



2018 Strategic Plan
Vienna as an Authentic Community with a Small-Town Experience
and High Quality of Life for Residents

Leslie Herman, Parks & Recreation Department
Jennifer Murphy, Planning & Zoning Department
Cindy Petkac, Planning & Zoning Department
John Jay Sargent, Public Works Department

Introduction

The Town of Vienna is an authentic community with a small-town experience and high quality of life for residents in large part due to the community connections that are facilitated at special events and through cultural and recreational activities. Going forward, there also is an opportunity for enhanced placemaking and walkability with new development and redevelopment along Maple Avenue. Overall, it's important that future development reinforces the livability of this special place. Being authentic means we're a real place where young and old come together, where families live for generations, and where small and independent businesses thrive. Vienna is and will continue to be a desirable place to live in Northern Virginia. Vienna is small town hip!

Community Connection

Background

Community connection is Vienna's foundation that has produced small-town charm and a high quality of life. The Town encourages and supports community connection through many special events offered throughout the year, neighborhood block parties, fun runs and races, relocation of the Farmers Market to Town property, and the building of the Town Green. The Town has a rich history of special events from the Halloween Parade, 4th of July Fireworks, ViVa! Vienna!, Taste of Vienna, and Oktoberfest to the newest event that brings thousands together to enjoy the company of neighbors, great music, and food – Chillin' on Church.

Community connection has led the Town to renovate and make additions to the community center, providing additional space for community meetings and allowing for growth of cultural and recreational activities. In 2011 a feasibility study identified the community's desire for leisure, therapy, and a lap pool, and in 2013 an advisory committee report identified aquatics (competition, leisure, and therapy) as the number one strategic driver for priority ordering of space needs for the proposed renovated community center. Community connection also brought residents together to celebrate the life of Mayor Jane Seeman, ultimately guiding Town Council to establish the Vienna Public Art Commission (VPAC) in 2015.

SWOT Analysis

Strengths

- Well-attended events held throughout the year.
- A recreation coordinator position dedicated to special events as approved in the FY18 budget.
- Service and nonprofit organizations that host, incur costs, and collect revenue for events.
- Events that bring people together providing fun and contributing to a more walkable and inviting place to recreate, socialize, and connect people to Vienna.
- Programming is currently offered for all ages at the community center.
- The Vienna Public Arts Commission intends to receive their 501c3 status to encourage and accept donations.

Weaknesses

- Lack of funds for overtime and operational costs.
- Staff burn-out, low morale, and complaints of overscheduling staff on evenings and weekends.
- Lack of full business support by Church Street businesses for events held on Church Street.
- Public participation in events cannot be guaranteed.
- Lack of a community pool due to expenses in building and maintenance costs.
- Lack of dedicated funding for public art.
- Very little public art currently in Vienna.

Opportunities

- Provide structured public parking to accommodate event parking, offering shuttle bus pick-up locations.
- Fundraising and revenue-producing opportunities.
- Offer events that attract millennials and empty nesters.
- Kiosk at the Town Green that can provide food and drink for visitors, offering local businesses the opportunity to run the kiosk.
- Identify current Town properties to locate pool/aquatic facilities.
- Demand for a community pool was identified in the Town's feasibility study in 2011 and advisory committee report in 2013.
- Build a splash pad.
- Private pools in Vienna have multiple year-long membership wait lists.
- MAC projects and new developments offer incentives for increased public art.

Threats

- Events at or near the community center impact parking for users of the community center.
- Outdoor events are weather dependent.
- Increased use of venues may result in increased maintenance costs.
- Competition from neighboring jurisdictions and private organizations on event offerings
- Price war with competitors – pool/aquatic facility.

Current Situation

Events

The 2016 Community Survey reports that 70% of respondent households indicated attendance of a Town of Vienna community event. Of those that attended, 89% indicated they were satisfied with Town of Vienna community events and festivals. The attached addendum provides additional details to the chart below.

Jurisdiction	# of Events Coordinated/Sponsored by Jurisdiction	Total Attendance	Jurisdiction Expenses	Jurisdiction Revenue
Town of Vienna	68	110,028	\$56,077.49	\$30,921

Public Art

VPAC has been successful, in a short amount of time, in receiving Council approval for two pieces of public art, the *Taking Flight* sculpture and LOVE sign. VPAC is currently in the approval process for a mural on the rear of the Vienna Shopping Center. Within the 2016 Community Survey, 57% of respondent households indicated it was important to enhance facilities through public art.

Key Measurements

- Attendance at events
- Number of events
- Expenses
- Revenue
- Number of MAC projects that include public art

Suggested Strategies

Events

- Increase quality and quantity of event programming at the Town Green targeting millennials and empty nesters.
 - Movies in the Park, music festival, Saturday evening concerts (regional entertainment)
 - Co-sponsor events with Wolftap, Jammin' Java, Caboose Brewery, etc.
 - Public art-themed events, i.e. sidewalk chalk drawings, sand castle competition
- Contract with an entertainment company to manage events at the Town Green.
- Provide shuttles to reduce parking impacts.
- Install light pole banners promoting Town-produced and sponsored events.
- Identify a dedicated funding source.

- Identify new locations to hold events.

Public Art

- Develop a Public Art Master Plan - utilized in the development process, a master plan identifies locations on public and private property where public art can be displayed and provides new ideas for public art, i.e. murals, sculptures, gardens, temporary art installations.
- Encourage commitment to public art in new development projects.

Community Pool/Aquatic Facility

- Secure funding and identify locations. Potential locations include:
 - Properties of Nutley Property Yard and Sarah Mercer Park, moving the parks crew to Northside Park.
 - Leaf mulch property on Beulah Road.
 - Purchase of private property for building a pool/aquatic facility.
- Develop a public-private partnership to build and/or operate a pool/aquatic facility.
- Develop a business plan to generate revenue.
- Develop innovative aquatic programming to generate substantial revenue and minimize pool costs, i.e. personal training, rehabilitation services, swim lessons, arthritis aquatics classes, lap swimming, pool memberships, special training courses.

MAPLE AVENUE - PLACEMAKING AND WALKABILITY

Background

In 2014, the Town of Vienna adopted the Maple Avenue Commercial (MAC) zone, a voluntary zoning district that establishes a vision and framework to encourage compact, pedestrian-oriented development and high-quality, eclectic architecture along Maple Avenue that is consistent with Vienna's small-town identity. The MAC zone reinforces Maple Avenue's role as the Town's Main Street.

MAPLE AVENUE COMMERCIAL (MAC) ORDINANCE

District	Characteristics	Outcomes
The Maple Avenue Commercial Corridor is located along Maple Avenue and extends from the western limits of Town, to East Street. Owners of commercial sites located within the zone are allowed to rezone to MAC if they choose to redevelop and renovate the sites and meet requirements listed in the MAC zoning ordinance.	<ul style="list-style-type: none"> • Outdoor seating • Parking for bicycles • Wider sidewalk/pedestrian zones • Varied building height with interesting architecture • Public plazas and public artwork • Green-roofs and sustainable design • Structured parking • Residential units included in mixed-use buildings • Limit of 4 story buildings • Mixed styles of architecture 	<ul style="list-style-type: none"> • Increased foot traffic through the downtown area • More pedestrian-friendly commercial zone with less curb cuts • Social gatherings created by more public space • Accessibility to bike trail • Livelier commercial zone after business hours • Affordable housing choices • Less stress put on the environment and infrastructure

SWOT Analysis

- **Strengths**
 - Maple Avenue is Vienna's major commercial corridor with a number of retail stores, restaurants, and other businesses.
 - MAC zoning district provides additional height, a mix of uses, and other incentives to encourage redevelopment.
- **Weaknesses**
 - High land costs along with significant costs to replace and/or relocate existing utilities and water and sewer infrastructure makes redevelopment financially challenging; development community has indicated a desire for additional height beyond four stories and 54 feet to make redevelopment financially feasible.
 - Long blocks and few signalized intersections along western Maple Avenue make safe, pedestrian crossings difficult (400 feet preferred distance between crosswalks).
 - Lack of connectivity between Church Street and Maple Avenue commercial districts.
- **Opportunities**
 - MAC projects can contribute to making Maple Avenue a more walkable, inviting place for residents and visitors to live, shop, and gather.
 - MAC zone district provides incentives for public art.
 - MAC rezoning processes encourage a robust public engagement and ongoing dialogue.
 - Mixed-use projects in the MAC will provide more housing options for those just entering the workforce and empty-nesters desiring to downsize and/or age in place.
- **Threats**
 - Developers choosing to build in surrounding jurisdictions that allow greater height/density for mixed-use developments and/or where land costs are cheaper.

Current Situation

There have been two approved projects under the MAC with one currently under review.

MAC Rezoning Project	Address	Description
Vienna Car Wash (approved 2016)	540 Maple Ave W (1.19 acres)	2-story commercial building with 1st floor restaurant (Chick-fil-A) and 2nd floor enclosed car wash (Flagship Car Wash)
Vienna Market (approved 2018)	245 Maple Ave W (1.97 acres)	4-story mixed use building with 44 townhouse-style condominiums and 8,200 SF of ground-floor retail/commercial space
444 Maple Ave (under review)	444 Maple Ave W (2.76 acres)	Proposed 4-story mixed-use project with 160 apartments and 20,316 SF of ground floor retail/commercial space

Key Measurements

- Number of approved MAC rezonings
- Commercial square footage on Maple Avenue
- Meals and property tax receipts for restaurants and properties on Maple Avenue
- Number of new multi-family housing units on Maple Avenue

Suggested Strategies

- Install gateway arches at key entry points to the Maple Avenue commercial corridor (East Street and western Town line) and/or at the entry to the central business district/downtown Vienna (Park Street and Lawyers Road) to grandly announce entry to the Town's main commercial shopping district, which defines Maple Avenue as a great place/street (placemaking).
- Install Hawk pedestrian crossing treatments at mid-block locations along Maple Avenue to provide safe pedestrian crossings, including the Lewis Street/Wade Hampton Drive intersection and in the vicinity of the Vienna Jewelry store (walkability).
- Encourage private property owners to install overhead lighting (string lights) along key pedestrian connections between Maple Avenue and Church Street, i.e., over the driveway next to the Vienna Jewelry/Pure Pasty and Terra-Christa buildings (placemaking and walkability).

- Create a Maple Avenue West streetscape plan that is consistent with the streetscape plan for Maple Avenue East; install Vienna-themed banners on light poles promoting placemaking and walkability.
- Create a “first block” program to implement a streetscape plan and pedestrian continuity with Maple Avenue for the first block back from Maple Avenue to promote walkability.
- Amend the zoning ordinance to ensure non-MAC Maple Avenue development and redevelopment provide provisions for walkability similar to what is required in the MAC (walkability).

Livable Community

Background

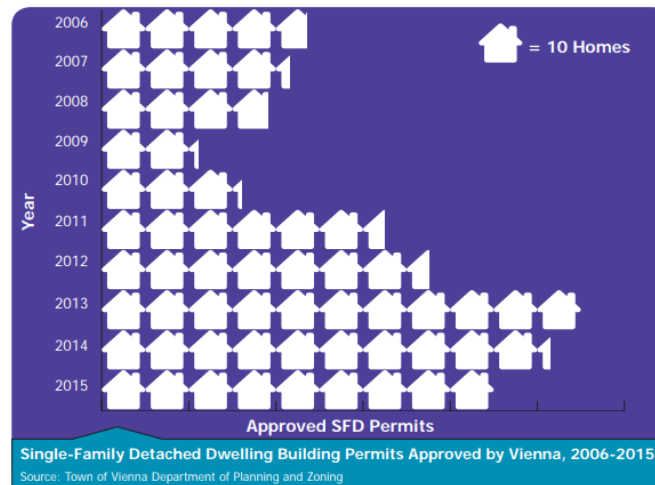
Vienna is a community of neighborhoods. Of the 2,376 acres within the Town limits, excluding rights-of-way, 71% is residential. Of that, 82% consists of single-family detached dwellings. In the past decade, housing costs have escalated more rapidly than incomes, making affordable opportunities less plentiful. It’s important that new residential and commercial development and redevelopment contribute to the special place Vienna is and not negatively impact existing, established residential neighborhoods.

SWOT Analysis

- **Strengths**
 - Town has many established residential neighborhoods.
 - Church Street is Vienna’s historic main street.
- **Weaknesses**
 - Increased assessed values have resulted in less housing that is affordable
 - Lack of public and shared parking in Church Street commercial district
- **Opportunities**
 - Increase neighborhood stability and provide housing for households with a variety of income levels by encouraging and/or incentivizing renovation of existing, older houses.
 - Allow townhouses, assisted living facilities, and nursing homes in transitional areas to provide more housing options for those who desire to age in place.
- **Threats**
 - Development pressures on established neighborhoods.

- Mobility issues for older, physically-challenged residents to walk to Maple Avenue and Church Street businesses.

Current Situation



Key Measurements

- Number of residential permit applications processed
- Number of new single-family detached dwellings
- Number of new townhouses
- Number of new multifamily units
- Number of assisted living and nursing home units

Suggested Strategies

- Amend the zoning ordinance to reinforce Church Street as the Town's social gathering and shopping district to only allow entertainment, retail stores, and restaurants on the ground floor.
- Amend the zoning ordinance and/or create incentives for non-MAC development and redevelopment to underground utilities.
- Amend the zoning ordinance to allow townhouses, assisted living facilities, and nursing homes in transitional zone district.

- Initiate and identify funding opportunities for planned, phased approach to underground all power lines in the Town.
- Pursue opportunities to provide public parking facilities to serve Church Street and central business district/downtown Vienna.
- Provide trolley/circulator bus service and/or permit solarized golf carts for use on Town streets.