



Plan Implementation

- The City is not obligated to implement any action item in the plan.



Plan Implementation

- What we have been derelict in doing is following through on those action items.



Plan Implementation

- Getting it finished was a real proud moment, but that we're having trouble getting it implemented tempers how proud we are.



Education for Participation

- One of the things I think is the real problem, they don't spend enough time making sure the people they bring to these workshops understand planning. People have no idea the difference between GO and CO, yet they were voting on it. So a lot of people didn't know what they were saying yes to.



Education for Participation

- We don't have any of the skills, we don't have the training, we haven't read the books on how you're supposed to do it – on the other hand, we live here and we know what happens with traffic.



Education for Participation

- I just kind of went to the first meeting and totally didn't know what was going on, and I was totally confused and overwhelmed. And from that time on, just started going to meetings, and reading in between. I kind of get sucked into the whole thing.



Education for Participation

- You go to these meetings and they're words that don't make any sense to you unless you go to these meetings constantly.



Education for Participation

- It's difficult to develop a plan and ask people to do that when they really have no understanding of what a plan entails.



Education for Participation

- All of us got a lot smarter on zoning, we knew how to ask the right questions, and we weren't prepared, but the group strength pulled us through.



Education for Participation

- I think it fell apart right from the beginning. The meetings that they held were disastrous in every way in the sense that they were boring, dull, and hard to follow.



Education for Participation

- You have to learn about zoning and land use and planning. It affects the value of our property. It affects our lives, traffic, we drive here everyday, we live here, we shop here.



Education for Participation

- But then you can't educate everybody in the city in two meetings.



Education for Participation

- There is a steep learning curve if you wanted to be involved. They were using a language that the ordinary citizen does not understand. You had to know what different terms meant. It is not really the kind of game that a disinterested lay person would want to play.



Appropriate Representation

- It's not just about how many people you get to each meeting, it's about getting valuable input and finding a balance in the perspectives of these meetings.



Appropriate Representation

- One ongoing frustration with the planning process is the lack of business representation in the plans.



Appropriate Representation

- You know, a plan only truly reflects the community's interest as long as it comes from a balanced perspective.



Appropriate Representation

- First off, the City made it clear to us, and we agreed with them wholeheartedly, that it's not the Neighborhood Association's neighborhood plan.



Appropriate Representation

- They kept saying “Let’s let the neighborhood speak.” And we were like “Well, who’s that? How did you determine who that is?”



Appropriate Representation

- If you didn't come to the first meeting, and you're not on the contact team, too bad.



Appropriate Representation

- I've never been to a meeting where there was any logical conclusion. It always was, "Well, we'll get to it next time. We'll meet on this next time. And, I guess if we can't come to anything today, we'll come to it next time." And really what happened was that they said "Next time" so many times that the only people who come now are their friends.



Appropriate Representation

- Somehow the city recognizes these people as representing me, and none of them - I've lived here longer than every single one of them - and they've never asked me my opinion.



Appropriate Representation

- The first big meetings were great. We had an overall meeting, overall presentations, we broke into groups...We brainstormed about everything, about traffic, about green space, about trails. We all got back together again.



Appropriate Representation

- That's a continual battle, is trying to get more renters to participate throughout as part of the immediate community.



Appropriate Representation

- When the final plan was put forth, a bunch of people came out of the woodwork just complaining about it. And it's like, "Well where were you for the past year?"



Appropriate Representation

- Well, business people are time sensitive. I mean, time is money. And I've got a business to run. And it's hard to commit to a seemingly endless string of meetings with very little apparently that gets accomplished.



Appropriate Representation

- We took representatives from the neighborhood association, a couple homeowners, a couple renters, and a student renter and we put them in a room and said, “You’re going to go in there and you’re going to write a vision, you have an hour to do it.” They started talking to each other and when they came out of that room you could see that something had changed. Basically, they were all saying the same thing.



Why Participate in NP?

- They did this as a labor of love, and you know, they did it because they love East Austin.



Why Participate in NP?

- If there're events that are interesting to me, I get to go meet more people that way.



Why Participate in NP?

- Sometimes I wish we could get more of the community involved, which is the real frustration for me. I get my morale kind of low from working real hard, and I feel like we're not reaching enough of the community.



Why Participate in NP?

- We came up with a lot of people who are concerned with their neighborhoods. And it does not match necessarily the city drawn boundaries.



Why Participate in NP?

- What came out of those two or three really big meetings was great. We all agreed on general concepts and general things, and then the next two years deteriorated into zoning meetings.



Why Participate in NP?

- Nobody can come to all these meetings. You end up with a hard-core group of people, these people don't represent a cross-section of the group, but they have more time to go to these things.



Why Participate in NP?

- The Planning Department and the Planning Commission lent too much credence to just that loud minority, and in fact at the last City Council meeting that I went to, the council addressed that group of people as the neighborhood.



Why Participate in NP?

- The Planning Commission hasn't shown guidance. Rather than try to make decisions and make things happen, they say, they always just postpone things, and let them go back to committee. And it's like, "Just tell us what to do. Give us some direction."



Why Participate in NP?

- You could imagine the diversity that comes out to initial kick-off meetings. And it's just normal, in any process, that attrition happens as things progress.



Why Participate in NP?

- When we started this process, I remember some lunch time meeting, a man came in from another area who had done their plan, and one of the first things he said was that you are going to give up your life. Everybody laughed. Two years later, we're not laughing.



Why Participate in NP?

- I am by far not one of the most active, and the ones that are involved are drowning.



Why Participate in NP?

- Because it has gone on and on, the hardest thing is to keep people involved. They essentially wear you down. And that has been a big complaint of people. Too many meetings.



Why Participate in NP?

- And so, if you ask that question in the middle of it, we would probably have said, boy yeah two years is way too long. But when you look at it, you need to take the time you need to take to get it the way you need to have it. You don't want to rush it, but you don't want to let it drag on.



Why Participate in NP?

- Looking back, I'm kind of proud of the document we produced, and I think all the people involved are fairly content with it. Just like anything else, it could certainly be better, but it could also be a whole lot worse.



Why Participate in NP?

- I've been lucky. I've come in on the tail end of it where I have seen more positives than negatives.



Why Participate in NP?

- You just have to persevere. It's like we're trying to be worn down. It's really pretty cool that this core group of us that have stuck with it.



Why Participate in NP?

- It was all unpaid, volunteer residents working together. It shows that it is possible that you can do great things.



Why Participate in NP?

- You need maximum participation.
And I don't know how you get that.
1-5% is not acceptable.



Why Participate in NP?

- I'm a property owner, but so is whoever. Some people own larger pieces than I own. We all get one vote, and a lot of people don't show up. So how do you solve that? I don't know.



Why Participate in NP?

- Most people don't even know there is a plan—most people just want to go along with their lives—most people don't have time to be on the committees.



Why Participate in NP?

- Because I had a neighbor that welcomed me, I felt so welcome, I felt that I could bring something to the table, and I gladly turned all of my energies to the neighborhood planning process. So that was it...somebody just asked, and I wanted to participate.



Why Participate in NP?

- It is an aggregation of practical little things that make a neighborhood more livable. You don't have to necessarily go bulldozing everything from scratch. It is listening to people.



Why Participate in NP?

- More cooperative spirit, for solutions instead of saying “No.” It’s like, don’t say no, say, maybe, slow it down a bit, or start trying to come up with answers and solutions other than just “No.” Because, we are growing.



Why Participate in NP?

- Change is inevitable, and if it's managed and done properly, I think everybody's okay with it.



Why Participate in NP?

- It has to be a partnership. You can say that your neighborhood needs this, this, and this, but how does it fit into the big picture? And that is the value of the planning process, to understand 10...15...20 years out, even though we won't be here, what's going to happen to others who come behind us.



Why Participate in NP?

- The ultimate win is that it's a safer place to be today than it's ever been. So, for the ultimate accomplishment, it's a great place to live and work.



Finding Common Ground

- We have learned over a long time that if you can meet with a specific developer over a specific piece of property and talk about your concerns, we wind up with a better product, tract by tract. The neighborhood planning process was supposed to solve that problem, but it has not.



Finding Common Ground

- There were times when we were just like, hey, screw it man, you know, who cares? Let's just come home, and dig in our heels, and build a sixteen-foot wall. Because you just get tired of fighting.



Finding Common Ground

- One thing that has been really cool is that it has brought different segments of the neighborhood – segments that are really spread out – together to work on this, to come up with some things that are important to all of us.



Finding Common Ground

- You know, the best thing about it for our neighborhood was having people from so many different parts come together, and get so fired up about stuff.



Finding Common Ground

- I think it's one of the best things to come out of our neighborhood area planning, was that we all of a sudden got to meet everybody working with similar problems. We started learning their strategies, and it was a huge improvement in just overall knowledge...



Finding Common Ground

- We walked in the door stereotyped, drive through our neighborhood and it gets stamped.



Finding Common Ground

- I think that we were able to put a stamp on some properties that were at risk and say, in advance of any problems, this is what we want to happen with this property.



Finding Common Ground

- It wasn't our choice to have that kind of diversity, and we thought it would cause some problems, and it turned out that it really didn't.



Finding Common Ground

- The other thing I liked about the way we did it, is I made a lot more friends from other areas who have diverse backgrounds and so on, that maybe I would have never met under other circumstances. I like that. That's good.



Finding Common Ground

- So far, it has been a good agreement. That's because we were able to talk.



Finding Common Ground

- It has brought us together, it has made us think about things we would have been lackadaisical about. It gave us a framework to deal with that well in advance of any problems. So we don't have to go to council at midnight and be screaming at each other. We've got our plan developed over time.



Finding Common Ground

- This was our opportunity to say, “We need this.”



Finding Common Ground

- It's very fair and nobody, nobody railroaded anybody else, everyone seemed to get a say. There was a lot of attention to process.



Finding Common Ground

- We discussed process a lot because we were all feeling our way, and weren't given a clear process. So we kind of made up one as we went that fit us.



Finding Common Ground

- Well they didn't like each other, in fact they couldn't stand each other. As much as they distrusted the city, they distrusted each other even more.



Finding Common Ground

- We were horrified that we were going to be thrown in a bag with another neighborhood organization with all its power, and we felt we would just be ground up. But when I started working with them on the vision I was excited. I thought, “These are people, we can speak the same language.” It was like that.



Finding Common Ground

- I believe if you start with a vision, if you can find a common vision that everyone can get excited about. That's where the energy comes from that drives the process, and that's what you keep coming back to, the vision, the broad vision, and the goals. You can see immediately how you can have what you want, and I can have what I want.



Finding Common Ground

- I did the affordability study with an executive with a big developer. And I was sort of primed to not...I had a bias against him. And immediately discovered that I was wrong. He was very creative and very open-minded, and had good values.



Finding Common Ground

- We worked it out, we worked together, we found solutions for practically everything.



Finding Common Ground

- Well, it worked out, which was rather amazing. It started off very fractious and then in the end it was a very positive experience and the city staff came to respect us as well and realized that we were people who just didn't want to fight, that we were people who also wanted to find solutions and that we were reasonable.



Finding Common Ground

- What it seemed to me happened is some of those fractious people got tired of being fractious and they just went away, which meant that they stopped participating in these workshops, which was great.



Finding Common Ground

- It's the people, I think, who stuck it out for the long haul who really were patient and who I think really cared the most. I don't know, it was... I hate to say this... it was kind of magical. Who would have ever thought that we could have worked something out or become sort of friends and had mutual respect for each other? I mean that's kind of amazing.



Finding Common Ground

- I think it's important that residential people recognize the benefits of businesses, and for so long, it's just so much of the interaction you have is adversarial.



Finding Common Ground

- That Neighborhood Planning Team that was formed was the first time in years, maybe ever, that the two neighborhood associations had worked together...We felt good about the fact that we were going to bridge that gap and work together on issues that we shared.



Relationships & Roles

- I think at the end, if you listen to the tapes, you'll find us all thanking the staff because we had all worked so closely together.



Relationships & Roles

- The neighborhoods were really upset. And the neighborhood planners were just getting beat up.



Relationships & Roles

- The city planners, they always stayed after and answered every question you had. They really did. They were really good. They were really concerned.



Relationships & Roles

- I wasn't aware that City Council would be so aware. I was really impressed by the City Council.



Relationships & Roles

- When I got to the meeting, everyone was upset. They said they thought the city was trying to sneak one over on them. The city was just trying to come out with a solution, when there was no solution.



Relationships & Roles

- Everything added together to make it look like the staff and planning department wanted to do anything they could to keep us from succeeding. And I know that it wasn't intentional.



Relationships & Roles

- One of the staff people just really latched onto it, and it was incredibly helpful, and is still involved in it even though she isn't even in this thing anymore.



Relationships & Roles

- There were several instances where I saw the City staff people playing very valuable roles. In meetings, in presentations to the various and sundry groups within the neighborhoods to help them understand the process, to try to get their trust in the process, to...just, the mechanics of the process, to manage that.



Relationships & Roles

- Finally, we just decided that they were overworked, and understaffed, and inexperienced.



Relationships & Roles

- I just remember enjoying working with two of the city planners a lot. They made all the issues that would seem contentious between businesses and residents, they just made them disappear, they just really explained both sides to the other.



Relationships & Roles

- Before that I thought that the Planning Commission was just a group of citizens who made decisions with no concerns for the neighborhoods themselves. After that meeting, it showed that they were concerned. That really impressed me so much that I don't have the kind of fear or dislike for the planning process. I think they are a lot more like us than I would have imagined.



Relationships & Roles

- Poor Chris Riley, he's been really great through this whole thing, he really has. I should write him a letter and tell him that.



Relationships & Roles

- The staff is terribly understaffed.



Relationships & Roles

- I felt like they had an agenda and they would go through the motions for a short period of time and get down on paper what they wanted to get done.



Relationships & Roles

- The staff has been really helpful in getting us resources and that is what we need.



Relationships & Roles

- There are places where they have done a good job. They should seek them out and show slides. Of places where it is very walkable and charming. Where they have street level store fronts. They never did that. They never got beyond the talk, talk, talk.



Relationships & Roles

- I can't blame the planners because I've been in meetings where someone would say "Well why don't we have the planner from that other neighborhood? He's much better than you are." I mean that's not very good for building partnerships, and working with staff, and with the city. And they get berated a lot.



Relationships & Roles

- I guess the other thing is maybe other people know and it just took us a while for it to click that “Hey, this is our neighborhood, this is our area” and yes the city is a player, but, you know, in some neighborhood areas the city didn’t run the meetings, the planning team ran the meetings. That would empower you to see what the possibilities are.



Relationships & Roles

- The city has an understanding of much bigger issues than we have. The city has the big picture, people who are trained planners who have a vision for the city. Neighborhoods know the ground, we're there in the trenches and we know what works and doesn't work. And the city has the purse strings. It definitely needs to be a partnership, but more than just city and neighborhoods.



Relationships & Roles

- I think that helped; the recognition of the contributions of the businesses to the fabric of the neighborhood.



Relationships & Roles

- The thing that happened at the beginning was there was a lot of distrust between the two sides. And I don't know how you really bridge that beforehand. How do you develop trust between the city and the neighborhoods, that's an interesting issue.



Relationships & Roles

- It's probably hard for the city because they're getting called out either way. If they're not giving enough resources they're called out, if they give too many, then they're directing it too much.



Relationships & Roles

- The city should be our partner.
That is the way it should be.



Relationships & Roles

- The goals of the process weren't very well articulated. If they were, then they got off track pretty fast.



Relationships & Roles

- It's a whole question of, should planning staff have the pen, or should neighbors have the pen?



Relationships & Roles

- I thought the neighborhood did a really good job in taking a leadership role in the outreach.



Relationships & Roles

- I think that having a Neighborhood Planning process that is staff-driven is actually not a bad idea, because I think it ensures that outreach is going to be better and the meetings are hopefully going to be less chaotic.



Relationships & Roles

- If the city had given us these scenarios of what could happen under the different planning tools, that would have been really helpful. They have the tools, the knowledge, the education, the experience... and schmoes like me don't.



Relationships & Roles

- It really became neighborhoods against developers, with the city in the developers' corner. That's really what it felt like. Everything that was being talked about wasn't anything to improve the neighborhood, but to give developers an opportunity to make a buck. I know that's not what it was, that's what it felt like.



Relationships & Roles

- I understand that the city is a stakeholder, they are the big stakeholder. But we are stakeholders, too. We own property and pay taxes. Some people would rather the city write their plan, but that does not work.



Relationships & Roles

- There have been times when we knew we had not been listened to, and there were times when we felt like we had been lied to.



Relationships & Roles

- We have to fight to the finish to say “woah” on zoning cases, because it starts with the premise that that person can do whatever it is they want to do. And there’s just something basically wrong with that.



Relationships & Roles

- At the end of the day, the city has to live with it, but the residents have to live in it.



Relationships & Roles

- I think most of us understood that the neighborhood planning process was a city-driven activity. And there was a point within about a year of the group working together that it dawned on everyone that the process was ours and not the city's. All the city needed to do was tell us what date we needed to finish the plan, step back, and let us finish the plan.



Relationships & Roles

- This is not to say anything derogatory toward the city, but the city was not our friend. That's not their role. They were a resource.



Larger Austin Concerns

- The city implemented neighborhood planning to facilitate gentrification.



Larger Austin Concerns

- We welcome growth, but there must be balance to keep long term residents from being forced out.



Larger Austin Concerns

- A handful of people - I won't say all the people - who lived there felt like they were being pushed out.



Larger Austin Concerns

- There was a great deal of pressure from the city for everybody to add density, even in our neighborhood.



Larger Austin Concerns

- Mixed use was really sort of pushed as being a good urban type of development.



Larger Austin Concerns

- I learned a lot about what, you know...makes sense in a particular area, say for example along a transportation corridor. Mixed use is really a good form of urban development.



Neighborhood Planning:

Personal Stories

UT Graduate Program in Community & Regional Planning
CRP 381 Spring 2006
Dr. Patricia Wilson



Why Neighborhood Planning?

- What I want is really very simple. That's really to create a process so people can start looking at each other anew.



Why Neighborhood Planning?

- For as much as we hear people want change in the planning process, it's almost equally as vehemently that we hear criticism when we do something different.



Why Neighborhood Planning?

- A complaint we hear a lot is, “This plan is all about zoning.”



Why Neighborhood Planning?

- We spent probably eleven months on zoning. And a lot of it, you know, you would just dread going. You would dread going to the meetings. But you knew that you had to.



Why Neighborhood Planning?

- The way the FLUM works is that the last person who is heard gets their way. The years and years of process is lost.



Why Neighborhood Planning?

- People start out with passion to solve a problem and then it gets into the FLUM and it loses the passion and reasoning behind it.



Why Neighborhood Planning?

- They changed the rules on us.



Why Neighborhood Planning?

- The inclusion of zoning has made everything else in the plan go away. It's down to the parcel to parcel.



Why Neighborhood Planning?

- That's the other thing that's so wrong with our whole city's way of doing business – is granting zoning when there are no plans. That is what enables the flippers to flip.



Why Neighborhood Planning?

- It is a flawed process. It is a tremendous waste of money. And it has been evolving, some for the better, mostly for the better. It still has some inherent problems. So I am in the process come hell or high water. That's why two years later we are still in it.



Why Neighborhood Planning?

- So we kind of took that concept and said, ok, what we want to do is divide us into sub-districts because we don't want this one size fits all thing. One size fits all is not neighborhood planning.



Why Neighborhood Planning?

- There was a plan. We didn't have any input into it. It doesn't really reflect us, and then it was time to choose the team to implement the plan.



Why Neighborhood Planning?

- Part of it is racism... This is a black neighborhood, and then it was surrounded by a white neighborhood of more affluent people. So the people over here were always pretty much disenfranchised.



Why Neighborhood Planning?

- I really think that they need to rethink the entire NP process. What's the point? ... Why have this? And once you have a plan, are you going to back the neighborhood when zoning cases come up that contradict the plan?



Why Neighborhood Planning?

- I guess, you know, the thing that makes me the saddest is there is – you lose any option for creativity and brainstorming to address the challenges and opportunities in your area. And, that's what made us all so excited at the beginning.



Why Neighborhood Planning?

- My concern about the process as it's coming up now is that it's not neighborhood planning anymore, but planning area land use. I know why it happened: because of staff resources and it was taking too long and taking up too much money. But it's a shame because you really miss a lot.



Why Neighborhood Planning?

- Here's what we got, we all love our neighborhood, we're not saying to go nuke this apartment complex, you know. We don't want to get rid of what we have, we just want to go forward from here knowing this already exists, and what can we do to create a better mix in the future.



Why Neighborhood Planning?

- If you did any kind of research on the web, in terms of planning, and what is planning, I mean you get really excited. God, there's so much out there, you know. It got us all just incredibly excited. And, we kept waiting for it to happen, and it never did.



Finding Common Ground

- The neighborhood overlay happened when we realized what they wanted was the same thing as what we wanted.



Finding Common Ground

- How do you get everyone to sit at the table, stop shouting, and agree on what we can agree on? At the same time, it was the fuel that kept me coming back for more, to work with these unbelievably committed, passionate, intelligent, bright individuals.



Finding Common Ground

- You've got to prepare citizens that you're going to go through a process that's sometimes emotional, and not just intellectual. If it was just intellectual, the city could just do it. But it's emotional because we live in these neighborhoods.



Finding Common Ground

- I'm talking about the human process, about how you can come together and disagree with your neighbors, and it's ok.



Finding Common Ground

- When you are in business, you can't afford to antagonize the neighbors. You want to get along.



Finding Common Ground

- It's just so much easier when developers who want to do something different come and meet with you, and find out – I mean, that makes the whole project attractive and supported by everybody who lives around it every day.



Finding Common Ground

- And we had a unique combination of, kind of, some developer interests with the neighborhood interests. And we think we came out with some pretty good, original solutions to our concerns.



Finding Common Ground

- I felt like they were being bullied into one perspective. Versus it just being okay for someone to have a different opinion.



Finding Common Ground

- You know, that developer worked really hard with neighbors, to come up with solutions. And not everybody was ecstatic, but it was a plan that they felt they could live with.



Finding Common Ground

- We were blindsided that night.



Larger Austin Concerns

- The first thing we learned and benefited from is that a larger geography does work, and is important, because you bring...if you have a large enough area, you are able to do broader things. You can say where the density goes, and where it doesn't go. You can have tradeoffs about those items, you can talk about uses, where to locate all the different uses.



Larger Austin Concerns

- Whenever you deal with the commission you deal with their slavish devotion to smart growth. You have to know that. No one would say it out loud. If you don't have honesty you can't compromise.



Larger Austin Concerns

- They are trying to push density down our throats. They thought this area would be easy pickings because we would not be very vocal people and they did not count on us.



Larger Austin Concerns

- The City always has an agenda. It always has an agenda that may or may not be the neighborhood's agenda.



Larger Austin Concerns

- We didn't have any protection against the bad that could happen while getting the good of more density. And it wasn't integrated with transportation planning, which I thought was absolutely critical. You can't get more people into your neighborhood if you can't get them out.



Larger Austin Concerns

- There was some underlying bitterness in the process in that we were having this density thrust upon us, while the outlying areas are being developed in this hideous way. So why isn't the city putting their resources into improving the way those are, instead of trying to make a dense area even more dense?



Larger Austin Concerns

- The city, it's just really ridiculous to focus so much energy on densifying the core when there is so much nonsense on the outside. That's just crazy. Now's the time to be addressing those things in new neighborhoods.



Larger Austin Concerns

- There should be integrity within the plan, within the planning process so that the neighborhood also recognizes that you have four other areas, north south east and west areas, that bound your neighborhood. To say that you don't really care what goes on across the street, doesn't really make sense.



Larger Austin Concerns

- If I could wave a magic wand I'd like to see people think more holistically. And...yeah, look at their neighborhood and care about it, of course, but see that no neighborhood is an island unto itself and that they are always a part of something bigger.



Larger Austin Concerns

- We felt like... in the plan we drew a perimeter and we felt like we were drawing the line and saying we're defending this perimeter. I think that we need a city-wide plan that kind of says what the city is really after so the neighborhoods understand...the context they are operating in. They may not agree with it, but they'd understand the context.



Larger Austin Concerns

- The City needs to do its own neighborhood plan. An overall neighborhood plan.



Larger Austin Concerns

- I say that is the best thing: to help people understand the environment in which they are doing the NP better so they can make choices.



Plan Implementation

- The scariest thing is, we all wonder a couple of city councils from now, will they uphold these plans? Or did we waste three years working on this?



Plan Implementation

- People think when you finish a plan that you're through. But you're never through.



Plan Implementation

- There is a very clear disparity between the way the City enforces its rules in different parts of town.



Plan Implementation

- The plan is more of a living document than we anticipated, and it's taking more maintenance than we expected.



Plan Implementation

- I think zoning enforcement is one of the top problems and challenges facing this. The rules were put in place for a reason, and if the rules are not being followed, or if they're not being enforced, what's the point of the rules?



Plan Implementation

- There was complete lack of trust in the City process, because at that point, it was still new, it was evolving, it was diffuse, unidentifiable, amorphous, whatever you want to say out of those words. There wasn't anything there that you could get a hold of and trust that it was going to be effective.



Plan Implementation

- There's a lack of commitment from the City leadership in neighborhood planning and preservation in enforcement. That's been the main cry that I've heard, from all across the City, in every setting, the City won't enforce its own rules.



Plan Implementation

- If we can't implement the plan, if there is no money to implement the plan, if there is no process that is supported and recognized by the City, then what's the point?