



## **Staff Report**



**Planning Commission public hearing:  
March 6, 2013 at 8:15 p.m.**

**Board of Supervisors public hearing:  
March 19, 2013 at 4:00 p.m.**

Board Auditorium  
Fairfax County Government Center  
12000 Government Center Parkway  
Fairfax, Va. 22035

February 20, 2013

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**Staff Report  
February 20, 2013**

Summary

In early 2012, at the direction of the Planning Commission (PC), Department of Planning and Zoning staff began Fairfax Forward, an effort to develop a new means to review the Comprehensive Plan. Fairfax Forward proposes a Comprehensive Plan Amendment Work Program for scheduling the review of the Area Plans, Policy Plan, and related maps. This schedule ensures that guidance is up-to-date and relevant based on current and future needs. Fairfax Forward also proposes a new approach for conducting planning studies to provide more focused study parameters, greater community outreach, and a more organized approach to the overall Plan review. State requirements that necessitate a Comprehensive Plan review every five years are met through the regular evaluation and update of the work program, and the option for Board-authorized amendments, which will be retained.

Description of the Comprehensive Plan Amendment Work Program

*Introduction*

A Comprehensive Plan Amendment Work Program is proposed as the means to manage ongoing and new planning studies over a three year period. The ongoing studies are currently underway and the new studies will be authorized with the adoption of the work program. The initiation of the new studies will be staggered over the three year period, using a set of criteria to establish their order and timing. Based on the criteria, an initial "pilot" work program is presented for adoption by the Board of Supervisors (BOS) in conjunction with the approval of the Fairfax Forward process. Future work programs will be reviewed and adopted by the PC and forwarded to the BOS for endorsement.

*Components*

The proposed Comprehensive Plan Amendment Work Program is divided into two sections: ongoing and new studies.

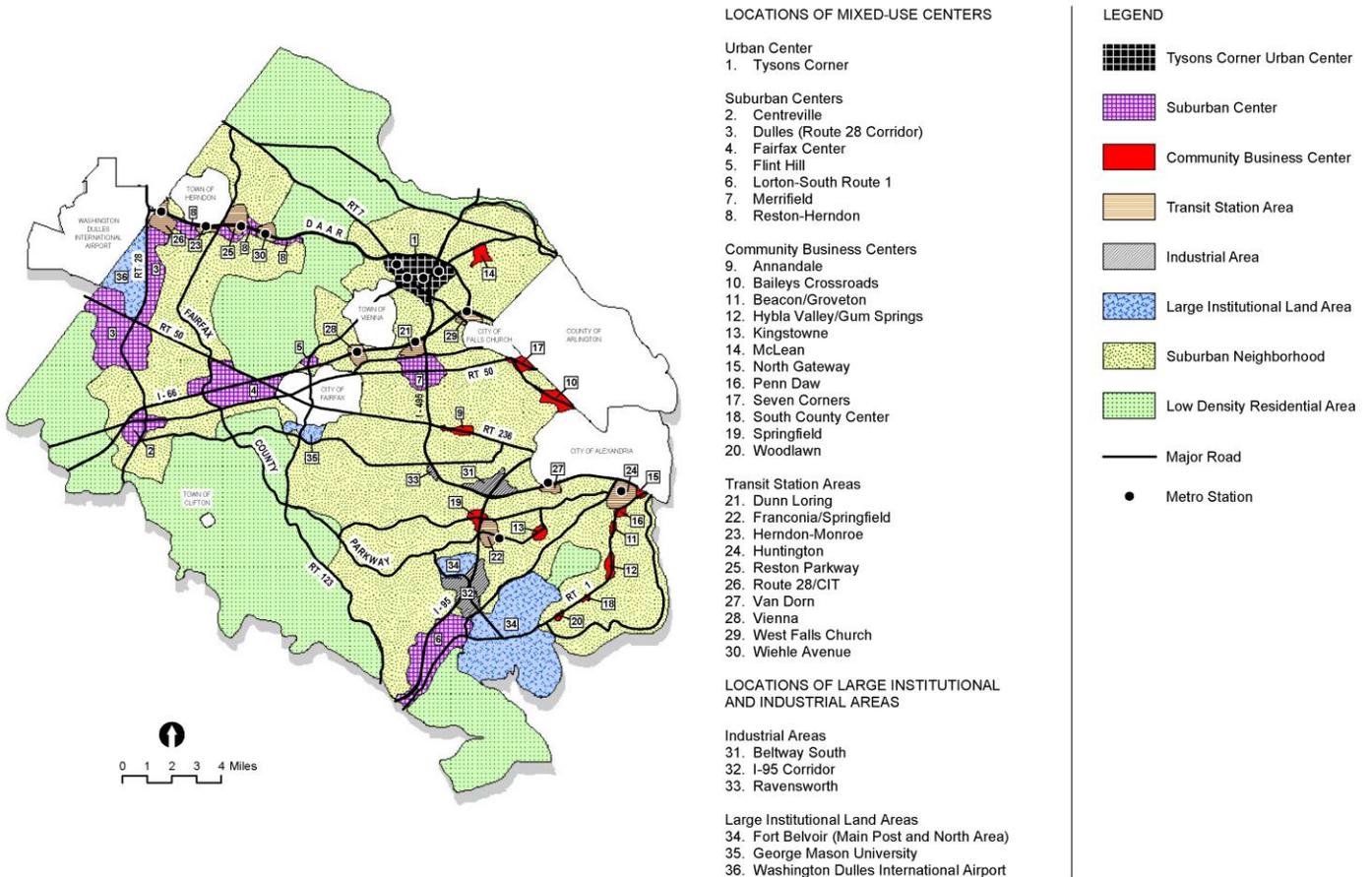
Ongoing Studies: Studies that are underway comprise the first section of the work program and recognize currently dedicated staff and community resources. These studies were either previously authorized by the BOS or deferred from the Area Plans

Review process. This section of the work program lists the study number, the authorization date, the type of study, and the scope of work.

**New Studies:** The second section of the work program lists new Policy Plan and Area Plans studies proposed to begin over the next three years, with staggered start times. The preliminary scope of work and anticipated timeline for each study is listed on the work program. The anticipated length of study will be based on the extent and complexity of the work described in the scope.

New studies are categorized into three groups: countywide planning studies, activity center planning studies, and neighborhood planning studies. Together, the categories ensure that all parts of the Plan are reviewed. Countywide studies encompass the review of any plan guidance applicable to multiple areas or the entire county, including Policy Plan sections. Activity center and neighborhood planning studies are organized by the land classifications in the Concept for Future Development (the Concept). The Concept geographically divides the county into different types of places, as shown in the following image.

CONCEPT FOR FUTURE DEVELOPMENT MAP



Mixed-use centers and industrial areas shown on the Concept are proposed to be reviewed as part of activity center planning studies. The areas outside activity centers, which include the majority of the county, are defined by the Concept as suburban neighborhoods, low density residential areas, and large institutional areas. Suburban neighborhoods and low density areas are proposed for review as part of the neighborhood planning studies. Large institutional areas within the county, such as Fort Belvoir, Washington Dulles International Airport, and George Mason University, maintain separate jurisdiction for planning purposes that are not eligible for Plan review.

Reviewing Comprehensive Plan guidance by activity centers and neighborhood planning areas allows for equity between the high and low density areas. Neighborhood issues, such as infill development, will have an equal opportunity for review as higher profile issues, such as transit-oriented development. Further, the approach ensures that geographically logical areas are studied, as opposed to piecemeal evaluation of parcels, resulting in a better understanding of cumulative impacts. The approach also allows the opportunity for editorial updates of areawide guidance to ensure that recommendations are current, relevant, and viable.

#### *Criteria for review*

New planning studies on the work program will be selected by applying a series of criteria based on Comprehensive Plan policy and the experience of past planning efforts. Studies on the work program will:

- Reflect previous authorizations by the BOS or deferred Area Plans Review nominations;
- Address emerging community concerns or changes in circumstance;
- Respond to actions by others, such as Federal, State, or adjacent jurisdictions;
- Advance major policy objectives, such as promoting environmental protection, fostering revitalization of designated areas, supporting economic development, preserving open space, providing affordable housing, or balancing transportation infrastructure and public facilities services with growth and development;
- Better implement the Concept for Future Development;
- Reflect implementation of Comprehensive Plan guidance through zoning approvals; and/or,
- Respond to or incorporate research derived from technical planning or transportation studies.

#### *Pilot Work Program*

The pilot work program, Attachment I, contains ongoing and proposed new studies for 2013-2015. The ongoing studies range in subject matter and include studies of land use, public facilities, transportation, and parks and recreation recommendations, which

affect Area Plan, Policy Plan, and Land Use and Countywide Transportation maps guidance. Several of the land use studies are the result of deferred Area Plans Review nominations, such as proposed amendments to the Reston and North Gateway areas. Others evolved from changing circumstances, such as the study of the Route 28 south transit station area. Ongoing studies related to specific Policy Plan elements, such as parks and recreation and telecommunications that were previously authorized by the BOS, are also included.

The pilot work program also proposes new studies, representing countywide issues as well as activity center and neighborhood planning areas. The first countywide study on the work program proposes to update the Plan to reflect the adoption of Fairfax Forward. References to the Area Plans Review process and other former procedures, such as the public facilities 456 review process, will be revised. Other listed countywide studies respond to the Board-authorized amendments following updates to the Concept and the Comprehensive Land Use Plan Map (Plan map). These include evaluating the term “Suburban Center” and verifying that certain suburban centers, such as Flint Hill, still meet the characterization.

Additional amendments to the Transportation Plan Map will remove guidance about planned roadways already constructed, add commuter parking facilities, and modify corresponding Plan text. Proposed Policy Plan amendments to the public facilities guidance will update recommendations for county and non-county owned facilities on the Plan map and corresponding text. Once these first countywide and policy studies are completed, staff anticipates establishing a schedule to regularly review the Policy Plan functional elements on future work programs.

Activity center studies proposed on the pilot work program include a number of suburban centers, transit station areas, a community business center, and the Tysons Corner Urban Center, as selected by applying the criteria mentioned previously. The Fairfax Center Area, the Dulles Suburban Center, Merrifield Suburban Center, and Flint Hill Suburban Center are suggested to be undertaken initially. The Fairfax Center Area and the Dulles Suburban Center comprise large geographic areas with complex recommendations that have not been reviewed as a whole since their adoption in 1991. Many recommendations have already been implemented, while some options are no longer viable. Studies of these areas will seek resolution to these issues.

Further, some recommendations need to be enhanced to reflect current planning practice. For example, the Areawide guidance of the Fairfax Center Area contains minimal recommendations on transit-oriented, mixed-use development. Recent amendments to the Fair Oaks Mall and Fairfax Corner areas, however, developed transit-oriented land unit-specific recommendations which may be applicable to other areas. In addition, emerging development pressure along areas south of Route 29, near the City of Fairfax and planned for suburban neighborhoods as part of the Fairfax Center Area, may warrant consideration for Plan implications. The preliminary scope of work

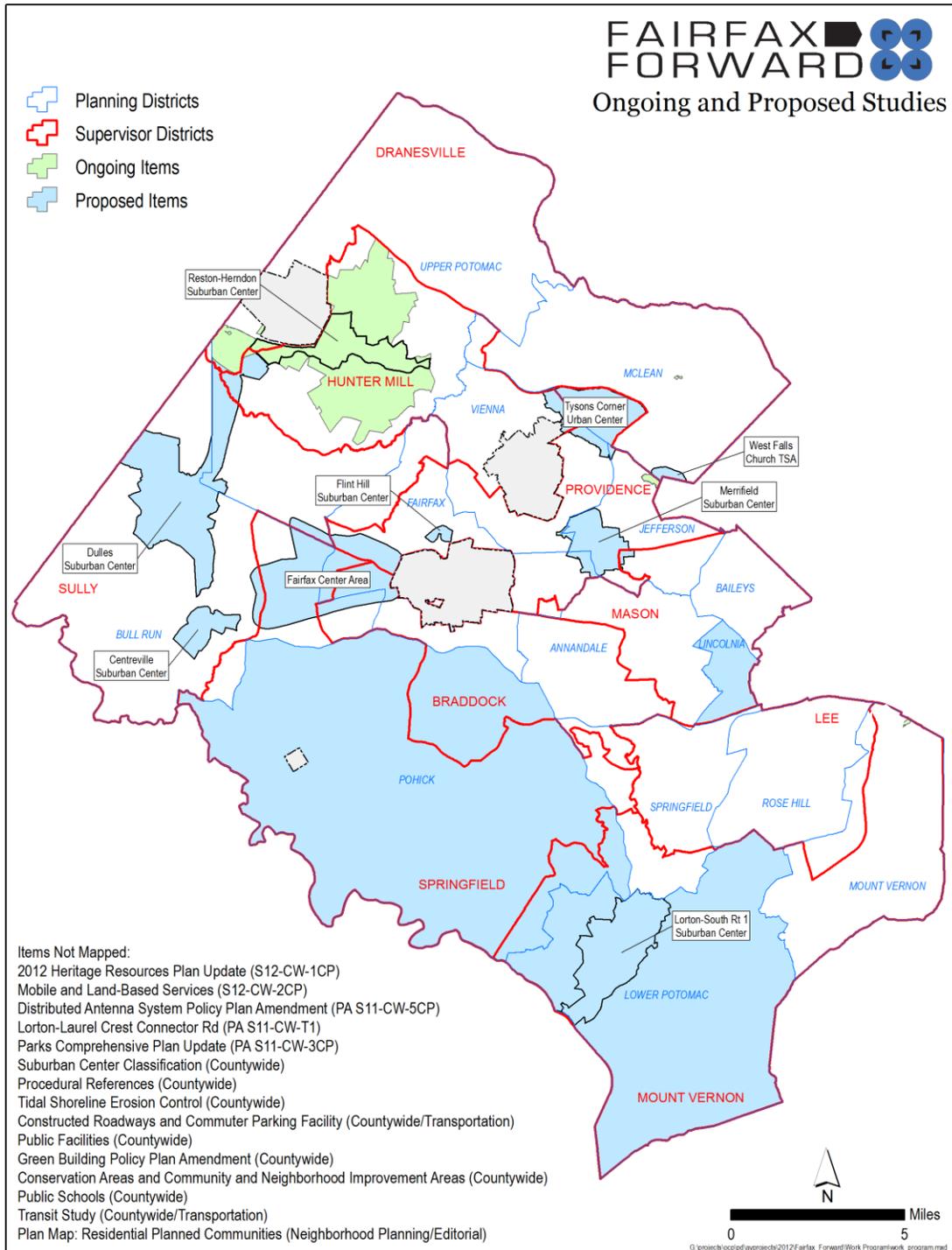
for this study, as stated on the work program, ensures that the guidance for this area reflects the implementation of recommendations and that the policy goals and land use concepts remain accurate and feasible.

In the Dulles Suburban Center plan, the northernmost areas within the activity center are currently subject to planning studies. However, much of the rest of the center has not been reviewed in several years. Verification is needed that the remainder of the suburban center recommendations remains viable and corresponds to the community's vision for the future. The recommendations for Merrifield (including the Dunn Loring Transit Station Area), Flint Hill, Centreville, and Lorton South-Route 1 suburban centers will be, at a minimum, editorially reviewed to consider how implemented recommendations can be reflected in the Plan. Based on the criteria, other activity centers listed on the proposed work program will include the Tysons Corner Urban Center and the West Falls Church Transit Station Area. The Tysons study is anticipated to update text based on approved development applications and the completion of various transportation studies. The West Falls Church Transit Station Area will editorially update the remaining text, following a Plan amendment underway.

To improve the format of the Comprehensive Plan, information and guidance about each activity center will be consolidated into a unique section and removed from the planning district and community planning sector text during these studies. Presently, recommendations for many of the activity centers are located throughout planning districts, community planning sectors, and unique sections. For example, the Fairfax Center Area extends over three planning districts - Fairfax, Upper Potomac, and Bull Run - with recommendations within various community planning sectors. The area also has a unique, separate, section containing additional recommendations. A portion of the area also overlaps with the Centreville Area. An editorial update of this area would move all suburban center recommendations into the Fairfax Center Area Suburban Center section. Similarly, recommendations pertaining to areas outside the suburban center would be placed in the appropriate sections in order to prevent oversight of any recommendation.

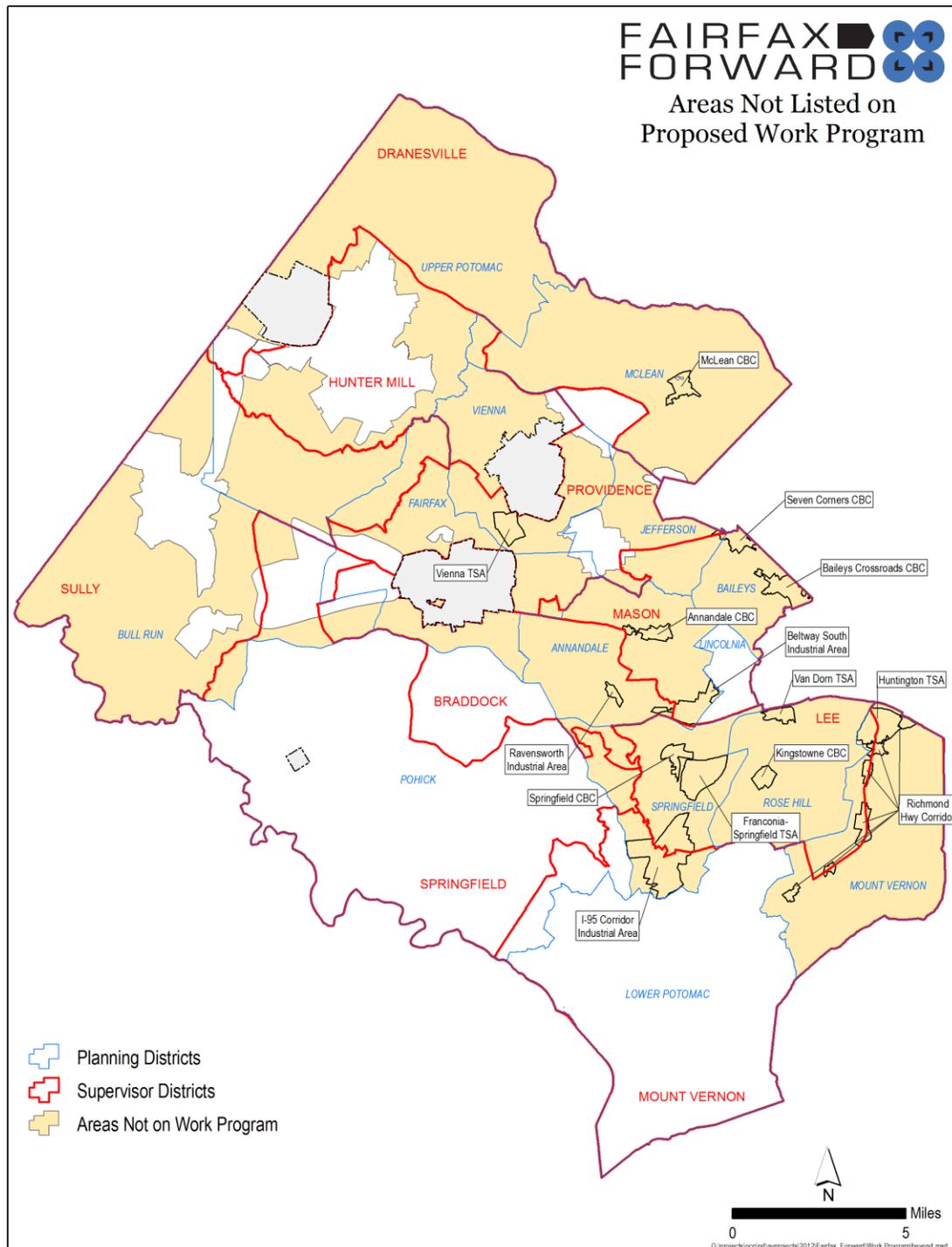
Neighborhood planning studies will focus on the areas outside of activity centers and are proposed to be organized according to established planning districts. On the Concept, the areas outside of activity centers are low density residential areas and suburban neighborhoods. These areas are primarily stable residential communities, and major land use changes are not anticipated. As a result, a streamlined review of these sections is proposed, which first addresses editorial updates, such as reflecting implemented text and correcting place names and Tax Map parcel numbers, and then resolves any substantive changes. Finally, evaluation of Lincolnia, Pohick, and Lower Potomac planning districts is proposed on the work program. The review of Lincolnia will respond to a BOS and PC recommendation that consideration be given to reclassifying portions of the planning district as a community business center. For more information about the follow-on motions, see Attachment II.

The following map illustrates the geographic extent of activity center planning and neighborhood planning studies on the initial work program:



*Adoption and Future Evaluation*

As the future work program is evaluated and updated, other activity centers and neighborhood planning studies will be added and completed studies will be removed. Additions will follow the organization of the Concept, taking into consideration the criteria for prioritization. Attachment III presents an estimated long term schedule for review, beyond the three year work program. The remaining areas in the county not listed on the pilot work program are shown on the following map:



Adoption of the pilot work program and future evaluation of the work program is proposed to occur through a public review process. Accordingly, the pilot work program was published for public comment to receive feedback. Additional study suggestions received during the public comment period were analyzed against the previously mentioned criteria to determine if the suggestion should be added to the work program, should be considered in the future, or is not appropriate to consider. The public comment and staff response is attached as Attachment IV.

Future evaluation and update of the work program is proposed to occur every two years; a typical study extends past one year, making an annual review inefficient. Every two years, staff will modify the work program to reflect the status of the ongoing studies and will utilize the criteria to recommend additions to the work program. Staff can also be available to meet with community members to discuss possible studies or elements of studies while developing recommendations. A public comment period will be scheduled to receive feedback on the draft recommendations. The PC will review the recommendations at a public hearing and take action to adopt the work program. An action item will be transmitted to the BOS on the PC recommended work program. This will provide an opportunity for the BOS to endorse the PC recommendation. In the interim year, a status update of the studies will be provided to the PC and the BOS. The status update will provide information and status of the active studies, the anticipated timeline to completion, and the scope of work.

A typical schedule will resemble the following:

Draft revisions to work program published for public comment	Mid-December
Public comment period	December-January
Finalize staff recommended revisions to work program	February
Publish final staff recommended work program	End of February
PC public hearing	March
Action item to the BOS	End of March

*Board-authorized Amendments*

Any amendment or study authorized for consideration by the BOS outside of the regular review and adoption of the work program will be automatically added to the work program. Board members may consider current policy, the adopted work program, the estimated long term schedule for review, and the work program criteria in deciding whether to authorize an amendment or study outside of the regular work program evaluation.

Current policy recommends these amendments be authorized when an emergency situation exists in which the public health, safety, and welfare or sound land use

planning will be harmed if action were deferred. The guidance further states that land use planning issues resulting from oversights or inconsistencies in Plan recommendations, or land use related inequities, should be evaluated. Other policy supports concurrent review of Plan amendment and zoning application within designated commercial revitalization districts and commercial revitalization areas, if needed to facilitate revitalization or redevelopment projects.

These policies remain valid and are consistent with the majority of recent Board of Supervisor authorizations. For consideration purposes, staff offers the following examples, based on recent authorizations, to explain circumstances warranting the initiation of amendments outside of the review and adoption of the Comprehensive Plan amendment work program:

- Respond to a significant and immediate change in circumstance caused by a jurisdiction outside of Fairfax County; for example, by the federal or state government,
- Offset an urgent need for public facilities or services,
- Address significant blight issue, and
- Achieve major policy goals, such as affordable housing or environmental stewardship, to an exceptional degree.

#### Planning Study Process

Once a study is authorized by the PC for review on the work program, action will be taken to finalize the scope through a public input process and develop the remaining steps of the study, including a timeline for review, recommendation, and action. The steps of the study will be designed to meet the needs of the individual study. In general, the groundwork for the studies will include the creation of an existing conditions report. Existing conditions reports for land use studies will provide information on the study geography, the existing, planned, and zoned development potential, and any land use questions. Policy issues also may have an existing conditions report that explains county goals, objectives, and current implementation strategies. This information will help to inform staff and the public about current issues and emerging trends in the study area. Recommendations about the type of information to include within an existing conditions report are provided as Attachment V.

A public participation plan also will be developed in collaboration with the Supervisor's office. The plan will develop how and when public participation occurs to ensure that public input is received throughout the process. This will include engaging the public before finalizing the scope of work, during review and analysis, and when developing recommendations. The approach to public participation will vary depending on the needs of the study. For example, a land use study public participation plan may involve staff working with one or more standing land use committee, or convening a stakeholder task force to collect data, review the analysis, and make recommendations before the public hearings.

A study involving a countywide or policy issue could take a different approach to public participation. One approach could involve two sets of public information meetings, one at the beginning of the study to verify the scope and one when staff recommendations are available for presentation. In the interim, meetings with the stakeholders could occur to collect and review data.

A Public Participation Toolkit has been developed to provide suggestions on defining stakeholders and engaging these stakeholders in planning studies (see Attachment VI). Engaging the public throughout the process will increase awareness of the study, provide an educational component, verify that the scope of work includes community issues, and allow for public input on decisions. Suggestions, such as density or intensity changes, made during the public input process on the scope of work will be included within the study, if they meet the criteria mentioned previously.

Once the existing conditions report and the public participation plan is developed, the next steps of the study will involve developing and analyzing alternatives to evaluate against planning policies, and recommendations. Studies will conclude with public hearings before the PC and the BOS. The BOS will take action on the study recommendations.

#### Outstanding Amendments

A number of Plan amendments, including Area Plans Review nominations and Board-authorized amendments have been deferred indefinitely or remain pending, despite no recent work on these items. Many of these amendments were either superseded by other amendments or determined to be no longer warranted as the issue at hand was resolved. No additional work is anticipated in the future on these amendments and they are not listed on the work program. A table of these amendments initiated between 1994 and 2006 and their history is appended to this report as Attachment VII. Staff recommends that these items be rescinded in order to avoid carrying forward amendments that are no longer in progress.

#### Compliance with the Code of Virginia

The Code of Virginia, Title 15.2 Chapter 22 states that the local planning commission shall review the Comprehensive Plan at least once every five years to determine whether it is advisable to amend the Plan. The Office of County Attorney has confirmed that the proposed approach will satisfy this statute. The PC will review the Comprehensive Plan amendment work program every two years. The review of the work program will be informed by ongoing efforts to monitor the Comprehensive Plan, involving the evaluation of countywide Plan recommendations, planned development potential, and Plan implementation. Further, Board-authorized amendments will

remain an option to review Plan recommendations, in the interim of the work program schedule.

### Conclusions and Recommendations

After significant community, staff, and other stakeholder input and consideration on the previous Area Plan Review processes, as well as research and study of other planning models, the Fairfax Forward effort concluded with recommendations on how to improve the Comprehensive Plan review process. The proposal that emerged will expand upon the successful aspects of current planning studies, namely, related to review and evaluation, and modified areas that need improvement, such as the formation of studies, public participation, and the organization of the Plan review. Staff recommends that the proposed new Plan review format using a Comprehensive Plan Amendment Work Program (as exemplified in the pilot work program, Attachment I) and the Concept for Future Development as a guide for future studies (as outlined on the previous pages), replace the Area Plans Review cycle. Finally, staff recommends that outstanding Board-authorized amendments and Area Plans Review nominations be rescinded as listed in Attachment VII. The BOS is requested to rescind the Board-authorized amendments, and the PC is requested to revoke the outstanding Area Plans Review nominations.

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Comprehensive Plan Amendment Work Program  
February 20, 2013

The Comprehensive Plan Amendment Work Program lists: 1.) planning studies that have previously been authorized and will continue through 2013 and, 2.) new planning studies that are anticipated to commence between 2013 through 2015, authorized through the adoption of the work program. Studies on the work program are not assumed to be completed by 2015. The following list of planning studies is preliminary and subject to change until the adoption of the work program.

*Colors used for legibility purposes to separate types of amendments.*

Previously Authorized Plan amendments (anticipated work to continue into 2013):

Plan Amendment Name	Authorization	Type	Purpose
Dulles Station (15-4((5))5A) (PA S11-III-DS1)	3-8-11	Land use	<ul style="list-style-type: none"> <li>Consider revising recommendation to allow for additional multi-family residential use</li> </ul>
Parcel in the vicinity of Elden Street/ Centreville Road/ Parcher Avenue (PA S09-III-UP2)	7-13-09	Land use	<ul style="list-style-type: none"> <li>Consider appropriate uses and intensity</li> </ul>
Rocks Site (PA S07-III-UP2)	12-3-07	Land use	<ul style="list-style-type: none"> <li>Consider appropriate uses and intensity including an evaluation of the capacity of the planned and existing road network</li> </ul>
Route 28 Station-South (PA ST09-III-UP3)	7-13-09	Land use	<ul style="list-style-type: none"> <li>Consider appropriate uses and intensity including an evaluation of the capacity of the planned and existing road network</li> </ul>
Reston Master Plan (PA ST09-III-UP1)	5-18-09	Land use	<ul style="list-style-type: none"> <li>Phase 1: Evaluation of Reston-Herndon Suburban Center guidance</li> <li>Phase 2: Evaluation of recommendations for areas outside Reston-Herndon Suburban Center in Reston Community Planning Sector</li> </ul>

Plan Amendment Name	Authorization	Type	General Purpose
West Falls Church TSA Land Units F, G, H, I, and J	10-30-2012	Land Use	<ul style="list-style-type: none"> <li>Evaluate recommendations for land use and transportation recommendations, and inclusion in transit station area</li> </ul>
Parks Comprehensive Plan Update (PA S11-CW-3CP)	12-6-2011	Countywide (Parks)	<ul style="list-style-type: none"> <li>Phase 1: Update Policy Plan guidance for urban parks</li> <li>Phase 2/3: Amend parks recommendations in planning district recommendations to align with Great Parks, Great Communities plans</li> </ul>
Mobile and Land-based Services Policy Plan	11-20-2012	Countywide (Telecommunications)	<ul style="list-style-type: none"> <li>Update the review and approval Policy Plan language for telecommunications facilities</li> </ul>
Distributed Antenna System Policy Plan Amendment (PA S11-CW-5CP)	12-6-11	Countywide (Telecommunications)	<ul style="list-style-type: none"> <li>Evaluate Distributed Antenna System (DAS) applications as a possible "Feature Shown" of the Comprehensive Plan, to include an evaluation and recommendation for DAS Standards</li> </ul>
Lorton-Laurel Crest Connector Rd (PA S11-CW-T1) (FCDOT)	12-6-11	Countywide (Transportation)	<ul style="list-style-type: none"> <li>Consider removal of recommendation for Lorton-Laurel Crest Connector Road</li> </ul>
North Gateway (APR 09-IV-1MV & 09-IV- 15MV)	2009-2010 South County APR	Land Use	<ul style="list-style-type: none"> <li>Propose office, retail and hotel mixed-use development up to 2.0 FAR on consolidated Sub-units A-1 and A-2 of the North Gateway CBC</li> </ul>
Heritage Resources	12-7-2009	Countywide (Heritage Resources)	<ul style="list-style-type: none"> <li>Update recommendations for inventory of historic sites</li> </ul>
McLean CBC Subarea 29 (PA S13-II-M1 and PA S13-II- M2)	1-29-2013	Land Use	<ul style="list-style-type: none"> <li>Evaluate subject areas for residential mixed-use development</li> </ul>

Plan Amendment Name	Anticipated length of study	Type	Preliminary Purpose
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Anticipated amendments to begin 2013-2015:

1. Suburban Center Classification	6 months	Countywide	<ul style="list-style-type: none"> <li>Assess whether Suburban Center term in Concept for Future Development reflects future character of the areas,</li> <li>Evaluate potentially renaming term and removing or reclassifying existing centers, i.e., Flint Hill Suburban Center.</li> </ul>
2. Procedural References	6 months	Countywide	<ul style="list-style-type: none"> <li>Editorially update references to Area Plans Review process or other out of date procedures, e.g., "456" Public Facilities Review.</li> </ul>
3. Tidal Shoreline Erosion Control	12 months	Countywide	<ul style="list-style-type: none"> <li>Investigate the extent to which (if any) the Environment section of the Policy Plan will need to be amended to comply with §15.2-2223.2 of the Code of Virginia, which requires, for Tidewater localities (including Fairfax County), incorporation into comprehensive plans of comprehensive coastal resource management guidance developed by the Virginia Institute of Marine Science.</li> <li>Follow-up development and consideration of a Policy Plan amendment, as may be needed.</li> </ul>
4. Constructed Roadways and Commuter Parking Facility (Transportation)	12 months	Countywide	<p>Follow-on Considerations to Plan Amendment S11-CW-1CP:</p> <ul style="list-style-type: none"> <li>Consider modifications to the Plan Map and the Area Plans volumes to remove designations for planned improvements that have been constructed and add county-owned commuter parking facilities.</li> <li>Consider modifications to the Countywide Transportation Plan Map where planned improvements have been constructed and the locations of county-owned commuter parking facilities.</li> <li>Consider modification to the Transportation Plan Map and Transportation Policy Section to define a completed road facility.</li> </ul>

Plan Amendment Name	Anticipated length of study	Type	Purpose
5. Public Facilities	18-24months	Countywide	<p>Follow-on Considerations to Plan Amendment S11-CW-1CP, Adopted Amendment No. 2011-12:</p> <ul style="list-style-type: none"> <li>• Coordinate with other local and state utilities, such as Dominion Virginia Power, that own property planned for uses other than Public Facilities, Governmental, and Institutional uses to determine if those properties should be replanned as Public Facilities, Governmental, and Institutional uses.</li> <li>• Update Area Plans and Policy Plan text as necessary to reflect new public facilities and changes to existing public facilities identified during the Plan Map update process that were outside of the scope of that process.</li> <li>• Consider replanning land recommended for public facilities that is developed as residential uses.</li> </ul>
6. Green Building Policy Plan Amendment	18 months	Countywide	<ul style="list-style-type: none"> <li>• As directed by the BOS when the original policy was adopted in December 2007, review and recommend revisions to the Green Building Policy.</li> <li>• Incorporate the recommendations from the Planning Commission's Environment Committee detailed in the revised Green Building Comprehensive Plan Policy Review Strawman II document, dated December 3, 2012.</li> </ul>
7. Conservation Areas and Community and Neighborhood Improvement Areas	18 months	Countywide	<p>Follow-on Considerations to Plan Amendment S11-CW-1CP:</p> <ul style="list-style-type: none"> <li>• Consider an amendment to remove the expired Conservation Areas from the Plan Map and the Area Plans recommendations.</li> <li>• Consider an amendment to reflect the implementation of the Community and Neighborhood Improvement Plans in the Plan text and removal of the areas from the Plan Map.</li> </ul>
8. Public Schools	18 months	Countywide	<ul style="list-style-type: none"> <li>• Evaluate changes to school classifications in Plan.</li> <li>• Consider revising references to intermediate schools that are shown as planned for middle schools.</li> <li>• Consider adding new symbols to Plan Map for Fairfax County Public School Administrative Centers, Service Centers, Maintenance Facilities, and/or Adult Education Centers. (Follow-on Consideration to Plan Amendment S11-CW-1CP.)</li> </ul>
9. Tysons Corner Urban Center	To be determined (TBD)	Activity Center (Editorial)	<ul style="list-style-type: none"> <li>• Updates to reflect implementation and completed studies</li> <li>• Consider removing recommendations from McLean, Vienna, and Jefferson Planning Districts text.</li> </ul>

Plan Amendment Name	Anticipated length of study	Type	Purpose
10. Merrifield Suburban Center (including Dunn Loring Transit Station Area)	18 months	Activity Center (Editorial)	<ul style="list-style-type: none"> <li>• Areawide editorial update.</li> <li>• Consider removal of Plan recommendations from Jefferson, Vienna, and Fairfax Planning District text.</li> <li>• Add Heritage Resources guidance</li> </ul>
11. Fairfax Center Area (FCA) Suburban Center	3 years	Activity Center (Editorial & Land Use)	<ul style="list-style-type: none"> <li>• Verify areawide recommendations are consistent with current policy and practice.</li> <li>• Review and update existing conditions, including implemented recommendations, in areawide and land unit recommendations, pipeline development, and roadway contribution formula, as per Procedural Guidelines for Annual Review Process of FCA.</li> <li>• Review boundaries of FCA to make sure land use is consistent with character of activity center, i.e., area south of Lee Highway.</li> <li>• Evaluate illustration on Plan Map</li> <li>• Consider removal of Plan recommendations from Fairfax, Upper Potomac, and Bull Run Planning District plan text.</li> </ul>
12. Dulles Suburban Center	3 years	Activity Center (Editorial)	<ul style="list-style-type: none"> <li>• In addition to ongoing work to Land Unit A and Herndon, areawide editorial update.</li> <li>• Consider removal of Plan recommendation from Bull Run and Upper Potomac Planning District text.</li> <li>• Land Unit J to be reviewed to reflect implementation in the area, as scheduled, and the planned mix of uses for the land unit, including the Tax Map parcel 44-3((1))15, be evaluated using the results of the countywide transit study.</li> </ul>
13. Flint Hill Suburban Center	12 months	Activity Center (Editorial and Land Use)	<ul style="list-style-type: none"> <li>• Consider character of area to verify that area still meets criteria for suburban center, if not accomplished in task 1.</li> <li>• Consider removal of Plan recommendations from Fairfax Planning District text if area remains an activity center in task 1.</li> <li>• Areawide editorial update.</li> </ul>
14. Lincolnia Planning District	12-18 months	Neighborhood Planning	<ul style="list-style-type: none"> <li>• Consider redesignation on Concept for Future Development from Suburban Neighborhood to Community Business Center.</li> <li>• “Check in” to neighborhood planning for L1, L2, and L3 Community Planning Sector (CPS)</li> <li>• Consider removal Beltway South Industrial Area from L3 CPS and add to Beltway South Industrial Area recommendations in Annandale Planning District</li> </ul>

Plan Amendment Name	Anticipated length of study	Type	Purpose
15. Transportation- Transit Study	12-18months	Countywide	Evaluate potential amendments resulting from countywide transit study: <ul style="list-style-type: none"> <li>Phase I: Modification of Countywide Transportation Plan recommendations</li> <li>Phase II: Modification of activity center recommendations</li> </ul>
16. Pohick Planning District and planning sectors	12 months	Neighborhood Planning	<ul style="list-style-type: none"> <li>Editorial and “check in” of district.</li> </ul>
17. West Falls Church TSA	12-18 months	Activity Center (Editorial and Land Use)	<ul style="list-style-type: none"> <li>Areawide editorial update</li> <li>Consider removal of recommendations from McLean and Jefferson Planning District Plan text.</li> </ul>
18. Lorton South-Route 1 Suburban Center	12-18 months	Activity Center (Editorial and Land Use)	<ul style="list-style-type: none"> <li>Areawide editorial update</li> <li>Consider removal of recommendations from Lower Potomac Planning District Plan text.</li> </ul>
19. Centreville Suburban Center	12-18 months	Activity Center (Editorial)	<ul style="list-style-type: none"> <li>Areawide editorial update.</li> <li>Consider removal of recommendations from Bull Run Planning District recommendations.</li> </ul>
20. Lower Potomac Planning District and planning sectors	12 months	Neighborhood Planning:	<ul style="list-style-type: none"> <li>Consider removal of Plan recommendations for Lorton South-Route 1 Suburban Center from district text.</li> <li>Editorial and “check in” of district.</li> <li>Potential amendment for indigent cemetery 9501 Old Colchester Road, Lorton, Va.</li> </ul>
21. Plan Map: Residential Planned Communities	12 months	Neighborhood Planning: (Editorial)	Follow-On Consideration to PA S11-CW-1CP: <ul style="list-style-type: none"> <li>Consider reclassifying the Residential Planned Communities with unique land use classifications and density or intensity ranges, rather than singular color for areas.</li> </ul>

**Follow-on Considerations to Plan Amendment (PA) S11-CW-1CP (Comprehensive Land Use Plan Map Update) and PA S11-CW-2CP (Concept for Future Development Update)**

Follow-on considerations to PA S11-CW-1CP:

**Land Use**

*Residential, Commercial, Industrial, and Other Uses*

- Consider showing option level recommendations or Area Plan options that have been implemented on the Land Use Plan Map.
- Consider reclassifying the Residential Planned Communities and Fairfax Center Area into unique land use classifications and density or intensity ranges, rather than unified color for each area.

*Open Space and Recreation*

- As part of the needs assessment underway by the FCPA, coordinate with other regional and federal entities, such as the Bureau of Land Management, Northern Virginia Regional Park Authority, and the National Park Service to determine if these entities have acquired additional land that would be appropriate to replan as Public Parks.
- Subsequent to the conclusion of the FCPA needs assessment, revise Area Plans recommendations for public parks.

*Public Facilities, Governmental, and Institutional Uses*

- Coordinate with other local and state utilities, such as Dominion Virginia Power, that own property planned for uses other than Public Facilities, Governmental, and Institutional uses to determine if this land should be replanned as Public Facilities, Governmental, and Institutional uses.
- Update Area Plans and Policy Plan text to reflect new public facilities and changes to existing public facilities, including references to intermediate schools that are now planned for middle schools.
- Consider replanning land recommended for residential uses that is developed as public facilities.
- Consider adding new symbols for Fairfax County Public School Administrative Centers, Service Centers, Maintenance Facilities, and/or Adult Education Centers.

**Special Areas**

*Conservation Area and Community Improvement Areas*

- Consider an amendment to remove the expired Conservation Areas from the Plan Map and the Area Plans recommendations after consultation with DHCD.
- Consider an amendment to reflect the implementation of the Community and Neighborhood Improvement Plans in the Plan text and removal of the Community Improvement Areas from the Plan Map. Neighborhood Improvement Areas are similar in scope and purpose to Community Improvement Areas. The funding for these areas is

also exhausted. These areas are referenced in the Plan text, but are not shown as a legend item on the Plan Map.

#### *Allowable Building Height Boundary*

- Examine the feasibility of adding FAA Part 77 Imaginary Surfaces to the Plan Map and accompanying Comprehensive Plan text for Reagan National Airport and Davison Army Airfield.
- Study a revision to the Plan Map and Area Plan text to change the name of the Allowable Building Height Boundary to a name more reflective of the boundary's meaning. The word "allowable" implies legal regulations, while the Comprehensive Plan provides policy guidance. Regulations are more appropriately addressed within the Zoning Ordinance, a document with legal authority. Further, the FAA Part 77 Imaginary Surfaces also takes into account hazards within this area, broadening the scope of this map layer beyond building height, rendering the term "Building Height Boundary" imprecise.

#### **Transportation**

- Consider modifications to the Plan Map and the Area Plans volumes to remove designations for planned improvements that have been constructed and add county-owned commuter parking facilities.
- Consider modifications to the Countywide Transportation Plan Map where planned improvements have been constructed and the locations of county-owned commuter parking facilities.
- Consider modification to the Transportation Plan Map and Transportation Policy Section to define a completed road facility.

#### Follow-on considerations to PA S11-CW-2CP:

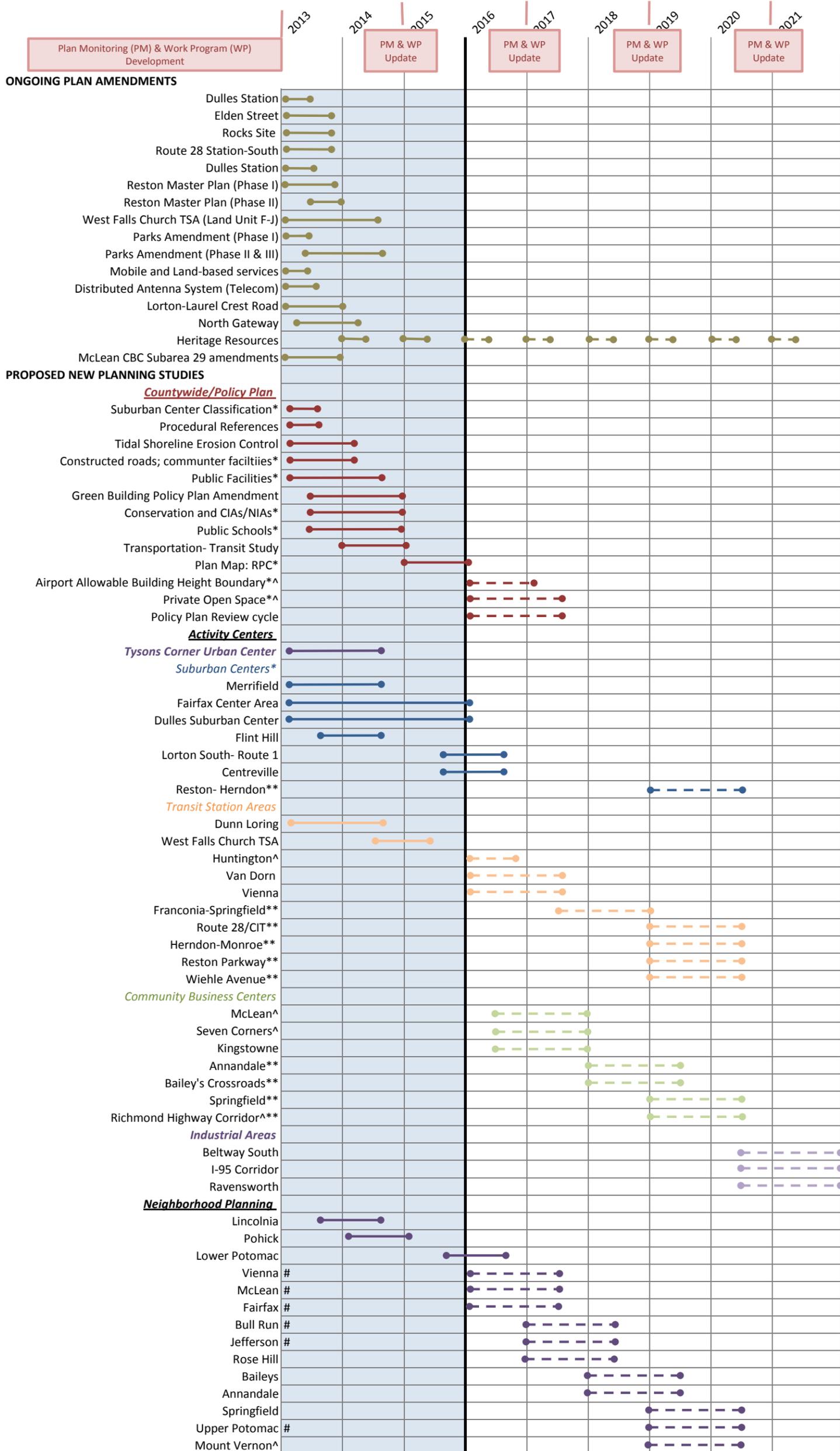
- The evaluation of Suburban Centers should assess whether this term accurately reflects the envisioned future character of these areas. While the Suburban Center characterization may accurately reflect existing conditions, in the future these areas are planned to evolve and contain locations of focused growth which may not be reflected by this name. The evaluation could consider renaming Suburban Centers and removing or reclassifying existing ones.
- The Fairfax Countywide Transit Network Study is underway and its purpose is to establish a network of high quality transit corridors in a cost-effective manner to serve the county's need to accommodate planned growth over the long term. The results of this study should be evaluated as they could bring about future revisions to the Concept. For instance, the implementation of a planned light rail or streetcar line could result in the need to update characterizations of areas located along these transit lines or within station areas.
- The last recommended follow-on consideration is the addition of the Lincolnia area as a Community Business Center. As a historically older commercial area, it shares many of

the attributes associated with Community Business Centers. This consideration should be conducted in concert with a planning study to determine if Lincolnia would benefit from plan guidance to encourage a mix of uses focused around a core area such as a town center or main street.

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ESTIMATED Long-term Plan Review Schedule

Schedule depicts anticipated timeline for studies, beginning in Year 2013. Schedule does not include future Board of Supervisors- authorized Plan amendments or amendments that will conclude around work program authorization. 2013-2015 timeline corresponds to Comprehensive Plan Amendment Work Program. Timeline beyond 2015 is not included in the work program, but is estimated for general scheduling purposes and subject to change, as indicated by the dash lines. Colors are used to separate Concept For Future Development classifications.



\* Follow-on to the Plan Map and Concept For Future Development update

# Portions of planning district within activity centers will be affected in first three years by activity center planning studies.

^ Current study may advance timeline

\*\* Recent study completed or underway

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## Comments on Draft 12/12/2012 Comprehensive Plan Amendment Work Program and Staff Analysis and Recommendation

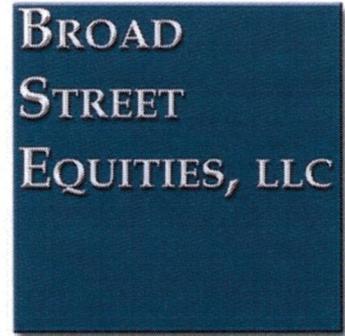
The following table describes public comment and comment received by staff which would have a significant impact to the draft work program, published December 12, 2012. Changes to the work program to reflect the status of ongoing, previously authorized, studies are not included on this table.

February 12, 2013

Proposal Number	Subject Area	Plan Reference	Proposed Change	Staff Comment
2013-FF01	6699 Springfield Center Drive, Springfield, VA (Tax Map parcel 90-4 ((1))11C)	Springfield Planning District, Springfield East Community Planning Sector and Franconia-Springfield Area, Land Unit P	<p>From: Light industrial use at an intensity up to 0.35 floor area ratio (FAR) with option for biotech/research and development (R&amp;D) use at an intensity up to 0.50 FAR to complement Northern Virginia Community College (NVCC)/INOVA medical center.</p> <p>To: Add optional residential/multifamily development consistent with Fairfax County transit-oriented development policies</p> <p>See submission for 2013-FF01 on following pages for additional detail.</p>	<p>Plan recommendations for residential uses on the subject property and in the general area south of the existing GSA Parr warehouse were previously planned; but the recommendations were removed with Area Plans Review item 02-IV-2S. Consolidation issues, roadway and transit access constraints, lack of school capacity, and the amount of residential development in the area were cited as limitations to residential development in the area and the current Plan recommendations for biotech/ R&amp;D were preferred to complement the NVCC/INOVA medical center.</p> <p>These land use recommendations were reviewed and confirmed during an areawide land use and transportation planning study, adopted in January 2009. No change in circumstance appears to warrant reevaluate the residential use option at this time. Further, the proposal would be considered spot replanning of an individual parcel, which conflicts with long-standing county policy.</p> <p>Staff does not recommend adding this item to work program at this time. If future land use of the adjacent GSA Parr warehouse changes or transportation issues resolved, reconsideration of Plan recommendations for the land unit may be warranted.</p>
2013-FF02	Westfields Plaza West (Tax Map #:44-3 ((1))15; Westfields Proposed Parcel 23)	Dulles Suburban Center Land Unit J and Bull Run Planning District, BR2 Upper Cub Run Community Planning Sector	<p>From: Planned as part of land unit for office, conference center/hotel, industrial/flex, and industrial uses at an average of 0.50 FAR with option for office, retail, and hotel uses up to an intensity of 1.0 FAR or 1.5 FAR; or residential mixed-use up to 2.25 FAR, with conditions including transit station.</p> <p>To: Clarify the mix of uses achievable on this site.</p> <p>See submission for 2013-FF02 on following pages for additional detail.</p>	<p>The Dulles Suburban Center is scheduled as one of the initial activity center studies on the pilot work program. The subject property is a part of the Westfields area, and development on the subject property may be limited due to transportation-related issues, such as access and traffic impact, and school capacity. The current countywide transit study, which is evaluating potential transit options and transit station locations along the Route 28 corridor also may have implications on the subject property and the current Plan guidance.</p> <p>Staff recommends that, as part of the Dulles Suburban Center activity center study, Land Unit J be reviewed to reflect implementation in the area, as scheduled, and the planned mix of uses for the land unit, including the subject property, be evaluated using, among other considerations, the results of the countywide transit study. These items should be added to pilot work program as part of the Dulles Suburban Center study.</p>

Proposal Number	Subject Area	Plan Reference	Proposed Change	Staff Comment
2013-FF03	Tax Map Parcels 68-2((1))23, 68-2((1))24 and 68-2((1))25	Area II, Fairfax Planning District, F-1 Braddock Community Planning Sector	<p>From: Suburban neighborhood, Residential use at 1-2 du/ac with conditions; or community-serving institutional uses or university-related uses with conditions</p> <p>To: Amending the Comprehensive Plan to zone these parcels from R-1 to R-8 and allow a Category 3 Special Exception use for the purpose of constructing a private assisted living facility in the Braddock Community Planning Sector.</p> <p>See submission for 2013-FF03 on following pages for additional detail.</p>	<p>Tax Map parcels 68-2((1))23, 68-2((1))24 and 68-2((1))25 were subject to Plan amendments 97-II-10F and S98-II-F1 that resulted in current Plan guidance for residential use at 1-2 du/ac with conditions when developing at the higher end of the density range. The amendments also removed an option for residential use at a density of 2-3 du/ac. Traffic and access issues along Roberts Road were cited as problems with the development at the planned density of 2-3 du/ac.</p> <p>The planned development for the subject area serves to buffer the higher density development to the west on the George Mason University campus and the lower density residential development to the east. The proposed Plan change of a residential density up to or at 8 du/ac would effectively triple the 3 du/ac recommendation previously removed from the Plan and would increase the current density recommendation of 1-2 du/ac anywhere from four- to eight-fold.</p> <p>While the assisted living facility at the proposed density would be different in design and impact from a typical residential development, the proposed density remains out of character with the existing densities of the surrounding single-family neighborhoods to the north and east and townhouses to the south and inconsistent with the Concept for Future Development goals for suburban neighborhoods. This increase would work against the goal of buffering the low density from the higher density development and may be considered an encroachment of higher density into the low density area. While the goal of providing housing for the retiring population is valid and coordinating access with adjacent development is preferred in the Plan, there are other opportunities within the county better suited to meet the need as proposed. Further, the current Plan recommendations, which are consistent with the Concept for Future Development, remain viable.</p> <p>There appears to be no change in circumstance to warrant consideration of the proposed Plan change at this time. Staff does not recommend this item to be added to the work program.</p>
2013-FF04	Green Building Recommendations	Policy Plan, Environment section	Update current Plan guidance to reflect experiences with implementing the current policy, as well changes in technologies, and available rating systems.	<p>Staff concurs with justification and recognizes that work is currently underway in preparation for the amendment. In December 2012, the Planning Commission recommended that the Board of Supervisors authorize the advertisement of Plan amendment. Staff recognizes that the review of this amendment would affect other proposed planning studies on the work program, related to environmental recommendations. The formal review of the "Airport Allowable Building Height Boundary" and "Private Open Space" countywide planning studies most likely will not begin until the completion of the green building amendment.</p> <p>Staff recommends that this planning study be added to the work program. Staff also recommends that the "Airport Allowable Building Height Boundary" and "Private Open Space" countywide planning studies be removed from the current work program and delayed on the estimated long-term schedule for review. The timing of these studies should be reconsidered during the next review and revision of the work program, when more information is known about the completion date of the green building study.</p>
2013-FF05	Tidal shoreline erosion control	Policy Plan, Environment section	To be determined.	Staff is investigating the extent to which (if any) the Environment section of the Policy Plan will need to be amended to satisfy this mandate. Staff recommends that this item be added to the work program in anticipation of a finding of a need for an amendment.

Fairfax Forward Submission:  
2013-FF01



16 January 2013

Ms. Meghan Van Dam  
Fairfax County Comprehensive Plan Amendment Work Program  
Fairfax County Department of Planning  
12055 Government Center Parkway, Suite 730  
Fairfax, VA 22035

RE: Fairfax County Parcel ID# 0904 01 0011C, commonly known as 6699 Springfield Center Drive, Springfield, VA

Dear Ms. Van Dam,

We are requesting the County add the above referenced property into the Fairfax County Comprehensive Work Program to amend its use to include optional residential/multifamily development consistent with Fairfax County T.O.D. policies.

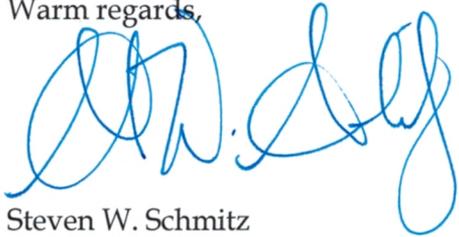
The parcel is located approximately 1,150 feet from the Springfield Metro and VRE Stations. As such, this parcel would meet several Work Program Criteria by advancing major policy objectives including:

- the ability to provide workforce housing;
- fostering revitalization,;
- promoting environmental protection;
- and balancing existing transportation infrastructure with growth and development.

The parcel further responds to meet the needs of the Federal BRAC initiative in the Ft Belvoir/NGA area of Springfield by providing new living opportunities in close proximity to Federal uses being relocated to the area. This will also address growing community concern regarding vehicular traffic in the Springfield area. Lastly, the T.O.D. residential use option for this parcel could serve to reduce the planned transportation demand identified in the Loisdale Transportation Study.

We thank you for the opportunity to submit this parcel for consideration in Fairfax County Comprehensive Plan Amendment Work Program and eagerly await the opportunity to address any of your questions or comments.

Warm regards,

A handwritten signature in blue ink, appearing to read 'S. Schmitz', with a large, stylized flourish at the end.

Steven W. Schmitz

**BROAD STREET EQUITIES, LLC**

cc: Supervisor Jeff McKay  
Commissioner James Migliaccio  
Mark Looney, Esquire

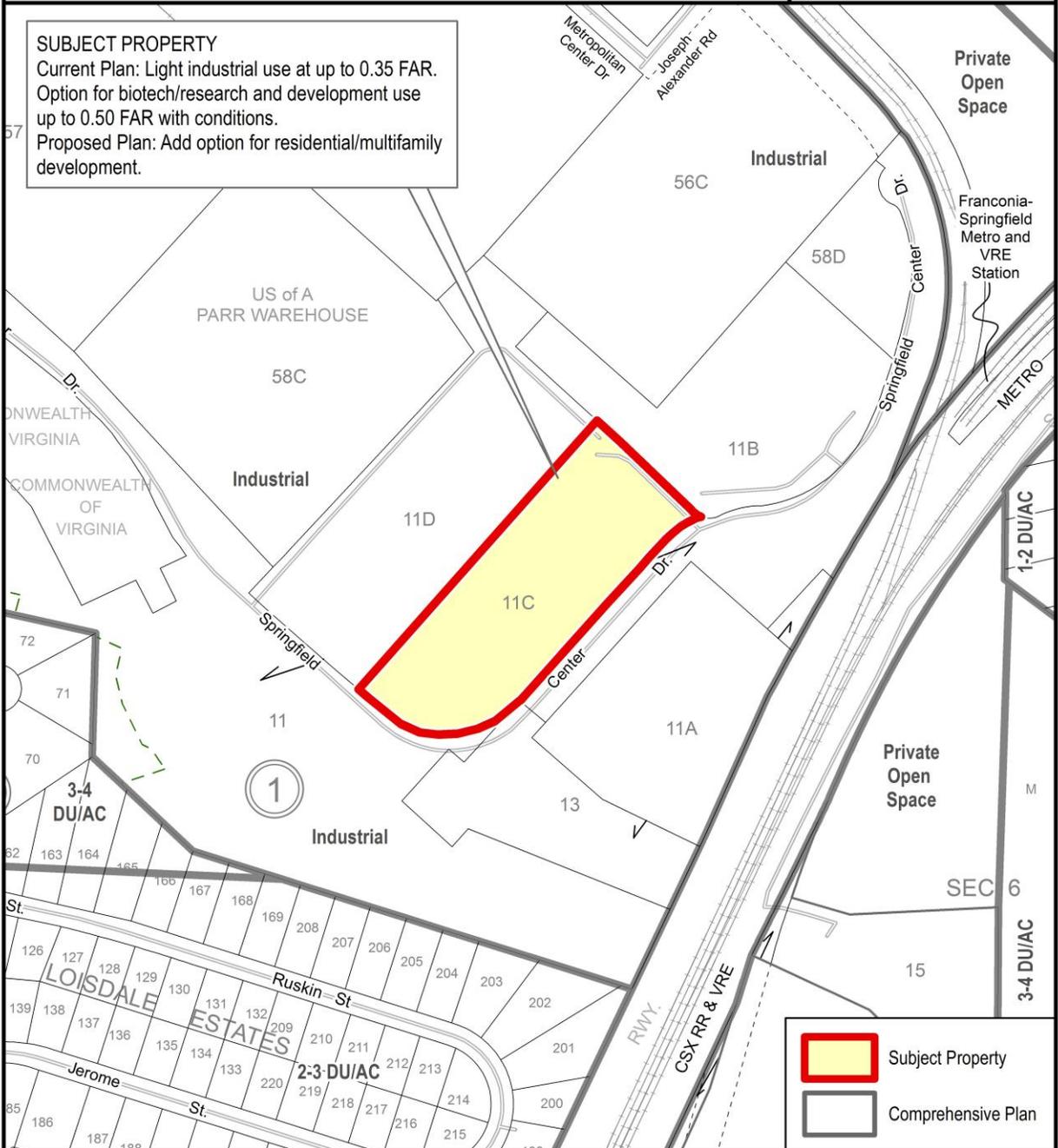
**CURRENT PLAN AND PROPOSED CHANGE**

PARCEL LOCATION MAP SHOWING CURRENT PLAN AND PROPOSED CHANGE FOR  
 SUBJECT PROPERTIES AND CURRENT PLAN MAP FOR ADJACENT AREAS  
 PROPOSED CHANGE RECEIVED DURING 2013 FAIRFAX FORWARD COMMENT PERIOD  
 DECEMBER 14, 2012 - JANUARY 18, 2013



ITEM: 2013-FF01  
 February 20, 2013

**SUBJECT PROPERTY**  
 Current Plan: Light industrial use at up to 0.35 FAR.  
 Option for biotech/research and development use  
 up to 0.50 FAR with conditions.  
 Proposed Plan: Add option for residential/multifamily  
 development.



300 FEET

PREPARED BY THE DEPARTMENT OF PLANNING AND ZONING USING FAIRFAX COUNTY GIS  
 PARCEL INFORMATION CURRENT TO FEBRUARY 2013  
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**From:** [Sarah Knutson](#)  
**To:** [Van Dam, Meghan](#); [Kiefer, Meaghan](#)  
**Cc:** [Joe Svatos](#); [Bryan Dold](#); [DPZ Fairfax Forward](#)  
**Subject:** Westfields - Fairfax Forward Work Program  
**Date:** Thursday, January 17, 2013 10:01:05 PM

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Meghan and Meaghan –

Good evening. Thank you both for your responsiveness to our inquiries on the Fairfax Forward Work Program. I look forward to working with both of you on this project.

Please find below the information I submitted via the online form:

*Akridge requests that Westfields Plaza West (Tax Map #:0443 01 0015; Westfields Proposed Parcel 23) be included in the Fairfax Forward Work Program under the Dulles Suburban Center Plan Amendment. The existing Comprehensive Plan supports the development of a mixed-use focal point (residential, office, retail) on this site. Based on preliminary meetings with Fairfax County, it is our understanding that the County prefers to review the Plan and provide clarification on the mix of uses achievable on this site.*

*The existing Comprehensive Plan acknowledges the significant imbalance between the planned amount of office space in Westfields and the capacity of the existing and planned transportation network in the area, and recommends land use strategies that include planning for uses which generate fewer peak hour trips than office development and expanding housing and retail opportunities in or near employment centers as a way to minimize the impact of commuting on the road network.*

*Akridge appreciates the consideration and intends on coordinating additional meetings in the coming weeks with Supervisor Frey's office and the Department of Planning and*

*Zoning.*

We are in the process of finalizing our team and will be in touch shortly to coordinate meetings. Please let me know if you have any questions.

Thank you,

**Sarah Knutson** Vice President, Development

601 Thirteenth Street, NW, Suite 300 North, Washington, DC 20005

T: 202.207.3914 F: 202.347.8043 E: [sknutson@akridge.com](mailto:sknutson@akridge.com)

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**CURRENT PLAN AND PROPOSED CHANGE**

PARCEL LOCATION MAP SHOWING CURRENT PLAN AND PROPOSED CHANGE FOR SUBJECT PROPERTIES AND CURRENT PLAN MAP FOR ADJACENT AREAS  
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 DECEMBER 14, 2012 - JANUARY 18, 2013

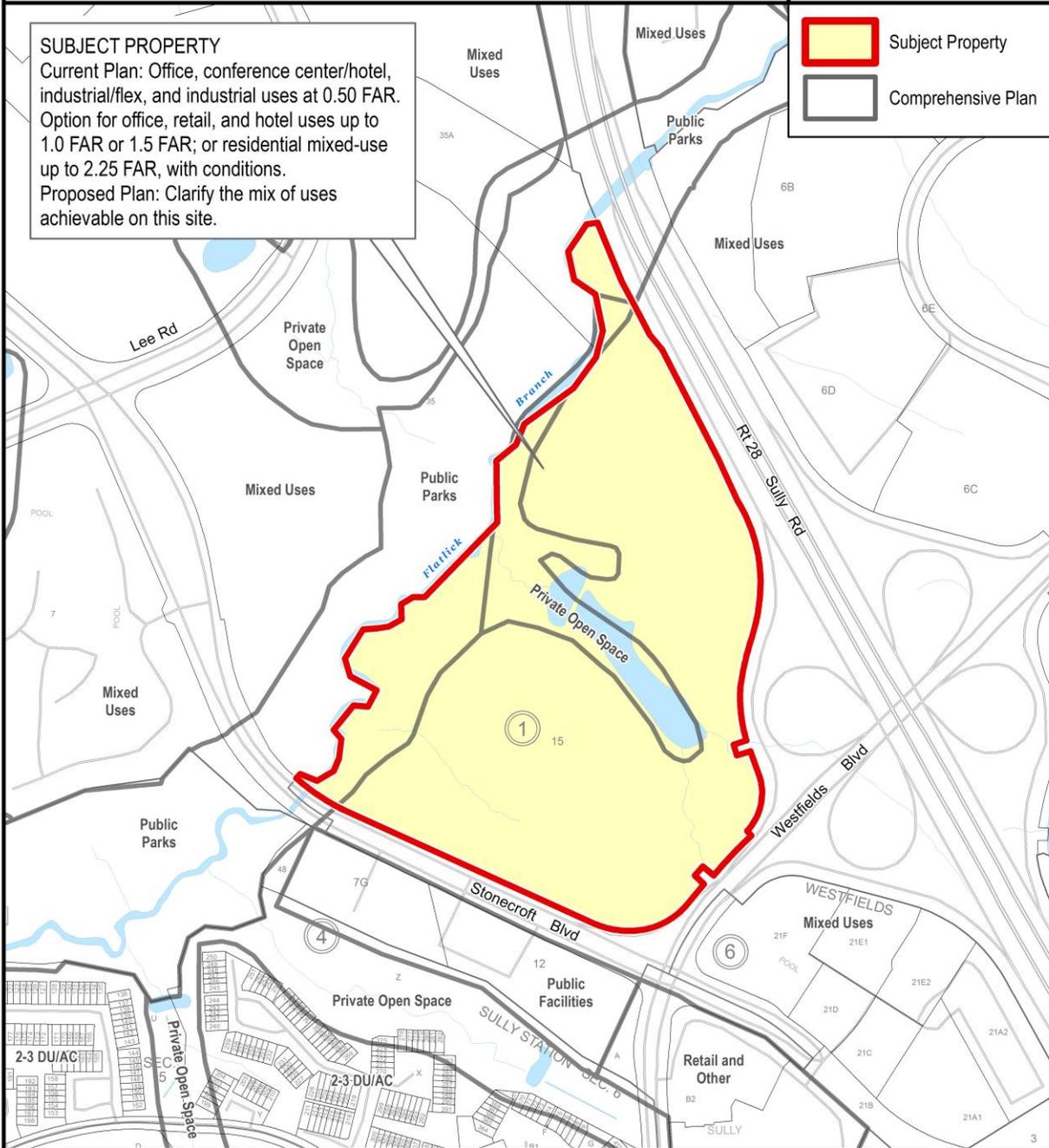


ITEM: 2013-FF02  
 February 20, 2013

**SUBJECT PROPERTY**  
 Current Plan: Office, conference center/hotel, industrial/flex, and industrial uses at 0.50 FAR.  
 Option for office, retail, and hotel uses up to 1.0 FAR or 1.5 FAR; or residential mixed-use up to 2.25 FAR, with conditions.  
 Proposed Plan: Clarify the mix of uses achievable on this site.

 Subject Property

 Comprehensive Plan



500 FEET

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 PARCEL INFORMATION CURRENT TO FEBRUARY 2013  
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**From:** [emailnotentered@forthisform.com](mailto:emailnotentered@forthisform.com)  
**To:** [DPZ Fairfax Forward](#)  
**Subject:** APR Restrospective Comments  
**Date:** Friday, January 18, 2013 11:42:16 AM

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Comments: Comments to the Comprehensive Plan Amendment Work Program

HHHunt Assisted Living, Inc. ("HHHunt") hereby requests that Parcels 68-2-1-23, 68-2-1-24 and 68-2-1-25 (collectively the "Property") be included in the 2013 Work Program and recommends that the Comprehensive Plan be amended to revise the zoning of the Property from R-1 to R-8 and also approve a Category 3 Special Exception Use. HHHunt is under contract to purchase all or a portion of these tracts of land and proposes to construct and operate an assisted living facility on the Property.

The Property is located within Area II, Fairfax Planning District, F-1 Braddock Community Planning Sector of the Fairfax County Comprehensive Plan (the "Comprehensive Plan") which is not currently listed on the 2013 Work Program. In support of this addition HHHunt addresses each of the Work Program Criteria below:

**Emerging Community Concerns:**

Fairfax County is becoming increasingly aware of the needs of its residents approaching and entering retirement age and by extension the need to raise the profile of Fairfax County as a retirement area. The County's Commission on Aging formed the 50+ Committee specifically to address and evaluate "the actions to be taken to ensure the needs and talents of those 50+ are included in the future of the community." The 2010 50+ Action Plan Updates support the development of private affordable assisted living in the County.

Recognizing that not all seniors will be able to remain independent, an assisted living facility provides another option of care. While some facilities require a large investment of income in order to gain admission, facilities operated by HHHunt offer a different option to seniors allowing them to pay as they go and only for the services they require.

As we learn more about the needs and desires of the aging population, we have found that the services they require are changing; therefore, the services HHHunt offers to its residents are also changing. HHHunt needs the flexibility to build a larger facility to accommodate these additional services such as small theaters, spas, hair salons, a variety of dining areas and meeting and activity rooms. The days of a nursing home as a holding place for the aging population are over as we know that this demographic wishes to remain active, mobile and engaged in the community in which they live.

The Property's proximity to George Mason University makes an ideal location for an assisted living facility. GMU's Osher Lifelong Learning Institute provides non-credit, non-degree-granting programs to older adults and also organizes special, cultural and social events and activities. Members of the Institute also enjoy many of the benefits GMU's faculty and staff enjoy including the use of the fitness center on campus and free rides on the CUE bus system. GMU's students will also have the opportunity to interact with any future residents of HHHunt's facility through the two Christian outreach centers located on Roberts Road as well as GMU's College of Health and Human Services. It should be noted that GMU's College of Health and Human Services was the first in the country to offer a degreed program in Senior Housing Administration. Unless the Property were to be acquired by GMU for student housing, any by-right development of the Property would result in little to no relationship with GMU.

The County recognizes that there is a need to provide suitable housing for its retired residents and also provide them with opportunities to remain active members of the community. By amending the Comprehensive Plan to zone the Property as R-8 and allow the special exception use of a private assisted living facility, the County would be addressing one of the 50+ Committee's growing concerns. The Property's proximity to GMU's main campus would most certainly benefit the future residents of HHHunt's proposed facility and would further the 50+ Committee's goal of ensuring that the needs and talents of its retired citizens are provided for in the future planning of the County.

**Respond to Actions by Others, such as Federal, State or Adjacent Jurisdictions and Advance Major Policy Objectives:**

Several jurisdictions to the west of Fairfax County have already embraced and encouraged the construction of private assisted living facilities. These jurisdictions find that they are

able to not only retain population by providing suitable housing for their aging community but also draw population from a very desirable demographic from other jurisdictions where such facilities are not available.

Better Implement the Concept for Future Development and Respond to or Incorporate Research Derived from Technical Planning or Transportation Studies:

The Concept for Future Development in this sector designates this area as a Suburban Neighborhood. As required by the Concept for Future Development, the proposed entrance to the facility will be off of Roberts Road. Based upon previous discussions with Fairfax County's Planning Department, it was determined that the construction of an assisted living facility on the Property would have little to no impact on traffic in the area. No traffic study would be required for a traditional rezoning application or special exception permit application. Whereas, the by-right development of the Property is residential and would have the opposite impact on traffic in the area and would have multiple points of access onto Roberts Road (as opposed to one consolidated entrance). Residents of the assisted living facility would be within walking distance of GMU's campus and the two Christian outreach centers on Roberts Road. Additionally, the Property is located near several Metro and CUE bus stops which would provide additional transportation to employees and residents.

Reflect Implementation of Comprehensive Plan through Zoning Approvals:

The Comprehensive Plan recommends that:

Infill development in [the neighborhoods of the Braddock Community Planning Sector] should be compatible with existing development in the vicinity on terms of use, type and intensity, in accordance with the guidance provided by the Policy Plan under Land Use Objectives 8 and 14.

Objective 8: Fairfax County should encourage a land use pattern that protects, enhances and/or maintains stability in established residential neighborhoods.

Objective 14: Fairfax County should seek to achieve a harmonious and attractive development pattern which minimizes undesirable visual, auditory, environmental and other impacts created by potentially incompatible uses.

If the Comprehensive Plan is amended, zones the Property R-8 and allows a Category 3 Special Exception use, HHHunt will work with the County to adhere to the goals stated in Objectives 8 and 14 above. The Property is unique in that University Park, located on its eastern boundary, serves as an effective buffer between the Property and the adjoining neighborhood. University Park is a densely wooded area held in a natural state to which visitors are not permitted and would minimize any negative impacts created by the assisted living facility use.

Further, the Comprehensive Plan specifically addresses and permits redevelopment of the Property if certain conditions are met. The proposed development of the Property as an assisted living facility does satisfy the Comprehensive Plan's requirements for redevelopment in the following ways:

1. Two or more parcels are consolidated: Parcels 68-2-1-24 and 68-2-1-25 and a portion of parcel 68-2-1-23 will be consolidated into one parcel to allow for the construction of the assisted living facility. The Property is unique in that it is very well suited for a consolidated assisted living facility use and will be located near two Christian outreach centers in which future residents can become members and interact with the larger Fairfax County community and also GMU students;
2. The Property will have a single point of access off of Roberts Road with an entrance to be shared with the adjoining properties owned by NorthStar Church Network; and
3. The rezoning of this parcel will not require the widening of Roberts Road to four lanes.

It is for these reasons that HHHunt requests the addition of the Property into the Work Program and asks that the Board of Supervisors consider amending the Comprehensive Plan to zone these parcels from R-1 to R-8 and allow a Category 3 Special Exception use for the purpose of constructing a private assisted living facility in the Braddock Community Planning Sector.

SupervisorDistrict: Braddock  
PrimaryRole: n/a  
FirstName: Thomas Moore  
LastName: Lawson, Esquire  
TelephoneNumber: 540-665-0050  
EmailAddress: tlawson@lsplc.com

**CURRENT PLAN AND PROPOSED CHANGE**

PARCEL LOCATION MAP SHOWING CURRENT PLAN AND PROPOSED CHANGE FOR  
 SUBJECT PROPERTIES AND CURRENT PLAN MAP FOR ADJACENT AREAS  
 PROPOSED CHANGE RECEIVED DURING 2013 FAIRFAX FORWARD COMMENT PERIOD  
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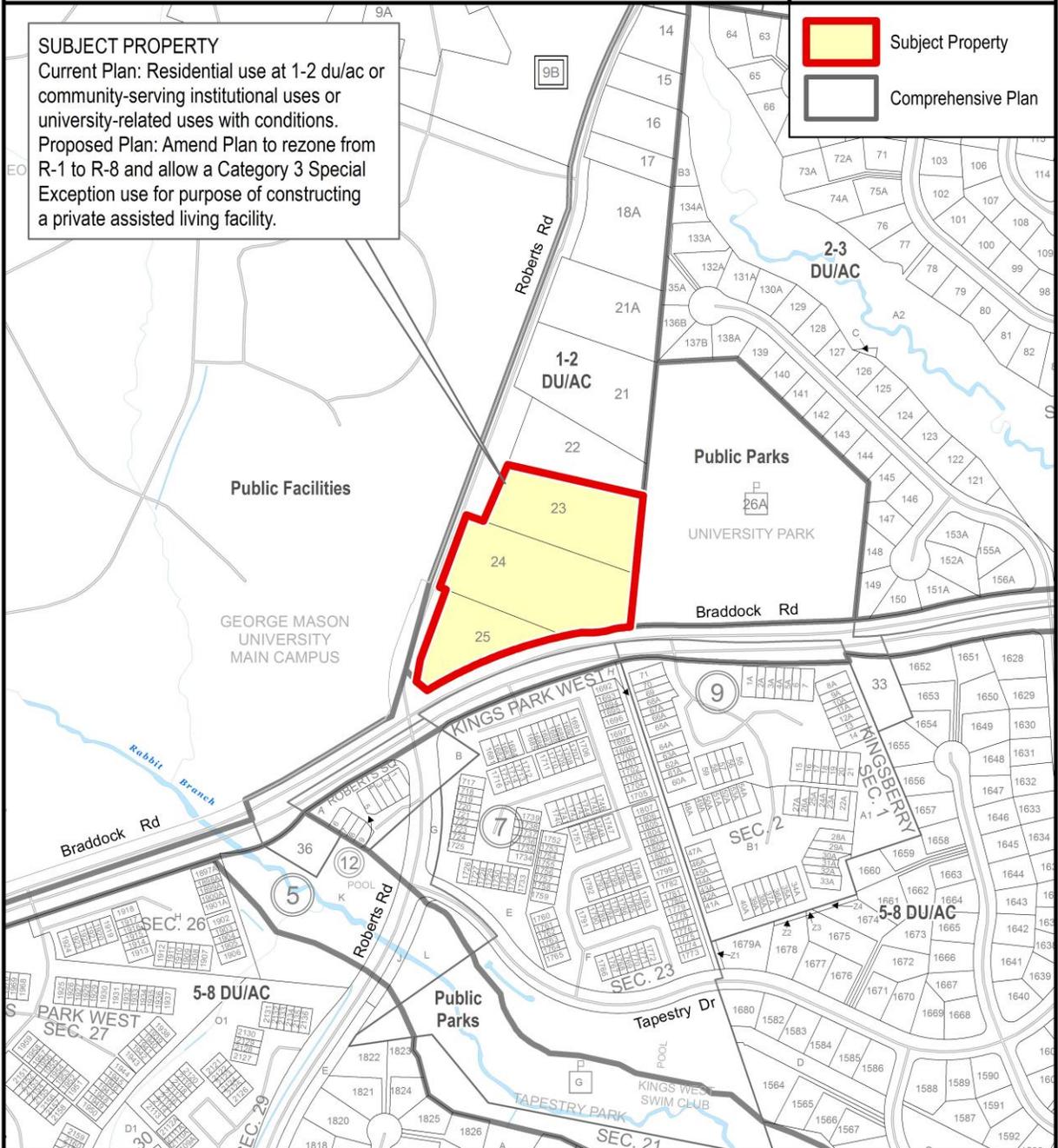
ITEM: 2013-FF03  
 February 20, 2013

**SUBJECT PROPERTY**

Current Plan: Residential use at 1-2 du/ac or community-serving institutional uses or university-related uses with conditions.  
 Proposed Plan: Amend Plan to rezone from R-1 to R-8 and allow a Category 3 Special Exception use for purpose of constructing a private assisted living facility.

 Subject Property

 Comprehensive Plan



400 FEET

PREPARED BY THE DEPARTMENT OF PLANNING AND ZONING USING FAIRFAX COUNTY GIS  
 PARCEL INFORMATION CURRENT TO FEBRUARY 2013  
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## **FAIRFAX FORWARD**

### **EXISTING CONDITIONS REPORT OUTLINE**

#### Introduction

An existing conditions report is prepared as part of the initial stages of a planning study. The report describes the current conditions of the study area and the surrounding area, and changes over time. The analysis may reveal important trends and identify issues to be addressed during the study. For example, Changes in specific demographics over time can signal a change in the circumstances of an area that may warrant changes to the recommendations for the area's future growth pattern from the historic growth pattern. Information such as this can help define the scope of a particular planning study. Existing conditions reports also may serve as valuable reference tools for planners, citizens, businesses and other stakeholders. The following outline illustrates the type of information that contributes to an existing conditions report of a land use study:

1. Study Area
  - a. Plan Area Boundary
    - i. Plan Area Boundary Map (Aerial)
  - b. Additional Study Area (Features) Maps
    - i. Significant/Unique Features Within Study Area
      1. Historic sites
      2. Prominent institutions
      3. Significant natural/recreational feature
      4. Prominent public facility (i.e., hospital, educational institution)
2. Current demographics
  - a. Population
  - b. Income
  - c. Employment
  - d. Age
  - e. Housing
3. Demographic change over time (Last 10-20 years)
  - a. Change in types of households (i.e., children to single-person households)
  - b. Changes in the median household income
  - c. Changes in the types of jobs (i.e., manufacturing job to scientific job)
  - d. Changes in the size of different age cohorts within the population
  - e. Changes in the types of housing built and/or the age of housing.
4. Existing Land Use

- a. Existing Land Use (LU) by Type
  - i. Existing LU Map
  - ii. Tables/Charts of LU by type, percent of total
  
- 5. Development History
  - a. Major approved plan amendments, rezoning applications, and projects constructed within last 10 years
  - b. Description of major ongoing studies, development projects affecting plan area
  - c. Vacant/abandoned sites available for development/redevelopment
  
- 6. Transportation (includes Transit and Trails)
  - a. Existing Roads, Transit, Trails (Maps)
  - b. Major transportation improvements constructed within last 10-20 years
  
- 7. Public Facilities
  - a. Existing Facilities
    - i. Schools
    - ii. Libraries
    - iii. Police & Fire
    - iv. Sewer and Water
  - b. Park and recreation assets
  - c. Environment
  - d. Heritage resources
  - e. Facilities constructed within last XX years
  
- 8. Comprehensive Plan
  - a. Land Use
    - i. Comprehensive Plan Geographies Map
    - ii. Comprehensive Plan Map
    - iii. Plan Potential Table
    - iv. Adopted Plan Goals & Objectives for Study Area
  - b. Planned Infrastructure
    - i. Transportation
    - ii. Public Facilities
    - iii. Parks & Recreation
  - c. Current Plan Context/Compatibility
    - i. Relation of Study Area Plan Guidance to Countywide Plan/Policy
    - ii. Relation of Study Area Plan Guidance to Plan Guidance for Surrounding Suburban Neighborhoods
    - iii. Summarize Any Changes Over Time in Plan Recommendations

8. Zoning

- a. Zoning Map
  - b. Zoning Potential Table
9. Conclusions and Issues To Be Addressed in Current Planning Effort, such as:
- a. Issues generated by analysis of:
    - i. Unresolved planning issues (i.e., address changing demographics, abundance of underutilized property) in study area
    - ii. Unmet planning goals and objectives.

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# FAIRFAX FORWARD

## COMPREHENSIVE PLAN STUDY PUBLIC OUTREACH, PARTICIPATION, AND EDUCATION TOOLKIT

February 20, 2013



**BOARD OF SUPERVISORS**

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**John W. Foust, Dranesville District**  
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## INTRODUCTION

Fairfax County engages in a number of comprehensive planning activities that necessitate different types of public outreach and participation. These planning activities range from general education efforts to complex studies, involving different types of stakeholders. Conducting outreach and encouraging participation during these planning activities leads to a more informed and active public and results in a more inclusive plan. Effective outreach and participation depends on selecting the appropriate communication techniques and resources for the particular activity and utilizing them at the right time. This guide offers information on these techniques and resources, what they are and how and when to use them. This guide is intended primarily to assist Department of Planning and Zoning staff, but may also be useful to elected officials, and the public in the design of planning education programs and planning studies.

### Document Organization

The document is divided into five chapters. The first chapter defines the stakeholders in planning activities. The second chapter distinguishes between outreach and participation efforts and describes different communication techniques that align with each of these efforts, from face to face interactions to social media. Chapter Three details the tools that support the communication techniques. The fourth chapter outlines a robust comprehensive planning public education program that involves multiple sessions on a variety of topics. This program is designed for two settings: 1.) general, ongoing education, independent of a specific planning study, and 2) an introduction to a planning study. The final chapter contains case studies of county and non-county planning studies that have successfully implemented these techniques and tools in past education and outreach activities.

## CHAPTER ONE PUBLIC OUTREACH PARTICIPANTS

Fairfax County has a diverse community of people who live, work, shop, play, or own property within its bounds. These people are considered the stakeholders in planning activities. They have a “stake” or interest in planning activities as land use planning decisions can affect the appearance and function of their neighborhoods, office complexes, and shopping centers. Engaging these stakeholders in planning activities through public outreach and participation techniques ensures that information is shared in the public realm, different perspectives are heard, the community is consulted and decision-making process about specific policies in the Comprehensive Plan is transparent.

During a planning activity, the specific stakeholders should be identified before determining a communications strategy. The following list of individuals and organizations generally describes who should participate in and contribute to planning activities. This list is not intended to be comprehensive. Working through organizations can be particularly efficient in outreach and participation efforts as the organizations may be able to communicate with a large amount of people relatively easily through pre-existing channels. Identifying key contacts and community leaders within organizations is critical to opening communication with them.

All stakeholders that could have an interest in the growth of the community may be invited to participate in planning studies, depending on the study scope and intent. Different outreach and participation techniques may need to be employed to reach diverse segments of the population, which may involve the use of intermediary institutions. Ways to use existing means of communication more effectively should be explored to create greater public participation in the county’s planning studies and planning education programs.

**STAKEHOLDER: “Someone with a “stake” or interest in the issues being addressed. Generally, stakeholders fall into four categories:**

Sectors of Society

People Living Adjacent To a Proposed Activity  
Residents/ Property owners  
Residents/ Renters  
Business owners and associations  
Users (park users, etc.)

Interest Groups

Standing Land Use Committees  
Community Associations  
Chamber of Commerce  
Healthcare Institutions  
Religious Organizations  
Universities & Colleges  
Nonprofits

Agencies

Special Districts (water, sewer, park, etc.)  
School Districts  
Planning Commission  
Council of Government  
State Agencies  
Federal Agencies

Elected Officials

County and City  
School Board  
State Legislators

(Planning & Urban Design Standards, John Wiley & Sons, Inc., 2006, p.49)

The techniques and tools presented here are not meant to be an exhaustive list. This toolkit will be revised as additional techniques are utilized and found to be effective for planning purposes.

## CHAPTER TWO COMMUNICATION TECHNIQUES

Public outreach and participation efforts should employ a variety of communication techniques to reach the most diverse group of stakeholders. The terms outreach and participation are distinguished in this document as outreach is generally understood to include only one-way communication, while participation is considered more broadly to include both one-way and two-way communication. One-way communication is simply the distribution of information to the public; for example, an email from county staff of meeting announcements, agendas, documents or posting these items on a website would be considered one-way public outreach. Two-way communication involves knowledge sharing, expression of opinions, and listening to dialogue among citizens, county staff, and decision makers. Two-way communication can engender collaborative decision-making because input is collected from the participants, which then may affect the outcome.

The following pages describe in more detail one-way and two-way communication techniques. Not all communication techniques may be appropriate for every planning activity. In order to decide which techniques should be utilized during planning activities, the availability and cost of the method should be considered. A generalized cost comparison chart using information current as of the preparation of this report is provided at the end of this chapter. Further, community dynamics and information-sharing opportunities and barriers, such as language, should be evaluated. To address language barriers, the Department of Neighborhood and Community Services provides translation services that can be utilized to print literature in multiple languages and provides audio translation services.

### One-Way Communication

One-way communication techniques in planning activities involve the dissemination of information, such as project status, schedule, and milestones, with limited opportunity for feedback. Most occur through mailings, postings, e-mail, or the internet and are more informally called “push techniques.” These techniques include websites, flyers, invitations and other literature related to a planning activity, which are described in more detail next. Department of Planning and Zoning (DPZ) staff should collaborate with other county agencies, such as the Office of Public Affairs (OPA) to evaluate current opportunities and county policies related to the techniques. Utilizing all techniques for each study may not be practical or feasible. Employing one-way techniques during planning activities facilitates greater public outreach. Examples of one-way communication include:

- Project websites – Project websites can be established to create a centralized location for a variety of written and visual materials such as project descriptions, schedules, presentations, meeting announcements, agendas, meeting notes, issue papers, photos, orientation maps and videos. Project websites are effective for projects with a large geographical reach or a longer timeline. Coordination with OPA and the DPZ web staff is important in order to adhere to county policy. Project websites require diligent and ongoing maintenance to ensure information remains current.

- Email listserv – An individual can sign up online for the listserv via their email address to receive periodic email alerts about specific planning activities, such as meeting announcements and project updates. Email listservs can be established for specific planning activities and previously established planning-related listservs exist in DPZ. Advertising regularly promotes membership to a listserv. Staff cannot sign-up individuals. Each listserv announcement contains information for people to opt-out of receiving announcements. Establishing the listserv through the county email server requires coordination with the Department of Information Technology (DIT) and OPA.
- E-newsletters – An electronic newsletter or “e-newsletter” can provide an overview or more in-depth information on a specific planning activity. E-newsletters are designed to provide up to date information and to highlight recent events during planning activities. E-newsletters can be posted on the project website and/or individuals can sign up to receive an email with a link to the E-newsletter as they would a listserv.
- Channel 16 – Channel 16 is the Fairfax County Government public access television channel, operated through the Department of Cable and Consumer Services. Channel 16 provides information and educational programs to the local audience. Information regarding planning activities can be broadcast through Channel 16 in short magazine pieces, longer special programs, or regular planning-related television shows, such as the Planning Commission Round Table. These programs are produced by coordinating with OPA, Channel 16, or the Planning Commission office.
- Public Meetings Calendar – Announcements for public meetings specific to a planning study and/or planning education sessions can be posted on the countywide Public Meetings Calendar on the county’s home page. According to OPA policy, every county agency that holds any meeting open to the public including but not limited to Board appointed committees, task forces, agency advisory councils etc., must be listed on this calendar. This is required by the Virginia Freedom of Information Act (VFOIA) <http://fairfaxnet.fairfaxcounty.gov/Dept/OPA/Pages/Using-the-Public-Meetings-Calendar.aspx>. In addition, calendars are maintained by many supervisors for events in his or her district. Posting announcements on a district meeting calendar requires the district office’s approval. Posting to the countywide calendar can be done by permitted DPZ staff.
- Press releases – Printed or online press releases can be used to announce important information about a planning activity. The release can be coordinated with OPA, who will assist with writing and broadcasting the release.
- Interviews of staff are typically coordinated with OPA unless specific permission is granted to talk to the press. Projects with multiple and diverse team members should establish policies for print, radio and electronic requests for information.
- Flyers – A flyer is a printed brochure that can advertise planning activities. Flyers can be distributed at publicly accessible locations, such as Supervisors’ offices, community

centers, libraries, or coffee shops. Coordination with the supervisor's office or building manager may be needed before distributing.

- Notification letters – Printed letters regarding public meetings or public hearings for planning studies can be sent via postal mail to property owners and organizations, affected by a planning activity. The letter should concisely describe pertinent details of the activity, contact information, and include a map, if applicable. Printing, folding and mailing materials to a large group can be coordinated through the DPZ Planning Division Graphics section and should follow state requirements within the Code of Virginia, Title 15.2, Chapter 22 and county policy, as applicable.
- Advertisements – Printed newspaper advertisements for public hearings are required to meet the Code of Virginia, Title 15.2, Chapter 22. Other announcements can be placed in newspapers to advertise upcoming events during planning activities, such as education sessions or meetings. The announcement advertisement should concisely describe pertinent information, such as the name of the activity, date, time, location, and contact information.
- Postings – Printed signs with text large enough to be read from a short distance can be posted to announce major planning activities, such as public hearings of a planning study. The posting should concisely describe the name of the activity and any pertinent information, such as important dates and contact information. Postings may not be feasible for planning activities that involve large geographic areas, such as an activity center or countywide studies.
- Non-Interactive use of social media – Social media sites, such as Facebook and Twitter, can be used to distribute information through postings and announcements. The county has countywide Facebook and Twitter accounts, where announcements about public outreach efforts can be posted. Only members of the public who are friends with or subscribe to the county's accounts will be able to participate. Use of the county's social media sites for this purpose or to create project specific accounts must be coordinated with OPA in order to comply with county social media policies (<http://fairfaxnet.fairfaxcounty.gov/Dept/OPA/Pages/Social-Media-Policy-Official-County-Sites-.aspx>).

### Two-Way Communication

Two-way communication techniques involve in-person or web-based interactions among stakeholders for the purpose of sharing knowledge, expressing opinions, and listening during public participation efforts. The desired outcomes can be many: from formulating goals to generating alternatives, assessing conclusions, or simply encouraging dialogue about a proposal. In order to encourage participation in two-way communication, barriers to access, such as mobility and childcare, should be identified, and options to overcome them should be developed, such as locating meetings near public transit or providing childcare services at public meetings. DPZ staff should collaborate with other county agencies, such as OPA, to evaluate opportunities for two-way communication techniques and current policies related to them.

Examples of two-way communication techniques include:

### *Planning Forums*

A planning forum is a public meeting involving a group of stakeholders gathered to engage in a planning activity. Forums should be held in an accessible and convenient public location, such as a school cafeteria or community center. Scheduling meetings outside the usual work day, such as on evenings or weekends and providing transportation to and from meetings with pick-up and drop-off locations may increase attendance and access to the meeting. Providing transportation services should be determined on a case by case basis. In the future, web-based meetings may be used as alternatives or supplements to in-person meetings.

Public forums should be well-organized with a clearly stated purpose, meeting organization, and expected outcomes. Notifications for the meetings and introductory remarks should indicate these facts to avoid misunderstanding. Notes of the discussion should be recorded.

Types of public meetings include:

- Information Meetings – Information meetings are held to convey information to the public and to receive their comments. Information meetings include presentations made with time for answering questions. These types of presentations are made to neighborhood, civic or other interested groups such as homeowners associations and standing land use committees.
- Advisory group meetings – Advisory groups can include task forces, standing land use committees and steering committees. Advisory group meetings typically are led by a chairman, and members are typically elected or appointed. The structure and purpose of the group can vary, depending on how the group decides to operate. Expectations about roles, responsibilities, and outcomes should be clear from the beginning. Advisory groups may meet once or repeatedly on a planning activity.
- Workshops – Workshops typically are used when the participants need to be actively involved in brainstorming, generating ideas, or giving feedback in a short amount of time. Workshops may begin with a short presentation followed by small group discussions of a particular issue. Feedback is usually recorded by a note-taker on a flipchart pad of paper for all to see and review. Workshops are most effective when the small group discussions are led by experienced facilitators.

**FACILITATOR:** Assists a group to function better.

- Sets and maintains a safe environment where all perspectives can be heard or valued.
- Establishes a set of ground rules at the beginning of a workshop so that all ideas and all participants are respected throughout the process.
- Keeps the group on task.
- Helps the group reach consensus by closing off discussion when appropriate.
- Important for Facilitators to understand history and dynamics of both larger context and immediate areas impacted by the planning effort.

- Open House – An open house is a more decentralized public meeting than the ones previously mentioned. The format is structured to allow for informal, one-on-one interactions between the public and staff on particular projects or topics. Materials are presented on a number of display stations throughout a large room. A formal introductory presentation may or may not be given at the beginning of the open house. Staff is available to answer questions and have informal discussions with those who pass by the display stations. The open house format can maximize information dissemination and discussion as all details can be on display at one time.
- Virtual Town Halls - Virtual Town Halls are web-based platforms developed as substitutes or supplements for in-person public meetings. Virtual town halls are accessed online and supported by a special type of software. Town halls allow visual representations and written material to be viewed by participants and enable participants to submit comments and critiques. Participants can see all comments, engage in a conversation, rank ideas, and reach consensus. The software also allows staff to administer, monitor, collect and analyze this data.
- Interactive Social Media – Weblogs and other social media websites, such as Facebook, Twitter, and Ideascale, also are used for two-way communication. Weblogs and social media have the potential to be used for real-time conversations with the public during planning studies and could be used as effective supplements to in person meetings. Input can be gathered from persons that are unable to attend in person meetings. These media resources have minimal or no outright financial cost, but are very demanding of staff time. Using social media during planning activities requires substantial amounts of time to monitor the content and reply to questions from the public. Increasingly local governments are contracting with private consulting firms to take on these duties. The use of the county’s social media sites for this purpose must be coordinated with OPA in order to comply with existing county policies.
- Interviews – Interviews with key individuals in the community can provide unique perspectives on the needs of a community, the history of a project or previous planning initiatives, and a clear articulation of goals or issues.
- Focus Groups – Focus groups are small group meetings conducted with members of a specific segment of public stakeholders such as businesses, business associations, chambers of commerce, nonprofit organizations, economic development organizations and religious institutions. As with interviews, this type of meeting is designed to capture the unique perspectives of specific stakeholders, as a group.

The following table compares different public participation techniques in terms of costs, outreach effectiveness and availability to staff. The table shows the relative strengths and weaknesses of each public participation technique and can be used to describe which techniques are appropriate for a particular planning study or education program.

MATRIX OF COMMUNICATION TECHNIQUES						
	COST FACTORS			OUTREACH EFFECT		
	Financial	Staff Time	Use of Resources	Accessible to diverse stakeholders	Number of stakeholders informed	Challenging for Staff to Access
<b>One-way Communication</b>						
Project Websites	\$	🕒🕒🕒🕒	🌲	🌐	📶📶	✓
Flyers/Notification Letters	\$-\$-\$	🕒	🌲🌲🌲	🌐🌐🌐	📶📶📶	✓
Social Media	\$	🕒🕒🕒🕒	🌲	🌐🌐	📶📶📶	✓✓✓
Press Releases	\$	🕒	🌲	🌐	📶	✓
Email Listservs/ e-Newsletters/ Public Calendars	\$	🕒🕒	🌲	🌐🌐	📶📶	✓
Ch16 Announcements	\$	🕒	🌲	🌐	📶	✓
<b>Two-way Communication</b>						
Virtual Town Halls	\$-\$-\$-\$-\$	🕒🕒	🌲	🌐	📶📶📶	✓✓
Information Meetings	\$-\$	🕒🕒	🌲🌲🌲	🌐	📶📶	✓
Advisory Meetings	\$-\$	🕒🕒	🌲🌲	🌐🌐	📶	✓
Workshops	\$-\$-\$-\$-\$	🕒🕒🕒🕒	🌲🌲🌲🌲	🌐🌐🌐	📶📶📶	✓
Open House	\$-\$	🕒🕒🕒	🌲🌲	🌐	📶📶	✓
<b>Targeted Meetings</b>						
Interviews	\$	🕒🕒	🌲	🌐🌐🌐	📶📶	✓
Focus Groups	\$	🕒🕒🕒	🌲	🌐🌐	📶	✓

Fairfax Forward Public Participation Guide 2012

*Public Participation Exercises*

Public participation exercises are intended to educate, facilitate discussion, and build consensus during two-way communication efforts. Examples of public participation exercises include:

- **Visual Preference Survey** - Visual preference surveys involve participants viewing different images and voting on their preferred choice or concepts. The level of sophistication required for visual preference survey varies from hand-drawn maps and plans, to computer-generated photo montages, to three-dimensional imagery with realistic details, such as shadows and lighting. The survey could be completed in a variety of ways, including online or in a group setting.

- Visioning – Visioning sessions are designed to bring members of the public together to consider their common future. They are types of workshops that ask particular questions of participants. Visioning sessions can encourage the community to explore new ideas, create a shared sense of direction, establish a framework for decisions, and produce concrete goals and strategies for action. The process may also expand the scope of public engagement, foster new leadership in citizens who have not previously been active in public life, promote partnerships among stakeholders, and strengthen community identity. Visioning processes ask a specific set of questions which result in the formulation of specific steps to be taken. These questions and steps are generally some version of the following:
  - Develop a Community Profile (Where are we now?)
  - Develop a Trends Analysis (Where are we going?)
  - Develop a Vision Statement (Where do we want to be?)
  - Develop Goals and Objectives for Taking Action (How do we get there?)
  - Develop Methods for Implementing and Monitoring (Are we getting there?)

The visioning process seeks to identify the public’s core values, concerns, and emerging trends before any decisions are made. Visioning meetings play an important part in planning studies and mock visioning exercises can be used as illustrative exercises in planning education programs. Depending on the types of participants, and if qualified facilitators are available, small participant groups can be organized to create graphics that illustrate their vision for their community. Appendix A contains descriptions of several types of small group exercises that can be incorporated into visioning sessions.

- Design Charrettes – The charrette process is a dynamic multi-day effort that expands upon the visioning process to address more complex issues with a plan. The exercise involves participants working collaboratively to assess the plan, how it can be achieved or improved, and how to resolve any concerns. Typically, plan alternatives are generated, and then two to three feedback loops are conducted where the alternatives are refined. Specific charrette topics may include urban design, transportation, and needs for parks and open spaces, affordable housing, or stormwater management. Design charrettes are intended to play a specific role within planning studies and are not generally designed to be part of planning education programs.

## CHAPTER THREE VISUAL AND GRAPHIC COMMUNICATION TECHNIQUES

A number of physical and web-based tools can be employed to help communicate ideas and information during planning educational programs and public participation efforts. Visualization tools are the most common to facilitate communication; however, other tools can help with voting and prioritizing ideas. The tools can range from Geographic Information Systems (GIS) or web-based software applications to markers, paper maps and tracing paper, boxes and Legos.

Visualization tools help to illustrate complex land use and development concepts in a graphic format. These tools can significantly increase the explanatory power of a presentation, exercise, or plan document. Three kinds of visualization tools are commonly used within the context of planning studies and planning education programs. These are maps, photo montages, and three-dimensional modeling.

- *Maps:* Two-dimensional maps are perhaps the most common and effective visualization tool used to represent data graphically during planning processes. Maps can help stakeholders understand relationships between buildings and the surrounding context. For example, an aerial map can visually represent the existing conditions of a site by showing the placement of buildings, roadways, and other features. Fairfax County has a large amount of map data available in GIS and Pictometry (the county's oblique aerial photo application) databases [www.fairfaxcounty.gov/maps/metadata.htm](http://www.fairfaxcounty.gov/maps/metadata.htm). This software can be used by loading specific data layers to create maps such as topography, roadway system, or tree cover. Creating maps that represent only a few specific data layers at a time can reveal issues or other information that might otherwise not be evident.

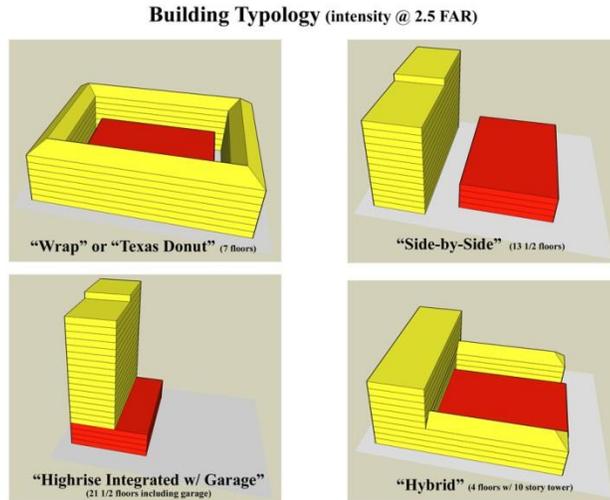
- *Photo Montages:* Photo montages can be created by piecing together prints, digital photos or illustrations. Photo montages are beneficial for participants in planning studies as montages of proposed changes can be directly compared with existing site images, as shown in the image to the right. The level of sophistication required for computer-generated montages can range from a digital camera and basic photo-editing software to the integration of three-dimensional software that can create realistic details, such as shadows and lighting.



- *Three-Dimensional Modeling:* Three-dimensional modeling tools show building massing studies extruded from a ground plane. These tools can communicate the potential impacts of a development more clearly than two-dimensional plans or written reports.

Representing development concepts in three dimensions can explain relationships among different design components. Care should be taken to avoid literal interpretations of general comprehensive plan recommendations.

There are varying degrees of sophistication in the application of three-dimensional modeling and



Note: All building types contain 175 dwelling units (@ 1200 sq ft/unit) on 1.9 acres with 1.25 parking spaces/unit resulting in 219 total parking spaces

different types of methods of three-dimensional modeling. Easily accessible methods include using wood blocks, cardboard boxes, or Legos placed on base maps to make physical three-dimensional models. More sophisticated methods involve software applications such as Google Sketch-Up and GIS software. These software applications can be used alone to illustrate static images of a site or in combination with other features to illustrate how a site changes when a new building is added. Animated walk-throughs or flyover perspective can be generated to allow the viewer to visually move through the site. Depending on the level of sophistication and size of the study area, a significant amount of time and resources may be required for this type of visualization technique.

Visualizations can be added to hard copy displays, PowerPoint presentations, touch-screen computer exercises, or shared online via web-based applications. Web-based applications, such as Flickr, YouTube, and Slideshare, can be used to post photos, images, video, and presentations online for the public to access. Compliance with county policy needs to be verified when using these online applications. In the future, touch screen tablet computers may be useful in small group exercises. These tools are typically 20 to 25 inches in size and simulate traditional pen and paper sketching; but, the tablets also can be loaded with GIS software and other applications.

In addition to visualization tools, voting and prioritizing tools can be used to communicate preferences and reach a decision during planning activities. Paper balloting for private voting and colored voting cards or stickers, are traditionally effective voting methods. Online voting options such as keypad polling can be used at in-person meetings as a substitute for paper balloting. While DPZ does not have access to this option currently, the tool allows meeting participants to quickly vote on and prioritize goals and objectives, and/or rank plan alternatives. Comments of participants are entered into laptops by staff, and participants use the keypads to register their votes anonymously. The software instantly tallies the votes and reveals the ranked preferences of voters. Keypad polling can drastically reduce the amount of time it would take to accomplish the same process manually, especially for large groups. However, this tool has a substantial cost associated with it, generally between \$1,000 and \$3,000 to purchase depending on the number of keypads needed.

Ideascale is an online platform that allows users to post and vote on ideas and comments. The idea with the most votes dynamically ascends to the top of the online list. Fairfax County currently has access to this service, based on a monthly subscription fee. Staff should consult with OPA for more information.

There are many tools available for generating and refining ideas, visualizing concepts, assessing impacts, and developing alternatives during planning activities. Many of the visualization tools effectively build group consensus and may be computer or paper based. It is important to consider which participation tools are most appropriate for the type of study or planning educational program being contemplated.

## CHAPTER FOUR PLANNING EDUCATION PROGRAMS

This chapter describes two public education programs that intend to cultivate a basic level of planning knowledge and enthusiasm. The two programs are: 1) a general planning education program, unrelated to a specific planning study, and 2) a more specialized planning education program, given within the context of a planning study.

### General Planning Education

A public education program is designed to provide basic information about the Comprehensive Plan and the county's land development process. The program would present such topics as the purpose and goals of the Comprehensive Plan and the Plan amendment process; explain the relationship between the Comprehensive Plan and the Zoning Ordinance; describe the stages of site plan review; and highlight specific considerations, such as stormwater management, green building, or transportation. The program would be taught over multiple classes, which address one or more of the topics. There is an existing model for such a curriculum, referred to as a "land use college" used during the early stages of the Reston Master Plan process. See Chapter Five: Case Studies for more information about the Reston example. This model could be expanded upon to build an ongoing education program offered once or twice per year at a rotating location around the county or as needed.

Each session would include time for presentation on the specific topic, followed by questions and small group exercises designed to illustrate the topic and allow discussion among participants. The presentations could be given by planning staff, guest speakers from other agencies, or a panel of experts. Exercises would use many of the public participation tools described in the previous chapter, such as visualization tools. The classes would be scheduled over several weeks or months, depending on the level of need and number of topics. The Reston example included five two-hour sessions that covered topics such as land use terminology, planning concepts, the Fairfax County Comprehensive Plan, zoning, and development review. Other case studies also exemplify other planning studies that conducted workshops on special issues such as affordable housing.

One approach to the curriculum of a land use college could include the following classes:

Session One: Introduction to the Comprehensive Plan and amendments

Session Two: Introduction to the Zoning Ordinance, zoning actions, and permitted uses

Session Three: Affordable housing and stormwater management

Session Four: The Transportation Plan and modeling

Session Five: Site Plan Review and inspection

However, the curriculum could be adjusted to highlight certain topics and need more explanation, as determined at the time of the class.

A major component of all of the sessions would be defining terms. Using Session One as an example, the class should first focus on defining density and intensity of development and how they are measured. Using photos, drawings and three-dimensional models using Legos, boxes

and wood blocks should help illustrate explaining residential density and nonresidential intensity. Planning exercises have been developed along these lines, including “Box City” developed by the Center for Understanding the Built Environment based in Kansas City. In this exercise, boxes, paper and other items are used to simulate the natural and built environment of a model city. Another program, Urban Plan, developed by the Urban Land Institute, uses Lego pieces that represent specific types of buildings and correspond to real-world densities and intensities.

#### Planning Education during a Planning Study

The planning education program conducted within the context of a specific planning study may be as thorough as a land use college or may be condensed depending on the anticipated length of the study, the complexity of the issues, and the amount of time available for education. The program should be built into the public participation strategy for the study and held concurrent with or after the analysis of the existing conditions is completed. Information about the study area, generated from the analysis should be incorporated into the education program and used in preparation for finalizing the scope of the study.

One approach to a condensed program would be to hold two education sessions. The first would summarize the introduction to the Comprehensive Plan, planning concepts, and a comparison of planning and zoning. The second would focus on one or more interactive exercises designed to illustrate important issues, specific to the study area. The opportunity for additional planning education sessions could be scheduled if participants decide they would like to engage in more hands-on exercises, or as specific issues that need more in-depth training emerge.

## CHAPTER FIVE CASE STUDIES

This chapter highlights several planning studies from Fairfax County; other jurisdictions within Northern Virginia; and Montgomery County, Maryland to illustrate the different aspects of public outreach, participation, and education, discussed in this guide.

### Fairfax County Case Studies

#### *Seven Corners Visioning Process*

The Seven Corners visioning process was conducted by the county's Office of Community Revitalization in coordination with an interdisciplinary team of county agencies during the summer of 2012. The process was designed to bring members of a diverse community together to create a common vision for the future of Seven Corners that could be used to inform future planning efforts. Utilizing multiple forms of information dissemination as well as the involving the Willston Multicultural Center led to a very large and diverse turnout of participants at all meetings. This process included:

- Coordination with the Willston Multicultural Center prior to visioning meetings to identify various demographic segments of the community.
- Distribution of flyers printed in English, Spanish, Vietnamese and Arabic and other literature inviting the public to participate.
- County-provided transportation from the Willston Multicultural Center, childcare for parents with children and translation services to non-English speakers.
- Three visioning meetings

The first meeting provided an overview of the visioning process. Staff then engaged participants in an interactive small-group exercise designed to identify opportunities and challenges and describe a vision for the Seven Corners area. After the small-group exercise, participants were asked to report back to the larger group.

The second meeting reviewed participant feedback from the first meeting and solicited additional comments and clarifications on responses. Facilitators also reviewed a draft set of visioning principles with small groups. The draft visioning principles were developed by staff based upon community input provided at the first meeting.

The third meeting was added to engage underrepresented participants in the community. Willston Multicultural Center was identified as the best location to engage these participants. Translation services were provided, and parents could bring their children, since daycare was provided on site.

- Copies of meeting invitations, staff presentations, summaries of group comments, the draft vision statement and a form soliciting participant involvement in a future planning process were posted on the project website.
- The visioning process led to the appointment of the Seven Corners Land Use and Transportation Task Force. This task force is scheduled to meet monthly during an 18-24 month planning process designed to develop recommendations that will address the issues identified during the visioning process. As a result of numerous, immediate issues that were raised at the meetings, two formal work groups were established: Quality of Life and Connectivity. These work groups are designed to conclude after six to eight months and are charged with identifying problems and developing a work plan to resolve the identified short term issues.

### *Reston Master Plan*

The Reston Master Plan Special Study is a complex two-phase planning process conducted by the Department of Planning and Zoning. Phase One of the study focuses on developing Comprehensive Plan guidance for three future Metrorail stations that are part of the new Silver Line. The Silver Line is an expansion of the Washington, D.C. heavy rail system between Tysons Corner and Dulles International Airport. Phase Two of the study will focus on developing Comprehensive Plan guidance for the residential neighborhoods and five village centers of Reston. The Study involved an extensive planning education component before and during the planning process, in-depth visioning processes for each station area and made use of many of the visualization techniques discussed in this guide. The Reston Master Plan process included the following major components:

- Prior to the commencement of the planning process, staff held a series of focus group meetings with nine Reston civic and business groups. The meetings were designed to provide input to staff on the breadth and scope of the planning study.
- After the focus group meetings and before the study commenced, a Land Use College was conducted to provide educational opportunities for citizens. The highlights of the Land Use College include:
  - Five, two-hour sessions.
  - Presentations on land use terminology and concepts, legal foundations of planning, zoning and the development review process, commercial revitalization districts and the Comprehensive Plan.
  - Information was presented by a multi-departmental team of county staff and outside experts.
  - Participation in the College was not required for later involvement in the study.

- The planning process began with the appointment of a task force that would oversee the development of the entire Plan.
  - The task force spent several months receiving information about the existing conditions of the Phase One study area as well as successful planning approaches of nearby jurisdictions by other experts.
  - The formation of three subcommittees by the task force to examine the three Metrorail station areas and develop visions for each.
  - A vision subcommittee was also formed to develop guidance for the Phase One area as a whole.
  - The four subcommittees worked simultaneously and independently, covering the necessary elements for a successful vision. Because of the independence of their visioning processes, a steering subcommittee was formed, comprised of chairs from the four subcommittees, in order to synthesize the four visions.
  - The work of each of these subcommittees resulted in reports presented to the full task force for their consideration.
  - Each of the subcommittee (and task force) meetings was open to the public and allowed for public input.
- The task force and subcommittee meetings have included multiple meetings over three years. The task force's work is ongoing. Initial meetings began with a challenges and opportunities analysis but evolved to include in depth education components and modeling simulations of plan potential and resulting transportation impacts. Consultants were hired to assist with these efforts and George Mason University was contracted to develop population and employment projections to aid in the modeling process. The task force and staff also hosted two community meetings to introduce the Reston Master Plan Special Study to the wider community.
- The meetings utilized visualization techniques such as Lego building exercises for three-dimensional modeling, as well as tracing paper overlain on aerial photos to conceptually map out proposed street grids, locations of proposed pedestrian ways and bikeways, residential densities within different distances from a Metro station, locations of mixed use areas and open space areas and other topics.
- The project website contains a “Special Study Documents of Interest” page with a comprehensive list of staff, consultant and stakeholder produced documents for public review. These documents include presentations, statements of planning principles, various public comment/feedback results from different meetings, and visualization products.

- All of the public meetings that take place throughout the Master Plan process are held on weekday evenings in different parts of Reston to be conveniently located for Reston residents. The community meetings are scheduled for weekends so that the widest possible turnout can be achieved.

#### *Penn Daw Special Study*

The Penn Daw Special Study was an outgrowth of several nominations submitted during the 2009-2010 South County Area Plans Review process. A joint task force was formed composed of residents of both the Lee and Mount Vernon Supervisor Districts. The task force conducted a visioning process to identify land use alternatives for several subareas of the Penn Daw Community Business Center. This 14-month process included:

- A brainstorming and visioning exercise to discuss ideas for land use, intensity, site design, placemaking, transportation and connectivity. This exercise generated four potential land use scenarios, with a fifth later added.
- Preparation of three dimensional models using Sketch-Up and Geographic Information Systems software so that each proposed development scenario could be understood and compared.
- Transportation analysis of selected alternatives.
- Evaluation of market feasibility of selected alternatives through a consultant contract.

#### *Green Buildings Policy Plan Amendment*

- The Policy Plan of the Fairfax County Comprehensive Plan contains adopted goals and objectives and outlines general policies for land use, transportation, housing, the environment and other global topics. The Environment element of the Policy Plan contains guidance in support of development that minimizes harmful effects on human health and the environment, referred to as “green building” adopted by the Board of Supervisors on December 3, 2007. Events leading up to the adoption of this amendment include:
  - Eight public meetings hosted by the Planning Commission’s Environment Committee. The committee heard presentations, visited a green building and discussed in detail the draft amendment text. Numerous revisions were suggested to staff.
  - A public workshop at which the Environment Committee and county staff presented a “strawman” draft amendment. Extensive public outreach efforts were pursued, including a news release, publicity and documentation on the Department of Planning and Zoning website, direct e-mail outreach to a stakeholder list including industry, environmental and civic group representatives, and other individuals identified as potentially having interest in this matter.

- A televised public workshop advertised via listserv. At the workshop, any interested person could present testimony and recommendations regarding the strawman draft amendment.
- Multiple public meetings hosted by the Environment Committee subsequent to the public workshop to revise the draft amendment and prepare a recommendation to the full Planning Commission.
- The Planning Commission and Board of Supervisors public hearings, with Board adoption of the amendment on December 3, 2007.

### Northern Virginia Case Studies

#### *Arlington County - Columbia Pike Initiative Land Use & Housing Study*

The purpose of this study was to conduct a visioning exercise for the public right-of-way in order to establish better connections for pedestrians and bicyclists, among various neighborhoods along Columbia Pike. The study included the appointment of an oversight group called the Columbia Pike Street Space Planning Task Force. Membership included civic association representatives, Planning Commission members, the Columbia Pike Revitalization Organization, members of county advisory committees such as the Pedestrian, Transit and Bicycle committees, members of the Historic Landmarks Review Board, Virginia Department of Transportation (VDOT) staff, Washington Metropolitan Area Transit Authority (WMATA) staff and Planning Department staff. Public participation activities included:

- Walking and bus tours of the plan study area with task force members.
- Photo galleries that showed strengths and areas for improvement.
- Public education forums such as the Affordable Housing Tools forum that included a panel of experts from HUD, architects and affordable housing developers and advocates.
- Small-group, hands-on workshops on a variety of topics:
  - Visualization exercises that involved tracing paper overlain on aerial photos, maps etc.
  - Identification of important issues and goals for area by participants
  - Selection and prioritization of issues and goals by participants.
  - SWOT (strengths, weaknesses, opportunities, threats) analyses for specific issues such as transportation, land use, sustainability and affordable housing.

*City of Alexandria – Beauregard Master Plan*

The Beauregard Master Plan is designed to transform an older auto-oriented area on the west side of the City of Alexandria abutting I-395 into a pedestrian, bicycle and transit-friendly neighborhood. The transition will also provide new housing opportunities to serve Base Realignment and Closure-related growth at the Mark Center, and preserves affordable housing opportunities for existing residents. There are several developers who own large multifamily and other commercial developments in the Beauregard area. Many of these existing developments are older and contain significant numbers of affordable units. The City became aware of development pressures that might result in the loss of this large reserve of affordable housing and decided to initiate the Beauregard Master Plan process to engage these large landowners, who could be tapped to implement the Plan and gain benefits for the residents of the area. The public participation process included:

- Formation of the Beauregard Corridor Stakeholders Group by residents.
- Formation of the Developers Advisory Group by commercial landowners who own large office and multifamily developments in the Beauregard area.
- Consultation of the stakeholders group with the Developers Group, and development of Stakeholders Group set of recommendations for the Beauregard area, which were forwarded to the Department of Planning & Zoning with a request to prepare a Draft Plan.
- Preparation of a Draft Plan by staff and initiation of an extensive public participation process that would serve to make refinements to the Plan. This process included:
  - Formation of an Affordable Housing Advisory Committee;
  - Two Affordable Housing Town Halls meetings.
  - Twelve Community Visioning meetings ,which included the use of SWOT analyses and Keypad Polling to prioritize ideas and goals:
    - During visioning meetings, workshops were held at a small group level to develop land use and other Plan Alternatives.
    - Educational components of the workshops included presenting “best practices” on specific topics.
    - Drawing exercises were incorporated into workshops similar to those described in previous cases to develop transportation and other alternatives.

- All meetings were either videotaped or audiotaped and posted on the project website. All planning study outreach literature was printed in English, Spanish and Amharic, and translators were provided at all public meetings.

*Montgomery County, Maryland – East County Science Center*

The East County Science Center is a significant federal research facility that consolidated research facilities of the Food and Drug Administration (FDA). This area is near the Capital Beltway (I-495), I-95 and the Inter-County Connector. The county decided to initiate a planning study to re-evaluate the existing master plan for the area due to the FDA consolidation. Planning activities for Montgomery County are conducted by the Maryland National Capitol Park and Planning Commission (MNCPPC), which develops a formal public participation plan as a part of all planning studies. The public participation process for the East County Science Center Master Plan included:

- An initial open house was held that served to inform the community that a re-evaluation of the existing plan was being undertaken and invited community stakeholders to voice their initial thoughts and ideas about the area.
- Adjustment of the Plan Area boundary based on open house comments to include a larger area than the one used in the existing master plan.
- Formation of a Citizens Advisory Committee with representatives from civic associations, business owners, government and quasi-public institutions, HOAs and representatives from rental residential communities and religious institutions.
- Further outreach actions such as staff presentations to the East County Citizens Advisory Board, additional rental residential communities, ethnic and cultural associations and outreach to neighboring communities in Prince Georges County.
- A means of ongoing communication that included a project website, email distribution list and periodic open houses.
- Award of an Smart Growth Implementation Assistance (SGIA) grant by the Environmental Protection Agency for an economic consultant to conduct a market analysis that included a profile of similar research centers, an overview of regional competitors and an assessment of the area's office, industrial, retail and hotel potential. The market analysis addressed the likelihood that the FDA expansion would create spinoff demand from companies wishing to locate in proximity to the FDA.
- The planning process for MNCPPC studies is developed at the beginning of the process in a scope of work. The scope of work for the East County Science Center Master Plan is outlined below:
  - Data Collection and Project Scope of Work Development (September 2010 – January 2011).

- Analysis/Draft Plan Development (February – July 2011) resulting in preparation of alternative development scenarios, consultant reports.
- Analysis/Draft Plan Development (August 2011 – March 2012) resulting in preliminary recommendations, preliminary design guidelines.
- Staff Draft/Public Hearing Draft (April – August 2012) public hearing notification.
- Planning Board Review (September 2012 – January 2013) resulting in Public Hearing Digest, staff reports for Planning Board work sessions, Planning Board Draft Plan and preliminary design guidelines.
- County Executive Review (February – March 2013) resulting in County Executive’s comments and Fiscal Analysis.
- County Council Review (April – September 2012) resulting in Approved Master Plan.
- Implementation (October – December 2013) resulting in Approved and Adopted Master Plan, Approved Sector Map Amendment (zoning ordinance amendment).

### Conclusion

The case studies discussed in this chapter reveal many common themes with regard to public participation opportunities, planning education components, interactive exercises employed to engage citizens in the development of plan alternatives, and the outreach methods used to inform the public of planning study progress. Almost all of the cases used advisory groups, visioning meetings, open houses and small group workshops throughout a planning study. The Reston Master Plan process also included a “land use college” and intensive planning education effort that took place prior to the start of the planning process. Most of the studies used the “low-tech” approach when employing visualization techniques to engage the public, with the exception of the Penn Daw Special Study that used digital three dimensional modeling. Two of the cases, Alexandria and Arlington, used keypad polling during their visioning meetings. Most of the studies used the same outreach methods and tools. In the case of outreach to demographically diverse segments of the community, both Fairfax County and the City of Alexandria published planning study literature in multiple languages and provided translation services at meetings.

## APPENDIX A WORKSHOP/VISIONING SESSION EXERCISE EXAMPLES

Workshops are an extremely flexible and effective method for learning, team building, problem solving, and consensus building and can be used for a variety of purposes such as visioning sessions. A central feature of workshops is that they incorporate some form of public participation via two-way communication. A successful workshop will solicit meaningful feedback from a range of stakeholders and if desired, build agreement.

Visual displays are critical components to virtually any workshop. Pictures, maps, charts, photographs, and aerials help describe the study area. Asset maps, which combine photographs with their location on a larger map, are used to create an inventory of important buildings, sites, streets, or districts and can be an effective way of providing context to the study area. Depending on the types of participants, and if qualified facilitators are available, small participant groups can be organized to create graphics that illustrate their vision for the project. Finally, mapping exercises can be employed to convey a great deal about participants issues and desires.

This appendix describes several sample exercises that can be used while hosting a planning workshop or visioning session. They are intended to promote collaboration within a community group which can lead to building consensus among the majority of stakeholders. As discussed in the Chapter One of the *Public Participation Guide*, visioning exercises are designed to answer the following questions:

- Where are we now?
- Where are we going?
- Where do we want to be?
- How do we get there?
- Are we getting there?

This list of sample exercises is intended to display the diversity of exercise types which can be used to answer these five questions. It is not meant to prescribe a specific format for a particular meeting. Exercises should be altered depending on:

- the expected group size,
- participants' needs,
- number of facilitators available,
- available time, and most importantly, and
- the goals of the workshop itself.

Workshop facilitators should build a deep knowledge base about the area in preparation for the workshop. They should research and collaborate with a variety of agencies and community members in advance to appreciate the history and dynamics of both the larger context and immediate areas impacted by the planning effort. They should have an understanding of the type

of people they will be working with and be prepared to redesign the workshop to best suit the needs of participants.

The purpose of the workshop should be clearly defined both in advance and at the beginning of the meeting. It is also important that facilitators establish a set of ground rules at the very beginning of the workshop so that all ideas and all participants are respected throughout the process. For more information on workshop facilitation, a number of resources are available:

1. Kaner, Sam. *Facilitator's Guide to Participatory Decision-Making*. 2nd ed. San Francisco: Jossey-Bass, 2007.
2. Lennertz, Bill, and Aarin Lutzenhiser. *The Charrette Handbook*. Chicago: American Planning Association, 2006.
3. <http://www.charretteinstitute.org/>

## Exercises

### 1. Icebreaker

This is a simple and effective first workshop exercise for large groups. It helps participants develop word associations that are useful throughout the public process. Participants should be encouraged to use verbs and adjectives in short 1-4 word answers. The exercise is organized around three questions that start broad and then narrow in. Broad initial questions can begin as: “Tell us about (study area)?” A second question can begin to address overall identity: Share something that provides identity to the area. A final question should narrow things down further by asking about specific characteristics of the study area.

### 2. Group Values Exercise

The Group Values Exercise is a good complement to the Icebreaker exercise once some general group concepts have been identified. Participant answers should be short (1-4 words).

#### Part I: Break out into smaller groups (6-10 people per group)

Have each group answer 3-4 questions (these should be tailored to the purpose of the meeting but generally answer the following):

1. What is it?
2. What does it do?
3. How does it do it?
4. Who does it do it for?

A facilitator should be assigned to each group.

#### Part II: Vision Exercise

Individual groups report back to the entire group in the form of a grid, as shown to the right. The grid can help reorganize the ideas around a set of basic priorities- i.e. transportation, connectivity, local economy, and land use.



The group responses can form the framework for a vision or set of goals that can be later polished by staff.

### 3. Historic-Current-Future Exercise

This large group exercise can lead to the development of goals or a general consensus on group values. Short answers (1-4 words) to three questions are written inside concentric ovals. This exercise is designed to narrow a lot of ideas into a single set of goals.

#### Part I: Largest circle

Group question: *What things are given in your community?*

*What can't change?*

Give examples: such as a highway that runs through the area.

#### Part II: Middle circle

Group question: *What are current trends or attitudes in your community?*

Give examples: there is a need for more multi-family housing or a big lunch crowd comes every weekday.

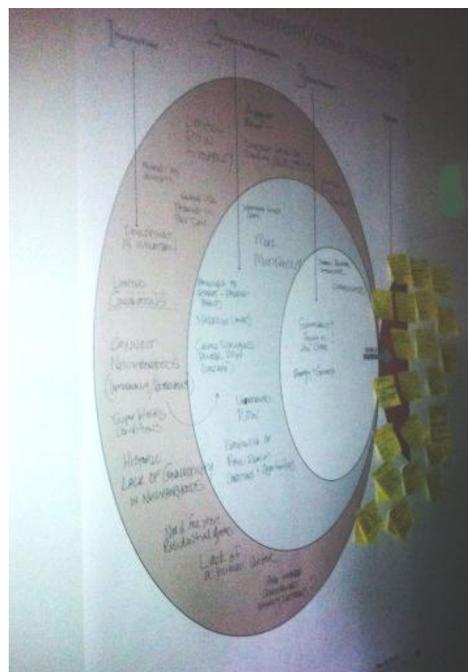
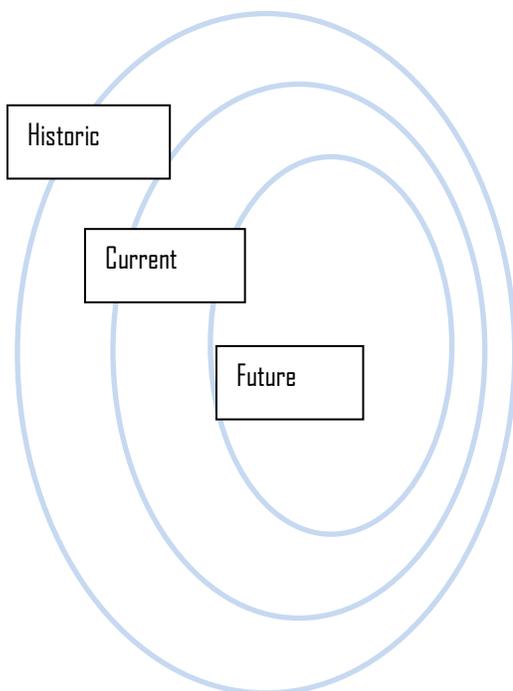
#### Part III: Inner circle

Group question: *What are core features for the future of your community?*

Give examples: the area should become a dynamic regional attractor there should be greater pedestrian connectivity across major roadways.

#### Part IV: Optional Follow-up Question

Pass out post-it-notes and ask each participant to write one community goal. These goals may be displayed to the right of the three ovals.



#### 4. SWOT Analysis (Strengths Weaknesses, Opportunities, Threats)

Depending on the number of participants, this exercise can be done either as one large group or in smaller breakout groups so long as there is at least one facilitator assigned to each group and smaller groups have the opportunity to report back to the entire group. A key to this exercise is explaining to respondents the specific meanings behind each of the terms.

Participants should respond to the following questions:

1. What is one of the area’s strengths? In this case, “strengths” refers to positive internal characteristics of the area.
2. What is one of the area’s weaknesses or limitations? In this case, “weaknesses” refers to internal disadvantages.
3. Where is there an opportunity to improve? These come from outside the area.
4. What is a threat to the area? These also come from outside the area.

These questions help facilitators and participants gain a deeper understanding about the community and its context by considering both internal and external forces that affect the study area.

Traditionally, answers are placed within a four-part grid:

	Helpful	Harmful
Internal	Strengths	Weaknesses
External	Opportunities	Threats

#### 5. Mapping Exercises

Mapping exercises can be organized in a number of ways depending on the goals of the workshop. More often, mapping exercises work best in smaller groups with 1-2 facilitators per group. Selecting the right types of maps is integral to the success of the exercise. Generally, with any mapping exercise, at least two maps in different scales should be provided to each group:

1. An aerial map that includes sufficient context around the study area with major roads and points-of-interest labeled. It is easier for many people to read aerial maps when roads have been overlaid with a transparent color.
2. A zoomed in map specifically of the study area with major roads and points-of-interest labeled

Groups are asked to draw over the maps to respond to a variety of questions such as: Circle areas you want to connect to. Mark areas you think should be prominent. What locations do you frequent on a daily, weekly, or monthly basis? Circle areas or streets that you think are dangerous?

- Colored sticker dots can be provided to participants. This can sometimes be a good way to break the ice with a mapping exercise. For example: ask participants to place dots on important places to preserve. Or place dots on three places you would like to see transformed.
- Post-it notes can be used when asked to describe or label locations.
- Trace paper is often helpful in the process and particularly when maps will be reused.

A second part to any mapping exercise should include displaying the maps for all groups to view and discuss overlaps and common themes between them.

## **6. Kevin Lynch Mapping Exercise**

Kevin Lynch was a well-known planner and author of a number of seminal books on cities including *The Image of the City*. In it, he describes how users perceive and organize spatial information as they navigate through their environment. By introducing the idea of *Imageability*, Lynch was able to isolate distinct features of a city. He explained that people form mental maps, or individual representations of what the area contains and how it is laid out, using five elements:

- Paths – trails, sidewalks, and streets where one moves
- Edges – perceived boundaries such as shorelines, highways, walls
- Districts – large sections of the area distinguished by a particular character
- Nodes – important focal points or intersections
- Landmarks – objects that serve as reference points

This exercise asks stakeholders to identify these five elements either by: 1. using their own mental maps to identify existing elements, or 2. express their desires for the area by describing what these elements should become.

Using maps, participants are asked to locate the elements using different color stickers or markers. One simple question should be asked at a time. For example, using the blue sticker, locate an important focal point or intersection on the map. One of the more interesting aspects of this exercise is that not all elements fit neatly into one category. For example, one stakeholder may perceive a shoreline as an edge while another uses it as a path. These discrepancies can lead to stimulating and thought-provoking discussions.

## RESEARCH SOURCES

Planning and Urban Design Standards, American Planning Association, John Wiley & Sons, 2006.

“High-Touch/High-Tech Charrettes”, Bill Lennertz, Planning, October 2011, pp.26-30.

Fairfax County Department of Information Technology Fiscal Year 2013 Information Technology Plan.

Seven Corners Visioning Study  
<http://www.fcerevit.org/baileys/7corners.htm>

Reston Master Plan Special Study  
<http://www.fairfaxcounty.gov/dpz/reston/>

Penn Daw Special Study  
<http://www.fairfaxcounty.gov/dpz/comprehensiveplan/adoptedtext/2011-09.pdf>

Arlington County, Columbia Pike Initiative Land Use & Housing Study  
<http://www.columbiapikeva.us/revitalization-story/columbia-pike-initiative/>

City of Alexandria, Beauregard Small Area Plan  
<http://alexandriava.gov/BeauregardPlan>

Montgomery County, MD, East County Science Center  
<http://www.montgomeryplanning.org/community/wosg/>

**Plan Amendments Proposed to be Rescinded**

February 12, 2013

**2006**

<b>Amendment Number</b>	<b>Name</b>	<b>Status</b>	<b>Action Recommended</b>
S06-III-UP1	Middleton Farms	Board of Supervisors (BOS) deferred this amendment indefinitely on 2-5-2007. Amendment was superseded by APR 08-III-6DS (adopted 2-23-2010).	Rescind.

**2005**

S05-IV-MV1	North Hill/Woodley Hill	Plan amendment was authorized to be considered as part of 2005 Area Plans Review process. Planning Commission (PC) deferred amendment indefinitely on 4/27/2006 for Department of Housing and Commission Development study. APR item has reached one year expiration date.	Rescind.
S05-IV-LP3	Lorton Town Center, Land unit E7	BOS deferred indefinitely on 7-25-2005. No further action has been taken.	Rescind.

**2004**

S04-IV-RH2	Burgundy Road	PC deferred indefinitely on 3-17-2005. No further action has been taken.	Rescind.
S04-CW-5CP	Mason Neck HOD	No further action has been taken due to community concerns.	Rescind.
S04-I-B1	Seven Corners CBC, Sub-unit A2 (Cambridge Commons)	Applicant requested deferral of public hearings prior to PC public hearing. No further action has been taken.	Rescind.

**2003**

S03-IV-MV5	Richmond Hwy Revitalization	BOS authorization was to add two parcels, Tax Map parcels 101-3 ((3)) 1A and 2A into the Commercial Revitalization district. This item was handled by the Zoning Evaluation Division and was superseded by rezoning application RZ 03-MV-0652.	Rescind.
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**2002**

S02-CW-2CP	Policy Plan Amendment, Parks	Plan amendment originated as the second part of PA S02-CW-1CP, but was assigned separate number when PC indefinitely deferred this second part on 7-25-2002. Amendment was superseded by Parks Policy Plan amendment, S01-CW-15CP, adopted 6-20-2006, No. 2003 P-07.	Rescind.
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Amendment Number	Name	Status	Action Recommended
S02-I-B2	Munson Hill Towers	BOS deferred this amendment indefinitely on 10-28-2002. No further action has been taken.	Rescind.

**2001**

S01-CW-12CP	Courts	Amendment authorized as part of larger update of public facilities section of Policy Plan. Assessment determined that specific update to courts recommendation was not needed. No further action has been taken.	Rescind.
S01-CW-16CP	Schools	Amendment authorized as part of larger update of public facilities section of Policy Plan. Another amendment to update the Schools section of the Policy Plan and Area Plans recommendations is proposed as part of the draft work program, dated February 20, 2013.	Rescind.
S01-CW-T1	Fort Belvoir Community Planning Sector	Woodlawn Road was closed to through traffic after 9-11-2001, and Plan amendment was sent back to BOS by PC for withdrawal. Found no record of formal BOS withdrawal.	Rescind.

**2000**

S00-IV-MV3	Medieval Times Theatre	No further action has been taken due to strong community opposition.	Rescind.
S00-II-F1	Dixie Hills (Dix-Cen-Gato Community)	Area has been redeveloped.	Rescind.
S00-CW-T1	Buckman Road/Mt. Vernon Hwy/Route 1 Intersection	BOS authorized the amendment on 2/7/2000 to designate intersection as an intersection requiring special study. Intersection considered as part of 2002 Route 1 Location Study.	Rescind

Amendment Number	Name	Status	Action Recommended
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**1999**

S99-CW-TR1	Equestrian/Bicycle Trails in Fairfax Station/Clifton and Great Falls Areas	PC deferred the amendment indefinitely on 9-30-1999. The amendment was superseded by the 2000 Trails Plan Review Update (S99-CW-TR2), adopted number 2000-18 and 2000 P-02.	Rescind.
S99-CW-T1	Popes Head Rd & Fairfax County Pkwy	PC deferred the amendment indefinitely on 4-29-1999. The subject of the amendment, an interchange at the intersection of Fairfax County Parkway, Popes Head and the proposed extension of Shirley Gate Road was added in the 2006 transportation plan update, adopted number 2003-P-08, adopted July 10, 2006 (Policy text) and July 31, 2006 (Transportation Plan Map).	Rescind.

**1998**

S98-I-B1	Virginia Heights	PC deferred this amendment indefinitely on 6-24-99. No further action has been taken.	Rescind.
S98-III-UP4	Great Falls Grange Historic Overlay District	BOS authorized OPA for creation of historic overlay district 11-16-1998. No further action has been taken.	Rescind.
S98-CW-T1	South-East Metro Rail Extension	BOS initiated on 11-23-1998 to consider extending Metrorail in the I-95/Rt. 1 corridor as part of the 2020 Plan update. Both Route 1 and I-95 are already shown as Enhanced Public Transportation Corridors on Comprehensive Land Use and Transportation Plan Maps. Amendment is not necessary.	Rescind.

**1997**

S97-IV-S1	Parcels in the vicinity of Hooes Rd.	APR 97-IV-1S became PA S97-IV-S1, and the amendment was deferred indefinitely on 1-23-98. No further action has been taken.	Rescind.
S97-CW-2CP	Dulles Suburban Center, Land Unit A Study	BOS authorized amendment on 7/21/97. Subject area currently being reviewed as part of ongoing Plan amendment S07-III-UP2, which would supersede the need for PA S97-CW-2CP.	Rescind.

Amendment Number	Name	Status	Action Recommended
S97-CW-1CP	Telecommunications	BOS initiated on 5-12-1997 to look at recommendations from the Countywide Telecommunications Task Force dealing with new or replacement of antenna on existing structure or buildings. BOS made motion to defer indefinitely on 7-7-97. Superseded by Plan Amendment S03-CW-1CP (2003 P-01, adopted September 29, 2003)	Rescind.

**1996**

S96-II-M1	Hunting Ridge, Sub-unit S1, Tysons Corner Urban Center	BOS authorized on 2-12-1996. PC made decision on 7-24-1996. BOS deferred public hearing on 10-14-1996. The amendment was superseded by Tysons Study (ST05-CW-1CP, amendment 2007-23, adopted June 22, 2010)	Rescind.
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**1995**

S95-III-P1; APR 97-III-2P	Banting Drive	PC indefinitely deferred Plan amendment S95-III-P1 on 5-1-1996. On 3-10-1997 BOS requested that this item be included in the 1997 APR, which became APR 97-III-2P. APR 97-III-2P was withdrawn on 7-10-1997.	Rescind.
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**1994**

S94-CW-T2	Seneca Rd and Georgetown Pike	BOS indefinitely deferred amendment on August 8, 1994.	Rescind.
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