

# TOWN OF CARRBORO COMPREHENSIVE PLAN

## TESKA TEAM OUTREACH

DRAFT 6-10-2020

### PHASE ONE PROJECT START-UP / ENGAGEMENT AND ANALYSIS

The first phase of the Carrboro Comprehensive Plan focuses on data collection and analysis of the planning area.

#### Task 1.1 - Kick Off Meeting

**Meeting with Staff:** A videoconference with Town Staff and the consultant team will be held to initiate the project and address status of current or recent development proposals and transportation improvements, availability and collection of data sources, the roles and responsibilities of the different project participants and relevant data related to study area (such as land use, markets conditions, traffic and parking, utilities, environmental etc.). The public input elements described in this work program will be reviewed. How best to incorporate members of the Task Force as well as local officials in the plan making process will be reviewed. Lastly, key community stakeholders to be interviewed in the planning process and other to be incorporated into the project will be considered. The kick-off meeting will discuss arrangements for the first Site Visit including Task Force Meeting 1 and stakeholder interviews.








The scope has been adapted to focus the first phase on virtual interviews, mapping, research and drafting of the Issues and Opportunities Analysis with the intention of beginning on-site meetings in September 2020. We understand that it will be important to be flexible in planning face-to-face outreach starting in the Fall based on State of North Carolina, CDC, and local directives and best practices. The Consultant Team will work closely with staff to develop and execute models of outreach that respond to current public health guidance and restrictions will still maximizing the input into development of the plan. All materials will be available for posting and comment on the project web site so that even if in-person meetings are held, everyone can participate on-line. Similarly, the Consultant Team will work with staff to devise ways for people who do not have Internet at home to be able to participate in alternative ways.

To the extent the scope allows, public health and safety will be a cross-cutting consideration across multiple issue areas of the plan. It is the Consultant Team's intent to consider the importance of public health and safety in the outreach, issue analysis, and recommendations. As the scope of work is based on the Town's Comprehensive Planning Services RFP, however, detailed and specific focus on public health issues may be beyond this scope of work and require additional expertise beyond that of the Consultant Team.

At the meeting, we will also review the communications strategy and the standards of GARE to ensure inclusive and purposeful outreach. The Outreach Plan specifically addresses how to implement GARE best practices throughout all tasks in the scope of work. We will also discuss the major themes of the plan including:

- Climate Action/Extreme Weather Preparedness Mitigation and Resilience/Climate Emergency
- Race and Equity
- Economic/Fiscal Sustainability
- Decline in Affordability for Commercial and Residential Uses
- Decrease income inequality and erosion of the middle class

The meeting will also review the recent questions/key trends identified in the Comprehensive Plan RFP and discuss how they will be addressed in the Issues and Opportunities Analysis.

Task 1.1 - Kick Off Meeting - Staff		
	Timeline	June 2020
	Objective	Coordination between staff and consultant team
	Audience	Town staff
	Consultant	Agenda for meeting, draft outreach plan
	Staff	Participate in meeting and comment on plan
	Deliverable	Final communications and outreach plan
	GARE Best Practices	Ensure communications and outreach meet GARE best practices including providing high quality data, identifying audiences, developing a shared vision, setting forth an action plan, messaging through storytelling & data and promoting values & action.








### Task 1.2 – Interviews and Web Site

Due to the necessity of compliance with social distancing, the project will start with a set of individual and group interviews conducted via phone or videoconference. The purpose of this initial outreach is to inform the vision, goals, and areas of interest of specific stakeholders in the process and will help direct the Issues and Opportunities analysis being conducted simultaneously by the Consultant Team.

**Stakeholder Interviews:** Individual and group meetings will be held over videoconference or telephone calls with Town stakeholders to gather their perspectives regarding the existing characteristics of the of the Town, desired potential outcomes, and any significant challenges that may need to be overcome. Stakeholders will be determined jointly between the Town and consultant and would include residents, elected officials, community leaders, property and business owners, representatives of other taxing jurisdictions, etc. Specific groups will include members of the following bodies. Interviews will be held individually or in small groups that are less than a quorum of the body if they are subject to the Open Meetings Act. Staff will arrange meetings of 2-3 representatives of each board except for the Town Council and Comprehensive Plan Task Force in which the Consultant Team will interview all available



members in small groups. The Consultant Team will conduct approximately 15 small group meetings over videoconference or telephone conference. Staff will coordinate invitations and scheduling for the group meetings.

- Town Council (all members)
- Comprehensive Plan Task Force (all members)
- Town Staff (all department heads)
- Planning Board
- Economic Sustainability Commission
- Recreation and Parks Commission
- Arts Committee
- Orange County
- Transportation Advisory Board
- Environmental Advisory Commission
- UNC and Duke University representatives
- Local businesses, developers and property owners
- Other interested parties







Task 1.2 – Stakeholder Interviews - Public		
	Timeline	June-July 2020
	Objective	Provide input into process and content for plan
	Audience	Stakeholders (listed above)
	Consultant	Write invitation email, prepare script & questions for interviews (some the same and some tailored), take notes during interviews
	Staff	Coordinate scheduling of interviews
	Deliverable	Summary of interviews
	GARE Best Practices	Targeted audiences, make sure there is an explicit focus on diversity and new voices, get input into shared vision and values, make sure process is genuine and respectful


**Website and Social Media:** Teska will set up and maintain a dynamic project website at the onset of the planning process, providing the community with an online forum to share and opine on ideas, upload photos, submit comments and questions, participate in online quick questionnaires, and monitor the overall progress of the project (news updates, etc.). Teska will coordinate with the Town of Carrboro on the appropriate launch date for the website. We would recommend that the website launches over the summer when the formal process starts, but there could be a “soft launch” to provide information to Task Force members. The website will integrate an email follow feature so that residents and stakeholders can opt-in to receive email alerts when new items, workshop highlights, documents,

and information has been posted. The website will be optimized to be viewable on mobile devices. Regarding social media, we recommend tapping into and coordinating with existing Town social media networks to spread awareness of the plan and drive traffic to the project website.

Task 1.2 - Web Site and Social Media - Public		
	<b>Timeline</b>	June-August 2020
	<b>Objective</b>	Create an inspirational and functional set of tools for electronic outreach
	<b>Audience</b>	All audiences, with tailored messaging to specific groups
	<b>Consultant</b>	Develop branding strategy, design web site, soft launch of social media campaign during summer
	<b>Staff</b>	Input into branding, functionality of web site, identify outlets and existing social media network
	<b>Deliverable</b>	Branding strategy, website, outreach tools such as comment map, social media guide
	<b>GARE Best Practices</b>	Tools to promote shared vision, action plan, storytelling & data, and avenues to collect stories and disseminate data to general and targeted audiences

**Community Survey:** The Consultant Team will coordinate with the Town of Carrboro and its survey consultant to either coordinate with the Biennial Survey or a standalone survey for the comprehensive plan in the Fall. The survey will be used to consider broad questions of goals and expectations of the community, as well as address specific questions related to plan elements like economic sustainability, arts, transportation, and notions of community character.








Task 1.2 – Community Survey - Public		
	<b>Timeline</b>	July – November 2020
	<b>Objective</b>	Seek input from a large sample of the community to learn and draw insights for the Comprehensive Plan led by an external expert survey firm
	<b>Audience</b>	Representative sample of Carrboro (TBD with survey consultant)
	<b>Consultant</b>	Draft content and questions for the survey consultant
	<b>Staff</b>	Coordinate between consultant teams
	<b>Deliverable</b>	Survey results and summary, summary article for web site

	<b>GARE Best Practices</b>	Identify underrepresented groups and make a plan for how to reach them
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**Outreach Tool Box:** Letting the community know about the plan and securing their participation typically requires active outreach. We use a range of techniques to inform the community of the project, upcoming meetings, opportunities for sharing comments, etc. We will work with the Town to determine how to most effectively use the engagement tools and tasks. Engagement is not static, it is ever-evolving! Below is a sampling of the elements that Teska's Outreach Toolbox may include:






- Graphically-Rich, Educational Project Presentation
  - Printable Quick Questionnaires
  - Project Cards (marketing the website)
  - Virtual and Print Materials (posters, brochure, newsletters)
  - Sign-Up Form to Follow the Website (great for events)
  - Digital Copy of a Kick-Off Outreach Video (project trailer!) (approximately 2-3 minute video)
- Printable flyers, colorable yard signs for residents to customize and share/post/repost.

The Consultant Team will begin to create the Outreach Tool Box during the Spring and launch in tandem with local events in the Summer and Fall.

Task 1.2 – Outreach Tool Box - Public		
	<b>Timeline</b>	June-September 2020
	<b>Objective</b>	Develop a comprehensive set of tools to reach different groups through a variety of formats
	<b>Audience</b>	All audiences, with tailored messaging to specific groups
	<b>Consultant</b>	Develop and finalize outreach toolbox
	<b>Staff</b>	Provide input into various tools and audiences
	<b>Deliverable</b>	Range of techniques for conducting outreach to be used for engagement activities throughout planning process
	<b>GARE Best Practices</b>	Define desired outcomes and develop a plan for reaching specific underrepresented groups


**Pop-Up Events:** As part of the outreach program we propose to design materials and train staff to attend local events to ask people to share ideas about their community that will be scheduled in coordination with the Town of Carrboro and our outreach team. We will train staff to replicate the process at other events such as (such as July 4th, and the farmers' market). As part of the outreach tool box, we will provide a kit to Town staff and Task Force members that can be used at additional events. This has proven to be an effective and fun outreach step, and we look forward to incorporating it into

the Carrboro process. We suggest the events be conducted early in the process to begin to build momentum and participation in the plan.

Task 1.2 – Pop-Up Events - Public		
	Timeline	July – November 2020
	Objective	Engage the community and build momentum around the project; learn ideas that will inform the Plan
	Audience	All audiences
	Consultant	Identify locations for pop-up events and any existing programs with which to partner; create event structure/template for Town staff to adapt and use
	Staff	Provide input and help identify existing programs/events for pop-up to build upon
	Deliverable	Pop-up event guide and toolkit
	GARE Best Practices	Schedule events at convenient times/locations to encourage participation from youth, seniors, working families, underrepresented groups, etc.

**Promotional Kick-Off Video:** As part of the outreach process, Teska will produce a short (2-3 minute) video to ignite excitement and build awareness about plan efforts. The video can be featured on the project website and other available media outlets, including the Town website, social media, etc. to maximize visibility of the plan. Our recent video work has featured local businesses and residents sharing the community’s story, asking questions, and highlighting ideas of what they’d like to see.

Task 1.2 – Promotional Kick-Off Video - Public		
	Timeline	July-August 2020
	Objective	Spread awareness and build momentum for the Plan from a wide range of audiences
	Audience	All audiences
	Consultant	Develop content and produce video
	Staff	Provide feedback and media to include in video
	Deliverable	2-3-minute kick-off video

	<b>GARE Best Practices</b>	Aim for inclusive representation and identify methods to reach underrepresented groups when video is released
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### **Draft Issues and Opportunities Report**

Findings of the existing conditions analysis will be summarized in an Issues and Opportunities Report. The report will be presented with emphasis on visuals, photos, and information graphics to ensure that it is accessible, interesting, and informative for the public. The report will provide baseline, high-level data to ground the plan rather than an exhaustive account of all available data. The purpose of the document will be to home in on the key issues and challenges facing the Town of Carrboro and will be informed by the input through the external interviews and the work sessions with staff. The Draft will be submitted to staff for review.

A videoconference will be held to review comments on the draft. An updated version will be provided for staff to circulate to the Task Force.

### **Phase 1 Deliverables:**

- 1) A Communications Plan detailing how the public engagement tasks will be conducted: 2) An Issues and Opportunities Report will be prepared and provided to the Town summarizing findings of this phase. A draft of the document will be provided to Town staff for review. The consultant will provide an electronic copy of the report for distribution as needed by the Town and will post it on the project website.
- 2) Issues and Opportunities Report. The report is expected to be an approximately 40-50 page summary document with maps, charts and text plus PowerPoint summary presentation.

## PHASE TWO COMMUNITY VISION FORMATION

During this phase, the consultant will facilitate an interactive public workshop to engage citizens and other stakeholders. That public input will be used to inform Committee work in establishing a common vision for future growth and development in Carrboro. These tasks are intended to generate new ideas and to encourage ownership of the planning process. The bottom line is that people's comfort to participate comes through different types of engagement and we will work with the Town to ensure that the open house is designed to secure valuable input and be enjoyable for participants.

### Task 2.1 – Task Force Meeting #1 Work Session

The consultant team will facilitate an extended work session with the Task Force during the first site visit. Due to schedule changes, it is proposed that a four-hour work session be held with the Task Force (e.g. 4:00-8:00 PM) to formally kick-off the Comprehensive Plan and break down into subgroups to discuss the Draft Issues and Opportunities report in detail. The Consultant Team will work with the Town to schedule the first site visit. It is proposed that the site visit include the following elements:

- Staff Meeting to review progress of Phase 1 and map out tasks in Phase 2 (Day 1 early afternoon)
- Task Force Work Session (Day 1 late afternoon)
- Work Session with Staff (Day 2 morning)
- Pop Up Event








***It is intended that the Task Force meetings will be in-person. The Consultant Team and staff will closely monitor restrictions and develop back-up plans in the case in which it is not possible based on health restrictions. This may include larger meetings being on-line and smaller meetings or break-out discussions being in person in larger spaces.***

The first part of the meeting will review the work program, anticipated schedule and project objectives. The vision for the plan will be discussed. The Draft Issues and Opportunities Report will be presented to the Task Force. The presentation will share the "snapshot" taken of the community developed during the data collection and interviews. The Task Force will be asked to provide their insights regarding the extent to which the summary clearly defines the Town today.

The Task Force will also be asked to focus on explicit ways to address race and equity throughout the planning process following guidance from GARE best practices. The Task Force will be provided GARE materials in advance of the first meeting so that there can be an informed discussion.

After the discussion on the overall vision and goals for the plan, the Task Force will divide into three groups such as land use, environmental systems and infrastructure, to review and discuss the Issues and Opportunities report.










Task 2.1 – Task Force Meeting #1		
	Timeline	September 2020
	Objective	Introduce the Task Force to the project and their role moving forward, review and discuss Draft Issues and Opportunities report
	Audience	Task Force members who represent different segments of the Carrboro community
	Consultant	Prepare agenda, presentation, and materials for work session
	Staff	Help coordinate scheduling and participate in work session
	Deliverable	Task Force Meeting #1 Summary
	GARE Best Practices	Ensure that race and equity are at the forefront of the conversation and incorporated throughout project discussions

## Task 2.2 – Pop Up Event

Teska will plan for and lead the first pop up event, likely held downtown in a central, visible location. The purpose of the pop ups is to reach out to the community, let them know about the plan, and get informal input. Teska will produce all the materials for the pop up and train staff that can replicate the pop up at the Farmers Market and other local events during the Summer and Fall. We will also develop a feedback tool so that there is consistency in questions and gathering feedback that can then be codified and reviewed by staff and the Task Force.

***Pop Up events may include a mix of virtual and in-person pop ups. For example, the Consultant Team will work with staff to determine ways in which we can innovatively seek input during Summer events such as July 4<sup>th</sup> through a mix of in-person and virtual activities.***

Task 2.2 – Pop-Up Event - Public		
	Timeline	September 2020
	Objective	Promote the Plan and gather feedback from wide array of Carrboro stakeholders
	Audience	All audiences
	Consultant	Prepare a plan and materials and facilitate initial pop-up event. Create a template for tabulating input at pop ups
	Staff	Provide input and assist in preparations as needed. Conduct additional pop-ups, tabulate input from pop ups run by staff








	<b>Deliverable</b>	Summary of results and ideas heard during pop-up event
	<b>GARE Best Practices</b>	Ensure that event is inviting and accessible to all (i.e. multilingual materials, multiple formats for participations, activities for different age groups)

**Task 2.5 Task Force Meeting 2 - Framework Plan and Environmental Systems:** The Teska team will facilitate a meeting of the Task Force during the second site visit to review and establish consensus on the overall community vision based on the results of the first Task Force and Community Meeting. The results of this meeting, the draft vision, goals, and objectives, will be useful in considering policy and program questions that come up as the plan is drafted. The Task Force will also review and provide input into a Framework Plan Map that will frame the discussion of the interrelationships among the various topics of the plan. We find that this type of consensus vision becomes a valuable way to focus the plan and those working on recommendations for implementation.

Second, the Task Force will take a deep dive into environmental systems and resilience including water, stormwater, wastewater and energy. The meeting will include topics of climate action/extreme weather preparedness mitigation and resilience/climate emergency. CNT will facilitate discussion of these issues and present draft goals and strategies for the Task Force to comment on.

Deliverable:

- Vision and Framework Plan Map
- Environmental Systems and Resilience Goals, Strategies and Objectives

Task 2.5 – Task Force Meeting #2		
	<b>Timeline</b>	October 2020
	<b>Objective</b>	Build consensus on a vision and interrelationships among Plan topics
	<b>Audience</b>	Task Force members
	<b>Consultant</b>	Prepare agenda, presentation, and materials for meeting
	<b>Staff</b>	Help coordinate scheduling and participate in meeting
	<b>Deliverables</b>	Vision and Framework Plan Map Environmental Systems and Resilience Goals, Strategies and Objectives
	<b>GARE Best Practices</b>	Ensure that discussions and materials address issues such as equitable growth and development and environmental justice.

## **Task 2.6 Community Workshop: A Vision for Carrboro**

Designed to be an interactive event, this session will be led by Teska Associates and involve citizens and stakeholders in sharing community history, common interests, understanding of how people enjoy Carrboro, and their hopes for the Town's future.

The outreach in advance of the meeting and the facilitation of the meeting will be consistent with GARE principles.

The open house will be organized around a series of activities to help people consider and share ideas – and will include a presentation of the Issues and Opportunities Report. Past programs Teska has led have included asking participants to draw concerns on area maps, work on assignments in small groups, draft “letters to the Mayor,” complete vision statement “Mad-Libs,” use planning blocks to show development patterns, and even make collages to convey their ideas and goals. Which of these approaches to include will be determined jointly by Teska and Town staff.

The session also will include a mapping exercise in which participants work in small groups on a hands-on community mapping exercise that focuses on the future of Carrboro. Participants will have the opportunity to map their ideas and concepts for the future of the Town on a base map using graphic tools provided. The exercise will focus on the downtown, east side industrial area, and commercial corridors, as well as key issues such as community connectivity and transportation accessibility (bike, pedestrian, transit), public facilities (civic, cultural, educational, recreation), environmental, and commercial, employment and housing development.

The Consultant Team will facilitate two workshops to make times convenient for different constituencies, e.g. 4:00-6:00 and 7:00-8:00. The workshops will be held at a central location that is most convenient for the entire community.

***It is intended that the Community meetings will be in-person. The Consultant Team and staff will closely monitor restrictions and develop back-up plans in the case in which it is not possible based on health restrictions. This may include larger meetings being on-line and smaller meetings or break-out discussions being in person in larger spaces. In addition, even if the community meetings are in-person, some people may not feel comfortable going to large meetings, so that all materials will be provided online and opportunities will be provided for people to participate in either synchronous or asynchronous activities to offer input into the Plan.***








In addition, the Consultant Team will package elements of the workshop into modules that will be used:

- Online Community Workshop – including an introductory PowerPoint video that provides background on the plan and the Issues and Opportunities Report, and discussion groups on specific topics in the plan. The Online Community Workshop will allow people to visit and offer comment at their convenience rather than at a set time.
- Community Workshop Toolbox – the Consultant Team will develop a “meeting in a box” and train staff to hold mini workshops throughout Carrboro.

Deliverables:

- Agenda, PowerPoint, and interactive materials for Community Workshop
- Online Community Workshop

- Community Workshop in a Box materials and training
- Summary of Community Workshop with photos and results from activities

Task 2.6 – Community Workshop: A Vision for Carrboro		
	Timeline	October 2020
	Objective	Facilitate an engaging, inclusive, and fun event that elicits thoughtful feedback from Carrboro residents and stakeholders to inform all topics within the Plan
	Audience	All audiences, particularly those who have not yet had an opportunity to engage in the planning process
	Consultant	Promote workshop to generate interest and attendance, prepare all workshop materials and facilitate event. Consultant will design materials and a guide to facilitate additional sessions on alternative days led by staff.
	Staff	Help promote workshop and provide input on planned activities. Staff may be asked to facilitate certain break-out discussions. Staff will lead additional sessions held on alternative dates if desired by the Town.
	Deliverables	<ul style="list-style-type: none"> <li>-Agenda, PowerPoint, and interactive workshop materials</li> <li>-Online Community Workshop (in-person activities adapted to virtual platform)</li> <li>-Workshop in a Box (materials and training)</li> <li>-Summary of Community Workshop</li> </ul>
	GARE Best Practices	Invite and spread awareness of workshop to all members of the community; targeted outreach to traditionally underrepresented groups, provide multiple methods of participation, materials in multiple languages (the Consultant Team can provide Spanish as well as design materials in other languages if translation is provided by the Town)



### Task 2.8 Task Force Meeting 3 –Land Use, Housing Affordability and Economic Sustainability

Task Force Meeting 3 will be held during the third site visit and focus on land use, housing and economic sustainability. The meeting will address economic and fiscal sustainability, evaluating costs and benefits of policies and plans.

Deliverables:

- Preliminary Land Use Strategy Map

- Draft Land Use and Economic Sustainability Goals and Strategies

Task 2.8 – Task Force Meeting 3		
	Timeline	January 2021
	Objective	Convene Task Force for a productive and engaging discussion around land use, housing, and economic sustainability
	Audience	Task Force
	Consultant	Prepare agenda, presentation, and materials for meeting
	Staff	Help coordinate scheduling and participate in meeting
	Deliverables	Preliminary Land Use Strategy Map Draft Land Use and Economic Sustainability Goals and Strategies
	GARE Best Practices	Ensure that materials and discussions include topics of equitable development, overcoming barriers and impediments to fair housing and economic opportunities

**Task 2.9 Community Meeting 2: Vision and Framework:** Teska will lead an interactive community meeting that solicits input into the Vision and Framework for the Plan during the third site visit. The meeting will include a brief presentation on what we have heard to date from the first Community Meeting, the Task Force, interviews, surveys and web site input.

There will then be several discussion issue areas with boards laying out initial goals for the issue area. Areas may be divided into broad elements of the plan including: Land Use, Parks and Open Space; Transportation; Environmental Systems and Equity. Residents and stakeholders will be able to visit each Issue Area, review the materials and participate in a facilitated conversation. Large comment boards in each area will capture written comments from meeting participants. In addition, comment cards will be available for comments as well. Consultant Team members will compile notes of all input received from the meeting.

Deliverables:

- Agenda and Materials for Community Meeting 2
- Materials will be made available online for people to comment on virtually
- Summary of Meeting







#### Task 2.9 – Community Meeting 2: Vision and Framework - Public


	<b>Timeline</b>	January 2021
	<b>Objective</b>	Facilitate an engaging, inclusive, and fun event that elicits thoughtful feedback from Carrboro residents and stakeholders to inform all topics within the Plan
	<b>Audience</b>	All audiences, particularly those who have not yet had an opportunity to engage in the planning process
	<b>Consultant</b>	Promote meeting to generate interest and attendance, prepare all meeting materials and facilitate event. Consultant will prepare materials that can be used by staff to facilitate additional sessions on alternative dates.
	<b>Staff</b>	Help promote meeting and provide input on planned activities, assistance in facilitating break-out sessions. Staff will lead additional sessions held on alternative dates.
	<b>Deliverables</b>	Agenda and Materials for Community Meeting 2 Summary of Meeting
	<b>GARE Best Practices</b>	Invite and spread awareness of meeting to all members of the community; targeted outreach to traditionally underrepresented groups, provide multiple methods of participation, materials in multiple languages

#### Task 2.11 Task Force Meeting 4: Infrastructure and Public Services

The fourth task force will take place during site visit four and will take a deep dive infrastructure and issues including transportation and capital programs. The meeting will build on input from the staff workshop and seek input on goals and strategies regarding infrastructure elements of the plan.

- Deliverables: Infrastructure Maps and Table of Improvements

Task 2.11 – Task Force Meeting 4		
	<b>Timeline</b>	March 2021
	<b>Objective</b>	Convene Task Force for a productive and engaging discussion around infrastructure, transportation, and capital programming
	<b>Audience</b>	Task Force
	<b>Consultant</b>	Prepare agenda, presentation, and materials for meeting
	<b>Staff</b>	Help coordinate scheduling and participate in meeting
	<b>Deliverables</b>	Infrastructure Maps and Table of Improvements

	<b>GARE Best Practices</b>	Ensure that materials and discussions include a focus equitable development and opportunities for all residents
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## Phase 2 Deliverables:

- 1) A summary of the Community Workshop will be prepared, provided to the Town in an electronic copy, and posted to the website:
- 2) A memo of the draft vision statement, goals, and objectives as determined by the Task Force will be provided in electronic form and posted to the website.
- 3) Draft strategies for the Plan will be completed for all elements of the Plan.

## PHASE 3 PLAN RECOMMENDATIONS

As a way of preparing the draft Comprehensive Plan in a way that focuses on items of greatest community interest and concern, this phase will develop recommendations related to each element of the Plan. The findings will be drafted into an Interim Draft Plan and evaluated with staff.

### Task 3.1: Preliminary Findings / Recommendations Workshop - Staff

The consultant team and Town staff will conduct a planning workshop to review draft concepts for key plan elements as developed in Phase 2. The purpose of the step is to refine options being addressed in preparing the draft plan and create clear decision thresholds for consideration by the Task Force. The Interim Report will be updated based on workshop results, prior to being submitted to the Task Force.

Deliverables:

- Draft Goals, Objectives and Implementation Activities Text and Graphics

### Task 3.2: Task Force Meeting 5 - Review of Draft Goals, Objectives and Implementation Activities

A Task Force meeting will be held to review the Interim Plan Report. The workshop will focus on the goals, objectives and implementation strategies. The Task Force will be asked to give preliminary acceptance of the concepts presented, with an eye toward the ideas being further tested at a community open house and in online community review.

Task Force Meeting 5 will also focus on human capital, arts & culture and public services.

Deliverables:

- Edited Goals, Objectives and Implementation Activities Text and Graphics

## Task 3.2 – Task Force Meeting 5

	<b>Timeline</b>	May 2021
	<b>Objective</b>	Confirm Draft Goals, Objectives, and Implementation Strategies with the Task Force and discuss topics of human capital, arts and culture, and public services
	<b>Audience</b>	Task Force
	<b>Consultant</b>	Prepare agenda, presentation, and materials for meeting
	<b>Staff</b>	Help coordinate scheduling and participate in meeting
	<b>Deliverables</b>	Edited Goals, Objectives and Implementation Activities Text and Graphics
	<b>GARE Best Practices</b>	Ensure that discussions and implementation strategies include a focus on equitable development and overcoming impediments to opportunities based on race, ethnicity, age, disability, etc.



### Task 3.3: Community Open House (Community Meeting #3)

An Open House will include a presentation and exhibits to present draft plan findings and recommendations to the community. As with the first, this open house will be based around stations related to plan topics and invite participants to respond to preliminary findings and recommendations for the opportunities developed in Phase 2.






After the open house, a public comment period will be established to invite input to the plan; it will be made available to the community via the project website and other identified outlets. Staff and consultant will reach out to stakeholders in the community who have participated in the process to solicit wide review and comment on the draft plan. Other outreach techniques including social media, pop-up exhibits, etc. will be used to maximize input.

Deliverables:

- Agenda, Findings and Recommendations PowerPoint and materials for meeting
- Materials will be made available online for people to comment on virtually
- Summary of Community Open House Input

Task 3.3 – Community Open House		
	<b>Timeline</b>	May 2021
	<b>Objective</b>	Gain input from the community to determine if draft plan findings and recommendations are consistent with the community vision










	<b>Audience</b>	All audiences, particularly those who have not yet had an opportunity to engage in the planning process
	<b>Consultant</b>	Promote meeting to generate interest and attendance, prepare all meeting materials and facilitate event
	<b>Staff</b>	Help promote meeting and provide input on planned activities
	<b>Deliverables</b>	Agenda, Findings and Recommendations PowerPoint and materials for meeting Summary of Community Open House Input
	<b>GARE Best Practices</b>	Invite and spread awareness of meeting to all members of the community; provide multiple methods of participation, materials in multiple languages

#### Task 3.4: Presentation to Town Council

The framework for the plan and draft goals and strategies will be presented by staff to the Town Council for feedback prior to drafting the comprehensive plan.

**Task 3.5: Prepare Public Draft of Comprehensive Plan:** The Public Draft will be prepared with recommendations on topics considered throughout the plan process. Graphics and tabular data will be highlighted as tools to present the plans findings and recommendations. A draft of the plan will be provided to staff for review and comment. **The plan will prioritize recommendations based on input from staff and the Task Force rather than produce exhaustive lists of possible projects.**








Task 3.5 – Prepare Public Draft of Comprehensive Plan		
	<b>Timeline</b>	August 2021
	<b>Objective</b>	Synthesize information gained through outreach, data analysis, and best practices to prepare a draft plan with recommendations that reflect community priorities
	<b>Audience</b>	All audiences
	<b>Consultant</b>	Prepare draft plan; share and elicit feedback via the project website and other outlets
	<b>Staff</b>	Review and provide comment on draft plan
	<b>Deliverables</b>	Public Draft Comprehensive Plan
	<b>GARE Best Practices</b>	Incorporate GARE best practices into each plan topic

### Task 3.7: Task Force Meeting 6

The sixth Task Force will focus on reviewing the entire Draft Plan and making recommendations for any changes based on community input and feasibility of implementing the recommendations.




After the public review period and the open house discussion, the Public Draft will be presented to the staff for final review and discussion. At the meeting the group will be asked to provide a consensus recommendation on the plan.





Deliverables: Revised Public Review Draft

Task 3.7 – Task Force Meeting 6		
	Timeline	September 2021
	Objective	Review the Draft Plan and community input and discuss implementation
	Audience	Task Force
	Consultant	Prepare agenda, presentation, and materials for meeting
	Staff	Help coordinate scheduling and participate in meeting
	Deliverables	Revised Public Review Draft
	GARE Best Practices	Ensure that efforts toward implementation and next steps for the plan promote equitable opportunities for all residents and overcome any impediments identified in the Plan.

### Task 3.8: Planning Board

The plan will be presented to the Planning Board. The Planning Board will be asked to consider recommending the plan for adoption by the Town Council. As necessary, the plan will be revised for adoption by the Town Council.

Task 3.8 – Planning Board		
	Timeline	September 2021
	Objective	Present the plan to the community and before the Planning Board; revise as needed for adoption
	Audience	All audiences

	<b>Consultant</b>	Prepare presentation to summarize the plan
	<b>Staff</b>	Prepare official Town materials for Planning Board
	<b>Deliverables</b>	Revised Adoption Draft
	<b>GARE Best Practices</b>	Targeted outreach to traditionally underrepresented audiences. Make sure all information is clear and available to all residents. Seek multiple outlets for residents, businesses and organizations to provide comment on the Draft Plan.

### Task 3.9: Final Plan








The Consultant Team will prepare a Final Plan for submission to the Town Council.

Deliverable: Final Plan

### Task 3.10: Town Council Adoption

The plan will be presented by the Consultant Team to the Town Council for adoption. If multiple meetings are needed in the adoption process, staff will make these presentations and relay changes that may be needed to the Plan. In adopting the plan, the Board can accept it as drafted or specify changes. The plan would be amended as needed based on Board direction.

Deliverable: One round of edits to Final Plan

Task 3.10 – Town Council Adoption		
	<b>Timeline</b>	November 2021
	<b>Objective</b>	Present the plan for adoption to the Town Council
	<b>Audience</b>	All audiences
	<b>Consultant</b>	Prepare presentation to summarize the plan
	<b>Staff</b>	Additional presentations of Plan
	<b>Deliverables</b>	Final Plan
	<b>GARE Best Practices</b>	Discuss how GARE principles can be continued as part of recommended strategies and plan implementation

**Task 3.11: Executive Summary**

An executive summary in handout format of the adopted Comprehensive Plan will be prepared.

- Deliverable: Executive Summary of Comprehensive Plan

**Phase 3 Deliverables:**

- 1) Public Draft Comprehensive Plan (and provided electronically to the Town and posted on the project website).
- 2) A final, adopted Comprehensive Plan provided electronically and 15 hard copies.
- 3) An Executive Summary of the Plan.