



# TOWN OF VIENNA DRAFT ENGAGEMENT PLAN

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## Prepared for:

**TOWN OF VIENNA**

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*in collaboration with*



Zoning has a powerful and often overlooked or misunderstood role in shaping the communities we love. The process of engaging the public around the creation of a new zoning code can help overcome these misconceptions, spur creative thinking about the built environment; and reduce tension about growth, regulation and the future of a place. We believe engagement should meet people where they are, be fun and inviting, bridge the gaps between technical jargon and everyday language; all while creating a brand and story about the type of places the community envisions. The process of engaging the citizens, property owners and the business community of Vienna about a new zoning code will be equal parts education and listening; creating an outcome where everyone emerges from the process smarter about what growth and change should look and feel like moving forward. While the COVID-19 pandemic has limited some aspects of how we engage communities, it has also broadened our creativity and forced us to think beyond the public meeting and more about who we engage, how, when and why.

**The purpose of this document is to summarize the engagement strategies and tactics that will take place throughout this project, the roles and responsibilities of project leadership and how each tactic will inform the project deliverables.**

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# Overview



# INTRODUCTION

The Town of Vienna (the Client) has commissioned the team led by Calfee Zoning to assist the Town in rewriting its zoning and subdivision code. Over the last several decades Vienna has experienced substantial change as the area has become more connected to the Washington, D.C. metro through, among other things, the development of rail transit and the general outward expansion of the urban core. This, coupled with the fact that the code is more than 50 years old, provides an opportunity to creatively re-connect the citizens of Vienna to their built environment and the decisions that impact it.

**The goals of the project are to make the code more user-friendly, visually appealing, accessible and relevant to contemporary Vienna.**





## Project Name

# VIENNA CO(DE) CREATE

Setting our new Town standard together

While Vienna is indeed changing, there is still a small town texture that remains an important factor within the story of Vienna's past, present and future. The community may be small but it still has high standards for development and growth, necessitating the need for a new set of regulations that help the town set a new development standard for the future. One that looks forward while respecting the past.



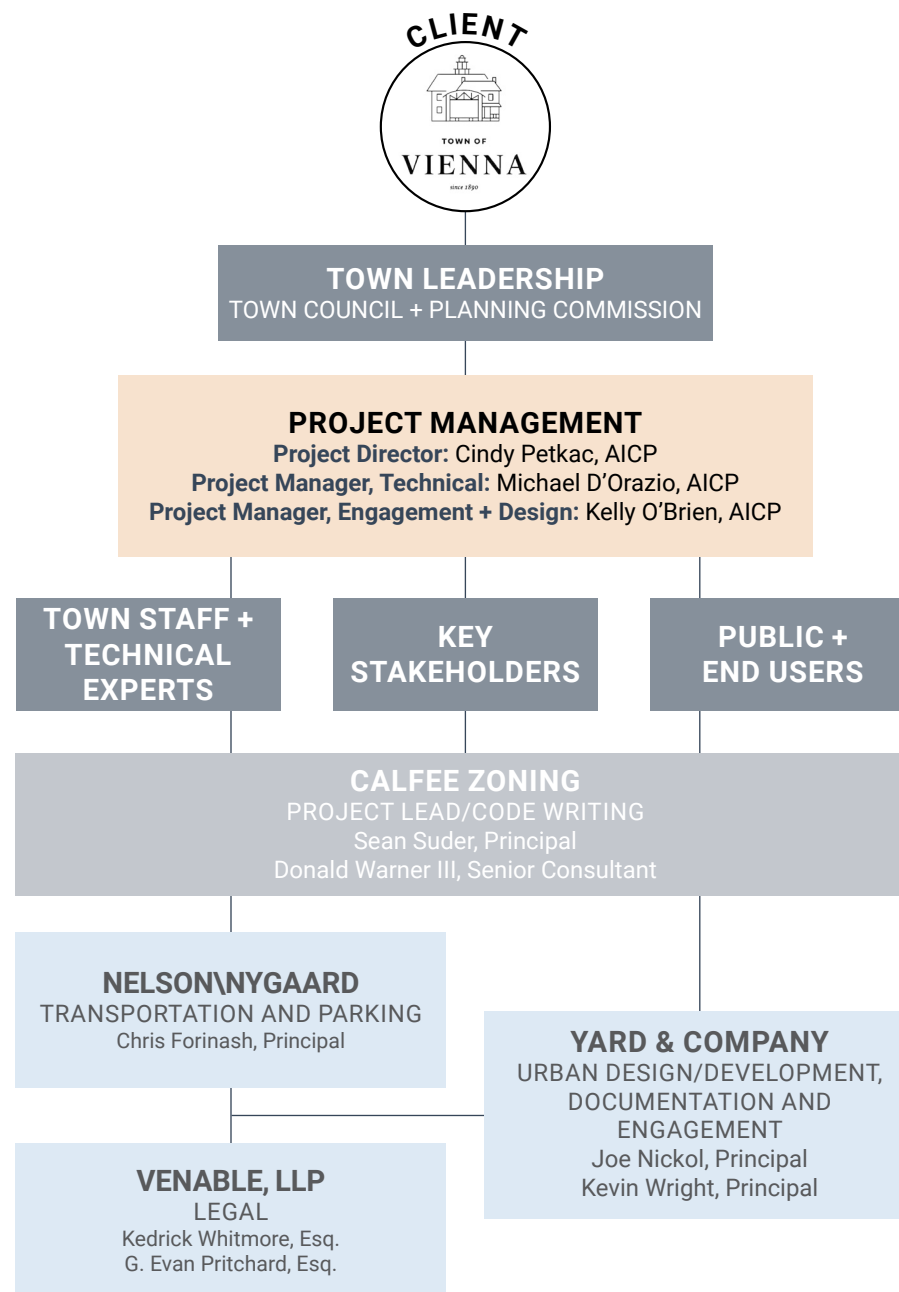
# ORGANIZATION

**The approach to engagement for this project will be a collaborative and technical effort requiring a wide range of partners.** Our team will assist in developing an engagement strategy that will largely be implemented by the Client, with assistance and support from the consultant team, as needed.

## Town Leadership

We will engage a diverse set of stakeholders that will work with the project team to connect the community to the process. Town Leadership made up of Town Council and Planning Commission will help the process by providing:

- » Provide information/insights
- » Connect the process to the community
- » Inspire, enable and partner on engagement efforts
- » Review and translate input gathered





## Organization (continued)

### Town Staff + Technical Experts

The process will also include a technical component that will include Town and County staff working in the following areas:

- » Town Attorney
- » Economic Development Manager
- » Town Arborist
- » Planning/Zoning
- » Transportation/Engineering
- » Events & Public Space management (parks and recreation staff)
- » Fairfax County Building Code
- » Fairfax County Fire Marshall

### REGULAR PROJECT INTERACTIONS:

- » **Check-ins:** Regular bi-weekly conference calls with Client Project Management
- » **File-Share:** Town of Vienna's SMARTFILE system for files to consultant team. Dropbox links for consultant team transmittals to Client
- » **Email Protocol**
  - ▶ For zoning and technical content, direct emails to Michael D'Orazio and Sean Suder and cc rest of team with the subject line TOV - CODE UPDATE
  - ▶ For engagement, direct emails to Kelly O'Brien and Kevin Wright and cc rest of team with the subject line TOV - CODE UPDATE ENGAGEMENT
- » **Stakeholder Engagement**
  - ▶ Town Leadership: one meeting per module (in person or virtual)
  - ▶ Town Staff + Technical Experts: one meeting per module (in person or virtual)
  - ▶ Five Focus Groups: one meeting each per module (in person or virtual- e.g., business owners, home builders, etc.)
  - ▶ Meetings/Events as defined in next section
  - ▶ Regular updates to Online web and social - Consultant to provide content, Client to post
  - ▶ General citizen, business owner and property owner engagement

# Approach + Tactics

# POTENTIAL APPROACH OPTIONS

Our approach to community engagement is active, targeted and fun with multiple analog and digital touch points. We don't believe that engagement is one part of the project, but is instead a part of the entire project. The COVID-19 pandemic and its limitations on gatherings has only further highlighted the importance of creative and diverse engagement strategies that reach multiple demographic sets. While meetings, focus groups and interviews are still an important part of our process, it is also critical to meet people where they are on their terms and within their day-to-day schedule. You will see in the pages ahead that we have developed a strategy targeted both at the entire population and specific demographic subsets, with multiple options to engage throughout all of the project modules. It is our job to ensure no one is left out of this process and that the project is fun, interactive and truly adopted by the entire community.

## The primary phases of the project are:

- » Module I: Mobilization + Project Kickoff
- » Module II: District and Development Standards
- » Module III: Ordinance Codification



## KEY DEMOGRAPHICS TO REACH

- » Millennial/GenZ
- » Families
- » Empty Nesters
- » Senior Set
- » General



# WEBSITE ENGAGEMENT

A project landing page will be designed as part of the Client's existing website that will include all basic information about the project, as well as the following engagement specific information:

- » A page where all project information and presentations are posted and a portal where residents and stakeholders can submit questions and comments.
- » A 'Walk and Tell' page where residents and stakeholders can access the Online form, post their notes/photos and view a map of provisions drop off locations.
- » A 'Porch-to-Porch' page where participants can upload their notes/photos
- » A 'Scavenger Hunt' page where participants can download the scavenger hunt form and upload their results
- » A 'Chalk Art Kit' page where residents and stakeholders can view a map of pick up/drop off locations and post photos of their chalk installations.
- » A 'Zoning 101' page with basic education on what zoning is and why it is important. A De-Jargon Guide and Quiz will be included.
- » Social media links
- » Is it legal building quiz
- » Interactive 'What was happening' in 1969 page

## TARGET DEMOGRAPHIC

- » Everyone

## OCCURRENCES

- » Available throughout the project

# PRESS RELATIONS + MARKETING

In addition to the website we will work with the Client to develop a press and marketing strategy for the project. It is expected that this will include the following:

- » A press release outlining project details
- » A targeted media contact list, including the 'Vienna Voice'
- » Signage, posters and other related materials
- » Social media pages for gatherings, events and public meetings

## **TARGET DEMOGRAPHIC**

- » Everyone

## **OCCURRENCES**

- » Throughout the project

# MEETINGS + INTERVIEWS

The first stage of the engagement process will be rooted in learning and listening to a diverse set of stakeholders and project staff members.

## Meetings (virtual or in-person)

We will hold project kickoff meetings with the Client, Town Leadership and the Town Staff + Technical Experts. In these meetings we will discuss the engagement strategy, potential project pitfalls and opportunities, the schedule and deadlines.



## Interviews (virtual or in person)

We will meet with focus groups and individuals identified by the Client. We will work to meet with the following stakeholder types:

- » Business owners
- » Tourism and/or marketing agencies
- » Historic preservation enthusiasts/groups
- » Elected officials
- » Relevant Town staff
- » Developers/Builders
- » Community development entities

## TARGET DEMOGRAPHIC

- » Everyone

## KEY ELEMENTS

- » Technical interviews
- » Virtual and in person meeting-

## OCCURRENCES

- » Engagement Kickoff
- » Close of Module II
- » Close of Module III



# TOURS + WALKING

## Walking Tour/Trend Spotting

We will walk, bike and drive the town as a way of identifying trends and patterns connected to the built environment and growth.

## Physical mapping and current code analysis

Our tour of the Focus Area and our trend analysis will inform Calfee's analysis of the existing codes, recent development projects and the geography of civic and cultural assets.

We will advise the Town on the creation of a base map for subsequent zoning map work.



## TARGET DEMOGRAPHIC

- » Everyone

## KEY ELEMENTS

- » Trend spotting
- » Research & Analysis

## OCCURRENCES

- » Engagement Kickoff
- » Close of Module II
- » Close of Module III

# GENERAL VIENNA EXPERIENCE SURVEY

We will design and develop a short Online survey that gathers data related to how citizens and stakeholders experience Vienna. The purpose of the survey will be to gather initial feedback from the community that will inform and sharpen strategies and recommendations in future modules. In addition to the Online survey there will also be a shorter three question paper survey that can be used across multiple types of events, including the Two-Cent Coffee pop ups. The three questions on the paper survey will match up with the questions in the digital survey.

## Recommended paper survey questions:

1. Which of the following best describes you:
  - a. Resident
  - b. Business Owner
  - c. Visitor
  - d. Other (fill in blank):
2. What do you think should change about Vienna?
3. What do you think should remain the same?

## TARGET DEMOGRAPHIC

» Everyone

## OCCURRENCES

» Engagement Kickoff

# TWO-CENT COFFEE

With the current limitations to holding large public meetings it is more important than ever to creatively design ways to quickly and efficiently engage people as they are going about their day-to-day lives. Two-Cent Coffee is a pop-up coffee concept that can easily be located at a grocery store, transit stop or other private and public spaces; enabling people to give their “two cents” on Vienna’s new zoning code. The questions asked of participants will be the same as the questions in the paper survey outlined below. This project includes three recommended pop-up locations, but locations are subject to change.



## TARGET DEMOGRAPHIC

- » Everyone

## KEY LOCATIONS

- » Vienna Farmers Market
- » Maple Avenue corridor
- » Vienna Community Center

## OCCURRENCES

- » Engagement Kickoff
- » End of Module II
- » End of Module III

# INTERACTIVE PLACEMATS

We will design a restaurant/cafe placemat that will include the three paper survey questions listed above as well as interactive elements for kids and families, including a map of the community that can be colored in based on community priorities. These will be distributed at restaurants, cafés and coffee shops around the town.

 <b>HELP US SAFELY REOPEN NORFOLK</b>	<b>WHAT ARE WE DOING?</b> We are ensuring businesses throughout the city are able to open while ensuring safety and physical distancing.	<b>DO YOU WANT TO BE INVOLVED?</b> Name _____ Email _____ Phone# _____	<b>WHAT IS YOUR RELATIONSHIP TO DOWNTOWN NORFOLK?</b> <input type="checkbox"/> Resident <input type="checkbox"/> Business Owner <input type="checkbox"/> Visitor <input type="checkbox"/> Other _____
<b>COLOR ME!</b> 		<b>HELP US DO BETTER!</b> WHERE ARE YOU? Name the restaurant or district: _____ DO YOU FEEL THAT SAFETY GUIDELINES AND COMMUNICATIONS ARE VISIBLE AND CLEAR? <input type="checkbox"/> Yes <input type="checkbox"/> No WERE YOU COMFORTABLE DURING YOUR EXPERIENCE TO THIS BUSINESS/DISTRICT? If yes or no, please explain: _____ WHEN THE PANDEMIC SUBSIDES OR GOES AWAY COMPLETELY, WOULD YOU LIKE TO SEE ANY OF THE FOLLOWING CHANGES BECOME PERMANENT? Select all that apply: <input type="checkbox"/> Reserved parking (bicycle racks/curb-side or parking lot dining) <input type="checkbox"/> Streets reserved for pedestrians and cyclists <input type="checkbox"/> Designated pickup zones <input type="checkbox"/> Other health safety measures <input type="checkbox"/> None of the above	

## TARGET DEMOGRAPHIC

» Everyone

## KEY ELEMENTS

- » Image to color
- » Word search
- » Maze or crossword puzzle
- » Survey questions

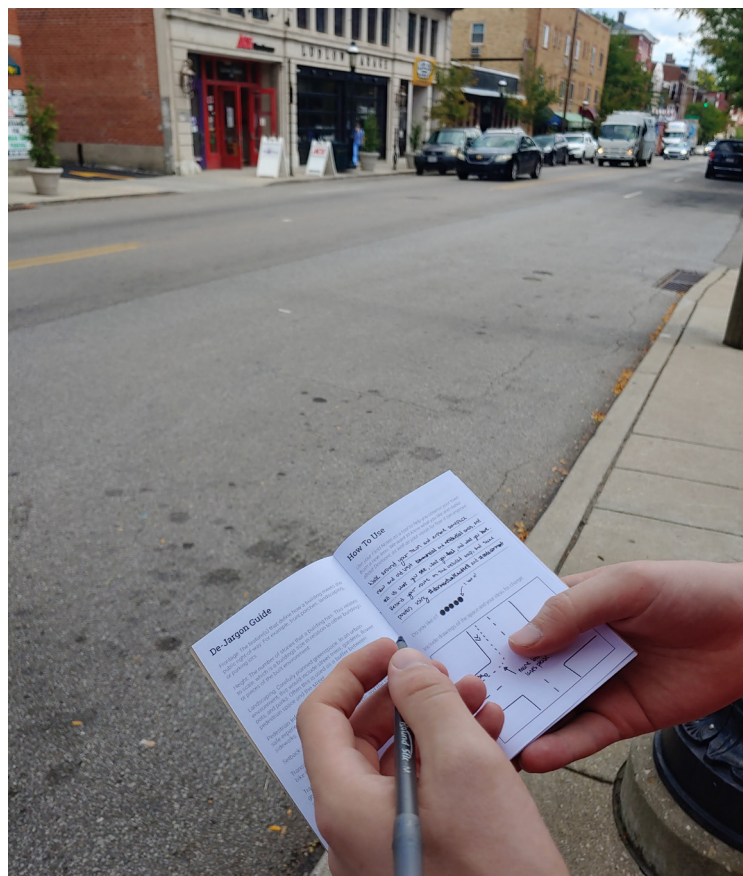
## OCCURRENCES

- » Available throughout project



# WALK AND TELL

The Walk and Tell project provides residents and stakeholders with the tools to look for, critique and document the places around them. Whether it be parks, streets, districts or building types; stakeholders will be able to photograph, share and comment on the physical makeup of their community. An Online form will be created that allows residents and stakeholders to sign up to be a part of the program. Once the form is filled out the applicant will be sent a box with provisions for the 'Walk and Tell'. Participants can either mail their results back to the Client, drop the results in custom built pick up/drop off boxes installed in public spaces around the community or upload the results Online .



## TARGET DEMOGRAPHIC

- » Empty Nesters

## KEY ELEMENTS

- » Field Notes journal and sticky notes with directions and prompts
- » Information about where and how to post photos and notes Online

## OCCURRENCES

- » Module I



# CHALK ART KIT

The Chalk Art Kit enables residents and stakeholders to creatively answer questions and share feedback about the project. Chalk Art Kits and murals will be installed in family-friendly public spaces around the community for anyone to interact with. Once residents and stakeholders participate in the art project they will have the option of photographing the installation and sharing their input on social media using a tailored hashtag. The ground murals can be designed as maps of the Town with certain chalk colors representing where residents want to shop, eat, play, etc.



## TARGET DEMOGRAPHIC

- » Families

## KEY ELEMENTS

- » A one-pager that describes the purpose of the project
- » Chalk
- » A pre-designed and installed ground mural

## OCCURRENCES

- » Engagement Kickoff

# SLOW RIDE SCAVENGER HUNT

The Slow Ride Scavenger Hunt gives both new and experienced bicycle riders the opportunity to join in on a safe and fun group activity while learning about and considering the built environment of Vienna. The participants in the slow ride will be given a list of building typologies and elements that are both legal and illegal under the current zoning and subdivision codes. A route will be designed that includes all typologies and riders will be challenged to find all of the items on their list. The ride will begin and end at the Vienna Farmers Market along the Washington and Old Dominion Trail and be followed by a discussion about Vienna's zoning and what can be changed or improved as part of this project. The scavenger hunt list and route will be made available to everyone via the project website so that all residents and stakeholders can participate in the project on their own schedule.



## TARGET DEMOGRAPHIC

- » Millennial/GenZ
- » Empty Nesters

## OCCURRENCES

- » Engagement Kickoff



# CONTINUING SLOW RIDES OR MEET UP

Following the initial Slow Ride Scavenger Hunt there will be two additional interactive slow rides related to the zoning rewrite project. The purpose of these additional rides is to keep the group connected to the process of the new code development. These rides will begin and end in the same location, but the rides will be tied to recommendations emerging from the project. Each ride will end with a discussion about the recommendations and the next steps for the project. If weather limits the ability to conduct slow rides or walks we will alternatively design a spatially distanced meet up (virtual or in-person) where the group can gather and hear project updates while sharing feedback.



## TARGET DEMOGRAPHIC

- » Millennial/GenZ
- » Empty Nesters

## OCCURRENCES

- » End of Module II
- » End of Module III

# PORCH-TO-PORCH

In these times of spatial distancing the front porch has once again become an essential source of social connection with our neighbors. To capitalize on this renewed sense of neighborliness, the project team will develop an interactive mailer that will include ways to encourage a project specific conversation between neighbors.



## TARGET DEMOGRAPHIC

- » Everyone

## KEY ELEMENTS

- » Meet up time
- » Icebreaker questions to ask your neighbor
- » A notepad for documenting
- » A hand-held frame for sharing a picture of the experience
- » Snacks and drink kit
- » Information about where and how to upload notes

## OCCURRENCES

- » Engagement Kickoff

# DE-JARGON GUIDE

The illustrative De-jargon Guide is intended to provide concise, clear and engaging explanations to zoning and land use concepts that are not well known to the average citizen. Often one of the biggest challenges in engaging communities about zoning is the lack of understanding of how it works. We have found that this typically begins with defining the technical language associated with a zoning code. The De-jargon Guide will be on the website and summarized in the Field Notes journal as part of the 'Walk and Tell' boxes.

## TARGET DEMOGRAPHIC

- » Everyone

## OCCURRENCES

- » Available throughout the project



# MAPLE AVE POPOP PROJECT

The COVID-19 pandemic has had a wide-ranging impact on small and local retailers, restaurants and bars across the country. Spatial distancing requirements have forced business owners and policy makers to creatively bridge the gap between public and private spaces. This, in many cases, has created safer and more social spaces where people can gather and connect. The Maple Avenue Demonstration Project uses the context of our current health crisis to build more outdoor space along the Maple Avenue corridor in an effort to support local businesses, but also to encourage a conversation about the built environment and the regulations that impact it. We propose building a series of outdoor spaces along the Maple Avenue corridor that demonstrate the emerging project recommendations while also gathering comprehensive feedback about Vienna's zoning in a fun, safe and interactive environment.



## TARGET DEMOGRAPHIC

- » Everyone

## POSSIBLE ELEMENTS

- » Parklet
- » Street closure
- » Intersection closure
- » Parking lot activation
- » Alley activation
- » Sidewalk activation

## OCCURRENCES

- » End of Module II

# SLIDECAST + COMMUNITY CINEMA

The Slidecast + Community Cinema event will include a live Online presentation in a drive in movie format. Project leadership will present relevant project details/recommendations to the community both live in-person and via Zoom, with a Q&A component. The presentation will be recorded and stored publicly Online for two weeks, allowing residents and stakeholders time to send in comments and questions.



## TARGET DEMOGRAPHIC

- » Everyone

## KEY ELEMENTS

- » Presentation (live or recorded)
- » Feedback loop (survey, honking, lights, etc)
- » Movie and concessions

## OCCURRENCES

- » Engagement Kickoff
- » Close of Module II
- » Close of Module III

# SUMMARY OF WHAT IS LEARNED

Unless otherwise requested, the Client will provide the consultant team with written summaries and “in-process” photography of the engagement to inform the drafting of the Code and shape future engagement activities.

# Messaging + Branding



# KEY GRAPHIC ELEMENTS

Following the approval of the Engagement Plan and authorization to proceed into the next phase of work, we will develop a design kit for the Vienna Co(de)Create identity that will be recognizable and consistent. The color palette, fonts, name and logos from this effort will be embedded into all messaging tactics and collateral.

The key elements of the messaging system may include but not be limited to:

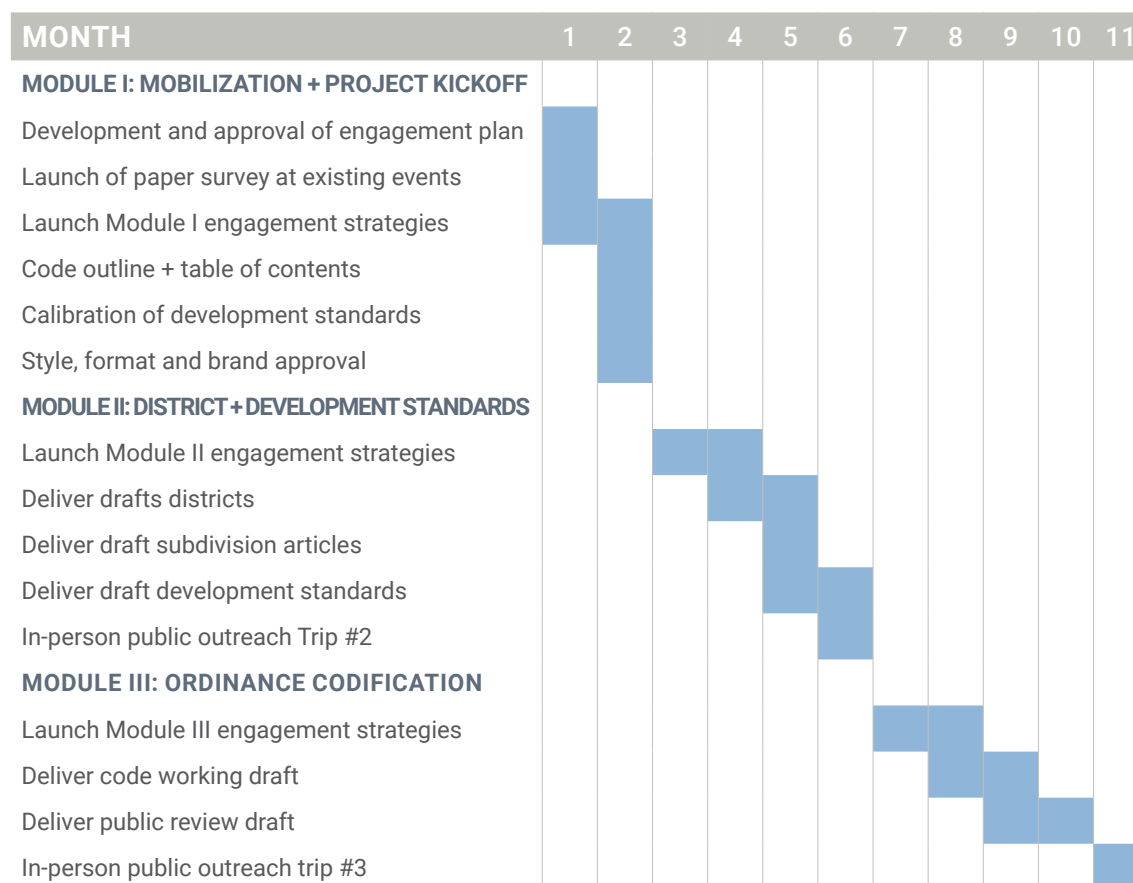
- » Website
- » Social media
- » Posters
- » Signage
- » Mailers
- » Presentations
- » Correspondence
- » Project documents\*

*\*A mock up of the District Section of the Code is included in the current scope of work.*

# Schedule

# SCHEDULE

Public hearings and formal adoption after Module 3. If more time is required for any module, the timeline may be adjusted.



THE YARD IS MEMORABLE

THE YARD IS WHERE THINGS HAPPEN

THE YARD BRINGS PEOPLE TOGETHER

THE YARD GROWS AND CHANGES

THE YARD IS A MEASURING STICK

THE YARD IS HUMAN PACED

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