

PLANNING  
OUR FUTURE  
LANCASTER

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LANCASTER

SEPTEMBER 2021

CITY OF LANCASTER, PA COMPREHENSIVE PLAN

# COMMUNITY ENGAGEMENT PLAN



CITY OF  
LANCASTER

# OVERVIEW

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## PURPOSE

Community engagement is an important component of the planning and design process for the City of Lancaster's Comprehensive Plan. It provides an opportunity to increase awareness about the project; gather local knowledge; better understand the community's trends and needs; establish a community vision and guiding values; and set a policy framework for future land use decisions. This Community Engagement Plan provides a framework for coordination between involved agencies/organizations and fostering diverse, meaningful public participation throughout the Comprehensive Planning Process. This Plan is not a checklist of required actions, but rather, it is a flexible framework that may be adapted as the planning process unfolds.

Our team understands the City of Lancaster is a diverse community; therefore this engagement plan aims to reach people across the city, inclusive of people of all ages, races, genders, income levels, and abilities. Our team's approach to engagement focuses on creating equitable opportunities for all residents and stakeholders to participate in the comprehensive planning process. Our team also intends to incorporate the International Association for Public Participation (IAP2) Spectrum of Public Participation methods into our engagement strategy. This will allow the Lancaster community to stay informed and involved, as well as support enhanced collaboration and communication between the Bergmann team and residents.

## COMPONENTS OF THE COMMUNITY ENGAGEMENT PLAN

1. Project Team Meetings
2. Comprehensive Plan Committee Meetings
3. Key Organizational Leader Meetings
4. Advisory Committee Meetings
5. Public Workshops
6. Pop-Up and Neighborhood Events
7. Student Engagement
8. Online Engagement

## MEETING PREPARATION AND DOCUMENTATION

The Bergmann team will be responsible for meeting preparation and facilitation, including the development of meeting materials for distribution, including but not limited to agendas, sign-in sheets, PowerPoint presentations, boards, and other activities identified to fulfill the needs of each meeting. Our team understands Connect the Dots will be responsible for the preparation and facilitation of Comprehensive Plan Committee (CPC). Our team will coordinate with Connect the Dots to prepare meeting materials and facilitate discussions, as necessary. Documentation will be sent to the City of Lancaster for review prior to its distribution to the public. Our team will provide Spanish translation services for meeting materials, as necessary.

The Bergmann team will prepare a summary following each meeting. The summary will document the presentation and discussion and will include any relevant photos and graphics used at the meeting. Summaries will be sent to the City of Lancaster for review prior to distribution to the public.

## INTEGRATION WITH ON-GOING INITIATIVES

The Bergmann team will ensure public engagement activities coincide with on-going City initiatives and are posted on the Engage Lancaster webpage. The team will communicate with the City to determine if there are conflict dates or opportunities for parallel engagement with other on-going planning initiatives.

## BRANDING

The City of Lancaster has created a logo and tagline for the Comprehensive Plan initiative. This logo and tagline will be utilized on materials to create a unique, identifiable and recognizable planning process.

## ENGAGEMENT SCHEDULE

Our team believes in creating a community engagement process that is effective in terms of maximizing time and obtaining valuable input from participants. Our team will conduct the majority of our engagement methods in three "campaigns" at key intervals throughout the process. These trips are anticipated to occur at key milestones throughout the process, including:

1. Visioning / Values / Data Gathering
2. Future Land Use and Policy Identification
3. Draft Comprehensive Plan Review / Implementation Strategy

Our team anticipates each trip will consist of a public workshop, pop-up event, stakeholder meetings, storefront open house, and a Comprehensive Plan Committee meeting. Additional meetings may be scheduled outside of the multi-day campaigns as needed. The community engagement schedule is attached to this document.

SECTION 1

# PROJECT TEAM MEETINGS + INTERNAL COMMUNICATION

## PURPOSE

The Project Team Meetings provide an opportunity to discuss the current status of the Comprehensive Plan and process, such as project deliverables, tasks, and schedules with the Project Team.

## PARTICIPATION

These meetings will be attended by the primary contacts for the Project Team. Sub-consultants and other stakeholders may be asked to participate depending on the topic of discussion. These meetings are not open to the public.

The primary contacts for the project team and their contact information are listed below:

ORGANIZATION	CONTACT
City of Lancaster Bureau of Planning	Douglas Smith, Chief Planner - Dsmith@cityoflanasterpa.com
City of Lancaster Bureau of Planning	Emma Hamme, Senior Planner - Emhamme@cityoflanasterpa.com
City of Lancaster Bureau of Planning	LaRock Hudson, DEI Fellow - Lhudson@cityoflanasterpa.com
City of Lancaster Office of Neighborhood Engagement	Milzy Carrasco, Director of Neighborhood Engagement - mcarrasco@cityoflanasterpa.com
City of Lancaster Office of Promotion	Wyatt Behringer, Marketing and Communications Manager - wybehringer@cityoflanasterpa.com
Bergmann	Kimberly Baptiste, Project Manager - kbaptiste@bergmannpc.com
Bergmann	David Schwartz, Senior Planner - dschwartz@bergmannpc.com
Bergmann	Samantha Aldrich, Planner - saldrich@bergmannpc.com

## FILE SHARING

Files produced by the Bergmann team for this project will be shared with the City in a reasonable timeframe. The team will utilize Newforma, a file sharing system, to set up a shared folder for all team members (including Bergmann, sub-consultants, and City team members) will have 24/7 access. The City may also upload files to this shared folder for the Bergmann team to utilize. The team will also utilize email to distribute files, as necessary.

## DOCUMENT REVIEW PROCESS

Deliverables throughout the process will have an anticipated due date, as detailed on the attached schedule. Bergmann will send deliverables, including meeting materials and draft reports to the City through Newforma or email. The Bergmann team anticipates the following timeline for document review.

- **Meeting Materials (PowerPoint, agendas, handouts, meeting summaries, etc)** - Bergmann will send materials at a minimum of three business days before the meeting or event. City will review and provide comments within one business day.
- **Report Deliverables (Lancaster Today, Research and Analysis Reports, Interim Community Engagement Reports, Draft/Final Report)** - Bergmann will send materials as detailed on the project schedule. The City will review and provide comments to Bergmann within five business days.

If necessary, the Project Team may schedule a conference call to discuss and review comments prior to document revision.

## SCHEDULE

Virtual meetings will be held every other week on a regular basis throughout the planning process. If deemed necessary, additional meetings may be scheduled.

# COMPREHENSIVE PLAN COMMITTEE MEETINGS

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## PURPOSE

The Comprehensive Plan Committee (CPC) meetings are held monthly to provide updates and discuss engagement related to the Comprehensive Plan; present and discuss project deliverables; and, review and resolve feedback received from City agencies, stakeholders, and community members.

## PARTICIPATION

These meetings will be attended by the primary contacts for the CPC (or their delegates). CPC members and their affiliations are provided as an attachment to this document. Sub-consultants and other stakeholders may also be asked to participate depending on the topic of discussion. These meetings may be held virtually, in-person, or a combination of both formats. These meetings are not open to the public.

## SCHEDULE

CPC Meetings will be held monthly throughout the comprehensive planning process. Meetings are currently being held virtually but may transition to in-person or a combination of virtual and in-person throughout the planning process. Virtual call-in information will be provided to attendees to enable remote participation, as needed.

## NOTES

The Bergmann team will collaborate with Connect The Dots, who has been retained by the City to facilitate the CPC meetings. Coordination will include providing meeting materials, including an agenda, presentation and summaries to Connect the Dots and the City.

# KEY ORGANIZATIONAL LEADER MEETINGS MEETINGS

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## PURPOSE

Key Organizational Leader Meetings are designed to obtain information from individual stakeholders regarding specific project details, challenges, and opportunities. These meetings will be conducted to establish relationships and enlist buy-in for participation and implementation of strategies developed throughout the planning process. These are intended to be held with community leaders and will be identified in concert with the City of Lancaster. A range of in-person, telephone and video interviews may be conducted.

## PARTICIPATION

The Bergmann team will work with the City to identify and interview up to 12 individual leaders during “campaign” trips or via telephone/video conference at other times during the planning process. The interviews will be conducted by invitation only and consist of a discussion with a member of the Project Team. Stakeholders for these sessions may include interviews with members of City staff, Lancaster City Alliance, and Lancaster Equity Community Development Corporation, as well as special intent groups and community leaders.

## NOTIFICATION

Key Organizational Leaders will receive an invitation from either the City of Lancaster Bureau of Planning staff, Bergmann or Eastwick.

## SCHEDULE

These meetings may occur at various intervals throughout the planning process; however, the Project Team anticipates meetings will be held during the early phases of the planning process to inform subsequent stages.

# ADVISORY COMMITTEE MEETINGS

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## PURPOSE

Advisory Committee Meetings will allow the project team to gather information from individuals knowledgeable about specific topic areas identified as relevant to the comprehensive planning process. We anticipate three rounds of Advisory Committee Meetings that will coincide with the three identified “campaign” trips, beginning in September 2021. A total of five Focus Groups will be identified in collaboration with City staff and the Bergmann team with up to 18 individuals per Committee. Committees may be organized based on key themes or topics, such as Thinking Beyond Boundaries, Creating Great Places, Connecting People, Place and Opportunity, Taking Care of What We Have, and Growing Responsibly. The committee topic areas may be altered to accommodate priority cross cutting themes identified throughout the planning process.

## PARTICIPATION

The Bergmann team and City staff will identify committee topic areas based on early feedback gathered from community members. Once topic areas are established, the City will identify key stakeholders for each committee. This may include representatives from City Boards, Commissions & Authorities, business groups, local institutions (educational, religious, etc), neighborhood groups and other active organizations within the City.

## NOTIFICATION

Stakeholders will receive an invitation from either the City of Lancaster Bureau of Planning staff, Bergmann or Eastwick.

## SCHEDULE

Advisory Committee Meetings will occur during each of the three campaigns to ensure that these targeted groups of individuals are engaged at key intervals and decision-making points during the comprehensive planning process. Please refer to proposed project schedule for tentative timing of the campaigns.

# PUBLIC WORKSHOPS

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## PURPOSE

Public Workshops are intended to inform the public about the Comprehensive Plan, schedule, and outcomes; gather local knowledge; provide a unique and engaging experience; and, solicit feedback on community values, priorities and policies.

## PARTICIPATION

All Public Events are open to the public. The public will be strongly encouraged to attend and participate in each event.

## FORMAT

The Bergmann team will facilitate three Public Workshops over the course of the Comprehensive Plan process. The Public Workshops may be held virtually, in-person, or a combination of both formats. Our team will discuss options with the City and CPC to determine appropriate formats and time-frames for each public event. Each workshop will utilize innovative approaches and non-traditional meeting formats to foster a collaborative, enjoyable, and engaging environment to encourage participation and feedback. Potential strategies to be utilized include group discussion and map exercises, online surveys, interactive and informative board exercises and asset mapping. The topics and formats for each event are anticipated to include:

- Workshop #1 - Comprehensive Plan Introduction and Visioning
- Workshop #2 - Land Use Scenario Planning and Policy Development
- Workshop #3 - Presentation of the Comprehensive Plan

Our team will provide Spanish translation services for meeting materials, as necessary.

## NOTIFICATION

Public Workshops will be widely advertised using a diversity of media to maximize participation. These events will be advertised at least two weeks in advance of the event date and the following strategies will be utilized to advertise each event:

- Local media outlets and press releases
- Correspondence through handouts, flyers, email, and social media
- Notices posted on the City of Lancaster website, Engage Lancaster webpage, and social media outlets

The Bergmann team will assist with the development of workshop notifications and flyers for community distribution.

## SCHEDULE

Up to three Public Workshops will be held over the course of the project. Exact times, dates, and locations will be identified with input from the Project Team.

# POP-UP + NEIGHBORHOOD EVENTS

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## PURPOSE

Pop-up and neighborhood events are intended to inform the public about the Comprehensive Plan process and solicit feedback from the community in a non-traditional manner as compared to a public workshop. These events can be held at previously scheduled events or located at community-oriented locations throughout the City, such as a church or local business.

## PARTICIPATION

All pop-up and neighborhood events are open to the public. The public will be strongly encouraged to attend and participate in each event.

## FORMAT

The Bergmann team will facilitate up to three rounds of pop-up or neighborhood events over the course of the Comprehensive Plan process. These events are intended to allow residents and stakeholders to provide their feedback on the comprehensive plan in an informal way. These events may be scheduled to take place at an existing scheduled event, such as the Lancaster Central Market, First Friday Events, Music Fridays, the Lancaster Beer Fest, or other venues/events identified by the City. Bergmann will develop project-related materials to handout, display, and solicit feedback on opportunities, challenges, values and priorities related to Lancaster's future. Project related materials to be displayed at an event could include informational handouts, maps, preference boards, comment cards, etc. These events will take place in person. Our team will provide Spanish translation services for meeting materials, as necessary.

## EVENT LOCATION

The Bergmann Team will work with the City to identify appropriate locations for all pop-up and neighborhood events throughout the planning process. Potential locations could include:

- Health / Childcare / Nursing / Senior Centers
- Art / History / Science Museums
- Parks / Recreational Facilities
- Religious Establishments
- Residential neighborhoods / Downtown
- Businesses
- Festivals / Events
- The Mix / Brightside Community Center / F&M College / Tenfold (former Eastern Market)

## NOTIFICATION

Pop-up and neighborhood events will be widely advertised using a diversity of media to maximize participation. These events will be advertised at least two weeks in advance of the event date and the following strategies will be utilized to advertise each event:

- Local media outlets and press releases
- Correspondence through handouts, flyers, email, and social media outlets
- Notices posted on the City of Lancaster website and Engage Lancaster webpage

## SCHEDULE

Up to three rounds of pop-up events will be held by the Bergmann team over the course of the project. Exact times, dates, and locations will be identified with input from the Project Team. Our team anticipates at least one event to be held in the warmer months.

# YOUTH / STUDENT ENGAGEMENT

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## PURPOSE

Engaging youth and student populations are critical to the planning process, since this demographic represents the future of Lancaster. This engagement will provide an opportunity for students and youth to participate in planning exercises and express their opinions related to the development of the Comprehensive Plan.

## PARTICIPATION

The Bergmann team will work with the City to identify specific schools or youth organizations that may be willing to participate in engagement activities. Youth and students will be invited and encouraged to participate in all public engagement events as well as events organized to specifically target younger populations.

## FORMAT

The Bergmann team will work with the City, potential schools and organizations to facilitate up to two engagement sessions during this process. Options for meeting formats include short presentation and interactive board sessions, and visioning activities. For example, the Bergmann team can work with up to two individual schools to determine time/format for a 2-hour engagement session. These may be incorporated as neighborhood outreach events. The presentation may include a short session on the purpose and benefits of a comprehensive plan. This overview would be followed with an interactive board session asking students to what they value most about the City, what they would like to see change in the next 10 years, and a priority ranking exercise. Our team will provide Spanish translation services for meeting materials, as necessary. College students will be invited to participate as interns to assist with the facilitation of youth engagement, storefront outreach and pop-up and / neighborhood events.

## NOTIFICATION

Coordination with the school and/or organization to notify youth or students of events will be led and carried out by the Bergmann team.

## SCHEDULE

The schedule of events will be determined based on youth and student availability.

# ONLINE ENGAGEMENT

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## PURPOSE

The Bergmann team understands online engagement is critical to reaching a wide range of residents and stakeholders in the planning process. Bergmann will work with the City to facilitate online engagement that meets the needs of Lancaster.

## FORMAT / DELIVERABLES

### WEBSITE ENGAGEMENT

The Bergmann team will work with the City to develop web-ready materials that provide community members with access to project information and documents; public event notifications, schedules and summaries; and create a mechanism for submitting feedback/comments throughout the planning process. The Bergmann team understands the City has several outlets for distributing information to the public and engaging residents. We will work with the City to develop materials for use on the City webpage, Engage Lancaster webpage, and social media platforms. Our team will provide Spanish translation services for meeting materials, as necessary.

Our team will also create a project-specific webpage that can host information focused on the Comprehensive Plan. This webpage would have the functionality to link to the Engage Lancaster webpage, retain deliverables, host community surveys, notify public members of engagement opportunities and local community events, and facilitate a 24/7 comment and question portal. The webpage can also be utilized to host online community surveys and recordings of public workshop presentations. At the end of the planning process, the final Comprehensive Plan document will be uploaded to the website for community members to view and access. Bergmann would be responsible for graphic and narrative content of the webpage, including responding to comments received throughout the duration of the project.

### COMMUNITY SURVEYS

Our team will assist the City develop and deploy community surveys intended to understand community priorities, values, and preferences related to the policies and actions items within the Comprehensive Plan. These surveys can be distributed in hard copy and utilized on online platforms, such as the City's webpage, the Engage Lancaster webpage, and project-specific webpage. Our team will provide Spanish translation services for materials, as necessary.

### SOCIAL MEDIA ENGAGEMENT

Our team will develop social media campaigns specific to the Comprehensive Plan. This may include the creation up to five flyers and notices for public engagement opportunities. The documents are intended to be utilized and executed by the City on preferred social media platforms.

## PARTICIPATION

The websites and surveys will be open and available to the public at all times.

## SCHEDULE

Our team will provide updated content to the City of Lancaster over the course of the project.

# SUPPLEMENTAL INFORMATION

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## WHO WILL WE ENGAGE?

The Bergmann team understands input from a wide variety of residents, stakeholders and visitors of Lancaster. For all public events, our team will target the following audiences:

- All residents, regardless of income status
- Youth and students
- People with limited internet access
- Minority populations
- Renters
- Working parents
- Immigrants and refugees
- Those with disabilities
- Homeless population
- Non-English speakers
- Business community
- Residential areas with disinvestment

## COMMUNICATION TOOLS

Soliciting input for the public workshops and pop-up events may involve the use of communication tools to generate excitement and momentum behind the Comprehensive Plan process. The Bergmann team will work with the City to identify potential items for distribution at these events. These tools and items may be branded with the planning initiative brand to create recognizable feature to identify the plan's process. Options for communication tools and materials may include, but are not limited to:

- Reusable bags
- Water bottles
- Pens
- Notebooks
- Stickers
- Lapel pins
- Iron-on patches

*NOTE: Communication Tools are not currently incorporated into the project budget.*

## PUBLIC ENGAGEMENT REPORTING

The Bergmann team will summarize data and input collected during the community engagement process into a comprehensive document that describes the key community concerns and desires related to Lancaster's future. This report will be graphic-oriented and easy to use and understand. An interim report and final report will be submitted to the City.

## OTHER ENGAGEMENT METHODS

The Bergmann team is open to integrating other ideas, venues, and formats to effectively engage and obtain input from the Lancaster community throughout this process. We will continue to collaborate with the City and stakeholders to identify reasonable and realistic public engagement method opportunities throughout the project. Additional options for community engagement include, but are not limited to:

- One-on-one conversations with community members
- Individual or Community Storytelling
- Lancaster “Dollars” Project/Values Prioritization Exercise
- Vision Cube
- Public Art
- Photo Contest