

## Appendix A

### South Billings Boulevard Urban Renewal District – Scope of Work

#### TASK 1 - PROJECT INITIATION

Task 1 will focus upon overall project organization, coordination and identification of draft goals and objectives for the process and the project. The team will begin the process with a project kick-off meeting with the City of Billings, conducted remotely via webex. During this meeting the client and team will review communication protocols, consultant team roles and responsibilities, project schedule, availability and extent of existing data, the overall Stakeholder Engagement Plan, and specific preparations for the first series of public meetings.

In preparation for the Task 1 public meetings, the team will prepare draft goals and objectives for the South Billings Boulevard Urban Renewal District Plan (SBBURD Plan); identify, gather and create an annotated list of existing background information; and prepare preliminary maps of baseline conditions. As part of the project communications strategy, an outline of a project website will be developed.

#### Public Meetings Focus – Kick-off, Draft Goals and Objectives:

- Introduce Project and Team
- Review Process and Schedule
- Draft Goals, Objectives and Metrics
  - Measures of Success
  - Sustainability Objectives
- Meetings - One Client / Consultant Project Expectations meeting, one Kick-Off Workshop with the Steering Committee, individual meetings with Neighborhood Groups, Business Leaders and Economic Development Interests. Meetings will be conducted in Billings over a two day period.

#### Task 1 Deliverables:

- Detailed Project Workplan and Schedule
- Stakeholder Engagement Plan
- Project Website Outline
- Annotated List of Background Information
- Powerpoint Presentation (PPT) and Supporting Materials for use in public meetings

*Task Duration – One Month*

## TASK 2 - ASSESSMENT AND PROGRAM DEVELOPMENT

This phase of the project is characterized by intensive documentation and analysis of local ecology, land use, infrastructure, market, cultural and social aspects of SBBURD and the surrounding context. The assessment will include the following:

- A thorough technical analysis using 2010 Census, Yellowstone County, City GIS Assessor and planning department databases supported by fieldwork and on-site analyses of existing conditions, needs, and opportunities.
- Review of the Capital Improvements Program and identification of improvements planned for SBBURD.
- A thorough review of existing zoning, policy, plans and projects in SBBURD planning area and surrounding context.
- Sustainable planning addressing in an integrated manner economics, ecology, culture, and social strategies tailored to this district and informed by current trends such as USGBC LEED-ND, ASLA Sustainable Sites, Green Infrastructure, complete streets, context sensitivity, walkable, livable and resilient communities, and transportation choices.
- Analysis of historic neighborhood and community trends considering market trends, economic feasibility, and compatibility of strategies with other urban renewal districts, community, and neighborhood plans. Analysis will include preliminary projections for economic development and recommendations for mixed use development size, amenities, occupancy mix and phasing.
- Analysis of strengths and weaknesses found in the SBBURD area.
- Identification of obstacles to current or future development.
- Identification of potential public and private partners who might benefit from redevelopment for synergistic collaboration.
- Draft Market Analysis, including a review of comparable districts or communities. Specific areas of study will be determined in Task 1, though Fort Collins, Spokane, and Boise may represent appropriate analogs. (Please reference ECONorthwest Scope of Work, Appendix A1).

The results of the assessment will yield a draft program for the SBBURD planning area for future commercial, institutional, and residential development; physical and social infrastructure; parks and open space; and land stewardship and conservation opportunities. The team will also refine the draft goals and objectives identified in Task 1 based upon the results of the assessment and identified program opportunities.

### **Public Meeting Focus - Finalize Goals and Objectives and Identify Needs:**

- Finalize Goals and Objectives
- Review Draft Programming
- Identify Program Gaps/Additional Opportunities
- Meetings –Client / Consultant Check-In, Public Meeting, Steering Committee Debrief, Interviews with Key Stakeholders. Meetings will be conducted in Billings over a two day period.

**Task 2 Deliverables:**

- Project Website
- GIS Mapping Database
- Strategic Needs Assessment
- Draft Programming
- Draft Market Analysis Technical Memorandum
- Presentation Boards and PPT Materials

*Task Duration – Three Months*

**TASK 3 - STRATEGIC VISION AND ALTERNATIVES**

Building upon the analysis, opportunities and program developed in the previous task, a strategic vision for SBBURD will be created, articulating opportunities for potential neighborhood/district repositioning; district and neighborhood connectivity; land uses, densities and distribution; health, safety and access to social services; street and infrastructure investments; infill and redevelopment; enhanced transportation choices and services; and enhanced neighborhood character.

A two-day charette will take place where plan alternatives and strategies are developed in partnership with the client and advisory group. A detailed charette plan and agenda will be developed in advance of the charette. Anticipated outcomes from this charette include illustrated draft plan scenarios, identification of significant major moves and policy/regulatory adjustments and selection of a minimum of seven catalyst sites to be further evaluated. The catalyst sites will be selected to accommodate a diverse set of uses including professional office, mixed-use/mixed-income housing development, hospitality and retail. The results of the charette will contribute to the development of a draft SBBURD Strategic Plan and Vision and will be documented in the Mid-point Progress Report.

**Public Meeting Focus – Charette:**

- Refine Programming
- Draft Alternative Spatial Plans
- Identify Districts, Access, Connectivity and Infrastructure Requirements
- Review Draft Policy Plans / Zoning
- Review Potential Implementation Strategies
- Meetings – Two-day Charette, debrief with Steering Committee. Conducted in Billings over a two and one half day period.

**Deliverables:**

- Mid-point Project Progress Report (15 copies)
- Presentation Boards and PPT Materials

*Task Duration – Two Months*

#### TASK 4 - EVALUATION OF PLAN ALTERNATIVES

Following the charette, plan alternatives will be further refined and evaluated for economic and community development benefits, including cost and requirements for public investment, achievement of sustainability targets, contribution to goals and principles of the SBBURD Plan, compliance with adopted plans, and fit with other evaluation criteria developed through the planning process. A preferred plan will be identified based upon the results of the evaluation process. Supporting the evaluation process, the following will be developed:

- Analysis of redevelopment potential impacts to existing development
- Analysis of redevelopment impacts to jurisdictional boundaries, annexation considerations, zoning regulations or the existing Urban Renewal District.
- Refinement of economic development projections.
- Preparation of simple pro formas
- Summary of economic benefits.
- Conceptual cost estimates.

#### Public Meeting Focus – Evaluation of Alternatives:

- Confirm Evaluation Criteria
- Present and Evaluate Two Alternatives for each Scenario
- Review Cost/Benefits Analysis
- Meetings – Client / Consultant Check-In, Interviews with Key Stakeholders, Public meeting, Steering Committee Debrief. Meetings will be conducted in Billings over a two day period.

#### Deliverables:

- Draft Land Use/Redevelopment Plan Summary
- Presentation Boards and PPT

*Task Duration – Three Months*

#### TASK 5 - REFINEMENT / IMPLEMENTATION STRATEGIES

This phase focuses on the development of the preferred plan, creation of an implementation strategy and facilitating public commentary on the plan and strategies.

**Preferred plan** – During Phase 4 the alternative plans will be evaluated and a preferred plan selected. In Phase 5, the preferred plan will be refined to incorporate comments received in client and stakeholder reviews. Urban design guidelines for redevelopment will be created and will address the following:

- Public infrastructure and facilities
- Land use development patterns

- Transportation networks and linkages
- Green space design and layout
- Sustainable development
- Relative costs of development
- Public Commentary on Preferred Alternative

**Integration with Adopted Plans** – Strategies and recommendations for integration of the preferred plan with adopted plans, including the SBBURD Urban Renewal plan, will be developed.

**Implementation Strategies** – Implementation strategies will be developed and will include policy and program recommendations; recommended capital improvements, identify potential funding sources, partnerships and approaches; and recommendations for zoning changes and potential annexation. One of the key outcomes will be a list of specific projects and corresponding timeline for implementations.

**Marketing Plan** – A strategy and plan will be developed to attract and grow support for SBBURD redevelopment efforts. (Please reference ECONorthwest Scope of Work, appendix A1).

**Public Meeting Focus – Public Commentary on Preferred Plan:**

- Present Preferred Alternative and Supporting Analysis, Implementation Strategies, Design Guidelines and Standards, Marketing Strategy
- Provide Opportunity for Public Comment
- Meetings - Client / Consultant Check-In, Public meeting, Steering Committee Debrief, Interviews with Key Stakeholders. Meetings will be conducted in Billings over a one and one half day period.

**Deliverables:**

- Land Use/Redevelopment Plan Summary (15 copies)
- Implementation Plan
- Marketing Plan
- Presentation Boards and PPT Materials

*Task Duration – Three Months*

**TASK 6 - FINAL REPORT**

Following the completion of Phase 5, the SBBURD Plan report will be developed. The report will consist of narrative, diagrams, sketches and other information that communicates the analysis, vision and implementation strategy for SBBURD. An electronic copy of the draft plan will be distributed for review by the client and stakeholder groups. Upon approval of the draft, fifteen copies of the final report will be delivered to the client. A final briefing will be provided to Yellowstone County Board of Planning and at a City Council Worksession.

The contents of the final report will include:

- Strategic Needs Assessment
- Strategic Plan and Vision
- Market Analysis
- Land Use/Redevelopment Plan
- Marketing Plan
- Implementation Plan
- Conclusion and Economic Benefits Analysis

**Public Meeting Focus – Board and Council Briefings:**

- Combined Council / Commission
- Briefing and Review Session
- Provide Opportunity for Additional Public Comment through Online Tools or in a Public Forum
- Meetings – One briefing to Planning Board and Council.

**Deliverables:**

- Report Outline (approved by client)
- Draft Master Plan (electronic submittal)
- Final Master Plan (15 copies)
- Appendices (15 copies)

*Task Duration – Three Months*