

**Town Council Strategic Planning Work Session**  
**Vienna Community Center**  
**January 16, 2018**

Information generated during the session

**VIENNA IS THE BEST!/VISION STATEMENT**

- ❖ Vienna will be
  - A safe, vibrant, inclusive, and environmentally conscious community with small-town character, hometown pride, and a spirit of volunteerism.
  - Strong single-family neighborhoods while offering other diverse housing options.
  - Distinguished business and services supporting technology, innovation, artisanal, and entrepreneurial activities.
  - Have connected, walkable, architecturally notable business areas.
  - Have inviting parks and numerous community events and activities.
  - Aspires to build on its strong hometown culture while becoming a premier destination for diverse economic development in our beautiful, walkable Main Street or not just an exit off the beltway!
- ❖ Redevelopment on Maple Avenue exceeds expectations.
- ❖ Traffic solutions for Maple Avenue are realized.
- ❖ Four-year university locates satellite campus in Vienna.
- ❖ Post World War II suburban strip mall to a more traditional downtown.
- ❖ More diverse housing stock, senior housing, etc.
- ❖ Vienna safest community in U.S.A. (sidewalks, crosswalks, pedestrian, vehicular traffic).
- ❖ Easier integrated transportation system (bus service, trolley, getting around Town easier).
- ❖ Transition from suburban mentality to shorter trips through maintaining core needs in Town (all types of shops/stores in Town, citizens do not need to leave Vienna to shop for basic needs).
- ❖ Attracting millennials (#1 destination place for millennials in U.S.A.).
- ❖ Tax incentive for not owning a vehicle. Fee-based system, starts a national trend.
- ❖ More centralized parking.
- ❖ Golf carts in regional areas in Town.
- ❖ Leverage media, reputation, brand to attract companies to do pilot, high-end, cutting-edge technology. Vienna is #1 in U.S.A. for companies to prove their concept in our Town.
- ❖ One Fortune 500 company locates in Town after outbidding 10 other competitors.
- ❖ Major manufacturing company locates a trade school on Mill Street. Rated #1 in nation.
- ❖ Town becomes well-known art district in Northern Virginia.
- ❖ Town creatively creates more green space.
- ❖ Safer community.
- ❖ Live, work, play community.
- ❖ Shared office space opportunities.
- ❖ Community supported child care.

## HEADLINES

- ❖ 2 years
  - First MAC project is a success and neighbors are pleasantly surprised.
  - Record number of couples flock to first municipal parking garage to see the newly preserved Masonic Lodge.
- ❖ 3 years
  - Three new restaurants open on Church Street with a new parking garage offering plenty of parking.
  - Town fixes traffic woes, advanced traffic management system implemented – no more traffic in Vienna!
- ❖ 4 years
  - New, state-of-the-art, public safety headquarters opens with fabulous senior center.
  - Do not miss the grand opening of the new police station and community space.
- ❖ 5 years
  - Two new roundabouts in Vienna revolutionize traffic.
  - Money Magazine votes Vienna #1 Town – Independent & locally owned business shine.

## DESIRED FUTURE

- ❖ DRIVING FORCES
  - Connected, walkable and bike-able network.
  - Authentic small-town feel with historic roots.
  - Safe and healthy community.
  - Proximity to employment.
  - Community engagement and volunteerism.
  - Tysons, Mosaic, Metro West, Reston development.
  - Staff.
  - Great location and reputation.
  - Traffic
  - Community events and traditions.
  - Reputation as family-friendly community.
  - Safety (lack of crime).
  - Demand for single-family housing.
  - Socio-economic status of citizens increased.
  - Schools.
  - Sports programs.

## ❖ RESTRAINING FORCES

- Traffic.
- Fear of change.
- Community buy-in.
- Lack of civic knowledge.
- Tysons, Mosaic, Metro West, Reston development.
- Expanding expectations and development.
- Lack of diverse businesses and housing options (competition with Tysons).
- Limited green space for new recreation facilities.
- Finance limits.
- Increase in lot values/prices.
- Built out.
- State laws and regulations.
- Existing residential/commercial restricting transportation options.
- Too many dead-end streets.

## OVERALL THEMES

- ❖ Traffic, etc.
- ❖ Sidewalks – bike routes.
- ❖ Maple Avenue = Main Street.
- ❖ Increase in commercial tax base.
- ❖ Infrastructure.
- ❖ Parks/green space.
- ❖ Stable tax rate and diversified tax revenues.
- ❖ Community ownership and gathering (volunteerism).
- ❖ Parking.
- ❖ Diverse and successful independent and locally owned businesses as part of a vibrant and robust business community with 25% tax revenue coming from non-residential real estate.
- ❖ Vienna as an independent Town with a strong respected voice in the region and state.
- ❖ Residents feel safe, connected, active, and healthy. A great deal of volunteerism. Numerous friendly and supported neighborhoods throughout Town.
- ❖ Maple Avenue as a Main Street with attractive streetscapes, sidewalks, trees, medians, and architecturally pleasing.
- ❖ A Town for all ages, welcoming, and inclusive, but appreciating history and tradition and hometown pride.
- ❖ A greater variety of housing options.
- ❖ Community buy-in for sustainable environment.
- ❖ Vibrant parks and recreation activities for all ages.
- ❖ Public art throughout the community.
- ❖ Infrastructure well maintained and appropriately designed for the area it is located.  
Community is connected by technology and strong communications by Town government.

## **POTENTIAL STRATEGIES TO DEAL WITH RESTRAINING FORCES, TAKE ADVANTAGE OF DRIVING FORCES**

- ❖ Improve website – more user-friendly.
- ❖ Traffic
  - Limit curb cuts.
  - More roundabouts.
  - Implement traffic signal system.
  - Promote public transportation and walk/bike options.
  - Centrally located parking.
  - Leverage others' dollars – VDOT, NVTA, Feds, etc.
  - Traffic calming solutions.
  - Adopt design studies based on traffic calming.
- ❖ Virginia Civics 101 – educate citizens.
- ❖ Refresh Welcome Guide.
- ❖ Review, improve communication engagement processes, info.
- ❖ Onsite planning and zoning public hearings, meeting info.
- ❖ Feedback on proposals to co-staff.
- ❖ Testify at hearings.
- ❖ Exert influence through regional meetings.
- ❖ Charge out-of-Towners more for recreation services than currently.
- ❖ Identify Vienna's niche.
- ❖ Improved connection to employment centers.
- ❖ Identify Town's market advantages.

### Information generated from Council survey responses

## **OPPORTUNITIES**

- ❖ Take advantage of active, engaged citizens by improving communications and transparency.
- ❖ Focus staff on what's most important to provide high quality services.
- ❖ Support Town's desire for more walkable & bike-able community.
- ❖ Support Town's businesses through engagement with the TBLC and VBA.
- ❖ MAC projects replacing dilapidated or under-used buildings.
- ❖ With MAC, make Maple Avenue more pedestrian friendly, better looking with different types of housing.
- ❖ Get funding for at least one more roundabout.
- ❖ New police station.
- ❖ Leveraging grants for street, sidewalk, and drainage improvements.
- ❖ Rebuild police station with community space.
- ❖ Getting viable MAC developments underway.

- ❖ Build parking structure.
- ❖ Maintain balance of residential to commercial.
- ❖ Take step back & analyze what works to improve operations, efficiency, and investment.
- ❖ Increase tax base (Maple Avenue development).
- ❖ Excellent level of current service provision.
- ❖ Expand engagement with community.
- ❖ Leveraging funding sources for transportation and other infrastructure.
- ❖ Development proposals: Maple Avenue, Church Street.
- ❖ Full-year event programming at community center matched with changing demographics.
- ❖ Creating distinctive location of choice for development and business.
- ❖ More native plantings.
- ❖ Defining interest in new pool.
- ❖ Sustainable development and infrastructure.
- ❖ Increase staff tenure and promotional success – professional development to achieve best practices.
- ❖ Stream restoration for storm water credits.

## CHALLENGES

- ❖ Traffic
- ❖ Redevelopment at Tysons, Mosaic, and Metro West.
- ❖ Process to change Maple Avenue from cut-through street to a Main Street.
- ❖ MAC and project impact.
- ❖ Land for parking garages (siting).
- ❖ Pedestrian safety.
- ❖ Funding for infrastructure.
- ❖ Preserving Vienna's small town feel and charm.
- ❖ Keeping tax rate stable.
- ❖ Managing development and traffic concerns.
- ❖ Impacts of surrounding development:
  - Traffic
  - Increased property values/rent
  - Retail
- ❖ Balancing desire for status quo with needed improvements.
- ❖ Lack of diversified housing stock:
  - Small homes replaced by larger ones
  - Lack of affordable housing
- ❖ Parking
- ❖ Maple Avenue redevelopment.
- ❖ Proposals to move elections to November.
- ❖ 2-year term versus 4-year terms.
- ❖ New Police Station – construction oversight.
- ❖ Balance of younger families moving in to retirees remaining in Vienna.

- ❖ Updating COOP.
- ❖ Lack of meaningful traffic database.
- ❖ Cybersecurity – Financial, I.T., infrastructure.
- ❖ I-66 construction traffic management plan.
- ❖ Managing traffic in neighborhoods and main streets.
- ❖ Encouraging small businesses, increase rents.
- ❖ Creating distinctive location for business and development.
- ❖ Demand on Town's recreation services due to inadequate recreation infrastructure elsewhere.
- ❖ Staff retention.
- ❖ Invasive species on private property.

## **MEASURES OF SUCCESS**

- ❖ Financial – maintain fiscal (budget and bond rating) and infrastructure (CIP) strength.
- ❖ Secure – high level of communications, safety, and security between Town government, residents, businesses, and visitors.
- ❖ Inclusive – more opportunities for multiple generations to enjoy and stay in Vienna.
- ❖ Resilient – high standard of resilience, sustainable, cultural, and recreational opportunities that make Town prepared, cohesive, and desirable. Expand sustainable practices when feasible.
- ❖ Content population.
- ❖ Vibrant commercial area.
- ❖ Steady traffic movement through Town.
- ❖ Sidewalk access to commercial areas from residential areas.
- ❖ Healthy tax base.
- ❖ Citizen satisfaction.
- ❖ Declining crime rate.
- ❖ Faster case closure.
- ❖ Reduction in speeding and traffic offenses.
- ❖ Capital projects delivered on time and within budget.
- ❖ Increased use of transit, walking, and biking.
- ❖ Increase in visitors doing business; not just passing through.
- ❖ Shift of percentage of tax base from restaurants to commercial.
- ❖ High bond rating.
- ❖ Engaged community – Town's strategic direction.
- ❖ Vienna continues to be a desirable place to live.
- ❖ Town government provides quality services at a reasonable price.
- ❖ Safety.
- ❖ Low taxes/high services.
- ❖ Residents happy.
- ❖ Home sales up.
- ❖ Mix of old and new.

- ❖ Renovated police station.
- ❖ Complete key infrastructure projects.
- ❖ Stable tax rate.

## PROJECTS

- ❖ Additional parking for Church Street.
- ❖ Redevelop dilapidated properties along Maple Avenue.
- ❖ Expand public art.
- ❖ Expand walking and biking network.
  - Implement pedestrian and bicycle master plans.
  - Seek grants, bonds, operational funds, development contracts.
  - Transportation alternatives and technologies.
  - Public info to create awareness.
- ❖ Utilize community center fully with wide array of programs.
- ❖ More sidewalks – implement pedestrian master plan.
- ❖ Police station renovated.
- ❖ Key infrastructure project completed.
- ❖ More robust website.
- ❖ Nurturing small-town feel with historical roots.
  - Civic support and communication; balance historic with new assets.
  - Art.
  - Preserve/promote historic buildings.
  - Deliver programs.
  - Get grants.
  - Place-making landmarks.
  - Promote school use of historic sites.
  - HVI.
- ❖ Incentivize “hard work.”
- ❖ Continue to evolve; future planning; incorporate data and metrics.
- ❖ Improve MAC application review process.
- ❖ Library/parking garage development.
- ❖ Parking floor condo on Mill Street.
- ❖ Preservation of Masonic Lodge.
- ❖ Police station.
- ❖ Advanced traffic signal system infrastructure and traffic management tools.
- ❖ Comprehensive Plan update.
- ❖ Implementation of street typology in 2016 Comprehensive Plan.
- ❖ Additional mini-roundabouts.
- ❖ Clear approach with developers on underground power line.
- ❖ LED street light conversion and energy credits.
- ❖ Sidewalks and bike routes implementation per master plans.
- ❖ Expand role as independent voice for local government.

- ❖ Move budget metrics to “outcomes.”
- ❖ Expand offerings at community center for working adults after hours.
- ❖ All schools have a safety route to school plan with group at school implementing it.
- ❖ More Town employees living in Town.
- ❖ Staying ahead of state stormwater requirements.
- ❖ Local restaurants, vendors at Chilin’ on Church.