

Red Clay Valley Scenic Byway Design Standards Overlay
Advisory Committee Meeting #1
Monday, January 26, 2015, 1 p.m., Ashland Nature Center

About the Red Clay Valley Scenic Byway

The Red Clay Valley Scenic Byway is a series of 28 roads in northern Delaware, offering views of rolling hills, upland forest, meandering creeks and pastoral flood plains, roughly located between Routes 48 and 52. Its 2008 Corridor Management Plan established a vision, mission, goals and guiding principles for the Byway.

CMP Vision Statement: “To ensure the preservation and conservation of the irreplaceable resources that together form the Red Clay Valley and its Scenic Byway.”

CMP Mission Statement: “To support enhancement and restoration efforts, where needed, to continually improve the values of the Byway’s identified scenic, natural and historic qualities.”

CMP Goals speak to conserving intrinsic qualities; encouraging context sensitive design that respects the scale and character of surroundings and minimizes change to intrinsic qualities; balancing transportation and safety needs in a manner that respects intrinsic qualities; and protecting resources, while recognizing the needs and interests of stakeholders, landowners, organizations and businesses.

Guiding Principle: Protect and enhance the Intrinsic Qualities of the Byway.

Agenda

- 1) Introductions
- 2) Brief project overview
 - How we got here (history),
 - Where we are going (project definition),
 - Why we are doing this (purpose and intent: “Local Commitment”)
- 3) Review of the Unified Development Code (UDC): Has the UDC addressed the recommendations of the Corridor Management Plan (CMP)?
 - Refinements made, if any
 - Conflicts that exist, if any
- 4) Investigation of Best Management Practices
 - Examples
 - Objective: to develop a Menu of Strategies for achieving the vision, mission, goals and objectives of the CMP

5) Outreach

- Goal: To give the public access to the planning effort and the opportunity to comment on implementation strategies
- Website/publicity
- Public Workshop

7) Schedule/ Next Steps/ Roles and responsibilities/ Q&A

Red Clay Valley Scenic Byway Design Standards Overlay
Scope of Work
Gaadt Perspectives, LLC and Townscape Design, LLC

Project Team

Gaadt Perspectives LLC and Townscape Design LLC will partner in the preparation of Design Standards for the Red Clay Valley Scenic Byway under contract with the Wilmington Area Planning Council (WILMAPCO). Gaadt Perspectives LLC will be the project lead and will coordinate all aspects of the project. Townscape Design LLC and its team will provide essential project support in the areas of design standard best practices, report preparation, public outreach, and graphics. Together, Gaadt Perspectives LLC and Townscape Design LLC can provide an extensive array of services in land use planning, landscape architecture, transportation planning, environmental planning, sustainable development, ordinance preparation, site design, GIS, and engineering.

Mr. John Gaadt of Gaadt Perspectives LLC will serve as project manager. He will coordinate outreach and education, assist with the development of a “menu of strategies”, coordinate the preparation of regulatory design standards and supplemental guidelines, coordinate GIS mapping, and prepare interim and final reports.

Mr. David Ager of Townscape Design LLC will assist Mr. Gaadt on all aspects of the project. He will play a lead role on research for the “menu of strategies”, assist with outreach and education (including the preparation of display graphics and PowerPoint presentations), coordinate team assessment of design standards and supplemental guidelines, prepare interim and final reports, and coordinate graphics preparation. Townscape Design LLC will also utilize subconsultant services for issues related to transportation planning and civil engineering, as needed, to successfully complete the project. All such services will be coordinated through Mr. Ager pursuant to the scope of work and approved by Mr. Gaadt.

Our work program and scope of work assumes a level of support from WILMAPCO and its planning partners in certain areas such as access to GIS databases, printing of meeting graphics and other support services outlined in the RFP.

Together, Mr. Gaadt, Mr. Ager and their firms will undertake the following scope of work.

Project Understanding

Goals and Objectives

The Red Clay Valley Scenic Byway Corridor Management Plan (CMP) is a comprehensive and articulate planning document. It builds on the compendium of research that preceded it, and it sets forth a clear path for implementation through its vision, mission statement, goals, objectives, and strategies. This byway effort is the first watershed-based byway planning effort

in the country and the approach to developing design standards will need to reflect the Byway's unique diversity and stakeholder interests.

We also understand the strong grass-roots support for this project and the open approach of stakeholder input that the CMP has been built on. We also understand our role in the next step in the evolution of the Red Clay Valley Scenic Byway: the Design Standards Overlay.

As stated in the CMP, the vision is to "ensure the preservation and conservation of the irreplaceable resources that together form the Red Clay Valley and its Scenic Byway."

We particularly take note of Goals 3 and 4 as a foundation for our effort in this project, which include context sensitive design strategies and restoration and enhancement efforts that include potential refinements to the Unified Development Code and the creation of the design standards and overlay.

We also understand the importance of the Planning Partners and key stakeholders, some listed in the RFP and others mentioned in the CMP and the critical role and input that they will have in the creation of the Design Standards and Overlay. We will work with WILMAPCO, and its Planning Partners, including New Castle County's Department of Land Use, DelDOT, the Delaware Nature Society, and the Red Clay Valley Scenic Byway Alliance to develop the design standards and provide stakeholder coordination.

Scope of Work

Our efforts will be comprehensive and include the entire designated scenic byway, which includes all 28 roads, 94 visual accents, 11 vista points, 117 historic resources, and innumerable natural resources.

Our team, in collaboration with WILMAPCO and New Castle County (NCC) will coordinate several stakeholder meetings that will include meetings with the Advisory Committee, public workshops for the broader community and the development of material for inclusion on the project's web site. This will be similar to a web site Townscape Design created for a civil war encampment and reenactment as a part of a cultural tourism strategy they developed for a small rural community in Maryland.

Our services will also include a review of the status of CMP implementation and update of the Unified Development Code ("UDC"). We will identify code sections that have been modified to meet the goals of the CMP and others that may need revision. The review of the UDC will include, but not necessarily be limited to Article 4 (Density and Bulk Standards, Article 10 (Environmental Standards), Article 15 (Historic Resources), Article 22 (Drainage, Utilities, Septic Systems, Parking, Loading and Lighting), Article 23 (Landscaping, Trees, and Erosion), and Article 27 (Maintenance Corporations, Open Space and Common Facilities). Relevant sections of the CMP include, but are not limited to, Goal 3, Objective 3-1, Strategies 3-1.1 and 3-1.2; Objective 3-2, Strategies 3-2.1; and Goal 4, Objective 4-1, Strategies 4-1.1, and 4-1.2.

This work will culminate in the development of the Byway Corridor Design Standards for future development and redevelopment in the watershed. Alternative approaches will be analyzed and presented to the Planning Partners and stakeholders for consideration. The draft will be in 'track changes' format so all parties can easily see changes to the UDC and the changes as discussions occur at the committee level.

Finally, our team will work with New Castle County and the Department of Land Use as the document makes its way through the hearing process.

Approach

Our approach is simple, rural is rural and enhancement and protection of a place's resources must be contextual and appropriate to the place. Conventional zoning is not a solution, it is the problem for a unique circumstance such as the Red Clay Valley Scenic Byway.

Every place is unique and the essence of that place is found in its intrinsic qualities. By definition then, each approach is 'customized' for the place in which it is proposed. Our approach is to always build on history and precedent, and to problem solve in a holistic way, looking at all of the interdependent systems.

The Delaware Nature Society and NCC have diligently identified and cataloged Red Clay Valley's qualities that make it unique and special. It is the responsibility of this next step to put in place the regulatory framework that will protect these resources. We will draw from the abundant data provided in the CMP, from our personal knowledge on similar projects, and from the vast array of documented techniques of others.

A general approach to creating the necessary regulatory framework for success in the Red Clay Valley would have three parts to it: ecological, aesthetic, and regulatory. The ecological precedents are many, with examples such as the Valleys Plan approach in Baltimore County, authored by Ian McHarg. This approach is strongly supported by the 'Environment First' direction found in the UDC.

A second component of our approach would include 'Rural by Design', to coin a phrase from Randall Arendt, with whom members of the team have worked. Each particular aspect of renovation and new development would have an appropriate rural character and scale. Again, this approach and the principles of "Conservation Design" have been utilized by NCC for many years. In the RFP, this approach is referred to as contextual sensitivity and it is fully endorsed by our team.

Finally, the policy and regulatory component of our approach would include a 'menu of strategies'. This menu would include prescriptive codes, incentivized approaches, purchase options, and performance based zoning. It is our opinion that the public will need strict guidance on meeting the goals and objectives of the CMP, but will also need a vast array of

tools in order to accomplish the task and to offer unique solutions for each new, and yet undiscovered challenge. Part of the development of the “menu” will also involve a review of best practices from around the country.

All of these suggestions will be fully vetted with the Planning Partners, the Advisory Council and the general public through a very open, transparent and lengthy conversation before developing the draft approach and entering into the more formal and legal hearing process.

Some of the approaches and techniques we have familiarity with and will offer in the early discussions include:

- The use of a rural-to-urban transect model;
- Conservation and cluster design techniques (already used to some extent in the UDC);
- Rural Design Guidelines, in order to build hamlets and villages, and not subdivisions;
- Zoning techniques such as a Transfer of Development Rights, and Building Rights Termination Transfers (again, partially utilized in the UDC today);
- Voluntary and Incentivized easement and development right restrictions;
- Viewshed analysis and, in keeping with the watershed analogy found in the CMP, we would introduce a visual performance standard that is based on the concept of “Avoidance first, Minimization second, and Mitigation third”;
- A sustainable landscapes approach, celebrating native species, in alignment with the guidance of the CMP;

All of these approaches would fall under the general guidance of the CMP and the umbrella concept of Context Sensitive Design found in the CMP and the RFP. It is also important to offer creativity and flexibility in the overall process so as to avoid the cookie-cutter, one-size-fits-all approach adopted by some that only leads to a poor quality environment.

From a process standpoint, we suggest a three-phased approach. The first phase would include the required start up tasks identified in the RFP but would also include a seamless stakeholder involvement process. These early meetings will allow general discussions on approach and intent, as well as a discussion of the history of the project and where we are today. They will be both conversational and educational. We would include several visual examples and case studies for reference and analysis, as well as undertake a review of best practices from around the country. The outcome of these meetings will be the establishment of a ‘Menu of Strategies’ (phase two).

The third phase of our approach would be the analysis of the different alternatives, refinement of the approach, and the preparation of draft ordinance language for consideration by the Planning Partners and key stakeholders. During this phase, we anticipate the Menu of Strategies transitioning into a “Scenic Byways Pattern Book” that could accompany appropriate ordinance language. We foresee significant involvement and feedback from Department of

Land Use staff during this phase of the project, given their knowledge of the UDC and experience with the ordinance adoption process.

Upon formal resolution and adoption of an approach, the final phase of report preparation and formal adoption, as appropriate, would take place.

List of Deliverables:

Phase 1 – Outreach and Education.

- Advisory Committee/ Public Meetings:
 - Prepare meeting agendas and presentation material.
 - Appropriate meetings.*
 - Prepare meeting minutes, including written record of all public comments.
- Review Status of CMP Implementation:
 - Review and document UDC refinements in support of CMP goals.
 - Identify and document UDC language in conflict with CMP goals.
 - Undertake a review of best practices from around the country.

Phase 2 – Menu of Strategies.

- Prepare a menu of strategies as an outgrowth of Phase 1 feedback.
- Present strategy alternatives to Advisory Committee.
 - Prepare meeting agendas and presentation material.
 - Appropriate meetings.*
 - Prepare meeting minutes, including written record of all public comments.
- Refine the Menu of Strategies based on Feedback.
- Start draft Final Report and circulate to Advisory Committee for review.

Phase 3 – Regulatory Framework/ Design Standards

- Prepare draft language for UDC refinement.
- Prepare draft supplemental guidelines, if identified as appropriate in Phase 2, and transition the menu of strategies to a scenic byways pattern book.
- Prepare Final Report and submit to Advisory Committee.
- Assist New Castle County in formal Adoption, as feasible.
 - Prepare presentation material.
 - Attend and testify at two hearings, where appropriate and within the scope and timing of the project.
 - Prepare meeting minutes (excluding written record of all public comments, conceivably provided by a hearing reporter).

* We anticipate the following meeting schedule:

- 1st Advisory Committee Meeting/ Public Meeting (kick-off meeting - byway history, purpose of project & CMP/UDC implementation review),
- 2nd Advisory Committee Meeting (Menu of Strategies),
- Public Meeting (byway history, purpose of project, status/ efforts to date),

- 3rd Advisory Committee Meeting (draft final report and scenic byways pattern book),
- 4th Advisory Committee Meeting/ Public Meeting (final report, pattern book, and recommended ordinance language),
- Two Public Hearing(s), as feasible.
- We also anticipate four to five meetings throughout the process with NCC Land Use staff to develop and refine the design standards for incorporation into the UDC.

Cost Estimate

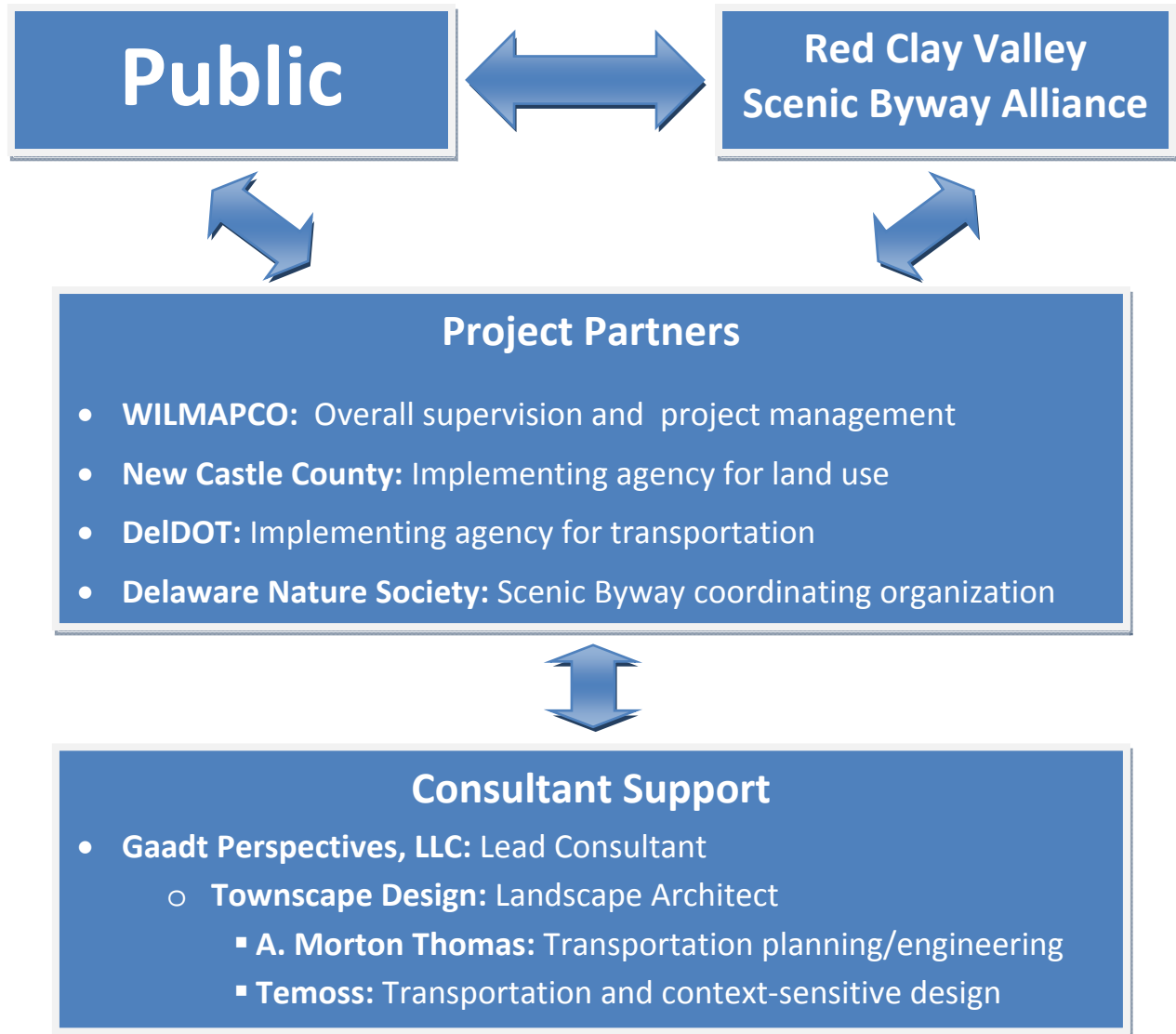
Fee by Phase	
Start Up	\$1,350.00
Phase 1	\$16,805.00
Phase 2	\$27,505.00
Phase 3	\$16,955.00
Close out, Misc Meetings and Undefined Tasks	\$4,970.00
Reimbursable Budget	\$2,415.00
Total Project Budget	\$70,000.00

Note: Some costs may be reallocated to accommodate project needs, Advisory Committee review and Public interaction. Total project costs will not exceed \$70,000.00. Status reports will be submitted monthly with invoices.

Project Schedule

It is anticipated that this process will take approximately nine months to complete. The three phases outlined above will occur sequentially.

Red Clay Valley Scenic Byway New Castle County Design Standards Organizational Chart*



***Notes:**

- 1) WILMAPCO will oversee the entire project, coordinate all outreach and communication, see all product in advance, and chair all “official” meetings (Project Partner meetings, Advisory Committee meetings, and Public meetings).
- 2) Planning Partners will see all product in advance of release to Advisory Committee; Consultants will coordinate directly with NCC on UDC issues and GIS mapping (informing WILMAPCO of any direct coordination).
- 3) All project coordination to/from the consultants will be through the Lead Consultant.
- 4) The Advisory Committee includes the Planning Partners and the Byway Alliance.