

## MEMORANDUM

**To:** Chairman Cunningham and Members of  
the Planning Commission

**From:** Cindy Petkac, Planning Division Chief

**Subject:** 2035 Comprehensive Plan – Public Input on  
Draft Goals and Outcomes

**Meeting  
Date:** April 20, 2017



The summary table of comments has been revised to include Planning Commission comments and revisions made during the March 27 work session along with comments received from the City of Fairfax School Board. Also included are website links to various strategic and management plans.

The first column in the summary table includes the draft vision, guiding principles, goals and outcomes. The second column reflects the Planning Commission's comments provided at the December 12, January 9 and 23 work sessions. Comments made during the March 27 work session are shown in boldface with revisions shown in red, including strikethroughs.

The third column includes comments on the draft goals and outcomes provided by individual Planning Commissioners outside the work sessions, comments from the City boards and committees, and public comments submitted via email or at the February 27 Planning Commission meeting. It does not include input provided via the online survey, which was provided in a separate report. The fourth column includes comments on other elements of the 2035 Comprehensive Plan related to chapter titles, the vision statement, guiding principles, actions and metrics. Finally, the fifth column includes from who and how the comments were provided.

### Attachments and Website Links:

- Revised Summary Table of Comments on Draft Goals and Outcomes (attached)
- School Board Comments on Draft Goals and Outcomes (attached)
- City of Fairfax Schools Strategic Plan [http://cityoffairfaxschools.org/wp-content/uploads/2017/03/StrategicPlanSY2016-2022FINAL-approved-2\\_17.pdf](http://cityoffairfaxschools.org/wp-content/uploads/2017/03/StrategicPlanSY2016-2022FINAL-approved-2_17.pdf)
- Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts (1-pager attached) <http://fairfaxva.gov/government/parks-recreation/strategic-master-plan/approved-2014-strategic-plan>
- Commission on the Arts Strategic Plan <http://www.fairfaxva.gov/government/parks-recreation/cultural-arts/cultural-arts-strategic-plan>
- Economic Development Strategic Plan Presentation to City Council (attached)
- Solid Waste Management Plan <http://www.fairfaxva.gov/government/public-works/operations-division/refuse-recycling>
- Stormwater and Floodplain Management <http://www.fairfaxva.gov/government/public-works/environment>

**From:** [Forman, Eric](#)  
**To:** [Pajardo, Phyllis](#)  
**Cc:** [Wiczalkowski, Susan](#); [Noonan, Peter](#); [Dorsey, Carrie](#); [Petkac, Cindy](#)  
**Subject:** RE: Link to Comprehensive Plan Fact Book/City Schools Strategic Plan/Input  
**Date:** Friday, March 31, 2017 8:49:13 AM

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Hello Phyllis,

Thank you so much for providing the revised language for the Comprehensive Plan's Education content area – we will revise the Plan's goals and outcomes accordingly. I also had the opportunity to review the City Schools' Strategic Plan, so we can understand the context for the goals/outcomes revisions.

Again, thanks so much for taking the time to make these revisions; I will keep you all informed as we move further along in the comprehensive planning process.

Thanks,  
-Eric

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Eric Forman  
City of Fairfax  
Community Development & Planning  
(703) 293-7154

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**From:** Pajardo, Phyllis  
**Sent:** Thursday, March 30, 2017 4:09 PM  
**To:** Forman, Eric <Eric.Forman@fairfaxva.gov>  
**Cc:** Wiczalkowski, Susan <Susan.Wiczalkowski@fairfaxva.gov>; Noonan, Peter <Peter.Noonan@fairfaxva.gov>; Dorsey, Carrie <Carrie.Dorsey@fairfaxva.gov>  
**Subject:** RE: Link to Comprehensive Plan Fact Book/City Schools Strategic Plan/Input

Hi Eric – I hope that you've had a chance to take a look at the City Schools' Strategic Plan, which I sent last week. Let me know if you have any questions or just want to chat about our thinking/conversations around the plan.

As shared at last month's work session, we believe that the Education Goal 1 outcomes could better reflect the City School Board's new Strategic Plan. We're proposing some new language below which aligns with our plan. We're in the process of developing metrics and measurements for our new Strategic Plan. We believe that our action plans and soon-to-be developed metrics could be included in the Comprehensive Plan's Education section. We anticipate developing our metrics in the summer and finalizing them in the fall. After taking a look at our Strategic Plan, please let me know if you'd like to further discuss this.

**Education Goal 1.** - Consider adding this phrase to the beginning of the goal - Guided by the City of Fairfax School Board and its School Service Agreement (SSA) with Fairfax County Public Schools, ensure ....

- Outcome 1.1 - Change to -- All aspects of the City-County's SSA are well executed and demonstrate the productive, close working relationship between the City of Fairfax and Fairfax County.
- Outcome 1.2 - Change to -- Public school facilities, grounds, and enrollment are appropriately managed to ensure safe learning environments, proper program capacities, and the availability of the latest technology and functional accommodations to meet the current and future needs of the school-aged population.
- Outcome 1.3 - Change to - Education programs in the City schools are comprehensive and provide rigorous opportunities for students as well as professional learning opportunities for school staff.

**Education Goal 2.** – Minor change recommended (deleted “and nearby”) - Ensure access to educational and training opportunities from early childhood throughout life by collaborating with local education providers and institutions.

- Outcome 2.1 - Change to –
  - Option one - Educational options that support early childhood foundational skills are provided for all pre-kindergarten children
  - Option two - All children will be well prepared to begin elementary school.
- Outcome 2.2 - Change the current outcome as we think “empathetic” will be difficult to measure. In our Strategic Plan, we use Fairfax County School’s language of “Caring Culture.” I would love to chat further with you about this one.
- Outcome 2.3 - Change to - Business partnerships and community resources provide access to career development and continuing education that support life-long learning experiences that meet the current and future needs of the community.

Let me know if you have questions. Thx, Eric.

Dr. Phyllis Pajardo  
Asst. Superintendent  
City of Fairfax Schools

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**From:** Pajardo, Phyllis  
**Sent:** Monday, March 13, 2017 12:43 PM  
**To:** Forman, Eric <[Eric.Forman@fairfaxva.gov](mailto:Eric.Forman@fairfaxva.gov)>  
**Subject:** RE: Link to Comprehensive Plan Fact Book/City Schools Strategic Plan

Hi Eric – thanks for your **informative** presentation last month. You were quite impressive!! Thanks for the link, too.

I'm compiling the Board's feedback on the Education section of the Comprehensive Plan and will send you another email later this week.

During last month's session, we referred to the City Schools' new Strategic Plan. I'm attaching our Strategic Plan, which was just approved last month. I hope that you'll find it helpful.

Thx again, Eric. I'll be back in touch with our feedback. Be safe and stay warm ☺

Dr. Phyllis Pajardo  
Asst. Superintendent  
City of Fairfax Schools

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**From:** Forman, Eric  
**Sent:** Thursday, March 02, 2017 9:28 AM  
**To:** Pajardo, Phyllis <[Phyllis.Pajardo@fairfaxva.gov](mailto:Phyllis.Pajardo@fairfaxva.gov)>  
**Subject:** Link to Comprehensive Plan Fact Book

Hello Phyllis,

It was great to talk to you and the School Board on Monday regarding the Comprehensive Plan and student generation data.

At the meeting, I mentioned that I would forward to you the Comprehensive Plan Fact Book, which is a compilation of statistics and graphics regarding the City, for you to look at the school-related topics contained in the book.

The link to the revised Fact Book is here:  
<http://www.fairfaxva.gov/home/showdocument?id=8164>

...and the school-related topics are shown in Figures 77-83. Most of these charts/maps had been requested as some point during the past year by members of the Planning Commission. Should you have any questions or comments about Fact Book, or any other item brought up in Monday's meeting, I would be glad to talk about them.

Thanks so much,  
-Eric

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Eric Forman  
City of Fairfax  
Community Development & Planning  
(703) 293-7154

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# ONE-PAGE STRATEGIC PLAN

2014 TO 2024

(Revise in intervals of 3 to 5 years)



## Parks Recreation City of Fairfax

Vision | *“Amazing Experiences”*

**Mission** | Enrich the quality of life in the City of Fairfax and maintain the unique hometown character that makes the City a special place to live, work and play.

**Strategic Result** | Provide World Class Gold Medal worthy parks, trails, events, cultural activities, facilities and services

	<b>SENSE OF PLACE</b>	<b>HEALTH &amp; WELLNESS</b>	<b>ECONOMIC VITALITY</b>	<b>CONSERVATION &amp; STEWARDSHIP</b>	<b>STRATEGIC PARTNERSHIPS</b>
<b>Parks</b>	<ul style="list-style-type: none"> <li>+ Conduct ADA system wide assessment</li> <li>+ Fully accessible parks &amp; amenities</li> <li>+ A plan for Van Dyck Park &amp; Westmore</li> </ul>	<ul style="list-style-type: none"> <li>+ Fitness stations in parks</li> <li>+ Synthetic fields at Ianier with lights</li> <li>+ New skate park</li> </ul>	<ul style="list-style-type: none"> <li>+ Branding identity</li> <li>+ Focused downtown park</li> <li>+ Proffer standards &amp; use</li> <li>+ Monitor Paul VI property</li> </ul>	<ul style="list-style-type: none"> <li>+ Recycling in the parks</li> <li>+ Restore stream beds</li> <li>+ Nature interpretive programs</li> <li>+ Achieve CAPRA accreditation</li> </ul>	<ul style="list-style-type: none"> <li>+ Promote partner offerings</li> <li>+ Partners for aquatics &amp; nature</li> <li>+ Partner for a park at Rt. 50 &amp; Pickett Road</li> </ul>
<b>Trails</b>	<ul style="list-style-type: none"> <li>+ Complete Pickett Road crossing</li> <li>+ Complete Snyder Trail</li> <li>+ Connect trails to FX Blvd from Van Dyck Park and to Pickett Rd. from Daniels Run Park</li> </ul>	<ul style="list-style-type: none"> <li>+ Branding identity</li> <li>+ Focused downtown park</li> <li>+ Proffer standards &amp; use</li> </ul>	<ul style="list-style-type: none"> <li>+ Connect trails to business centers</li> <li>+ Utilize transportation funding mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>+ Make connectivity and multimodal trails a priority</li> <li>+ Leverage proffers to complete trails</li> <li>+ Achieve CAPRA accreditation</li> </ul>	<ul style="list-style-type: none"> <li>+ Partner on a regional trail coordinator</li> </ul>
<b>Recreation</b>	<ul style="list-style-type: none"> <li>+ Feasibility study for Green Acres</li> <li>+ Define scope of services for a vibrant senior center</li> <li>+ Increase adult programming</li> </ul>	<ul style="list-style-type: none"> <li>+ Implement a series of health and wellness programs and community gardens as part of the “Get Fit City of Fairfax” initiative</li> <li>+ Fitness classes &amp; utilize fitness center at Green Acres</li> </ul>	<ul style="list-style-type: none"> <li>+ Expand out of school programming</li> <li>+ Develop more indoor recreation &amp; gymnasium space</li> </ul>	<ul style="list-style-type: none"> <li>+ Increase nature oriented programming and education</li> <li>+ Achieve CAPRA accreditation</li> </ul>	<ul style="list-style-type: none"> <li>+ Coordinate with partners for use of therapeutic aquatics &amp; services</li> <li>+ Coordinate Program and Service offerings with Fairfax County and the Town of Vienna</li> </ul>
<b>Cultural Activities</b>	<ul style="list-style-type: none"> <li>+ Add “culture” in name of Dept.</li> <li>+ Art in the Parks</li> <li>+ Expand role of cultural arts manager</li> </ul>		<ul style="list-style-type: none"> <li>+ Increase legacy funding</li> <li>+ Long term vision of a theater</li> </ul>	<ul style="list-style-type: none"> <li>+ Art in the Parks</li> <li>+ Achieve CAPRA accreditation</li> </ul>	<ul style="list-style-type: none"> <li>+ Renew partnerships with GMU</li> <li>+ Establish Business Forum for events</li> <li>+ Work with the many diverse community organizations to increase events and program opportunities</li> </ul>
<b>Events</b>	<ul style="list-style-type: none"> <li>+ Focus on diverse population</li> </ul>		<ul style="list-style-type: none"> <li>+ Economic impact study</li> <li>+ Establish a forum for businesses</li> <li>+ Additional locations for events</li> <li>+ Develop apps for events</li> </ul>	<ul style="list-style-type: none"> <li>+ Achieve CAPRA accreditation</li> </ul>	<ul style="list-style-type: none"> <li>+ Establish formal volunteer program</li> </ul>
<b>Open Space</b>	<ul style="list-style-type: none"> <li>+ Maintain 50% of parks as open space</li> <li>+ Acquire new park land for neighborhood parks in central NW and SE areas of the City</li> </ul>	<ul style="list-style-type: none"> <li>+ Restore stream banks</li> <li>+ Implement sustainable maintenance practices</li> </ul>		<ul style="list-style-type: none"> <li>+ Develop a conservation program</li> <li>+ Invasive plant policy</li> <li>+ Achieve CAPRA accreditation</li> </ul>	<ul style="list-style-type: none"> <li>+ Coordinate with county on county owned properties as they are converted</li> <li>+ Partner with city schools, NVRPA &amp; FCPA to offer interpretive programs</li> </ul>

**OPERATING PHILOSOPHY**

Superior customer service

Outstanding maintenance

Maximum inclusiveness

Exciting promotion

Innovative dynamic leadership



City of Fairfax | Parks and Recreation  
10455 Armstrong St. • Fairfax, VA 22030

# STRATEGIC MASTER PLAN FOR PARKS, RECREATION, TRAILS, OPEN SPACE, EVENTS, AND CULTURAL ARTS 2014 TO 2024

## The Future is Bright for Our Parks!

The Strategic Plan for Parks, Recreation, Trails, Open Space, Events, and Cultural Arts has been completed and approved by City Council on June 24, 2014.

This historic acceptance through City Council Resolution marks the first comprehensive plan endorsed by the City Council, School Board, Planning Commission, Parks and Recreation Advisory Board (PRAB), Commission on the Arts (COA), Community Appearance Committee (CAC), Spotlight on the Arts, Senior Center Council, Fairfax Police Youth Club, Fairfax Little League, George Mason University, Northern Virginia Regional Park Authority, and Fairfax County Park Authority.

Phase One and Two of the strategic plan development process spanned more than 18 months of hard work and comprehensive review. The task of Phase One was to seek extensive public input and Phase Two was to develop the draft Action Plan that contains strategies and action items. All information gathered in Phase One, along with additional documentation to support the Action Plan, has been compiled into the draft Strategic Master Plan Document. This document will be used to guide decisions and measure success of all aspects of parks, recreation, trails, open space, events, and cultural arts.

The overall process included 5 public workshops, 22 stakeholder meetings, 2 stakeholder update meetings to discuss and review the plan and 2 work sessions with City Council. PRAB held 10 regular and 5 special meetings, a special public workshop, and held joint meetings with the School Board, Senior Center Council, and Commission on the Arts and asked for feedback through mailings, social media, and the website. In addition, staff and PRAB conducted the final work session on June 3, 2014 with City Council and subsequently have made necessary changes to the draft plan as a result of this work session.

## What is the Strategic Plan?

This Strategic Master Plan represents a “road map” or “blue print” for the future of Parks, Recreation, Trails, Open Space, Events and Cultural Arts in the City of Fairfax. The Plan contains clear, measurable goals, objectives, and policies that the City Council, Park and Recreation Advisory Board (PRAB), Commission on the Arts (COA) and Staff may use to make more informed decision making related to future development, redevelopment, and enhancement of the City’s parks, open space, recreation programs, facilities, services, events, and cultural arts. The Plan pronounces a vision for the future that was developed by the entire community and provides data and priorities for use in making investment, management, and operational decisions over the next five to ten years. More specifically, it outlines a clearly defined set of priorities, strategies, and actions to assist the City in “staying on course” and achieving the shared vision, while also providing metrics to measure performance and support accountability.

## How Will the Strategic Plan be Implemented?

The Strategic Master Plan serves as an overarching roadmap for strategic and tactical planning of activities related to parks, recreation, trails, open space, events and cultural arts. The Plan is strategic in nature and requires more detailed, tactical planning to become operational on a year-to-year basis. The Parks and Recreation Department Staff and PRAB will develop an Annual Work Plan each fiscal year that aligns with the goals, objectives, and strategies included in this Plan. The Annual Work Plan will identify specific steps to take, responsible individuals or departments, and resource requirements to accomplish the Plan. The Annual Work Plan will also serve as a foundation for the Department to develop its annual operating budget and provide updated inputs to the City’s Comprehensive Plan. On an annual basis, the Department will report on progress and achievements related to implementation of the Plan. The Strategic Master Plan will be reviewed and updated every five years.

For more information on the strategic plan, visit the Strategic Planning page on the Parks and Recreation site at [www.fairfaxva.gov](http://www.fairfaxva.gov) or visit [www.ourparksourfuture.com](http://www.ourparksourfuture.com).



*“Amazing Experiences  
into Action”*



# City of Fairfax Economic Development Strategic Plan

July 2016

# Economic Development Mission

Foster and stimulate economic development and redevelopment  
to provide a strong commercial tax base,  
sustainable local jobs, and resources for residents  
by recruiting, retaining, and supporting small  
business professionals, retailers, and hospitality  
businesses.

# SWOT Analysis Summary for Economic Development

Strengths	Weaknesses	Opportunities	Threats/ Challenges
Small town character	Traffic / parking	Redevelopment	Resistance to change
City services	Lack business promotion	Expand tech industry	Concentration on government industry
GMU/MEC	Low to mid end retail	Leverage GMU/MEC	Through traffic
Office space for small business	Outdated	Expand CUE bus service	Limited funding

# Economic Development Goals

1. Improve the Business Environment
2. Recruit New and Promote Existing Businesses
3. Promote Entrepreneurial Leadership
4. Leverage Opportunities with George Mason University

# 1. Improve Business Environment

- a. Assess business needs
- b. Define types of businesses to attract
- c. Develop EDA website and social media
- d. Create a cross-functional team to promote redevelopment
- e. Develop incentive programs and commercial zones
- f. Obtain alternative sources of funding
- g. Assist in transportation issues that impact business

## 2. Recruit New and Promote Existing Businesses

- a. Create cross-functional recruiting team
- b. Create marketing materials and programs for recruiting
- c. Target market specific small business professionals, retailers, and hospitality
- d. Provide programs to recruit and retain City businesses
- e. Promote City businesses to other small business owners, courthouse users, healthcare professionals
- f. Team with commercial and retail brokers on-going

### 3. Promote Entrepreneurial Leadership

- a. Guide MEC with strategic, marketing, and graduation programs
- b. Team with GMU on entrepreneurship and innovation programs
- c. Design a small business/tech enterprise area
- d. Attract capital investment resources
- e. Promote networking and educational events
- f. Support proof of concept opportunities for start-ups
- g. Develop outreach program for new businesses

## 4. Leverage Opportunities with GMU

- a. Promote City businesses to students/faculty
- b. Expand CUE/Mason busing for specific times, events
- c. Promote cross marketing of City and GMU programs
- d. Collaborate with GMU on attracting business to the City
- e. Collaborate with GMU's Economic Developer on state programs
- f. Promote GMU student internship opportunities

# Program Funding

Program	Timing	Funding
Marketing/branding	2016	\$85,000
Façade Improvement	Fall 2016	100,000
Tech Zone/Arts District	Winter 2016	25,000
Marketing Grants	Winter 2016	25,000
Future programs	TBD	???
Website	Fall 2016	15,000/year

# Key Performance Indicators

1. Commercial tax revenue amount and percent of total City tax revenue
2. Number of jobs
3. Office, retail, hotel, and MEC occupancy rates
4. Number of MEC graduates and number relocating within the City
5. Amount of office space availability
6. Amount of improved Class B and C office space
7. Number of incentivized facility improvement projects
8. Number of high tech businesses
9. Number of higher end retailers

**2035 COMPREHENSIVE PLAN – REVISED SUMMARY OF COMMENTS AND REVISIONS TO DRAFT GOALS AND OUTCOMES, ALONG WITH OTHER COMMENTS PROVIDED BY THE PLANNING COMMISSION, CITY BOARDS & COMMITTEES AND THE PUBLIC (VIA EMAIL AND DURING THE FEBRUARY 27 PLANNING COMMISSION MEETING)**

<b>Chapters &amp; Content Areas</b> Vision, Guiding Principles, Goals and Outcomes	<b>Planning Commission Comments</b> Comments made during December 12, January 9 & 23 work sessions were incorporated into the “public” draft goals and outcomes. Comments made during the March 27 work session are shown in <b>boldface</b> with revisions shown in <b>red</b> , including strikethroughs.	<b>Comments on Goals/Outcomes</b> Commissioner comments provided outside of work sessions, comments from City boards & committees, public comments received via e-mail or at the Feb 27 Planning Commission meeting	<b>Comments on Other Elements of Comp Plan</b> Related to chapter titles, vision, guiding principles, actions, metrics, etc.	<b>Date Received &amp; Provided By</b>
<b>Vision</b>				
<p>Vision. Fairfax City is a vibrant, livable 21<sup>st</sup> century community with a strong, sustainable economy that supports walkable, safe and convenient access to the natural and built environment.</p>			<p>First, we feel the “draft” vision, goals and objectives fail to give one a sense that this is the City of Fairfax. We feel that to develop a sense of commitment to the plan and its outcomes it needs to be directed toward what “place” we want the City to be in 2035. Much of the wording is general and could be used in any community possesses and reflect these in the wording. This needs to be more than a plan that just meets our legal and statutory requirements but a guiding document that our citizenry, boards and commissions and political leadership can embrace with excitement and passion. Second, there needs to be more specific emphasis on several significant demographic and economic factors that we are facing. One is the increasing and changing population growth that is likely to be occurring in the next twenty years with several projections putting us at 30,000 by the year 2040 (Fairfax City Fact book). Simply put, this means more new housing and potentially a significant change to our population with a sizeable population of young people. This has enormous implications for existing and new centers of commerce in the community which will bring retail and entertainment changes. There will also be continuing impacts on our transportation systems. The second factor is a decreasing percentage of our commercial and retail tax base which is placing an increasing burden on the residential side. In order to reverse the current trends, we need to be bold, creative and competitive in creating places in our community that are attractive, mixed use in nature and serve to attract young people that will be our future residents. In short, places where people live, work, play and eat.</p>	<p>2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth</p>
			<p>Vision - wording is anywhere USA. What kind of city do we want to be? Need to be aspirational. Rework vision. Be specific to Fairfax City</p>	<p>2/27/17 T. Ross comments provided in person @ PC Mtg to Fairfax City</p>
			<p>Fairfax County is also doing a major Comp Plan revision. One of the things that is central to their rewrite is promotion of healthy living so pocket parks, sidewalks, mixed use development are walkable. I know we are striving for this but don’t know if it is considered a basic tenet of the plan.</p>	<p>3/3/17 L. Armitage email</p>
			<p>Grammatically, this sentence states that the rationale for a strong economy is for access to nice environment. Rather limited. Should fit on reverse of City business cards.</p>	<p>3/7/17 J. Mason email</p>

			<p><b>Alternative A. Vision.</b> <i>The City [or the City of Fairfax] is a vibrant, livable 21<sup>st</sup> Century community with a strong, sustainable economy that ensure an outstanding quality of life.</i></p> <p><b>Alternative B. Vision.</b> <i>21<sup>st</sup> Century community [or city] respectful of its heritage and quality of life sustained by a strong economy.</i></p>	
<b>Land Use Strategies Chapter</b>				
			Very generic. Why don't we have goals about what we really need/want, e.g. the nodes built out.	3/7/17 J. Mason email
<b>Land Use <del>and Demographics</del> Content Area</b>				
	<b>Strike "and demographics" from content title</b>			3/27/17 PC'n Mtg
Guiding Principle. In 2035, Fairfax is a city with the appeal of a small town and a population that is diverse in its culture, demographics and lifestyles, situated in the center of the growing region and within easy access to the nation's capital.			What does "small town" mean? Tensions with preservation vs. upscale. Do we want to look like Vienna? Appeal of small town doesn't mean all buildings are 1-3 stories tall. Welcome feel makes it "small." Walkable, welcoming has what we need in town and don't have to travel by car, can walk to get there safely. We do have pressure of development to deal with. Don't worry about how tall buildings are; need smart homes and technology, flow of traffic and open spaces. Need more open areas. Love parks in Savannah.	1/18/17 BAR Mtg
			Recommend using pattern books of the city. Suggest interacting with churches, fire, police, schools, etc. Fairfax is the people of the city that make it what it is. And those people will help us make our decisions moving forward. Get all stages of life involved. Are there going to be apps developed?	1/18/17 BAR Mtg
			Are we really the center of the region? Loudoun is growing just as fast as Fairfax County. Does that pull us out of the center?	1/26/17 CAC Mtg
			"In 2035, Fairfax is a city in which people live, work, play, eat and shop in compact, lively neighborhood activity centers accessible by walking and biking."	2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth
			In 2035, Fairfax is a city with the appeal of a small city <del>town</del> and a population that is diverse in its culture, demographics and lifestyles, situated in the center of the growing region and within easy access to the nation's capital. (Let's get rid of the "town" word. Aren't we past that? What is meant by "culture" in this context? What would be the expectations? Measurement?)	3/7/17 J. Mason email
Land Use <del>and Demographics</del> Goal 1. Ensure new development and redevelopment are complementary to surrounding areas and contribute to an attractive, accessible and economically viable place.	Need a term more inclusive of city than "neighborhoods" to address commercial areas; replaced "neighborhoods" with "areas"			12/12/16 PC'n Mtg
		Open to discussion but don't see the need for "demographics" Goal and Outcomes in the Land-Use Chapter. If we want to keep, perhaps we could move to Appendix A		12/21/16 PC'r Burrell email
		New Land Use Goal 1. Promote a City-wide pattern of land use that encourages fiscally sound development and achieves a high-quality living environment; New Outcome LU1.1 Policies and public funding associated with the City Council's Strategic Plan, Budget, Capital Improvements Program, and Transportation Improvements Program that direct needed infrastructure improvements to achieve the economic development goals of the City.		12/21/16 PC'r Burrell email
		New Land Use Goal 2. Develop and use processes that further the intent of the City's Land Use Plan; New Outcome LU2.1 Continuous		12/21/16 PC'r Burrell email

		review and update to the Zoning Ordinance and other plans and policies, in order to bring all implementation-related regulations into conformance with the Comprehensive Plan		
		Delete “demographics” – it means “statistical data relating to the population.” We don’t have a goal for this.		2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth
		Encourage new development and redevelopment that are: - compatible with existing neighborhoods and - feature compact, mixed-use projects which efficiently use land that has already been developed in order to preserve the city’s limited supply of existing open space.		2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth
Outcome LUD1.1. Future land use map and categories that provide for a balanced mix of development types. <del>and meet market demand.</del>	Add “balanced” before “mix”		Need to address Army-Navy Country Club and what it could be if it closed (action)	12/12/16 PC’n Mtg
		The 2 outcomes are administrative actions not results of the desired development/redevelopment.		3/7/17 J. Mason email
	<b>Conflict in the comments with staying the same vs. responding to market demand. Strike “and meet market demand”</b>			3/27/17 PC’n Mtg
Outcome LUD1.2. Zoning regulations and development practices that mandate high-quality design. <del>and provide for a high quality of life.</del>	Replace “support” with “mandate”		Will we have a matrix tying future land use map to zoning districts? (action); need to come up with good performance metrics (metrics)	12/12/16 PC’n Mtg
		New Outcome LU3.3 A Land-Use/Zoning District matrix that links the Comprehensive Plan to the Zoning Ordinance		12/21/16 PC’r Burrell email
	<b>Strike “and provide for a high quality of life”</b>			3/27/17 PC’n Mtg
Land Use <del>and Demographics</del> Goal 2. <del>Accommodate residents of all ages, incomes and backgrounds.</del> Ensure that permissible uses of land allow for housing and services that accommodate people of varying ages, incomes and abilities.		Open to discussion but don’t see the need for “demographics” Goal and Outcomes in the Land- Use Chapter. If we want to keep, perhaps we could move to Appendix A		12/21/16 PC’r Burrell email
		Ensure that permissible uses of land allow for housing and services that accommodate people of all ages, incomes and abilities.	If these goals are met the city will see the following benefits: · Reduced traffic congestion and commuting time · Preservation of existing open space and reduced environmental impacts · Improved financial sustainability as a result of more compact development with less infrastructure and operating costs.	2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth
		Population growth - Could be community of 30,000 to 35,000 in 2035 which is very different from what we are today. Could be younger. Plan needs to address needs of this population and economic development.		2/27/17 T. Ross comments provided in person @ PC Mtg
		What is meant by “backgrounds”? How measure?		3/7/17 J. Mason email
		<b>Should goal 2 be moved to the housing section? Diversity isn’t just ethnicity. It’s incomes, etc. – land use dictates what people can aspire because we limit density. Goal 2 could apply to all areas of the Comp Plan so why list it? Providing the opportunity as opposed to mandating. Replace with Citizens for Smarter Growth suggested language but replace “all” with “varying”</b>		
Outcome LUD2.1. <del>Diverse population</del> A range of services, commercial space and housing at		Diverse in culture, what do we consider our city culture now and what are we going to become? What are we trying to be? Are we talking about culture of city or cultures within the city?		1/18/17 BAR Mtg

differing densities and types accommodating a population that contributes to the City's economic vitality and culture of inclusiveness.		What is meant by diverse? Is the intent to recruit various ethnic groups to achieve some numerical goal?		3/7/17 J. Mason email
	<b>How can we ensure diverse population? Should we remove this outcome? A range of opportunities for "diverse population" ... not mandating diversity. Replace "Diverse population" with "A range of services, commercial space and housing at differing densities and types accommodating a population ..."</b>			3/27/17 PC'n Mtg
<del>Outcome LUD2.2- George Mason University graduates and others entering the workforce choose to live in the City as they begin and move through their careers and lives.</del>	Be more inclusive of all college students; making the city a destination; add "and others entering the workforce" after "GMU graduates"			12/12/16 PC'n Mtg
	<b>How do we do this? Should we get rid of it? Concern with naming Mason grads. Do we need this in land use? Strike outcome</b>	Unrealistic. How would this be done in the real world?		3/7/17 J. Mason email 3/27/17 PC'n Mtg
<b>Neighborhoods Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with inviting neighborhoods, each with its own unique character.			It would be helpful to have a current listing of neighborhoods by unique character as a starting point. This might require very careful wording so as not to offend any neighborhood.	3/7/17 J. Mason email
Neighborhoods Goal 1. Preserve and enhance the existing character of established neighborhoods.			Need map of subdivisions (fact book)	12/12/16 PC'n Mtg
		Add "Revitalize," before "preserve"		12/21/16 PC'r Burrell email
		The character of neighborhoods are changing. Is there something we can do to slow that down? Agree. Very important.		1/26/17 CAC Mtg 3/7/17 J. Mason email
Outcome N1.1. Infill development that complements surrounding homes in existing neighborhoods.	Limited on what we can do re: infill housing			12/12/16 PC'n Mtg
		Add "the type and character of" after "complements"		12/21/16 PC'r Burrell email
		Caution. Typical infill is a teardown and replacement. City does not control architecture/appearance of single lots homes. See ugly one on Sager Avenue. Please be careful about setting expectations that can't be achieved.		3/7/17 J. Mason email
	<b>Not sure what actions would be associated with this outcome, but felt it was OK to keep it in for now. May decide to revise or strike later. Complementary doesn't mean it's the same.</b>			3/27/17 PC'n Mtg
Outcome N1.2. Diverse mix of housing types that provide ample choices for residents at all stages of life.				
Outcome N1.3. Rehabilitation and maintenance of existing, aging housing stock.		Key point!		3/7/17 J. Mason email
Neighborhoods Goal 2. <del>Improve quality of life by providing</del> Provide pedestrian and bicycle connections to commercial centers, parks, schools and other local destinations.		Sidewalks and connections in the neighborhood will help build the small town feel. Need to get people out of their cars. Need to make everything accessible, not need a car.		1/18/17 BAR Mtg
		Limited in reality. Principles don't like bikes. Shopping centers don't like to give up parking space for bikes. Nevertheless, we should push it.		3/7/17 J. Mason email

	<b>Strike “Improve quality of life by providing” and begin sentence with “Provide ...”</b>			3/27/17 PC’n Mtg
Outcome N2.1. Residents of all abilities safely and easily <del>walk and bike</del> move about the community.		What is meant by community?		3/7/17 J. Mason email
	<b>Need to include those with disabilities/ADA. Add “of all abilities” after “Residents” strike “walk and bike” and add “move” before “about” Are we good with community? Means city.</b>			3/27/17 PC’n Mtg
<del>Outcome N2.2. Reduced use of automobiles for local trips.</del>		Good luck!		3/7/17 J. Mason email
	<b>Addressed in multimodal plan. Strike outcome</b>			3/27/17 PC’n Mtg
<del>Neighborhoods Goal 3. Foster a greater sense of community identity.</del>	“Neighborhood identity” is too parochial - replace with “community identity”; what neighborhoods have HOAs or planned districts that control what can be built			12/12/16 PC’n Mtg
	<b>Not pertinent to Comp Plan. Council should be doing this. Strike goal &amp; related outcomes</b>			3/27/17 PC’n Mtg
<del>Outcome N3.1. Open communication between residents and the City.</del>		Implies that we don’t have good community communications now. Note that survey results indicated that Cityscene is principal source of information about City. Ye gads, please no consultant study.		3/7/17 J. Mason email
<del>Outcome N3.2. Universal civic pride and community participation.</del>		See discussion in “Who Are We? – The Challenges to America’s National Identity” by S. P. Huntington. Bit of a hefty read and a bit too strong, but a helpful in understanding this issue.		3/7/17 J. Mason email
<b>Commercial Corridors and Local Activity Centers Content Area</b>				
		Following text is very generic. Should we be more specific about the 5 key centers. They aren’t all the same.		3/7/17 J. Mason email
Guiding Principle. In 2035, Fairfax is a city with flourishing centers of commercial and mixed-use activity that include an assortment of grocery stores, restaurants, cafés, entertainment venues, retail stores, <del>offices</del> and housing.	<b>Add “offices”</b>			3/27/17 PC’n Mtg
Commercial Corridors and Local Activity Centers Goal 1. Enhance commercial activities along the City’s major corridors with a mix of retail, office and service offerings in an attractive and welcoming setting.	Add “office” after “retail”			12/12/16 PC’n Mtg
Outcome CCLAC1.1. Commercial corridors with attractive physical characteristics that provide shopping, dining, <del>and services</del> and <del>other businesses</del> .	Replace “serve the” with “provide,” delete “preferences of nearby residents and workers” and pluralize “service”			12/12/16 PC’n Mtg
	<b>Add “and other businesses”</b>			3/27/17 PC’n Mtg
Outcome CCLAC1.2. Tenants representing diverse business sectors that meet current and emerging trends in neighborhood-serving retail, <del>and service</del> and <del>other business</del> demands.		How do?		3/7/17 J. Mason email
	<b>Add “and other business” to demands</b>			3/27/17 PC’n Mtg

Commercial Corridors and Local Activity Centers Goal 2. Promote redevelopment in the City's activity centers that strengthens our economic vitality, provides commercial, office and residential opportunities for sustained demand and reinforces the City's regional appeal.	Add "office" after "commercial"; likes emphasis on City having regional appeal and being a destination		UDAs (action)	12/12/16 PC'n Mtg
Outcome CCLAC2.1. Enhanced City tax base – in terms of real estate valuation, business revenue and fiscal stability – generated by development that sustains high-demand businesses and quality mixed-use environments that benefit the community's long-term prosperity.				
Outcome CCLAC2.2. Mixed-use destinations that successfully compete with other regional centers and <b>transition appropriately to adjoining <del>complement the City's existing</del> neighborhoods.</b>	<b>Don't see the need for phrase "complement the City's existing" because we have zoning. Strike that phrase and replace with "transition appropriately to adjoining ..." May want to remove this phrase later.</b>	This outcome is important.		3/7/17 J. Mason email 3/27/17 PC'n Mtg
<b>Housing Content Area</b>				
		How is it possible to be drafting this section before an analysis has been done about current and projected stock?		3/7/17 J. Mason email
Guiding Principle. In 2035, Fairfax is a city with a choice of housing types that meet the needs of our community at all stages of life.			Slightly revise the Guiding principle, <i>italics added</i> : Guiding Principle. In 2035, Fairfax is a city with a choice of housing types <i>and costs</i> that meet the needs <i>and abilities</i> of our community at all stages of life.	2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth
			What's missing is the need for housing stock that will provide the customer base for restaurants and retail.	3/7/17 J. Mason email
Housing Goal 1. Ensure the appropriate accommodations and availability of safe housing units that are affordable for individuals and families with income levels from 60% to 100% of the region's median household income.		Generally agreed with goal and outcomes and understood reason for relative vagueness of goal		1/10/17 FRHC Mtg
		Ensure a range of housing is available so that all people who work in the city can afford to live in the city, if they choose. Delete current goal 1 (60% to 100% of AMI): it is too limited. There are many people working in the city who make less than 60% of AMI and they should be able to afford to live in the city, too.		2/22/17 T. Ross email on behalf of Fairfax City Citizens for Smarter Growth
		Does this imply we only want 100% of median and below?		3/7/17 J. Mason email
Outcome H1.1. Affordable housing units have been added to the City's housing stock through redevelopment and strategic investments.			Does "strategic investments" include the housing trust fund? (action)	12/12/16 PC'n Mtg
		What is the basis for this? Already about half the housing in City is affordable. How can you say this without an analysis of current, projected and redeveloped stock.		3/7/17 J. Mason email
Outcome H1.2. Preservation of and reinvestment in the City's existing supply of affordable multifamily rental housing units.			City should partner with non-profit(s) to manage affordable units (action); how do we ensure units are rented to people @ 60% of AMI? (action)	12/12/16 PC'n Mtg

Housing Goal 2. Provide seniors with housing options in the City that are suitable for a range of senior living choices, such as aging in place, dedicated senior housing or assisted living/ nursing care.		Perhaps the Commonwealth/Access project on George Mason Blvd. might be considered.		3/7/17 J. Mason email
Outcome H2.1. A range of accessible housing types are available for senior residents that incorporate the concept of universal design with appropriate levels of support and care.	Need to add something about universal design; added "are available for senior residents that incorporate the concept of universal design" after "types," deleted "are available for senior residents"			12/12/16 PC'n Mtg
			Do we talk about visitability – a concept that enables persons with disabilities to be fully integrated into housing, retail, access? I know that the original zoning ordinance rewrite talked about elevated thresholds in townhouse development which is inconsistent with visitability.	3/3/17 L. Armitage email
Housing Goal 3. Housing types that are not heavily represented in the current housing inventory are supported in order to provide a greater variety of housing options for residents.				
Outcome H3.1. Continued development of housing types, such as upscale, move-up housing, considered to be underrepresented in the City's existing stock of housing units.		Why the word "considered?" It suggests that a few people agree. That word is not associated with affordable.		3/7/17 J. Mason email
Outcome H3.2. Expansion of housing opportunities that increase supply while maintaining existing neighborhood character, such as accessory dwelling units.	Delete abbreviation "ADUs"			12/12/16 PC'n Mtg
		Concern re: potential for investor properties to split up into multiple housing units, for parking shortcomings and that greater permissiveness of accessory dwelling units would result in greater # of unpermitted units. Agreed they are desirable for family members living in the unit, but potential to general rental units should be discussed thoroughly with community groups prior to being included in plan		1/10/17 FRHC Mtg
		Sensitive. Concern about seguing to rental units		3/7/17 J. Mason email
Housing Goal 4. Continue to support the Fairfax Renaissance Housing Corporation (FRHC) and its work to incentivize residential improvements and expand the program.		Support goal and outcome including expansion of program to townhouses and duplexes. Indicated that current limitation to single-family homes originated with City Council goals when the program was initiated but that there was probably more support now for projects in non-single family neighborhoods. Concern though with expanding into commercial buildings as would be seen as subsidizing businesses and landlords.		1/10/17 FRHC Mtg
		Very important.		3/7/17 J. Mason email
Outcome H4.1. Expanded FRHC program has increased its reach within the community, impacting a greater number of housing units.				
<b>Community Design and Historic Preservation Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with architecture that				

contributes to a vibrant, creative place and complements our historic character.				
Community Design and Historic Preservation Goal 1. Require high-quality, sustainable design and construction of new buildings along with modifications and additions to existing buildings.			Staff received money to update Community Appearance Plan and many of the issue based items in current plan will be integrated into comp plan	1/26/17 CAC Mtg
Outcome CDHP1.1. Clear expectations for the required design elements and building materials for the City's historic districts and commercial centers.		Add "Policy to establish" before "clear"		12/21/16 PC'r Burrell email
Outcome CDHP1.2. Attractive buildings and inviting open spaces that contribute to the City's economic vitality and unique sense of place.				
Community Design and Historic Preservation Goal 2. Protect and enhance the City's historic resources.			Reminded of name change to Ratcliffe-Allison-Pozer House	1/11/17 HFCI Mtg
Outcome CDHP2.1. Protection of eligible structures, properties and neighborhoods preserved through local historic designation and strategic investments.	Cedar Ave was looked at for historic designation but neighborhood didn't support it			12/12/16 PC'n Mtg
Outcome CDHP2.2. Redevelopment that respects other nearby historic structures and the established architectural pattern.				
Outcome CDHP2.3. Promotion of educational, economic and recreational benefits of historic structures, properties and districts.				
<b>Environmental Sustainability Chapter</b>				
			Change title to "Environment and Sustainability Chapter"	3/3/17 email of 3/1/17 ESC Mtg
<b>Natural Environment Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with a healthy ecosystem of naturally flowing streams, native plants, wildlife, contiguous natural habitat areas and a healthy tree population.			Incorporate "clean air" into the guiding principle. Air is addressed in Outcome NE1.2.	3/3/17 email of 3/1/17 ESC Mtg
Natural Environment Goal 1. Protect public health and the environment, including potential regional impacts, through policies and programs that improve the	Add language about potential impacts from outside the city at the headwaters			12/12/16 PC'n Mtg
			Confused by the use of terms. What are the strategies? Parks & Rec master plan did good job using terminology that made sense to everyone. Feels this structure is difficult to follow from general to specific.	1/26/17 CAC Mtg

quality of the City's natural resources.		Discussed use of the word "protect" vs "promote"- determined that "promote" seemed more proactive and better fit the goal; also discussed use of "public health" and liked changing the wording to something that drives "promoting a healthy environment" rather than "protecting public health and the environment"		3/3/17 email of 3/1/17 ESC Mtg
		Public health role of City? How measured? All desirable outcomes, however are they realistic and doable. What is City role?		3/7/17 J. Mason email
Outcome NE1.1. Enhanced water resources and watersheds in the City.	Is stream quality monitored in the city?			12/12/16 PC'n Mtg
		Discussed "enhanced" – works in this case.	Action could be removing trash and litter from City streams	3/3/17 email of 3/1/17 ESC Mtg
Outcome NE1.2. Clean, healthy air that supports plant, animal, aquatic and human life.		Recommend shifting "healthy" from applying to air and instead place it before what is supported by clean air, "Clean air that supports healthy plant, animal, ..."		3/3/17 email of 3/1/17 ESC Mtg
Outcome NE1.3. Healthy, diverse trees that are part of a well-managed urban forest, valued and recognized for its positive social, environmental, economic and public health impacts on the community.		Discussed whether NE1.3 and 1.4 should be combined, but determined that keeping trees and urban forest separate from native vegetation elsewhere in the community made sense		3/3/17 email of 3/1/17 ESC Mtg
Outcome NE1.4. A protected and diverse population of native vegetation located throughout the community.			Concern about lack of activity to deal with invasives; need to properly train city staff on what is invasive and how to get rid of it without damaging good trees and plants; need an arborist familiar with invasives	1/26/17 CAC Mtg
Outcome NE1.5. Restored and preserved natural open spaces and contiguous greenway corridors that provide natural habitats for plants and wildlife.				
Natural Environment Goal 2. Prepare for the impacts from natural and man-made hazards.				
Outcome NE2.1. Reduced risk and increased capacity to meet the challenges associated with natural hazards.				
Outcome NE2.2. Reduced exposure to toxins and pollutants in the environment.		Recommends replacing "toxins" with "hazardous chemicals." The term "pollutants" aligns with specific environmental regulatory programs for air and water; however, "toxins" does not. Therefore, to capture both pollution (emissions, effluent, waste) and toxics that may not be pollution, we recommend replacing "toxins" with "hazardous chemicals." - "Reduced exposure to hazardous chemicals and pollutants in the environment."	Actions under this outcome could include purchasing of less toxic alternatives such as mercury reduction in lights.	3/3/17 email of 3/1/17 ESC Mtg
<b>Sustainability Initiatives Content Area</b>				
		Some members thought the "Sustainable Initiatives" should be a separate content area and instead be moved to another chapter and this chapter should just focus on the environment. Someone else felt there were benefits to having sustainability as a separate content area.		2/1/17 ESC Mtg
Guiding Principle. In 2035, Fairfax is a city with sustainable practices		ESC recommends deleting the phrase "in a conscientious manner" from the end of the principle.		3/3/17 email of 3/1/17 ESC Mtg

that preserve, conserve, use and recycle resources in a conscientious manner.		Agree strongly. We were the first jurisdiction in Virginia to do bio-engineering of streams. Where does LEED go?		3/7/17 J. Mason email
Sustainability Initiatives Goal 1. Increase the use of sustainable practices, technology, design and materials in the City.		More about solar, windmills, renewable.	Perhaps City Council could make laws or programs to encourage. Set aside open space for windfarm.	1/26/17 CAC Mtg
		Where does storm water control fall? Serious challenge to do. HOAs may not be able to do.		3/7/17 J. Mason email
Outcome SI1.1. Minimized energy use and demand with the application of energy efficient design features and technologies.	Remove "due"		It's an action or metric term	1/9/17 PC'n Mtg
Outcome SI1.2. Increased use of locally generated renewable energy sources.		Recommend not using "increased use" – goal should be to reduce energy use/ increase the percentage use of renewable energy sources. Also recommended deleting "locally" while another member wanted to keep it.		2/1/17 ESC Mtg
Outcome SI1.3. Reduced waste and increased reuse and recycling of materials.				
Outcome SI1.4. Minimized water use and demand in the community.		Revise this outcome to address the negative impact water use can have on water quality (e.g. drain disposal of paints, chemicals, pharmaceuticals). See a direct link and synergy between Outcome SI1.4 and IU1.1		3/3/17 email of 3/1/17 ESC Mtg
Outcome SI1.5. Community members take responsibility for reducing their impact on the environment and take steps towards improving it.		Recommends alternative wording, "An engaged and informed community that actively reduces their impact on the environment and takes steps towards improving it." We did question how success reaching this outcome would be measured.		3/3/17 email of 3/1/17 ESC Mtg
Sustainability Initiatives Goal 2. Provide equitable access to healthy food, community facilities, recreational opportunities, healthcare providers and human services that support physical activity and healthy lifestyles.	Concern with repetition of goal and outcomes; defer to ESC to rewrite			1/9/17 PC'n Mtg
		The ESC questions the fit of this goal and the underlying outcomes in this chapter; feel that the Community Services Chapter is the better fit for these goals and outcomes. The Sustainability section should have a full host of sustainability goals and outcomes. However, if this material must stay in the section, recommend removing the "healthcare providers and human services" element from this goal. "Provide equitable access to healthy food, community facilities, and recreational opportunities that support physical activity and health lifestyles." Equal access! Wow! Nice words, but what's the reality?		3/3/17 email of 3/1/17 ESC Mtg
Outcome SI2.1. Equitable access to healthy, regionally-grown foods.	Does "locally-grown" mean the City only? Replace with "regionally-grown"			3/7/17 J. Mason email
		Recommend not using "equitable" because it's not an issue with abundance of grocery stores, etc. in the area		1/9/17 PC'n Mtg
		ESC recommends removing "equitable" from the outcome. "Access to healthy, regionally grown foods."		2/1/17 ESC Mtg
Outcome SI2.2. Equitable access to parks, recreation, community facilities, trails and open space.		ESC recommends removing "equitable" from the outcome and use "convenient" instead. "Convenient access to parks, recreation ..."		3/3/17 email of 3/1/17 ESC Mtg
Outcome SI2.3. Equitable access to healthcare providers.		In line with our comment to the goal, ESC recommends moving Outcomes SI2.3 and SI2.4 to the Community Services Chapter. If this needs to be the home for these outcomes then revise to state "High		3/3/17 email of 3/1/17 ESC Mtg

		quality healthcare providers that are accessible and responsive to community needs.”		
Outcome SI2.4. Essential human services are readily available for all community members.				
<b>Economic Vitality Chapter</b>				
Guiding Principle. In 2035, Fairfax is a city with economic vitality that cultivates and promotes business success and entrepreneurial opportunities for large, small and independent businesses and capitalizes on national, regional and intellectual partnerships.		Outcomes seem too focused on revenue generation and should include comments about overall goal to increase city’s quality of life and overall desirability and that would lead to greater revenue generation		2/8/17 EDA Mtg
		Don’t we need something about the overarching goal of ensuring an economic base that sustains our quality of life?		3/7/17 J. Mason email
Economic Vitality Goal 1. Strengthen the City’s ratio of commercial to residential real estate, so that the value of non-residential properties comprise a greater proportion of the City’s taxable properties.	Add “the value of” before “non-residential”			1/9/17 PC’n Mtg
		Economic development – Good schools, parks and recreation are important but ... tax rate balance has changed. Need to address this.		2/27/17 T. Ross comments provided in person @ PC Mtg
		Shouldn’t goal have a target of some kind?		3/7/17 J. Mason email
Outcome EV1.1. New development and redevelopment that maximize potential revenue generation from non-residential buildings and uses.				
Economic Vitality Goal 2. Support existing and attract new businesses to the City that fill market or growth opportunities and contribute to diversification of the retail, service and office sectors.				
Outcome EV2.1. The City’s retail and service sectors more effectively compete with other regional commercial sectors while the City’s office space inventory attracts high-value tenants.				
Outcome EV2.2. Increased transfer of successful tenants from the Mason Enterprise Center to the City’s private employment sectors.		This needs to be pursued.		3/7/17 J. Mason email
Economic Vitality Goal 3. Enhance or transform the City’s commercial corridors and local activity centers into distinctive regional destinations that can compete effectively with other developments and mixed-use centers in Northern Virginia.		Delete “Enhance or” - prefer more active “transform” to lead this goal rather than more qualified “enhance”		2/8/17 EDA
		Good phrasing. A reality.		3/7/17 J. Mason email

Outcome EV3.1. Redevelopment projects in the commercial corridors and local activity centers that attract tenants, customers and residents have propelled these areas to the forefront of Northern Virginia's economic environment.				
Economic Vitality Goal 4. Create a single ZIP Code for the City in order to better distinguish the City from nearby areas in terms of economic competitiveness and also to more accurately collect business revenue based on an exclusive way to identify City addresses.	Should this be a separate goal?; Keep as a separate goal as it shows we're trying to make the city distinct			1/9/17 PC'n Mtg
			CAC was receptive to the one zip code goal	1/26/17 CAC Mtg
Outcome EV4.1. The U.S. Postal Service designates a ZIP Code that is unique to addresses within Fairfax's city limits.	Love this idea and think it would make a big difference. What is involved with getting the USPS to do this? Is it realistic that USPS will be amendable to this?			1/9/17 PC'n Mtg
		Would be nice. Before recommending, need to research what the implications are for the various analytic categories used at federal and state levels.		3/7/17 J. Mason email
<b>Community Services Chapter</b>				
<b>Parks and Recreation Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with inviting, well-maintained and programmed parks, trails, open spaces and multi-generational community centers.			All documents should say "Parks, Recreation and Cultural Arts"	1/17/17 COA Mtg
		Don't like "programmed" as it relates to active park use only and doesn't address passive park use, prefers just "well-maintained parks"; other suggestion for "well-utilized and maintained"; perhaps "programmed" was meant for multigenerational community center; "programmed" not necessary in guiding principle as it's addressed in outcomes 2.1 and 2.3		2/9/17 PRAB Mtg
		Recommend replacing with: In 2035, Fairfax is a city that has an enriched quality of life through parks, recreation, trails, open space, events and cultural arts, offering a unique hometown character that makes the City a special place to live, work, and play.		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Parks and Recreation Goal 1. Provide high-quality, accessible parks, recreation and open space throughout the City for public health, enjoyment and environmental purposes.	Replace "adequate" with "high-quality"; Prefer to see the goals and outcomes/objectives from the Parks Strategic Plan included verbatim here rather than consolidated/restated, but defer to PRAB for their input			1/9/17 PC'n Mtg
		Special events not included enough. Huge part of what the city does all year round and only mentioned once; goal should be that events make the city a destination for people to come visit. Make Fairfax the place you seek out. Why reinvent the wheel, have the Parks Strategic Plan, doesn't have to be verbatim but there are things that are not addressed specifically in these goals & need to be included		2/9/17 PRAB Mtg
		"Strategically plan for and implement strategies to acquire, preserve, develop and redevelop parks, facilities and open space." (Goal 1 from Parks & Rec Strategic Master Plan)		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation

Outcome PR1.1. A well-connected system of parks and trails that provides citizens with healthy choices to recreate and travel.		“A well-connected system of parks and trails that provides citizens with healthy choices to recreate and travel. Provide a balance of active recreation, passive recreation, open spaces, and natural environments that are evenly distributed throughout the City.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Outcome PR1.2. A greater awareness of the City's natural resources and commitment to protect and enhance them.		“A greater awareness of the City's natural resources and commitment to protect and enhance them. Foster an appreciation of the natural environment and promote sustainable natural resource management practices.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Outcome PR1.3: “Established Downtown Fairfax as a destination and community gathering place for residents and visitors by providing venues for recreation, arts and green space.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Parks and Recreation Goal 2. Provide programs and services to meet the ever changing and diverse needs of the community.		“Enhance safety, accessibility, quality of service, and cost effectiveness through necessary funding of comprehensive operations and maintenance programs and services.” (Goal 2 from Parks & Rec Strategic Master Plan)		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Outcome PR2.1. Robust programming of the City's parks and public facilities that provide opportunities for individuals of all ages and abilities to participate.		Pleased with proactive approach at ensuring accessibility but feels there's a shortfall in language about including ethnic groups		2/9/17 PRAB Mtg
		“Establish, implement, measure and report on sustainable maintenance and operations standards and schedules based on best practices.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Outcome PR2.2. Expanded and enhanced partnerships with city businesses and other organizations such as City of Fairfax School Board, Fairfax County Park Authority, Northern Virginia Regional Park Authority, Fairfax County School Board, George Mason University, Fairfax County Neighborhood and Community Services and others to complement the services provided by the City.		“Establish and maintain adequate staffing and funding resources to efficiently operate and maintain the parks and facilities.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Outcome PR2.3. Rehabilitation or construction of public facilities to meet the programmatic and recreational needs of the community.		Add “maintenance” not just rehab and construction		1/17/17 COA Mtg
		“Schedule and operate programs and events to maximize park and facility space utilization and cost recovery.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Parks and Recreation Goal 3. Increase awareness, participation and support of programs, special events, facilities and services using innovative promotional and marketing initiatives.		“Deliver programs and services to meet the ever changing and diverse needs of the community.” (Goal 3 from Parks & Rec Strategic Master Plan)		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Outcome PR3.1. A well informed community that utilizes the City's quality programs and attends events.		“Robust programming of the City's parks and public facilities that provide opportunities for individuals of all ages and abilities to participate. Provide a balance of arts, physical activity, indoor, outdoor, environmental, events and other programmed services to meet the ever changing needs of the City.”		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
Outcome PR3.2. City events are a regional draw, resulting in		“Rehabilitation or construction of public facilities to meet the programmatic and recreational needs of the community. Continue		2/27/17 PC'r Harmon email w/ support from # of current

increased economic vitality for local businesses.		to provide and enhance an array of services to serve all area populations (children, youth, adults, seniors, families, diverse nationalities)."		& former PRAB members and Director Parks & Recreation
		New Goal 4: "Leverage strategic partnerships to enhance and expand delivery of program, facility, and service offerings." (Goal 4, From Parks & Rec Strategic Master Plan)		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Outcome PR4.1: "Expand and enhance partnerships with city businesses and other organizations such as City of Fairfax School Board, Fairfax County Park Authority, Northern Virginia Regional Park Authority, Fairfax County School Board, George Mason University, Fairfax County Neighborhood and Community Services and others to complement the services provided by the City."		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Outcome PR4.2: "Establish relationships and partnerships with various underrepresented, underserved, or diverse demographic groups in the City to assist in identifying and developing programs and services to meet the needs of these communities."		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Goal 5: "Increase awareness, participation, and support of programs, facilities and services using contemporary and innovative promotional and marketing initiatives." (Goal 5 from Parks & Rec Strategic Master Plan)		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Outcome PR5.1: "A well informed community that utilizes the City's quality programs and attends events."		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Outcome PR5.2: "City events are a regional draw, resulting in increased economic vitality for local businesses."		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Goal 6: "Expand and enhance facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts." (Goal 6 from Parks & Rec Strategic Master Plan)		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
		New Outcome PR6.1: "Develop and implement a cost recovery structure and user fee policies and guidelines by expanding and enhancing alternative funding and revenue sources."		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation
	New Outcome PR6.2: "Develop large volunteer support base to supplement staff and to act as ambassadors for parks and recreation."		2/27/17 PC'r Harmon email w/ support from # of current & former PRAB members and Director Parks & Recreation	
<b>Cultural Arts Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with a thriving cultural arts program that supports a variety of special events, art spaces and performance venues.		As with recreation, perhaps something about partnerships in this section?		3/7/17 J. Mason email
		Add "key multiplier of quality of life and economic vitality" to guiding principle; why is cultural arts listed #12, should be higher up on the list; make sure arts are not just supporting role? add more active terms like "develop, initiate, create"		1/17/17 COA Mtg
Cultural Arts Goal 1. Integrate cultural features, including the visual and performing arts, into the built environment as a means of		Prefer "civic engagement" rather than "civic involvement"	COA not mentioned; need to bring more awareness about COA (action)	1/17/17 COA Mtg
			Curious if performing arts facility COA has been asking for was properly addressed (action)	2/9/17 PRAB Mtg

promoting tourism, economic vitality, civic involvement and civic pride.				
Outcome CA1.1. Cultural facilities that provide opportunities for local, regional and national artists to perform for audiences of all sizes.				
Outcome CA1.2. Public art such as murals and sculptures displayed to identify, enhance and promote the cultural nature of the City.				
Cultural Arts Goal 2. Encourage a broad representation of arts from people of all ages, ethnicities and abilities.				
Outcome CA2.1. Collaboration and partnership with local schools, colleges and universities to provide performance, rehearsal and education opportunities for artists.			Need to include performance space for theater; make sure additional space and building performance space are included as an action	1/17/17 COA Mtg
Outcome CA2.2. Cultural programming in City facilities to increase and enhance arts education and appreciation.				
Outcome CA2.3. Expanded and enhanced partnerships with city businesses and other organizations such as City School Board, Northern Virginia Community College, George Mason University, Virginia Commission for the Arts and other local arts agencies.				
<b>Education Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with world-class community schools and a best-in-class education from pre-school to post high school that prepares students to be productive, responsible members of society, capable of competing in the global economy and motivated to pursue life-long learning.		This section needs to be carefully worded with a sense of reality as to what City is responsible for.		3/7/17 J. Mason email
	Replace "great" with "best-in-class education"; delete "for employment" and add "to be productive" before "members of society"			1/23/17 PC'n Mtg
		School Board was generally supportive of the guiding principle and its wording. They may recommend one addition (of adding a reference to ethics – details addressed in Goal 2 comments)		2/27/17 School Board Mtg
Education Goal 1. Ensure the City's public education needs are met with excellent instructional services and superior facilities, geared to the needs of our changing and diverse population.	Add "geared to the needs of our changing and diverse population" to the end of the sentence.			1/23/17 PC'n Mtg
		Most members (4 of 5) favored adding the name "City of Fairfax Schools" to this goal and/or outcomes. Some also wanted a reference to FCPS in Outcome E1.1 – they will come to an agreement and work on details. Some of the Board members favored adding specific references to K-12 education to ensure that readers are		2/27/17 School Board Mtg

		aware that this is what is being discussed. Others thought it was sufficient to reference “public education.”		
		City cannot “ensure” education needs as FCPS operates schools. City can be supportive. Need to have a conversation with School Board and/pr Janice Miller on phrasing.		3/7/17 J. Mason email
		Consider adding this phrase to the beginning of the goal, “Guided by the City of Fairfax School Board and its School Service Agreement (SSA) with Fairfax County Public Schools, ensure ....”		3/30/17 School Board email
Outcome E1.1. The City-County school agreement continues to provide City students with the highest quality education.		Change to, “All aspects of the City-County’s SSA are well executed and demonstrate the productive, close working relationship between the City of Fairfax and Fairfax County.”		3/30/17 School Board email
Outcome E1.2. Public schools are appropriately sized with the latest technology and functional accommodations to meet the future needs of the school-aged population.	Add “latest technology and functional accommodations” phrase to Outcome E1.2			1/23/17 PC’n Mtg
		Change to, “Public school facilities, grounds, and enrollment are appropriately managed to ensure safe learning environments, proper program capacities, and the availability of the latest technology and functional accommodations to meet the current and future needs of the school-aged population.”		3/30/17 School Board email
Outcome E1.3. An education program that continues to benefit the City by providing variety and cost-effectiveness.	Add new outcome E1.3. “An education program that continues to benefit the City by providing variety and cost-effectiveness.”			1/23/17 PC’n Mtg
		Outcome E1.3 is not a sentence.		2/27/17 School Board Mtg
		Change to, “Education programs in the City schools are comprehensive and provide rigorous opportunities for students as well as professional learning opportunities for school staff.”		3/30/17 School Board email
Education Goal 2. Ensure access to educational and training opportunities from early childhood throughout life by collaborating with local and nearby education providers and institutions.	Move “access” phrase to beginning of sentence and add “Ensure access” and “by collaboration”; delete references to schools			1/23/17 PC’n Mtg
		Minor change recommended (deleted “and nearby”) - Ensure access to educational and training opportunities from early childhood throughout life by collaborating with local education providers and institutions.		3/30/17 School Board email
Outcome E2.1. A well-trained, qualified workforce.		Board recommended re-wording outcome addressing pre-school, “All children will be well-prepared for elementary education.”		2/27/17 School Board Mtg
		Is this a City responsibility?		3/7/17 J. Mason email
		Change to: Option one - Educational options that support early childhood foundational skills are provided for all pre-kindergarten children; Option two - All children will be well prepared to begin elementary school.		3/30/17 School Board email
Outcome E2.2. Empathetic and informed community.	Questions/concerns with how to measure this outcome; interested to hear School Board’s comments			1/23/17 PC’n Mtg
		The Board appreciated the intent of Outcome E2.2 but were concerned that it was out of context as an outcome, since there is no way to define or measure it as a metric. They recommended adding a reference to empathy (or “ethics” as is defined in the School Board’s master plan) to the Guiding Principle instead of having it as a separate outcome.		2/27/17 School Board Mtg
		Board recommended re-wording outcome regarding technical training (E2.3, now E2.2), “receiving training and technical skills needed for the workplace.”		2/27/17 School Board Mtg

		Change the current outcome as we think “empathetic” will be difficult to measure. In our Strategic Plan, we use Fairfax County School’s language of “Caring Culture.” I would love to chat further with you about this one.		3/30/17 School Board email
Outcome E2.3. Partnerships and community resources that provide opportunities for training and continuing education.		Board recommended adding outcome regarding higher education and lifelong learning.		2/27/17 School Board Mtg
		Change to, “Business partnerships and community resources provide access to career development and continuing education that support life-long learning experiences that meet the current and future needs of the community.”		3/30/17 School Board email
<b>Government and Public Safety Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with exceptional governmental, police and fire safety services.		Strange combination. Sounds like “odds and ends.” Suggest a section/chapter on Public Safety. Might have a catch-all along line of “Services”.		3/7/17 J. Mason email
Government and Public Safety Goal 1. Provide useful, well-maintained public facilities for local government and public safety operations.	Add “useful” before “well-maintained”			1/23/17 PC’n Mtg
Outcome GPS1.1. Public facilities that properly support the functions of City staff in an efficient manner that provides valued service to City residents.		How about support to businesses?		3/7/17 J. Mason email
Outcome GPS1.2. Rehabilitation of existing facilities and/or construction of new buildings, as warranted, that are accessible, sustainable and properly located, including co-location of multiple uses to meet the needs of the community.				
Government and Public Safety Goal 2. Provide high-quality, efficient and cost-effective community services with optimal levels of service to meet the daily needs of the public as well as during times of stress.				
Outcome GPS2.1. User-friendly and convenient customer service tools using the latest technology available.				
Outcome GPS2.2. Police protection and service that maintain a safe environment for residents, workers and visitors.				
Outcome GPS2.3. Responsive fire and rescue services that protect				

the lives and property of residents and businesses.				
Outcome GPS2.4. Continued coordination and collaboration with appropriate jurisdictions, agencies and groups for emergency preparedness and response.				
Outcome GPS2.5. Continued partnerships with Fairfax County and regional groups to provide social services for City residents.				
<b>Infrastructure and Utilities Content Area</b>				
Guiding Principle. In 2035, Fairfax is a city with safe, well-maintained infrastructure and use of advanced technology.				
Infrastructure and Utilities Goal 1. . Provide quality utility services and infrastructure systems, compliant with applicable national and state standards and requirements that meet anticipated growth and development needs.	Add language about meeting applicable state/national standards			1/23/17 PC'n Mtg
Outcome IU1.1. Access to a clean, safe and reliable potable water supply.				
Outcome IU1.2. A reliable and efficient wastewater system that collects, conveys and treats wastewater.				
Outcome IU1.3. A sustainable and efficient stormwater system.				
Outcome IU1.4. Access to reliable energy and communication infrastructure.				
Outcome IU1.5. A safe and well-connected rights-of-way system that provides a functional surface transportation system and utility infrastructure services throughout the city.				
Outcome IU1.6. Access to reliable and efficient solid waste and recycling services and infrastructure.				
Infrastructure and Utilities Goal 2. Expand the use of advanced technology to support economic growth and public safety, improve access to information and ensure a broad range of communications services.				

Outcome IU2.1. Improved efficiency and effectiveness of city operations and services through the implementation of advanced technologies.	Replace "municipal" with "city"			1/23/17 PC'n Mtg
Outcome IU2.2. All City residences, businesses and institutions have access to reliable and affordable advanced technology and telecommunication infrastructure and services.	Delete "equitable"			1/23/17 PC'n Mtg
<b>General Comments</b> on plan, text, public outreach, etc.			Throughout document, sometimes individuals are mentioned, sometimes citizens, need to be consistent and careful with who is identified	1/17/17 COA Mtg
			Would like to make a comp plan we can send to the state as a model.	1/26/17 CAC Mtg
			Ensure public outreach is received from other organizations to ensure diversity; is survey available in any other languages? Announce over PA at Fairfax High School; come to cafeteria during lunch; Reach out to churches for the ESOL class members and parents at daycares; Have reached out to Mason students? Students or teachers could help with translations; Need to brainstorm better outreach	2/9/17 PRAB Mtg
			In addition to meeting our legal requirements, I really urge consideration be given to wording which reflects its value as a marketing tool for others outside our community and as a means for engaging and exciting our citizens. As it stands right now, it does not feel like it will generate much interest. Hoping we can find a way to use some exciting adjectives throughout the document that describes a community in 2035 that is innovative, lively, has a sense of community and a vitality that is unique to the region and the state. Without those descriptors, we sound like any other community in the United States. Pretty boring and pretty dry. Hoping we can have some real metrics that can measure how we are doing in reaching our goals. I believe I suggested one area, but if the CMP is going to be a success, we need to find a means to measure results. In short, the decision makers in the community need to have implications for their decisions. I don't see that in what has been written.	2/12/17 T. Ross email
			It seems to me that you have fallen into the trap of misreading Comprehensive. In this case it means comprehensive with respect to land use and transportation. Let the economic development and social welfare stand on their own. You can have a vision statement that is separate from the Comp Plan. Don't try to legislate the Vision just articulate it. It is the outcome of a plan not the plan.	2/16/17 B. Reinsel email
			Draft outline of the plan seems to extend comprehensive to include every aspect of city life. However, the State of Virginia Code (15.2.2223) says that comp plan should include a forward looking statement for the City that pertains to the physical development of the territory under its jurisdiction, that is (A)	2/27/17 B. Reinsel comments provided in person and in writing @ PC Mtg

			land use and (B) transportation ... To arrive at a manageable scope, the outline should be condensed to Land Use (Housing, Commercial (retail and office), Parks & Industrial) and Transportation (Streets and sidewalks, bicycle lanes and Trails). These segments should be supported by a few clearly developed maps which would lessen the need for text ... The remaining material can be in vision statements and policy guidelines that are separate for the comp plan ... These are important but well beyond the State's requirements ... Let's try to keep the plan brief and readable and not turn people off.	
			Create a "Visioning Center" where all citizens could regularly come to view, and discuss any changes planned in the overall development by the City, as initially proposed in the 20/20 Commission Report ... Conduct "literature search" of the best communities and their amenities (indoor swimming pools, water parks, world class community centers, etc.)... Another recommendation from 20/20 efforts was an integration of facilities between George Mason and the City, such as a new State of the Art Legimate Theater ... Police Dept at City Hall should be revisited and the cost necessary to convert the Police State to a new Community Center would be justified and supported by a large number of Citizens.	3/7/17 G. Bottorff email

Abbreviations

- BAR – Board of Architectural Review
- CAC – Community Appearance Committee
- CFW – Commission for Women
- COA – Commission on the Arts
- EDA – Economic Development Authority
- ESC – Environmental Sustainability Committee
- FRHC – Fairfax Renaissance Housing Corporation
- HFCI – Historic Fairfax City, Inc.
- PC'n – Planning Commission
- PC'r – Planning Commissioner
- PRAB – Parks and Recreation Advisory Board
- School Board – City of Fairfax School Board