

CITY OF CHARLOTTESVILLE

Department of Neighborhood Development Services

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September 17, 2018

TO: Charlottesville Planning Commission, Neighborhood Associations &  
News Media

# Please Take Notice

A Joint Work Session of the Charlottesville Planning Commission and PLACE Task Force will be held on **Tuesday September 25, 2018 at 5:00pm** in the NDS Conference Room (610 East Market Street)

## AGENDA

1. 2018 Comprehensive Plan
  - a. Community Engagement – Discussion with PLACE Task Force Members
  - b. Survey Update
  - c. Plans for Land Use Chapter <http://www.charlottesville.org/home/showdocument?id=35041>
  - d. Review of Draft chapters - Housing Draft (last document in packet)
2. Public Comment

cc: City Council  
Mike Murphy  
Alexander Ikefuna  
Planners  
Jeff Werner, Camie Mess  
Stacy Pethia, Tierra Howard, Lisa Robertson

**CITY OF CHARLOTTESVILLE  
NEIGHBORHOOD DEVELOPMENT SERVICES**



**MEMORANDUM**

To: Charlottesville Planning Commission  
From: Missy Creasy, Assistant Director  
Date: September 17, 2018  
Re: Comprehensive Plan Chapters – Community Engagement

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At the Joint Work Session between City Council and the Planning Commission a timeline was developed to allow the draft Comprehensive Plan materials to reach Council in December 2018. The Commission had committed to include a Community Engagement Chapter in the plan and that section needs to be developed. The PLACE Task Force established a subcommittee to provide guidance on Community Engagement and the Commission scheduled to discuss this with PLACE on September 25, 2018. There are a number of documents included in this package which have been gathered for further review in crafting this chapter. Additionally, PLACE has scheduled a work session to discuss this further on September 21, 2018 and may have additional information to share following that meeting.

Following this discussion, detailed guidance on drafting the community engagement chapter needs to be provided.

Attachments:

Research on Community Engagement Chapters  
Portland Example  
August 21, 2018 Community group representatives meeting summary and detailed comments  
Proposal – Preservation Piedmont  
Comments – PLACE Task Force

## Community Engagement in Comprehensive Plans

Examples of Comprehensive Plans with entire sections dedicated to community engagement/involvement/participation:

- Portland, OR: <https://www.portlandoregon.gov/bps/article/579165>
- Beaverton, OR: <http://www.beavertonoregon.gov/DocumentCenter/Home/View/1183>
- Corvallis, OR:  
<https://archives.corvallisoregon.gov/public/0/edoc/871951/Complete%20Comp%20Plan.pdf> (Article 2, pg 17)
- Northbrook, IL:  
<http://www.northbrook.il.us/Modules/ShowDocument.aspx?documentid=1839>
- Seattle, WA:  
[http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web\\_informational/p2580893.pdf](http://www.seattle.gov/dpd/cs/groups/pan/@pan/documents/web_informational/p2580893.pdf) (pg 162)
- Roanoke, VA: <http://www.roanokecountyva.gov/DocumentCenter/Home/View/2457> (Chapter 3 Section 1, pg 21)

Other helpful documents for outlining goals/policies/implementation strategies for community engagement/involvement/participation:

- City of Portland Public Involvement Principles:  
<https://www.portlandoregon.gov/oni/article/312804>
- Portland Community Involvement Program:  
<https://www.portlandoregon.gov/bps/article/588571>
- Portland Community Involvement Committee:  
<https://www.portlandoregon.gov/bps/59316>
- Oregon's Statewide Planning Goals & Guidelines, Goal 1: Citizen Involvement:  
<http://www.oregon.gov/LCD/docs/goals/goal01.pdf>
- City of Guelph Community Engagement Framework:  
[http://guelph.ca/wp-content/uploads/CEF\\_Framework.pdf](http://guelph.ca/wp-content/uploads/CEF_Framework.pdf)
- Manchester Statement of Community Involvement:  
[http://www.manchester.gov.uk/site/scripts/download\\_info.php?downloadID=948](http://www.manchester.gov.uk/site/scripts/download_info.php?downloadID=948) (3rd link)
- City of Gresham Community Engagement Handbook:  
<https://greshamoregon.gov/community-engagement/>

Common Themes:

- Idea of community involvement as a necessary *partnership* between the City and the community
  - Need to understand what the community wants in order to make those desired goals into realities
  - Recognize that the community often has wisdom from their personal perspectives or experiences of the city
  - Need to maintain positive relationship between officials and community

- Understand the diversity of the community and focus on underrepresented/marginalized groups
  - Make involvement available to all community members, especially those who have the potential to be or have historically been adversely affected by decisions
  - Ensure that all community members have the ability to share their views, including those of all ethnic, racial, age, socio-economic status, cultural backgrounds, abilities, sexual orientations, and gender identities
- Transparency
  - Ensure that planning and decision-making processes are clearly defined and easy to understand
  - Ensure that community members understand how they can be involved, including at what steps in the process and the various available methods
- Involvement throughout the entire planning process
  - The community should have the opportunity to be involved in all steps of the process from initial data gathering to alternatives development to decision making to evaluation, etc.
- Accessibility
  - Need to have various methods of participation to include as many community members as possible
  - Need to ensure that all people have a way of participating by providing information in multiple languages, having public transportation to meetings, etc.
  - Try to make participation convenient and easy in order to maximize community involvement
    - Best to get community involvement by attending already happening events rather than scheduling events just for planning matters
- Effectiveness
  - Need to have a standard, defined process for how community input will be gathered through constructive dialogue and then applied to decisions
  - Use best practices for effectively involving the community
- Variety of avenues through which people can participate
  - To increase involvement from all members of the community, a wide variety of engagement methods should be employed (ex. online tools, phone hotline, tabling, community meetings, etc.)
  - Include opportunities for individual and group participation
- Importance of educating the public on land use, transportation, housing, etc.
  - Allows them to make more informed decisions
  - Allows them to understand why planning is important and how these decisions impact them and their community
- Monitor participation throughout the process and make sure it reflects who is affected
- Adaptability
  - Review the process of community engagement regularly and make necessary changes to improve effectiveness

- Update methods of communication and interaction with the community as technology changes and new methods become available
- Actively encourage community involvement across all scales
  - Ensure that residents understand the importance of being involved in neighborhood, city-wide, and regional decisions
- Consider having a group dedicated to evaluating the processes and ensuring community involvement in decisions
  - Ex. Portland's Community Involvement Committee and Public Involvement Advisory Council, Corvallis Committee for Citizen Involvement

## Chapter 2: Community Involvement

### What is this chapter about?

The goals and policies in this chapter convey the City's intent to:

- Provide a wide range of opportunities for involvement in planning and investment decisions, with targeted access and inclusion in decision making for those who potentially will be adversely affected by the results of those decisions.
- Foster ongoing positive relationships between communities and the City to support accountability for improving community well-being and inclusion.
- Recognize that the City has a responsibility to plan for the needs of, and engage with, under-served and under-represented communities to achieve greater equity.
- Expand opportunities for meaningful community engagement in planning and investment processes, from issue identification and project scoping through implementation, monitoring, evaluation, accountability, and enforcement.
- Promote civic responsibility both within communities and at an individual level.
- Require transparent, well-designed, thoughtful, culturally-specific, relevant, representative, and responsive public processes for planning and investment decisions, implementation, and monitoring.
- Build community capacity to increase the community's meaningful participation and leadership in planning and investment decisions.
- Promote thoughtful consideration of and responses to public comment on planning and investment decisions.

### Why is this important?

The results are better — more durable, equitable, and accountable — when a diversity of Portlanders are involved in the scoping, development, implementation, monitoring, and evaluation of plans and investment projects. No one person, agency, organization, or business can provide all things Portland’s diverse communities need. Collaborative partnerships and inclusive community participation in planning and investment decision making are essential to creating and sustaining a prosperous, healthy, equitable, and resilient Portland.

Portland has a long history of community involvement that gained strength and power in the 1970s, which forms the foundation of today’s neighborhood system. As the city grows, diversifies, and works to advance equity, it is essential that all community members’ needs and concerns are considered. Particular efforts must be made to improve services for, and participation by, people of color, immigrant and refugee communities, people with disabilities, renters, low-income Portlanders, older adults, youth, and the lesbian, gay, bisexual, transgender, and queer (LGBTQ) community.

It is the City’s responsibility to promote deep and inclusive community involvement in planning and investment decisions. A new paradigm of community involvement and engagement — one that supports intercultural organizing, recognizes that diversity is an advantage, and works to achieve equitable outcomes — must be embraced and paired with Portland’s neighborhood organizations to create a robust and inclusive community involvement system.

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## **COMMUNITY INVOLVEMENT**

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## **Goals**

### **Goal 2.A: Community involvement as a partnership**

The City of Portland works together as a genuine partner with all Portland communities and interests. The City promotes, builds, and maintains relationships, and communicates with individuals, communities, neighborhoods, businesses, organizations, Neighborhood Associations, Business Associations, institutions, and other governments to ensure meaningful community involvement in planning and investment decisions. Partnerships with historically under-served and under-represented communities must be paired with the City's neighborhood organizations to create a robust and inclusive community involvement system.

### **Goal 2.B: Social justice and equity**

The City of Portland seeks social justice by expanding choice and opportunity for all community members, recognizing a special responsibility to identify and engage, as genuine partners, under-served and under-represented communities in planning, investment, implementation, and enforcement processes, particularly those with potential to be adversely affected by the results of decisions. The City actively works to improve its planning and investment-related decisions to achieve equitable distribution of burdens and benefits and address past injustices.

### **Goal 2.C: Value community wisdom and participation**

Portland values and encourages community and civic participation. The City seeks and considers community wisdom and diverse cultural perspectives, and integrates them with technical analysis, to strengthen land use decisions.

### **Goal 2.D: Transparency and accountability**

City planning and investment decision-making processes are clear, open, and documented. Through these processes a diverse range of community interests are heard and balanced. The City makes it clear to the community who is responsible for making decisions and how community input is taken into account. Accountability includes monitoring and reporting outcomes.

### **Goal 2.E: Meaningful participation**

Community members have meaningful opportunities to participate in and influence all stages of planning and decision making. Public processes engage the full diversity of affected community members, including under-served and under-represented individuals and communities. The City will seek and facilitate the involvement of those potentially affected by planning and decision making.

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### **Goal 2.F: Accessible and effective participation**

City planning and investment decision-making processes are designed to be accessible and effective, and responsive to the needs of all communities and cultures. The City draws from acknowledged best practices and uses a wide variety of tools, including those developed and recommended by under-served and under-represented communities, to promote inclusive, collaborative, culturally-responsive, and robust community involvement.

### **Goal 2.G: Strong civic infrastructure**

Civic institutions, organizations, and processes encourage active and meaningful community involvement and strengthen the capacity of individuals and communities to participate in planning processes and civic life.

## Policies

Ongoing community involvement practices, procedures, and programs are a necessary foundation for project-specific community involvement efforts. Many of the policies in this chapter are intended to build on community wisdom, expand community knowledge, and improve City staff capacity to work effectively with an increasingly diverse and growing Portland population.

### Partners in decision making

Portland benefits when community members are meaningfully involved in planning and investment decisions. By building and maintaining partnerships with individuals and a wide range of formal and informal organizations that represent a variety of interests, the City of Portland government will have a better understanding of various communities' diverse needs and concerns. These policies support building and maintaining strong and supportive relationships with an increasingly diverse and growing Portland population.

**Policy 2.1 Partnerships and coordination.** Maintain partnerships and coordinate land use engagement with:

**2.1.a.** Individual community members.

**2.1.b.** Communities of color (including those whose families have been in this area for generations such as Native Americans, African Americans, and descendants of immigrants), low-income populations, Limited English Proficient (LEP) communities, Native American communities, immigrants and refugees, and other under-served and under-represented communities.

**2.1.c.** District coalitions, Neighborhood Associations, watershed councils, and business district associations as local experts and communication channels for place-based projects.

**2.1.d.** Businesses, unions, employees, and related organizations that reflect Portland's diversity as the center of regional economic and cultural activity.

**2.1.e.** Community-based, faith-based, artistic and cultural, and interest-based non-profits, organizations, and groups.

**2.1.f.** People experiencing disabilities.

**2.1.g.** Institutions, governments, and Sovereign tribes.

**Policy 2.2 Broaden partnerships.** Work with district coalitions, Neighborhood Associations, and business district associations to increase participation and to help them reflect the diversity of the people and institutions they serve. Facilitate greater communication and collaboration among district coalitions,

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Neighborhood Associations, business district associations, culturally-specific organizations, and community-based organizations.

### Environmental justice

Environmental justice is the equitable treatment and meaningful involvement of all people in public decision making, as it applies to the development, implementation, and enforcement of laws, regulations, and policies that govern the uses of air, water, and land; and therefore the effects of those laws, regulations, and policies on the health and quality of life where people live, work, learn, play, and practice spirituality.

Environmental justice supports the equitable distribution of the benefits and burdens of decisions, considering historical injustice and context of local decision-making, and ensures that those most impacted from decisions have an opportunity to meaningfully participate.

Environmental justice is borne from the recognition that communities of color, low-income communities, Limited English Proficient (LEP) communities, and Sovereign tribes have been disproportionately impacted from public and private decision-making, including planning, development, monitoring and enforcement, while often being excluded from those decisions themselves.

Environmental justice serves to build capacity within overburdened communities to support greater political, socioeconomic, and cultural self-determination.

Policies throughout this chapter support environmental justice by providing a framework for meaningful involvement in public decisions.

**Policy 2.3**     **Extend benefits.** Ensure plans and investments promote environmental justice by extending the community benefits associated with environmental assets, land use, and public investments to communities of color, low-income populations, and other under-served or under-represented groups impacted by the decision. Maximize economic, cultural, political, and environmental benefits through ongoing partnerships.

**Policy 2.4**     **Eliminate burdens.** Ensure plans and investments eliminate associated disproportionate burdens (e.g. adverse environmental, economic, or community impacts) for communities of color, low-income populations, and other under-served or under-represented groups impacted by the decision.

**2.4.a.** Minimize or mitigate disproportionate burdens in cases where they cannot be eliminated.

**2.4.b.** Use plans and investments to address disproportionate burdens of previous decisions.

## Invest in education and training

Both the community and City representatives must have the capacity to work together as effective partners. Ongoing investment in education and training leads to better informed community members who then have increased capacity to participate effectively. Community involvement-focused professional development training helps improve City staff's ability to work with and learn from community members. These policies support both community and agency capacity building.

- Policy 2.5**     **Community capacity building.** Enhance the ability of community members, particularly those in under-served and/or under-represented groups, to develop the relationships, knowledge, and skills to effectively participate in plan and investment processes.
- Policy 2.6**     **Land use literacy.** Provide training and educational opportunities to build the public's understanding of land use, transportation, housing, and related topics, and increase capacity for meaningful participation in planning and investment processes.
- Policy 2.7**     **Agency capacity building.** Increase City staff's capacity, tools, and skills to design and implement processes that engage a broad diversity of affected and interested communities, including under-served and under-represented communities, in meaningful and appropriate ways.

## Community assessment

City staff must build and maintain their understanding of community demographics, trends, and needs. Community members should have opportunities to share how conditions and needs affect them. The following policies support effective two-way communication between City government and communities and encourage community-level data gathering and information sharing in planning and investment processes.

- Policy 2.8**     **Channels of communication.** Maintain two-way channels of communication among City Council, the Planning and Sustainability Commission (PSC), project advisory committees, City staff, and community members.
- Policy 2.9**     **Community analysis.** Collect and evaluate data, including community-validated population data and information, to understand the needs, priorities, and trends and historical context affecting different communities in Portland.
- Policy 2.10**    **Community participation in data collection.** Provide meaningful opportunities for individuals and communities to be involved in inventories, mapping, data analysis, and the development of alternatives.

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**Policy 2.11 Open Data.** Ensure planning and investment decisions are a collaboration among stakeholders, including those listed in Policy 2.1. Where appropriate, encourage publication, accessibility, and wide-spread sharing of data collected and generated by the City.

### Transparency and accountability

The City is committed to improving transparency in community involvement processes related to planning and investment decisions. When community members have a better understanding of a process, they are better able to participate effectively. Improved transparency and communication allows the City to better understand community opinions and needs, resulting in improved decisions.

The following policies articulate how and when planning and investment decisions are made; the community's role in decision-making processes; and what the community can expect from the City of Portland.

**Policy 2.12 Roles and responsibilities.** Establish clear roles, rights, and responsibilities for participants and decision makers in planning and investment processes. Address roles of City bureaus, elected officials, and participants, including community and neighborhood leadership, business, organizations, and individuals.

**Policy 2.13 Project scope.** Establish clear expectations about land use project sponsorship, purpose, design, and how decision makers will use the process results.

**Policy 2.14 Community influence.** At each stage of the process, identify which elements of a planning and investment process can be influenced or changed through community involvement. Clarify the extent to which those elements can be influenced or changed.

**Policy 2.15 Documentation and feedback.** Provide clear documentation for the rationale supporting decisions in planning and investment processes. Communicate to participants about the issues raised in the community involvement process, how public input affected outcomes, and the rationale used to make decisions.

### Community involvement program

Much has changed in Portland in the 35 years since the adoption of the 1980 Comprehensive Plan. Much more will likely change between the adoption of this Plan and the next one. The following policies challenge City staff and elected officials to assess current practices and develop new tools through ongoing process evaluation and

improvement, and direct the City to develop, maintain, and update a manual that details current best practices for community involvement.

**Policy 2.16 Community Involvement Program.** Maintain a Community Involvement Program that supports community involvement as an integral and meaningful part of the planning and investment decision-making process.

**Policy 2.17 Community engagement manual.** Create, maintain, and actively implement a community engagement manual that details how to conduct community involvement for planning and investment projects and decisions.

**Policy 2.18 Best practices engagement methods.** Utilize community engagement methods, tools, and technologies that are recognized as best practices.

**Policy 2.19 Community Involvement Committee.** The Community Involvement Committee (CIC), an independent advisory body, will evaluate and provide feedback to City staff on community involvement processes for individual planning and associated investment projects, before, during, and at the conclusion of these processes.

**Policy 2.20 Review bodies.** Maintain review bodies, such as the Planning and Sustainability Commission (PSC), Design Commission, Historic Landmarks Commission, and Adjustment Committee, to provide an opportunity for community involvement and provide leadership and expertise for specialized topic areas.

**Policy 2.21 Program evaluation.** Periodically evaluate the effectiveness of the Community Involvement Program and recommend and advocate for program and policy improvements. The Community Involvement Committee (CIC) will advise City staff regarding this evaluation.

**Policy 2.22 Shared engagement methods.** Coordinate and share methods, tools, and technologies that lead to successful engagement practices with both government and community partners and solicit engagement methods from the community.

**Policy 2.23 Adequate funding and human resources.** Provide a level of funding and human resources allocated to the Community Involvement Program sufficient to make community involvement an integral part of the planning, policy, investment and development process.

### Process design and evaluation

The policies in this section guide the design of project-specific community involvement processes. They help ensure that community involvement processes for planning and investment projects fit the scope, character, and impact of the decision. These policies also promote full representation in planning and investment processes and actively involve under-served and under-represented communities. Representation can help ensure that City decisions do not further reinforce the disadvantaged position of under-served and under-represented groups and do not narrowly benefit privileged groups.

**Policy 2.24 Representation.** Facilitate participation of a cross-section of the full diversity of affected Portlanders during planning and investment processes. This diversity includes individuals, stakeholders, and communities represented by race, color, national origin, English proficiency, gender, age, disability, religion, sexual orientation, gender identity, and source of income.

**Policy 2.25 Early involvement.** Improve opportunities for interested and affected community members to participate early in planning and investment processes, including identifying and prioritizing issues, needs, and opportunities; participating in process design; and recommending and prioritizing projects and/or other types of implementation.

**Policy 2.26 Verifying data.** Use data, including community-validated population data, to guide planning and investment processes and priority setting and to shape community involvement and decision-making efforts.

**Policy 2.27 Demographics.** Identify the demographics of potentially affected communities when initiating a planning or investment project.

**Policy 2.28 Historical understanding.** To better understand concerns and conditions when initiating a project, research the history, culture, past plans, and other needs of the affected community, particularly under-represented and under-served groups, and persons with limited English proficiency (LEP). Review preliminary findings with members of the community who have institutional and historical knowledge.

**Policy 2.29 Project-specific needs.** Customize community involvement processes to meet the needs of those potentially affected by the planning or investment project. Use community involvement techniques that fit the scope, character, and potential impact of the planning or investment decision under consideration.

**Policy 2.30 Culturally-appropriate processes.** Consult with communities to design culturally-appropriate processes to meet the needs of those affected by a planning or investment project. Evaluate, use, and document creative and

culturally-appropriate methods, tools, technologies, and spaces to inform and engage people from under-served and under-represented groups about planning or investment projects.

- Policy 2.31 Innovative engagement methods.** Develop and document innovative methods, tools, and technologies for community involvement processes for plan and investment projects.
- Policy 2.32 Inclusive participation beyond Portland residents.** Design public processes for planning and investment projects to engage affected and interested people who may not live in Portland such as property owners, employees, employers, and students, among others, as practicable.
- Policy 2.33 Inclusive participation in Central City planning.** Design public processes for the Central City that recognize its unique role as the region’s center. Engage a wide range of stakeholders from the Central City and throughout the region including employees, employers, social service providers, students, and visitors, as well as regional tourism, institutional, recreation, transportation, and local/regional government representatives, as appropriate.
- Policy 2.34 Accessibility.** Ensure that community involvement processes for planning and investment projects are broadly accessible in terms of location, time, and language, and that they support the engagement of individuals with a variety of abilities and limitations on participation.
- Policy 2.35 Participation monitoring.** Evaluate and document participant demographics throughout planning and investment processes to assess whether participation reflects the demographics of affected communities. Adapt involvement practices and activities accordingly to increase effectiveness at reaching targeted audiences.
- Policy 2.36 Adaptability.** Adapt community involvement processes for planning and investment projects as appropriate to flexibly respond to changes in the scope and priority of the issues, needs, and other factors that may affect the process.
- Policy 2.37 Process evaluation.** Evaluate each community involvement process for planning or investment projects from both the City staff and participants’ perspectives, and consider feedback and lessons learned to enhance future involvement efforts.

### Information design and notification

These policies will help improve notification procedures for administrative and quasi-judicial reviews, as well as legislative land use decisions and the community's access to processes and technical information related to planning and investment decisions. The City of Portland's Civil Rights Title VI Plan requires that information is available to the public, with assistance provided as requested to interpret and effectively use technical information. Additionally, the City of Portland must ensure that limited English proficient (LEP) individuals have meaningful access to City land use-related activities.

**Policy 2.38 Accommodation.** Ensure accommodations to let individuals with disabilities participate in administrative, quasi-judicial, and legislative land use decisions, consistent with or exceeding federal regulations.

**Policy 2.39 Notification.** Notify affected and interested community members and recognized organizations about administrative, quasi-judicial, and legislative land use decisions with enough lead time to enable effective participation. Consider notification to both property owners and renters.

**Policy 2.40 Tools for effective participation.** Provide clear and easy access to information about administrative, quasi-judicial, and legislative land use decisions in multiple formats and through technological advancements and other ways.

**Policy 2.41 Limited English Proficiency (LEP).** Ensure that limited English proficient (LEP) individuals are provided meaningful access to information about administrative, quasi-judicial, and legislative land use decisions, consistent with federal regulations.

# Phase III Appendix: Detailed List of Summarized Comments

- **COMMUNITY ENGAGEMENT PROCESS IN GENERAL**

- Multiple concerns for lack of diversity at the meetings
- Concern over timing of the meetings
- Desire for more announcements about meetings and access to information before meetings
- General concern for lack of base data provided
- Concern for how the plan will address the city's actual needs
- Concern over lack of specific measurable numbers in the draft goals
- Questions about where the community fits into this process

- **1. LAND USE**

- Desire for an updated glossary and definitions for intensity vs. density
- Questions regarding previously made pie charts
  - Who was surveyed?
  - Was the sample size big enough?
  - Why is transportation not a pie piece?
  - Are all pie pieces equal? (Affordable housing vs. hardware store)
- Questions regarding what the land use map is really representing
- Concern for transportation between high intensity nodes
- Concern for loss of green space
- Need for cooperation across borders with UVA and Albemarle County
- Need to evaluate R-1 zoning
  - Seen as a major road block to housing
  - Too much light yellow on the map
- Desire for small area plans and individual neighborhood plans
  - Desire to integrate small area plans into this map
- Desire for pocket parks
  - Green space should be more evenly distributed
- Desire for more transitions or buffers between high intensity areas and neighborhoods
- Desire for mixed use and mixed income areas
- Confusion about the relationship between intensity and height

- **2. COMMUNITY FACILITIES**

- Concerns about city services keeping up with development
  - Trash pick up
  - Drinking water
  - Storm water – specifically with increasing loss of green space
  - Lighting
  - Emergency services
- Desire for more attention to parks trails and greenways
- Desire to restrict height but concern for unintended consequences
- Desire for an inventory and a plan for city owned property

- **3. ECONOMIC SUSTAINABILITY**

- Concern for how to balance economic growth and housing
- Desire for jobs creation to be seen as equally important as housing
- Desire for zoning to be flexible to allow for small businesses to exist in residential neighborhoods
- Concern that Charlottesville is not friendly towards small business

- **4. URBAN AND ENVIRONMENTAL SUSTAINABILITY**

- Concern for loss of tree canopy
  - Desire for more green infrastructure to keep the target tree canopy
- Concern for loss of wildlife habitat
- Desire for plan to include issues such as “urban agriculture” “food availability” “food security” “community gardens”
- Desire for plans and development to highlight the importance of “sense of place”
- Desire for Charlottesville to take more action on and a leadership role in combatting Climate Change
  - Multiple emailed comments seeking:
  - A much more ambitious reduction goal than 30% by 2050 to meet the Paris climate agreement
  - To Incentivize energy improvement of existing buildings in all sectors by partnering with LEAP

- **5. HOUSING**

- Desire for the Rivanna River and the Rivanna corridor to be prioritized higher in the plan
  - Concern that current zoning for river front is outdated
- Concern about rising rents
- Large scale concern for the lack of affordable housing in Charlottesville
  - Specific concern for people making less than 30%AMI
  - Specific concern for seniors who do not easily fit into an income bracket
  - Specific concern about eliminating Goal 1
  - Questions about where 15% came from and whether it is enough
  - Questions about what “affordable” actually means
  - Desire for affordable housing to be subsidized
  - Desire for more incentives for developers and homeowners
  - Desire for housing for multiple and mixed income levels
- Desire for a strategy for anti-displacement and eviction prevention
- Desire for housing for teachers near schools
- Desire to delay comprehensive plan until housing study and housing strategy are completed
  - Desire for a housing strategy to take into account both 1) data and 2) history
- Discussion about a Homeowners Bill of Rights
- Concern about racial discrimination in the housing process and how the plan will address historically racist practices
- Questions about the using Accessible Dwelling Units (ADUs)
  - Seen as a missed opportunity
- Concern that changes are only tweaks of the existing plan
- Concern over lack of data backing up these changes

- **6. TRANSPORTATION**

- Multiple concerns about parking specifically regarding pricing and how parking fits into other goals
- Desire for accessible transportation for all ages and all abilities
- Desire for connected transportation networks
- Desire for smaller transportation systems made of smaller busses and more stops
- Desire for more and more improved and more integrated bike and pedestrian infrastructure
- Desire for transit to provide access to not only jobs and economic opportunities but also to food, childcare, schools and community as a whole
- Questions about the feasibility of park and ride in suburban areas of Charlottesville

- **7. HISTORIC PRESERVATION AND URBAN DESIGN**

- Desire to define and designate endangered neighborhoods
- Fear of losing sense of place in Charlottesville
- Desire for transition zones and concern over tall buildings intruding into neighborhoods
- Concern for how zoning is interpreted especially by developers
- Interest in and desire for a form based code
- Desire for small area plans
- Confusion about historic preservation and urban design fit together and fit into the comp plan as a whole

- **8. COMMUNITY ENGAGEMENT**

- **Memorable community engagement experiences?**
  - Belmont Bridge Mobility Fair: successful because it was pace specific / gave direct access to planners
  - Neighborhood lemonade stand was a positive experience
  - Development proposals that are developer facelifted were negative experiences
  - Belmont Bash
  - City Market
- IX park

- WTJU concerts

- **Current State of Community Engagement in Charlottesville?**

- Distrust of City government
- Information gaps
- Difficulty including minorities

- **Vision for the future of Charlottesville Community Engagement?**

- Long term relationship building
- Clear chain of comma

## 8. Community Engagement

### 1. Emailed Draft Chapter Comments

- I am VERY disappointed that the Community Engagement Chapter was cut. A few months ago, there seemed to be broad agreement about adding it.
- During the outreach for the Comprehensive Plan, officials told community members that the Planning Commission would add a Community Engagement section to the Comprehensive Plan. However, in the 2018 Update Draft to the plan on the City's website, this section is not included.
- It is imperative that the Planning Commission informs and involves community members in its decision making process. As a resident of the City of Charlottesville, I am in favor of the planning commission's decision to have a community engagement chapter and I would implore you to include it in the comprehensive plan. At present, it is absent.
- **1. MAKE ONLINE COMMENT EASIER:** I have received conflicting information about where and how to make comments for the Comp Plan process. The commissioners have not been in agreement or well-educated on where public comment should be made. Some said that there was a web link online (a URL) and some said it needed to be made through this email. Lisa Green indicated that the URL was made clear on the comp plan website but I am having trouble locating it and it has not been made available at the meetings. When I google search to find the comp plan 2018 materials this is location I am directed to: <http://www.charlottesville.org/departments-and-services/departments-h-z/neighborhood-development-services/comprehensive-plan> . Neither the "CompPlan2018" email and comment link are not displayed there as far as I can see. None of the commissioners I spoke to actually knew what the email address or the URL were at the meetings – it's been very difficult to effectively engage our broader communities in the input effort as a result.
- **2. SEEK MORE DIVERSE INPUT AT THIS PHASE FOR TAKING THE PLAN TO CITY COUNCIL** - Several people made comments last night about the lack of representation at these meetings from people of color. I understand from the presentation and commissioners that the commission has made various attempts to engage and get feedback from a representational cross-section of the community. And as a program manager working with refugee families, I can relate to how difficult it can be. But I do have a few ideas and suggestions. Please excuse if have tried any of these methods already.
  - **Advice from my observations of the tabling the commission did at Michie Market and Westhaven** – I manage the New Roots program and commissioners attended Michie Market

one day during the community input period (in Phase 1?). I don't believe they got much input that day. I suggested that we discuss the content prior to tabling to help make it accessible and meaningful to the community we serve although the commission didn't take me up on that. I also recommended they provide interpretation at the table so that they could have a more rich conversation with the community. I can understand that this could have been an additional \$150 expense, but would likely have resulted in more input. I was also set up across from the commission at the Westhaven Day and visited the table. I think it would help get more content if table staff were more outgoing and there were really tangible and easy ways to give input – like as a game with large imagery or posters. I wasn't clearly engaged when I visited the table and I witnessed a lot of people pass by the table without being invited to stop. I just think you've got to get in there are really warm people up!

- **Ask members of the community how and when getting input would work and be prepared to go to them.** – When the issue of diversity was raised in the meetings I did hear the commission acknowledge that there may be a lack of trust between people of color and the City and an unwillingness to participate in the most recent phase of the planning process as a result. That may be true. I would suggest that the commission increase its transparency about the limitations of the impact that comprehensive plan can have (because of the Dylan Rule, for example) but also the power of the comprehensive plan – for example that the City uses the plan to help guide allocation of resources and decision making. I also heard one commissioner express that she'd invited many people of color to come to these meetings and participate. Based on my personal experience, these types of meetings can be very intimidating even when they are not meant to be, especially for people of color stepping into "white spaces\*". You might find that working through community centers and grassroots orgs that you might have greater luck in getting meaningful input from people. Also consider ensuring that your commissioners of color are involved in those meetings and that you leverage the community leaders in that neighborhood to help you make the invitations. I can't speak for these organizations' willingness to participate but some that come to mind are the West Haven Community Center, Greenstones on 5<sup>th</sup> community center and organizations such as Sin Barreras. Be prepared to **provide resources for grassroots organizations and agencies to help you get meaningful input.**
- **3. IMPROVE/USE THE MY CVILLE APP TO GET COMMENTS and GET THE MAYOR'S FACEBOOK PAGE INVOLVED**- I was really excited to learn that Cville has an app! I downloaded it, but so far it is very slow and won't load (so far 2 hours spinning in limbo). It would be great if people could vote, take a survey, or give input to the comp plan

through it. My program team could definitely get lots of input that way through the people we interact with. Also you would up usership significantly if you could pay bills and tickets there! The mayor seems to get a lot of traffic on her facebook page- could she do a live video showing the updates to the process and how to people can give feedback?

- **4. WAIT TO FINALIZE THE PLAN UNTIL THE HOUSING PLAN is COMPLETE**
- **5. CREATE MORE CLEAR GOALS AND PRIORITIES IN THE PLAN FOR THE NEEDS of PEOPLE for LIVING, EATING AND WORKING AFFORDABLY.** – There needs to be more language in the land use section and map about defining not just the intensity of development for certain areas of the city, but also set a priority area for necessities- affordable housing food and transport to work. I heard a lot about accommodating visitors to Charlottesville in park and ride between high density hubs, but not a lot about making sure the city meets it's residents' basic needs. I would recommend setting some quality levels on the live/work/play areas. For example, a market is useless if it only serves the highest income residents in the neighborhood. Also consider adding greenspace and gardening access to the pie charts as well.
- **6. CONSIDER HOW THE INTERFACE WITH THE COUNTY COMP PLAN WILL HAPPEN**- Albemarle is also doing its own planning – are representatives from the city attending those meetings and vice versa? Has the city invited the county to be present at the comp plan meetings or vice versa? This would be useful considering Charlottesville's urban ring an traffic pressure now located in the county as well as many low income residents that work in the city.

Again, thanks for all of your effort towards this project.

- \*Since the end of the Civil Rights Movement, large numbers of black people have made their way into settings previously occupied only by whites, though their reception has been mixed. Overwhelmingly white neighborhoods, schools, workplaces, restaurants, and other public spaces remain. Blacks perceive such settings as "the white space," which they often consider to be informally "off limits" for people like them. Meanwhile, despite the growth of an enormous black middle class, many whites assume that the natural black space is that destitute and fearsome locality so commonly featured in the public media, including popular books, music and videos, and the TV news—the iconic ghetto. White people typically avoid black space, but black people are required to navigate the white space as a condition of their existence.- Anderson, Elijah; "The White Space"; Sociology of Race and Ethnicity; American Sociological Association; c 2015; [https://sociology.yale.edu/sites/default/files/pages\\_from\\_sre-11\\_rev5\\_printer\\_files.pdf](https://sociology.yale.edu/sites/default/files/pages_from_sre-11_rev5_printer_files.pdf).

## 2. March 7<sup>th</sup> Boards and Commissions Work Session Comments

### Individual Responses

- Social media
- Bring in people that don't feel like they're part of the decision making process
- Lack of community engagement with the African American community
- Have people that don't use electronic media
- Backbone of effective government
- Value process, not rushes to a product
- Use of posters and radio to market
- More transparent about process so less of a learning curve, start from a higher common ground
- How to balance community needs/desires with the process mandated by state
- Community events
- Everyone is complaining but not working together
- Have an action plan
- Language barriers
- Dialogue on how people are affected by white supremacy and class (social, money, education)
- Decision is already made when community engagement starts
- Listening spaces
- Don't paint with a broad brush (not every department in city hears the feedback from community)
- Network of community connection
- How to create a common vision and stay plugged in if can't make a meeting
- Build resilience and trust
- Note where people's input had an impact
- Should know who decision maker is, know what rule are, know what power citizens have
- IAPP (International Association for Public Participation)
- Private process of engagement to convey a combined or community position
- Identify avenues of communication
- Community design center no longer against
- Funding source for neighborhood associations
- Community engagement is most important chapter
- Special constituencies
  - Under-represented
  - Youth

- Seniors (?)
- Low wealth immigrants
- Those with disabilities
- Who's not at the table (meetings)
- People who don't use digital/electronic media

### Group Discussion Notes

- Why are you interested in community engagement?
  - Decisions are made by people who do not reside in the City
  - Low-income residents are outside of the decision-making process
  - Concerns with lack of community engagements – specifically the African American community
  - Learn from mistakes of the past
  - Have a hard time getting people engaged
    - People who do not have electronic media
  - Community engagement is the backbone of effective government
  - Underrepresentation limited to seniors, those with low education
  - Racial justice issues – African American community
  - Characteristics of white supremacy in organizations – lack of community engagement – value process, rushing to product/outcome
  - The need for outreach outside of electronic media – need for grassroots outreach (posters, radio), 101.3 reaches the public in a different way than the government does – input from other sources
  - Find ways of being transparent about how development processes happen, to support the learning curve of the community (higher common ground), terminology and lack of information
    - People are not understanding one another
- How do we balance the need and desire with the process that the City is currently under? How do we balance the clock? Deadlines and timelines?
- Community events with working around community and collaboration
  - Everyone is complaining but not working together
  - Having an actual plan with action steps and strategies
  - Collaborative meetings working together towards a solution
  - Creating organizations and systems that lead to empowerment – through media, website, and community events
- Having a dialogue on how we are affected by white supremacy and class

- People who are not heard and are not a part of the process and a product is provided
- Design of the conversation – format that is healthy – creating listening spaces
- There have been a number of comp plan meetings – not everyone can make all of the meetings
- Not every body in government listen to the community – a decision is made
- Underlying issues
- Meetings that feel like formality
- How do we find the tools within the system to provide accountability?
- There is no sense of the overall reason why community engagement
  - How do we create a big common vision so we have a sense of community engagement so everyone is plugged in and updated
- Issue of trust and mutual respect, how do we build resilience and mutual trust?
- How do we get people invested?
- Should know who is the decision-making body and what the roles are (explanation of level of power)
  - IAAP – International Association for Public Participation
    - Community designs the public participation process
    - So we aren't guessing how to engage people, when to have meetings, etc.
- Should there be more of a private process?
- Important to know who can talk
- ID avenues of communication
- Posters – could be a system of artists developing posters
- Community design center
- Defunding of neighborhood association has led to collapse in communication
- Suggest that community engagement be the first chapter and not the last chapter

## 3. May 1<sup>st</sup> Buford Community Engagement Comments

### Individual Responses

1. Describe a memorable community engagement experience (preferably in the City of Charlottesville).

- Belmont Bridge Mobility Fair was successful because it was place-specific, provides direct access to planners, and multiple ways to give input for different styles of thinking – BUT – in general the project managers really only listened meaningfully to their own engineers
- Neighborhood lemonade stand – neighbors facilitated – positive experience

- Development proposal – developer facilitated – negative experience
  - Need to engage early
  - Applicant run meetings – doesn't work, design is too far progressed
  - Belmont Bridge – defer to engineers, not to attendees
- Positive examples
  - Neighborhood lemonade stand – informal, prompts
  - Belmont Bridge Mobility Fair – on site, multiple exs
  - Redevelopment Committee – grant was written before engagement started, would prefer engage at start

## 2. What are your thoughts and feelings about the current state of community engagement in Charlottesville?

- Distrust in City government
- Desire to do the right thing
- Need for education on processes
- Info gaps – how a city works – needs funding
- Distrust of government
- Desire to do the right thing (both sides)
- Education on process needed

## 3. What is your vision for the future of Charlottesville's community engagement? What would you like to see happen?

- Educated citizens – city university
- Long-term relationship building – takes time
- Building relationships and informing citizens
- Clear chain of command
- What does authentic community participation look like?
- Feel public is engaged AFTER grants, etc. have been acquired for projects instead of during the process
- Education on policy – citizens and policy makers
- Clear, understandable process and expectations
- Build relationships – takes a long time
- What does authentic participation look like?
- Clear chain of command
- Resources.
- Need a historic resources/urban planning architect. Mary Joy and now Jeff can't do it all.

### Group Discussion Notes

#### 4. May 10<sup>th</sup> City Space Community Engagement Comments

### Individual Responses

## 1. Describe a memorable community engagement experience (preferably in the City Charlottesville)

- City market
- Belmont Bash
- W Main / 3<sup>rd</sup> PLACE concept – where you find community
- Created DIY / Lemonade stand, neighborhood design day activates
- IX – porchella – ted talks – Belmont bash – every Saturday at City Market
  - Meade market

## 2. What are your thoughts and feelings about the current state of community engagement in Charlottesville?

- Civic – deliberation
- Democracy community building
- Visual art
- Music
- Film
- I see efforts to reach community members, in person + on line
- Continue to wonder how to include people other than white people (maybe church groups?)
- Jefferson school.

## 3. What is your vision for the future of Charlottesville's community engagement? What would you like to see happen?

- Guiding principles going forward
- Meeting people where they are
- Time location implication
- Childcare
- Accountability, responsibility, reporting back, transparency getting back, thinking small, relationship building
- Social engagement
- Opportunity to find people
- Fairs/ block parties
- Maybe meetings at work site? Target input from different groups

### Group Discussion Notes

- Where are the notes from previous sessions?
- Planning Commission felt necessary that this chapter existed
- If we make the same comments at 3 meetings does the feedback count more?
- POSITIVE EXPERIENCES
  - Liked w – neighborhood emphasis, local business, brought food, good vibe

- "Third place" where you find community (bookstore, coffee house, city market, Belmont bask, neighborhood st,
  - CE as social experience
- Wide swath of population
- Creative and different: lemonade stand (not pizza + speak to council/ PC)
- Like neighborhood design day – activities in every neighborhood
- Expectations about where feedback would go
- Format accessible and approachable

### • NEGATIVE EXPERIENCES

- Developer talking to neighborhood about a project
  - Timing of meeting is not good (difficult to change plans at that stage)
- Power struggle with developer as the facilitator
- Developer came with no plans asking for input + didn't respond to community feedback
- Better to have some form of plan for neighborhood to respond
- Other community meetings they asked community what they wanted
  - Clear expectation
- Better for developer to come with schematic
- Current state of Community Engagement in Charlottesville
  - Systemic forces where there is not equitable ability to participate
  - Difficult for lower-economic + people of color
  - Many events are free + located close to where people live but they might not feel comfortable to attend
  - Some locations have "baggage" (Ex. Some people won't attend a meeting at a local school because of a past experience)
    - Venabal school segregation
  - Difficult to find a neutral space (Jefferson school might be only school that's neutral)
  - Blue ribbon committee at Tonsler / Buford were diverse
  - Need to get away from CE and think about relationship/ community building
  - Festivals that are free, nearby to low income neighborhoods
    - Doesn't allow all types
- Art is a way to connect people
- Consider guiding principles moving forward – meeting people where they are
- Who's missing from the table, who should be at the table
  - Consider effect of time/ location (is there childcare?)
- Have criteria / questions to ask

- Need accountability for the feedback process (citizens should know their opinions count)
  - (e.g. 5% of the project was CE, 95% was budget)
- Setting expectations, evaluating + access transparency and visibility
- Comm office needs to explain how choices effect every day
- People have a basic relationship
  - Need to start small
  - Build an individual relationship
- Need opportunities to interact with different types of people
- Neighborhood leaders don't support building community opportunities to hear other complaints/ take in feedback
- Schools are microcosm of neighborhood
- Public hearings feel bad—space contributes to the feeling
  - Could they be somewhere else?
- Need to have media / technology to facilitate broad [...?]
- “build relationships before you work the issues”
- TRUST is key + missing currently / my voice matters
- Where are people? Office of social and economic engagement
  - Nexus to create opportunities for connecting people
  - Social connections

- A lot of consolidation of knowledge and power in the city (public comment)
- Structural issue within the City of Charlottesville
- Shouting
- Planning Commission –Passionate neighborhood, organized (rose hill)
  - Neighborhoods working well together
- People most often impacted by the change are the least represented
  - Frustration, hostility
  - Neighborhood Meetings are poorly attended, not represented
  - TomTom is NEGATIVE → doesn't pertain to lives of most people
  - African festival – positive time
- Distinction between festive engagement and civic engagement
- Be able to answer the question: What's in it for me?
- IX park / WTJU concerts
- Discouraged w/meetings – comp plan doesn't get used to change zoning

2. What are your thoughts and feelings about the current state of community engagement in Charlottesville?

3. What is your vision for the future of Charlottesville's community engagement? What would you like to see happen?

- Follow the comprehensive plan
- Make sure zoning ordinances are in line with the comp plan
- Form based planning
- Public housing – responsibility to engage w/ residents
- Re-do council chambers!
- Train leaders in running meetings
- Re-consider how democracy works / participative democracy and deliberative democracy / childcare/ food/ timing/ building capacity
  - In neighborhoods to make decisions
- Other models

Group Discussion Notes

#### **5. May 12<sup>th</sup> Central Library Community Engagement Comments**

##### Individual Responses

1. Describe a memorable community engagement experience (preferably in the City Charlottesville)

2. What are your thoughts and feelings about the current state of community engagement in Charlottesville?

3. What is your vision for the future of Charlottesville's community engagement? What would you like to see happen?

##### Group Discussion Notes

#### **6. May 29<sup>th</sup> Belmont Arts Community Engagement Comments**

##### Individual Responses

1. Describe a memorable community engagement experience (preferably in the City Charlottesville)

- IX park WTJU concerts
- Can't think of one → no people of color participating
  - Re-organize how we reach the public

# General Themes from Community Leaders Meeting

At the conclusion of the work session, a representative from each table was chosen to “report out” the key themes from their table’s discussion based on the three question survey. For a complete list of individual survey responses see the appendix on pages A3-50 – A3-54

<b>1. What strategies are successful for getting community members to attend and participate in your organization’s meetings?</b>	<b>2. What are some challenges you face in getting community members to attend your organization’s meetings?</b>	<b>3. Based on what you have heard tonight, what feedback would you like to provide to the Planning Commission?</b>
<ul style="list-style-type: none"> <li>• Providing food</li> <li>• Having consistent dates</li> <li>• Going door to door</li> <li>• Tabling at existing events</li> <li>• Sending personal invitations and emails</li> <li>• Having multiple meetings</li> <li>• Using word of mouth</li> <li>• Using trusted members of the community and trusted spaces</li> <li>• Going directly to where people live or receive services</li> </ul>	<ul style="list-style-type: none"> <li>• People have preconceived ideas</li> <li>• Apathy</li> <li>• People are unable to attend due to work schedules</li> <li>• Need for childcare</li> <li>• Need for transportation</li> <li>• Meetings may not be a “thing” people go to</li> <li>• General distrust of government in Charlottesville</li> </ul>	<ul style="list-style-type: none"> <li>• Define “affordable” and “intensity”</li> <li>• Use a peer to peer approach</li> <li>• Simplify questions around what the community really needs</li> <li>• Realize the concept of “comprehensive planning” is foreign to many</li> <li>• Convey to people why their opinion is important</li> <li>• Reach people who have short term needs such as food and housing</li> <li>• Hire a community engagement specialist</li> </ul>

# Phase III Appendix: Leaders Meeting Survey Responses

## 1. What strategies are successful for getting community members to attend and participate in your organization's meetings?

- Little High Neighborhood Association
  - Parties/ potlucks social events
- The woman's Initiative
  - TV interviews, radio, word of mouth
  - Outreach events at community events
- Thomas Jefferson Health District
  - Adequate notification
  - Food (dinners!)
  - Held in locations that are convenient to members (churches)
- Charlottesville Free Clinic
  - Talking with them when they arrive for services (there is something of value for them)
  - Bus survey
- Sin Barreras – Church of the incarnation
  - Knowledge that whatever is being presented is connected to their lives
  - Personal connections and word of mouth invitations
- IMPACT
  - Networking via church congregation (personal invitations)
  - Scheduling consistency
  - Plan meetings and events a year out or more
  - Press coverage
  - Phone call reminders
- Fry's Springs Neighborhood Association
  - Pressing/ Interesting subject matter
  - Tend to have poor attendance unless there is an issue of concern in the neighborhood (immediate impact)
- The Haven
  - Multiple meetings
- Town hall / food
- Trusted spaces
- Questions regarding affordable housing, transportation and employment
- Word of mouth
- Charlottesville Area Association of Realtors
  - Come to them
  - Survey when the best date/time to get together
  - Provide food and drink
  - Provide remote participation method
  - Offer multiple times
  - Easy to get to / parking
  - Email and text reminders
- Venable Neighborhood Association
  - Direct invitations – putting invitations on every door
  - Communicating with other neighborhood leaders such as pastors, UVA leaders etc.
- Region 10 Community Services Board
  - Also have difficulty getting minorities and young people to participate in meetings
  - Have had success have minority staff go out into minority communities to build trust
  - Going to the community members for opinion
  - Bringing the information to a personal impact level
  - Using several key input strategies
  - Using staff who already have relationships with the community
  - Specific populations / communities to elicit information
- PHAR
  - One on one reminders
  - Constant flow of information
  - Progress of items from meetings
  - Food and transportation
- Jefferson Area CHIP
  - Community dinners/ food sessions
  - Meeting people in their communities
- PACEM
  - Email and follow up reminders
- Abundant Life
  - Don't hold regular scheduled community meetings but have found that creating "multi-purpose" events typically with food and socializing helps with drawing participation to informal meetings.
- Charlottesville Food Justice Network
  - Provide childcare!
  - Having leaders who have real relationships with community members
  - Meetings locations that are within communities
  - Flyers, word of mouth, feet on the ground outreach (its hard)
- Loaves and Fishes Food Pantry
  - Does not have organizational meetings
  - Free food from the food pantry is the incentive that brings people in
  - Identify a community leader – CHRA, City of Promise, 1<sup>st</sup> St. and West Haven
- Piedmont Environmental Council
  - Compelling topic – get to the root of what you are trying to ask
  - Go where they are – might be impossible to get community to your meeting
  - Going to meetings is not what everyone does
  - Make it about being a learning process for everyone
  - Establish relationships with leaders who can echo your call to gather
- JABA
  - Schedule during the day
  - Provide transportation
  - Provide food

- Go door to door
- Martha Jefferson Neighborhood Association
  - We have meetings in a conference room provided by a local law firm
  - Announce the meetings to the neighborhood by email and facebook and a brief agenda
  - Also have a little business meeting at the annual spring picnic.
- Lisa Green Group
  - Food, consistent meetings and dates, advertise in paper, foot work, and calls, person to person, trusted members of community correspond.
  - Pay community members for their time
  - Door to door, parties, social issues
  - Smaller groups that reach out to certain communities
  - Levels of trust reaching to community leaders
  - Make as easy as possible
  - Location, food, child care
  - Need to trust the process “will they listen to what we say?”
  - Don’t ask people to participate if you cannot act on it
  - A great facilitator for meetings – give guidelines and specifics

## 2. What are some challenges you face in getting community members to attend your organization’s meetings?

- Little High Neighborhood Association
  - Meetings are not “things” for some people
  - Has to matter
- The Woman’s Initiative
  - Readiness to receive mental health care
  - Transportation
  - Healthcare
- Thomas Jefferson Health District
  - Time of meetings
  - Transportation to meeting location

- Other commitments
- Charlottesville Free Clinic
  - Patient focus groups are always sparsely attended
  - Not sure the idea of ‘groups’ or meetings in a conference room resonates with many whom we serve
- Sin Barreras – Church of the incarnation
  - Time... willingness to come and give up free time
  - Being aware of timing (Spanish speakers are usually not available before 6:30)
- IMPACT
  - Too many other meetings
  - Don’t see the value in meeting and why it matters for *them*
- Fry’s Springs Neighborhood Association
  - Time of day and week are often conflicts
  - Older members want early meeting time – younger members what later time due to work and kids
- The Haven
  - Meetings aren’t necessarily a “thing” people go to
  - Needs to matter → have concrete significance
  - Transportation
- Charlottesville Area Association of Realtors
  - Time/ need to drop – off and pick up kids
  - Location
  - Parking
  - Not interested in topic
- Venable Neighborhood Association
  - People don’t get involve unless they are angry about an issue
  - Meeting places are important – places that may see socially neutral are not always neutral
- Region 10 Community Services Board
  - Has trouble getting community members to participate consistently in meetings rather than just when they have a burning issue
  - People need to understand personal impact and that it is meeting a timely need

- How is community planning addressing enhancing individual quality life
- PHAR
  - Relevance, understanding of priorities
- Jefferson Area CHIP
  - Time / childcare / engaging with community
  - Remind community clients to attend
- PACEM
  - Communicating the value of the meetings to them, why they should take time out of their busy schedules
- Abundant Life
  - Helping individuals see the *value* in their input
  - Trusting the communicators
- Charlottesville Food Justice Network
  - Diversity of work schedules among community members
  - Communicating the value of the meeting
- Loaves and Fishes Food Pantry
  - Transportation to our site besides Albemarle high school. The closest public bus is 5 miles away at Georgetown Rd and Hydraulic Rd
  - Loaves and Fishes is on Lambs rad which does not have a sidewalk from Hydraulic Rd.
  - Disability: at least 14% of Loaves and Fishes clients are disabled and unable to drive or work
  - Contacting them: phone or face to face is best
- Piedmont Environmental Council
  - Not everyone does meetings – culturally specific
  - People have busy lives, many obligations
  - Not everyone cares about topic and that’s ok
  - People think they won’t change outcome
- JABA
  - Transportation
  - People say “I don’t need help” (pride)
  - Technology phobic
  - Need to overcome bias of a sigma against city officials
- Martha Jefferson Neighborhood Association

- Most board meetings have no more than 1-2 non board members
- It would be nice to have more engagement
- Lisa Green's Group
  - People have preconceived ideas of how groups work
  - Church announcements, PH newsletter newspapers
  - People need to feel that they do count
  - Is a newsletter more effective than facebook?
  - Point of getting people to the table
  - Back to school nights, high school students, students can help babysit
  - There is no good time
  - People are not committed
  - There are so many things out there – people figure someone else will do the work
  - Child care, transportation, mental health is less of a priority

**3. Based on what you heard tonight, what feedback would you like to provide to the planning commission? Include feedback on how to best engage with community members.**

- Little High Neighborhood Association
  - Good to hear that zoning will be follow the comp plan
  - Concern about getting City Council to support the plan in action – since council frequently overrides PC
  - Give the city owned land to Habitat for Humanity
- The Woman's Initiative
  - Tabling at events as often as possible
- Thomas Jefferson Health District
  - Hold community dinners with local schools especially at back to school nights
  - Go door to door with volunteers
- Charlottesville Free Clinic
  - By neighborhood
  - Trusted representatives
  - Every 5 years?

- Sin Barreras – Church of the incarnation
  - You could have asked us how to reach our constituencies? Not simply for meetings but also for other input
  - Biggest feedback to planning commission is that we need more affordable housing and it's probably more ethical to deal with NIMBY from the upper class than breaking up the neighborhoods of underserved populations
- IMPACT
  - If phase 1 was not good enough (too white and too owner occupied) then why are we using that data to inform the comp plan?
  - Take the process to the people – their congregations, neighborhoods, etc.
  - Find trusted voices in those communities and BUILD RELATIONSHIPS
  - Please be consistent – these questions were different from what our planning commissioner actually asked us at our table. (I think she was trying to blip and say “how can we (PC) engage with your community which is different from “how do you engage with your community
  - Just be upfront and clear about what you are asking and your intentions
- Fry's Springs Neighborhood Association
  - Easy to answer a survey
  - Go to communities / leaders you feel are under represented
- The Haven
  - Need simpler questions and simpler terms
  - Need peer to peer
  - Need an outreach – approach
- Charlottesville Area Association of Realtors
  - Partner with CAT to get survey questions / answers
  - Format the survey (content and images)
  - Peer to peer engagement
- Venable Neighborhood Association

- Explain how neighborhood feedback will be incorporated into the decision making process.
- Make city decision makers accountable to the engagement process results
- Region 10 Community Services Board
  - It helps to send people into the community
  - It is important to include behavioral health / dentistry / wellness services into account when looking at health services in mixed use areas.
  - It is too high level for community feedback
  - Uncommon language does not translate easily
- PHAR
  - Door to door
- Jefferson Area CHIP
  - Utilize community gate keepers
  - Using proper language
  - Continual engagement
- PACEM
  - There seems to be only a slight representation of low income population
  - Not sure how to increase this other than traveling to where they are.
- Abundant Life
  - Ongoing communication throughout stages of process
  - Identify lay leaders to engage with their neighborhoods etc
- Charlottesville Food Justice Network
  - \*\* see attachment
- Loaves and Fishes Food Pantry
  - Walkability / Bikeability is terrific in that it promotes self-transport, But Charlottesville's disabled and elderly residents must be addressed in the comprehensive plan.
  - Even the term “comprehensive plan(ing)” is too daunting for many Charlottesville residents
  - Breaking the process down into simpler language may better engage the full community

- “What would an ideal C’ville look like for you?”
- “What does C’ville need that it doesn’t have?”
- Piedmont Environmental Council
  - More important than meeting show ups is how well you know the community
  - That takes time, means talking to people, even door to door campaign style organized approach
  - Yields info you are looking for *and* makes trust
  - Has to be ongoing – not start and end point.
- JABA
  - The definition of affordable housing as defined by HUD does not take into consideration extremely low wealth individuals who are currently being served by CRHA
- Martha Jefferson Neighborhood Association
  - I have shared the bare bones of the draft map with the neighborhood and mostly people feel pleased especially with the river road (north of high St.) area.
  - I am pleased with the park and ride ideas in the transportation chapter
  - We did get some turnout at events for the east high streetscape info events – it helps to have a concrete local issue

### Additional Comments

- Be sure to convey what you want to know in simple, accessible language
  - Give feedback to those who have participated in the planning process
  - Compel City Council to be present where their constituents are – where they live work worship and go for services
- Temporary solutions?
  - Transitional housing
  - Housing for single parents
- Give city owned land to habitat who are the only ones who can provide low income housing
  - Transitional zones are important

- Form based code is important
- Table with Taneaia
  - Need for relatable language for planning issues (intensity, density)
  - Growth often means growth in units AND price
  - What about people without food and housing – they have a short term need that needs to be met
  - Trust building takes years
  - People feel like they are a “statistic” – like community engagement is not authentic
  - Location is important
  - Need for childcare
  - Timing could coordinate with multipurpose meetings (with food)
  - Need an information feedback loop
- Table with Jody
  - Transportation is a barrier to success
  - Need to go to THEIR meetings
  - Reach out to different leaders and ask them IF you can show up to a meeting
  - Like community outreach nursery – build a relationship and ask to be invited in
  - Reach into the community (city of promise)
  - Go to their meetings
  - Be at spaces these people go to
  - One on one conversations
  - Don’t ask about “the comp plan” – ask about what do you want your neighborhood to look like
  - Virginia Organizing – works with volunteers
  - Language must be simple and everyday words
  - Words need to be in lots of languages
  - It will be hard but need to work on building trust
  - Keep checking back with the community to see that “their” plan is taking shape
  - Find a way to measure “by in”
  - Go to them!!!
  - There needs to be an immediate impact (not long range – now)

- Reactions to the land use map
  - It is based on a “phase” of data collection that you emphasized was not good enough, so why bother?
  - PC did not get the right voices to inform what they heard and therefore the map is a poor understanding
  - Go door to door
- Letter from Cliff Fox

Hosea, Thank you for the opportunity to discuss the city last evening. On the “Primary / Secondary economy” item one might consider what the job base composition would be here had Motorola purchased the “North Fork” property from Dr. Hurt instead of UVA? UVA bought the industrial base and, for the most part, the labor base with the acquisition. If one compares the the economic and development strategies between UVA Research Park to the Princeton Forestal Park, North Carolina’s Triangle and Palo Alto’s Stanford Research Park one will see significant differences in their epochs, early development and their continued growth.

One of the challenges we have in this region is manufacturing a diverse job base that is sustainable and environmentally sound. Millennials have a great opportunity to reinvent much of what the past couple generations did not get quite right. We can assist in providing a better toolbox, zoning included.

The UVA Research Park, North Fork has had a 14.86% absorption rate over 24 years; 550,000 sf of an approved 3.7 million square feet. (This is a gross under-utilization of the 525 initial acres with an by-right zoning capacity of .7 FAR.) Of the 550,000 built square feet approximately 80,000 to 110,000 square feet were vacant as of a couple months ago. UVA is scheduled to put up another building over the next 18 months to 2 years. The Triangle is now at 22.5 million square feet; Palo Alto in the past several years has added 2 million sf to its built out capacity of 9 million sf. It was able to achieve this through parking and transportation planning/design innovation.

The city, county and UVA have a great opportunity and potential to manufacture a productive and diverse community into the future; from my vantage point, I do not see the urgency, gritting of teeth, or the struggle to make our town a great place. Greater

Charlottesville has “good bones” but if we don’t keep them in good shape we slow.

The locality struggles geographically and there are some potential infrastructure limitations, in particular – water.

Secondary and tertiary economies, serve to provide goods and services necessary for primary economic function. Here the major primary economy is UVA, importing some dollars and exporting knowledge. We can improve on this in many dimensions, serious urban and sustainable regional agriculture is one very small component of this. See Gotham Greens: <http://gothamgreens.com/>; this relies on a belief that regional economies can be successful, efficient and productive in circulating dollars within the community. How global and regional economies interact produce a challenging set of issues. From an environmental perspective teaming UVA and VA Tech to assess and rebuild depleted and mismanaged soils and identifying how to sustainably manage natural resources could be fruitful in regards to environmental restoration of rural lands.

Obviously, technology, financials and even the likes of music all have potential and currently do contribute to primary economic function within the area and we have not gotten to manufacturing. Regionalism is a viable component of any larger economic system, it can be ignored or nurtured – with good long term planning and understanding that changes are organic processes, perhaps less profitable, offering improvement, economics of quality. And this is what I think we are looking to achieve.

Filling an area with housing because we can’t think of anything better to do is lazy; we have the intellectual and other capacities necessary to do better. This assumes one thinks we need change; some may think we are doing just fine? Our urban environments need to be planned to be spectacular 50 - 100 years from now as do our rural areas.

I know this is a little “out there”; but one has to start with goals.

Thank you.

Best regards, Cliff

**Preservation Piedmont proposal for:  
COMMUNITY ENGAGEMENT  
chapter of the Comprehensive Plan**

**Goal 1: Regional and Organizational Collaboration**

*Coordinate and collaborate with Albemarle County, the University of Virginia, and other organizations to meet the goals laid out in the comprehensive plan.*

- **1.1** | Explore ways that the City of Charlottesville and Albemarle County might increase collaboration in the provision of public facilities and services and in other public endeavors. Encourage joint meetings of City and County legislative and appointed bodies to discuss issues of shared importance.
- **1.2** | Establish a formal process under which the City and County can discuss and implement coordinated or shared programs in such areas as affordable housing, land use planning, growth and development, transportation, emergency communications system, parks & recreation, greenways, tourism promotion, stormwater management, environmental protection.
- **1.3** | Revitalize the Planning And Coordination Council (PACC) so that it can truly address land use and preservation issues, including growth and development in city and county and university expansion. Consider having mutual web page on all three websites of the three jurisdictions related to these issues.
- **1.4** | Coordinate and collaborate with the University of Virginia Hospital and the Sentara Martha Jefferson Hospital in responding to community health needs and concerns such as wellness programs, health issue awareness, as well as land use needs and transportation issues related to health and wellness.

**Goal 2: Citizen Collaboration**

*Create clear, timely, and broadly inclusive processes by which citizens can engage with the city on topics important to residents.*

- **2.1** | Develop and implement a planning approach and process that assures involvement of residents and landowners in preparing the plans for their neighborhoods.
- **2.2** | Create Neighborhood Task Forces (comprised of Neighborhood Association appointed leaders, professionals, and architects) and invite them to initial meetings with developers at NDS to provide feedback and recommendations on proposals, which can then inform the staff report to Council.
- **2.3** | Set up early community notification process for projects involving by-right, rezonings, site plans, and special use permits. List project description, any relevant dates and map. Consider a dedicated, easy to use online location for public view of such information.
- **2.4** | Continue to include citizens and the business community in commercial area revitalization planning efforts.
- **2.5** | Commence all Area- and Master Planning efforts with a community-driven asset inventory that identifies resources and opportunities from residents' perspectives.

Actively seek local insights and facilitate processes that bring to light stories that inform neighborhood character and illuminate community priorities.

- **2.6** | Reach out to all segments of the population to ensure their participation in planning, developing, and promoting the City as a great place. Identify new and innovative ways to engage populations who have been unable to participate or who have chosen not to participate in the past. Consider the Jefferson School AAHC and other neighborhood-specific locations such as schools and recreation centers as locations to encourage more minority participation.
- **2.7** | Provide opportunities for residents to better understand how the city is planned, built, and maintained. Empower local leaders and activists with knowledge to become true partners in solving the City's varied challenges.
- **2.8** | Provide diversity training for City employees so that they are better equipped to serve all segments of the community.

The Community Engagement Subcommittee of the PLACE Design Task Force has met twice since forming in early March. Our near term goal is to facilitate the creation of the Community Engagement Chapter of the Comprehensive Plan. Due to the holistic nature of Community Participation, we propose that this Chapter be the Introductory Chapter of the Comprehensive Plan to serve as a framework to guide the following chapters. Community Participation should also be fully integrated into the Introduction and Community Value sections of the Comprehensive Plan.

The May Comprehensive Plan Meetings

Our recommendations: There should be applicable prompts that fit with the fact that there is no existing draft chapter to reference. We suggest a copy of this graphic or something similar:

	EXCHANGES WITH CITIZENS		CITIZEN ENGAGEMENT		
LEVEL OF PARTICIPATION	Inform	Consult	Involve	Collaborate	Empower
OBJECTIVE	Provide the public with balanced and objective information and assist them in understanding the problems, alternatives and/or solutions.	Obtain public feedback and analysis, alternatives, and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	Fact sheets; Websites; Open houses.	Public comment; Focus groups, Surveys; Public meetings.	Workshops Deliberative polling.	Citizen Advisory Committees; Consensus building; Participatory decision making.	Citizen juries; Ballots; Delegated decisions.

Source: International Association for Public Participation (IAP2), www.iap2.org. Used with permission.

With the following prompts:

- Describe a memorable community engagement experience (preferably in the City of Charlottesville). Where does it fit in this spectrum?
- What are your thoughts and feelings about the current state of community engagement in Charlottesville?
- What is your vision for the future of Charlottesville’s community engagement? What would you like to see happen?

We think the May Comp Plan meetings should be followed by a large public meeting devoted entirely to this chapter. We would like to help plan this meeting. We envision it to be based on the comments collected during table discussions.





**Key**

This new draft version shows the edits made to the previous draft of the Comprehensive Plan.

Underline = New text (Sample)

Strikethrough = Deleted text (~~Sample~~)

Double strikethrough = Text moved to different section (~~Sample~~)

Double Underline = Text moved from a different section (Sample)

HOUSING DRAFT CHAPTER

AUG 2018

**Vision**

The quality and diversity of the City's housing stock is the basis for viable neighborhoods and thriving communities. To be a truly world class city, Charlottesville must provide quality, affordable housing opportunities that meet the needs are affordable and attainable for people of all-residents, including those of middle income households incomes, racial and ethnic backgrounds, life stages, and abilities. To meet that need, and ensure the environmental sustainability of our communities, Charlottesville's neighborhoods will feature a variety of housing types and sizes, affordable to all income levels; and located within convenient walking, biking or transit distances of enhanced community amenities including: mixed-use, barrier free, high density pedestrian and transit-oriented developments near employment and cultural centers, with connections to facilities, parks, trails and services.

**Goal 1: Preserve the City's existing housing stock for residents of all income levels\***

1.1: Preserve and improve the quality and quantity of the existing housing stock through the renovation, rehabilitation and/or expansion of existing units as a means of enhancing neighborhood stability.

1.2 Continue supporting the City's tax relief programs to enhance housing affordability for low-income, senior and disabled ~~households~~ homeowners.

1.3 Promote programs, ~~such as the City's Home Improvement Program,~~ that provide financial support for residents to renovate their homes to meet changing family needs.\*

1.4 Promote the Design for Life C'ville program that provides a rebate of permit fees for incorporation of visit-ability and live-ability design features.\*

**~~Grow the City's Housing Stock~~****Goal 2: Provide new housing options for residents of all income levels.**

2.1: Continue working toward the City's ~~goals~~ goal of 15% supported affordable housing by 2025.

2.2: Incorporate affordable housing units throughout the City, to enhance community sustainability and diversity.

2.3 Encourage creation of new, on-site affordable housing as part of the residential portions of rezoning or special use permit applications with an emphasis on provision of affordable housing for ~~those with the greatest need~~ households with incomes no greater than 50% of area median income.\*

2.4 Promote housing options to accommodate both renters and owners at all price points, including moderately priced housing.

2.5 Explore, develop and implement a program promoting and encouraging the use of accessory dwelling units as affordable housing options.

### **Importance of Incentives**

**Goal 3: Establish a series of incentives to create new affordable, mixed-income, accessible and environmentally sustainable housing and a variety of housing types beyond the urban corridors and in small area plans.**

3.1: Create a landlord risk reduction fund to encourage private market landlords to provide affordable rental housing units.

3.2: Waive developer fees for residential developments including a minimum 15% (of total housing units) on-site affordable housing units.

3.3: Identify, and prioritize the use of, all allowable land use and planning tools, including increased density, in an effort to stimulate affordable housing development.

3.4: Examine the feasibility of implementing a tax credit program for landlords renting affordable housing units in the City of Charlottesville.

3.5 Implement an Affordable Housing Program, a compilation of all allowable land use, zoning and planning tools to promote and support the development of affordable housing, including: increased density, reduced setbacks, an expanded ranges of allowable housing types, and reduced parking requirements.

### **Funding Initiatives**

**Goal 4: ~~Establish and/or promote an assortment of funding initiatives to meet the housing needs of households with varying levels of income.\*~~**

~~4.1: Continue supporting the use of Low Income Housing Tax Credit program proposals for the creation of affordable rental units.\*~~

~~4.2: Continue funding programs providing assistance to those unable to afford market rate housing options in the City.\*~~

~~4.3: Promote long-term affordability of housing units through the use of various tools, such as deed restrictions, deed covenants and community land trusts.~~

4.4: Evaluate the merits of establishing tax deferral programs to encourage the preservation or development of affordable rental housing, as well as lessening financial burdens for homebuyers earning less than 30% of area median income.

4.5: Promote the Special Tax Rate program for residential properties that become or are developed as 30% more energy efficient than statewide building code.

4.6: Continue offering reduced water and sewer meter connection fees for affordable housing.

4.7: Continue annual allocations of Capital Improvement Funds to the Charlottesville Affordable Housing Fund.

**Goal 4: Explore progressive and innovative zoning regulation and land use reforms to support the development of affordable housing.**

4.1: Update the zoning ordinance to include an Affordable Housing Program.

4.2: Evaluate the effectiveness of existing planning and zoning tools, such as Planned Unit Developments and Special Use Permits, in promoting the development of affordable and mixed-income housing.

4.3: Evaluate effects of all land use and zoning regulations on affordable and mixed use housing to ensure they will not unduly restrict mixed-income and mixed-use redevelopment. Provide ongoing evaluations of all policies and ordinance relative to housing.

**Support Partnerships**

**~~Goal 5: Support projects and public/private partnerships for affordable housing projects, including moderately priced housing, and mixed use/mixed income developments.~~**

5.1: Encourage major employers to create a city-wide Employer Assisted Housing Program to assist the local workforce in obtaining affordable or market rate housing near their places of work.

5.2: Support redevelopment of public and/or other subsidized housing to re-integrate those properties into existing neighborhoods. Support the Resident Bill of Rights as formally adopted, where appropriate.

5.3: Work in cooperation with local governments and regional agencies to promote a regional fair share approach to providing affordable housing.

5.4: Support housing programs at the local and regional level that encourage mixed income neighborhoods and discourage the isolation of very low and low income households.

**Goal 5: Establish and/or promote an assortment of funding initiatives to meet the housing needs of households with varying levels of income.\***

5.1: Continue supporting the use of Low Income Housing Tax Credit program proposals for the creation of affordable rental units.\*

5.2: Continue funding programs providing assistance to those unable to afford market rate housing options in the City including persons who are homeless and at-risk of homelessness.\*

5.3: Promote long-term affordability of housing units through the use of various tools, such as deed restrictions, deed covenants and community land trusts.

5.4: Evaluate the merits of establishing tax deferral programs to encourage the preservation or development of affordable rental housing, as well as lessening financial burdens for homebuyers earning less than 30% of area median income.

5.5: Promote the Special Tax Rate program for residential properties that become or are developed as 30% more energy efficient than statewide building code.

5.6: Continue offering reduced water and sewer meter connection fees for affordable housing.

5.7: Continue annual allocations of Capital Improvement Funds to the Charlottesville Affordable Housing Fund.

**~~Goal 6: Offer a range of housing options to meet the needs of Charlottesville's residents, including those presently underserved.~~**

~~6.1: Ensure affordable housing is similar to market rate housing in design and other physical features, allowing affordable units to blend into existing neighborhoods.~~

~~6.2: Encourage the use of the of the Design for Life C'ville program to promote and expand visitability/live-ability features and market inclusion.\*~~

~~6.3: Evaluate the impact of development on affordable housing opportunities for underserved and vulnerable populations including low-income, elderly, disabled and homeless individuals and families, and implement measures to minimize displacement as the City continues to grow.~~

~~6.4: Expand use of supportive housing options, such as rapid rehousing or permanently supportive housing programs, which allow homeless, near homeless and other special needs populations independent living options.\*~~

~~6.5: Support enforcement of the federal Fair Housing Act to provide equal access to housing and prevent unfair housing practices~~

**Goal 6: Prevent and end homelessness**

6.1: Use the best practice approach of housing first, which places people experiencing homelessness into housing as rapidly as possible and provides wrap around services to help them maintain their housing.

6.2: Provide permanent supportive housing (PSH) for persons with disabilities who are homeless or at-risk of homelessness

6.3: Prevent homelessness through safety net supports and social services to enable residents to maintain their housing.

**Goal 7: Increase the energy and water efficiency, and environmental sustainability, of the City's housing stock.**

7.1: Encourage the incorporation of green sustainable principles (e.g. LEED, EarthCraft Virginia, Energy Star, etc.) in all housing development to the maximum extent feasible both as a way to be more sustainable and to lower housing costs.

7.2: Demonstrate the value of energy and water upgrades in residential developments.

7.3: Develop an energy/water improvement program and/or strategies to increase housing affordability for low and moderate income households.

7.4: Create a public outreach /education campaign promoting existing Green Building programs and incentives for multifamily housing.

**Goal 7: Support projects and public/private partnerships for affordable housing projects, including moderately priced housing, and mixed-use/mixed-income developments.**

7.1: Encourage major employers to create a city-wide Employer Assisted Housing Program to assist the local workforce in obtaining affordable or market-rate housing near their places of work.

7.2: Support redevelopment of public and/or other subsidized housing to re-integrate those properties into existing neighborhoods. Support the Resident Bill of Rights as formally adopted once the Charlottesville Redevelopment and Housing Authority begins redevelopment efforts.

7.3: Work in cooperation with local governments and regional agencies to promote a regional fair share approach to providing affordable housing.

7.4: Support housing programs at the local and regional level that encourage mixed-income neighborhoods and discourage the isolation of very low and low income households.

**~~Goal 8: Ensure the City's housing portfolio offers a wide range of choices that are integrated and balanced across the City, and which meet multiple City goals including: community sustainability, walkability, bikeability, public transit use, increased support for families with children, fewer pockets of poverty, access to local jobs, thriving local businesses, and decreased student vehicle use.\*~~**

~~8.1: Encourage mixed use and mixed income housing developments throughout the City's neighborhoods.~~

~~8.2: Link housing options, transportation, and employment opportunities in City land use decisions.\*~~

~~8.3: Encourage housing development where increased density is desirable and strive to connect those areas to employment opportunities, transit routes and commercial services.\*~~

~~8.4: Promote environmentally sustainable patterns of development, as well as economic and job creation, in relatively underinvested, financially depressed areas.~~

8.5: Promote redevelopment and infill development that supports bicycle and pedestrian-oriented infrastructure and robust public transportation to better connect residents to jobs and commercial activity.\*

8.6: Through community engagement efforts, develop small area plans that lay the groundwork for transportation-oriented, mixed-use and mixed-income neighborhoods, within the context of the broader vision for Charlottesville.\*

8.7: Through public outreach efforts, provide information about the benefits of/opportunities for patterns of urban living, such as more efficient land use, shared public space, smaller more energy efficient units, and walkability. Assess the effectiveness of efforts and examples.\*

8.8: Improve access for lower income households to adult learning and employment opportunities, job training, health food sources, and public amenities, such as parks and recreational facilities, shopping destinations, and libraries with the goals of reducing family isolation, deconcentrating poverty, and enhancing neighborhood and school health, and economic mobility.

**Goal 8: Offer a range of housing options to meet the needs of Charlottesville’s residents, including those presently underserved.**

8.1: Ensure affordable housing is similar to market rate housing in design and other physical features, allowing affordable units to blend into existing neighborhoods.

8.2: Encourage the use of the Design for Life C’ville program to promote and expand visit- ability/live- ability features and market inclusion.\*

8.3: Evaluate the impact of development on affordable housing opportunities for underserved and vulnerable populations including low-income, elderly, disabled and homeless individuals and families, and implement measures to minimize displacement as the City continues to grow.

8.4: Expand use of supportive housing options, such as rapid rehousing or permanently supportive housing programs, which allow homeless, near homeless and other special needs populations independent living options.\*

8.5: Enforce the federal Fair Housing Act to provide equal access to housing and prevent unfair housing practices.

**Goal 9: Increase the energy and water efficiency, and environmental sustainability, of the City’s housing stock.**

9.1: Encourage the incorporation of green sustainable principles (e.g. LEED, EarthCraft Virginia, Energy Star, etc.) in all housing development to the maximum extent feasible both as a way to be more sustainable and to lower housing costs.

9.2: Demonstrate the value of energy and water upgrades in residential developments.

9.3: Develop an energy/water improvement program and/or strategies to increase housing affordability for low and moderate income households.

9.4: Create a public outreach /education campaign promoting existing Green Building programs and incentives for multifamily housing.

9.5: Encourage the incorporation of food access avenues (e.g., affordable stores, agriculture space such as greenhouses, school and community, neighborhood farmers markets) in all housing developments to the maximum extent feasible both to increase self-sufficiency and as a way to be more sustainable and to increase access to food.

**Goal 10: Ensure the City's housing portfolio offers a wide range of choices that are integrated and balanced across the City, and which meet multiple City goals including: community sustainability, walkability, bikeability, public transit use, increased support for families with children, fewer pockets of poverty, access to food, access to local jobs, thriving local businesses, and decreased student vehicle use.\***

10.1: Encourage mixed-use and mixed-income housing developments throughout the City's neighborhoods.

10.2: Link housing options, transportation, food access, and employment opportunities in City land use decisions.\*

10.3: Encourage housing development where increased density is desirable and strive to connect those areas to employment opportunities, transit routes and commercial services.\*

10.4: Promote environmentally sustainable patterns of development, as well as economic and job creation, in relatively underinvested, financially depressed areas.

10.5: Promote redevelopment and infill development that supports bicycle and pedestrian-oriented infrastructure and robust public transportation to better connect residents to jobs and commercial activity.\*

10.6: Through community engagement efforts, and in conjunction with the completion of an Affordable Housing Strategy, develop small-area plans that establish targets for a minimum number of supported affordable housing units that substantially contribute to the City's goals of 15% supported affordable housing 2025 within the context of transportation-oriented, mixed-use and mixed-income neighborhoods.\*

10.7: Through public outreach efforts, provide information about the benefits of/opportunities for patterns of urban living, such as more efficient land use, shared public space, smaller more energy efficient units, and walkability. Assess the effectiveness of efforts and examples.\*

10.8: Improve access for lower-income households to adult learning and employment opportunities, job training, health food sources, and public amenities, such as parks and recreational facilities, shopping destinations, and libraries with the goals of reducing family isolation, deconcentrating poverty, and enhancing neighborhood and school health, and economic mobility.