

Joint City-County Planning Committee Meeting Agenda - June 5, 2019

9:30 a.m.

Committee Room, 2nd Floor, City Hall
101 City Hall Plaza, Durham, NC

1. Call To Order
2. Adjustments To The Agenda - 5 Minutes
3. Announcements - 5 Minutes
4. Approval Of Minutes From April 3, 2019 - 5 Minutes

Documents:

[JCCPCAPRIL 2019 DRAFT.PDF](#)

5. City And County Managers' Priority Items - 5 Minutes
6. Housing Data For Land Use Cases (Informational Only) - 10 Minutes
Staff Resource: Scott Whiteman, AICP, Planning Supervisor
7. Durham Comprehensive Plan: Phase 0 Update - 45 Minutes
Staff Resource: Lisa Miller, AICP, Senior Planner

Documents:

[JCCPC MEMO 20190605 COMPLETE.PDF](#)

8. Adjournment



JOINT CITY-COUNTY PLANNING COMMITTEE

DRAFT MINUTES

April 3, 2019
Committee Room, 2nd Floor, City Hall
101 City Hall Plaza, Durham, NC

I. Call to Order

Chair Johnson called the meeting to order at 9:31 a.m.

Voting Members Present: Ellen Reckhow, Chair, Board of County Commissioners
Charlie Reece, Vice Chair, City Council
Mark-Anthony Middleton, City Council
Jillian Johnson, City Council
Brian Buzby, Planning Commission
Brenda Howerton, Board of County Commissioners
Wendy Jacobs, Board of County Commissioners

Voting Members Absent: None

Nonvoting Members Present: Patrick O. Young, AICP, City-County Planning Director

Nonvoting Members Absent: Wendell Davis, County Manager

Staff Present: Sara Young, AICP, Assistant City-County Planning Director
Bryan Wardell, Senior Assistant County Attorney
Don O'toole, Assistant City Attorney
Jessica Dockery, Planning Supervisor
Scott Whiteman, AICP, Planning Supervisor
Kayla Seibel, AICP, Senior Planner
Michael Stock, AICP, Senior Planner
Laura Woods, AICP, Senior Planner
Susan Cole, Executive Assistant

II. Adjustments to the Agenda

None.

III. Announcements

None.

IV. Approval of the Minutes for February 6, 2018

MOTION: Approve the minutes from February 6, 2018. (Howerton, Johnson 2nd)

ACTION: Motion carried, 6-0. (Ms. Jacobs not yet present)

V. City and County Managers' Priority Items

None.

VI. 2018 Annual Reports

As required by the Interlocal Cooperation Agreement stating that a yearly report will be presented the following boards presented their annual reports.

a. Appearance Commission

Ms. Seibel presented the 2018 Appearance Commission Annual Report. Potential attendance issues were discussed.

b. Board of Adjustment

Ms. Dockery presented the 2018 Board of Adjustment Annual Report. Potential attendance requirements were discussed.

c. Durham Open Space And Trails

Chair Connelly presented the 2018 Durham Open Space and Trails Commission's Annual Report.

d. Environmental Affairs Board

Ms. Woods presented the 2018 Environmental Affairs Board Annual Report.

e. Historic Preservation Commission Annual Report

Karla Rosenberg presented the 2018 Historic Preservation Commission Annual Report.

f. Planning Commission

Chair Buzby presented the 2018 Planning Commission Annual Report.

JCCPC noted they really appreciated the comments on each case.

VII. Transit Area Planning – Mr. Young held a discussion

VIII. FY20 Planning Department Work Program

Mr. Young highlighted the additions to the Work Program for the upcoming year and discussed the Comprehensive Plan.

MOTION: Move forward to the Governing Bodies with recommendation. (Howerton, Anthony-Middleton).

ACTION: carried, 7-0.

IX. At This Point in Time: A Demographic Profile of Durham

Ms. Woods provided a report highlighting significant aspects of Durham's demographics. JCCPC noted this was a great tool for the Comprehensive Plan. This item was for information purposes and no action was required.

X. Adjournment

The meeting adjourned at 11:31 a.m.

Respectfully Submitted,

Susan Cole, Executive Assistant



Date: June 5, 2019

To: Members of the Joint City/County Planning Committee
Through: Patrick O. Young, AICP, Planning Director
From: Sara Young, AICP, Assistant Planning Director
Lisa Miller, AICP, Senior Planner
Subject: Durham Comprehensive Plan: Phase 0 Update

Summary

Planning staff, with the consultant team of PlanningNEXT and Irma McClaurin Solutions, has begun the early steps for the community engagement process for a new Comprehensive Plan. Staff will be providing regular updates to the Joint City-County Planning Committee and this is the first of these updates, relaying current and upcoming tasks under Phase 0: Preparation (see **Attachment 1** Scope of Work). Staff is providing information on what has been done thus far and asking for feedback and guidance as we continue this work.

Recommendation

Staff recommends that the Joint City/County Planning Committee receive this information and provide feedback and guidance. No formal action is requested.

Background

Planning staff's work with the consultant team (PlanningNEXT and Irma McClaurin Solutions) on community engagement for the Durham Comprehensive plan has begun. Our first in-person work session was held on Friday, May 3rd. In finalizing the contract with the consultant team, a scope of work (see **Attachment 1**) for engagement throughout the development of the new plan was developed. The consultant team's proposal for this work included a communications committee and an outreach committee. Our request for proposals also asked respondents to incorporate an engagement ambassador program. After further conversation between the consultant team and Planning staff, descriptions for both the communications committee and the outreach committee have been developed (see **Attachment 2**). Staff welcomes feedback on fine-tuning the descriptions of these working groups.

The initial phase in the Scope of Work is Phase 0: Preparation, where the consultant team works with Staff to collaboratively design the engagement process. Each of the tasks identified

in this Phase are listed below with a status. More detailed information about each of the tasks in this Phase can be found in **Attachment 1**.

Task	Status
Conduct Orientation Workshop	Held May 3, 2019
Formation of Outreach and Communications Committees	Underway, asking for feedback today
Develop and Manage an Engagement Ambassador Program	Underway, asking for feedback today
Convene Outreach and Communications Committee Meetings	Anticipated by end of July 2019
Develop an Outreach Plan	Anticipated draft by mid/end of July 2019
Develop a Communications Plan	Anticipated draft by mid/end of July 2019
Create Project Branding	Underway, anticipated completion by mid-June 2019
Create a Project Website and Social Media Presence	Anticipated end of June 2019
Meet with Joint City-County Planning Committee	Anticipated August 7, 2019

The Preparation Phase will lead into Phase 1: Big Questions & Project Launch. Phase 1 will include educating the community on planning, creating awareness of the Comprehensive Plan effort, and conducting community listening sessions as well as public input data analysis that can culminate in a list of key community concerns, issues and opportunities. The anticipated schedule for the Community Listening sessions in Phase 1 is October 2019.

Issues and Analysis

Diverse Guidance Structure

The engagement for the Comprehensive Plan is somewhat of a pilot project for a new way of doing business. Elected officials, staff, and the community within the City and County of Durham have shown commitment to authentically engaging the community going forward, and working to reach parts of our diverse community that are harder to reach and may have been excluded or absent from previous planning processes for a variety of reasons. The Equitable Engagement Blueprint, developed by our colleagues in Neighborhood Improvement Services, embodies this commitment and this effort will begin with the Blueprint as the engagement framework. However, this is new terrain for us and a very far-reaching project to pilot. We hope to approach this work with humility, know that we will not have all the answers nor get everything right the first time. Our commitment within that is to as much transparency as possible and to continually listen to the community and reset our course as needed to move our engagement efforts in the right direction. We hope that our transparency and willingness to rethinking our strategies will help rebuild trust with our community, even if we find we have made missteps along the way. Part of our strategy to best work in this new terrain is to ensure we have a diverse guidance structure both within

the City and County and within the community. Detailed information about the involvement by the community is discussed below with the communications committee, outreach committee, and engagement ambassadors. In addition, we will look to the following groups, either existing or to be convened, for guidance:

JCCPC: Early discussion and guidance in each project phase; Receive summary of completed phase; Provide input moving into the next phase; Ensure adherence to adopted community-based values/guiding principles for the plan.

Staff Engagement Team (SET): Sounding board for engagement process decisions while the committees are being formed; responsible for selecting committee and ambassador participants based on established criteria for representation; collaborate and coordinate this engagement effort with those underway or beginning related to other City and County projects; Neighborhood Improvement Services staff has been informally assisting in this role while this group is convened.

Staff Technical Team (STT): This group will include staff from various departments that will be more involved in the technical policy development aspects of this process, but will also be kept apprised of engagement opportunities and milestones along the way.

Planning Commission: Staff will not only provide the Planning Commission with regular updates throughout the Comprehensive Plan development, but has also begun conversations with the Commission about how they can more deeply be involved in the Plan's development, possibly through a dedicated subcommittee.

Governing Bodies: Although JCCPC will be the primary touchpoint for the project with our elected officials, there will be periodic involvement of the full governing boards throughout the process. We invite all elected officials from the City Council and the Board of County Commissioners to participate in the JCCPC discussions of the project.

Alongside all of this our consultant team will be providing their experience and guidance on the engagement process as well as the plan policy development.

Community Involvement Groups

The first big task is formation of the Communications Committee, the Outreach Committee, and Engagement Ambassadors. Information on the purpose, role, and tasks for each of these three groups can be found in Attachment B. Discussion below focuses on additional details of these groups and how they are to be formed.

Communications Committee: This Committee is tasked with developing motivating messages to create awareness of the process in the community and provide guidance on potential outlets for that messaging. Staff is working with the City's Office of Public Affairs and the County's Department of Public Information/Governmental Affairs to determine a list of

people to reach out to for involvement in this committee, in addition to reaching out to the members of Discover Durham’s PIO Council.

Communications Committee Contacts:

<i>Organization</i>	<i>Contact(s)</i>	<i>Type of Media</i>
Durham County Public Information	Dawn Dudley	Local Government
City of Durham Public Affairs	Amy Blalock	Local Government
WNCU	Kimberly Pierce Cartwright / Lackisha Freeman	Radio
Free Southern Media	Ambria McNeill / Kenneth Campbell / Miles Jordan / Destiny Owens	Storytelling and Documentary
40AM	Carl Webb	Marketing and Development
Durham Public Schools	Chip Sudderth / Mary Griffith	Kids and Families
City of Durham	Carmen Ortiz	Hispanic/Latino Engagement
City of Durham	Anise Vance	Open Durham

Discover Durham PIO Council Members:

Discover Durham	Margaret Pentrack
City of Durham	Beverly B. Thompson
County of Durham	Dawn Dudley
Durham County Emergency Management	Leslie O’Connor
Downtown Durham, Inc.	Nicole J. Thompson
Duke University	Kristen Brown
Durham County Library	Stephanie Bonestell
Durham County Sheriff’s Office	AnnMarie Breen
Durham Fire Department	Chris Iannuzzi
Durham Police Department	Kammie Michael
Durham Public Schools	Chip Sudderth
Durham Regional Association of REALTORS	Shelia Willis
Durham Technical Community College	Nathan S. Hardin
Greater Durham Chamber of Commerce	Myra Wooten
North Carolina Central University	Ayana D. Hernandez
Raleigh-Durham Airport Authority	Crystal Feldman
Research Triangle Foundation	Morgan Cartier Weston

Outreach Committee: This committee is tasked with delivering participants to the process. All of the Engagement Ambassadors are part of the Outreach Committee, though not all Committee members are Engagement Ambassadors. The expectation is that this committee

will have a diversity of geographic, demographic, and civic representation from across the City and County. This group will work with staff and the consultant team to determine how to best reach their communities to bring them into the process for this plan. At the writing of this memo staff is finalizing an interest/nomination form for potential participants in the Outreach Committee. The final version will be shared with JCCPC at the June 5 meeting. This is being distributed through County and County communications, but also to a focused list of organizations with connections to communities that are typically underrepresented in our planning processes. In addition, we are reaching out to those organizations identified to assist in formation of the Complete Count Committee for Census 2020 and are hoping to coordinate efforts on engagement between the Census and this project. Staff welcomes suggestions from JCCPC of additional organizations and individuals to reach out to with this form. The timeframe for receiving the forms is through June 17.

At the close of this period, we will enlist the Staff Engagement Team to assist in assessing the submissions to determine the committee make up. We will be working to balance a manageable group size with ensuring we have diverse representation. Some participants may have connections to multiple demographic, geographic, and civic communities which will be helpful in this task. Once the committee is convened we will also ask the group to help us determine if there are specific groups that lack representation so we can check our assumptions. The Engagement Ambassadors will be selected from the overall Outreach Committee.

Engagement Ambassadors: This is a subset of participants in the Outreach Committee. In addition to delivering participants to the project, the ambassadors will gather public input. The ambassadors will represent and have connections to typically underrepresented communities. Ambassadors will engage the communities they represent on the substance of the plan (land use concepts, issues, education, and input on the Comprehensive Plan vision, content, and policies). Engagement Ambassadors will be paid for their support in the outreach strategy and will be responsible for building trust in the process, energizing their networks and delivering participants to the Comprehensive Plan process as well as gathering input.

Staff is working on establishing criteria with which to determine the Outreach Committee participants who will be Engagement Ambassadors. The presentation on June 5 will include up-to-date development of these criteria and staff will be asking for input from JCCPC at that time. Compensation is not available for Outreach Committee participants that are not identified as Ambassadors.

We anticipate getting questions about why some of the Outreach Committee participants are being compensated for their work. We intend to be transparent about our reasoning and have developed the following explanation:

1. The ambassadors have connections and trust with communities where we, as local government staff, have been successful in creating the needed authentic connections and

trust. They are a resource that we are hoping to be able to team up with to invite more people into the process and to determine where they need to take the process to the community. Often these individuals have been expected to use their expertise and community connections but are not valued and compensated for the resources they provide. The ambassadors will simultaneously be building capacity in the community and, by increasing the capacity and neighborhood organizing infrastructure, equitable representative engagement will be more effective in the future. Further, this relationship between City/County staff and the ambassadors is intended to be reciprocal so that it can simultaneously benefit neighborhood led work, while informing City/County projects.

2. The ambassadors are creating connections with communities that have fewer resources, collectively and individually, because of a system that has been set up to oppress non-whites. These individuals may often have fewer financial resources than folks in white neighborhoods and paying them to assist will be necessary to not have an adverse impact on the community or individuals.
3. The entire Outreach Committee will be working to deliver folks to the engagement process. Once we review who has been able to participate in the community-wide events, we will need additional engagement to receive input from those communities who are underrepresented or not represented in those who were present. The ambassadors will be tasked with going out into their communities and hosting “meetings in a box” or other more focused efforts to get input and involvement from those communities we may have missed. Ambassadors will be expected to put in more hours “in the field” than the rest of the Outreach Committee.

There have been a number of efforts within the City and County recently that have undertaken or are exploring payment of individuals from the community for engagement work. We will be developing a prescribed dollar amount per specific “unit of work” with the Engagement Ambassadors commensurate with the effort and time involved in the work. For example, hosting a “meeting-in-a-box” may require more time and effort than spreading the word about the project at known community gathering places. The development of this list will result from collaboration with the Ambassadors to ensure the list includes the types of engagement strategies that will be effective in their communities and to come to consensus around the fairness of the pay structure. Payment will be in the form of a pre-paid credit card and will be disbursed by the consultant.

Outreach Network: staff is working on developing a comprehensive spreadsheet of organizations and individuals to keep informed of updates and opportunities for input throughout the entire Comprehensive Plan development. This network spreadsheet will be emailed out to JCCPC for suggestions of additional contacts.

Staff Contact

Sara Young, AICP, Assistant Planning Director, sara.young@durhamnc.gov (919) 560-4137 ext. 28256 or Lisa Miller, AICP, Senior Planner, lisa.miller@durhamnc.gov (919) 560-4137 ext. 282870.

Attachments

Attachment 1: Consultant Contract Scope of Work

Attachment 2: Job Descriptions

Exhibit A: Scope of Work

Planning & Engagement Consulting Services, Comprehensive Plan
City of Durham, North Carolina

General

1. City-County Staff (hereafter referred to as “Staff”) will work closely with the Planning Next Team (hereafter referred to as “Team”) to assist with the various community engagement efforts, but the Team will take the lead.
2. In addition to this scope of work focused on managing the engagement effort an allotment of hours/fee is earmarked for as-needed planning expertise throughout the comprehensive planning process.
3. The planning process is expected to be completed in three years through six phases:
 - Phase 0: Preparation
 - Phase 1: Big Questions and Project Launch
 - Phase 2: Big Ideas and Vision
 - Phase 3: Policy Framework
 - Phase 4: Actions, Strategies, Implementation
 - Phase 5: Review and Adoption

Scope of Work

Phase 0: Preparation

The Team places great emphasis on the preparation phase to create a strong foundation for the complex planning process. During this phase, the Team will work with Staff to collaboratively design the engagement process.

0.1 Conduct Orientation Workshop. The Team and Staff will conduct an orientation workshop. Staff will share contextual and background information that is important to the Team’s work, and the Team will discuss how they anticipate approaching the work. The meeting will produce a refined approach to the engagement of the community.

0.2 Assist Formation of Outreach and Communications Committees. The Team will assist in formation of an Outreach Committee and Communications Committee. Both of these committees will be made up of volunteer citizens. Outreach members will focus on a word-of-mouth approach to attracting participants to the process. Communications members will focus on creating general awareness of opportunities to participate. The Team is prepared to advise Staff on the formation of the committees. These groups should be representative of the broader community and include individuals that are diverse demographically, geographically and civically. The Team will prepare materials to assist Staff with committee selection (including job descriptions, application forms and a diversity matrix). Staff will use materials to recruit committees.

0.3 Develop and Manage a Neighborhood Ambassador Program. Working with Staff, the Team will create a group of up to 30 “neighborhood ambassadors” from various geographic areas in the community. Neighborhood ambassadors will be paid support for the outreach strategy. They will be recruited, recruit, hired and trained to engage the communities they represent on land use concepts, issues education, and input on the Comprehensive Plan vision, content and policies. This group will be responsible for energizing their networks and delivering participants to the Comprehensive Plan process.

0.4 Convene Outreach and Communications Committee Meetings. The Team will conduct seven meetings with both the Outreach Committee and Communications Committee throughout the process. The first meeting will

be an orientation meeting for the committees. The primary focus of the first meeting will be to set expectations and goals for outreach and communications throughout the planning process. The committees will have direct involvement in developing outreach methods and communication strategies to be used in the Outreach and Communications Plans (Tasks 0.5 and 0.6).

0.5 Develop an Outreach Plan. Working closely with the Outreach Committee and Staff, the Team will develop an Outreach Plan that clearly defines comprehensive strategies to personally invite diverse participants to engagement opportunities. The Outreach Plan will be supplemented by an Outreach Toolkit to be utilized by volunteers. The Outreach Toolkit will include scripts for phone, email and social media posts; letter to the editor templates and instructions; flyers; and community meeting invitations to be used by the committees when getting the word out about the process.

0.6 Develop a Communications Plan. Working closely with the Communications Committee and Staff, the Team will develop a Communications Plan. It is the Team's recommendation that the plan be developed concurrently with the Outreach Plan (Task 0.5) and closely coordinated. Specifically, the communications effort will include both general awareness-raising as well as specific promotional activities associated with all rounds of community engagement. Prior to all community engagement meetings, the publicity and outreach channels will be activated with messages relevant to the upcoming events.

0.7 Create Project Branding. The Team will work with Staff to develop a project name, logo, color scheme, and tagline for the effort that will help to interest the public, as well as key messages that will consistently brand the planning work. The Team will also develop a campaign for communications that capitalizes on existing outlets for sharing information and builds upon the use of these outlets with a suite of branded collateral (posters, postcards, flyers, worksheets), press releases and other tools for getting the word out. All collateral will be delivered in both English and Spanish languages.

0.8 Create a Project Website and Social Media Presence. The Team will design an interactive project website that will be user-friendly and engaging to become the heart of plan's communications. The site will present materials from stakeholder and community engagement, interim information and drafts of planning documents. It will include project background, resources, news and information about how to get involved. The website will have a Spanish page option with all necessary information about the process. The website will also have the capability for interactive tools for engagement. Online activities will take place throughout plan development and in coordination with all rounds of community engagement. Partnering with Staff and the County's communications offices the Team will either develop new, project-branded social media accounts or utilize existing accounts for promotion and engagement. The website will be synchronized with social media.

0.9 Meet with Joint City-County Planning Committee (1). Throughout the process, the Team will meet with the JCCPC to keep them actively involved and informed. During this phase it is anticipated that the Team will convene an orientation work session with the committee to review overall scope and their specific role as share and gather feedback on approach to engagement.

Phase 0: Deliverables

- Meeting agendas, handouts and presentations
- Outreach and Communications Committees formation materials
- Outreach and Communications Plans
- Project identity (logo, tag line, key messages)
- Project website and social media accounts

Phase 1: Big Questions & Project Launch

This phase will include educating the community on planning, creating awareness of the Comprehensive Plan effort, and conducting community listening sessions as well as public input data analysis that can culminate in a list of key community concerns, issues and opportunities.

1.1 Meet with Joint City-County Planning Commission (2). Throughout the process, the Team will meet with the JCCPC to keep them actively involved and informed. During this phase it is anticipated that the Team will meet with the committee one time at a critical pre and post milestone to share progress and gather input.

1.2 Create an Educational Program and Materials. The Team will work with Staff and community contacts to develop an accessible educational program and materials. These may be used by the City-County and neighborhood ambassadors to educate the general public on historical land use decisions in the community and the current process and framework for land use decisions.

1.3 Conduct Listening and Learning Sessions. A series of up to four workshops, branded as “Listening and Learning Sessions,” will take place in several locations throughout the City-County and provide an overall orientation for the public to the planning process. The goals of the Listening and Learning sessions are to lay the foundation for the process—to start the conversation and to inspire the community to think big about what they want. The workshops will be broadly promoted in accordance with the Outreach and Communications Plans (Tasks 0.5 and 0.6). The events may include a brief assembly period during which there would be an overview of the process and schedule, followed by small group activities designed to be interactive, inspiring and fun. Online engagement activities mimicking those in the Listening and Learning sessions will also be deployed. The Neighborhood Ambassadors will support the Listening and Learning sessions by conducting targeted outreach and could serve as table facilitators during the workshop.

Following every public workshop throughout the process, participants will be asked to complete an exit questionnaire related to demographics. Using this data and analytics and the observed experiences of community members, the Team will reassess the structure of future outreach and community engagement to be responsive to the documented behavioral preferences of community groups involved and make any necessary changes to the Outreach and Communications Plans and upcoming event formats. The Neighborhood Ambassadors will be utilized to help fill in gaps in participation based upon the exit questionnaire data in the form of meeting-in-a-box or other follow-up activities.

1.4 Prepare a Community Concerns, Issues and Opportunities Summary. Using the input provided from the Listening and Learning Sessions, a summary will be prepared that synthesizes this input and highlights community concerns, issues and opportunities.

Phase 1: Deliverables

- Meeting agendas, handouts and presentations
- Community Concerns, Issues and Opportunities Summary

Phase 2: Big Ideas & Vision

Phase 2 will focus on educating the community about current conditions, future trends and forces that will affect the community, and generating a discussion about their ideas for the future of the City-County. It will create community-wide interest for the planning process through a high-profile event and follow-up activities. Ideas shared during this phase will result in the generation of a clear and actionable vision statement and set of values/guiding principles that can guide policy development.

2.1 Facilitate Focus Group Meetings. The Team will coordinate with Staff to conduct a series of up to eight stakeholder meetings to identify key topic areas for discussion at the upcoming community-wide event, the “Vision Summit”. The list of stakeholders will be developed by Staff and the Team. Focus group meetings will include interviews and small roundtable discussions.

2.2 Host the Vision Summit. This community-wide workshop, branded the “Vision Summit,” will build on the Listening and Learning Sessions. (NOTE: To gain greater interest and an exciting first impression, a relevant, notable speaker could be included in the program.) The workshop will be broadly promoted and scheduled on one evening in one location. The Vision Summit will center on activities that will focus on how the City-County should plan for its future. The conversation will focus on affirming a vision statement and set of values/guiding principles based on what was heard in the Listening and Learning Sessions (Task 1.3). Online engagement activities will also be deployed that mimic the Vision Summit activities.

2.3 Conduct “Pop up” Workshops. The strategy for the “pop up” workshops is to take messages and information directly to people throughout the City-County—especially the hard-to-reach members of the community and traditionally under-served audiences. After reviewing the exit questionnaires from the Vision Summit (Task 2.2), the Team will lead and host “pop-up” workshops throughout the community to reach those who were not well represented at the Summit, such as at a bus station, grocery store, city/county parks, senior center, homeless shelter, etc. Activities will be conducted in places and at events where people are already planning to be to maximize interest and participation rates. It is anticipated that up to four “pop up” workshops will be planned in association with the Vision Summit. The activities will be designed by the Team, and staffed by the Neighborhood Ambassadors and or Outreach Committee to help execute them.

2.4 Deploy Web-based Engagement Tools. While face-to-face communication will be the heart of the engagement process, web-based tools will be used to broaden our reach and to inspire creative thinking about topics that emerge as important to the public. In association with all rounds of community engagement, web-based tools will be integrated into the project website. Web-based engagement will overlap and correspond with activities at the in-person meetings.

2.5 Create a Community Values and Vision Report. Using the input provided from the community engagement activities above, a report will be prepared that synthesizes this input and highlights key trends and observations. This report will be a cumulative outreach summary and include the results of both Phase 1 and Phase 2 of the engagement process. The report will be reviewed and commented on by Staff.

2.6 Meet with Joint City-County Planning Committee (3). Following Staff review, the Team will meet with JCCPC to present the Community Values and Vision Report.

Phase 2: Deliverables

- Meeting agendas, materials, handouts and presentations
- Community Values and Vision Report

Phase 3: Policy Framework

Phase 3 will include working with the community to translate their big ideas and vision into a broad set of policy priorities and goals, likely related to land use, housing, infrastructure, economic development, and more.

3.1 Prepare for Community Choices Meetings. The Team, in collaboration with Staff, will use public feedback provided in the Community Values and Vision Report (Task 2.5) to develop a broad set of policy priorities and goals. These priorities and goals will be used to develop the formal strategy for the Community Choices Meetings—four community meetings that frame choices on “where” and “how” the City-County should grow.

3.2 Facilitate Community Choices Meetings. During these face-to-face workshops (up to four) participants will be invited to interact with what was learned through previous rounds of engagement and to prioritize and comment on preliminary goals and policy priorities of the plan. The format will be determined in discussion with Staff but may involve a brief assembly period and presentation followed by draft recommendations on display boards (replicated as hand-outs). Participants would be provided with worksheets for rating and commenting. Online engagement activities will also be deployed that mimic the Community Choices activities. The Neighborhood Ambassadors will support the Community Choices Meetings by conducting targeted outreach and provide general support during the workshops. The Neighborhood Ambassadors will also be utilized to help fill in gaps in participation based upon the exit questionnaire data in the form of meeting-in-a-box or other follow-up activities.

3.3 Create Community Directions Recommendations. Following the above community engagements, recommendations will be prepared based on the feedback provided. The recommendations will be for short-term policy alternatives and scenarios developed in collaboration with Staff. Staff will review and comment on the report.

3.4 Meet with Joint City-County Plannign Committee (4). Following Staff review, the Team will meet with the JCCPC to present the Community Directions Recommendations.

Phase 3: Deliverables

- Meeting agendas, materials, handouts and presentations
- Community Directions Recommendations

Phase 4: Actions, Strategies, Implementation

Phase 4 will be used to reignite enthusiasm for the Comprehensive Plan process after the draft plan has been created. The Team will work with the community to develop and review specific policies and actions intended to implement the vision and policy framework, weigh various pro's and con's, evaluate trade-offs, and more.

4.1 Conduct the Open House(s). A final Open House will be held once the draft Comprehensive Plan has been prepared, but before it has been finalized. It will begin with an evening event at a single location but be designed so that it can also be used as a traveling exhibit (road show). A presentation by the Team will summarize the Comprehensive Plan, but most of the time will be reserved to allow the public to view and comment on a series of displays summarizing the plan. The Team and Staff will be present to answer questions on a one-on-one basis. If appropriate, a questionnaire can be distributed to participants asking key questions about the draft plan as well as implementation measures.

The Open House displays will then travel to different locations in the City-County for two to three weeks. (The Neighborhood Ambassadors could assist with this task.) In addition, they will be posted online. In both cases, preferences for recommendations and comments can be provided. The project displays will be designed to be mobile device friendly, so they can easily be viewed on smartphones and tablets.

4.2 Host Community Group Presentations. The Team and Staff will present the draft Comprehensive Plan to targeted groups, such as neighborhood groups, private sector groups, development community, etc. Up to four presentations will be given throughout the City-County, and invited groups will be determined in collaboration with Staff. These presentations will provide an opportunity for targeted groups to share input directly with the Team and ask questions. Neighborhood ambassadors may be reconvened to assist with these presentations.

4.3 Prepare a Plan Feedback Report. A report will be prepared that summarizes the public direction provided during the Open House and Community Group Presentations. Staff will review and comment on the report.

Phase 4: Deliverables

- Meeting agendas, materials and handouts
- Plan Feedback Report

Phase 5: Review & Adoption

Phase 5 will include additional community engagement, education, and review of the document, comment, edits and finalization of the draft for recommendation by the Planning Commission, and action by both the City Council and the Board of County Commissioners.

5.1 Publicize the Public Review Draft. The Team will publicize the draft Comprehensive Plan and solicit public comments for 30 days prior to the presentation given to elected and appointed boards and commissions for final approval.

5.2 Create a Summary Report of Draft Plan Comments. Following the public review period, the Team will prepare a summary report of the public review draft comments.

5.3 Present to Joint City-County Planning Committee (5). The Team and Staff will present the plan's draft recommendations to the JCCPC for review and final approval.

5.4 Adoption Hearings. The Team will be available to attend public hearings in support of adoption of the Comprehensive Plan.

Phase 5: Deliverables

- Meeting agendas, materials, handouts and presentations
- Summary Report of Draft Plan Comments

Committee job descriptions

Comprehensive Plan for Durham

DRAFT | 5/13/2019

In 2019, the City and County of Durham will begin an ambitious effort to develop a City-County Comprehensive Plan to guide growth and investment over the next 30 years. This plan will address topics such as land use and growth management, public investment, service delivery, the annual budget process, and projects within the Capital Improvement Plan (CIP). To ensure this plan represents the authentic voice of the community a robust public engagement effort to bring people into the process and better understand their perspective is being undertaken. To support this effort, three working committees will be convened. The following describes each of the groups, including their individual roles and responsibilities.

The three committees are;

1. Communication Committee
2. Outreach Committee
3. Engagement Ambassadors

General Operating Principles for Committees

To guide the committee's deliberations, the following operating principles are proposed:

- A leadership structure will be established to facilitate productive and focused committee meetings.
- Regular attendance is expected to ensure consistency in the committee's deliberations.
- A simple majority should be considered a quorum to conduct business.
- Decision-making (process decisions/recommendations) should be by consensus of those in attendance.

Communications Committee: *Promote the Process*

Selected by the City-County Planning Department, the Communications Committee will develop key messages to motivate public participation in the process and advise on communications channels and tactics to ensure widespread awareness of the process. The Communications Committee will work closely with the City-County planning staff, the planning consultant team, and the Outreach Committee. The key messages developed will be used on promotional collateral like the project website, flyers, and other collateral. The committee will meet 7+ times throughout the process and update their work based on the engagement phase. These materials will be used extensively by the Outreach Committee to make personal invitations to engagement sessions.

What is the Role of the Communications Committee?

Committee members are expected to serve during the entire 3-year Comprehensive Plan process. The Communications Committee is focused on developing content for communicating about the process to create general awareness within the community. The materials created will be used by the Outreach Committee to motivate participation.

Responsibilities

The responsibilities of the committee are to:

- Develop motivating messages to ensure participation in engagement
- Advise on most effective communications channels and tactics
- Review and approve communications and collateral such as rack cards, website, and other materials
- Provide Outreach Committee with impactful materials to share with their personal networks to invite participants to the process
- Monitor the work effort and schedule of activities
- Support spokespersons for the effort, particularly with media (create speakers bureau?)

Outreach Committee: *Deliver Participants to the Process*

Selected by the City-County Planning Department, an Outreach Committee will be convened to focus on a word-of-mouth approach to attracting and delivering participants to the process. The Outreach Committee will work closely with the City-County planning staff, the planning consultant team, Communications Committee and other community organizations to bring insight and perspective to the planning process. The committee will be populated by community members that represent a wide range of interests. The group will reflect the diversity of the Durham community in terms of demographics, civic networks and geography. The Outreach Committee will be tasked with spreading the word about the planning effort and making personal connections that help to motivate participation. The committee will meet several times (7+) during the public engagement effort, especially in advance of major public events.

What is the Role of the Outreach Committee?

The Outreach Committee is intended to be a working group focused on promoting engagement and identifying critical networks, and personally inviting individuals to participate in the process.

Committee members are expected to serve during the entire 3-year Comprehensive Plan process. There will be several orientations and getting organized meetings at the beginning of the process followed by focused meetings 6-8 weeks prior to each of the 4 scheduled public engagement touchpoints. Throughout the 3-year process, there will be fluctuations in time commitment, with the highest expectations occurring during the period leading up to a public event. See preliminary public event schedule below (subject to change)

Responsibilities

The responsibilities of the committee are to:

- Connect the community in the planning process
- Recruit hard-to-reach populations to share input and participate in the engagement process
- Disseminate information during the planning process through individual networks
- Work to ensure diverse representation in the process and through community events
- Act as stewards for the process through engagement and into implementation of the plan

Engagement Ambassadors: *Gather Public Input*

As part of the City-County Comprehensive plan process, up to 30 representatives will be hired to serve as “Engagement Ambassadors”. These ambassadors will represent and have connections to typically underrepresented communities. Engagement Ambassadors will engage the communities they represent on substance of the plan (land use concepts, issues, education, and input on the Comprehensive Plan vision, content, and policies). Engagement Ambassadors will be paid for their support in the outreach strategy and will be responsible for building trust in the process, energizing their networks and delivering participants to the Comprehensive Plan process as well as gathering input. Engagement Ambassadors may also act as spokespersons for the planning effort, serve as hosts at public events, and facilitate small group discussions.

What is the Role of Engagement Ambassadors?

Engagement Ambassadors is a group dedicated to identifying and engaging hard-to-reach populations in Durham throughout the process. All Engagement Ambassadors will also serve on the Outreach Committee but their specific role as an ambassador is to also gather input for each round of engagement focused on underrepresented populations.

Additional responsibilities

The responsibilities of the Engagement Ambassadors are to:

- Identify and target hard to reach populations throughout Durham
- Determine proper methods to meet with the underrepresented populations
- Create focused/individualized work plan per engagement round
- Attend community and neighborhood meetings (i.e. HOAs, civic groups) to share information about the process and encourage people to get involved
- Complete meeting-in-the-box type activities with underrepresented groups including hard to reach populations, minorities, lower income, and those with limited English proficiency
- Host small focus groups or meetings to establish relationship with underrepresented groups to gather input and supplement the overall engagement