

SHAPE AVONDALE ESTATES



ZONING ORDINANCE REWRITE

PROJECT MANAGEMENT PLAN

AUGUST 13, 2019

Shape Avondale Estates – Zoning Ordinance Rewrite

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OVERVIEW

A clear, well-organized Zoning Ordinance is an essential tool to ensure that development conforms to the vision of the community. As the guiding document, the Shape Avondale Estates Zoning Ordinance Rewrite sets the direction for staff and City officials to develop and maintain a high-quality built environment. This rewrite will focus on codifying the vision, goals and objectives of other City plans; incorporating zoning best practices; and addressing development-related concerns unique to the City. In addition, the plan will explore new and innovative strategies to address current code deficiencies and create connections between the Zoning Ordinance and the City's long-range planning documents.

Public participation is the foundation for any planning effort; and therefore, variety in involvement opportunities ensures active and widespread participation. This is especially true with zoning regulations, which impact a wide-variety of stakeholders including residents, business owners and visitors. Rewrite processes are notorious for low community interest, due in part to the traditional lack of visual appeal and procedural monotony.

Recognizing these important needs and conditions, the planning process will utilize a Public Involvement Plan (PIP) that welcomes and seeks input from the broad spectrum of users and interests to inspire consistent and meaningful feedback throughout the process. In addition, the public involvement team will make special efforts to engage those populations who are often underrepresented in the planning process.

TASKS

The project is organized into three distinct tasks based on the organization of the Zoning Ordinance:

- Task A – Central Business District (CBD), Mill District (MD), Planned Development Overlay (PD)
- Task B – Remainder of Zoning Ordinance
- Task C – Sign Ordinance

PROJECT MANAGEMENT TEAM (PMT)

A PMT, consisting of City of Avondale Estates staff and the consultant team will be formed. The purpose of the team is to discuss the progress of the rewrite, to brainstorm solutions and strategies to address challenges and needs, and to plan community engagement opportunities at a very detailed level.

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The PMT membership is as follows:

NAME	ENTITY REPRESENTED	ROLE
Keri Stevens	Avondale Estates	City Project Manager
Patrick Bryant	Avondale Estates	City Manager
Paul Hanebuth	Avondale Estates	Deputy City Manager/ Director of Finance
Rebecca Keefer	CPL	Consultant Project Manager
Matt Dickison	CPL	Deputy Project Manager
Rich Edinger	CPL	Principal in Charge

The PMT will meet every other week by conference call or meeting, as necessary.

PUBLIC INVOLVEMENT TECHNIQUES

This Public Involvement Plan (PIP) will be used as the guiding document for outreach strategies identifying the audiences; tools and techniques to most effectively connect with these audiences; responsibilities of the Project Team; and the preliminary schedule for activities. The PIP will be considered a “living” document, evaluated periodically, and updated as necessary for maximum effectiveness as the project progresses. It is anticipated that this engagement process will utilize the following tools and techniques:

STAKEHOLDER INTERVIEWS

Stakeholders, including elected officials, appointed board/commission members, city staff, property owners, residents, business owners, employers and employees will be engaged at key stages throughout the planning process. The team will hold up to six (6) stakeholder interviews, preferably in a central location and in a condensed period (such as at Avondale Estates City Hall over 2 to 3 days). The City will provide the contact information for the stakeholder interviews. The consultant will contact the stakeholders and prepare all materials for the stakeholder interviews, while the City will provide the location. A summary of stakeholder interview feedback will be provided to the City.

COMMUNITY MEETINGS & EVENTS

The General Public will be engaged during five major outreach opportunities:

#1: Project Kick-off Meeting – Overview and Task A

Date: Wednesday, August 14th

Time: 6:00 to 8:00 PM

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Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Provide an overview of the zoning ordinance rewrite process and timeline;
- Explain the connection between this rewrite and other related plans, specifically in relationship to Task A;
- Explain that the major goal of Task A is to take Downtown Master Plan recommendations and “fine-tune” them into enforceable regulations to be included in the zoning ordinance; and
- Explore community values as they relate to development/redevelopment in the City.

Format: A presentation will be given that explains the history and importance of zoning, how zoning works, different types of zoning ordinances, etc. and an overview of the zoning ordinance rewrite, in general. This will be followed by a session that engages the public and collects input through a series of interactive exercises. These will include:

- Value Ranking – this activity challenges the public to use a dot voting exercise to rank order a set of community values, illuminating what the community feels most strongly about. Information collected will directly inform the rewrite process and priorities;
- The Zoning Ordinance Big Sort – this activity requires participants to flip through a deck of cards with elements from the downtown master plan. The back of each card describes the element and provides examples. Attendees must select their top two priorities for downtown from the deck. These selections will be tallied and the reasons for each selection will be documented to inform the completion of Task A;
- Zoning Map 101 – participants will review a map of the downtown’s commercial districts and begin reviewing current regulations from these districts. After this review, participants will determine what they would and would not like to see developed in these districts and find out if these uses can be built under current standards; and
- Planner on Duty – here attendees will create their own site plan for a mixed-use project. A guide will be provided, and users will rate the usability of the current Zoning Ordinance and explain what would make the regulations easier to understand.

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#2: Planning Workshop #1 – Task A

Date: Thursday, September 19th

Time: 6:00 to 8:00 PM

Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Update attendees regarding Task A;
- Gather more targeted feedback from attendees regarding the Central Business District (CBD), Mill District (MD), and Planned Development Overlay (PD) to begin converting Downtown Master Plan and Zoning Code Audit recommendations into enforceable zoning regulations in these districts; and
- Determine/confirm design/form-related preferences of attendees through a visual preference survey for incorporation into the commercial zoning districts.

Format: A presentation will be given about the City's downtown commercial districts. This will be followed by a session that engages the public and collects input through a series of interactive exercises to include:

- Visual Preference Survey – in this activity, attendees will complete a visual preference survey that will be used to gather feedback from attendees related to their design/form related preferences for commercial/mixed-use/retail/office development.
- Policy Ranking – in this activity, attendees will review the policies and intent for each of the downtown districts/character areas and rank them based on what they feel should be prioritized;
- CBD Districts Activity – this activity will focus on the sub-districts proposed in the Downtown Master Plan by confirming that the recommendations are still valid and that the boundaries remain accurate;
- Mill District Activity – this activity will focus on the sub-districts included in the current Zoning Ordinance by evaluating their current recommendations; and
- PD District Activity – this activity will focus on the current PD District by reviewing the purpose and intent of the district and will include an exercise to educate attendees about the application of the PD District. The outcome of this activity is to determine potential revisions to the PD District or consider elimination of this district altogether.

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#3: Planning Workshop #2 (Special Event with Codes) – Task A

Date: October TBD

Time: 5:30 to 8:30 PM

Location: TBD

Purpose: This opportunity will:

- Inform the public on the draft recommendations of the commercial zoning districts; and
- Collect feedback on key recommendations/ideas.

Format: A community festival type drop-in event that will update the public about the process so far and present draft recommendations for the commercial districts through a series of display boards. Input will be collected through interactive exercises on key recommendations/ideas. At least one tactical demonstration will be incorporated in this event.

Potential tactical demonstrations could include:

- Streetscape demonstration – temporary conversion of an area to demonstrate potential streetscape requirements included in the zoning ordinance rewrite;
- Supplemental zone demonstration – temporary conversion of an area to demonstrate potential supplemental zone requirements such as landscaping, outdoor dining, street furniture, etc.
- Other zoning requirement demonstrations – temporary chalk drawings to demonstrate different sizes of required site elements such as front porches where attendees can determine what feels best from a scale perspective.

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#4: Community Open House #1 – Task A

Date: Wednesday, November 20th

Time: 6:00 to 8:00 PM

Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Inform attendees about the project and provide project details/timeline; and
- Display final draft recommendations for Task A.

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Format: No formal presentation will be given at this drop-in style event. Instead, the recommendations of Task A will be presented on boards for review and input from attendees.

#5: Planning Workshop #3 – Task B

Date: Thursday, January 16th

Time: 6:00 to 8:00 PM

Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Inform attendees about Task B and provide project details/timeline;
- Educate the community on the use of zoning ordinances and zoning concepts;
- Provide interactive opportunities for attendees to comment on the current zoning ordinance’s strength and weaknesses, etc.

Format: A presentation will be given that provides an overview of the City’s current Zoning Ordinance, reviews the results of the Zoning Ordinance Code Audit and an overview of Task B. This will be followed by a session that engages the public and collects input through a series of interactive exercises that will be determined later.

#6: Community Open House #2 – Task B

Date: Wednesday, February 26th

Time: 6:00 to 8:00 PM

Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Inform attendees about the project and provide project details/timeline; and
- Display final draft recommendations for Task B.

Format: No formal presentation will be given at this drop-in style event. Instead, the recommendations of Task B will be presented on boards for review and input from attendees.

#7: Planning Workshop #4 – Task C

Date: Thursday, March 19th

Time: 6:00 to 8:00 PM

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Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Inform the public on the draft recommendations for Task B;
- Kickoff the sign ordinance update process; and
- Provide interactive opportunities for attendees to comment on sign style preferences related to materials, lighting, location, scale, etc..

Format: A presentation will be given that provides an overview of the City’s current Sign Ordinance and an overview of Task C. This will be followed by a session that engages the public and collects input through a series of interactive exercises.

Potential sign ordinance activities could include:

- Dot exercise to select sign style preferences; and
- Interactive sign size demonstrations to gauge attendees’ perceptions of sign area.

#8: Community Open House #3 – Task C

Date: Tuesday, April 21st

Time: 6:00 to 8:00 PM

Location: Avondale Estates City Hall

Purpose: This opportunity will:

- Inform attendees about the project and provide project details/timeline; and
- Display final draft recommendations for Task C.

Format: No formal presentation will be given at this drop-in style event. Instead, the recommendations of Task C will be presented on boards for review and input from attendees.

Additional public meetings will be added as needed.

COORDINATION WITH ELECTED OFFICIALS AND COMMISSIONS

The Planning and Zoning Board will receive document drafts prior to release to the public for review and comment. Elected and appointed officials will be engaged during three formal presentations:

#1: Board of Mayor and Commissioners Presentation 1

Date: December

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Time: 5:30 PM

Location: Avondale Estates City Hall

Topic: Presentation of Draft Documents for Task A

#2: Planning & Zoning Commission Presentation

Date: May 2020

Time: 6:00 PM

Location: Avondale Estates City Hall

Topic: Presentation of Final Draft Zoning Ordinance Rewrite

#3: Board of Mayor and Commissioners Presentation 2

Date: June 2020

Time: 5:30 PM

Location: Avondale Estates City Hall

Topic: Presentation of Final Draft Zoning Ordinance Rewrite

Additional public meetings will be added as needed.

EVENT NOTIFICATION AND PUBLIC OUTREACH

IN GENERAL

The City is responsible for advertising public events, while CPL will provide all written content for these advertisements. In general, a project flyer will be provided 3 to 4 weeks prior to any upcoming public event. This flyer will be provided in full-size and social media sized formats for use by the City. In addition, the City will post a banner advertising all meetings at the intersection of US 278 and Clarendon Avenue.

PROCEDURES

Maximizing participation in the planning process requires that information about upcoming engagement opportunities be provided in a timely and consistent manner. For that reason, the team has created a project name and logo to ensure consistent messaging. In addition, it is recommended that notice be posted on the City webpage and social media platforms according to the following schedule:

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- Event Tease/Save the Date: 3 weeks prior to the event;
- Project Flyer/Social Medial Post: 1 week prior to event;
- Reminder Post: 1 day prior to event



ADDITIONAL OUTREACH TOOLS

Outreach for this project will be complemented by traditional and nontraditional techniques. This focus on multiple means of collection and distribution of information, along with careful timing of activities to tie them directly to the anticipated completion of technical tasks and key milestones of the project will allow for public input to be incorporated in a meaningful way.

- **Office Hours** – In addition to holding Community Open Houses to review draft documents, several “office Hours” sessions will be held throughout the process. Office hours will be established to review draft documents for Task A, Task B, and Task C. These will provide an opportunity for individuals to schedule a time to sit down with the City and consultant team to review draft recommendations, ask questions, and make suggestions for revisions.
- **Briefings** – Involving elected officials is critical to the development and implementation of the zoning ordinance. Individual briefings will be held with the Mayor and City Council members to present draft recommendations, if desired.
- **City Newsletter** – The team will provide articles for the City’s bi-monthly newsletter.
- **E-Blast** – Providing regular updates to interested parties is made easy by the City’s weekly e-blast. The team will utilize this resource by producing content for updates to subscribers as needed throughout the rewrite process.
- **Social Media** – Capitalizing on the network of Instagram, Twitter and Facebook subscribers the City currently enjoys by providing content and a schedule of postings regarding the plan to the City.
- **Community Survey** – A community survey will be provided electronically and in hard copy format at select community meetings to elicit feedback from the community.
- **Project Website Content** – The team will provide content to the City to host a project webpage that will serve as a hub of information for the rewrite. The webpage content will include project background and schedule, displays, and information on how the public could submit comments along with a document tracking all comments received, ways that community members can remain involved and a project FAQ document. The

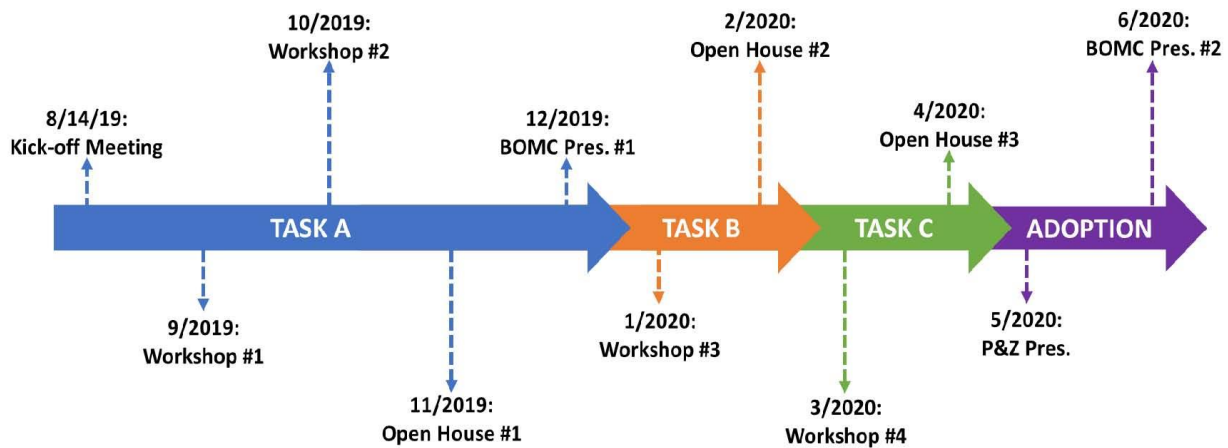
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project webpage can be accessed via this link:

<https://www.avondaleestates.org/shapeavondaleestates>.

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KEY OUTREACH DATES



PROJECT SCHEDULE

Below is an illustration of the major milestones for the project. Dates will be reviewed with the PMT on an ongoing basis to ensure the project schedule continues to fit within the City’s needs.

	Apr-19	19-May	19-Jun	19-Jul	19-Aug	19-Sep	19-Oct	19-Nov	19-Dec	19-Jan	19-Feb	19-Mar	19-Apr	19-May	19-Jun
Project Initiation & Existing Conditions Review															
TASK A															
City Staff Review and Comment Period															
Public Review Period															
Task B															
City Staff Review and Comment Period															
Public Review Period															
Task C															
City Staff Review and Comment Period															
Public Review Period															
Adoption															

DATA COLLECTION AND TRANSFER

The consultant team intends to communicate and transfer data via email. When files are too large for email distribution, CPL will use a third-party file transfer system, Sharefile, to send and receive files from the City. For draft reviews and commenting, CPL will utilize Adobe DC. This will allow the Project Management Team (PMT) to review documents concurrently and send a cohesive set of comments back to CPL for better communication and efficiency.

DELIVERABLES

The consultant team will submit draft versions of all deliverables to the City, providing ample time for review and comment period until the City is satisfied with the product. Adobe DC allows the draft document to be reviewed and commented on by multiple reviewers concurrently,

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streamlining the review and comment period. CPL has incorporated adequate time into the schedule for public review of the documents and time for CPL to address comments, as necessary.

The Project Management Team agrees on specific deliverable dates, generally in line with the project schedule. Review and return of draft documents will follow the schedule below, unless the City or CPL requests a different schedule, at the discretion of the City. Compliance with the schedule is important to remain on time and on schedule for the course of the project.

EVENT/ACTION	DEADLINE
Draft meeting materials	Within five business days prior to event
Draft deliverable submittal	
City comments	Within ten business days of draft submittal
City-consultant discussion, as needed, to understand comments	Within four business days of receipt of comments
Revisions for final version	Within ten business days of receipt of comments
Website publication, as needed	Within four business days of submittal to City

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KEY PROJECT CONTACTS

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