



Alfred Benesch & Company
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February 20, 2024

Jayne Lopko, AICP
Long Range Planning Manager
Planning & Development Department
City of Clearwater

RE: North Greenwood CRA Implementation: Community Development Code Changes

Ms. Lopko,

Please find attached Benesch's proposed scope of work and fee for the project. Please do not hesitate to contact me if you have questions regarding our proposed scope of work.

Sincerely,

A handwritten signature in blue ink that reads "Catherine M. Hartley". The signature is written in a cursive style and is positioned above a thin horizontal line.

Catherine M. Hartley, AICP, CNU-a
Senior Project Manager | Associate

Introduction

The City of Clearwater is undertaking the implementation of the North Greenwood Community Redevelopment Area (CRA) Plan with the intention of updating the Community Development Code (CDC). To that end, the city desires to hire the Benesch Team via the Forward Pinellas GPC Contract. The main goal of the project is to amend the CDC such that it will allow incremental, small-scale redevelopment and infill development versus wholesale redevelopment of the area. This can be achieved through overlays or distinct zoning districts that will be drafted after the initial public engagement tasks are complete. The desired outcome is for existing residents and current and future business owners to build generational wealth within the neighborhood.

Project Team

As the prime on the Forward Pinellas contract, Benesch will be the lead firm for this task, with assistance from several sub-consultants:

Ennis Davis from Community Planning Collaborative – Ennis will take the lead in all public engagement meetings and will provide assistance with cultural mapping and best practices from other similar communities.

Juan Mullerat from Plusurbia – Plusurbia will provide graphics illustrating what is permitted in each zoning district within the study area today as well as what is proposed for the new code language. The graphics will also be used in the draft code.

Jennifer Krouse from Liberty House Plans: Jen will provide the game boards and 3-D models for the “Game of Zones” exercise and will assist in conducting the workshop. She is also available to develop pre-approved building plans as an optional service.

John Anderson (sole practitioner) will also help facilitate the Game of Zones workshop as well as provide peer review for the code amendment draft. John is also available to provide small developer training as an additional service.

Benesch will provide overall project management, lead the check-in meetings with city staff, participate in all public meetings, conduct plans review, tour the community, conduct necessary data and analysis, develop the density and intensity bonus structure for the comprehensive plan, and will draft the code language.

Scope of Work

Task 1: Discovery

The Discovery Phase is intended to lay the groundwork for the proceeding phases of the project. This initial phase will establish project guideposts and core values, identify key stakeholders, and perform a review of key plans and records.

Task 1.A. Project Kickoff: Working collaboratively, the Consultant Team and city staff will identify key stakeholders, confirm overall project goals, confirm what plans the city wants the Team to review, determine the location of public meetings, and confirm the project timeline. This meeting will be a virtual TEAMS meeting.

Task 1.B. Records, Plans Review, and Data/Analysis: A review of historical records such as Sanborn Fire Insurance Maps, subdivision plats, historical records, census data, and aerial imagery will be conducted to identify the context of the study area. Selected plans and previous work completed will be reviewed as to how they relate to the established project goals. These plans will include, at a minimum, the Comprehensive Plan, CRA Finding of Necessity and Plan, the Residential Infill Study conducted by USF, materials from the 2023 workshops, and the CDC. Special consideration will be taken to understand the extent to which the Comprehensive Plan and CDC allow for missing middle residential and small-scale commercial infill. Data and analysis will include existing density/intensity/lot width, depth, and size, and existing land use. Data for this analysis will come from city zoning and future land use shapefiles, Pinellas County Clerk recorded plats, and property appraiser/Florida Department of Revenue data.

Note: A cursory review of the city's comprehensive plan revealed that there are not sufficient densities and intensities to allow for missing middle building types. A missing middle density and intensity bonus in the comprehensive plan with corresponding design criteria in the code pursuant to the Countywide Rules should suffice. As part of the project, Benesch will recommend a density bonus structure for the comprehensive plan; city staff will be responsible for drafting and processing the amendments and transmitting them to the state and Forward Pinellas. Pursuant to Florida Statute, the city cannot adopt land development regulations that are inconsistent with the comprehensive plan; therefore, the timing of the adoption of the CDC amendment is dependent on the city amending its comprehensive plan.

Task 1.C Field Review: Catherine Hartley (Benesch) and Ennis Davis (Community Planning Collaborative) will conduct a field review of the study area. As part of this field review, city staff and any stakeholders the city identifies in the kickoff meeting will tour the CRA together to get a feel for the area and to better understand the built environment as it exists today. The team will also conduct some additional individual reconnaissance of social, cultural, heritage, and public sites within the study area and research other communities who have addressed similar issues.

Deliverable: Memo summarizing plan and code analysis, initial data and analysis, and best practices from other like communities.

Task 2: Community Engagement

Development and adoption of the Greenwood Community Redevelopment Area (CRA) Community Development Code (CDC) amendments is contingent on a meaningful community outreach effort. Building the foundation for an equitable process requires a thorough community outreach and engagement strategy. Goals of a successful community engagement process include conveying the purpose and use of the CDC amendment(s), understanding the community's desires and wished-for outcomes, identifying priorities for the CDC amendment(s), and ensuring the community feels involved in development and implementation of the CDC amendment(s).

Objectives for the outreach component of the CDC amendment process include:

- Providing information to the community about available policy tools that support goals of the neighborhood;
- Empowering the community to be a part of future land use and zoning processes; and
- Building a coalition of support for successful adoption of the CDC amendment.

Task 2.A. Meeting 1 - Listening Session with city staff and identified stakeholders: Up to ten (10) interviews with identified community stakeholders prior to Meeting #2 - Kick-Off Community Meeting. Stakeholder Listening Sessions are more personalized meetings with key community leaders and stakeholders intended to better understand the community's desires and needs prior to public community workshops and meetings. These 60-minute sessions can be organized to be held either in person, virtual or by telephone. The consultant team will work with the city's project manager to identify stakeholders and organize meeting schedules. City staff may either attend the meetings with the identified community members or the Consultant Team will hold separate meetings with staff, which would be included in the 10 meetings.

Task 2.B. Meeting 2 - Kickoff meeting with the broader community and cultural mapping: The meeting agenda will include an overview of the project and upcoming meetings, a recap of previous planning efforts, an overview of the comprehensive plan and CDC amendment process, and an interactive discussion about the community's history, cultural heritage, and how this information can play a role in anti-gentrification and displacement strategies within the CDC amendment process.

Task 2.C. Meetings 3 and 4 - 3D model "Game of Zones" with staff and the community: The Game of Zones is an exercise for the community and city staff to select desired "missing middle" housing and commercial buildings that fit in with the neighborhood context that the consultant team can later translate into code and comprehensive plan amendments. Plusurbia will prepare graphics that illustrate what is permitted currently in each zoning district within the study area and Benesch staff will prepare display boards with these graphics as well as the Future Land Use and Zoning Maps. Jennifer Krouse (Liberty House Plans) will prepare the 3-D scaled models of various residential and commercial infill types that staff and the community can place on the "game boards." The game boards will consist of select blocks within the study area, to be determined by city staff and the consultant team. Examples of the 3-D scaled models include ADU's, duplexes, quadplexes, and small-scale commercial buildings. The purpose of this exercise is to identify desired building types that can fit in with the existing context and lot sizes. The outcome of these meetings will be decisions on building types and their corresponding densities, building heights, setbacks, parking, etc. that will inform the code and comprehensive plan.

Task 2.D. Meeting 5 – Review the final draft of the code with the community. Catherine Hartley and Ennis Davis will present the draft code amendments to the community for comment and confirmation.

Deliverables:

Deliverable 1: Meeting and presentation materials (sign in sheets, maps, game boards, PowerPoints and handouts)

Deliverable 2: Meeting summaries

Deliverable 3: Cultural map: Sites and spaces of cultural importance to the North Greenwood Community and strategic initiatives in the neighborhood will be gleaned from meetings 1 and 2. Ennis Davis will convert what was learned from the meetings into a map. The cultural map can be utilized by the community for future initiatives including oral histories, public art, etc. in addition to informing what may go into the code amendment.

City Responsibility: City staff will be responsible for selecting the location for the workshops, providing tables, chairs, and AV equipment, notifying the public, and creating any directional signage. City staff will staff the welcome table. Meetings 3 and 4 shall be conducted on the same day – the meeting with staff will be conducted during normal business hours and the meeting with the community will be held in the evening.

Task 3: CDC Amendments

Task 3 will build upon the previous tasks by incorporating the results of public engagement activities and the Discovery phase.

Task 3.A. Draft Code: Upon the conclusion of the first three meetings, Catherine Hartley will prepare three draft versions of the proposed CDC in strikeout and underline. The code will be graphic-driven, with graphics used to illustrate both the existing code and proposed changes. Graphics will be prepared by Plusurbia. Draft code language will be written in “plain language” and easy for city staff and the public to interpret. The code will address topics including permitted/prohibited uses, building types, building height, density/intensity, setbacks, open space per unit (or equivalent measures), buffering, parking, non-conformities, vehicular access, and lot aggregation. Density and intensity will have to be concurrently amended in the comprehensive plan, which city staff will undertake. Benesch will provide the density and intensity structure for the comprehensive plan and three drafts of the code for the city to comment on.

Task 3.B. Final Code: Once a third round of comments has been completed, the Consultant will prepare a final draft for public hearings.

Task 3 C. Public Hearings: Benesch will present the code to the Community Development Board (1) and City Council (3) – Four (4) meetings total.

Deliverables: Four total code drafts with graphics and strikeout and underline text and maps (PDF and shapefiles will be provided) and PowerPoint presentation.

Optional Tasks:**Pre-Approved Building Plans**

Jennifer Krouse of Liberty House Plans will prepare pre-approved building plans for desired missing middle housing options and develop licensing terms.

Small Developer Training:

John Anderson will provide a one-day in-person training for existing and potential small developers to teach them how to select a site, interpret zoning, develop a site plan, develop a pro-forma and development proposal, and provide financing options.

Task 4: Project Management

For a project of this magnitude, the Benesch Team proposes progress check in meetings every two weeks. The Benesch team shall provide an agenda for each meeting and a summary of the meeting outcomes in a follow up email. Invoices will be provided monthly with a progress report summarizing the work completed during the billing period and tasks to be completed during the next billing period.

Deliverables:

Meeting Agendas and Summaries
Monthly Invoices with Progress Reports



Budget

The total fee for this project is estimated to be \$ 255,978 and is shown broken down at the task and subtask levels below:

Jennifer Krause Liberty House Plans Chief Professional John Anderson Chief Professional Ennis Davis Community Planning Collaborative Sr. Professional												
Hourly Rate		\$ 258.90	\$ 197.10	\$ 106.80	\$ 250.00	\$ 250.00	\$ 250.00	\$ 150.00	Hours	Fee	Expenses	Total Fee
Task 1	Discovery	2	113	21	1	1	1	81	220	\$ 37,933		\$ 37,933
A	Project Kickoff (with City Staff)	1	2	1	1	1	1	1		\$ 1,660		
B	Historic Records and Plans Review	0	95					64		\$ 28,325		
C	Field Review and Mapping	1	16	20				16		\$ 7,949		
Task 2	Community Engagement	20	124	4	20	48	24	104	344	\$ 68,646		\$ 79,646
A-D	Meetings (includes prep time, travel time, and summary memos)	20	124	4	20	48	24	104	148	\$ 68,646		
	Expenses (not to exceed)								0	\$ -	\$11,000	
Task 3	CDC Amendments/ CP Bonus Structure	12	270	0	100	0	22		404	\$ 86,824		\$ 86,824
A	Drafts (3)	10	204				20		214	\$ 47,797		
B	Final Draft for Hearings	2	4				2		6	\$ 1,806		
C	Code Amendment Approval Process (prep, travel time, attendance, and changes to be made to the code after the hearing)		54						54	\$ 10,643		
D	Graphics		8		100				8	\$ 26,577		
Task 4	Project Management	40	200	0	0	0	0	12	252	\$ 51,576		\$ 51,576
A	Check in meetings, invoicing, progress reports, sub coordination and contract management	40	200					12		\$ 51,576		
Task 5	OPTIONAL/MISCELANEOUS SERVICES	NOT TO EXCEED COSTS TO BE DETERMINED USING CATEGORY RATES ABOVE PLUS PLAN DEVELOPMENT AND LISCENSING										
Total Tasks 1 - 4		74	707	25	121	49	47	197	1,220	\$ 244,978		\$ 255,978

Schedule

The proposed schedule for the project is illustrated below. This schedule is dependent on the city staff's ability to schedule time and meeting space, the adoption of a companion comprehensive plan amendment, and a ten business day turn around time for the staff to review and comment on submitted deliverables. If staff cannot meet these deadlines, then the schedule may be adjusted accordingly.

Months from Notice to Proceed	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
Task											
1 - Discovery											
1A - Kickoff											
1B - Historic Records and Plans Review											
1C - Field Review											
2 - Engagement											
2A - Meeting 1: Listening sessions											
2B - Meeting 2: Kickoff with the community											
2C - Meetings 3 and 4: Game of Zones											
2D - Meeting 5: Code reveal											
3 - Code/Policy Drafting and Approval											
3A - 3 Drafts - writing and staff review											
3B - Hearing Draft											
3C - Ordinance Approval Process* (up to 4 meetings)											
4 - Project Management											
*Relies on Comprehensive Plan Amendment Adoption											

CITY OF CLEARWATER, FLORIDA

Countersigned:

Brian J Aungst Sr.
Mayor

Date: _____

Approved as to form:

Matthew Mytych
Sr. Assistant City Attorney

Date: _____

By: _____
Jennifer Poirrier
City Manager

Date: _____


Attest:

Rosemarie Call
City Clerk

Date: _____

ALFRED BENESCH & COMPANY

Attest:



Print Name: Catherine Hartley, AICP, CNU-a

Secretary

By: 

Print Name: Bill Ball, AICP

Title: FL Division Mgr., Sr. Vice President

Date: February 22, 2024