

# **Legistar Number: 201162**

## **Attachment B**

A180431.01 - GNV CRA Live-Work Incubator Phase 2

# Public Engagement Plan v.2

An engagement about equitable redevelopment in the Pleasant Street and Porters neighborhoods.  
Summer 2021

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# Scope & Schedule

## Task 1: Case Study

- A. Document Review **IN PROGRESS**
- B. Comparable Criteria **IN PROGRESS**
- C. Case Studies **IN PROGRESS**

## Task 2: Public Engagement

- A. Engagement Plan **IN PROGRESS**
- B. Engagement Campaign **BEGINS MAY**
- C. Development Priorities Report
- D. Site Plan Public Comment

## Task 3: Design

- A. Development Plan
- B. Review Workshop

Begins  
May

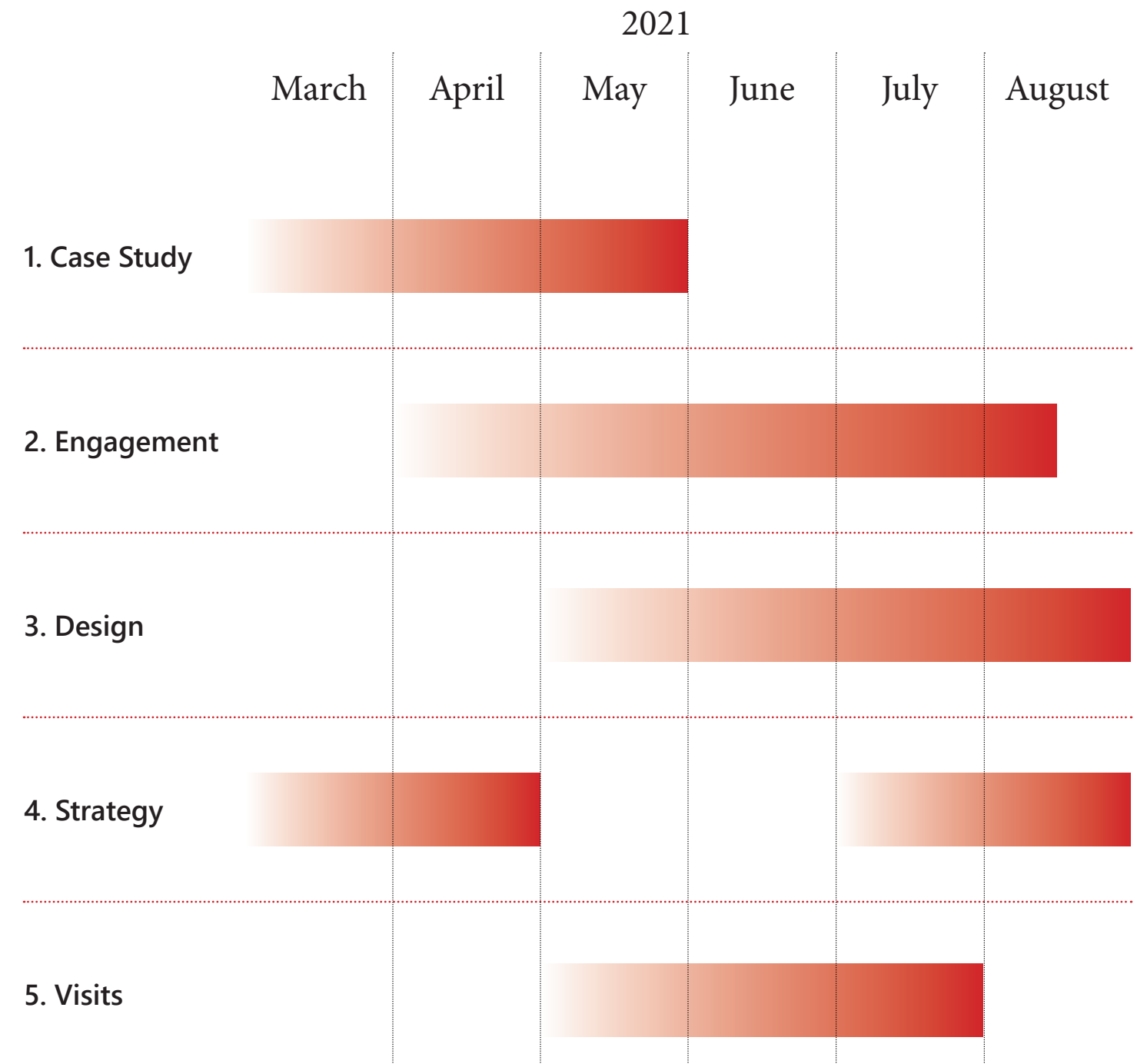
## Task 4: Approval Strategy

- A. Due Diligence **IN PROGRESS**
- B. Entitlement Strategy
- C. Final Report

## Task 5: Site Visits

- A. Porters visit
- B. Pleasant Street visit

Begins  
May



# Redevelopment Sites



# Pleasant Street

425 NW 5th Ave

**Size:** 0.386 acres

**Owner:** City of Gainesville

**Zoning:** Urban 6 (U6)

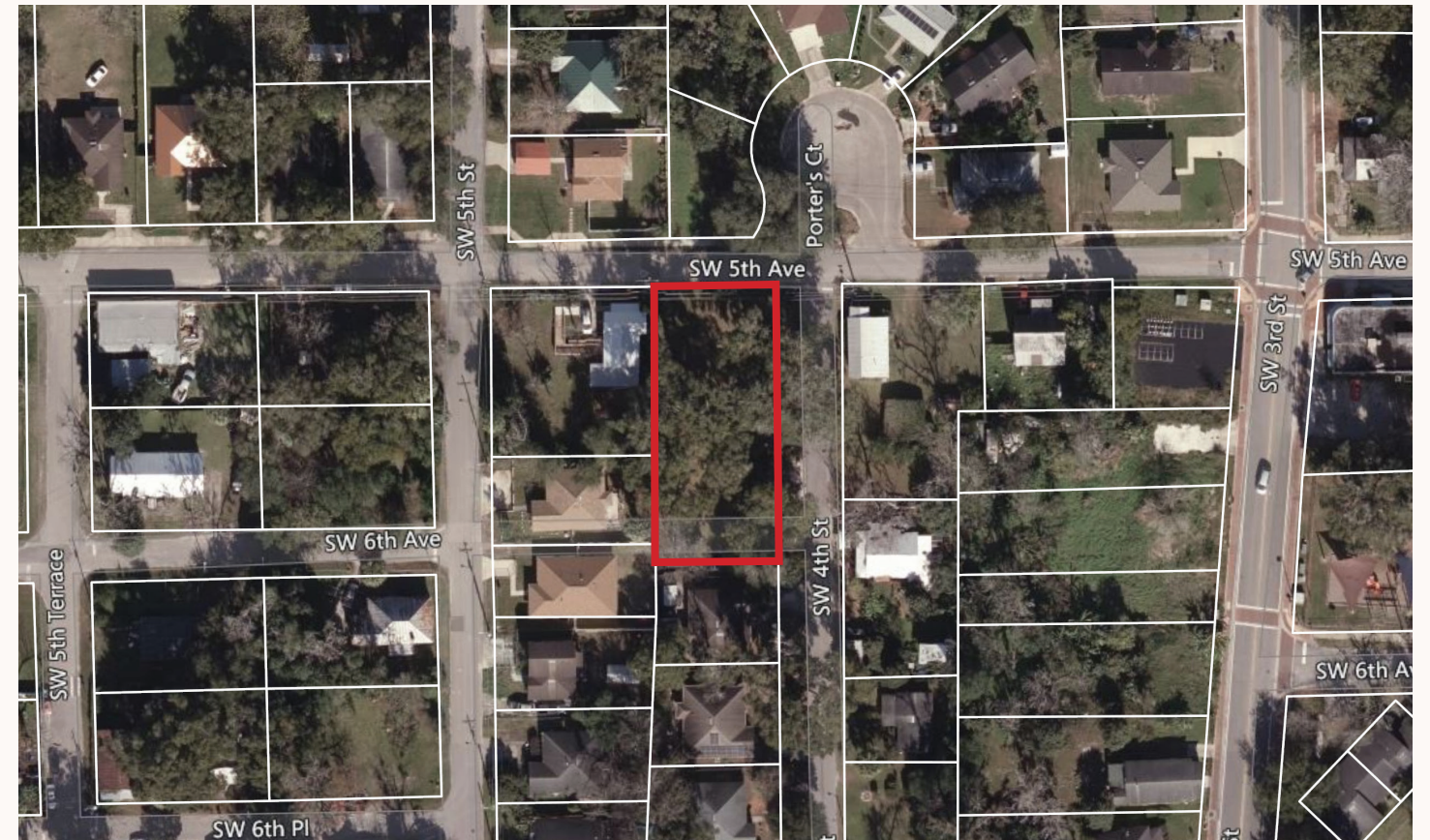
## Annexed: 1869



## Very Walkable



## Biker's Paradise



# Porters

405 SW 5th Ave

**Size:** 0.297 acres

**Owner:** City of Gainesville

## **Zoning:** Public Services and Operations (PS)

## Annexed: 1869



## Very Walkable



## Biker's Paradise

## What is the project's design challenge?

How might we create a redevelopment strategy for City-Owned properties in Pleasant Street and Porters neighborhoods that ensures *existing residents, people with low- and moderate- incomes, and people marginalized based on race and ethnicity* will share in the benefits of neighborhood growth?

## What actions are being considered?

The GNV Affordable Housing Blueprint recommends development models that promote Permanent Affordability, like Community Land Trusts.

Case study research for this project will also investigate equitable development practices/ actions from other Florida cities, CRAs, and organizations.

## What is the agency's position on this project?

The GCRA 10 Year Reinvestment Plan promotes projects like this to build capacity and consensus for enhancing quality-of-life within the reinvestment area. This project builds off objectives for land acquisition and attainable housing development.



The  
Reinvest-  
ment Plan was  
approved by City  
Commission  
March 2020

## T.R.U.S.T. Model

The City of Gainesville developed the T.R.U.S.T. Promise for Community Engagement as an easy-to-remember model for engagement goals. Every project should use the TRUST model as its engagement foundation and expand upon this model to create a successful engagement plan.

### Transparent

Project managers will be transparent with the public. We can achieve this by:

- Providing early and ongoing engagement opportunities
- Closing the feedback loop to let participants know how their feedback impacted project decisions

### Reliable

Project managers will be a reliable source of information. We can achieve this by:

- Communicating in an authentic, easy-to-understand, and comprehensive way
- Creating easy opportunities for the public to learn more about projects

### Useful

Project managers will create useful opportunities for community engagement. We can achieve this by:

- Asking for feedback only when it can reasonably be used in project decisions (see building blocks)

### Sustainable

Project managers will engage the public in a sustainable way. We can achieve this by...

- Implementing measures to prevent participation fatigue, including coordinating between projects, and only engaging the public when it is necessary

### Timely

Project managers will provide timely notification of engagement opportunities. We can achieve this by...

- Notifying the community of engagement opportunities with enough time to plan to participate

## Expanded Goals

Expanding on the T.R.U.S.T. Model goals, this public engagement effort aims to achieve the following goals.

### Resourceful

Project manager will use human, physical, and financial resources efficiently and effectively. We can achieve this by:

- Using consistent copy and graphics across multiple meeting, communication, and data collection methods
- Share resources for both Pleasant Street and Porters engagement campaigns.

### Accessible

Project managers will provide a variety of ways to learn & voice about this project. We can achieve this by:

- Offering direct access to project managers via phone, email, and website.
- Ensure that all documents and displays are presented in accessible formats

## Target Audience

### Day-to-day stakeholders

Folks living or working on the same street or routinely walk or ride by. These folks are likely to experience the greatest impact from development. *This should also include prospective owners/tenants of the final redevelopment.*

### Neighborhood stakeholders

Folks with social and cultural connections to the surrounding neighborhood(s) who might also experience quality-of-life impacts from development.

### City stakeholders

Folks who hold the City of Gainesville accountable for fulfilling their public commitments. *This should also include folks involved in other City housing & planning projects, such as the comprehensive plan update.*



Increasing Level of Participation

## IAP2 Spectrum of Public Participation



### Empower

To place final decision making in the hands of the public.



### Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.



### Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.



### Consult

To obtain public feedback on analysis, alternatives and/or decisions.



### Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

### Determining Level of Participation

The target audience is based on the degree of potential impacts from redevelopment at these sites; including quality of life, physical/environmental, and social/economic impacts. We are aiming to collaborate with the people who will experience the greatest impact (in this case the Day-to-Day Stakeholders).

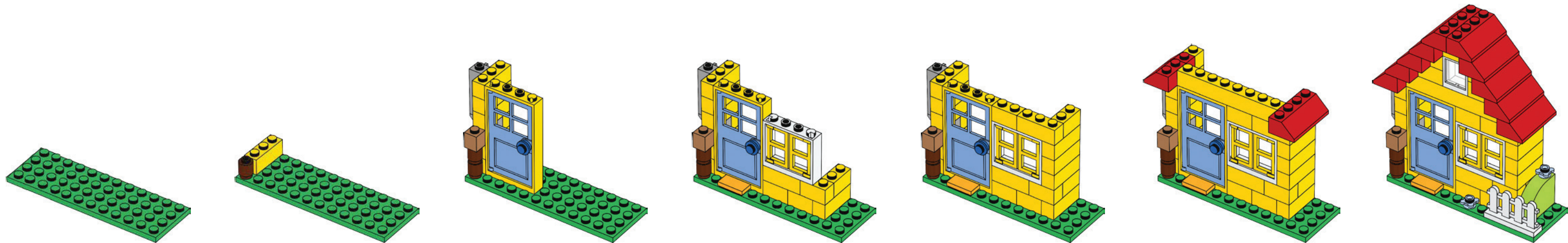
**Collaborate** with *Day-to-Day* Stakeholders

**Involve** *Neighborhood* Stakeholders

**Consult** with *City* Stakeholders

**Inform** *all* Stakeholders

A redevelopment strategy describes how a project moves through key development milestones to get built. The summaries presented below are adapted from “The Birth of a Building” by Ben Stevens.



Land

Ownership control of property is an essential first step of redevelopment. Some redevelopers acquire multiple properties over time and “land bank” until redevelopment opportunities emerge.

Contracts & Partnerships

Redevelopment requires a band of partners to get something built. Financial and legal risks associated with redevelopment necessitate liability protection, contracts.

Design

Design and engineering professionals translate development priorities (program, style, budget, public interest) into construction documents that satisfy state and local regulations.

Approvals

Redevelopment often requires various jurisdictional approvals, including public meetings, technical permits (environmental, zoning, building, etc.), and fees (impact fees for schools, transportation, and other public utilities).

Financing

Redevelopment projects need money from lenders (debt) and investors (equity). GCRA raises “equity” via the reinvestment area “tax increment funding”.

Construction

Money is available to furnish the labor and materials to re-build the site. Construction ends with a “Certificate of Occupancy” from the local jurisdiction.

Sale/Lease & Assistance

The redeveloped site is marketed for sale or rental. GCRA and other partners may provide financial and educational support within the reinvestment area.

**Strategy in the making:** We will ask the public to weigh-in about each redevelopment milestone at different levels of participation.

Land - Inform	Partnerships - Consult	Design - Collaborate	Approvals - Inform	Financing - Consult	Construction - Consult	Sale/Lease - Collaborate
City of Gainesville owns Pleasant Street & Porters properties.	What partnerships will enhance our ability to achieve equitable development? How do we limit our liability? What procurement procedures do we need to follow?	How do we program and design an “equitable development?” Who will provide the design services?	What permits and approvals do we need from City Commission?	How do we pay for the cost of production?	Who will furnish labor and materials? From where?	What is the ownership model? What is our target price? What assistance could City and partners provide?

# What decisions need to be made, how, and by who?

DECISION MAKERS	Target Audience	GCRA Advisory Board	City Commission
DECISION POINTS	<ul style="list-style-type: none"> <li>• Approve or reject <i>public engagement plan</i></li> <li>• Approve or reject <i>development priorities</i>,</li> <li>• Approve or reject of <i>redevelopment strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• Approve or reject <i>public engagement plan</i></li> <li>• Approve, reject, or recommend additional analysis of the <i>redevelopment strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>• Although it may not be <i>this particular</i> redevelopment strategy, eventually the Commission will vote on what gets built at these sites.</li> </ul>
FACT SHEETS	<ul style="list-style-type: none"> <li>• Case study best practices</li> <li>• “Building Block” concepts from previous initiatives</li> <li>• Draft redevelopment strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Final redevelopment strategy report</li> </ul>	<ul style="list-style-type: none"> <li>• Final redevelopment strategy report</li> <li>• Other relevant reports and strategies</li> </ul>
METHOD	<ul style="list-style-type: none"> <li>• Polls (online &amp; printed)</li> <li>• Dot voting</li> </ul>	<ul style="list-style-type: none"> <li>• Board vote (Public Invitation)</li> </ul>	<ul style="list-style-type: none"> <li>• Commission vote (Public Hearing)</li> </ul>
COMMUNICATION	<ul style="list-style-type: none"> <li>• Flyer/mailer</li> <li>• Social post</li> </ul>	<ul style="list-style-type: none"> <li>• Flyer/mailer</li> <li>• Social post</li> </ul>	<ul style="list-style-type: none"> <li>• Flyer/mailer</li> <li>• Social post</li> </ul> <p><i>Requires staff commitment beyond this project's scope.</i></p>

# Meeting Methods

## Charrette (collaborate)

### Description

A working meeting or series of meetings to generate ideas, scenarios, alternatives, and plans for a decision involving urban design and planning.

### When it is Best Used

Use when there's time for longer meetings. Charrettes typically meet multiple times over the course of multiple days. Use to conduct discussions about planning techniques.

### Resources Required

- Facilitators or specialists
- Computers / design software
- Flip charts, boards, markers, sticky notes, etc.
- Large space for small groups to work
- Refreshments

## Open House (consult)

### Description

Informal public setting where participants can rotate through designated sections, or walk around and ask questions to staff.

### When it is Best Used

Before holding public meetings, workshops, etc. This improves public understanding about a project.

### Resources Required

- Comment form
- Sign-in sheet
- Easels
- Signs identifying stations
- Open space floor plan
- Enough staff for all stations

# Data Collection Methods

## Nominal Group Technique (collaborate)

### Description

Structured small group discussions to develop a set of priorities for action; participants share their ideas and vote or rank all ideas according to original question.

### When it is Best Used

Used when a group is not easily working together or generating ideas.

### Resources Required

- Staff to facilitate voting and discussion
- Paper and pens
- Flip charts and markers to record ranks, votes, and ideas

## Survey / Comment Form (Consult)

### Description

A structured list of questions to obtain specific information from a particular group of people.

### When it is Best Used

Best used to provide the opportunity for less vocal participants to share their views.

### Resources Required

- Online survey tool and/or paper form
- Staff reviewer

## Interviews (Consult)

### Description

Structured conversations conducted between a facilitator and one or multiple participants.

### When it is Best Used

Best used to build rapport with stakeholders, to learn individual perspectives, or to identify issues or concerns.

### Resources Required

- Interview script with questions
- Pen and notebook to document responses or a voice recorder
- Refreshments for participants

# Communication Methods

## Fact Sheets (inform)

### Description

One- to two-page document providing useful information about a project or topic.

### When it is Best Used

Use to address commonly asked participant questions (FAQs), to provide background info, to explain technical terms/processes.

### Resources Required

- Printed and/or electronic materials
- Method to distribute

## Flyer/Direct Mailer/Social Media Post (inform)

### Description

One- to two-page designed material typically announcing an event or providing limited information; can provide URL to more information.

### When it is Best Used

Use to reach directly impacted residents within a project study area.

### Resources Required

- Mailing list of addresses / flyer locations
- Digital and printed materials
- Postage
- Return envelope and postage for comments, if applicable

## Website/Phone/Email (consult)

### Description

A digital information repository on the Internet for project information and updates.

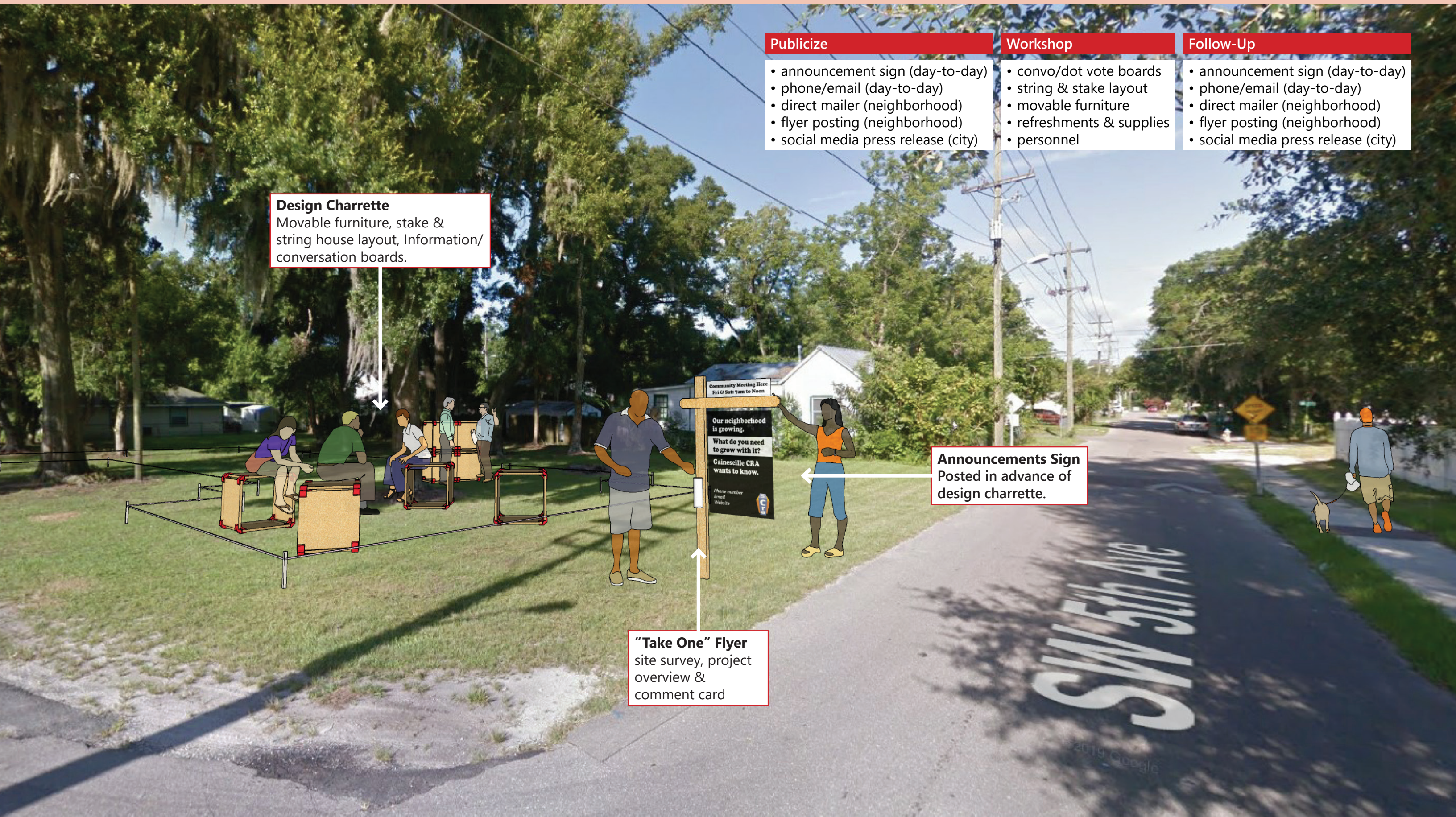
### When it is Best Used

Used to create 24/7 access to project information for people who won't or can't attend meetings.

### Resources Required

- Website platform
- Staff to update content

# On-Site Design Charrette Example



**Design Charrette**  
Movable furniture, stake & string house layout, Information/conversation boards.

- Publicize**
- announcement sign (day-to-day)
  - phone/email (day-to-day)
  - direct mailer (neighborhood)
  - flyer posting (neighborhood)
  - social media press release (city)

- Workshop**
- convo/dot vote boards
  - string & stake layout
  - movable furniture
  - refreshments & supplies
  - personnel

- Follow-Up**
- announcement sign (day-to-day)
  - phone/email (day-to-day)
  - direct mailer (neighborhood)
  - flyer posting (neighborhood)
  - social media press release (city)

**Announcements Sign**  
Posted in advance of design charrette.

**"Take One" Flyer**  
site survey, project overview & comment card

### On-site announcement sign

**Community Meeting Here  
Fri & Sat: 7am to Noon**

**Open House Meeting  
First Fri & Sat morn in June**

**Our neighborhood  
is growing.**

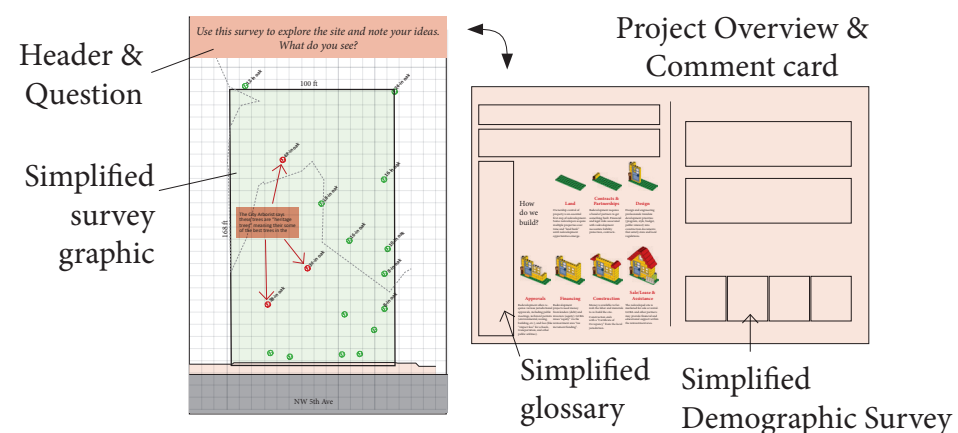
**How can we grow  
it together?**

**Gainesville CRA  
wants to know.**

Phone number  
Email  
Website



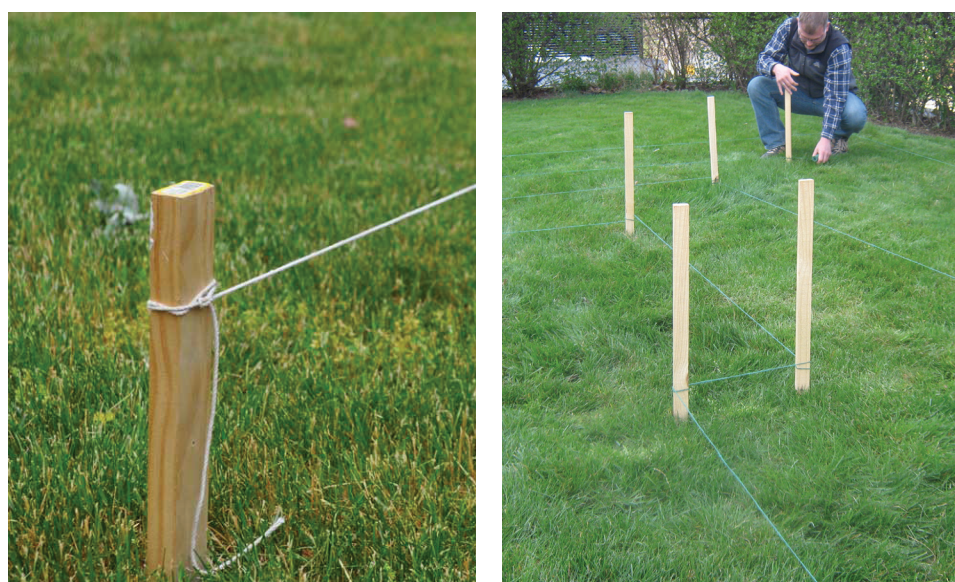
### "Take One" flyer



### Workshop furniture



### String & stake layout



### Conversation/dot voting boards

Who needs housing in  
Gainesville?  
What is affordable?

Case Studies  
(development delivery  
model & questions)

Also  
used as  
printable  
fact sheets

Neighborhood  
Culture, Identity &  
Authenticity

Products & Materials  
and Ownership  
Models

Rate this tree exercise

### Refreshments & supplies



### Personnel

