

memorandum

DATE: January 16, 2019
TO: Sara Roediger, Planning & Economic Development Director
FROM: Rod Arroyo, Jill Bahm, and Eric Fazzini, Giffels Webster
SUBJECT: **2018 Master Plan Update – Implementation**

When a community completes a master plan, there can be a tendency for everyone to breathe a sigh of relief and return to regular business. However, a master plan should be a living document, guiding a community forward. This is why we find a coordinated discussion of implementation immediately following adoption of a master plan to be so critical. In anticipation of the adoption of the 2018 Master Plan Update, the Planning Commission and City Council are holding a joint meeting on January 29, 2019, to discuss Master Plan implementation.

As stated in the plan, the best plans are those that are implemented in a consistent, incremental, and logical manner. The implementation matrix included in the Master Plan Update is designed to show how the goals of the Master Plan are fulfilled by the action strategies. The theme of this Master Plan is “Preserve, Enhance and Diversify.” Implementation strategies are included to preserve existing neighborhoods, enhance certain redevelopment sites and diversify housing options. These strategies are not just a “to-do” list for staff; all boards, commissions, and authorities are encouraged to read through the Master Plan and its strategies to understand how they all work together to create a better community to live, work, and play.

Implementation Matrices

The Master Plan includes implementation matrices that align with the Master Plan goals. Within each matrix, the action items are broken into subcategories intended to assist with identification, prioritization and assignment (lead body/supporting bodies). It should be noted that not all goals contain action items within each subcategory. Subcategories include:

- **Zoning Action Items.** These are items requiring zoning amendments and will generally be led by staff and the Planning Commission.
- **Advocacy Action Items.** These will be items involving education of the community, including residents, business owners, property owners, developers and design professionals. They will be led by a combination of staff, boards and commissions.
- **Other Action Items.** Other items may involve research, study and further evaluation by staff and/or other boards and commissions.

The timeframes are intended as guides and may be adjusted as resources allow or as other issues arise. Generally, short time frames are intended as three years or less; medium-to-long time frames are more than three years.

Implementation Priorities

In discussion with staff, priority action items have been identified. A few items to highlight include:

- **Zoning Audit.** There are several items that indicate “assess and amend the Zoning Ordinance as needed to....” A Zoning Audit is recommended as a first step to not only assess the Zoning Ordinance for those identified items, but also to identify any inconsistencies within the ordinance as well as conflicting or confusing sections. The Zoning Audit will also review district intent statements and standards in light of the 2018 Master Plan.
- **Auburn Road Corridor Zoning.** Recommendations of both the 2018 Master Plan and 2016 Auburn Road Corridor Plan identify several zoning ordinance amendments that are needed to guide redevelopment in this area. The city may wish to explore additional building height in a way that encourages redevelopment while minimizing impact to the adjacent residential areas. Zoning workshops will offer the opportunity for corridor stakeholder input before any changes are made.
- **Residential 5 Zoning District.** Following the goals and objectives outlined in the Master Plan, a new zoning district is needed to guide development of housing in these areas of the city. Workshops for this district may also be useful in ensuring the resulting amendments satisfy long-range planning needs and minimize impact on existing residential areas.

We look forward to discussing these items and the rest of the Implementation Chapter with the Planning Commission and City Council on January 29, 2019.