

BETA 4

CRITICAL STRATEGIES

This Strategy WorkSheet is a summary of the strategies considered by the Greater Warrenton-Fauquier Community Future Forum (Sept / Oct / Nov 2012). It was prepared to help facilitators and participants arrive at a consensus on strategies that will be needed to achieve a Balanced, Complete Community in Greater Warrenton-Fauquier.

[Note: The 12 November 2012 Beta 3 Strategy Worksheet has been revised for clarification. No substantive changes have been made. Also see BEYOND PAPA BEAR HOT – THE ROAD AHEAD for seven short term strategies consistent with FUNDAMENTAL REALITIES, Current Perspective # 28 and CRITICAL STRATEGIES, Current Perspective # 29.]

OVERVIEW

The current status of Greater Warrenton-Fauquier and, on the current trajectory, the likely future status of this Beta Community is spelled out in FUNDAMENTAL REALITIES, Current Perspective # 28.

CRITICAL STRATEGIES, Current Perspective # 29 outlines the actions needed to achieve functional human settlement patterns, the sine qua non of obtaining a sustainable economic, social and physical trajectory for Greater Warrenton-Fauquier.

These strategies are not “new.” Most have already been implemented in Communities across the United States that are seeking a sustainable trajectory. All of the Strategies have been recommended as part of Community sustainability programs, and all have strong factual foundations.

Seeking a better way forward is not a new goal for Greater Warrenton-Fauquier. Over the past 50 plus years there have been many attempts to implement strategies to create functional human settlement patterns. In the OpenLand part of Greater Warrenton-Fauquier, some of these strategies have had been successfully implemented. That is especially evident when the settlement patterns in adjacent municipalities are compared with Greater Warrenton-Fauquier (G W-F).

For the Urbansides within Greater Warrenton-Fauquier, ‘success’ has not been the result in spite of well intended efforts. This fact is documented by current conditions within the SubRegional and Regional context outlined in FUNDAMENTAL REALITIES, Current Perspective # 28.

In the United States a ‘comprehensive’ planning processes with Euclidian zoning and traditional subdivision regulations has been the primary strategy employed by municipal Agencies to secure functional human settlement patterns. Fauquier County and the Towns within the County have been on this path since 1960.

In Fauquier County – as has been the case with most municipal jurisdictions in the U. S – the traditional ‘comprehensive’ planning, zoning and subdivision process has been hampered by:

- ◆ An uninformed citizenry,
- ◆ Inappropriate levels of influence by Organizations with narrow, vested interests, and
- ◆ Failure of federal, state and municipal Agencies to evolve functional governance structures and borders that reflect economic, social and physical reality in the contemporary (global) society
- ◆ Conflating long range planning with regulation enforcement

Under these conditions, the ‘comprehensive planning process’ has evolved to be a least common denominator exercise. The result is that state (Commonwealth) and municipal Agency’s elected and appointed governance practitioners work very hard to find ways to justify (and / or prevent) the wrong land uses in the wrong locations.

This exercise leaves almost no time to address SubRegional, Regional and MegaRegional Reality or citizens long-term best interests with respect to functional and sustainable settlement patterns. This is especially true for Disaggregated Beta Communities in the Countryside such as Greater Warrenton-Fauquier. This perspective is documented in FUNDAMENTAL REALITIES, Current Perspective #28.

The unsustainable current trajectory is especially critical in the Commonwealth of Virginia where the state controls Mobility and Access and the municipalities control land use. This provides an excuse for Agencies at both levels to blame the other for dysfunctional settlement patterns.

As has been pointed out in COMMUNITY FUTURE FORUM (CFF), Fauquier County and the Towns within the County that exercise zoning powers have done a better job than most municipal jurisdictions with respect to Countryside conservation. However,

In spite of best and well-intended efforts, the Urban settlement patterns in Greater Warrenton-Fauquier do not meet the needs of current or future residents for the reasons spelled out in FUNDAMENTAL REALITIES, Current Perspective # 28.

Due to recent economic and physical transformations at the Regional and MegaRegional scale – The U TURN – the market for land and Urban fabric is now rejecting the patterns of Urban land use that have evolved since 1950 in Greater Warrenton-Fauquier. Citizens and their Organizations must implement strategies to evolve new settlement patterns that replace the dysfunctional settlement patterns to avoid dire negative impacts – economic, social and physical.

Note: The Conceptual Framework for the evolution of effective strategies is outlined in the COMMUNITY FUTURE FORUM's WELCOME PACKAGE (VOL 1, NUM 1) and is spelled out in VOL III, NUM 1, Section Five. That Section is repeated at the end of this WorkSheet for quick reference.

PAST STRATEGY RECOMMENDATIONS

In COMMUNITY FUTURE FORUM's WELCOME PACKAGE (VOL I, NUM 1, Section II) the efforts of Enterprises and Institutions funded by a private donor in the early 70s were noted. A copy of *County Planning: How the English Do It* was distributed to COMMUNITY FUTURE FORUM (CFF) participants.

This report documents that many of the current problems – for example scattered Urban dwellings in the OpenLand part of the Countryside and disaggregated land uses in the Urbansides – were clearly recognized 40 years ago. The same is true with respect to strategies to address these dysfunctions. (See Perspective by Bob Stipe starting on page 6.) A number of other Commonwealth, Regional, SubRegional and Community documents that sounded similar themes have been published since 1972.

While a plethora of good words and good ideas have been put on the table, there has been little constructive action with respect to the Urban settlement pattern. This is in large part due to the fact that there was never a consensus on what actions were needed to address settlement pattern dysfunction. One of the CFF facilitators produced three generations of draft strategies to evolve functional settlement patterns in the Countryside and in the Urbansides within Greater Warrenton-Fauquier. These sets of strategies were used as the basis for the Beta 1, 2 and 3drafts of this Strategy WorkSheet.

In 1993 strategies were recommended to a county-wide forum sponsored by the Center District Advisory Committee. The long standing County-wide goal has been to concentrate new Urban land uses (especially Urban Dwellings serving commuters) WITHIN the Service Districts. That is a very good goal. To accomplish this objective the specific strategies outlined in 1993 included:

- ◆ Insuring the provision of a FULL RANGE of public Services WITHIN in the Service Districts
- ◆ A fair allocation to the TOTAL cost of Urban land uses BOTH INSIDE and OUTSIDE the Service Districts
- ◆ An appropriate Balance of Urban land uses in every Service District.

One specific recommendation was to significantly reduce the total area of Service Districts to reflect a reasonable expectations for ‘growth’ at densities that would achieve the Sweet Spot on the Cost of Services Curve that existed at that time – 10 pn / ac.

In 2002 eighteen specific citizen education / action strategies were spelled out in a PowerPoint titled “THE THIRD WAY.” THE THIRD WAY was presented to a number of Greater Warrenton-Fauquier Community Leaders. In 2003 these strategies were refined and expanded and these strategies formed the backdrop for “The Shaping of the Future,” a multi-day, multi-county leadership certificate seminar at Lord Fairfax Community College. Several of these strategies were also recommended to the Warrenton Town Council in 2006. A summary of the 2003 version was distributed to CFF participants before Session Three. The topics of the 2003 strategies were noted in the draft Strategy WorkSheets.

In 2008, at the request of a newly elected supervisor, 11 specific strategies were presented to the Fauquier Board of Supervisors. These strategies are available on line as Current Perspective # 5 linked from the *CURRENT PERSPECTIVES* page at www.emrisse.com This document was recommended to participants as background reading for CFF.

Note: In Strategy WorkSheet Beta 3 (and 4) the topics of these strategies are included. The full text of these 11 strategies can be found at the above referenced web site. The strategies are referenced as #1 Apr 2008, #2 Apr 2008, etc in SWS. Because the 11 strategies were presented as a complete package, participants may find it useful to review the original document.

THE CURRENT STRATEGY OPTIONS

The 15 strategies spelled out below may appear to be an ambitious agenda. However, every element of this strategy agenda will be important and needed if Greater Warrenton-Fauquier is to secure the functional settlement patterns necessary to evolve a Balanced (Complete) Community.

As noted above, almost all of these strategies have been applied in jurisdictions seeking to achieve functional and sustainable human settlement patterns. The strategies are based on a clear understanding of the existing context in which the citizens of Greater Warrenton-Fauquier now find themselves.

It is important to understand that:

- ◆ In 1993 the strategies outlined at the Center District Advisory Committee public forum would have been quite easy to implement if there had been citizen support for Agency action.
- ◆ In 2003 the strategies outlined in the Shaping the Future Certificate Program could all have been launched by existing citizen Institutions if there was an understanding of the urgent need to take action. None of the leaders who viewed the presentations stated that the actions were not supported by the facts in 2002 / 2003.
- ◆ By 2008 Business-As-Usual had carried the settlement patterns to the point that an unprecedented effort would be required to achieve a sustainable trajectory but the facts (See FUNDAMENTAL REALITIES, Current Perspective # 28) that make the strategies imperative now were already evident.
- ◆ In 2012, and going forward, the SubRegion, Regional and MegaRegional Reality (See FUNDAMENTAL REALITIES) makes it absolutely imperative to act, AND

It will be much harder to implement these strategies in 2012 and 2013 due to diminished resources and the current Regional and national economic context.

The only possibility for success in Greater Warrenton-Fauquier will be to achieve the full support of a majority of well informed citizens.

It has been reported that there is ‘blow back’ from some municipal electeds about the topics and timing of CFF. It is easy to understand why. It is clear that if, over the past 40 years, action had been taken that reflected citizens best interest, leaders would not now be faced with the daunting tasks outline in these strategies.

Back in 1972 the documents reviewed by CFF participants laid out the problems and strategies that had been undertaken in the US and abroad. Specific strategies were laid out in 1993, 2002/2003 and in 2008. In addition, there has been an Agency ‘comprehensive’ planning program on going since 1960.

The 15 Strategies may appear at first glance to be complex. Due to the current state of citizen understanding of FUNDAMENTAL REALITIES most will initially be controversial.

For this reason, intelligent phasing of strategy implementation will be required. The Beta 2 draft has been reordered to place the strategies that can be implemented first at the start of the listing. An ‘**Implementation**’ subsection has been added to each strategy. As one moves from

STRATEGY I. to STRATEGY XIV., fewer specifics are provided for the Strategies because the later Strategies depend on implementation of the earlier ones. All the Strategies are integral elements of the a successful undertaking. All the strategies are articulated in this document because unless citizens see the entire picture, they will not Understand the scope of the

Fundamental Transformations needed to secure functional settlement patterns and a sustainable trajectory.

What ever the timing and the phasing, the effort will be considerable. But what is the alternative?

Frogs in a Caldron.

THERE ARE NO VILLAINS

In considering these Strategies it is important to Understand that there are almost no villains driving dysfunctional human settlement patterns. We are all in this together.

The current settlement patterns are the result of billions of decisions by millions of citizens in the Washington-Baltimore New Urban Region.

Almost all these citizens have been making decisions in the marketplace and in the voting booth that they THOUGHT were in their own best interest.

The current collectively result of these decisions documents that these were NOT good decisions for citizens and their Households. They were NOT good decisions for Enterprises, Institutions and Agencies in Greater Warrenton-Fauquier.

CRITICAL STRATEGIES

I. THRESHOLD ACTIONS	Page 8
II. COMMUNITY DEVELOPMENT REVIEW PROCESS	Page 11
III. CITIZEN INFORMATION / EDUCATION STRATEGIES	Page 13
IV. MOBILITY AND ACCESS STRATEGY	Page 14
V. AFFORDABLE AND ACCESSIBLE HOUSING STRATEGY	Page 15
VI. BALANCED, COMPLETE COMMUNITY STRATEGY – THE ARTICULATION OF BALANCE METRICS	Page 16
VII. COMMUNITY ECONOMIC ENHANCEMENT STRATEGIES	Page 18
VIII. THE THREE STEP PROCESS	Page 19
IX. INFRASTRUCTURE DEVELOPMENT	Page 20
X. LAND USE CONTROL SYSTEMS	Page 21
XI. GOVERNANCE STRUCTURE EVOLUTION	Page 22
XII. COMPREHENSIVE PARCEL CONSOLIDATION STRATEGY	Page 22
XIII. FULL AND FAIR ALLOCATION OF TOTAL COST OF LOCATION VARIABLE SERVICES	Page 23
XIV. SUSTAINABLE POPULATION STRATEGY BASED ON BALANCE METRICS	Page 24
XV. COMMUNITY ORGANIZATION	Page 24

OUTLINE OF SPECIFIC CRITICAL STRATEGIES

This draft outline includes objectives, illustrative examples and notes on implementation of 15 Strategy categories. Reference to strategies that have been articulated in times past are provided as appropriate to illustrate objectives and to provide examples of possible strategies.

I. THRESHOLD ACTIONS

Objective:

Provide a basis from which to launch a full-fledged citizen education effort – **STRATEGY III. CITIZEN INFORMATION / EDUCATION STRATEGIES.** Also see **STRATEGY XV. COMMUNITY ORGANIZATION.**

Overarching Reality:

Citizens make billions of settlement pattern related decisions every day. The resulting distribution of human activities on, above and below the surface of the planet determines the economic, social and physical well being of citizens and their Organizations.

For this reason, human settlement patterns control the economic, social and physical spheres of human activity and determine the well-being and survival of citizens. In this context, the current level of ignorance with respect to human settlement patterns is a terminal disease.

Examples:

- A. Initial Citizen Education must create Awareness and Interest in SubRegional and Regional Reality.

The reason this is so important is spelled out in FUNDAMENTAL REALITIES, Current Perspective # 28 and in “Citizen Information Strategy, ”# 3 Apr 2008. (This notation refers to one of the 11 strategies laid out to the Fauquier County Board of Supervisors on 10 April 2008. “Shaping a Functional and Sustainable Future in Greater Warrenton-Fauquier,” Current Perspective # 5 linked from the CURRENT PERSPECTIVES page at www.emrisse.com)

In a nutshell this strategy reflects the fact that even if the Board of Supervisors and Town Councils knew EXACTLY what needed to be done today to achieve a sustainable trajectory, they could not take those actions because of opposition by citizens who do not yet Understand FUNDAMENTAL REALITIES C P # 28.

- B. Citizens are now poorly informed and broadly misinformed. In light of these facts it may be necessary to start a two tiered education effort.

Level One would focus on those who already understand that there must be Fundamental Transformations.

Level Two would focus on those who believe the past is a prologue for the future and do not realize that the forces shaping contemporary Urban civilization have taken a dramatic U TURN in the past six years. See SETTLEMENT PATTERN CONSILIENCE.

As noted in THREE UNFOUNDED ASSUMPTIONS:

“It ain’t what you don’t know that kills you, it is what you know for sure that ain’t so.” Mark Twain

There is a third level of concern: In the past (aka, in ‘more simple times’) a small group of influential citizens with close ties to the formal leadership of Communities exerted strong influence on key decisions impacting settlement patterns. (See *The Small Town in Mass Society*, Vidich et. al., 1968.) This influence frequently resulted in blocking initiatives, rather than supporting proactive actions to reflect changed conditions. What is needed now is support for important new initiatives. A third sub-strategy might focus on these ‘insiders.’

- C. Presentations base on existing data to create enhanced levels of Understanding among key citizen leaders.

For example: Use of existing data in the Dot Maps discussed after CFF Session Two and during Session Three. Another set of data related to the Holding Capacity of land in the Outer Radius Bands and the Holding Capacity in the Service Districts is also available for immediate education application.

This effort will be hampered by lack of Understanding of the need for an overarching Conceptual Framework and a Robust Vocabulary. (For a description of why these two elements are important See Strategies # 1 & # 2 Apr 2008 linked above in Example A.)

- D. Lest citizens become discouraged with the magnitude of the effort ahead there should be a Threshold Asset Inventory to highlight the fact that Greater Warrenton-Fauquier has a unique set of important resources now. It is clear that the longer the Community waits to take action, the more these resources will erode.

Listed below are the initial nominations of ‘Key Community Assets’

1. Community Hospital
2. Community College
3. Broad range of Community Enterprises and Institutions
4. Residents with skills and resources that work outside the Community
5. Older residents who are not poor
6. Countryside to provide food, fiber, Recreation and Amenity
7. An elevation well above sea level
8. Annual rainfall and suitable soils for food and fiber production
9. Others?

E. Due to the past economic relationship between Greater Warrenton-Fauquier and the Core of the National Capital SubRegion (See FUNDAMENTAL REALITIES) the prospect of federal budget ‘Sequestration’ is a critical issue. Sequestration has both short and long term implications. The short term prospect can be used to underline the need to implement the following 14 strategies. On the other hand, due to the shrinking of the federal role in the Regional economy (See THREE UNFOUNDED ASSUMPTIONS and FUNDAMENTAL REALITIES) it will be important to consider Sequestration as a key element of **STRATEGY VII. – COMMUNITY ECONOMIC ENHANCEMENT STRATEGIES.**

F. Others

For examples of specific citizen initiated activities see the five categories of citizen actions listed in THE THIRD WAY PowerPoint, especially “Immediate Action Items” – Group # 1 Mar 2003. The lists of 2002 / 2003 potential citizen action items were distributed to CFF participants in a PDF titled “Potential Citizen Education and Action Strategies.” These actions were relevant in the Fall of 2002 and the early Spring of 2003. The good news is that the current shelter and land market and current property values make some of these issues moot. This listing may, however, trigger CFF participant suggestions for current threshold action items.

Implementation:

Implementation of **STRATEGY I.** is perhaps the most important Strategy.

In a democracy, unless there is broad-based citizen Awareness / Interest / Understanding (aka. ‘real support’) there is no hope of citizen support for the Fundamental Transformations necessary to achieve a sustainable trajectory toward a Balanced, Complete Community.

“The Next Step” is to be determined by participants of CFF.

Individual participants may select topics upon which to focus including publishing perspectives in *The Fauquier Times Democrat*.

One possible next step would be an “each one bring three” session to review FUNDAMENTAL REALITIES and CRITICAL STRATEGIES to broaden the launch base for all 15 Strategies. See **STRATEGY XV. – COMMUNITY ORGANIZATION**.

The Session Five Agenda provides an opportunity to select topics for future publication in *FTD* and to relate CRITICAL STRATEGIES to upcoming actions such as hiring a new economic development director.

Also see **STRATEGY III. – CITIZEN INFORMATION / EDUCATION** and **STRATEGIES XV. – COMMUNITY ORGANIZATION**

II. COMMUNITY DEVELOPMENT REVIEW PROCESS

Objectives:

Create a comprehensive Community Development Review Process. Eventually this process must be based on Balance Metrics outlined in **STRATEGY VI. BALANCED, COMPLETE COMMUNITY STRATEGY – THE ARTICULATION OF BALANCE METRICS**. It is positioned as **STRATEGY II**, because it can be launched NOW by a small group that Understand the importance of quality development.

Due to causes beyond the control of leaders of Grater Warrenton-Fauquier, Agencies have failed to successfully guide the evolution of functional human settlement patterns in the Community – especially in the Urban enclaves. To create functional human settlement patterns via **STRATEGIES III. to XV** Agencies must have the support of citizens and their Households but also of Enterprises and Institutions. Enterprises will benefit from lower costs of doing business and from neutralized uninformed NIMBYs. Institutions, by definition represent the interests of members / supporters and thus reflect the view of informed citizens.

The Community Development Review Process (CDRP) does not replace Agency review and regulations. A CDRP improves the quality of projects and generates broad support for quality projects BEFORE they enter the Agency review and approval process.

Across the US there are many good examples of Community and SubRegional (aka, multi-Community) Development Review Processes (CDRP). This includes the Alliance

process in the Core of the National Capital SubRegion that has had a low profile but dramatic impact on the most successful development projects in the Core of the SubRegion for the past 12 years (May 2010 10th Anniversary of Group of 40). All the Leinberger Walk Ups have benefitted from projects supported by the Alliance process.

It is broadly agreed that in creating more functional settlement patterns it is important to have examples of quality projects IN the Community. They demonstrate the existence of a market for an alternative to Business-As-Usual and illustrate ‘a better way forward.’

A CDRP provides a vehicle to facilitate such projects without any Agency action.

Of course, the CDRP must be a fair, open process involve all stake holders but that is assured by having an open public process based on clear criteria.

A successful CDRP supports implementation of every one of **STRATEGIES III to XV**.

Examples:

A CDRP would be a major extension of the currently evolving sketch planning process for vacant land within Service Districts.

A. Develop a Community Development Review Project with Project Review Criteria and a fair and open CDRP review process. See 12 year success of National Capital SubRegion Core’s Greater Washington Smart Growth Alliance review process established by the National Capital chapter of the Urban Land Institute, The Coalition for Smarter Growth, and the Washington Broad of Trade in cooperation with WashCOG.

B. Create Community location, function and design / appearance recognition initiatives.

C. Encourage smarter growth networking and promotion

(Elements A, B, & C are the three elements of Group 4 Mar 2003 in “Potential Citizen Education / Action Strategies distributed to CFF participants on 21 October.)

D. Others

Implementation:

This Strategy have been moved from **STRATEGY VIII** to **STRATEGY II** because it can be implemented imminently as a stand-alone Strategy by a citizens who already Understand the importance of this action. In addition, this Strategy supports all the other Strategies. **STRATEGIES I. and II.** go hand in hand. Also see **STRATEGY VII. – COMMUNITY ECONOMIC ENHANCEMENT STRATEGIES.**

III. CITIZEN INFORMATION / EDUCATION STRATEGIES

Objective:

Democracy and informed markets will only survive if there are well informed citizens. There is no alternative to informed citizens to evolve a sustainable Community trajectory.

The specific objective is to cause the vast majority of citizens to be Aware, Interested and Understand the need for, and be committed to taking ACTION based on Well Considered Public Judgements. These well-informed Actions must be taken in the market place and in the voting booth on issues impacting human settlement patterns.

Examples:

After there is an overarching **Citizen Education Strategy** (A. below) the following examples of citizen education programs are possible. In addition, citizen education must be an element of every one of the following 12 Strategy Categories and be the foundation for **STRATEGY XV. – COMMUNITY ORGANIZATION.** Also see Citizen Information Strategy # 3 Apr 2008 linked from I.. A. above.

- A. Develop Overarching Citizen Education Strategy for Level One and for Level Two implementation.
- B. Data Generation, Data Analysis and Advanced Graphic Presentation Strategies
- C. Comprehensive Inventory of Community Assets
- D. Expand and build on **STRATEGY I. THRESHOLD ACTIONS** (Threshold Citizen Education Programs).

- E. Continue work to sketch, design and build exemplary ‘Model,’ ‘Showcase’ components of Balanced Communities at the Dooryard, Cluster, Neighborhood and Village (Vint Hill, Marshall, Greater Bealeton / Remington, etc.) with the help of **STRATEGY II. – COMMUNITY DEVELOPMENT REVIEW PROCESS.**
- F. Conduct SubRegional, Regional and MegaRegional site visits to ‘model’ components in other Communities.
- G. Develop Community College, High School, Middle School and Elementary School Awareness / Interest / Understanding programs.
- H. Assist in the implementation of all Strategies, especially **STRATEGY VI. COMMUNITY ECONOMIC ENHANCEMENT**
- I. Future Phases of COMMUNITY FUTURES FORUM ?
- J. Others

Implementation:

See **STRATEGY XV. – COMMUNITY ORGANIZATION**

IV. MOBILITY AND ACCESS STRATEGY

Objective:

The overarching objective is to create settlement patterns and Mobility and Access systems that are in Balance. This means there must be a realistic appraisal of the future utility of Large Private Vehicles as the exclusive / primary Mobility and Access option and importance of infrastructure to support Small Private Vehicles (LowPower and SelfPower Vehicles).

Examples:

Settlement patterns inside The Clear Edges around the Urban components of Greater Warrenton-Fauquier must evolve. The patterns and densities of land use INSIDE The Clear Edge must facilitate Mobility and Access by pedestrians and the use of SelfPowered and LowPowered Vehicles.

- A. Every plan for new developed must be reviewed for WalkAbility and WalkAppeal, not just for Walk Score and not just at the scale of the project but at the Next Higher Component scale.
- B. Expanded Agency, Enterprise and Institutional use of SelfPowered and LowPowered Vehicles
- C. Organize opposition to further expansion of RoadWay systems devoted exclusively to Large Private Vehicles.
- D. “Mobility and Access Strategy # 4 Apr 2008 linked from I.. A. above provides examples of actions needed at the state and federal levels.
- E. Others

Implementation:

This Strategy will be a hard sell. The fact that there will be no money to build more Roadways for Large Private Vehicles and the fact that the vast majority of citizens and most of their Organizations will be not have money to buy Large Private Vehicles or fuel to propel them will help.

A key will be the provision of examples of quality development created pursuant to **STRATEGY II. – COMMUNITY DEVELOPMENT REVIEW PROCESS**

For the rationale behind this Strategy See **THREE UNFOUNDED ASSUMPTIONS, FUNDAMENTAL REALITIES, SETTLEMENT PATTERN CONSILIENCE, and PARTS ONE, THREE, SIX AND TWELVE of TRILO-G.**

V. AFFORDABLE AND ACCESSIBLE HOUSING STRATEGY

Objective:

The overarching objective must be to provide a Balance of housing sizes and types in locations that are close to Jobs, Services, Recreation and Amenity. At the present time there is a gross ImBalance between the existing housing stock and the citizens in need of shelter in the Community. This can only be solved by developing Jobs that match the existing housing and developing housing that matches the existing Jobs and the demands of the aging population that are and will in the future be beyond working age.

Examples:

The key shelter strategy must be to Balance the supply with the need. This is a basic economic reality.

- A. Encourage CoHousing and similar Strategies that bring groups with similar needs and desires at the Dooryard and Cluster scale together with developers and builders who can provide the needed shelter. The current strategy of builders seeking individual buyers who end up being neighbors of persons with different needs and all being dependent on Large Private Vehicles is a primary driver of dysfunctional settlement patterns. For examples of Dooryard scale dwelling projects that serve shared needs among neighbors see *Pocket Neighborhoods: Creating small-scale community in Large-Scale World* Chapin, Ross 2011.
- B. Affordable and Accessible Housing Strategy # 5 Apr 2008 linked from I. A. above provides a discussion of the need for a Balance of housing types.
- C. Others

Implementation:

This Strategy will be a hard sell because the Community has relied for the most part on Trickle Down Housing which has not and will not meet Affordable and Accessible Housing needs.

For the rationale behind this Strategy See THREE UNFOUNDED ASSUMPTIONS, FUNDAMENTAL REALITIES, SETTLEMENT PATTERN CONSILIENCE, and PARTS ONE, FIVE, ELEVEN AND TWELVE of *TRILO-G*.

VI. BALANCED, COMPLETE COMMUNITY STRATEGY – THE ARTICULATION OF BALANCE METRICS

Objective:

Eliminate dysfunctional human settlement patterns in the Urbansides and the Countryside of Greater Warrenton-Fauquier.

Greater Warrenton-Fauquier must evolve a truly ‘comprehensive’ vision of the future that reflects FUNDAMENTAL REALITIES. This is the ‘Post-Helter Skelter Strategy’ and is the first of three Strategies to accomplish this overarching objective. **STRATEGY VI.**

goes hand-in-hand with **STRATEGY VII. – COMMUNITY ECONOMIC ENHANCEMENT STRATEGIES** and **STRATEGY VIII. – THE THREE STEP PROCESS**.

Examples:

The second step of THE THREE STEP PROCESS articulated in THE CITIZEN HANDBOOK (PART TWELVE of TRILO-G) and the subject of STRATEGY VIII. is The Sketch Plan Step. Creating Balance Metrics to guide this process is not covered in STRATEGY VIII. It is critical to start the development of Balance Metrics as a first step toward THE THREE STEP PROCESS and provide a framework for achieving STRATEGY VII.

- A. Create a Balance Metrics Conceptual Framework and the formulas to QUANTIFY a Balance of Jobs / Housing / Services / Recreation / Amenity AT EACH OF THE ORGANIC SCALES OF HUMAN SETTLEMENT (Dooryard, Cluster, Neighborhood, Village and Community) within Greater Warrenton-Fauquier.

This Strategy is the only one that requires effort for which there is no yet clear precedent in other Communities or SubRegions. There are, however, clear and complete background materials available. They start with the MegaRegional metrics spelled out in STARK CONTRAST. The Principles involved in the articulation of Balance Metrics for Communities within the Core (inside The Logical Location of The Clear Edge) were developed for “The Shape of Loudoun’s Future” and are articulated in CITIZEN HANDBOOK, PART TWELVE of TRILO-G. The principles involved in this process are outlined in an often-revised on-line PowerPoint [“Blueprint for a Better Region.”](#) Also see SETTLEMENT PATTERN CONSILIENCE.

The articulation of Balance Metrics for a Beta Disaggregated Community in the Countryside (outside The Logical Location of The Clear Edge around the Core of a New Urban Region) will require original work.

“Strategy to Evolve Beyond Helter-Skelter” # 6 Apr 2008 linked from I. A. above provides a discussion of the need for a Clear Edge between the Urbansides in the Community and Countryside as well as the imperative of achieving appropriate levels of Balance of J / H / S / R / A in each of the Service Districts.

- B. Others

Implementation:

A briefing on the above referenced background materials would make the need for, and the function of Balance Metrics easy to understand. However, the formula will be a challenge to QUANTIFY and they will vary from component to component. Full support of the effort to clearly articulate Balance Metrics will depend on implementation of **STRATEGY I., II., III., IV. & V.**

VII. COMMUNITY ECONOMIC ENHANCEMENT STRATEGIES

Objective:

Create a level of economic activity that supports a prosperous and stable Balanced (Complete) Community in Greater-Warrenton Fauquier.

Some will argue that this is the first and most important Strategy: “We must create Jobs, nothing else matters.”

In fact this a chicken and egg quandary. The investment that will bring Jobs (and Services) will not come unless there is a Critical Mass that makes the emergence of a Balanced, Complete Community a strong possibility. Without this probability, those who will create Jobs and Services (‘The Creative Class’) will not be attracted to Greater Warrenton-Fauquier. They will migrate to those places that have already created the Critical Mass. There are thousands of these places all seeking to become ‘strong towns’ – Balanced, Complete Communities by whatever Vocabulary is used.

It will be critically important to articulate Strategies and Tactics in the Strategy Category that take advantage of Greater Warrenton-Fauquier’s assets vis a vis other existing Beta Communities within the R=30 to R=100 Radius Band from the Centroid of the National Capital SubRegion. It will be a special challenge to compete with those Urban enclaves that already have more ingredients of the Critical Mass needed to achieve Balance – Fredericksburg, VA, Frederick, MD and Winchester, VA for example.

In the past, Greater Warrenton-Fauquier has been fortunate to be able to take some of ‘the good stuff’ and exclude much of ‘the bad stuff’ based on its relationship with the Core of the National Capital SubRegion. That is no longer the case. See **THREE UNFOUNDED ASSUMPTIONS.**

Examples:

The following are broad categories into which the actions with the best chance of helping evolve a Balance of J / H / S / R / A will sort themselves.

- A. Community Import Replacement Strategy
- B. Community Export Enhancement Strategy
- C. Community Internal Currency Optimization Strategy
- D. Develop information on and the potential Community impact of federal Sequestration
- E. Special targets of opportunity will emerge such as the process of hiring of a new director of economic development for the County.
- F. “Economic Development Strategy” # 7 Apr 2008 linked from I. A. above provides a discussion of specific locational parameters for economic development activities.
- G. Others

Implementation:

Community Economic Enhancement Strategies could be Strategy III. To be effective there must be action on **STRATEGY I. & II** but there must also be real progress on **STRATEGY III., IV., & V.** and especially **STRATEGY VI.**

The path forward starts with taking advantage of existing resources. For example convincing those with residential and social investment in the Community to bring their Enterprises and their talents INTO the Community. Potential targets of opportunity will emerge from implementation of **STRATEGY II &and III.**

VIII. THE THREE STEP PROCESS

Objective:

The Three Step Process in HANDBOOK PART TWELVE of **TRILO-G** and the importance of Step Two Sketches has been noted in **STRATEGY VI.** **STRATEGY VI.** should result in sets of alternative sketch plans for all the land within and just outside of every Service District and for land within 2 miles of every Hamlet (aka, ‘Fauquier village’) in the Countryside.

The larger challenge will be to apply THE THREE STEP PROCESS to each organic Neighborhood and Village of Greater Warrenton-Fauquier.

Examples:

- A. Apply the CITIZEN HANDBOOK’s Three Step Process including the application as appropriate within the Goals of Step One of:
 - 1. Visioning Processes
 - 2. Charrette Processes
- B. Application of sketches as part of the Next Higher Component Development Review Process for every development proposal.
- C. Others

Implementation:

STRATEGY II. – COMMUNITY DEVELOPMENT REVIEW PROCESS sets the stage for implementation of **STRATEGY VIII**. Also see **STRATEGY XV**.

IX. INFRASTRUCTURE DEVELOPMENT

Objective:

Infrastructure must be provided to support functional and sustainable settlement patterns at every Scale.

Examples:

The first priority must be to supply Services within the Service Districts.

- A. Categories of Infrastructure:
 - 1. Water – Potable Water, Process Water for irrigation and production, Waste Water treatment and recycling, Storm Water recharge, storage and management
 - 2. Energy generation, transmission and distribution (smart grids)
 - 3. Communications (Community Internet) hyper local crowd-sourced wikis
 - 4. Mobility and Access see **STRATEGY III** above

B. Take advantage of the fact that Greater Warrenton-Fauquier is well above sea level and has abundant rainfall if intelligent water management and recycling is employed.

C. Others

Implementation:

Projects that are approved under STRATEGY II, must have comprehensive infrastructure implementation plans for the entire Service District. Threshold implementation of **STRATEGY IV., V., VI., VII. & VIII.** must insure that there is infrastructure that is appropriate to serve future land uses.

X. LAND USE CONTROL SYSTEMS

Objective:

Scaled land use control system with level of control at level of impact.

Examples:

Three level land uses control system implemented in Adirondack Park, NY provides a useful example.

A. Application of Next Higher Component Process for every development proposal.

B. Evolve completely new land use control system. ('Form Based Codes' for all Urbansides ?)

C. Others

Implementation:

This Strategy is facilitated by **STRATEGY II** and the implementation of **STRATEGY IV., V., VI., VII. & VIII.**

XI. GOVERNANCE STRUCTURE EVOLUTION

Objective:

Functional governance structure that reflects the organic structure of human settlement patterns and Regional Reality.

Examples:

- A. Municipal Agency for Every Service District
- B. Expansion of existing Towns to cover all the territory of optimum sized adjacent County Service Districts.
- C. Neighborhood Governance structure for every Neighborhood in every Village.
- D. Reconsider County borders to reflect Regional Reality in 2012 and going forward
- E. Reconsider State borders to reflect Regional Reality. See “ Evolve Fundamental Change in Governance Structure” # 10 Apr 2008 linked from I. A. above outlines several parameters.
- F. Others

Implementation:

This Strategy is facilitated by **STRATEGY II** and the implementation of **STRATEGY IV., V., VI., VII. & VIII.**

XII. COMPREHENSIVE PARCEL CONSOLIDATION STRATEGY

Objective:

Reverse parcel subdivision process started in 1607 to increase Shared Space.

Examples:

- A. Implement Agrarian Urbanism settlement patterns in recycled subdivisions. See **SETTLEMENT PATTERN CONSILIENCE**. This Strategy outlined in # 8 Apr 2008 linked from I. A. above.

- B. Others

Implementation:

The need for **STRATEGY XII** will be demonstrated by the Holding Capacity reality documented by **STRATEGY I. & II.** **STRATEGY XII** will also facilitate **STRATEGY II** and help implement **STRATEGY IV., V., VI., VII. & VIII.**

XIII. FULL AND FAIR ALLOCATION OF TOTAL COST OF LOCATION VARIABLE SERVICES

Objective:

Cost of development and maintenance of Urban and NonUrban land uses should reflect a full and fair allocation of location variable cost unless off set by specific Agency policy that is subject to periodic review.

Examples:

- A. This Strategy is outlined as # 9 Apr 2008 linked from I.. A. above.

Replace flat-rate charges and most property tax supported Agency Services with fee- for- Service funding. Fees must be based on actual cost and reflect location-variable costs.

- B. Others

Implementation:

See **STRATEGY XII.** This Strategy needed to implement **STRATEGY IV., V., VI.,VII. & VIII.**

XIV. SUSTAINABLE POPULATION STRATEGY BASED ON BALANCE METRICS

Objective:

In the long run there must be a balance between resources and demand at the Community, SubRegional, Regional and MegaRegional scales.

Examples:

The Charlottesville / Albemarle Advocates for a Sustainable Albemarle Population (ASAP) is, along with Boulder, Colo among the nation's leaders on this topic.

- A. This Strategy is outlined as # 11 Apr 2008 linked from I.. A. above
- B. Others

Implementation:

See **STRATEGY XII**. This Strategy needed fo facilitate **STRATEGY IV., V., VI., VII., & VIII.**

XV. COMMUNITY ORGANIZATION:

Objective:

Evolve a comprehensive work program with an Institution to implement each strategy.

Examples:

- A. Broad based citizen task force (Institution) for each Strategy
- B. Others

Implementation:

This Strategy is listed last, however, it must be part of the implementation of **STRATEGIES III to XIV.**

This Strategy CAN be implemented but only if there is Awareness / Interest / Understanding / Action by a Critical Mass of citizens in Greater Warrenton-Fauquier.

The question is: WHO WILL DO IT?

Per the allocation of responsibility in THE ESTATES MATRIX (PART TWO of TRILOG) guiding the evolution of functional and sustainable human settlement patterns is an Agency responsibility. However, Agencies have failed to achieve this responsibility.

For this reason it falls to citizens to bring together all Organizations to achieve a sustainable trajectory.

At the same time, it is very clear that ‘everyone’ including the CFF participants and facilitators are Running as Hard as They Can (See PROPERTY DYNAMICS) to keep up with what they think they need and want to do NOW.

It is up to those who take on the challenge of STRATEGY I & II to convince an expanding circle of citizens that the task is not just worth while but imperative.

Expanding the core CFF membership should not be an overwhelming obstacle.

Enterprises will benefit from lower costs-of-doing-business and improved quality of Services.

Institutions are established to support the interests of their members and supporters.

While the evolution of functional and sustainable human settlement patterns are and Agency responsibility, Agencies have failed. Elected and appointed leaders and special interest groups that benefit in the short run from Business-As-Usual should not stand in the way of citizens and their Organizations working to achieve the Fundamental Transformations needed to secure a sustainable future trajectory.

It has been suggested during CFF Sessions that if 700 to 800 citizens were involved in helping shape the future of Greater Warrenton-Fauquier there is no doubt this would constitute a Critical Mass. This number of committed citizens would represent less than one out of every 100 citizens of Greater Warrenton-Fauquier.

If 20 citizens were involved in every one of the 15 task forces – one for each Strategy – that would involve only one out of every 250 citizens.

See **STRATEGY I**. Also see BEYOND PAPA BEAR HOT – THE ROAD AHEAD.

FOR REFERENCE:

CONCEPTUAL FRAMEWORK FOR STRATEGY DEVELOPMENT FROM VOL III, NUM 1, SECTION V.

V. GOALS AND OBJECTIVES

As noted in the Welcome Package (VOL 1, NUM 1) the goal of COMMUNITY FUTURE FORUM is:

Evolve a Critical Mass of informed citizens who will support the leaders of Agencies, Enterprises and Institutions in making decisions that evolve a Balanced, Prosperous and Complete Greater Warrenton-Fauquier Community.

To achieve this goal it will also be necessary to assist in the evolution of a functional SubRegion and Region in which the citizens of Greater Warrenton-Fauquier can live, work and prosper.

The objective of the facilitators in convening COMMUNITY FUTURE FORUM was to:

Start the process to evolve well informed citizens that can make decisions in the market place and in the voting booth that serve their long term best interests and those of the Community in which they live, work, seek Services and thrive.

The process by which this form of citizen education takes place can be summarized as:

Awareness / Interest / Understanding / Action.

This is the formula followed by advertisers, except to expedite sales and consumption marketers leave out 'Understanding' and thus citizens take actions that are not in their own best interest.

The specific goal of the COMMUNITY FUTURE FORUM is to help citizens evolve a Balanced, Complete Community in Greater Warrenton-Fauquier. That means achieving an appropriate:

Balance of Jobs / Housing / Services / Recreation / Amenity (J / H / S / R / A) at ALL SCALES of the Community.

Informed action to achieve a Balanced, Complete Community involves almost every aspect of the Three Spheres of human activity:

Economic, Social and Physical.

Informed action in these Three Spheres results in furthering the interests of Households, Enterprises, Institutions and Agencies both in the Countryside and in the Urbansides (the Towns and the Service Districts).

These informed actions must be taken within an understanding of the Organic structure of human settlement patterns of all Scales: Community, Village, Neighborhood, Cluster and Dooryard. The organic structure of human settlement patterns must be articulated in a comprehensive Conceptual Framework that is defined by a robust, consistent Vocabulary.

It is impossible to create strategies to accomplish the overarching goal of evolving Balanced, Complete Communities all at once. Therefore strategies must be thought of in terms of a temporal framework:

- ◆ Immediate,
- ◆ Short-term,
- ◆ Mid-term, and
- ◆ Long-term

In traditional journalism parlance the sequence of important facts is: Who, What, When and Where. In the consideration of evolving functional settlement patterns that yield Balanced, Complete Communities, WHERE an activity takes place is the most important issue. A great land use in the wrong place can be a disaster. WHAT must be fully understood and agreed upon by all parties. WHEN is important so long as the task is accomplished when promised. WHO really does not matter, so long as the land use is in the right place, with the right function(s) and done when promised.

Finally, it has been suggested that the only way to achieve Balanced Communities in a sustainable New Urban Region is for the citizens to embrace Fundamental Transformations of human settlement patterns. That requires Fundamental Transformation of the Governance Structure and Fundamental Transformation of the Economic System which has evolved the existing dysfunctional settlement patterns.