

CITY OF CHARLOTTESVILLE

Department of Neighborhood Development Services

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February 21, 2017

TO: Charlottesville Planning Commission, Neighborhood Associations &  
News Media

# Please Take Notice

A Work Session of the Charlottesville Planning Commission will be held on **Tuesday February 28, 2017 at 5:00 p.m. in the NDS Conference Room (610 East Market Street)**

## AGENDA

1. Community Engagement Strategy Planning for 2018 Comprehensive Plan
2. Public Comment

cc: City Council  
Maurice Jones  
Mike Murphy  
Alexander Ikefuna  
Planners  
Stacy Pethia, Tierra Howard  
Craig Brown, Lisa Robertson

## COMMUNITY ENGAGEMENT STRATEGY—CITY COUNCIL AND PLANNING COMMISSION

DRAFT February 21, 2017

For: 5-Year Comprehensive Plan Review and Zoning Ordinance Update. The values of the City, as expressed in the City Council Vision, Strategic Plan and the Comprehensive Plan will guide the Planning Commission and City Council throughout the 5-year review process and in making their ultimate decisions. During this update process, the Planning Commission will focus, in particular, on the Future Land Use Map and related provisions of the Comprehensive Plan, will review development and related trends observed over the past 5 years, will update growth projections, and will review strategies for managing guiding and directing anticipated growth in accordance with the City Council vision. Based on staff recommendations, the Commission will also review the advisability of updates to the Community Facilities, Economic Sustainability, Environment, Housing, Transportation, Historic Preservation and Urban Design chapters.

### I. GUIDING PRINCIPLES

- *Assuming recent trends continue, the City is likely to change and grow. The community must have the opportunity to be heard as to how that growth can be balanced.*
- *The places where we live, work and play are important in defining our community and they will be central to the discussion—comprehensive plan updates, including implementation strategies and measures, must be designed to promote and/or preserve the places important to the community. (“place-making”)*
- *The values of the City, as expressed in the City Council Vision, Strategic Plan and the Comprehensive Plan will be considered in relation to specific places in the community.*
- *Information and data should be gathered, analyzed and shared in a manner that is understandable to residents.*

### II. Work Plan

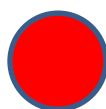
**\*Attachment 1** to this document contains a Chart, explaining how levels of Community Engagement will progress through this process, in accordance with the various stages of development of comprehensive plan updates.

#### A. **Step-One: Kick-Off; Inform the Community of the Process**

What: The Planning Commission will present information about the nature and purpose of the Comprehensive Plan; will present recent development trends and projected growth data; will explain how “place-making” will be the lens through which updates will be envisioned; and will provide a map identifying key “places” within the City, to engage the community in an initial conversation about the relationship between Places and the various needs of the community for diversity, housing, economic prosperity, preservation, and equity.

Who: It is the intention of the Planning Commission to engage City residents initially as a community.

The Planning Commission will conduct a series of four (4) kick-off meetings to be held in different geographical regions of the city. The structure of those meetings will be as described in Attachment 1 to this document.



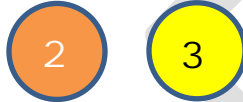
How—Engagement Level

**B. Consultation with the Community at large, City Staff, neighborhood and other groups, Key Stakeholders, Weldon Cooper Center—anyone who may have information, ideas, data, concerns, objectives, etc. to contribute**

What: Gather trend data; gather information about places and land uses the community enjoys, wants to protect and expand; gather information about successful/ unsuccessful projects; information about best-practices the community would like to see implemented; where would residents like to see future growth (office, commercial & residential)

Who: As many people and groups (self-identified), including: individual residents; neighborhood representatives; social justice advocates; the development community; the professional and academic design community; etc.

How--Engagement Levels:



**C. Propose Scenarios (present the take away from the last meeting for verification, have a scenario of what would happen without change, talk about intention change to address changes needed, consider discussion-draft textual changes)**

What: Collate data, information, input received from previous stage; identify areas and topics of agreement; areas and topics to be further researched and investigated; investigate scenarios to be incorporated, and solutions to be considered; begin developing a “menu” of possible updates and strategies

Who: General public; key stakeholders

How—engagement levels:



**D. Proposed Plan for Recommendation to Council (the outcome of previous stages)**







What: Planning Commission completes its review of the Comprehensive Plan and formulates updates to be presented and discussed through a public hearing process; Planning commission makes its final recommendations to City Council

Who: General public; planning commission

How--Engagement Levels



# Attachment 1:

Levels of Community Engagement				
Increasing level of engagement 				
				
Informing	Consulting	Involving	Collaborating	Decision Making
Providing information and data to community, offer a Place Map, to illustrate existing conditions, patterns of development	Obtain feedback from community on Place Map, in order to inform the decision-making process	Work directly with the community to ensure that issues, concerns, and aspirations are clarified, understood and considered	Working in partnership with stakeholders, to develop options and to identify preferred solutions	Conduct an advertised public hearing(s) on proposed update(s) and short-term implementation measures
<b>The intention is to....</b>				
Provide community with relevant information, education about the Comp Plan and the purpose of the 5-year review process	Listen to views of community members and provide feedback on their input  Begin identifying opportunities and solutions	Frame problems to be resolved, best practices to be implemented	Look to community advocates and stakeholder representatives for advice as to innovation, solutions to identified problems	Take responsibility for developing and recommending plans and ordinances in the best interests of the public welfare and safety, and reflective of good zoning practices
<b>Means, methods, techniques....</b>				
Website  Public Notifications & Announcements (posters, channel 10, neighborhood associations, farmers' market, schools, etc.)  (4) Kick-off Meetings conducted in central locations within the City (school auditoriums, etc.)	Website  Surveys Comment "Box" (a/k/a Meeting in a Box)(individuals and groups/ stakeholders provide information, data and feedback in formats that can easily be collated and sorted)  Public demos (3-D modeling; activity days, etc.)	Website  Public meetings with public comment components;  Informational panel discussions/ forums; public planning com'n meetings  Sort and collate public input received to-date; identify themes of concern; scenarios for testing; compare/ contrast solutions	Website  Focus groups  Service user workshops or forums; televised planning com'n meetings  Discussion draft updates, solutions—post publicly for a period of public comment  Review/ incorporate comments and suggestions	Adoption of comprehensive plan provisions reflecting updated needs and policies; enactment of updated ordinances implementing zoning practices; implementation of policies and procedures necessary for service delivery

## Attachment 2: Structure for Comp Plan Review Kick-Off Workshops

Posters: Trends on population, residential unit #s, average housing price, income, racial composition by census block, chapter review status and chapter champion contact (for chapters other than land use)

Agenda of Workshops (Same Presentations 1 through 4 for all Workshops):

1. Comprehensive Plan overview
  - a. What is it?
  - b. What's in it?
  - c. What is it used for?
2. The Guiding Principles (GP) for the updated Comprehensive Plan (CP)
  - a. Data that supports the GP (recent development trends, projected growth)
  - b. Review main points in the 2013 CP (include graphic examples of by-right development allowed by current zoning)
  - c. Explanation of how the various chapters are being updated.
3. Explain "Vision" public input process
  - a. What is it?
  - b. Why focus on "Places"?
  - c. Present PC places – explain how they were chosen
  - d. Plan for getting public input
4. Explain "Community Values" public input process
  - a. What are they?
  - b. Make suggestion(s) for what a "value/principle" might mean in a city plan
5. Each Workshop: Divide attendees into smaller groups for input on visioning and value/principles in relation to "Places" Maps
  - a. Two commissioners per group with large copies of "places" map & easel pads

## **Attachment 3: Elaboration of Various Methods, Techniques and Engagement Strategies that the Planning Commission may utilize**

Need following supportive information/graphics. To be provided by city staff, hired consultants and/or urban planning students.

1. Recent development projects since last CP. Gather data, assign legend nomenclature, illustrate on city map
2. Recent and projected growth. Gather data, illustrate with graphs.
3. By-right development allowed by current zoning. Use 3D graphics to demonstrate before & after by-right development in select neighborhoods (e.g., Cherry Ave., W Main, Preston, Emmet, Woolen Mills, High St)
4. Scenario maps with alternatives. Illustrate on city maps.
5. Proposed plan on city map.

Also need staff/consultants/students for: 1) taking minutes at each of the break out groups during the public workshops; 2) preparing promotional materials, mailing, distributing posters, etc. for public workshops; 3) and sort and organize public input from workshops.

Hire a facilitator to support public workshops. Provide introductions, act as timekeeper, facilitate responses to difficult questions, keep discussions on target. Facilitator's role should only be supportive, in the background. Face of workshops should mostly be Planning Commissioners.

All Planning Commissioners should publicly participate in the workshops. Important for commissioners to develop personal relationships with residents and take ownership of the CP process.

Not sure how to handle special interest groups. [need definition of "special interest groups" to distinguish from self-identified local groups (such as neighborhood groups, public housing representative groups etc.)] On the one hand, these groups should not have privileged access to the PC and CP process. On the other, they are a force representing important constituencies that believe they deserve special attention. One possible solution is to have an advertised PC public meeting where special interest groups are allowed 20 minutes each to present their concerns. The general public is encouraged to attend.

I think we're going to need graphic artist(s) and or some cutting edge cartographers to present as many ideas as possible visually (with less reading, text retention required)....in terms of both broad concepts and the scenario maps. Data needs to be presented graphically as well, so having a consistent 'look' to the graphic package throughout the Comp Plan meetings will help build trust and will project consistency....(does not need to be complicated graphics, just clear and cohesive...) In the end, all the graphics presented in all the meetings should be 'published' and available in an online booklet / PDF for future reference

Explore potential of creating a 'game' that can be used by individuals and groups alike to 'map' their best ideas for place based 'solutions' to various issues facing the City as a whole.

Identify how food can play a role in breaking down barriers to good, engaging, thoughtful conversation and identify/brainstorm/foster ideas for creating an environment where good ideas can be exchanged and shared across neighborhoods, places, and stakeholder/focus groups

Question for the entire group: Should we include some kind of diagram or 'map' that very loosely defines the places we are talking about or have identified as part of our discussions so far?

For discussion, if we have time...

I'd like to see us add to / use the colored chart in Attachment 1 to PRELIMINARILY identify two items;

- which 'places' we've identified on our working diagram that need more intense/immediate levels of engagement and which areas might need less to begin with
- which 'topics' we've identified (organized broadly by the items mentioned in the Council's WORK PLAN memo to us) that we believe require various levels of CE

This will, I think, give the Council a better idea of the places and topics we believe should be the broad focus of the Comp Plan efforts (obviously, there will be room for all topics and places to be discussed, but as resources are assigned, it might be helpful for us to identify for Council the places/topics we believe resources should be directed more consistently and continuously...)

Random engagement tools / ideas....question as to whether these are desired / potential engagement ideas and if so, where on the spectrum of 1 to 5 do they fall?

- a. Photo scavenger hunt / posting wall at each 'place' on our map (and website)
- b. Ask two or three neighborhoods and/or "topic" advocacy groups to meet at same time and then present each other's ideas (not their own) through listening workshop
- c. Create a visual reference booklet/handout available at each meeting that explains and or illustrates most commonly used land use terms (that might come up in the meeting)
- d. Create a reference library of source materials / inspirational materials that we (the PC) and/or NDS staff are reading (articles, books, etc) ...with excerpts, if possible....outside of our normal packet / meeting materials that will help illuminate the influences we may each individually be bringing to the table in our heads
- e. Could we establish a regular series of coffee and conversation at various coffee shops in town through the Comp plan process that inherently demands small group
- f. Let's not forget 'speed dating' idea if it is helpful during the Part B of our process outlined in the memo

Feels like we should include something like this somewhere in our document, even if it is an appendix...

#### Three Short term goals

1. Refine and articulate PC goals and for the community engagement process
2. Refine list of data / trends to inform the 4 preliminary workshops and meetings
3. Engage Prof. Wilson's CE class at UVA A-school for ideas / tools we might use

#### Three Mid-term goals

1. Identify the best tools for "small group" and focus group engagement
2. Identify resources needed to employ those tools

#### Three Long-term goals

1. Establish and distribute open source 3D visualization tool
2. (Re)-establish the "Resident Empowered Active Leadership" training program for cultivating active neighborhood leaders ...similar to previous NDS program but with focus on land use issues
3. Investigate the potential for CDCs (community development corporations) to be established and supported through CIP and other funding mechanisms, including private funds and private investment, to better facilitate implementation of physical changes in a variety of consensus identified 'places' within the City