

SCOPE

Our approach is focused on document creation through community involvement. While there are standard requirements and best practices to meet in a comprehensive plan, Crete's plan should focus on the city's key challenges and its strengths.

Ultimately, the city's comprehensive plan should be designed and drafted to provide guidance and inspire the community. Many great things set Crete up for continued success, and these should be marketed to new and existing residents. To achieve this our approach is broken down into three core elements:

- Where are we now?
- Where do we want to go?
- How do we get there?

We propose confirming the detailed work program at the start to meet milestones, create expectations, and advance the project on time.

TASK 1: PUBLIC ENGAGEMENT & AWARENESS CAMPAIGN

Our overriding approach with any planning process is listening: Listening to the desires of residents and making those come to life in a plan residents can own. But we also understand that change is sometimes hard for long-time residents. Therefore, we need to listen to their priorities and then project those into a plan that inspires both them and the next generation.

PUBLIC ENGAGEMENT PLAN

RDG will develop a Public Engagement Plan with City staff and our graphics design team at the start of the process. This will directly feed into the implementation of the plan. Our team will tailor engagement to meet identified goals for the comprehensive plan and include both on-site and online opportunities, using hybrid approaches as necessary to adapt to fluctuating public health situations.

PROJECT MANAGEMENT & STEERING COMMITTEE

The day-to-day work of the plan will be completed in close partnership with the City with the understanding that staff has limited capacity. We see the need for bi-weekly meetings with City staff at the beginning of the process, transitioning to an as-needed basis. The coordination meetings with staff (held by video conference) allow the team to plan upcoming events, ensure data

collection, review meeting output, and develop content.

The Steering Committee should bring a broad representation to the planning process and include representation from City Council, the Planning Commission, advisory bodies and economic development along with major employers, human service providers, and even youth. The Steering Committee will meet most months to provide direction, course correction, and review deliverables. The meeting schedule is set at the beginning of the process to establish involvement expectations and allow members to plan schedules accordingly.

AWARENESS CAMPAIGN

Awareness of the process is continual and ensures new audiences are welcomed and engaged at any point. To do this, the campaign will include many elements that share information and interact with residents. These include:

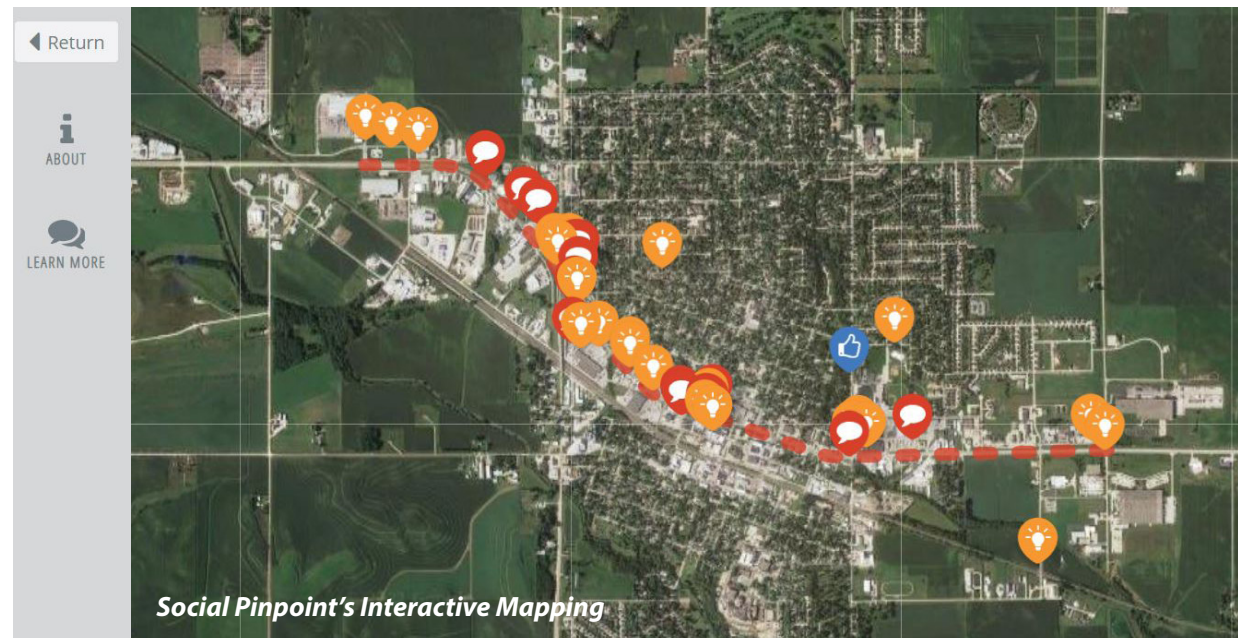
- **Project Website.** Our team will develop a project website to post updates. This will be through Social Pinpoint which allows us to tailor engagement and branding to Crete. Social Pinpoint includes a traditional landing page and interactive opportunities such as surveys, forums, maps, idea walls, and spending privatizations. Its fun design attracts people to engage and provide meaningful input and feedback

- **Social Media.** The project team will work with the City to schedule and coordinate announcements for social media platforms.
- **Print Material.** Added to this will be traditional print media and promotional materials. This includes fliers, posters, and content for newsletters. Using an established project brand, our team will design, develop, and produce these materials. These materials can also be provided in as many languages as necessary.

THE PUBLIC ENGAGEMENT ELEMENTS

Our public engagement process is an iterative process that builds on each event to expand understanding, set goals, establish a vision, and create momentum for implementation. These events will be a mix of online and in-person. The following is a description of these events in the order in which they will occur.

- **Survey + Interactive Mapping.** The planning process begins with the development of an online survey or report card. It will explore in further detail the issues and opportunities most important to residents and will be the first soft engagement with the plan.
- **Listening Sessions.** Our team will conduct a two-day program of small group listening sessions to learn more about the community and further explore the opportunities identified in the community survey. Traditionally, these sessions are limited to 10 people each. Some sessions will be offered as Zoom (video conferencing) meetings,



which can allow greater attendance. We will devote several of these sessions to talking with property owners, business owners, development entities doing work surrounding the city, but also youth at the high school and students at the college. Hearing from all perspectives is important to building consensus. We can also bring in translators to engage non-native English speakers.

- **Community Roundtable.** The Community Roundtable offers residents the first larger-scale opportunity to learn more about the importance of the plan and to share insights on the city's opportunities and challenges. We organize participants into small groups and ask them to talk about their goals and aspirations. The results will be posted on the project website to generate further

conversation. On-site translation services can also be provided.

- **Committee Visioning Studio.** Using the information collected from the survey, listening sessions, and community roundtable RDG will work with the committee to identify the goals and priorities that will come to life in the plan elements. This will be a fun and engaging event that will help build excitement for implementation.
- **Committee Land Use Studio.** The first workshop/studio will be conducted with the Steering Committee. During this event, we guide the Committee in developing scenarios for the city's future growth and transportation alternatives. This provides us with an excellent foundation of understanding for the proceeding community workshop.



Mobile Station for Community Activities

- **Community Workshop 1.** Our team will advance the ideas heard and developed in the Committee studio to present future land use and transportation alternatives to the public. This is a chance for the public to develop the concepts for further refinement.
- **Community Workshop 2.** Often the first workshop is an opportunity to take a high level view of land use and transportation directions. Out of that specific focus areas may be identified for further attention. In other communities this has included critical community nodes, the downtown, larger redevelopment areas, or community gateways.
- **Plan Elements Polling.** Following the workshops, the plan elements will be developed and presented to staff and Committee over a series of meetings. All

comments from the Committee will be collected for vetting and sharing with RDG. Following review, specific policies and action items will be identified and presented to the public online for feedback.

- **Implementation Workshop.** We will host a workshop with the Committee to review the land use plan, key concepts, and recommendations before the formal approval process begins. The workshop will have an educational and input component.
- **Open House - Celebration.** With a draft comprehensive plan complete, a series of open houses will be held to share results. The open house should be an event that allows people to learn more about the plan, have time with their neighbors, and celebrate the next steps. This means a part of the open house will relate to implementation.

Adjustments to the plan will be made based on discussions with the Committee after the open house.

- **City Council & Planning Commission Briefings and Approval.** With the comprehensive plan process, meetings are built in to provide updates to Council and Commission members and joint meetings where necessary. RDG will present the final plan to the Planning Commission and City Council, as well as other boards or organizations as determined and fitting within the project schedule.
- **Pop-up Events.** Even with a number of planned online and in-person events, often the best approach is to go to people where they are. We want to attend already occurring community events either hosted by the City or other community organizations.
- **Expanded Opportunities.** We pride ourselves on maximizing community involvement throughout the process. Our team will be available to meet with groups via Zoom. Also, we can provide displays for engaging people at community events that can be supported by the Committee or City staff when we cannot attend these events.

TASK 2: CRETE TODAY - WHERE ARE WE NOW?

This component of the plan identifies existing facts and trends for understanding.

BACKGROUND DOCUMENT REVIEW

We will review current planning documents. Taking advantage of previous efforts informs our process and provides research and material to make us more efficient.

ECONOMIC & DEMOGRAPHIC TRENDS

Understanding the population, demographic, and economic factors in a city is essential to understanding where we are going.

Data will be gathered, assembled, and shared in easily communicated ways, including infographics and maps to identify neighborhood trends and opportunities. 2020 Census data will be used along with other sources we access such as BLS, ESRI, and MLS. We strongly believe all planning should be based on market realities, thus we are keen on developing plans that are both visionary and realistic.

HAZARD MITIGATION & ENVIRONMENTAL CONSTRAINTS

Just as the plan must be based in market reality, it must also recognize the environmental constraints and assets of natural resources. The data we collect will inform an environmental constraints and hazard mitigation map.

- Topography/Slopes
- Wetlands Inventory

- Drainage System and Structures
- Flooding Boundaries and Flood Problem Areas

LAND USE INVENTORY & URBAN DESIGN

We will complete a land use inventory using existing assessor data and on-site verification for a closer analysis of land uses. This task includes fieldwork by bike and on foot to inventory the city's character, appearance, and identity.

TRANSPORTATION

This element will assemble information to understand opportunities and issues facing Crete's future.

1. Review traffic volumes per existing data.
2. Define and map existing street system and proposed changes (GIS).
3. Review bike and pedestrian network.
4. Identify opportunities to support energy conservation and sustainable growth.

5. Identify problem areas, including safety hazards and obstacles to transportation.

PUBLIC FACILITIES & INFRASTRUCTURE

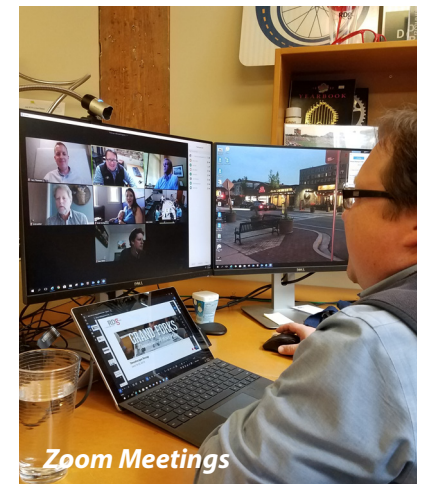
Community services and infrastructure both form and adapt to land use directions and policy. This is especially important for Crete. Facility managers will be interviewed to reveal current deficiencies (real and perceived) and the ability to meet future growth. Our team will also review and analyze existing infrastructure conditions and provide recommendations on improvements needed to continue to support future growth.

Deliverables

- Crete Today draft report, with opportunities analysis
- ArcGIS files of existing inventory

City Responsibilities

- Data related to building permits, recent



subdivision applications, or other growth related information

- Copies of past studies not listed on public websites
- Provide existing mapping data and aerials (GIS)
- Review draft and provide feedback

TASK 3: CRETE TOMORROW - Vision & Future Land Use

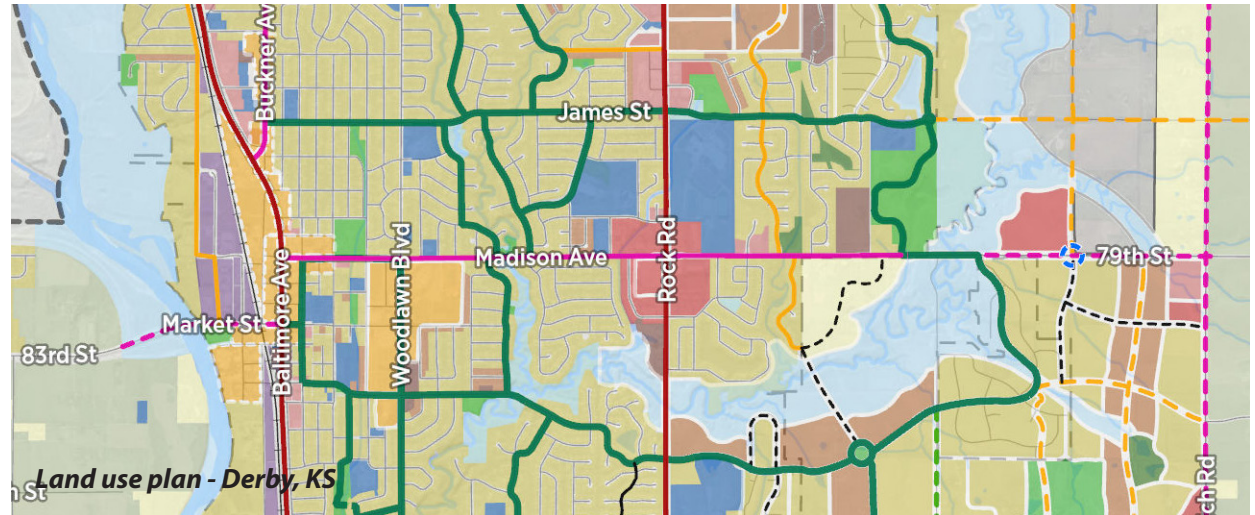
The Land Use Concept process uses the data collected in the Crete Today tasks to determine land use potential and repositioning by type of residential, commercial, industrial, and public land and transportation improvements and alternatives. Combined with the input of residents regarding community issues and quality of life, a unified Land Use Concept for the city is developed through the workshop process outlined in the Public Engagement Elements.

Deliverables

- Concepts plans and graphics with supportive narrative
- Future Land Use/Transportation Concept
- Any determined Special Area Concepts for development and redevelopment.

City Responsibilities

- Review of materials with consolidated comments



TASK 4: CRETE TOMORROW – Plan Elements

The plan elements translate to policies that will implement the community vision and achieve the preferred development concept. The goals and principles define the program and design of the city; the specific plan elements are the systems that help the design come to life.

LAND USE

The land use plan refines the Future Land Use and Transportation Plan. The plan includes:

- **Policy Areas.** This analysis examines planning and land use issues within the established city and growth areas. These policy areas will offer a big-picture perspective with the goal of balancing neighborhoods and providing quality living environments across the city.
- **Future Land Use Map.** The future land use plan will indicate the city-wide plan and identify any specific area plans necessary

for deployment of residential, commercial, additional industrial/employment, and mixed-use space. The map includes a two-mile area surrounding existing city limits.

- **Opportunity Areas.** In addition to the basic land use plan we can also go into more detail in some specific sites and locations. These would likely be detailed in the plan elements but aspects in the Land Use section might include development layouts and configurations.

TRANSPORTATION ELEMENT

We view this as a key formative system that will address the street network and alternative modes, including pedestrian, bicycle, and transit. This will include:

1. Improvements to the existing street system.
2. Proposed additions to the street system in the City Development Framework that provides

continuous access to future residential and commercial areas. The plan will identify missing links within the system and corridors for alternative forms of transportation.

3. Standards and concepts for the design of high-quality streets that serve as public spaces that unite the city.
4. Policies and infrastructure to enhance pedestrian and bicycle travel options. This includes emerging technologies such as autonomous vehicles and drone technology.

PARKS, TRAILS, NATURAL AREAS, & GREENWAYS

We will identify any gaps in the system as related to future growth areas and corridors that can connect destinations around the city.

COMMUNITY FACILITIES & PUBLIC INFRASTRUCTURE

The analysis includes a review of public property and infrastructure by interviewing City staff to define facility adequacy, ability to provide service into the future, and rehabilitation needs. The element builds out a feasible network to service new growth areas.

COMMUNITY CHARACTER & DESIGN

The urban design element is closely related to the other elements. The policies and actions recommended related to urban design will be driven by public input and should speak to the residents' desires for a small town feel. Understanding the local community and incorporating its input is essential to this process.



While there are many national trends around community design, these need to be tested and viewed in the city's values.

HOUSING, NEIGHBORHOODS, & COMMUNITY DEVELOPMENT

For many rural communities, the housing issue has reached a point of crisis. Having adequate housing for current and future residents at all stages of life is essential for maintaining the current population and for growing. The housing element will be paired with the city's land use strategy to identify neighborhood-level housing strategies. We will:

- Review recent and current housing activity.
- Assess neighborhood conditions, including a general review of neighborhood conditions based on perceptions of housing conditions, site maintenance issues, streets, sidewalks, infrastructure, physical design, and appearance.
- Determine needs to achieve overall housing objectives and needs by type and cost.
- Create a tailored housing and neighborhood implementation program for Crete addressing such issues as available sites, mix of housing types, and neighborhood rehabilitation needs.

Deliverables

- Plan elements including associated maps, narrative, and illustrations to communicate the plan's vision.

City Responsibilities

- Review of material with consolidated comments.

TASK 5: IMPLEMENTATION

The implementation strategy begins with the Implementation Workshop outlined in Task 1. During the workshop, the team works with participants to establish criteria for determining the priority of proposed projects. These criteria will be matched with the vision established in the engagement process to recommend phasing.

IMPLEMENTATION TABLE

The Crete Plan will include an implementation plan presenting the recommendations, sequencing, leaders, partners, and potential funding sources for capital items. Capital items will be presented in zero-to-5-year, 5-to-10-year, and 10-to-20-year increments.

PRESENTATIONS

We will present the final reports to the Planning Commission and City Council.

Deliverables

- Draft Comprehensive Plan
- Digital version of presentations
- Print posters from events
- GIS files



City Responsibilities

- Review of materials with comments
- Help prepare for Open House events

TASK 6: ZONING DISCOVERY & DIAGNOSIS

We believe ordinances are where the “rubber hits the road” in kicking off the comprehensive plan vision. For Crete, the code should allow citizens, businesses, and staff to bring the Plan to life without great barriers. The level of our work done on the zoning ordinance can vary from a basic review with recommendations specifically related to the comprehensive plan to a more extensive review and re-write of sections, to a whole new ordinance. The following approach follows the middle path and looks for ways to improve the city's existing ordinance. The final scope can tailor this to the city's needs along with the corresponding fee.

REGULATORY REVIEW

We will review current policies and ordinances for consistency, noting any conflicts that could be reconciled such as including Public/ Semi-Public Land uses and refining definitions to better address current city needs.

Questions for staff include:

- Are provisions regularly appealed to the Board of Adjustment?
- Are sections of the code subject to different interpretations?
- Is the quality of development an issue?
- Is there a lack of flexibility in accommodating quality development?

These questions help to identify specific areas where current code is deficient as a regulatory tool, irrespective of its consistency with the Comprehensive Plan.

GIS ANALYSIS

We will perform a GIS analysis of existing lot setbacks, density, and building coverage. The analysis informs whether current regulations align with what is built and how we can reduce non-conformities in the update process.

COMPARISON TO OTHER JURISDICTIONS

Many regulatory issues are faced by all communities, and we make extensive use of comparisons with other jurisdictions' regulations. We will also draw comparisons with proposed Model Codes by the American Planning Association.

DISCOVERY & DIAGNOSIS

We will summarize implications from city plans on current regulations in an annotated ordinance document. In this document, existing policies referenced to current ordinances or policies and needed changes are identified. Regulatory changes required to implement the city's plans can be identified and discussed in an organized manner.

Deliverables:

- Discovery and Diagnosis Document

City Responsibilities

- Scheduling Meetings and Notices

Objectives

1. Consistency

Align with the Plan, and eliminate conflicts in code implementation.

3. Legality

Create a legal tool which meets new state, federal, and case law standards.

5. Simplicity

Create codes that are easy for staff to enforce, and for developers and citizens to understand.

2. Modernization

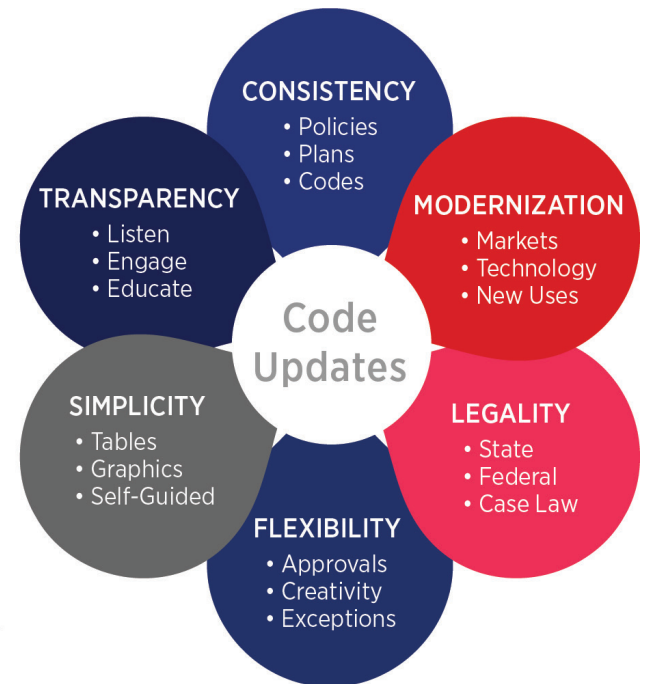
Accommodate current market demands and unforeseen technologies.

4. Flexibility

Build in options that allow multiple ways to meet the intent of the code and policies.

6. Transparency

Do not create surprises. Use the process as a way to educate and train those involved.



LANGUAGE DRAFTING

Based on the Discovery and Diagnosis, a draft of ordinance language will be developed. If extensive this will occur in phases delivered to staff for review and comment. Phases allow for a more thorough review and refinement where each phase builds off the previous.

This also makes it easier to check cross references to other portions of the Municipal Code. Generally, the drafting phases are divided into:

1. Definitions, Districts, Uses
2. District Regulations
3. Parking and Landscaping
4. Supplemental Uses and Design Standards
5. Signs
6. Non-conformities, Administrative Procedures

GRAPHIC REPRESENTATIONS

RDG uses graphics and tables in regulatory work to reduce misinterpretation and bring clarity to those who do not use the code regularly. We develop illustrations to match the character of the community. Producing graphics under a base template allows labels to be changed should ordinance regulations change.

ORDINANCE TESTING

Ordinances are only as good as their interpretation and enforcement procedures. Our team's experience with concept development and ordinance enforcement gives us unique expertise in how seemingly small ordinance regulations can have significant impacts on desired urban design.

Deliverables

- Draft code review sections and graphics
- Intended results and examples

City Responsibilities

- Review and comment on drafts

On-going Support

Our team sees the entire engagement process as a training and educational opportunity. With project team members who have administered ordinances, we understand the complexities of learning new regulations and applying them fairly.

In all zoning review projects, amendments will be needed within the first year of adoption to fine tune regulations to local enforcement. We value the success of our clients and are available at no cost for up to a year to answer questions, assist with interpretation, and help with necessary amendments. This service does not include creating staff reports, attending approval meetings, or other travel commitments.

Example 1: Mixed-Use Commercial

Building Materials

- 1 Brick/ architectural concrete (>75%)
- 2 Metal trim (<25%)
- 3 Non-reflective glass

Architectural Scale

- 4 Offsets >4 feet
- 5 Covered walkways
- 6 Awnings
- 7 Material change (including brick)
- 8 Planters

Signs and Lighting

- 9 Up-lighting
- 10 Hooded lighting
- 11 Wall signs <10% of building wall



Example 1: Mixed Use Commer

Landscaping and Screening

- 12 Parking lot landscaping
- 8 Planters

We use visuals to help people understand what a code can help produce (or prevent)