

Town of Bethlehem Comprehensive Plan

Stakeholder Engagement Plan

October 12, 2020



HIGHLAND PLANNING

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1.0 INTRODUCTIONS

Project Overview

In September 2020, the Town of Bethlehem began the Comprehensive Plan Update process to develop a plan that will guide development and community-related decisions toward the community's vision for years to come. The Town's current Comprehensive Plan, adopted in 2005, has provided the Town's elected and appointed officials with valuable context and guidance for development-related decisions and capital investment. It established a vision for the community's future, articulated guiding principles and goals, and recommended specific actions or strategies that would move the Town toward the community vision. Updating the comprehensive plan requires a thorough and inclusive community discussion about the current state of the town, the community's values and aspirations for the future, and the strategies that should be used or actions that should be taken to achieve the community's vision for the future.

The first phase of the Comprehensive Plan Update began the community discussion. From Fall 2018 through Spring 2019, the Town held a series of seven community forums with participation from 250 residents to talk about what the future should hold for the Hamlets and the greater Town. The summary report organized input in the following seven categories: Neighborhoods, Transportation, Aging and Housing, Economic Development, Parks and Recreation, Environment, and Government.

Decision Statement

A decision statement is used in a stakeholder and public engagement process to summarize the opportunity to be explored and the decision that will be made. The decision statement is intended to clarify the objective of the project. It will be used in press releases, at the start of public meetings, and in the final document. The decision statement for this project is:

By Fall 2021, the Town of Bethlehem Board will adopt an update to its Comprehensive Plan to establish a shared community vision for the future and an action plan to achieve it.

Purpose of the Engagement Plan

This Stakeholder Engagement Plan was prepared using input from eight key stakeholders and direction from the Comprehensive Plan Update Committee (CPUC). The goal of this plan is to build and sustain two-way communication with town residents, property and business owners, and other stakeholders and to utilize a variety of tools and methods to assure that all interested parties receive information about the project and opportunities to participate in the planning process. The plan is designed to be a living document with purposeful flexibility. It may evolve over the course of the project as the effectiveness of tools and techniques are evaluated. If necessary, the plan will be modified to better suit the project and broader community. A project timeline is included as Appendix A.

COVID-19

The COVID-19 pandemic will impact the project in at least three distinct but interrelated ways. First and most importantly for the purposes of this document, community engagement tools will need to account for continuing requirements regarding social distancing and large gatherings. The project team understands that during NYS on PAUSE due to COVID-19, access to professional offices, libraries, community centers, and other public spaces will remain limited for the foreseeable future. Members of the public and stakeholders may not have access to reliable internet and/or computer equipment at home to allow video conferencing. Therefore, the virtual platforms and techniques in this plan include options for participants to join by phone-only or view materials presentations on their own time. Implementation of meetings identified in this plan may include both virtual and non-virtual techniques that do not rely solely on virtual platforms or in-person contact. As certain engagement activities will have to align with the sensitivity of the situation, this schedule will remain fluid throughout the project.

Engagement Principles

Throughout the course of the project, the Town will uphold the following stakeholder engagement principles and consider feedback received from the members of the general public.

- (1) **Accessibility:** An accessible process will ensure that a diverse group of stakeholders are engaged. Because we anticipate that all engagement will be virtual due to the COVID pandemic, we will aim to make digital engagement ADA compliant. Within the context of safe COVID-19 practices, we will also seek opportunities for people to give input in writing or in person.
- (2) **Communication:** All engagement will include clear communication of the context, advantages, disadvantages and trade-offs of decisions. To ensure better public participation, technical language will be avoided where possible and explained where necessary.
- (3) **Transparency:** Transparency honors the public and reduces risk to the project. We will clearly articulate the scope of the public's influence in the project and the results of the input received throughout the process.
- (4) **Flexibility:** Flexibility allows engagement to respond to changing circumstances. Due to the evolving situation caused by the COVID-19 pandemic, individual elements of this plan may need to be adjusted to meet changes to timelines, processes, and community needs.

All engagement actions will be designed and assessed based on these principles.

Pre-Engagement Stakeholder Interviews

In September 2020, Highland Planning conducted eight pre-engagement interviews with community stakeholders identified by the CPUC. The purpose of pre-engagement interviews was to gain an understanding of how stakeholders are likely to perceive the project and what the likely issues will be. Pre-engagement interviews are an opportunity to begin developing constructive

stakeholder relationships, better understand impacts, concerns, opportunities, and identify risks to the project. Pre-engagement interviews were completed with the following stakeholders:

- Cindy Ferrari, Bethlehem Opportunities Unlimited
- Donna McMullen, McMullen Trucking
- Lou Picarazzi, Selkirk resident
- Mark Kelly, Town resident
- Mike Waldenmaier, Town resident
- Pattie Beeler, Bethlehem Tomorrow
- Susan Leath, Preserve Historic Bethlehem group
- Will Vail, Town of Bethlehem Senior Services Department

The results of the pre-engagement interviews were used to develop specific objectives and techniques for engagement, which are described in this Stakeholder Engagement Plan.

Town’s strongest assets and existing challenges:

- Stakeholders noted that the Town is well-situated near Albany and has one of New York State’s top school districts. Other assets include:
 - Parks and open spaces for recreational purposes
 - Public services such as police and fire department
 - Senior services
 - Rural and historic character
 - Socially conscious people
- Concerns in the community include:
 - Unequal resource/infrastructure between Delmar and the rest of the Town, including shopping opportunities, parks, schools, transportation, and crosswalks, and the perceived disenfranchisement of non-Delmar residents
 - Lack of racial diversity and racism in the community
 - Motorized traffic (trucks, tankers, etc.) passing through the Town
 - Barriers to business expansion
 - Development of former farms and rural lands
 - Preservation of historic sites, buildings, and the rural character of the area
 - Type of housing to be built in the Town (e.g., affordable, multi-family housing vs. single family homes)
 - Town financial resources, particularly in the wake of the COVID pandemic
 - Neighborhood connectivity as new neighborhoods are built
 - Reassessment of land value for tax purposes

How stakeholders would like to be engaged:

Interviewees noted they would like to be kept informed about the update process. Some offered suggestions that representatives from all hamlets, public services (police and fire department) and state agencies (NYSDOT) should be involved. Stakeholders noted that partnering with local clubs and organizations (such as the Lions Club, Rotary Club, Bethlehem Businesswomen, and Delmar Progress Club) would be the most effective way of reaching out to the public in order to solicit maximum feedback. Other suggestions included:

- Interactive project website
- Door-to-door outreach by ambassadors
- Well-thought-out communications campaign with inclusive outreach and messaging
- Publicity about the project and engagement opportunities via:
 - Facebook groups
 - Nextdoor App
 - Local newspaper, such as the *Spotlight Weekly*
 - *Our Town* magazine (monthly mailings)
 - *Times Union Local First* (weekly newspaper mailing to all residents)
 - Existing meetings
 - Leafletting and posting notices
 - Seasonal newsletter by the Parks & Rec department
 - Text messaging
- For virtual meetings, use breakout groups to enhance interactions between participants from different geographies/hamlets.
- Engaging with church leaders from Delmar Reformed Church, 1st Reformed Church of Bethlehem (in southern part of town), Delmar United Methodist Church, and Bethlehem Community Church.
- The community has over 7,000 senior residents, many of whom can be reached through the Town's Senior Services office.
- Suggested locations for engagement events include:
 - Farmer's Market in Delmar
 - Shoprite in North Bethlehem
 - Kleinke Farm Stand
 - Selkirk Grange
 - PriceChopper in Glenmont
 - Bethlehem Public Library
 - Senior Housing
 - Glenmont Elementary School

2.0 PROJECT TEAM

The project team consists of the Town of Bethlehem and the project consultants, including members from SWBR, Highland Planning, Fisher Associates, and Kevin Dwarka LLC. The main contacts for the team will be:

- Town of Bethlehem
Robert Leslie, Director of Planning | rleslie@townofbethlehem.org
- Consultant Project Manager
William M. Price, SWBR | wprice@swbr.com | (585) 232-8300
- Public Engagement Team
Tanya Zwahlen, Highland Planning | tanya@highland-planning.com | (585) 315-1834
Nancy Raca, Highland Planning | nancy@highland-planning.com | (585) 754-1078

3.0 COMPREHENSIVE PLAN UPDATE COMMITTEE (CPUC)

The Town of Bethlehem convened a Comprehensive Plan Update Committee (CPUC) to provide guidance for the project and help ensure that the study addresses issues relevant to the stakeholders. The CPUC is composed of residents, representatives of local organizations and non-profits, and Town officials. The Committee will hold meetings as needed. Membership of the committee includes:

- Giles Wagoner
- Jeremy Snyder
- Adrienne Mazeau
- Kathleen Mannix
- Bill Ketzer
- Brian Gyory
- James Grady
- Georgia Fishburn
- Thomas Coffey
- Paul Beyer
- Anne Benware
- Rad Anderson
- Dania Flores

Throughout the process, the CPUC members will engage with stakeholders and the general public through engagement activities detailed in section

Stakeholder Engagement Plan

6.0 Committee-led Engagement.

4.0 STAKEHOLDERS

With support from the members of the CPUC, the project team will engage with the members of the general public, including residents, property owners and business owners, and representatives from Town/Planning Board, municipal leaders, local law enforcement agencies, state agency officials, and members of various advocacy groups with a vested interest in the planning process.

The input and potential support they can provide will be critical to the project. While all interested stakeholders will be emailed with updates and information on upcoming project events, the consultant team will also seek to collaborate with stakeholders who can help promote input opportunities and otherwise expand the reach of the project.

Based on conversations among the project team and feedback received during the project kick-off meeting and the pre-engagement interviews, the stakeholders have been identified under the following groups.

- **Public officials and agency staff within the Town.** Public officials, including elected officials, Town Board/Planning Board members, local law enforcement agencies, Public Works/Highway Department, Senior Services, and representatives from other state agencies will likely be directly involved in the planning process. This group of stakeholders will also be key in helping to distribute information about the project and engaging other stakeholders. This plan includes strategies to ensure this group is informed and involved, as needed.
- **Local residents.** Residents from Slingerlands, Selkirk, South Bethlehem, Delmar, Glenmont, North Bethlehem, and Elsmere hamlets, especially members from the senior and low-income community, should be kept informed and offered opportunities to provide feedback about concerns and opportunities.
- **Businesses and business owners within the Town.** They will likely experience positive and negative impacts from the implementation of recommendations suggested in the Comprehensive Plan. They should be kept informed and offered opportunities to provide feedback about concerns and opportunities.
- **Large landowners, local farming and agricultural community.**
- **Local Community Organizations and Leaders:** The existing plans and priorities of community organizations will be considered in the development of the comprehensive plan.

5.0 TRADITIONAL ENGAGEMENT

Throughout the course of the project, the stakeholders and members of the general public will be engaged through a series of public meetings, one-on-one stakeholder interviews, focus groups, and online surveys. These engagement activities will serve as an opportunity to develop constructive stakeholder relationships and solicit feedback to inform the development of the Comprehensive Plan update.

CPUC Meetings

Town of Bethlehem will host regular meetings with the CPUC members for the purpose of sharing project information and seeking guidance and feedback on the project. Highland Planning will attend seven (7) meetings with the CPUC and assist SWBR with meeting coordination as needed. A list of all the committee members is included in Section 3.0: CPUC.

Stakeholder Interviews

Objective: To identify concerns, issues and opportunities in the Town of Bethlehem and to brainstorming engagement methods and gather a stakeholder list.

Format: Eight 1-on-1 20-minute phone interviews with individuals identified by the CPUC.

Participants:

- Cindy Ferrari, Bethlehem Opportunities Unlimited
- Donna McMullen, McMullen Trucking
- Lou Picarazzi, Selkirk resident
- Mark Kelly, Town resident
- Mike Waldenmaier, Town resident
- Pattie Beeler, Bethlehem Tomorrow
- Susan Leath, Preserve Historic Bethlehem group
- Will Vail, Town of Bethlehem Senior Services Department

Schedule: September 2020

Roles: Highland Planning conducted these eight interviews. The information gathered from these interviews helped design this engagement plan. The CPUC plans to conduct additional one-on-one interviews throughout the process.

Public Meetings

Objective: To inform and engage the public in the development of the Comprehensive Plan Update. The purpose of the first public meeting will be to inform the stakeholders about the project and what to expect moving forward:

- (1) Share information about the project background, purpose, scope, schedule, and engagement opportunities
- (2) Seek initial feedback about participant's concerns, issues, impacts (positive and negative), and opportunities
- (3) Provide an opportunity for participants to share contact information

The input received from this meeting will assist in the development and assessment of a community profile. The second public meeting will be in the format of a community visioning workshop to provide stakeholders an opportunity to reflect on community's goals and priorities and express a vision for its future. The third public meeting will summarize the results, demonstrate how public input was used in the development of recommendations, and provide an opportunity for stakeholders to comment on the draft Comprehensive Plan.

Format: Three virtual public meetings held by Zoom. To reach out to people who do not have access to the internet or computer, the virtual meetings will be live streamed/ broadcast via the Bethlehem Community Network Television in addition to providing an option to join by phone. A meeting recording will also be posted on the project website to allow members of the public (including those who were unable to participate in the live virtual meeting) to view the presentation and provide detailed feedback. SWBR will provide meeting summaries and minutes as needed. An annotated agenda for the first public workshop is included as Appendix B.

Participants: Members of the general public

Tentative Schedule:

Meeting 1: November 2020

Meeting 2: January 2021

Meeting 3: August 2021

Roles: Highland Planning will convene the three meetings in conjunction with the project team. The Town may also hold a fourth meeting in a public hearing format after the final assessment of the Final Plan. This meeting will not be hosted by Highland Planning. For the first three meetings, Highland Planning will work with the project team to develop a final agenda, invite the public, and facilitate the meeting. SWBR will provide meeting summaries.

Topic-Focused Groups

Objective: To gather detailed input on particular topics from interested members of the public and stakeholders.

Format: Three virtual meetings, each with a different topic, led by a facilitator. Suggestions are to use geographical areas as topics (e.g., Delmar, North Bethlehem, South Bethlehem/Selkirk) or issue areas as topics. Examples issue areas for focused groups could be Housing/Land development, Economics/Business, and Diversity and Inclusion.

Participants:

Members of the general public

Schedule: March 2021

Roles: The project team will design and structure the meetings. Highland Planning will convene and facilitate the meetings. The CPUC will determine the topics to be covered. SWBR will develop meeting summaries.

Surveys

Objective: The purpose of the first survey is to gather information about current issues and opportunities in the Town of Bethlehem as well as collect information from participants who would like to stay informed or get involved with the project. The second survey will solicit public feedback on draft recommendations for the Comprehensive Plan.

Format: Two online surveys using PublicInput.com. A draft of the first survey is included as Appendix C.

Participants: General public

Schedule:

Survey 1: November 2020

Survey 2: August 2021

Roles: Highland Planning will develop the surveys in conjunction with the project team and the CPUC and will promote the surveys through email, text messaging, and communications materials that can be distributed by the CPUC. A distribution plan for the survey is included in Section 7.0: Communications Plan.

6.0 COMMITTEE-LED ENGAGEMENT

In the COVID-19 era when large public gatherings may not be feasible or permitted, go-to-them strategies are useful in reaching out to the community members in spaces and through platforms they feel most safe and comfortable. The following engagement events are designed and intended to be led/facilitated by the members of CPUC, local community leaders, and other community members, including students and senior citizens. Highland Planning will develop materials and provide assistance to all facilitators with both event preparation and promotion.

Pop-up Events

With support from Highland Planning, the CPUC members will each spearhead pop-up events. The purpose of these events is to share information about the project with stakeholders, providing them with an opportunity to learn about the project and give initial feedback. Locations suggested by stakeholders include:

- **Delmar Farmers Market**
332 Kenwood Ave, Delmar, NY 12054
- **Town Squire Plaza**
329 Glenmont Rd, Glenmont, NY 12077
- **Glenmont Plaza**
392 Feura Bush Rd, Glenmont, NY 12077
- **Price Chopper**
1395 New Scotland Rd, Slingerlands, NY 12159
- **South Bethlehem Grange**
24 Bridge St, Selkirk, NY 12158
- **Bethlehem Public Library**
451 Delaware Ave, Delmar, NY 12054

Highland Planning will assist CPUC members to obtain permissions for the pop-up events. Engagement activities may include distribution of survey postcards, informal conversations, and an interactive exercise, such as a budgeting exercise.

CPUC members will record the number of participants engaged along with their comments. During the course of the pop-up event, photos will be taken for use in social media posts and following the pop-up event, any comments recorded on paper would be photographed by the CPUC members to ensure they are documented and will, therefore, be logged in the Public Input Log (PIL) by Highland Planning.

Drop-in Meetings

The CPUC members and the project team will attend virtual, existing meetings organized by business associations, churches, community groups, neighborhood and resident welfare

associations, and non-profits to share information about the project and seek initial feedback from stakeholders about concerns and opportunities in the Town.

Meeting-in-a-Box (MIAB)

A Meeting-in-a-Box “toolkit” contains everything needed to hold an independent discussion including instruction sheets for the host/facilitator, publicity materials, discussion questions, worksheets for participant responses, and directions for recording and returning responses. The members of the Comprehensive Plan Update Committee (CPUC) may be potential MIAB meeting hosts/facilitators. MIAB could also be distributed using the project webpage and through email distribution.

Door-to-door Outreach

At their discretion, CPUC members will perform door-to-door outreach to (1) mobilize stakeholders about the Comprehensive Plan update process and (2) gather contact information from those who would like to stay involved in the project. Possible materials to distribute during the outreach will include the frequently asked questions (FAQs) document, project brochure and flyers containing information about upcoming events and opportunities to provide feedback (e.g. online survey).

Social Media

In addition to disseminating information about upcoming engagement opportunities and project findings, social media campaigns (Facebook, Instagram, and Nextdoor, in particular) will be used strategically to engage the community. Potential activities that can be spearheaded by the CPUC members and local community leaders include:

- Ask students to write about or draw how they envision the Town, and post on the associated social media page of the campaign facilitator such as that of the CPUC members, school (e.g. Ravena-Coeymans-Selkirk School District), or community organization (e.g. Bethlehem Tomorrow)
- Encourage town residents to use *#BethlehemForward* and post photos of things they love about Bethlehem between October and December.

Articles and Blog Posts

To ensure awareness about and participation in the project, Highland Planning will encourage and work with local residents and the CPUC members to produce articles and blogs for the project website and other print media outlets, including:

- *Spotlight Weekly* newspaper
- *Our Town* magazine
- *Times Union Local First*
- Newsletters by the Town, Parks & Rec, Local Chamber of Commerce, Bethlehem Public Library, and the Senior Services

- Local blogs (such as by Susan Leath, Town Historian)

If needed, Highland Planning will provide assistance in coordination with media outlets and with content such as photos from events, event details or other outreach materials.

7.0 COMMUNICATIONS PLAN

PublicInput.com

To enhance the reach and transparency of the public outreach for this project, Highland Planning will develop a project website using the PublicInput.com tool. This tool will consolidate the stakeholder database, survey, and project materials, allowing us to keep stakeholders and citizens informed of the project's progress and gather their input.

- (1) **Surveying:** The industry-best survey capabilities will allow us to gather detailed, actionable information. The surveys include advanced mapping capabilities, AI-powered sentiment analysis, and full mobile compatibility.
- (2) **Meeting Support:** To support virtual Zoom meetings, the project team will use PublicInput.com features including meeting/event registration, live-polling and live streaming integration that will ensure clear, equitable, and well-recorded communication between meeting participants and the project team.
- (3) **Communications:** In addition to providing a high-quality landing page where stakeholders and citizens can get project schedules, materials, and updates, PublicInput.com includes social media outreach tools that will be used to track discussion of the project on social media and integrate it into the record of public comment where appropriate. Through integration with PublicInput.com, the project team will also send up to 2,000 text messages.
- (4) **Stakeholder Database:** Highland Planning will use PublicInput.com to maintain a database of all interested stakeholders with their addresses, email and other contact information. The project website will host a subscribe feature to allow stakeholders to join the contact list. The database will be used to facilitate e-blasts, mailings and other communication. CPUC members will also be able to add contacts using the subscribe feature on the project website or provide contact information in an Excel/spreadsheet format to Highland Planning.
- (5) **Multilingual Outreach:** PublicInput.com deploys content and surveys in multiple languages making the overall engagement process more inclusive. All comments are automatically translated for analysis alongside the original untranslated comment.

Public Input Log (PIL)

Highland Planning will keep a continuous log of all community and stakeholder engagement activities and input received in the Public Input Log (PIL). The name and contact information of the commenter will be included when possible, preferably email address but phone number, home

address or preferred major social media platform will be included if email is unavailable. Comments will then be categorized and kept on record.

Communication Materials

Highland Planning will assist the team in developing the below-mentioned communications materials and content to inform the public about the project and solicit feedback. SWBR will provide technical information and graphic design support for creation of the materials.

- Press releases
- Project Website (using PublicInput.com)
- Project brochure
- FAQ document
- Flyers:
 - Surveys
 - Public meetings
 - Focus groups
- Digital copies of the flyer and brochure for Town website and/or social media
- Social media/website content (as needed)
- Phone calls to stakeholders (where needed)
- Media contact: David VanLuven, Supervisor, and Rob Leslie, Director of Planning with the Town of Bethlehem

Survey and Event Outreach Plan

Given that there are multiple target audiences including local residents, business and property owners, the survey and all public events will be promoted using a variety of methods and locations to gather input from a balanced cross-section of stakeholders. Techniques include:

- **News Media Outreach:** A press release to announce the survey and project through newspaper, radio, and television.
- **Website:** A link to the online survey on the homepage of the Town website and other partners, directing users to the survey. Meeting dates and links and background material on the process will be available on the website, as will a place to sign up for emails and text alerts.
- **Social Media:** Promotion through Facebook, Instagram, and Nextdoor.
 - Social media posts to Town's social media accounts (www.facebook.com/BethlehemNY/?ref=br_rs) as well as a variety of community social media accounts, including Ravena-Coeymans-Selkirk School District, Bethlehem Tomorrow, etc.
 - Social media posts through the accounts of people associated with the project, including that of the Town Supervisor (www.facebook.com/BethlehemSupervisor/) or the CPUC members.

- Nextdoor: Posts and links to the survey and upcoming events by the CPUC members.
- Instagram campaign: encourage town residents to use *#BethlehemForward* and post photos of things they love about Bethlehem between October 22 - December 14 with a drawing for some *#BethlehemForward*
- A paid/ sponsored “boost” of social media posts in the Town
- **Emails:** Email blasts to various email list serves including:
 - Students and parents list
 - Listservs of Bethlehem Historical Association, Preserve Historic Bethlehem
 - Local Chamber of Commerce listserv
 - Resident and Business Association listservs
 - Listservs of non-profits, including *Bethlehem Tomorrow*, *Bethlehem Indivisible*, etc.
- **Text Messaging:** Through integration with PublicInput.com, the project team will send 2,000 text messages. In addition to the cell phone numbers collected by the Town through their website, cell phone numbers will be collected through the online survey and the project website. Text messaging will be used to promote public meetings and the second survey.
- **Committee-led Engagement:** Mobilizing stakeholders, handing out project information materials, and pinning up survey/meeting announcement flyers on community bulletin boards (at libraries, senior centers, local businesses, schools, town hall, etc.) as part of outreach spearheaded by the CPUC members.
- **Other Print Media:** Articles and blog posts by local residents and the CPUC members on the project website and other local print media outlets, including:
 - *Our Town* magazine
 - Bethlehem Public Library newsletter
 - Newsletters by the Town, Parks & Rec, Bethlehem Public Library, and the Senior Services
 - Other local blogs (such as by Susan Leath, Town Historian)

A detailed list of communication channels is included as Appendix D.

APPENDIX A: ENGAGEMENT MATRIX

Activity	Medium	Lead	Schedule
Kick off Meeting	Virtual	Town	September 10, 2020
Preliminary Stakeholder Interviews complete	By phone	HP	September 17-25, 2020
Finalize Stakeholder Engagement Plan	Electronic	HP	October 21, 2020
Draft materials and collateral		HP	October 26, 2020
Project website	Electronic	HP	October 26, 2020
CPUC/Design Team Workshop #2	Virtual	SWBR/ CPUC	
Finalize materials and collateral		Town	October 2020
Promote public workshops, focus groups, and survey	Electronic	Town/ CPUC	October 2020
Social Media/Instagram campaign	Electronic	CPUC/ Town	October 22- December 14, 2020
Open and distribute Survey #1	Electronic	HP	October 26, 2020
Pop-up Events & Door-to-door Outreach	In-person	CPUC	October 26- November 6, 2020
Public Meeting #1 – Issues & Opportunities	Virtual	HP	November 10, 2020
Meeting-in-a-Box (MIAB)	Virtual/ In-person	CPUC	December 1-11, 2020
Close and summarize Survey #1	Electronic	HP	December 14, 2020
Articles & Blog Posts	Electronic	CPUC	Ongoing
Social Media Posts	Electronic	Town/ CPUC	Ongoing
Drop-in Meetings	Virtual/ In-person	CPUC	Ongoing

Stakeholder Engagement Plan

Activity	Medium	Lead	Schedule
Text Messaging (advertise PM#2)	Electronic	HP	January 4-8, 2021
Public Meeting #2 – Visioning	Virtual	HP	January 12, 2021
CPUC/Design Team Workshop #3	Virtual	SWBR/ CPUC	January 14, 2021
Focus Group Meetings #1—3	Virtual	HP	March 8-12, 2021
CPUC/Design Team Workshop #4	Virtual	SWBR/ CPUC	July 19-23, 2021
Open and distribute Survey #2	Electronic	HP	August 2, 2021
Text Messaging (advertise Survey#2)	Electronic	HP	January 4-8, 2021
Pop-up Events & Door-to-door Outreach	In-person	CPUC	August 9-20, 2021
Text Messaging (advertise PM#3 & Survey#2)	Electronic	HP	August 23-27, 2021
Public Meeting #3 – Draft Comp Plan Update	Virtual/ In-person	HP	August 31, 2021
CPUC/Design Team Workshop #5	Virtual	SWBR/ CPUC	September 2, 2021
Close and summarize Survey #2	Electronic	HP	September 15, 2021
CPUC/Design Team Workshop #6	Virtual	SWBR/ CPUC	October 7, 2021
Text Messaging (advertise PM#4)	Electronic	HP	October 11-15, 2021
Public Meeting #4 – Adoption Hearing	Virtual/ In-person	HP	October 19, 2021

APPENDIX B: DRAFT PUBLIC MEETING #1 ANNOTATED AGENDA

Date: TBD

Time: TBD

Format: Virtual Meeting (using Zoom)

Objectives: The public meeting will serve as an introduction to the project, providing an opportunity to:

- (1) Share information about the project scope, schedule, and engagement opportunities
- (2) Seek initial feedback from stakeholders about concerns, issues, and opportunities
- (3) Provide an opportunity for stakeholders to share contact information

Participants:

- (1) Key stakeholders and general public
- (2) Members of the Comprehensive Plan Update Committee (CPUC)
- (3) Project Team

Format: In response to the ongoing COVID-19 outbreak, the Town is hosting a 90-minute virtual public meeting using Zoom. The meeting is scheduled to be conducted in two parts:

- (1) A live virtual public meeting to share project updates and information, followed by a live question and answer (Q&A) session and interactive group activities.
- (2) The meeting recording will be posted on the project website to gather public feedback for a period of additional two weeks.

Dry Run: A dry run with the team and Town representatives will be conducted at least one week prior to the online meeting.

Agenda:

Time	Activity	Description	Role
0:00	Meeting Set-Up	<ul style="list-style-type: none"> ▪ Zoom meeting set-up ▪ Allocate co-hosts ▪ Share the sign-in google-spreadsheet link in chat-box 	Highland Planning
1:00	Convene & Welcome	Begin recording. Convene the group and introduce Town and project team	SWBR/ Town

Stakeholder Engagement Plan

1:05 pm	Online Meeting Instructions	<p>Explain COVID requirements for social distancing and explain logistics of online participation (provide virtual meeting instructions about “virtual hand-raising,” Q&A, chat-box, etc.)</p> <p>Poll Question: How did you hear about the meeting?</p> <p>AND/OR</p> <p>Poll Question: Select the option that best describes you (multiple choice)</p> <ul style="list-style-type: none"> ▪ I live in the Town ▪ I work in the Town ▪ I own a business in the Town ▪ I own a farm in the Town ▪ I used to live in the Town ▪ I have not lived or worked in the Town ▪ I’m not sure ▪ Other 	Highland Planning
1:10	Agenda Review	Review meeting purpose and agenda	Highland Planning
1:15	Presentation	<ul style="list-style-type: none"> ▪ Project overview ▪ What’s a comprehensive plan vs. other plans and regulations ▪ Purpose/Timeline/deliverables ▪ What we’ve heard – key themes 	SWBR
1:25	Q&A session	Attendees can submit questions in writing via Q&A/ chat-box feature. Questions can be answered by the team in writing during the webinar or addressed live.	Highland Planning
1:30	Interactive Group Exercise(s)	<p>POLLING EXERCISE:</p> <ol style="list-style-type: none"> 1. What do residents love about the Town? 2. Which are the most important characteristics in the Town? 3. What’s the main area that needs improvement? 4. What would be the ideal opportunity for the Town? 	Highland Planning

		<p>SMALL-GROUP EXERCISE: Attendees will be assigned to breakout groups of 5-10 people. Each breakout room will have a facilitator and scribe/note taker. Participants will be asked to discuss the issues and opportunities associated with the below seven categories and collect their thoughts, which they will then bring back to the larger group.</p> <ul style="list-style-type: none"> ▪ Neighborhoods ▪ Transportation ▪ Aging and Housing ▪ Economic Development ▪ Parks and Recreation ▪ Environment ▪ Land Use <p>OR</p> <p>Attendees can be divided into 7 breakout groups wherein each group is assigned 1 category each. Participants are asked to discuss the issues and opportunities of the assigned category and collect their thoughts, which they will then bring back to the larger group.</p>	
2:10	Report out	Summarize main points/ takeaways and categorize them in the above mentioned seven categories.	
2:25	Wrap-up and adjourn	Discuss next steps, future engagement opportunities, and online survey	SWBR

Meeting Recording and Comment Period: At conclusion of the meeting, the project team will share the link to the recorded meeting (video and/or audio) to allow community members to offer detailed input. All comments received within the period of two weeks will be included in the final document. This will allow the members of the public (including those who were unable to participate in the live virtual meeting) to provide detailed feedback.

APPENDIX C: DRAFT SURVEY

Town of Bethlehem Comprehensive Plan Update 2020

The Town of Bethlehem began a comprehensive plan update in September 2020.

A comprehensive plan is an expression of the community's values and future vision. The process to develop the plan involves a broad section of the community to create a vision that will help guide the future of the Town. A comprehensive plan communicates a community's goals and objectives, provides a blueprint for community infrastructure projects, Town policies, future land use, and serves as the basis for zoning, subdivision, and land use codes.

Please help us create an effective and responsive comprehensive plan by taking 10 minutes to complete this short survey. Your responses will help shape the vision for Bethlehem's future. Your responses will be anonymous and confidential. Please contact Rob Leslie, Director of Planning with the Town of Bethlehem at rleslie@townofbethlehem.org if you have any questions about this survey.

1. Please select the options that best describes you. (select all that apply)

- I live in the Town of Bethlehem
- I work in the Town of Bethlehem
- I live and work in the Town of Bethlehem
- I own a business in the Town of Bethlehem
- I own a farm in the Town of Bethlehem
- I used to live in the Town of Bethlehem
- I have not lived or worked in the Town of Bethlehem
- I'm not sure
- Other (please specify)

Life in the Town

2. Why do you choose to live in or visit the Town of Bethlehem? (select up to three (3) of your top reasons)

- Location within the Albany region
- Neighborhood and local community
- Schools
- Relatives and friends nearby
- Housing options available
- Walkability

Stakeholder Engagement Plan

- Commercial amenities
- Historic character
- Rural character
- Recreation options
- Other (please specify)

3. How would you rate the quality of life in the Town of Bethlehem?

- Excellent
- Good
- Fair
- Poor
- Not sure

Improving Quality of Life in the Town

Note: Q4 is a branch question. Only the respondents who select "poor" as an option in Q3 will be asked to further provide reasoning in Q4, other respondents will be directed to Q5.

4. What factors led you to rate the quality of life in the Town as poor?

[provide comment box for open-ended response]

5. Of the following, which are the most important characteristics in the Town? (select all that apply)

- Proximity to Albany
- Historic architectural character
- Neighborhood appearance
- Lack of large malls and overbuilt commercial areas
- Senior community
- Parks and Recreations services and programs
- Arts and culture
- Rural character
- Public services
- Schools
- Community/People
- Safety/low crime
- Other (please specify)

6. Please rank What are the most important challenges you see for the Town during the next ten (10) years? Please select your top five (5) from the list below and the feel free to identify others:

- Preservation of rural character and farmland
- New housing developments
- Neighborhood connectivity and walkability
- Social issues and racism
- Business expansion opportunities
- Availability of shopping and amenities
- Equitable distribution of resources throughout the town
- Property taxes
- Property owner rights
- Other (please specify)

7. What is your vision for the extent and pace of future growth in the Town?

[provide scale with three measures—slow, limited development; incremental development; and, transformative, smart growth-style development]

8. What should future growth look like in the Town of Bethlehem? (Check all the types you would like to see).

- New mixed-use development (commercial + residential) **on same property**
- “Infill” development (redevelopment of existing buildings and sites)
- New residential development: single-family homes
- New residential development: multi-family/apartments/condos
- New residential development: affordable housing
- New commercial/office development
- Industrial/ light manufacturing development
- Preservation of farmland
- Focus on sustainability
- I don’t want to see growth
- Other (please specify)

9. What types of businesses and services do you routinely use that are not located in your neighborhood or hamlet? [Open-ended question]

10. When planning for future housing/residential development, which of the following should the Town prioritize?

- Low-density residential development of single-family housing
- Mix of housing types and price points to attract and accommodate individuals and families with a variety of income levels.

- In-law suites and other shared housing options to accommodate young professionals and senior citizens.
- Other (please specify)

11. During the next ten (10) years what changes would you like to see in the Town? Please select as many as apply (the following list is not in any order of priority):

- More sidewalks, trails, and bike lanes
- More parks and recreational facilities
- More senior citizen programs
- More youth programs
- More housing available at for individuals, families and senior citizens supporting a variety of income levels
- More businesses and jobs
- More variety of stores, restaurants and other commercial services
- More emphasis on creating a sustainable community
- More public transit
- More emphasis on creating an inclusive community
- Less development of open space
- Less traffic
- Other (please specify)

12. In fifteen (15) years, what three words would you like to be able to use to describe the Town of Bethlehem to your friends/children/grandchildren?

Word one

Word two

Word three

13. Do you have any other comments for the project team?

[provide comment box for open-ended response]

About You

Help us better understand who is answering this survey. Your responses will help ensure we are capturing a representative cross section of the community and will remain anonymous and confidential.

14. Please select the option that best describes you:

- Renter
- Homeowner

15. In what type of dwelling do you live?

- Single-family detached
- Single-family attached (townhouse, rowhouse)
- Apartment/multi-family
- Condominium

16. What factors led you to choose to live in this type of housing?

[provide comment box for open-ended response]

17. How many people live in your household?

- 1
- 2
- 3
- 4
- 5
- 6 or more

18. What is your age?

- Under 20
- 20-39
- 40-64
- 65 and over

19. Please select the option that best describes you:

[provide drop-down menu with race and ethnicity options]

20. How do you get news about the Town of Bethlehem? (select all that apply)

- Town Newsletter
- Town Website
- Social Media
- Attend Meetings

Stakeholder Engagement Plan

- The *Spotlight* Newspaper
- Times Union Local First
- Our Town* magazine
- Radio or television
- Neighbors and friends
- Other (please specify)

21. Which hamlet do you live in?

[provide drop-down menu with list of hamlets: Delmar, Elsmere, Glenmont, North Bethlehem, Selkirk, Slingerlands, South Bethlehem, and "other" option]

22. Which school district do you belong to?

[provide drop-down menu with list of the three school districts along with an "other" option]

23. What is your annual household income level?

- Less than \$15,000
- \$15,000-\$24,999
- \$25,000-\$34,999
- \$35,000-\$49,999
- \$50,000-\$74,999
- \$75,000-\$99,999
- \$100,000-\$149,999
- \$150,000-\$199,999
- \$200,000 or greater

Stay Updated

24. Please provide your contact information below to stay informed on the Comprehensive Plan Update.

Name	<input type="text"/>
Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
	<input type="text"/>

Stakeholder Engagement Plan

Email Address

Mobile Number *(to receive text message updates)*

25. May we contact you about future engagement opportunities?

- Yes
- No

Thank you for taking the survey! We greatly appreciate your feedback. For more information about the Comprehensive Plan update process or associated public outreach efforts, please visit the project website at www.BethlehemForward.com.

APPENDIX D: COMMUNICATIONS CHANNELS

Note: throughout the course of the project, the team will work with the Town/CPUC members to expand this list of communication channels.

Email Lists

- PTO
- Bethlehem Indivisible
- Friends of Bethlehem Public Library
- Parks & Rec
- Friends of Parks & Rec
- Town of Bethlehem
- Progress Club
- Rail Trail
- Chamber of Commerce
- Mohawk Hudson Land Conservancy
- Friends of Five Rivers
- Bike and Ped Town Committee
- Healthy Kids Committee
- Church email lists
 - Delmar Reformed Church
 - 1st Reformed Church of Bethlehem
 - Delmar United Methodist Church
 - Bethlehem Community Church
- Bethlehem Tomorrow (Pattie Beeler/Jeremy Snyder)
- Bethlehem Historical Association
- Preserve Historic Bethlehem/Bethlehem Alliance (Susan Peters)
- Senior Services/Food Panty list (Will Vail)
- Delmar Farmer's Market (Paul Tick)

Print (newsletters and other publications)

- Our Town magazine
- The Spotlight
- Parks and Rec brochure
- Senior Services newsletter
- Town newsletter?

Social Media Sites

- Town of Bethlehem (Facebook, Twitter)

Stakeholder Engagement Plan

- Bethlehem Parks & Recreation (Facebook)
- Bethlehem Opportunities Unlimited (Facebook)
- Bethlehem Healthy Kids Committee (Facebook)
- Tackling Racism in Bethlehem (Facebook)
- Ravena-Coeymans-Selkirk School District (Facebook)
- Next Door
- Bethlehem Tomorrow (Facebook)
- Town Historian, Susan Leath (Facebook)

Other Media

- Bethlehem Community Network TV (BCN-TV)