



2018 STRATEGIC PLAN: STAFF POLICY BRIEFS

May 29, 2018



(EFFECTIVELY) ENGAGED COMMUNITY

2018 Strategic Plan

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———— Guided by what matters most ————

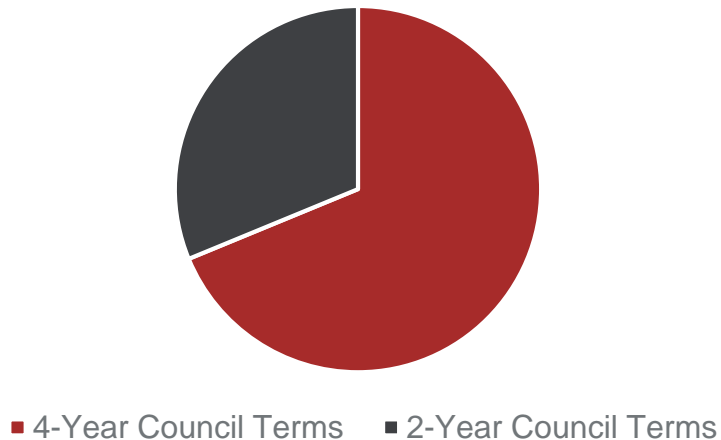
Take Action: Partners and residents work together to take action and ownership. Heart & Soul Statements are applied to future decision-making and become part of the fabric of the community.



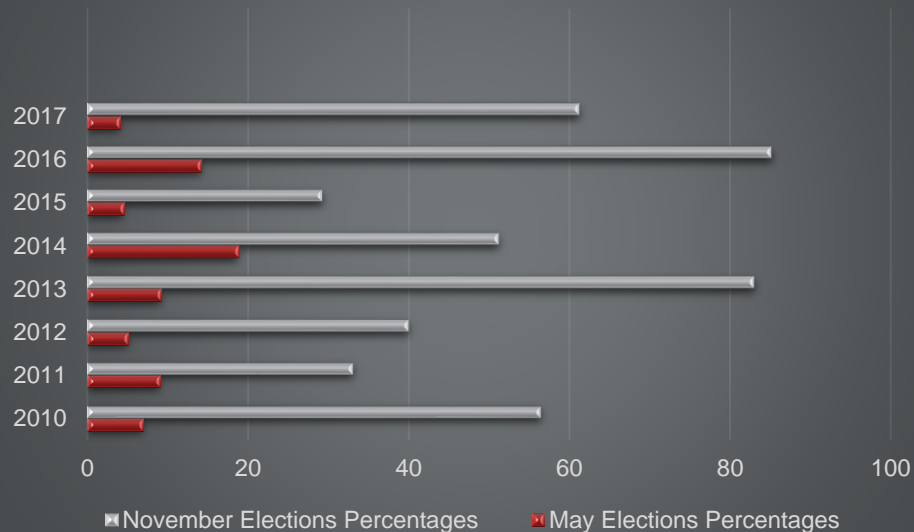
Arlington's robust engagement process for capital projects

4-Year Terms and November Elections

4-Year Council Terms vs. 2-Year Council Terms in Virginia Localities



Town of Vienna Voter Turnout








Placemaking

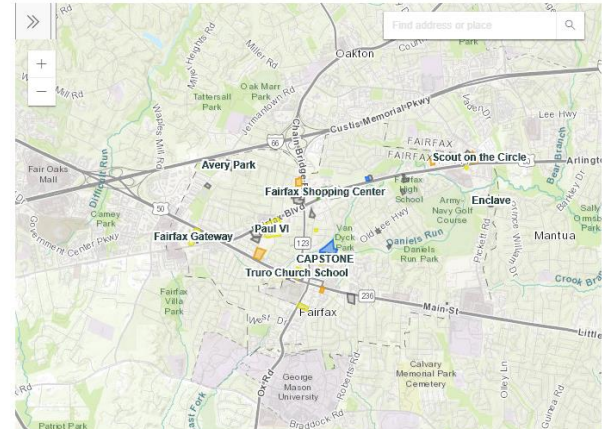


Technology/Interactive Map



Timeline

-  **Fall 2017**
Meet and organize stakeholders.
-  **Winter 2017**
Conduct focus groups and open houses. Review of assets and partnerships.
-  **February - May 2018**
Public input and shaping goals.
-  **June - August 2018**
Drafting and refining the plan.
-  **September 2018**
Present Cultural Master Plan.



The projects have been categorized based on the following project progression:

1. **UNDER REVIEW** - An application for a project has been filed with the City and is under staff review. No action has been taken. Public hearings are held with the Planning Commission and/or City Council prior to final decision. Final decision on approval or denial rests with the City Council
2. **ACTION BY CITY COUNCIL** - The project has received approval or denial from City Council. Some projects will not require any further approvals after this step, such as special use permits for child care, dancing and entertainment or delivery services and special exceptions and variances for signage.
3. **SITE PLAN - UNDER REVIEW** - Projects that require detailed site plans for the project to be reviewed by staff for compliance with the City Code, Building Codes and conditions of City Council approval.
4. **SITE PLAN - APPROVED** - The project has received both City Council and Site Plan approval but has not begun construction. Proposed construction start date is unknown.
5. **UNDER CONSTRUCTION** - The project has received all necessary City approvals and is currently under construction.
6. **COMPLETE** - The project has either received City Council final decision and does not require site plan approval and/or has completed construction and is built.



AUTHENTIC SMALL TOWN

2018 Strategic Plan

Team Members

- Leslie Herman, Parks & Recreation
- Jennifer Murphy, Planning & Zoning
- Cindy Petkac, Planning & Zoning
- John Jay Sergeant, Public Works
- Adam Kincaid, PIO (Honorary Member)

What makes Vienna an authentic small town?

- ❖ Community Connection
- ❖ Maple Avenue Placemaking and Walkability
- ❖ Community Livability



Vienna is small town hip!



Vienna is small town hip!



Suggested Strategies

Community Connection

Strategy: Town Green



Strategy: Town Green



Strategy: Town Green Concession Stand



Strategy: Town Green Concession Stand and Spray Pad



Strategy: Public Art



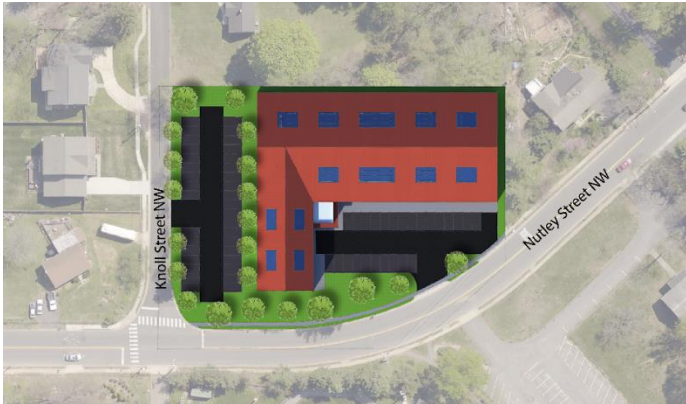
Strategy: Sidewalk Chalk Art Contest



Strategy: Town Aquatic Center



Strategy: Town Aquatic Center



Strategy: Neighborhood Spray Pad



Strategy: Neighborhood Spray Pad



Suggested Strategies

Maple Avenue
Placemaking and Walkability

Strategy: Gateway Arches



Strategy: Gateway Arches



Strategy: Pedestrian Way to Church St



Strategy: Church Walk



Suggested Strategies

Community Livability

Strategy: New Housing Developments



Strategy: Taxi-Cart System





EFFICIENTLY MOBILE COMMUNITY

2018 Strategic Plan

Vienna as an Efficiently Mobile Community



Traffic

- The majority of Vienna's traffic affects Maple Avenue.
- Vienna's side streets feeding into Maple Avenue suffer from backups and delays.
- Maple Avenue has become a pass-through for commuters avoiding traffic on I-66 and I-495.

Traffic

□ Traffic Signal Timing

- Upgrade communication backbone to fiber optics.
- Use of surveillance cameras to monitor traffic
- Traffic center to monitor and administer traffic signals.
- Use of adaptive technology to flexibly adjust timing in real time.

Traffic

□ Road Widening

- Road widening, in theory, creates additional capacity for vehicles.
- Implementing a road-widening project can be costly.
- Surrounding infrastructure may need to be upgraded or replaced.
- Road widening could have an adverse impact on businesses.

Traffic

- Roundabouts
 - ▣ Roundabouts could be used for traffic-calming at challenging intersections.
 - ▣ These roundabouts must be designed appropriately to be effective. Roundabouts would be easier to maintain and would eliminate the need for electricity to run traffic signals.
 - ▣ Residents and commuters would have to learn new traffic patterns along Maple Avenue.
 - ▣ Roundabouts could create potential accident problems if travelers are not aware of or don't obey the flow of traffic properly.

Walking and Biking

□ Walkability

- Encourage pedestrian traffic in Vienna.
- New construction and upgrades to existing sidewalks, crossings, and other facilities to build a complete network of sidewalks throughout Vienna connecting schools, transit stops, retail centers, the community center, and parks.
- New road construction should include a plan to enhance the pedestrian experience and safety.
- Pedestrian facilities that provide for wellness activities such as recreational walking, running, and bicycling.
- Create opportunities for increased use of walking, bicycling, and public transit as an alternative to vehicle trips.
- Promote benefits of walkable neighborhoods and a vibrant pedestrian-driven local economy.
- Develop a maintenance and management program that ensures that facilities are maintained in good repair, both through routine seasonal maintenance and spot repairs.
- Pursue additional grant sources and capital funding as necessary to supplement pedestrian facilities.

Walking and Biking

- Capital Bike Share Program
 - Link the surrounding Metro stations with the Town's central business district and the Washington & Old Dominion trail with the Town's bike paths and routes.
 - Currently, the Fairfax City-Mason-Vienna bike-share study is evaluating the viability of the bike-share program in an area that extends from the W&OD trail in Vienna south through the City of Fairfax to George Mason University.
 - Incorporates Maple Avenue, the W&OD trail, and surrounding communities in Vienna.

Ride Share

- ❑ Offer residents more options to get to key locations within Town.
- ❑ Residents travel to any of the three local Metro stations that service the Town without having to worry about parking.
- ❑ Promote local businesses through use of public transportation.
- ❑ Keep more vehicles off the roads.
- ❑ Partnerships with third party companies such as Uber, VIA, or Lyft, who would supply vehicles, drivers, and perform maintenance of Ride Share Fleet.



ECONOMICALLY VIABLE COMMUNITY

2018 Strategic Plan

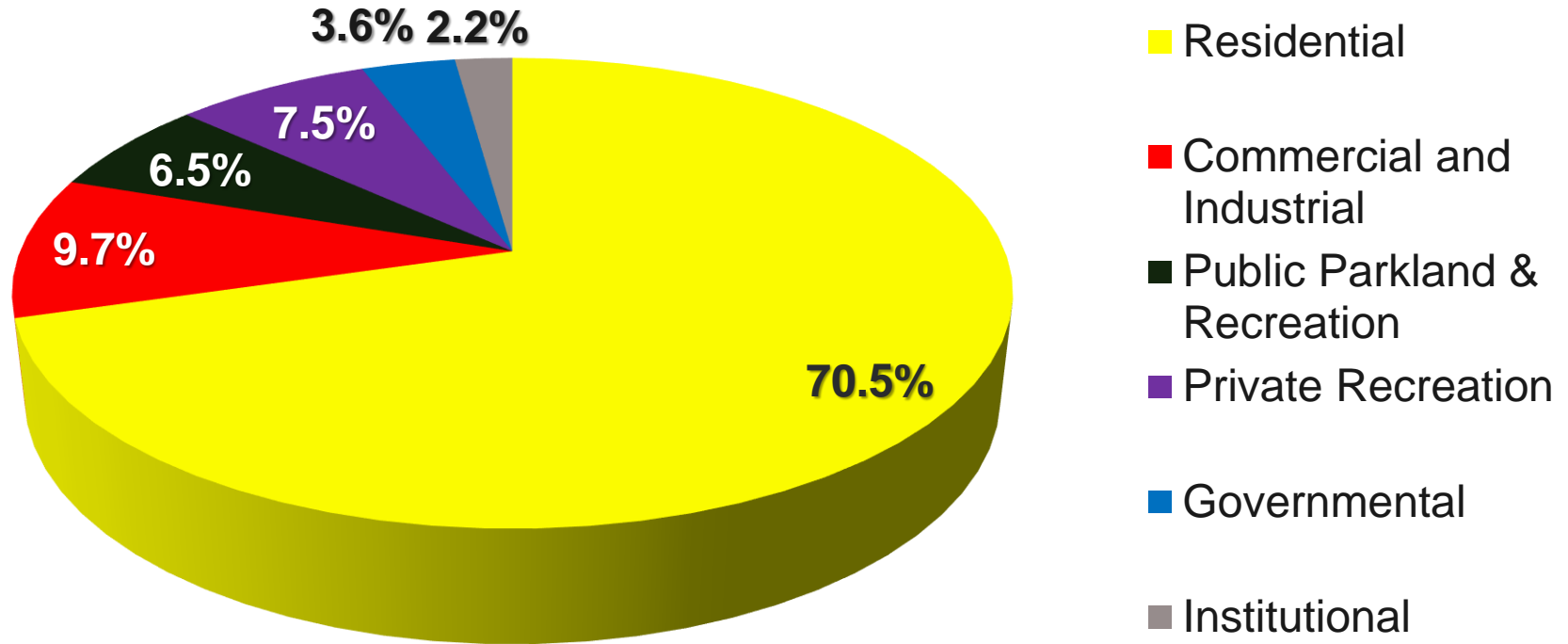
Economic Sustainability

- Stable commercial corridors with vibrant and diverse businesses
- Business-friendly government and strategies
- Competitive with other Northern Virginia localities as a destination of choice
- Tax base balanced between commercial and residential
- Enhanced quality of life for residents and businesses

Our Process

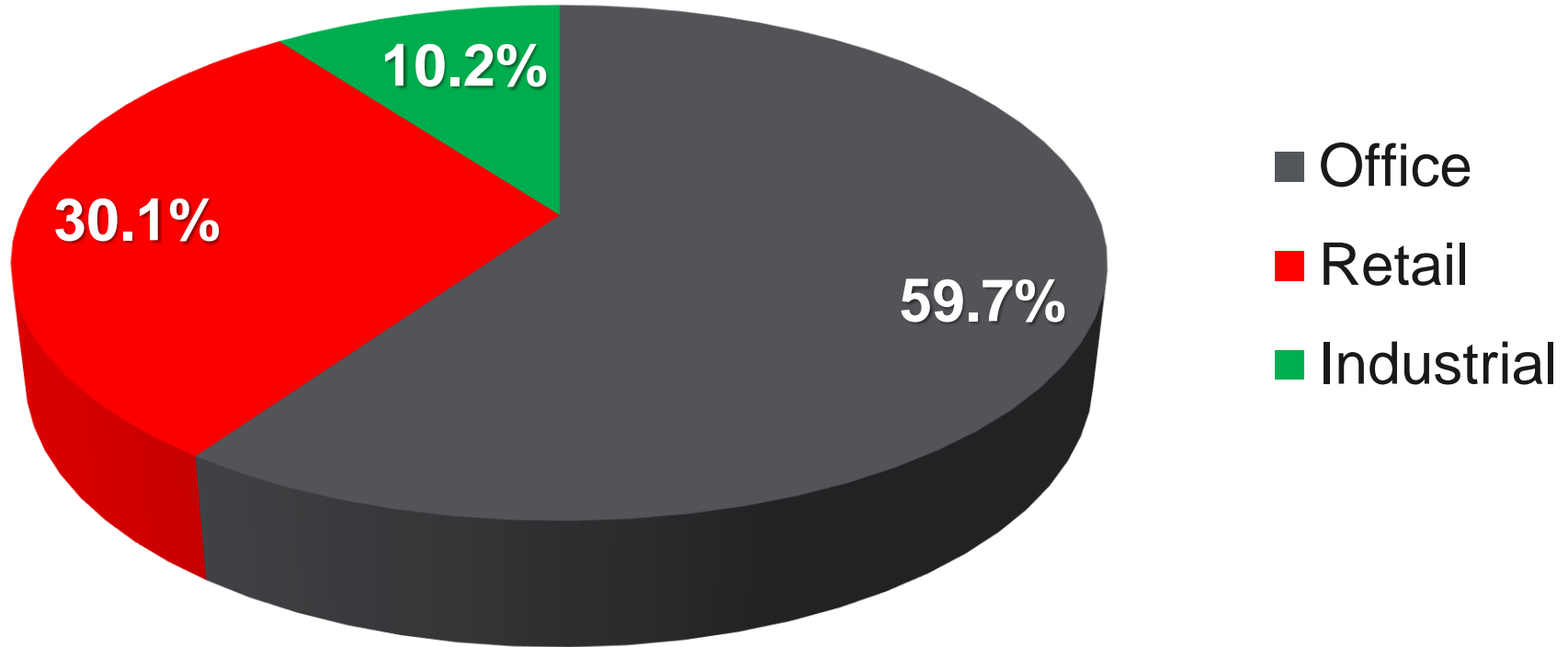
- Gathered information from local business leaders and economic development staff from neighboring jurisdictions
- Looked at other local examples
- Brainstormed on what would work in Vienna
- Developed short-term and long-term strategies

Background – Land Use



**Based on acreage and excludes Town right-of-way

Background – Commercial Land Use



**Based on square footage of gross floor area

Background – Trends

- Population growth expected to be moderate – increase of less than 2,000 by 2020
- No significant change in household size, age, or race
- High median household income - *Vienna has two times Virginia's household income*
- MAC mixed-use projects coming online and residential redevelopment is continuing

Strategies – Short-Term

- Task force made up of business leaders, Council, staff
- Develop vision
- Perform market study
- Implement low-cost ideas

Short-Term



Wayfinding Signage

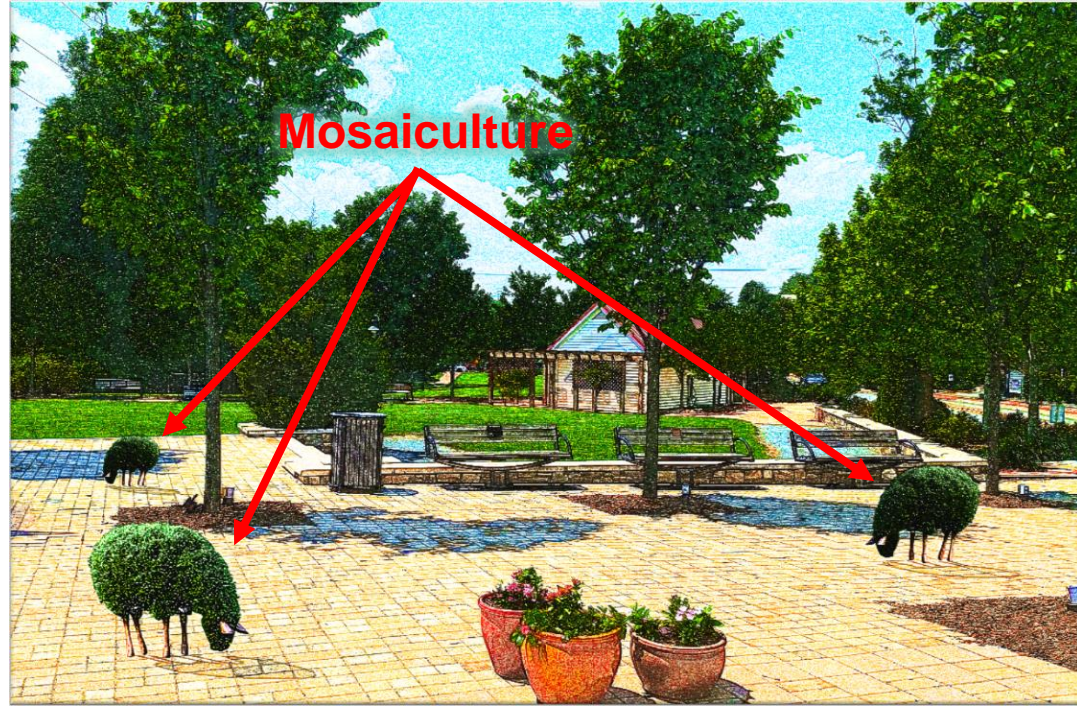


Enhancing Pedestrian Areas

Short-Term

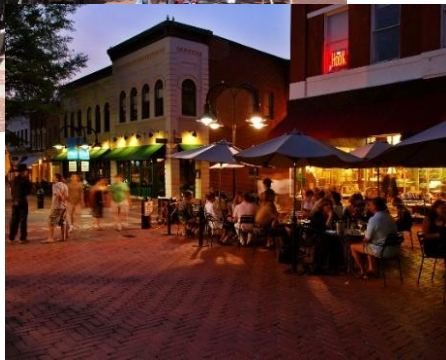


Restaurant Week

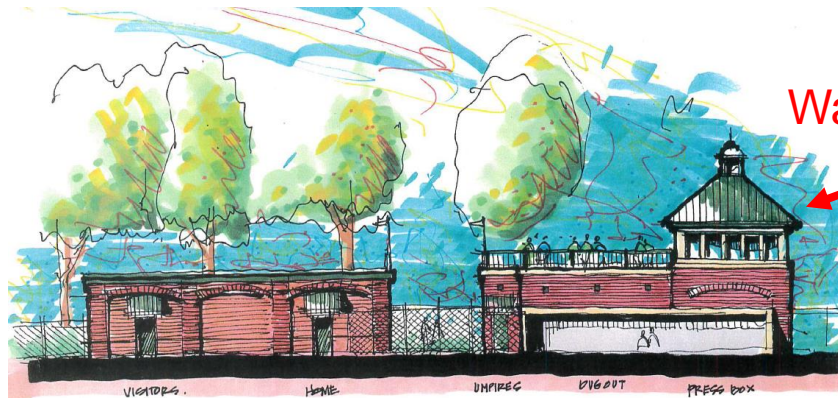


Pop-Up Art

Long-Term

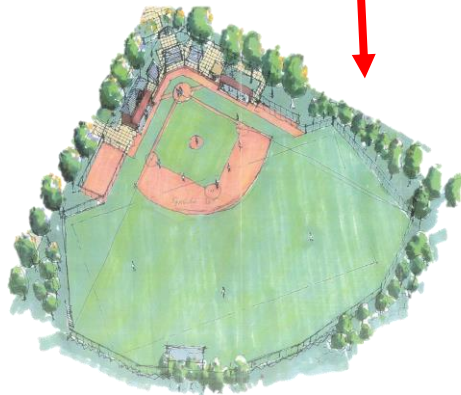


Gathering Spaces



Waters Field

Youth Sports Tourism



Long-Term



Business Incubators/
Micro-Manufacturing



Programming the Town Green for
Everyday Use

Long-Term



Public Parking



Alternative Forms of
Transportation

Long-Term



Retirement Activities



Boutique Hotel

Conclusion

- ❑ Redevelopment is unavoidable given our proximity to Tysons and the relative high income levels of our residents
- ❑ Redevelopment will ensure economic stability, but it must be done correctly
- ❑ Town has been lucky that conditions have been stable, but careful planning and resources are required to navigate the future. We suggest an economic development function for the long-term both to develop new businesses and retain and support existing businesses
- ❑ If done right, outcome is economic stability with an increasing tax base and improving quality of life for residents and businesses in Vienna



ENVIRONMENTALLY SUSTAINABLE COMMUNITY

2018 Strategic Plan

State Stormwater Regulations

□ The regulations:

EPA

- Clean Water Act



DEQ

- Virginia Water Control Law



TOV

- Municipal Separate Storm Sewer (MS4) Permit



State Stormwater Regulations

□ Chesapeake Bay Regulated Pollutants



Phosphorus



Nitrogen



Sediment

□ Target pollutant removal

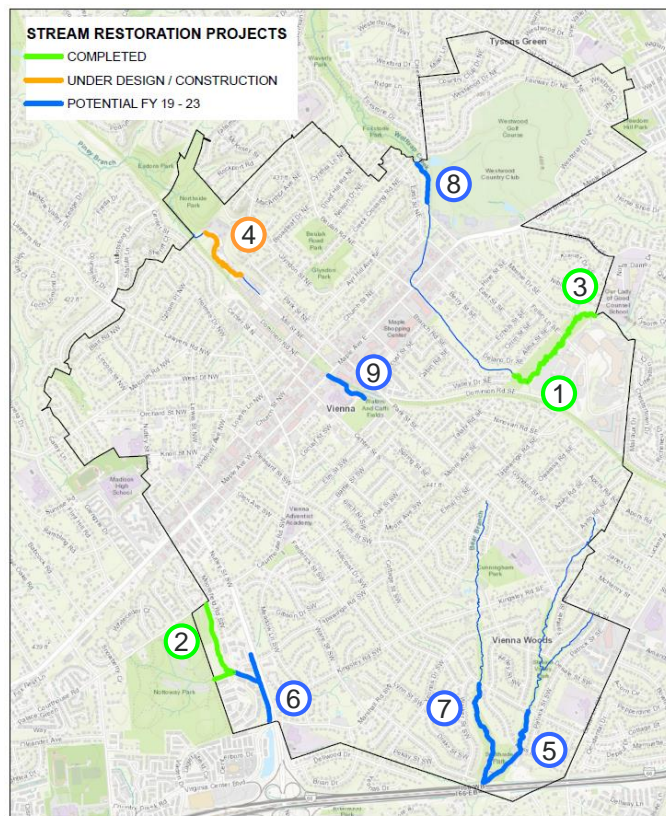
- 5% reduction by 2018
- 40% reduction by 2023
- 100% reduction by 2028

State Stormwater Regulations

- Upcoming chloride requirements with next permit cycle.
 - ▣ Includes salt management training and public outreach.



Stream Restorations



ID #	STREAM	STATUS
1	Wolftrap Creek Phase 1 - Wildwood Park	Completed
2	Hunter's Branch Phase 1 - Moorefield Park	Completed
3	Wolftrap Creek Phase 2 - Wildwood Park	Completed
4	Piney Branch - Northside Park	Under Design
5	Bear Branch Phase 1 - Southside Park	FY 19 – 23*
6	Hunter's Branch Phase 2 - Nutley Street SW	FY 19 – 23*
7	Bear Branch Phase 2 - Southside Park	FY 19 – 23*
8	Piney Branch - W&OD Trail	FY 19 – 23*
9	Wolftrap Creek Phase 3 - Westwood Park	FY 19 – 23*

* Potential location pending DEQ and Fairfax County Review

Native Plantings and Green Space

□ Background


- 1950s = “invention” of the back yard with focus on large green lawns
- NSFD = larger houses and more removal of trees and shrubs



Native Plantings and Green Space

□ Current Situation

- ▣ Along with the City of Falls Church, the Town of Vienna has less local parkland as a percent of total acreage than any of our neighboring jurisdictions



Jurisdiction	Acres of Locally Owned Parkland per 1,000 Residents	Local Parkland as Percentage of Total Land Area
City of Falls Church	3.9	3.8%
Town of Vienna	6.7	3.8%
City of Fairfax	10.6	6.2%
City of Alexandria	3.8	5.7%
Arlington County	4.1	5.5%
Fairfax County	20.5	9.6%

Source: Local Jurisdictions' Parks Departments

Native Plantings and Green Space

- Suggested Strategies
 - Require native pollinator gardens and plantings on new commercial projects
 - Enact measures requiring control of invasive species on NSFD lots



Native Plantings and Green Space

- Suggested Strategies
 - Create a list to prioritize locations of new pocket parks and green space
 - Develop a park funding strategy
 - Acquire open space in Town for park use
 - Create an inventory of Town trees



LED Lighting

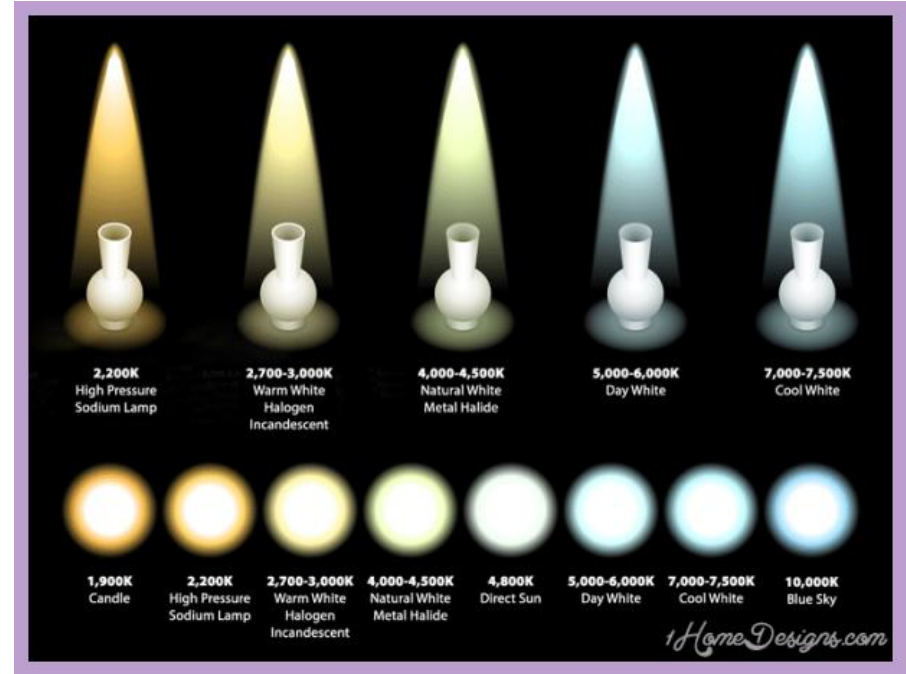
- Background
 - Street Lights

- Dominion operated through Fairfax County contract (no LEDS)
- 1995 & 1999 agreement with county provides acorn lights
 - \$14,000 annual Town cost for acorn lights
- 206 acorn-style lights; 923 standard lights
- 2010 LEDs installed at Town Hall



LED Lighting

- Key Measurements
 - ▣ Develop LED color standards
 - ▣ Track # of LEDs replaced/installed
 - ▣ Track cost savings



LED Lighting

- Suggested Strategies
 - ▣ Continue to partner with county & Dominion on LED conversion
 - ▣ Include conversion/installation rates and energy savings as a performance measure





INFLUENTIAL & WELL-GOVERNED COMMUNITY

2018 Strategic Plan

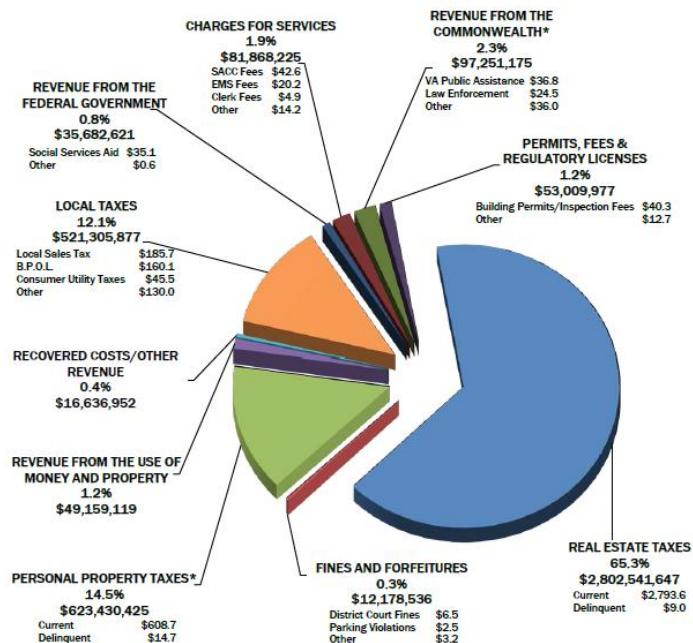
Focus Areas

- Staff Development and Retention
- Exert More Regional Influence

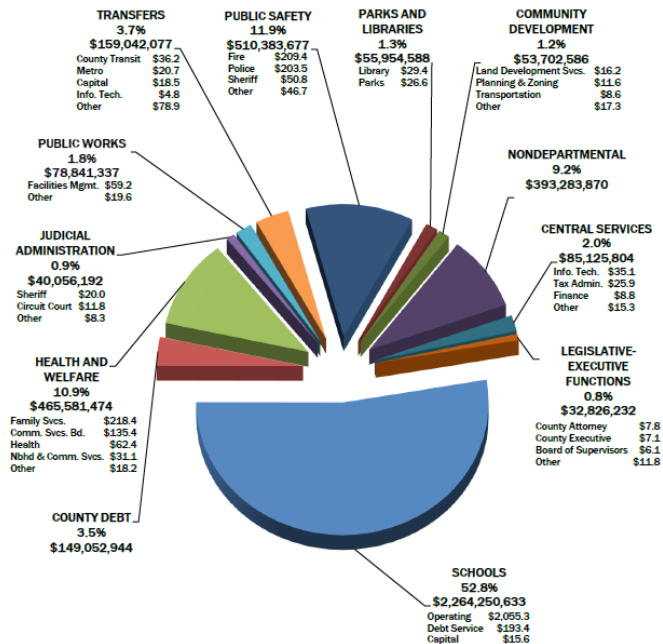
Highlights

- Employee retention rates
- Regional influence
- Fairfax County support

Fairfax County FY19 Budget



FY 2019 GENERAL FUND RECEIPTS = \$4,293,064,554**



FY 2019 GENERAL FUND DISBURSEMENTS = \$4,288,101,414

In addition to FY 2019 revenues, available balances and transfers in are also utilized to support disbursement requirements.

What we found

- Symbiotic relationship between focus areas
- Staff development advances skills, knowledge, and abilities
- The higher the quality of all levels of our workforce, the better qualified the workforce is to successfully represent the Town of Vienna
- Staff development in and of itself is not everything that is needed to improve organizational operations
- Business process management needed

Business Process Management

Examples

- Strategic Planning
- Police
- Munis
- Northside
- Moving forward use International Organization for Standardization (ISO)-type processes (appendix F)

Top 5 recommendations

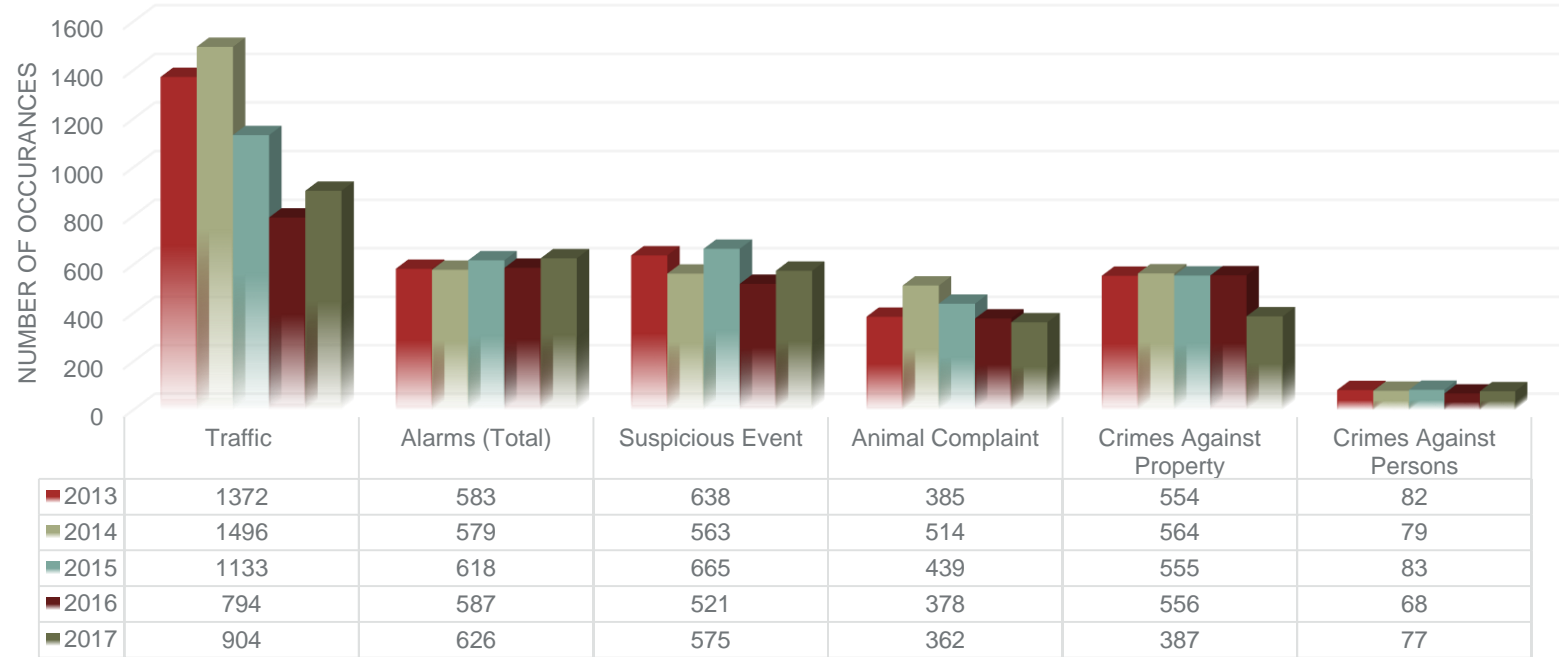
- ❑ More presence at state legislative sessions
- ❑ Celebrate staff successes more widely – internally and externally
- ❑ Continue to inventory and evaluate service we receive from Fairfax County
- ❑ Drill down the High-Performance Organization (HPO) philosophy through all levels of the organization and establish business process management using ISO principles
- ❑ Establish cross-functional teams to achieve process improvements



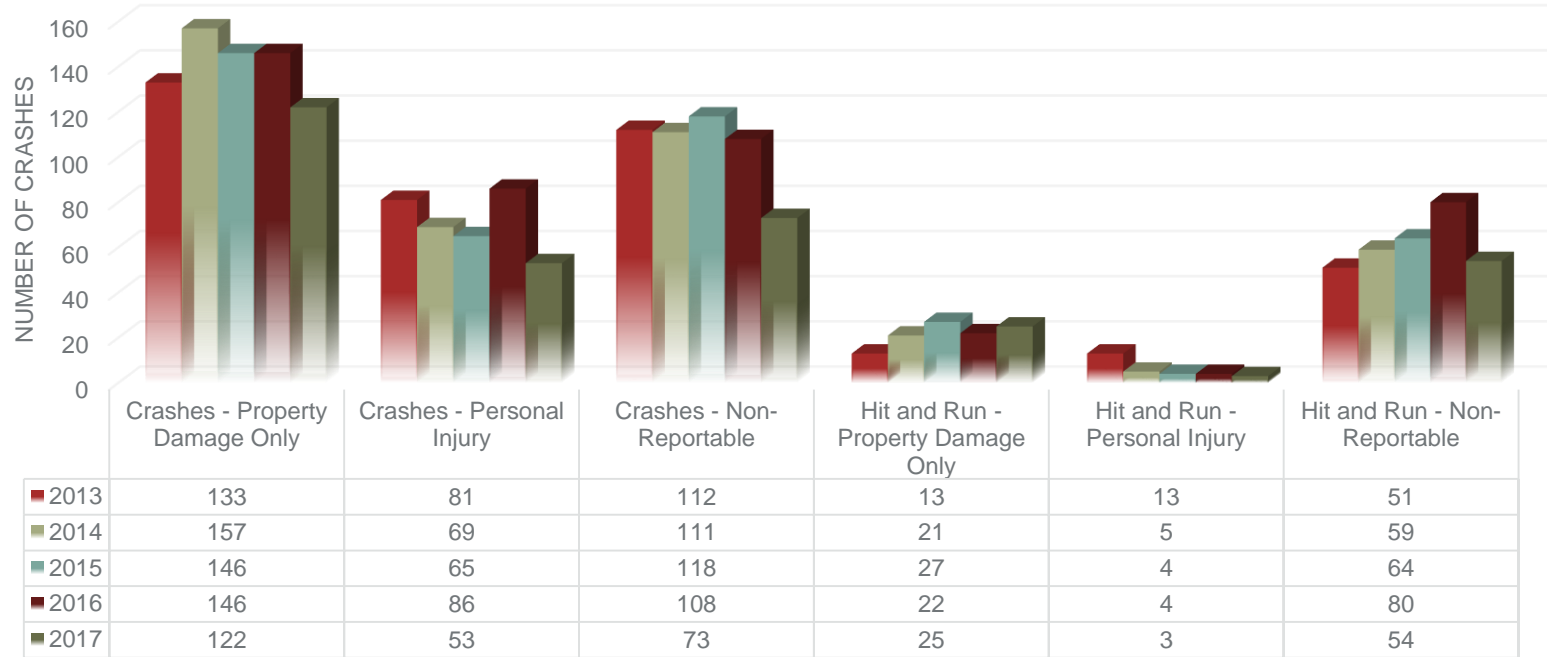
SAFE COMMUNITY

2018 Strategic Plan

Police Activity



Crashes



Safety

30 FEET

4 FEET




At Crossings: Start Seeing Everyone

EYE to EYE

Drivers, Bicyclists, & Pedestrians making Eye to Eye contact
BEFORE PROCEEDING at intersections, crosswalks & driveways



Prevention and Education



 **Town of Vienna**
Department of Information Technology 

Oops! You clicked on a link to a simulated phishing test!
The purpose of this email is to demonstrate how phishing attacks can come in emails that deceptively appear to be from reputable companies or people.

RULE NUMBER ONE:	RULE NUMBER TWO:	RULE NUMBER THREE:
Stop, Look, and Think!	Do you see any Red Flags?	Stay alert as you are the
Use the delete key.	Does something seem odd.	last line of defense!
When in doubt, throw it out.		Contact IT support if you have questions.

This message is from the Department of Information of Technology for the Town of Vienna.
If you suspect any email, please contact the IT Help Desk at 703-255-6364

Strategies (community safety, low crime rate)

- ❑ Strategy #1 - Continue and enhance efforts to reduce crime and fear of crime in the Town of Vienna.
- ❑ Strategy #2 - Strengthen community partnerships to promote citizen/police involvement.
- ❑ Strategy #3 - Conduct targeted enforcement to combat specific violations.

Strategies (Pedestrian/bicycle safety and accessibility, traffic safety commission)

- Strategy #4 - Reduce pedestrian and bicycle accidents and incidents.

- Strategy #5 - Reduce crashes.

(Station)

- Strategy #6 - Select the right people to work with.

- Strategy #7 - Community support.

- Strategy #8 - Manageable scope.

Strategies (Cyber Security)

- Strategy #9 - Keep pace with changing threats.
- Strategy#10 - Education/training.

(Emergency Management)

- Strategy #11- Develop strong emergency management program.



QUESTIONS? COMMENTS.

2018 Strategic Plan