

DEPARTMENT OF PLANNING AND DEVELOPMENT

CALENDAR YEAR 2024 EQUITY IMPACT PLAN



Leadership Sponsor: Tracy Strunk, DPD Director

Equity Lead(s): Michelle Stahlhut, Equity Program Manager

Departmental Equity Guiding Statement:

The Department of Planning and Development (DPD) promotes equitable, livable, and sustainable communities which enhance the quality of life by providing analysis, education and recommendations on land development matters.

Context:

Fairfax County is a large and relatively developed jurisdiction with land use recommendations and decisions made by the Planning Commission and Board of Supervisors. Land use development in the county is fundamentally guided by the Concept for Future Development which is used in conjunction with countywide objectives and policies to provide a foundation and framework for planning. Land use recommendations often undergo extensive community outreach, including review at a district level by local land use committees. DPD's work encompasses both a countywide focus with the regulations of the Zoning Ordinance and the guidance of the Policy Plan portion of the Comprehensive Plan, and a localized focus which includes review and approval of specific permits and development proposals and work in specific areas of county interest, such as the Commercial Revitalization Districts or Urban Centers such as Tysons.

The Department of Planning and Development (DPD) continues to work to advance the One Fairfax effort. In 2023, staff began to use the county's Vulnerability Index and Equity Impact Assessment tools in the policy and plan development process, produced equity impact statements for Board items, and led or partnered in major policy efforts that contribute to equity goals.

DPD continues to work in the focus areas of community outreach, staff support and research with partner agencies especially in the areas of housing and historic resources, and continuing staff education.

System-Level Infrastructure:

DPD works closely with agencies across the county in coordination of land development and related community outreach. DPD partners include Land Development Services, Fairfax County Department of Transportation, Housing and Community Development, Fairfax County Park Authority, Departments of Public Works and Environmental Services, Office of Environmental and Energy Coordination, Department of Family Services, Health and Human Services agencies, and the Department of Economic Initiatives, all of whom will play roles to varying degrees in the first and second goals of incorporating the consideration of equity into planning and development policies, plan, and processes, and expanding community outreach.

In addition, much of DPD's work is reviewed and/or approved by Boards, Authorities and Commissions, such as the Board of Zoning Appeals and Planning Commission, and then is further reviewed via public hearing by the Board of Supervisors. Ensuring that these decision-making groups have the education and background to fully consider One Fairfax policy into their decision-making is necessary in order to ensure that the equity work done by staff is reflected in land use decisions.

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DEPARTMENT GOALS

Goal 1: Incorporate the consideration of equity in planning and development policies, plans, and processes.

One Fairfax Area(s) of Focus:

- 1. Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.**
- 2. Housing policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.
- 8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
- 11. A quality built and natural environment that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.
- 14. A multi-modal transportation system that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG); Housing and Neighborhood Livability; Mobility and Transportation

Relationship to Countywide Strategic Plan Strategies/Metric(s):

EEG 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
1a. Continue incorporation of equity into the Comprehensive Plan Policy Plan process.	DPD Community		Equity Program Mgr.; Policy Plan staff	Ongoing	Progress on equity policy development
1b. Develop equity development review memo format and process.	DPD		Equity Program Mgr.	CY2024	Template completed and revised process implemented
1c. Publish and implement the land use language guide.	DPD		Equity Program Mgr.	CY2024	Land use language guide published internally
1d. Implement equity impact assessment early in project and policy development where applicable.	DPD Board		Equity Program Mgr.; Staff	Ongoing	# items that include equity impact assessment

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Goal 2: Expand community engagement in order to ensure the breadth of interests, ideas, and values of all people are heard and considered.

One Fairfax Area(s) of Focus:

- 1. Community and economic development policies and programs that promote wealth creation and ensure fair access for all people.
- 8. Neighborhoods that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
- 11. A quality built and natural environment that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.
- 17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

- EEG 3. Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.
- EEG 4. Improve public participation and engagement opportunities to ensure all facets of the community are represented and have the physical, technological, and language access necessary to engage and participate in community discussions and decisions.
- EEG 6. Expand capacity to meaningfully engage the community in places that are accessible and in ways that consider needs, traditions, and values of diverse ethnic, racial, and cultural groups.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
2a. Provide training for staff on community engagement planning framework and implementation template.	Community	OPA; NCS	Community Engagement Specialist; staff	CY2024	# of staff trained; % of staff trained
2b. Deploy new communications hub to ensure consistent community engagement materials department-wide.	Staff		Community Engagement Specialist;	CY2024	Communications hub launched
2c. Continue expansion of language access for meetings, materials.	Community	OPA; NCS	Community Engagement Specialist; staff	Ongoing	% of meetings/materials translated

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Goal 3: Support the County’s work toward telling the history of communities of color in Fairfax County.

One Fairfax Area(s) of Focus: 11. A quality built and natural environment that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government

Relationship to Countywide Strategic Plan Strategies/Metric(s): None

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
3a. Lead Heritage Resources Survey work for Gum Springs.	Community	One Fairfax; NCS	Staff	Ongoing	Survey progress
3b. Create a dynamic story map based on the African American Historic Resources Survey report.	Community		Staff	CY2024	Map progress
3c. Seek grant support for research and initial work on racial equity and land use timeline.	Community		Staff; Equity Program Mgr.	CY2024	\$ of grant funding applied for and received

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Goal 4: Create an equity culture within DPD in order to implement One Fairfax into the work of the department.

One Fairfax Area(s) of Focus: 18. Other

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
4a. Continue annual RTPI training for staff new to DPD.	Staff	Equity Ambassadors	Equity Program Mgr.	Annual	% of staff new to DPD trained
4b. Use County Ambassador program for additional department wide training to include Implicit Bias and/or ARETRG.	Staff	Equity Ambassadors	Equity Program Mgr.	CY2024	# of staff trained
4c. Provide ongoing training for all staff on key topics such as equity assessment, key analysis tools, equity in land use examples, etc.	Staff	One Fairfax	Equity Program Mgr.	CY2024	# of trainings

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COUNTYWIDE GOALS

Regional Fair Housing Plan

Goal 1: Increase the supply of housing that is affordable to low- and moderate-income families in the region, particularly in areas that have historically lacked such housing. (Regional Goal 1)

Key Equity Driver(s): Equitable Community Development, Inclusive Prosperity

Countywide Initiative: Metropolitan Washington Regional Fair Housing Plan

Countywide Strategic Plan Community Outcome Area(s): Housing and Neighborhood Livability (HNL)

Relationship to Countywide Strategic Plan Strategies/Metric(s): Strategy HNL 1. Produce, preserve and improve affordable housing units through partnerships with traditional and innovative housing developers consistent with the recommendations in county policies and plans, but also exploring new approaches. Track new units, lost units and total units as well as risk of displacement as a means of measuring the preservation of and access to affordable units in the county.

Department Actions	Stakeholders	Timeline	Performance Measures
1a. Increase affordable housing by using mandatory inclusionary housing where permitted. (Regional Goal 1, Regional Strategy a)	HCD; tenants; property owners; affordable housing advocates; industry professionals.	Ongoing monitoring. The Affordable Dwelling Unit (ADU) Ordinance was established in July 1990.	# of ADUs permitted
1b. Increase affordable housing by using as-of-right accessory dwelling units (Accessory Living Units, ALUs). (Regional Goal 1, Regional Strategy 1a)	HCD; property owners; affordable housing advocates; industry professionals.	Ongoing monitoring. The Zoning Ordinance was revised in 2021 to allow Accessory Living Units (Accessory Dwelling Units) by right in most cases. Possible further action has been submitted to the Board for consideration.	# of ALUs permitted

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Regional Goal 2: Reform zoning and land use policies to expand access to fair housing choice by increasing the development, geographic distribution, and supply of affordable housing.

Key Equity Driver(s): Equitable Community Development, Inclusive Prosperity

Countywide Initiative: Metropolitan Washington Regional Fair Housing Plan

Countywide Strategic Plan Community Outcome Area(s): Effective and Efficient Government, Empowerment and Support for Residents Facing Vulnerability, Healthy Communities, Housing and Neighborhood Livability

Relationship to Countywide Strategic Plan Strategies/Metric(s):

Strategy HNL 1. Produce, preserve and improve affordable housing units through partnerships with traditional and innovative housing developers consistent with the recommendations in county policies and plans, but also exploring new approaches. Track new units, lost units and total units as well as risk of displacement as a means of measuring the preservation of and access to affordable units in the county.

Department Actions	Stakeholders	Timeline	Performance Measures
<p>2a. Revise zoning regulations to allow as-of-right ADUs (Accessory Living Units, ALUs). (Regional Goal 2, Regional Strategy 2a)</p>	<p>HCD; property owners; affordable housing advocates; industry professionals.</p>	<p>Ongoing monitoring. The Zoning Ordinance was revised in 2021 to allow Accessory Living Units (Accessory Dwelling Units) by right in most cases. Possible further action has been submitted to the Board for consideration.</p>	<p># of ALUs permitted</p>
<p>2b. Incorporate equity into future updates to the Comprehensive Plan Policy Plan and identify criteria for fair housing equity analysis of planning studies and/or rezoning applications. (Regional Goal 2, Regional Strategy 2d)</p>	<p>HCD; OHREP; tenants; property owners; affordable housing advocates; industry professionals.</p>	<p>In Progress</p>	<p>BOS adoption of Comprehensive Plan amendment</p>

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Future Actions

Regional Goal 2: Reforming zoning and land use policies to expand access to fair housing choice by increasing the development, geographic distribution, and supply of affordable housing.

Strategy b: Increase inclusionary zoning incentives for creating on-site affordable housing and increase fees in lieu of providing on-site affordable housing.

Action: Examine how and when “fees in lieu of” option is utilized, whether the amount of the “fees in lieu of” is appropriate and effective, and if additional incentives for inclusionary zoning are appropriate.

Strategy c: Adopt zoning changes that facilitate the development of affordable housing as of right.

Action: Examine Zoning Ordinance and Comprehensive Plan policies to identify opportunities for affordable multifamily housing developments in designated Activity Centers where denser, mixed-use development near jobs and transit is planned.

Action: Examine the use of overlay districts or other redevelopment districts to incentivize the construction of affordable housing (increased density bonuses, increased allowable heights, lower parking requirements, as-of-right or administrative project approval, streamlined permitting, and impact fee waivers.)

Regional Goal 4: Increase the number of homeowners in the region and reduce inequities and discriminatory practices that limit homeownership opportunities for members of protected classes.

Strategy a: Increase homeownership opportunities for low- and moderate-income members of protected classes through the following action.

Action: Examine the policies and incentives that could increase the supply of affordable homeownership.

Department Director’s Signature: _____

