



Meaningful Public Involvement: Charrettes for Community Change

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for
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The Charrette Process: A better way to design community plans



The New England Town Meeting



- Famously portrayed by Norman Rockwell, a tradition of people working together to solve problems to improve their communities

People are getting involved in response to growth issues



- In many communities there is an atmosphere of distrust for planning and development projects

In Building New Ski Resort, Developers Face Avalanche of Obstacles

BY JIM CARLTON AND JONATHAN FRIEDLAND
Staff Reporters for the WALL STREET JOURNAL

Tensions have been rising between community members and developers regarding plans to build the WestRock resort, a year-round resort on West Mountain in Idaho. There has been considerable opposition from environmentalists and a coalition of local residents and state politicians called the Citizens for Valley County, who claim that the project will become an economic burden to taxpayers. Of primary interest to

Limited opportunities to participate

- People are increasingly dissatisfied with their options to participate in decisions that affect their communities
- Typical involvement options:
 - 3 minutes in a public hearing
 - An endless series of workshops



People respond with petitions and protest



© Pacific Monograph



Home Plan Pits Residents against Developers in Antioch, Ill

Nov. 23—With suburban sprawl lapping its borders, Antioch has become one of Lake County's last outposts in a classic battle that pits citizens worried about losing their way of life against

and Zoning Board gave preliminary approval to Neuman Homes for the 1,240-unit housing development, to be located on 635 acres just south of Illinois Highway 173.

The Village Board could vote on the plan as early as December, which is why a new 100-member citizens group, Antioch Coalition to Rescue the Environment, has been turning up the heat against the plan.

More than 600 residents recently packed a series of Village Hall meetings to

'When this is finished, you're talking about another 5,000 people living here. It's going to impact our schools, our roads, our services. We need time to adjust.'
— Antioch Mayor Taso Maravelas

think people look at the traffic, the openness they moved out to get, and the next development that comes in feels like a threat.

age suit that the development firm filed against the Village Board.

The Lake County Board and the Lake County Forest

How can we make it easier to build better communities?

- Good community involvement processes, such as Charrettes, help get visions built.



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Fairview Village, Oregon Original Charrette Rendering



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Fairview Village as built

The Charrette turns planning into a community building event



Dover Kohl



What is an authentic Charrette?

- The Charrette is a collaborative planning process that harnesses the talents and energies of all interested parties to create and support a buildable Smart Growth plan.



Roger K. Lewis

What is an authentic Charrette?

An authentic Charrette is:

- At least 4 consecutive days
- An open process that includes all interested parties
- A collaborative process involving all disciplines in a series of short feedback loops
- A process that produces a buildable plan
- A generalist, holistic approach

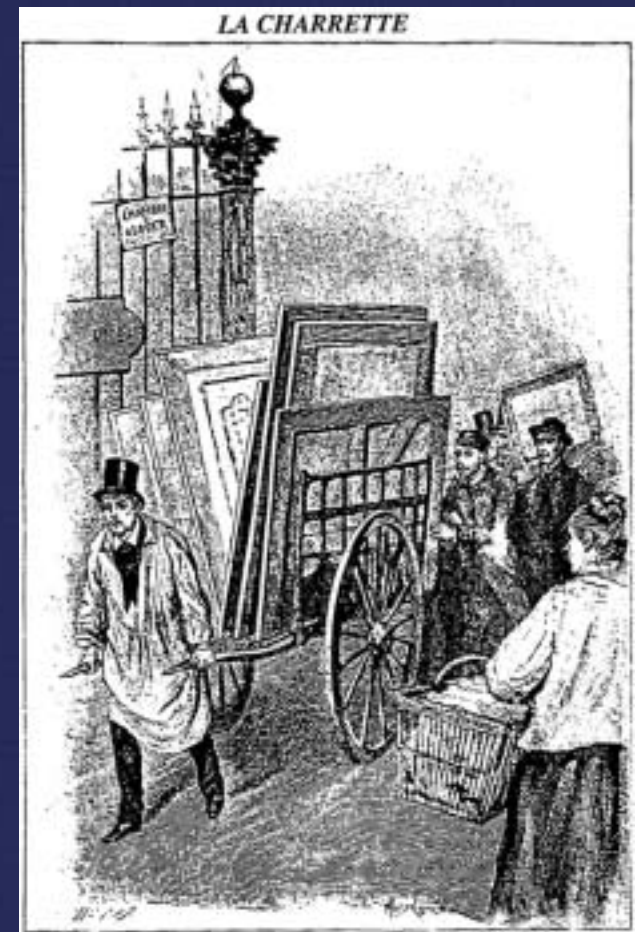
Misconceptions about the Charrette Process

An authentic Charrette is not:

- A one-day workshop
- A multi-day marathon involving everyone all the time
- A plan authored by a select few that will affect many
- A “visioning session” that produces non-specific results

Origin of the term "Charrette"

- The French word "Charrette" means "cart" and is used to describe the final intense work effort expended by art and architecture students to meet a project deadline.
- At the École des Beaux Arts in Paris during the 19th century, proctors circulated with carts to collect final drawings while the students frantically put finishing touches on their work.



What can a Charrette do?

Charrettes result in feasible plans for:

- Revitalization areas, such as Main Streets
- New development plans
- New annexations
- Community-wide visions
- Comprehensive plans

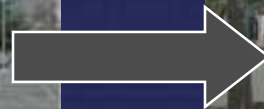


Photo Transformation: Urban Advantage

The Charrette supports community



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- The Charrette makes community planning a combination of a town meeting and a barn raising



Steve Heckeroth

The Charrette creates a town meeting atmosphere

- The whole community is involved in a fun, engaging design workshop that spans many days – a town meeting atmosphere



The Charrette provides many opportunities for participation



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- In a Charrette, everyone interested helps out in a team effort that taps their unique contribution
- Professionals provide design and strategic input
- Citizens provide local information, feedback, and critique

Why do Charrettes work?

- The Charrette brings decision makers together in one place for a concentrated effort to create a detailed, feasible plan.



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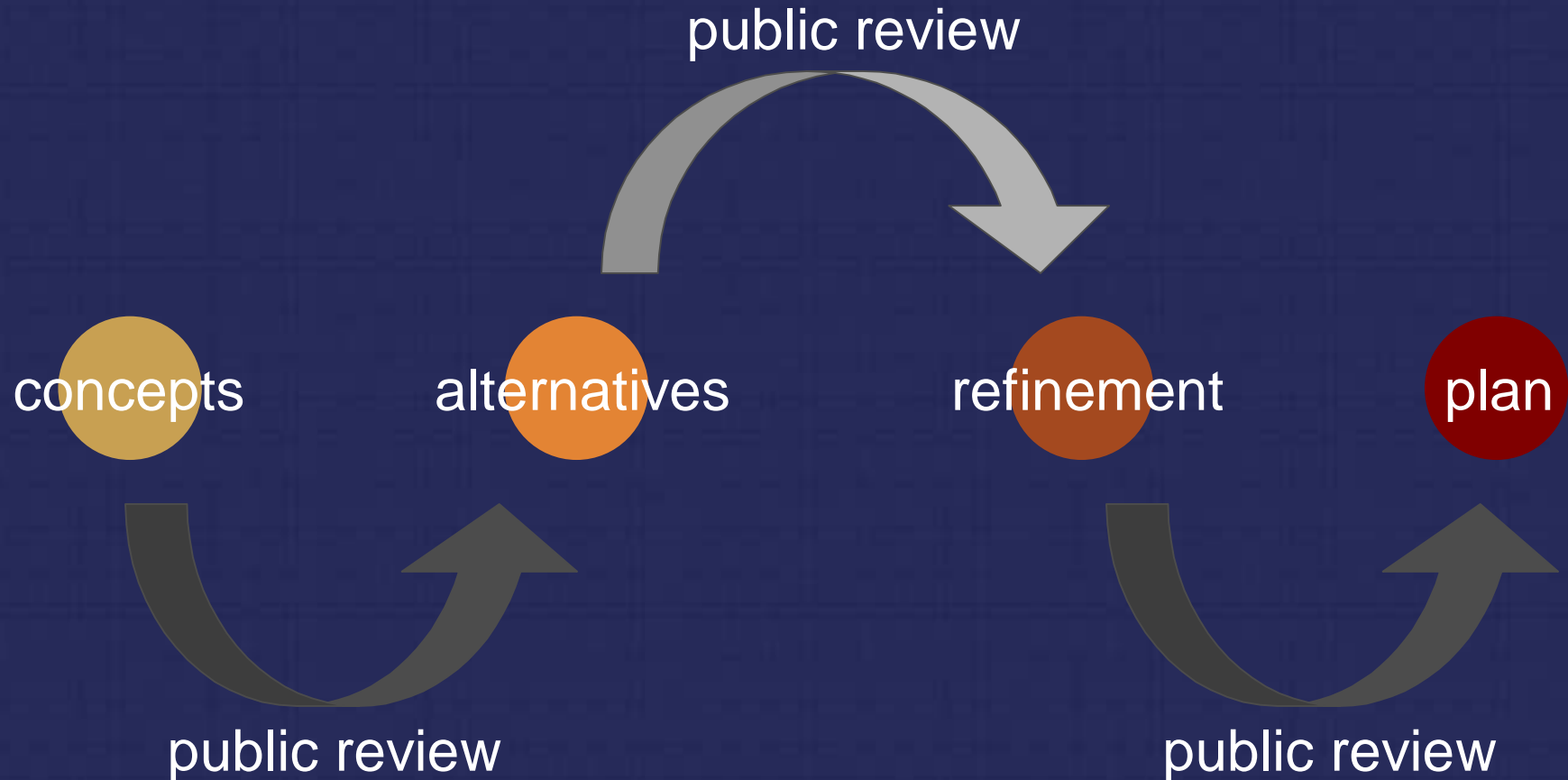
Why do Charrettes work?

- The Charrette involves everyone in a facilitated process so everyone is heard and no one dominates.



Why do Charrettes work?

Participants work in a series of short feedback loops

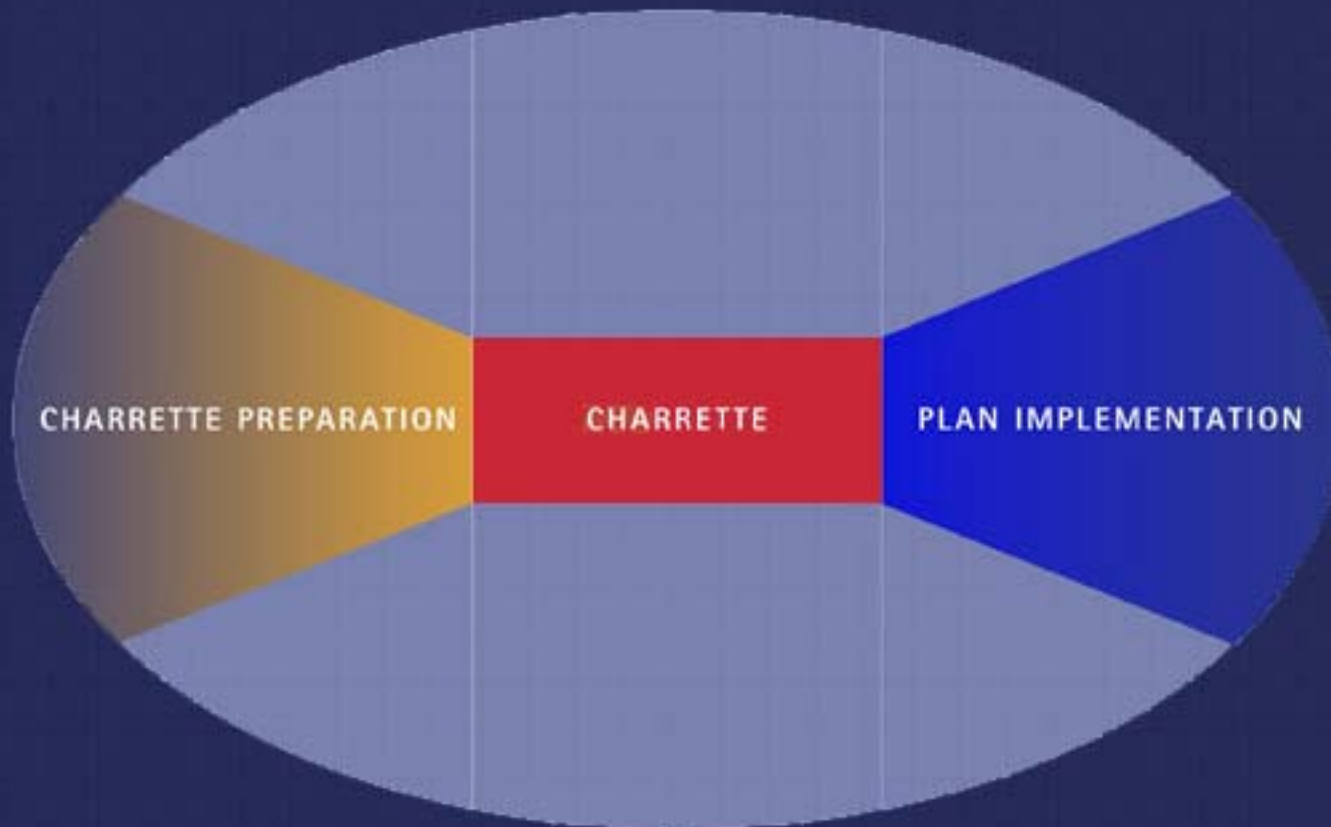


A Sample Charrette



The Charrette is the center of a larger process


- Careful preparation and follow-through is essential to a successful Charrette



Pre-Charrette: Getting Charrette-Ready

The Preparation Phase


- Project Set-up and Organization
 - shared team understanding
- Stakeholder Involvement
 - establishing trust
 - getting all the right people there
- Base Information
 - getting all the right information there
- Feasibility Studies
 - working toward a buildable plan
- Logistics
 - maximizing resources

The City of Shoreline invites you to discuss the **Ronald Sub-Area Plan**  at a Public Meeting.

Tuesday, July 24, 6:30 - 8:30 pm
at the **Shoreline Historical Museum**, 749 North 175th St.
The meeting will be conducted by Lennertz Coyle & Associates, Town Planners from Portland, Oregon, who assisted the City with the North City Sub-Area Plan.

How Can We Create a Special Place in the Heart of Shoreline?

- Learn about the Ronald Sub-Area Plan Project.
- Find out how you can be involved in creating a vision for the Ronald district.
- Most importantly: we need to hear your ideas, wishes and concerns.



The North City rendering above shows how good design can turn an intersection into a special place.

For further information contact:
Jan Stigge, Planning & Development Services, City of Shoreline, (206) 546-8809
Brian Krueger, Planning & Development Services, City of Shoreline, (206) 546-1357

During the Charrette: Charrette Roles and Process

The Charrette Design Team

- The Charrette Design Team works uninterrupted to produce the plan



During the Charrette: Charrette Roles and Process

Stakeholders

The stakeholders provide vision, input and review at key moments



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Stakeholder Meeting



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Public Meetings



Urban Design Associates

Gallery

Charrette Work Cycles

Public vision

Public input

Public review

Public confirmation

Phase 1



Phase 2

Phase 3



Phase 4

Phase 5



Phase 6

Phase 7



Alternative plans

Refined plans

Final plan

Day 1: Public Vision

Stakeholder tours and a public, hands-on visioning workshop



Day 2: Alternative Plans

The team meets with key stakeholders and develops concept alternatives



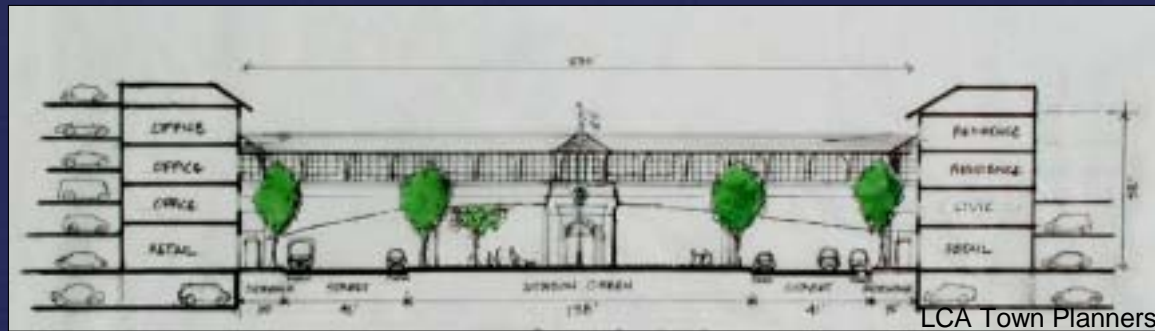
Angelo Eaton



Seth Harry



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Day 3: Public Input

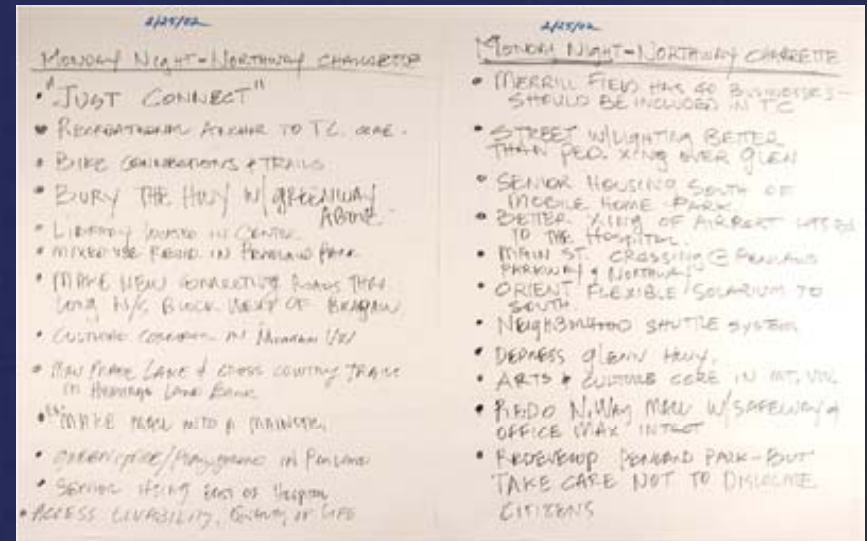
Stakeholders give input and feedback



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DPZ Architects



Day 4: Refined Plans

Team refines and synthesizes concepts



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Day 5: Public Open House and Review

Public open house –
Participants review
concepts and give feedback



Day 6: Final Plan

Final Products are created at many scales and levels of detail



Seth Harry



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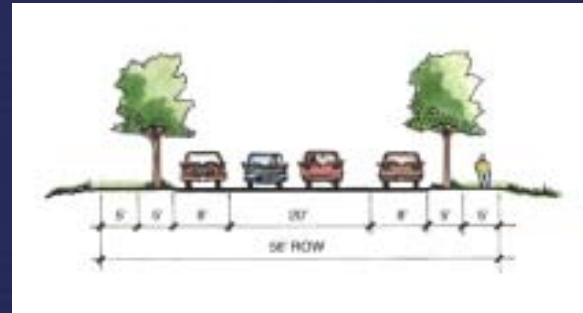
VIEW FROM 1000-1015 WINDOW



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Day 7: Public Confirmation – Public meeting

Public presentation by team members. One more opportunity to get input from the public.



Item	Quantity	Unit	Price	Total
Excavation	100	sq yd	1.50	150.00
Gravel	200	cu yd	1.20	240.00
Asphalt	100	sq yd	2.00	200.00
Concrete	50	cu yd	3.00	150.00
Landscaping	10	sq ft	10.00	100.00
Lighting	5	ft	20.00	100.00
Permits	1	set	50.00	50.00
Professional Fees	1	set	100.00	100.00
Construction	1	set	100.00	100.00
Contingency	1	set	100.00	100.00
Total				1000.00

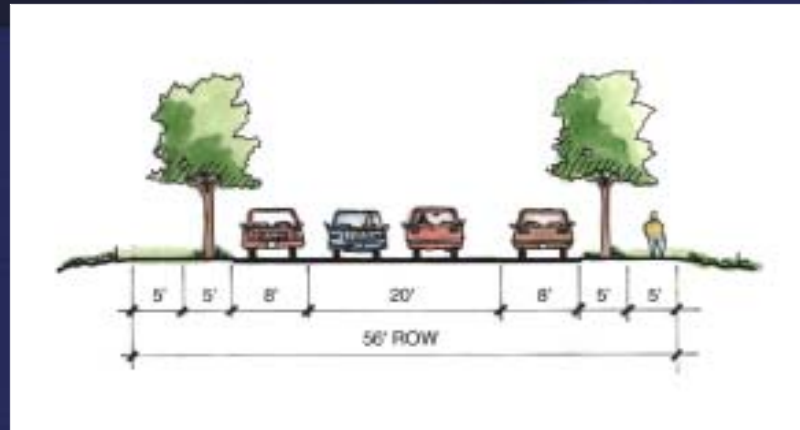


Project information sheet and site plan. The sheet includes details such as project name, location, and contact information. The site plan shows the layout of the project, including buildings, trees, and landscaping.

Charrette Products



Master plans



Street sections



Detailed studies

Summary Sheet	Escalator	Square Feet	Year 1	Stabilized Year Income Profile (Year 3)
Leased Uses At Net Rent/Period	Efficiency	Rent/SF	Rent	Leasable SF
Restaurant/Ent	3	61,000	85% \$17.00	Restaurant/Ent NNN \$
Office	3	61,000	85% \$22.00	Office PS 51,850 \$1,140,700
Rental Residential	1	48,000	87% \$12.00	Rental Residential PS \$
Townhouses	1	16,000	N/A N/A	Townhouses \$
Retail/Storefront	3	16,000	95% \$17.00	Retail/Storefront NNN 15,200 \$258,400
Other Uses	3	128,000	100% \$17.00	Other Uses NNN \$
				Parking Revenue 156 \$49,931
Income Escalator	3.0%			Gross Income \$1,459,031
Target Return Rate	7.5%			Less Office Expenses \$167,892
Stabilized Year Net Income			\$ 1,193,161	Plus CAM Charges 12% of NNN Comm \$ 167,892
Capitalized Value at	9.0%	13,227,000		Less Variance/Credit 1% \$ (81,340)
Total Loan Amount Available at	7.5%	9,842,750		Effective Gross Income \$1,445,476
Project Cost				Less General Partner 3.5% \$ (4,095)
Land	150,000	\$ 10	\$ 1,500,000	Less Office Expenses \$5.50 per SF \$ (270,916)
Construction	37,500	\$ 6	\$ 225,000	Parking Licenses \$ 1.75 per Space \$ (22,040)
Demolition	4	\$ 4	\$ 4	Less Residential Ent 34% \$
Signwork Outside of Bldg	-	\$ 15	\$ -	
Plaza	-	\$ 15	\$ -	
Landscaping	44,000	\$ 7.00	\$ 308,000	Net Operating Income \$1,193,161
Streetlighting & Signal	-	\$ 5,000	\$ 200,000	Plus Startup Reserve 69,355
Street Sidewalks	3,000	\$ 7	\$ 21,000	Less Debt \$ (793,800)
Restaurant/Ent	-	\$ 95	\$ -	Cash Flow Before Tax \$ 469,316
Office	61,000	\$ 95	\$ 5,795,000	Stabilized Cash on Cash Return 16.2%
Office Tenant Improvment	51,850	\$ 25	\$ 1,296,250	
Rental Residential	-	\$ 50	\$ -	
Townhouses	48,000	\$ 95	\$ 4,560,000	
Retail/Storefront	16,000	\$ 75	\$ 1,200,000	
Retail Tenant Improvment	16,200	\$ 25	\$ 380,000	
Other Uses	-	\$ 75	\$ -	
Features	-	\$ 50	\$ -	
Oil Grate Plus	86,000	\$ 8	\$ 688,000	
Parking Structures	32,000	\$ 38	\$ 1,216,000	
Below Grade Pkg Struct	-	\$ 47	\$ -	
Construction Subtotal			\$ 15,489,250	
Soft Costs			27% \$ 4,162,736	
Construction Contingency			7.5% \$ 1,161,691	
Total Project Cost With L	125,000	\$ 179	\$ 22,313,679	
Less Residential Sales	215	\$10,320,000		
Plus Residential Brokerage Fees	6%	\$ 619,200		
Less Energy Systems Equity			\$ 349,775	
Plus Startup Cost			\$ -	
Cost Enhancement/LOI			\$ -	
Adjusted Total Project Cost			\$ 12,962,854	
Less Allowable Debt			\$ (9,842,750)	
Cash/Equity Required			\$ 3,019,904	
Loan Rate (current CMBS rate)			7.00%	
Loan Term in Years			30	
Annual Debt Service			\$ (793,800)	

Economics

Charrette Products



Geoffrey Farrell

Codes



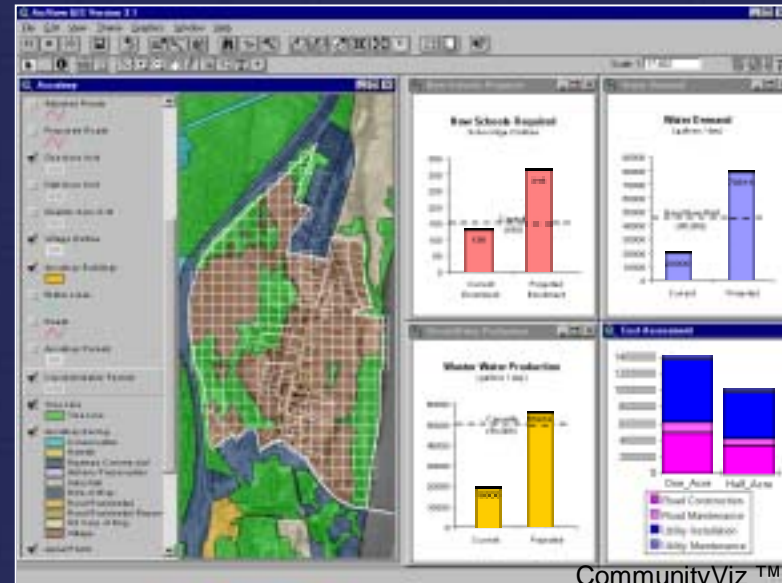
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Computer Renderings



Seth Harry/LCA Town Planners

Hand drawn renderings



CommunityViz™

Environmental Analysis

Charrette follow-up: Implementation Phase

- The goal of the Plan Implementation Phase is to refine and finalize Charrette products to guide the project through adoption and development.
- Tasks include:
 - Team Debriefing
 - Plan Implementation Strategy
 - Document Review and Feedback
 - Document Revision
 - Final Project Public Meeting
 - Project Closeout

Key differences between the Charrette and other planning processes

- Compressed work sessions
- Communicate in short feedback loops
- Work collaboratively
- Work for at least 4 consecutive days
- Study the details and the whole
- Work on-site
- Produce a buildable plan



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Keys to the Charrette Process

Compress Work Sessions

- Time compression facilitates creative problem-solving by accelerating decision-making and reducing unconstructive negotiation tactics.



Keys to the Charrette Process

Communicate in Short Feedback Loops

- Regular stakeholder reviews quickly build trust in the process and foster true understanding and support of the product.



Dover Kohl

Keys to the Charrette Process

Work collaboratively

- Create a long-lived plan based on each individual's unique contributions. The Charrette process gives a plan a mutual authorship and vision shared by all who participate. Having contributed to it, they are in a position both to understand and to support its rationale.



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Keys to the Charrette Process

Work for at Least 4 Consecutive Days

- The best results come from 3 feedback sessions, scheduled at least a day apart.



Urban Design Associates

Keys to the Charrette Process

Study the Details and the Whole

- Lasting agreement is based on a fully informed dialogue.



Keys to the Charrette Process

Work on Site

- Working on-site fosters participants' understanding of local values and traditions and provides easy access to stakeholders and information.




Keys to the Charrette Process

Produce a Buildable Plan

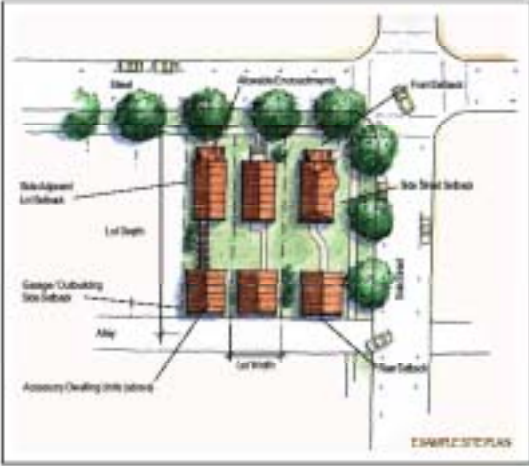
- The success of a community's work to plan and build together depends on implementation tools such as codes and regulating plans.

COTTAGE TYPOLOGY
Cottages are the smallest type of detached residential single-unit project. They are typically between 800 - 1,200 square feet. Mixed-use cottages may contain mixed-use projects. The lot requirements are variable and could vary by project but are in general of the order of:




LOT DIMENSIONS METRIC

Lot Width: Min	28'-0"
Lot Width: Max	40'-0"
Lot Depth	approx. 125'-0"
Front Setback	25'-0" min.
Side Street Setback	4'-0"
Side Street Setback	12' from the street line to the side of building and to rear of building.
Side Adjacent Lot Setback	6'-0"
Rear Setback	10'-0"
Garage / Outbuilding Side Setback	3'-0"
Adorable Encroachments	permitted on the rear of the lot for a maximum of 10% of the lot area from a public way.
Lot Coverage	max 50%
Parking Requirements	- 2 off-street parking spaces per dwelling unit
Accessory Dwelling Units	Not Allowed
NOTES:	Use the minimum values as a minimum.



COTTAGES



Benefits of the Charrette process

- Creates public trust through meaningful public involvement and education
- Creates a better plan through diverse input and involvement
- Creates a shared vision by turning public opposition into support

Frequently Asked Questions

1. When is the right time to use the Charrette Process?
2. How do you know when you are Charrette-Ready?
3. How can you assure that the right people participate?
4. How much do Charrettes cost?
5. What happens after the Charrette?

Charrettes have proven successful for all parties

“... Several League members attended the Charrette in February and felt that it successfully encouraged public participation in the design process. They also felt that the Charrette increased the understanding of participants when compromises had to be made because some requests could not be accommodated without conflicting with others.”

—Leslie Stewart, Action Chair, League of Women Voters of Diablo County

Charrettes have proven successful for all parties

“The Charrette epitomizes public empowerment in the planning process. By allowing the design team to work with the public (usually reserved for developers), the public is able to combine their unique knowledge of the community with the skill and expertise of the design team.”

–Donna Gerber, Former County Supervisor, Contra Costa County, California

Charrettes have proven successful for all parties

“The Charrette process provides the forum for a reasoned discussion among all of the stakeholders, representing all viewpoints, both public and private, within a productive framework. The goal of the charrette is a result that melds these viewpoints into a viable project. The most important factor in the success of a Charrette is the full participation of all of the stakeholders.”

– Mark Farrar, Principal, Millennium Partners