

Scope of Services

Clearwater Comprehensive Plan Update
HDR | 14Aug20

TASK 1. PROJECT START UP

1.1 Kick-Off Meeting

Consultant will participate in a kick off meeting with City staff to review the project scope, discuss project management and communication protocols, and review the project schedule.

1.2 Project Schedule & Management

Following the kick-off meeting, the consultant will prepare a refined version of the project schedule and submit for staff review. Management activities will include bi weekly calls with staff to review project progress, preparation of project invoices and progress reports, and on-going coordination with staff through the project.

1.3 Outreach & Engagement Plan

The consultant will prepare a plan for outreach and engagement organized by planning stage. The plan, developed in collaboration with staff, will identify methods to inform stakeholders of the project, educate stakeholders about issues and opportunities, and solicit and document public feedback. The plan will also define:

- a graphic identity for the plan, including naming convention, color palette, and plan logo for use in public communications and plan preparation;
- the general structure and content of a Comprehensive Plan-specific web page and online engagement tools to be developed by the City using Engagement HQ or a similar online platform;
- recommendations for the use of social media strategy for staff to provide project updates and announcements;
- recommendations for in-person public involvement activities to engage community stakeholders; and
- plans for periodic briefings with City Council, CDB, and other appointed and elected officials.

Development of the plan will involve close coordination with the City's Public Communications staff.

1.4 Project Web Site Development

The consultant will prepare project content for posting on the project web site. The web site, to be developed by the City, will provide introductory information on the plan update process, periodic updates on the planning process, and engagement tools and surveys to gain public and stakeholder feedback on planning issues, opportunities, and recommendations. The consultant will provide content for the web site three times during the project: 1) during the initial development of the project site; 2) following the data and analysis effort to include information on existing conditions; and 3) following preparation of an initial draft of the plan.

TASK 2. DATA & ANALYSIS

2.1 Socio-Economics & Demographics

The consultant will guide staff in the evaluation of existing demographic and socio-economic conditions to include information regarding the following:

- analysis and reporting of existing and projected population and employment using BEBR as base with projections by TAZ from regional model;
- analysis and reporting of existing socio-economic and demographic data focused on characteristics relevant to planning policy development, including age, income, household size, vehicle ownership, commute mode and distance, etc.; and
- analysis and reporting of readily available health data (CDC's 500 Cities Project: Local Data for Better Health) to identify areas with cluster of residents with poor health outcomes. Such mapping may be used to set priorities for active transportation, transit, or other potential improvements.

The consultant will provide direct assistance for a portion of the mapping and evaluation of certain demographic and socioeconomic conditions. This portion of the total effort will focus on identifying areas of the City with populations that may be more likely to experience challenges with housing affordability and access to jobs, community and social services, and parks and recreation facilities.

2.2 Land Use & Urban Form

The consultant will complete an evaluation of existing patterns of land use and development with the intent of documenting existing land uses and identifying the existing pattern and character of development. This will include mapping of designated activity center and corridors, industrial and employment districts, and different types of residential areas exhibiting similar characteristics, e.g. age of construction, value, lot and house size, etc. Mapping will also show

environmental constraints such as floodplains and wetlands. The consultant will also complete a review of past planning studies addressing the form and character of development.

2.3 Housing Affordability & Availability

The consultant will complete the following analysis to address housing conditions and affordability:

- ***Inventory Existing Housing Stock.*** Working with available proprietary private databases, along with federal, state and city data, the consultant will prepare an inventory and analysis of the existing City housing supply, including market rate and affordable housing products. The inventory will include all housing typologies including single-family detached, single-family attached, multifamily and mobile homes. Key variables will include:
 - Overall housing profile (tenure, occupancy, age, price)
 - Percent and location of housing units that are:
 - Legally restricted affordable housing;
 - Naturally occurring affordable housing with no legal restriction; and
 - Located in age restricted or assisted living communities.
- ***Analyze Affordability of Existing Housing Stock.*** The consultant will develop a high level housing affordability model for the City as a whole which will quantify the extent to which there is a mismatch between the cost of the existing housing stock (both for-sale and rental) and current residents' household incomes. Using available ACS data, the model will compare the number of households by income cohort to the housing stock affordable at 30% of a household's annual gross income. The affordability assessment will be based on ACS data on housing units, home values and rents, household income and tenure.

2.4 Sustainability/Resiliency

The consultant will guide staff in evaluating existing policies and strategies, and the preparation of a map set and narrative to address the following:

- areas vulnerable to climate change, including areas identified in Task 2.1;
- sea level rise and storm surge strategies, including the City's Peril of Flood amendment effort;
- recent research by Tampa Bay's Climate Science Advisory Panel and policy developed by Tampa Bay Regional Planning Council's Resiliency Council;
- existing community-wide greenhouse gas emissions data; and

- recent policy recommendations from Tampa Bay Regional Planning Council to align with Tampa Bay Estuary Program's Comprehensive Conservation and Management Plan.

2.5 Mobility

The consultant will prepare planning level analysis of the existing transportation and transit networks serving the City. This evaluation will address the following:

- existing roadway capacity highlighting areas at and over capacity based on an evaluation of volume over capacity;
- existing crash hot spots showing crashes by type and severity;
- existing and planned active transportation network improvements, including sidewalks, trails, and bicycle accommodations, and mapping indicating areas generating the highest demand for active transportation based on factors such as age, income, automobile ownership, etc.;
- existing and planned transit service, including information on routes and stops with highest levels of use;
- review of complete streets and context zone work previously completed, including mapping of streets previously identified as being appropriate for complete streets improvements; and
- review and mapping of planned and programmed improvements.

The mobility analysis will draw on data, analysis, and recommendations in Advantage Pinellas (the Forward Pinellas LRTP) and other countywide and regional plans. The consultant will use readily available data regarding traffic volumes and transportation system conditions, capacity, and plans.

2.6 Policy Context

The consultant will guide staff in the preparation of a report summarizing existing policy and regulatory provisions shaping land use and development in the City. The summary report, to be prepared by staff and reviewed by HDR, will document the following:

- provisions of the Countywide Plan Rules, including a review of existing policy and categories and an assessment of the potential impact of recent rule changes;
- the validity of existing Comprehensive Plan goals, objective, and policies to indicate which should be carried forward in the update, which require evaluation and adaptation, and which may no longer valid or appropriate;
- land development code review and evaluation focusing on existing standards shaping the physical form and configuration of development with the purpose of identifying

areas of the code requiring refinement or adjustment to achieve plan goals and objectives; and

- policies related to annexation and extra-jurisdictional issues.

2.7 Annotated Outline and Template for Plan & Plan Elements

The consultant will prepare an annotated outline for the full plan. The outline will include a description of content for plan elements, including an overall structure for each element, element-specific content, and a detailed description of the map series required to support the full plan. The consultant also will prepare a graphic template for the full plan providing direction regarding page layout, text treatments, the design of tables and figures, and the design and placement of maps for incorporation in the plan.

2.8 Planning Context Summary Report

The consultant will prepare a report and presentation providing a high-level summary of findings from the data and analysis. The report will be in the form of a highly-graphic briefing booklet, approximately 10 pages in length, including summary narrative, maps, and infographics. Staff will provide map graphics for use in the report and presentation. Material prepared for the report will be available to the City for posting on the project web site.

TASK 3. VISIONING & PLANNING FRAMEWORK

3.1 Outreach & Engagement Activities

The consultant will assist staff in planning for the first round of online and in person engagement activities designed to engage stakeholders and the general public in discussions about the City's future. Feedback from these activities will inform the development of the Vision Statement and Preliminary Framework Report. The consultant will assist in planning for the following activities. (Notes below indicate the number of sessions in which the consultant will participate.)

- ***Listening Sessions with Key Leaders.*** Staff will prepare for and complete one-on-one and small group meetings with key leaders to introduce the planning process and discuss ideas for the future of the City. These sessions could include one-on-one listening sessions with City Council members. Consultant will advise on meeting structure and agendas, prepare discussion questions, and participate in up to seven listening sessions.
- ***Public Visioning Sessions/Community Conversations.*** Staff will prepare for and complete a mix of in person workshops and/or online webinars to engage participants in

discussions about visions for the future of the City and ideas for conservation, improvement, and transformation. Consultant will prepare a project presentation, define discussion topics, and prepare other meeting material to support public dialogue. Consultant will participate in up to four public visioning sessions/community conversations.

- **Web Feedback Instrument.** The consultant will guide the City on the preparation of an online feedback instrument to gain public input on issues and vision.

The consultant will guide staff in the preparation of a flyers, posters, social media posts, mailers, or other print or electronic material for use in engagement activities or for broader distribution. Staff will be responsible for meeting scheduling, logistics, printing and mailing, misc. meeting materials, equipment, and invitations.

3.2 Vision Statement & Preliminary Framework Report

The consultant will prepare a Vision Statement (or Guiding Principles) and Preliminary Framework Report stating the City's vision for the future and presenting a preliminary framework to guide preparation of the plan elements. The Vision Statement (or Guiding Principles) and Preliminary Framework Report will be prepared as a brief (approximately 10 pages), user-friendly document.

- **Vision Statement.** The Vision Statement (or Guiding Principles) will be presented as a series of statements with supportive graphics stating the City's broad intention to improve livability, housing affordability, sustainability/resiliency, mobility, equity and inclusion, place quality, parks and public spaces, and competitiveness.
- **Preliminary Framework Report.** The Preliminary Framework Report will include maps and a narrative describing an overall geographic framework and generalized direction for the plan addressing land use, development, and community character. Illustrative maps will be used to present a citywide structure for the City and narrative and supporting graphics will be used to present preliminary goal and policy statements, density and intensity ranges, and character prescriptions by geographic area. The preliminary framework will identify transportation systems by type of facility and modal priority and indicate recommendations for improvements such as enhanced transit service, trail connections, and complete street improvement priorities. The framework will also include preliminary policy direction for cross-cutting issues like resiliency and sustainability, housing affordability, transit-supportive land use, and multimodal mobility.

3.3 Vision & Framework Review & Finalization

The consultant will prepare for and participate in up to five briefings with senior City staff and prepare for and participate in workshops (one each) with the Community Development Board (CDB) and the City Council to review feedback from public engagement activities and present drafts of the Vision Statement and Preliminary Framework Report.

The consultant will incorporate feedback from senior staff, the CDB, and City Council into a final Vision Statement and Preliminary Framework Report. Material prepared for the report will be available to the City for posting on the project web site.

TASK 4. PLAN DRAFTING

4.1 Drafting of Plan Elements

The consultant will assist staff in the preparation of an initial draft of the plan. A brief description of the contents of the introductory section and each element follows. Notes in italics indicate which sections of the plan the consultant will take the lead preparing.

- ***Introductory and Cross-Cutting Content*** *(Consultant prepares initial draft.)*
 - Vision Statement
 - Plan Framework
- ***Land Use Element Draft*** *(Consultant prepares initial draft of the element. City staff prepares map series.)*
 - Summary of Existing Conditions
 - Citywide Goals, Objectives, Policies, and Strategies
 - Goals, Objectives, Policies, and Strategies by Place Type
 - Map Series
- ***Mobility Element Draft*** *(Consultant prepares initial draft of the element. City staff prepares map series.)*
 - Summary of Existing Conditions
 - Goals, Objectives, Policies, and Strategies
 - Map Series
- ***Housing Element Draft*** *(Consultant prepares initial draft of the element. City staff prepares map series.)*
 - Summary of Existing Conditions
 - Goals, Objectives, Policies, and Strategies
 - Map Series

- **Other Elements Draft** (*City staff prepares all draft elements. Consultant reviews and provides comments regarding consistency and compatibility with land use, mobility, and housing elements.*)
 - Other drafts to include Coastal Management, Conservation Element, Recreation and Open Space, Intergovernmental Coordination, Capital Improvements, and Utilities.

4.2 Preliminary Executive Summary

The consultant will prepare a preliminary draft of an approximately ten page Executive Summary and a PowerPoint presentation for use in public meetings. The consultant also will prepare summary material for posting on the project web site.

4.3 Engagement Activities

The consultant will assist staff in planning for a second round of online and in person engagement activities designed to engage stakeholders and the general public in review of the draft plan. (Notes below indicate the number of sessions in which the consultant will participate.)

- **Briefings with Key Leaders.** Staff will prepare for and complete one-on-one and small group meetings with key leaders to review the draft plan and seek feedback regarding refinements. Consultant will participate in up to five briefings with key leaders.
- **Planning Workshops.** Staff will prepare for and complete workshops and/or online webinars to engage participants in review of the draft plan. Consultant will prepare a project presentation define discussion topics, and prepare other meeting material to support public dialogue. Consultant will participate in up to six public workshops.
- **Web Feedback Instrument.** Using the project web site and tools available through Engagement HQ, the consultant will guide the City on the preparation of an online feedback instrument to gain public input on the draft plan.

The consultant will guide staff in the preparation of a flyers, posters, social media posts, mailers, or other print or electronic material for use in engagement activities or for broader distribution. Staff will be responsible for meeting scheduling, logistics, printing and mailing, misc. meeting materials, equipment, and invitations.

TASK 5. PLAN REFINEMENT & ADOPTION

5.1 Work Sessions with City Council/CDB

The consultant will provide support to staff in the final review and adoption of the plan. This support will consist of preparing for and participating in up five work sessions and hearings with Community Development Board and City Council.

5.2 Plan Review & Refinement

The City will take the lead on preparing edits to the initial draft plan based on feedback from City leaders and key stakeholders. The consultant will assist by conducting a full review of up to three full revisions to the initial draft plan. The review will focus on ensuring consistency and readability across all plan elements.

5.3 Plan Publication & Final Executive Summary

Following plan adoption, the consultant will prepare an update to the preliminary draft of the Executive Summary and guide staff on final edits and layout of the final plan document.