

IMPLEMENTATION STRATEGY

NEIGHBORHOOD/SUBAREA PLANNING

COALITION OF NEIGHBORHOOD ASSOCIATIONS

**AUGUST 12, 2013, OCTOBER 4, 2013 and
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I. Implementation Strategy Plan for Neighborhood/Subarea Planning

A. Memorandum of Understanding between CNA and the City

Neighborhood or subarea planning is a significant part of the Memorandum of Understanding (MOU) signed in 2012 between the city of Olympia and its recognized neighborhoods, through their organization, the Olympia Coalition of Neighborhood Associations (CNA). The MOU is based on the principle in OMC 18.86 that neighborhoods should have an active role in city decision-making. Land use planning is one of the most important ways in which the city makes decisions and these decisions have a major impact on citizens and neighborhoods. This planning activity is a partnership between CNA and the city.

Subareas are aggregations of neighborhoods that share common characteristics and therefore, planning efforts will cover more than one recognized neighborhood. CNA has developed a map covering 10 subareas in the city of Olympia. CNA proposes to use this map to implement neighborhood/subarea planning.

B. Neighborhood Planning and Neighborhood Transformation

Neighborhood planning differs from neighborhood renewal or broader scope efforts to transform an existing neighborhood area from its current land use. Neighborhood transformation frequently involves buying up and improving the housing stock, building new community centers, setting up neighborhood features, or increasing real estate values. The neighborhood plan can be a springboard for a longer term and larger effort to transform neighborhood image, real estate values etc. but this is beyond the subarea planning effort. Neighborhood plans will be based on and consistent with the Comprehensive Plan for the City of Olympia.

C. Principles for Subarea Planning

This planning activity is a partnership between CNA and the city. CNA believe that Neighborhood/Subarea planning should:

- Be community-driven and reflect community priorities
- Respect the unique character of neighborhoods in the context of the community's larger goals and needs
- Be organized across all City departments and functions
- Recognize that neighborhoods are communities of people with underutilized resources, skills, and strengths
- Multiply and leverage the community's resources to get more done
- Catalyze innovation and creative problem-solving
- Move beyond citizen participation to community empowerment
- Never result in the City doing what neighborhoods can do for themselves
- Provide training and support to community members to do successful planning and outreach
- Concentrate on accomplishing the mission and holding both the community and the City accountable for achieving plan goals

II. Administration and Cost of the Neighborhood/Subarea Planning Effort

This chapter specifies the roles, responsibilities and relationships for the neighborhood/subarea planning effort. Also, this effort will require both city staff and financial resources.

A. Roles and Communication Protocol

The MOU stipulates that CNA will communicate directly with the City Manager or his designee on matters related to land use, including subarea planning. In return, CNA's Chair and Vice Chair will represent the Coalition. This protocol should be maintained to ensure continuity and to allow for prompt decision-making and policy coordination. . Ultimately, it is the elected city officials who will make the final decisions after CNA has submitted their neighborhood subarea plans.

CNA chairs will be responsible for coordination of the several CNA Committees who may be working on Subarea planning at any one time. Also, the Chairs will be responsible for administration of funds, ensuring that needed resources are provided and project management.

B. City Advisory Committee Coordination

Subarea planning crosses the functional boundaries of the city advisory committees as subarea plans will consider land use, city utilities and infrastructure, city owned facilities like parks and capital spending. The City Manager or his designated staff will be responsible for receiving input from the various advisory committees that serve the City Council and coordination of that input as part of the subarea planning. Members of advisory committees are also free to participate in subarea planning as part of neighborhood associations in a subarea.

C. Meeting Space in City Buildings and Neighborhood Planning Display

The Subarea development team(s) will be given meeting space in a city owned facility. The frequency and timing of meetings will be determined by the Committee Chair and published so that the public is made aware of the meetings. Neighborhood planning materials should be kept at the first floor of City Hall and distributed to the public library so that citizens can be informed of the effort.

D. Training for the members of the Neighborhood Planning Committee

Washington Law establishes certain procedures for public meeting and the discussion of public business. The neighborhood planning process will follow the intent of the Open Meetings Act and proper records need to be kept of decisions made by the committee. Each participant should be given a Fact Sheet of the relevant standards to prevent any misunderstandings of what is permitted in terms of meetings, discussion of policies etc.

E. Project Schedule for a Neighborhood Plan

1. Project Phasing Model

Planning efforts can easily become bogged down and citizens can lose patience with efforts that span years with no accountability for results. With adequate city support for this effort, CNA believes that the Subarea planning process can be completed within a two year window. Under the MOU, CNA has a duty to prepare an annual report to the city; that report will assess progress toward the completion of Subarea planning within that two year window.

Table A includes the five Phases and the individual steps for completing a neighborhood/subarea plan. The first year will be set aside for developing the plan based on citizen, neighborhood and city input; the remaining year will cover public process, plan finalization and presentation to the City Council Land Use Committee.

Table A: Master Schedule for Completion of Sub-Area Planning

Phase	Activities	Begin Date	End Date
I	<u>Organization and Visioning</u>		
IA	Committee Member Recruitment and Education; Formation of Sub Area Teams and Beginning Committee Work	0	30
IB	Kick-off Events; Community Visioning and Education Forums	30	90
II	<u>Research and Plan Development</u>		
IIA	Research of Sub Area Land Use Patterns, Built Environment etc.	90	180
IIB	Development of Draft Plan by Staff Based on Citizen Input and Committee Deliberations	150	360
III	<u>Public Process:</u>	360	520
IIIA	Public Forum; Presentation of Key Elements of Plan	390	420
IIIB	Second Public Forum: Changes Based on Public Input	420	450
IV	<u>Refining the Plan</u>		
IVA	Final Draft of Plan; Collaboration of with City staff	450	630
V	<u>Final Plan Decisions; Implementation</u>		
VA	Submission of Plan to City Manager	630	660
VB	Submission of Plan to City Council Land Use Committee	660	720

F. Cost and Budget of City Resources

1. Staff and Intern Assignments

Neighborhood/Subarea planning will be a significant investment for the city and for the neighborhoods who will be volunteering hundreds of hours to help their community. Before this effort is undertaken, the total costs need to be recognized and accepted as part of the budget process. The estimated costs for a single Subarea Plan are shown in Table B. The level of effort for city staff is estimated to be 25% of a staff year for each year of the project with a 25% overlay for benefits.

Using city staff, the net cash outlay is estimated to be \$22,000; part of that can come from the unused portion of the 2013 CNA allocation of \$5,000. Should the city decide to hire contractors, the total cost would to assist neighborhoods in developing and refining the plan would be \$130,000 -

\$140,000 assuming a contractor rate of \$80 per hour. Sufficient funds need to be set aside before this effort is to be undertaken.

Table B: City and CNA estimated Cost per Neighborhood/Subarea Plan

Type of Activity or Expense	Period	Level of Effort	Cost
Assignment of a city staff planner to work with the neighborhood planning committee	Both Years	600 hours per year	\$90,000
Coordination with Advisory Committees and City Management	Both Years	100 hours per year	\$15,000
Type of Activity or Expense	Period	Level of Effort	Cost
Planning Intern p	Both	300 Hours per year	\$6,000
Postcards and Communication With Subarea Residents	Both Years		\$5,000
Maps and Printed Materials	First Year		\$5,000
GEO Software	First Year		\$2,000
City Records	First Year		\$1,500
Kickoff and Forum Expenses, including speakers	First Year		\$3,500
Total Hard Costs	Both Years		\$128,000
Neighborhood Contribution		500 Hours first year; 300 hours second year	-0-

2. Qualifications for Contractors

Contractors can bring experience and best practices from other neighborhood planning efforts. If the city chooses to hire a contractor, he or she should have the following knowledge, skills and experiences:

- Experience in working with citizens: resident engagement skills and assisting citizen work groups
- Research: Surveying and analysis of neighborhood data concerning housing, people and neighborhood' policies and strategies.
- Drafting neighborhood planning documents
- Working with city employees and volunteers; collaborating with diverse partners to meet goals and achieve significant outcomes under strict deadlines;
- Ability to overcome obstacles and maintain momentum toward completion of the project within established schedules
- Willingness to work evenings and weekends

III. Phase One: Vision and Organization of Neighborhood Planning

A. Accepting Citizen Involvement and Input as Valuable

The city must agree that citizens have the ability to productively engage in a planning effort and citizens must be willing to accept compromises to solve problems. In other words, citizens working with government must be treated as valued partners. There is no point in raising citizen expectations and spending public monies if the result of the neighborhood planning is not considered to be worthy of implementation.

Community engagement will be crucial in developing a subarea plan that meets the needs of residents, businesses and stakeholders. The preferred process will be a neighborhood driven, bottoms-up process where residents take responsibility for developing plans for their own neighborhood. Citizens would then have a greater voice in what types of development will occur and future development will be consistent with neighborhood plans.

B. Active Support from the City Council and City Manager

Neighborhood planning in places like downtown Olympia is likely to confront many of the issues that have divided the community in the past, such as high density residential and commercial development projects. Values, such as view corridors, aesthetics have to be balanced with the rights of property owners to develop their land. It will be essential for city decision-makers to express confidence in this effort and how it is being structured

The City Council may choose to undertake other planning efforts, such as Community Renewal planning which involve many of the same considerations as Subarea planning. If the planning area is the same as the Subarea shown in the Comprehensive Plan Implementation Plan, a separate neighborhood planning area will not be undertaken by CNA.

C. Identification of Obstacles in the Way of Subarea Planning

Planning efforts in Olympia tend to be contentious. CNA recognizes that neighborhood planning is a departure from the practices of the past. Both CNA and the City must be willing to address in good faith the barriers or obstacles that hinder the effort. Also, barriers can be counterproductive to city policies which may have impeded progress in citizen involvement and effective participation in land use decisions and at times have impeded implementation of planning policies adopted by the City.

D. What is Important to a Neighborhood?

An often overlooked step is a clear statement of the problem or in this case, a clear statement of the objectives to be accomplished by neighborhood planning. Ultimately, it gets down to what is important to a neighborhood or what do the residents want?

In answering this question, most citizens will point to a high quality of life as determined by the availability of public and private services, affordable housing and good civic/neighborhood interactions. Citizens generally want to preserve and enhance their neighborhood, not develop a plan that could end up damaging neighborhood cohesion in order to “upgrade” the neighborhood. New development should fit into the neighborhood with housing and other opportunities for people of varying income levels.

In addition, residents may want to see improvements as seen in other communities. Examining award winning neighborhoods or special places can reveal how planning can result in increasing resident satisfaction and quality of life. Nationally recognized neighborhood planning efforts have undertaken the following actions to improve neighborhoods:

- Taking advantage of a site of special historical significance,
- Aligning development with existing transportation and infrastructure
- Increasing pedestrian traffic and bicycle usage
- Taking full advantage of natural settings and preserving open space
- Maintaining the architectural character of the neighborhood
- Addressing zoning to allow for specialty services (bakery, coffee shop) within neighborhoods

E. How will the planning process be conducted?

Olympia's subareas and neighborhoods are varied with significant differences in land use, public facilities and residential patterns. The Neighborhood/Subarea Planning Committees will oversee the public process outlined in this Implementation Strategy. The goal is a process that provides for the most active public engagement, especially from those citizens who tend to be marginalized from city affairs. Identifying places where people gather and communicate will be especially valuable. Committees can modify this practice as necessary to meet individual circumstances. The planning meetings will be open to the public with an opportunity to speak.

Individual resident preferences should also play a role in determining planning meetings. There are many possible techniques that can be considered including intense collaborative work sessions (charettes) or more analytical approaches, such as backcasting and scenario planning.

F. Forming and Organizing Neighborhood Associations in Subareas

CNA will strive to increase participation among recognized neighborhood associations and to recruit new neighborhood associations where there are residents who do not have a recognized neighborhood association. The goal is to have neighborhood associations who represent at least half of the population in a particular subarea.

G Formation of the Neighborhood Plan Development Committee

The CNA Chairs will identify the order of Subpart (neighborhood plan) development based on the availability of neighborhood and city resources. An initial chair of the Neighborhood/Subarea Planning Committee will be appointed by the Steering Committee; participating neighborhoods in the Subarea will determine who will serve as Chair of the planning effort. . CNA will also meet periodically with the Chairs of the neighborhood planning committees to ensure that the effort stays on track. The city staff member should also be identified so that he or she can start working with the Committee. The

Chair of the Neighborhood/Subarea Planning Committee should seek out diverse members from the community including businesses, neighborhood leaders and residents who tend to be underrepresented in city affairs.

These committees should have sufficient members to make decisions and to allow the workload of policy development and document review to be shared by multiple members. The Chair may determine if a planning meeting should be closed temporarily for the preservation of privacy, or similar reasons. The closing of any such meeting shall be consistent with the Open Meetings Act. Discussion of such items may take place in a closed session but no decisions should be made outside of the public process.

H Kickoff Event

Spring and early summer are excellent times for organizing a kickoff event to engage the community. This event will be structured as a joint meeting of all of the neighborhood associations or a joint neighborhood association meeting with other community organizations. Having elected officials and senior staff attend this event would be very helpful as a show of support. The key objectives are the following:

- Inform people about the importance of neighborhood planning and its potential impact on future land use
- Invite citizens to participate in the planning process
- Give citizens a sense of the timetable and structure for the meetings
- Tell them about the Community Forums over the next 2 months

I Community Forums

The Neighborhood/Subarea Planning Committee chair will organize a public forum to get public input on how the Subarea planning process will fulfill the goals, policies and strategies in the Comprehensive Plan. All residents in the Subarea district will be notified of the meeting by a Post Card. Other interested parties will also be contacted. The Community Forum can cover the following items:

- Definition of a neighborhood plan
- Why should residents participate in neighborhood planning?
- Growth and neighborhood development; imagining a changing neighborhood or urban area
- Definition and visioning techniques for developing neighborhood frameworks
- Best Practices from other cities and neighborhood business districts and whether innovations in planning such as Sustainability, Eco Districts, transit oriented urban villages are appropriate for Olympia subareas/neighborhoods
- How residents want to stay involved and whether they would prefer:
 - A project web site where minutes of meetings and project documents are posted once approved by the Committee
 - Email distribution of documents to residents requesting same

- A records room where comments submitted by stakeholders or results of questionnaires and surveys are available for public inspection
- Special outreach to multi-lingual and historically underrepresented persons
- Future workshops, webinars etc.

J. Plan Outcome

The completed plan will provide an overview of Olympia’s defined subareas: identifying their geography, social hubs, economic opportunities, infrastructure health, crime rate, traffic patterns, zoning overlays, park land and housing stock, among other indicators. This statistical information will be balanced by residents’ observation and experience to construct a comprehensive view of each area’s assets, challenges and opportunities.

IV. Phase Two; Research and Drafting of the Plan

A. Needs Assessments and Community Assets

Based on the ideas generated from the Community Forum, the Neighborhood/Subarea Planning Committee and city staff should begin to compile information about these ideas and how they could be implemented in a neighborhood plan. This analysis should include the gaps in service that are not being met by the city and private sources. Also, neighborhood assets should be identified and how these assets can be deployed to achieve neighborhood goals and objectives. In compiling this list, staff should consider the following:

- What are the factors that underlie the neighborhood issues and will a plan be adequate to address them?
- How would these ideas be coordinated across city Departments to ensure the desired outcomes after the plan is completed?
- Do these ideas require future transformation of the neighborhood, or increasing neighborhood capacity and involvement which may be beyond this planning effort?
- Are these ideas multi-dimensional, such as looking at housing and transportation together in a neighborhood?
- What are the existing government programs and investments that impact neighborhoods?

B. Neighborhood/Subarea Research

1. Neighborhood level data

Most data is aggregated at the city and county level; more granularity is needed to complete neighborhood/subarea plans. Data should be gathered in the following areas:

- Existing Housing stock and usage patterns
- The nature of the built environment and how subarea topography affects potential future uses of land

- Retail, commercial and industrial, if any, uses in the neighborhood
- Available vacant land and potential areas for re-development
- Streets and transportation
- Resident demographic statistics (population, age, number of residents with small children) to gauge future neighborhood needs)
- Community infrastructure and assets
- Open space and parklands

2. Staff and Neighborhood/Subarea Planning Committee Neighborhood Walk and Inspection

Land use planning can become abstract and dominated by process. As part of the research, the planning team and city staff should conduct a walking tour to see first-hand the particular land uses and what opportunities exist for the future. Also, photos or video of particular land features, visualizations of design options, architectural styles and neighborhood characteristics should be made available to citizens who may want to participate in the planning effort.

3. Cooperative Research on Economic Development

Neighborhood planning can include a cooperative inquiry with business interests into what kind of economic development is both economically feasible given current market conditions, and would also find acceptance or support among most neighborhood residents. This inquiry should be structured so that proprietary business information is protected. Planning Committees should also determine if there is sufficient capacity in the neighborhood to research, discuss and recommend planning policies and priorities that would help facilitate successful implementation of new projects consistent with the neighborhood plan.

4. Utilities, Transportation and Infrastructure Assets; Capital Spending Plans

Some neighborhoods date back to the late 19th century and infrastructure may have been in place for many decades. Future development will have an impact on the infrastructure for water, sewer and storm water service along with roads and walkways. Concentration of development vs. widely dispersed development will be one of the issues to consider along with city capital spending plans for 2014-2019.

5. Traffic Patterns in Neighborhoods

While the city has a connected streets policy, street and traffic patterns differ among neighborhoods. Analysis of traffic and transportation flows can help in developing future plans with more transportation choices, increased services and healthy, walkable neighborhoods.

6. City-Owned Land and Rights of Way

Using city owned assets can become part of a future neighborhood plan. Currently, the Neighborhood Pathways program is using city rights of way to provide an alternative transportation network for pedestrians. Placemaking to expand neighborhood parks, gathering places, gardens and

neighborhood centers etc. with neighborhood support could also be considered. . In some cases, neighborhood plans may recommend citywide forums to consider that new zoning and development regulations be adopted to facilitate desired future development patterns, styles and intensity.

7. Existing Zoning and Development Regulations

Olympia has periods of low growth and property stability so residents are sometimes surprised when multifamily or multi-story structures are placed on vacant land which has been zoned for more intensive uses. The existing zoning and development regulations should be considered as part of the future state for the neighborhood.

8. City incentives permit fees and tax policies

Many cities have established tax and regulatory policies to encourage economic development, in neighborhoods, such as the following:

- Reductions in Impact Fees or deferral of payment plans
- Sales tax rebates
- Fast Tracking of the permitting process
- Additional flexibility in city regulations that tend to discourage small scale housing and businesses, including reduced parking requirements
- Helping businesses locate sources of capital for façade and other improvements to business properties
- New business and clean tech incentives
- Incentives for favored types of development, expanded open space or urban agriculture

9. Resident survey

In addition to the Community Forum and individual discussions, the Neighborhood/Subarea Planning Committee and the city should gather survey data about resident's views about shopping convenience, community services and the neighborhood mix of cultural, institutional, recreational, and open space amenities. Neighborhood reviews can be very revealing of opportunities and challenges that residents face.

10. Individual Neighborhood Associations inside of a Subarea

Subarea A is a good example of the diversity that can be found in Olympia with historic neighborhood associations like Bigelow and the diverse East Bay Drive neighborhood with a bend of multifamily and single family structures. The history and location of the individual neighborhood associations inside of the Subarea should be identified as part of the background information.

C. Planning Internship

Neighborhood planning is a bottoms-up planning approach that seeks to take advantage of local assets, uses data to identify opportunities and evaluates the applicability of best practices from other similar efforts. Helping to identify these opportunities and support for the Neighborhood/Subarea Planning Committee and public process will be the primary duties for the Planning Intern. Local residents and students in local colleges should be given the opportunity to be part of the planning effort.

D. Planning Approach

1. Traditional Planning or Innovations

Traditional planning has involved the creation of zones dominated by one type of land use (commercial, residential, industrial). However, urban or near urban neighborhoods tend to be more diverse in their land uses, with remnants of the neighborhood grocery or other small retailers from the 1950s interspaced with single family residential uses. Also, multifamily housing co-exists with separate single family housing, especially near major streets.

The neighborhood plan does not have to separate commercial and industrial into separate bands of permitted land use activity. Some areas are taking a different approach to future planning as part of deciding what the neighborhood framework is. That includes neighborhood commercial centers next to major collector streets and neighborhood institutions (schools, churches etc.) and mixed-use development with commercial and residential uses existing within individual buildings or projects. Others planning efforts have used form based codes where the each new or renovated structure has to fit well with the other structures in the neighborhood.

2. The geography and structure of the built environment

Most neighborhoods in Olympia is almost completely developed so the future of new development will be infill development in the consolidation of parcels of land or freeing up new room for new structures after demolition of the existing structures. Land use plans can help determine the location and type of these new developments.

3. Making a list of subjects to be covered

The city staff or consultant shall develop a list of subjects based on the information from the first community forum, discussions among the Neighborhood/Subarea Planning Committee members and the research. That list should then be organized into the following factors that affect the quality of life in neighborhoods:

- Residential and commercial uses of land
- Neighborhood look and feel
- Transportation and public safety
- Building density and placement
- Parks and recreational facilities

E. Defining the Development Framework

1. Mix of commercial, residential, industrial uses in neighborhoods

Some neighborhoods are already planned by their very nature (planned unit developments) while other neighborhoods developed more organically over many decades. The plan should acknowledge whether the neighborhoods is primarily commercial in character (a downtown or commercial district), residential or mixed in character. The subarea plan should determine the desirability of small scale commercial, such as restaurants and small scale retail establishments.

2. Criteria for Individual Land Structures and Parcels

- Minimum Lot Sizes
- Maximum Densities
- Size and type of buildings,
- Setbacks and transitions from intensive land uses to less dense land uses
- Municipal improvements needed for plan execution

3. Development Regulations and Zoning

In some cases (e.g., high density corridors), zoning ordinances would be modified to make them consistent with the plan. How these zoning ordinances should be modified should be considered by the planning committee. Also, planning innovations, such bonus or incentive zoning and transfer of development rights could be part of the planning mix.

4. Other Parts of the Neighborhood Framework

There are other things that residents value, such as neighborhood vitality, affordable housing and economic opportunities, community safety and community recreational facilities and open space. Planners must incorporate those values into the more technical decisions about zoning categories and permitted uses.

F. Plan Integration with City Policies

A neighborhood/subarea plan must align with the overall goals of the Comprehensive plan and the investments and activities planned by city agencies. That is, neighborhood plans must be part of a larger policy framework for the city and consistent with other city policies. The city staff representative will be responsible for pointing out inconsistencies and proposing solutions that meet neighborhood needs.

V. Phases III and IV: Public Involvement and Refining the Plan

A. How and Where the Public Discussions will be held

As the subarea planning process is supported by public funds, its deliberations must be open to the public. The city planning staff will be responsible for maintaining copies of public records, including the records generated as part of the neighborhood planning process.

The Neighborhood/Subarea Planning Committee will hold its meetings in public on an announced schedule posted on the city web site. Meeting length and structure will be up to the Chair to determine. Discussion drafts and documents will be available for public review. Documents will be preserved on the city's web site.

B. Neighborhood Conversations

Land use discussions frequently use testimony models to gather public input where citizen time to express ideas are limited and interaction between the public consists of one way broadcasting of a position. This tends to harden attitudes as people take sides, rather than have a dialogue about shared interests and how they could be accommodated. Dialogue may be less structured and slower than testimony models but it is more likely to result a consensus than dueling advocacy. Charette models or other formats for can be used for public participation and input as a substitute for traditional public hearing process.

C. Notification of All Residents and Public Comment

Attempts will be made to notify all homeowners and other residents residing in the subarea boundaries. Postcards will be mailed and the city should make the postcards available in customary gathering places in the area where information is disseminated. Notification will be distributed at least two times during the process, for

- The first community meeting
- The first meeting where the proposed plan will be available for public discussion

In addition to dialogue, the public will have the ability to submit comments on present and subsequent drafts of the plan. If residents desire to make use of electronic methods, comments can be submitted to a neighborhood plan web site or if received in writing, these comments shall be scanned and the image files placed on the web site.

D. Consolidation of Public Comments

The city planner and the Planning Intern will be responsible for consolidating the public comments so that all of the major issues have been considered by the Planning Team. The specific arguments for a particular action should be preserved as much as possible rather than merely identifying the number of residents who support or oppose a particular action.

E. Interactive Workshops

After the completion of the first public neighborhood conversation, key issue will be noted and evaluated as part of the plan rewrite. The Committee may undertake an interactive workshop with the community to gauge community sentiment on the key issues involved in creating a subarea plan.

VI. Phase Five: Delivery of the Final Plan to Elected Officials

A. The Final Steps

The City Manager and the Neighborhood/Subarea Planning Chair will jointly present the Subarea plan to the Council Land Use Committee in the manner preferred by the Land Use Committee. CNA will also ask that the city manager post the sub-area plan, maps and explanatory material on the web site and make these documents available for public inspection at City Hall. To the extent feasible, the discussion with the Land Use Committee should be structured as a dialogue or in such a manner that would be most useful to elected officials.

B. Council Consideration and Public Hearings

Beyond the obligatory public hearing process, CNA would like to suggest to the City Council that public work sessions and dialogue might assist in their consideration of whether this neighborhood/subarea plan should be modified or adopted. Also, while these plans are city policies, they are also opportunities to experiment and innovate with the consent of the local residents in new ways to improve the city. Other side benefits can be increased support for the city and increased neighborhood capacity and resilience. CNA hopes that this new direction in city planning produces results in land use decisions that are broadly accepted by the community and improve the quality of life for residents.