extension is inconsistent with the committee's vision of the city's future. It should be deleted from the Comprehensive Plan.

Business Access

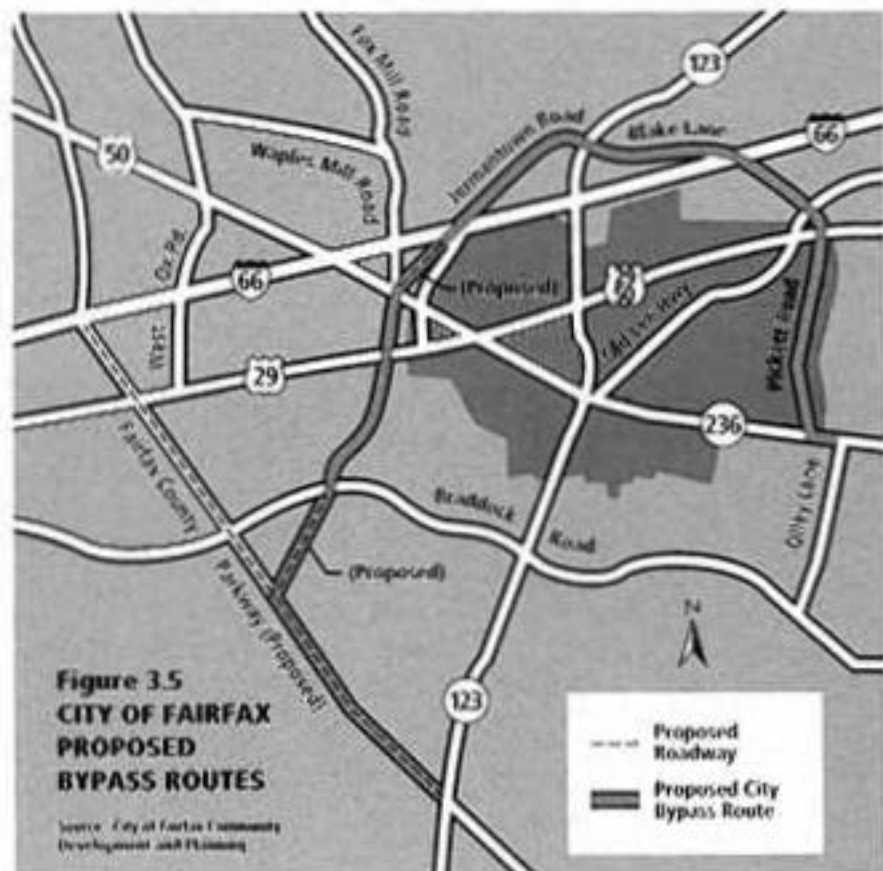
- Work with the business community to improve the access to and egress from business areas that have highly congested entrances and exits (e.g., the Fairfax Circle shops and the Pickett Road Shopping Center).

Traffic Signals

- Review the city's signal control systems to take advantage of the most recent electronic technologies that are more responsive to "real-time" traffic conditions.
- Encourage Fairfax County to expedite the computerization of its signal system and coordinate the city's traffic control system with that of the county.

Traffic Laws

- Enforce traffic laws strictly during all times of the day and night, particularly during rush hour periods and educate highway users of traffic laws.



Pedestrians and Bicycles

- Fairfax should be made more walkable by a system of sidewalks with curbs, gutters, and crosswalks designed to make trips on foot a practical, pleasant, and safe option.
- Review bus stops and accompanying crosswalks to ensure that they are in the safest locations. In particular, examine the Route 50 corridor, Fairfax Circle, and the access to the city's recently opened Trail Connector.
- Link residential areas to transit by expanding a city-wide system of trails.

Continuing Improvement Process

- Give residents, civic and business leaders the opportunity to present their ideas on transportation improvements, especially short-term, low-cost items. Establish a process for expeditious evaluation and action on these suggestions by the city staff and the City Council.
- Develop independent, accurate, and current traffic and transportation statistics for transportation planning.

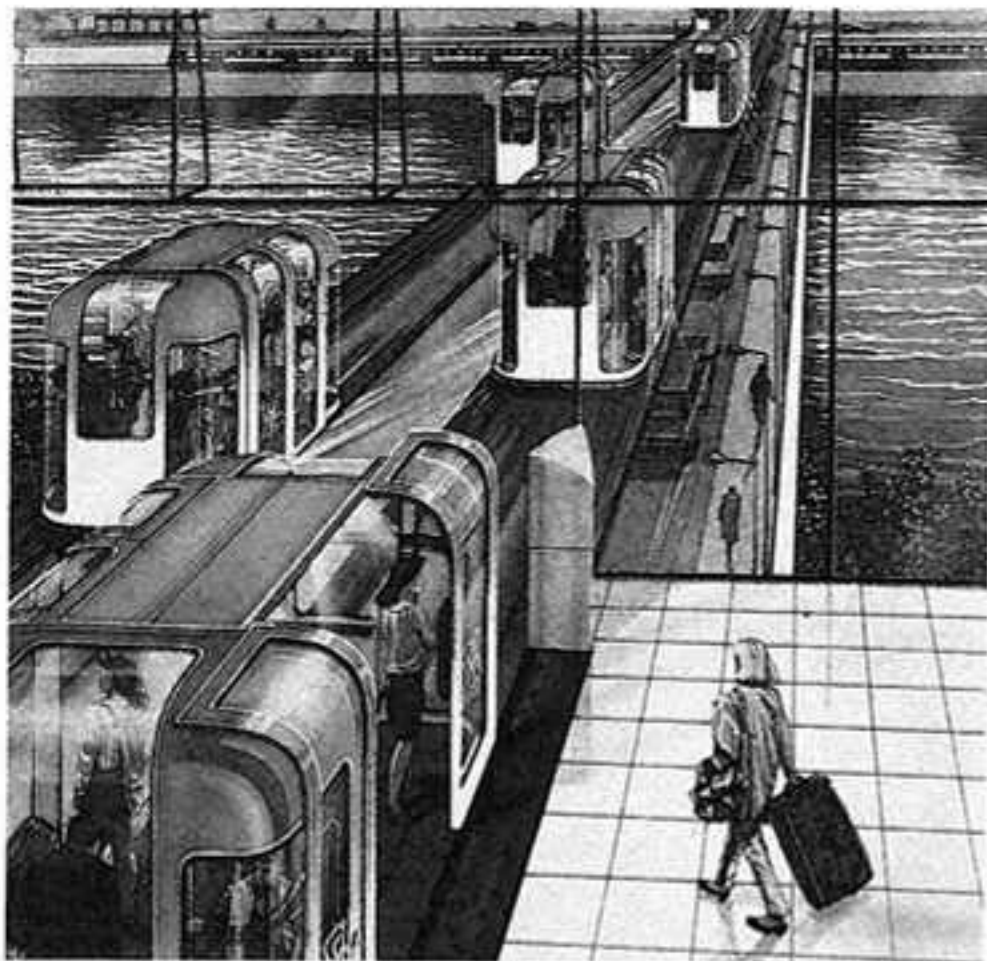
CAPITALIZE ON ALTERNATIVE TRANSPORTATION OPPORTUNITIES

Intelligent Vehicle Highway System

- Implement appropriate elements of the Intelligent Vehicle Highway System. Obtain funding available in the Intermodal Surface Transportation Efficiency Act of 1991 for planning, technical assistance, operations testing, and demonstration activities.

Fixed Guidelines and Personal Rapid Transit Systems

- Consider personal rapid transit or light rail systems as an alternative to automobile travel. The city and George Mason University should consider these systems for moving students on campus, and for transporting residents and other users to business areas, along residential collector streets, and to Metro.



Light rail systems are smart alternatives to automobiles

Alternative Vehicles

- Work with the Advanced Research Projects Agency and private companies to pilot electric vehicles in a suburban environment.

Telecommuting

- Explore establishing an "off-site" Federal Telecommuting Center where federal employees who live in central Fairfax could work on a temporary or part-time basis and have electronic communication with their offices. Such facilities would reduce travel time and commuter traffic and would increase office occupancy in the city.

A Seamless World-Class Community

Vision

The City of Fairfax, George Mason University and Northern Virginia Community College will organize in a new spirit of cooperation to form a seamless, world-class community. Three independent, self-sustaining communities, each with a unique mission, complementary facilities and capabilities will come to appreciate the impact of cooperation. The city will lead the embodiment of this new paradigm forged through innovative strategies so that all citizens will receive services and benefits beyond those possible independently.

Committee Members

Gary Bottorff

Chair

Ken Bumgarner

Lynette Farrell

Sharon Kirk

John Petersen

Mary Petersen

Ralph Rector

Edith Trott

GMU Faculty Consultants

Terrance Ryan

William Rifkin

Findings

The resources of the university communities (Figures 4.1, 4.2) when coupled with those of the City of Fairfax, provide unlimited possibilities for the enhancement of services and the enrichment of life for citizens, students and faculties. The interdependence and increasing involvement between the city and GMU is inevitable. Only through cooperation can we optimize the services rendered to all citizens while minimizing potential negative impacts. NVCC has been included in the report, although it does not border on the city, because the committee believes the college (particularly the Annandale campus) represents an untapped resource. Further, the missions of these institutions are complementary; and cooperative agreements are already in place.

Obstacles to implementing the vision:

- The communities lack jointly coordinated executive level guidance and support.
- The City/University/Business Committee is viewed as an arm of the Fairfax City Council and has not achieved buy-in from other stakeholders.
- There is no common mission statement or long range strategy.
- There is no identifiable "captain" (staff liaison) to lead the charge.
- Insufficient appreciation on the part of all constituencies for the unique assets and complementary facilities and services of the other communities and for the potential impact on cooperation.

- Communications are poor at the grassroots level limiting participation by all communities in solving problems, addressing misunderstandings and concerns; i.e. infringement on tax base, services, infrastructure, quality of life, retail sales; transportation; lack of hometown atmosphere, etc.
- There is no organization to do hands-on joint planning and modeling to capture the imagination of the communities as to what is possible through cooperation.
- The business community has not marshalled its economic clout to attract the university/college customer.
- Few benchmarks for cooperation exist between town and gown.

The college community and the Fairfax community are natural partners



Recommendations

CREATE TWO-TIERED COORDINATING ORGANIZATION WITH GMU

- At the executive level, e.g. recommend the involvement of the Mayor of the City of Fairfax, the President of George Mason University and others, as appropriate, in quarterly meetings.
- At the staff level, e.g. recommend the current charter of the City/University/Business Committee be revised to insure joint agreement as to the missions and goals by all parties.
- Review the mission, advantages of NVCC to the community as a whole, and if appropriate, begin the process of full integration into the executive and staff organizations. Include in the Center of Excellence for Community Reinvestment.

CREATE A CITY MARKETING STRATEGY

- Take a leadership role in marketing the city as a valuable partner, fully committed to cooperation, e.g., recruit university and college faculty and students to serve as liaison to city boards and commissions, and as participants in civic associations, cultural and athletic events.
- Support the creation of a joint computer database (a mind bank) to capture the talents, skills and interest of volunteers from all three communities to allow for greater cross-fertilization.
- Establish a program to educate and inform the citizens of Fairfax about George Mason University and Northern Virginia Community College and how their participation in these communities is possible and beneficial.

SUPPORT CREATION OF JOINT CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT

- Create a center where all citizens (residents, faculty, students, alike) can come together for hands-on involvement in modeling a long-range vision.
- Create a city staff position to be liaison to the university communities. This person could also serve as the co-director of the

Center of Excellence for Community Reinvestment (paid through funded programs).

- Develop planning tools and computer-aided design and modeling programs (example Rock Hill, S.C.).
- Collect research on urban sustainability.
- Create a living laboratory for student involvement.
- Raise funds through grants, corporate sponsorship, government contracts, sale of research know-how.
- Solicit demonstration projects.
- Establish benchmarks and innovative programs to enhance town-gown relations.

PROJECTS UNDER CENTER OF EXCELLENCE FOR COMMUNITY REINVESTMENT LEADERSHIP:

Education

- Create a partnership and shared vision for the public school system, e.g., teacher preparation, curriculum development, drop-out prevention, computer training, a kid's college for weekend and summer programs.

- Establish a lifelong learning program that insures literacy in adults, supplements tutoring in schools, increases participation of residents, students, faculty in education activities of the other communities at group rates.

Transportation

- Study the feasibility of expanding the CUE Bus route to include the Northern Virginia Community College's Annandale Campus and other business locations within the area.
- Begin a joint effort to study alternative forms of transportation, e.g., electric cars, people movers (Taxi 2000) to connect George Mason University, Northern Virginia Community College, Old Town Fairfax and the Vienna Metro Station.

Telecommunication

- Provide the day-to-day management and coordination of the fiber-optic network with George Mason to include selling services to other communities.

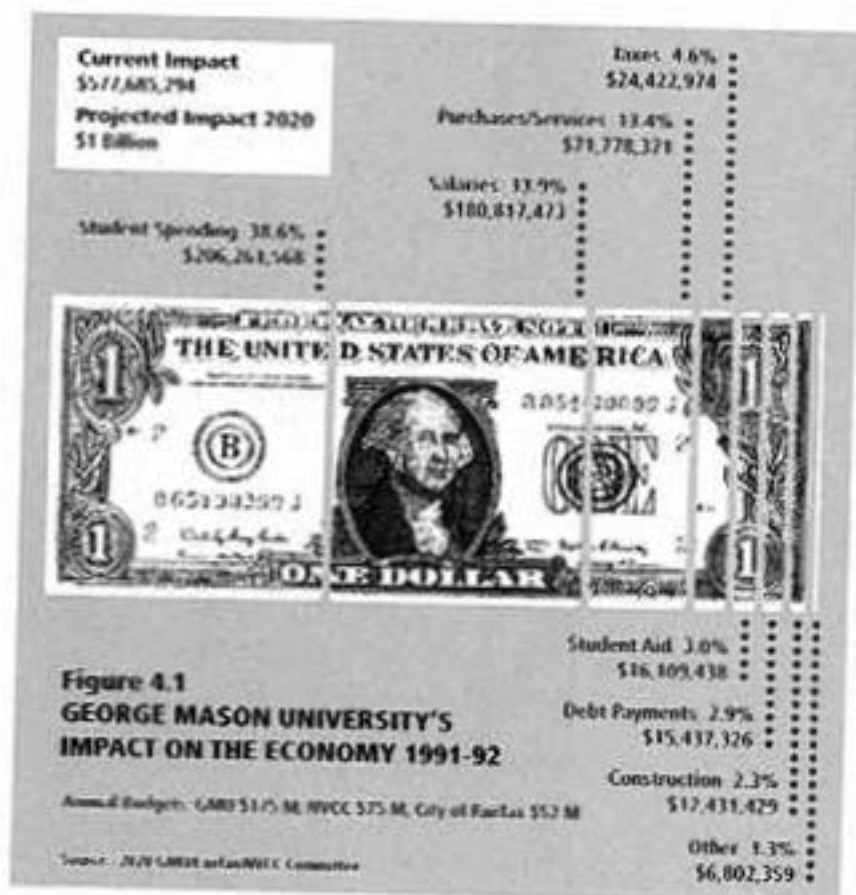


Figure 4.1
GEORGE MASON UNIVERSITY'S
IMPACT ON THE ECONOMY 1991-92

including the community college. (Note: Committee strongly supports full funding for design, planning and construction)

- Jointly plan and establish one or more Telecommuting Centers in the city.

Business and Recreation

- Jointly plan and develop a conference and retreat center, all-season Olympic swimming complex, community center and senior citizens' center, etc.

- Jointly sponsor a calendar of activities listing events in all communities plus the Chamber of Commerce, civic associations and others, as appropriate.

Social and Cultural Programs

- Jointly sponsor innovative programs that enhance the ties within the communities, e.g., block parties, street dances, Halloween parties, a jazz festival, multi-cultural and international days, joint school and university/college athletic

training, marathons and bicycle races, block seating for residents at university events, etc.

- Support the joint development of a 24-hour, 7-day a week child care facility at prices that allow residents and students greater participation in the education and cultural life of the communities.

Land Use

Working with the city's Economic Development Authority and George Mason's Urban Systems Engineering staff:

- Support Gateway Project—the development of a new University Drive. This project could demonstrate urban cooperation and begin the seamless community concept.
- Design and plan for the redevelopment of property bordering George Mason to conform to the high-density, mixed use desired by the city, and fully integrate into the Mason master plan complementing both communities; e.g., after acquiring large sections of land, design and cause to be built a colonial village with street level retail and residential space for faculty and/or students.
- Study and implement the concept of an "Intellectual Village" where faculty would be encouraged to live within city limits.
- Identify and jointly plan other needed facilities not required to be located on campus; e.g., a fraternity row.

Figure 4.2 GMU & NVCC FACILITIES

Institution	Entertainment	Cultural Arts	Sports	Conference Facilities	Other
George Mason University	10,000-seat arena, three student unions	2,000-seat Concert Hall, 500-seat Music Theatre, 150-seat TheatreSpace	115,000 sq ft indoor sports & recreation complex, gymnasium	Numerous for university uses	TV/radio station, Leases 46,000 sq ft in City of Fairfax
Northern Virginia Community College	Community and cultural arts center (Annandale)	520-seat theatre	Gymnasium	Numerous	TV station, cable/radio programming, Telecommunications Center

POPULATION IMPACT

Institution	Student Population	Projected 2020 Population	Faculty	Staff
George Mason University	21,000 credit students, all campuses, 18,000 commuters	32,000 credit students only	665 full-time, 449 part-time	1,077
Northern Virginia Community College	63,605 credit students, all campuses, 14,672 Annandale campus, 4,000 Extended Learning Institute, 21,470 Continuing Education Dept.	Approximately 1% per year increase	662 full-time, 905 part-time	558

CULTURAL IMPACT

Institution	Minority Students		Countries	Clubs	Centers/Institutes	Community Service
	All minorities	International				
George Mason University (all campuses)	4,066 (20.0%)	752 (3.6%)	83	100+	65	550,000+ annual participants
Northern Virginia Community College (all campuses)	4,251 (29.4%)	1,172 (21.6%)	152	65+ (only service or curriculum related)	7	150,000+ annual participants

QUALITY OF LIFE IN A HOMETOWN ATMOSPHERE

This model will sustain:

- A living laboratory for implementing new strategies, procedures and technology.
- Public-private partnerships.
- Public-public partnerships.
- A Center of Excellence for Community Reinvestment.
- A test bed for joint economically viable initiatives.
- A synergy of social and cultural enhancements.
- An innovative model for university/community college partnerships with urban communities.

Data from published sources, 1992

Environmental Leadership for a Livable City of Fairfax

Vision

Fairfax should be a city in which human activities are integrated into the natural environment in such a way that both are accommodated. It should be a city in which the residents have clean air to breathe and clean water to drink; in which residents are not exposed to undue risk from pollutants and other environmental hazards; and in which residents have the opportunity to enjoy their natural surroundings.

Committee Members

R. Christian Jones
Chair

William Wunderlich
Original Chair

Paula Bailey

Alan Messing

Douglas Pinkham

John Tate

William K. Vehrs

Allen Vojdani

Kevin Verburg

Findings

Fairfax government exercises considerable care in promoting a healthy environment for its citizens. It has one of the highest recycling rates in the Commonwealth of Virginia. The city has a stable supply of clean drinking water, and its domestic waste is treated to minimize pollution of the Potomac River and Chesapeake Bay. Fairfax has an ordinance designed to minimize land disturbance in the flood plain. Nonetheless, as with many suburban areas, significant environmental issues need to be recognized.

- Streams are affected by stormwater runoff, thoughtless dumping into storm sewers, road salts, and swimming pool chemicals.
- Most of the land has been developed, displacing native plants and animals, altering the landscape, and weakening the human connection with the natural world.
- The city is part of a metropolitan region that is considered in violation of Environmental Protection Agency standards for ozone. Steps are required on a regional basis to decrease the precursors of ozone created by the exhaust of automobiles and other internal combustion engines and by the evaporation of solvents.
- Indoor air may be contaminated by radon; solvents released from building materials, paints, upholstery, draperies, and wall coverings; pesticides; asbestos from old linoleum and insulation; lead

from flaking paint; and tobacco smoke. Other possible household environmental hazards include lead pipes and electromagnetic radiation.

- Tons of potentially recyclable trash such as cardboard, paper, and plastic containers are still sent to the Lorton incinerator or landfill.
- Residents use fossil fuel energy daily for heating, cooling, cooking, bathing, yard maintenance, transportation, and recreation. This contributes to a high standard of living but results in fossil fuel depletion, dependence on foreign oil, and release of "greenhouse" gases.
- An area of the city and adjacent Fairfax County is underlain by a deposit of petroleum that has leaked from a tank farm located in the city. The tank farm constitutes a continuing small, but hard to quantify, risk of catastrophic fire or explosion.

Recommendations

WATER QUALITY

Preserve stream corridors in a natural state.

- Retain all parkland and other land along streams.
- Restore native vegetation to streamside areas to promote and enhance stream quality.

Stream corridors should be restored to natural state



- Procure new parkland along streams and procure easements along streams on private land.

Control runoff from impervious areas as far upstream as possible.

- Requisite new developments to handle stormwater on-site.
- Identify and implement practices to decrease current impacts of urban runoff.

Initiate a long-term environmental monitoring program.

- Monitor stream fauna as an index of stream quality; coordinate this project with students from Fairfax High School and George Mason University.
- Compile data collected by other agencies on environmental quality within the city.

CITIZEN INVOLVEMENT

Conduct an aggressive program of citizen education and involvement.

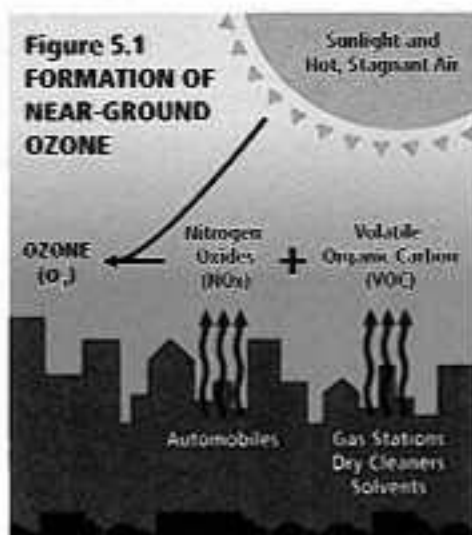
- Focus on preventing pollution and avoiding hazards.
- Develop a citizen's handbook on watershed protection.
- Develop workshops for the public and presentations to community associations.
- Develop and distribute brochures on avoiding hazards such as radon, lead paint, fumes from new building materials, and implement during air pollution alerts.
- Ask all businesses and homeowners to sign an "environmentally responsible neighbor" pledge.

Create a permanent environmental quality advisory committee with specific tasks.

- Provide a public forum for discussing environmental issues.
- Be a liaison to community associations, soil and water conservation districts, and other cooperative bodies.
- Advise the City Council on environmental issues.

Continue to improve a strong recycling program.

- Strive to increase the types of material collected in both drop-off and curbside recycling programs.
- Expand program to segments not already participating.



- Promote use of recycled materials in city operations.

ENVIRONMENTAL RESPONSIBILITY

Pursue options for relocating the tank farm.

- At the same time take appropriate measures to ensure that it functions in the safest and least polluting manner (that it is an "environmentally responsible neighbor").
- Ensure that results of state and federal audits and inspections, including the status of mandatory upgrades, be shared with the city and reviewed by community groups.
- Support efforts to remove oil from the underlying aquifer.

Support efforts to adopt an intermodal transportation philosophy and encourage the use of transit and car pools.

Encourage mixed use cluster development/redevelopment along transit corridors to minimize the use of single occupancy vehicles.

Cooperate with area jurisdictions in improving outdoor ambient air quality.

Acquire land and easements.

- Preserve wooded and environmentally sensitive lands as part of the review process for land development applications.
- Establish a trust fund into which funds and donations may be placed for future acquisition.

Construct stormwater management facilities to address existing problems.

- Consider what is required to minimize adverse impacts and to maximize benefits.
- Fund construction of the facilities by a bond issue.

Create a staff position for an environmental scientist or ecologist with specific tasks.

- Initiate education and citizen involvement programs.
- Advise the City Council and departments on environmental implications of city activities.
- Supervise environmental restoration projects.

Home and business owners must pledge to be environmentally responsible neighbors to preserve a healthy city



Preserving Our Heritage & Projecting Our Future

Vision

The City of Fairfax should be a more distinctive, more beautiful, and more livable community than any other. We must enhance distinctive features for our residents and embellish tourism. We must preserve our city's heritage by maintaining a sense of place.

Findings

The Community Appearance Plan draft of June 29, 1992, includes guide-lines for Old Town Fairfax, the Lee Highway corridor and the historic district. This plan has not been officially approved and was found to be lacking in some areas. It does not provide for citywide residential guidelines; there is no long-range plan for a pedestrian-friendly atmosphere; and it allows too many variances.

Entrances to the city are not designated and distinctive, and the plan does not address the issue of direction signs to points of interest or major destinations. Although certain areas in the city are unsightly or blighted, no funding is provided for beautification projects.

There is no coordinated urban forestry plan or comprehensive planting and landscaping plan for parks, schools, other public sites and rights-of-way.

Finally, the designation "Old Town" for the city's historic district is confusing, considering the other "Old Towns" in the area.

Recommendations

- The committee's revisions, corrections and additions to the Community Appearance Plan should be incorporated. A new section is proposed to enhance the quality of life and maintain the value of residential properties.
- All areas of the city must provide total mobility for all residents and visitors, including pedestrians, with safety as the number one priority. The next Capital Improvement Plan budget should include provisions for implementing this approach to transportation. Where safety is an issue, mobility should be implemented without assessing homeowners for the cost.
- A proper plan for direction signs throughout the area should be developed and implemented.
- Under a coordinated urban forestry plan, all forestry should be placed under the auspices of an arborist in the Public Works Department for maintenance and a continuous planting program. A comprehensive planting and landscaping plan should be developed for parks, public schools, public sites and rights-of-way, including wildflowers, grasses, and so on.

Committee Members

Rosa Lee Walker
Chair
Ingrid Annibale
Janice Cairns
Pam Carroll
Don Lederer
Charles Nern
James Offutt

*Distinctive, beautiful, livable . . .
Fairfax, a city with a sense of place*



Period light fixtures in the historic area are among the committee's Community Appearance Plan recommendations

- Fairfax High School parking fees should be negotiated to redirect them to the City of Fairfax for landscape design and plantings to improve the exterior aesthetics of city schools. The talents of horticulture students should be acknowledged through their participation in this activity.

- All entrances to the city should be designated in a distinctive manner. An appropriate identification might be bronze sculpted figures depicting historic characters, various lifestyles, and the arts, in a parklike setting. This theme could be carried out throughout the city.

- An endowment fund for beautification should be established.

- All utilities should be underground.

- Legislation should be revised to provide enforcement of proper maintenance of commercial and residential properties to eliminate unsightly or blighted properties.

- The four tax-exempt property and storage yards owned by Fairfax County, located in the city, are adjacent to residential neighborhoods and are zoned as residential districts. These 21.4 acres could be converted to 102 residential properties, with unlimited aesthetic appeal. We strongly urge city officials to negotiate with the county to relocate these storage yard facilities into their jurisdiction.

- The downtown area currently designated "Old Town" be renamed "Historic Fairfax."



Sculptures in a park-like setting should mark entrances of the city



A Place Where People Count

Vision

The City of Fairfax must have a blueprint for its housing future that preserves the quality of life in the city and that maintains the character of the community into the next century.

Committee Members

John Rust, Jr.
Chair

Hugh Conway

Carl Hemmer

Gail Martin

Findings

The housing boom after World War II shaped the character of the City of Fairfax. Of the city's 7,677 dwelling units, nearly 73 percent were built during the 1950s and 1960s. Because of the scarcity of undeveloped land within its borders, the city has not fully participated in the new home construction boom of the last 25 years. Therefore, the housing stock has aged, and some older buildings have developed characteristics of functional obsolescence. Housing values reflect that obsolescence. A house in the city has a median value of \$184,300, almost 14 percent less than the median value of county housing, \$213,800.

The lack of new construction has eliminated many possible home buyers, including families with children who are seeking larger homes, more amenities, or simply new construction. In addition, the housing stock has not changed to reflect the aging of the city's population. There is little or no single-level housing or high-quality rental housing suitable for older residents. The City of Fairfax has not grown significantly since the 1980 Census.

1990 FAIRFAX HOUSEHOLDS

The 1990 population of the city was 19,422, compared to the 1980 population of 19,190. The city's population is slightly older, slightly less affluent, and its households are slightly smaller than those of neighboring Fairfax County.

	County	City
Percent over Age 65	6.5	10.9
Median Family Income	\$65,201	\$56,419
Average Household Size	2.8	2.67

Source: 1990 Census.
Note: Data not include population added by boundary adjustment.

According to the Northern Virginia Planning District Commission projections, the population of the city is not anticipated to grow significantly in the next 30 years. However, by the year 2010, it is estimated that 17.7 percent of the city's population will be over 65 years of age; only 19.3 percent of the city's population is

estimated to be less than 20 years of age.* In comparison, only 5.6 percent of the city's population was over 65 years of age in 1970, and 43.6 percent was under the age of 20.

Housing will continue to establish the identity of the City of Fairfax in the year 2020. As new construction will have only a minimal impact upon the mix of housing values, the city has only three alternatives:

- to do nothing;
- to redevelop the existing housing stock; or
- to rehabilitate the existing housing stock.

If the city takes no action, the existing and emerging functional obsolescence of the housing stock will become more pronounced, the city will become a less attractive place to live, and housing values in the city will decline. Without some action to renovate or replace its aging housing, the city is likely to lose ground to the county in terms of the age, affluence, and household size of its citizens. Such alternatives are incompatible with every stated goal of the city.

The *Comprehensive Plan* for the City of Fairfax provides guidance for the current long-range planning in the city. The plan encourages a wide range of housing types and costs, calling for the construction of "move-up" housing within the city and new land development regulations that permit a variety of housing alternatives. The plan specifically recognizes the need to develop appropriate housing for elderly residents of the city.

The plan also calls for maintaining existing subsidized housing units and for cooperating with George Mason University to manage its existing and anticipated housing needs. There appears to be adequate housing capacity and the city need not take any unusual action to meet demands for student housing. George Mason University currently has more than 3,000 housing units, which are not fully occupied. The university's master plan calls for additional housing for up to 1,500 students, but further construction will not begin until the current housing is filled.

*Source: Northern Virginia Planning District Commission

To maintain its residential viability, the community should rehabilitate its older housing as demonstrated in these before and after photos of a city residence

PHOTO COURTESY OF ALICE & BEERY DESIGN



The relationship between the city and the County Redevelopment and Housing Authority is solid, and the authority provides adequate assistance for subsidized housing. In addition, the city now houses a substantial number of those needing emergency shelter. The City of Fairfax has relatively little vacant land available for housing construction. Only three tracts of significant size are undeveloped and there is no assurance that these parcels will be developed in the foreseeable future. The three tracts total

approximately 360 acres, and consist of the Krasnow parcel (12.5 acres), the Fair tract (76.7 acres) and the Army Navy Golf and Country Club (233.6 acres).

Even if fully developed, under current zoning densities these tracts would add only 10 percent to the total city housing stock. Therefore, new construction will have only a minimal impact on the future housing mix. The city must redevelop or rehabilitate its existing housing to determine the future character of the City of Fairfax.

The basic economics of housing construction make redevelopment of the present subdivisions highly unlikely. Redevelopment requires the purchase of targeted homes at a cost low enough to permit the destruction of the buildings, and would not be economically feasible unless a neighborhood had declined into slum conditions and much denser uses were available. These conditions are not acceptable. Therefore, the housing the city has now will be the housing it has in 2030, making it imperative that the city establish an effective and comprehensive program to rehabilitate existing housing.

Recommendations

IMPLEMENT A HOUSING REHABILITATION PROGRAM

- Hire a coordinator to administer the program.
- Select participating neighborhoods, based upon their interest, the improvements required, and the strength of the community organization.
- Prepare a plan for carefully selected (and limited) improvements, such as central air conditioning, roofing, plumbing and baths, additions, and electric wiring. The plans should be generic and based upon typical units in each community.
- Prepare generic appraisals for each type of housing in the community.

Upscale housing is needed, but is realistic only at higher densities that incorporate quality design and attention to surrounding neighborhoods



- Determine the interest of contractors; all interested contractors should submit bids based on volume of activity. The city should expect 15 to 20 percent discounts from ordinary pricing.
- City leaders should provide home equity loans at favorable rates, with liberal terms, provided that prequalified contractors and plans are used.
- The city should recover a portion of its costs proportionate to community participation.
- The rehabilitation program should remain open for one to two years in each community.
- Begin the program with a pilot community, expanding to additional communities as appropriate in light of the citizen response and the capacity of the coordinator.
- The rehabilitation of the city's housing stock will be a massive undertaking. A modest rehabilitation program of \$10,000 per single-family home will require \$55,000,000. The scale of such a program dictates that public funds are not sufficient and that the private sector must be involved. Local bankers are willing to go forward aggressively.
- This will not be a one-shot program. If a home rehabilitation has a 20-year life, and if only single-family dwellings are counted, the city must make 275 loans available each year to rehabilitate all housing; then the program starts over.

PROVIDE LEADERSHIP

- While the private sector must carry much of the financial burden of rehabilitation, the city has an important role to play as well. Local government must provide the leadership and resources to coordinate the program and to make the rehabilitation program a reality.
- The city leaders must promote the city to attract the residential consumer.
- The city must make the rehabilitation program known, both within the city and in the home-buying market.

- The city must provide public infrastructure improvements, such as curbs, gutters, sidewalks, pavement, and landscaping, to encourage rehabilitation in its neighborhoods.
- The city must educate the real estate community about the program and must encourage them to present the city as a place where rehabilitation can be handled as a part of the acquisition process.
- The city must make rehabilitation easier, in terms of zoning and permits, so as not to discourage the process.
- The initial investment of the public sector will be returned tenfold in private sector investment. The convenience, cost savings, valuable improvements to homes, and community support will make the program attractive.

PROMOTE CITY AS AN ATTRACTIVE PLACE TO LIVE

- The success of this program depends on promoting the City of Fairfax as an attractive place to live. The city now has a good mix of services and quality schools, two essential elements that attract residential housing customers. It is essential that the city continue to offer diverse and modern services to stay ahead of its competition for housing dollars.

TAKE ADVANTAGE OF VACANT PROPERTY

- There will be some opportunity for the city to meet underserved needs when existing vacant residential property develops. New housing can be a significant draw for families with school-age children, a needed resource in the city.

PERMIT URBAN DENSITY

- Furthermore, although there is a need for upscale housing, it is probably not realistic at suburban densities. The city should be willing to permit more urban densities where the proposed housing incorporates quality design and careful attention to the surrounding neighborhoods.

Striving for Excellence in Academics, Arts, and Athletics

Vision

The City of Fairfax should have a long-term plan for schools, moving beyond day-to-day concerns to address the challenges confronting schools for the next two decades. The city will have schools that

- prepare students to meet and exceed the demands of an increasingly sophisticated workplace;
- respond sensitively to the needs of an increasingly diverse population—diverse in terms of ethnic, socioeconomic, and generational makeup;
- provide a meeting place for the entire community;
- draw new families to the community, support the economic vitality of the city, and help preserve housing values; and
- take advantage of the city's unique strengths: a strong business community, proximity to George Mason University, and a dynamic small town spirit.

Committee Members

Susan Pederson
Chair

Ellen Brouwer
Susan Cavaliere
Pam Cunningham
Marilyn Hodge
Sarah Lawless
June McKenzie
Susan Miller
Gene Moore
George Rodgers
Mary Roper
Joyce Skoglund

Findings

The Education Committee found that the single greatest challenge confronting city schools is complacency. All members of the community must become active partners in addressing education and community concerns; all citizens must strive for positive change. The committee reached several understandings.

- City-county cooperation under the current contract has benefited city students.
- The recent decline in test scores sends a misleading message about city schools that should be aggressively countered.
- The city has the opportunity to work closely with the county in fostering school-based enrichment initiatives.
- The city has the opportunity to accelerate the pace of inserting technology into city schools.
- Particular challenges confront city elementary schools, where growing curriculum demands and populations with special needs create unusual burdens for small schools.

The city can make a difference in enhancing academic programs in city schools

- The school infrastructure will require continuing capital investment to ensure a high quality physical plant and to meet the demands of changing educational programs. At the elementary and middle school levels, in particular, piecemeal efforts to update existing infrastructure will not work and will ultimately be more expensive. Twenty years ago, the city developed Fairfax High School as a model of visionary planning that should be repeated.
- The city must respond to changing demographic trends—diversity, students with special needs, working parents, and an aging population.

Recommendations

Excellence in academics, arts, and athletics—"the three A's"—requires a broad-based effort on the part of the City of Fairfax to strengthen its schools. There are several keys to success:

- multiple- rather than single-focus enrichment programs;
- fostering initiatives that draw on the ingenuity and creativity of city educators; and





Multiple-focus enrichment programs help strengthen city schools

- recognizing that the city can make a difference in enhancing the educational program.

RECRUIT ACTIVIST PRINCIPALS AND FACULTY

Outstanding schools have outstanding principals and teachers. The city should work with Area IV administrators to recruit principals who share a commitment to activism and innovation in meeting the educational needs of students.

EXPAND STAFF SUPPORT FOR EDUCATIONAL PROGRAMS IN THE SUPERINTENDENT'S OFFICE

The city currently funds a staff position for managing the physical plant needs of schools. The school board and council should provide additional staff to assist principals in developing programs and forming educational partnerships.

ESTABLISH A FUND FOR EDUCATIONAL INNOVATION

The city should provide seed funds (as much as \$100,000) to support deserving programs. This Fund for Educational Innovation would give preference to school-based initiatives and would actively seek matching grants from other partners.

ESTABLISH ADVISORY PANEL ON ENRICHMENT PARTNERSHIPS

The city should establish an advisory panel to assist the school board, the city council, principals, and faculty in developing innovative programs in schools. Members of the panel should represent the wider Fairfax community: business leaders; George Mason University representatives; county school board members; parents; educators; the retired community; etc. The panel could provide counsel in awarding grants from the proposed Fund for Educational Innovation.

ADDRESS SPECIAL NEEDS OF SMALL ELEMENTARY SCHOOLS

Small elementary schools have needs not fully met by standard school staffing patterns. The city should support immediate steps to relieve the pressure on elementary school staffs. A number of alternatives should be explored:

- immediate transition to "paired schools" that is, locating a greater number of grade-level staff within single K-3 or 4-6 schools;
- working with the county under the existing contract to explore city funding for instructional assistants or for extra staff to preclude "combination" classes;

- city funding to extend 15:1 student-teacher ratios throughout the city schools; and
- city funding for part-time community liaison staff to serve populations with special needs.

Over the longer term, however, the committee believes that a shift to larger schools (approximately 600 students) may be necessary. Such a move would require additional infrastructure investment.

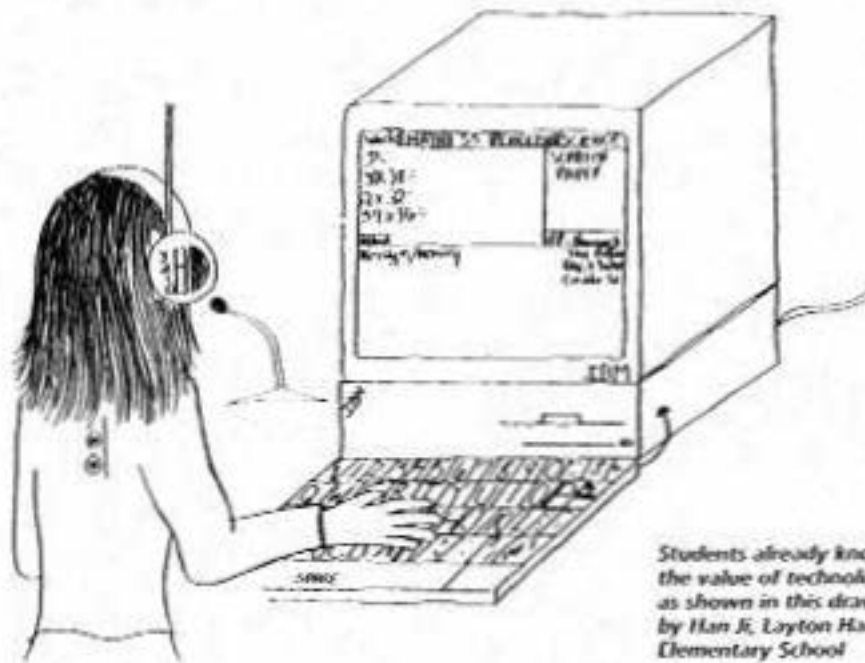
PLAN FOR SIGNIFICANT INFRASTRUCTURE INVESTMENT

The infrastructure of the schools must keep pace with technological and programmatic change. The city must begin to build a community wide consensus on a preferred strategy for infrastructure investment. At least two general options, both of which consolidate the city's four elementary schools into two, should be considered.

TWO OPTIONS FOR CONSOLIDATION OF CITY ELEMENTARY SCHOOLS

- The first alternative includes constructing one new elementary school, substantially renovating an existing elementary school, and renovating or reconfiguring Lanier Intermediate to support better the middle school concept.
- The second approach involves constructing a new middle school, reconfiguring Lanier to elementary school specifications, and renovating or expanding another existing elementary school building.

Either of these options would make it possible to offset city costs through the sale of existing elementary schools and through savings in operations and maintenance.



Students already know the value of technology as shown in this drawing by Han Ji, Layton Hall Elementary School

SUPPORT PRINCIPLES OF COMMUNITY EDUCATION

The principles of community education should guide the city in developing infrastructure and enrichment programs.

- Plan for optimum use of public education facilities by people of all ages (for example, by co-locating school and community centers).
- Ensure lifelong learning opportunities for learners of all ages.
- Secure community participation in developing school programs.
- Improve opportunities and incentives for volunteers to assist in school programs.
- Coordinate efforts of school and public agencies to deliver social and educational services.

INSTITUTE PRESCHOOL AND FULL-DAY KINDERGARTEN PROGRAMS

The city should provide school-based preschool programs and full-day kindergarten programs, which are particularly attractive to young families.

EMPHASIZE TECHNOLOGICAL DEVELOPMENT IN SCHOOLS

The city should take immediate steps to ensure that its schools remain at the forefront of changing technology programs.

- Ensure that schools become part of George Mason University's fiber-optic information network.
- Support the introduction of the Middle School Technology Program at Lanier.
- Provide funding to extend the Model Technology Program to all elementary schools.



School facilities provide fitness and enrichment opportunities for all age groups in the community

Providing for the Citizens' Needs

Vision

The City of Fairfax should be a community that provides for the well-being of its children, youth, adults, and elderly so that it is a viable, vibrant place in which to live. Paraphrasing Samuel Johnson, "a decent provision for those in need is the true test of civilization."

Findings

The social services needs of the city during the next several decades will be influenced by economic and demographic changes. Current patterns indicate that an increasing proportion of the population will be elderly, that the racial and ethnic distribution of residents will change, and that demands for health, welfare, and family and youth services will increase.

Although it is difficult to anticipate the problems that may emerge in the years ahead, the subcommittee evaluated the quality of current services and identified which needs may become more predominant.

HEALTH SERVICES

An increasingly elderly population will require more health services. As people live longer, the age of the general population increases (Figure 9.1).

The number of disabled who suffer from nonfatal, but highly disabling, illnesses associated with old age will also increase.

In addition to facing rising costs, health officials are seeing the emergence of new strains of old diseases, such as tuberculosis, resistant to accepted treatment strategies. The overuse of antibiotics may lead to a severe health crisis as they become decreasingly effective.

Current public health services are provided through contract with the Fairfax County Health Department and are judged to be comprehensive and relevant to the city's needs.

People aged 65 and older currently make up 12.5 percent of the population in the United States. It is projected that by 2050 they will account for 25 percent of the population.

WELFARE SERVICES

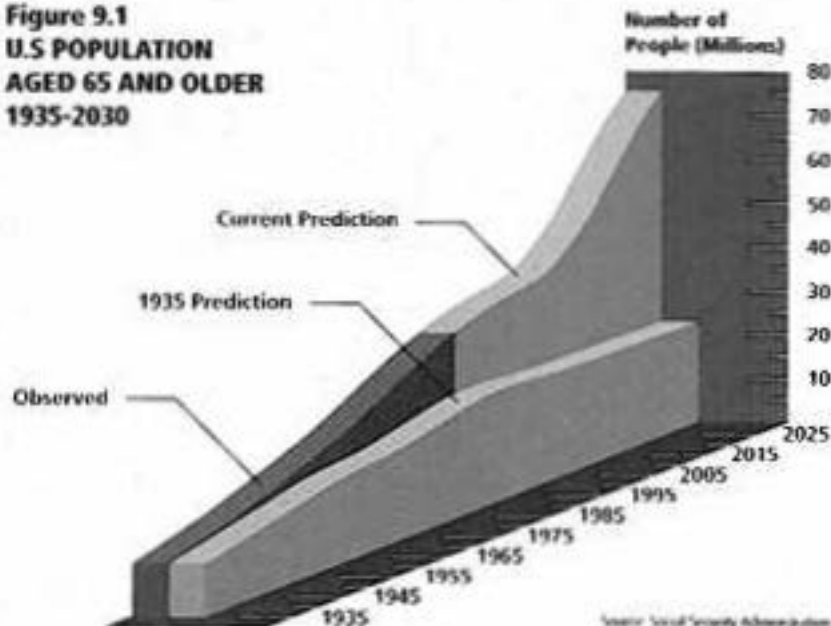
Welfare and child protection services are sensitive to changes in the economy and have the goal of enabling clients to become independent and self-sufficient. Those people requiring services frequently present multiple interlocking problems relating to housing, health, abuse, and criminal behavior.

Welfare and child protection services, which are provided through contract with the Fairfax County Department of Human Development, are judged to be comprehensive and meeting the varied needs of residents.

Committee Members

Vincent M. Picciano
Chair
Charles Apps
Martha Armstrong
Mary Jane Crain
Peggy Goode
Peter McCahill
Deborah Mottman
Benjamin Pratt

Figure 9.1
U.S. POPULATION
AGED 65 AND OLDER
1935-2030





An increasingly elderly population will require more health services

MENTAL HEALTH AND SUBSTANCE ABUSE SERVICES

- As the city and the surrounding area experience increased urbanization, and as stress increases for individuals and families, the increasing need for specialized public mental health services for seriously disturbed or substance-abusing individuals must be met.
- Public mental health services are now adequately provided through a contract with the Fairfax Falls Church Community Services Board.

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT SERVICES

- Although the youth population of the city and the region has not been increasing, there has been a trend toward increasing violence among youth (at younger ages) coming from disorganized families with limited resources.
- The easy availability of weapons, the negative influences of the media, and the disintegration of families, if unabated, pose serious problems and the need to support families in controlling their children.
- Juvenile and family justice and correctional services are provided through the Fairfax County Juvenile and Domestic Relations District Court system, which are judged to be comprehensive and address the needs.

Recommendations

The Committee concluded that future needs could not, in fact, be predicted. Just as current problems—such as AIDS, homelessness, violence, and economic downturns—were not anticipated in the past, the problems that will emerge in the next decade cannot be identified.

The recommendations include an early warning system so that as new problems emerge, the city can ensure such problems are addressed as early as possible.

ESTABLISH A SOCIAL SERVICES REVIEW COUNCIL

- The Council would be composed of city appointees to regional groups dealing with human services issues. The group should meet at least quarterly, be staffed by the city Human Services Coordinator, and should be responsible for ensuring that the needs of city residents are met. It should issue an annual report to the council regarding the services and the future needs of residents.

LOOK AT NEEDS OF NEW RESIDENTS

- Service planning in the city should recognize the sometimes unique needs of new residents, particularly those from non-English-speaking countries. Such residents should be represented on groups that have the task of shaping the city's future.

CONTINUE CURRENT CONTRACTS WITH COUNTY AGENCIES

- The quality and range of services that are now offered through county contracts is wide and extensive. Those contracts are based on the city's proportional share of the county population and budget for these services. The Committee was convinced these services could not be provided in a more cost-effective manner. Current funding arrangements are advantageous to the city and insulate it from yearly fluctuations in the use of any one program, which would occur if payment were only for services actually used. In addition, the county plans to restructure its human service delivery system to make it more responsive and accessible.
- City residents' use of these services should be continually monitored; the appropriate county agencies should provide city staff with specific information on the actual use of each service to enable the city to project its needs more accurately.

The City as a Community: Making the Connections

Vision

The City of Fairfax should provide physical and social connections through a comprehensive system of parks, trails, and open space; it should offer a variety of leisure programs and activities (recreation, the arts, and history) for all ages in the community; and the city should protect and enhance its historic resources.

Findings

Life is full of simple pleasures: throwing a ball or flying a kite at a local park, listening to the sounds of music at a summer concert, watching a marching band go by at a parade, playing pick-up basketball at a playground, riding a bicycle or taking a walk on a protected trail in the woods, or enjoying a history talk at a local museum. Now imagine a community devoid of these simple pleasures and opportunities; such a place would be like a person without a soul.

The city is blessed in its physical layout, a community where much of the noncommercial space is composed of quiet, tree-canopied residential areas, interspersed with parks and open space and with a historic district that provides a connection to the past. Today the challenge is not only to recognize these important resources in a world changing rapidly, but also to enhance and protect them for future generations.

The City of Fairfax in the year 2020 will look and feel different from the City of Fairfax in the 1990s. Its population will be older, there will be more ethnic groups, and the economy will be different. The challenge will be to maintain the sense of the city as a community; as more than houses, apartments, offices and shopping areas; as a community that cherishes its past, celebrates its present and welcomes the future. Recreation, parks, open space, and cultural opportunities will provide the cornerstone of that future community.

Recommendations

FINE AND PERFORMING ARTS

Take advantage of the city's location and existing resources to promote the City of Fairfax as a community for the fine and performing arts.

- George Mason University, the City of Fairfax Band, the Children's Theater and other groups already provide a range of performing arts for the public to enjoy.
- Consider building a performing arts and community center that could provide a home for various musical and fine art groups and be a focal point for community programs and events. Build a covered outdoor amphitheater to permit all weather concerts.

The City of Fairfax is a community in the truest sense of the word; a place where people care and look for ways to be involved. As one city resident stated, "I like living in the city because it has something no other nearby area has—a sense of community."

The City of Fairfax Band helps make the community well known for fine and performing arts

Committee Members

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Chair
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Juanita Luedtke
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Patricia Pflugshaupt
Ralph Rector
Rex Scouten
Ray Smith
Cullen Taylor



More green corridors are needed, like the Fairfax Connector Trail which links walkers, runners and bikers & the Washington and Old Dominion Trail

HISTORIC RESOURCES

Complete the restoration of the historic structures under city ownership: Old Town Hall, the Museum and the Ratcliffe Allison House.

- To operate the facilities in a consistent manner, have Historic Fairfax City, Inc., assume management responsibility for all three structures. Establish an endowment to assist that corporation in becoming financially secure and to allow it to undertake programs and activities to benefit the community.

COMPREHENSIVE SYSTEM OF PARKS, TRAILS & OPEN SPACE

Create and maintain open space.

- As large tracts of open space become available (such as the Krasnow or Farr properties), use portions for park and recreation facilities, such as playfields or open space.

- Maintain a cooperative relationship with Fairfax County Park Authority. Continue to support the Northern Virginia Regional Park Authority.

Further develop and complete a citywide trail and greenway system.

- Link corridors of green, providing a complete system for people to bicycle, walk, and enjoy nature. Separate the greenway system from roadways wherever possible. Connect this system with surrounding jurisdictions and other trail and greenway systems to provide recreation, alternative transportation, and fitness opportunities.



LEISURE PROGRAMS AND ACTIVITIES

Consider building additional community center facilities.

- Create areas where recreation activities can be provided for all ages or where meetings can be held. Adapt John C. Wood to provide such areas for meetings and recreation activities.

Strengthen and enhance the city's relationship with George Mason University.

- Combine resources for programs or facilities that could serve both the college community and the residents of the city, such as the indoor swimming pool being planned for the university.

Work with the Fairfax County Library.

- Maintain a facility that not only provides extensive library services to residents and the surrounding area, but is also the home of the "Virginia Room," housing unique historical materials.

- Ensure adequate parking to encourage library use.

Provide continued support and assistance for a well-rounded recreation program for citizens of all ages.

- Charge appropriate fees to recover some of the operating costs.

Give careful consideration to the range of recreation and leisure services available to the young people in the area, especially teenagers.

- A comprehensive and engaging program of leisure services and recreation activities, designed by young people themselves, could prevent more costly social problems.

SUPPORT COMMUNITY EVENTS

Provide ongoing leadership and financial support for significant communitywide events.

- Support the Independence Day celebration, Spotlight on the Arts, the Fall Festival, the Festival of Lights and Carols, the Chocolate Lover's Festival, the Old Town Hall Performance Series, and other activities.

- Wherever possible, sponsor these events in partnership with community organizations and other groups.



Community events, like the Fall Festival, need ongoing support

Frugal Use of Valuable Resources to Meet Public Needs

Vision

Citizens of the City of Fairfax, businesses, and other local institutions expect and deserve cost-effective delivery of basic tax-supported services:

- law enforcement;
- fire prevention and suppression;
- rescue and emergency medical services; and
- trash collection, recycling, and disposal;

and basic revenue-supported utilities:

- water impoundment, treatment, and distribution; and
- sanitary sewage collection and treatment.

Committee Members

TAX-SUPPORTED PUBLIC SERVICES

John Harold
Law Enforcement

Hollis Mershon
Fire Prevention and Suppression

Claudia "Zaidee" Plein
Emergency Medical Service

Doug Ross
Trash Collection, Recycling, and Disposal

REVENUE-SUPPORTED UTILITIES

Dick Rucker
Chair
Water Supply and Sanitary Sewer Studies

Findings

LAW ENFORCEMENT

Although the city has a residential population of about 20,000, from a law enforcement perspective it has a weekday population of 80,000 to 120,000. The vast majority of arrests made and traffic citations issued involve people who are not residents. One-third of police activity involves the enforcement of the laws applying to motor vehicles. The annual law enforcement budget is just over \$5 million. Although the cost per resident for law enforcement is high, the cost per person in the population policed is quite low, relative to similar costs borne by other jurisdictions in the region.

Trends and expectations:

- More use of trained civilians in non-enforcement roles.
- Fostering a shared sense of well-being and safety within the residential and business communities served.
- Training programs that help ensure the safety of both our law enforcement officers and the public they serve.
- Avoidance of unproductive enforcement methods, especially those that can lead to successful lawsuits against the city.
- Develop increased familiarity and trust with non-English-speaking residents. The size of the Hispanic and Asian populations

each grew by about 1,000 between 1980 and 1990; another 200 residents come from other non-English-speaking countries. Gaining the trust of these newcomers in non-crisis situations will improve the chances of gaining their cooperation when a crisis occurs.

FIRE, RESCUE, AND EMERGENCY MEDICAL SERVICES

From the perspective of our fire, rescue, and emergency medical units, the service population swells to around 180,000 when all areas served in and surrounding the city are included. Although the majority of the costs are attributed to fire and rescue, the majority of the calls are for emergency medical (ambulance) services. This trend reflects significant improvements in fire prevention: automatic smoke detectors and sprinkler systems, more intensive investigation and analysis of fire causes, and tighter enforcement of building codes.

The overall cost-effectiveness of these services is enhanced by the contributions of the Volunteer Fire Department. The volunteers raise funds to purchase new fire and rescue vehicles, as well as train, become certified, and work alongside city-paid personnel. The city's annual budget in this area is just over \$4 million. It would be significantly higher without the valuable contributions of the volunteer company.

Fire, rescue and emergency units serve 180,000 people . . . the city needs to retain both volunteer and paid firefighters.



Douglas A. DeWitt



The demand on the city's water treatment and distribution system is expected to grow—wise planning is needed to protect this valuable resource.

Trends and expectations:

- Emergency medical service calls will continue to greatly exceed the frequency of fire and rescue service calls.
- Post-fire investigations, the analysis of causes, and follow-up fire prevention programs will be continued because of their proven effectiveness.
- Storage, transportation, and use of hazardous materials in and around the city will continue as long as there are markets for such products. Consequently, better methods of automatic monitoring, inspection, spill or leak prevention will continue to be needed.
- On-call crews will need the best in training and certification that the city can afford. These crews will continue to be made up of qualified males and females, preferably some with multi-lingual skills.

TRASH COLLECTION, RECYCLING, AND DISPOSAL

The city provides pickup for branches and leaves, recyclable materials, and trash at no additional cost to the owners of single-family homes and townhouses. What cannot be reused within the city (e.g. garden mulch is made from branches and leaves) or recycled by the city (e.g. glass, plastics, newspaper, and metals are sold as raw materials) is hauled to Fairfax County's transfer station off I-66, for which the city pays a "tipping fee" of \$46 per ton. In turn, the county hauls that trash to its Energy and Resource Recovery Facility near Lorton. What is not recovered there is buried in the county's sanitary landfill off I-95. The city's annual budget for trash collection, recycling, and disposal is just over \$1 million (Figure 11.1 & 11.2).

Trends and expectations:

- Gradual disappearance of suitable sites and increased pressures to protect the environment will make traditional use of landfills increasingly expensive.
- Dwindling supplies of nonrenewable raw materials and improved technologies for recycling materials will increase the market value of the tons of trash burned or buried.

WATER IMPOUNDMENT, TREATMENT, AND DISTRIBUTION

The city owns two water reservoirs, a treatment plant, a trunk line that feeds wholesale customers (e.g., Loudoun County) and that feeds a system of city-owned water mains. The latter distribute water to the city's retail customers. Currently, the average demand for water runs at about 90 percent of the system's average production capacity of 12 million gallons per day. Production capacity at the present site could be increased by as much as 25 percent, but the cost of doing so is relatively high. (A 3 million gallon per day increase was estimated to cost \$15 million in 1989.)

In 1981, the average daily demand on the city's water system was expected to grow to 15 million gallons per day by the year 2000. This estimate was based on the assumption that all of the wholesale customers would remain with the city's system. However, in 1986, Herndon left the city system and now buys all of its water from the Fairfax County Water Authority. Loudoun County also decided in 1986 to purchase additional water from the Fairfax County Water Authority to

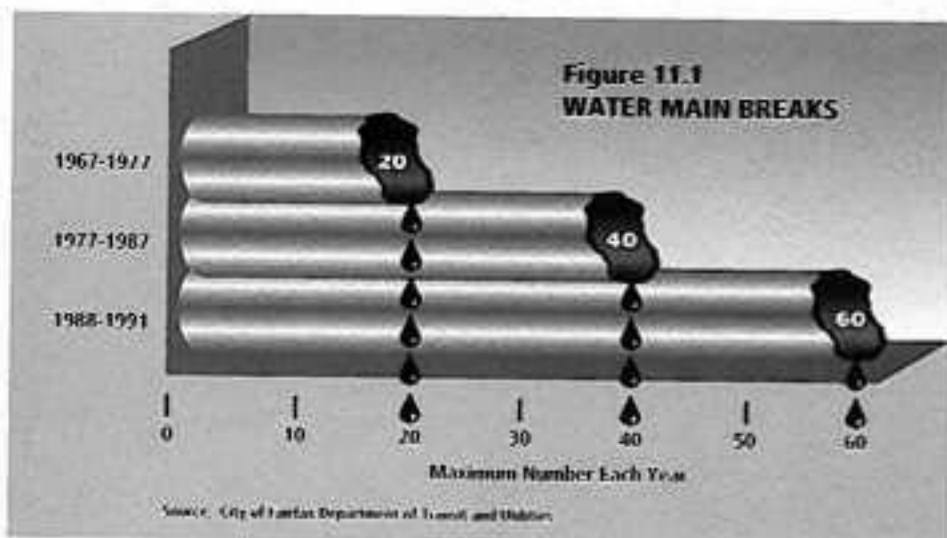
meet its growing demand. One reason given by both jurisdictions is that they could avoid bearing the city's expansion costs by buying water less expensively from the larger Fairfax County system, which already had ample capacity to meet their needs.

Trends and expectations:

- Water main breaks within the city will increase as the infrastructure ages. (Figure 11.1)
- Revenues are produced from retail water sales to slightly over 20,000 City of Fairfax plus some Fairfax County residents. This population is estimated to remain stable for the foreseeable future.
- Commercial retail sales currently produce revenue equivalent to 27,000 residents. This demand could grow significantly if redevelopment takes place in the older business and commercial areas of the city.
- Wholesale purchases by Loudoun County currently produce revenues equivalent to 27,000 residents. Loudoun agreed to cap its demands on the city

In 1960 Americans used 95 gallons of water per day per person; by 1985, domestic plus nondomestic fresh water usage was about 1,400 gallons per day per person. Considering domestic uses alone, the average household with an automatic washing machine, dishwasher, and garbage disposal uses 200 gallons per person per day or more.

The average household uses 41 percent of its water for flushing, 37 percent for bathing, 6 percent in kitchen activities, 5 percent for drinking, 4 percent for washing clothes, 3 percent in housecleaning, 3 percent in lawn and garden care, and 1 percent washing cars. In other words, less than 10 percent is actually used for internal consumption by humans and pets.



system at the current level. Additional water demands are to be met by Fairfax County Water Authority.

Unfortunately, water system revenues have not covered expenses since fiscal year 1987-88 and shortfalls have been covered by depleting system reserves. In 1992, the City Council voted to increase water rates for all customers by 15 percent each year for five years (Figure 11.2). At the end of the five years, the water system should again be in a sound financial position.

Even with those increases, city rates should remain competitive. In the fiscal year ending 30 June 1992, a City of Fairfax residential customer, billed for 90,000 gallons of water usage per year, paid lower annual costs than customers in most neighboring jurisdictions.

SANITARY SEWER COLLECTION AND TREATMENT

Sewage is largely the water supply of a community after it has been fouled through use; about half the food people waste goes down the garbage disposal and into the sanitary sewer system. However expensive it is to treat water in reservoirs for human internal consumption, it is even more expensive to remove the sewage and bacteria later carried by effluent water so that it can be safely discharged back into the Potomac River. That is why sanitary sewer service in the city is billed to a customer at a rate 1.34 times higher than customer's bill for water service.

Since 1971, the city has contracted with Fairfax County to convey and treat its effluent to the county's plant located near Potomac Bay on the Potomac River. The plant discharges almost-potable water

into the river, water that conforms to high federal and state standards. The sludge that remains behind is dried and incinerated.

An agreement reserves a certain fraction of the county's treatment plant and connecting trunk line capacities for city use. The measured average daily outflow from the city for 1992-93 was 3.5 million gallons per day, which represents about 75 percent of the reserved treatment plant capacity.

Particular findings:

Sewage treatment capacity appears adequate for the foreseeable future. However, if development occurs at higher densities on nonresidential land, the possibility exists that additional treatment capacity would be necessary.

Preventive maintenance activities have declined since 1977, reflecting budgetary constraints: lengths of sanitary sewer flushed or rodded and checked for line breaks via television monitoring.

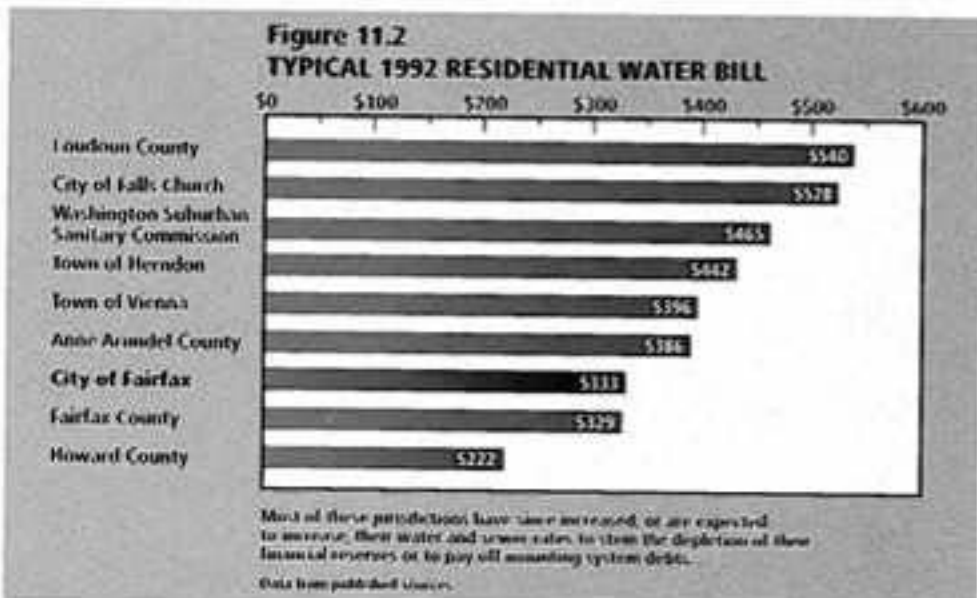
Infiltration of storm water runoff into the sanitary sewer system unnecessarily inflates the payments made to Fairfax County based on net metered outflows. One indication that this is occurring is that the metered outflow in a recent relatively wet year (fiscal year 1992-93) exceeded that of the previous relatively dry year (fiscal year 1991-92) by about 10 percent.

Recommendations

The committee focused on ensuring the adequacy and cost effectiveness of public services and utilities over the next 30 years. It concluded that all members of the community need to examine the reasonableness of some of the demands put upon these systems, as well as to look for more cost-effective means of satisfying the community's needs.

PUBLIC SAFETY

Evaluate the use of modern position-location devices, integrated voice and data communications, and remote computer access.



Community-involved policing program should be extended to reach new citizens

- Facilitate the dispatch of personnel already out in the community to meet higher priority calls for service; and
- Extend the informational, coordination, and reporting resources of centralized local and regional facilities to mobile and on-foot personnel.

LAW ENFORCEMENT

The committee applauds the Community-Involved Policing program, particularly its emphasis on making police officers better known and familiar to those whose safety they are charged to protect.

- Have representatives of the police department visit new property owners and offer to orient them to the city, its expectations, and its services.
- Training and recruitment programs should reflect the increasing need for foreign language skills among police department representatives.
- Work with neighborhood and business representatives to be on the watch for and to discourage unlawful activities.*
- Look for ways to improve the promptness, completeness, and accuracy of reporting when suspicious activities occur.

Ask those who request police services if they would like to be contacted later by the officer handling the case to learn the outcome and how they might prevent a recurrence.



Look for cost effective means to reinforce awareness of the city's resolve to enforce posted speed limits, stops at intersections, and laws relating to driving under the influence of alcohol.

Support the Northern Virginia Police Academy and work to ensure that it continues to be a cost-effective means of training police officers.

FIRE, RESCUE, AND EMERGENCY MEDICAL SERVICES

The committee applauds the good working relationships that now exist between the city's paid personnel and the volunteers.

- Retain trained and certified personnel, both paid and volunteer.
- Encourage volunteers to continue offering their services.
- Make good use of their extensive training and hard-won skills, by establishing a personal property tax reduction on a supplemental retirement benefit for volunteers, based on hours worked.

TRASH COLLECTION, RECYCLING, AND DISPOSAL

Continue to promote and demonstrate methods of backyard composting and other methods of on-site reuse.

- As the markets for recycled materials grow, expand the recycling program to include other kinds of materials and other kinds of sources.

Attempt to reduce further the volume of solid waste put out for trash collection and disposal.

- Dampen the temptation to "bag it and forget it" by charging separately for trash collection services, just as the city now charges separately for sanitary sewer services.

The city should consider converting its tax-supported trash collection service to a revenue-supported one

