

A Durham that  
is truly integrated  
economically,  
racially, culturally  
where everyone  
feels at home  
L&L

That we seek  
solutions to the  
challenges we  
face day-to-day  
much more  
than we complain  
CA

# Draft Goals & Objectives Engagement Summary

## Comprehensive Plan

I feel like Durham  
is losing its  
uniqueness to  
homogeneity  
EA

Access to  
culturally  
appropriate things  
for me  
(asian + native am)  
L&L

Why does  
Downtown  
look so  
EA

CI

EA

CI

Soul and  
character  
preservation  
Local business  
emphasis  
L&L

When lived in  
Raleigh, had a  
negative impression  
of Durham. When  
got to know Durham  
I liked it better  
L&L

I love the diversity  
and the food!!!  
Durham has  
Such a great  
food scene

A city that is  
inviting and full  
of great places

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# Introduction

This document summarizes the process for writing and engaging the community on the draft Community Goals and Objectives for Durham's new Comprehensive Plan. This summary builds on the [first Engagement Summary](#) on the first phase of engagement, called Listening and Learning, and provides similar content about who we engaged, how we engaged, and what we heard.

## Listening and Learning

The first phase of community engagement for a new Comprehensive Plan and new Transit Plan happened between November 2019 and February 2020. Called Listening and Learning, this was the first of two phases that will make up the development of Community Goals.

## Engagement Summary Part 1

This summary includes high level information about the first phase of engagement. It includes what that engagement looked like, who we heard from, and some of the most discussed topics so far.

## Community Goals and Objectives

The second phase of community engagement for a new Comprehensive Plan happened between November 2020 and February 2021. This phase included sharing the draft goals and objectives for feedback through Engagement Ambassadors, small focus groups, and an online survey.

## Engagement Summary Part 2

This summary includes high level information about the second phase of engagement. It includes what that engagement looked like, who we heard from, and summary detail about what community members said.

# Timeline

The timeline below is a broad overview of the process so far for developing Community Goals and Objectives for Durham's new Comprehensive Plan.

<b>November 2019- February 2020</b>	<b>March 2020- July 2020</b>	<b>August 2020- December 2020</b>	<b>January 2021- February 2021</b>	<b>March 2021</b>	<b>April 2021- June 2021</b>
<i>Listening and Learning Engagement</i>	<i>COVID-19 Context and Summer Engagement Pilots</i>	<i>Writing the draft Goals and Objectives</i>	<i>Engagement on draft Goals and Objectives</i>	<i>Revising draft Goals and Objectives</i>	<i>Process to adopt Goals and Objectives</i>

# COVID-19 Context

As Planning staff completed the Listening and Learning engagement phase, plans were developed for co-creating Goals and Objectives with the community. This was planned as a series of in-person interactive activities, originally scheduled for April-June of 2020.

The Listening and Learning Engagement summary was developed as the pandemic impacts began and staff waited to see if in-person engagement would be possible. As that became unlikely, the strategy for drafting Goals and Objectives shifted.

Throughout Summer 2020, staff tried out virtual and remote engagement opportunities to build on the Listening and Learning engagement and to understand how and if equitable engagement might be possible during the pandemic.

# Summer 2020 Engagement Pilots

Staff coordinated and partnered with a number of organizations including Neighborhood Improvement Services (NIS), Community Partners, and the Office of Performance and Innovation to pilot remote and virtual equitable engagement in the Summer of 2020.

Virtual discussions were held around topics discussed most in the Listening and Learning engagement with the Fayetteville Street Fellows and Hillside Fellows - two Community Partner groups working with NIS.

Physically distanced, in-person sessions, called Street Shares, were hosted by SpiritHouse - also a Community Partner working with NIS. These sessions were held on four residential streets where the Transportation department proposed to modify the street for more use by residents. Residents were also engaged on the most-discussed topics from the Listening and Learning phase of engagement for the Comprehensive Plan.

# Process to Draft Goals and Objectives

Staff began the process to draft goals and objectives based on what residents had shared through engagement. Our focus was to stay true to resident perspectives heard through Listening and Learning and Summer 2020 engagement pilots. As staff began drafting objectives, we asked ourselves:

**How do we listen to, respect, and honor the voice of residents who've been disinvested in and actively harmed by planning in the past?**

and

**How do we turn that lived experience into community goals?**

We started by sorting information into groups. We gave each group a name to describe what residents were talking about. We looked at residents' quotes in these groups to find patterns and stories.

# Process to Draft Goals and Objectives (1 of 3)

We asked ourselves: What are the stories that are beginning to emerge from all these voices? We asked questions about each group of resident quotes. We asked about:

## Residents' stories:

- What are residents saying? What are we hearing?
- What themes are emerging?
- What does it mean?
- Why does this matter to residents?

## Equity:

- Who is benefitting from the way things are?
- Who is burdened?
- Why is that?

## Policy:

- How does what residents are saying fit into a comprehensive plan?
- Can we make policies about these objectives?
- What could these policies look like at a neighborhood level and at a county-wide level?

# Process to Draft Goals and Objectives (2 of 3)

Staff drafted objectives from the answers to these questions. We added more perspectives along the way from the Youth Listening Project and the Durham City and County Resident Survey.

We intentionally wrote in the voice of residents, who provided the source material for these objectives. Each objective starts with “we need,” to reflect the voice of residents.

Example drafts included:

- We need communication and engagement processes that are accessible, transparent, equitable, convenient, and representative of community input.
- We need options for renting and owning homes that are accessible, stable, maintained, and consistently affordable to a variety of income levels.

# Process to Draft Goals and Objectives (3 of 3)

Through this process, 33 draft objectives were shared with residents through small focus groups, Engagement Ambassadors sessions, an online engagement site, and Outreach Team meetings. Additionally, objectives were shared with Durham City and County staff across departments.

**These objectives are stories about the kind of future our residents want to build for Durham.**

Through initial engagement and the drafting process we worked to hear, understand and respect resident voices and the stories they have to tell. In engagement on these drafts, we worked to hear residents' perspectives on how to better reflect their needs and priorities in the drafts. This work to "groundtruth" the drafts will ensure they reflect our shared values that will guide how we build our future together through the Comprehensive Plan.

# Engagement on Draft Goals and Objectives

As we planned to engage on the draft Objectives, we focused on how to overcome challenges to prioritizing equity in engagement due to the pandemic. We focused resources first on reaching those who we've excluded in the past and then on opportunities for broader engagement.

Our engagement efforts focused on:

- Coordinating engagement with other projects including the Transit Plan and Participatory Budgeting;
- Through the Engagement Ambassadors, relying heavily on residents engaging their neighborhoods, friends, and family; and
- Asking groups to review objectives that were related to things they were already working on, to better align our conversations and support their efforts.

# How We Engaged on Draft Goals and Guiding Values

Building on the draft objectives, staff also drafted:

- **9 Goal Statements** that are big picture statements that summarize the objectives on that topic and describe what we want that topic to be like in Durham's future. For example, "In Durham's future, Transportation will be..."
- **Guiding values statement** that identified four overarching values from what residents shared about what they want from their local government. This statement is a commitment to these values in our work with residents on the Comprehensive Plan.

In February 2021, through four virtual sessions, we asked for input on these statements from the Outreach Team and from our Engagement Ambassadors. We asked for whether these statements reflect their needs and priorities and how we can better reflect resident perspectives in revisions to these statements.

# How We Engaged on Draft Objectives (1 of 2)

## Initial phase - November through December of 2020

Coordinated engagement with the Transit Plan and Participatory Budgeting through:

- A Comprehensive Plan question in the Transit Plan online survey; and
- Ambassadors engaged residents on Housing/Neighborhoods objectives (see [page 16](#))

## Second phase - January through February of 2021

- Engagement Ambassadors engaged residents on the remaining 24 draft objectives with digital or paper surveys. (see [page 17](#))
- Staff developed an online engagement site, called Social Pinpoint, to get broad community input on topic-based groups of draft objectives and big picture visioning for our desired future Durham. (see [page 18](#))
- Staff hosted several small focus group discussions on various draft objectives related to the groups' interests and expertise (see [page 19](#))

# How We Engaged on Draft Objectives (2 of 2)

In engaging residents on the draft objectives, through each of the methods mentioned above, we focused on asking whether the drafts reflected their needs and priorities by asking these questions:

- Does this objective feel true for you and your community?
- If not, what is missing?
- If this objective language is not clear, what needs to change to make it clear? Feel free to rewrite any part of the statement above.
- Is there anything else you'd like to share about the objectives?

# Engagement Numbers Overview

Approximately 850 residents provided input on draft Community Goals and Objectives!

FOCUS GROUPS	ENGAGEMENT AMBASSADORS	ONLINE ENGAGEMENT
		
	<b>Phase 1</b>	
<b>55</b> residents attended one of	<b>174</b> residents engaged by one of	<b>11,210</b> views
<b>8</b> focus group discussions from	<b>36</b> Engagement Ambassadors on	<b>152</b> residents engaged
December to March	<b>9</b> objectives	<b>33</b> comments
<b>33</b> objectives reviewed	<b>Phase 2</b>	<b>179</b> surveys
	<b>469</b> residents engaged by one of	<b>33</b> objectives
	<b>28</b> Engagement Ambassadors on	
	<b>24</b> objectives	

# Engagement Method: Coordination with Transit Plan

To more effectively engage residents and reduce survey fatigue, Fall 2020 engagement on the Comprehensive Plan was coordinated with engagement on the Goals and Objectives for the Transit Plan and the priorities for the current cycle of Participatory Budgeting (PB).

*Online Survey Question:* The Transit Plan online survey included a question on whether residents saw missing Comprehensive Plan themes developed from the Listening and Learning phase of engagement and shared in the Listening and Learning engagement summary.

*Engagement Ambassador Sessions:* Questions about the Comprehensive Plan draft Objectives for **housing and neighborhoods** were included in the Engagement Ambassadors' sessions along with Transit and PB questions.

# Engagement Method: Engagement Ambassadors

Two rounds of Engagement Ambassadors sessions were held to provide input on draft Community Objectives. The Ambassadors succeeded in reaching residents that have been left out of planning processes in the past and that may not be comfortable engaging directly with staff.

The **first round** saw 36 Ambassadors trained and engaging their communities around nine draft Housing and Neighborhoods objectives reaching 174 residents. This engagement was part of an overall engagement that asked for input on Transit Plan Goals and Objectives and Participatory Budgeting priorities.

The **second round** saw 28 Ambassadors engage around the 24 remaining objectives, reaching 469 residents. This engagement was solely on the Comprehensive Plan because of the volume of information to review. However, residents were provided information on other opportunities to engage through these sessions.

# Engagement Method: Online (Social Pinpoint)

In December of 2020, an online engagement site, in English and Spanish, was published for broad community engagement around the draft Community Objectives.

On the online engagement site, Social Pinpoint, residents could learn about the objectives writing process, take a series of surveys, and discuss creative ideas about the “Durham of your dreams” in a forum called an “Ideas Wall.” Residents completed **179 surveys** and submitted **33 comments**

Overall, there were **10,611** visits to the Social Pinpoint in English and **599** visits to the Social Pinpoint in Spanish.

# Engagement Method: Focus Group Discussions

To better reach community members that we did not hear from during the Listening and Learning phase of engagement, staff met with **8** different community groups from November-March:

- Fayetteville Street Fellows
- Participants from the Hispanic/Latino focus group
- SEEDS Youth group
- AMIA (Hispanic/Latino Durham Public Schools families)
- Bragtown residents
- Walltown residents
- Immaculata Youth Group
- Participants from the North Durham focus group

Each group was asked to review, discuss, and provide feedback on 3-10 draft Community Objectives. Participants in these discussions received a gift card to a business in Durham for their participation. They were also encouraged to provide feedback on all draft objectives on the digital engagement site.

# Who We Engaged

We asked demographic questions in all of our engagement to see who we are hearing from and to ensure we're working towards input that represents the full diversity of Durham. As Engagement Ambassadors' sessions and the online site were open, we could see who we were reaching and how we needed to boost our efforts to reach those we hadn't.

The next pages include a summary of the demographic information collected, both overall and based on engagement method. Responses to specific demographic questions by engagement type can be seen starting on [page 29](#) below.

# Engagement Demographics Summary

- Similar to the Listening & Learning phase of engagement, we reached different audiences based on the engagement format, particularly regarding race, level of formal education, and home address.
- Residents who participated in the online engagement platform, Social Pinpoint, tended to be white with more formal education, while those participating in the Engagement Ambassador sessions tended to identify as Black, with a greater variety of educational backgrounds and ages.
- **We carried out additional outreach to better engage Hispanic/Latino residents, youth residents, and rural Durham County residents (particularly North Durham) but can still improve in reaching these residents in future engagement efforts - especially Indigenous residents, Hispanic/Latino residents, and Asian residents.**

# What Residents Said (1 of 3)

Through the Engagement Ambassador sessions and the online engagement, we asked residents for each one of the 33 draft objectives:

“Does this objective feel true for you and your community?”  
(select “*strongly agree*,” “*agree*,” “*neutral*,” “*disagree*,” or “*strongly disagree*”)

High-level summaries of responses to this question are included here and on the following slides to provide a general idea of support for the draft objectives. The open-ended question responses provided details on how to improve the objectives to better reflect resident perspectives. The process of incorporating that input into the revised Goals and Objectives is summarized on [page 25](#). The breakdown of responses for each objective to the above question is provided in the appendix on [page 38](#).

## What Residents Said (2 of 3)

These 3 objectives had the highest number of combined “**Agree**” and “**Strongly Agree**” responses to the question:

“Does this objective feel true for you and your community?”

- Accessible Transportation: Resources for Thriving Lives - 450 (93%)
- Safe, Supportive, Nurturing Schools - 429 (93%)
- Equitable and Affordable Health and Wellness - 426 (93%)

The combined percentage of “**strongly agrees**” and “**agrees**” was at least 77% on every objective.

# What Residents Said (3 of 3)

These 5 objectives had the highest number of combined “*Disagree*” and “*Strongly Disagree*” responses to the question:

“Does this objective feel true for you and your community?”

- Healthy, Safe, Dignified Transportation - 20 (4%)
- Innovative Housing - 16 (8%)
- Intentional Development - 15 (8%)
- Integrated Housing and Neighborhoods - 14 (7%)
- Accessible and Innovative Jobs - 14 (3%)
- Intentional and Equitable Transportation Investment - 14 (3%)

The combined percentage of “*strongly disagrees*” and “*disagrees*” was no more than 8% on any objective.

# Revising Community Goals and Objectives (1 of 2)

Throughout March of 2021, Planning Staff worked to revise the draft Community Goals and Objectives based on input received during our engagement activities from November through February. The revision process included the review of all submitted comments focusing on identifying key themes that were missing and necessary language changes to better reflect resident needs and priorities. The process included:

- Beginning with input from Engagement Ambassadors' sessions and small group discussions;
- Developing insights on the type of changes to the objective identified in the input
- Bringing in input from online engagement and add to insights;
- Prioritizing revisions on objectives where less support for the existing language was reported (starting with the ones that needed the most work); and
- Working to revise objective language to address input without significantly changing the content of the objectives.

# Revising Community Goals and Objectives (2 of 2)

Here are some of the high level changes made to the draft Community Goals and Objectives through the revision process:

- Ensure Innovative Housing is focused on providing affordable housing to residents
- Address the contradiction between Integrated Housing and Rooted and Connected Communities to ensure Integrated Housing is not forced or leading to displacement
- Ensure a growth management strategy comes through clearly, including the need for sustainability and resiliency across these objectives
- Emphasize the need for better land use and transportation coordination within the Accessible Housing and Neighborhoods and Accessible Transportation objectives
- Rephrase Goal statements so they clearly describe a desired future state of Durham
- Specific wordsmithing across objectives based on suggestions for clarity, consistency, and accessibility of language

# What's next?

The next step is to present the revised Goals and Objectives to Planning Commission, City Council, and Board of County Commissioners and seek their approval as formally adopted guidance for the rest of the planning process. In the upcoming phases of the plan we'll be working with residents to create a new future land use plan and policies that will act as a guide for how Durham grows and develops.

# Appendices

1. [Draft Goals and Objectives Engagement Demographics Details](#)
2. [Table of Total Responses by Objective to “Does this objective feel true for you and your community?”](#)

# Engagement Demographics Details

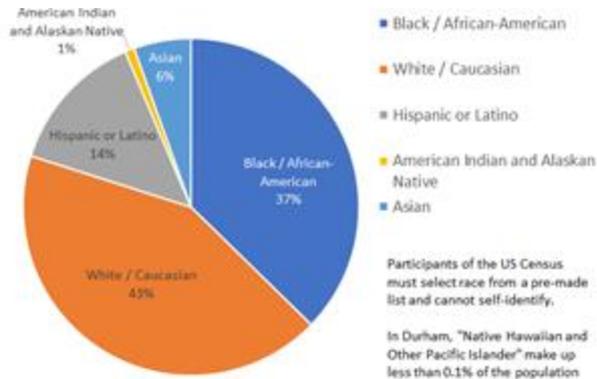
Responses for each of the following questions from each engagement type are shown on the following pages:

- How do you identify racially?
- Describe your gender.
- What is your age?
- What level of education or training have you completed?
- Do you identify as LGBTQIA+?
- Does anyone in your household have a disability?

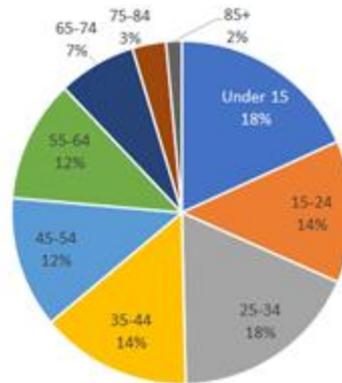
# Durham County Demographics

As a baseline, here are some demographics for Durham County

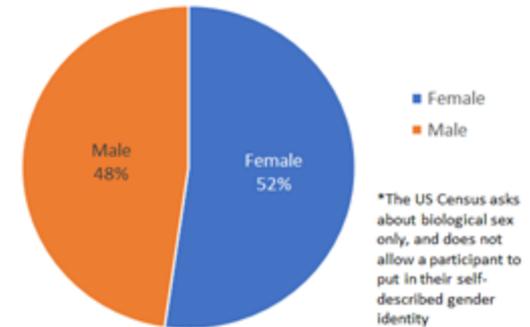
## Race/Ethnicity



## Age



## Sex



ENGAGEDurham takes a different approach (allowing free responses) compared to the Census. Please see notes on each chart for more detail.

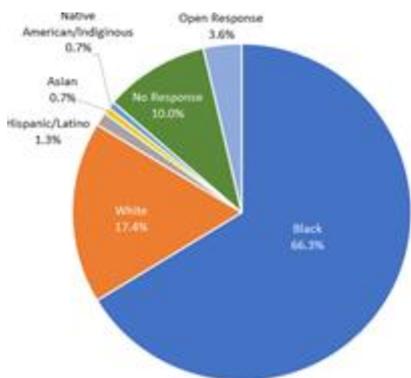
All data from US Census 2018 American Community Survey 5-Year Estimate

Durham County Population is approximately 322,000

# Engagement Demographics: Racial/Ethnic Identity

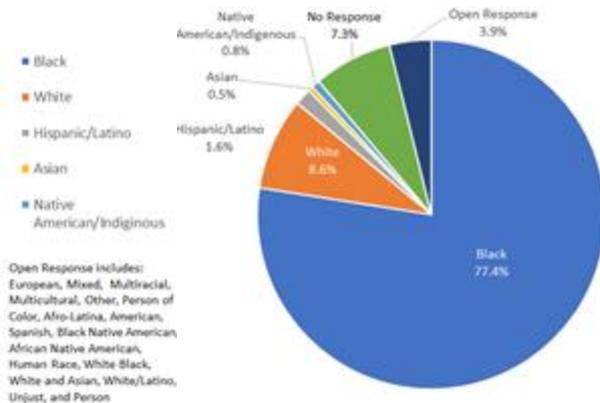
## How do you identify racially?

### Overall



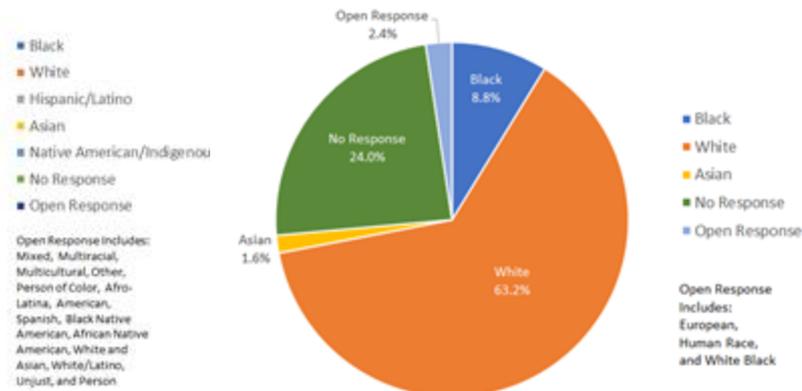
768 Total Responses

### Engagement Ambassadors



643 Engagement Ambassador Responses

### Online Engagement

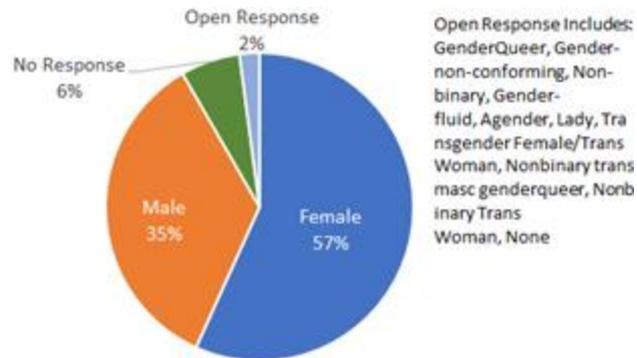


125 Online Engagement Responses

# Engagement Demographics: Gender Identity

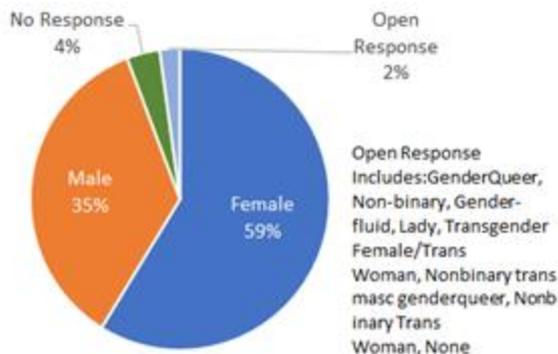
Describe your gender?

## Overall



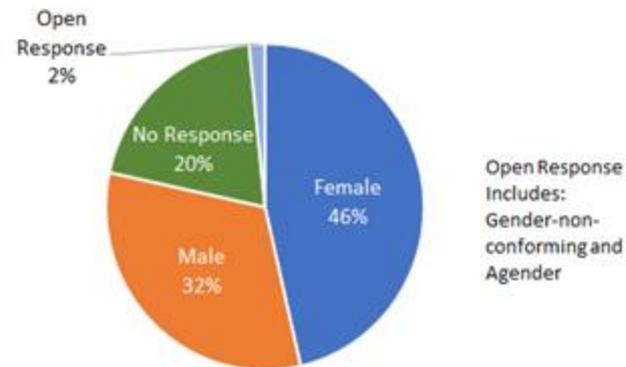
768 Total Responses

## Engagement Ambassadors



643 Engagement Ambassador Responses

## Online Engagement

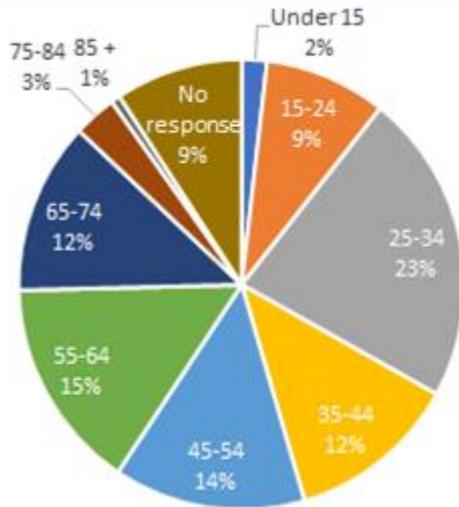


125 Online Engagement Responses

# Engagement Demographics: Age

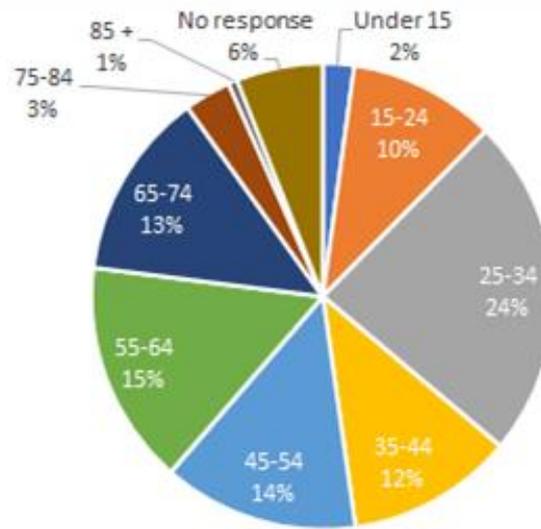
What is your age?

## Overall



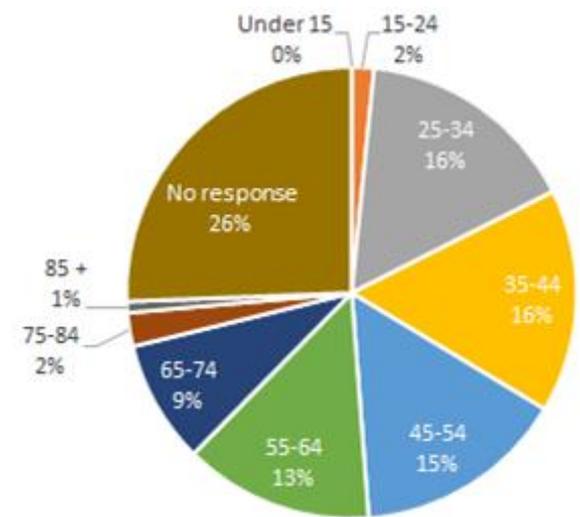
768 Total Responses

## Engagement Ambassadors



643 Engagement Ambassador Responses

## Online Engagement

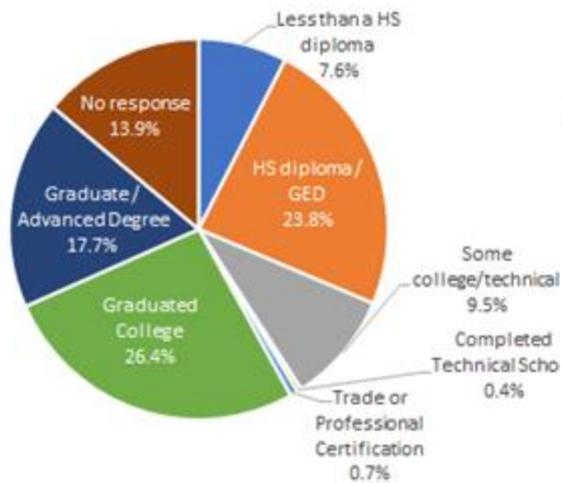


125 Online Engagement Responses

# Engagement Demographics: Level of Education

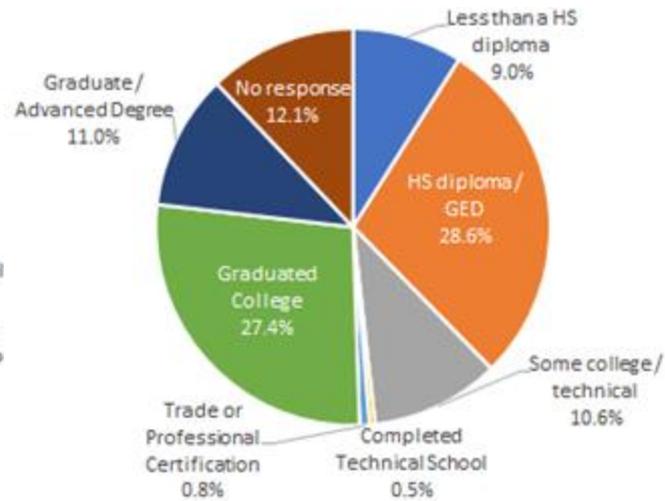
What level of education or training have you completed?

## Overall



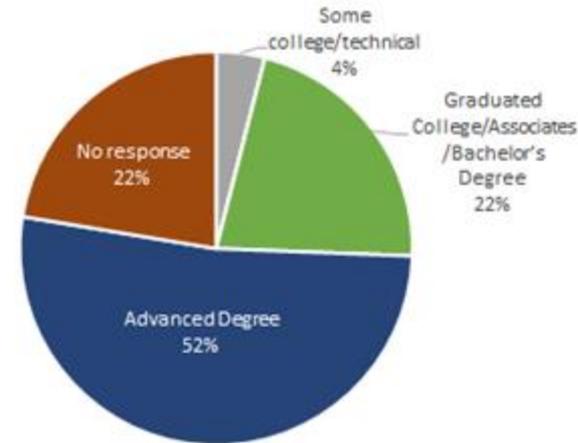
768 Total Responses

## Engagement Ambassadors



643 Engagement Ambassador Responses

## Online Engagement

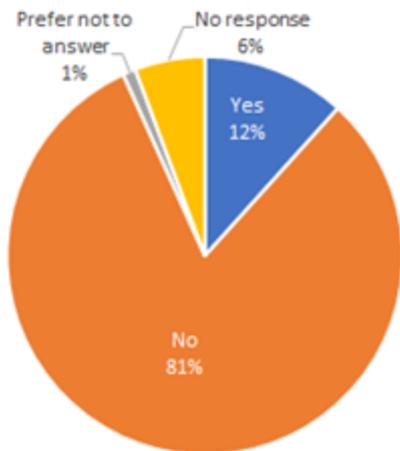


125 Online Engagement Responses

# Engagement Demographics: Sexual Orientation

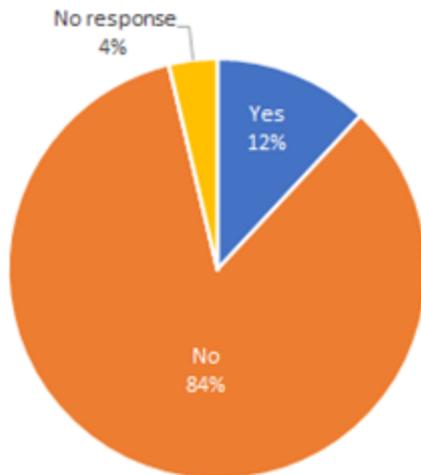
Do you identify as LGBTQIA+?

Overall



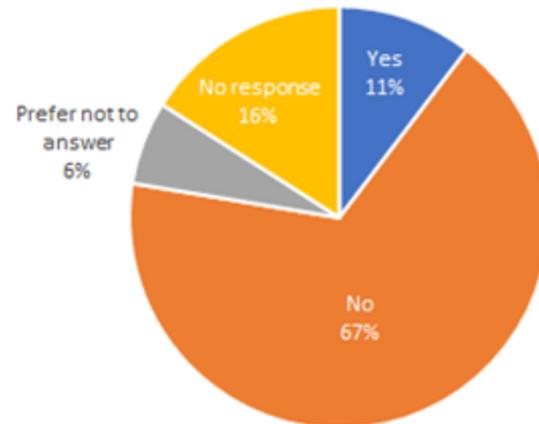
768 Total Responses

Engagement Ambassadors



643 Engagement Ambassador Responses

Online Engagement

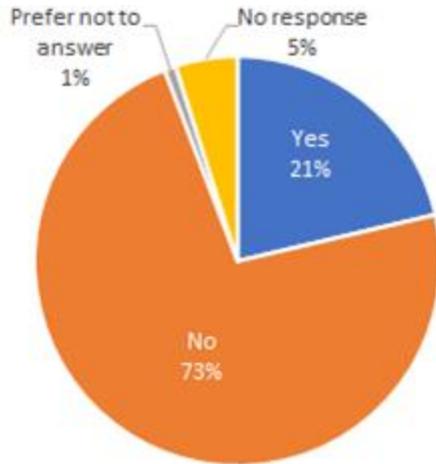


125 Online Engagement Responses

# Engagement Demographics: Household with disabilities

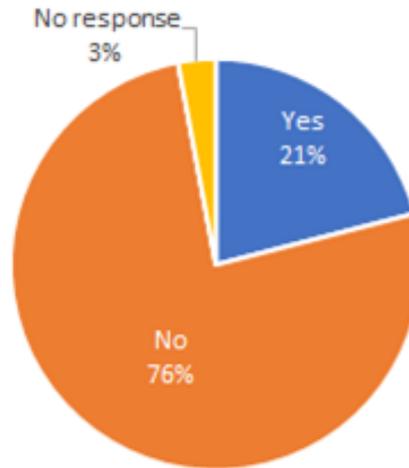
Does anyone in your household have a disability?

Overall



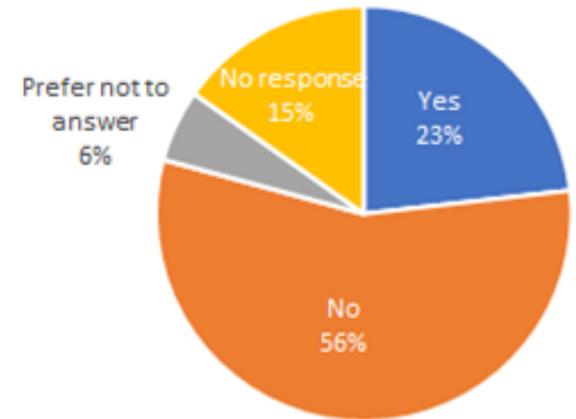
768 Total Responses

Engagement Ambassadors



643 Engagement Ambassador Responses

Online Engagement



125 Online Engagement Responses



# What Residents Said Data (1 of 4)

Objective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
Innovative Housing	96	71	29	6	10	212
Integrated Housing and Neighborhoods	83	74	33	7	7	204
Accessible Housing and Neighborhoods: Designing for Everyone	124	55	14	1	11	205
Accessible Housing and Neighborhoods: Resources for Thriving Lives	118	57	17	2	10	204
Affordable Housing	127	57	14	3	10	211
Healthy, Dignified, and Welcoming Housing	122	58	18	3	8	209
Rooted and Connected Communities	101	52	21	5	8	187
Honoring and Celebrating Culture and Community	117	39	17	4	8	185
Intentional Development	81	71	20	6	9	187

# What Residents Said Data (2 of 4)

Objective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
Safe and Protected Neighborhoods	280	145	30	1	9	465
Informed and Involved Community Engagement	254	163	42	1	8	468
Sustainable, Supported, and Dignified Jobs	280	151	30	0	8	469
Accessible and Innovative Jobs	259	162	33	5	9	468
Intentional and Equitable Transportation Investment	292	156	24	2	12	486
Healthy, Safe, Dignified, and Welcoming Transportation	280	154	33	5	15	487
Accessible Transportation: Designing for Everyone	283	163	29	2	9	486
Accessible Transportation: Resources for Thriving Lives	284	166	24	2	9	485
Connectivity	270	171	32	3	9	485

# What Residents Said Data (3 of 4)

Objective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
Healthy Food Access	270	164	36	1	9	480
Equitable Access to Green Space	276	158	45	3	8	490
Healthy and Clean Air, Water, and Land	306	135	33	4	9	487
Harmonious and Respectful Development Regulations	256	171	44	1	9	481
Resilient, Carbon-Neutral, Future-oriented Communities	244	175	49	3	10	481
Public Spaces: Equitable and Safe Access	290	138	29	2	8	467
Affordable and Intentional Events and Activities	262	164	29	1	7	463
Welcoming, Inclusive, and Celebratory Public Spaces and Events	254	159	42	0	7	462

# What Residents Said Data (4 of 4)

Objective	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Totals
Equitable Investment in Schools	278	143	30	1	8	460
Innovative and Accessible Schools	265	158	31	1	7	462
Safe, Supportive, and Nurturing Schools	283	146	22	0	9	460
Accessible and Affordable Training Opportunities	285	145	31	0	9	470
Intentional and Supported Youth Opportunities	271	149	27	1	8	456
Intentional and Inclusive Senior Opportunities	277	141	31	0	7	456
Equitable and Affordable Health and Wellness	287	139	27	0	7	460

# Thank you!

Thank you to all the residents who have participated and shared their voices in this process so far. And thank you to everyone who has helped make this engagement happen, including:

- The ENGAGEDurham Outreach Team
- The Engagement ambassadors and Aidil Ortiz
- Office of Performance and Innovation staff
- Neighborhood Improvement Services staff and
- Transit Plan Team

