



## ADDISON CIRCLE/COTTON BELT SPECIAL AREA STUDY

On November 28, 2017, the City Council approved a professional services agreement with Kimley-Horn and Associates, Inc. to complete the Special Area Study for the Addison Circle Area including the properties along the Cotton Belt Corridor.

The project would consist of five phases:

**Phase I - Project Management / Stakeholder and Public Engagement** - This anticipates general project management as well as community engagement through property owner interviews, two community meetings and three meetings with an advisory committee.

**Phase II - Strategic Assessment** - In this phase, the consultant team would gather and review pertinent data, research existing conditions and conduct a market analysis.

**Phase III - Development Alternatives** - This task involves working with the project committee to develop and analyze two alternatives for the study area.

**Phase IV - Preferred Development Plan** - This task involves forming a preferred development plan based on input received about the alternatives and preparing an implementation strategy.

**Phase V - Study Completion** - This phase includes development of a final report for adoption by the Town.

Since execution of the contract, staff has been working with the consultant to finalize a project schedule, conduct site visits, and to begin reviewing pertinent background information regarding the study area as anticipated in Phases I and II. The next step of the process will be to seek public input in various forms to help develop the plan. Once the next phases begin, it is anticipated to take approximately five months to complete the process. The public input process for this study will consist of three elements:

### Stakeholder Interviews

Staff will identify stakeholders within the study area for the consultant to meet with in small groups. These stakeholders will include business and property owners within the study area as well as Addison Circle resident representatives pulled from the various HOAs and neighborhood associations. The scope anticipates four small group meetings. These would be conducted early in the process to gain initial thoughts, opinions and concerns before any plan is crafted.

### Special Project Committee

The scope anticipates three meetings with a Special Project Committee. This committee would work with staff and the consultant team to:

- Review pertinent background information
- Consider comments gathered from other public input opportunities
- Craft high level goals for the study area
- Discuss appropriate uses
- Identify how to tie the study area into Addison Circle
- Review development alternatives
- Decide on a preferred conceptual plan for future development

### **Community Meetings**

As part of Phase I, there would be two community meetings that would be advertised to all businesses and residents in Addison. The first community meeting would be held at the beginning of the process to share initial findings and gather ideas to be considered through the study process. A second meeting would be held later in the process to review the study findings before they are presented to Council for adoption.

### **Project Committee Composition**

Town staff would like to include representation from the following groups on the project committee: a mixture of members with development experience such as engineering, architecture and real estate, property owners and business owners from within and around the study area, as well as representatives from the residential community.

## **ECONOMIC DEVELOPMENT STRATEGIC PLAN**

On January 23 Town staff will recommend to City Council the hiring of Ady Advantage/Gateway Planning to prepare the community's new Economic Development Strategic Plan. Once the agreement is approved, staff will begin working with the consulting group on the development of the plan. Critical to its success will be input from City Council, key stakeholders, local businesses and residents. The plan's 13-step process will take approximately six months to complete.

The development of the plan will include a three-phase approach highlighted as follows:

- 1) **Phase I: Discover (7-step process taking 12 weeks to complete):** This phase includes project initiation and information gathering to assess the local market. This phase will involve the major portion of public input which will include the following:
  - a. One on one interviews will be conducted with key stakeholders including City Council, the Special Project Committee, local educational institutions, chamber representatives, tourism representatives, community development representatives and business associations to better understand key opportunities/challenges for Addison and the region and to gain input on key topics and priorities.
  - b. Key Business Interviews: Large and representative employers in Addison will be interviewed to understand the current strengths and weaknesses of the Addison talent market and to gauge their input on the local business environment overall. This will assist the consultant with their talent-led cluster analysis, and assess the community's image and reputation in the region.
  - c. Residents and employees (young professionals who live or work in Addison) will be surveyed to gain their input on Addison as a place to live, work and recreate to determine their priorities for quality of place. The goal of this survey will be to understand current perceptions of the town/region, uncover challenges and get a sense of the strongest assets from both an economic development and placemaking perspective that Addison offers.

In addition to the interviews and online survey, large poster boards and markers with key questions noted will be placed in public gathering areas such as the athletic club so residents can share their thoughts. These would be placed right after the project initiation and stay open

through Week 8. This will allow the consultant to gather further input and analyze the information provided.

- 2) **Phase II: *Distill (4-step process taking 7 weeks to complete)***: During this process the consulting team will evaluate the information gathered in Phase I to determine the most important costs/conditions for each recommended industry cluster as well as the region's competitive set for each industry. Stakeholders, the public and the Special Project Committee will be lead through a workshop where asset maps and case studies will be presented to create several viable futures. The work session will be a visioning and goal-setting process for the community related to economic development, but will also take into account workforce development, community development, and tourism, as they relate to economic development. Based on input received after the visioning and goals work session, the consultant will determine what is needed to get Addison best positioned to attract the end users, and talent and diversity of business sectors.
- 3) **Phase III: *Do (2-step process taking 6 weeks to complete)***: This step begins the culmination of the project completion. During this phase, the consultant will develop a framework and strategic recommendations for the community based on research findings that will best accomplish the community's goals and visions. The framework will build off the 2010 strategic plan and adjust and evolve based on the findings from this project. High level strategic recommendations will be made in the following areas:
  - a. **Organizational**: Recommended beneficial initiatives and partnerships to help meet goals.
  - b. **Business Retention/Expansion and Recruitment**: Recommended strategies to attract and retain businesses, especially those within the identified target clusters.
  - c. **Talent**: Recommended strategies to attract talent and a strong labor force for companies.
  - d. **Placemaking**: Strategies to create the types of neighborhoods and communities that attract employees and employers. This piece will include recommendations on growing Addison's restaurant sector. It will also include recommended strategies to align current and future infrastructure needs with the placemaking strategy, bridging both physical design to promote vibrant, walkable and connected places in addition to potential financing mechanisms by which to implement such efforts.

The final plan will be presented to the public, the Special Project Committee, and the City Council.

### **Stakeholder Interviews**

In conjunction with the consultant, staff will identify stakeholders in the community for the consultant to meet with in small groups. These stakeholders will include representative businesses, residents, and economic development allies. The number of meetings and scope of the interviews will be identified once the consultant is formally put under contract and the process is refined. This will be one of the initial items to be addressed during the launch of the study. Stakeholder interviews would be conducted during the initial phase of the study as part of the Discovery Phase.

### **Special Project Committee**

The scope anticipates three meetings with a Special Project Committee during each of the phases of the study. This committee would work with staff and the consultant team to:

- Review pertinent background information.
- Consider comments gathered from other public input opportunities.

- Discuss visions and goals identified by the consulting firm.
- Provide qualitative input to the consultants.
- Review preliminary plans developed.
- Make recommendations prior to the study's final delivery.

### **Community Meetings**

There would be one community meeting during the second phase of the study following the local market assessment to present the findings of the Discovery Phase. Input will be sought by the public to refine the visioning and goals-setting of the study by the consultants during the community meeting. In addition to the public meeting, large poster boards and markers with key questions noted will be placed in public gathering areas such as the athletic club so people can share their thoughts and ideas. The final meeting to present the study to the city council will also be open to the public.

### **Project Committee Composition**

Town staff would like to include representation from the following groups on the project committee: volunteers who represent the City Council, large and small local businesses, and residents from the community who have a strong business background. An emphasis should be placed on seeking a diverse group of individuals and young professionals who may be entrepreneurs or creative-type individuals.

## **PARKS MASTER PLAN OVERVIEW**

### **Project Collaboration and Guidance**

A strong, implementable Master Plan requires teamwork and collaboration to help shape the process and ensure the plan reflects community priorities and needs. MIG will work with two key advisory groups to ensure that technical expertise and community knowledge are integrated throughout the planning process:

- The Project Leadership Team (PLT) will be comprised of key City staff who will kick off the project and meet during each phase to provide internal direction and guidance. This will include key leaders from the Parks & Recreation Department, plus staff from Marketing & Communications, Events, Economic Development & Tourism, Conference & Theater Center, Infrastructure & Development Services, Finance and Fire as needed. These four meetings are anticipated to be 1-to 2-hour work sessions typically held on the same day as PAC meetings.
- The Project Committee will provide overarching direction for the project and review documents to ensure accuracy and consistency with community and city needs. MIG will facilitate four project committee meetings, with the first beginning a few weeks after the group is appointed. The project committee is anticipated to include primarily Council appointed business and community leaders, as well as representatives of the community and a variety of interest groups.

Project Committee Meeting #1: Orientation and SWOT  
MIG will facilitate a discussion with the Project Advisory Committee on the unique identity of Addison and the strengths, weaknesses, opportunities, and threats (SWOT) for Addison's park and recreation system. MIG will create an agenda, define committee

roles and responsibilities and, following the meeting, prepare a brief summary of the discussion.

#### Project Committee Meeting #2: Plan Development Work Session

MIG will facilitate a special 2.5- to 3-hour workshop with the PAC to discuss strategies and alternatives for addressing the community's vision and needs using available resources. MIG will create an agenda, design a meeting activity, and following the meeting, prepare a brief summary of the discussion.

#### Project Committee Meeting #3 & Community Prioritization Workshop

Recognizing the costs associate with capital projects, MIG will host a large community workshop for 60-75 people to involve residents in making decisions about priority projects, programs and service, funding sources to consider, and the level of service to provide based on supported financial investments. The community workshop will involve PAC members in hosting and facilitating small group discussions. It may take advantage of high tech tools, such as Turning Point meeting polling equipment. MIG will facilitate the workshop, and develop materials, an online forum and data input tool so that City staff can involve more residents in identifying priorities for the Master Plan. As an optional task (OPT 1), this workshop could include a companion online prioritization exercise to broaden feedback and solicit comments from people who cannot attend the workshop.

#### Project Committee Meeting #4: Draft Plan Review

MIG will present the Public Draft Plan at a PAC Meeting #4 for review, discussion and potentially a recommendation to Council for adoption.

### **Council Involvement**

One-on-one interviews will be held early in the planning process with key decision makers to identify opportunities and issues for the Master Plan to address. Six to eight 45-minute interviews may include key City Council members, the City Manager, key business partners or other decision makers that have substantial influence in Addison. MIG will provide an interview tool, allow one day of time for back-to-back interviews and summarize key themes to provide direction for the planning process.

### **Public Engagement Opportunities**

Throughout the project, there will be multiple opportunities for public engagement:

#### Mapita Digital Questionnaire

MIG will collect place-based data through Mapita, an online questionnaire and interactive mapping forum that allows Addison residents, employees and visitors to provide specific input regarding their recreation preferences and needs.

#### Intercept Activities

MIG will design 3-4 interactive display boards (bilingual if desired) that can be set up at existing community festivals and events, at recreation facilities, and in high-traffic locations to collect feedback about park and recreation priorities and preferences. As a "pop-up activity" that can show up anywhere, the display boards collect information while also serving as small, attractive billboards for Mapita strategically placed around the community. As an added value, MIG will

reduce the display board content to a distributable, downloadable 8.5" x 11" meeting/coffee klatch packet that can be self-administered by local service groups, neighborhood associations, clubs and interest groups who would like to be involved in the planning process.

#### Community Prioritization Workshop

Recognizing the costs associate with capital projects, MIG will host a large community workshop for 60-75 people to involve residents in making decisions about priority projects, programs and service, funding sources to consider, and the level of service to provide based on supported financial investments. The community workshop will involve project committee members in hosting and assisting in small group discussions. It may take advantage of high tech tools, such as Turning Point meeting polling equipment. MIG will facilitate the workshop, and develop materials, an online forum and data input tool so that City staff can involve more residents in identifying priorities for the Master Plan.

#### **Project Committee Composition**

Town staff would like to include representation from the following groups on the project committee: an Addison Circle business; an ownership group from the Quorum Business District; an Addison based corporate business; a resident with a focus on Fitness/Recreation; a resident with an Environmental focus; an active adults; a resident with a young family; a resident from Vitruvian District; a resident from Addison Circle; and, an individual with a focus on social events.

## **BELT LINE ROAD LANDSCAPE MASTER PLAN**

#### **Project Collaboration and Guidance**

Pacheco Koch will work with a project committee to ensure that stakeholders are informed and have had opportunity to share concerns and direct the consultants in what items are important to them.

**Project Committee** is anticipated to be involved in the following ways:

- Meet three times over the coming three months to provide direction and advise on the development of landscape improvement options that can be shown to the public.
  - **Project Committee Meeting 1, Establishing Project Parameters:** The project committee will meet with the consultant team to review the opportunities and constraints of the corridor and give advice on priorities, key considerations and other issues related to the project.
    - Following this meeting, the Consultants will prepare data that can be presented at a **public meeting #1** showing the public these same opportunities and constraints, gathering input and priorities from the public.
  - **Project Committee Meeting 2, Concept Alternatives:** The project committee will meet with the consultant team to review a series of images, sketches, and diagrams that will guide the direction of the design options produced. The project committee will give direction on preferred options shown that they feel best represents the community and accomplishes the project goals.
    - Following this meeting, the Consultants will prepare data that can be presented at a **public meeting #2** showing the direction the design is moving and gather feedback.

- **Project Committee Meeting 3, Multiple Options:** The project committee will meet with the consultant team to see basic, enhanced, and long-range vision options for the design taken from their input in the first two project committee meetings. Any final input will be incorporated.
  - Following this meeting, the Consultants will prepare data that can be presented at a **public meeting #3** showing the results of the design effort. This same data produced can be used in a web-based survey, flyer, presentation boards or other forms of Public Notification.

### **Public Engagement Opportunities**

- In addition to the proposed three public meetings described above, we anticipate up to three other ad-hoc meetings where the Project Committee, City Staff and Consultants may meet with key business owners or land owners that heavily impact or are impacted by the proposed design solutions.
- The Consultants will prepare the graphics and cost estimates that are to be used in Project Committee and Public Meeting #3 in such a way that they can be installed into an interactive web-based comment and preference interface for the public.

### **Project Committee Composition**

Town staff would like to include representation from the following groups on the project committee: an ADA representative; a regular DART user; a representative of Asbury Circle; 2 property owners/managers; and, 5 residents.