



**The Big Idea Roundtables  
How Should Arlington Grow?**

**SUMMARY (Summer, 2018)**

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**The Big Idea Roundtables  
How Should Arlington Grow?  
SUMMARY (Summer, 2018)**

**Overview**

In June 2018, the Arlington County Board hosted a series of nine roundtable conversations focused on the topic: *How Should Arlington Grow*. The goal was to facilitate open and honest neighbor-to-neighbor conversations outside of a formal meeting focused on a specific and unique project or policy. The sessions were designed to help participants share perspectives with each other. As such, neighbors shared how growth makes them feel: their concerns, their worries, their opportunities.

Each Roundtable was hosted by a County Board member and facilitated by community leaders. Though each of these citizens/facilitators serve on a County commission, they were not facilitating as a representative of their commission; instead, they were there to help guide the conversation. Facilitators ranged in age (including several members of the Teen Network Board), ethnicity, and interest. The success of the Big Idea Roundtables was in large part due to their efforts, and the County owes them a great deal of thanks.

**Who Participated**

Roundtables took place in all parts of Arlington County and included over 230 participants from 52 neighborhoods, who varied in age, race, ethnicity, perspectives, and experiences. The nine roundtables were held at five different sites from around the County (Langston-Brown Community Center, Charles Drew Community Center, Arlington Mill Community Center, Ellen M. Bozman Government Center, and Lubber Run Community Center) to reach a wide geographic spread and encourage representation from all over Arlington. For similar reasons, roundtables were held at different times on weekends, weekday evenings, and a weekday morning.

To help assure a mix of demographics at the roundtables, the County and County Board also reached out to trusted partners in the community—including non-profits, tenant-landlord organizations, and the business community—to bring a variety of networks and constituencies into the discussions. One roundtable offered simultaneous interpretation in Spanish. Participants included older adults to high school students; were affiliated with many different neighborhood organizations, Civic Associations, PTAs, non-profits, and businesses; and included renters and home owners. Participants were new to the County and had lived here for decades; they came from different neighborhoods and had widely disparate experiences with County processes.

### **A Focused Conversation**

During each roundtable, facilitators guided interactive dialogue focused on three key questions: (1) What Makes Arlington, Arlington? (2) Based on personal experience and perspectives, what does growth mean for Arlington? and (3) What can we (as neighbors, government, nonprofits, and businesses) do to shape our future?

Conversations were robust throughout the sessions. The participants brought lively opinions to the discussions and, though different points of view were present, the conversations were civil and characterized by a tone of mutual respect. As the facilitators noted at the outset, the purpose of these roundtables was to listen to each other, not to come to any decisions. All points of view were equally valued and relevant within these Roundtables.

### **Key Themes**

#### **Conversation 1: What Makes Arlington, Arlington?**

As participants began their Roundtable discussions, facilitators posed the question, “What makes Arlington, Arlington?” The following themes were the most common ones to emerge from this round-robin sharing:

- 1.1. Great services for residents, including transportation, utilities, trails, recreation, parks, libraries
- 1.2. Excellent schools offer a high quality of education
- 1.3. Neighborhoods offer unique character and a sense of community—in a mix of urban and suburban settings
- 1.4. Sense of diversity in different parts of the County
- 1.5. Proximity to Washington, D.C. and the offerings of our nation’s capital (government, art, music, theater, monuments, museums, etc.)
- 1.6. Appreciation for progressive planning with a desire to align with current times
- 1.7. Engaged and participatory form of government with active citizens

For more commentary and specific responses, please see *Appendix 1*.

### **Conversation 2: In your opinion, what does growth mean for Arlington?**

The concept of growth itself invites strong reactions and roundtable participants were invited to begin an open dialogue about what specific concerns, emotions, or ideas rise to the surface for them when they think about what growth means for Arlington. The following themes were the most common ones to emerge from this round-robin sharing:

- 2.1. Concern that Arlington’s traditional sense of diversity (e.g., age, race, income, ethnicity, etc.) is being negatively impacted
- 2.2. Fear that the County will not be able to keep up with the level and amount of services that are required—including schools, transportation, trash, clean air, utilities, etc.
- 2.3. Recognition that growth may be coming; mixed views—representing a range from anxiety to enthusiasm—about what it means for density, costs, services, and open space in Arlington
- 2.4. Lack of affordable housing units available and expensive housing costs that make it less likely for young professionals, service workers, and older adults to live in Arlington
- 2.5. A need to seek and identify innovative policies, programs, and practices that advance co-location, mixed-types of housing, and other creative strategies that balance growth, density, and housing affordability
- 2.6. A challenge to sort through the pace of growth and density with respect to land use, economic policies, private development, zoning regulations, and planning processes

For more commentary and specific responses, please see *Appendix 2*.

### **Conversation 3: What opportunities do we have (in our various roles) to shape our future?**

Having discussed the impacts and opportunities of growth, participants then reflected on the different roles we each play in shaping our future; brainstorming the types of opportunities and actions they would like to see the County government, County residents, and other stakeholders take on. The following themes were the most common ones to emerge from this round-robin sharing:

- 3.1 Confirm Arlington's vision and strategic direction for the future, reflecting thoughtful considerations for balancing and managing potential growth
- 3.2 Align Arlington's planning process and related policies to establish opportunities for maintaining mixed-use housing and advancing social equity principles
- 3.3 Seek policies and practice that balance and maintain neighborhood characteristics
- 3.4 Strengthen economic development with focused support and opportunities for local businesses
- 3.5 Maintain excellent services (schools, transportation, parks, etc.) that offer a high quality of life to all who want to live, work, and play in Arlington
- 3.6 Advance public engagement and communication strategies that balance diverse voice, participation, experience, and perspective in community processes

For more commentary and specific responses, please see *Appendix 3*.

## What's Next?

1. ***Protecting Arlington's Diversity as We Grow.*** Throughout all the roundtables, residents expressed an appreciation and love for Arlington's diversity of ages, racial backgrounds, countries of origins, and income levels. Many residents feel concerned that this diversity—a core value and feature of life in Arlington—is threatened as the County grows and changes. There was an expressed desire to see inclusion and equity prioritized in Arlington's strategic direction. County leaders are committed to continuing these important conversations with residents, nonprofits and business, and to exploring how these principles (inclusion and equity) can more effectively guide planning and decision-making.
2. ***Inclusive Housing.*** Significant discussion during the Big Idea Roundtables focused on connections between the available range of housing types in Arlington and housing affordability. Incentivizing a wider menu of housing designs and layouts may help advance housing affordability and better match the supply of housing types to the demands of our changing demographics. The County is currently working with regional partners to identify tools to meet the demands for the "missing middle." This includes an inventory of policies, programs, and best practices which will help outline potential options for outlining a framework for mixed-use housing in Arlington.
3. ***Planning is Never Past Tense.*** During the roundtables, many participants noted that with the pace of change, Arlington County must continually update our strategic and guiding documents; particularly regarding public facilities and public resources. These iterative efforts and updates are how Arlington will ensure that we can shape—or at least respond to—growth consistent with our values and concerns. A number of Arlington County's Comprehensive Plan elements and sub-elements, many regarding some of the key themes discussed in the Roundtables (such as transportation safety, housing, and parks), are currently undergoing review or community input. *Appendix 5* describes these updates in further detail.

## **APPENDIX 1: What Makes Arlington, Arlington?**

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- 1.1. Great services for residents, including transportation, utilities, trails, recreation, parks, libraries
- 1.2. Excellent schools offer a high quality of education
- 1.3. Neighborhoods offer unique character and a sense of community—in a mix of urban and suburban settings
- 1.4. Sense of diversity in different parts of the County
- 1.5. Proximity to Washington, D.C. and the offerings of our nation’s capital (government, art, music, theater, monuments, museums, etc.)
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- 1.7. Engaged and participatory form of government with active citizens

### **Theme 1.1: Great services for residents, including transportation, utilities, trails, recreation, parks, libraries**

- *Great Services & Facilities*
  - Great services (8)
  - Great senior services (3)
  - Great for seniors (so many things going on for seniors)
  - Great place to retire (2); retired and bought a condo 10 years—so affordable to age in place; don’t have to drive to get around (multiple modes)
  - Services as a result of affluence
  - Public safety (3)
  - Things work generally well
  - Thriving arts scene
  - Shirlington dog park is great!
  - Great opportunity to experience art
  - Great amenities
  - Affordable Wi-Fi (wish it were on buses)
  - Options available to students
  - Services work well
  - Supportive communities; lots of resources
  - Good technology services
  - Well resourced
  - Good soccer facilities
  - Good libraries (5)
- *Transit*
  - Transportation corridors have been blessings that Arlington has capitalized on and I think they should be shared equitably

- Schools, parks, roads, infrastructure; love the diversity; County is run very well
- Walkability (4)
- Personal parking space
- Transportation options; don't need cars
- Priority placed on public transit
- Walkable (6)
- Easy to move around
- Pedestrian/bike access is excellent (4)
- Path availability
- Great bike paths
- Connectivity for bikes
- Small, bikeable
- Walkability and good transportation
- Convenient and easy to get around (2)
- I can walk places
- Very good walkability
- Walkable neighborhoods
- Transit oriented development
  
- *Inadequate Services and Resources*
  - Not enough biking safety
  - Mediocre transit
  - Good infrastructure, but not good enough

## **Theme 1.2: Excellent schools offer a high quality of education**

- *Great Schools*
  - Excellent schools (21)
  - The educational system
  - Good schools (3)
  - Commitment to education
  - Excellent public schools
  - Spend lots of \$ for schools
  - Education is actually a huge bargain in Arlington—getting private school education for vastly less than market rates
  - Parent of Barcroft kids—love conversion to year-round calendar, great for working parents
  - School system is great; kid-friendly, best place to raise kids
  - Commitment to education
  
- *Lack of Diversity in Schools*
  - Concerned that schools are not very integrated; system is diverse, but not individual schools

- In 1967 Arlington ended segregation and sent kids from all over County to Jr. High; amazing experience getting to know kids from other backgrounds; great stew; can we revisit experiment? (HB Woodlawn and Drew had similar experiences)
- Growing youth population

**Theme 1.3: Neighborhoods offer unique character and a sense of community in a mix of urban and suburban settings**

- *The Mix of Urban/Suburban*
  - I've been here 43 years, and it was blah when I first moved in—now it's old/young; hot spots to go to like parks and everything
  - Only 26 square miles; growing population
  - Small town charm—big city advantages
  - Small municipality
  - Great place to live (3)
  - Good quality of life
  - Safe (6)
  - Not a lot of violence
  - Quiet
  - Home/family-oriented
  - Great place to raise a kid
  - A place with its own history (4)
  - Convenience; low taxes
  - Highly educated populace (4)
  - Incredibly well educated (75% college or graduate degrees)
  - Good quality of life
  - Education, convenience, interesting people
  - Always changing (3)
  - Mix of historical significance with modern outlook
  - Small town amenities
  - Urban and suburban awesomeness
  - Very transient community
  - Growing
  - Young
  - Proud of its suburban and urban mix
  - Commercial mix—restaurants and retail
  - Accessible and safe
  - Safe and clean
  - Character of Arlington is special
  - Density without feeling dense
  - Small enough to have a voice
  - Balance of wealth and progressive values
  - Semi-urban
  - Jobs in an urban village
  - We're suburban community that is urbanizing along transit corridors

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- Both urban and suburban
- Wide variety of retail that's walkable
- Access; not a strip mall; neighborhood parks and stores; diversity of spaces; Good design/mixed-use
- Big city economy; village community
- Urban/ suburban mix that involves citizens
  
- *Sense of Community/Focus on Neighborhoods*
  - Feel of Community (5)
  - Strong sense of neighborhood
  - Strong identification with our neighborhoods
  - Neighborhood identity
  - Neighborhoods with character
  - Not only do we live in close knit neighborhoods, but they each have their own history
  - Every neighborhood is different
  - Strong housing trust fund
  - Commonality of living; no feeling of exclusion
  - Friendly feel
  - Potential starting point for folks
  - Celebrates everything
  - A little weird
  - Every neighborhood has its own character (2)
  - Character
  - Civic associations
  - Open to all
  - Welcoming
  - Feels like small town
  - Very small and close; develop community relationships
  - People take care of community
  - Growth of neighborhoods
  - Neighbors know neighbors; contained population
  - Strong neighborhoods
  - Neighbors caring about each other
  - Neighborly
  - Distinctive neighborhoods and convenience
  - Extremely focused on community; think we are very special
  - Value placed on supporting community
  - Generosity
  - Livable neighborhoods
  - Hard work and compassion
  - Passionate and well educated volunteers and residents
  - Strong community
  - Socially responsible and generous
  - I hope we don't lose the sense of community
  - Caring
  - High quality of life

- *Nature & Environment*
  - Environment
  - Good parks (8)
  - Wonderful parks
  - Good urban nature; high priority of preserving what we have but expand offerings (2)
  - Focus on sustainability
  - Community commitment to environmental sustainability (3)
  - Beauty (3)
  - Green space (4)
  - Clean
  - Recreation opportunities (2)
  - Trails
  - Public spaces
  - Interesting things to do
  - Green spaces but city amenities
  - Parks and extensive County services
  - Cross-section of urbanism and nature
  - Awareness for conservation
  - Lots of trees
  - Good recycling programs
  - Valuing our parks and open space
  - Green, natural
  - Green space, while still close to history; Arlington National Cemetery
  - Generally progressive on environmental issues
  - Vibrant environment
  - Green and healthy community
  - Community that cares about environment
  
- *Affordability is Limiting*
  - Left Arlington for 8 years—hopefully my kids will be able to be back
  - Prosperous but highly unequal
  - Anxiety about lack of economic diversity
  - Economic disparity and difficult for low income
  - Only thing is the rent; unaffordable
  - Lack of affordability
  - Grotesquely overpriced
  - High quality of life but at a price (2)
  - Impossible for me to retire in Arlington
  - What is missing is comments about price; where we work and what we make
  - Flip side of great place; too many other people realized that (and drives up price of housing, single-family homes, etc.)
  - Arlington is company town (federal government); haven't diversified; needs more economic diversity to compete; different mix of jobs
  - Lots of rentals but extremely hard to afford

- Not affordable
- Inequity due to costs
- Expensive (2)
  
- *Increased Density*
  - Always changing, but not always changing for the better
  - Extremely dense—losing character
  - Challenged neighborhoods
  - On the cusp of urbanizing change
  - Extremely dense
  - Density intensity
  - Increasingly overwhelming density
  - Density
  - At risk
  - Crowded
  - Urbanization

#### **Theme 1.4: Sense of diversity in different parts of the County**

- *High Level of Diversity*
  - People from all over the world
  - Diversity (18)
  - Multiculturalism
  - Suburban community with a lot of interesting people
  - Diversity of people, housing, and workers
  - Diverse quality of life
  - Diverse cultures, diverse religious groups, strong religion, resilient newcomers
  - Variety of people
  - Welcoming to immigrants (2)
  - All manner of diversity
  - Diversified mindsets
  - Diversity in all things
  - Diversity within civic associations
  - Diverse population, but not equal
  - Wealthy but unequal
  - Diverse by neighborhood
  - Major port of entry for immigrants
  - Welcoming community
  - Diversity of all types: age, people
  - Diversity and people from all over
  - Diversity, culture
  - Range of people and ideas
  - Open minded, concerned and thoughtful
  - Diverse, liberal
  - Values, including embracing diversity and being inclusive
  - Cultural differences

- Progressive, diverse, and inclusive (3)
- Diverse and accepting community
- Hybrid community
- Interesting people
- Diverse opportunities
- *Barriers to Diversity*
  - Division
  - Identify more with zip code than whole County; 22204 at one point most diverse in the world; afraid we're losing it
  - Love high density areas like Crystal City and Columbia Pike, but there are tensions between single-family and high density areas throughout County
  - Arlington is a bubble of affluence/sealed off from realities of our neighbors (D.C., PG County, other VA counties)
  - Comfortable separatism
  - Segregated (2)
  - Affluent and unequal
  - Needs more inclusion
- *Our Progressive Aspirations*
  - Desire to be better; we're all committed to that in one way or another
  - Forward thinking
  - Progressive values/progressive community (10)
  - Community that strives for excellence
  - Committed to being a special place
  - High expectations
  - Progressive
  - Promotes living your best life

**Theme 1.5: Proximity to Washington, D.C. and the offerings of our nation's capital (government, art, music, theater, monuments, museums, etc.)**

- *Proximity to D.C./Capital Area*
  - Next to D.C. (3)
  - Easy access to D.C.
  - Location, location, location (10)
  - Easy access to Potomac for walking/nature trails
  - The Pentagon and the cemetery—we will always have to keep it under consideration because they define who we are
  - Able to piggy back off some federal programs because of proximity; hoping we can look at some other programs there that we can benefit from
  - Easy access to work, easy to make good living (2)
  - The challenges with what's going on at the federal level
  - Affluent Washington suburb
  - Congressional representation close to D.C.
  - Near D.C. but not in it

- Proximity to other small VA counties
- Near to a lot of great things to see and do
- Close and convenient
- Near the water
- Location better than Tysons/ further areas
- Safe, convenient to D.C.
- Proximity to D.C. and federal government
- Proximity to D.C. and Delmarva
- Proximity to power, influence, money
- Economic prosperity
- Most people here are very fortunate
- Suburbia right next to the capital
- Location
- Great location
- Close to the federal government; job opportunities (2)

**Theme 1.6: Appreciation for progressive planning with a desire to align with current times**

- *Progressive Planning and Foresight*
  - Thoughtful planning years ago
  - Great history of thoughtful planning
  - Progressive politics
  - Respond to people's needs/responsive (2)
  - Great long-term planning
  - Well managed community (2)
  - Smart and responsible; committed to smart growth
  - Positive urban planning
  - Model of progressive government
  - Focused investment on transportation
  - Commitment to affordable housing
  - Smart growth; impressed by what Arlington did years ago; good transportation
  - Smart growth
  - Density for community benefit
  - Responsible government
  - Good governance
  - Small jurisdiction in a big city
- *Insufficient Planning and Foresight*
  - Surprisingly poor planning and vision
  - Growth minded; out of touch; NIMBY
  - Not well integrated with the rest of the D.C. Metro region – need more bridges across boundaries to influence our neighboring communities
  - Poor coordination between different projects (Columbia Pike, for examples example: pave road, then tear it right back up again)

- Too much overhead staff; too much planning
- Often generic businesses

### **Theme 1.7: Engaged and participatory form of government with active citizens**

- *Engaged Community and Participatory Government*
  - Impressed by how close Arlington is to smaller cities where the government is accessible
  - County government is approachable (2)
  - We are small and because of that the government and schools try to listen—and that makes a difference when we try to voice our opinions
  - The government allows us to engage; it is approachable
  - Lots of public participation opportunities (3)
  - Engaged residents can make a difference
  - Participatory government
  - Arlington is proactive to challenges
  - As a commission chair, we've been given a lot of autonomy
  - The Arlington Way
  - Meetings like this; civic engagement
  - Civic engagement (12)
  - Consensus driven
  - Open to new ideas and good government
  - Open conversations/transparency
  - Public Meetings are what make Arlington, Arlington!
  - Highly intelligent and highly engaged residents
  - Great community involvement (2)
  - Engaging
- *Staying True to the Arlington Way*
  - Deliberative, but risk becoming exclusionary
  - Arlington loves meetings, but that's very difficult for working parents
  - How do you engage with people who have to work and can't make every meeting?

## **APPENDIX 2: In Your Opinion, What Does Growth Mean for Arlington?**

The concept of growth itself invites strong reactions and roundtable participants were invited to begin an open dialogue about what specific concerns, emotions, or ideas rise to the surface for them when they think about what growth means for Arlington. The following themes were the most common ones to emerge from this round-robin sharing:

- 2.1 Concern that Arlington’s traditional sense of diversity (e.g., age, race, income, ethnicity, etc.) is being negatively impacted
- 2.2 Fear that the County will not be able to keep up with the level and amount of services that are required—including schools, transportation, trash, clean air, utilities, etc.
- 2.3 Recognition that growth may be coming; mixed views – representing a range from anxiety to enthusiasm—about what it means for density, costs, services, and open space in Arlington
- 2.4 Lack of affordable housing units available and expensive housing costs that make it less likely for young professionals, service workers, and older adults to live in Arlington
- 2.5 A need to seek and identify innovative policies, programs and practices that advance co-location, mixed-types of housing, and other creative strategies that balance growth, density, and housing affordability
- 2.6 A challenge to sort through the pace of growth and density with respect to land use, economic policies, private development, zoning regulations, and planning processes

### **Theme 2.1: Concern that Arlington’s traditional sense of diversity (e.g., age, race, income, ethnicity, etc.) is being negatively impacted**

- *Impact on Diversity*
  - It used to be diverse and now it is all white; that is unfortunate.
  - There are concerns about diversity.
  - North Arlington is not diverse and diversity speaks to the north/south divide (2).
  - Diversity is suffering.
  - How do we define diversity? Economic and racial diversity, language, skin color, family construct, intergenerational, ability/disability, sexual preference, political opinion, income.
  - An educator told me that majority of students in APS are minorities. Whites are the minority in her middle school.
  - Taylor Elementary School is not diverse.
  - 8-10 people in the room think Arlington is less diverse than it used to be (ethnic diversity). The whole room is concerned about economic diversity.
  - Diversity brings different opinions.
  - The way we’re growing won’t keep Arlington diverse or equal.

- That's true [that housing types segregate community]—in my 20s, I only wanted to hang out in Clarendon. Now in my 40s I don't want anything to do with Clarendon—only Westover or Cherrydale.
  - One block separates the richest family in Virginia and affordable housing—that's unique and being lost.
  - Arlington is diverse, inclusive, and folks benefit from that.
  - Children benefit from very diverse schools.
  - I'm concerned about a loss of diversity and loss of affordable housing.
  - Arlington is socially welcoming, but economically not feasible for many.
  - Socioeconomic segregation is real—there are clusters of affordable housing in certain neighborhoods and schools.
  - Arlington View is a historically segregated community—so many of the decedents of that neighborhood have been forced to relocate.
  - Demographics will change. It gives the sense that Arlington is becoming the opposite of what we want in terms of openness, diversity, inclusiveness.
  - It is becoming difficult for low-income people to live here.
  - Prices aren't dropping.
  - Growth needs to mean sharing the wealth—a teacher's students are leaving for more affordable areas.
  - Higher cost of living is making Arlington less and less diverse.
  - We have a long-range plan, but is that adequate? If we want to keep diversity, are service employees going to be able to keep renting?
  - Diversity has always been a prime value in Arlington. Affordable housing is critical to making that possible.
  - I want to echo the importance of affordable housing options for workers, low-wage workers, and seniors. I would love to stay here.
  - We are struggling with managing affordable housing. Thousands of units have become unaffordable.
  - There is a loss of diversity.
  - There is continued gentrification.
  - Younger generations may not be able to move back.
- *Growth is Not Affecting Everyone the Same Way*
    - Things on the ["what makes Arlington, Arlington?"] list are not available in all places in Arlington for a variety of reasons.
    - Our population by age shows that we have a lot of young adults coming in, but also leaving. Is that where the growth is going to be? In Williamsburg, we have a lot of empty nesters.
    - Arlington is a community that collectively is very diverse, but as a community, we have not done a good job of spreading that diversity.
    - Free and reduced lunch statistics are reflective of that. Some of our north Arlington are 2% or 4% free and reduced lunch, while in south Arlington it can be as high as 70%. There are discrepancies on the amount that PTAs are able to raise. We are thinking about building a 4<sup>th</sup> high school in an area where students will not be able to afford opportunities that those in the north are able to.

- There is a big difference between rents in south and north Arlington.
- Affordable housing is minimized. Developers say that they have affordable units, but they really don't. They send people to sister buildings in the south.
- As a younger person, I think growth can be good but what we see here is no inclusive growth—it tends to displace people. Interesting that white, affluent people are struggling as well so you can imagine how other people are doing. Community development hasn't focused on opportunity inclusive growth, building equity, land trusts can be used to create inclusive growth. Don't displace populations with growth.
- One of the things I see in Clarendon is diverse people—people from all different walks coming together and enjoying themselves. Whatever we come together for, coming together is important. I see you and you have your purpose and I have mine and we see each other and then we start talking and find out we have more in common than we ever knew. We have a comfortable separatism that exists in Arlington and if we want to grow together we have to connect and that requires something of all of us.
- Sharing the wealth means that if our basic needs are met, we need to focus on folks around the County who are disadvantaged by the cost of living.
- There is large need for affordable childcare—one effect of density.
- We're privileged to have our own reliable places to sleep, so many kids are on a couch or in a space where they're being constantly interrupted throughout the night.
- I lived in affordable housing, complained about Clarendon Court and experienced relocation problems.
- There's no transparency. Even after going to Tenant-Landlord commission and not getting satisfaction.
- Carlin Springs is all affordable.
- Market rate housing has suffered.
- I disagree that there's more affordable housing on Columbia Pike (sees condo prices flat).
- Affordable Housing 50 years ago meant GI Bill; now it means “tenement” and it means “Us vs. Them.”
- Makes me seem like NIMBY; I want affordable housing where it isn't now; so lopsided now.
- Affordable housing should be in every building in the County.
- Ways to hold developers accountable to provide affordable housing—close loop holes.
- Uneven growth is inequitable—Columbia Pike has 30% of population; need to rebalance growth across County and quit putting so many demands on so few.
- Area immigrant services need improving—support non-profits like AYUDA dealing with family and immigration issues.
- Partnering with more non-profits. AYUDA as model that Arlington can learn from?
- Bifurcation of urban (multi-family housing) from suburban (single-family housing).
- Columbia Pike has most of County's affordable housing and most of its diversity; many people choose to live on Pike even though they have resources to live elsewhere because they want to live in a diverse community.
- I'd like to see affordable housing throughout the County.

- South Arlington feels more diverse—can't afford to live in North Arlington.
- Can see segregation by looking at high schools—e.g., Yorktown, W-L, etc.
- The managers in my building is abusing tenants. Arlington needs to do something. My husband was abused (in senior building . . . Now works with VOICE).
- Rental buildings need to be safe and decent.
- Building managers look for any reason to evict.
- I had a problem with the relocation process in Clarendon Courts.
- Affordable housing yard stick needs to be reevaluated. Send secret renters to find out abuses. Number one abuse is price. That displaces people/Hispanics, etc.
- There's a saying: "Drive until you qualify... " but I want to say: "Please in my backyard" I want diversity and affordable housing in my neighborhood.
- There should be geographic distribution of money.
- There's a 10-year difference in life expectancy depending on where people live just in our 26 square miles (between Rosslyn and Buckingham).
- As we become less diverse, what do we want to be as a community and how do we want to care for each other?
- Growth has meant intensified segregation in south Arlington—particularly in Arlington Mill. It has 50% of the affordable housing instead of dispersing.
- There is increased segregation.
  
- *Inequitable Civic Engagement Processes*
  - Are there voices we aren't hearing in rooms like this?
  - What's a better way of reaching out to folks who aren't here and aren't heard?
  - There are some segments of our population that are underrepresented in the civic arena—elderly, handicapped, low-income, people of color, etc.
  - We need a strong emphasis on real and meaningful civic engagement that is accessible to everyone.
  - There are folks who can't be here because of their disadvantaged situations. This conversation would be much different if they were here.
  - How does the Arlington Way scale with this growth?
  - People have expectations that they are heard. The direction we're heading in won't necessarily have that. How do we have that moving forward? How do we work more on bringing new folks into the sense of community?

**Theme 2.2: Fear about the impact on the level and amount of services that are required, including schools, transportation, trash, clean water, utilities, etc.**

- *Impact of Growth on County Services*
  - Why do we have to grow? Why can't the zoning keep density controlled?
  - We need to proactively slow growth down, not just react to it.
  - We need to keep up with infrastructure, pipes, energy, bridges, etc.
  - Make sure that we have mental health services.
  - Services need to be accessible by Uber.
  - Lots of programs for seniors or kids, but not for people in the middle.

- People talk about health care—in south Arlington, our closest emergency room is George Washington hospital. Keep putting more people in south Arlington and we need a full-service health facility not more of these urgent cares. We need a full-service health facility.
  - Concerned about basic infrastructure—electrical grid reliability. Many transformers have been blown. Austin has distributed electricity generation through solar, renewables, etc. Get creative with that in Arlington! The I-66 corridor is a huge opportunity.
  - Certain projects are funded, then delayed.
  - Coming from another community with very similar concerns—we are not alone in these problems.
  - Need to reallocate resources for what the market doesn't provide in community.
  - Broadband internet should be provided to everyone.
  - Growth can be uncomfortable—look at our history of dirt roads. There was no high school in early 1900s. we've gotten used to success with planning, but we're facing new challenges that won't be fixed by doing things same way.
  - How will we support infrastructure to support growth?
  - Core services, schools, and bus parking need support.
  - There is concern about crime rates.
  - Keeping green spaces.
  - Find a piece of land and use it for interim uses; then use others for longer-terms. Move things like pieces. What is the most important to stick on this?
  - Need a comprehensive 30-year plan on facilities needs and plan to that.
  - Need to look at healthcare services and options.
  - Look at the fundamentals of services and what we do.
  - We have to recognize what we are doing when we are creating growth and plan for it. EMS is already stretched. Where are we going to put more ambulances? There are no backyards, so where are parks going to come from?
  - We're losing opportunity to plan for it because growth is coming now.
  - There's water everywhere, but there's nowhere to swim unless you have a pool membership.
  - I don't think that the County does a good job of cost benefit analysis of growth. Over the top renovations. An example is Lubber Run.
  - Concerning that Arlington's rate of growth outpaces our facilities and spaces. There's no money to support that growth.
  - The problem is urbanization is only way to survive going forward. The problem is growth means change and change is always frustrating.
  - The infrastructure takes away from community and amenities.
- *Impact of Growth on Schools*
    - Should we have a neighborhood school or choice school? How do you draw those boundaries?
    - School Boards ignored growth for a long time.
    - I don't mind growth, but I have a problem with School Boards' responses to growth—which was basically to ignore it for a long time. Kids going in now are experiencing overcrowding and there's no place for them, so they won't be able to

- have the same experience as the kids coming out of school. When I hear split shifts and having people in HS for 3 yrs. instead of 4 yrs. or extending the school day—I don't see that as hallmark of world class school system.
- Some kids today spend the entire school experience in trailers.
  - There have been complaints about over-crowding for decades—still got great education.
  - You can get great education in a trailer!
  - School system is overcrowded.
  - We need growth to continue, but perhaps we are not managing growth as well as we should have; especially in APS. We are always behind and now we cannot have more density because that puts pressure on schools.
  - Growth means bigger, over-crowded schools. We need better planners. We have newly built schools and they are already overcrowded. It is inevitable.
  - Smart growth is a rational approach with growth along Metro corridor but creates overcrowding in schools.
  - We need more space for schools.
  - There are too many trailers at W-L and Wakefield.
  - Leafy neighborhood homes support schools for young families. I'm not sure all growth is good growth.
  - There are more and more children and more schools. Young families are part of the economic decision. They buy single-family housing.
  - We need to invest in the right things (e.g., teachers in the classroom, not school buildings/iPads).
  - We need to invest in the culture of the school and community.
  - Increased density is forcing us to feel the heat from the need for schools.
  - We need to think of schools differently in order to embrace the community we are becoming.
  - My big concern is that growth means the segregation of our schools. Land that is affordable to be building on for our affordable housing. There are certain neighborhoods that have more affordable land and it is impacting our school demographics. People want their elementary school to be a neighborhood school, but if you also want it to be diverse, that's an issue.
  - The population is going to grow. How are we going to service that growth? Schools are a prime example: multi-family buildings do bring students. Missing middle means that there are more families with more students.
  - Overcrowded schools; projected growth has not been on par.
  - Worries me that students are going to school in trailers.
  - I see commercial buildings sitting empty. Why not use one as a school replacement instead of making it new?
  - Concerned that students won't get the same quality of education that they've had. We need a 4<sup>th</sup> high school—it's unbelievable that we wouldn't have equity there.
- *Too Much Congestion*
    - Growth is a runaway train. The mentality could be described as “tear it down, build it up, get as much money and taxes as you can, and cram cars on road.”
    - Parking in new multi-family building areas is being reduced.

- They move as close as they can get if they can't live in Arlington. San Francisco is an example where rush hour never ends.
- When you get where you're going, you can't park.
- We are cramming a city larger than Charlottesville into Arlington.
- The roads are congested. Glebe Road and George Mason are becoming so crowded.
- We have the problem of how to house people. We're not on the Rosslyn-Ballston corridor, but density of the neighborhoods has shot up. Two story garden apartments are knocked down and replaced with four story buildings overlooking big swaths of neighborhoods. Affordable housing is knocked down with that. The density is nuts. We can't get up and down streets. People are triple parking. You can't drive on streets. We're becoming Queens. Not putting more on the Rosslyn-Ballston corridor. If 60,000 more people are coming in, where are they going? Real estate people are hovering over this area and scooping up houses so they can put in greater density. I hate New York. I don't believe urbanization is the answer. It's a horrible way to live.
- Too crowded! Density is out of control. To quote Yogi Berra: nobody goes there any more, it's too crowded. I dread going to the Harris Teeter five minutes from my house because I can get run over by crazed drivers and can't get in and out of the parking lot. My wife is 70 and has to drive for joint problems. We moved to Ballston because it's close to amenities even though it's a small space and way too expensive, but now we have to drive because of my wife's health. I love the County, but don't think I'll still love it in the future the way it's going.
- Arlington is growing crazy fast—twice as fast as the national average.
- Growth needs to mean a balance.
- Traffic is getting crazy.
- More density means more crowding.
- Car traffic—roads and network—were designed in mid-20<sup>th</sup> century.
- Just being on the roads these days is scary. I belong to Arlington Neighborhood Village. The most requests they get are needing rides.
- *Need for Multi-Modal Transportation Options*
  - We need good transportation options.
  - Managing traffic is important; traffic volumes are going down due to DOT and good transit options. Design transit so it takes people where they want to go.
  - Transit only works in high density areas.
  - Next generation may not have personal cars. They want convenience and use car sharing.
  - It's going to impact the number of cars if we have a more viable transportation system.
  - With millennials and younger people, promoting public transportation would be an important aspect.
  - Getting people to where they work and play is the big problem, because we're so dependent on cars. And we're so dependent on grocery stores and amenities getting stock by trucks from far away, so disaster preparedness is a big part of my growth concerns. If roads are out, will all our grocery stores be empty?

- Density is also environmentally friendly—low environmental impact and low need for commute.
- We need to improve the transportation system so not everybody is in cars.
- Transit is a good example of something done right.
- If you have a family, transit is not viable. There are some things that you can't do by bike, bus, or Metro.
- You can't make buses convenient enough for working parents to take. All the activities for kids have to be handled by driving.
- Stress on transit shows that we need better ways to connect our neighborhoods.
- Bus system is confusing.
- There is increased crowded transit.
- Transit is expensive and I can't afford it.
- Metro repair work forced people to stop taking transit.
- We have huge buses with only a few people in them. Smaller buses/vans would be better.
- Public transit is not always the affordable option. Everyone would love to be a pedestrian, but not everyone can be. Folks feel that Arlington is anti-car. How do we redefine that as managed-car, and multimodal?
- The Metro direct bus only goes into the District until 9 a.m. from the Pike.
- *Stormwater Maintenance/Environmental Issues*
  - I think a lot of us would like to age here. A big thing for me is quality of environment: the air, the noise, and the smells. I've been through a lot with the water quality facility of noise and smell. In south Arlington, we have a problem with air quality. I-395 development will make that worse. We have a problem with sightlines. NYC is in a grid—you can always get breeze off the river no matter where you are. Here we have the curve of the Potomac, but you can't get any air off it because we stack buildings in the middle of everywhere and block the airflow off the river. That's not very smart and we're the smartest people in the world.
  - We are going to be experiencing flooding, extreme weather events, and if we rip out our trees, we are going to have big climate problems.
  - Growth is affecting storm water maintenance.
  - The Lubber Run project is going into the water.

**Theme 2.3: Recognition that growth may be coming; but with mixed views—representing a range from anxiety to enthusiasm—about what it means for density, costs, services, and open space in Arlington**

- *Neighborhood Character*
  - People are surprised by the number of people who live in multi-family housing vs. single-family homes. Some people thought there were more single-family homes.
  - Things that people like about Arlington are being diluted by “unsensible” growth.

- Growth is not positive. Arlington is becoming Manhattan. There are no single-family houses or yards. Everyone is living in high-rise buildings.
- Character—we're losing it. Throughout the County, the supply of single-family homes is dropping.
- Arlington used to be a village. It used to be neighborly. Why can't Arlington build up, grow up in corridors, and preserve neighborhoods?
- I feel a sense of loss that Arlington isn't a suburban single-family home community.
- There is a loss of character. The area I came from was an older neighborhood. Too many of them were being ripped for big foot housing. I come from a place that stopped that and incentivized keeping those character homes—Metro Detroit area.
- We will also lose the character of our neighborhoods.
- The loss of what makes Arlington, Arlington means that we can't get to know our neighbors. That's not what we bought into.
- Developers are coming in and converting single-family homes into two or three.
  
- *Way of Life*
  - Arlington needs to pause and reflect. Get back to sense of humanity. People matter.
  - I'm worried because I don't know that we have enough principles guiding what "growth" will be. What are our core principles? We need to emphasize our natural resources, vibrant communities. We need to guide growth on our terms, not developers'.
  - There is a nuanced view of growth. Like all attractive communities, demand to live here is huge, and because of basic economics, the cost of admission is going to grow. Limiting development would drive cost, but allowing everyone in would urbanify us too much.
  - It is important not to have growth for sake of growth—it could take a lot away.
  - So many tradeoffs—we need to find balance.
  
- *Benefits to Increased Density*
  - We can't control how many people we have. People want to live in Arlington because it is desirable.
  - If you like space and quiet, move to Leesburg.
  - Growth should be guided by individuals and families and the amenities that they want. People make their own decisions and we can't dictate where or how people live.
  - The only way we will accommodate growth is by going up.
  - My apartment building is very diverse and affluent—many foreign languages are spoken in the building.
  - You can't control who lives here. Older residents don't get to decide who can live here.
  - If you have more people living on the land, we can support more of the programs such as transportation, schools and such with robust tax bases.
  - Urbanization is the only way to survive going forward.
  - Being close to D.C. is great—there's so much to do!
  - The more growth there is, the more amenities I can walk to! Growth is good.
  - Growth is an opportunity to build on what we already have.

- It is not in line with our progressive values to say no we can't grow.
- We need to accept a portion of growth to the region.
- A dense urban area subsidizes County services.
- Growth is inevitable. A pocket of low density is not doing anything; it is region driven.
- Growth requires flexibility – by-right, economic benefits and smart growth.
- Arlington is a place where people want to grow up and live. We want new neighbors, and new people in the community.
- The future is coming—education, traffic, smart cities, etc. We should use technology beyond transit corridors and look beyond to deal with the entire County. Broadband internet should be provided to everyone.
- Growth also means opportunity. We have a chance to think about how we want to look going forward. There are opportunities to make shifts and think about those who are being left behind in the process and elevate those voices. I'm thinking about who we want to be broadly and holistically.
- Growth is inevitable. It's unrealistic because of our location. I think you can manage growth.
- All of us who are homeowners here benefit from the fact that we have a low residential tax rate.
- Not every community is growing. I think we have to embrace the fortunate situation that Arlington is in. I would bet that we're one of the communities that has the things that are necessary to continue to grow and succeed. We need to embrace density. There's no other way to do it. I think nationally there are going to be a handful of communities that win, and I think Arlington is going to be one of them.
- *Tree Canopy*
  - When big homes are built, trees come down. This is the unintended consequence of growth.
  - The tree canopy is being diminished and planting little trees doesn't replace the canopy.
  - Dominion Power chops trees.
  - There is a loss of trees.
  - Growth is savaging our tree canopy.
  - I live in a high rise which allows me to see the tree canopy disappear.
  - Redevelopment leads to the loss of trees. I've watched places where there is a pile of dirt and it says tree protection area, but then I'm finding that new houses don't have places to plant a tree if they wanted to. It's not helping replenish the canopy.
  - Lubber Run project—fantastic idea, however, it is affecting the trees.
- *Green/Open Space*
  - There is no more food independence and no more green space.
  - There is not enough focus on preservation of green space.
  - I am concerned about density causing us to not feel open spaces.
  - There is concern about preserving green spaces and parking.

- I don't like the D.C. Wharf. It is so dense and so much, it feels like it's closing in on you.
- We are limited in publicly accessible areas; open space, light, the ability to look up, etc.
- Open air is desirable; building up is taking that away and takes it from everyone.
- The only statistically valid survey from Arlington said to preserve trees/natural areas and park areas.
- There is a loss of green space in our residential communities as the urban corridors expand. We should increase the priority of creating and preserving natural spaces. We need to get that into the limelight so it becomes part of every sector plan, site plan, and negotiation with developers. We need to start creating a half-block park in every 3-4 blocks.
- We lose our green spaces.
- *Environmental Impacts of Density*
  - Pollution is getting very bad.
  - We need to find policies to support the people who live here, or else we are intensifying stresses on the environment and transportation. It costs more when people have to leave at 4:00 a.m.

**Theme 2.4: Lack of affordable housing units available; and expensive housing costs that make it less likely for young professionals, service workers, and older adults to live in Arlington**

- *Older Adults Feeling Priced Out*
  - Older folks are being priced out; they can't pay higher taxes as assessments increase.
  - I desperately want to age in Arlington—you can't be bored in this town. There are so many things to do: concerts, museums, etc. I want to be able to afford it. The longer a senior can stay in their home, the lower the costs for the County. But people have to be able to afford the healthcare here too. So where can I live? Culpeper Gardens and the military facility in McLean. I think the County might want to invest in more of these kinds of senior community areas. There needs to be more thought/ investment.
  - I want to move parents here. Expense is the issue, but maybe a one-bedroom is possible?
  - Older people/seniors are the ones that need the amenities, but are having to move out of Arlington because of money. As we continue to grow in that direction, it will force the aged out of the County. Seniors need a lot of services. Older people are experiencing increases in taxes as property assessments go up. As we lose older people and replace them by young adults, the community is incomplete.
  - Seniors need a lot of services if they are going to age in place. Will we have enough healthcare to allow seniors to stay here? The County should invest in more senior community areas.
  - When a \$2 million house goes up, the assessed value of neighbor's houses go up and taxes go up even if the tax rate isn't increased. It's hard for retirees to afford this.
  - Growth in Arlington means, to me, an increase in populations. One, of course, is the elderly. We're not leaving and we're not leaving the houses. We have money, we

- have time, and we participate. We're going to use the parks and the trails, and we care about the safety at intersections, and we care about encroachment. We would like to have as much free public space as possible. It puts an increased pressure on elected officials and all of us who are participating to work on that.
- I want to echo the importance of affordable housing options for workers, low wage workers, and seniors. I would love to stay here.
  - Seniors feel like they might not be able to live where we live. I got an anxiety attack when I tried to join a senior's village. It's outside of Arlington, because I can't afford to live in Goodwin house.
  - Elderly folks are being driven out.
- *Too Expensive for the Middle Class*
    - I feel anxiety about being able to stay here.
    - Millennials want to buy homes and can't in Arlington.
    - People will be forced outward and will drive through Arlington instead of living here.
    - Having a range of housing prices is critical. The average doesn't reflect the full situation.
    - I question how real estate assessments are made.
    - Average people are squeezed out because housing is expensive.
    - Arlington is close to D.C. and high-income people live here bringing taxes.
    - People get to decide what to do with their property (2).
    - Potential residents, such as police officers and teachers, who don't live in the County, are members in the community who have to establish a relationship of trust. Those are people who need to live here with us.
    - Stuck in the middle: it takes too much to qualify for affordable housing or services, but not enough for a great life.
    - I find divergence and I'm stuck in the middle. There are lots of 55+ programs and lots of stuff for kids, but the middle of the spectrum people we don't really have anything for them. I'm in the middle. I make too much to qualify for affordable housing or other services, but not enough for a great life. Don't want to sound like a NIMBY, I like the amenities, but now my sight lines are all blocked. There are too many high rises. I liked seeing the Mount Vernon trails, but now there's a Costco blocking the view, even though I wanted it because of the convenience. So these tradeoffs are hard to balance. But us Gen-Xers are the forgotten generation.
    - Will affordability price out doctors and service providers needed for our health?
    - In New Orleans, after Katrina, they set aside housing specifically for musicians to bring back their culture.
    - Small equals expensive! 26 sq. miles means demand drives up costs.
    - Affordability makes it hard to stay here (especially young people and college grads).
    - It's frustrating that in our 30's we are working two jobs and can't afford to live here. Is it ok to be renters? What is the sustainability of living here? What is the secret?
    - The best way to afford a house in Arlington is to travel back in time. Houses that sold for \$35,000 in the 70's are now \$700,000; a 25x increase. Wages are not close to keeping pace. Minimum wage would be \$40/hr.
    - There is an affordable housing crisis.

- Does growth provide the opportunity for affordability? We need to keep families with low/moderate incomes here.
- How is income and wealth distributed?
- The middle class is blown away by property values.
- We need a smart strategy for growth. People drawn here for careers should be able to stay; but there are many barriers to make Arlington that home.
- There is a pair of challenges and risks. We are good at building relatively dense housing near transit stations, but it's very expensive. New elevator housing is an expensive luxury that can only be afforded by those who can afford single-family housing.
- For every person that comes there is growth. What is the cost? There is real cost to everyone in each age group.
- Arlington is like a village compared to other urban messes. There are certain kinds of growth that increase costs.
- We are losing affordability.
- There is a loss of the middle-class and a bigger disparity.
- There should be affordable housing for teachers, police, etc.

**Theme 2.5: A need to seek and identify innovative policies, programs and practices to advance co-location, mixed-types of housing, and other creative strategies that balance growth, density, and housing affordability.**

- *Opportunity to Offer Creative Housing Options/Models*
  - We need different kinds of households. What do we do with our 3-5 bedroom homes in the future when people have smaller families?
  - Looking into the future, how do millennials live? They may not all want to own homes.
  - There is an issue with accessory dwellings. Ideas like that are what are going to have to happen. I have a basement that could easily be rented out. I could rent it out to my nieces and nephews that can't afford to live here. We need to look at ways to accommodate everyone. What about tiny homes vs. the big mansions? The government has got to look at other options more realistically. They only have two people living in their 5,000 sq. ft. house [about 80% of the room agreed].
  - Are people who live in single-family housing prepared to, rather than have a next-door neighbor that has a single-family home, live next to someone who lives in a two-flat house (almost all hands go up).
  - I'm saying that the County Board should be more open to people creating creative housing opportunities that can open up choices like renting out basements and garages. Hall's Hill is the most diverse neighborhood in Arlington. There should be consideration for the people who have been here forever, these are options that we would be very interested in looking at.
  - With denser housing, maybe we'll have more high-rises. Other cities have been able to address this situation.
  - Without more housing types, renters will be forced out.

- The only way young people can afford to stay is to develop more creative housing types.
- Growth needs to include more housing units of all kinds that should be affordable, but not just affordable housing—all types. I heard a lot about the missing middle and that's me. Unless there are more units of all types, then renters can't stay in this County. I won't be able to afford it. This idea of "neighborhood character" is focused on single-family homes. If that's our vision of Arlington, not many people will be able to afford to live here; only the rich. We need more housing of all types.
- High-rises are neighborhoods, those are our homes just as much as your single-family home.
- There have to be more creative ways to solve the problem of fitting more people without more units. Single-family homes are worshipped here, but younger millennials don't think that way. There have to be some in-between housing types between 12 story building and single-family. In our building, there's this small unit that is the same size as a knocked down single-family home. It preserves character, but there are four families moving in there. The only way young people can stay here is for more creative housing types to be developed.
- How do you get diversity within a neighborhood by having lots of different housing types that appeal to seniors and millennials and families all together?
- The way we've developed is with the more urban corridors but it also concentrates certain types of people together. Millennials congregate in those urban corridors and they can really not see people different from themselves ever, because the housing types appeal to certain demographics.
- Find opportunities to create less expensive and more housing. Something that doesn't make single-family housing feel like they are not single-family neighborhoods.
- Arlington has a more affordable ratio of income to rental rates than other areas; I want to continue to see new housing forms here.
- Up-zoning: we need to create more opportunity for the middle-class.
- We need more housing options.
- As we grow, we need to devolve the models of affordable housing. It doesn't have to all be big.
- I would love to see more options than high-rises.
- Does your vision of the future allow more or fewer people to come here and what is consequence of that?
- I'd like to see more growth for people with lower-incomes. More affordable housing and more ways of creating affordable housing—particularly high rises. I love cities.
- There's a need for sharing the wealth. For example, why can I only have one house on this lot? How can we appeal to the state? For the privileged among us, what are we willing to give up to share the wealth? Higher property taxes, etc.?
- Folks may have to adjust and not have a single-family home with a yard. In Istanbul: everything was 3-4 bedroom flats. Not luxury: just regular middle-class housing that has more than two bedrooms and a den. If we want to keep families who may not want to do yard work, but want to have kids: 3-4 bedroom flats. Are we flexible enough to turn empty office space into flats or large houses that won't sell. It's flexible to turn that into housing.

- We have to stretch and think about areas outside the urban core. Are we open to higher density townhouses so families can find homes that are reasonably priced. Outside the urban core, it's about land value.
- We live in detached house one block from Dominion Towers next to townhouse development—two blocks of duplexes on Irving Street. The human scale is not imposing. On the flip side, I'm not convinced that the County wants families with children to stay. Students are a cost driver. Lots of students are in trailers and that's not likely to change.
- Apartments in Europe have different housing. They have square donuts with internal gardens and balconies that every apartment overlooks; not going up a story every time you need to change rooms. Who would want to live in four different stories?
- Townhouses are now only supposed to be buffers between single-family homes and commercial buildings. We have to change zoning. It's WWII when you want to talk about changing a land use plan, but I don't see any way that you can address these issues without dealing with land use.
- A great deal of success has been based on zoning and planning. Arlington did some things that were nationally new and brought lots of success. Now Arlington's advantage from what we have been doing is far less than it was.
- *Explore Possibilities for Mixed Types of Housing*
  - Two people are living in huge homes. How many people are worried about two million dollar homes? 12 people. Two-bedroom bungalows are being replaced by six-bedroom homes (4).
  - Growth: do zoning for mixed-uses to allow citizens to use facilities much longer.
  - Homes won't be the right size in the future.
  - A 2,000 sq. ft. unit on top of a 3,000 sq. ft. Some of the houses that were next door to us were diverse in size and allowed opportunities for different needs and maximized the opportunity to add to the taxes.
  - If we have many more millennials, there will be complications for housing. If we have more percentages in other age groups, we will we have issues for people who want single-family housing.
  - Growth means more pressure for housing, higher costs of single-family housing, and being outbid on asking price from people who don't live here. The County Board's goal is to maximize tax revenue, so there's interest in mansions. Why not allow at least a duplex for two sources of revenue?
  - A lot of growth is multi-family apartments. We're not adding a lot of single-family homes. Arlington used to be rural and now its urban; it's hybrid urban. You have parks and you have green space. It's not NYC. One of best things I saw in terms of development is River Place—a transition from Aurora Hills to low-rise and then tapering up but including senior citizen units and even a medical unit possibility. This is very smart.
  - A big thing is the lack of three-bedroom apartments and condos. County people said we need these. But unless you're a big business like JBG, they can't afford the risk of that model—there are not enough buyers.
  - Our vision statement and mission statement will enable us to be creative about growth; increasing supply of housing without sacrificing parks.

- I recognize a feeling of loss that Arlington is no longer a suburban community of single-family homes, but we need to upzone into duplexes and triplexes and quadplexes so we can still have a middle-class. It won't happen naturally. What will happen if we do nothing is we will have mega-mansions on single lots.
- Growth is inevitable, so we have to manage that. I'm not sure our processes are completely managing that. Smart growth was a very smart thing, but I think we need smart growth 2.0.
- We don't want all low-income people, because high-income people will leave. We need smart growth to encompass all.
- In the past, Hall's Hill was promoted as a place for potential affordable housing. But we are very dense. It's very easy for that to be said. We've asked, why doesn't it go north. When are they going to say "put a duplex" on some of the land there. We can hardly handle more multi-family units.
- Some neighborhoods are better equipped to take on the housing that you were talking about in Hall's Hill.
- I'm down for ways to find creative ways for housing, but which neighborhood?
- Zoning should be changed to add more multi-family throughout the neighborhoods, not just where it already is.
- Density in Arlington tends to cluster around main thoroughfares. If we're going to embrace it, other parts of the County are going to have to embrace it as well. It has to be spread across the County.
- *Co-location & Mixed Use*
  - Growth means mixed-use; thinking beyond boxes (housing, schools), and mixing them together to be as efficient as possible with land.
  - There is a need for mixed-use commercial, residential, and small business buildings. Commercial spaces are not being used and have one type of internet. We need to get used to County facilities having co-located functions (schools, fire stations, libraries, etc..).
  - We're just going to have to think about mixed-use as not just commercial and residential, but as what all our facilities are (e.g., roads for bikes and walkers only). It doesn't happen without public stewardship.

**Theme 2.6: A challenge to sort through the pace of growth and density with respect to land use, economic policies, private development, zoning regulations, and planning processes**

- *County Policies and Actions*
  - The County Board is wonderful. If you would equate what they get based on hours they put in, they need to be full-time employees of the County.
  - Are we looking at the government we currently have? Does it fit who we are and who we are becoming? The School Board and County Board: staff is like going back between mom and dad in a divorce.
  - I think the County is not as advanced in thinking about things as it should be. When people talk about how clever they were, it was right back then, but I don't think they're thinking enough about what changes are coming. There is a rigidity to thought that is hard to overcome.
  - I think it is important to have Arlington Board members have full-time pay for full-time work.
  - There's always a sense in conversation of reinventing the wheel.
  - Are there other counties that are doing this very well or ones we don't want to emulate? What lessons can we learn?
  - Are we making the best use of resources out there that could be developed with a push from us? I would love to see a model out there where we could ask questions and we could see what it would look like. Learn from the world, not just us.
  - Are our planning processes nimble enough? Do they expand enough to include more out of the box ideas?
  - I would like a lot more data. I want to really understand what we are paying and who gets subsidies. When our County signs away our right to know about the subsidies for the Amazon deal, it violates our rights.
  
- *Regional/ State/ Federal issues*
  - We need to do a better job of identifying the limits of Arlington's authority relative to the state and make that information available to the public. Folks often don't understand the Dillon rule – Dillon rule communities have limited authority to enact their own policy. The state governs that ability. The County so often lacks enabling authority on these issues.
  - There is an important distinction between cities and counties—counties need to appeal to the state for certain changes that cities do not.
  - Land is constrained—most out of control. A land by-right community does not get a say of what goes where.
  - Most issues we deal with are regional; housing, transit, etc. Look at it holistically from broader perspective.
  - The region will grow to over one million; we are forecasted 60,000 compared to other localities.
  - We need to look at neighbors (e.g. Alexandria, Falls Church) and work with them when discussing growth—not stopping at the County line.
  - Alexandria is more densely populated than Arlington. Alexandria is closer to the district when it comes to people per square footage.

- *Need Better Planning/ Sensible Growth Based on Community Values*
  - More sensible growth is needed (8 people raise hands in agreement).
  - There are more people in the world, so how do we plan for that?
  - What is the population we want in Arlington and how do we try to stay within sustained means?
  - Arlington should decide how many people we want (2).
  - We need good planning and follow through.
  - We can't prevent growth, but we may be able to manage it.
  - Sensible growth is key.
  - We have stats that project 60,000 person growth in the next several years. Do we have an idea of where that growth is? In race, class, and age groups?
  - When the transportation plans for East Falls Church were drawn, it was said that they would leave the single-family homes alone, but they've torn down two homes and are building nine. If we could have talked to them before, we could have avoided using a Metro corridor area to make single-family homes, when we could have made room for more people.
  - Growth should be respectful and creative—take care of everyone, be mindful of what restrictions might be in some areas. The effects of growth must be positive.
  - There has to be a balance between folks fighting for preservation and folks fighting for growth. All things come at a cost.
  - We've got to work together, locally, to bring these ideas to fruition.
  - How much control do we have over what's happening? We've got tools to protect affordable housing, and economic demand shapes rising housing costs elsewhere, but what's happening in the middle? We are naturally gravitating towards either low or high-income housing.
  - We need to constrain developers. Affordable housing is displacing low-income tenants who do not have a right to return—why don't we do more to negotiate with developers during discussions of bonuses?
  - Build up near the rest of the Metro stations. Extend the character of our Metro corridors.
  - Arlington emphasizes growth near the Metro, because so many folks want to come here.
  - Are we being driven by developers, or are we steering our own future?
  - There is a varying quality of developers.
  - Break growth down into five elements—inclusion, education, sustainability, civic engagement, mobility. The County should focus investment in education, which fosters growth in the other four elements.
  - I disagree with the feeling of helplessness based on the Dillon Rule. I feel that so much of our difficulty comes from the County making decisions that set expectations for land value very high.
  - We are very forward planning; what happens when we have too much backlog.
  - I want growth and money coming in, but the County needs to manage it better.
  - We need a plan for growth—what is the 20-year plan? Buy land, save for the future, and implement later.

- In growth and construction, which developers benefit? This doesn't happen overnight. It is driven by economic decisions made by developers. We can talk planning, but we're generally driven by the 'dash for cash.'
- "Don't give away farm."
- We should look at the math of incentive packages—e.g. Amazon. Economics have to look at everything and if it makes sense.
- I'm aware that things are changing, but is the only way through our developments? Is there a way to put values and community at the center of that equation? What if we grew our social bonds with worker co-ops? Is there a map of the local businesses in town?
- *Need to Grow Commercial Tax Base/ Businesses*
  - Businesses are good community members. We need business to have people live here.
  - Find ways to populate vacant retail spaces.
  - Commercial real estate is vacant and costing us money.
  - I think there are a lot of factors that go into new companies that come in or leave.
  - Is Arlington really growing? There is some growth in jobs, but in comparison to other Metro areas, we are grossly underperforming in job growth--relative to Boston or Seattle.
  - We are not following national trends on economic growth—we need new industries to address the issue.
  - Growth is needed to pay for transportation and other services (Metro as an example).
  - The 20% office vacancy is a huge problem that is driving crisis in services.
  - The government cannot solve all problems. The government can cut costs, increase taxes, or grow the economy (toughest of all).
  - Attract businesses and have more control of direction.
  - Growth requires commercial development in the urban corridors.
  - We need to embrace commercial growth to maintain robust economy and allow people to work and live here.
  - On the commercial side, half of the property tax base is businesses. High vacancy can be adjusted by diversifying the type of industry Arlington brings into the County--besides just the federal government. This area may be fluctuating.
  - Consider a flip of the property tax base to be more reliant on residential property, which means the tax rate will increase and will keep costing more to live here.
  - Growth can achieve our interests. We have a budget cycle where we had to fill a 20-million-dollar gap. A lot of that had to do with our commercial sector. The only way out of that cycle, is to redevelop outdated buildings. Growth is a demand—Arlington is a great place to be, people want to be here.
  - Arlington needs to have a risk management unit—we are subsidizing development at very low costs. We can't be subsidizing them and be in debt.
- *Focus on Small and Local Businesses*
  - Lee Highway between Spout Run and Lexington is great. There's diversity in businesses and I don't want them to be driven out.

- Focus on small business for more inclusive growth.
  - There is a loss of small business due to rising rents and no respect for preservation.
  - Homogenous business character is hurting the County—how do we maintain our unique business environment?
  - Following on the small business point, I’m concerned about my ability to afford rent. What tools does the County have to help small business stay here, such that we don’t depend so strongly on large businesses that can afford the rent and become “Everytown America”.
  - The County has constrained the Columbia Pike Revitalization Organization and Arlington Economic Development, and has no plans to improve business development along the Pike. The responsibility for that falls to CPRO with a 400k budget—most of which is earmarked by the County.
  - How do we keep that talent here? How do we find opportunities for them to work and live here?
  - The commercial/restaurant/small industry is sensing younger people are entrepreneurs. We need space to encourage this. It is a big movement for small business and we need Arlington to be dynamic.
  - We should provide startup opportunities in a small footprint to help support services.
  - There should be diversification of smaller businesses instead of the higher end lucrative businesses. They have huge tax incentives with the community receiving little in return. Prioritize smaller to medium businesses.
  - Arlington does incentives well; focuses on medium established businesses. There are entrepreneurial businesses that don’t get any help. How do we right size regulations according to business? Make it easier for them to do business successfully in Arlington.
  - I understand businesses need to come in, but what is the best way we can bring that business, get them to use the spaces that are available, and still keep character? Growth is not a bad thing, we just need to make sure we maintain the mom and pop shops.
  - Growth makes it hard for small businesses to stay in business. I’m concerned that Lee Highway will turn into another Clarendon.
- *Other Models for Sustainability*
    - We need another economic model besides growing. Sustaining is another model for the future.
    - Why do we have to grow? The place to grow is up or into the green area. The more you grow up, the more schools you need. Why do we have to grow? Why can’t we just improve?
    - Government seems to be focused on growth.
    - Growth should be quality not quantity.
    - There is a polarization of job growth between the white collar and service sectors.
    - Multi-nationals aren’t going to keep wealth in the County.
    - We need other forms of building such as limited Equity Co-ops and better democracy. The non-profit motive is better than private market.
    - We need growth in resilience, not just size—to grow our ability to withstand changes and be better on the other side.

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- Look at the intangibles. Get the community together to work en masse toward a direction.
- To me, the question is how should Arlington thrive?
- Environmental sustainability—there is no reason for any home or building to go up as net zero. We should be building nature into urban environment. We have to make that part of how growth is going. This should be a community that is diverse. It should be a place where our teachers, firefighters, police officers, and even those working in retail can afford to live here.
- Growth can be an opportunity and a challenge. But what does growth mean? I'm taking an image from Thomas Rayner who has done work on communities of plants. I think that healthy growth means looking at the County as a system of systems. All of our entities should have a collaborative effect. We have to give attention to all of these systems and how they interact. It is possible, but it is very much a challenge. We have population, environment, economic, social, and moral challenges.
- There's no reason why we can't use digital currency. There can be better financial management.

## **APPENDIX 3: What Opportunities Do We Have (in Our Various Roles) to Shape Our Future?**

Having discussed the impacts and opportunities of growth, participants then reflected on the different roles we each play in shaping our future; brainstorming the types of opportunities and actions they would like to see the County government, County residents, and other stakeholders take on. The following themes were the most common ones to emerge from this conversation:

- 3.1 Confirm Arlington’s vision and strategic direction for the future, reflecting thoughtful considerations for balancing and managing potential growth
- 3.2 Align Arlington’s planning process and related policies to establish opportunities for maintaining mixed-use housing and advancing social equity principles
- 3.3 Seek policies and practice that balance and maintain neighborhood characteristics
- 3.4 Strengthen economic development with focused support and opportunities for local businesses
- 3.5 Maintain excellent services (schools, transportation, parks, etc.) that offer a high quality of life to all who want to live, work, and play in Arlington
- 3.6 Advance public engagement and communication strategies that balance diverse voice, participation, experience, and perspective in community processes

### **Theme 3.1 Confirm Arlington’s vision and strategic direction for the future with thoughtful considerations for how to balance and manage potential growth in Arlington**

- *Strategic Thinking for Future Services*
  - Growth is inevitable and we need to keep up with it. Schools have more trailers, we need more police as we grow, etc. Services need to grow as community grows: schools, utilities, etc. The County issues permits without delay and cranes are everywhere, but the County does not offer follow-up services that are needed.
  - In the CIP conversation, very little money is going to land acquisition for school and County services. We need to prioritize land acquisition. Get air rights over I-66. It is short sighted not to look at that. There is a disagreement about the expense of air rights. Put a park over I- 66. The government has a role in land acquisition.
  - Does Arlington do long term scenario planning for 5-10 years? What are implications for carrying capacity? Could we run different modelling scenarios with consequences? No “Uber” model but each plan has a modelling analysis. Models are only as good as the assumptions that go into them. For example, the BRAC generated vacancy issue could not be foreseen. Need to adapt—can we flex schools when population changes.
  - Come up with priorities and work with neighboring Counties.
  - We need to be careful of projecting demographics. We could make infrastructure decisions and be stuck for a while.
  - There needs to be a feasibility study: How much growth can Arlington support?
  - What is the strategic vision for 50 or 100 years from now?
  - We need a study of how much we can truly physically support. How much can you really put on a block? I think there has to be some kind of study. In Europe, there are really

- strict rules of how many you can have in a room or in a block. It is very strict. Now there's Gen Z and Gen I. My niece doesn't want to move up the equity ladder. She doesn't want to own a house or a car. She doesn't want to go grocery shopping. She just gets smoothies on her phone. It's nice to have these planning models but we might be building for today but not for 50 years from now. Do we have a 100-year master plan?
- The East Falls Church development plan had nothing for childcare, groceries, etc.
  - We need community level planning for the Public Facilities Review Committee.
  - Think ahead to the future, not just thinking for the now.
  - Make sure growth going forward is something we like more than we dislike.
  - Try to be thoughtful and have some principals of what thoughtful growth looks like.
  - Move to the next version of the Year 2000 project.
  - Use agencies in a more holistic way.
  - Our approaches seem to operate in silos.
  - I've been on the Fiscal Affairs Advisory Commission for a year now. There is so much data that you don't know what to do with it. I wonder if key objectives are missing from the County. Each of the departments should also have their own objectives that feed into the County's overall objectives and show how they are meeting them. Those could include diversity or managing growth for example. We need to know why we're doing whatever we're doing.
  - There's been an absence of making choices in the past. Let's follow the average Arlington resident through their lifecycle and think about the quality of life that they want. Do we want them to go to a school that looks like them? How many cars should they have? How big of a house should they live in? That's going to bother some people, but we need to draw a line in the sand.
  - Saying growth is inevitable is not the same as speaking to the rate with which we grow. We need to think about office and multi-family in different ways that can help slow down growth.
  - The projected rate of growth in Arlington is going to bring the population size of Charlottesville.
  - JFAC is a resource that could be used for planning. The County needs better long term infrastructure planning. The thought is late. Where can we get some land and what can we put on that land? We're not really thinking about the effects
  - Local issues are not prioritized.
  - Have a good holistic vision for Arlington. We have lots of pieces but they don't coalesce into one vision that tells the story of what Arlington could be.
- *Fiscal Responsibility/Accountability*
    - Arlington cannot afford XYZ with their large budget because of Metro and an empty commercial tax base. This shouldn't be the case based on our prime location.
    - We should ask for accountability and transparency, open data, and open portals.
    - We have a totally imbalanced budget.
    - The developers are going to look out for themselves. We need the County to look out for us.
    - Until the County faces up to their responsibility, we will be losing this resource.

**Theme 3.2: Interest in aligning Arlington’s planning process and related policies to establish opportunities for maintaining mixed types of housing and advancing social equity principles**

- *Planning and Zoning*
  - There should be a massive overhaul of zoning regulations that is outdated from the 1960s. D.C. just did one that was very successful.
  - Look at housing—there are more townhouses when single-family housings come down. We need more diversity.
  - There is an affordable housing master plan and there are districts in Arlington County that can accommodate it, but why doesn’t the County update this? The situation is getting more and more dire. We need to advertise this plan. People don’t even know about the properties and opportunities available.
  - Back to the East Falls Church Transportation Plan. The developer asked for rezoning and they calculated and figured out that they could fit nine houses. In the East Falls Church Metro plan, they did not cover any of the single-family homes; making it seem like they shouldn’t be affected.
  - Our history of planning has been good—Metro was made by government and opposed by single-family residences. In planning, what have we done well? What haven’t we done yet? We never planned for whatever happens when we run out of land. We tried little things of mixed-uses, but we need to try more urban planning.
  - Also, how do we encourage diversity of scale in terms of height, density, and respect for communities? What is intended by “established communities?” How do we determine which communities are expendable? And how do we be equitable in our determination of who matters?
  - Look at land-use planning.
  - How do we inspire people to see what’s possible?
  - Embrace the fortunate situation that Arlington is growing. Not every community is growing; some are shrinking. We need to embrace density nationally. There are going to be a handful of communities that win and Arlington could be one of them.
  - We need to embrace density outside of the main thoroughfares. There has to be a spread across the County. Provide services (grocery stores, drug stores, small businesses) in areas where density is added.
  - Single-family homes are the main reason for school growth. School seats are important.
  - What about accessory dwellings? Who supports the concept? (Most in the room supported).
  - Be flexible. Be willing to lose a little control over what we’ve done in the past. Understand the fundamental goals and values you want to put into the planning process be able to live with uncertainty and flexibility.
  - Decrease limitations and obstacles to accessory dwellings (apartment over garages, etc.).
  - My advice to the County Board is, you spend so much time talking about a County sign, why not let the County Board deal with the big picture?
  - Arlington County has a master plan for buying paper clips. Our County representatives are wasting their time.

- We spend a lot of time on building schools and the GLUP and zoning changes. It's hard for elected officials to make the time to think about larger different issues.
- *Prioritize Affordable Housing*
  - Montgomery County has a rule that mandates that all new development must have a set percentage of affordable housing. They can't pick and choose and can't discriminate between housing. Can we do that? Does Dillon rule constrain? Yes, Dillon rule constrains. Inclusionary zoning prevents that here.
  - Arlington has a unique ordinance in the state that states that new developments contribute, either by committed units or by a contribution to the affordable housing fund. We can't mandate units, but we have found creative ways of working around that.
  - We should become vertically integrated so that our workforce (firefighters, police officers, teachers) lives here.
  - We need to incentivize regular housing for regular people. My work is for the community and I'm deeply invested, because I live here. People who work, but don't live in this community don't have the same investment.
  - There are a lot of vacant commercial spaces in the County. Can vacant business properties be used for housing? Can business be part of solution to housing problems?

### **Theme 3.3: Align policies and practice that balance and maintain neighborhood characteristics**

- *Sense of Community*
  - Model good behavior.
  - Set the example for children on how to be neighborly.
  - Ensure that we are truly an inclusive community
  - I don't know if this is possible, but can the County incentivize businesses to hire people who live in the County? MOMS has all these great perks including school subsidies and more. Maybe they contribute to their housing in Arlington or the County can give them a tax break so they're giving part of the subsidy back. I don't know the legalities but that seems like a good thing.
  - In California, developers are incentivized to hire locals. They subsidize rent for local businesses and provide transitional funding while struggling businesses reorganize.
  - Ownership has an effect on community. Homeowners are more involved. Affordable housing residents won't care at the same level. Increase the affordability of property so people can have more choices in home ownership. You have a stake when you own your home. Infrastructure needs to keep up with growth.
  - I used to own a delicatessen right here before Drew Elementary School was built. When the school was completed, our business grew because teachers were our clients. The problem was that we jacked up prices for the school teachers, but the residents in the neighborhood couldn't afford our new prices so we had to lower the prices to get the neighbors to come in and get their business. That caused our business to go down. So, we had fluctuation between teachers, residents and our business. So, taxes came in. Eventually we had to close because we were trying to accommodate the residents who didn't have the salary of these teachers and we couldn't keep up with the taxes. You have

economy of people residing here because they were born here but the taxes shove them out because they can't afford it.

- *Maintain our Diversity*
  - If we're less diverse, we're not the community we've always been and who we want to be.
  - If you heard another perspective in the room that you haven't heard about, then hopefully your time was well spent. So many things we just touched on. So much more to talk about. If you are interested in specific issues, how can we help you learn more details and facts? We need to follow up with unanswered questions.
  - In the big picture, we look like we are diverse, but we are living in really segregated neighborhoods and schools.
  - The people on the south side know it, but the people in the north don't.
  - This is not new news in Arlington—discrepancies in income.
  - We live in Ashton Heights, right next to Buckingham, but they are two completely different experiences.
  - We need more intergenerational activities! We lack the perspectives of other age groups.
  - This right here is an awesome start. We see each other as individuals as opposed to “them”. Start sentences with “they”, “them”, “those people”, and then we're in a problem. The solution is dropping off old value systems we're rooted in and things we have to let go of. Communication is key. This is a great start. How can we continue to keep these dialogues going forward and continue the support of these functions? Does it include getting more people involved? A whole lot of people are not here—especially the Hispanic population.
  - Talk to each other! Great ideas start to rise.
  - I don't know where Nextdoor came from, but I am very, very happy with that. We give away seeds, find babysitters, and communicate. In Aurora Highlands, it's been very successful. I'd like to see them expand and bring in more people. It's a for profit company and I am a little unhappy that it has a commercial taint. Perhaps in Arlington we can set up something like Nextdoor with no commercial taint.
  - Intergenerational activities could help. We lack the perspectives of other age groups and that's where a lot of tensions come in, because we have different goals. I've been to some run by senior centers or private entities. I was at a theater group and they had 55+ and teenagers together and they'd read acts of plays and discuss what this meant to our lives and this was really cool because you'd hear other perspectives. I've never had kids, so I don't know what the perspective of kids is. I thought these kids were really cool and they seem to like us so I came away with really good feelings.
  - Create more co-op parent groups.
  - Make civic associations be welcoming to people within a certain radius (outside of the drawn boundary).
  - Think about creating online networks of neighborhoods and use that (as an alternative to civic associations).
  - Encourage people to use an equity lens. Think about it in everything that we do.
  - What effect is had on those who are not at the table, and what are we doing to ensure that everyone can thrive?

- Segregation is also caused by people's attitudes towards individuals of color. There is a lot of growth in making people feel comfortable in Arlington, but a lot of us have a lot of other experiences that don't fit that.
- Housing policy is school policy—we value diversity and inclusion. But if you visit a school in the far north vs. a school on Columbia Pike, it's like two different countries.
- *Environmental Quality*
  - I haven't heard health be brought up.
  - In single-family homes, some of them have been torn down and built back up without destroying the trees.
  - Incorporate environment and habitats in all planning.
  - I'm a visual person, we should look at a before and after visual of the tree canopy.
  - Environmentally friendly urbanization is important.
  - The most environmentally accommodating places are multi-family buildings.
  - This is a County that wants green spaces, but the Department of Parks and Recreation's budget is to build facilities and playgrounds.
  - Trees are coming down because we have no money to maintain them.
  - The water issue is serious and people are not taking it seriously.

### **Theme 3.4: Strengthen economic development with focused support and opportunities for local businesses**

- *Make Business/Developers More Accountable*
  - The role of governments is to tax developers more than residents.
  - The government is actually not allowed to tax differently, but if you were interested in raising taxes for developers. Would you be willing to pay more as a resident as well?
  - What can the County do to mitigate issues in unfettered markets?
  - The government's role is to have proactive policy to mitigate unfettered growth.
  - The role of government is to represent the people.
  - Urban city politics—decisions are made based off business interests. You couldn't make anything without meeting the interests of developers.
  - Richmond has a lot of tax exemptions, affordable housing and such—but these are big groups that have a lot of money and a partnership with the County. Then there's little opportunity for affordable housing when there is a new owner. It should continue and not matter who the owner is.
  - We have to talk about how to make the developers less aggressive. They wouldn't back off my family when my mom died.
  - Can we tax vacant office spaces to get rents down?
  - We should return to that developer who has embraced community development. How do we emphasize the rest of the developers—both single-family and high-rise – to embrace social responsibility?
  - Why do we consider all of our various interests “competing?” Not everything is zero-sum.
  - We can be more selective of who we allow in that aligns with our values.

- Stop privileging people who make money off of developments. Instead, privilege those who live in the neighborhoods.
- Alternative view: the developer has to give presentations and neighbors have the right to participate. Only the chair can give the developer right to speak.
- The documentation of our building's history is hard to find on the County website. We are fighting developers for repairs.
- Arlington County money talks. It is a very developer friendly County. I would have liked to buy a house, but we kept on getting out bid by developers.
  
- *Support Small Business*
  - Bring in smaller businesses to fill the footprint. These companies work without benefits. Bring small business owners. What benefits can be provided? Maybe the government can bring people together to come up with solutions.
  - Dark fiber can connect to street lamps and could then provide infrastructure for small businesses. Do more with it!
  - Small businesses need more support and assistance.
  - Can the County incentivize businesses to hire locally? Through tax breaks?
  - There should be a feasibility study for co-ops (utilities/energy co-ops, space co-ops, etc.).
  - How can you create affordable space for small business? Rents are too high for individually owned businesses.
  - The County needs to do more to help small business. The County policy is an economic development policy through BIDS and such. We saw a long-time restaurant literally driven out by County policy.
  - Diversity of development: how do we better determine where our economic development dollars are spent? Nestle is bad and doesn't need our help as much as local small businesses.
  
- *Economic Competitiveness*
  - Technology is shaping the workforce. Government jobs are going to disappear. We need to make sure we've got opportunities for jobs and employment.
  - The rise of flexible workspace is important. Floor plans with cramming more workers into smaller spaces isn't happening anymore. Businesses are downsizing. People work from home and we don't need as many desks. We can get more workers in the same amount of real estate.
  - The role for small business would be development or job skills training. GMU did a study that the economy is changing to more cyber and technology based and if I want to get trained on that, I have to go to the Dulles Corridor to take those classes. I might be able to at NOVA in Alexandria, but if businesses would sponsor me coding in Python or anything like that, I'd sign up for it in a heartbeat. My skillset very 90s, so I would say workforce development and training for middle skill people would be a huge help.
  
- *Partnerships*
  - Our neighborhood has a business area in the middle and a long time ago, the owners didn't really know each other. I encouraged them to start business association. And that really helped them in that area. They talked to each other and talked to their civic

- association. Now we have absentee owners and that hurts. But talking to each other—it's amazing how that works.
- I'm participating in an unusual partnership with the business community and the BID and we're working on our own strategy for Crystal City, Pentagon City and Potomac Yard. They've got all these working groups going on and I'm representing the community. 23rd people are there too. They're trying to give identity to the communities and then form this partnership so that everybody in the community feels like a part of it.
  - One of our biggest issues with managing our thriving future is a good common interest relationship with the private sector and developers.
  - We're part of a bigger ecosystem with D.C. We should remember all of the connections on different levels.
  - I'm with a non-profit, so I want to fight for our team members who are on staff and need resources. There's still a gap. It would be helpful to know what's out there so that non-profits can get more help.
- *Community Benefits*
    - I'm not a huge fan of bringing in huge numbers of multinationals, but in some communities, if large corporate client is coming in, they draw out a community benefits agreement and neighborhoods that suffer from dis-envelopment can help the large developers provide services for a community. For example, an affordable housing trust, inclusive hiring, etc.
    - Another side of this is non-profits who can also play a role and serve as anchor institutions of a community. They always have procurement needs and recession proof. Cleveland did a really interesting thing—hiring people, they went and met universities and hospitals, and decided what their procurement needs were. They found seniors, homeless people, prison repatriates, and now workers.
    - You can start out with service co-ops or weather and solar station co-ops. Let's pay for a feasibility study and see what we can do.
    - In Pentagon City, we asked the developers to open those apartment buildings to the civic associations so they can have a table. It's a way businesses can be more welcoming to the public.

**Theme 3.5: Continue to maintain excellent services (schools, transportation, parks, etc.) that offer a high quality of life to all who want to live, work, and play in Arlington**

- *Services and Facilities Needs*
  - There should be innovation of scenario and anticipatory planning. The biggest public facilities are streets. We should talk about streets and sidewalks as a public facility to get us what we need.
  - If you take a look at needs, the County has more property than you would think.
  - Empty office buildings in Crystal City could be used for homes for older population. That would mean single-family housing is now available.
  - Use empty buildings as prototypes and try new functions to see if it works.
  - Tactical urbanism: look at temporary uses, innovative, and low cost things with less of a public process (instead of how we do it to how it works).

- Find creative ways to bring everyone to the table ahead of the time to cooperate. Dillon rule does not prevent us from negotiating with developers at the front end.
- Returning to affordability and diversity, look at co-location as a tool. We did it at Arlington Mill, but not Lubber Run, not the Buck land swap, etc. JFAC should use the Affordable Housing Master Report as a guiding document and use co-location more effectively.
- I reiterate co-location.
- I like the idea of multi-use housing.
- Also, what creative transitional uses can we find for vacant buildings?
- It's ridiculous how many people were dying because of the lack of healthcare.
- We should invest in more senior community areas with health care.
- We need more things to enable empty spaces for childcare.
- There isn't much emphasis on home care or assisted living.
  
- *Schools*
  - We know there is an achievement gap on day one of kindergarten. Get schools working with agencies and the Board to address the problem before kindergarten starts. Break down silos between agencies.
  - Spending is way too much per pupil. The process doesn't have cost reality and there are tradeoffs. Discovery school is the most expensive. At Yorktown there is a cost per seat. Something is wrong with the process.
  - Make a 30-year plan for schools, parks, and facilities.
  - We need community services beyond school. Pre-school children lost Jumping Joeys in North Arlington. It's not just daycare, it's services and activities.
  
- *Transit*
  - Focus on a multi-modal/walkable/bikeable community.
  - Find ways to emphasize walkability through creative zoning, commercial development, etc.
  - I would like to encourage more walkability. I live close to the City of Falls Church. East Falls Church has nothing around it. There's no commerce or anything similar. I walk to Falls Church for anything I need, because my area is so homogenous. I can walk to Westover and that's about it.
  - Consider Vision Zero—zero pedestrian, cyclist, vehicular fatalities. How do we make a commitment to spur growth through a walkable, safe, and easily travelled community? This accessibility needs to shape our growth.
  - More bikeable Columbia Pike. It needs to be a bike path that actually connects something, can't dead-end through neighborhoods.
  - Vision Zero—streets as car sewers. Stop traffic fatalities. People are not paying attention. Take a look at a whole network and make streets serve us. The District and Alexandria are doing it.
  - A big thing is enforcement. People flying through lights is a problem. Driver education is important, but enforcement is needed. Key School is dangerous!
  - Families don't use public transportation. What incentive do families have to use public transportation? It would create fewer cars on the road.
  - Arlingtonians need to demand better transportation and walking opportunities.

- Walkability is important.
- Use public transportation whenever you can.

**Theme 3.6: Continue to advance public engagement and communication strategies that balance diverse voice, participation, experience, and perspective in community processes**

- *Engaged Community and Participatory Government*
  - Build on the “Big Idea” forums. We need resilience. Create Big Idea hubs in community centers for people to talk or draft in and tables with newsprint and crayons. Provide “What If” charts and curators at each node to ensure that ideas are flowing. Get ideas from people you don’t live next to.
  - Be mindful that we can’t stop growth. Hold our government accountable—what is the follow up to community conversations? We need businesses and too much too quickly. we aren’t taking people into account. Some people don’t have a voice (seniors). We’re moving too fast. Accountability is needed.
  - County Board members do listen. I am a snake owner and have talked with Mr. Dorsey at length. You can get one-on-one time with Board members.
  - The issues are hard to grasp for people coming in. We can’t change things if we don’t know what’s happening. It takes constant civic engagement. We can change laws, if we understand. The train is going so quickly.
  - One of the problems with civic engagement is that it might be too early to use feedback or it’s too late because the plans are already set.
  - When the County Board worked with the planning commission, we asked how we could best educate the public, and staff is working on a 60-minute module on planning and zoning.
  - We need to look at the big picture of the civic engagement train. That’s a bigger question across the County. When you look at little pieces, you’re missing the bigger picture.
  - One thing to think about is our GIS. People are doing a great job of helping visualize that bigger picture.
  - We talked about the demographics of the group. It is somewhat skewed in a lot of ways. I didn’t know what association with Arlington meant, but almost everyone here has an association with Arlington. I don’t think that’s representative of Arlington. A challenge for you is, how do you get the voices of ALL of Arlington. This is not that valid.
  - Engage more diverse sectors of the community, better way?
  - Support Civic Associations more by bringing it under the County umbrella—web host each civic associations and ensure that they have tech support. We wanted to host a BBQ for my civic association and the insurance was all of our civic association’s money. People aren’t comfortable with doing these without insurance. I hate to say ‘give us more money’ but bring civic associations under a single umbrella and then there wouldn’t be disparity—some are super active and some barely exist. This could be way of making them equal.
  - I think we need to revitalize civic associations. We need to overhaul NCAC. Bring people in at the ground level so that people feel listened to and respected. Somebody should help neighborhoods that have struggling civic associations or help neighborhoods that don’t have them. People want to talk. It won’t take much.

- Arlington is investing too much in engagement and listening to neighbors, but nothing ever gets done. And it takes too long to plan and meeting after meeting after meeting, we don't give the staff who are so smart the chance to tell us what they think. I would be comfortable letting this engagement go and letting the staff do their jobs.
- I disagree with that. I think it's a balance. How many meetings are required to build a building in Arlington relative to other places? There were like four meetings there compared to 20 here. So, an efficiency model to figure that out would help. But as a parent, people on APS staff don't care about anything I care about and make horrific decisions and I really want that engagement. When Arlington folks get mad, they show up! Having said that, I've gone to so many meetings that my band name is going to be Yellow Sticky Notes, but at some point, you do have to trust the professionals. These people have spent years trying to understand that data and not be swayed by their guts.
- Yes to balance. One of reasons the County is focusing on engagement is that there have been so many problems with County staff. They are professionals, but they don't listen. They know what they're doing, but they have got to listen to the community. They've made mistakes.
- Can we create a public version of Nextdoor, not tainted by commercialism?
- What I hear is that a lot of voices aren't being heard. There's expectation that if we have these conversations, things will get better, but are there pockets and other voices that aren't being heard in these rooms? What is a better way of reaching out to those folks.
- Have interpreters for meetings to bring folks together. Provide more examples of translation and in more languages.
- Renters need to be engaged more!
- Diversity, but the same people are participating—how do we get more participation from others instead of just the same.
- It is a full-time job to be civically engaged. We need more robust online ways to get everyone to participate.
- Arlington hears a lot of the same voices—privileges homeowners. The County is doing a good job at trying to expand, but it's not getting all the voices or getting buy-in from everyone to try to deal with the growth that's coming.
- Civic Associations are inadequate. The County is working to help them be more welcoming, but they are mostly designed for single-family homeowners.
- Create new structures for input that meet the needs of a different group of people.
- Low-income people don't have time or luxury to take off work to be sitting in this room.
- What are innovative ways in which we can take the conversation to people that live in multi-family buildings?
- We need new structures that are responsive to the ways we live in Arlington. Not just the folks who have time.
- There needs to be an ongoing way of having opportunities to engage.
- We need a diversity of ways to give and receive feedback.
- Technology is one part.
- Usually, it's people who look like me (older, white, male) who go to meetings.
- The whole millennial population (anybody under 50) have another way of communicating.
- Arlington needs to do a better job of educating the community and engaging people in a different way.

- I think there are a lot of venues where we could get input from more people
- Where can people look at something, react, and provide responses?
- There should be more tapping in with the non-profits that support different issues.
- I think the communication office has to work on all the ways to bring people in the conversations.
- Provide food and child care to get people to meetings.
- Often, to participate, it's in forums where you have to have a lot of knowledge. That takes an enormous amount of time.
- Often, you go to the community and ask for input, but things are pretty well baked. There are things to overcome where people have bad memories of participation. This is the first opportunity I've had to sit broadly and try to get above a site plan. I think that's useful.
- Renters and low-income people are not necessarily at the table.
- The only way to reach those people is to do more for tenant advocate groups that go door to door.
- BU-GATA can get the message out to renters in the community. Support them more and give them more of a role. Create broader actions for groups that are engaged now.
- Wonder if County government could learn something from the APS engagement team. They've made strides and I've been impressed with that.
- There are other structures in other cities, like ANC (Advisory Neighborhood Commissions) in D.C. I'm not sure if the County could do that with the Dillon Rule.
- Citizens need to have more of a voice over developers. Every citizen opposed a new development in Ballston, and the zoning board still approved it.
- We all took off a couple of hours today to be here and share this experience. It's going to be very interesting to see what comes of it. I live next to Buck and we've been to lots of meetings and have been told that this is a 10-year short term project. 10 years is a long time at my age.
- There are lots of ways in this County to get involved.
- How do we keep government accountable besides volunteering and participating in the community? Pollution is a concern with growth. Parking is a big problem. Drinking water and air are impacted. We need solar and recycling and tree preservation. It takes 50 years for trees to grow.
- I agree that Arlington is open to volunteerism and lots of ways to have input.
- Active community participation. My husband and I lobby on the hill and the General Assembly. I never knew about the Dillon Rule or political interest.
- We need to have more communication with the County and learn more about any rules that restrict our rights or the abilities of our County representatives.
- How can we still be active with the Board in order to stand up for rights?
- There are a lot of process out there to get your voice heard. Our commission has young people, old people, staff and we have really great conversations about signals and many other things. I also sit on the Site Plan Review Committee— one of first steps in developing a commercial development. The Transportation Commission sits at the table, the Arts Commission sits at the table, and there are several seats for the civic association and others. There will be like 20-30 people in the room who are involved. It's an opportunity for the community to present their opinions: we live there and this is what's going to happen. Sometimes it works, sometimes it doesn't, but we have an opportunity to try in this County. We have an opportunity to be involved here.

BIG IDEA Roundtables: How Should Arlington Grow  
SUMMARY- Summer, 2018

- What can we, as citizens of Virginia, do to change our circumstances?
- At the end of the day, it comes down to who is in office. Contact your legislators.
- Teach children how to participate in government and be engaged.
- There is very little input from the public on taxes. I was upset about the golf course tax situation. Will Nestle and Amazon pay taxes and contribute to community? Citizens ought to have more say. Everything depends on taxes. The golf course shouldn't get a break.
- Help bring new people to the table when coming to these meetings.

#### **APPENDIX 4: Closing Conversation**

At the end of each roundtable, participants were invited to share ONE thing they would do if they each had a ‘magic wand.’ The following list includes the responses that were offered throughout the nine roundtable sessions.

- *Affordable Housing*
  - Affordability for all
  - Affordability to live here for my whole life
  - Affordable housing in all parts of the community
  - Build affordable housing
  - Development of affordable housing
  - Affordable housing
  - Affordable housing for the elderly
  - Everything more affordable—real estate, homes, retail, commercial everything
  - More high-rise affordable housing developments
  - As much money as is needed into the Arlington Housing Investment Fund
  - Required affordable housing in all developments
  - All properties affordable—homes, commercial, offices, multi-family, everything, etc.
  - Make affordable housing go up for those who want to live here and can’t
  - Rethinking of exclusive single-family to more diverse, multifamily structures
  - Affordable housing for community leaders and members of the workforce (teachers, public safety, etc.)
  - Build more than country clubs for rich people
  - Come up with the “how” for affordable housing
  - Affordable housing for everyone
  - Increased diverse housing options throughout the County; communities where we are neighbors and have relationships with each other
  
- *Civic Engagement*
  - County listening to popular opinion over developers
  - Arlington Way is truly revitalized; make sure resident opinion that is solicited and given is actually heard, quantified, and used as an equal factor in decision making
  - I think what we’re doing today (Big Idea Roundtable) is fantastic; I would want more of these that are fairly often and as publicized as well as this one
  - More community involvement; have the County Board listen to more community input
  - More communication with the community
  - Make sure diverse voices are heard
  - Allow for honest conversation
  - Participatory budgeting
  - We are good at listening to vocal public opinions; I would create a jury system where it’s randomly selected
  - Make sure that people are respected and their voices are heard
  - Have these candid conversations with residents of Arlington for more dynamic and synchronized work

- To hear from everybody is important; can people fill out a survey when they pay their taxes?
  - You need to change County Board procedures; citizens should get a chance to give competitive changes to debate
  - Increase representation of under-represented communities
  - Engage younger generations in civic participation
  - Have interpreters for meetings to bring folks together; more examples of translation in more languages
  - In terms of community processes—we can streamline and focus, but must not remove it
  - More diversity in processes; small group of people (homeowners) can shut process down
  - More political action by young people/millennials; more involved in getting changes in Richmond
  - Wait wait wait . . . young people are involved
  - Have less County staff involvement in decisions; more citizen participation; the Arlington Way should come back
  - Not sure about the Arlington Way coming back (in response to above)
  - Working people who live and vote should have the last word on what happens
  - Encourage more teen and millennial networks to hear more voices
  - Bring in the comprehensive guide to make more diverse commissions
  - Think about how to get more people participating (texting+)
  - Get millennials more active in these types of meetings
  - Create opportunities for better representation and better outcomes: automatic voter registration, rank choice voting, ensure everyone has a voice and can participate
  - Make every gathering and every school reflect more representation of the diversity and economic diversity in our community
  - Need to get a much more diverse set of voices in the County; important pockets that aren't being heard; do more intake and surveying
  - Find a way to get the message to those who wish to participate
  - Encourage/empower private citizen stewardship
  - Integration and inclusion; collaboration among groups
  - That County would succeed to get people to participate and feel that participation matters
- *Community Values*
    - Making a conscious effort
    - People living in Arlington being able to envision a high quality of life forever
    - I would like for the people who want their luxury to think about how that affects the community as a whole
    - Big picture vision that starts with our values and starts with community; build the vision for things that people care about; we need to change, but we need to think about how we can evolve, not just grow
    - We have a shared sense of community throughout Arlington
    - Development that includes character
    - Keep the community intact instead of making it a commuter bedroom
    - Arlington has forgotten who we are; new people come, but long term residents count too; don't let businesses overtake the County

- Sustainability, volunteer, vote, smart spending
  - No taxes for seniors 70+
  - Know where we come from; we should honor our history and not sell out; let's hold our values and let Arlington be a model community
  - To be able to reconcile financial issues with quality of life issues
  - Enjoy your own neighborhood but see the big picture
  - Foster attitude for social responsibility
  - When we talk about loss of housing, we can't think in terms of numbers, we've got to think in terms of people
  - Community is important, but it comes at a cost; big box is cheaper, getting in a car and driving is often cheaper; if I could do anything, I'd say that if we actually value community, we have to be willing to pay for it
  - Set a long-term vision, determine what's important to that vision, make sure that vision is far enough out that we can work towards it in a realistic manner
  - Reaffirm our vision, get full County buy-in and make sure every County decision reflects that
  - Work on how the community can work better together on communication; think about how we can build a better and more value-laden community
  - Find ways to reach out and share more things with neighbors; we're all so engaged on a daily path, we don't get out and cross paths
  - Be more neighborly
  - Be more nimble; find ways to vary our tendencies on a daily basis
  - X-ray vision and a crystal ball; wish we could see the families that will live there and be your neighbor; see the people behind the structures
- *Commercial Development*
    - Reduce the commercial vacancy rate
    - I don't want to sell out to Amazon
    - Live locally; support small businesses
- *County Services/ Facilities/ Programs*
    - Swimming pool
    - Full hospital in south Arlington with an emergency room
    - Maintain strong arts community in Arlington
    - Change in focus in what's possible
    - Cooperative ownership
    - Municipal energy
    - Find money to buy land if we're going to need it for services
    - Strategic plan to acquire large parcels of land for future public facilities
    - A lot more parking and free parking
    - Behavioral healthcare; there are hurdles to get vulnerable populations the help they need in a timely manner
    - Stop being concerned with how to make ourselves more attractive; stop building things with bells and whistles

- *Creative Housing Options/Zoning Regulations*
  - Many choices in housing options
  - Rethink the zoning definition to rethink what it means to be a single-family home.
  - Maintain and expand affordable housing in creative ways
  - Upzone everything—everything goes up one story
  - Remove all barriers from property owners being able to determine what they want to do with their property; don't have to ask permission to do anything (within reasons and set limitations); eliminate people spending thousands of dollars in permit applications so you can be told no
  - Change the zoning laws so we can have more economic inclusion
  - Rewrite zoning code (x3)
  - Change the zoning code; add in park element to that
  - Overhaul zoning code, but with sufficient and authentic citizen input
  - Zoning to allow for housing at different price points
  - Being creative on processes that review zoning, taxes, and incentives
  - Upzoning across the board
  - Development
  - Slow down development
  - The business of Arlington is construction and the developers will always take care of themselves
  - ZPG- zero population growth
  - Freeze high density building permits until there's a better plan for infrastructure support for schools
  - No new buildings without infrastructure
  - Tackling the McMansions
  - We cannot do anything without the support of developers
  - Allow more possible density along transit corridors even if you're in single-family housing; when a developer buys a home for \$800,000, they are going to maximize profits
  - I don't want to overcrowd even more
  
- *Diversity/ Inclusion*
  - More equity, inclusion, and strategically welcoming people of color
  - Spreading housing across the County
  - Revitalized commitment to equity
  - Center inclusion and diversity in everything the County does including in these sessions
  - Similar experiences of diversity and inclusion in all our high schools
  - Conversation about our values that is truly representative of the County
  - More inclusion
  - Make sure education is equitable
  - Work to make everyone feel cared about
  - Bring more people into the conversation; diversity
  - Make everyone feel welcomed
  - Focus on people, not businesses
  - Pay attention to south Arlington
  - Encourage everyone to speak up for pro-diversity and pro-inclusion, not just against

- Provide opportunities—especially housing for more diversity across Arlington; have that diversity respected in a major way—inclusion as communities grow
- Convert all of the text of our general land use plan into a paragraph that everyone can understand
- Tension between the high schools (Wakefield and Yorktown) based on the diversity factor; I would switch them to see the perspectives of the other point of view
- Making people more aware of exclusionary zoning and red lining
- I don't want to reduce diversity
- More equitability in our economic system
- Make sure that any policies of the Board protects the most vulnerable in our midst; we are a bigger community and it's not just about attracting the most money
- County-based micro-enterprise zone to build up middle-class and small business ownership
- More inclusive, self-determined, and self-motivated
- Community inclusion; bring folks together to share inclusively what we have
- Fair wages for all
- Reaffirm our vision and commit to being inclusive
- More integration across the County (rich/poor, north/south, single-family/multi-family)
- A truly diverse Arlington all over Arlington
- Land and housing for all
- More acceptance of older folks for us younger folks
- Lacking acceptance in practice (we say the right words but don't show the right actions)
- Would make all of Arlington as diverse as the Pike (3)
- Spread density across the entire County
- More diversity in all high schools
- Equity as a framework for growth; like 'One Fairfax' we should have 'One Arlington' to examine growth from equity lens
- Employment; more young people; younger than millennials and not just tokens
- Break down barriers between north Arlington and south Arlington
- Apply an equity lens to everything we do
- *Dillon Rule*
  - Wave a magic wand over Richmond and wish for great cooperation between Arlington and VDOT which restricts what Arlington can do in terms of passing local ordinances because we are a Dillon rule state
  - Get rid of Dillon rule
  - More County control, less state control (Dillon rule) (x3)
  - Out from under the thumb of Richmond
  - Busloads of people go to Richmond to protest the Dillon rule
- *Environment*
  - Environmental planning at the beginning as opposed to as an afterthought
  - Increase in public green space
  - Respect green spaces. Often times, building and development takes over
  - More trees, more air quality, and things that make life worth living
  - All land occupied by golf courses, Pentagon and Ft. Myers returns to community

- We have a duty to respect and work with the National Park Service
- Density done right; sensitive to green space
- Land is the most precious commodity; open space—use short-term plan for long-term
- Include parks in smart growth; look backwards to try to go forward!
- More green space instead of covering with high-rises; we're not seeing sun anymore!
- Less congestion
- Everyone would have an opportunity to experience unimproved land (natural land)
- County Board vote to make Arlington a biophilic city
  
- *Government*
  - Risk management unit to identify and manage subsidy benefits in the County
  - Citizens are informed of the data and more sessions with concrete results.
  - Being able to vote on the budget
  - Honest focus on cost benefit analysis
  - Only the County can take care of the public good. I want the County to value the citizens as much as developers
  - Stop increasing residential and commercial density until long term plans can be developed given the land that's available
  - Plan thoughtfully; keep Arlington beautiful
  - New venues and smart spending
  - Scrub budget to reallocate money
  - Comprehensive and long range planning
  - By right incremental development near transit
  - Sensible growth and transparency
  - Practice logical development and reduce unintended consequences
  - Population growth planning for schools
  - Long-term comp planning; do things right the first time
  - Support initiative to increase the tax base
  - We can't do anything without the support of the federal government
  - I would like the County Board to focus on the big issues
  - Be more nimble so we can adapt and evolve
  - Pay folks something for commission work to show value for their time and effort
  - Faster implementation once we have a decision; don't just do it in 10-15 years
  - More coordination of County construction projects
  - More integrated planning—too much piece mail, take a look at the whole thing; too stove piped!
  - More flexibility with the entitlement process; look 30-40 years out for businesses; make processes more transparent and flexible
  - Being creative about challenges we face; talking with other municipalities and how they get around some restrictions
  - Pay more attention to noise and the effect it has on people living here
  - Lobby legislators to change laws (a lot not currently possible)
  - Do formal impact analysis for all development that is not by-right
  - Hold construction companies and builders accountable for work
  - Term limits for County Board members
  - Infrastructure

- Parking not being an issue; is it a public good to have the parking in your house saved just for you?
- Planning
- Updated infrastructure
- Maintenance over new resources
- Stop building until we get a grip on infrastructure and schools
- Municipalize energy utilities; public utility is community controlled, democratic
  
- *Jobs*
  - Commit to attracting and retaining talent
  - Creation of broad and dynamic union for employees; microenterprise unit for small business
  
- *Internet*
  - Municipal internet for all (x2)
  - Wi-Fi for every Arlingtonian that needs it now and in the future
  
- *Partnership*
  - Greater regional cooperation
  - Stronger partnership among County, residential community, and commercial community
  - Make this vision with the community and businesses
  - Better coordination between the County Board and the School Board
  - Build better relationships with the state and VDOT
  - Government offices need to work together better; it affects the community and affects our core function; be more collaborative and cooperative
  - Finishing up through Advisory Neighborhood Commission (ANC); there is actually a lot of cooperation between departments
  - Perhaps staff could do a better job of communicating that cooperation
  - Reemphasize that we aren't alone in this; look to others for guidance; understand that time is of the essence and that we don't necessarily need to reinvent the wheel
  
- *Schools/Kids*
  - Diverse schools that allow for creativity
  - Wish there was a day in the future where the County Manager and Board members would not tell parents that there isn't enough money to educate their children in an equitable way
  - Emphasis on education
  - Land use issues; make schools big enough
  - Capital Improvement Plan has no money for public lands acquisition; if we had the opportunity to buy another field in the next few years, there isn't an opportunity for that; the schools are growing at two elementary school a year; we've been adding trailers, and music rooms of classrooms and have tapped out; we are really facing a crisis and we know that our population is only going to increase; it's not on most people's radar, but we've been managing it by shifting things around, but the cafeterias and libraries are not getting bigger

- Giving parents and kids more flexibility with what they do and how they do it; for example, I feel like my kids could do more if they were sitting at a computer at home—I'd like to be more open to that
- Make Arlington schools more diverse across the County
- More comprehensive and better school planning
- Audit the APS budget
- School system that serves needs of every student
- Invest in education
- Stronger school system; see if they are spending money as best as they can; autonomy of APS
- Be more forward thinking in the size of schools; kids are only a couple of years into school and already don't have lockers for everyone
- Solve the overcrowding crisis in schools; distracting us from other issues
- More land for schools
  
- *Transportation*
  - Improved transportation—particularly in south Arlington
  - We can walk, bus, or bike
  - Reduction in automobiles
  - Pedestrian safety
  - Arlington could have a robust transportation system
  - Vision Zero
  - Better roads, no potholes, left turn lanes, dedicated bus lanes and better pedestrian crosswalks
  - Better connections to Metro; more Metros stops
  - Safe bicycle transportation lanes
  - More public transportation options; get rid of all the cars
  - Bikes; Vision Zero; stop prioritizing cars and start prioritizing people; bike routes that actually connect meaningful places rather than bike boulevard detours through neighborhoods
  - Streets still need to be more walkable—seems halfhearted, like Columbia Pike; patchwork
  - Why does Wilson Blvd. run through Ballston? Crazy! Should be pedestrian only
  - More modern ways to fix trouble intersections, i.e, Cherrydale
  - Rethink how we use streets as public spaces (2)
  - Double down on transit, put Metro at Columbia Pike (3)
  - Successful implementation of Vision Zero
  - Streetcar
  - Make the Comprehensive Plan and Master Transportation Plan simple to get people more involved
  - Taking advantage of new smart mobility to build transit where it doesn't exist
  - Transit between corridors; make it easier to move across the County
  - Make it even more walkable; right turn on red in dense areas is dangerous
  - Wider sidewalks
  - Reduce traffic, support all public transportation
  - Not just Metro, but ART buses and alternatives

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- Rapid bus transit from south Arlington
- Experiment with dockless bicycles
- Updated/better transportation plan/vision
- Improve transportation (2)
- Family-friendly transportation (half price for seniors; would like something like that for families)
  
- *Other*
  - Stay green (i.e., money)
  - Throw the wand away; would prevent us from doing the hard work; there are no free rides; growth is expensive now; waste, fraud, and abuse are real, but they're not silver bullets; not going to change that schools, land, and taxes are going to be more expensive in the future
  - Create a community collective working with developers to encourage businesses to build corporate collections of art; creates a strong community between visual arts, businesses, and the community
  - I'm happy with things the way they are
  - Change language from growth to thriving

## **APPENDIX 5: Arlington County Comprehensive Plan**

### **Status of Updates to Current Elements and Sub-Elements**

The Comprehensive Plan is one of the most important decision-making and priority-setting tools that is used by the County Board, Planning Commission and County Departments. The document guides coordinated development and sets high standards of public services and facilities in the County.

The plan was established on August 27, 1960, and originally included five elements. The document has been amended over time and now includes eleven elements that touch on a wide-ranging set of community needs, including: land use, transportation networks, transportation modes, parking, historic preservation, affordable housing, sanitary sewer systems, recycling, public spaces, natural resources, urban forestry, public art, community energy, water distribution, Chesapeake Bay preservation, and stormwater management.

Several comprehensive plan elements and sub-elements are currently being updated or studied, presenting opportunities for community updates and engagement, including:

- A new draft of the Public Spaces Master Plan is being prepared based on community input and will be made available this fall before going before the County Board for adoption.
- [Affordable Housing Master Plan](#): A culmination of the three-year [Affordable Housing Study](#) community effort, the Affordable Housing Master Plan (AHMP) is organized around three goals:
  - 1.1 Having an adequate supply of housing for the community's needs
  - 1.2 Ensuring that all segments of the community have access to housing
  - 1.3 Ensuring that housing efforts contribute to a sustainable community.
- [Master Transportation Plan: Bike Element](#): A new draft plan of the Master Transportation Plan: Bicycle Element is being prepared for public input in the winter of 2019.
- [Lee Highway Planning Study](#): The County will build on the ideas collected through a 2016 grassroots Lee Highway visioning process and conduct a formal community planning process, to kick-off in the coming year.
- [Joint Facilities Advisory Commission](#): JFAC is also currently in [Phase 3 of the Use Determination](#) process (as outlined in the [Community Facilities Study](#)) for the Buck and Carlin Springs properties.
- [Public Art Master Plan](#): A sub-element of the Public Spaces Master Plan, the PAMP draft will be made available this Fall for further public comment before going before the County Board for adoption.

**APPENDIX 6: *Big Idea Participants: Neighborhoods and Affiliations***

**Neighborhood Representation:**

- Alcovia Heights
- Arlington East Falls Church (7)
- Arlington Forest (10)
- Arlington Heights (2)
- Arlington Mill (5)
- Arlington View (2)
- Ashton Heights (10)
- Aurora Hills (2)
- Ballston (6)
- Barcroft (7)
- Bellevue Forest
- Bluemont (4)
- Buckingham
- Carlin Springs
- Cherrydale (6)
- Claremont
- Colonial Village (3)
- Columbia Forest (3)
- Columbia Heights (4)
- Columbia Pike (4)
- Courthouse-Clarendon (5)
- Crystal City (5)
- Dominion Hills (4)
- Donaldson Run (3)
- Douglas Park (3)
- Fairlington (3)
- Forest Glen
- Glebe
- Glencarlyn (3)
- John M. Langston/Halls Hill (5)
- Lee Highway (2)
- Lyon Park (3)
- Lyon Village (3)
- Madison Manor
- Maywood
- McLean
- Nauck (3)
- North Highlands (3)
- Old Dominion
- Old Glebe
- Penrose (4)
- Pentagon City (4)
- Radnor Heights (2)
- Rock Spring (2)
- Rosslyn (3)
- Shirlington (4)
- Tara Leeway Heights (4)
- Tower Villas
- Virginia Square (3)
- Waverly Hills
- Waycroft Woodlawn
- Westover (5)
- Williamsburg (3)
- Woodmont (2)
- Yorktown (2)

**Affiliation:**

- Arlington Food Assistance Center (AFAC) (2)
- Affordable Housing Company Inc. (AHC)
- Alliance for Housing Solutions (2)
- Arlington Partnership for Affordable Housing
- Arm in Arm
- Arlington Advisory Council
- Arlington Democrats
- Arlington Neighborhood Village
- Arlington Public Schools Parents (18)
- APS High School Student (4)
- Arlington Public Schools Board
- Arlington Tree Action Group (2)
- Art Commission (2)
- Barcroft Planning Commission
- BU-GATA (4)
- Community Emergency Response Team (CERT)
- Children Youth and Families
- Civic Association (6)
- Civic Federation (2)
- Commission on Aging
- Destination 2027 Steering Committee
- Eco Action Arlington
- Fire Station 8 Task Force
- Fiscal Affairs Advisory
- Friends of Arlington Library
- Freedom is Not Free
- George Mason University
- Greater Greater Washington
- Healthy Relationships Task Force (2)
- Human Rights Commission
- Hyde Park Condo
- JBG Smith
- Joint Facilities Advisory Committee (JFAC)
- Lady Queen of Peace Church (2)
- Lee Highway Plan (3)
- Master Gardner
- Mount Olivet board
- Neighborhood Conservation Advisory Committee (NCAC)
- Neighborhood College (2)
- Northern Virginia Housing Alliance
- Out of School Time
- Offender Aid Restoration (OAR)
- Our Revolution Arlington (3)
- Parks and Rec volunteer
- Parks and Rec Commission (3)
- Pedestrian Advisory Committee
- Pentagon
- Project PEACE
- Property owner in Arlington
- Rosslyn Plan
- School Board Advisory commission
- Site Plan Review Committee (3)
- Small business owner (2)
- St. John's Baptist Church (2)
- Tenant Landlord Commission
- Transportation Commission (2)
- Urban Forestry Commission
- Virginian's Organized for Interfaith Community Engagement (VOICE) (4)