



STATEMENT OF QUALIFICATIONS & PROPOSAL/SCOPE OF SERVICES

To Provide Professional Planning Services for preparing the

NORTH ROYALTON MASTER PLAN UPDATE

January 15, 2013

Prepared by:

Cuyahoga County Planning Commission
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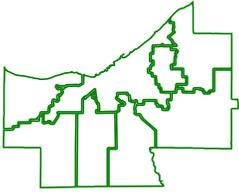
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January 15, 2013

Tom Jordan
City of North Royalton
Via email: TJordan@northroyalton.org

**Re: Statement Of Qualifications And Proposal to Provide Professional
Planning Services to Update the North Royalton Master Plan**

Dear Tom:

The Cuyahoga County Planning Commission is pleased to submit our Statement of Qualifications and Proposal to prepare an Update of the North Royalton Master Plan.

The CPC's mission is not only to assist local governments and their citizens in all manner of planning activities, but also to proactively guide the Northeastern Ohio community in its efforts to become more viable economically, socially and ecologically through the creation of new capacities that better support and leverage its vast reserves of social capital, economic innovation, and natural features.

Our experience assisting local communities within Cuyahoga County, as well as engaging in initiatives that span jurisdictional boundaries, and our dedication to advancing the overall wellbeing of all who live and work in our county make us the ideal choice to assist the City in this critical endeavor. Our work will build on the previous Master Plan; yet at the same time provide a fresh perspective on planning, community development and redevelopment in this evolving state of economic, social and real estate conditions.

We greatly appreciate the opportunity to respond to the City's needs. If you have any questions, please do not hesitate to call me at 216-443-3713.

Very truly yours,

A handwritten signature in black ink, appearing to read "Kristin Hopkins".

Kristin Hopkins, AICP

c. Glenn Coyne, FAICP, Executive Director

Statement of Qualifications

The Cuyahoga County Board of County Commissioners established the Cuyahoga County Regional Planning Commission (RPC) in 1947 as permitted in Section 713.21 of the Ohio Revised Code. In 1989, the RPC was reconstituted as the County Planning Commission (CPC).

The Cuyahoga County Planning Commission (CPC) performs a unique role in Cuyahoga County. In its 60+ year existence, the agency has been serving as a planning and decision-making resource for the public sector of Cuyahoga County. The RPC/CPC has contracted with virtually every community in Cuyahoga County, including Cleveland, to provide a host of planning, zoning and mapping services. Throughout this period, the Commission has also contracted with federal, state and county agencies, park districts, foundations, civic organizations, and non-profits to provide a wide range of services.

The CPC is an eleven-member board consisting of two County representatives, one member of County Council, and a mayor or other representative from each of the county's eight planning regions. The CPC is staffed by 15 full-time and 1 part-time employees, including many well-respected, skilled professionals who are experts in their fields including certified planners, certified GIS professionals, and environmental experts.

According to ORC § 713.23, the Cuyahoga County Planning Commission “may make studies, maps, plans, recommendations and reports concerning the physical, environmental, social, economic, and governmental characteristics, functions, services, and other aspects of the county, as a whole for one or more political units within the county.” The duties of the County Planning Commission include:

- ❖ **Preparing studies, policy recommendations, and reports** pertaining to a number of topics typically addressed in Master Plans, including the following:
 - The general pattern and intensity of land use;
 - Economic and social conditions including neighborhood, housing, and economic development recommendations and other aspects of the built environment that contribute to the health and wellbeing of residents and businesses;
 - The general land, water, and air transportation systems, and utility systems;
 - General locations and extent of public and private works, facilities, and services including recreation and open space needs;
 - Natural resource protection and conservation; and
 - Long-range programming and financing of capital projects and facilities.
- ❖ Promoting understanding of and **recommending administrative and regulatory measures to implement the plans** of the region.

Philosophy of Planning and Zoning

Currently, the need for land use and physical development planning remains very important to Cuyahoga County. Moreover, the need of the county and its municipalities to anticipate and respond pro-actively to rapidly evolving economic, social, cultural, and demographic changes is becoming increasingly important.

The Cuyahoga County Planning Commission recognizes that new decision-making and implementation tools are required to supplement the economic and community development processes we already use. We believe it is the CPC's role to continue to help communities throughout Cuyahoga County to implement innovative practices that seek to achieve total and sustainable community health.

Sustainable Planning and Zoning

The County Planning Commission has been an advocate of sustainability for over 10 years – first through the pursuit of brownfields assessments to foster redevelopment followed by the in-depth Cuyahoga Valley Initiative and progressive, proactive land use planning. Regardless of how it's defined, sustainability encompasses three realms—environmental, social and economic. Instead of allowing trade-offs between these realms, (jobs or the environment; economic growth or environmental health, development or habitat), sustainability aims to optimize all three. These three are inter-related and inter-dependent.

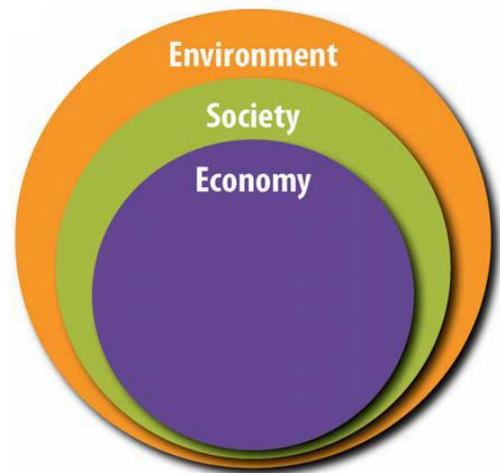
For example, without a healthy environment, we deplete the resources upon which our economy depends and contribute to human illness. Without a healthy economy, unemployment will be high, leading to a host of social problems. The graphic below illustrates the relationships among the environment, society and the economy.

The approach that the County Planning Commission emphasizes does not imply that the environment is the most important element; rather it is intended to reflect the following relationships.

The economy is a human construct created to facilitate trade and the provision of basic human needs by enabling us to do business with each other. It serves a larger social need, as shown by the circle residing within the larger circle labeled society.

Society is the collection of values, laws, cultural distinctions and other norms that define, facilitate, and govern our human interactions. Humans developed these to enable us to live and thrive in harmony.

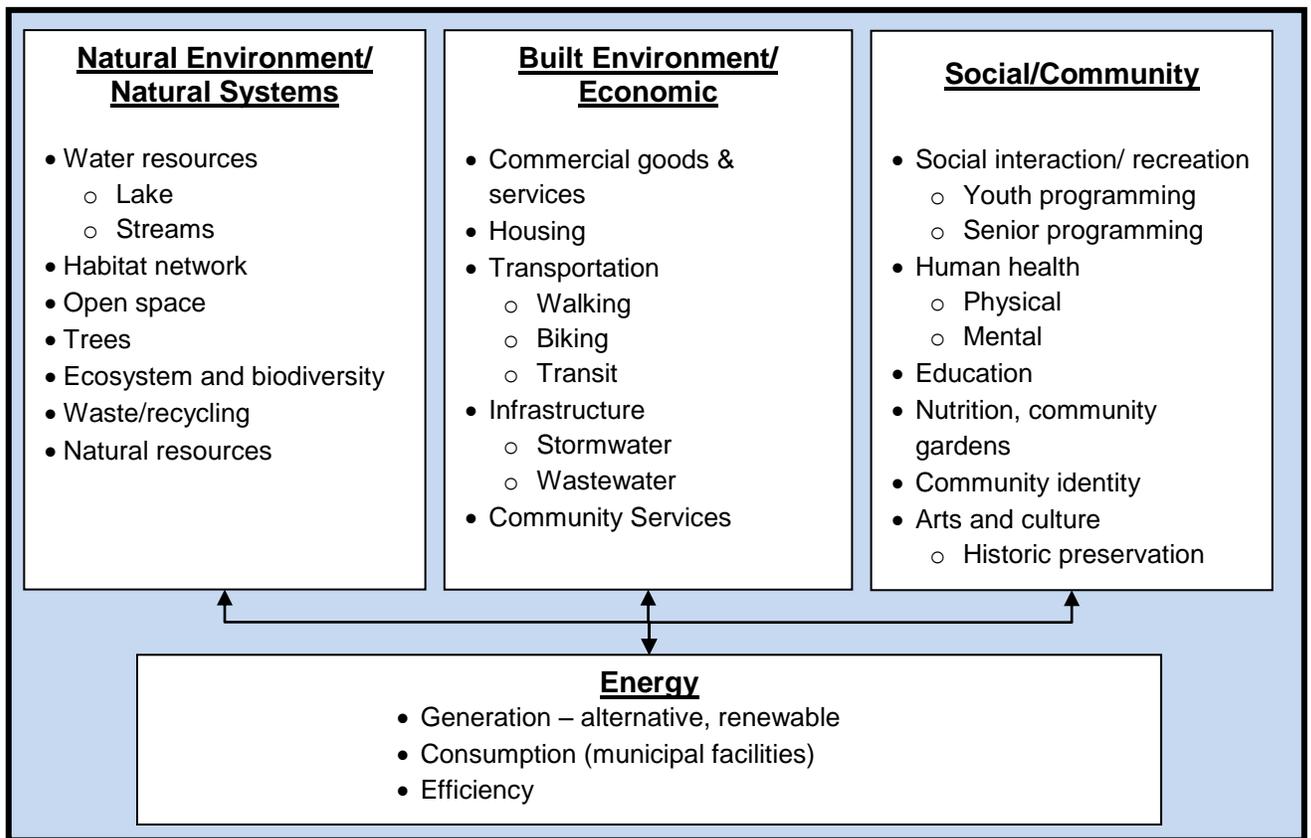
Both of these – our economy and society – exist within the natural realm. Everything we do, make, or use comes directly or indirectly from nature. Nature defines the limits and laws within which we



have to operate. The embedded circles reinforce that human society is subordinate to nature. Optimal decision-making is based on accurately understanding the relationships between the three.

Sustainable actions and decisions are those that enhance environmental integrity, economic prosperity and community livability so that the needs of the present are met without compromising the ability of future generations to meet their own needs.

It also requires us to think systematically, to see the interconnectedness of actions. Geographic places are complex organisms made up of an interrelated system of values and activities. It is essential, therefore, for decision makers to gain a thorough understanding of the “place” in order to maximize unique features and characteristics that make up the place. The graphic below identifies a number of traditional planning topics as well as some new topics that should be considered in a sustainable planning framework.



In assessing plans for future development or redevelopment projects, incentives, programs or operational initiatives, it is important to consider the various attributes of sustainability:

- ❖ **Long time horizon** -- Focus on permanence, quality, durability, stewardship for future generations.
- ❖ **Multiple benefits** -- Integrate considerations of environment (natural capital), equity (social capital), and economy (financial capital) and pay attention to the triple bottom line (People, Profits, and Planet). Explore how actions can provide multiple benefits – not just winners and losers

- ❖ **Multiple scales** -- Understand how the individual, neighborhood, city, and region, are all interconnected.
- ❖ **Innovation** -- Innovation is needed, so experiment and take risks. Seek to develop innovative solutions to the challenges we face as a community and as a civilization. Encourage new enterprises, products and services that address the challenges of becoming more sustainable.
- ❖ **Process** – Understand that sustainability is a commitment, a basic organizing principle, and a context for making better decisions. It is a process of continual improvement rather than an end state.

As these items demonstrate, seeking to become a model sustainable community requires a new approach to community issues that is based on sustainable thinking and integrative problem solving. By using a sustainability-based systems approach, CPC has developed an overall philosophical framework in which we conduct our professional planning services:

- ❖ The **Community as a Place** – Each community has a heritage due to its physical character and cultural history. It is important to discover (or rediscover) and understand the community as a "place" - its basic structure of neighborhoods, community facilities, businesses and open spaces - and to develop policies that will resonate with the identity of the place. This understanding of place is essential to attracting new residents and businesses while maintaining strong neighborhoods and unique local retail districts.
- ❖ **Community Capacity** - Empowering communities to maintain and restore quality neighborhoods. This concept involves leveraging a community's diverse assets and local talents with global best practices in such a way that increases individual and community wealth, while encouraging business development and environmental health.
- ❖ **Business Innovation** – Communities benefit from developing smarter: utilizing innovative economic development based on a comprehensive understanding of the region's business clusters and the need to compete on a global level, not against our neighboring communities.
- ❖ **Restoration of Natural Systems** – It is through ecological conservation and restoration that Cuyahoga County and its municipalities will maintain life-sustaining natural systems that are important to the health and well being of its residents.
- ❖ **Place Matters** There is increasing evidence that human health and environmental health are interrelated, and that characteristics of the built environment have an impact on human health. Improving the sustainability of the built environment will have benefits for human health.
- ❖ **Essential Community Participation** - Realizing the full potential of a community requires an integrative process and community engagement is essential because everyone has a stake in sustainability. The Cuyahoga County Planning Commission advocates numerous forms of communication among residents,

business, city administration and other community stakeholders to ensure a wide range of expertise and interests are represented in all planning processes.

In many cases, the completion of a Master Plan is only the beginning of the process of ensuring a community's goals for the future are achieved. Only after a community has considered the various assessments and important components of "place", agreed upon directions for the future and reached consensus on policies that are most appropriate for achieving community goals, is it possible to develop appropriate implementation measures. One key element of implementation is adopting regulations that will guide private investment in the community in a way that promotes appropriate economic development activity, preserves and enhances the community character, promotes human health, creates public gathering spaces, and preserves and protects the natural environment.

The County Planning Commission has a thorough knowledge of the relationship of zoning regulations, subdivision regulations and other regulatory measures to carrying out planning and land use policies. CPC staff has continued to stay abreast of sustainable practices promoted through newer concepts such as low-impact development, regulations for stormwater management, riparian buffers, reduced parking standards, regulations for renewable energy and the use of incentives to promote other green building practices.

Role of the County Planning Commission

The CPC staff fulfill numerous roles when undertaking planning and zoning projects: we conduct extensive research and provide technical services by conducting data collection and analysis; provide expertise in understanding current conditions and assessing trends; facilitate committee and community-wide meetings and generate thought-provoking discussion to ensure the meetings are as productive and fruitful as possible; and serve as the recorder and synthesizer of the opinions and viewpoints expressed by committee members and residents during meetings. CPC staff also provides expert opinions on appropriate policies, objectives and implementation strategies that will be most effective in achieving the community's goals.

Using state-of-the-art Geographic Information Systems (GIS) technology and maximizing associations with other county agencies, the CPC assists communities in understanding their residents, businesses, institutions and other community assets, physical landscapes, development patterns and resulting tax base. The CPC's mapping tools provide a wealth of information about specific sites, community population, land use characteristics, and the built and natural systems.

Finally, when preparing a Master Plan, which is to be a guide for decision makers in the community, it is imperative that the final document be a well written, graphically illustrated and clear document that best represents the community's policies and the mechanisms to achieve its goals for the future.

In summary, the role of the CPC is to assist each community in formulating policies, strategies and implementation tools (whether zoning, subdivision or storm water regulations or other types of tools) that are ultimately embraced by the community's decision makers – planning commission, city council and the mayor - as well as investors such as homeowners and business owners.

Citizen Participation and Decision-Making Structure

CPC recognizes that residents, business owners, and other local stakeholders have a vested interest when it comes to making decisions about the future of the City. North Royalton, *not* an outside consultant, must determine its vision for the future and decide which policies and implementation strategies best achieve its vision for the City. While a consultant is expected to provide assistance and expertise, those who must live with the results of those choices must be part of the decision making process.

CPC believes that the foundation of a sustainable planning process is a diverse group of people brought together to address the challenge. While CPC is flexible and capable of conducting a planning process and working with any committee structure ultimately agreed upon with the City, CPC has found that an advisory committee comprised of about 18 – 22 strategically selected people who represent the assets and basic systems of North Royalton works best to draw on the collective wisdom, creativity and experience of those involved. The Advisory Committee’s work will establish/define/reveal relationships to co-develop solutions.

Potential Representatives for Advisory Committee	
• Government Leadership	• Schools
• Long-Time Resident	• Library
• New Resident	• Metroparks
• Commercial Property Owner	• Community Service Providers
• Retail Business Owner	• Ministerial Association
• Senior Citizen	• Recreation
• Resident With Elderly Parent	• Natural Resources
• Parent Of Young Children	• Health Care
• High School Student	• Arts And Culture Group

Meetings with the Advisory Committee are typically held an average of once per month during the Update process. The purposes of the meetings are to share findings and seek advisory opinions at key stages of the formulation of the Master Plan Update.

The key to managing an advisory committee is to respect each volunteer’s time and efforts by ensuring that each meeting is conducted efficiently and effectively. CPC has found that committee members honor their commitments to the process most when roles, responsibilities, expectations and work steps are clearly articulated. With this in mind, CPC has drafted the following lists of responsibilities for both the Advisory Committee and the Consultant.

Responsibilities of the Advisory Committee:

- ❖ To attend meetings on a consistent basis in order to be well informed.
- ❖ To contribute personal opinions, observations, experiences and expertise to ensure that the committee considers the whole range of issues, strengths, options, etc
- ❖ To listen to fellow committee members and follow the committee's agreed to meeting rules, so that everyone is given an equal opportunity to contribute.
- ❖ Come with an open mind and be willing to consider new ideas and concepts.
- ❖ To discuss the project with neighbors and encourage them to participate in community engagement activities.
- ❖ Will be asked to assist in the presentation of the Plan goals and initiatives at the two community meetings.

Responsibilities of the CPC:

- ❖ Provide instruction on the process and timeline.
- ❖ To facilitate the meetings and ensure everyone is given equal opportunity to speak during the meetings.
- ❖ To provide appropriate resource material (including data, maps and research) in a timely manner.
- ❖ To identify appropriate development alternatives and options, and implications of each.
- ❖ To suggest implementation strategies that will achieve the community's goals.
- ❖ To gain consensus of the committee.
- ❖ To prepare all written documents and maps needed throughout the process and for the final document.

Public Participation and Civic Engagement:

The planning process involves making decisions among various choices and the right decision depends on the community's goals. With this in mind, additional opportunities for gathering public input are proposed for this project, including community-wide public meetings and an online community survey.

- ❖ Three community-wide public meetings are envisioned. The purpose of the three community meetings is to solicit the ideas and responses of elected officials, citizens, and business and institutional leaders to ensure that the plans' policies and action steps reflect the consensus of the community and have wide-spread political support and community ownership. This is important, since it is these very people who will be responsible for making the plan a reality.

Each meeting will include a public presentation of ideas generated to date with equal time devoted to questions and suggestions from the audience. The goal is to ensure that as many people as possible have an opportunity to be involved in the planning process.

- ❖ CPC will develop and administer a web-based survey to gauge community values, identify community assets, provide feedback on alternatives, or indicate preferences/priorities for potential action steps. This survey will generate additional ideas that will be further refined and debated at the community-wide meeting.

The County Planning Commission has also used the following public participation methods to engage a wider audience of citizens. These methods are not included in the proposal at this time; however, if desired by the City, they could be included for an additional fee.

- ❖ A statistically valid, random sample mail survey could be conducted to solicit feedback from community residents. CPC has conducted a number of community attitudes surveys both as components of Master Plans as well as stand-alone projects. An outline and cost estimate for a statistically valid survey is included in the accompanying proposal.
- ❖ Additional opportunities to engage a wider audience of citizens can be provided through the creation of a website and use of social media such as Facebook and Twitter. CPC could make meeting materials available on the website and provide opportunities for interested citizens to comment on the materials.

Project Team Expertise

The preparation of a community master plan (or plan update) is a challenging endeavor that involves numerous environmental, economic, social, institutional, legal, and political issues. Recognizing this complex relationship, the Cuyahoga County Planning Commission (CPC) assembled an experienced team for this project.

The proposed Planning Team brings a wealth of practical experience and skill to the project. These CPC project team members are distinguished by their professionalism and commitment, as evidenced by their many years of service in the planning field, their affiliations and certifications, and the breadth of hands-on planning experience. Below is a summary of the qualifications of the CPC staff assigned to this project. Detailed resumes are attached in the Appendix.

Project Team

Kristin Hopkins, AICP, Principal Planner and Project Director

Ms. Hopkins has over 26 years of professional planning experience, having worked in both private sector and public sector planning. During her career, she has directed the successful completion of more than eighteen community master plans and a host of additional customized planning studies and zoning services to communities. Ms. Hopkins has facilitated numerous public meetings and is skilled at coordinating and conducting successful public involvement

events that generate thoughtful discussion among participants. She holds membership in the American Institute of Certified Planners (AICP) and she is a frequent guest lecturer at Cleveland State University Levin College of Urban Affairs, Master of Urban Planning, Design and Development program and at the annual Planning and Zoning Workshop hosted by the Cleveland Section of the American Planning Association.

Glenn Coyne, FAICP, Executive Director, CPC

Mr. Coyne, as Executive Director of the agency will ensure that agency resources are available for the Project. He has 25 years of professional planning experience in the fields of community planning, transportation planning and development regulations. During his career, he has directed and contributed to the completion of numerous planning projects in southeastern United States.

Meghan Chaney, Planner

Ms. Chaney will provide key planning assistance to the project under the direction of Ms. Hopkins. She has worked closely with Ms. Hopkins during her CPC tenure and has served as primary staff for the three most recently completed community master plans. She conducts research and analysis of existing conditions, research of best practices as directed from the community meetings, meeting administration and report writing. To date, her education and work experiences have focused on economic development, maintaining and promoting local food supplies and environmental sustainability as well as other aspects of community planning.

Alison Ball, Special Project Coordinator

Ms. Ball will provide assist with research, meeting coordination and public outreach. She has wide-ranging knowledge in the fields of community planning and development. With an emphasis in outreach, community engagement and education, she has participated in coordinating the Cuyahoga Valley Initiative. In this capacity she has worked with numerous municipalities, park systems, non-profit and education organizations as well as citizen groups, to determine the economic, environmental, and social impacts of development and advance a sustainable vision for the future.

Daniel Meaney, Manager, Geographic Information Systems

Mr. Meaney, with over 27 years of hands-on experience, is a Certified Geographic Information Systems Professional (CGISP) and is one of the most experienced Geographic Information Systems practitioners in Northeast Ohio. In his role as GIS Manager, he coordinates mapping and related database information for the planning staff. In addition, he conducts advanced geographic analysis and database design work. He also serves as an interdepartmental GIS coordinator with other County agencies. He and his staff manage and organize data and generate maps that assist in making spatial decisions related to land use. For this project, he and his staff will generate data and maps that will assist in making spatial decisions related to land use, development and redevelopment.

Additional CPC Staff

In addition to the designated project team, total agency staff expertise can be called upon (if needed) to meet all needs associated with the preparation of a Master Plan Update.

Prior Experience

In the past 18 years, the CPC has prepared comprehensive community master plans and updates for 22 of the county's 58 suburban cities, villages and townships. Dozens of additional planning and zoning and special topic reports were authored during the same period. Plans and studies prepared by the CPC, which illustrate its diverse range of expertise, can be viewed on the CPC website at <http://planning.co.cuyahoga.oh.us/documents/>. These numerous work products address a wide range of planning themes and cover different levels of geography. Each comprehensive planning project undertaken has included a citizen participation component to ensure the issues and concerns of the community are addressed in the plan.

Details on recent, relevant Master Plans and related studies and initiatives are listed below.

Olmsted Township Comprehensive Land Use Plan & Zoning Update 2012 – present

CPC was retained by Olmsted Township to assist in an update of its 1998 Comprehensive Land Use Plan and selected updates to the Township's Zoning Resolution. CPC worked with a 14-person advisory committee that met once a month throughout 2012. CPC provided a comprehensive summary of the current state of the Township, updated the overall vision and goals of the Township and identified strategies and implementation steps that best achieved the agreed upon vision for the future. The final plan will be completed in March 2013. CPC is currently drafting related zoning amendments, which will, among other things, regulate the desired development for the 250-acre Joint Economic Development District.

Warrensville Heights Master Plan Update 2011

CPC won a competitive bidding process to provide master planning services to Warrensville Heights. CPC worked closely with Warrensville Heights Economic Development Director and a 15-member Citizens' Advisory Committee. The Plan Update was completed in March 2012.

Old Brooklyn/Brooklyn Centre Neighborhood Master Plan 2007 – 2009

CPC won a competitive bidding process to provide master planning services to the Old Brooklyn and Brooklyn Centre neighborhoods of Cleveland. Under the direction of Robyn Sandys, Executive Director of the Old Brooklyn Community Development Corporation, CPC not only conducted a planning process but also coordinated and incorporated the efforts of two other studies being conducted simultaneously to ensure that the completed Master Plan was an encompassing document that listed all land use and programming initiatives being considered by the neighborhoods.

The Plan includes research on innovative best practices with an emphasis on sustainability and quality of life issues. The implementation chapter includes an extensive list of action steps with recommendations ranging from seeking a partnership with OneCommunity to create a wireless network for the business, commercial and industrial districts as a way spurring economic development and helping existing businesses better compete in a global economy to recommendations for neighborhood improvements and vacant land strategies.

The Old Brooklyn/Brooklyn Centre Neighborhood Master Plan was adopted by the Cleveland Planning Commission and incorporated into the City's Connecting Cleveland 2020 plan.

City of Brooklyn Master Plan 2005 - 2006

CPC worked with the City of Brooklyn's administrative staff and a well-rounded group of concerned citizens (who comprised the Citizens Advisory Committee) to prepare the first Master Plan for the city. The City has been implementing many of the policy recommendations formulated as part of the master plan process. Key zoning changes were identified.

One example of the interconnectedness of actions and decision is the recommendation for the City to partner with Cleveland Metroparks and Friends of Big Creek (a nonprofit grass roots organization centered around the preservation of the Big Creek Valley) to pursue a multipurpose trail to connect the Big Creek Metroparks multipurpose trail with the trail in the Brookside Reservation. This recommendation is currently underway. As part of the relationships created by this initiative, conversations were begun with Wal-Mart (on Brookpark Road) on the possibility of eliminating the parking spaces that flanked the banks of the Big Creek in order to restore the riparian area and reduce the businesses overall impervious surface. Such a project will ultimately save the company money when the North East Ohio Sewer District's Storm Water Management Fee takes effect.

Westlake Commercial and Industrial Market Analysis 2009-2011

CPC completed a detailed market analysis for Westlake and the seven cities that surround it. The study began in January 2009, with Phase I including a comprehensive inventory of all retail, office, commercial and industrial building floor area located in Westlake, Bay Village, Fairview Park, North Olmsted, Rocky River, Avon, Avon Lake and North Ridgeville. Using GIS mapping and data analysis, CPC staff completed a number of charts illustrating the City of Westlake's position within the region regarding commercial and industrial development. Phase II of the project included a detailed fiscal impact analysis of the current vacant land according to the current zoning, an economic trend analysis and an assessment of the current zoning district development standards. The final report included recommendations for changes to the City's master plan, zoning map and development standards for the various zoning districts and strategies for economic development.

Municipal Energy Program 2010-2012

CPC administered the Cuyahoga County Municipal Energy Program (MEP) which was funded by the Energy Efficiency and Conservation Block Grant. The MEP provided funding to eligible Cuyahoga County communities to do energy audits and implement energy efficiency projects in their municipal buildings.

Green Building and Renewable/Alternative Energy Codes 2009-2010

In 2009, CPC staff worked with the Village of Orange as a member of the Village's LEED Ad Hoc Committee on Sustainable Building. One short-term initiative of the committee was the preparation of a certificate program called Orange Goes Green to officially recognize development projects and individual building projects that implement high levels of green building practices. The certificate program incorporated elements of the LEED for buildings and for neighborhoods that were deemed most appropriate for Orange Village. CPC staff conducted the detailed analysis of the Village's zoning code to identify the pros and cons of the Village's existing regulations in promoting/requiring sustainable practices, analyzed the various LEED criteria and recommended a range of practices that could be incorporated into the Orange Goes Green Certificate program.

CPC staff has conducted extensive research regarding the regulation of renewable energy at the local level and has compiled resource material including background information about the various forms of alternative energy, the potential impacts on neighboring properties, and key components that can be addressed by local zoning. Staff has prepared a PowerPoint presentation on the key issues to be addressed for regulating small wind energy systems.

Bikeway, Greenway, and Trail Planning

CPC has extensive experience working with organizations and agencies in creating Cuyahoga County's bikeway and trail network. In addition to the long-term commitment to the planning and construction of the Towpath Trail through the Cuyahoga River Valley to downtown Cleveland, CPC staff has served on many steering committees, including bikeway projects for Mill Creek, West Creek, Big Creek, Hemlock Trail (Independence), Kingsbury Run, the Lakefront, and the Lake-Link Trail. CPC also prepared the trail development plan for the Village of Glenwillow.

Creating Healthy Communities Initiative (CHC) 2010 - 2014

Since 2009, CPC has partnered with the Cuyahoga County Board of Health on a number of initiatives seeking to address the connection of public health, land use and the built environment. In 2010, CPC was asked to partner with the Board of Health on Creating Healthy Communities (CHC), a five year initiative funded by the Ohio Department of Health.

The focus of the CHC program is on policy, environmental, and systems changes to improve the modifiable risk factors including physical activity, nutrition and obesity, while striving toward the overarching goal of reducing health inequities. CPC's role is to assist communities in understanding the health impacts of land use patterns and investments (and disinvestments) in the built environment and to promote the adoption of place based policies and regulations that are known to reduce tobacco use, and increase physical activity and healthy eating within communities and county wide.

As part of this initiative, CPC is currently evaluating Euclid's and East Cleveland's planning documents and zoning regulations to understand where opportunities exist to adopt policies and regulations that will shape and modify land use and other physical infrastructure in a way that addresses emerging health concerns related to place. The overall goal with this five year initiative is for health considerations to be incorporated throughout each city's planning and development policy guide and in turn -through lessons learned from these two pilot communities – to influence county-wide healthy land use planning.

Cleveland-Cuyahoga Food Policy Coalition (CCFPC)

Realizing the vast impact that the food system has on our economic, social and environmental well-being, CPC has been actively involved in the CCFPC since its creation four years ago, and has contributed actively with its mission of growing a local food economy.

Specifically, CPC has recognized the practice of urban agriculture as a contributing factor to a healthy urban fabric and as a productive use for vacant urban land. CPC has contributed to the creation of Cleveland's Urban Agriculture Legislation, commonly known as the "Chicken and Bees Ordinance" and most recently has created an Urban Agriculture Land Inventory.

The Urban Agriculture Land Inventory used Geography Information Systems (GIS) to identify all taxable vacant land in Cuyahoga County that would be suitable for urban agriculture. This inventory will help direct future urban agriculture projects to their most appropriate places, and will provide CPC and the CCFPC with the necessary data to develop projections and scenarios regarding the amount of food the county could potentially produce and the dollars that urban agriculture could contribute to the local economy.

Client References

Whenever CPC partners with a community to provide professional planning services, our goal is to prepare a high-quality planning document that will serve as a decision-making guide for the community for many years. We encourage the City of North Royalton to contact the following to discuss their experiences with the Cuyahoga County Planning Commission staff.

Old Brooklyn/Brooklyn Centre

Robyn Sandys, Executive Director

Old Brooklyn Community Development Corporation
3344 Broadview Road
Cleveland, OH 44109

PH: (216) 459-1000

City of Euclid

Frank Pietravoia Community Services and Economic Director

City of Euclid
585 East 222nd Street
Euclid, OH 44123

PH (216) 289-8158

Village of Orange

Honorable Kathy U. Mulcahy, Mayor

Orange Village Hall
4600 Lander Rd.
Orange Village, OH 44022

PH (440) 498-4400

Olmsted Township

Sherri Lippus, Chair, Township Trustee

26900 Cook Road
Olmsted Township, OH 44138

PH: (440) 235-3051

City of Westlake

Robert M. Parry, AICP, Director of Planning and Economic Development

City of Westlake
27700 Hilliard Boulevard
Westlake, Ohio 44145

PH: (440) 617-4307

Proposal/Scope of Services

The Cuyahoga County Planning Commission (CPC) submits this “Proposal/Scope of Services” to the City of North Royalton for consideration.

The purpose of updating the 2004 Master Plan for City of North Royalton is to document the extent of development that has occurred in the City, identify policies and strategies from the 2004 Plan that are no longer valid based on recent developments, identify additional areas of concern that need to be addressed and then devise a plan with strategies and action steps for the City to take over the next ten (10) years to achieve the City’s updated goals. As the plan policies and strategies are being discussed and refined, possible/necessary zoning changes will also be discussed.

In order to prepare a Master Plan Update that will serve as a useful, working guide for making future decisions there are five essential steps that need to occur. Those involved in the planning process must:

1. Understand current conditions and assets that make City of North Royalton unique, in order to begin to identify where opportunities for improvement/interventions exist.
2. Review the goals from the 2004 Plan and revise/expand as needed so that they can serve as the framework for structuring future policies and implementation strategies.
3. Explore the full range of options and opportunities related to the City’s land use goals as a way of generating innovative strategies.
4. Reach consensus on alternatives and prioritize action steps that should be pursued.
5. Identify and outline changes to the Zoning Code that are needed to implement the policies included in the updated plan.

CPC recognizes that local residents, business owners and other local stakeholders have a vested interest when it comes to making decisions about the future of the City. In order to review, assess and formulate potential policies, CPC firmly believes in the benefits of assembling an Advisory Committee (see page 12). This proposal itemizes the number of meetings suggested with the Advisory Committee and additional community-wide forums to solicit comments from a wider audience. Additional committee and/or community meetings are possible, depending on the amount of discussion needed to reach consensus.

Once the City reaches consensus on the plan policies and conceptual changes to the Zoning Code, CPC is available to work with the City to draft official zoning text and zoning map amendments for formal consideration by the City Planning Commission and City Council. Updates to the Zoning Code will include specific amendments needed to implement new or revised land use policies, but will not be a complete/comprehensive overhaul of the current regulations format.

Specific program elements to be included in the development of a Master Plan Update are discussed in Section A. Work Elements.

A. Work Elements

The proposed work elements are outlined below. While these work elements are laid out in a step-by-step procedure, it is important to point out that as CPC and the City progress through the planning steps, new information (data and/or maps) and/or additional discussion may be needed. CPC will work closely with the City to monitor the process to ensure work progresses in a timely manner.

1. **Discovery – Understanding the Place. Understand current conditions and assets that make City of North Royalton unique in order to begin to identify where opportunities for improvement/interventions exist.**

1.1. Update Baseline Data

CPC will update the City's demographics and other data tables included in the 2004 Plan to identify how the City has changed since 2004, including population and housing counts. CPC will utilize the County Auditor's records to update the land use inventory. Current acreage for each land use category will be tabulated for comparison with data from the 2004 Plan. Aerial photographs and field surveys will be conducted when necessary to confirm accuracy of the Auditor's information. CPC will also generate the vacant acres by zoning district to determine the development capacity of the remaining vacant land and estimate the real estate tax value at build-out.

1.2. Prepare GIS Maps

CPC will prepare updated Existing Land Use, Natural Features and Existing Utilities maps using GIS data.

1.3. Collect and Analyze Additional Demographic and Economic Data/Maps

CPC is able to collect and analyze additional demographic and economic data to provide a more in-depth picture of population, household, economic and land use characteristics. For example, statistics related to numbers and percentages of households with children, elderly, elderly living alone, occupation of residents, number of residents who work in/outside North Royalton can provide significant insights into the types of city services and programs that may be needed/desired by residents and/or employers. Information on income taxes and property taxes collected, number of employees by land use types by area of the city is also useful for formulating future land use policies.

Additional mapping of information such as the location and character of residential development that has occurred since 2004, including a color coded map identifying subdivision approvals by year and a development density map to identify dwelling units per acre by subdivision can be useful in determining trends. Data used to generate these maps would be provided for review and verification with the City (see Step 1.5). A current zoning map could also be generated for inclusion in the plan.

Comparisons with neighboring cities or similar cities can also be provided. For example, it is common for CPC to collect information for the subject city and all

communities surrounding the city so that the Advisory Committee/City have a comprehensive understanding of the larger region in which the city exists or to identify a few cities that share similar characteristics.

1.4. Audit 2004 Land Use Plan

CPC will prepare a list of the development policies from the 2004 Land Use Plan and identify whether or not policies have been fulfilled, based on CPC staff's knowledge of North Royalton. This information will be reviewed and verified with City administration in Step 1.5.

1.5. Review with City Administration

CPC will meet with City administration to verify the accuracy of the land use and development maps, gather any additional information that will be useful for understanding the current land use and development conditions, and gain the City's perspective on key land use issues that have surfaced during the course of administering the City's land use regulations. Interviews with key staff will be coordinated with the city to occur in the most efficient manner.

1.6. Conduct Interviews with Committee and Additional Stakeholders

CPC will conduct interviews with committee members and other key stakeholders for their perspectives on key challenges and prepare a summary to distribute to the Committee. 30 minute interviews would be scheduled over a 2 or 3 day period with many time options to enable as many interviews as possible. Experience has shown that these individual interviews are a valuable opportunity to collect a broad range of issues and to see the frequency with which common issues are raised. This level of information is not generally obtainable in a committee meeting.

1.7. Committee Meeting #1

The goal of the first Committee Meeting is to identify the issues to be addressed in the Plan Update.

The above inventories and updated information will be compiled and presented to the Advisory Committee to ensure all members have an understanding of existing conditions in the City and to gather feedback from the committee members on the need for any corrections or additional information.

Following the presentation and discussion of the analyses, CPC will facilitate discussion with the Advisory Committee to review, update, and expand as needed, the draft list of Development Issues prepared from meetings with City staff (Step 1.5) and interviews with committee members (Step 1.6).

CPC will provide a list of the 2004 Planning Policies, with preliminary comments on the status of the policies (whether or not each has been fulfilled, see Steps 1.4 and 1.5). CPC will facilitate a general review of the Status of 2004 Planning Policies to confirm with the Advisory Committee. CPC will provide a large display size map of the Land Use Plan on page 38 of the 2004 Plan for reference.

1.8. Summarize Committee Meeting Discussion

After the Committee Meeting, CPC will prepare a summary of the Development Issues from the 2004 Plan, and a summary of the discussion about the status of the 2004 policies.

1.9. Conduct Online Community Survey

CPC will prepare and administer an online community survey. A statistically valid random sample of community households would be invited to participate in an online survey that enables them to share their opinions, views and concerns with the governmental leaders. When conducted properly, the survey results provide meaningful feedback to decision makers. The results can be used to address public concerns and develop proper forms of communication and other community responses.

To conduct an online community survey, the Cuyahoga County Planning Commission will undertake the following work steps.

- Confirm the questions to be on the survey form with the Master Plan Advisory Committee.
- Design the online survey using Survey Monkey or a similar vendor that directly stores and tabulates the responses.
- Select a random sample of City households (from a residential address list provided by the City) to receive an invitation to complete the survey residents to be included
- Design a post card and mail to the selected addresses.
- Summarize the findings from the survey and review with the Committee and staff.

CPC suggests a survey of a random sample of 1,000 North Royalton households, which is 7.7% of the City's 12,944 occupied housing units reported in the 2010 Census.

2. Update Goals and Policies: Generate and agree upon broad goals that serve as the framework for structuring policies and implementation strategies

2.1. Committee Meeting #2

The goals of this committee meeting are to reach general consensus on a draft Vision Statement and formulate an outline of Goals.

Based upon the input of the Committee and others to date, CPC will preliminarily identify the elements of a vision for North Royalton. Please note the elements will be presented in bulleted format and are intended to describe potential components of a vision/guiding principles - they are not intended to be the actual statements.

CPC will facilitate Committee discussion to refine a vision statement and formulate an outline of goals. The Committee will use their understanding of "the best of what is" to construct a vision of what North Royalton might be once the City's strengths are identified, and then determine how to improve or intensify them

2.2. Conduct Community-Wide Public Meeting #1

A community visioning process that actively involves the community is critical in creating a master plan that is embraced by residents and other stakeholders. At this point in the process, CPC will work with the Committee to organize a community-wide public meeting in order to share the draft goals and the rationale for each to the community at large and provide a forum for the community to comment. CPC will also prepare a PowerPoint presentation to review the content of the existing conditions analyses and preliminary conclusions to provide background data to the audience.

The City will be responsible for advertising the forum and securing an appropriate venue.

2.3. Committee Meeting #3

After the Public Meeting, CPC will prepare a summary of discussion and distribute to the Committee prior to the next committee meeting. The goals of this Committee Meeting are to review public comments and refine the Vision Statement and Goals and begin to identify the range of development options/objectives. CPC will facilitate Committee discussion to refine and reach consensus on an overarching Vision Statement and list of Goals.

3. Refinement: Selecting Preferred Alternatives. Explore the full range of options and opportunities related to the City’s land use goals as a way of generating innovative strategies and reach consensus on the preferred alternatives (including zoning options) to pursue.

3.1. Identify Range of Development Options

Based on the work completed so far, CPC will identify a range of alternative directions and objectives for the Advisory Committee to consider. The development implications of these options will be compared to maintaining the “status quo.” The alternatives will be assessed with respect to a variety of factors such as economic development opportunities; merits and drawbacks of each scenario or alternative use; required road/utility improvements; the need for supporting community facilities; impacts on existing open space and the natural features; and opportunities or obstacles provided by the current zoning regulations.

3.2. Committee Meetings #4 and #5

The alternatives prepared in Step 3.1 will be provided to the Advisory Committee for review. These sessions will be interactive, working presentations in which the Advisory Committee will confirm or modify the directions being developed, and provide input on new issues which invariably surface when concepts and ideas addressing different issues are merged in a comprehensive approach. CPC will assist the Advisory Committee in reaching consensus on the most appropriate strategies and initiatives to be pursued and will integrate the Advisory Committee’s comments and suggestions as the refinement of the alternatives continues. It is expected to take two meetings with the Advisory Committee to cover the material and reach consensus.

3.3. Conduct Community-Wide Public Meeting #2

Once the Advisory Committee has reached a preliminary consensus on development alternatives, CPC will assist the City in hosting a second community-wide public meeting. The purpose of this meeting is to:

- Present the development options that have been identified by the Advisory Committee
- Conduct an open discussion of possibilities and preferences

The City will be responsible for advertising the workshop and securing an appropriate venue.

CPC will compile and summarize the comments obtained from the public meeting and distribute to the Advisory Committee at the following committee meeting.

4. **Making It Happen: Developing the Action Steps. Identify and prioritize action steps that should be pursued by the City and/or promoted in partnership with others.**

4.1. Prepare List of Potential Action Steps

Throughout the planning process, implementation strategies will be discussed with the City and Advisory Committee. CPC will outline the action steps needed to implement the policies and recommendations, identifying the nature of city actions necessary to promote orderly development and redevelopment. CPC will assist the Advisory Committee in prioritizing the strategies and initiatives. The implementation strategies will identify potential zoning changes, including outlining the essential elements to be addressed.

Based on priorities established by the Advisory Committee, the Action Plan will describe what needs to be done, who will do the work, and a timeline for when the action step should be achieved.

4.2. Committee Meetings #6 and #7

Draft elements of the Plan Update will be provided to the Advisory Committee for their review and comment. Changes suggested by the Advisory Committee will be incorporated into the final draft of the Plan. Two meetings with the Advisory Committee are anticipated to reach consensus.

5. **Finalizing the Plan**

5.1. Prepare and Distribute Final Draft

A final Plan Update, reflecting the input provided by the Advisory Committee and citizens will be prepared by CPC and submitted to the Advisory Committee.

The final plan will include the broad goals and associated strategies. The Action Plan will identify the nature, extent and, where appropriate, the location of actions necessary to promote plan implementation. The Plan Update will also include a map

indicating the potential areas for rezoning and descriptions of potential zoning text changes.

5.2. Committee Meeting #8

The final Master Plan Update will be distributed to the Advisory Committee for their review and comment. Changes suggested by the Advisory Committee will be incorporated into the final draft of the Land Use Plan. One meeting with the Advisory Committee is anticipated to reach consensus.

5.3. Conduct Community-Wide Public Meeting #3

Once the Advisory Committee reaches consensus on the final draft Land Use Plan, CPC will prepare a comprehensive presentation for public review. The purpose of this review is to provide an opportunity for residents, business owners, and other stakeholders to comment on the conclusions reached, and the policy directions and strategies considered for inclusion in the Master Plan Update and potential zoning changes and provide input for the City's consideration. CPC will compile and summarize the comments obtained from the public meeting and distribute them to the City.

The City will be responsible for advertising the public meeting and securing an appropriate venue.

5.4. Finalize Master Plan Update Document

The CPC will finalize the Master Plan Update and arrange for delivery to the City.

6. **Updating the Zoning Code; Preparing Formal Zoning Amendments**

6.1. Draft Formal Zoning Text Amendments and Prepare Draft Proposed Zoning Map

Once the City reaches consensus on the plan policies and conceptual changes to the Zoning Code, CPC will work with the City to draft the official zoning amendments for formal consideration by the City Planning Commission and City Council. Updates to the Zoning Code will include specific amendments needed to implement new or revised land use policies, such as preparing one or more new zoning districts, but will not be a complete/comprehensive overhaul of the current regulations.

6.2. Advisory Committee/City Work Session Meetings #9 and #10

A draft of proposed zoning text amendments and zoning map amendments will be distributed to the Advisory Committee for their review and comment. CPC suggests inviting the members of the Planning Commission, the Board of Zoning Appeals and City Council to the meeting with the Advisory Committee to ensure everyone understands the rationale for the proposed zoning changes. Changes discussed and agreed upon at these meeting will be incorporated in the final amendments. Two meetings with the Advisory Committee are anticipated to review and refine the proposed zoning text amendments.

6.3. Finalize Formal Zoning Text Amendments and Proposed Zoning Map

The CPC will finalize the formal zoning text amendments and proposed zoning map in a format suitable for the City to begin the formal Zoning Amendment process.

B. Final Plan Document

Once finalized, the City of North Royalton Master Plan Update will be provided to the City on a CD-ROM containing the electronic files of the City of North Royalton Master Plan Update in desktop publishing format, and one (1) unbound paper original suitable for reproduction by the City. The City of North Royalton Master Plan Update will also be formatted for internet posting.

C. Final Zoning Text and Zoning Map Amendments

Once finalized, the electronic files of the City of North Royalton Proposed Zoning Text and Map Amendments will be provided to the City on a CD-ROM and one (1) unbound paper original suitable for reproduction by the City.

D. Meetings and Coordination

Based on the work steps outlined, CPC staff proposes a total of 10 meetings with the Advisory Committee, eight for the Plan Update and two for the drafting of the proposed zoning text/map amendments. The meetings would be held an average of once per month during the Update process. The purposes of the meetings are to share findings and seek advisory opinions at key stages of the formulation of the Master Plan Update. It is expected that meetings will last approximately two hours.

CPC staff will prepare for and facilitate three public meetings to be conducted during the Goals segment (Step 2) and at the end of Steps 3 and 5, in order to share findings with and solicit input from the public. For each meeting CPC will prepare a power point presentation showcasing the work steps completed to date. The City will be responsible for advertising the public meeting and securing an appropriate venue.

The CPC staff will meet with the City administration as needed, and will maintain communication via email and phone to ensure coordination and communication among the City, the Advisory Committee members and CPC staff.

Additional Advisory Committee and/or public meetings may be conducted, but only if desired and specifically authorized by the City, and will be invoiced at cost.

E. Fee Estimate

Services will be undertaken on a time-plus-expenses basis at CPC staff's current hourly rates. The table below itemizes a general cost estimate for each step so that the City has the opportunity to choose the level of CPC, Advisory Committee and public involvement in the project.

Step	Description	Cost Estimate
1.1, 1.2	Update Baseline Data/GIS Maps from 2004 Plan	\$1,500
1.3	Provide additional demographic and data collection and analysis	\$2,000
1.4	Audit 2004 Land Use Plan	\$800
1.5-1.8	Review with City Administration/conduct interviews with Committee	\$2,500
1.9	Conduct Online Community Survey	\$2,000
2.	Formulate Vision and Goals	\$4,000
3.	Select Preferred Development Alternatives	\$6,000
4.	Develop Action Steps	\$6,000
5.	Finalize Plan Document	\$6,000
	Attend Meetings with Advisory Committee	\$10,000
	Prepare for / Conduct 3 Community-Wide Forums for Plan Update	\$4,500
6.	Prepare Formal Zoning Text and Map Amendments	\$5,000
	Total for Plan Update	\$50,300

This estimate includes the following:

- Attendance at the meetings outlined in the A. Work Elements.
- Preparation and reproduction of all display maps
- Reimbursable expenses such as mileage reimbursement
- Preparation and distribution of final documents in electronic format on a CD-Rom
- Final printing of one unbound color copy of the Master Plan Update

If selected, the Cuyahoga County Planning Commission will work with City officials to enter into a formal contract with an agreed upon “not-to-exceed” fee to perform the services outlined herein.

F. Finalize Scope of Services

If selected, CPC will work with the City to refine and/or clarify the scope of services, specifically the work elements outlined above, if needed, and determine committee structure and membership. The Cuyahoga County Planning Commission will work with City officials to enter into a formal contract with an agreed upon “not-to-exceed” fee to perform the services outlined herein.

G. Project Schedule

Commencing work upon receipt of a signed contract, CPC will complete the work elements outlined in the Methodology section, within approximately a eleven-month period. Anticipating a starting date of February 10, 2013, CPC is prepared to begin the project immediately upon authorization by the City of North Royalton and Cuyahoga County Planning Commission.

The proposed timetable is contingent on the availability of the Advisory Committee members to meet regularly.

H. Additional Assistance Available

The above work steps will result in a Master Plan Update and selected Zoning Amendments that are in a form suitable to be presented to the City Planning Commission and City Council for official adoption. If desired, CPC is available to assist the City with additional presentations to secure adoption. This assistance is outside the scope of this proposal, but is available should the City desire to further engage CPC's services at the agency's current hourly rates.

APPENDIX

Staff Resumes

Key Personnel:

Glenn Coyne, FAICP, Executive Director

Kristin Hopkins, AICP, Principal Planner

Meghan Chaney

Alison Ball

Daniel E. Meaney, Manager, Geographic Information Systems

Summary Resume of Glenn Coyne, FAICP

Executive Director

Profile: Glenn has 25 years of professional planning experience, with planning leadership in the Georgia communities of Augusta, Savannah, and Columbia County and currently as Executive Director of the Cuyahoga County Planning Commission. Glenn has also served as consultant to many local governments throughout the U.S., completing comprehensive plans, neighborhood plans and unified land development codes. For the development community, he has served as consultant on public planning charrettes, assisted on rezoning and entitlement approvals, and served as a liaison between the developer and the local planning officials. This experience has enabled Glenn to assist with the regulatory and land development approval process, bringing the perspective of a facilitator with the goal to achieve high quality projects that balance the interests of both the developer and the community. He regularly provides workshop training to planners and planning commissioners especially in the areas of professional development, planning ethics, development regulation, and public participation. Glenn has also served the profession as the Director of the American Institute of Certified Planners (AICP).

Education: Master of City Planning, Georgia Institute of Technology, 1987
Bachelor of Arts in Urban Studies, Cleveland State University, 1984

Employment History:

2012-present: **Cuyahoga County Planning Commission**, Cleveland, Ohio, Executive Director
2010 - 2012 **City of Duluth**, Georgia, Director, Planning and Development
2003 - 2010 **AECOM, Coyne Planning Associates and HDR Inc.**, Atlanta, Georgia, Consultant
1999 - 2003 **American Institute of Certified Planners**, Washington, D.C., Executive Director
1997 - 1999 **Augusta Canal Authority**, Augusta, Georgia, Executive Director
1992 - 1997 **Columbia County**, Georgia, Director, Planning and Development
1990 - 1992 **City of Savannah**, Georgia, Assistant Director, Neighborhood Services
1986 - 1990 **Central Savannah River Regional Commission**, Augusta, Georgia, Planner
1983 - 1985 **City of Cleveland**, Ohio, Community Development, Planning Intern

Representative Professional Experience (Selected):

Mr. Coyne has professionally managed numerous projects throughout the U.S. including: Atlanta Streetcar Feasibility Study (GA), Greater Memphis Neighborhoods Plan (TN), Mt. Pleasant Comprehensive Plan (SC), Augusta Canal National Heritage Area implementation (GA), six (6) Unified Land Development Codes (GA and FL) and five (5) Neighborhood Plans, Savannah (GA). Selected projects include:

Comprehensive, Master and Area Plans

- *Town of Mount Pleasant Comprehensive Plan, SC*
- *Comprehensive Public/Private Community Plan to Support Neighborhood Redevelopment, Memphis, TN*
- *Glynn County Comprehensive Plan Update, Brunswick, GA*
- *Brunswick Comprehensive Plan Update, Brunswick, GA*
- *Columbia County Growth Management Plan, Evans, GA*
- *City of Suwanee Comprehensive Plan Update, Suwanee, GA*

- *Belleair Bluffs Comprehensive Plan Amendment, Belleair Bluffs, FL*
- *Madeira Beach Comprehensive Plan Amendment, Madeira Beach, FL*
- *City of Madeira Beach Special Area Plan, Madeira Beach, FL*
- *City of Carrollton Downtown Master Plan, Carrollton, GA*
- *City of Snellville Livable Centers Initiative (LCI), Snellville, GA*
- *Rome Street Neighborhood Redevelopment Plan, Hartwell, GA*

Zoning Ordinance and Development Regulations

- *City of Tifton-Tift County Unified Development Ordinance, GA*
- *Fernandina Beach Unified Development Code, Fernandina Beach, FL*
- *Lynn Haven Unified Land Development Code, Lynn Haven, FL*
- *Lowndes County Unified Land Development Code, Lowndes County, Georgia*
- *Gordon County Unified Land Development Code, Gordon County, Georgia*
- *Carrollton Unified Development Ordinance, Carrollton, GA*
- *Fort Gillem Zoning District Ordinance, Forest Park, GA*

Transportation Planning

- *Northeast Corridor Major Investment Study, Nashville, TN*
- *Atlanta Streetcar Feasibility Study, Atlanta, GA*
- *Inner Core Transit Feasibility Study, Atlanta, GA*
- *Transit Oriented Development Study, DeKalb County, GA*
- *Southwest Georgia Interstate Study, GA*

Certifications:

- American Institute of Certified Planners (AICP), 1989
- Inducted into the College of Fellows of AICP, 2012

Affiliations/Memberships:

- Georgia Planning Association (GPA). Served in numerous leadership roles including, Chapter President, 1997-1999, Professional Development Officer, 2003-2005, Vice President for Programs 1995-1997
- Georgia Planning Memorial Foundation Board of Directors, 2008-2011
- Georgia Institute of Technology, City and Regional Planning Program; Program Advisory Committee Member and Faculty Search Committee, 2004-2005
- Atlanta Regional Commission; Community Planning Academy Faculty, 2008-2012
- Leadership Augusta, Graduate, 1995

Publications/Lecturing:

- Regular conference presenter on topics of Ethics, Professional Development and AICP Exam Review at APA National (8 sessions), Georgia Chapter (26 sessions) and planning commissioner training sessions (teaching over 210 participants in last 3 years).
- State of Georgia Community Planning Guidebooks, Georgia Department of Community Affairs. Prepared four training manuals for the Georgia Department of Community Affairs designed specifically to assist cities and counties throughout Georgia with implementation of the Minimum Planning Standards.

Summary Resume of Kristin Hopkins, AICP

Principal Planner

Profile: Ms. Hopkins has broad private sector and public sector planning experience. In her capacity as Principal Planner, she administers many of the community planning and zoning projects undertaken by the County Planning Commission. Ms. Hopkins manages the preparation and execution of comprehensive plans and complete rewrites of zoning codes and subdivision regulations. Ms. Hopkins has worked with numerous cities and townships, citizen groups, zoning commissions and planning commissions to bring to fruition their vision for the future and the necessary revisions to the zoning and subdivision regulations - the implementation tools.

Experience: 26 Years

Education: Bachelor of Urban Planning, University of Cincinnati

Employment History:

2004-present: **Cuyahoga County Planning Commission**, Cleveland, Principal Planner
1988-2004: **D.B. Hartt, Inc**, Cleveland, Principal Planner, Senior Planner, Planner
1987-1988: **Fulton County Regional Planning Commission**, Wauseon, OH, Planner
1985-1986: **Wiles Daly Kane Planning Consultants**, Reston, VA, Associate Planner

Representative Professional Experience (Selected):

Among the numerous projects and programs Ms. Hopkins has participated in throughout her career, she served as **project leader** for the following:

Community Master Plans and Special Services

- *Brooklyn Master Plan*
- *Cleveland - Rocky River Drive Master Plan*
- *Cleveland - Old Brooklyn/Brooklyn Centre Neighborhood Master Plan*
- *Creating Healthier Communities Initiative in East Cleveland and Euclid**
- *DeLisle, MS Community Plan*
- *Lakewood Community Development Plan for the West End District*
- *Olmsted Township Comprehensive Plan and Plan Updates**
- *University Heights Community Development Plan for Cedar Center*
- *Willoughby Hills (Lake Co) Comprehensive Plan*
- *Youngstown Community Development Plan for the South End of Downtown*
- *Walton Hills Village T.G. Young Park Master Plan*
- *Warrensville Heights Master Plan Update*

Community Zoning Code/Subdivision Preparation and Review

- *Avon (Lorain Co) Planning and Zoning Code Update*
- *Dublin (Franklin Co) update of Planned Unit Development Regulations and Subdivision Regulations*
- *Cuyahoga County Subdivision Regulations*
- *Cuyahoga County Storm Water Management and Sediment Control Regulations*
- *Euclid Zoning Code Update*
- *Hudson (Summit Co) Design Guidelines for Signs*
- *North Canton (Stark Co) Zoning Code Update*

- *Olmsted Township Subdivision Reviews*
- *Orange Goes Green Initiative (Orange Village)*
- *South Euclid Subdivision Regulations Update*
- *Shaker Heights Zoning Code Update*
- *Wooster (Wayne Co) Zoning and Subdivision Regulations Update*

Model Ordinance Development

- *Conservation Development Model Regulations*
- *High Performance Building Model Ordinance*
- *Model Renewable Energy Ordinance*

Economic Market Analysis

- *Bedford Heights, Mr. Coffee Site*
- *Brooklyn, various sites*
- *Westlake Commercial, Office and Industrial Inventory and Analysis*

Subdivision /Development Plan Design and Review

- *Olmsted Township Subdivision Reviews*
- *Jackson Township (Stark Co) Subdivision Reviews*

Surveys and Analysis

- *Solon 2012 Community Survey*
- *Orange Community Survey*
- *Brooklyn Community Attitudes Survey*
- *Youngstown South End of Downtown Site Conditions Survey*

Certifications:

- American Institute of Certified Planners (AICP), Member

Affiliations/Membership:

- American Planning Association (APA). Member;
- Ohio Chapter of APA: Currently Professional Development Officer, previously served in other leadership roles including Chapter President, Vice-President, Treasurer, Chair of Awards Committee, Chair of FAICP Nomination Committee, and Chair of State Planning Conference (1999 and 2005).
- APA Ohio, Cleveland Section: Served in numerous leadership roles including Director, Treasurer, and Chair of the Planning and Zoning Workshop Committee; creator of the Scholarship Program.
- Future Heights Board Member (Cleveland Heights/University Heights)
- Bedford Board of Zoning Appeals: Member (past), Chair (past)
- Bedford Planning Commission: Member (past)

Publications/Lecturing:

- Guest lecturer at the Maxine Goodman Levin College of Urban Affairs at Cleveland State University; frequent speaker at planning conferences
- Annual speaker at the Cleveland Planning and Zoning Workshop
- “Introduction to Subdivisions”, and “Introduction to Annexation”, *Guide to Planning in Ohio*, co-author with Larry Long, Executive Director, County Commissioners Association of Ohio, 2007.

Resume of Meghan Thomas

Planner

Profile: Ms. Chaney has experience in the fields of community development and planning, environmental planning and food policy programming. With an emphasis on environmental and sustainability planning, she has participated in the development of the Cuyahoga Valley Initiative to promote sustainability within the Cuyahoga Valley. Ms. Chaney has experience with community planning and outreach in the form of community master planning and community sustainability plans. Ms. Chaney has also taken an active role in the local food systems movement, which promotes the production and consumption locally grown produce and locally raised meat and dairy in order to promote a healthier citizenry, support the local economy and strengthen food security. She has also contributed to professional collaborations concerning environmental protection and restoration.

Experience: 9 years

Education: Masters in Urban and Regional Planning, University of Wisconsin- Madison
Bachelor of Science in Environmental Science, Allegheny College

Employment History:

2005-present: **Cuyahoga County Planning Commission**, Cleveland, Planner
Fall 2005: **City of Bedford Heights, Department of Economic Development**, Administrative Aide
2003-2005: **The Nature Conservancy**, Madison, WI, Land Protection Assistant
2003: **North Union Farmers Market**, Cleveland, Assistant Market Manager

Representative Professional Experience (Selected):

Ms. Thomas has participated in numerous projects and programs throughout her career, including the selected following:

Community Planning and Special Services

- *Bedford Heights Building District liaison*
- *Bedford Heights Comprehensive Plan Updates*
- *Creating Healthier Communities Initiative in East Cleveland and Euclid**
- *Old Brooklyn/ Brooklyn Centre Community Master Plan*
- *Olmsted Township Master Plan and Zoning Update*
- *Warrensville Heights Master Plan*

Regional Planning and Special Projects

- *Western Reserve Resource Conservation and Development Council: Representing the Cuyahoga County Commissioners*
- *Natural Resources Assistance Council, District One: Grant Administration Support, Cuyahoga County planning Commission*
- *Cleveland-Cuyahoga Food Policy Coalition*
- *Veterans' Administration Study*

Representative Professional Experience (Continued)

- *Cuyahoga Valley Initiative: Component Summary Compilation*
- *Green Infrastructure Group: Cuyahoga County Planning Commission*
- *Wetland Mitigation Group: Cuyahoga County Planning Commission*

Model Ordinance Development

- *Riparian and Sensitive Habitat Setback and Protection Ordinance*
- *High Performance Building Ordinance: City of Bedford Heights*

Grant Application Assistance

- *Competitive Municipal Grant Application (CDBG): City of Bedford Heights*
- *Wisconsin Department of Natural Resources Stewardship Grant Application: The Nature Conservancy Wisconsin Chapter*
- *North American Wetlands Conservation Act Grant Application: The Nature Conservancy Wisconsin Chapter*
- *USDA Sustainable Agriculture Research and Education Grant Application: North Union Farmers' Market*

Mapping Systems and Spatial Analysis

- *Protected Properties Map Creation: The Nature Conservancy Wisconsin Chapter*
- *Military Ridge Heritage Area Protection Map The Nature Conservancy Wisconsin Chapter*

Subdivision /Development Plan Design and Review

- *Olmsted Township Subdivision Reviews*

Transportation/Parking

- *Issue 1 (formerly Issue 2) Application development*
- *Bedford Heights Richmond Road Corridor Ridership Survey*

Other

- *Farm Certification: North Union Farmers' Market*
- *Community and Informational Outreach: North Union Farmers' Market*

Resume of Alison Ball

Special Project Coordinator

Profile: Ms. Ball has wide-ranging knowledge in the fields of community planning and development. With an emphasis in outreach, community engagement and education, she has participated in coordinating the Cuyahoga Valley Initiative. In this capacity she has worked with numerous municipalities, park systems, non-profit and education organizations as well as citizen groups, to determine the economic, environmental, and social impacts of development and advance a sustainable vision for the future. Ms. Ball has also contributed to professional collaborations concerning open space conservation, environmental protection and restoration, watershed planning as well as energy efficiency.

Experience: 18 Years

Education: Bachelor of Arts, Major in Anthropology. Minor in Education, University of New Hampshire
Master of Arts, Environment and Community, Antioch University Seattle

Employment History:

2006-present: **Cuyahoga County Planning Commission**, Cleveland, OH, Special Project Coordinator

1995-2006: **Cleveland Museum of Natural History**, Cleveland, OH, Science Instructor and Youth Program Coordinator

1994-1995: **Educator & Project Coordinator**, New Hampshire, Science Instructor, Seacoast Science Center, Rye, NH; and Archaeologist & Education Project Coordinator, State Conservation & Rescue Archaeology Program, Concord, NH

Representative Professional Experience (Selected):

Ms. Ball has participated in numerous projects and programs throughout her career, including the selected following:

Regional Planning and Special Project Coordination

- *Natural Resources Assistance Council, Facilitate Clean Ohio Conservation Program*
- *Cuyahoga Valley Initiative:*
 - *Coordinate Organization Development Collaborative*
 - *Component Summary and Website Content Development*
 - *Community Outreach and Engagement, Newsletter & Presentations*
 - *Database management*
 - *Lead Tours of the Cuyahoga Valley*
 - *Secure federal funding for projects and infrastructure in the Cuyahoga Valley*
- *Great Lakes Biomimicry Collaborative, Education and Outreach*
- *Cleveland Lakefront Nature Preserve (formerly Dike 14) Environmental Education Collaborative, provide programs and advocacy in the remediation of a brownfield into an urban nature preserve*
- *Cuyahoga Valley Regional Council of Governments, Database Management and Meeting Coordination*

Representative Professional Experience (Continued)

- *Cuyahoga River Water Trail, Assist in the planning and development of 100-mile long network of interlinking sections of the Cuyahoga River and Lake Erie.*

Grant Assistance

- *Energy Efficiency Community Block Grant, Municipal Energy Program, Monitor Expedited Retrofit Projects Countywide*
- *Write Smart Growth America (SGA) Technical Assistance Grant. Coordinate the awarded SGA Complete Streets Workshop, funded through the U.S. EPA's Building Blocks for Sustainable Communities program.*
- *Review and Score Ohio Department of Natural Resources Division of Forestry, Project Clean Lake Urban Forestry grant applications for the 2012/2013 funding cycle.*

Other Education/Training:

- Future of Design Biomimicry Workshop
- Community Energy Strategic Planning Academy
- Cleveland Planning and Zoning Workshop

Certifications:

- Graduate Certificate in Integrated Skills for Sustainability, Antioch University Seattle
- Graduate Certificate in Ecological Planning & Design, Antioch University Seattle

Affiliations/Membership:

- Chagrin River Watershed Partners, At-large Trustee;
- Ohio Coastal Resource Management Plan (OCRMP), Board member

Publications:

- Ball, A., Martin, B., Trepal C. et al (2005) *Getting Ready to Visit the Dike 14 Nature Preserve Field Guide*, Dike 14 Environmental Education Collaborative, Cleveland, Ohio Backyard Sustainability

Resume of Daniel E. Meaney

Manager, Geographic Information Systems

Profile: With extensive hands-on experience in his field, Mr. Meaney is among the most experienced Geographic Information Systems (GIS) practitioners in Northeast Ohio. In his role as GIS Manager, he coordinates mapping and related database information for the planning staff. In addition, he conducts advanced geographic analysis and database design work. He also serves as an interdepartmental GIS coordinator with other County agencies. He oversees three staff and all Information Technology activities within the agency, including web site development, office automation projects and IT purchasing.

Experience: 27 Years

Education: M.S./B.A. Urban Studies, Cleveland State University
Project Management Certificate, Baldwin-Wallace College

Employment History:

1999-present: **Cuyahoga County Planning Commission**, Cleveland, GIS/IS Manager
1988-1999: **City of Cleveland, Division of Engineering & Construction**, Project Director
1986-1988: **Cleveland State University, College of Urban Affairs**, Cleveland, Research Assistant
1984-1986: **Ohio Bureau of Employment Services, Labor Market Information Division**, Columbus, Statistician III

Representative Professional Experience (Selected):

Mr. Meaney has served as project leader for a variety of GIS projects, including the following:

Mapping Systems and Spatial Analysis

- *GIS support for community master plans and other planning efforts in communities; analysis and support for various watershed plans.*
- *Community Planning GIS System: Implemented web-based tool for local planners (<http://planning.co.cuyahoga.oh.us/gis/>) Greenspace Plan: Developed multi-layered "Greenprint" map to guide local greenspace planning efforts (<http://planning.co.cuyahoga.oh.us/green/greenprint.html>)*
- *County Veterans Service Commission: Conducted statewide drive-time analyses to gauge potential for new veterans' home in Northeast Ohio. Managed random survey of over 1,200 veterans in 22-county study area.*
- *Cuyahoga Valley Initiative: Developed map-based graphics for brochures, presentations, and publications, including 3D "fly-through" animations.*

Mapping Systems and Spatial Analysis (Continued)

- *Emergency Services: Developed a variety of map-based data products for local emergency responders, including Extremely Hazardous Substance (EHS) Handlers and over 2,000 Special Population facilities; Department of Development: Managed data collection and mapping in support of CDBG Improvement Target Area delineation for 45 Urban County communities, including geocoding of over 8,000 substandard properties.*

- *Parcel and topographic base map development: Managed technical aspects of various countywide data conversion projects*
- *City Council ward redistricting: Conducted analyses and provided alternative recommendations for several communities.*
- *Assist County human services agencies in caseload mapping (80,000+ clients) and analysis.*
- *Implemented interdepartmental GIS for Planning, Community Development, and Public Service Departments of the City of Cleveland*
- *Lead role in City and County planning committees for enterprise-wide GIS implementations.*
- *Developed custom applications for property management, engineering design and surveying, data conversion, capital improvements planning and facility inventories.*

Demographics

- *Pre-2010 Census preparation, including address verification in multiple communities.*
- *Provide demographics & mapping support to local communities and organizations*

Economic Analysis

- *Various statistical analyses: employment projections, unemployment estimation, industry structure in State economy.*

Other

- *Instruction & Training: Cleveland State University, Graduate level classroom and lab instruction of 3 semester-length GIS Courses (“Introduction” and “Capstone”)*
- *Developed Fiscal Reporting System to manage all Planning Commission projects.*

Affiliations:

- Cleveland State University, Adjunct Faculty
- Northeast Ohio GIS Users Group, Member
- Urban & Regional Information Systems Association, Member