

The Activity Center Planning Process for ACP #1, Including Deliverables + Timelines (18-Month Project)

1. Project Design: Laying the groundwork for excellence

Activity Center Plan location prioritization + selection; process scoping, including timelines, key activities, forming the technical advisory group + community involvement approaches, metrics + review processes, including working with the County's Executive Office, Planning Commission + Board of Supervisors.

Outcomes: Selection of first ACP location; project scoping + timeline; background research findings, formation of technical advisory group

2. Analysis + Engagement: Assessing existing conditions, identifying opportunities + constraints

Data gathering; GIS mapping; ground-truthing; FLUM land use alignment/validation confirmation; market analysis; existing infrastructure identification; evaluation of multimodal transportation needs, networks, and connections; identification of opportunities + constraints (e.g., affordable housing + economic development opportunities, redevelopment + infill opportunities, parks + green space opportunities); integration of findings from County leadership, the technical advisory group, the public + the development community

Outcomes: Existing conditions, opportunities + constraints summary

3. Initiatives + Tools: Catalyzing sustainable long-term change + growth

Identification of catalyst projects; identification of public initiatives + partnership opportunities; integration of more feedback from County leadership, the technical advisory group, the public + the development community

Outcomes: Catalyst projects inventory; public initiatives strategy; list of implementation priorities + timelines

4. Report + Implementation Strategy Development: Drafting concise, visually compelling materials that address current + future conditions + are ready for implementation

Implementation strategy development, including partners + timelines; report development based on all project activities to date, in alignment with AC44's Big Moves + the County's Strategic Plan's goals; integration of final feedback from County leadership, the technical advisory group, the public + the development community.

Outcomes: Completed Activity Center Plan with implementation strategy that includes timelines, partners + next steps

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Process Steps	Components/Deliverables	Timelines	Lead + Partners
1. Project Design: Laying the Groundwork for Excellence (March – August 2026)			
ACP location evaluation, prioritization + selection	• ACP location research summary • Set of ACP ranking criteria • List of ranked + prioritized ACP locations • Selection of the first ACP location.	COMPLETED	CDD Long-Range Planning
Additional ACP research + mapping	• Interviews with internal leadership + external stakeholders (development) (ongoing) • GIS base mapping (inc. detailed ACP boundaries). • Review of other ACPs in Virginia localities. • Review of new housing + demographics data. • Research into available grants + related resources.	April-October 2026	CDD Long-Range Planning
ACP process scoping	• Detailed process scoping table (this document).	COMPLETED	CDD Long-Range Planning
Technical Advisory Group setup	• List of internal project partners + contact information (complete). • Addition of additional external members (options below): ○ CAC rep + other community org reps ○ Development community reps ○ PC liaison • Initial communications (inc. CAPE coordination). • Meeting schedule (based on key process checkpoints).	May-October 2026	CDD Long-Range Planning / County departments / PC / CAPE / CAC
ACP public engagement process development	• Coordination with CAPE (ongoing), including online content covering AC44 implementation. • CAC meetings to introduce AC planning + first ACP in fall 2026. • Two community meetings for first ACP project, at key process milestones: ○ First meeting asks for input on what's missing/needed/should be prioritized in ACP area. ○ Second meeting shares ACP project findings. • Regular County website updates.	July 2026-late 2027	CDD Long-Range Planning / CAPE / CAC
County leadership engagement	• Summer 2026 meetings for first ACP: PC on 6/9 + BOS on 8/5.	June 2026-late 2027	CDD Long-Range Planning / CAPE

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	Planned future PC + BOS meetings for first ACP to be scheduled at key process milestones.		
Metrics selection	- List of metrics aligned with Big Moves + the Strategic Plan. - Review process summary + milestone framework.	July-October 2026	CDD Long-Range Planning; Office of Performance + Strategic Planning

2. Analysis + Engagement: Assessing existing conditions, identifying opportunities + constraints (August 2026 – April 2027)

Future Land Use Map alignment/validation confirmation	- Analysis of study area boundaries using AC44's FLUM. - Identification of areas of targeted development + infill as well as any suggested FLUM updates.	August 2026-April 2027	CDD Long-Range Planning
Identification of multimodal transportation needs, networks + connections	- GIS mapping of existing multimodal facilities, needs + network gaps. - Identification and evaluation of pedestrian + bicycle network connections. - Identification + evaluation of future transit stops, in coordination with CAT/VDOT	August 2026-April 2027	CDD Long-Range Planning, CAT/VDOT
Identification of market conditions (commercial, residential, industrial)	- Analysis of market opportunities + constraints. - Review of all current + recent development approvals. - Ground-truthing/field analysis (as needed). - Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / Economic Development / Area Market Professionals (real estate and development)
Identification of redevelopment + infill factors, opportunities + constraints	- Analysis of GIS layer + buildout analysis data. - Ground-truthing/field analysis (as needed). - Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / Economic Development
Identification of key infrastructure factors, opportunities + constraints	- Analysis of natural resources, historic resources, infrastructure capacity, + planned future infrastructure projects. - Ground-truthing/field analysis (as needed). - Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / RWSA / ACSA / FES
Identification of affordable housing + economic development-related factors, opportunities + constraints	- Analysis of new affordable housing + demographic data. - Ground-truthing/field analysis (as needed). - Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / Housing
Identification of key environmental stewardship factors, opportunities + constraints	- Analysis of natural resources. - Ground-truthing/field analysis (as needed). - Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / RWSA / ACSA / FES

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Identification of parks + recreation factors, opportunities + constraints	• Analysis of existing + planned facilities + easements. • Ground-truthing/field analysis (as needed). • Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / Parks + Recreation
Identification of key cultural resource factors, opportunities + constraints	• Analysis of cultural and historic resources. • Ground-truthing/field analysis (as needed). • Mapping of findings.	August 2026-April 2027	CDD Long-Range Planning / RWSA / ACSA / FES
Identification of future community facility needs + relevance to the ACP location	• Analysis of key County documents, including the Capital Improvement Plan, Strategic Plan + Economic Development Strategic Plan. • Interviews with County leadership.	August 2026-April 2027	CDD Long-Range Planning / TAG / ELT / PC / BOS
Incorporation of key findings from Technical Advisory Group, community meeting #1 (month 6) + County leadership	• Summaries of key findings.	February 2027-March 2027	CDD Long-Range Planning / TAG / ELT / PC / BOS
Compilation of all findings (existing conditions, opportunities, + constraints)	• Report with maps, analysis, + engagement findings (to be shared at meetings with County leadership).	April 2027	CDD Long-Range Planning
Ongoing metrics review	• Spreadsheet tracking metrics' completion status + timelines.	April 2027	CDD Long-Range Planning / Office of Performance + Strategic Planning

3. Initiatives + Tools: Catalyzing sustainable long-term change + growth (May 2027 – October 2027)

Identification of potential County initiatives + tools to support catalyst project opportunities identified above	• Prioritized list of catalyst projects linked with County initiatives + tools.	May-October 2027	CDD Long-Range Planning / TAG / ELT / PC / BOS
Identification of potential state + federal investments + tools to support catalyst project opportunities identified above	• Prioritized list of catalyst projects linked with state + federal investments + tools.	May-October 2027	CDD Long-Range Planning / TAG / ELT / PC / BOS
Identification of zoning ordinance-related actions to support catalyst project opportunities identified above	• Prioritized list of zoning ordinance-related actions with timelines + next steps. • Identification of strategies for a vibrant public realm + streetscape connectivity.	May-October 2027	CDD / Zoning Modernization

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Identification of priority infrastructure initiatives, including multimodal transportation-related initiatives + tools to support catalyst project opportunities	Prioritized list of infrastructure initiatives that support all identified catalyst projects, including multimodal transportation projects with funding sources + next steps.	May-October 2027	CDD / RWSA / ACSA
Incorporation of key findings from Technical Advisory Group, community meeting #2 (month 14) + County leadership	Summaries of key findings.	May-October 2027	CDD Long-Range Planning / TAG / ELT / PC / BOS
Compilation of all findings (initiatives + tools)	Report with maps, analysis, + engagement findings (to be shared at meetings with County leadership).	October 2027	CDD Long-Range Planning
Ongoing metrics review	Spreadsheet tracking metrics' completion status + timelines.	October 2027	CDD Long-Range Planning / Office of Performance + Strategic Planning
4. ACP Report + Implementation Strategy Development: Drafting a concise, visually compelling ACP Report that addresses current + future conditions + is ready for implementation (November 2027 – January 2028)			
Updated ACP #1 report materials (data, maps, text)	- Updated data + maps from Phase 2 + Phase 3 reports. - Updated text from Phase 2 + Phase 3 reports. - Feedback summaries from all project engagement activities (TAG + community meetings).	November 2027-January 2028	CDD Long-Range Planning
Implementation Strategy development + refinement	- Final confirmation of catalyst projects. - Prioritized list + timeline of County actions supporting catalyst projects with internal + external partner responsibilities. - Schedule for annual implementation status reviews.	November 2027-January 2028	CDD Long-Range Planning
ACP #1 Report: draft + final reviews	- TAG/ELT/PC/BOS work session materials + presentations. - Draft + final ACP #1 reports.	November 2027-January 2028	CDD Long-Range Planning
Final metrics review	Spreadsheet tracking metrics' completion status + timelines.	January 2028	CDD Long-Range Planning / Office of Performance + Strategic Planning