



## Housing Arlington: Missing Middle Housing Study Proposed Scope, Charge, and Timeline

### Background

Arlington is a desirable community with an evolving economy and a growing population. However, as housing demand has increased, pressures on the regional and local housing market have intensified, causing shortfalls in housing supply, fewer housing options, and rising housing costs. These are regional issues that will require regional solutions as well as actions at the local level.

Housing is an essential piece of a community's infrastructure. Arlington's vision to be a diverse and inclusive community depends on being able to offer a full range of housing types and affordability levels. Given these needs, the County Board resolved to establish the Housing Arlington Initiative in March 2019. The umbrella program will expand land use tools, housing policy, financial resources, and innovative local and regional public-private partnerships to reach an equitable, stable, adaptive community.

As part of the Housing Arlington Initiative, Arlington can work to directly address these housing challenges within its regulatory and policy frameworks. Arlington's current land use policy and Zoning Ordinance limit opportunities to build "missing middle" housing types, such as duplexes and triplexes. A recent study found that 73% of the land zoned for residential use in Arlington is zoned exclusively for single family detached housing.<sup>1</sup> Barriers to building these housing types impede increases to the County's overall supply and construction of new housing. Missing middle housing types could provide more affordable options than what is currently being produced.

Examining opportunities to diversify Arlington's housing stock through the introduction of "missing middle" housing will further the policies adopted by the County Board in the Affordable Housing Master Plan (AHMP), an element of the Comprehensive Plan. The following AHMP goals, objectives and policy directives provide specific direction to address missing middle housing:

- Incentivize the production of moderately-priced ownership housing through land use and zoning policy (1.2.1).
- Encourage production and preservation of family-sized (e.g. 3+bedroom) moderately-priced ownership units (1.2.2).
- Explore flexibility in housing types and residential uses in single-family neighborhoods (1.2.3).

*"Efforts need to focus on strategies and tools to provide other housing types and price points not readily available in the Arlington market, referred to as missing middle."*

- Arlington County Board,  
Housing Arlington Resolution,  
March 19, 2019

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<sup>1</sup> Urban Institute. (2019). Meeting the Washington Region's Future Housing Needs, p. 58. Retrieved from [https://www.urban.org/sites/default/files/publication/100946/meeting\\_the\\_washington\\_regions\\_future\\_housing\\_needs\\_2.pdf](https://www.urban.org/sites/default/files/publication/100946/meeting_the_washington_regions_future_housing_needs_2.pdf)

Additionally, in Fall 2019, Housing Arlington hosted a series of Community Conversations to shed light on housing issues in Arlington, focused specifically on the topics of economics, the environment, and equity. The feedback that was received indicated support for finding new creative solutions to address housing shortages while addressing other key issues and concerns, such as tree preservation and stormwater management. Participants also stressed that, from an equity perspective, it is appropriate to examine the County’s policies and practices to ensure that all Arlingtonians have a share in the County’s health, wealth and prosperity. These goals can be achieved, in part, through this study by identifying new housing types, and exploring ideas that could possibly incentivize production of more moderately-priced homes.

## **Purpose**

The Missing Middle Housing Study will examine how new housing types and forms could be introduced in Arlington that increase and diversify the County’s housing supply, guided by the following desired outcomes and key considerations.

## **Outcomes**

Drawn from the 2015 AHMP, the 2018 Big Idea Roundtables, County Board direction for Housing Arlington and the Fall 2019 Housing Arlington Community Conversation Series, the desired outcomes of this effort include:

- A shared understanding of Arlington’s housing shortfall and missing middle housing gap (Phase 1, see below);
- an adopted policy that supports preservation of existing Missing Middle housing stock and production of new missing middle housing types for County Board consideration (Phase 2);
- identification of Comprehensive Plan and other County policies and practices to be further reviewed to support of the goals of this process (Phase 2); and
- the ability for new housing type alternatives to be built that meet Arlington’s definition of “missing middle housing”, offering more affordability and design that is complementary and compatible with the scale and style of their intended neighborhoods (Phase 3).

## **Key Considerations**

The outcomes of this effort will be informed by the following key considerations:

### Overarching Guidance

- **robust community engagement** with multiple methods of participation for all people living throughout Arlington, including in-person engagement, and partnerships with community organizations with shared interest in missing middle housing;
- dedication to further the County’s vision to be a “diverse and inclusive” community and to advance the County’s vision of **equity** through its land use policies;

### Understanding of Existing Conditions

- data analysis of residential development trends in Arlington since 2010 and the current housing market;

- research **historic policies and practices** and **inventory existing Missing Middle housing** to understand the County’s current development pattern and areas of undersupply;

Detailed Study of Potential New Housing Types and Impacts

- assessment of **the economic feasibility** of constructing new types of missing middle housing and the probable affordability level(s);
- analysis of **locational factors**, such as access to multi-modal transportation options; proximity to major arterials; proximity to jobs, shopping and recreational opportunities; and areas of environmental sensitivity;
- study of the **compatibility** of potential new housing types with adjacent uses and activities in terms of **height and massing**;
- evaluation of **impacts and benefits to the environment and public realm**, including trees and natural resources, stormwater management, energy, parks and public space, and on-street parking; and
- examination of how to **mitigate and/or lessen the potential impacts** on neighboring properties with attention to tree loss/replacement and storm water management.

**Study Approach**

The Missing Middle Housing Study will be a Countywide study comprised of three major phases, preceded by pre-planning to lay the groundwork for missing middle housing through research on existing conditions. Figure 1 represents a summary of this approach.

- *Phase 1 – Building a Common Understanding* to develop a community-wide understanding of the need for missing middle housing and preliminary ideas for possible new Missing Middle housing types and key considerations;
- *Phase 2 – Focused Study* to further examine housing types identified through phase 1 for additional analysis; and
- *Phase 3 – Implementation* to facilitate the development of new housing types through amendments to County plans and ordinances.

**Figure 1: Arlington Missing Middle Housing Study Phases, Milestones, Outcomes, and Timeline**

Phase	Pre-planning	Phase 1 Building A Common Understanding	Phase 2 Focused Study	Phase 3 Implementation
<b>Milestones</b>	Completed Research  Review of Draft Scope, Charge, and Timeline	Study Kick Off  Problem Definition  Preliminary Ideas for New Housing Types and Key Considerations	Recommendations for New Housing Types and Locations  Recommendations for Other Studies to Support New Housing Types	ACZO and GLUP studies  Comp Plan and CIP Work Plan
<b>Outcomes</b>	Research Compendium  CB approved Scope, Charge, and Timeline	Report for County Board Consideration	Report for County Board Consideration	AZCO amendments and Comp Plan amendments as needed
<b>Timeline</b>	2019 Q4 – 2020 Q1	2020 Q2 – Q4	2021 Q1 – Q2	2021 Q3 – Q4

The following provides a detailed description of each phase, the community engagement plan for this study, and roles of the inter-departmental staff team facilitating this effort:

### **Pre-planning**

Pre-planning for the Missing Middle Housing Study centers around staff developing a compendium of existing conditions, policies, and regulations that identify the types of housing missing from Arlington's housing stock, why these types are missing, and the implications of these gaps on housing diversity and ability to increase housing supply. This pre-planning phase will also include an understanding of current practices in other jurisdictions, both regionally and nationally, and evaluate the feasibility of such practices in Arlington County. This compendium will inform the Phase 1 and Phase 2 processes of establishing a shared understanding of Arlington's housing shortfall and missing middle housing gap and recommendations for new housing types.

Pre-planning also focuses on developing the appropriate community collaboration process for this study.

### **Key Questions**

What are the gaps in Arlington's current supply of housing?

- Analysis of currently available housing types (e.g. forms, features, distribution, percentage of total supply, zoning, number of units, size, and cost)

What policies, regulations, and market forces have supported Arlington's current patterns of residential development?

- Historical information about the evolution of Arlington's land use policy and regulatory framework
- Assessment of current Arlington County Zoning Ordinance (ACZO) standards and residential lots, including but not limited to an understanding of proportions and distribution of residential zoning districts throughout the County and barriers and opportunities to support missing middle housing types
- Other policies and regulations that impact or are impacted by residential development (e.g., transportation, parking, stormwater management, energy, urban forestry, historic preservation, Subdivision Ordinance, Building Code)
- Assessment of market trends and development eras including but not limited to garden-style apartments, townhomes, multi-family condominiums, and reinvestment and redevelopment in single family neighborhoods

How has missing middle housing been addressed elsewhere?

- Missing middle housing types found in other jurisdictions, not currently found in Arlington
- Policies, plans, and regulations in other jurisdictions that support preservation/production of new housing types and potential application and implications for the Arlington context

What is the appropriate community process to 1) establish a common understanding of Arlington's housing shortfall and missing middle housing gap, and then 2) create consensus for recommendations to address this housing gap?

- Process key milestones

- Outreach and engagement strategies for broad and diverse group of stakeholders

### **Milestones and Outcomes**

The major milestone in this pre-planning phase will be: 1) development of an Arlington Missing Middle Briefing Book for the Phase 1 Community Kick-Off; and 2) approval of the Arlington Missing Middle Housing Study Scope, Charge, and Timeline by the County Board in April 2020.

### **Phase 1 – Building a Common Understanding**

Phase 1 of the Arlington Missing Middle Housing Study focuses on collaborating with the Arlington community to build a common understanding of Arlington’s housing shortfall and missing middle housing gap, the rationale to take action, and develop preliminary ideas for increasing the supply of missing middle housing types.

### **Key Questions**

The following outlines the central questions that will be answered in this phase:

Understanding Arlington’s housing shortfall and missing middle housing gap:

- What types of dwellings are missing or underrepresented in Arlington?
- What are the barriers to bridging the gap (e.g., policies and regulations, economic and market forces)?
- What are the impacts of this gap in housing types on sustainability, diversity, and equity that the community seeks to address?

Developing preliminary ideas for new housing types to study and key considerations associated with these housing types:

- What housing types should be studied to fill the housing gap as defined by the community?
- Are there locational considerations and issues with these housing types (e.g., design/massing compatibility with adjacent uses and block network, access to multi-modal transportation options and impacts on traffic and parking, environmental concerns, other issues raised by the community)?
- Are there broader policy, planning, and regulatory implications that the County may need to address to support preservation/production of new housing types (e.g., tree canopy, public facilities including school enrollment and capacity, on-street parking, transportation, stormwater management, energy use and renewable energy, historic preservation, General Land Use Plan and ACZO)?

### **Milestones and Outcomes**

Phase 1 of the Arlington Missing Middle Housing Study will be marked by a series of community engagement opportunities designed to achieve the following:

- Kick off the community conversation and provide education on Briefing Book research
- A shared understanding of Arlington’s housing shortfall and missing middle housing gap

- Generate preliminary ideas for housing types, issues, and opportunities for further study in Phase 2<sup>2</sup>
- Identify broader policy, planning, and regulatory considerations that the County should address to support preservation/production of new housing types

Focus group meetings may be scheduled by staff when needed to address issues based on specific topic areas. Examples of potential focus group meetings may include meetings with interested home builders/developers, property owners, and real estate professionals.

At the conclusion of this phase, staff will prepare a report for County Board consideration summarizing the preliminary findings and recommendations of this community conversation. The report will be reviewed by advisory boards and commissions prior to County Board review.

A County Board work session will be held to consider the report and seek direction on housing types for further study in Phase 2.

### **Phase 2 – Focused Study**

Phase 2 of the Arlington Missing Middle Housing Study centers around conducting focused analysis of Missing Middle housing types recommended for further study in Phase 1 and collaborating with the community to develop recommendations for specific housing types to introduce or re-introduce into Arlington, key considerations for where these housing types should be located, and recommendations for other studies, plans, and policies to support Missing Middle housing in Arlington.

### **Key Questions**

The following outlines the central questions to answer in this phase:

#### Design

- What are the massing, siting, access, on-site parking, and lot coverage requirements?
- What are the opportunities for landscaping, green energy, and stormwater management?
- What mitigation strategies may be needed to address potential impacts?

#### Locational Issues

- What types of lots (size, relationship to road network) are appropriate?
- What types of adjacencies (land uses, environmental features) are appropriate?
- What transportation options are needed?

#### Economics

- What is the financial feasibility?
- What is the target market?

#### Policy and Regulations

- How do the proposed housing types comport with current zoning standards (# of units, lot coverage, height, units/acre, on-site parking)?
- Are there other potential regulatory issues (Building Code, Chesapeake Bay Preservation Ordinance, Subdivision Ordinance)?

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<sup>2</sup> Plan Lee Highway will also test potential housing types in development of land use scenarios in Residential Edges, to be incorporated into the analysis of potential ideas for housing types, issues, and opportunities.

- What are the impacts of permitting new housing types on the various elements of the County's Comprehensive Plan, that may require additional study?

### **Milestones and Outcomes**

As in Phase 1, Phase 2 of the Arlington Missing Middle Housing Study will be marked by a series of community engagement opportunities designed to achieve the following:

- Generate recommendations for new housing types and locations and associated trade-offs
- Generate recommendations for other planning guidance needed to support new housing types

Focus group meetings may be scheduled by staff when needed to address issues based on specific topic areas. Examples of potential focus group meetings may include meetings with interested home builders/developers, property owners, and real estate professionals.

At the conclusion of this phase, staff will prepare a report for County Board consideration summarizing the recommendations of this community conversation. The report will be reviewed by advisory boards and commissions prior to County Board review.

A County Board work session will be held to consider the report and seek direction on recommendations to move forward for implementation in Phase 3.

### **Phase 3 – Implementation**

Phase 3 of the Arlington Missing Middle Housing Study focuses on implementing the recommendations for missing middle housing approved by the County Board in Phase 2.

### **Key Questions**

The following outlines the central questions to answer in this phase:

- What zoning tools are needed to support preservation and production of the missing middle housing types that were developed in Phase 2?
- Are GLUP amendments needed to update County land use policies to support production of missing middle housing types?
- What other policy changes and budget priorities are needed to support missing middle housing?

### **Milestones and Outcomes**

Staff will prepare recommendations for proposed Zoning Ordinance amendments and other Comprehensive Plan studies as determined appropriate to implement the recommendations of the Missing Middle Housing Study. Staff will seek input from the Planning Commission and other advisory commissions, other stakeholder groups, and focus groups as appropriate throughout the development of recommendations for formal County Board consideration and action. Public hearings will be held to consider recommendations for implementation efforts stemming from the Missing Middle Housing Study.

Staff may also recommend development of a workplan for future studies and planning processes to address changes to Comprehensive Plan and/or the Capital Improvement Plan (CIP) needed to support the recommendations of the Missing Middle Housing Study.

### **Community Engagement**

#### ***Why engagement matters:***

Community engagement is essential to collect diverse viewpoints that are the basis of decisions benefiting Arlington over the long term. Effective engagement builds public knowledge, listens to varied voices, and leads to better, more widely accepted decisions. It requires a continuous dialogue with the all members of the community.

#### ***What engagement goals are envisioned:***

The Missing Middle Housing Study shares Housing Arlington's engagement goals:

- Motivate participation from a broad audience, where community members are equitably represented
- Foster a cooperative process that collects and utilizes meaningful feedback prior to decision-making
- Empower an informed community partner network that can use their voices to further these goals

The overall engagement level for this study is collaborate. For more information about the County's approach and levels of engagement, view the [Six-Step Guide to Public Engagement](#).

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**Who should be engaged:**

Group	Participation	Role	Engagement Format	Frequency
<b>Stakeholders</b>	Open to general public	<ul style="list-style-type: none"> <li>• Keep informed throughout the process</li> <li>• Collaborate with staff at key milestones</li> </ul>	<ul style="list-style-type: none"> <li>• Informed through study communication channels, including website, e-news, articles, social media, and other promotional materials</li> <li>• In-person engagements such as workshops, public meetings, open houses, educational events, and other opportunities.</li> <li>• Online engagements such as feedback forms, document reviews, virtual events, and other opportunities</li> </ul>	At key milestones (identified in the process timeline)
<b>Community Partners</b>	Open to interested individuals and organizations throughout the process	<ul style="list-style-type: none"> <li>• Utilize provided engagement tool kit(s) to disseminate study information to own network</li> <li>• Participate in targeted discussions and/or co-host community meetings or provide feedback on specific topics</li> </ul>	<ul style="list-style-type: none"> <li>• Partner-hosted meetings, events, discussions and informal engagements</li> <li>• Co-hosted meetings with study team, to be determined with regards to community meeting criteria and available resources</li> <li>• Partner-led information distributions, online engagements, and shared content</li> </ul>	As needed, likely increasing at key milestones
<b>Citizen Advisory Panel, Working Group or Other</b>	To be determined	To be determined	To be determined	To be determined

**Stakeholders**

Stakeholders, or anyone in the general public with a vested interest in the study, are invited to attend all open community meetings and participate in in-person and online engagements. Through these opportunities, they will be able to collaborate with County staff in answering central study questions. Stakeholders are encouraged to remain connected with Housing Arlington communication channels (Appendix A), which staff will continuously update with important study information.

The County aims to engage the following local stakeholder groups:

- Accessibility population
- Apartment/condo managers
- Arlington Public Schools (APS)
- Boards, commissions, committees, advisory groups
- Business Improvement Districts

- Businesses
- Chamber of Commerce
- Civic Associations
- Commuter and bicyclist groups
- Community interest groups
- Condo associations
- County and APS employees
- Development community
- Faith-based groups and cultural organizations
- Homeless population
- Limited-English populations
- Media outlets
- Members of the general public with a vested interest in Arlington
- Non-profit groups
- Parent-Teacher groups
- Property owners
- Public agencies (neighboring jurisdictions, WMATA, State of VA)
- Residents
- Renters
- Seniors and aging population
- Sports and recreation groups
- Transportation partners
- Youth and families

### **Community Partners**

The County will enlist a network of community partners to facilitate broader study participation through the use of their own communication networks. Individuals and community groups/organizations who wish to become a community partner will be able to sign-up via the Housing Arlington website throughout the study process. Community partners will be provided engagement toolkits and regularly encouraged to share study information with their own networks. The varied types of dialogues community partners enable will expand the study's reach, bring an additional layer of perspectives heard, and contribute to achieving the study's goals. The County will provide partners with an easy-to-use template for reporting back who participated in their events and what they heard.

Periodically, the County staff may co-host or attend meetings with Community Partners. These community meetings will be open to the general public (see the study's Community Meeting Criteria under "In-person Engagements" below).

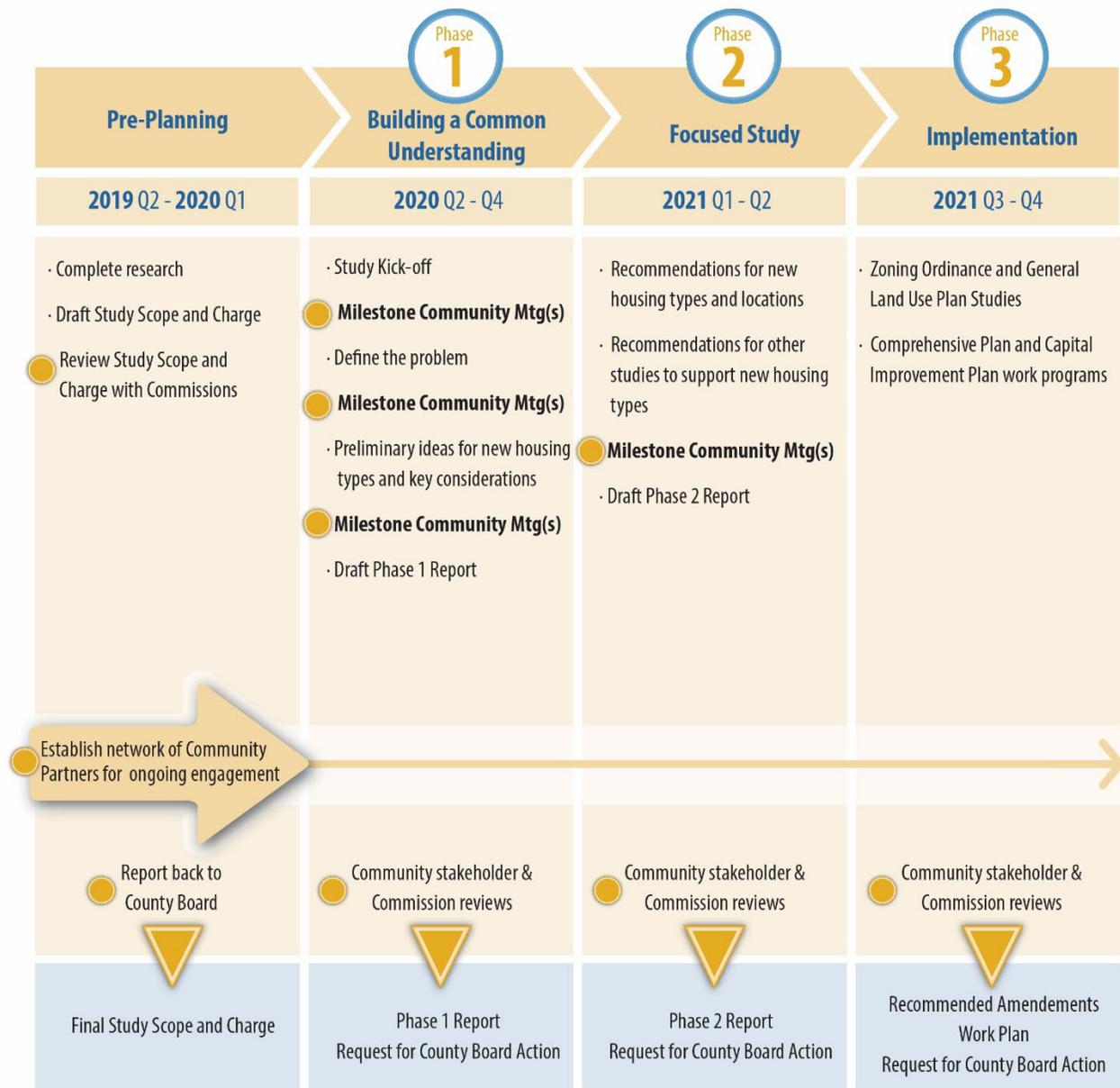
### **Citizen Advisory Panel, Working Group or Other**

Staff is considering different models of citizen participation to help manage the community process, provide feedback on policy issues and community perspectives, and act as a liaison to the interest group or constituency they represent and the broader community. Generally, advisory panels or working groups have been appointed in the past with the following roles / responsibilities:

- serving as a sounding board for staff;
- collaborating with staff on the process and content, ensuring that the process is equitable, thoughtful, and thorough;
- providing feedback on staff's recommendations; and
- helping staff prepare for Open Houses or other broader community meetings.

As part of the community review, staff will be seeking input on how best to incorporate a community advisory role into the process.

**When engagement efforts will occur:**



Prior to each study milestone, staff will meet with the Citizen Advisory Panel or Working Group to review analysis and materials prepared for collaboration with the general public at community meetings. Additional Citizen Advisory Panel or Working Group meetings may be scheduled as needed.

Community Partner meetings and events will occur throughout all phases, likely increasing at key milestones.

Supporting engagement activities will be activated as appropriate for each phase when opportunities arise and upon request – such as pop-up events or community partner meetings – and be customized based on the event, audience, and available resources.

Meeting and event schedules will be posted to the study website once confirmed and shared through the study's communication channels.

***How engagement strategies will be implemented:***

The following principles will guide staff's design of communication and engagement efforts:

- Inclusion and mutual respect for all stakeholders
- Early involvement and timely communication
- A transparent, accountable process
- Clear, accessible information and participation opportunities
- Open, two-way dialogues
- Effectively-used fiscal and staff resources
- Responsiveness to evaluations for improvement

A variety of engagement tools will be used throughout the study, supported by a robust communications and outreach plan. For a list of Housing Arlington communication channels, see Appendix A. For a list of Housing Arlington engagement tools and activity types, see Appendix B.

### **In-person Engagements**

In-person engagements, such as workshops, public meetings, open houses, educational events, and others will provide stakeholders the opportunity for interaction with County staff, face-to-face dialogues, and hands-on activities. Community meetings will not be the only opportunity for in-person engagement, but they will be the primary forum for reviewing study materials and collecting feedback.

The following Community Meeting Criteria will be used by staff to establish and prioritize community meetings and resources:

- Is the meeting purpose clear and consistent with the study's goals and objectives?
- Are staff resources available?
- Can ample public notice be provided?
- Is the meeting open to the entire Arlington community?
- Does the proposed location offer capacity and accessibility for broad community audiences?
- Can reasonable accommodations be made for participants with disabilities or those needing language translation services?
- Is there adequate time planned for meaningful discussion?

Additional milestone community meeting design considerations may include access to transit, childcare options, alternative formats, and variable dates and/or times.

### **Online Engagements**

Many stakeholders wish to engage on their own when their schedule allows it. Not every stakeholder has the availability, or interest, to attend in-person events. To accommodate a broader audience, the study team will offer additional opportunities for engagement virtually, such as surveys, feedback forms, webinars, interactive document reviews, social media interactions, and others.

One of the most critical communication and engagement tools will be the study's website. This is where staff will share program news, study documents, process timelines, community meeting schedules,

engagement opportunities, engagement summaries, contact information and more. The study website will be hosted at [housing.arlingtonva.us/missingmiddle](http://housing.arlingtonva.us/missingmiddle).

### **Staff Roles and Inter-departmental Coordination**

Led by staff in the Department of Community Planning, Housing and Development, Housing and Planning Divisions, a core staff team will facilitate the planning process. Specifically, staff is charged with:

- Developing and undertaking a robust civic engagement process;
- Preparing and presenting analyses;
- Synthesizing feedback from community participants;
- Formulating working recommendations that will be presented to the community for feedback at key milestones through the process;
- Soliciting insight and information from different stakeholders;
- Developing draft and final recommendations;
- Scheduling, preparing materials for, and facilitating engagement events and activities; and
- Identifying issues that may need additional input from the County Board.

The core staff team will be supported in carrying out these responsibilities by an inter-departmental team including staff with expertise in housing development, land use planning, urban design, construction, zoning, inspection services, multi-modal transportation, economics, urban forestry, and environmental planning.

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## Appendix A: Housing Arlington Communication Channels

### Communication Channel Objectives:

- Prioritize tools and create engagement content that contribute to the program’s communication and engagement goals (see above)
- Provide study information that is transparent, accurate, timely, easy-to-understand, easy-to-access, and shareable
- Prioritize activities and channels that can reach inclusive and diverse audiences
- Educate the community about housing issues, particularly those who may be less informed
- Link stakeholders to resources
- Maintain continuous connection with stakeholders throughout program lifecycle
- Seek feedback on how stakeholders wish to receive information

- **Public Website:**  
[arlingtonva.us/housingarlington](http://arlingtonva.us/housingarlington)
  - Program News
  - Initiative and Study Documents
  - Process Timelines
  - Engagement Opportunities and Calendar
  - Contacts
- **Housing Arlington eNews:**
  - [Subscribe](#) on project homepage
  - Distributed 1-2 times per month
- **Email the team:**  
[housingarlington@arlingtonva.us](mailto:housingarlington@arlingtonva.us)

### External Channels:

- County website
- eNewsletters
- News releases / media articles
- Social media - @ArlingtonVA, @planArlingtonVA  
Twitter, Facebook, NextDoor, Instagram
- Google Talk (SMS texts)
- Flyers, eBoards, bulletin boards, and other signage in community centers, parks, and public places
- TV media, Arlington TV
- Local blogs, hyperlocal news websites
- Radio
- Public meetings, presentations, speaking engagements
- Direct mailings
- Ride space on other County notices (mailings, postings, bills, flyers)
- Advertisements
- Roadside banners
- Arlington Public Schools (APS) and APS communication channels, particularly newsletters, PTA lists, social media, and Peachjar (“backpack mail”)
- Community Partner network communication channels, particularly websites, newsletters, meetings, word of mouth, and social media
- Other outreach opportunities as they arise that may target study stakeholders



## Appendix B: Housing Arlington Engagement Tools and Activity Types

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### Engagement Tool Objectives:

- Prioritize tools and create engagement content that contribute to the program’s communication and engagement goals (see above)
- Clearly communicate each engagement’s purpose, directions, and background information required
- Diminish barriers to participation
  - Provide language and accessibility accommodations
  - Schedule events at varied times
  - Provide a balance of in-person and online/remote opportunities
  - Meet stakeholders where they are
- Use participants’ time efficiently
- Demonstrate how input was used
- Collect feedback in a consistent way and share on study website
- Seek feedback on how stakeholders wish to engage

### Potential Engagement Tools and Activity Types:

- Community workshops
- Open houses
- Public meetings
- Focus groups
- Interviews
- Meetings with commissions, advisory groups, civic associations, and other community groups and organizations
- Participation in community events
- Walkabouts, walking tours
- Summits, symposiums
- Fair/Festival/Mobile Pop-Ups
- Civic engagement toolkits / Meeting-in-a-Box
- Limited-english specific outreach and events
- Feedback/survey stands
- Online and in-person surveys and feedback forms
- 76 Engage interactive online platform
- Konveio interactive online platform
- Virtual townhalls
- Live streaming events
- Webinars
- Online chats
- “Tweet with a Planner”
- Dynamic comment database

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