

# **Shirlington Special GLUP Study Plus**

**Community Meeting Results**

**GW Sustainable Urban Planning  
Studio Class**

**December 12, 2019**

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## Executive Summary

This report is a product of the most recent partnership between the Arlington County planning department and GW's planning studio class, which focused on community engagement related to the Shirlington Special General Land Use Plan (GLUP) Study Plus. Today's Village at Shirlington, located in the southern part of Arlington County, began as a shopping center, has continued to evolve since its earliest stores opened in 1943, and was purchased by Federal Realty Investment Trust (FRIT) in 1996.

The Shirlington Special GLUP Study Plus was initiated by FRIT's 2017 request to increase the approved zoning for the area from "Low" Office-Apartment-Hotel to "Medium" Office-Apartment-Hotel, which if approved would increase existing density from 1.5 to 2.5 Floor Area Ratio (FAR).

Arlington's Long-Range Planning Commission (LRPC) leads the Special GLUP Study Plus, initiated it in June 2019, and GW joined into the process in the fall. GW observed a LRPC meeting to learn the history and current profile of the Village, and the eleven guiding principles the LRPC has defined to frame the work. With that foundation, GW collaborated with the LRPC on the Community Forum: advertising and helping to staff the event and gathering structured feedback from the community for evaluation purposes.

Broadly speaking, the Community Forum participants seemed to agree that change is necessary to keep Shirlington vibrant and economically successful in the face of rapid development and growth in other areas of the County. They recognize that growth may be the best way forward, and are open to change, provided that it respects the authenticity and history of their home.

GW is extremely appreciative of the opportunity to collaborate with Arlington County and learned a great deal through the experience. Included in this report are GW's recap and reflections on the LRPC process, as well as ideas and suggestions for Arlington County's consideration going forward.

## Introduction

For the past three years, the planning studio class at GW has worked with members of the Arlington County planning department on a real-time project. This year, the studio class project was to work with county staff on the community engagement piece of the Shirlington Special General Land Use Plan (GLUP) Study Plus. In addition, the class was able to observe large parts of the overall planning process, including attending one of the County's Long-Range Planning Committee (LRPC) meetings.

The studio class helped staff the community meeting event held as part of the Shirlington Special GLUP Study Plus in Shirlington in November and gathered feedback and observations from the community members who attended. As the final deliverable, the class has summarized the feedback gained at that meeting and our observations of the Shirlington Special GLUP Study Plus process in this document.

## Background

The Village at Shirlington is located in the southern portion of Arlington County. It borders the city of Alexandria and is surrounded by several Arlington County neighborhoods, including Fairlington, Green Valley, and Claremont. Shirlington was named after Shirley Highway, the name being a combination of 'Shirley' and 'Arlington'.

### History

Joseph Cherner, a successful Jewish immigrant from Russia, was motivated to purchase acreage south of Four Mile Run for an airport, but later decided to invest in a shopping center. In 1943 the first stores opened in Shirlington Business Center. With the completion of Shirley Highway in 1949, the Shirlington Business Center complex began to see larger volumes of customers. The core of the complex was centered around a double lane street on either side of a twenty-foot island. This thoroughfare was called 28th Street South at that time, and was later renamed Campbell Avenue in 2007. The added density that Shirley Highway brought in the early 1950's led to the construction of twenty-five stores, additional parking, and a Gulf Gas Station which flanked the entrance of Shirley Highway.

Shirlington Village suffered a major slow-down in the mid 1960's and 1970's. In 1982, a new \$250 million Phased Development Site Plan (PDSP) to renovate the commercial complex began as developer Oliver T. Carr struggled to revitalize the area. The redevelopment came to fruition and on June 6, 1987 the commercial center was renamed "The Village at Shirlington". Federal Realty Investment Trust (FRIT) purchased the Village at Shirlington in 1996 and initiated an amendment to implement the partially realized 1982 PDSP (Department of Community Planning, Housing & Development. Memorandum Sept 9, 2019).

## Demographics

From the 2017 American Community Survey five-year estimates, there are just over 2,600 residents of Shirlington. Thirty-three percent are Hispanic, about twice the proportion for all of Arlington County. There are far fewer children than the rest of the county, but more young adults. The larger share of young adults may contribute to Shirlington having a lower median income (\$83,000) than the County as a whole (\$112,000).

The Village at Shirlington has a customer base that reaches beyond the residents of Shirlington, drawing visitors from throughout the County, the City of Alexandria, and neighboring jurisdictions.

## Special GLUP Study Plus

In December 2017, FRIT applied for a special GLUP study to increase the approved density for the Village of Shirlington and change the designation from "Low" Office-Apartment-Hotel to "Medium" Office-Apartment-Hotel. This would increase density from a 1.5 Floor Area Ratio (FAR) to a FAR of 2.5. In 2019, the application was amended to include the Hilton Garden Inn hotel site and the Washington Educational Telecommunications Association (WETA) property. The map below (Figure 1) shows the requested study area.

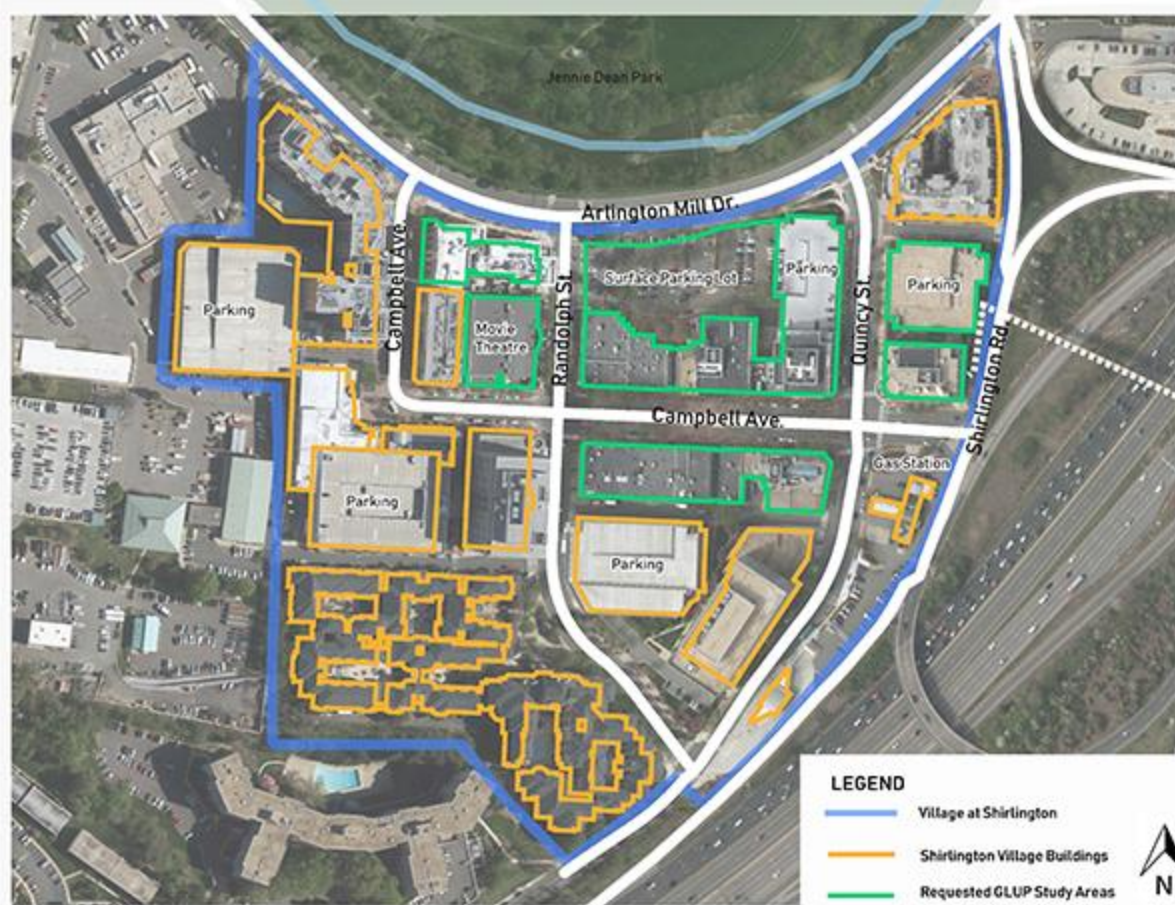


Figure 1 Shirlington and the requested study area source: Arlington County

The LRPC began the Special GLUP Study Plus in June 2019. The three meetings preceding the community forum included historical research, a walking tour of the subject area, a parking study, and development of guiding principles for the GLUP study. A public meeting was held on November 20, 2019 to garner community feedback on the guiding principles, the requested density change, and possible implementations of such a change.



Figure 2 Special GLUP Study Schedule

Before the committee recommends any changes to the plan for Shirlington, it is important to consider how the space is used today, who uses the space today, and what is important to the people who use it. Some of the stations at the community meeting were designed to gather that information.

## Shirlington Character

In this activity residents chose the top five images that represent important functional and/or aesthetic characteristics of Shirlington to them. The results are tabulated in Figure 3.

<b>Shirlington Character</b>			
	Total count		Total count
• Pedestrian walkability	13	• Access to parking garages	4
• Outdoor dining	13	• Casual seating	3
• Active storefront	11	• Signature Theater	3
• Public gathering spaces	11	• Bike friendly	2
• Mix, new and old architecture	10	• Access to surface parking	2
• Variety in retail experience	8	• Biophilic elements / mature tree canopy	2
• Tree-lined Streets	8	• Pedestrian pathways	2
• Dog friendly	7	• Lighting fixtures	1
• Night lighting and night-life	4	• Street parking	0
• Historic art deco detailing	4	• Wayfinding and signage	0
		• Campbell Avenue fountain	0

*Figure 3 Results from the Shirlington Character station at the Community Forum*

The above table shows the total number of votes we received for each character of Shirlington during the community meeting. Roughly fifteen to eighteen people participated in this activity. Around eleven to thirteen participants felt that the pedestrian walkable environment, the active storefronts, outdoor dining, and public gathering spaces are notable functional and/or aesthetic characteristics of Shirlington.

The characteristics related to historic features, including a mix of new and old architecture and the historic art deco detailing, had around fourteen total votes. In addition, seven to eight people voted for variety in retail experience, tree-lined streets including mature tree canopy/biophilic elements,



and the dog friendly environment. Night lighting and nightlife, access to parking spaces, casual seating, signature theater and bike friendly characters had between two and four votes. There were no votes on street parking, the Campbell Avenue fountain, or wayfinding and signage. The lack of votes for wayfinding and signage as part of Shirlington’s character is notable because in other portions of the open house participants also voiced concerns that parking is difficult to locate, and they would appreciate improved wayfinding.

## Word Board

Another activity designed to flesh out important characteristics of Shirlington in its current form was a word board. In this activity, residents were asked to write a word that either defines Shirlington for them or points to a feature that gives Shirlington a sense of place for them. The responses are summarized below, collected into common themes.

<u>Amenities/Activities</u>	<u>Infrastructure</u>	<u>Scale</u>
Signature Theater x2	Highway	Walkable x3
Performance area	Transit station	Walkable with gathering options
Entertainment x2		
Fun	<u>Nature</u>	<u>Feel</u>
Range of amenities	Mature tree canopy	Urban
Great restaurants bring customers	More trees	Potential
Restaurants/Dining x 5	Open spaces/green spaces	Familiar
Library		Small
Gathering places	<u>Community</u>	European village
	Diversity x2	Convenience
<u>Use</u>	Welcoming for all	Mid-century look
Town Center x2	Dogs! x3	Density off of transit x2
Balance of Uses	Space to do events “holiday”	Mix of old and new architecture feels more organic “real” than other urban centers
Small biz x2 (local and choices)		
Business turnover (not stable)		

*Figure 4 Word Board: What defines Shirlington for you? What features give Shirlington its sense of place?*

From the word board activity, it seems that most of the people like its urban village or European village feel. Residents appreciate that the many different amenities and activities in Shirlington such as the Signature Theater, performance areas, restaurants, and the library provide places for activity, rest and community gatherings both informally and for special holiday events.

People think the diversity of Shirlington brings different functions, varieties of people, and a variety of experiences into a unique setting within Shirlington. The highly walkable pedestrian environment is welcoming for all, and gives the pedestrian a sense of community and place. The



variety of uses create activity at the street level which puts more people on the street who are then able to support the local retail and restaurants.

Residents feel that the public spaces with paving, trees, open spaces, green spaces, and plantings create an inviting place. However, a few people would like to see even more trees in Shirlington. Many people like its dog-friendly environment and want to see it preserved. In addition, a few people are concerned about the proximity of Shirlington to the highway system and want to see these open and green spaces remain.

Overall, in both of the character activities most of the participant’s votes were related to Shirlington’s highly walkable and pedestrian-friendly environment, the community-oriented gathering places, the dog-friendly environment, and the range of streetscape amenities and services which make this a comfortable and exciting place for both visitors and residents alike.

## Guiding Principles

In earlier meetings, the LRPC defined eleven guiding principles to frame their work. These were presented by the County at the community meeting for validation and confirmation that the County is on the same page as the residents. Participants rated most of these principles as either “fairly important” or “very important”, showing that the committee is indeed on the right track.

	Not Important	Might Be Important	Not Sure	Fairly Important	Very Important	Total	Fairly and Very Important
1. Retain a mix of uses	0	0	0	0	24	24	24
2. Focus lower heights along the core and higher heights along the periphery	2	1	4	9	7	23	16
3. Ensure appropriate transitions to existing/future residential development	2	0	8	6	6	22	12
4. Retain, enhance, and, where appropriate, add pedestrian connections	0	0	0	3	19	22	22
5. Retain, enhance, and, where appropriate, add public gathering spaces	0	0	1	8	13	22	21
6. Consider the historic features, buildings, scale, etc.	5	6	2	2	11	26	13
7. Preserve mature trees to the extent possible	0	1	4	6	14	25	20
8. Incorporate sustainability into any redevelopment	0	0	5	7	13	25	20
9. Look for opportunities to green Shirlington (tree canopy, etc.)	0	3	0	9	12	24	21
10. Accommodate additional above-grade parking (vs. surface or underground) in certain circumstances	0	2	0	4	18	24	22
11. Retain alleys for loading and service functions	1	1	4	9	14	29	23

*Figure 5 Guiding Principles*

There were about twenty-four participants in this exercise, but some principles received more votes than others. Some people added extra votes on issues they felt strongly about, including historic features and service alleys. It is important to note that there were a few questions that participants may have misunderstood, as numerous residents asked clarifying questions about them to the County staff and students at this station. Those questions were Question 3. Ensure appropriate transitions to existing/future residential development, Question 6. Consider the historic features, buildings, scale, etc., Question 8. Incorporate sustainability into any redevelopment, and Question 11. Retain alleys for loading and service functions.

Everyone who participated agreed that retaining a mix of uses is very important; it was the only question that received every vote in the “very important” column. Pedestrian connections was also rated at least “fairly important” by everyone who responded. The principle related to considering historic features had the most “not important” responses, but this may have been due to lack of clarity on what historic means in the context of Shirlington. On the word board exercise, the mid-century look was called out several times as being important to Shirlington’s character.

In addition to rating the guiding principles, attendees were invited to give specific feedback on them. This feedback is summarized below, with an attempt to link the comments to the associated guiding principle. Most comments were supportive of the guiding principles.

1. Retain a mix of uses.

In addition to the mix of uses, participants expressed an interest in ensuring diversity of small businesses and their viability. There was concern over the existing vacancy level in Shirlington.

2. Focus lower heights along the core and higher heights along the periphery.

More specifically, participants expressed an interest in maintaining the height supremacy of the Hilton Garden Inn hotel and the condominiums on South Arlington Mill Drive. Comments indicated that new construction should not dwarf the existing apartments, and many indicated this was in order to preserve line of sight to Jennie Dean Park. Other participants desired higher heights near the highway and tapering heights down from there as they moved inward to the core.

3. Ensure appropriate transitions to existing/future residential development.

Respondents indicated this statement was not clear to people who are unfamiliar with planning jargon. Some participants believed that transitions referred to time-frame of development, while others believed that it referred to heights.

4. Retain, enhance, and, where appropriate, add pedestrian connections.

No additional comments were noted for this guiding principle.

5. Retain, enhance, and, where appropriate, add public gathering spaces.

Specifically, respondents communicated a need for more indoor civic spaces for meetings and gatherings. It was noted that the public meeting had to be held in a relatively inaccessible location due to the lack of indoor gathering spaces in the community. In addition, some participants requested to increase the frequency of pedestrian-only days for Campbell Ave that are currently only offered during special events.

6. Consider the historic features, buildings, scale, etc.

The meaning of “historic” was not clear to many participants. In further discussions, respondents expressed a desire to keep Campbell Avenue’s character and maintain the current Main Street/Village characteristic of Campbell Avenue. Participants specifically commented that they did not want Shirlington to become another Ballston.

7. Preserve mature trees to the extent possible.

No additional comments were noted for this guiding principle.

8. Incorporate sustainability into any redevelopment.

Participants felt this guiding principle was not clear, as sustainability can encompass many issues. One respondent stated that sustainability is more than just buildings and should include infrastructure and the total built environment. Another said sustainability must include biophilic principles, not just Leadership in Energy and Environmental Design (LEED) standards.

9. Look for opportunities to green Shirlington (tree canopy, etc.).

No additional comments were noted for this guiding principle.

10. Accommodate additional above-grade parking (vs. surface or underground) in certain circumstances.

A participant expressed a need for more parking specifically at the transit center.

11. Retain alleys for loading and service functions.

Some participants were confused about this guiding principle and placed extra sticky dots on the board. Many residents stated that it is important to retain loading and service functions to support businesses without pedestrian traffic interference. Based on ideas proposed at other stations, some residents were concerned that the alleys were going to become the main pedestrian thoroughfares, and voted according to this belief before County Staff and GWU students spoke with them and explained that the alleys would not be relied upon for walkability, but rather were for loading and service functions for business.

The overall sentiment gleaned from this exercise is that participants desired to maintain a mixed use development with a village feel that is easy to access and move around in.

## Observations on Process

Our Studio Design class was introduced to the Shirlington Special GLUP Study Plus process in September 2019 as the planning staff was preparing for two important engagement opportunities: a meeting with the Long-Range Planning Committee (LRPC) and the Community Forum.

Context was important for understanding the objectives, rationale and approach for each of these engagements. At the beginning of the semester, the Studio class was briefed on Arlington's very robust community engagement process. Planning staff explained that the county's traditional approach needed to be tailored to the size and scope of this project and the unique attributes of Shirlington itself and the County staff and GWU students needed to consider what strategies and tactics would be effective in each unique situation.

### Lessons Learned from the LRPC Meeting

The LRPC session on September 26<sup>th</sup> was the third meeting to discuss the Shirlington Special GLUP Study Plus progress with this specific group of stakeholders. In this type of forum, the public is welcome to attend and observe the meeting, but the primary objective is to collaborate with members of the LRPC, to review the status of the project, and to solicit their feedback on the developing plans.

The agenda included a report on progress and schedule, a presentation on Shirlington history, and a presentation of two modeling scenarios, and it wrapped up with feedback from the LRPC members. During the class the week after the LRPC meeting, the Studio class produced the following observations about the flow, content, and tone of the meeting.

In presentations, the planning staff was quick to highlight what they had heard from the committee in previous meetings, acknowledging the value the group had placed on free parking, the historic store facades, and the look and feel of Campbell Ave. In addition, the staff emphasized that they did not have any "preconceived notions" about what should happen and that it was up to the Shirlington community to clarify its preferences and help establish guidelines for any new development.

A lot of valuable time during the meeting was spent on the history of Shirlington, and it seemed that this information could have been provided in another format, especially as it did not feel like completely necessary material. The Studio class would recommend providing this reference material as a handout at the start of the meeting or placing a link to the presentation on the project website and recommending that the LRPC members review the presentation before the meeting.

While reviewing the two modeling scenarios presented, the Studio class debated the merits of including the second scenario. This scenario is based on rebuilding everything from the ground up and includes effectively walling off Shirlington from the adjacent greenspace and the park through relatively high-rise development on the North side of the village. The class as a whole did not think it was an effective visual tool to help people understand any of the real, potential impacts on life in Shirlington if the amendment request to increase density were to be approved. The class assumed, albeit cynically, that it was included to be one thing everyone around the table could agree on: an unpalatable configuration that would never be realized.

Nancy Iacomini and Elizabeth Gearin, the Shirlington Special GLUP Study Plus Co-Chairs, were effective facilitators of the meeting and discussion. Following staff presentations, Elizabeth Gearin served as both a strong facilitator and an objective buffer between the community and the staff. There were obvious benefits (and need) to set expectations, keep the group focused on the objectives, move the meeting forward and be patient with all stakeholders. We learned practical methods for achieving a critical requirement of a successful planning process: ensuring that everyone in the community feels heard. Ms. Gearin modelled active listening, maintained eye contact, took notes, repeated back what each person contributed, and did not engage in a debate over every suggestion. Everyone was given a chance to speak, and everyone was treated with respect.

## Feedback from the LRPC

Highlights of the committee's feedback included developing a vision for Shirlington, retaining the village look and feel, preserving the views and connections to the park, and adding height on perimeters.

One interesting but troublesome observation was the role of some civic association members. It seemed that some civic association representatives provided their own personal opinions, rather than the collective feedback of their neighborhood, as is their responsibility when speaking on behalf of their association. It is difficult to know how to get around this obstacle, but it is important to understand that it exists and may require some delicate workarounds to ensure that all members of the association and residents are being truly heard.

Overall, the Studio class believes that the Special GLUP Study Plus is a creative and effective way for the county to address community and developer needs in a timely fashion when planning resources are stretched beyond capacity. The key things learned from the LRPC meeting were effective ways to engage in productive conversations with stakeholders and to solicit feedback in a way that is a positive experience for everyone involved.

## Feedback from the Community Forum

As a class, we had the opportunity to assist with the community forum for Shirlington. Our main responsibilities related to the Community Forum were to advertise the meeting and help run the stations and record feedback from residents during the actual forum. One of the initial pieces to get the “word out” about the community forum was the creation of a flyer. The flyer would need to be accessible, clear, and eye-catching to alert the maximum number of residents about the event. The studio class wanted to get as many people to the event as possible, and a particular focus was to have a diverse group of residents attend. Following the creation of the flyer, members of the Studio class distributed the flyers around Shirlington about four to six days prior to the meeting. Specific areas where the flyers were displayed included restaurants, residential apartments, the Harris Teeter, the movie theater, the Signature Theater, the library, the dog bakery, and other locations around the Village center. Some members of the class also spoke with a select number of civic and citizen associations in the area about the event. The event was also broadcasted through social media and newsletters and published on the County’s website.

The Community Forum was charette style and had seven stations organized by topic with details to learn more about each issue, ask questions, and offer feedback. Each station had a unique way in which residents could give feedback, learn more, and ask specific questions and targeted different specific areas where the County wanted feedback. The County gave opening remarks to the participants and a brief presentation with background information vital to understanding the project before attendees made their way to each station.

The feedback from the Scenario station and the Urban Design and Analysis station was combined in order to analyze trends among the feedback. Three main themes of feedback soon emerged: preserving the village of Shirlington, acceptance of growth, and concerns over growth. Within the theme of preserving the village of Shirlington, the feedback fell into four main categories: keeping the original buildings and historic character, maintaining walkability, preserving the tree cover, and improving wayfinding. Within the theme of acceptance of growth the feedback fell into two main categories: allowing height with restrictions, and the fact that concerns over local economic success overrode concerns about additional height and density. Within the theme of concerns over growth, the feedback fell into three main categories: concerns about the impact of removing the surface parking lot, general issues with the parking plan in the village, and concerns about increased traffic.

An overarching theme among the feedback was the desire to maintain the village character of Shirlington, especially along Campbell Avenue. Shirlington residents remarked on their appreciation for the unique, historic architecture that characterizes Campbell Avenue many times between the two stations, with eight total comments solely around keeping the original buildings or historic character. However, some residents did signal that they were open to modernization of

Shirlington village, so long as it is done carefully, with the remark “modernize the village but keep it a village” from one resident summing up how many feel. There were comments warning not to allow development that would turn Shirlington into Ballston, as many residents seem to feel that their unique village charm is the way they are able to differentiate themselves from other areas of Arlington, especially in the Rosslyn-Ballston corridor, which is particularly needed for the community since the lack of Metro accessibility means they must have other attractions. Additional comments regarding preserving the tree cover and keeping or adding cultural attractions also go towards making Shirlington a destination. One comment mentioned the theatre as a particular attraction for residents and visitors, and another comment suggested adding more kid-friendly attractions, such as a water feature. The idea of adding kid-friendly attractions could make a lot of sense, as residents already value the area for being family-friendly with safe walkable spaces, and the library is often a family destination. Preserving and enhancing the walkability of Shirlington was mentioned many times by residents. One resident mentioned the importance of the I-395 pedestrian pathway to connect Shirlington to other parts of Arlington while another resident suggested making Campbell Avenue permanently pedestrian only instead of just for special events. GWU students agreed that Campbell Avenue is one of the keys to making Shirlington a destination, and its small scale, historic, walkable character helps it stand out from the Rosslyn-Ballston corridor and has the potential to draw more residents, visitors, and businesses.

Many residents indicated that they would be amenable to height and density increases in the village. However, many of those positive reactions came with qualifications. Multiple residents commented that they would prefer to see height with step-backs, especially in the core, and there were multiple comments that cited preference for height along the highway. A few residents went so far as to describe exact height preferences, with one resident requesting no more than thirteen stories of height and another comment that up to sixteen stories maximum would be acceptable. An overriding concern about the increase in height is the concern about a boxed-in feeling, especially in open plazas and green space. Along with this was the concern that the additional height would directly detract from Shirlington’s overall charming feeling and that the village concept would disappear with additional height. Despite the many stated qualifications for the additional height by residents, most appeared to be in favor of adding the height. One of the major drivers for residents being open to additional height and density appeared to be their concerns over economic success of Shirlington. One resident commented that “density brings more people to support local retailers, [that is] necessary in competitive areas such as Arlington,” showing that residents realize they must compete with the Rosslyn-Ballston corridor, Crystal City, and other urban centers in Arlington, especially those that are Metro accessible. Recent vacancies along Campbell Avenue were noted by residents, and GWU students agreed that the addition of density to the area could help keep it a vibrant place economically.



In addition to height concerns that largely centered around the desire to avoid a boxed-in feeling and to preserve the village characteristics of the neighborhood other growth concerns included changes related to parking and traffic. While Shirlington residents are open to growth in the village, they worry that existing space, particularly in the parking realm, is not being used as efficiently as possible. During the Community Forum, some residents presented the idea of implementing a unified parking policy in order to “create coordination among owners of shops” (resident). Attendees of the forum also noted to Arlington staff and GWU students that overnight parking has become a concern and apartment restrictions make it difficult for friends and family to visit, no doubt adding to the isolated feeling Shirlington’s location already presents due to its lack of rail connectivity to the rest of Arlington. Residents also voiced anxieties related to access to shopping and other amenities from parking lots and garages and expressed concern for disabled and older residents and visitors having easy and direct access to amenities from parking locations. GWU students agreed that this might be best managed by dedicating the surface parking nearest to the village’s center to these special groups, or certain parking spaces along Campbell Avenue. Lastly, residents identified difficulty in locating parking garages and suggested that improvements to signage for improved wayfinding throughout the village so that residents and visitors alike know exactly where to find parking and what, if any, restrictions apply to certain lots and garages.

Traffic concerns related to growth in Shirlington included an increase in the number of cars present and the effects that idling vehicles would have on noise and air pollution. Some attendees suggested that in order to combat this, traffic should be routed along the outsides of the villages. With the understanding that Shirlington lacks rail transit, residents suggested that no density should be added without transportation improvements to include, for example, a shuttle to Crystal City. The county has identified the possibility of a bus rapid transit route to service the Village of Shirlington and provide increased and improved connectivity to the rest of Arlington and parts of the District.

Overall, the forum was successful and the people who attended were very engaged. The Studio class agreed that there could have been greater attendance had the flyers been posted and circulated in the community earlier to give residents better advance notice about the forum. Regardless, important feedback was able to be gathered. In particular, those in attendance seemed to be in agreement in acknowledging that change is necessary to keep Shirlington vibrant and economically successful in the face of rapid development and growth in other areas of the County. Residents understood that in order to remain in lockstep with Arlington’s competitive nature, they must attract new residents, compete for new employers, and increase foot traffic to businesses. They recognize that growth may be the best way to maintain the Village’s vibrancy and uniqueness and they are open to change, provided that growth and change respects the authenticity and history of their home.

# Process Evaluation

Implementing process evaluation measures is critical to the success of community engagement. Evaluation measures need to be capable of providing meaningful insight and should be able to address the question: “who found this community meeting valuable?”. Our evaluation measures were designed around a three-pronged approach specifically tailored to the Shirlington Special General Land Use Plan Study (GLUP) community meeting: Intention, Data Collection and Desired Outcome.

The intention of our process evaluation was to glean a deeper assessment of the meeting’s impact on stakeholders and address the question: “who found this community meeting valuable?”. To do so, we created key performance indicators (KPI) and benchmarks for success based on the following data: attendance, live survey results that were gathered at the time of the meeting, and GWU meeting observations. The overall desired outcome of our evaluation was to provide data and structured feedback that Arlington County could use to improve future community engagement.

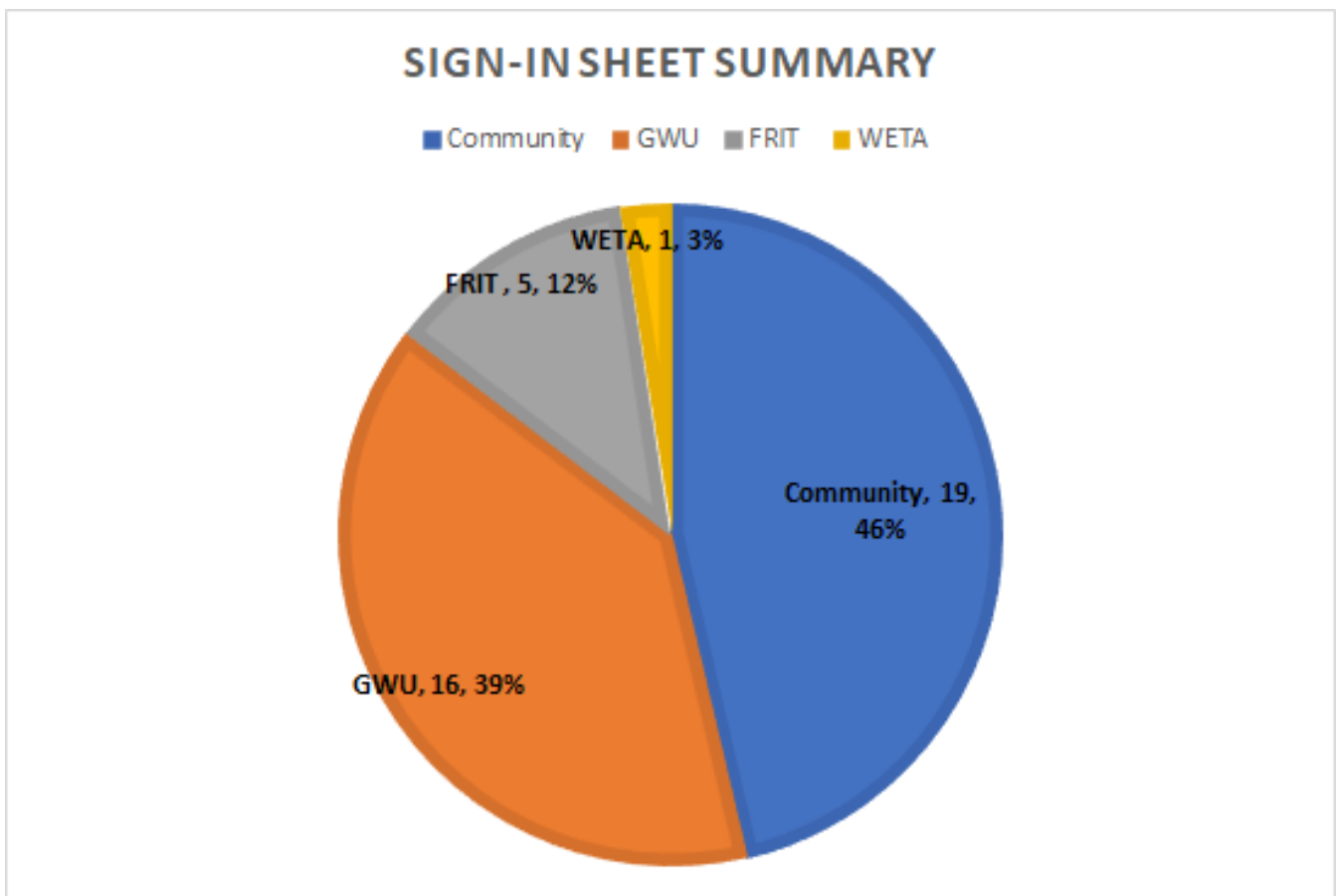
Attendance was measured using a standard Arlington County community meeting sign-in sheet. The sign-in sheet was categorized based on affiliation: Arlington County, Federal Realty Investment Trust (FRIT), WETA, George Washington University faculty and students (GWU) and public attendees. The attendance results were analyzed by graphing the percentage of affiliation attendance (summary of results below). Survey results were collected by GWU during the GLUP community meeting using a questionnaire with Likert scale response choices (summary of results below). GWU also collected observational data that covered the events and participation before, during and after the meeting itself (summary of results below). Lastly, based on the analysis of our key performance indicators, GWU crafted a series of suggestions for future implementation by Arlington County.



## Results and Analysis

### Attendance

The attendance results are illustrated in the graph below. Arlington county members were removed from the results because of GWU student and faculty attendance. With both Arlington County and GWU attendees included, the total percentage of community attendees would not be accurately represented. Of the 41 attendees, 46% were from the local community (residents, business owners, civic association members etc). FRIT had 5 representatives in attendance and WETA had 1. GWU made up 39% of the total with 16 attendees (faculty, students and guests). Although the community had a solid showing of 46%, a higher total would have been preferred.



### GWU Attendee Survey

Community feedback was an essential component of our classes' evaluation of the Shirlington Special GLUP Study Plus. To proactively solicit community feedback, the Studio class created and supplied an evaluation survey that was added to the engagement packets each community

member received upon entering the meeting. The survey focused on evaluating the community engagement process for the Shirlington Special GLUP Study Plus.

The surveys were printed on 8.5” x 5.5” pieces of paper -- visually unimimidating! The survey was limited to six questions to incentivise as many attendees as possible to complete the survey. Two of the six questions offered Likert scale response choices, one question offered a multiple choice response, and the three remaining questions were open-ended.

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
*Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly*

I believe that my input was heard. (Circle one)  
*Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly*

What is your relationship to Shirlington Village? (Circle all that apply)  
*Renter / Homeowner / Employee / Business Owner*

How long have you lived, worked, or played in Shirlington Village? \_\_\_\_\_

How did you hear about this event? \_\_\_\_\_

What have you learned from your participation that you found helpful?

The questions chosen were targeted to gather a comprehensive picture of the attendees’ relationship to Shirlington and to identify their perspective on the meeting. The results were informative and are detailed below. In total, students received 16 responses to the survey, an 84% representation of the total public attendees.<sup>1</sup>

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<sup>1</sup> Please refer to Appendix [1] for photocopies of the original survey submissions received by the George Washington University students.

## Review of Survey Question Responses

1. Were you provided with the information you needed to participate in a meaningful way?

(Circle one)

*Agree Strongly*

*Agree Somewhat*

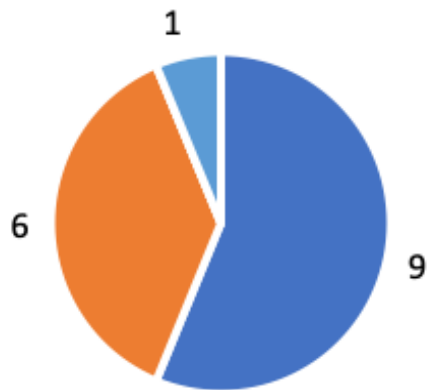
*Neutral*

*Disagree Somewhat*

*Disagree Strongly*

Survey Question 1 responses are charted below and indicate that the majority of participants felt they received the information that they needed to participate in the session in a meaningful way (15 of 16 respondents Agreed Strongly or Agreed Somewhat). Students largely felt this response corresponded with the “vibe” in the room and at the activity stations.

Were you provided with the information you needed to participate in a meaningful way?



■ Agree Strongly    ■ Agree Somewhat    ■ Neutral  
■ Disagree Somewhat    ■ Disagree Strongly

2. I believe that my input was heard. (Circle one)

*Agree Strongly*

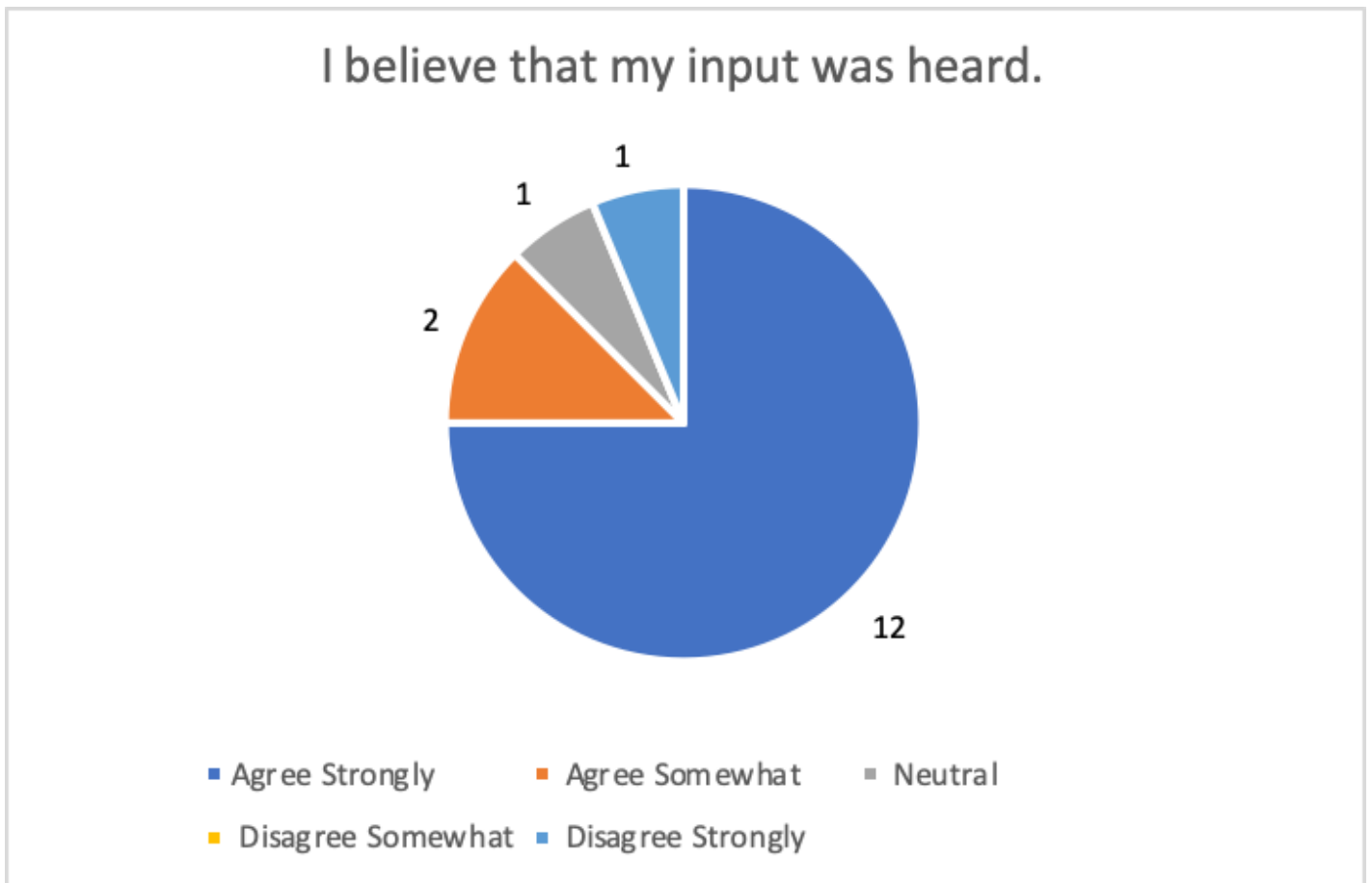
*Agree Somewhat*

*Neutral*

*Disagree Somewhat*

*Disagree Strongly*

Survey Question 2 responses are charted below, and indicate that the majority of participants felt their input was heard during the session (15 of 16 respondents Agreed Strongly, Agreed Somewhat, or were Neutral). Again, students felt this result correlated with the conversations and exchanges experienced during the community meeting.





3. What is your relationship to Shirlington Village? (Circle all that apply)

*Renter*

*Homeowner*

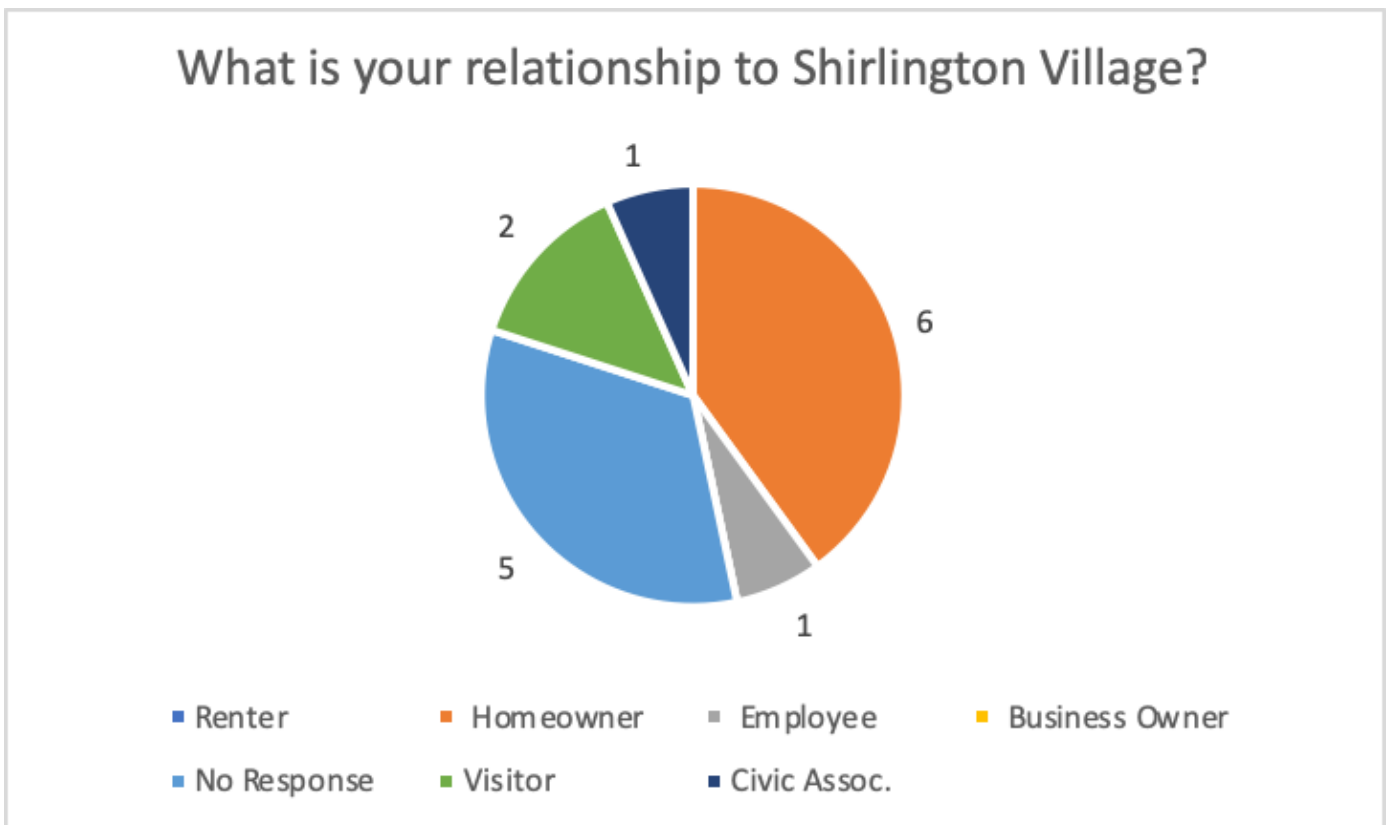
*Employee*

*Business Owner*

Survey Question 3 responses are charted below, and indicate that the majority of respondents are homeowners (6), followed by visitors (3). Employees and Civic Association members were also represented (1 each), and finally, a significant number of respondents (5) neglected to provide an answer to this question.

Generally, the composition of participants at the community meeting left something to be desired. The students would have liked to have seen more overall participation from the Village of Shirlington, including representation from the renting community and greater representation from people involved with local businesses.

Therefore, the survey responses for Question 3 tend to echo the students' disappointment in the level of connection achieved with the full Shirlington community.





4. How long have you lived, worked, or played in Shirlington Village?

Survey Question 4 is not graphed, as it was somewhat open ended, but of the people that answered the “How long have you lived, worked or played in Shirlington” question, at least half of them have been involved with Shirlington for a significant amount of time, i.e. 10-20 years.

5. How did you hear about this event?

Survey Question 5 responses are charted below, and indicate that participants made the connection with the Shirlington Special GLUP Study Plus process / Community Forum via a somewhat even distribution across email, flyer, word of mouth, and online.



6. What have you learned from your participation that you found helpful?

Survey Question 6 is not graphed, as it was open ended. Respondents used the opportunity to provide open feedback in a variety of ways. Some offered very brief, seemingly positive sentiments, e.g. “different perspectives,” and “affinity with my neighbors.” Others respondents used the space to echo key meeting themes, such as “there will be a plan to preserve most of Shirlington (Campbell Ave) while adding density at the edges,” as well as reiterate key concerns, e.g. parking. Finally, there were both positive, negative and clarifying comments regarding the engagement meeting process. Please see Appendix [1] for detail.

## GWU Feedback

The day following the public event, the Studio class met to review the event and the feedback received from the public and form our own feedback to share with the County regarding the experience over the entire semester.

First, the fliers created by the Studio class were approved for public distribution just a week before the event was scheduled. This only allowed members of the class around four to five days to post them around the community. The class came back to this issue of timeframe over and over again and felt that the week notice of the final date and location to the public had a definite impact on the attendance of the meeting. One week of notice might not be sufficient time for residents to procure babysitters or travel arrangements, or even schedule time off from work if necessary.

The set-up of the room at the Community Forum was focused on the presentation, as opposed to the boards and feedback. To us, this seemed counter-intuitive. The purpose of the event was to obtain public feedback, and less room was given to the set-up of the boards than to the seating for the short introductory presentation. Several of the boards were also placed in a way that could have caused tripping. The room had cut-outs near the windows, which could have been used to display the boards in a way that would take up less space than the easels they were displayed on. When discussing the content on the boards, students noted that the placement for the boards could have been more efficient to improve the flow of foot traffic.

The presentation and the boards included terms and phrases known mostly to planners. It seemed that both were meant for planners, and not the general public. The presentation elicited one question about FAR, and the boards required some explanation as well. The students did not have much lead-time to familiarize ourselves with the boards before the event to prepare for questions from residents, since they were only sent over two to three days before-hand; more time would have allowed us to ask questions about them to the County, better prepare ourselves for the event, or to provide constructive criticism. One idea for future collaborative projects that the class supported was to allow the County and the GWU students to work together to create the boards.

The final item we discussed as a class was the broad range of feedback. Asking the public for themes and guiding principles is something that should probably have happened earlier in the process, or at least at an initial event. Then, a potential second event could elicit public feedback on zoning changes to density and height. The LRPC meetings did follow this format, so, given enough time and resources, perhaps an initial public event for guiding principles and themes could be held shortly after one of the first county meetings.

## Suggestions

In the course of our work, both before and after the community meeting, we came across a number of ideas or innovations that we think would make worthy additions to Arlington's community engagement process. While budgets and staffing concerns may not allow for implementation of all suggestions, we believe they warrant mention and consideration.

While developing our survey we reviewed the City of Minneapolis' community engagement survey. (Seen in full in Appendix 2) This survey is conducted regularly by the city to assess community satisfaction with city services. It is also used to identify and prioritize areas where increased focus is needed. Similarly, it helps to guide future strategic planning as well as gauging how residents are getting information from the city.<sup>2</sup> While, Minneapolis' survey was mailed directly to residents, a move that Arlington officials expressed disinterest in, a similar survey could easily be created digitally. The survey could be integrated into the larger planning department website or distributed to emails gathered at each community engagement event. We believe a survey to gauge how effective your engagement efforts are would be a useful addition to the Arlington Way.

As mentioned earlier in this report, the flyers generated for the event were only distributed around Shirlington four days prior to the meeting. Since this was our first experience working with Arlington County, we wanted to suggest distributing flyers earlier. While we understand that this meeting was unique and the location and date were changed, we still believe that an earlier distribution of flyers and advertisements would have elicited a larger community turnout for the event. During our meeting, Planning staff noted that Shirlington depends on visitors from outside of its borders to survive. With that idea in mind we would like to second the idea suggested by Director Duffy, of having some staff available in an empty storefront in Shirlington. This would gather foot traffic off of Campbell Ave and would capture input from visitors to the neighborhood.


As planners we are immersed in technical terms and acronyms on a daily basis. This industry specific vocabulary, or jargon, permeates our writing and speech to an extent we do not realize. As mentioned earlier in this report, we noticed some residents were unsure of the meaning of several terms used by planning staff. Since engagement materials are already being distributed to participants it would be worthwhile to generate a crib sheet to provide definitions and diagrams to explain some of the more technical terms. This could be printed on the back of existing engagement materials or printed as a standalone card. The example we presented to the county seen in figure 6 was approximately the size of a large index card, 4" x 6", and contained definitions for multiple terms. This jargon crib sheet could be tailored to each project and could include any applicable zoning codes or designations for each project. By utilizing modular elements that can be swapped

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<sup>2</sup> "Resident Survey," accessed December 11, 2019, <http://minneapolismn.gov/ncr/WCMSP-195657>.

out easily, a single template could be customized for many projects. This would save staff time and encourage more meaningful engagement with the public.

# JARGON WATCH!















ARLINGTON VIRGINIA

Because sometimes we use terms that you might not understand.

**FAR – Floor Area Ratio** is the ratio of a building's total floor area (gross floor area) to the size of the piece of land upon which it is built.

F A R =  $\frac{\text{floor area}}{\text{lot area}}$

A floor area ratio of 1.0 means that floor area may equal lot area. FAR 5.0 means that the floor area may be up to five times as large as the lot area; and FAR 0.5 that it may be no more than half the lot area.

FAR / FSI / BCR \	0.25 / 25%	0.5 / 50%	1 / 100%	1.5 / 150%	2 / 200%
25%					
50%	not possible				
100%	not possible	not possible			

**Density** – is the ratio of a particular use per given area of land. Density measures the intensity of a given land use.

**Massing** – is the volume and shape of a building.

**Setback** – the distance from a curb, property line, or structure within which building is prohibited.

**GLUP** – General Land Use Plan is the primary policy guide for future development in the County. It establishes the overall character, extent and location of various land uses.

**Placemaking** – is an approach to the planning, design and management of public spaces that capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well-being.

**Zoning Codes** – regulate the use and development of all land located within the County.

**Arlington County Codes\***  
(C) Commercial/Mixed-use districts  
C-O-1.0 Mixed Use  
C-O-1.5 Mixed Use  
C-O-2.5 Mixed Use  
C-O Mixed Use

\* only codes applicable to this project shown (there are many more)

**Sustainability** –???

How are you using this term?

**Transition(s)** –???

How are you using this term?

Figure 6 Jargon Watch Engagement Card

## Conclusion

For the past three years, graduate students in GW's Sustainable Urban Planning program have gotten practical, hands-on experience working with the Arlington County Projects and Planning department which received a Gold National Planning Achievement Award from the American

Planning Association for its General Land Use Plan (GLUP) Implementation.<sup>3</sup> In September, GW’s Design Studio class had the opportunity to participate in an implementation of this awarding-winning process by supporting the Shirlington Special General Land Use Plan (GLUP) Study Plus. The Design Studio class was introduced to the process as the planning staff prepared for two important community engagements: a meeting with the Long-Range Planning Committee (LRPC) and the Community Forum. The approach for each public engagement was based on Arlington’s robust community engagement process. Despite the relatively narrow scope of the Shirlington study, the planning staff leveraged key elements of the county’s Communicate, Consult, Involve, and Collaborate approach.

The option to use an alternative planning tool and process, like the GLUP study, is a creative and effective way for the county to address community and developer needs in a timely fashion when planning resources are stretched beyond capacity. A critical requirement for successfully implementing any project is ensuring that the community impacted by the changes feels heard. Forging consensus with local stakeholders is necessary but “messy” work.”<sup>4</sup> Arlington planning staff modelled effective ways to engage in productive conversations with key stakeholders and to solicit feedback in a way that is a positive experience for everyone involved.

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<sup>3</sup> American Planning Association. (2017.) “[National Planning Achievement Awards 2017](#).” Accessed 12 December 2019.

<sup>4</sup> Arlington County Office of Communications and Public Engagement. (January 2018). [A Six Step Public Engagement Guide for Capital Improvement Projects](#). Version 1.0. Accessed 12 December 2019

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Appendix 1 - Survey Responses from Community

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)  
Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)  
Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? 20 years

How did you hear about this event? county email list message

What have you learned from your participation that you found helpful?  
there's a process that will be thoughtful

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)  
Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)  
Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? 30 yrs

How did you hear about this event? email - not sure what list

What have you learned from your participation that you found helpful?  
Hope that there will be plan to preserve heart of Shirlington (Campbell Ave) while adding density at other edges

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
 Agree Strongly /  Agree Somewhat /  Neutral /  Disagree Somewhat /  Disagree Strongly

I believe that my input was heard. (Circle one)  
 Agree Strongly /  Agree Somewhat /  Neutral /  Disagree Somewhat /  Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)  
 Renter / Homeowner / Employee / Business Owner *Arlington Resident & user of the small businesses here*

How long have you lived, worked, or played in Shirlington Village? *N/A Art Pk. for 5 yrs*

How did you hear about this event? *Word of mouth*

What have you learned from your participation that you found helpful? *This plan needs more thought on how to manage what could become an extreme parking problem*

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
 Agree Strongly /  Agree Somewhat /  Neutral /  Disagree Somewhat /  Disagree Strongly

I believe that my input was heard. (Circle one)  
 Agree Strongly /  Agree Somewhat /  Neutral /  Disagree Somewhat /  Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)  
 Renter /  Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? *3 yrs*

How did you hear about this event? *ARL COUNTY WEEKLY EMAIL*

What have you learned from your participation that you found helpful?  
*MULTIPLE CHOICE OPTIONS FOR VARIOUS SCENARIOS WAS VERY HELPFUL TO ORGANIZE MY THOUGHTS*

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? N/A

How did you hear about this event? Bulletin

What have you learned from your participation that you found helpful?

Please define acronyms like LRPC

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? 3 yrs live / 38 yrs "play"

How did you hear about this event? LRPC

What have you learned from your participation that you found helpful?

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? restaurants & business

How did you hear about this event? @GWU customer for ~ 20 years

What have you learned from your participation that you found helpful?

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner other

How long have you lived, worked, or played in Shirlington Village? Crystal City 3 yrs.

How did you hear about this event? online website

What have you learned from your participation that you found helpful?

Different perspectives

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
 Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one) *Placing stickers on a board are useless and not helpful.*  
 Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)  
 Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? \_\_\_\_\_

How did you hear about this event? \_\_\_\_\_

What have you learned from your participation that you found helpful? - nothing  
~~Agree Strongly~~ ~~Agree Somewhat~~ ~~Neutral~~ ~~Disagree Somewhat~~ ~~Disagree Strongly~~  
*This format is juvenile and a waste of time  
 way too many staff members present! Very few citizens from the area.*

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
 Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)  
 Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)  
 Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? ~5 years

How did you hear about this event? Flyer @ work

What have you learned from your participation that you found helpful?



Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner /  Civic Association

How long have you lived, worked, or played in Shirlington Village? 15 yrs (Fairlington)

How did you hear about this event? Party Civic Association

What have you learned from your participation that you found helpful? concerns

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? 15 yrs

How did you hear about this event? published in my bldg

What have you learned from your participation that you found helpful?

I hope parking concerns are addressed (ex top floor of HT garage)

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner

N/A

How long have you lived, worked, or played in Shirlington Village? N/A

How did you hear about this event? FRIT

What have you learned from your participation that you found helpful?

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

I believe that my input was heard. (Circle one)

Agree Strongly / Agree Somewhat / Neutral / Disagree Somewhat / Disagree Strongly

What is your relationship to Shirlington Village? (Circle all that apply)

Renter / Homeowner / Employee / Business Owner

How long have you lived, worked, or played in Shirlington Village? 12 years

How did you hear about this event? daughter from wakefield

What have you learned from your participation that you found helpful?

options  
affinity w/ my neighbors



Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
*Agree Strongly* / *Agree Somewhat* / *Neutral* / *Disagree Somewhat* / *Disagree Strongly*

I believe that my input was heard. (Circle one)  
*Agree Strongly* / *Agree Somewhat* / *Neutral* / *Disagree Somewhat* / *Disagree Strongly*

What is your relationship to Shirlington Village? (Circle all that apply)  
*Renter* / *Homeowner* / *Employee* / *Business Owner*

How long have you lived, worked, or played in Shirlington Village? 10 years

How did you hear about this event? Amg B.

What have you learned from your participation that you found helpful?  
plans

Survey Note: responses will be summarized and used by George Washington University Sustainable Urban Planning students for course work in evaluating the community engagement process for the Shirlington General Land Use Study (GLUP).

Were you provided with the information you needed to participate in a meaningful way? (Circle one)  
*Agree Strongly* / *Agree Somewhat* / *Neutral* / *Disagree Somewhat* / *Disagree Strongly*

I believe that my input was heard. (Circle one)  
*Agree Strongly* / *Agree Somewhat* / *Neutral* / *Disagree Somewhat* / *Disagree Strongly*

What is your relationship to Shirlington Village? (Circle all that apply)  
*Renter* / *Homeowner* / *Employee* / *Business Owner* N/A

How long have you lived, worked, or played in Shirlington Village? N/A

How did you hear about this event? online

What have you learned from your participation that you found helpful?  
;)

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Greater definition for Potential Future  
Ped connections & secondary ped paths  
are they pedestrian priority streets?  
Should streets be?  
urban plazas?

we need clear definitions & design guidelines  
which could ref. MTP

Appendix 2 - Minneapolis Community Engagement Survey

**Minneapolis Community Engagement Survey**

**I. To what extent do you Agree or Disagree with the following statements:** (Leave the response blank if you "Don't Know" or have "No Opinion")

	<b>Agree Strongly</b>	<b>Agree Somewhat</b>	<b>Disagree Somewhat</b>	<b>Disagree Strongly</b>
1. It is important to me that I be involved in government decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel that I can influence decisions made by the City Government.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I understand the current organizational structure of the City.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The City's decision-making processes are clear and open.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The City's decision-making processes are predictable and consistent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. City elected officials are held accountable for their decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. City staff are held accountable for their decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Communication about City decision-making is open and two way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The materials and information that the City provides me on pending issues is clear, complete and understandable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Anyone who wants to participate has access to the decision-making processes of the City.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. A community engagement system should seek out and facilitate the involvement of those who are potentially affected by or interested in a decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The City should seek input from participants in designing how they participate in the City's decision-making processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. The community engagement system should provide participants with the information they need to participate in a meaningful way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The community engagement system should communicate to participants how their input affected the decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. When I offer input, receiving information on the final decision is important to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The elected officials of the City usually consider my opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The City is truly interested in my involvement involved in the City decision-making processes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. More voices in a decision-making process result in better decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I can accept the outcome or final decision if I was given the opportunity to participate in the decision-making process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. I feel I can best influence City decisions by being involved with:				
a. City elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. City staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My neighborhood association/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My local business association/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My ethnic or cultural organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. My faith-based group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<b>Agree Strongly</b>	<b>Agree Somewhat</b>	<b>Disagree Somewhat</b>	<b>Disagree Strongly</b>
g. My issue-based advocacy group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. My block club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My apartment or homeowners group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. My community development organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. My input to the following groups is valued and influences their decisions:

a. City elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. City staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My neighborhood association/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My local business association/organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My ethnic or cultural organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. My faith-based group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. My issue-based advocacy group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. My block club	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My apartment or homeowners group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. My community development organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Other _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**II. Please tell us whether you agree or disagree with these observations about the City's current community engagement system.** (Leave the response blank if you "Don't Know" or have "No Opinion")

	<b>Agree Strongly</b>	<b>Agree Somewhat</b>	<b>Disagree Somewhat</b>	<b>Disagree Strongly</b>
1. City decision-making processes are complex, confusing, inaccessible and hard to predict.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There is a lot of confusion about who has the authority to make different types of City decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. City communication is not accessible or consistent, and tends to be "one-way" communication of information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. It is important to ensure representative participation in community engagement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. All participants in the community engagement system must be held accountable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Genuine engagement (not just input) is essential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Planning by government jurisdictions and at the neighborhood-level should be coordinated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Change must occur to build trust and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**III. Please respond to the next questions by checking all of the options that apply to you.**

1. What sources do you use to get information about City decisions? (Check all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Family                                | <input type="checkbox"/> Neighborhood organizations        |
| <input type="checkbox"/> Mass media (TV/radio/major newspaper) | <input type="checkbox"/> Faith based groups                |
| <input type="checkbox"/> Neighborhood newsletters              | <input type="checkbox"/> City employees                    |
| <input type="checkbox"/> City website                          | <input type="checkbox"/> Telephone system/311              |
| <input type="checkbox"/> Government sponsored cable TV         | <input type="checkbox"/> Elected officials                 |
| <input type="checkbox"/> Friends and neighbors                 | <input type="checkbox"/> Electronic e-mail                 |
|  | <input type="checkbox"/> US Mail                           |
|  | <input type="checkbox"/> Block Clubs                       |
|  | <input type="checkbox"/> Employer Groups                   |
|  | <input type="checkbox"/> Ethnic and cultural organizations |
|  | <input type="checkbox"/> Other (Please describe) _____     |

2. What methods do you use to participate in or give your opinion to City decision-makers? (Check all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Attend public hearings                           | <input type="checkbox"/> Organize or participate in protests |
| <input type="checkbox"/> Serve on a City Board or Commission              | <input type="checkbox"/> Call the media                      |
| <input type="checkbox"/> Participate in blogs or e-mail groups            | <input type="checkbox"/> Send letters to the editor          |
| <input type="checkbox"/> Write a letter to neighbors                      | <input type="checkbox"/> Join a group                        |
| <input type="checkbox"/> Organize a block                                 | <input type="checkbox"/> Get together with my neighbors      |
| <input type="checkbox"/> Attend meetings dealing with specific issues     | <input type="checkbox"/> Go to the City website              |
| <input type="checkbox"/> Attend ethnic or cultural community meetings     | <input type="checkbox"/> Contact elected officials           |
| <input type="checkbox"/> Attend regularly scheduled neighborhood meetings | <input type="checkbox"/> Other _____                         |
| <input type="checkbox"/> Attend a City Council Committee meeting          |  |

**IV. The following recommendations were proposed in the City Community Engagement report. How involved do you think the community should be in:**

	<b>Very Involved</b>	<b>Somewhat Involved</b>	<b>Not Involved</b>
1. Clarifying the roles and responsibilities of all official advisory groups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Establishing predictable, base-line community engagement expectations for each type of decision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Developing accessible, consistent, two-way communication systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**V. The City will need to clarify which groups it relies on to engage the community in different decisions. For each type of City decision described below, please tell us which groups should engage the community. (Check as many as you want.)**

<p><b>Citywide Decisions:</b> Such as:</p> <ul style="list-style-type: none"> <li>• Setting the City's five-year goals and strategic plans</li> <li>• Developing Citywide plans and zoning codes</li> <li>• Developing Citywide projects (i.e. wireless internet access project or the 311 phone information system)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> City boards and commissions</li> <li><input type="checkbox"/> City appointed short-term advisory committees</li> <li><input type="checkbox"/> block, neighborhood or business organizations</li> <li><input type="checkbox"/> cultural, ethnic or issue-specific organizations</li> </ul>
<p><b>Community Decisions:</b> Such as:</p> <ul style="list-style-type: none"> <li>• Developing small-area, multi-neighborhood or corridor plans and projects (i.e. Midtown Exchange or 35W access project)</li> <li>• Approving community-specific zoning and regulations</li> <li>• Approving community-specific policies or programs (i.e. those affecting youth, seniors or immigrants)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> City boards and commissions</li> <li><input type="checkbox"/> City appointed short-term advisory committees</li> <li><input type="checkbox"/> block, neighborhood or business organizations</li> <li><input type="checkbox"/> cultural, ethnic or issue-specific organizations</li> </ul>
<p><b>Local Decisions:</b> Such as:</p> <ul style="list-style-type: none"> <li>• Site-specific zoning and development approvals</li> <li>• Neighborhood planning activities, including development and approval of Neighborhood Revitalization Program (NRP) action plans</li> <li>• Approval of block or neighborhood projects or program funding</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> City boards and commissions</li> <li><input type="checkbox"/> City appointed short-term advisory committees</li> <li><input type="checkbox"/> block, neighborhood or business organizations</li> <li><input type="checkbox"/> cultural, ethnic or issue-specific organizations</li> </ul>

**VI. Please tell us a little about yourself by responding to the following questions. (These questions are optional)**

Which neighborhood do you live in? \_\_\_\_\_  
 How long have you lived (to the nearest year) in Minneapolis? \_\_\_\_\_yrs.  
 How long have you lived in your present neighborhood? \_\_\_\_\_yrs.  
 What is your gender? \_\_\_\_\_  
 What is your current age in years? \_\_\_\_\_yrs  
 What is your ethnicity? \_\_\_\_\_

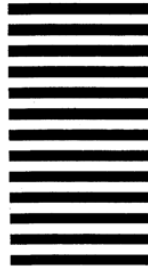
In the last year I have attended at least one:

- |   |  |
|---|--|
| <input type="checkbox"/> a. City sponsored public hearing                   | <input type="checkbox"/> g. Block club meeting                         |
| <input type="checkbox"/> b. Meeting with City staff                         | <input type="checkbox"/> h. Apartment or homeowners group meeting      |
| <input type="checkbox"/> c. Neighborhood association/organization meeting   | <input type="checkbox"/> i. Community development organization meeting |
| <input type="checkbox"/> d. Local business association/organization meeting | <input type="checkbox"/> j. Issue-based advocacy group meeting         |
| <input type="checkbox"/> e. Ethnic or cultural organization meeting         | <input type="checkbox"/> k. Other _____                                |
| <input type="checkbox"/> f. Faith-based group meeting                       |  |

**Thank you for taking the time to help us improve the community engagement system in Minneapolis! The results of this survey will be posted online at [www.nrp.org](http://www.nrp.org).**



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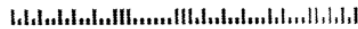


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105 5TH AVE S STE 425  
MINNEAPOLIS MN 55401-9821

Attention: Barb Lickness



## **IMPORTANT SURVEY ABOUT COMMUNITY ENGAGEMENT**

The City of Minneapolis recently summarized and reported several years of observations and recommendations about how the City engages residents and other community members in the City's decision-making processes. You can find this report – and information about upcoming public meetings – at: [www.nrp.org](http://www.nrp.org) or [www.ci.minneapolis.mn.us/news/20061121CE\\_Report.asp](http://www.ci.minneapolis.mn.us/news/20061121CE_Report.asp) or by calling Clara Perrin, Community Engagement Coordinator, at (612) 673-3163.

The Minneapolis Neighborhood Revitalization Program (NRP) and the City of Minneapolis want to know what you think about this important topic. Your responses to the following questions will help us improve the City's community engagement processes. Please mail your completed survey to the NRP at the return address above, or fax it to (612) 673-5138. We need to receive your response by no later than February 8, 2007.

Thank you for your interest and assistance.

Sincerely,

Robert D. Miller  
Director, NRP

Steven Bosacker  
City Coordinator

*This survey is available online as a pdf at: [www.nrp.org](http://www.nrp.org).*



