

## Project Approach & Scope of Work

The following work program is based on the information provided in the RFQ with the goals stated by the City of McKinney. To achieve the most value for the work effort, a tiered project approach is proposed to appropriately guide the work efforts and achieve maximum results based on the overall project goals. Four tasks are proposed in the project approach, followed by optional implementation tasks.

### Primary Planning Tasks

1. *Project Initiation & Analysis*
2. *Develop Alternatives and Implementation Strategies with the Community*
3. *Draft Northwest Sector Plan*
4. *Participate in the Public Approval Process*

### Optional Implementation Tasks

*Regulatory Amendments*

*Annexation Plan Amendments*

*Infrastructure Investment Plan*

## 1. Project Initiation & Analysis

The first goal of Task 1 is to give order, direction and focus to the work effort to follow. Our second goal of this task is to understand what needs to be changed through the physical environment and public policies to implement desired change.

This process begins with gathering initial relevant data and preparing a public involvement strategy (PIP) with City staff to identify the full range of stakeholders and the most effective method of gaining input for each stakeholder group.

Our preliminary analysis will be general in nature and look for opportunities, constraints, drivers and contributing factors to a range of issues including: economic conditions, land use, environmental, existing policies, urban form, development patterns, character, transportation and circulation.

Parsons Brinkerhoff (PB) and City Staff will then conduct meetings with key individuals and groups representing public policy, the business community, neighborhood groups and the development community, and other stakeholders identified in the PIP.

During this task, PB will conduct one (1) community meeting and work with the City to conduct up to 8 small group and focus group meetings. This will help us understand the broad range of issues regarding development within the Northwest Sector in McKinney and will help to refine short and long term goals and objectives for the development areas that are achievable.

### 1.1 – Project Startup

We will begin the project by establishing the final scope, meeting the key people and defining the various processes and approvals.

- *PB to confirm project area, key outcomes and objectives, and the level of detail required to secure meaningful outcomes, both generally and for catalytic opportunities for various areas within the project area. This project will focus on the area generally located north of U.S. Highway 380 and west of U.S. Highway 75 within the City of McKinney as depicted in Exhibit A attached herein.*

- *City to establish a communication program involving telephone, fax, overnight mail, and e-mail communications, including the electronic transmissions of written and visual files, and web site communications.*
- *PB to prepare a Project Management summary as described in this scope of work.*
- *PB to establish project intranet site to share files between the City and project team.*
- *City to develop a contact list of key public officials, and public staff members critical in achieving approvals, and reviewing draft options and plans.*
- *City to confirm the decision-making process with the City and project manager.*
- *City to confirm the approval processes for the project, regarding study adoption.*

## 1.2 – Establish Public Involvement Strategy

With direction and content provided by the City, PB will establish the public participation strategy and define how to achieve maximum effect utilizing city resources and our team's resources.

- *Establish the extent of the Public Involvement Strategy. The subtasks could include some or all of the following components.*
  - *City to develop a contact list of significant citizen, neighborhood, business organizations and other possible stakeholders in the area affected by improvements in the northwest sector.*
  - *City to develop a schedule of public meetings, separate meetings with various affected organizations, separate meetings with key stakeholders, meetings with City staff, regular meetings / communications with the project manager / client team, and regular meetings / communications with key staff.*
  - *City to develop other communication programs, e.g. a public comment process, project logo and tagline, web site portal, regular news releases / interviews in local papers, local TV and radio interviews, print advertising, social media sites, videotaped presentations and meetings, newsletters / flyers, signage for public meetings, etc.*

## 1.3 – Conduct Stakeholder Meetings & Develop Goals

To understand the range of concerns from the community, the City will organize and PB will conduct up to eight (8) small group meetings with the identified groups and individuals. PB will follow up with public meeting #1 to receive all appropriate input that will be used to prioritize the remaining work. During this process and following, we will work with the City to prepare overall goals and objectives to establish a basis for evaluating design and policy alternatives and facilitate the decision-making process.

- *City to work with PB and organize meetings with the following groups, if needed. Meetings to be coordinated with regularly scheduled project travel:*
  - *City of McKinney staff for planning, transportation, public works, financing and others as needed*
  - *McKinney City Council*
  - *Planning and Zoning Commission*
  - *Economic Development Corporation*
  - *Community Development Corporation*
  - *Members of the local development community.*
  - *Banking Representatives*
  - *Property Owners*
  - *Residents*
  - *Business Owners & Chamber of Commerce*
  - *Local community stakeholder groups,*
  - *School districts (McKinney, Proposer & Celina)*

- *Collin County College*
- *Adjacent municipalities (Proposer, Celina & Weston)*
- *Utility providers*
- *Collin County Staff*
- *North Texas Council of Governments (NTCOG)*
- *TxDOT,*
- *PB and the City to develop goals and objectives to direct the focus of the Northwest Sector Study,*
- *Based on the public meetings and goals, PB and the City to determine the critical areas that the plan needs to address to affect positive change in terms of physical design and development policy with the northwest sector and its significant corridors,*
- *PB and the City to determine the potential final products and formats of the plan based on achieving the agreed goals,*
- *PB to review findings with the City to receive input for the preparation of the analysis task.*

## 1.4 – Conduct Initial Analysis

Based on the established goals for the Northwest Sector Study and direction received from the City, we will be able to organize the analysis effort to achieve maximum efficiency. Our analysis will be geared to understand the high-level issues and their interrelationships for the 25,000 acres in the Northwest Sector. In Task 2, the alternatives task, we will conduct any additional analysis for three subareas identified during this analysis task, and confirmed by the city.

We will review the physical conditions of the sector and will develop a series of high-level analysis drawings that illustrate our findings. The analysis will conclude with a presentation of draft opportunities, constraints and design principles that demonstrate possible future directions for improvements. The analysis task is proposed to be comprised of 6 sub-tasks.

- *1.4.1 – Study the existing conditions,*
- *1.4.2 – Conduct a market analysis of development opportunities,*
- *1.4.3 – Conduct a land use analysis,*
- *1.4.4 – Conduct an open space and natural systems analysis,*
- *1.4.5 – Conduct a transportation, circulation and infrastructure analysis,*
- *1.4.6– Identify opportunities and constraints,*
- *Review findings with the City, and other appropriate stakeholders,*
- *Meet with client to receive input for the preparation of the following task.*

### 1.4.1 – Study Existing Site & Area Conditions

Information gathering and analysis of existing site information will be completed through site inventory and meetings with local agencies. It is possible that this process can be performed more efficiently if produced with the city in a meeting format. Some of the tasks could include:

- *City to provide base maps for the project area including streets, blocks, parcels and infrastructure (special watershed elements, parks, stormwater facilities, wet & dry utilities, substations), and policy and economic districts. Maps to be provided in ArcGIS (SHP), Adobe Illustrator (AI) and Adobe Acrobat (PDF) formats.*
- *City to provide PB with digital or printed copies of relevant studies, plans and documents that should be considered in the sector planning process. To provide focus for the consultant team regarding important issues relative to this sector plan, the City will organize a meeting with PB to summarize these documents and identify areas of issue. Documents could include:*

- *Comprehensive Plan*
- *Future Land Use Plan*
- *Major Thoroughfare Plan*
- *Zoning Ordinances*
- *Relevant Subdivision Regulations*
- *Map of existing sanitary sewer and storm sewer systems*
- *PB and the City to conduct photo survey of the sector and significant corridors,*
- *PB to prepare PowerPoint slides of existing conditions.*

#### **1.4.2 – Conduct Market Analysis of Development Opportunities**

Understanding the dynamics of the local property market will help to guide the direction of the Northwest Sector Study and frame some of the overall recommendations. Some of the tasks could include:

- *PB to gather and analyze historic, existing and forecasted development trends for the McKinney metropolitan market and key submarkets, supplemented by interviews with local property owners, real estate brokers and developers. The initial step will be to outline current conditions, demographic character, economic health, and business climate within the study area and use the findings to compare this study area to contiguous areas and other comparative areas in areas such as:*
  - *Economic Trends*
  - *Employment/Workforce*
  - *Residential Characteristics*
  - *Office Trends*
  - *Commuter Patterns*
- *PB to define and analyze specific concepts and uses according to each of their required demand analytics specific for their anticipated trade areas to include demographic profile, psychographic profile, population characteristics, age, race/ethnicity, income (average/median), customer profiles, and other demand characteristics per each use. PB will examine market trends, competitive inventory, supply projections and based upon current market conditions.*
  - *Retail/Restaurant Demand*
  - *Residential*
  - *Employment Centers*
- *PB to identify those factors which provide sustainable advantages in the study area for capturing regional growth and construct a long range plan which harnesses those competitive advantages for long term value.*
- *PB to prepare a brief memorandum identifying market opportunities for single family, multifamily, retail and office. This memorandum will assist the planning team in scenario preparations and provide guidance to a phased infrastructure development plan for the northwest sector. This memorandum will address:*
  - *Current demand and future absorption estimates for a 5-10 and 10+year periods.*
  - *Recommendations for short term and medium term interventions that could encourage implementation results (i.e. infrastructure, incentives, etc.), and*
  - *Recommendation of target markets.*
- *PB to prepare a Real Estate Gap Analysis. Defining the methods and strategies to decrease the gap between current and future market and the desired NW sector development pattern.*

### 1.4.3 – Conduct Land Use and Zoning Analysis

The existing land use map needs to be studied with regard to existing land uses in the area in the context of a primarily undeveloped ETJ context with induced growth approaching the sector along Custer, SH 380 and US 75; and within consideration of zoning conditions to understand where changes need to occur and to evaluate if the existing policies are positioned to implement desired change. Some of the tasks could include:

- *City to identify vacant land within the study area including any public ownership.*
- *PB to review the existing land use with the City's future land use map to better understand where change is desired, the types of changes anticipated and the necessary drivers to realize a future land use plan.*
- *PB to consider new land uses within the project area and transitions to the adjacent neighborhoods, focusing on the major corridors, catalytic development opportunities based on preliminary market analysis and development patterns that will provide a long term economic capacity for sustained public and private investment as well as orderly annexation.*
- *PB to provide high level land use strategy to harness synergies relative to the location of the County Complex in the Sector.*
- *City to prepare a zoning analysis including zoned land and zoning ordinances and development policies within the project area.*
- *PB to prepare a general zoning policy structure that can serve as vehicle for orderly negotiated annexation and development agreements.*

### 1.4.4 – Conduct Open Space and Natural Systems Analysis

The natural systems and open space elements of the sector will be mapped through research and on ground field work. Understanding of the regional environmental elements will provide the starting point of further analysis and planning options. This analysis will result in a map of the northwest sector depicting large-scale pertinent environmental factors. These factors will include topographic relief, ground water locations, significant geologic features, floodplains, wildlife corridors, significant vegetation, historic sites, and cultural features.

- *PB will develop environmental factors maps that catalog the scientific basis for environmental planning.*
- *PB will provide suitability maps that provide an analysis of the environmental features and characterize the best preservation lands, open space protection, and wildlife corridors.*
- *PB will identify future city open space, preserves, parkland/recreation sites, trail corridors, and potential bikeways, based on the environmental suitability maps.*

### 1.4.5 – Conduct Transportation and Infrastructure Analysis

Transportation and land use are interdependent. Infrastructure investments such as utilities, water and sewer generally coincide with transportation infrastructure design. It is critical to ensure that the appropriate levels of access are provided as well as modal choice. Integrated transportation and land use should also provide for thoughtful circulation pattern and connectivity to sites. Some of the tasks will include:

- *PB to review the City's, County's and TxDOT's plans for proposed transportation improvements,*
- *PB to review City provided traffic circulation within the project area and connectivity to the corridors based on existing and future land uses,*
- *PB to review City provided pedestrian access and circulation with regard to streets, parks, open space, and trails,*
- *PB to review City provided potential transit opportunities within the study area,*
- *PB to review City provided inventory of existing utility, water and sewer facilities within the project area.*
- *PB to review potential toll roadways by NTTA and other tolling Authorities.*
- *PB to review the proposed Outer Loop.*

### 1.4.6 – Identify Opportunities and Constraints

With the above documentation and analysis complete, our team will summarize the high-level opportunities and constraints with regard to the analysis studies. The outcomes from this task will define design and development principles, direct and organize the content of the Northwest Sector Study, identify priority areas and determine further work to be included into the final documents.

- *PB to develop a presentation of graphics and images and prepare a synthesis of the initial analysis;*
- *City and PB and conduct meetings with other stakeholders and agencies, as defined in Task 1.3, to understand use, needs, spatial criteria, timing and maintenance issues of elements and conditions identified during the analysis task;*
- *City and PB to prepare up to three (3) non-geographic approaches for integrating land use, mobility, and development in the Northwest Sector consisting of sketch level framework diagrams identifying major land use areas, mobility networks and open spaces;*
- *City and PB to establish priority areas for implementation;*
- *Identify further studies to be included into the Northwest Sector Study;*
- *Review findings with the City.*

### 1.5 – Conduct Public Meeting #1

With our initial analysis and initial stakeholder meetings complete it will be important to conduct a public meeting to inform the community of the process and receive general comments.

- *City to organize and PB to lead an evening public meeting to present, discuss and gain input regarding:
 
  - *Synthesis of initial analysis,*
  - *Overall opportunities and constraints,*
  - *Present up to three (3) conceptual approaches for integrating land use, mobility and open space in the Northwest Sector,**
- *PB to meet with the City to receive input for the preparation of the alternatives task.*

#### Task 1 Deliverables:

- ❖ *City and PB to attend/participate in City Council work session*
- ❖ *PB to prepare display media for the public meeting. City to print and display boards. PB to provide summary of existing conditions addressing market potential, land use, open space, zoning and public policy, and initial economic findings.*
- ❖ *PB to provide summary of initial opportunities and constraints to achieve project goals.*
- ❖ *City to provide meeting notes of public involvement meetings including public meetings, and one-on-one meetings.*
- ❖ *PB to provide monthly project status reports due on the first day of the following month.*

## 2. Develop Alternatives and Implementation Strategies with the Community.

The goal of Task 2 is to integrate the market analysis, land use, environmental, transportation, public policy, and economic findings and create achievable strategies to realize successful development. These strategies will be tested through stakeholder meetings or phone calls, culminating in a community meeting. The outcome of the meeting will yield a series of possible development strategies in the Northwest Sector.

Implementation concepts will be incorporated early in our process and will shape the idea generation progression, thereby becoming logical extensions of the plan. Implementation considerations such as the cost and maintenance of infrastructure and improvements, the sources of funding and revenues, and new policies and controls will be addressed, since these realities will be important determinants in the choice of alternatives.

Our approach will explore a full range of ideas and alternatives for enhancing the sector and broader community and will result in distinct recommendations for phased implementation of strategies, including the necessary policy decisions and actions that must be accomplished to ensure success. We then propose to meet with the City to discuss our findings and confirm the direction for Task 3.

## 2.1 – Develop Sector Plan Alternatives

Based on direction received from the outcomes of the analysis task (Task 1.4) for the overall Northwest Sector, the team will prepare development pattern alternatives for three (3) significant areas with identified market demand, and assess these alternatives against the development principles for implementation viability of the framework diagrams prepared in Task 1.4.6.

- *PB to refine the framework diagram for the Northwest Sector, including recommended land uses, open space and transportation improvements.*
- *PB to prepare conceptual development alternatives for three (3) significant areas that have short term market demand.*
- *PB to assess alternatives for financing, land assembly for possible facilities, and catalyst projects,*
- *PB to review options with the City,*
- *PB and the City to present options in a public meeting to receive input,*
- *PB to meet with the City to receive input for the preparation of the draft Northwest Sector Study.*
- *PB to define Catalytic Subareas*
  - *Land Use*
  - *Development character and density*
  - *Transportation*
  - *Character images*
  - *Implementation requirements (greater detail to be provided in future Implementation Task(s))*

## 2.2 – Financing and Implementation Plan

This component of the plan will address the key tools and financing methods proposed for achieving the development goals. For example, the financing package could potentially include the use of Municipal Utility Districts (MUDs), Public Improvement Districts (PIDs), or Tax Increment Reinvestment Zones (TIRZs) for providing needed infrastructure for underserved areas, and in other areas that do not qualify for TIRZ, the use of tax abatement as an economic development incentive for attracting private investment and/or for offsetting the added costs of mixed use development. Outreach to key property owners and developers will seek to understand the factors that inhibit development within the significant corridor subareas. A firm understanding of the economic and fiscal impacts of a development project helps to justify public investment into a project. The consideration of financing and implementation options will be needed for each of the significant corridor subareas mentioned in Task 2.1.

- *PB to identify public investment opportunities and appropriate development financing mechanisms for funding public improvements and/or closing the financial gap caused by extraordinary project costs.*
- *PB to match the public improvement for gap financing to the funding programs available to meet those costs.*
- *PB to conceptually assess fiscal and economic benefits of up to 3 subareas within the northwest sector. City and/or other local agencies to make available budget information, tax rates and apportionment rates for the respective areas and existing economic data disaggregated by land use (i.e., office, retail, etc.). The purpose of this analysis to identify key development parameters that could yield the highest fiscal and economic returns to the City.*

## 2.3 – Conduct Public Meeting #2

We will conduct one evening meeting that will allow the community to review and comment on the proposed development and vision-based alternatives. The information gained from this meeting will help synthesize the alternatives into a preferred redevelopment vision for the community.

- *City to organize and PB to lead an evening public meeting*
  - *Present and discuss planning, design and implementation alternatives utilizing PowerPoint and board graphics.*
  - *Facilitate public comment and question period.*
- *City to document results of public meeting in a memo to be used to refine the preferred design alternative.*
- *PB to meet with the City to receive input for the preparation of a preferred alternative and preparation of the Northwest Sector Study.*

### Task 2 Deliverables:

- ❖ *City and PB to attend/participate in City Council work session*
- ❖ *PB to prepare display media for the public meeting. City to print and display boards.*
- ❖ *PB to provide summary of planning strategies and development alternatives.*
- ❖ *PB to provide financing and implementation alternatives.*
- ❖ *City to provide meeting notes of all public involvement meetings including public meetings and one-on-one meetings.*
- ❖ *City to provide meeting hand-outs & signage.*
- ❖ *City to analyze public comments.*
- ❖ *PB to provide monthly project status reports due on the first day of the following month.*

## 3. Draft Northwest Sector Plan

The primary goal of Task 3 is to create a policy-based Northwest Sector Study that addresses the project area and its significant corridors to the whole of the community and its neighborhoods, has buy-in from the community, has market reality and is economically and fiscally viable.

The Plan will be geared toward organizing an inspired vision for the sector and will address and organize the scope of services identified in the RFP. The goals, objectives, public input, and opportunities gleaned from the above processes will give direction to how the Plan will be prepared, what exactly it will cover in addition to the minimum requirements, and to what level of detail.

### 3.1 – Prepare Draft Northwest Sector Plan

Based on the outcomes from the alternatives task (Task 2.1), a conceptual plan will be created that brings the preferred strategies together in a consistent manner. This plan will consist of text and graphic changes to the existing comprehensive plan, or the creation of a stand-alone document. It will be evaluated for overall feasibility and presented for community input, and could include phasing priorities to be used to manage natural and environmental assets, focus capital investments for development and investment, direct ongoing management, and to prevent inappropriate changes to the area.

- *PB to prepare an illustrative draft Northwest Sector Study including text and graphics that will address the following elements:*
  - *Goals of the Study,*
  - *Summary of the Community Involvement Process (City)*
  - *Design and Development Principles,*
  - *Market Opportunities*
  - *Plan Recommendations,*
    - *Overall Northwest Sector*



- *Land Use Categories and Plan,*
- *Transportation Circulation and Access,*
- *Natural Systems and Open Space,*
- *Pedestrian Mobility,*
- *Utilities & Infrastructure,*
- *Catalytic Subarea Recommendations (3 subareas)*
  - *Subarea Framework Plan*
    - *Land Uses*
    - *Transportation*
    - *Open Space & Trails*
  - *Conceptual Development Program*
  - *Block Sizes*
  - *Building Heights*
  - *Building Orientation & Frontage*
- *Implementation*
  - *Policy Amendments:*
    - *Zoning Ordinance,*
    - *Subdivision Regulations,*
    - *Public Improvements Plan,*
    - *Land Development Ordinances*
  - *Infrastructure Investment Strategy*
  - *Phasing*
  - *Annexation Strategy*
    - *Zoning policy to support development patterns that facilitate a basis for a sustained annexation plan and process*
    - *Coordination with the City Attorney to coordinate the development of an annexation policy that facilitates a financing/economic framework for development and a capacity for the City to facilitate orderly annexation*
- *Appendix A: Public Meeting Notes (City)*
  - *PB to assess draft plan recommendations for public safety, public benefits, impacts and development and economic feasibility.*
  - *City to conduct meetings as needed to receive effective feedback and guidance regarding design proposals.*
  - *City to organize and PB to attend a work session with the City, key stakeholders, designers and developers to present the plan to receive input and buy-in by the development community.*
  - *PB to review the Draft Northwest Sector Study with the City.*

### 3.2 – Revise Draft Northwest Sector Study

Based on input from the presentation of the draft plan to the city for comments, the team will revise the design implementation and strategies and prepare a Final Draft Northwest Sector Study to be approved by the City.

- *PB to revise draft plan based on a set of compiled comments from the City.*
- *PB to finalize implementation and economic policy recommendations.*
- *PB to finalize priority project goals, objective, and principles.*
- *City to review the final plan with the City and appropriate agencies.*

*Task 3 Deliverables:*

- ❖ *City and PB to attend/participate in City Council work session*
- ❖ *PB to prepare display media for the public meeting. City to print and display boards.*
- ❖ *PB to submit a Draft Northwest Sector Study.*
- ❖ *City to provide meeting notes of all public involvement meetings including public meetings and one-on-one meetings.*
- ❖ *City to provide meeting hand-outs & signage.*
- ❖ *City to analyze public comments.*
- ❖ *PB to provide monthly project status reports due on the first day of the following month.*

#### **4. Participate in the Public Approval Process**

With the Draft Northwest Sector Study accepted by the city staff, the team will participate in the public approval process that will consist of two (2) public hearings. Based on direction provided from the City staff, PB will make one set of revisions to the Draft Northwest Sector Study.

##### **4.1 – Attend Public Hearing #1**

- *PB to participate in public hearing #1 on the Northwest Sector Study.*
- *City to analyze public comments and provide information to PB.*

##### **4.2 – Prepare Final Northwest Sector Plan**

Based on input from the presentation of the draft plan, the team will revise the design implementation and strategies and prepare a Final Draft Northwest Sector Study to be approved by the City.

- *PB to revise draft plan per comments received during Public Hearing #1.*
- *PB to review the final draft plan with the City.*

##### **4.3 – Attend Public Hearing #2**

- *PB to participate in public hearing #2 on the Northwest Sector Study.*

*Task 4 Deliverables:*

- ❖ *Public Hearings (2) - PB to prepare display media for the public meeting. City to print and display boards.*
- ❖ *City to provide meeting hand-outs & signage.*
- ❖ *PB to submit a Final Northwest Sector Study in the form of a high resolution Acrobat PDF, and a low resolution PDF for use on the City's web page.*
- ❖ *City to provide meeting notes of all public involvement meetings including public meetings and one-on-one meetings.*
- ❖ *PB to provide monthly project status reports due on the first day of the following month.*
- ❖ *PB to provide 25 final reports bound in 3-ring notebook.*

#### **Implementation Tasks**

Upon completion of Tasks 1-4 (Planning Tasks), culminating in approval of the Northwest Sector Plan and associated amendments to the Comprehensive Plan, the City may consider specific implementation strategies to include but not limited to regulatory amendments, annexation plan amendments, and an infrastructure investment plan. Some combination of these tasks is likely to be required to implement the recommended strategies and effect desired development patterns in the Northwest Sector.

## Regulatory Amendments

The successful approval of the Northwest Sector Plan and associated amendments to the Comprehensive Plan will provide the legal foundation for additional regulatory amendments that could be required to realize desired development on the catalytic areas defined in the Planning Phase. Possible tasks could include:

### Zoning & Subdivision Ordinance Amendments

Amendments may be required in the context of a negotiated annexation. Additionally, it is possible that new or unique development patterns in the Northwest Sector may necessitate zoning and/or subdivision ordinance amendments.

- *City to conduct community and developer outreach to provide input to the amendment process.*
- *City to draft proposed ordinance amendments.*
- *City to work with staff and Planning and Zoning Commission to receive feedback.*
- *City to revise and submit final ordinance amendments.*

### Form-Based Code or Design Guidelines

Based on the vision defined through the planning process for the Northwest Sector, the City may desire to adopt more defined policies and a more focused urban design approach in key nodes and corridors, which directs the character and design quality of development, provides assurances for the City, and provides flexibility and expectations for the development community. These policies could take the form of form-based zoning or codes, or design standards and guidelines.

- *City to conduct community and developer outreach to provide input to the amendment process and confirm the appropriate quality tools.*
- *City to draft proposed form-based code framework, or standards and guidelines in context of the sector frameworks developed during the Planning Tasks (Tasks 1-4).*
- *City to work with City and Planning and Zoning Commission to receive feedback.*
- *City to revise and submit final form-based code framework, or design standards and guidelines.*

*Deliverables:*

- ❖ *Ordinance amendments.*
- ❖ *Framework for a form-based code, or design standards and guidelines.*

## Annexation Plan Amendments

The Planning Tasks of the Northwest Sector Study will provide an annexation strategy with a sufficient level of detail to define the content of a complete Draft “Pre-Annexation” Agreement template for landowners in the City’s ETJ. Additionally, The City may desire a framework for negotiating developer agreements that identify contributions, development thresholds, phasing and triggers for agreed upon improvements.

### Annexation Plan Amendments

Based on the annexation policy and strategy defined in the Planning Tasks, prepare Draft Annexation Plan Amendments that integrate economic and fiscal criteria, for development and improvements, and enable orderly annexation by the City.

- *PB to prepare Draft Annexation Plan Amendments including phasing strategy.*
- *PB to work with City Attorney, Planning, Public Works and City Manager to receive feedback.*
- *PB to revise and submit final Draft Annexation Plan Amendments.*

### Pre-Annexation Agreement Framework

The City may desire to prepare a Draft “Pre-Annexation” Agreement template for landowners in the City’s ETJ. A model agreement could include development thresholds, defined improvements provided by the public and the developer, phasing of improvements, zoning standards to be applied in future annexation areas, and triggers for agreed improvements.

- *PB to coordinate with City Attorney regarding the content on a Draft “Pre-Annexation” Agreement template (pursuant to Subchapter G of Chapter 212 of TLGC).*
- *PB to prepare a Draft “Pre-Annexation” Agreement template.*
- *PB to work with City Attorney, Public Works and City Manager to receive feedback.*
- *PB to revise and submit final Draft “Pre-Annexation” Agreement template.*

*Deliverables:*

- ❖ *Draft and final “Pre-Annexation” Agreement template for landowners in the City’s ETJ (pursuant to Subchapter G of Chapter 212 of TLGC) in text and PDF formats.*
- ❖ *Draft and final Annexation Plan provided in text and PDF formats.*

## **Infrastructure Investment Plan**

The Planning Tasks of the Northwest Sector Study will include: recommendations for improvements, key financing tools and methods to achieve development goals. The Infrastructure Investment Plan will provide additional detail, definition and timing of capital improvements required to achieve desired development along with the specific implementation steps. This Plan will provide detailed project list for priority projects to be completed in the next ten year period, the hard and soft costs associated with each project, the economic impacts for each project, a prioritized phasing plan, and a matrix of funding strategies for implementation. The matrix will include the program requirements, eligibility factors and funding cycles where grant and/or loan funds are targeted. A detailed sources and uses summary will identify the private and public elements for each project and match funding programs to the elements that make up the project. Testing of the conclusions in the Plan will occur through discussions with project proponents to ensure the overall support for the implementation strategies in the Plan.

## **Infrastructure Investment Plan**

- *PB to prepare a list of improvements required to realize development of the Northwest Sector.*
- *PB to prioritize project list based on catalytic areas and corridors and funding approaches.*
- *PB to prepare detailed project descriptions for priority projects to be completed in the next ten years.*
- *PB to prepare opinion of probable cost for priority projects, including acquisition, construction, service costs, and operating and maintenance costs.*
- *PB to prepare funding strategies for each priority project, including contributions from public, private and institutional sectors in context of potential catalytic projects identified in Planning Tasks.*
- *PB to prepare Value Capture strategies and revenue generation that can be attributed by each priority project.*

*Deliverables:*

- ❖ *Draft and final infrastructure investment plan provided in text and PDF formats.*

## Public Participation

The success of this Northwest Sector Study will depend on the participation of all affected parties including residents, property owners and business interests in order to be successful. The Public Involvement Plan (PIP) will be implemented as two (2) concurrent phases to address particular strategies for *planning* level involvement and *implementation* level involvement.

### Education & Planning Level Strategies

The goals of these activities is to provide information and education regarding the planning process for the northwest sector, and elicit effective public input regarding the sector planning process. It is intended that these strategies will be implemented early in the process. To obtain an effective level of input, 3 activity types have been defined.

- Large Public Meetings. Three (3) public meetings are anticipated. PB will conduct 2 public meetings: one at the conclusion of the analysis tasks, and one to present the sector plan alternatives. The city will conduct a third public meeting to present the draft of the study. Once the analysis work is complete, our team will conduct a follow-up public meeting/work session to present initial findings and discuss particular development pattern approaches that integrate land use, mobility and open space to leverage economic development and enhance quality of life. Outcomes from this work session will form our work for future tasks.
- Web Presence & Social Media. The City will manage a web presence program for public information and input via a range of portals that could include: a project website, Facebook page, and surveys. PB will advise the City to provide content for public release and input.
- Stakeholder Meetings. The City will work with the PB team to identify, organize and schedule stakeholder meetings in conjunction with other project related activities. Possible stakeholders have been listed in Task 1.3.
- Design Preference Survey. In conjunction with our second public meeting, the PB team will conduct a visual design-type presentation and survey, utilizing real-time polling technology for up to 175 participants to gauge the preferences for particular development patterns that could provide both a preferred quality of life of the NW Sector at build-out and which rationally relate to a sustainable economic outcome.

### Implementation Level Strategies

With the planning level involvement strategies underway, it will be important to conduct focused input with key stakeholders that will provide critical input and help form our implementation strategies and recommendations. Once the initial analysis phase is complete, starting with task 1.5, our team will work with the city to conduct work sessions with key focus groups and city council.

- Focus Group Work Sessions. The intent of the focus group work sessions is to identify key individuals and groups that will represent issues that could affect implementation. The City will work with the PB team to identify, organize and schedule focus groups in conjunction with other project related activities. Possible focus groups could include key landowners, property owner associations, local and regional developers.
- City Council Work Sessions. To obtain critical feedback and guide this process effectively, city staff and the PB team will work with City Council throughout this study. City staff will work with the PB team to organize and schedule City Council and Planning and Zoning Commission meetings in conjunction with other project related activities.

Exhibit A

