



**Town of Vienna  
2019 Strategic Plan  
Honing Excellence  
in an Exceptional Hometown**





# Town of Vienna 2019 Strategic Plan

## Honing Excellence in an Exceptional Hometown

*The Town of Vienna aspires to build on its strong hometown culture and treasured traditions while enhancing its reputation as a premier destination for connected and healthy living as well as notable economic development within a safe and inviting setting.*

### A vision of and commitment to excellence

In the vital, bustling Northern Virginia/National Capital region – with all its myriad opportunities and challenges – the independent Town of Vienna is a bit of an unexpected, traditional hometown oasis. Frequently included at the top of “best places to live in Virginia” lists and rated by 98% of its residents as an excellent/good place to raise children, as determined by the 2018 National Citizen Survey, the Town of Vienna is clearly a desirable place to call home. Vienna residents generally are extremely proud of



their hometown and deeply invested in the community and its overall wellbeing.

It’s clear that Vienna in 2019 is a safe, vibrant, inclusive community with neighborly charm, hometown pride – and some challenges. While Vienna is proud of the vibrant, welcoming community it is in 2019 and treasures its deep, rich history, it also is clear that in the future Vienna can do, can *be*, even better. To that end, Town Council and staff members undertook efforts in 2018 to develop this strategic plan as a roadmap to continued excellence and a commitment to

establishing and undertaking priorities that get the Town traveling toward the community it envisions itself to be almost a quarter-century down the road. While this plan’s vision extends out two decades, the goals, strategies, and action steps identified are designed to be undertaken within a five-year window through 2023.

Town Council has established a vision, a commitment to excellence, for Vienna as a community that is:

- fiscally responsible
- safe
- efficiently mobile
- economically prosperous
- influential and well-governed
- engaged
- environmentally sustainable
- complete.

## Creating a roadmap to the future

It's no secret that local governments rely on planning documents as tools to better manage growth or traffic, for example, or to determine future land uses. A strategic plan is a little bit different in that it goes to the heart of what defines a community – using a broad brush, it outlines, at least in the Town of Vienna's case, the services and priorities that will shape and distinguish the community in the decade or two ahead. A living management tool, this strategic plan defines the kind of community that Town Council aspires Vienna to be and lays out the roadmap or steps identified by the Town to arrive at that lofty destination. While this strategic plan describes a community of the future – and ensures that all Town of Vienna parties, in this case, are driving toward this commonly agreed upon destination – it also provides day-to-day direction for employees, a playbook that helps shape the services they provide and initiatives they undertake.

Vienna's strategic plan, however, is not a stand-alone document, guide. For example, it will help inform the Town's budget process, providing an opportunity to prioritize fund allocation in ways that support achieving the Town's strategic goals. The budget is the tool that will help make Vienna's strategic plan a reality. The Town utilizes other planning tools to help shape the organization and larger Vienna community, including the comprehensive plan and capital improvement plan as well as pedestrian and bicycle master plans.

The strategic plan itself is a critical tool and an important end-product. But much of the value of strategic planning is in the process and byproducts of that process. In creating this strategic plan, the Town not only engaged Councilmembers regularly, but also, for the first time, allowed employees a significant role in the

development process. Vienna's process included some thoughtful conversations, a few late nights, and even a couple of speed bumps. But it resulted in a common vision as well as opportunities to team-build, work across departmental lines and envision organization-wide, and engender for employees a heightened sense of value.



## Vienna's strategic plan timeline

- In late 2017, the Town contracted with Craig Gerhart, a University of Virginia adjunct faculty member serving the Virginia Institute of Government and former Prince William County executive, to lead its strategic planning process.
- Town Council met January 16, 2018 to create a strategic vision for Vienna.
- On February 21, Craig Gerhart provided training to Town directors on establishing focus-area, staff-based teams to develop strategic goal recommendations to achieve Council's vision. Teams were tasked with researching topic areas and current conditions; assessing strengths, weaknesses, opportunities and challenges; and drafting proposed goals and strategies for Council's consideration.
- Strategic plan themes discerned from the January work session were presented to Council March 5.
- With focus areas confirmed, staff policy teams met March through May.
- Staff teams presented "white papers," providing data, ideas, and recommendations related to focus areas to Town Council at a May 29 work session.
- Town Council began to draft strategic goals at a June 11 work session.
- Town Council reviewed and arrived at consensus on strategic plan goals at a September 4 work session.
- The process turned back to staff teams to develop potential strategies for Council's consideration.
- An all-employee Brunch & Brainstorming event was held December 17 to share proposed strategies and obtain employee feedback and additional ideas.
- Team leaders presented proposed strategies and action steps to Town Council at a January 15, 2019 work session. Incorporating feedback from Council, staff continued to work on refining strategies and action steps.
- A draft of the strategic plan was presented and revised at an April 3 work session.
- The strategic plan was adopted at the April 29, 2019 Town Council meeting.

### Terms and timelines

**Vision** – Looking 10-20 years out, what kind of community does the Town of Vienna strive to shape? What defines the Vienna community in 2030 and beyond?

**Goals** – Planned, broad, achievable targets in a 4+ -year timeframe that will support the Town's vision. Goals are the "what" the Town plans to achieve.

**Strategies** – The measures taken to achieve the Town's goals over an approximately 2-4 year period. Strategies represent "how" the Town will arrive at its goals.

**Action steps** – The specific projects, programs, best practices, or tasks, usually employed over a 6- to 18-month timeframe, that Town staff will undertake to complete identified strategies.

**Target dates** – The dates by which the Town plans to complete an action step. Target dates may shift as other opportunities and priorities arise. Dates represent calendar, rather than fiscal, years.

# Goals: Town of Vienna 2019 Strategic Plan



## Vienna as a fiscally responsible community

The Town of Vienna will be a reliable and responsible steward of public funds, committed to ensuring financial sustainability and maintaining and promoting high standards as well as a strong, well-managed financial position.

## Vienna as a safe community

Vienna will ensure a safe community by improving traffic and pedestrian/bicycle safety as well as reducing crime through community engagement and education, investing in public safety technology and facilities, and emphasizing cybersecurity and emergency management.



## Vienna as an efficiently mobile community

A strategically located community, the Town of Vienna will ensure safe, efficient, accessible, and reliable multimodal transportation networks within the Town and linking Vienna to the region through use of innovative technology and initiatives.

## Vienna as an influential and well-governed community

The Town of Vienna will be a high-performing organization that follows quality management principles, utilizes local government best practices, and enables and empowers employees. Vienna will serve as a regional role model for effective governance and strong partnerships.



**TOWN OF**  
**VIENNA**  
*since 1890*



## Vienna as an economically prosperous community

The Town of Vienna will be a distinctive, dynamic, and vibrant 21<sup>st</sup> century community and location of choice for unique, independent businesses that add to the Town's charm, attract visitors as well as residents, and, collectively, serve to establish the Town as a destination. We will strive to create a healthy balance of businesses in order to enhance citizens' quality of life and increase the Town's nonresidential tax base.



## Vienna as an engaged community

The Town of Vienna welcomes effective citizen engagement that leads to bold, collaborative decision-making. In providing multiple avenues for interaction, Vienna will enhance its strong tradition of community involvement, reaching out in thoughtful ways to a broad range of stakeholders.

## Vienna as an environmentally sustainable community

The Town of Vienna values and protects its natural and manmade resources. We embrace our obligation to current and future generations to foster a healthy, safe, and attractive community.



## Vienna as a complete community

The Town of Vienna will embrace its independent, active, and welcoming character as a unique place to live-work-play-dine-shop in Northern Virginia. Our traditional events and year-round activities enrich the Town's vibrant, caring, and inclusive community identity and spirit.

## Strategies and action steps

### Vienna as a fiscally responsible community

The Town of Vienna will be a reliable and responsible steward of public funds, committed to ensuring financial sustainability and maintaining and promoting high standards as well as a strong, well-managed financial position.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Maintain the Town's AAA bond rating.</b>	Implement quarterly budget reporting.	2019	Finance
	Develop a five-year operating budget forecast.	2020	Finance
	Develop departmental performance measures, focusing on outcomes and relationship to the budget.	2020	Finance, Town Manager, All Departments
	Develop a facilities reserve fund for needed physical asset replacements (e.g., roofs, boilers, HVAC, etc.)	2021	Finance, Public Works
	Create a revenue stabilization fund (2% of budgeted general fund revenue) to hedge against potential economic downturns.	2023	Finance
<b>Ensure that Town policies and practices meet current finance and local government best standards.</b>	Review and update as necessary the Town's financial policies (debt limit, investment guidelines, rainy day fund and guidelines, etc.).	2021	Finance
	Consider raising the purchase order limit.	2023	Finance, Town Council

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Explore strategies to decrease costs and increase revenues.</b></p>	<p>Annually review departmental fee structures to ensure that they are aligned with other localities.</p>	<p>Ongoing</p>	<p>Finance, Parks and Recreation, Planning and Zoning, Public Works</p>
	<p>Expand efforts to identify and apply for additional grant opportunities.</p>	<p>Ongoing</p>	<p>Finance, Public Works</p>
	<p>Periodically audit revenue streams, using temporary, part-time staff.</p>	<p>2020</p>	<p>Finance</p>
	<p>Develop cross-functional Town teams to develop cost-saving plans.</p>	<p>2021</p>	<p>Finance, Cross-Functional Teams</p>
	<p>Explore possibility of outsourcing certain functions as a cost-saving strategy.</p>	<p>2021</p>	<p>Finance</p>
<p><b>Diversify the Town’s tax base.</b></p>	<p>Create a website page or section that provides information related to economic development data and opportunities.</p>	<p>2021</p>	<p>Economic Development*, Town Manager, Communications</p>
	<p>Partner with Town Business Liaison Committee and Vienna Business Association to develop economic development strategies.</p>	<p>2021</p>	<p>Economic Development*, Town Manager, Finance, Planning and Zoning</p>

*\*Throughout this strategic plan, tasks are assigned to an economic development manager, a position that has not yet been authorized; other Town departments will absorb those tasks if necessary.*



## Vienna as a safe community

Vienna will ensure a safe community by improving traffic and pedestrian/bicycle safety as well as reducing crime through community engagement and education, investing in public safety technology and facilities, and emphasizing cybersecurity and emergency management.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Maintain low crime rates and reduce crime rates where possible, specifically focusing on property crimes and crimes targeting the elderly.</b>	Increase officer visibility through full staffing and directed patrols.	Ongoing	Police
	Utilize communication tools, community outreach programs, and officer training to promote crime prevention efforts, including to middle and high school students.	Ongoing	Police, Communications
	Develop and implement an “Eyes on Vienna” staff-based crime watch/ambassador program.	2020	Police, Staff Safety Team, Human Resources
<b>Improve traffic and pedestrian/bicycle safety, reduce crashes.</b>	Implement targeted traffic enforcement strategies, focusing on DUI enforcement and high-risk areas as indicated by crash data analysis and traffic safety violations.	Ongoing	Police
	Host prevention and education programs and messaging.	Ongoing	Police, Communications
	Review safety violations and enforcement behaviors.	Ongoing	Police

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Strengthen community partnerships and promote positive citizen-police engagement opportunities.</b></p>	Support community events.	Ongoing	Police, Parks and Recreation, Public Works, Communications
	Utilize social media.	Ongoing	Police, Communications
	In partnership with the Vienna Volunteer Fire Department, establish a Town-wide “Adopt a Hydrant” program, through which homeowners clear snow & trim grass from around hydrants.	2023+	Police, Public Works, Parks and Recreation, Communications
<p><b>Invest in public safety technology and facilities as well as cybersecurity tools.</b></p>	Identify and utilize next wave of technology and ensure that facilities can adapt.	Ongoing	IT, Police
	Provide ongoing training to staff regarding safe network environment and strategies.	Ongoing	IT, Police
	Review and update IT policies to better protect the network and staff and to reflect changes in technology.	Ongoing	IT, Police
	Ensure that community, especially neighbors, are well informed about progress and impacts of construction of the new police headquarters.	Ongoing-2022	Police, Communications
	Deliver on budget and on time a new police station that effectively and efficiently serves police and community needs.	2019-2022	Police, Finance, Public Works, IT
Implement security improvements to IT infrastructure to ward against threats.	2020	IT	

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Continue to develop emergency management facilities and best-practices strategies.</b></p>	<p>Meet regularly with and provide training to Town’s emergency management responders, including Town Council members.</p>	<p>Ongoing</p>	<p>Police, Town Manager, Public Works, Communications</p>
	<p>Establish an emergency management division within the Town’s budget.</p>	<p>2020</p>	<p>Police, Finance</p>
	<p>Create an emergency management operations center in new police facility.</p>	<p>2022</p>	<p>Police, IT, Communications</p>
	<p>Share emergency preparedness plans, demos with community.</p>	<p>2023</p>	<p>Police, Communications</p>



## Vienna as an efficiently mobile community

A strategically located community, the Town of Vienna will ensure safe, efficient, accessible, and reliable multimodal transportation networks within the Town and linking Vienna to the region through use of innovative technology and initiatives.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Identify and promote multimodal transportation options that include transit, pedestrian, and bicycle opportunities.</b>	Implement and promote strategies identified in the Pedestrian Master Plan.	Ongoing	Public Works, Staff Leadership Team
	Implement and promote safety improvements.	Ongoing	Public Works, Communications
	Pursue grant sources for pedestrian and bicycle projects.	Ongoing	Public Works
	Prioritize sidewalk projects, especially those that enhance safety or create jurisdictional connections.	Ongoing	Public Works
	Incorporate wider sidewalks in areas of high pedestrian use.	2019	Planning and Zoning, Town Council
	Investigate use and impact of e-bikes and scooters.	2020	Public Works
	Budget for and begin implementing recommendations from the Multimodal Transportation and Land Use Study.	2020-2023+	Town Council, Public Works, Planning and Zoning
	Utilize technologies to enhance traffic signal timing in order to improve pedestrian crossing of Maple Avenue.	2021	Public Works
	Prepare and adopt Bicycle Master Plan and implement strategies identified.	2021-2023+	Public Works, Parks and Recreation, Communications

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Identify and promote multimodal transportation options that include transit, pedestrian, and bicycle opportunities. (cont'd)</b></p>	<p>Identify locations for new traffic signals and pedestrian-controlled crossings, especially along Maple Avenue.</p>	<p>2021-2023</p>	<p>Public Works</p>
	<p>Investigate transit and ridesharing options between localities, to local Metro stations, and to key locations in Town.</p>	<p>2023+</p>	<p>Public Works</p>
<p><b>In order to enhance economic vitality and placemaking, support and improve active transportation (pedestrian and bicycle facilities, wayfinding strategies).</b></p>	<p>Identify locations for bicycle parking and bike-sharing stations.</p>	<p>2019</p>	<p>Public Works, Parks and Recreation, Planning and Zoning</p>
	<p>Partner with Vienna Public Arts Commission to paint entertaining images on sidewalks, crosswalks, storm drains, and along W&amp;OD Trail to make walking more fun.</p>	<p>2021+</p>	<p>Parks and Recreation, Public Works, Planning and Zoning</p>
	<p>Use public art, lighting, crosswalks, and other unique strategies to make the commercial corridor more walkable and create better connections.</p>	<p>2022</p>	<p>Public Works, Parks and Recreation, Planning and Zoning</p>
	<p>Identify funding opportunities for a planned, phased approach to underground all overhead utility lines.</p>	<p>2023</p>	<p>Town Manager, Public Works, Finance, Planning and Zoning</p>
	<p>Implement wayfinding signage and other gateway strategies to identify key interest points.</p>	<p>2023+</p>	<p>Planning and Zoning</p>

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Encourage safe walking and bicycling for fun, health, fitness, and transportation.</b></p>	<p>Utilize GIS mapping to provide information about infrastructures in and around Town.</p>	<p>Ongoing</p>	<p>Public Works</p>
	<p>Encourage further implementation of Safe Route to Schools goals, coordinating with Fairfax County Schools and local PTAs.</p>	<p>Ongoing</p>	<p>Public Works</p>
	<p>Create educational materials, programs, and events.</p>	<p>2021+</p>	<p>Public Works, Police, Communications</p>
<p><b>Identify and promote options that enhance the vehicular travel experience within Vienna.</b></p>	<p>Identify and implement traffic-calming options.</p>	<p>Ongoing</p>	<p>Public Works</p>
	<p>Incorporate alternative methods of transportation within street redesigns.</p>	<p>Ongoing</p>	<p>Public Works</p>
	<p>Identify strategies to reduce neighborhood cut-throughs.</p>	<p>Ongoing</p>	<p>Public Works, Planning and Zoning, Police</p>
	<p>Promote public parking facility as a means to also support alternative transportation modes and encourage more walking between downtown destinations.</p>	<p>2020-2022+</p>	<p>Public Works, Planning and Zoning, Town Manager</p>
	<p>Conduct parking studies at crucial locations and identify parking options in congested locations.</p>	<p>2020-2024</p>	<p>Public Works, Planning and Zoning, Police</p>
<p>Incorporate and promote a multimodal street network.</p>	<p>2023+</p>	<p>Public Works, Planning and Zoning, Police, Communications</p>	



## Vienna as an economically prosperous community

The Town of Vienna will be a distinctive, dynamic, and vibrant 21<sup>st</sup> century community and location of choice for unique, independent businesses that add to the Town’s charm, attract visitors as well as residents, and, collectively, serve to establish the Town as a destination. We will strive to create a healthy balance of businesses in order to enhance citizens’ quality of life and increase the Town’s nonresidential tax base.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Update Town’s zoning code.</b>	Encourage wide variety of housing options to attract diverse populations of all ages.	Ongoing	Planning and Zoning, Town Council
	Issue an RFP for consultant to lead zoning code update.	2019	Planning and Zoning, Finance
	Engage staff, Town Council, boards, and citizens in zoning code update process.	2020-2022	Planning and Zoning
	Update signage policies.	2020-2022	Planning and Zoning, Town Council
	Adopt an updated code.	2022	Town Council
<b>Promote independent, locally owned businesses. Create an environment that encourages a healthy balance of businesses.</b>	Hire an economic development manager.*	2019	Staff Leadership Team
	Undertake an economic development strategy and market study.	2019-2020	Town Manager, Economic Development*, Finance, Planning and Zoning
	Expand and promote business meet-and-greets.	2020	Economic Development*
	Based on market study, create an economic development plan.	2021	Economic Development*, Staff Leadership Team
	In conjunction with mobility-related goals, install wayfinding signage to identify public parking, public restrooms, Town services, points of interest.	2022	Public Works, Planning and Zoning, Economic Development*, Communications

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Reduce commercial vacancies and increase commercial footprint.</b></p>	<p>Consider and implement link on Town website to available commercial properties.</p>	<p>2021</p>	<p>Finance, Communications, IT</p>
	<p>Explore vacancy options with property owners for short-term rentals and other uses (such as pop-up retail or art displays).</p>	<p>2021</p>	<p>Economic Development*</p>
	<p>Promote work-sharing spaces, micro-businesses, and office incubators.</p>	<p>2022+</p>	<p>Economic Development*</p>
	<p>Consider targeted tax incentives (for small businesses, renovations, art district, etc.)</p>	<p>2023+</p>	<p>Finance, Economic Development*, Town Council</p>
<p><b>Implement strategies that encourage residents to shop locally and regional citizens to visit-shop-dine in Vienna.</b></p>	<p>Partner with other organizations to provide centralized public parking facility, especially those that can support mixed uses, additional business opportunities.</p>	<p>2020</p>	<p>Town Manager, Economic Development*, Planning and Zoning, Finance</p>
	<p>In addition to supporting public parking facility initiatives, pursue short- and mid-term parking recommendations put forward by the business community through Town Business Liaison Committee outreach efforts.</p>	<p>2020+</p>	<p>Planning and Zoning, Economic Development*, Public Works, Police</p>
	<p>Expand Small Business Saturday shopping program.</p>	<p>2020</p>	<p>Economic Development*</p>
	<p>Create a mobile app or other device that offers interactive business/parking map.</p>	<p>2022</p>	<p>IT, Economic Development*, Finance, Communications</p>
	<p>Create a Vienna dining and restaurant guide to encourage take out, support local businesses.</p>	<p>2022</p>	<p>Economic Development*, Communications, Finance</p>

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Implement strategies that encourage residents to shop locally and regional citizens to visit-shop-dine in Vienna. (cont'd.)</b>	Investigate hosting harmonious themed events (such as Restaurant Week or a Chocolate Escape) that feature businesses.	2022-2023+	Parks and Recreation, Economic Development*
	Encourage more utilization, visibility of Town Green by considering an interactive water feature, installing furniture, and other unique opportunities.	2023	Parks and Recreation, Public Works, Economic Development*

*\*Throughout this strategic plan, tasks are assigned to an economic development manager, a position that has not yet been authorized; other Town departments will absorb those tasks if necessary.*



## Vienna as an influential and well-governed community

The Town of Vienna will be a high-performing organization that follows quality management principles, utilizes local government best practices, and enables and empowers employees. Vienna will serve as a regional role model for effective governance and strong partnerships.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Assess business processes to determine which need improvement and implement recommended improvements.</b>	Identify 2-3 core business processes for analysis and improvement.	2020	Staff Leadership Team
	Identify, train, and launch cross-functional teams to assess identified processes, including customer service levels, and offer recommendations for improvements.	2020	Town Manager, Human Resources, Cross-Functional Teams
	Implement improvements.	2021	Impacted Dept(s)
<b>Assess organizational training gaps – including need for training staff in process examination and analysis to make cross-functional teams more effective – and develop a plan to address these gaps.</b>	Establish cross-departmental “knowledge” team(s).	2020	Staff Leadership Team, Human Resources
	Identify knowledge base gaps.	2020	Knowledge Teams, Staff Leadership Team, Human Resources
	Identify training required to fill gaps.	2021	Knowledge Teams, HR
	Implement training plan.	2021	Human Resources, Staff Leadership Team, Knowledge Teams
<b>Implement strategies to extend Vienna’s presence, reputation, and contributions on a regional, state, and national level.</b>	Actively participate in leadership positions in regional and statewide organizations.	Ongoing	Town Council, Town Manager
	Establish committee and bylaws, appoint members to a Town Legislative Committee to monitor state legislative issues and make recommendations related to Town’s annual legislative agenda.	2021	Town Council
	Develop an engagement plan to enhance and promote Vienna’s presence and contributions on regional, state, and national levels.	2021- 2022	Communications, Town Manager, Staff Leadership Team

## Vienna as an engaged community

The Town of Vienna welcomes effective citizen engagement that leads to bold, collaborative decision-making. In providing multiple avenues for interaction, Vienna will enhance its strong tradition of community involvement, reaching out in thoughtful ways to a broad range of stakeholders.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Develop a proactive, thoughtful, “take it to them where they are” process for community engagement on land-use decisions, large public works projects, and other issues that may be controversial or have significant impact on citizens.</b>	Research how other communities engage with residents.	2019	Staff Leadership Team, Communications, Economic Dev., Public Works, Planning and Zoning
	Form a cross-departmental committee to draft criteria for determining engagement strategies and to develop engagement training activities.	2020- 2021	Communications, Planning and Zoning, Public Works, Economic Development
	Implement community engagement process.	2021	Communications, Planning and Zoning, Public Works, Economic Development
<b>Explore and create programming that provides additional engagement opportunities to citizens.</b>	Create a cross-functional team to develop a series of programs that bring Town Hall representatives into the community on a monthly basis.	2020	Town Manager, Town Council, Staff Leadership Team, Cross-Functional Team
	Develop and offer a Vienna 101 citizens academy, to include police and finance modules at a minimum.	Launch 2022	Town Manager, Human Resources, Communications, All Departments
	Provide staff training so that all frontline personnel can answer residents’ most frequently asked questions.	2021	Human Resources, Communications, Cross-Functional Team, All Depts.
	Establish a study committee to consider how to increase voter participation.	2022	Town Council, Staff Leadership Team

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Maintain and enhance communication tools currently utilized and explore engagement opportunities/effectiveness offered by Internet-based and other engagement tools.</b></p>	<p>Host regular community meetings with developers and contractors that encourage them to be “good neighbors” and considerate of residents’ concerns.</p>	<p>Ongoing</p>	<p>Planning and Zoning, Public Works, Police, Communications</p>
	<p>Utilize Facebook Live and post short videos on Facebook.</p>	<p>2019</p>	<p>Communications, IT</p>
	<p>Redesign the Town’s website, making it more user friendly and easier to navigate.</p>	<p>Launch 2020</p>	<p>Communications, IT, All Departments</p>
	<p>Consider implementation of online community engagement tools such as Bang the Table, POLCO, and Public Input.</p>	<p>2020</p>	<p>Communications, IT</p>



## Vienna as an environmentally sustainable community

The Town of Vienna values and protects its natural and manmade resources. We embrace our obligation to current and future generations to foster a healthy, safe, and attractive community.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Reduce energy usage in Town facilities and operations.</b>	Purchase/lease additional alternative fuel vehicles for Town fleet.	Ongoing	Public Works
	Continue to promote good environmental practices within Town government operations.	Ongoing	Public Works, All Departments
	Convert Town facility lights to LED.	Ongoing	Public Works
	Explore establishing a sustainability coordinator position or absorbing associated tasks within existing staff.	2019-2020	Town Council, Public Works
	Establish a vehicle idling reduction policy for Town fleet.	2020	Public Works
	Utilize equipment, technology, and strategies to more efficiently manage ballfield lights.	2020	Parks and Recreation
	Coordinate with Fairfax County and Dominion Energy to convert streetlights to LED.	2020	Public Works
	Review and enhance Town practices related to resource usage, recycling, and recycling services.	2022	Public Works
<b>Increase the number of and improve green spaces.</b>	Identify opportunities for pocket parks.	2020	Parks and Recreation, Planning and Zoning
	Evaluate feasibility of vegetative roof systems.	2021	Public Works, Parks and Recreation

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<p><b>Increase the number of and improve green spaces. (cont'd.)</b></p>	Develop a Parks Master Plan.	2022	Parks and Recreation, Planning and Zoning
	Identify and utilize funding streams for greenspace.	2023+	Parks and Recreation, Finance, Town Manager
<p><b>Reduce volume of solid waste collected.</b></p>	Promote recycling.	Ongoing	Public Works
	Encourage food/leaf composting at home.	2020	Public Works
	Consider piloting a food waste compost program.	2020/ Launch 2021	Public Works
	Investigate alternatives and new strategies for recycling streams in consideration of evolving recycling realities.	2021	Public Works
<p><b>Work to preserve and restore environmental features to more natural states.</b></p>	Continue stream restorations and best-practices projects, such as rain gardens, to improve runoff water quality and quantity.	Ongoing	Public Works
	Promote native plants in restoration projects.	Ongoing	Parks and Recreation
	Partner with Northern Virginia Soil Conservation Board and other organizations to leverage resources and support projects.	Ongoing	Parks and Recreation, Public Works

## Vienna as a complete community

The Town of Vienna will embrace its independent, active, and welcoming character as a unique place to live-work-play-dine-shop in Northern Virginia. Our traditional events and year-round activities enrich the Town’s vibrant, caring, and inclusive community identity and spirit.

Strategy (Objective)	Action Steps	Target Date	Lead Responsibility
<b>Encourage unique placemaking through high-quality development, public art, and enhanced public spaces.</b>	In conjunction with Historic Vienna, Inc., preserve and restore historical sites where appropriate.	Ongoing	Town Council, Parks and Recreation
	Promote historic buildings, cemeteries, and areas via a printed and online brochure.	2021	Parks and Recreation
	Identify appropriate location for reinstallation of bocce ball court.	2022	Parks and Recreation
	Develop a Public Art Master Plan.	2023	Parks and Recreation, Planning and Zoning
	Create, obtain, and maintain a public art project that actively engages the community.	2023+	Parks and Recreation, Staff Leadership Team
	Install a sensory playground for children with disabilities.	2023+	Parks and Recreation
<b>Increase the quality and quantity of event programming.</b>	Enhance event sponsorship opportunities for businesses.	Ongoing	Parks and Recreation, Economic Dev.
	Evaluate existing events and explore new events and locations, including those that support businesses.	Ongoing	Parks and Recreation
	Formalize Town alcohol policy for events and public spaces.	2021	Parks and Recreation, Town Manager
	Expand concert series and other Town Green events.	2021	Parks and Recreation
	Develop an annual arts and entertainment publication.	2022	Parks and Recreation, Communications
	Explore increasing event funding and staffing on a net neutral basis.	2022	Parks and Recreation

## Moving forward

Town of Vienna staff members are energized and excited about the goals that have been shaped and strategies developed as well as the sense of ownership and teamwork forged through the strategic planning process. Utilizing this plan as well as other planning tools – budget, comprehensive plan, and capital improvement budget – we look forward to the opportunity to take on new strategies and report back to Council and the community on progress made. As implementers of Town Council’s vision, we are grateful for the direction and support provided by Town Council.

Vienna’s 2019 Strategic Plan was adopted by Town Council April 29, 2019.

### **Vienna Town Council**

Laurie DiRocco, Mayor

Tara Bloch

Linda Colbert

Pasha Majdi

Douglas Noble

Carey Sienicki

Howard Springsteen