



Community Engagement Plan

May 8, 2018



Alisa Duffey Rogers

adrogers@townofchapelhill.org



CREDITS

Many Town staff members are working to make the Future Land Use Map (FLUM) Refinement Project possible. These include:

FLUM Strategic Team

Roger Stancil | Town Manager

Ralph Karpinos | Town Attorney

Florentine Miller | Deputy Town Manager

Mary Jane Nirdlinger | Assistant Town Manager

Loryn Clark | Executive Director, Housing and Community

Ben Hitchings | Director, Planning and Development Services

Sabrina Oliver | Director, Communications and Public Affairs

Rae Buckley | Director of Organizational and Strategic Initiatives

Chase Barnard | Planning Manager for GIS and Analytics

Bergen Watterson | Transportation Planning Manager

David Finley | Strategic Planning Project Manager

FLUM Project Team

Ben Hitchings | Director, Planning and Development Services

Rae Buckley | Director of Organizational and Strategic Initiatives

Chris Roberts | Manager of Engineering and Infrastructure

John Richardson | Resilience Officer

Corey Liles | Principal Planner

Nate Broman-Fulks | Affordable Housing Manager

Beth Vasquez | Ombuds

Kayla Seibel | Planner II

FLUM Engagement Team

Beth Vasquez | Ombuds

Charnika Jenkins | Permit Technician

Kayla Seibel | Planner II



TABLE OF CONTENTS

Executive Summary **ii**

Introduction

 What is Community Engagement? 1

 Why Engage with the Future Land Use Map Refinement Project? 1

 Purpose of the Community Engagement Plan..... 1

 Engagement Goals 2

Engagement Design **3**

 Engagement Principles 4

 Evaluation of Community Input..... 5

Engagement Approach..... **6**

 Engagement Phases 6

 Engagement Timeline and Objectives 7

 Engagement Opportunities 8

Executive Summary

As the Town begins a Project to rewrite the Land Use Management Ordinance, the Town is making a commitment to thoughtfully and intentionally engage our community in developing a refined Future Land Use Map that will inform the rewrite of the Land Use Management Ordinance. This Community Engagement Plan provides the Town’s Engagement Goals and Objectives, the Timeline for the Future Land Use Map (FLUM) Refinement Project, the Design of the Engagement Effort, and the Engagement Principles. In this way, the Town is working to make this a dynamic and inclusive engagement process.

As with any community planning project, the FLUM Refinement Project will evolve over the life of the Project. When these changes occur, this Community Engagement Plan will be updated.



Introduction

In April 2017, the Chapel Hill Town Council initiated a project to rewrite the Town’s Land Use Management Ordinance (LUMO) so that users have a better tool for planning, managing, and achieving the community’s vision (i.e., “to protect what the community loves, and add what it needs”). The rewrite process will improve the Land Use Management Ordinance and associated land use tools and processes so that they are more predictable, functional, and intentional.

Predictable: Land use tools create predictable review processes in which participants understand their ability and scope to influence the outcome of the process.

Functional: Land use tools are comprehensive, internally consistent, organized, and clearly communicate rules, regulations, and standards.

Intentional: Land use tools implement the community’s vision, values, and policy goals.

The first component of the LUMO Rewrite Project will refine the Town’s Future Land Use Map toward the year 2049. A Future Land Use Map (called the Land Use Plan in *Chapel Hill 2020*) is:

- A component of the Comprehensive Plan (Chapel Hill 2020);
- A compass to guide land use decisions;
- A tool to implement community vision; and,
- Designates broad land use types (residential, commercial, industrial, mixed use, etc.)

The Town is beginning the Land Use Management Ordinance Rewrite (LUMO) Project with the refinement of the Future Land Use Map (FLUM) to:

- Clarify what will NOT change about the Town’s built environment;
- Refine *Chapel Hill 2020* Land Use Plan; and,
- Affirm community vision and goals that can be used in LUMO Rewrite.

What is Community Engagement?

Community engagement is a planned process to purposefully involve community members to:

- Proactively seek out their concerns and aspirations;
- Consider those concerns and aspirations during a decision-making process; and,
- Establish a partnership with the community.

Why Engage with the Future Land Use Map Refinement Project?

Community engagement, in the context of this Future Land Use Map Refinement Project (Project), will provide access to a greater range of solutions and ideas. The collective knowledge of the Town that community members bring to engagement opportunities can only serve to enrich the Project and assist the Town Council during decision making.

Purpose of the Community Engagement Plan

The purpose of this Engagement Plan is to improve and strengthen communication about how and why engagement is occurring and to fully explain the Engagement process for the Future Land Use Refinement Project. The Plan includes the Engagement Goals, Phases, Objectives, Methods, and Principles.



Engagement Goals

The aim of the engagement process for the refinement of the Town's Future Land Use Map is to deliver a highly transparent and accessible experience for those that live, work, and play in Chapel Hill. The process is designed to:

Raise awareness about the Future Land Use Map (FLUM) Refinement Project in particular and local government in general;

Educate about the importance of the FLUM, specifically that the FLUM:

- Together with Chapel Hill 2020, gives direction as land use decisions are made;
- Provides a degree of certainty regarding where the Town may or may not change;
- Shows that the Town has thought about how and where development/redevelopment/preservation should occur or not occur; and,
- Helps insure that land use changes lead the Town toward a desired future.

Create a Future Land Use Map that leads to land use decisions that are predictable, function, and intentional;

Proactively solicit views on options and issues surrounding potential changes to the Land Use Plan in Chapel Hill 2020;

Meaningfully interact and seek opinions from 2500 people, during this phase of the LUMO Rewrite Project, who live; work; play; study; invest; and pray in Chapel Hill;

Effectively communicate to participants how input is incorporated, altered, or omitted; and,

Encourage collaboration among all Town Staff so that the FLUM is a tool that helps to implement the Council's Strategic Vision and Plan.



Engagement Design

The underlying assumptions for the refinement of the Town’s Future Land Use Map include:

- “Go to Where the People Are”
- Engage the community both on and offline while effectively integrating on-line and offline engagement;
- Use Social Media to drive the community to events and the website as well as to inform; and,
- Coordinate on-line engagement to support offline events/engagement and vice versa.

On-line engagement may include:

- Project Website that supports the Project by containing a blog, Project resources, maps with public comment capability, social media links and feeds, upcoming event information, relevant and up-to-date Project information, and connections between community input and alternatives developed and chosen.
- On-line Preference Surveys

Off-line engagement may include:

- Public meetings, such as the initial community meeting, and meetings with development review boards including the Planning Commission
- Focus groups with stakeholders during the 1.5-day Event in the Evaluating Alternatives phase
- Charrette during the 1.5-day Event
- Office Hours at a strategic location so community members can view alternatives and discuss the Project with Project Staff

Bridging Offline Engagement and On-line Engagement by “Going to Where the People Are”

An effective way to integrate on-line engagement with offline activities is to approach community members at strategic locations (Library, University Place, Downtown for example) and/or at community events with electronic tablets and ask individuals to take the Preference Survey on the tablet. This method:

- Increases online participation;
- Publicizes the Project;
- Meaningfully includes community members that may not be able to attend an evening meeting; and,
- Allows for easily comparable quantifiable input into the Project.

Anytime the Project is soliciting electronic input, the Town will be promoting upcoming public events, listening to people’s input, and handing out “contact cards” with dates of upcoming meetings/events/milestones so that people have them for reference.

By using electronic tablets (in combination with “contact cards”) at community events, youth sports events, faith communities, University Place, Downtown, the Library, the Seymour Center, Hargraves Center, etc., the Town can engage community members that might not otherwise come to public meetings.

Electronic tablets provide quantitative demographic input, assuming demographic information is entered, so the Town can determine its success in reaching targeted populations and can adjust engagement venues as needed.



Engagement Principles

Community engagement is a purposeful process to seek meaningful input that requires a positive working relationship between the Town and everyone that lives, works, plays, studies, invests, and prays here. The Town wishes to have respectful dialogue between everyone involved and to do so, sets forth the following Engagement Principles and pledges to follow these Principles during ALL engagement opportunities:

A. During engagement opportunities, be mindful of the following:

- All participants have useful information;
- Each of us sees things other people may not;
- People may disagree with me and still have pure intentions;
- Differences are opportunities for learning; and,
- We all could be contributing to any misunderstandings.

B. During engagement events, remember to:

- State views and ask sincere questions;
- Share all relevant information;
- Use specific examples and agree on what important words mean;
- Explain reasoning and intent;
- Focus on common interests, not positions;
- Test assumptions and inferences; and,
- Discuss undiscussable issues.

C. Build trust through transparency and responsiveness

Be clear and open about process, outcomes expected, use of input, and the range of opinions and ideas expressed during the engagement opportunity.

D. Encourage openness and learning

Create an environment for participants to constructively explore ideas, learn, and apply information in ways that generate options collaboratively so that the engagement opportunity is effective and relevant.

E. Set clear expectations

Set expectations about the purpose of the engagement and how much influence people will have in the decision-making process.

F. Plan and prepare carefully

Carefully plan engagement opportunities so that engagement opportunities serve a clearly defined purpose.

G. Engagement is effectively designed

The engagement event provides a real opportunity to influence FLUM development

H. The information provided will be jargon free and understandable.



I. Make it easier for people to take part

People can engage easily because barriers for different groups are identified and addressed as much as possible.

J. Coordinate and collaborate

Work with Town departments, civic groups, UNC, and others to take advantage of existing engagement opportunities and/or piggyback on existing events/activities.

K. People are informed about the impact of their contribution.

Timely feedback is given to participants about the views they expressed and the decisions or actions taken as a result.

L. Inclusiveness - Engagement opportunities are planned to:

- Involve and include people of different ages, genders, social class, ethnic groups, and geographic locations; and,
- Involve and include marginalized and seldom-heard groups.

M. The engagement event/opportunity treats participants with respect.

Participants feel valued, comfortable, and welcome. They can rely on:

- A non-confrontational atmosphere in which they can express their views freely;
- A well-managed process that provides them with confidence in the engagement activity; and,
- A friendly and informal environment where they feel they can speak openly.

N. Learn from engagement opportunities in order to improve upcoming engagement opportunities

Engagement events should be evaluated to measure the success in effectively engaging participants and meeting the stated engagement objective.

Evaluation of Community Input

If engagement is successful, much community input about what the Town should be in the year 2049 will be garnered. How will community comments and concerns be evaluated? According to the Town's Land Use Management Ordinance, the Town Council "adopts and maintains" the Town's Comprehensive Plan, *Chapel Hill 2020*. Since the Future Land Use Map is part of the Comprehensive Plan, the Town Council, upon recommendation from the Planning Commission, will adopt the refined Future Land Use Map. Prior to the Map Adoption Phase, on a regular basis, the Town Council will be apprised of the community input received and will provide direction.



Engagement Approach

Engagement Phases

As currently designed, the development of the refined Future Land Use Map has five main phases. As with any community planning project, the FLUM Project will evolve over the life of the Project, and the Project design and timeline may change. The Phases of the Project are as follows:

Phase I	Planning the Project	
Phase II	Launching the FLUM Project	Launching the Future Land Use Refinement Project includes formally announcing and introducing the Project to the Town and beginning the engagement efforts.
Phase III	Evaluating Alternatives	During this phase, alternatives or scenarios will be developed for those areas of Town where changes in land use are being considered. These scenarios will identify areas of opportunities to implement the Town Council's draft strategic policy goals and <i>Chapel Hill 2020</i> through future land use.
Phase IV	Evaluating the Draft Map(s)	The feedback gathered during Phase III will be synthesized into a DRAFT Future Land Use Map for community consideration.
Phase V	Adopting the Final Map	Feedback collected regarding the DRAFT Future Land Use will be used to create a final draft that will be presented to the Planning Commission and Town Council for their consideration.



Engagement Timeline and Objectives

When an engagement effort is undertaken, it is incumbent upon the Town to forthrightly explain the purpose of that engagement. The Town invites community members to work with us and spend their precious time with us to participate in our process. Therefore, it is reasonable for our stakeholders to expect a clear explanation of why the Town is asking them to engage and the method of that engagement. Below is a matrix that details the Engagement Objective as well as the anticipated type of engagement for each Project phase.

Phase	Timeframe	Engagement Objective	Method(s)
Planning the Project	<i>January to March 2018</i>	Provide information to assist in the understanding of the FLUM Project.	Introduction at Development Review Boards/Commission Meetings
Launching the Project	<i>May 2018</i>	Provide residents with information to assist them in understanding the FLUM Project, to inform them of the opportunities for input, and to begin the public input process.	Website Launch; Community Meeting
Evaluating Alternatives	<i>May to August 2018</i>	Obtain public feedback on alternatives and work directly with the community throughout the process to ensure that public concerns and aspirations are consistently understood and considered. Work with the community to provide feedback on how public input influenced decisions.	Focus Groups; On-line surveys; Workshops/Charrette during 1.5 day Event; "Go where the people are opportunities"
Evaluating the Draft Map(s)	<i>September to October 2018</i>	Seek and consider public feedback on the Draft Map while keeping the community informed, listening to and acknowledging concerns and providing feedback on how public input influenced the development of the draft FLUM	Community Open House; Focus Groups
Adopting the Final Map	<i>November to December 2018</i>	Obtain public input on the Final Version of the FLUM	Public Hearings before Planning Commission and Town Council

**This 1.5-day event will provide an intensive workshop environment in which planning and design ideas will be generated, filtered, and discussed openly by participants to refine alternative land use scenarios in an interactive environment.*



Engagement Opportunities

A variety of community events, meetings, surveys, and media channels will be used throughout the Project. Each technique will seek to reach specific stakeholders and/or the broader community. Special consideration has been given to reaching a balanced cross-section of the community. The table below provides additional detail on the various elements for community engagement.

Event	Targeted Audience	Objectives/Desired Outcomes	Additional Information
Project Webpage Ongoing	<ul style="list-style-type: none"> Community members Stakeholder Groups Boards and Commissions Elected Officials Town Staff 	<ul style="list-style-type: none"> Highlight upcoming events and project news and serve as a portal for plan information Offer ongoing engagement with the Project online 	<ul style="list-style-type: none"> The website will serve as a portal for project documents, information, social media, and access to the online survey.
Community Event #1 May 10, 2018	<ul style="list-style-type: none"> Community members Boards and Commissions Elected Officials 	<ul style="list-style-type: none"> Create widespread interest and promote participation in the plan Allow the public to provide input on preferred land use and development patterns within the focus areas 	
Land Use Charrette June 10-11, 2018	<ul style="list-style-type: none"> Stakeholder Groups Community members Town Staff Boards and Commissions Elected Officials 	<ul style="list-style-type: none"> Collect targeted feedback from stakeholders and the public Refine preliminary alternatives prior to presentation to Town Council later in June 	<ul style="list-style-type: none"> 1.5-day event Stakeholder sessions will offer a deep dive into topic areas, and public pin-ups allow the public to provide feedback. A final presentation will showcase the draft alternatives refined during the event.
Stakeholder Sessions June 10-11, 2018 (as part of charrette)	<ul style="list-style-type: none"> Stakeholder Groups 	<ul style="list-style-type: none"> Focused participation by individuals and small groups to lead the refining of alternatives 	
Town Council Presentation June 20, 2018	<ul style="list-style-type: none"> Elected Officials 	<ul style="list-style-type: none"> Provide an interim update to Town Council, with an emphasis on the SWOT analysis and preliminary alternatives to be evaluated over the summer 	



Event	Targeted Audience	Objectives/Desired Outcomes	Additional Information
Online Survey Summer 2018	<ul style="list-style-type: none"> • Community members • Stakeholder Groups • Boards and Commissions • Elected Officials 	<ul style="list-style-type: none"> • Gather feedback on draft alternatives to refine the final land use map • Broaden engagement in the Project by going out into the community • Provide opportunities for underrepresented groups to participate • Promote participation in the project 	<ul style="list-style-type: none"> • Survey will be broadly publicized, made available at public events, and used to guide face-to-face conversations. • Feedback will be aligned with input generated by the town-led input sessions. • Based on a “Go where the people are” strategy, town staff will use electronic tablets to engage citizens at strategic locations and events throughout the Town during the summer.
Office Hours at University Place Summer 2018	<ul style="list-style-type: none"> • Community members • Stakeholder Groups 	<ul style="list-style-type: none"> • Offer opportunities for convenient one-on-one engagement 	
Community Event #2 September 10, 2018 (tentative)	<ul style="list-style-type: none"> • Community members • Boards and Commissions • Elected Officials 	<ul style="list-style-type: none"> • Gather input on the draft Future Land Use Map prior to presenting to Planning Commission and Town Council. 	
Planning Commission and Town Council Presentations September, October, and December, 2018	<ul style="list-style-type: none"> • Elected Officials • Boards and Commissions 	<ul style="list-style-type: none"> • Provide ongoing communication with Planning Commission and Town Council leading up to adoption. 	

