



Memorandum

Planning Division
Community & Neighborhood Department

To: Historic Landmark Commission

From: Lex Traughber, Senior Planner

Date: March 2, 2017

Re: Work Session Expectation Template Draft (Revised)

On September 1, 2016, Planning Staff presented a report to the HLC entitled “HLC Process & Recommendations Study” (Case number PLNPCM2016-00330). This report was prepared in response to a petition initiated by Mayor Biskupski, requesting that the Planning Division study and make any recommendations to amend the City’s zoning ordinance as it pertains to the roles and responsibilities of the HLC. The Mayor asked the Planning Division to take a comprehensive review of how zoning implementation is executed with regard to the H Historic Preservation Overlay zoning district.

One of the recommendations noted in the “HLC Process & Recommendations Study” was to work with the HLC to produce a work sessions expectations template. Currently, Salt Lake City has an informal process to encourage property owners or developers to consult with Planning staff or to hold an informal work session prior to holding a public hearing with the HLC. The purpose of a work session template is to establish a formal document that indicates what a work session is and what it is not, a typical work session format or structure, the roles of the various parties involved, and desired work session outcomes.

On October 6, 2016, a briefing was held with the HLC regarding a proposed work session template draft document. A discussion took place regarding the draft and comments, both written and verbal, were received. The minutes from this briefing are attached for review – Exhibit A. Having received comment, Planning Staff prepared a revised draft for the consideration of the HLC – Exhibit B .

Next Step/Action

Planning Staff requests that the HLC adopt the document as a part of the HLC’s “Rules of Procedure”.

Attachment:

Exhibit A – HLC Minutes – October 6, 2016
Exhibit B – Work Session Template Draft

identify best practices to provide greater clarity, consistency, transparency and accountability, and

- c. Make recommendations to the Mayor and the City Council for any changes to the City's ordinance for the role and responsibilities of the Historic Landmark Commission, the standards, and the decision making process for local historic districts and landmark sites.**

The Commission reviewed this report on September 1, 2016 and made recommendations. Planning Staff will brief the Commission on the revisions to the report, input from the Planning Commission and take input on the study. (Staff contact is Michaela Oktay at (801) 535-6003 or michaela.oktay@slcgov.com.) Case number PLNPCM2016-00330

Ms. Michaela Oktay, Planning Manager, gave an overview of the proposal as outlined in the Staff Report (located in the case file). She stated Staff was looking for comments, corrections and questions on the proposal.

The Commission and Staff discussed and stated the following:

- A review of the process would be great for the new members on the Commission.
- Look at how standards are applied to contributing versus non-contributing structures.
- The number of contributing structures in the city needed to be checked and the standards applied fairly to all historic areas.
- How other places review historic areas and how the city fits in that review.
- A survey on how to see how base zoning conflicts with historic overlay.
- How the surveys are conducted and the time frame for those surveys.
- The time frame for significantly historic buildings and how they are regulated.
- Areas that may not be relevant to historic overlay.
- Flexibility and balance for updating structures.
- The next steps for the report.

WORK SESSION 7:39:54 PM

Work Sessions Expectation Template - As a follow-up to the briefing regarding "Land Use Ordinances Pertaining to Historic Preservation" presented to the Historic Landmark Commission on September 1, 2016, Planning Staff will brief the Commission on a "Work Session Expectation Template". This proposed template defines "Work Session", outlines a typical work session structure, outlines expectations of all work session participants, and proposes desired work session outcomes. (Staff contact is Lex Traughber at (801) 535-6184 or lex.traughber@slcgov.com.) Case number PLNPCM2016-00330

Ms. Michaela Okay, Planning Manager, gave an overview of the template as outlined in the memo (located in the planning office). She stated Staff was looking for comments, corrections and questions on the outline.

The Commission and Staff discussed and stated the following:

- Staffs role in the review process.
- Having a facilitator attend work sessions as a new set of eyes.
- The definition of scope creep and how to address many different issues through the review process.
- The goal of a work session should be to address as many issues as possible but it was not a guarantee that other things would not arise at the public meeting.
- Not having work sessions during dinner as there was not enough time to discuss the projects thoroughly.
- When and where to have work session meetings.
- Who determined when and whether a work session was necessary.

The meeting adjourned at 7:58:00 PM

WHAT IS A WORK SESSION?

A Work Session is an informal, yet organized and structured, meeting with participants who have a stake in a given project with the purpose of “working” through issues and documenting results of the discussion while moving toward the production of a final product. Further, a work session is a vehicle for addressing major issues or concerns more effectively and earlier in the process. They make future public hearings more productive, focusing on whether a proposal meets standards and guidelines. A work session is different from a public hearing because in a work session no testimony is taken from the public (although the public may attend the session), no formal staff analysis or recommendation is provided, and the work session is non-binding. It is an opportunity for the applicant to bring a complex project to the HLC and have formal access to the entire commission in a public setting in order to explain the concept and nuances of a project, answer questions, and receive direction to make the process decision making more predictable when revising or returning for a final decision.

A work session would be coordinated and facilitated by Planning Staff and would include, but not be limited to, the following core characteristics:

- *Work sessions have a purpose that is aligned to project objectives* – They are designed to achieve a specific goal or project resolution/clarification.
- *Work sessions encourage discovery* – A work session is a place for healthy discussion; a place of discovery where the ideas and opinions of all the participants contribute to exploring and defining the best outcome of a project.
- *Work sessions are systematic* – The work session has a defined approach and structure and is not an ad hoc meeting of interested parties. Preparation, work session delivery, and follow-up activities are all part of the work session process with clear roles and responsibilities.
- *Work sessions are collaborative* – The participants do not attend a work session so that an expert can tell them what to do, all parties are viewed as having individual input. The participants are led by a facilitator, typically planning staff, who seeks input and involvement to achieve work session objectives.
- *Work sessions create substantive outputs* – Work sessions result in quality discussion and direction, and are designed to produce the decisions and content required for the delivery of a high quality product in the end. They should improve predictability and decrease the need for multiple public hearings by allowing more thorough analysis of complex issues and feedback from the Commission prior to a formal public hearing.

- *Work sessions promote accountability* – Direction within the work session are typically made by consensus. Participants respect the direction given during a work session.

WORK SESSION EXPECTATIONS

PLANNING STAFF'S ROLE IN A WORK SESSION

Planning Staff's primary role in the work session environment is that of facilitator. Good facilitation requires:

- Planning and the ability to think through desired objectives and the creation a plan to achieve them,
- Flexibility to change direction to accommodate group needs,
- Objectivity to guide discussion of key issues toward without bias,
- Thorough knowledge of City Plans and associated policies, ordinances, and guidelines as they relate to historic preservation, and;
- Good communication skills to collect from and disseminate information to the group effectively.

AN APPLICANT'S ROLE IN A WORK SESSION

The responsibility of an applicant in a work session is to provide adequate information to facilitate a meaningful and productive discussion. At a minimum, the application materials required by the City's Zoning Ordinance in terms of a "complete submittal" should be provided. In addition, any materials that are deemed important by an applicant to further promote an in-depth discussion should be submitted. Items requested by Planning Staff to present issues in further detail for the all participant's benefit are encouraged. In short, the responsibility of the applicant is to provide the minimum required application materials and information for the purpose of facilitating a productive work session ie: issue identification, analysis of alternatives, and resolution as feasible.

THE HLC'S ROLE IN A WORK SESSION

The HLC will actively consider information and materials provided by the applicant and engage in focused discussion with the applicant, in order to provide constructive feedback and direction on a proposal based on adopted plans, zoning ordinance standards, and preservation guidelines. The role of the HLC is not to design a project by "committee", rather it is to provide input and advice for an applicant so that a more historically compatible, standard compliant product results through the participation of all parties.

TYPICAL WORK SESSION STRUCTURE

A work session with the HLC would typically be organized utilizing the following meeting structure:

- The HLC chairperson directs the work session and introduces the project applicant.
- Planning Staff provides an introductory overview of the project and identifies issues and concerns based on adopted standards and guidelines.
- Applicant provides a proposal overview including how the proposal meets adopted standards and guidelines.
- Discussion between the members of the HLC and the applicant.
- Verbal summary of the discussion including issues and concerns plus further direction from the HLC to Planning Staff and the applicant.

After the work session, Planning Staff provides a summary document of the work session discussion to the applicant and HLC, and conducts any necessary follow-up in preparation for a formal presentation at the HLC public hearing.

DESIRED WORK SESSION OUTCOMES

The following are benefits that should result from a productive and successful work session, and should be objectives of any work session conducted by the HLC:

- Ownership of the work session outcome(s),
- Improved project quality; meeting or closer to meeting required standards,
- Improved working relationships,
- Informed decision making,
- Predictability, early issue identification, resolution exploration and expectations,
- Reduction of the overall project elapsed time.