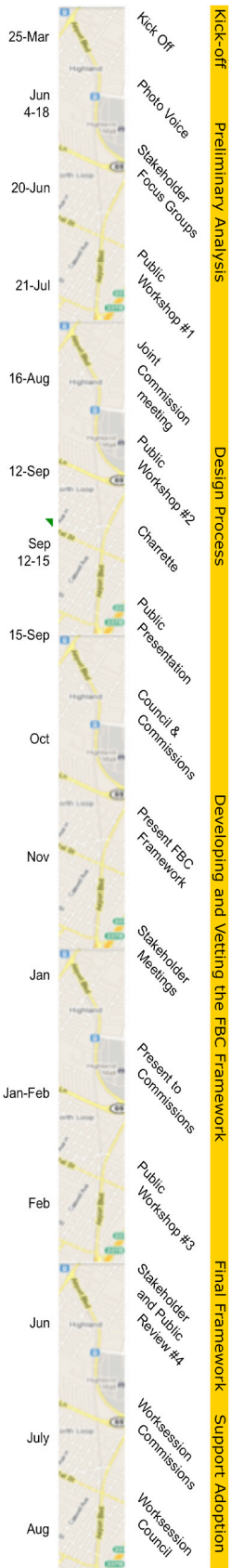


Airport Blvd.

FORM-BASED CODE INITIATIVE

Advisory Group
Project
Information
Guide
May 25, 2011

TIMELINE



A vision and strategy for revitalization.

The Airport Boulevard corridor is in transition. With Red Line rail service, TODs at Crestview Station and Mueller, major investments by Travis County and ACC, and the reinvention of Highland Mall, now is the time for Austin to set the stage to transform this aging auto-dependent commercial highway strip into one of our city's model urban places.

That's the purpose behind the Airport Boulevard initiative, which will:

- Capture the community's vision for the corridor with a variety of both traditional and innovative public engagement strategies;
- Develop a form-based code that allows future development to achieve this community vision and makes the most of opportunities for urban placemaking on Airport Boulevard.
- Set the stage for partnerships (both public-private and public-public) to implement the Airport Boulevard vision and code and guide investments in infrastructure.

The Airport Boulevard initiative offers the City and its residents a unique opportunity to create flexible, workable and effective strategies for implementing high-quality planning and achieving important community and economic development goals. It integrates well with City and regional efforts to guide growth and development into sustainable neighborhoods and activity centers linked by transit (Imagine Austin Comprehensive Plan, CAMPO 2035 plan, CATS Consortium), as well as area-specific planning and placemaking efforts under way now (East Riverside, Downtown, West Campus-UNO, North Burnet/Gateway). Concurrently with the form-based code effort, the City will be coordinating closely with the Austin Strategic Mobility Plan on a transportation corridor study on Airport Boulevard.

As key Airport Boulevard stakeholders, your early input and continued engagement is vitally important to the project's success. Your participation will help ensure that those opportunities are focused and leveraged to create the best results for the owners, users, neighbors and other stakeholders who know Airport Boulevard the best and care about it the most.

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Mission

The Airport Boulevard FBC Initiative Advisory Group will help guide the development of the initiative to re-envision and revitalize the Airport Boulevard corridor, by providing advice and feedback to the project team, and by assisting with public outreach and engagement activities.

Advisory Group Membership

The Advisory Group was established by a resolution of the City Council to include property owners, neighborhood leaders, and institutional stakeholders in the project area, as well as representatives of City boards and commissions and organizations in the planning, development and urban design fields that can lend their expertise to the project's development. The Council resolution specifies that the membership of the Advisory Group may not exceed the number of individuals initially appointed (nineteen members), and provides that if a member of the advisory group subsequently resigns or fails to serve, the remaining members may select an individual to fill the vacancy. In order to maintain the original representation as established by the City Council, in case of a vacancy a replacement representative may be nominated from the represented entity for confirmation by the Advisory Group.

Advisory Group Values

The Advisory Group will commit to helping the project team prepare the framework for a Form Based Code on Airport Boulevard through a fair and timely process that is accessible to the public. The group will provide a thorough examination of materials prepared during the planning process; thoughtful dialogue about community values and their bearing on the Initiative; and carefully crafted advice that will give decision-makers the group's best collective thinking.

It is important to understand that the Advisory Group is not a decision-making body; that is the role of the City Council through a series of public hearings.

Members of the Advisory Group are invited and encouraged to also play active roles as key stakeholders, participants and leaders of the Airport Boulevard FBC Initiative public engagement process. This may include supporting specific engagement activities being developed as part of the project's Public Ownership Plan; taking part in working groups to be convened by the project team to address specific elements of the initiative; and communicating to their personal networks about the project and its value.

Members of the Advisory Group should view the Airport Boulevard FBC Initiative as an important foundational effort toward the ongoing revitalization of the Airport Boulevard corridor. As the FBC and other redevelopment strategies are implemented, there may be future organizational structures that evolve out of the Advisory

Group and working groups developed during the initiative. These structures would guide implementation and help ensure Airport Boulevard is redeveloped in a way that remains aligned with community objectives and stakeholder input.

Advisory Group Roles and Responsibilities

1. Attend all of the Advisory Group meetings from May 2011 – September 2012 or longer if the project extends beyond the allotted time. It is anticipated that there may be 6 – 8 meetings of the Advisory Group over the course of the project, not counting other outreach activities (public workshops, stakeholder meetings, etc) at which Advisory Group members are encouraged to attend.
2. Engage in a thoughtful, thorough discussion of issues at Advisory Group meetings.
3. Advocate for the interests of the stakeholders you are representing to help keep Advisory Group members informed about stakeholder and community perspectives.
4. Share relevant information with the other group members.
5. Work to identify promising options.
6. Openly discuss and evaluate those options at Advisory Group meetings and in other venues provided during the planning process. Members should refrain from conducting discussions over e-mail.
7. Seek consensus on advice to be offered to staff and consultants.

Advisory Group Support

To support the Advisory Group, project management staff from the Planning and Development Review Department will coordinate with City departments, other agencies and the Gateway Planning team to:

- Distribute helpful information materials (in advance of meetings, whenever possible)
- Prepare meeting agendas that use your valuable time as efficiently as possible
- Document the group's progress
- Facilitate meetings
- Prepare Initiative materials
- Keep the Advisory Group aware of important activities and invite their participation consistent with the Advisory Group enabling resolution

In addition to the Advisory Group meeting, Advisory Group members will be encouraged to participate and assist with a variety of public engagement activities. City staff and/or consultants will work directly with those of you who choose to participate in these additional engagement activities.

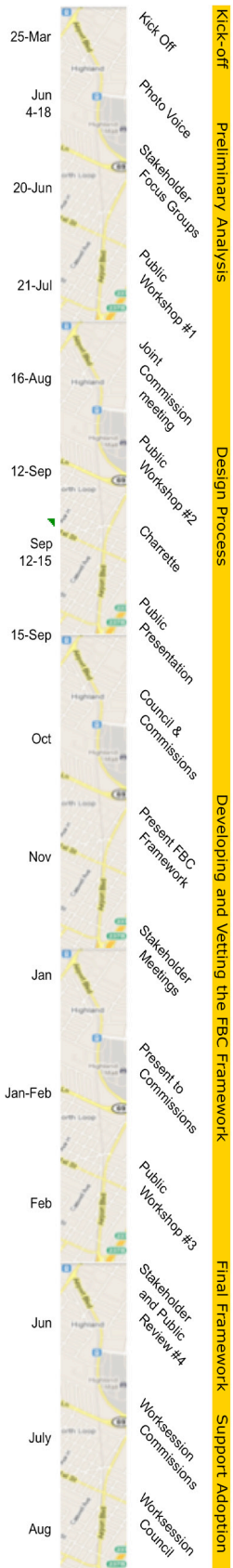
Airport Blvd.

FORM-BASED CODE INITIATIVE

Advisory Group
Opportunities
to Engage

May 25, 2011

TIMELINE



Public involvement must translate into community ownership.

The outcome of community engagement as part of this effort — even beyond the confines of the current project — is to make the rebirth of Airport Boulevard happen, which requires the active efforts of the people we aim to engage, and for which they will get a return on their investment.

- What this corridor needs and deserves is a redevelopment strategy, not a “plan” as an end in itself.
- The Airport Boulevard communities and stakeholders are going to be active players in making redevelopment happen, just as they have been active participants in the 30 years of shifts and changes that brought the corridor to its current state.
- “Engagement” in this context means more than just ample opportunity for participation. It also includes education and capacity building, equipping the Airport Boulevard communities and stakeholders with the tools and knowledge they need to make the most out of the assets they possess and control, including major landowners such as Travis County and now ACC.

To this end, we have identified some opportunities to engage and are open to others:

Charrette

A 4-day evolving participatory design process that starts and ends with a public meeting. Opportunities for advisory group members include: presentations, group leadership, liaison to the community, advocacy for the process, negotiating different design scenarios, participation in key design decisions. (Continuous participation over the 4 days is not required.)

PhotoVoice

A Saturday morning (June 4 or 11) outing with neighbors and others who come together to capture photographically what is valued or perceived as a challenge in relationship to the Airport Blvd. corridor by walking the area (training provided). Participants are invited at a later date (June 18) to come together in order to agree on the most representative images and narrative to describe them. The product: a visual narrative to explain neighbors’ aspirations, a presentation community members can use to talk about Airport Blvd., and a cache of images that staff/consultants can use as planning progresses.

Better Block

Watch the video (<http://betterblock.org/>), it does a better job of explaining Better Block than we can in a few sentences. This could be a fun way to accomplish a public meeting

for the Charrette or later to explain the Form-based code proposals for Airport Blvd. The Advisory Group and/or your networks is advised to take into consideration the benefit of organizing and creating the street/sidewalk design which includes a pop-up retail for a Better Block event. We can provide some assistance however this is most powerful when the stakeholders host and coordinate.

Public Meetings

Four large and inclusive public meetings are planned throughout the project. We are open to making these more fun and interactive; your design and planning input is solicited. Numerous smaller meetings are also planned to build engagement, to work with specific stakeholder focus groups, during the Charrette, and then via presentations to Council and boards or commissions. It is possible to include one or more advisory group members to help with presentations during public meetings, to actively participate in smaller group meetings, etc. What would make these meetings more appealing and informative to you or the constituents you represent or with whom you interact?

Multicultural and Underrepresented Populations

The project will go beyond the usual suspects and connect with individuals and groups from multicultural or minority populations (Latino, African-American, Asian, etc.) and underrepresented populations (children, persons with disabilities users) traditionally not involved in City of Austin public engagement efforts. At the core of our engagement process is representativeness and inclusion and we're asking advisory group members to identify and invite others to be part of the Airport Blvd. FBC project. As a key component of our outreach strategies, the engagement team will be reaching out to Multicultural and Underrepresented Populations through outreach exercises, i.e., connecting with informal and faith-based leaders and attending cultural community events. It is the engagement team's intent to have all sectors of the community represented; people from all walks of life, and to ensure that all ideas, perspectives and experiences are at the table. The engagement consultant team will provide support in these efforts, as needed.

Communications with groups and networks

We hope the Advisory Group will serve as ambassadors for the project. Your role in communicating with groups and networks is crucial in mobilizing the community to become involved. As ambassadors, we would like you to provide communications and reach out to established groups and networks (personal and professional) in order to identify other ambassadors and increase awareness and participation in project. Think about and identify ways you can assist with outreach to groups and networks, including calling specific individuals and groups, making presentations, blogging about the project, sending emails to members of your groups and networks or facilitate getting content in neighborhood newsletters. The engagement team will work collaboratively with advisory group members to ensure we connect with and activate the groups and networks identified.

Stakeholder engagement

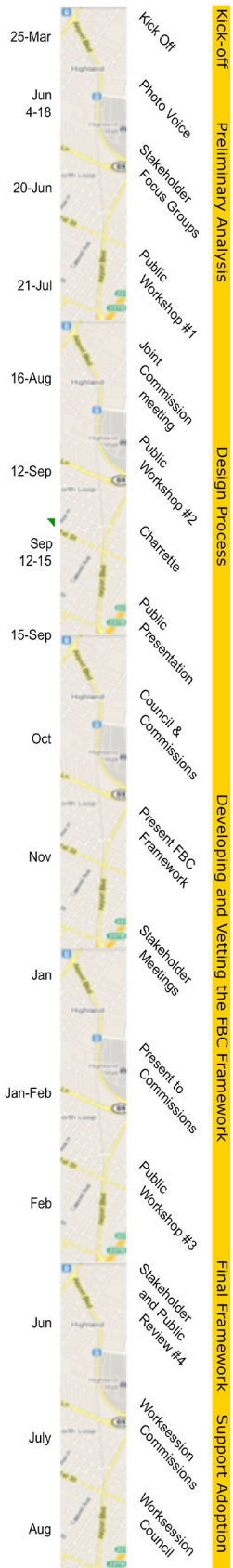
Stakeholder engagement and buy-in is essential for the project's success and it is for this reason the Advisory Group was formed. This is a key element in making sure the project is sustainable and lives beyond its intended purpose and timeline. As valued stakeholders, we are asking Advisory Group members to identify and reach out to other key stakeholders (individuals, groups or organizations with a vested interest in the project) to build awareness and create advocates for the project. Stakeholders may include business, nonprofit, and neighborhood leaders as well as representatives from multicultural and underrepresented populations. Reaching these stakeholders will not only help us achieve our goals; they will in addition provide guidance as the project moves forward by assisting us in reaching different segments of the community and will be instrumental in mobilizing their own networks.

Airport Blvd.

FORM-BASED CODE INITIATIVE

Public
Ownership
Plan
May 2011

TIMELINE



The Airport Boulevard Form-Based Code Initiative will do more than just create a new development code; it will also set the stage for the redevelopment of this aging corridor into one of our community's great urban places and serve as a model for redevelopment elsewhere in Austin. This **Public Ownership Plan (POP)** outlines strategies the Airport Boulevard team will use to engage property owners, neighbors, corridor users, the city-appointed Advisory Group, and other stakeholders and interested parties to:

- Contribute their input, ideas and expertise to the development of a new vision for Airport Boulevard;
- Work with the Airport Boulevard team to achieve a vibrant but achievable vision, plan and code and then advocate for the adoption of these; and
- Begin the work of developing foundations for ongoing implementation of the Airport Boulevard vision through public-private and public-public partnership for redevelopment.

Project Kickoff: Planning and Materials Development (Task 1)

Purpose: Developing communications and outreach tools to educate and inform, support public engagement and set the stage for future community ownership of the Airport Boulevard project.

Target audiences: Owners, users, neighbors and other stakeholders in the corridor; general

public; internal stakeholders (including City departments, jurisdictional partners, etc.); allied interest groups; Airport Boulevard Advisory Group

Subtasks:

- Development of Public Ownership Plan
- Communications Plan and Toolbox Development

In addition to this Public Ownership Plan, the Airport Boulevard FBC team will develop a communications plan including strategies and tactics for use of media and creative services to support engagement. This planning effort will include the development of the basic communications toolbox needed to initiate public engagement. Areas covered in that plan and toolbox will include:

i. Branding and identity

This includes a project logo, templates for communications products (Web, e-mail, presentations, etc.), and other creative and visual elements needed to establish a clear, consistent identity for the Airport Boulevard initiative.

ii. Messaging and narrative

This includes clear, concise statements of the Airport Boulevard initiative's mission, vision and purpose, as well as fact sheets, FAQs, and other tools that establish the informational and narrative framework for communicating about

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the project with diverse publics.

iii. Media strategies and tactics

This includes use of owned (i.e., an ongoing project newsletter), earned (i.e., press relations), and social media as part of the ongoing implementation of this POP. Though a paid media component (advertising) is not anticipated, viable strategies for paid media will also be considered.

iv. Outreach strategies and tactics

This includes in-person strategies, both formal (such as a scheduled meetings with leadership and stakeholder groups) and informal (e.g., a “street teams,” ambassadors, and special events) to communicate, educate and engage desired audiences.

c. Project microsite (AirportBoulevard.com)

The Airport Boulevard FBC team will work with the City (CPIO and PDR) to develop a seamless Web presence for the project. It is anticipated that this will involve both resources on the main City of Austin site and on a separate AirportBoulevard.com microsite. Sub-tasks to be completed as part of the POP include:

i. Overall site development on both platforms

ii. Interactive outreach tools,

such as Web surveys, discussion forums, or image and video galleries, identified as integral to the implementation of this POP

iii. Social media integration

Preliminary Analysis: Outreach and Discovery (Task 2)

Purpose: To gather information and input on current conditions and future visions for the Airport Boulevard corridor to support subsequent stages of the design and coding process; to build public awareness and interest in the Airport Boulevard initiative and its potential to spur transformation that aligns with community needs and goals.

Target audiences: Owners, neighbors, users and other stakeholders along the Airport Boulevard corridor; internal stakeholders and advisors.

Subtasks:

a. Outreach exercises

The Airport Boulevard team is developing engagement activities designed specifically to reach audiences that are not likely to be engaged through traditional public involvement efforts. Key targets at this point in planning include children and youth and faith-based communities along the corridor.

b. PhotoVoice

PhotoVoice is a strategy to produce a visual narrative of current conditions and desired future improvements along

the Airport Boulevard corridor, generated and guided by community users themselves.

c. Stakeholder interviews

The Airport Boulevard team will conduct 7-10 interviews with key stakeholders groups both along the corridor and throughout the city and region to identify goals, issues, perceptions and concerns that should be incorporated into the development of the form-based code and subsequent redevelopment strategies.

d. Public Workshop #1 – Summary

The Airport Boulevard team will, as part of this POP, develop content for the first Public Workshop and Advisory Group milestone (including reporting on the outreach efforts in this phase) and for broader communication and media to general audiences, including through project newsletter and Website.

Design Process Planning (Task 3)

Purpose: To educate and build interest in participating in the 4-day community charrette that serves as the keystone engagement activity in the development of the Airport Boulevard FBC.

Target audiences: Potential charrette participants (including owners, neighbors, users and other stakeholders); internal stakeholders, including the Advisory Group; general audiences.

Subtasks:

a. Charrette planning

Includes activity design, strategies for collecting and presenting structured input, reporting requirements and techniques, etc.

b. Media strategies

Owned, earned and social media efforts to build awareness and interest in the charrette and its role in the overall initiative, including project newsletter and Web content, consistent with the communications plan.

c. Outreach strategies

In-person engagement strategies, both formal and informal, to build awareness and interest, consistent with the communications plan.

d. Meetings and worksessions

Support for meetings of the Airport Boulevard team with staff, Advisory Group, and others as part of charrette planning.

Charrette (Task 4)

Purpose: Supporting large public workshops bookmarking the Charrette, smaller working groups activities during the

charrette and communicating outcomes to the community.

Target Audiences: Charrette participants; other owners, users, neighbors and stakeholders on the corridor; general public.

Subtasks:

a. In-event engagement

Activities to be supported during the charrette as part of this POP may include live surveys and deliberative polling; daily news and social media updates; digital video recording and Webcasting; and other communications tools and techniques identified as part of design process planning.

b. Public Workshop #2

The kickoff and concluding sessions of the charrette are designed to inform the broader public, including audiences who will not be able to participate in the core activities of the charrette itself. Engagement activities include reporting on prior efforts during the initiative (at the beginning) and on charrette outcomes (at the end), both in person and with Web, earned and social media content.

Engage Stakeholders to Vet the Draft Plan (Tasks 6-7)

Purpose: Presentation of the work products of the FBC planning process (to be conducted in Task 5 of the main scope of work, which has no POP component) for community vetting and validation; continued engagement with interested stakeholders to maintain project progress, focus and transparency.

Target audiences: Owners, users, neighbors and other stakeholders in the corridor; other stakeholders, both internal and external; allied interest groups.

Subtasks:

a. Small-group stakeholder meetings

Two rounds of small-group stakeholder meetings are planned, one to review the Airport Boulevard plan framework (Task 6 of the main scope of work) and one to review the draft FBC itself (Task 7 of the main scope of work). Participation in these small group sessions will be determined as appropriate after the conclusion of the charrette.

b. Media and Web strategies

Owned, earned and social media will be used to help drive broader public engagement and gather input and feedback as part of the vetting and validation of these work products. Focused interactive outreach techniques, such as Web-based surveys and deliberative polling, will be deployed as needed and appropriate.

Ownership Building and Implementation Planning (Task 8)

Purpose: To develop the foundation to support adoption of the final code framework and for the ongoing implementation of the adopted Airport Boulevard FBC and associated redevelopment and reinvestment efforts in the corridor.

Target audiences: Owners, users, neighbors and other stakeholders in the corridor, particularly those who express an interest in or add value with their continued involvement in long-term implementation; other internal and external stakeholders.

Subtasks:

a. Planning for ongoing stakeholder engagement

The Airport Boulevard FBC team will create a long-term POP and other products to give guidance on sustaining engagement through the implementation phase.

b. Recommendations on formal/informal org structures

The Airport Boulevard FBC team will provide recommendations to the City on options for structuring implementation, including potential creation of a long-term ownership group.

c. Transitioning Web/social media platform

The AirportBoulevard.com site and integrated social media will be transitioned to support ongoing implementation.

Additional components

Purpose: More detailed documents and document to support work of the Advisory Group or other specific stakeholder groups.

Target audience: Advisory Group, stakeholder groups, such as property owners, businesses, and neighbors.

Additional components include:

- a. Advisory Group Roles/Responsibilities Cheat Sheet
- b. Advisory Group Opportunities to Engage Worksheet
- c. Communications Milestones Tracking
- d. Engagement Milestones Tracking
- e. Others as the project progresses