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, few 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 seeks to address housing affordability on many fronts to expand the supply of housing, broaden the types of housing available, and preserve or increase the supply of affordable housing units. There is no single solution that will tackle all of Arlington's, or the region's, housing affordability challenges. Six individual initiatives fall within the Housing Arlington umbrella: Land Use Tools, Financial Tools, Institutional Partnerships, County Employee Housing, Condominium Initiative, and Affordable Housing Master Plan Review.

> *"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 <u>missing middle</u>."*
>
> - Arlington County Board,
>   Housing Arlington Resolution,
>   March 19, 2019

Under the umbrella of Housing Arlington Land Use Tools, one strategy that Arlington can employ is to address its regulatory and policy frameworks. Arlington's current land use policy and Zoning Ordinance limit opportunities to build "missing middle" housing types, such as small single-family homes, duplexes, triplexes, and small apartment buildings. "Missing middle" refers to the range of housing types that fit between single-family detached homes and mid- to high-rise apartment buildings. Missing middle housing types do not always correlate with a specific income bracket. However barriers to building these housing types impede increases to the County's overall supply and construction of new housing. As noted in the Arlington Missing Middle Housing Study Research Compendium (Bulletin 4), 75% of the land zoned for residential use in Arlington is zoned exclusively for single family detached housing. Missing middle housing types could contribute to the relative affordability of Arlington's housing stock - providing more affordable options than what is currently being produced.

Examining opportunities to diversify Arlington's housing stock through "missing middle" housing will further the policies adopted by the County Board in the Affordable Housing Master Plan (AHMP) (2015), 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).

Missing Middle housing presents many other significant community benefits, including support for local businesses enabling employees to live where they work, the ability to bridge between low- and high-density areas, walkable neighborhoods and supporting more transit options.

Rationale

Addressing the missing middle housing gap is such a pressing need because Arlington's neighborhoods are already changing and becoming more and more exclusive. While Arlington's progressive policies to support growth along the Metro and Columbia Pike corridors have allowed for production of multifamily housing that is more affordable than single-family detached housing, the exclusionary nature of Arlington's planning vision has been translated into a long-established policy that only single-family detached housing and townhouses, in very limited circumstances, should be permitted in the majority of the County's land area. As a result, missing middle housing types, such as duplexes, triplexes, or small apartment buildings, have been allowed in only very limited locations. Meanwhile, small single-family homes are being torn down and replaced with large single-family homes, further reducing the supply of single-family homes that provided a more affordable housing option. This type of change will continue with or without policy intervention.

Land use policy and zoning decisions made in the past, without intentional policy updates over time, have contributed to racial disparities in housing and access to opportunity. The areas of Arlington zoned primarily for single-family detached housing overlap with census tracts where 70% or more of the population is white. Arlington's exclusionary zoning and land use policy does not support diversity of households, especially Black or African American and Hispanic or Latino households.

If Arlington does nothing, regional growth will continue to exert upward pressure on land values, the existing housing stock will get more and more expensive, while existing mid-sized homes will continue to be replaced by large, single-family homes and very little else. Arlington's vision to be a diverse and inclusive community will become less attainable.

Given these market realities, the current exclusive nature of Arlington's land use policy and zoning framework, and the impacts of these barriers on housing diversity and supply in Arlington, the study will consider what types of housing could bridge the missing middle housing gap, then consider all areas of the County in determining appropriate locations for these potential new housing types. Given a new national call to address the racist elements of our systems and institutions, work to address the land use policies and zoning regulations that create barriers and exclusions cannot begin soon enough.

The feedback that was received in the Housing Arlington Community Conversations series in 2019 also indicated support for finding new creative solutions to address housing shortages while addressing other key issues and concerns, such as tree preservation and storm water management. The County is working on many fronts to address growth and change, including but not limited to becoming a Biophilic City Network Partner, Flood Resilient Arlington, Natural Resource Management Plan and Urban Forestry Master Plan Updates, Residential Permit Parking Program, and Long-Range School Capacity Planning. Given the multidisciplinary impact of planning and housing policy, these efforts, as well as the other

elements of the County's Comprehensive Plan will provide guidance and support for the Missing Middle Housing Study.

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, issues associated with this housing gap, and community priorities to address through missing middle housing (Phase 1, see below);
- an adopted policy that supports 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 County led 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;
- understanding of other **inter-disciplinary factors** and trends such as multi-modal transportation networks, tree canopy, stormwater management, and areas of environmental sensitivity;
- 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 consideration of biophilic principles, 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, preliminary ideas for possible new Missing Middle housing types, and key considerations to study in Phase 2;
- *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
Milestones	Completed Research Review of Draft Scope, Charge, and Timeline	Study Kick Off Preliminary Priorities and Considerations Preliminary Ideas for New Housing Types	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
Outcomes	Research Compendium CB approved Scope, Charge, and Timeline	Report on Recommendations for Phase 2 for County Board Consideration	Report on Recommendations for Phase 3 for County Board Consideration	ACZO amendments and Comp Plan amendments as needed

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 (complete)

Pre-planning for the Missing Middle Housing Study centers around staff developing a series of research bulletins on the 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 also included an understanding of other planning processes currently underway to address growth and change in Arlington, current practices in other jurisdictions, both regionally and nationally, and evaluate the feasibility of such practices in Arlington County. This series of research bulletins serve as a starting point 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 focused 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

Expected Outcomes

The major outcomes in this pre-planning phase were to: 1) develop an Arlington Missing Middle Research Bulletin Series for the Phase 1 Community Kick-Off; and 2) obtain approval of the Arlington Missing Middle Housing Study Scope, Charge, and Timeline by the County Board in the fall of 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, missing middle housing gap, and resulting issues; develop preliminary priorities and key considerations for evaluation of missing middle housing types in Phase 2; and develop preliminary ideas for for housing types to study in Phase 2.

Key Questions

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

Understanding Arlington's housing shortfall and missing middle housing gap:
- What is Arlington's housing shortfall?
- What is missing middle housing?
- 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 issues have resulted from this gap in housing types (e.g. housing production and affordability, economic and environmental sustainability, diversity and housing choice equity)

Developing preliminary priorities and key considerations for evaluation of housing types in Phase 2:
- What are the community priorities in adding new housing types to Arlington (e.g. affordability, bedroom count, variation in design, biophilic principles, neighborhood context compatibility, accessibility)
- 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)?

Developing preliminary ideas for new housing types to study in Phase 2:

- What housing types respond to the community's priorities?
- What specific issues associated with these housing types should be studied?

Expected Outcomes

Phase 1 of the Arlington Missing Middle Housing Study will be marked by a series of community engagement opportunities designed to reach the key milestones and answer the central questions of this phase, further detailed in the Community Engagement section of the scope document.

At the conclusion of the Phase 1 community engagement, staff will summarize the preliminary findings of this community conversation and a report on recommendations for Phase 2. The summary of preliminary findings and draft recommendation report will be reviewed by a technical advisory group and commisions, 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.

<u>**Phase 2 – Focused Study**</u>

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 tree preservation and plantings, green energy, open space preservation, 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?
- What are the impacts of permitting new housing types on the various elements of the County's Comprehensive Plan and planning for Capital Improvements, that may require additional study?

Anticipated 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

At the conclusion of this phase, staff will summarize the preliminary findings of the community conversation and a report on recommendations for Phase 3. The summary of preliminary findings and draft recommendations report will be reviewed by a technical advisory group and commisions, 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 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. Due to COVID-19, all meetings will occur virtually until further notice. Study materials will be physically displayed, with opportunities to provide comments, at locations including community centers, libraries, and school lunch pick-up sites.

While a virtual engagement approach was crafted to respond to public safety concerns, online tools were preferred more than any other engagement option in the scope of work survey conducted in January 2020. Thus, while the virtual engagement approach meets current public safety requirements, it also meets the preferences of community members and allows for expanded access to the study to those interested in participating but who may not have time or ability to participate in in-person engagement events.

Who *should be engaged:*

Group	Participation	Role	Engagement Format	Frequency
Stakeholders	Open to general public	• Keep informed throughout the process • Collaborate with staff at key milestones	•Informed through study communication channels, including website, enews, articles, social media, and other promotional materials -Virtual engagements such as webinars, community conversations, listening sessions, document reviews, surveys, polls -Displays and comment boxes at public locations (i.e. community centers, libraries,)	At key milestones (identified in the process timeline)
Community Partners	Open to interested individuals and organizations throughout the process	• Utilize provided engagement tool kit(s) to disseminate study information to own network • Participate in targeted discussions and/or co-host community meetings or provide feedback	• Partner-hosted meetings, events, discussions and informal engagements • Co-hosted meetings with study team, to be determined with regards to community meeting criteria and available resources • Partner-led information distributions, online engagements, and shared content	As needed, likely increasing at key milestones
Technical Advisory Group	Reps from select Commissions and other invited technical experts	-Serve as sounding board to staff during staff development of reports and recommendations	- Meetings, document reviews	Beginning after Phase 1 community engagement and then as needed at key milestones

Stakeholders

Stakeholders, or anyone in the general public with a vested interest in the study, are invited to participate in virtual engagements and pop-up events throughout the County. 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 full Arlington community, including but not limited to 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.
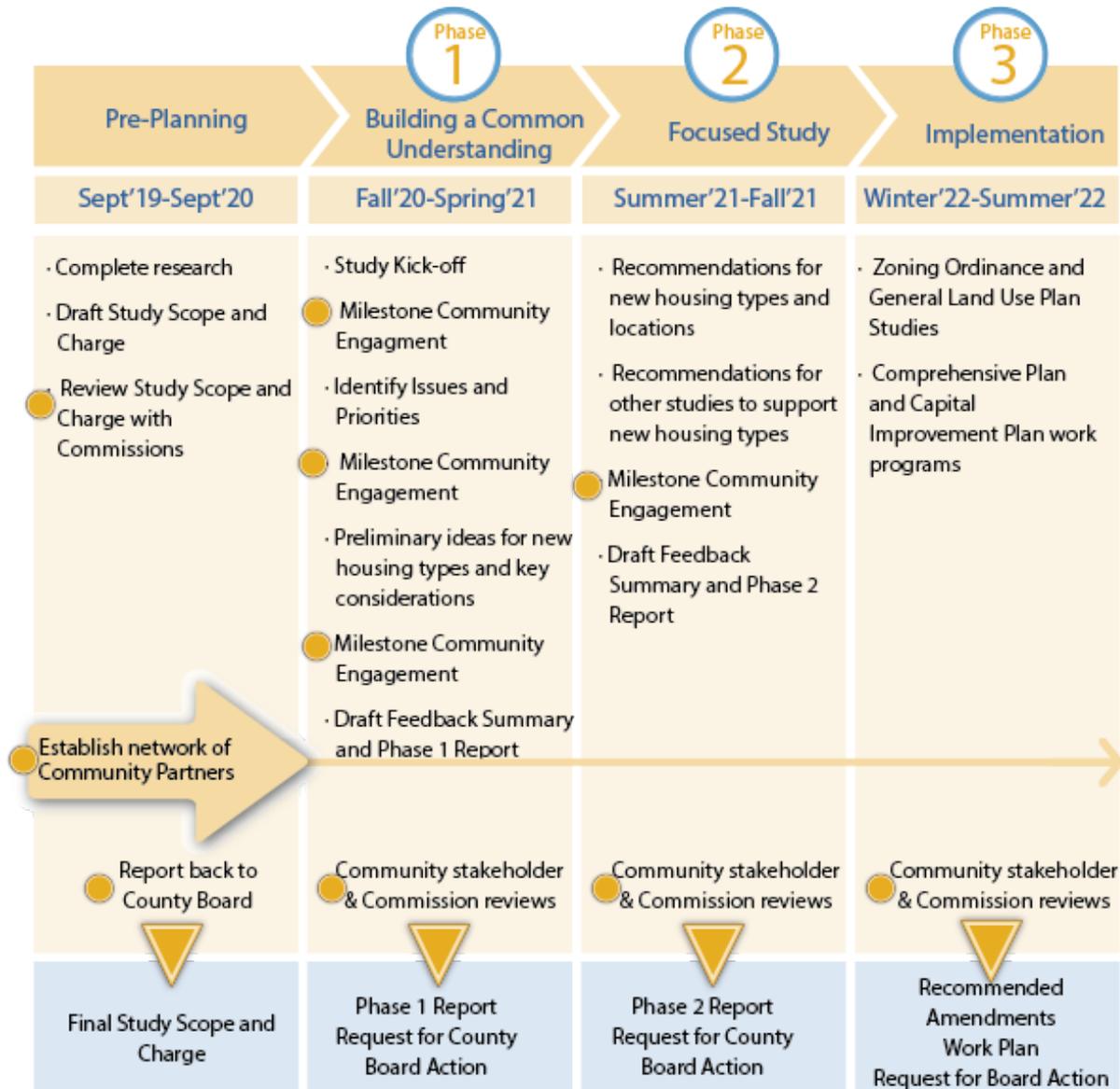
Periodically, the County staff may co-host or participate in meetings with Community Partners. These community meetings will be open to the general public (see the study's "Community Meeting Criteria" below).

Technical Advisory Group

To support this collaborative community process, staff will form a technical advisory group (TAG) to provide feedback on policy issues and community perspectives. The TAG will:

- Be comprised of community professionals with expertise in areas such as zoning, design, construction, real estate, affordable housing, and other areas of policy and design (eg. Senior living, accessibility, transportation, environmental management;
- Serve as a sounding board for staff to review summaries of findings from Phase 1 community engagement and review the draft Phase 1 report to the County Board;
- Provide feedback on the analysis conducted to evaluate specific housing types and the Phase 2 report;
- Serve as sounding board to staff that the process is thoughtful and thorough;

When *engagement efforts will occur:*

Pre-Planning	Phase 1 — Building a Common Understanding	Phase 2 — Focused Study	Phase 3 — Implementation
Sept'19-Sept'20	Fall'20-Spring'21	Summer'21-Fall'21	Winter'22-Summer'22
· Complete research · Draft Study Scope and Charge · Review Study Scope and Charge with Commissions Establish network of Community Partners	· Study Kick-off ○ Milestone Community Engagment · Identify Issues and Priorities ○ Milestone Community Engagement · Preliminary ideas for new housing types and key considerations ○ Milestone Community Engagement · Draft Feedback Summary and Phase 1 Report	· Recommendations for new housing types and locations · Recommendations for other studies to support new housing types ○ Milestone Community Engagement · Draft Feedback Summary and Phase 2 Report	· Zoning Ordinance and General Land Use Plan Studies · Comprehensive Plan and Capital Improvement Plan work programs
Report back to County Board	Community stakeholder & Commission reviews	Community stakeholder & Commission reviews	Community stakeholder & Commission reviews
Final Study Scope and Charge	Phase 1 Report Request for County Board Action	Phase 2 Report Request for County Board Action	Recommended Amendments Work Plan Request for Board Action

In Phase 1, staff will meet with the TAG to report back on key findings from Phase 1 community engagement, preliminary recommendations for the Phase 1 report, and final recommendations. In Phase 2, staff will meet with the TAG on a periodic basis to review analysis conducted on different housing types and draft and final recommendations.

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

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.

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.

Community Meeting Criteria

Community meetings, including taped and live webinars, panelist presentations, Q and A sessions, listening sessions, and facilitated small group discussions, will provide stakeholders the opportunity for interact and dialogue with County staff and other community members. Feedback surveys (see "Other Online Engagements") will be an additional mechanism for engagement, but community meetings will be the primary forum for interacting with staff and community and community members.

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 meeting format (e.g., Microsoft Teams, Zoom, GoTo Meeting, etc.) offer capacity and accessibility for broad community audiences?
- Can reasonable accomodations 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.

Other 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 community meetings. To accommodate a broader audience, the study team will offer additional opportunities for engagement virtually, such as surveys, feedback forms, 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.

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.

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
  - 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

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 enewsletters, PTA lists, social media, and Peachjar ("backpack mail")
- Community Partner network communication channels, particularly websites, enewsletters, 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

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 accomodations
  - 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