



# CITY OF KEENE LAND DEVELOPMENT CODE

WORK PLAN 2017-2019



## PROJECT OVERVIEW

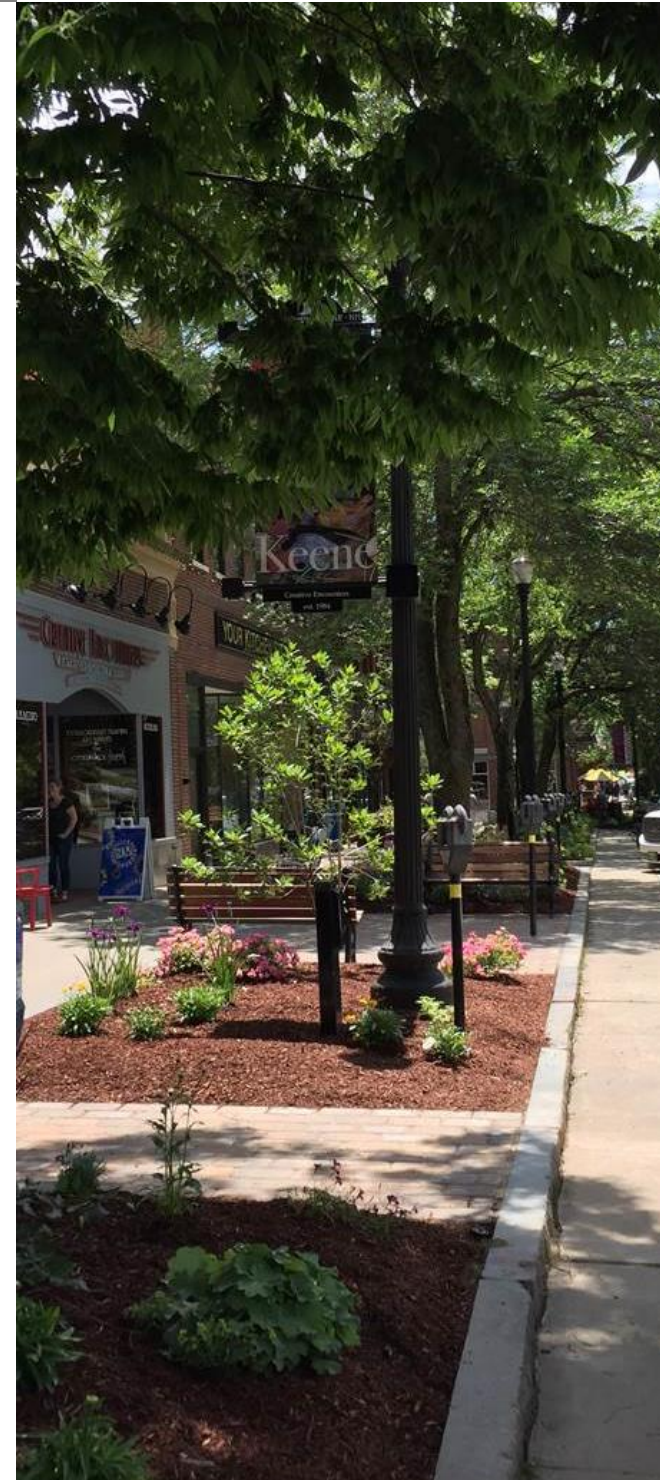
How the City of Keene looks and feels, now and into the future, is largely determined by our Code of Ordinances and land use regulations. These regulations and standards govern a broad range of activities including permissible land uses, building densities, aesthetics, setbacks, street widths, parking requirements, natural resource protection etc. They are a critical tool for guiding growth and development in a manner consistent with our community vision and for encouraging economic development.

*Good codes  
are the  
foundation  
upon which  
great  
communities  
are built.*

The first Zoning Ordinance for Keene was adopted in 1927. While it has been amended and rewritten multiple times since its adoption, the last comprehensive update was in the 1970s. The City has made many changes to these regulations to address goals related to housing, economic development, environmental protection, stormwater management, and transportation over the past forty years, however, these amendments have been piecemeal.

The result of this patchwork approach to updating our regulations is an assortment of numerous districts, special districts, and overlay districts, each with their accompanying text, lists of uses, and differing standards. These layers of regulations can be difficult and confusing to navigate, and can add time and expenses to the permitting process. In some instances, they lack the flexibility needed to encourage growth and redevelopment that is compatible with our long-range vision and Master Plan goals. It is time to update and modernize our land use related regulations in a comprehensive manner.

Today, we are experiencing significantly different demographic trends and socioeconomic circumstances than when many of these land use regulations were last rewritten. The decades following World War II were characterized by substantial in-migration and rapid housing development. During this era, the paradigm for planning and land use regulation was focused on limiting or in some





instances controlling growth. In more recent years, our growth rates have sharply slowed and are projected to stay low over the next thirty years. In addition, our thinking about neighborhoods, housing density, economic development, and active transportation has evolved and changed shape. It is time to reexamine how well our regulations align with our Comprehensive Master Plan and respond to current conditions and trends. The Land Development Code will provide Keene with a modern set of tools to respond to these challenges and responsibly plan ahead for growth and redevelopment.

In 2010, the community completed a Comprehensive Master Plan that focused on six vision areas: a quality built environment, a unique natural environment, a vibrant economy, a strong citizenship and proactive leadership, a creative learning culture, and a healthy community. In order to achieve the goals and objectives outlined in this Plan and to stay responsive to the community's changing needs, it is apparent that the effectiveness of the underlying regulatory framework must be evaluated.

The need to review and update the City's land use regulations was identified by the community as the top priority in the 2010 Master Plan. In 2012, the City allocated \$200,000 to support this effort through the Capital Improvement Program.

## PROJECT OBJECTIVES

The focus of this effort is to develop a more **modern**, **predictable**, **easy to understand**, and **streamlined** set of regulations to guide land use and development in Keene in a manner consistent with the goals of our Comprehensive Master Plan.

Specifically, this project will aim to provide a regulatory framework that:

- ❖ is logically organized, **easy to read and understand**, and is consistent in terms of processes and requirements;
- ❖ **reflects current community goals** and land use policies;
- ❖ provides **flexibility** and a **streamlined process** while insuring appropriate community review; and,
- ❖ **contributes to quality neighborhoods, communities and businesses.**



## PHASE I

Before reorganizing and rewriting the City's multiple and varied land use regulations and standards, a study was undertaken to evaluate the best method for undertaking this effort. Through a competitive selection process, the City contracted with the land use and urban design firm, Town Planning and Urban Design Collaborative (TPUDC), in 2016 to: evaluate the strengths and weaknesses of the City's current zoning and land use regulations with respect to the goals of the Comprehensive Master Plan; research innovative tools and modern options for updating the existing regulatory framework; and facilitate a process for engaging and educating the public, municipal officials, and staff on these alternatives. In December of 2016, TPUDC produced a report outlining recommendations on which regulatory tools and approaches would best meet the City's needs and project objectives.

The information included in this Report was used by the City to focus the direction and set the foundation for conducting a comprehensive update of its land use regulations in a second project phase. After a series of meetings with the Joint Committee of the Planning Licenses and Development Committee and the Planning Board, a recommendation was made to City Council that the City pursue the development of a Unified Development Ordinance as well as Character Based Zoning for Keene's Downtown in the second phase of this project.

## REVIEW OF TERMS / CONCEPTS

### Land Use Regulations / Land Development Code

The City has a number of regulations that relate to land use and development in the City. Some of these regulations are specific to and administered by the Planning Board, such as the **Site Plan and Subdivision Regulations** and the **19 Development Standards**. Others are included as chapters in the **City Code of Ordinances**, which is governed by the City Council.

The City's **Zoning Ordinance**, which is Chapter 102 of the City Code of Ordinances, is one of the primary sources of development regulation in the City. It is comprised of 16 Articles, including general provisions regarding permissible land uses, building density, setbacks, and



KEENE, NEW HAMPSHIRE

**CODE+ KEENE**

DEVELOPMENT REGULATION ASSESSMENT

DECEMBER 6, 2016



Above: TPUDC's Phase I Report cover. This document is available for review at:

<https://ci.keene.nh.us/planning/projects/land-use-code-update-project-0>

parking and landscaping requirements. In addition to Chapter 102, there are multiple Chapters of the Code that address land use and development. These include:

- ❖ Chapter 18 (Building Regulations);
- ❖ Chapter 14 Aviation
- ❖ Chapter 38 (Environment);
- ❖ Chapter 42 (Fire Prevention and Protection);
- ❖ Chapter 54 (Natural Resources)
- ❖ Chapter 58 (Parks, Recreation and Public Facilities)
- ❖ Chapter 70 (Public Improvement Standards)
- ❖ Chapter 82 (Streets, Sidewalks, and Certain Other Public Places)
- ❖ Chapter 90 (Telecommunications)
- ❖ Chapter 94 (Traffic, Parking and Public Ways)
- ❖ Chapter 98 (Utilities)

The City's Downtown **Historic District Regulations**, which are overseen by the Historic District Commission, also have a significant impact and influence on development that occurs. Outside of the Regulatory context, the City has adopted **Complete Streets Design Guidelines**, which have a direct impact on how the public realm is developed. Currently, these serve as guidelines and are not incorporated into City Code.

### Unified Development Ordinance

A Unified Development Ordinance (UDO) is an instrument that combines traditional zoning and subdivision regulations, along with other desired or related City regulations such as design guidelines, into one document. Typically, UDOs consolidate all local regulations that govern development into a user-friendly documents that uses tables, charts and other graphics to make provisions more accessible and easy to understand.

### Euclidean Zoning

The type of Zoning that Keene has in place today is primarily Euclidean. Euclidean Zoning is focused primarily on the separation of land uses, and has its roots in the 1600's English common law of nuisance. Nuisance law protected property owners from their neighbor's use of their property for an offensive purpose. In the early 1920s, around the same time when Keene first adopted its Zoning Ordinance, the United States Department of Commerce published the Standard State Zoning Enabling Act (SZEA), which focused on separation of uses into different districts as one its key concepts. The SZEA was enacted by most states and remains in effect, in some amended form, in most parts of the country.

Euclidean Zoning was not focused on the built environment, but rather the separation of uses. It also addresses dimensional requirements such as lot size, setbacks, and height standards but it does not provide standards intended to guide development patterns and form. As communities like Keene began to experience greater development pressure in the 1960s and 1970s, they began to adopt a patchwork of zoning revisions to address the desire for better development. Devices, such as Conditional Use Permits, Variances, Overlays, Site Review Procedures, Design Guidelines, etc., which we continue to rely on today to guide and control development and redevelopment activity, were adopted in the absence of other regulatory tools.

### Character-Based Zoning

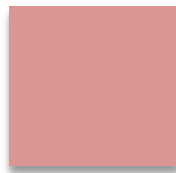
Frequently referred to as Form-Based Zoning, Character-Based Zoning is a different approach to Zoning and development regulation that provide standards for both uses and physical form, with an emphasis on the land use and architectural context of a place. The focus of Character Based Zoning is on addressing the form and massing of buildings and their placement on lots, the relationship between private frontages and the public realm, and the scale and types of streets and blocks. This type of regulation emphasizes ease of use, understandability, and highly graphical and tabular standards. The regulations and standards are presented in both words and clearly drawn diagrams and other visuals. They are keyed to a regulating plan that designates the appropriate form and scale (and therefore, character) of development, rather than only distinctions in land-use types.

#### CHARACTER BASED ZONING

- Emphasizes the physical character of development (e.g. building form and scale) and de-emphasizes the regulation of land use
- Incorporates illustrations to explain design elements
- Seeks to preserve community character / create “place” through design requirements
- Encourages mixed uses and promotes walkability
- Greater attention to streetscape, design, public realm and role of individual buildings in shaping public realm



Form



Management

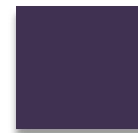


Use

VS.

#### EUCLIDEAN ZONING

- Primarily focused on the segregation of land use types, and permissible property uses
- Uses numeric standards and texts rather than graphic illustrations
- Attempts to create uniformity and control development intensity through simple numerical parameters like setbacks, height limits, density, floor area ratios, etc.
- Uses minimum setbacks but the ultimate location and form of the building within the building envelope is often unpredictable



Form



Management



Use



## PUBLIC INVOLVEMENT & COMMUNICATION

This project will require extensive community-wide education and engagement so that revisions to the existing ordinances and regulations can be understood and accepted by the community at large, elected officials, and City staff. It will also require a thoughtful approach to project communication and how this initiative is marketed and presented to the public.

### I. DRAFT PUBLIC INVOLVEMENT STRATEGY

The City Planning Department Staff will develop a broad-based Public Involvement Strategy to guide this initiative.

- a. This Strategy will include a timeline outlining key points at which the public will be involved, how this involvement will occur, and how the public can access and share information.
- b. The strategy will employ a variety of methods to achieve meaningful and broad-based public engagement. Consideration will be given to:
  - i. utilizing diverse communication tools for spreading information and raising awareness of events;
  - ii. holding meetings/events at convenient times and locations;
  - iii. utilizing nontraditional formats for public participation; and
  - iv. integrating opportunities for the public to share feedback and exchange information throughout the process.
- c. This strategy will address methods for engaging multiple sectors of the community including but not limited to residents, elected officials, board members, City staff, the development community, and the business community.

### II. HOLD OUTREACH BRAINSTORM SESSIONS

Planning Department Staff will facilitate 3 focus groups in the Fall of 2017 to brainstorm and collect feedback on meaningful and innovative methods for community engagement. These focus groups will target City Staff, Community Organizations, and representatives from the local / regional Development Community. Information gathered from these focus groups will be used to help inform and shape the outreach/engagement strategies proposed for the project, as well as the communication/messaging for this effort.

#### TASK LEAD:

- **Tara Kessler**, Planning Department

#### INTERNAL SUPPORT:

- **Med Kopczynski**, Internal Consultant
- **Department Heads & Selected Staff** from Code, Planning, Public Works, Parks & Recreation, Fire, Police, Clerk's Office

#### EXTERNAL SUPPORT:

- **Outreach/Engagement Consultant**
- **Communication Consultant**
- **Project Advisory Committee**

#### KEY DELIVERABLES:

- **Completion of 3 Brainstorm Sessions**  
(Oct – Early Nov 2017)
- **Development of a Public Involvement Strategy**  
(Oct - Dec 2017)
- **Development of a project website, Facebook page, twitter account & email list-serv** (Oct - Dec 2017)
- **Establishment of project Advisory Committee**  
(Nov -Jan 2017)
- **Development of a Communication Strategy & Project Branding/Marketing**  
(Oct - Jan 2017)



### III. SELECT OUTREACH / ENGAGEMENT CONSULTANT

Staff will contract with a Consultant skilled in public facilitation processes and community outreach/engagement to play a lead role in organizing and facilitating some of the significant public involvement opportunities. This Consultant would work with staff to organize focus groups, as well as community forums and workshops at key project phases. The Consultant would be responsible for helping staff organize each event, would play a lead role in facilitating and documenting these events, and would summarize the feedback/results of discussions in a report format to share with Staff.

### IV. DEVELOP COMMUNICATIONS STRATEGY

The City will work with a Consultant skilled in communications to establish a roadmap for effective communication to facilitate the critical links among people, ideas, and information that are necessary for the success of this project.

- a. This Communication Consultant will assist staff in the development of a communication strategy that will define the project's structure and methods for collecting and sharing information collection on the project and will identify the key communication products and activities for each project milestone.
- b. In partnership with the Consultant, staff will: develop a format for marketing the project to the public; develop key messages and language describing the project goals/objectives; and, will determine the primary channels/vehicles for project communication.

### V. ESTABLISH COMMUNICATION TOOLS

Staff, in consultation with the Communication Consultant, will pursue the following vehicles for communicating information on this project:

- a. A web-based interface will be developed for actively sharing information on the project with the public and for collecting feedback/input from the public.
- b. A Facebook page and Twitter account will be established to share information on the project and communicate information about upcoming events/meetings. These web-based resources will be used to share information/content generated to educate and inform the public on the Land Use / Development review process and the concepts of Zoning and Land Use Planning.
- c. Staff will meet with the editors of the Keene Sentinel to discuss opportunities for maintaining coverage of the project in the local paper as the project progresses.
- d. Staff will consider the development of content to be shared with the local radio stations and the local cable access network for keeping the public informed and engaged through all phases of the project.
- e. An email list-serv will be developed for community members wishing to subscribe to project updates and information.



## REGULATORY REVIEW & ANALYSIS

### I. REVIEW OF REGULATIONS

In Phase I of this Project, a technical analysis and evaluation of the City's land use regulations and planning documents was completed. While this evaluation provided a summary of strengths and weaknesses of the City's existing land regulations, Phase II will require a more detailed and comprehensive regulatory analysis. City Staff will build on the analysis completed in Phase I by identifying and addressing weaknesses of the City's land use regulations in terms of: **organization; structure; consistency; definitions; procedures; clarity; and ease of use.**

- a. City Staff will conduct a thorough review of: City Code Chapters (1, 14, 18, 38, 42, 54, 58, 70, 82, 90, 94, 98, 102); the Planning Board Subdivision and Site Plan Regulations; the Planning Board Development Standards; the Historic District Regulations; and, the Complete Streets Design Guidelines to identify technical errors, areas of overlap, need for clarity, inconsistency, and opportunities for consolidation.
  - i. The Planning Department will work closely with staff from other City Departments including but not limited to: Health/Code, Public Works, Fire, and Police to conduct this review. This collaboration with other Departments will take place in a variety of formats including: one-on-one meetings with Department heads and key staff to discuss known issues and review specific regulations and sections of the City Code; group meetings/discussions within Departments; and, group meetings with staff from different departments to discuss how various sections of the Code and regulations interrelate.
  - ii. A framework will be created to guide this review process and to aide in making decisions with respect to reorganization, consolidation, and edits to the existing Code language and structure.

### II. ANALYSIS OF ZONING & DEVELOPMENT PATTERNS

- a. Planning Staff will evaluate existing development patterns as compared to the current zoning districts and the Master Plan's Future Land Use Map to determine if reclassification of any districts is necessary.
  - i. Staff will hold 5 neighborhood meetings to gather input on Zoning

#### TASK LEAD:

- Tara Kessler, Planning Department

#### INTERNAL SUPPORT:

- Med Kopczynski, Internal Consultant
- Department Heads & Selected Staff from Code, Planning, Public Works, Parks & Recreation, Fire, Police, Clerk's Office

#### EXTERNAL SUPPORT:

- Land Use Consultant
- NH Land Use Attorney
- Project Advisory Committee

#### KEY DELIVERABLES:

- Complete Inter- & Intra-Department meetings to review/discuss regulations (Oct 2017 – Mar 2018)
- Summary report of Zoning Variance Analysis (Oct 2017)
- Summary report of Development Pattern Analysis (Early Nov 2017)
- Complete 5 Neighborhood Meetings to Review Zoning Concerns/Opportunities (Nov – Dec 2017)
- Draft recommendations for Zoning Map Changes (Nov 2018 – Mar 2018)
- Complete community workshops on alignment of regulations with CMP goals (Feb – Apr 2018)
- Draft recommendations for changes to Regulations to address CMP goals (Feb – Aug 2018)



Concerns/Opportunities.

- b. Planning Staff will analyze the types of variances and development permits requested in the past decade to determine if a pattern has developed that would give insight into some of the development/land use issues that should be addressed, and develop language to address these issues in the revised regulations.

### III. ALIGNMENT WITH MASTER PLAN GOALS

A core component of this project is to ensure that the City's land use regulations align with and serve to promote the goals of the 2010 Comprehensive Master Plan.

- a. Planning Department Staff will conduct an internal review of land use regulations and ordinances to address areas for improvement, and opportunities for advancing Master Plan goals (e.g. public art, water quality, agriculture, etc.).
- b. City Staff in coordination with an Outreach/Engagement Consultant will conduct focus groups with City Commissions, neighborhood groups, organizations, interest groups, etc. to discuss their interests and concerns with the project, and opportunities/ideas for improving the regulations with respect to community goals and interests.
- c. One or more Community Workshops will be held to gather input from citizens on what elements of the Master Plan should be incorporated into the regulatory environment.
- d. City Staff will conduct a community survey and hold open studio hours to inform citizens of the project and collect feedback on what they feel is important to protect, preserve, promote for Keene's future early in the project phases.
- e. City Staff will hold workshop(s) with the Planning Board/PLD to review the Regulations and discuss what has been working, what should be improved or changed.
- f. Planning Staff, in consultation with a Land Use Consultant and NH Land Use Attorney, will draft recommendations for changes to the Planning Board Development Standards and City Code to address this project goal.

REGULATORY REVIEW & ANALYSIS		2017												2018																							
		OCT			NOV			DEC			JAN			FEB			MAR			APR			MAY			JUN			JUL			AUG					
		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
	<b>Contract with Consultants</b>																																				
1	Complete RFQ process for contracting with a NH Land Use Attorney																																				
2	Complete RFQ process for contracting with a Land Use Consultant																																				
	<b>Analyze Existing Conditions &amp; Past Trends</b>																																				
3	Review variances & special exceptions issued over past 10 years and id themes																																				
4	Review and map the types of development approved over past 5 years																																				
5	Analyze the existing Zoning Map and ID potential conflicts & opportunities for map changes																																				
6	Hold 5 neighborhood meetings (East, West, North, South, Downtown) to gather input on Zoning Map																																				
7	Document and discuss findings of this phase with Code/Planning Staff & Other Depts																																				
	<b>Regulatory Review</b>																																				
8	Develop framework to guide this review process & to aide in decision making																																				
9	Conduct thorough review of City Code Chapters																																				
10	Hold meetings with relevant City staff to review regulations, address questions, discuss areas for improvement, revisions, etc.																																				
11	Conduct focus group with development community to discuss proposed revisions & solicit input																																				
12	Review & discuss questions on existing regulations & opportunities for improvements with NH Land Use Attorney																																				
	<b>Review Regulations to ID Opportunities to Address CMP Goals</b>																																				
13	Conduct internal review of regulations to address opportunities for advancing Master Plan goals																																				
14	Conduct focus groupsto discuss their interests and concerns with the project, and opportunities/ideas for improving the regulations																																				
15	Hold Community Workshop(s) to hear from citizens on what elements of the CMP they would like to see incorporated into the regulatory environment																																				
16	Conduct survey & open studio hours to inform citizens of the project & collect feedback																																				
17	Hold workshop(s) with the Planning Board to review the Regulations discuss what has been working, what should be improved or changed																																				
18	Draft recommendations for changes to the regulations with respect to CMP goals																																				
19	Review proposed changes with NH Land Use Attorney, Planning Board / PLD & Public																																				

## INTEGRATION OF CHARACTER BASED ZONING

In Phase I of this Project, the City discussed the opportunity to incorporate Character-Based Zoning in Keene's downtown area. For Phase II, the selected Land Use Consultant will take the lead in drafting a character based zoning district for the City's downtown area with the support of City Staff. This work will involve an analysis of the development patterns and zoning districts within Keene's downtown core to assess how form-based elements can be incorporated into the regulatory context.

### I. DEFINE GEOGRAPHIC BOUNDARIES

City Staff will work in consultation with a selected Land Use Consultant and the project's Advisory Committee to determine the geographic extent of the downtown re-zoning effort. The geographic area will be concentrated on Keene's Downtown; however, it could extend beyond the boundaries of the current Central Business District.

### II. CONDUCT SITE ANALYSIS

The Land Use Consultant and City Staff will work in coordination and with input from the public and other City Departments to conduct a site analysis of the study area/focus area to document and examine the physical details of the built environment including architectural patterns, streetscape, placement of buildings on lots, size/form/massing of structures, relationships of buildings with the streetscape, etc.

- a. A synoptic survey will be completed as part of this analysis to understand the variation and changes in land use context within this study area.
- b. This phase of the project may involve the public workshop(s)/ walking tour(s) of Downtown to engage citizens and collect feedback.

### III. DEVELOP DESIGN PARAMETERS

The Land Use Consultant, City Staff, and the Advisory Committee will work in collaboration to determine design parameters for the integration of character-based elements into the City's Zoning Ordinance and to guide the creation of a downtown Character Based Zoning District. This process will involve the engagement of and consultation with the public and stakeholder groups such as the development and business community. These opportunities will be further defined as part of the Public Involvement Strategy.

#### TASK LEAD:

- Tara Kessler, Planning Department

#### INTERNAL SUPPORT:

- Med Kopczynski, Internal Consultant
- Department Heads & Selected Staff from Code, Planning

#### EXTERNAL SUPPORT:

- Land Use Consultant
- NH Land Use Attorney
- Outreach / Engagement Consultant
- Project Advisory Committee

#### KEY DELIVERABLES:

- Establishment of boundary for Downtown Rezoning (*Feb – Early Apr 2018*)
- Complete synoptic surveys of Downtown (*Apr – Jun 2018*)
- Draft Character Based Zoning Ordinance for Downtown (*Apr – Oct 2018*)
- Complete public workshops on Draft Ordinance (*Jun – Dec 2018*)
- Integration of Ordinance into UDO (*Aug – Dec 2018*)





## UPDATE & REORGANIZATION OF REGULATIONS

City Staff in partnership with a Land Use Consultant will update, re-organize, and re-structure the City's land use regulations into an efficient and easy to use document(s) that will help implement the land use policies and community vision of Keene.

In Phase I of this Project, the preferred strategy identified for conducting this update was a Unified Development Ordinance (UDO). A UDO would combine all of the City's land use related ordinances and standards into one document. As a "true" UDO may not be possible under the context of NH state law, this task will focus on consolidating and reorganizing the City's regulations into as few chapters and documents as possible.

City Staff, in consultation with a selected Land Use Consultant and a Land Use Attorney licensed in the State of NH, will have the responsibility of drafting the proposed changes to the City Code of Ordinances and land use regulations. The focus of the update will be on:

- Eliminating outdated, unclear or contradictory language and the need for frequent interpretations
- Restructuring and consolidating the codes and regulations to address organizational issues and improve usability
- Updating and revising definitions to ensure consistency within and between ordinances and regulations and to provide modern interpretations of terms
- Updating and revising the dimensional, use, and other associated standards of the Zoning Ordinance, and the Zoning Map, to address any potential issues or mismatch between current/proposed development patterns and the regulations
- Updating and revising the regulations to incorporate standards that support the recommendations and elements of the 2010 Comprehensive Master Plan
- Addressing opportunities to streamline the review and approval process
- Improving the format, layout and use of visualizations and graphics in the regulations to make them more readable and easy to understand
- Ensuring compliance with any/all state and federal laws

### TASK LEAD:

- **Tara Kessler**, Planning Department
- **Med Kopczynski**, Internal Consultant

### INTERNAL SUPPORT:

- **Department Heads & Selected Staff** from Code, Planning, Public Works, Fire, Police, & Clerk's Office

### EXTERNAL SUPPORT:

- **Land Use Consultant**
- **NH Land Use Attorney**
- **Outreach / Engagement Consultant**
- **Project Advisory Committee**

### KEY DELIVERABLES:

- **Draft Outline of UDO** *(Mar – Early Jul 2018)*
- **Draft UDO completed** *(Jan – Aug 2018)*
- **Complete public presentations & workshops on Draft UDO** *(Jul – Dec 2018)*
- **Final UDO draft submitted to Council for approval** *(Nov 2018 – Feb 2019)*

**I. DRAFT OUTLINE OF PROPOSED UDO**

- a. Planning Department staff will work closely with the selected Land Use Consultant and a Land Use Attorney, other relevant City Departments and staff, and an Advisory Committee to agree on an outline for the revised ordinance(s) and regulations before developing a first draft.
- b. Planning Department staff will work closely with the selected Land Use Consultant and Land Use Attorney, other relevant City Departments and staff, and an Advisory Committee to develop draft versions of the revised regulations and associated documents. Drafts of the proposed changes to the regulations will be available for public review and input. It is anticipated that there will be significant opportunities for the community to review and comment on these drafts outline prior to the adoption process. These public involvement opportunities will be further defined in the public involvement and communication strategies, which will be developed early on in the project.

**II. GRAPHIC DESIGN AND DOCUMENT LAYOUT**

The selected Land Use Consultant will be responsible for developing illustrations, graphics, tables, and figures that enhance the readability of the regulations and convey specific standards/regulatory concepts. The Consultant will also be responsible for producing a layout for the final regulatory document(s) and packaging any educational/outreach materials associated with the final draft regulations.





## IMPROVE APPLICATION & REVIEW PROCESSES

In addition to updating the City's regulations, this project is an opportunity to improve and potentially streamline the application and review process for permits/approvals related to land use activity and development. In this project phase, City Staff, in consultation with a Land Use Consultant, will evaluate the City's existing development application forms and approval process to identify opportunities for streamlining the process as well as opportunities for improving the clarity and readability of related forms and documents. This task may involve the integration of web-based applications / forms.

### I. REVIEW OF EXISTING APPLICATIONS/PROCESSES

City Staff will work with the Land Use and/or Outreach/Engagement Consultant to conduct focus groups with citizens and members of development community and with relevant City Staff to discuss opportunities for improving forms/processes.

### II. DEVELOPMENT OF RECOMMENDED IMPROVEMENTS

Following these focus groups and an analysis of existing conditions, the Land Use Consultant will provide and discuss recommendations for improving the City's relevant informational materials and application forms and for streamlining procedures/processes.

- a. Staff from relevant City Departments (e.g. Planning and Code) will meet to discuss opportunities for streamlining processes / branding of materials.
- b. City Staff will develop revised application forms and informational materials (print and web-based) to review with other Departments and the public for input/feedback and to discuss opportunities for streamlining processes.

#### TASK LEAD:

- Tara Kessler, Planning Department
- Med Kopczynski, Internal Consultant

#### INTERNAL SUPPORT:

- Department Heads & Selected Staff from Code, Planning, Public Works, Police, Fire

#### EXTERNAL SUPPORT:

- Land Use Consultant
- Project Advisory Committee

#### KEY DELIVERABLES:

- Revised Application Forms  
(Jun 2018 – Feb 2019)
- Recommendations for Review Process Improvements  
(Feb – Nov 2018)

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