





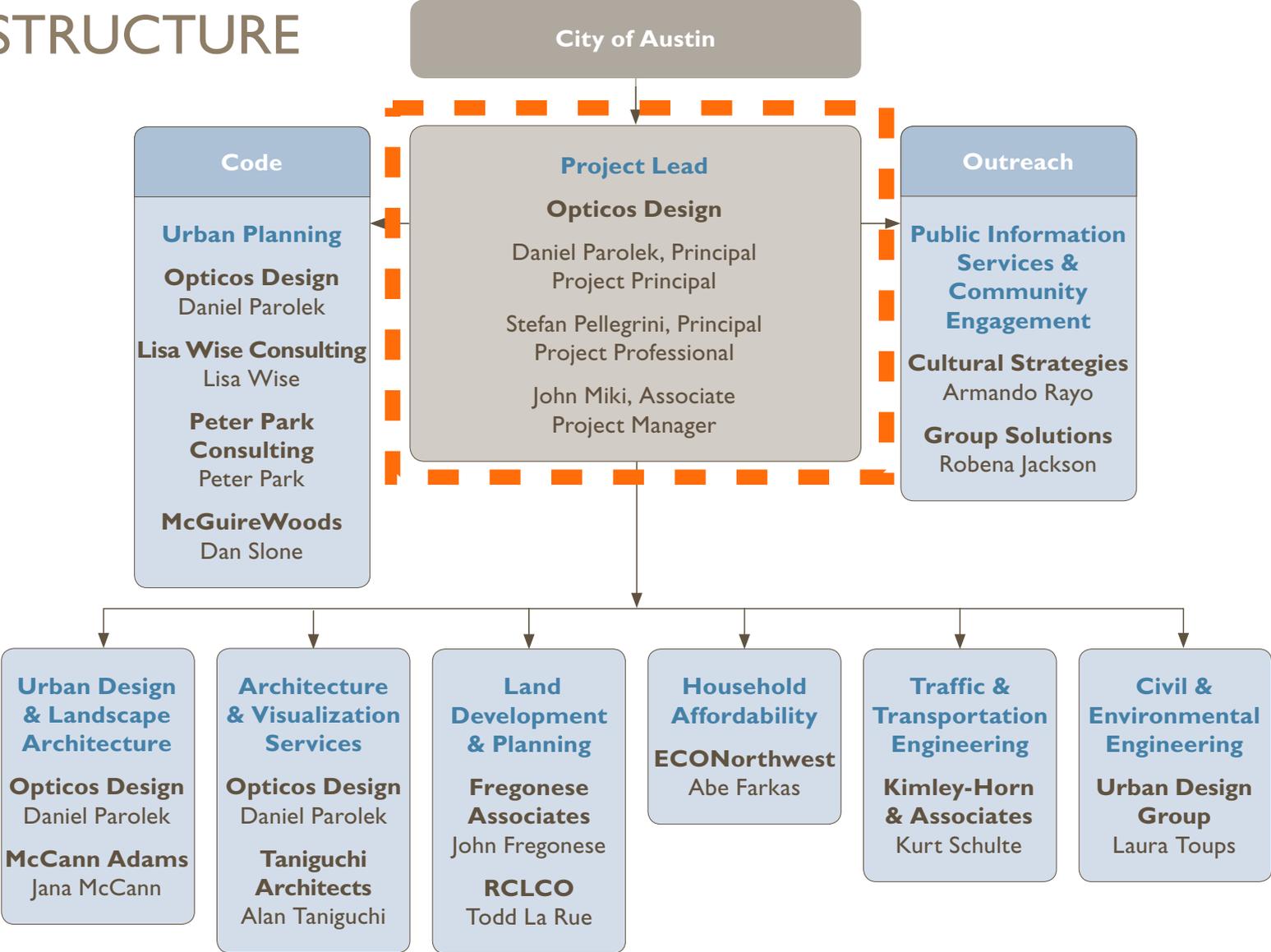
1

# Who We Are

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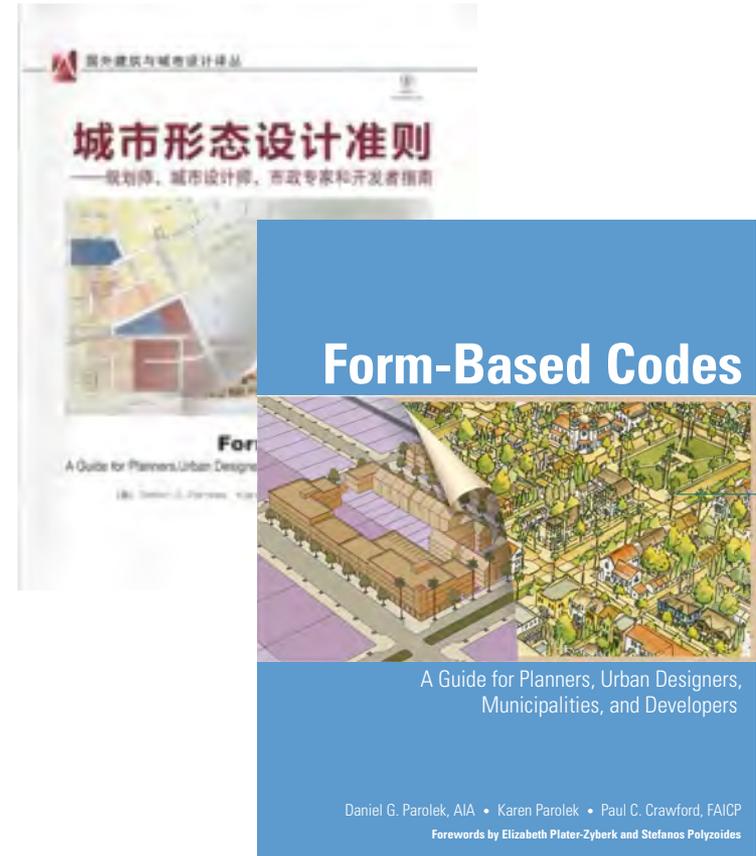
A multi-disciplinary team that achieves great results

# TEAM'S STRUCTURE



# Opticos Design

1. Clients come to us for innovation
2. Winner of national design and coding awards: CNU Charter Awards, Making Cities Livable, Octavia Boulevard Housing Competition
3. National thought leaders in Form-Based Coding and Citywide Hybrid Codes
4. Winner of 2 Driehaus Form-Based Code Awards
5. Recent Coding Efforts:
  1. Cincinnati Citywide FBC
  2. Beaufort County Hybrid Code
  3. Flagstaff, AZ Hybrid Code





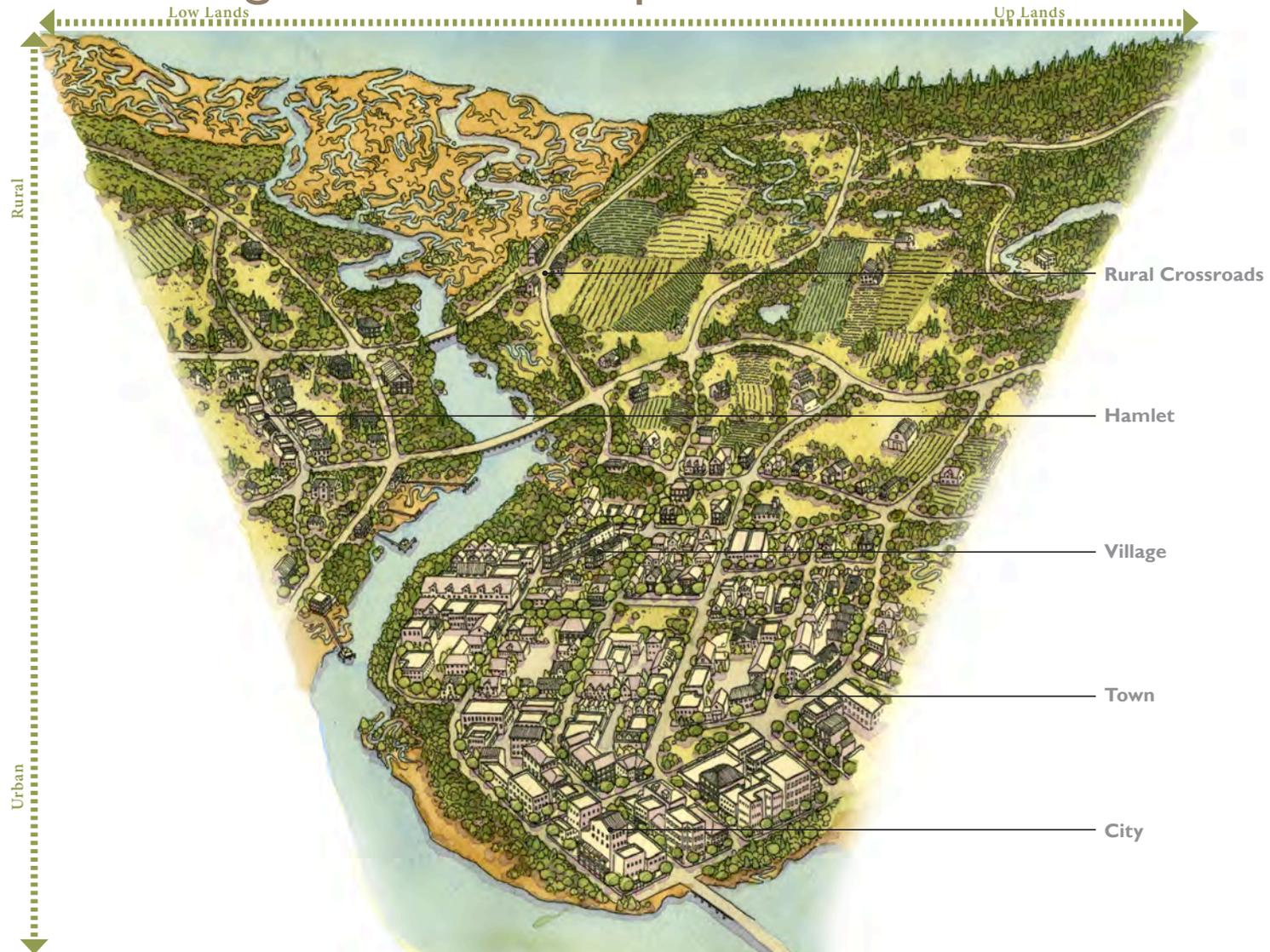
2

# Compact and Connected Neighborhoods with Diverse Housing

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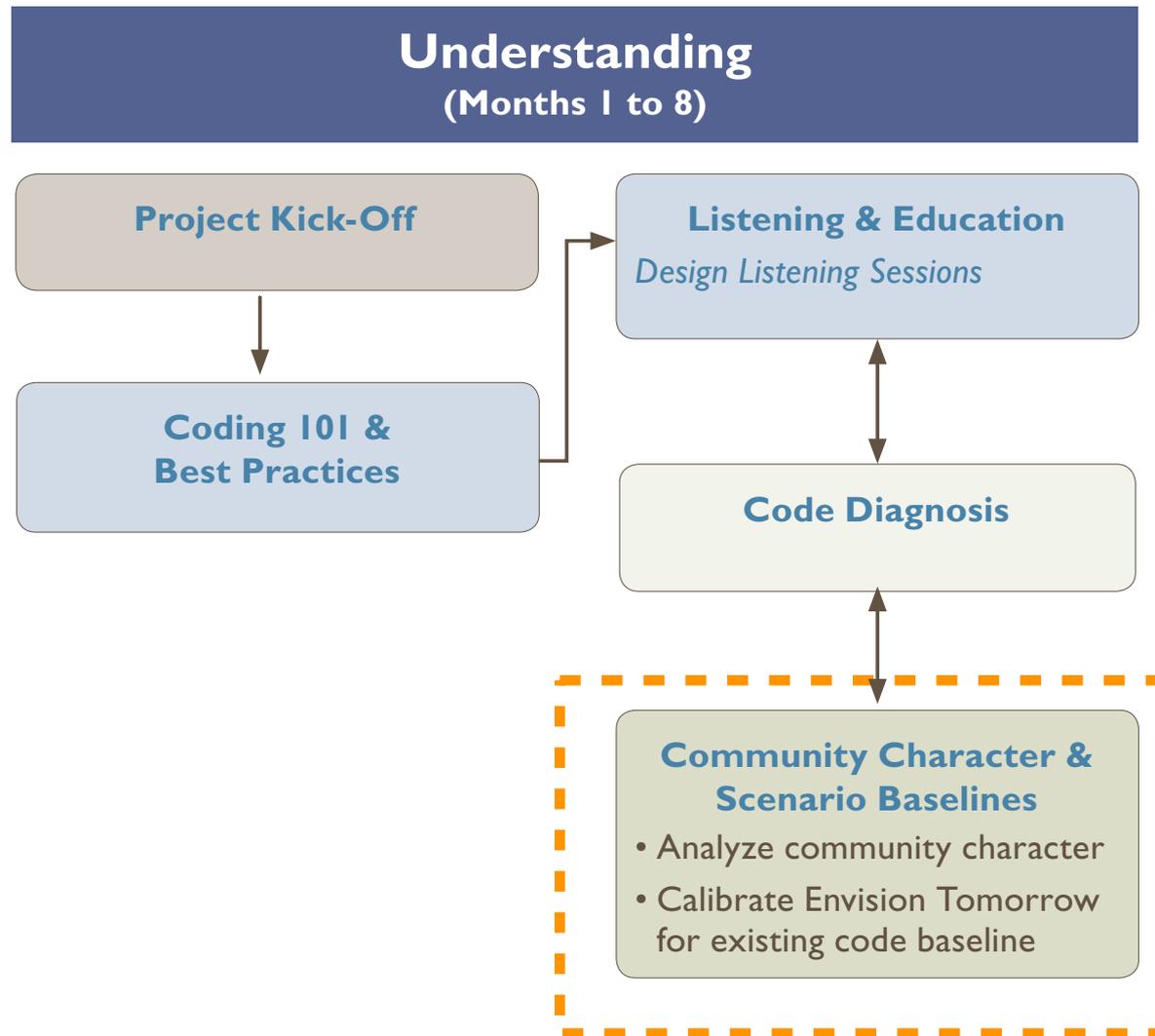
Understanding and Building Upon the DNA of Austin  
Neighborhoods

# Different Neighborhoods Require Different Solutions



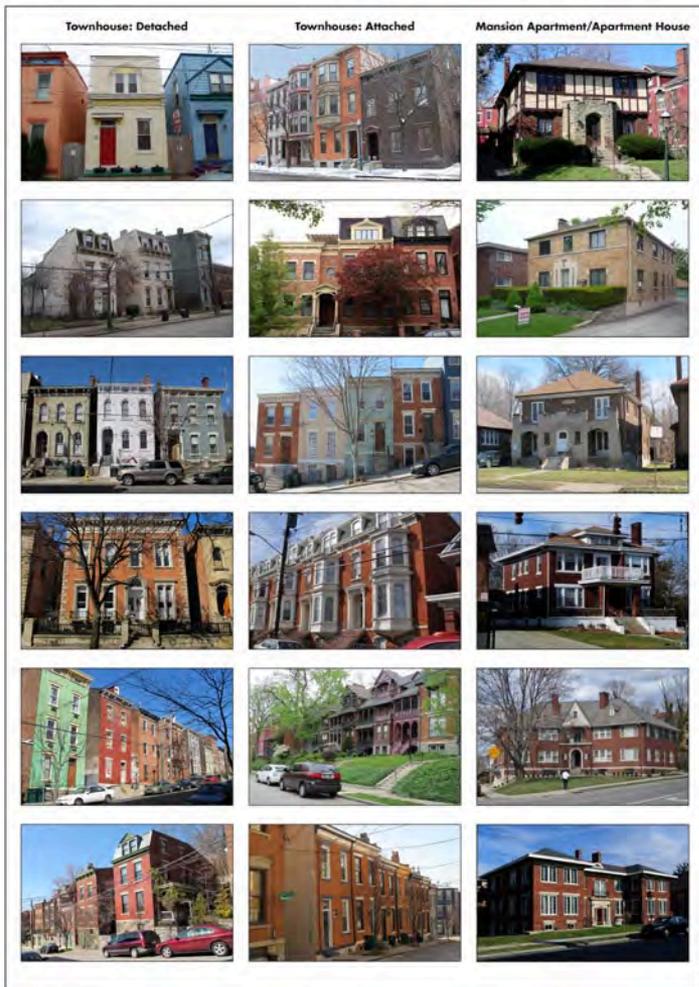
Beaufort County, South Carolina Multi-Jurisdictional Code: Place Types

# Creating a Form and Community Character Framework





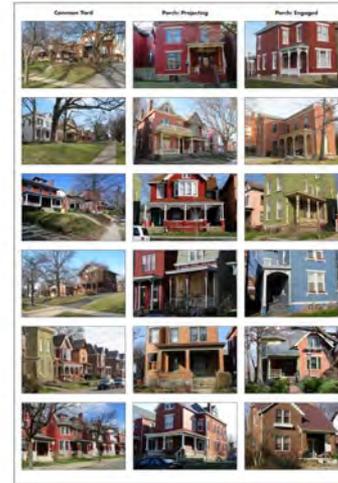
# Extracting the DNA to Inform the Code



**Building Types**  
Cincinnati, Ohio  
April 28, 2012



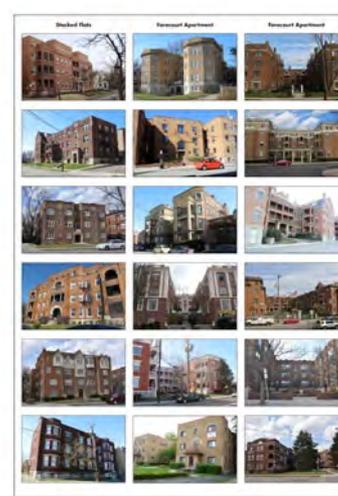
**Public Spaces**  
Cincinnati, Ohio  
April 28, 2012



**Frontage Types**  
Cincinnati, Ohio  
April 28, 2012



**Building Types**  
Cincinnati, Ohio  
April 28, 2012

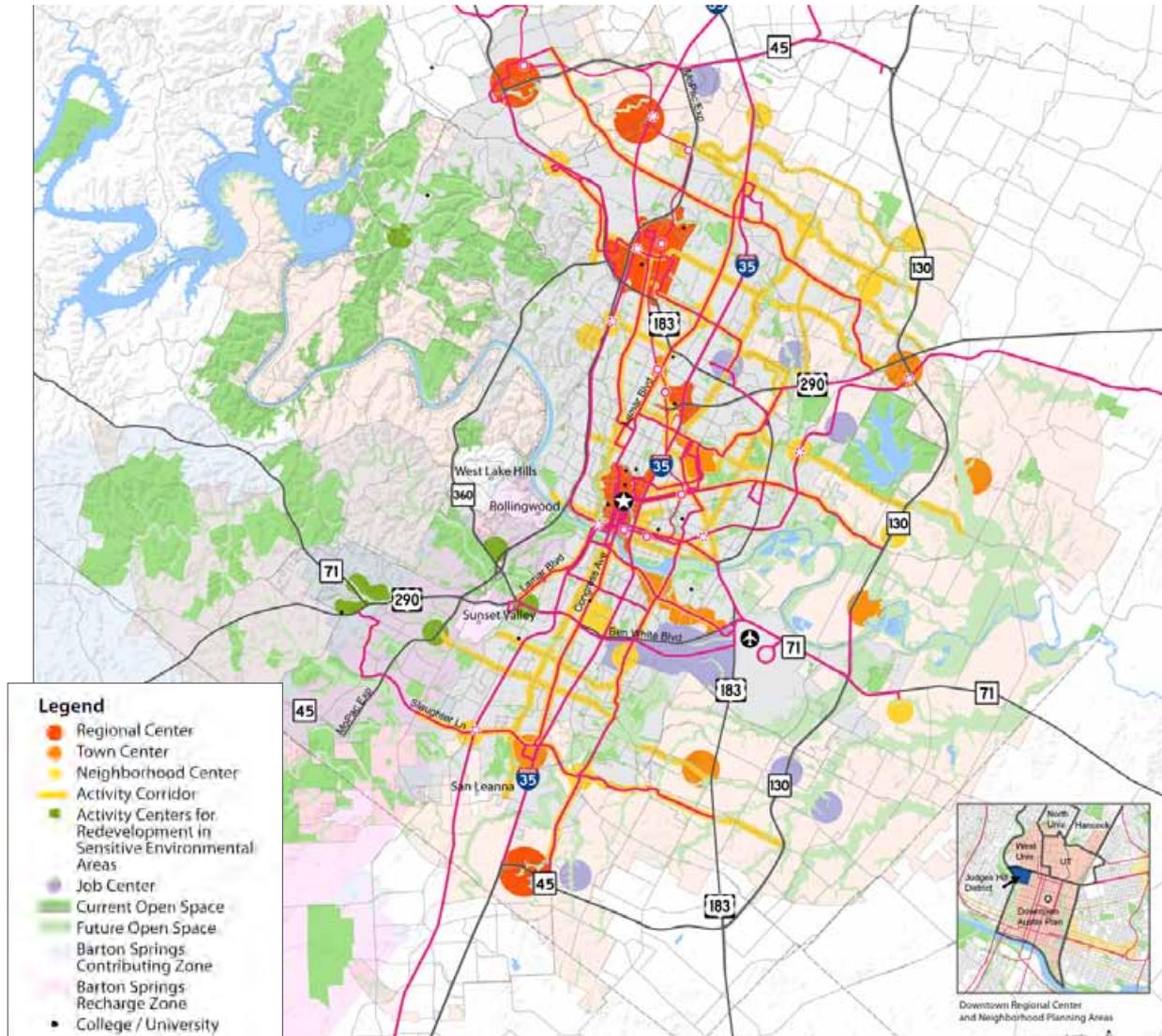


**Building Types**  
Cincinnati, Ohio  
April 28, 2012

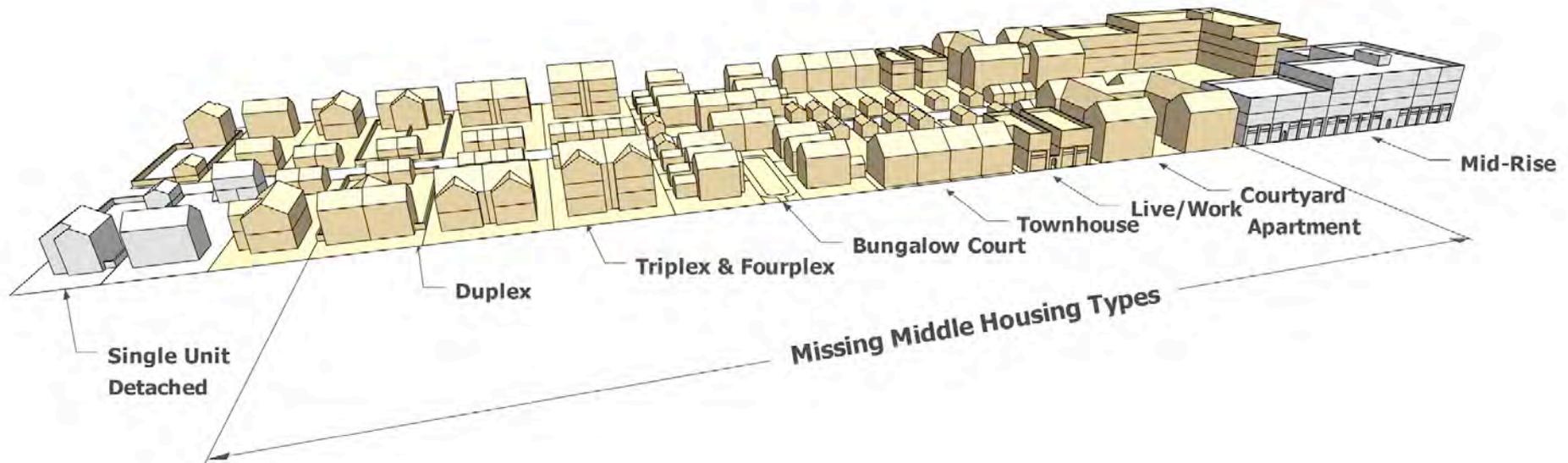
# Basing Zones on Form not Uses: Protecting the Character



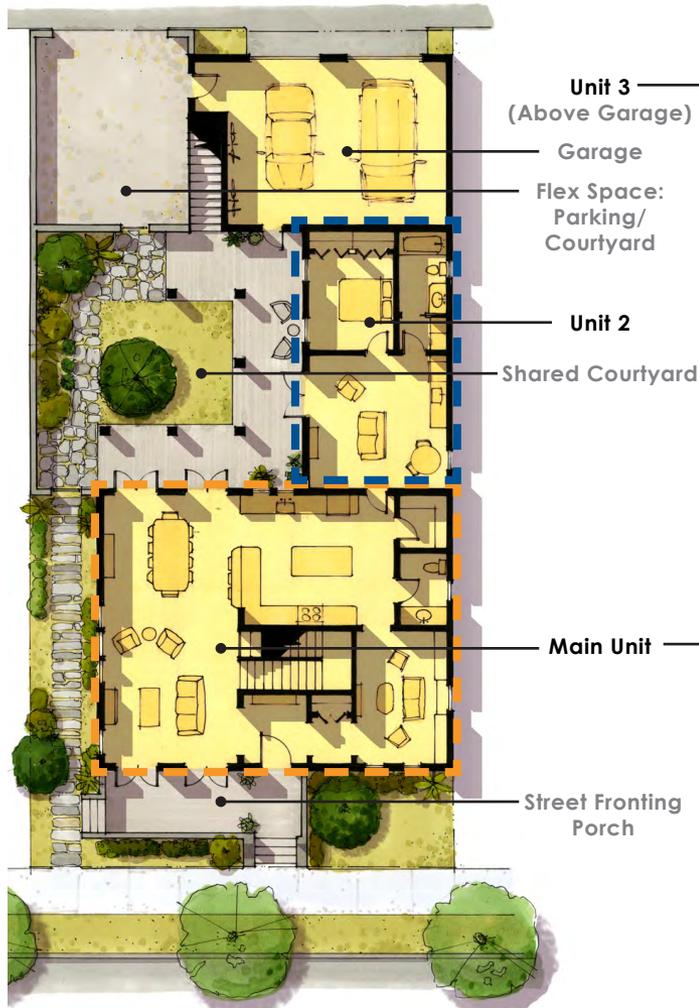
# Centers and Activity Corridors as Priority



# Incentivizing Missing Middle Housing: Key to Code Success



# Responding to the Demand for Multi-Generational Housing



Unit 3  
(Above Garage)

Garage

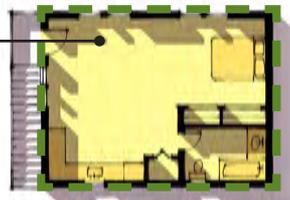
Flex Space:  
Parking/  
Courtyard

Unit 2

Shared Courtyard

Main Unit

Street Fronting  
Porch



3

## Preserving Neighborhood Character

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Knowing the “Stories” and Completing Them

# Understanding Existing Character & Stories Behind Code



Livermore, CA Development Code Update: Driehaus Form-Based Code Winner

# Illustrating What is Allowed by the Current Code



Livermore, CA Development Code Update: Driehaus Form-Based Code Winner

# Writing a Code to Ensure a Happier Ending to the Story



Livermore, CA Development Code Update: Driehaus Form-Based Code Winner

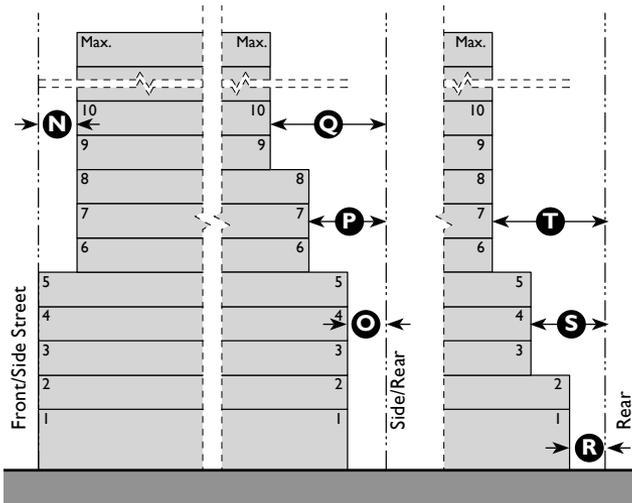
# Creating an Effective Tool for Regulating Corridors



# Transitions into Neighborhoods from Corridors



# Transitions into Neighborhoods from Corridors



## Key

ROW / Property Line    Building

### C. High-Rise/Mid-Rise Buildings in T5MSF/T5N

#### Front/Side Street Setback

Floors 6+                      10' min.                      **N**

#### Side Setback

Abutting T6/T5/T4

Floors 1-5                      0' min.                      **O**

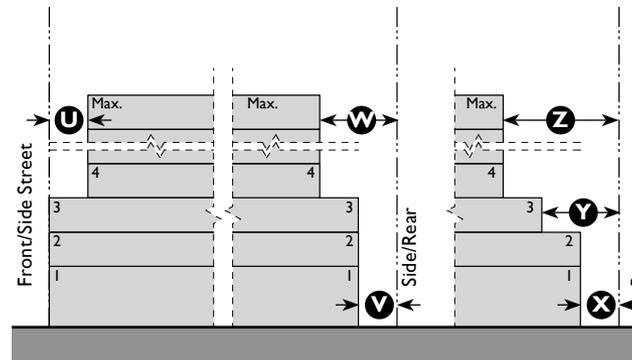
Floors 6-8                      10' min.                      **P**

Floors 9+                      30' min.                      **Q**

Abutting T3

Floors 1-5                      10' min.                      **O**

Floors 6-8                      20' min.                      **P**



## Key

ROW / Property Line    Building

### D. Mid-Rise Buildings in T4MS

#### Front/Side Street Setback

Floors 4+                      10' min.                      **U**

#### Side Setback

Floors 1-3                      0' min.                      **V**

Floors 4+                      10' min.                      **W**

#### Rear Setback

Abutting T6/T5/T4

Floors 1-3                      10' min.                      **V**

Floors 4+                      20' min.                      **W**

Abutting T3

# Multi-Day Workshops to Vet Concepts and Scenarios



## Summary of Major Meetings and Outreach Opportunities

- Presentations to Steering Committee
- Multi-Day Public Workshop
- Listening and Education Sessions
- Stakeholder Interviews & Focus Group Meetings
- Presentations to PC & CC
- **Branding & Webpage Goes Live**

- Presentation to Steering Committee
- Public Presentation
- Presentation to PC
- **Presentation for Approval of Annotated Outline and Cartoon of Code to CC (June 2014)**
- Webpage/Media Updates

- Presentation to Steering Committee
- **Multi-Day Public Workshop**
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- **Multi-Day Public Workshop**
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- Presentation to PC
- Presentation for Approval of Revised Initial Draft to CC
- Webpage/Media Updates

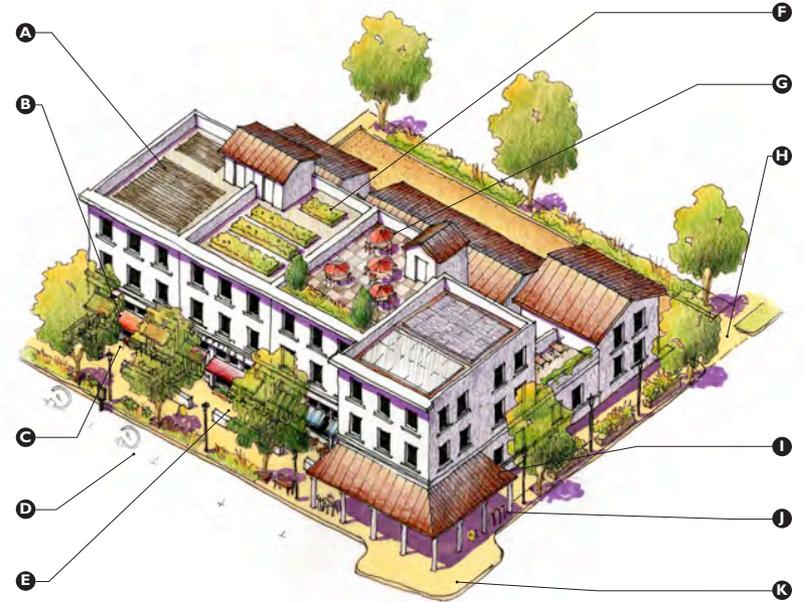
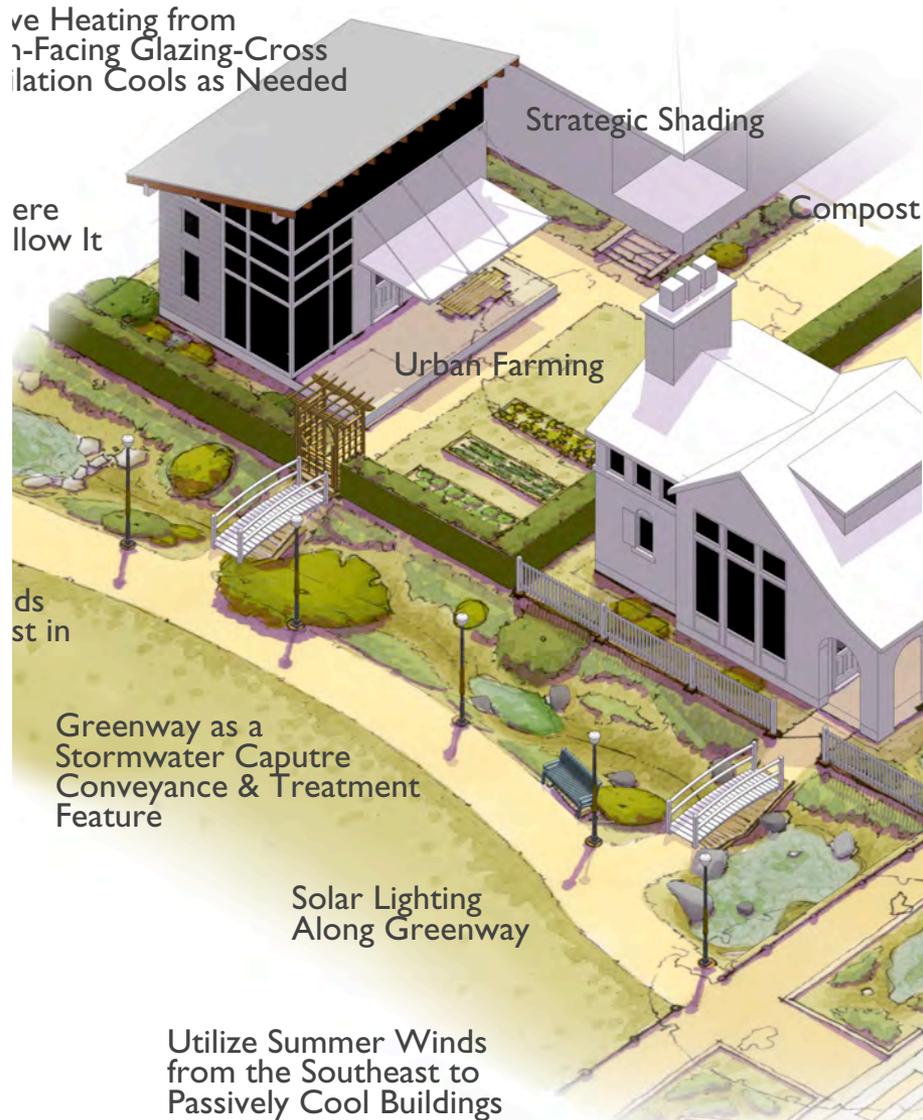
4

# Environmental Protection

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Context-Based Sustainability

# Sustainability and Urban Agriculture in Different Contexts



5

# Household Affordability

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Preserving Diverse Neighborhoods

# Ways to Integrate Affordable Housing into a Code

1. Make entitlement process quicker and more predictable
2. Encourage “affordable by design” housing/lot types
3. Remove barriers for compatible infill
4. Incentivize small buildings for compatibility and feasibility
5. Incentivize small units to enable residents to build equity
6. Rethink open space requirements in walkable urban areas
7. Reduce on site parking requirements
8. Do not require guest parking
9. Encourage detaching parking cost from units

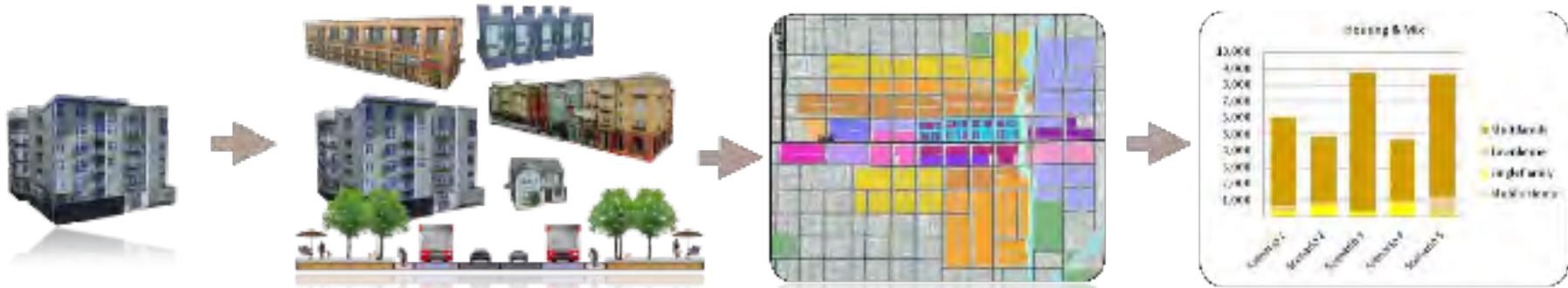


# Only \$23,000 Household Income Needed to Qualify



20 dwelling units/acre

# Utilizing Envision Tomorrow to Assess Affordability



Building Types

Development Types

Scenario Development

Evaluation

|  |  |  |
|--|--|--|
| <p><b>Commercial</b></p>  <p>400 Acres<br/>0 Households - 0 jobs / ac<br/>8,000 jobs - 17 jobs / ac</p>       | <p>Commercial uses are frequently located along sites on both sides of a major road or highway. Connections to the development type consist of nearby highways and transit roads. Housing is often included and often in the form of apartments or duplexes.</p> |    |
| <p><b>Office Park</b></p>  <p>400 Acres<br/>0 Households - 0 jobs / ac<br/>16,200 jobs - 48 jobs / ac</p>     | <p><b>Traditional Neighborhood</b></p>  <p>400 Acres<br/>4,000 Households - 12 jobs / ac<br/>0 jobs - 0 jobs / ac</p>   | <p>Traditional neighborhoods are traditionally residential areas comprised of small lot single-family dwellings and duplexes. Street connectivity is relatively favorable, allowing for a walkable environment and transit options.</p>    |
| <p><b>Industrial</b></p>  <p>400 Acres<br/>0 Households - 0 jobs / ac<br/>8,800 jobs - 22 jobs / ac</p>     | <p><b>Single Family R</b></p>  <p>400 Acres<br/>2,500 Households - 0 jobs / ac<br/>0 jobs - 0 jobs / ac</p>   | <p><b>Urban Center</b></p>  <p>100 Acres<br/>4,000 Households - 48 jobs / ac<br/>0 jobs - 0 jobs / ac</p> <p>Urban centers incorporate a diverse mix of residential and employment uses. They serve as a significant source of employment and include many essential services. The development type is walkable and easily accessible via multiple modes of transportation. Some uses are that of a premium, which means they require structured parking.</p>  |
| <p><b>Spaced Rural R</b></p>  <p>400 Acres<br/>0 Households - 0 jobs / ac<br/>8,800 jobs - 22 jobs / ac</p> | <p><b>Multi-Family R</b></p>  <p>400 Acres<br/>700 Households - 0 jobs / ac<br/>0 jobs - 0 jobs / ac</p>  | <p><b>Town Center</b></p>  <p>100 Acres<br/>2,500 Households - 25 jobs / ac<br/>8,800 jobs - 88 jobs / ac</p> <p>Town centers include a mix of uses and interconnected street networks. They primarily function as service destinations and building density is often higher than in other development types.</p>    |

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## Creating a Clear, User Friendly Code

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Usability as a Primary Focus

# Usability Starts with a Well-Thought-Out TOC

## PLANNING PRACTICE

# Going Hybrid

*How one city overhauled its zoning code while combining form-based and conventional elements.*

By Roger E. Eastman, AICP, with Daniel Parolek and Lisa Wise

**F**LAGSTAFF, ARIZONA, entered an exclusive club in November. It is now one of the few cities in the U.S. that have adopted a hybrid zoning ordinance with both form-based components and conventional Euclidean elements as part of a complete code rewrite. “Simplified, streamlined, predictable” raved an editorial in the *Arizona Daily Sun* while praising both the code and the process used to adopt it. Getting the new code adopted wasn’t easy, but many city residents think the effort will be repaid in a more efficient, more equitable, and easier-to-use zoning system. The adoption of the new zoning code also caps off a successful public engagement process that has changed the generally negative perception of city planners.

#### TIME FOR AN UPDATE

An important first step in approaching a new code was differentiating between what Christopher Lenniger calls “walkable urban” areas from “drivable suburban” areas (*The Option of Urbanism*, Island Press, 2008). By making this distinction, Flagstaff could apply a form-based code in the walkable areas of the city while generally leaving the existing conventional code in place in the

Thus, a new transect-based hybrid code resulted that defaults to promoting and allowing for walkable urbanism while seamlessly incorporating refined yet otherwise conventional Euclidean zoning tools for the drivable suburban areas. Because the regulations for the two different types of areas are not muddled together, the form-based code could be kept intact—and development opportunities could emerge in a manner con-

Flagstaff (pop. 62,000), at an elevation of about 7,000 feet, is the regional hub of northern Arizona. Established as a stop on the early transcontinental railway in 1882 and later Route 66 and Interstate 40, Flagstaff quickly grew as a logging and ranching town, and as a gateway for tourists visiting the Grand Canyon and other national parks and monuments. Residents appreciate the natural beauty of the area and enjoy outdoor pursuits such as hiking, skiing, hunting, fishing, and camping.

The downtown and oldest neighborhoods were planned with small blocks and lots, and today are valued for their historic buildings and inherently walkable urban character. Typical of many American cities, Flagstaff’s urban form changed after World War II as auto-oriented suburban developments were added to the periphery of the city. Until recently Flagstaff’s zoning ordinances have actively promoted these driveable suburban development patterns.

The need for a comprehensive update of the city’s land development code had been apparent for some time as developers, contractors, design professionals, and residents complained about the code’s complexity and inconsistency. Some even blamed the cumbersome nature of the code for contributing to the high cost of development and the failure of big projects and economic develop-

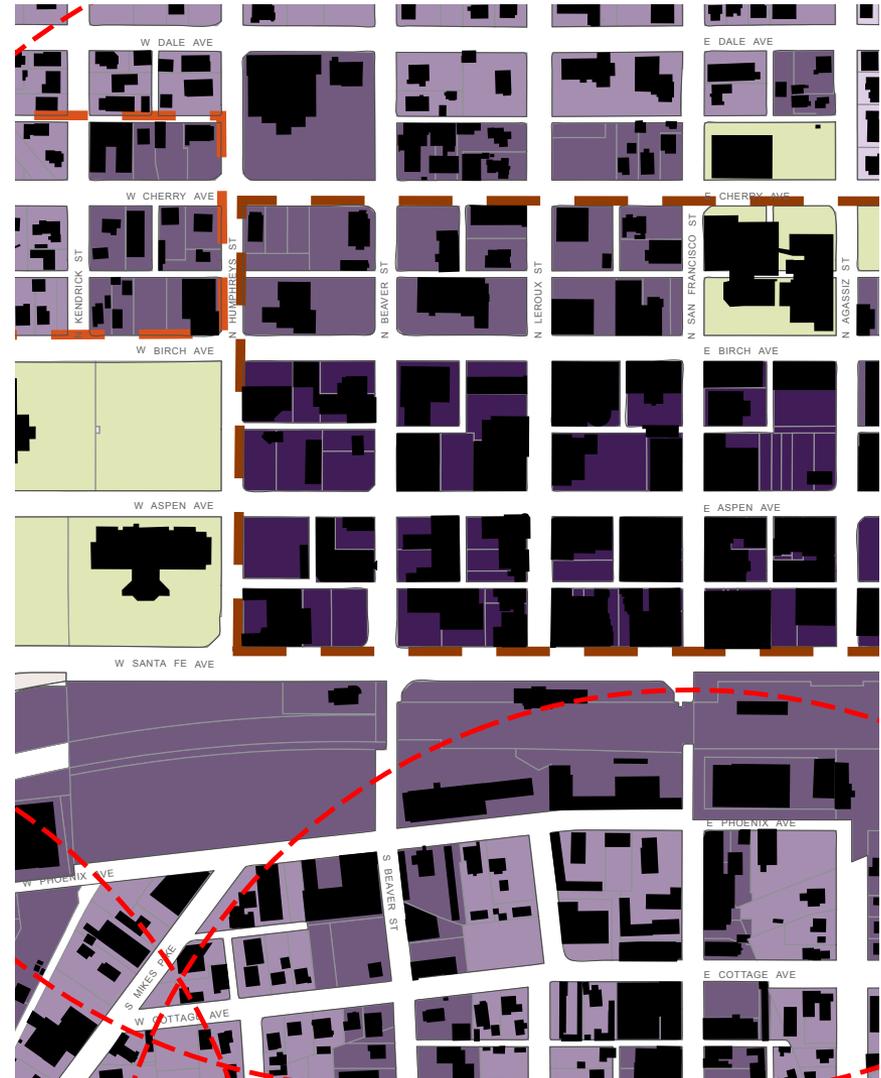
## ANALYZING THE TABLE OF CONTENTS

|   |  |
|---|--|
| Preamble                                    | Includes an explanation of Flagstaff’s different types of places, an introduction to the urban-to-rural transect, and an overview of what a FBC is, and how to use the code. |
| Title, Purpose, and Jurisdiction            | Establishes the purpose of the code and its authority under state law.   |
| Administration, Procedures, and Enforcement | Includes all procedures for the application of the code.   |
| General to All                              | General requirements that might apply to all zones citywide, including heritage preservation, affordable housing, and site planning design standards.                        |
| Specific to Zones                           | Includes overlay, non-transect, and transect zones, and the standards and uses specific to each zone.  |
| Supplemental to Zones                       | Specific supplementary regulations, including building types, frontage types, landscaping, sign, resource protection, outdoor lighting, and parking standards.               |
| Specific to Thoroughfares                   | Establishes standards for thoroughfare design applicable only in the transect zones.   |
| Specific to Civic Spaces                    | Establishes standards for the design of civic spaces applicable in transect and non-transect zones.  |
| Definitions and Terms and Uses              | The terms defined in the code, illustrated as needed.  |
| Maps  | Includes all maps referenced in the code.<br>Not adopted into the code, the appendices provide useful supplementary information.   |

# Usability and Graphic Clarity Throughout the Code

## Quick Code Guide: Building-Scale Projects

| Step | Instructions  | Code   | Title                            |
|------|---|--------|----------------------------------|
| 1    | Find the transect zone for your parcel  |        | Maps                             |
| 2    | Comply with the standards specific to your zone   | 1703-2 | Specific to Transect Zones       |
| 3    | Choose and comply with the standards specific to your building type   | 1703-3 | Specific to Building Types       |
| 4    | Choose and comply with the standards specific to your frontage type   | 1703-4 | Specific to Frontage Types       |
| 5    | Comply with the standards general to all transect zones   | 1703-5 | Supplemental to Transect Zones   |
| 6    | Follow the procedures and comply with the requirements for permit application                                 | 1703-9 | Administration and Procedures    |
| 7    | If you want to subdivide your property, follow the procedures and comply with the requirements in Subdivision |        | Subdivision and Land Development |







# Welcome and Celebrate Austin's Diversity

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Armando Rayo, Cultural Strategies

Connect, Equip, Mobilize

# CULTURAL STRATEGIES

Cultural Strategies is a marketing and communications firm that provides cultural insights, effective marketing concepts, and public engagement strategies that resonate with a multi-cultural America.

*“Beyond outreach, engagement includes people in the process.”*

## TEAM CAPABILITIES

### Certifications

International Association for Public Participation (IAP2)

City of Austin Certified Minority-Owned Business Enterprise (MBE)

### PUBLIC ENGAGEMENT

- Research & Assessment
- Community Relations
- Earned Media Placement
- Stakeholder Outreach

### PUBLIC RELATIONS

- Communications Plans
- Advocacy & Professional Relations
- Campaign Management

### MARKETING & ADVERTISING

- Research & Insights
- Brand Development
- Media Planning/Buying
- Custom Content
- Creative

### INTERACTIVE & SOCIAL MEDIA

- Platform Development
- Strategy & Implementation
- Campaign Management
- Analytics Reporting
- SEO & SEM

### Related Projects

Community-based Research



Public Involvement



Community Events



The Cultural Strategies Engagement Team for the Land Development Code represents a collaboration of public engagement experts with deep connections to Austin.

## TEAM PROFILE



**ARMANDO RAYO**

**Expertise:** Community Engagement & Social Innovation

**Project Involvement:**

- **Airport Boulevard Form-Based Code Transportation Study**
- **Central Health - Dove Springs**
- **United Way – Hands on Central Texas**
- **Austin Independent School District**



**DIANE MILLER**

**Expertise:** Civic Engagement & Community Planning Management

**Project Involvement:**

- **Imagine Austin**
- **Envision Central Texas**
- **IAP2 Practitioner**
- **Congress for New Urbanism**



**MARK YZNAGA**

**Expertise:** Public Policy Development & Community Decision-making

**Project Involvement:**

- **Imagine Austin**
- **Envision Central Texas**
- **Create Austin**



**ROBENA JACKSON**

**Expertise:** Public Involvement & Communications

**Project Involvement:**

- **Imagine Austin**
- **CAMPO**
- **Capital Metro**
- **Central Texas Regional Mobility Authority**
- **Austin Water Utility**





## ENGAGEMENT FRAMEWORK



## VALUES

### Relevance

- Understand culture, traditions and history
- Understand an individual's and community's aspirations, needs and wants
- Honor, respect and be authentic

### Engagement

- Utilize culturally relevant messages and approaches
- Build meaningful connections
- Reflect people's concerns
- Interact and include community members in the process
- Create Ambassadors
- Engage, not just outreach

### Commitment

- Be intentional and committed to the long haul
- Show up frequently and when it matters
- Collaborate with multi-cultural organizations and groups
- Equip people with skills, knowledge and abilities
- Utilize community members as leaders



## LAND DEVELOPMENT CODE: PUBLIC ENGAGEMENT

### Approach:

- Reposition Land Development Code messaging into a “Quality of Life” discussion
- Build community in the process

### Proposed Tactics:

- Listening Sessions
- Education Sessions
- Small-group discussions
- Implement engaging visual communication materials that resonate with audiences
- Community Chats/Platicas
- Develop Ambassador Program
- Text Message Polling
- Develop Advocate Program for Community-based organizations, schools, and faith-based groups
- Develop photo and video series that documents the community's visions

### Goals

- Listen to the community, provide education and identify issues.
  - Code 101 and Best Practices
  - Design Listening Sessions
  - Education Sessions
  - Listening Sessions

### Deliverables

- Code 101 and Best Practices Documents
- Public Participation Plan
- Preliminary “Listening to the Community” Report
- Final “Listening to the Community” Report

#### AUDIENCE IDENTIFICATION

- Cultural Segmentation
- Socio-economic
- Affinity Associations
- Leaders (Formal/Informal)
- Grassroots
- Geospatial Analysis

#### RESEARCH

- In-depth Interviews
- Focus Groups
- Intercept Interviews
- Surveys Online/Offline
- Polling

#### MESSAGING & BRANDING

- Brand Identity Development
- Campaign Toolkit
- Survey Instruments
- Web Presence
- Spanish Transcreations

#### PEER-TO-PEER

- Ambassador Development
- Advocate Recruitment
- Education & Dialogue Sessions
- Community Potlucks
- Visioning Workshops

#### MEDIA

- Social Media
- Earned & Paid
- E-blasts
- Neighborhood Newsletters
- Partnerships



## PUBLIC INVOLVEMENT: AIRPORT BOULEVARD FORM-BASED CODE



**Task:** Include under-represented groups in city planning initiative - Latinos, African American, and Asian, faith-based groups and minority-owned businesses.

**Campaign Assets:** Identity development, website, You tube

**Methodology:** Video series, photovoice, small group discussions, visioning workshop, stakeholder meetings



COMMUNITY ENGAGEMENT: HEALTHCARE



**Task:** Create a health movement in Houston on behalf of 10 community health centers

**Campaign Assets:** Brand development, website, collateral, leadership presentations and education, online tools, earned media

**Methodology:** Research, messaging, ambassador training, advocate recruitment, community engagement, partnership development



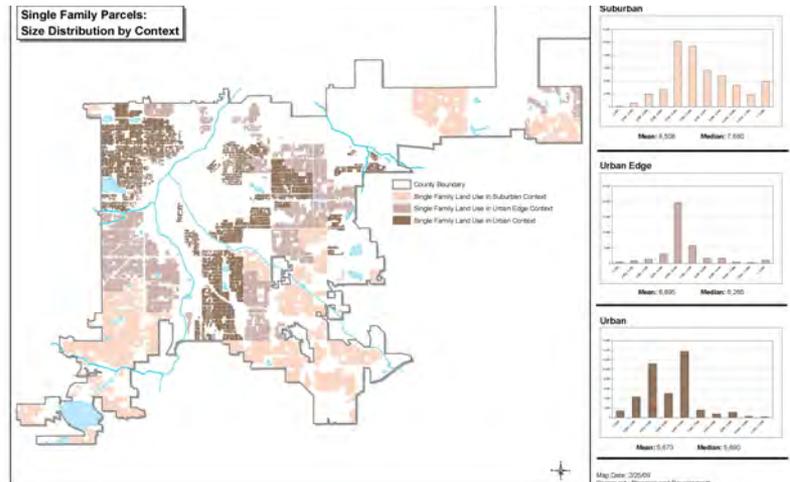
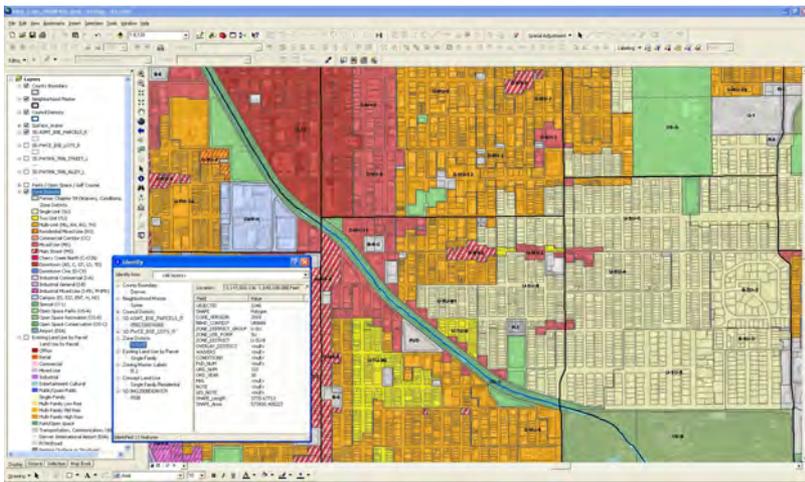
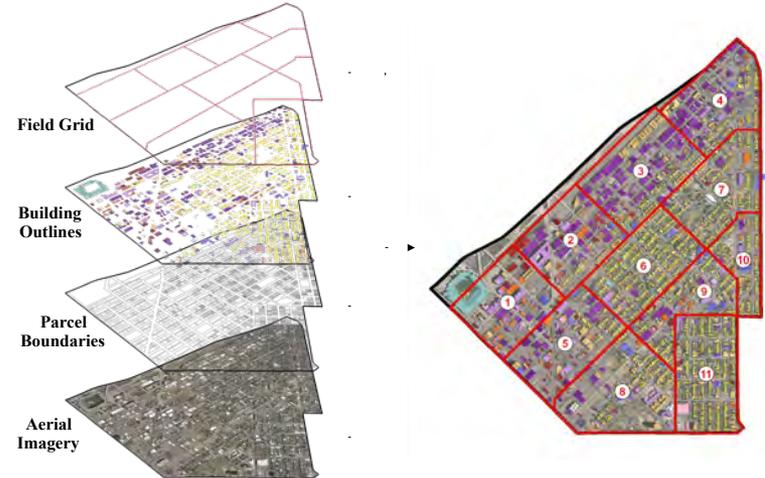
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# Efficient & Effective Service Delivery

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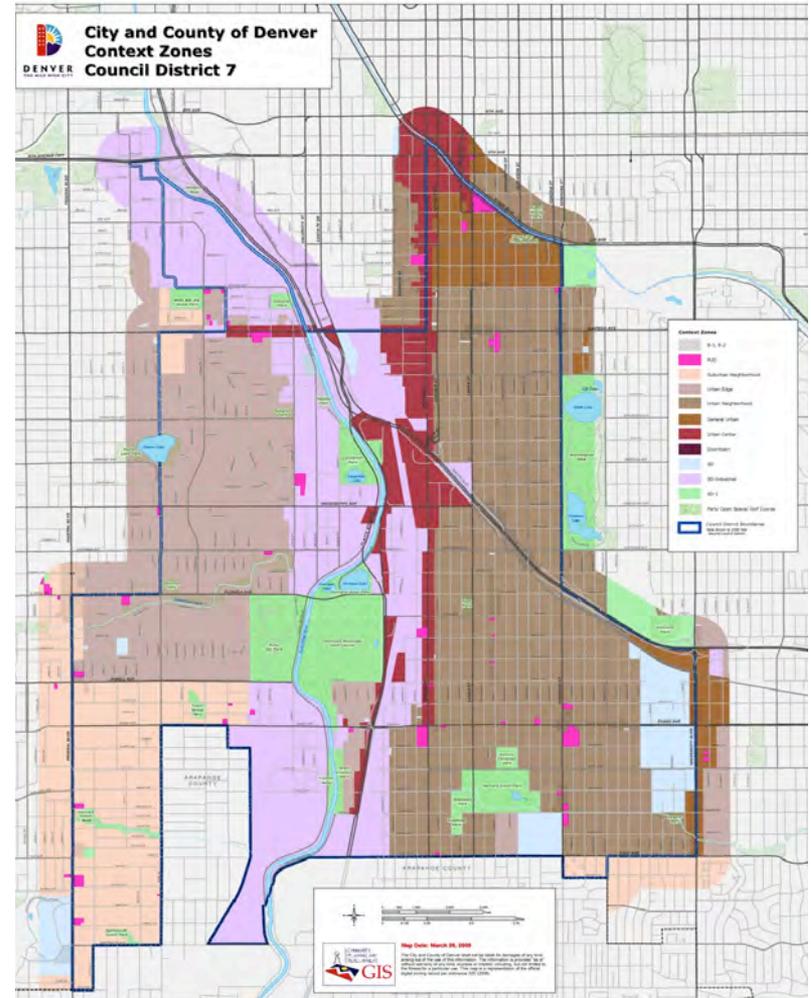
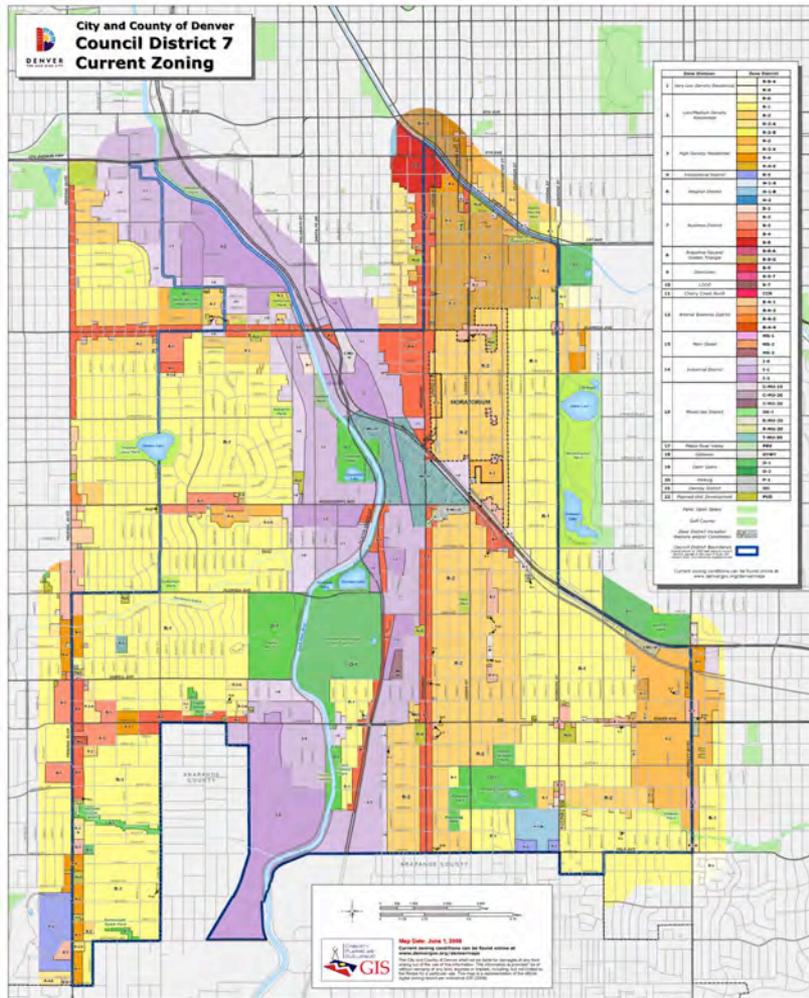
Peter Park: Assessing Capacity, Citywide Mapping, Better City  
and Better Planning

# Assessing Capacity





# Citywide Mapping



# Building Consensus and Ownership



Denver City Council President Chris Nevitt



Neighborhood Mapping Session

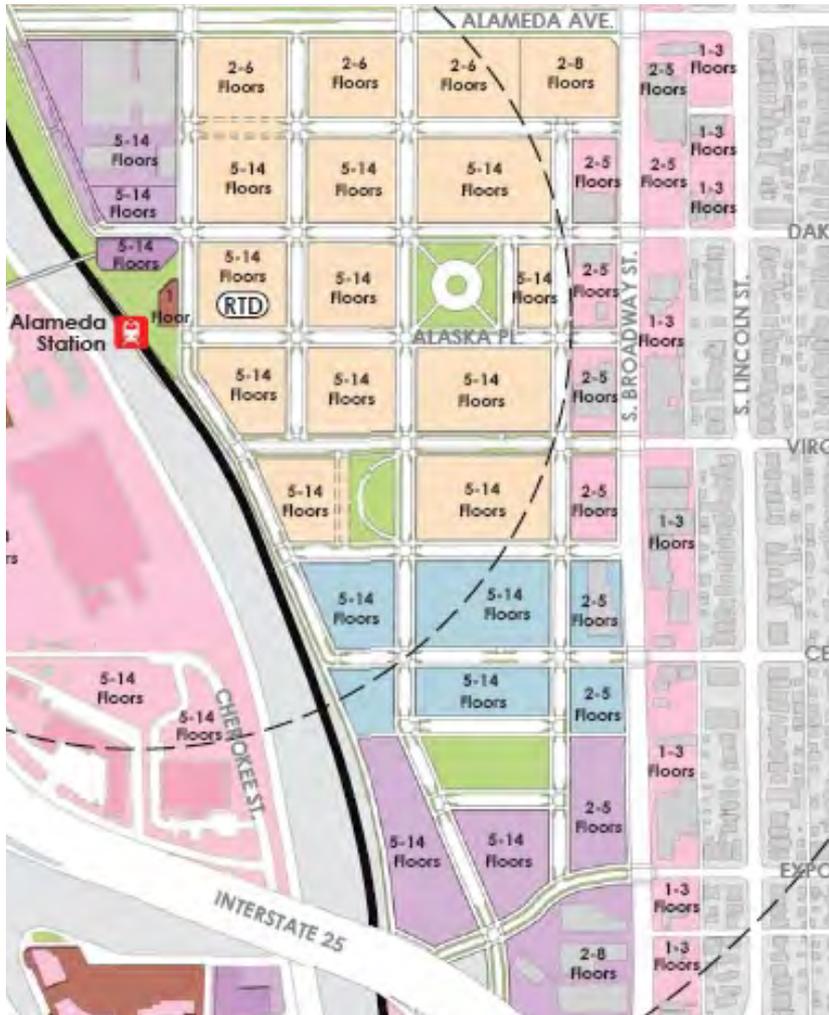
# Better Code=Better City & Better Planning



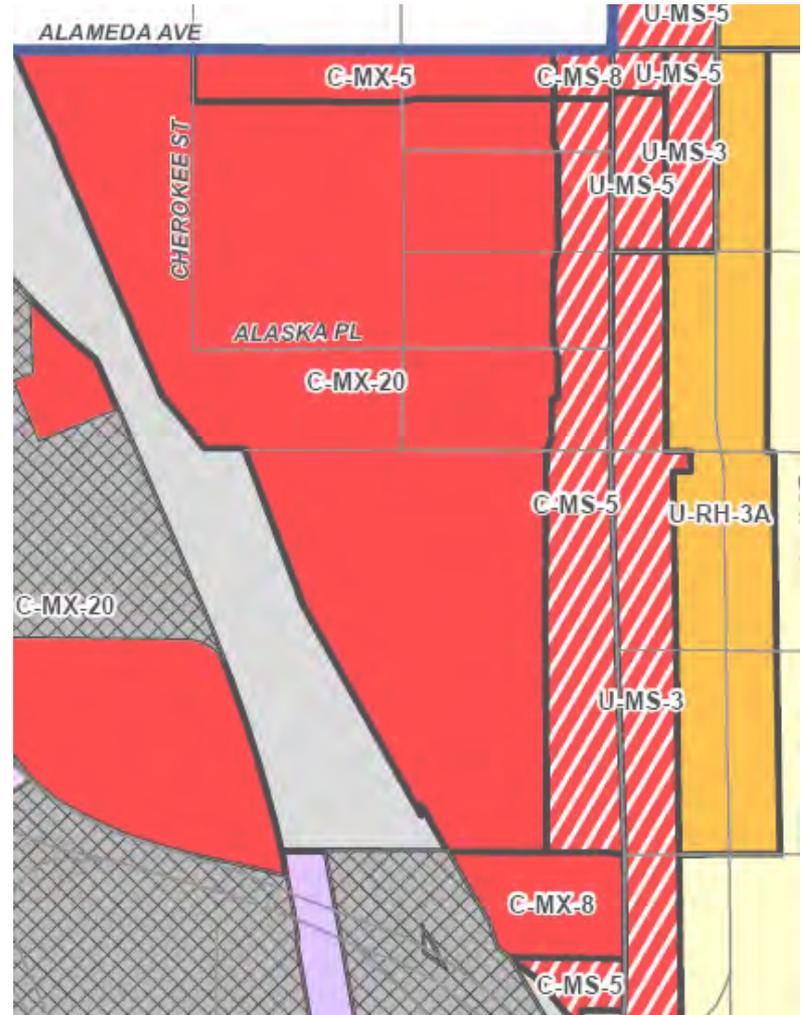
**Alameda Station/Denver Design District**



# Better Code=Better City & Better Planning



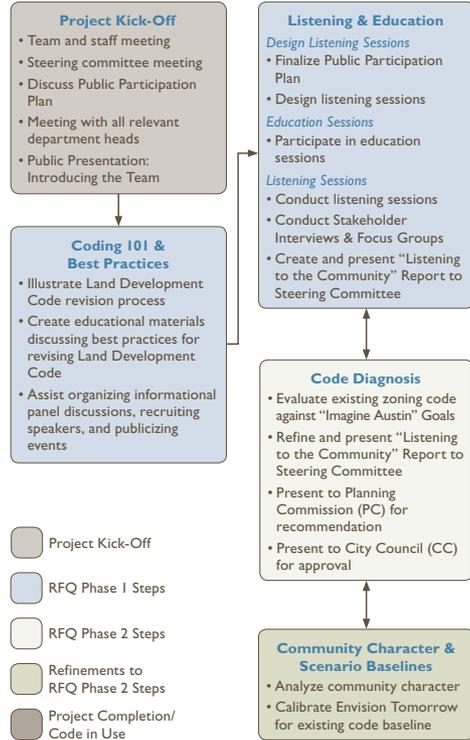
Alameda Station Area Plan Recommendations



New Zoning Map



## Understanding (Months 1 to 8)

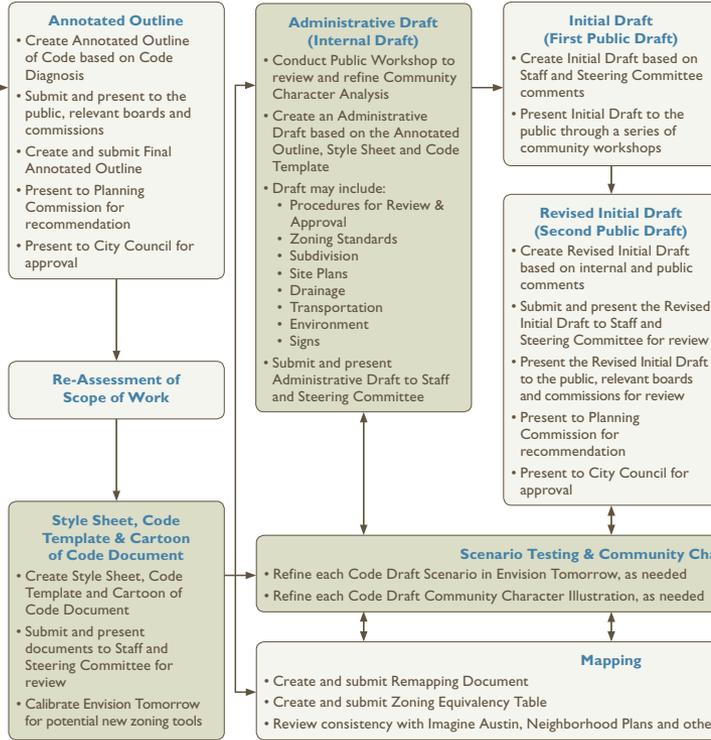


- Meeting with City Staff
- Meeting with Steering Committee
- **Public Presentation Introducing Team**

- Presentations to Steering Committee
- Multi-Day Public Workshop
- Listening and Education Sessions
- Stakeholder Interviews & Focus Group Meetings
- Presentations to PC & CC
- **Branding & Webpage Goes Live**

Opticos Design, Inc.

## Exploring (Months 9 to 23)



### Summary of Major Meetings and Outreach Opportunities

- Presentation to Steering Committee
- Public Presentation
- Presentation to PC
- **Presentation for Approval of Annotated Outline and Cartoon of Code to CC (June 2014)**
- Webpage/Media Updates

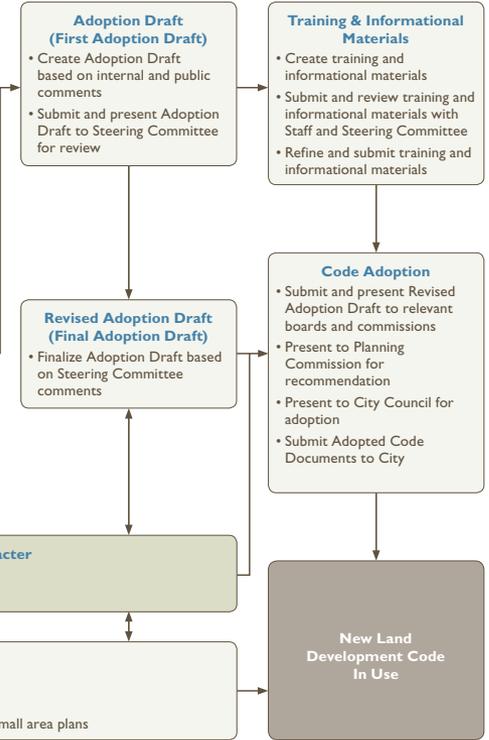
- Presentation to Steering Committee
- **Multi-Day Public Workshop**
- Webpage/Media Updates

- **Multi-Day Public Workshop**
- Presentation to Steering Committee
- Presentation to PC
- Presentation for Approval of Revised Initial Draft to CC
- Webpage/Media Updates

- **Presentation of Adoption Draft to Steering Committee**
- Webpage/Media Updates

- Presentation to Relevant Boards and Commissions
- Presentation to PC
- **Presentation for Adoption of the Land Development Code to CC**
- Webpage/Media Updates

## Implementing (Months 24 to 32)



3 b - 5