

Margate 2.0

Public Engagement & Community Outreach Plan



City of Margate, Florida

Prepared by: The Mellgren Planning Group

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This *Margate 2.0 Public Engagement and Outreach Plan* should be considered a “living document” and will be updated, as deemed appropriate by the Project Manager, during the course of the project to reflect schedule changes.

Introduction, Project Goals, and Project Planning Area

1.1 Introduction

The City has reached a crossroads. The Margate Community Redevelopment Area (MCRA) Plan will sunset in less than ten years, with much work still to be done. The City is built out and needs an economic development strategy to ensure sustained fiscal health. Sea level rise is a documented reality in South Florida and must be addressed. The City Commission has directed staff to repeal the Transit Oriented Corridor (TOC) zoning regulations, but a different vision for the future has not yet been articulated.

Time is of the essence.

The City desires to establish a *public consensus driven vision* for the future that addresses all these issues: continuing redevelopment, economic development, sea level rise and appealing design. This must be done in a compact time frame to ensure policies and regulations are in place for any incoming development applications and, equally important, to ensure that this project gains and maintains momentum and is not side-tracked or delayed by interruptions or diminished focus.

The foundation for the success of this entire project is the public consensus building aspect.

The Significance of Community Engagement. For a community vision to be valid and supported, it must be consistent with the needs, aspirations and values of its residents. If it is not, it will be dis-connected from the community and unlikely to draw sustained support. This is

not to say that the community vision is limited by today's needs, aspirations and values. The visioning process itself may expand the community's thinking and understanding of future potential and the desired future.

1.2 Project Goals

Vision Statement

Some think a community vision is just about buildings and places. Perhaps this is because so much of a community's planning for the future is about physical space and facilities. While a community vision process includes aspects of physical design, its focus is much broader. A vision process is about the type of community residents want to live in five, ten, twenty, thirty years from now. It is about the experiences one wants to have in one's community, the experiences one wants for one's children and grandchildren. It is about how one will make a living, receive an education, obtain the necessities of life, recreate and contribute. In sum it is about the values the community wants to live by, the opportunities and experiences they want to have, and the legacy they want to leave.

Design Statement

The design statement will utilize the findings of the community vision workshops to develop a guidance document for all future development – ensuring the built form expresses the City's values and vision. This document will provide a resource for the City and applicants alike, translating the goals and objectives of the City into

guidelines for the built environment. TMPG will work with City Staff to determine the level of desired regulation, balancing between guidelines (qualitative) and standards (quantitative).

To avoid overregulating and minimizing creativity, the design statement will address the most important features of the urban form including street design, site design, and building design. The goal of the statement will be to provide direction without limiting options. A user's experience of an urban space is directly related to the quality of the built space that forms and creates place. This transformation from *space* to *place* is an important concept and relies on high quality design to create memorability.

This graphically rich document will incorporate best-practice examples to demonstrate the desired character and design elements. The requirements of the design statement will be addressed and incorporated into the future land use element (FLUE) update; and in a reciprocal manner, the goals, objectives, and policies of the FLUE will be reflected in the design statement. These two documents will build-off of each other to ensure a consistent message and application of the City's vision is applied to future development.

Future Land Use Element

A Comprehensive Plan – particularly the Future Land Use Element (FLUE) – serves as the growth management tool for the City. While the City of Margate is primarily built-out, we envision a Plan that will go beyond the minimum State F.S. 163.3177 requirements to address the needs and desires of the community through the community-based visioning process described above. The Future Land Use Element describes existing conditions, but also provides policy guidelines that direct how the City will implement the future it envisions. We believe that a FLUE that

goes beyond the State requirements will direct the City towards a high quality of life that retain existing residents and be desirable to those within the region.

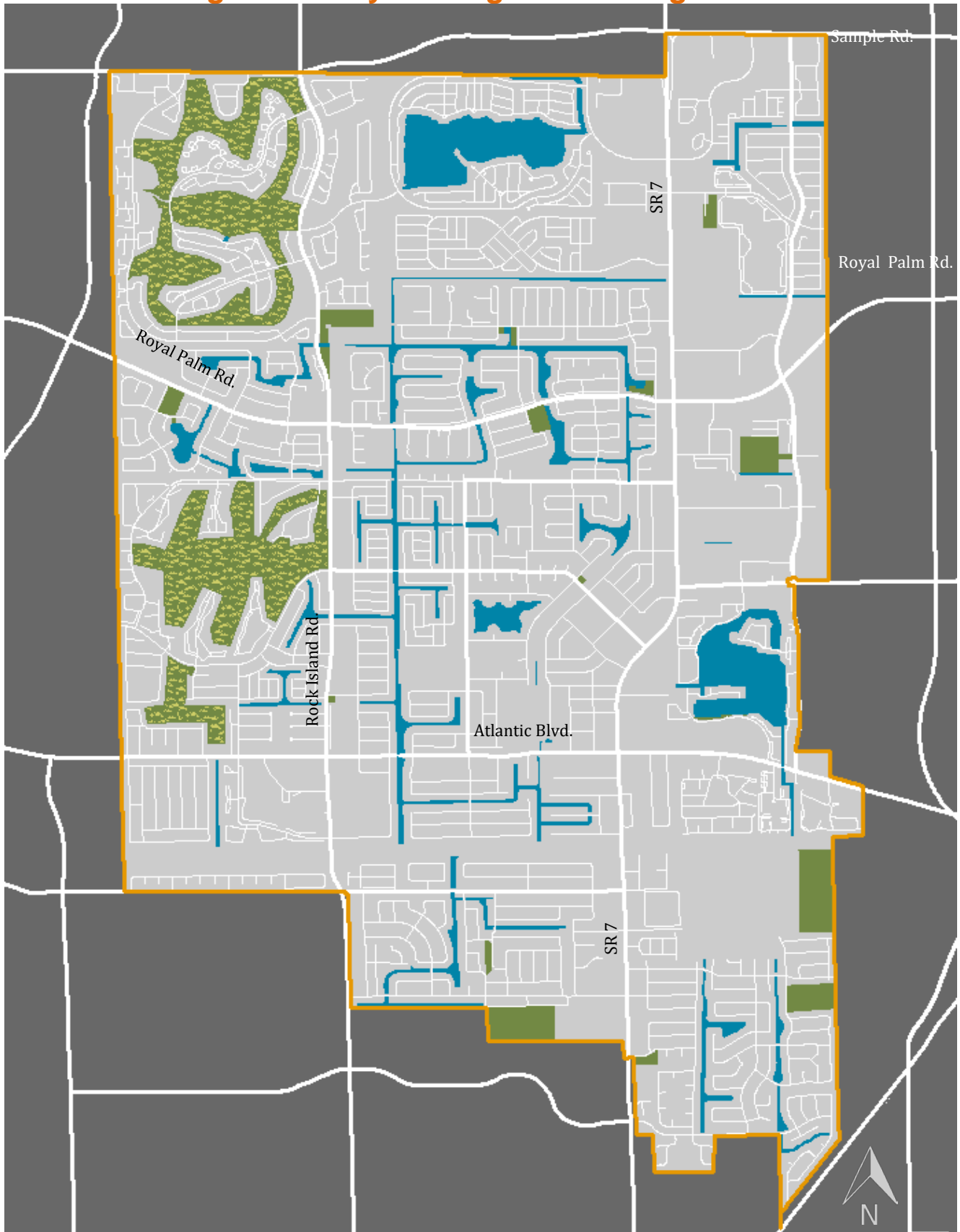
For the City's vision of Margate's future to materialize, the Future Land Use Element must direct growth and determine a decision process for public and private investments. To exert this influence, the comprehensive plan must be applied as a guide to the many decisions that will determine each small increment of growth and change. While City stakeholders and elected officials will articulate their vision for growth and change during the Comprehensive Plan process, public input in the Future Land Use Element will produce a coordinated, synergistic plan that allows citizens, neighborhood and civic organizations and private industry to embrace the City's vision.

The goal in creating a revised Future Land Use Element is to create a framework for assessing perspective land use, zoning, and growth management decisions. It will establish standards for allowable use, intensity and density of land and provide for consistency between land use classifications and zoning districts. This element will also provide a citywide design structure and hierarchy of uses and developments to guide stakeholders and the Commission when deliberating future development proposals.

1.3 Planning Area

The planning area encompasses the City of Margate city limits, consisting of approximately 9.09 square miles and generally bounded by Sample Road to the north, and City of North Lauderdale on the south, City of Coral Springs on the west, and City of Coconut Creek to the east. A map of the area is provided below as Figure 1: City of Margate Planning Area.

Figure 1: City of Margate Planning Area



Team Organization and Coordination

2.1 Team Organization and Coordination

To ensure a robust and inclusive Public Participation process, a project team has been assembled to include the project consultant, The Mellgren Planning Group (TMPG); City of Margate Development Services Department staff; and Margate City Manager Staff. The Project Team will be responsible for preparing meeting agendas, presentations, handout materials, summaries of all meetings, and developing various means to gather feedback from different community stakeholders and multiple data sources. Access to project materials will be provided on the City's website. The final recommendations will include feedback from the community, including residents, business owners, civic

associations and clubs, religious institutions, City executives, and elected officials.

The Project Team will be involved in the daily management of the project, and will meet regularly to assess progress of the project tasks and lessons learned (see Section 7.1 of this document for the Project Team's proposed meeting dates). TMPG will provide technical analysis, facilitate the community meetings and workshops, conduct surveys, and make initial recommendations. City staff members will conduct day-to-day activities, oversee public notices and legal advertisements, and manage the schedule and budget for the project. The City staff will distribute social media content and ensure web page updates are completed with content developed by TMPG.

Community Engagement Strategy

3.1 Documentation

All meetings, workshops, and engagement sessions will be announced in advance via the project web page and social media outlets, as well as other traditional outreach sources (flyers, City kiosk messages, print and radio media).

TMPG will prepare written summaries of each community engagement session for submittal to City Project Manager (PM) for approval. Once approved, each summary will be provided on the City's dedicated web page for the Margate 2.0 project.

3.2 Project Team Kick-Off Meeting

The Project Team held a project staff kick-off meeting on Tuesday, December 4, 2018 at the Development Services Department to discuss project goals, schedule, community engagement, work products and overall responsibilities for each project task.

3.3 Community Input Sessions

The Project Team will use a blend of high-tech, grass roots, and interactive outreach methods to enhance and optimize the community's ability to voice (and ultimately help actualize) their goals and vision for the City of Margate. The Project Team will engage community-based organizations, local residents and neighborhood groups, the CRA Advisory Board, representatives from the business and development community, property owners, and religious and civic institutions within the City. Communication tools, such as emails, flyers, newsletters, and social media will be used to ensure the broadest segment of the community has the opportunity to participate and affect the outcome of the final recommendations for the

visioning and comprehensive plan update effort (Margate 2.0). The Community Engagement and Outreach strategy includes:

Community Engagement I - Initial Community Outreach.

The purpose of this initial outreach is twofold. First, it begins the process of identifying community concerns and hopes for the future. Second, it begins the process of creating "buzz" about the vision process and generating a list of email/mail contacts who can be directly invited to the Vision Week events. These activities include:

- **Formal Interviews.** These are interviews with identified key stakeholders who have been active in the community, have networks of their own and bring the ability to develop support for the vision. 30 to 40 persons will be interviewed including the elected officials and senior city staff. Interviews may be done in a group/roundtable discussion, while others may be scheduled for one-on-one telephone interviews.

- **Special Outreach Measures.** Our aspirational goal for public engagement is to involve every City of Margate citizen, property owner, and business owner in the planning process. Using City staff as a resource, we will translate surveys and other written communications for use by the Haitian and Hispanic population in Margate. As opportunities for collaboration are brought forth, we will also engage young adults and students in the local schools; and, senior citizens through local recreation programs. Of course, social media content will be provided to engage several facets of the community.

Community Engagement II - Vision Week.

Given the intense media messages of our society, and the general busyness of people's

lives, it is difficult to get the attention of residents. One effective method we have found which can capture attention is to have a concentrated vision week which can be communicated to residents via various tools and can bring some media attention.

- **Table Top Maps.** This activity requires a dedicated space. In this activity, maps of the city are placed on tables and residents can markup the maps for features they would like to see (such as bike trails for example), where they would like to see new forms of residential growth or any features they believe would make the City better.

- **The Roadways and Multi-modal Options for the Future.** In the same dedicated space as the event listed above, we propose a visual map of future roadways, bike paths, or transit options linking the City to the region. At certain times this map would be staffed for public comment.

Community Engagement III – Service and Experience Priorities. In this stage of community engagement, we seek to understand what governmental services (recreation, public safety, libraries, etc.) and private sector experiences (restaurants, movies, theater, etc.) the residents find to be of significant value that they are willing to pay for them. The issue is that we often want more than we are willing to pay for. Only by determining what we find to be so valuable to us that we will pay for it can we develop a truly executable Vision Plan. While the vision itself may cover 25 or more years, the Vision Plan must focus on what can be done in the next five years to move toward that vision. This means we must plan within realistic resource constraints.

At this stage of community engagement there should be a good contact list of residents who have indicated some interest in the future of their city. These persons will be invited to budget simulation meetings in which they will be asked to allocate a theoretical budget for public services (with the numbers scaled to make the discussion easier).

This simulation is developed by and with City staff to ensure its realism. It will focus on general

choice categories such as law enforcement, fire, recreation, etc.

Concurrent with the budget simulation meetings, a survey of city services in which respondents are asked to rate/select services based on a preference level (such as Corolla, Camry, Lexus) can be conducted. This survey should be available both on the web and as a paper copy at the simulation meetings.

This is one of the most significant conversations of the process. In this conversation the intent/goal is to frame the conversation as one of citizenry. You own this community. What do you want it to be? What are you willing to invest to make it so? What activities are you willing to support to make it the desired community?

3.4 Enhanced Public Involvement

The level of public participation increases when the issue impacts their neighborhood. Margate is divided into 12 planning sub-areas based on neighborhoods and related development (Figure 2: City of Margate, Planning Sub-Areas). The enhanced public involvement task will involve a community town hall meeting for each of the 12 planning areas.

Traditionally, town halls are held in locations that are accessible to the public and can accommodate large crowds. The Project Team will seek such locations for each of the twelve meetings throughout the City.

The Town Hall Meetings will be conducted by the Project Team to gather input and comments from Margate residents about the present and future state of the city. Information collected during these meetings will be used to develop the City-wide Vision, Design Vision, and goals of the comprehensive plan.

The goal of the public outreach efforts for Margate 2.0 is not to simply collect and assemble data that the State of Florida requires for the City's Comprehensive Plan. The goal is to expand opportunities for Margate residents to provide feedback and input on the City's future;

and, to encourage a **two-way dialogue** so that Margate residents feel connected to the City Vision, and believe they have a voice in the City's direction.

Each town hall meeting will be scheduled with enough advance notice so residents do not have to re-schedule other commitments to make the meeting. The City wants as many people there as possible.

The focus of each Town Hall Meeting will be:

- Features of the City and their neighborhood the residents want to maintain;
- Features of the City and their neighborhood the residents want to change;
- Key challenges facing the City and their neighborhood;
- Key issues to be addressed;
- Ideas for creating community wealth and improving the City and their neighborhood;
- Opportunities and Values that the residents want to build upon for the future; and,
- A summary positioning statement which describes the preferred future community.

For those who cannot attend, an online survey tool will be available to provide input. The project team will set up an anonymous survey with a brief note of instructions that poses the same questions offered during the Town Hall Meetings.

1: What is working well in the City?

2: What is not working well in the City?

3: What are the greatest challenges being faced by the City?

4: What are your suggestions for improvement?

3.5 Community Surveys

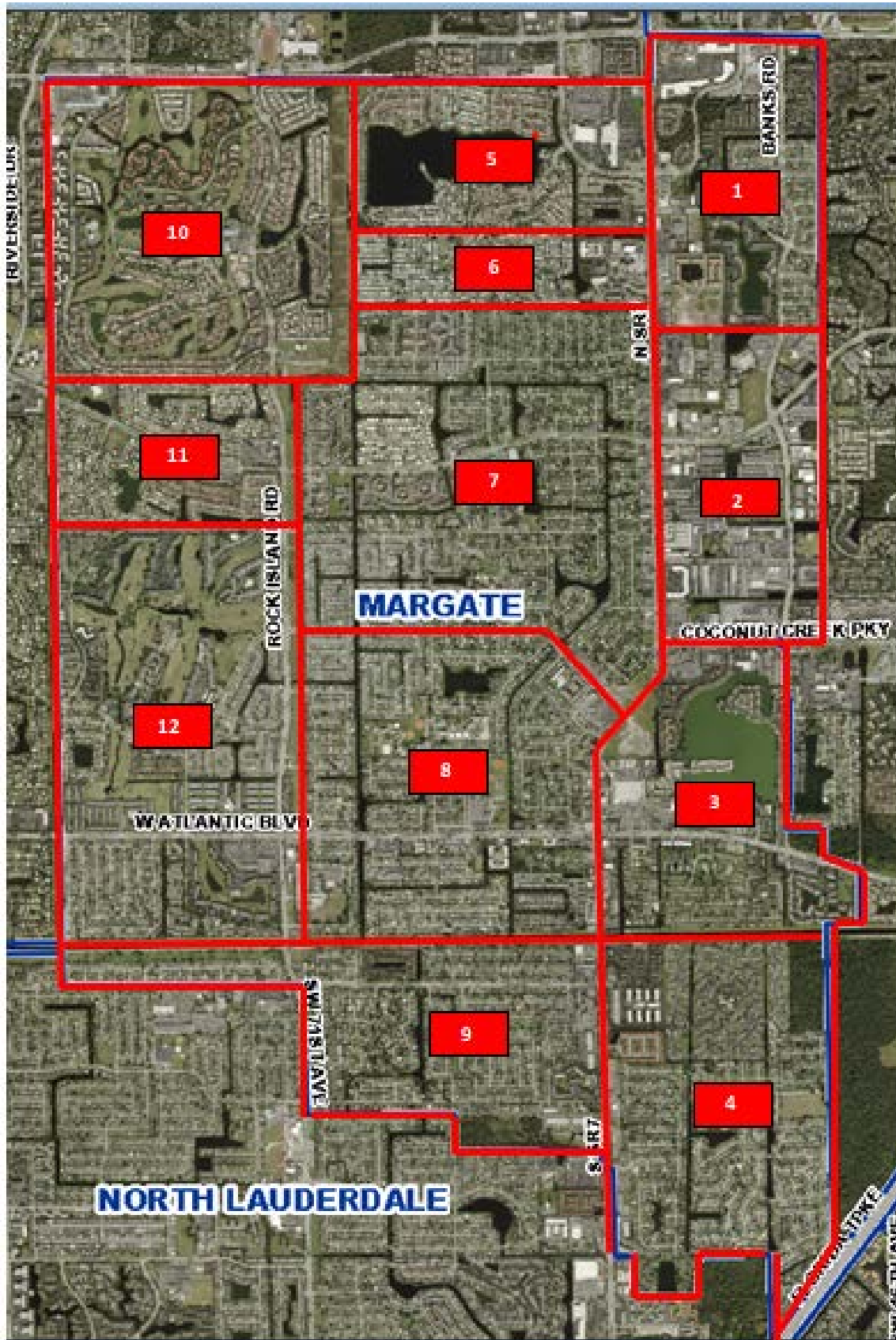
The Margate 2.0 public engagement and outreach will include public input surveys, which will be administered to the general public at Engagement 1 activities and at each of the proposed Town Hall Meetings. Each survey is designed to be completed within 2-3 minutes per participant. Attendees at the twelve Planning Sub-Area Town Hall Meetings will be asked to participate in one or all of the following opinion and preference community surveys:

- Visual Preference Survey. In this activity a series of images will be provided for residents to select their preferences on design features (frontage, public space, height) for distinct areas of the City (Medical Village, Downtown). Throughout the Engagement 1 and at the Town hall Meetings, residents may vote for their favorite images. The vision document and design statement will reflect the selected images.

- Business Wish List. participants will be asked to note changes/improvements that would get them to visit study area businesses more often

- Activities and Amenities Wish List. participants will be asked to note what they want for their community

Figure 2: City of Margate, Planning Sub-Areas



3.6 Status Updates

Status updates will be provided using various means of media, including the internet, social media platforms, and electronic postcards.

- **Project Web Page** - The Project Team also intends to establish a dedicated page on the CRA's website for the project. The web page will be used to communicate status updates, project milestones, and next steps; and, to announce community engagement and input sessions, sub-area town hall meetings, public hearings and public workshops.
- **Social Media Updates** - will be used to announce pop-up sessions, public workshops, community workshops and meetings. (Also, a link to the web page will be provided.)

3.7 Public Workshops and Hearings

All public hearings and workshops will be open to the general public. In addition, all materials provided at and resulting from these meetings will be made available through appropriate communication tools, such as the internet and social media. Three public workshops for the project will be scheduled.

Public Workshops. The first public workshop will be scheduled for the Planning and Zoning Board/Local Planning Agency (PZB/LPA) to present findings from community input that was provided through engagement sessions and surveys. Recurring themes, preferences, and key concepts supported during the engagement sessions and sub-area town hall meetings will be highlighted.

The second public workshop will be hosted by the City Commission, where the Margate 2.0

project team will present a summary of events from the project kick-off meeting to the PZB/LPA workshop. The consultant will also present a summary of Margate 2.0 collected data, community input, outreach strategies, PZB/LPA discussion and recommendations, and staff recommendations. An outline of staff recommendations resulting from the second Public Workshop and all other analyses conducted. In addition, the City Commission will provide direction for final steps in the formulation of the draft ordinance and updated comprehensive plan at this workshop.

The third public workshop will be scheduled for the PZB/LPA; however, the third presentation will reveal the comprehensive plan recommendations, explore alternative strategies for implementation, and outline key principles for achieving the outcomes (goals) supported by City residents and stakeholders. The PZB/LPA will be asked to provide direction and input to City staff and the consultant for the draft ordinance and updated comprehensive plan, which will later be considered for transmittal to the state; and, formal adoption by the City Commission.

Public Hearings. Transmittal and adoption of the ordinance and updated comprehensive plan will require three public hearings to be held by the City of Margate. The first public hearing is held before the PZB/LPA, where the body will make a recommendation to the City Commission regarding the proposed changes. The second and third public hearings are held before the City Commission as the first and second reading of the proposed ordinance that will be required for formal adoption of the updates and revisions.

Community Engagement and Public Outreach Goals

4.1 Community Engagement Goals

Incorporating various means of community involvement into the Public Participation Plan will allow residents, employees, employers, and patrons in the City, as well as other interested parties, to contribute to the planning process. Gaining community buy-in and general consensus among the key stakeholders is essential to achieving a successful outcome that reflects the goals and vision of the businesses, residents, property owners, and religious and civic associations within the City. The keys to gaining consensus are:

1. Including key stakeholders early and throughout the planning process;
2. Developing a transparent process with equal access to the community and stakeholders;
3. Providing opportunities for collaborative input, dialogue, and information sharing;
4. Respecting the various opinions brought to the table;
5. Managing expectations in a realistic and honest manner when discussing and presenting what is possible from a planning perspective, providing accurate and complete information to the best of our ability; and
6. Educating the public and stakeholders on the purpose of the project while alleviating potential causes for concern.

Public Participation efforts will seek to truly involve key stakeholders, listen to and be respectful of ideas and concerns, and document and incorporate input received during the planning process to ensure that the

resulting Plan reflects the diverse values and needs of business owners and the residential neighborhoods.

4.2 Public Outreach Goals

Public outreach includes communicating with and receiving information from interested persons, groups, and organizations in the City of Margate. The most important aspect of outreach involves providing accurate and timely information to city residents and other stakeholders in a format (and language) that is easily understood. Seven overarching goals pertaining to the public outreach process for this project have been identified:

1. Create opportunities for residents to participate in all phases of the Public Participation process;
2. Provide clear, timely, and accurate information in plain language relating to the planning process;
3. Target local media (print, radio, digital) that resonate with all genres and cultures of city residents;
4. Target key stakeholders for inclusion in the Public Participation process;
5. Plan outreach events that coincide with other City-scheduled activities;
6. Employ approaches to build consensus and widespread support, particularly for the Citywide Vision; and,
7. Provide various means for Public Participation and input (community-wide meetings, community input sessions, online surveys, social media, marketing efforts through newsletters).

Identification of Stakeholders

5.1 Identification of Stakeholders

Residents, Home Owner/Civic Associations, Business Associations, and General Public:

The Planning Area Stakeholders are comprised of all property owners, residents, businesses, and civic and religious associations within the City of Margate boundaries.

The Project Team is committed to an inclusive and transparent process where all city stakeholders may freely share information and provide input. The Project Team will reach out to neighborhood, civic and business associations, city residents, and the general public to provide opportunities for meaningful input. The Project Team will recognize the value of stakeholder input by accepting comments, concerns, and suggestions in a variety of ways, including online surveys, community input sessions, social media, and e-mails.

Civic Leadership Group: The City Project Team will develop a civic leadership stakeholder's database, including but not limited to business owners, residents, religious leaders, and members of City volunteer boards and committees. This group of community leaders and organizational representatives will participate in individual/group interviews with the consultant at the start of the public outreach

efforts. In addition, these leaders and representatives will also be asked to distribute Margate 2.0 information by using their own e-mail distribution lists. These lists will be used to invite the general public to town hall meetings, engagement sessions, community input sessions throughout the data collection and planning phases of the project.

Planning & Zoning Board: The Planning and Zoning Board advises the City Commission on comprehensive planning, zoning regulations, and development issues. The Project Management Team will be responsible for presenting the project updates, outreach summaries, and recommendations to the Planning and Zoning Board (PZB) in a public workshop format; and, as a public hearing agenda item.

City Commission: The consultant will be responsible for presenting the recommendations and requisite ordinances to the Margate City Commission in both a workshop setting and as a public hearing item for approval/adoption. In addition to technical analyses, public input, and staff recommendations, the City Commission will consider the advisement of the PZB/LPA to make a final decision regarding the proposed comprehensive plan ordinance, city-wide vision, and design vision.

Community Engagement & Public Outreach Tools

6.1 Community Engagement and Public Outreach Tools

Input Tools

- Interviews
- Table-top Exercises
- Town Hall Meetings
- Community Surveys

Outreach Tools

- Information materials (flyers, note cards)
- Public Notices/Legal Display Ads
- Public Announcements (TV, radio, City of Margate kiosks)
- Press Releases
- Email

Engagement Tools

- Social media (Twitter, Facebook, Instagram, YouTube, etc.)
- Dedicated Project Web Page

6.2 Media Relations

The Project Team will develop a list of media contacts related to this effort. As the project milestones are accomplished and public outreach events are scheduled, the Project Team will distribute press releases to this list. The list includes community-based, local, and regional media as well as county public

information offices and government access channels (provided below). All media content will be generated by The Mellgren Planning Group. Final approval of the content will be coordinated by the City's Project Manager with appropriate input/guidance from City executive staff.

Margate 2.0 - Media Contact List

Media representing print, radio, and television will be notified of updates, meetings, public hearings, workshops, and other events throughout the planning phase via email. The media contact list is provided below:

- | | |
|------------------------|-----------------------|
| ○ 1320 AM (radio) | ○ Local 10 |
| ○ 1700 AM (radio) | ○ Miami Herald |
| ○ Associated Press | ○ MargateNews.net |
| ○ Biz Journals | ○ NBC 6 |
| ○ Broward Bulldog | ○ South Florida Times |
| ○ Community Newspapers | ○ Sun Sentinel |

- Telemundo
- Tribune
- Univision
- Westside Gazette

- WIOD
- WLRN
- WPLG
- WSVN