



# City of Valdez

212 Chenega Ave.  
Valdez, AK 99686

## Meeting Agenda - Final-revised

### City Council

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Thursday, June 8, 2017

6:00 PM

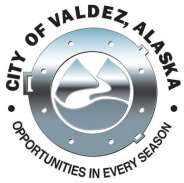
Council Chambers

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#### Work Session (Kimley Horn)

#### WORK SESSION AGENDA - 6:00 pm

1. [Work Session with Kimley-Horn](#)



## Agenda Statement

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**File #:** 17-0308      **Version:** 1  
**Type:** Work Session Item      **Status:** Agenda Ready  
**File created:** 6/8/2017      **In control:** City Council  
**On agenda:** 6/8/2017      **Final action:**  
**Title:** Work Session with Kimley-Horn  
**Sponsors:**  
**Indexes:**  
**Code sections:**  
**Attachments:** [060817 Work Session Kimley Horn Consulting](#)  
[Kimley Horn 1.pdf](#)  
[Kimley Horn 2. pdf](#)  
[Kimley Horn 3. pdf](#)  
[Kimley Horn 4. pdf](#)  
[Kimley Horn 5. pdf](#)  
[Kimley Horn 6. pdf](#)  
[Kimley Horn 7. pdf](#)

Date	Ver.	Action By	Action	Result
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**ITEM TITLE:**

Work Session with Kimley-Horn

**SUBMITTED BY:** Sheri Pierce, MMC, City Clerk

**FISCAL NOTES:**

Expenditure Required: N/A  
Unencumbered Balance: N/A  
Funding Source: N/A

**RECOMMENDATION:**

Work session only.

**SUMMARY STATEMENT:**

As requested by City Council, please see attached background documents regarding the City's proposed project with Kimley-Horn.



# **PUBLIC NOTICE**

Valdez City Council Work Session

Thursday, June 8, 2017

6:00 PM

Valdez City Council Chambers

Topic:

Discussion with Kimley-Horn Consulting

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Sheri Pierce, City Clerk

POSTED: June 6, 2017



## Legislation Text

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**File #:** 16-0075, **Version:** 1

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**ITEM TITLE:**

Approval to Select Kimley Horn & Associates, Inc. to Begin Scope Negotiations for the Comprehensive Community Visioning-Redevelopment Program

**SUBMITTED BY:** Lisa Von Bargaen, CED Director

**FISCAL NOTES:**

Expenditure Required: Unknown

Unencumbered Balance: N/A

Funding Source: TBD

**RECOMMENDATION:**

Approve selection of Kimley Horn & Associates, Inc. to begin scope negotiations for the Comprehensive Community Visioning-Redevelopment Program.

**SUMMARY STATEMENT:**

The City issued a Request for Qualifications (RFQ) on June 9, 2016 searching for firms with qualifications for a Comprehensive Community Visioning-Redevelopment Program. The RFQ required a pre-submittal site meeting. On June 30, 2016, eleven representatives from different consulting firms participated in a full community tour and round table discussion.

Qualification submittals were due on July 14, 2016. The City received six responses from:

- Catapult Creative Labs
- DOWL
- Houseal-Lavigne Associates
- Kimley-Horn
- SMG Consulting
- Winter & Company Team

The Council appointed a review team including three Council members (Nate Smith, Ryan McCune, Lea Cockerham); three community members (Rick Wade, Jim Shirrell, Lee Hart); and one City staff member (Lisa Von Bargaen). Using the criteria outlined in the RFQ document, the review team evaluated and ranked the submittals. The top four scoring were invited back to Valdez to give in-person presentation about more detailed qualification information. Those four firms were:

- DOWL
- Houseal-Lavigne Associates
- Kimley-Horn

- Winter & Company Team

On August 11 & 12, 2016, the four teams of firms gave presentations before the review committee and the City Manager. The time with each firm lasted approximately two hours and included a formal presentation where specific topics were addressed and discussion between the review panel and the firm representatives.

The review panel met on Monday, August 15, 2016 to discuss the content of the presentations and to determine a recommendation to forward to the City Council. That recommendation is Kimley Horn & Associates out of Orange, California. The Kimley Horn Team includes, Kimley Horn as the lead firm, working in conjunction with CallisonRTKL, Northern Economics and North Star Destination Strategies.

Now comes the scope development for the project/program. The RFQ listed the following as the basis from which a detailed scope of work will be developed:

**SCOPE OF WORK:**

The final scope of work will be negotiated between the successful firm and the City of Valdez. The following list includes minimum components of the multi-phased scope of work.

- **Community Visioning & Branding Initiative Development & Implementation**
- **Comprehensive Marketing & Promotion Strategy & Initial Implementation**
  - Visitors, Prospective Residents, Prospective Businesses, Events, Education, Facilities & Services
- **Development of new Comprehensive Land Use Plan**
  - Zoning Code Amendments, Architectural & Landscape Standards, Abatement
  - Community Flow & Wayfinding; Amenities
  - Creation of "Sense of Place"
- **Prioritization of Capital Investment Options**
  - Maintenance and improvement of existing facilities
  - **Strategic expansion plan based on service level requirements that will be demanded by new development and redevelopment activities.**
  - New investment opportunities

The Review Team and Administration see this initial process unfolding with these components:

- Administration begins scope development with Kimley Horn;
- A project charter is developed and brought to Council for approval;
- Council appoints Community Steering Committee to oversee the program;
- The draft scope goes to community review;
- The draft scope goes to Council for review and approval;
- Administration and an Executive Group from the Steering Committee work with Kimley Horn on a full proposal that includes cost and time schedules associated with the scope of work;
- Council approves contract with Kimley Horn based on scope, cost and time proposal.

Administration will be coming back to Council with options for a much more formalized process for

review and approval. At this time, the Review Team and Administration is requesting authorization to begin scope negotiations with Kimley Horn.

As outlined above, there are several steps in between this authorization to negotiate scope and award of a contract by Council. It is also important to remember, as the community goes through this process, decision points will be reached that change or add to the scope of work by Kimley Horn. These new components will be negotiated and brought to the Council on an individual basis for approval. Administration notes this specifically because this type of project/program is much about discovery - we don't know what we don't yet know. Full disclosure requires the understanding that the scope of this project/program will metamorphosize over time.



## Legislation Text

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**File #:** 16-0095, **Version:** 1

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**ITEM TITLE:**

Approval of Professional Services Contract with Kimley Horn and Associates, Inc. for Visioning/Branding/Marketing Program Initial Site Visit and Meetings in the Amount of \$44,000

**SUBMITTED BY:** Dennis Ragsdale, City Manager

**FISCAL NOTES:**

Expenditure Required: \$44,000

Unencumbered Balance: \$214,879

Funding Source: 350-5520-55000.101 Master Planning Comprehensive

**RECOMMENDATION:**

Administration recommends approval of this contract award.

**SUMMARY STATEMENT:**

The City issued a request for qualifications on June 9, 2016 searching for firms with qualifications for a comprehensive community visioning-redevelopment program. The review panel recommended Kimley Horn & Associates. This recommendation was forwarded to the City Council on August 23<sup>rd</sup> for approval to begin scope negotiations. Administration informed the council that the first step in this process would be a site visit in early September. Council approved this request and directed administration to bring back a proposal and request for funding.

As provided in the contract, Kimley-Horn and Associates, Inc. and Northstar Destination Strategies representatives will spend three days on site in Valdez to conduct one-on-one interviews with a group of pre-selected stakeholders prior to developing a full scope of services for the visioning process.



August 29, 2016

Mr. Dennis Ragsdale  
City Manager  
City of Valdez  
212 W. Chenega Avenue  
Valdez, AK 99686

**RE: Visioning/Branding/Marketing Program – Initial Site Visit and Meetings**

Dear Mr. Ragsdale:

Kimley-Horn and Associates, Inc. (“Kimley-Horn”) is pleased to submit this letter agreement (the “Agreement”) to the City of Valdez, Alaska (“Client”) to provide planning, vision development, branding and marketing consulting services.

## **PROJECT UNDERSTANDING**

Kimley-Horn understands that the City desires to undertake initially both a community-wide visioning process, as well as to pursue the development of a new brand and marketing strategy. While the entire scope of this work has yet to be determined, we have generally agreed to an approach that includes conducting initial meetings with certain stakeholders within the City prior to developing a full scope of services for the visioning process itself. It is our hope that the information gathered during this initial phase will help inform the consultant team in the preparation of a scope of services for a follow-up visioning program that will be tailored to the needs and unique nature of Valdez.

Kimley-Horn will retain the services of Northstar Destination Strategies for the branding and marketing aspects of this effort.

Following is our proposed scope of services.

## **SCOPE OF SERVICES**

Kimley-Horn will provide the following services:

**Task 1 – Stakeholder Interviews:** Kimley-Horn and Northstar representatives will spend three (3) days on site in Valdez to conduct one-on-one interviews with a group of pre-selected stakeholders. It is our recommendation that this group of stakeholders include, but not be limited to, the following:

- All City Council Members
- City Staff (4-6 department heads)
- Select members of the Planning and Zoning Board
- Select members of the Beautification Task Force
- Select members of the Finance Commission
- Representative of the Convention and Visitors Bureau
- Maritime or fishing interests representative

- Local extreme sports champion or operator
- Dock or Harbor Master (or someone representing the waterfront operation)
- Editor of the local newspaper
- Local business owners
- Select interested citizens

We will conduct these interviews over the course of 3 days at a convenient location to be determined in Valdez. We anticipate allowing between 45 minutes and an hour for each interview, and intend to conduct up to 10 interviews per day.

Kimley-Horn will conduct two conference calls with Client representatives prior to the visit to discuss logistics and to coordinate the scheduling of individual interviews. We will rely on the Client to provide us with a list of stakeholders and contact information, and consultant team members will maintain the master schedule of interviews.

Prior to the interview period, Kimley-Horn will provide the Client with a general list of questions/topics that will be asked/discussed at each interview. Additional input from the Client team is welcomed.

As a follow up to the on-site interviews, Kimley-Horn will prepare a summary memo outlining the general findings. Individual input received during this process will remain anonymous, and will be included in the memo without reference to specific individuals.

## ASSUMPTIONS/EXCLUSIONS

1. City will assist the Consultant team in locating a comfortable space in which to conduct interviews.
2. City will provide the selected list of interviewees with a general overview of the purpose for the interview via email or other method prior to the interview (overview may be provided by Kimley-Horn if necessary).

## ADDITIONAL SERVICES

Any services not specifically provided for in the above scope, as well as any changes in the scope the Client requests, will be considered additional services and will be performed at our then current hourly rates.

## SCHEDULE

We will provide our services as expediently as practical to meet a mutually agreed upon schedule.

## FEE AND BILLING

Kimley-Horn will perform the services described in the above Scope of Services for the lump sum labor fee of **\$34,500**.

In addition to the labor fee, direct reimbursable expenses, including air travel, hotel, meals, transportation, etc. will be billed at 1.15 times cost. We estimate these reimbursable expenses to be **\$9,500**.

Fees and expenses will be invoiced monthly based upon the percentage of services performed as of the invoice date. Payment will be due within 25 days of the date of the invoice.

## CLOSURE

In addition to the matters set forth herein, our Agreement shall include and be subject to, and only to, the terms and conditions in the attached Standard Provisions, which are incorporated by reference. As used in the Standard Provisions, the term "the Consultant" shall refer to Kimley-Horn and Associates, Inc., and the term "the Client" shall refer to **City of Valdez, Alaska**.

If you concur in all the foregoing and wish to direct us to proceed with the services, please have authorized persons execute copies of this Agreement in the spaces provided below, retain one copy and return the other to us. Fees and times stated in this Agreement are valid only if this contract is executed by the Client and returned to us within sixty (60) days after the date of this letter.

We appreciate the opportunity to provide these services to you and look forward to working with your team on this project. Please contact me at (714) 705-1369 if you have any questions about any information contained in this letter.

Very truly yours,

**KIMLEY-HORN AND ASSOCIATES, INC.**



Keith A. Pelan, RLA (FL), AICP  
Sr. Associate



Tyler Holst, PE (CA, OR, WA)  
Associate

Attachment: Kimley-Horn Standard Provisions

Accepted by: **City of Valdez**

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Title)

**KIMLEY-HORN AND ASSOCIATES, INC.****STANDARD PROVISIONS**

(1) **Consultant's Scope of Services and Additional Services.** The Consultant's undertaking to perform professional services extends only to the services specifically described in this Agreement. However, if requested by the Client and agreed to by the Consultant, the Consultant will perform Additional Services, which shall be governed by these provisions. Unless otherwise agreed to in writing, the Client shall pay the Consultant for any Additional Services an amount based upon the Consultant's then-current hourly rates plus an amount to cover certain direct expenses including telecommunications, in-house reproduction, postage, supplies, project related computer time, and local mileage. Other direct expenses will be billed at 1.10 times cost.

(2) **Client's Responsibilities.** In addition to other responsibilities described herein or imposed by law, the Client shall:

(a) Designate in writing a person to act as its representative with respect to this Agreement, such person having complete authority to transmit instructions, receive information, and make or interpret the Client's decisions.

(b) Provide all information and criteria as to the Client's requirements, objectives, and expectations for the project including all numerical criteria that are to be met and all standards of development, design, or construction.

(c) Provide to the Consultant all previous studies, plans, or other documents pertaining to the project and all new data reasonably necessary in the Consultant's opinion, such as site survey and engineering data, environmental impact assessments or statements, upon all of which the Consultant may rely.

(d) Arrange for access to the site and other private or public property as required for the Consultant to provide its services.

(e) Review all documents or oral reports presented by the Consultant and render in writing decisions pertaining thereto within a reasonable time so as not to delay the services of the Consultant.

(f) Furnish approvals and permits from governmental authorities having jurisdiction over the project and approvals and consents from other parties as may be necessary for completion of the Consultant's services.

(g) Cause to be provided such independent accounting, legal, insurance, cost estimating and overall feasibility services as the Client may require.

(h) Give prompt written notice to the Consultant whenever the Client becomes aware of any development that affects the scope, timing, or payment of the Consultant's services or any defect or noncompliance in any aspect of the project.

(i) Bear all costs incidental to the responsibilities of the Client.

(3) **Period of Services.** Unless otherwise stated herein, the Consultant will begin work timely after receipt of a properly executed copy of this Agreement and any required retainer amount. This Agreement is made in anticipation of conditions permitting continuous and orderly progress through completion of the services. Times for performance shall be extended as necessary for delays or suspensions due to circumstances that the Consultant does not control. If such delay or suspension extends for more than six months (cumulatively), Consultant's compensation shall be renegotiated.

(4) **Method of Payment.** Compensation shall be paid to the Consultant in accordance with the following provisions:

(a) Invoices will be submitted periodically for services performed and expenses incurred. Invoices are due and payable upon presentation. Client shall pay Consultant a time-price differential of one and one-half percent (1.5%) of the outstanding amount of each invoice that is overdue for more than 30 days. The Client shall also pay any applicable sales tax. All retainers will be held by the Consultant for the duration of the project and applied against the final invoice. If the Client fails to make any payment due to the Consultant under this or any other agreement within 30 days after presentation, the Consultant may, after giving notice to the Client, suspend services and withhold deliverables until all amounts due are paid in full and may commence proceedings, including recording liens, to secure its right to payment under this Agreement.

(b) If the Client relies on payment or proceeds from a third party to pay Consultant and Client does not pay Consultant's invoice within 60 days of receipt, Consultant may communicate directly with such third party to secure payment.

(c) If the Client objects to an invoice, it must advise the Consultant in writing giving its reasons within 14 days of

receipt of the invoice or the Client's objections will be waived, and the invoice shall conclusively be deemed due and owing. If the Client objects to only a portion of the invoice, payment for all other portions remains due within 25 days of receipt.

(d) The Client agrees that the payment to the Consultant is not subject to any contingency or condition. The Consultant may negotiate payment of any check tendered by the Client, even if the words "in full satisfaction" or words intended to have similar effect appear on the check without such negotiation being an accord and satisfaction of any disputed debt and without prejudicing any right of the Consultant to collect additional amounts from the Client.

(5) **Use of Documents.** All documents, including but not limited to drawings, specifications, reports, and data or programs stored electronically, prepared by the Consultant are related exclusively to the services described in this Agreement, and may be used only if the Client has satisfied all of its obligations under this Agreement. They are not intended or represented to be suitable for use, partial use or reuse by the Client or others on extensions of this project or on any other project. Any modifications made by the Client to any of the Consultant's documents, or any use, partial use or reuse of the documents without written authorization or adaptation by the Consultant will be at the Client's sole risk and without liability to the Consultant, and the Client shall indemnify, defend and hold the Consultant harmless from all claims, damages, losses and expenses, including but not limited to attorneys' fees, resulting therefrom. The Consultant's electronic files and source code developed in the development of application code remain the property of the Consultant and shall be provided to the Client only if expressly provided for in this Agreement. Any electronic files not containing an electronic seal are provided only for the convenience of the Client, and use of them is at the Client's sole risk. In the case of any defects in the electronic files or any discrepancies between them and the hardcopy of the documents prepared by the Consultant, the hardcopy shall govern. Because data stored in electronic media format can deteriorate or be modified without the Consultant's authorization, the Client has 60 days to perform acceptance tests, after which it shall be deemed to have accepted the data.

(6) **Opinions of Cost.** Because the Consultant does not control the cost of labor, materials, equipment or services furnished by others, methods of determining prices, or competitive bidding or market conditions, any opinions rendered as to costs, including but not limited to opinions as to the costs of construction and materials, shall be made on the basis of its experience and represent its judgment as an experienced and qualified professional, familiar with the industry. The Consultant cannot and does not guarantee that proposals, bids or actual costs will not vary from its opinions of cost. If the Client wishes greater assurance as to the amount of any cost, it shall employ an independent cost estimator. Consultant's services required to bring costs within any limitation established by the Client will be paid for as Additional Services.

(7) **Termination.** The obligation to provide further services under this Agreement may be terminated by either party upon seven days' written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party, or upon thirty days' written notice for the convenience of the terminating party. If any change occurs in the ownership of the Client, the Consultant shall have the right to immediately terminate this Agreement. In the event of any termination, the Consultant shall be paid for all services rendered and expenses incurred to the effective date of termination, and other reasonable expenses incurred by the Consultant as a result of such termination. If the Consultant's compensation is a fixed fee, the amount payable for services will be a proportional amount of the total fee based on the ratio of the amount of the services performed, as reasonably determined by the Consultant, to the total amount of services which were to have been performed.

(8) **Insurance.** The Consultant carries Workers' Compensation insurance, professional liability insurance, and general liability insurance. If the Client directs the Consultant to obtain increased insurance coverage, the Consultant will take out such additional insurance, if obtainable, at the Client's expense.

(9) **Standard of Care.** The standard of care applicable to Consultant's services will be the degree of care and skill ordinarily exercised by consultants performing the same or similar services in the same locality at the time the services are provided. No warranty, express or implied, is made or intended by the Consultant's undertaking herein or its performance of services, and it is agreed that the Consultant is not a fiduciary with respect to the Client.

(10) **LIMITATION OF LIABILITY.** In recognition of the relative risks and benefits of the Project to the Client and the Consultant, the risks have been allocated such that the Client agrees, to the fullest extent of the law, and notwithstanding any other provisions of this Agreement or the existence of applicable insurance coverage, that the total liability, in the aggregate, of the Consultant and the Consultant's officers, directors, employees, agents, and subconsultants to the Client or to anyone claiming by, through or under the Client, for any and all claims, losses, costs or damages whatsoever arising out of, resulting from or in any way related to the services under this Agreement from any cause or causes, including but not limited to, the negligence, professional errors or omissions, strict liability or breach of contract or any warranty, express or implied, of the Consultant or the Consultant's officers, directors, employees, agents, and subconsultants, shall not exceed twice the total compensation received by the Consultant under this Agreement or \$50,000, whichever is greater. Higher limits of liability may be negotiated for additional fee. Under no circumstances shall the Consultant be liable for extra costs or other consequences due to changed conditions, or for costs related to the failure of contractors to perform work in accordance with the plans and specifications. This Section 10 is intended solely to limit the remedies available to the Client or those claiming by or through the Client, and nothing in this Section 10 shall require the Client to indemnify the Consultant.

(11) **Mutual Waiver of Consequential Damages.** In no event shall either party be liable to the other for any consequential, incidental, punitive, or indirect damages including but not limited to loss of income or loss of profits.

(12) **Certifications.** The Consultant shall not be required to execute certifications or third-party reliance letters that are inaccurate, that relate to facts of which the Consultant does not have actual knowledge, or that would cause the Consultant to violate applicable rules of professional responsibility.

(13) **Dispute Resolution.** All claims by the Client arising out of this Agreement or its breach shall be submitted first to mediation in accordance with the Construction Industry Mediation Procedures of the American Arbitration Association as a condition precedent to litigation. Any mediation or civil action by Client must be commenced within one year of the accrual of the cause of action asserted but in no event later than allowed by applicable statutes.

(14) **Hazardous Substances and Conditions.** In no event shall Consultant be a custodian, transporter, handler, arranger, contractor, or remediator with respect to hazardous substances and conditions. Consultant's services will be limited to professional analysis, recommendations, and reporting, including, when agreed to, plans and specifications for isolation, removal, or remediation. The Consultant shall notify the Client of hazardous substances or conditions not contemplated in the scope of services of which the Consultant actually becomes aware. Upon such notice by the Consultant, the Consultant may stop affected portions of its services until the hazardous substance or condition is eliminated.

(15) **Construction Phase Services.**

(a) If the Consultant's services include the preparation of documents to be used for construction and the Consultant is not retained to make periodic site visits, the Client assumes all responsibility for interpretation of the documents and for construction observation, and the Client waives any claims against the Consultant in any way connected thereto.

(b) If the Consultant provides construction phase services, the Consultant shall have no responsibility for any contractor's means, methods, techniques, equipment choice and usage, sequence, schedule, safety programs, or safety practices, nor shall Consultant have any authority or responsibility to stop or direct the work of any contractor. The Consultant's visits will be for the purpose of endeavoring to provide the Client a greater degree of confidence that the completed work of its contractors will generally conform to the construction documents prepared by the Consultant. Consultant neither guarantees the performance of contractors, nor assumes responsibility for any contractor's failure to perform its work in accordance with the contract documents.

(c) The Consultant is not responsible for any duties assigned to the design professional in the construction contract that are not expressly provided for in this Agreement. The Client agrees that each contract with any contractor shall state that the contractor shall be solely responsible for job site safety and for its means and methods; that the contractor shall indemnify the Client and the Consultant for all claims and liability arising out of job site accidents; and that the Client and the Consultant shall be made additional insureds under the contractor's general liability insurance policy.

(16) **No Third-Party Beneficiaries; Assignment and Subcontracting.** This Agreement gives no rights or benefits to anyone other than the Client and the Consultant, and all duties and responsibilities undertaken pursuant to this Agreement will be for the sole benefit of the Client and the Consultant. The Client shall not assign or transfer any rights under or interest in this Agreement, or any claim arising out of the performance of services by Consultant, without the written consent of the Consultant. The Consultant reserves the right to augment its staff with subconsultants as it deems appropriate due to project logistics, schedules, or market conditions. If the Consultant exercises this right, the Consultant will maintain the agreed-upon billing rates for services identified in the contract, regardless of whether the services are provided by in-house employees, contract employees, or independent subconsultants.

(17) **Confidentiality.** The Client consents to the use and dissemination by the Consultant of photographs of the project and to the use by the Consultant of facts, data and information obtained by the Consultant in the performance of its services. If, however, any facts, data or information are specifically identified in writing by the Client as confidential, the Consultant shall use reasonable care to maintain the confidentiality of that material.

(18) **Miscellaneous Provisions.** This Agreement is to be governed by the law of the State of California. This Agreement contains the entire and fully integrated agreement between the parties and supersedes all prior and contemporaneous negotiations, representations, agreements or understandings, whether written or oral. Except as provided in Section 1, this Agreement can be supplemented or amended only by a written document executed by both parties. Provided, however, that any conflicting or additional terms on any purchase order issued by the Client shall be void and are hereby expressly rejected by the Consultant. Any provision in this Agreement that is unenforceable shall be ineffective to the extent of such unenforceability without invalidating the remaining provisions. The non-enforcement of any provision by either party shall not constitute a waiver of that provision nor shall it affect the enforceability of that provision or of the remainder of this Agreement.



## Legislation Text

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**File #: 16-0285, Version: 1**

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**ITEM TITLE:**

Discussion Item: Kimley Horn - Valdez Revisioning Project

**SUBMITTED BY:** Todd Wegner, Task Force Staff Advisor/Assistant City Manager

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

**RECOMMENDATION:**

Discussion Item only.

**SUMMARY STATEMENT:**

As the Task Force is likely aware, the City has gone through an extensive nation-wide search process to identify a consulting firm that will facilitate a Visioning-Redevelopment Program for the community.

Kimley-Horn out of Orange, CA has been chosen as the City's consulting firm for the project. Representatives of the team will be in Valdez next week on a scope refinement trip. They will be meeting with community stakeholders September 12<sup>th</sup>-14<sup>th</sup> and have scheduled to meet with the Beautification Task Force during our regular meeting on Monday, September 12<sup>th</sup>.

Please find the broad baseline scope provided to the consultant in the initial RFQ below:

*The final scope of work will be negotiated between the successful firm and the City of Valdez. The following list includes minimum components of the multi-phased scope of work.*

- **Community Visioning & Branding Initiative Development & Implementation**
- **Comprehensive Marketing & Promotion Strategy & Initial Implementation**
  - Visitors, Prospective Residents, Prospective Businesses, Events, Education, Facilities & Services
- **Development of new Comprehensive Land Use Plan**
  - Zoning Code Amendments, Architectural & Landscape Standards, Abatement
  - Community Flow & Wayfinding; Amenities
  - Creation of "Sense of Place"
- **Prioritization of Capital Investment Options**
  - Maintenance and improvement of existing facilities
  - **Strategic expansion plan based on service level requirements that will be**

**demanding by new development and redevelopment activities.**

- *New investment opportunities*

As the revisioning team works to refine the scope of the project, they will be asking for stakeholders to consider the questions below. Please take time to read them to get your ideas flowing.

- What do you think are the City's best attributes/features (for residents and for visitors)?
- What are the biggest challenges in the community?
- What suggestions/ideas do you have to address these challenges or exploit Valdez's positive attributes?
- If you had a magic wand, describe your future Valdez?
- What suggestions/advice to you have for our team?
- What is the best part about living in Valdez for you?
- Where is the first place you take visitors?
- What is it about Valdez that makes you proud to live here?
- What's the hardest part of living here?
- Do you feel that Valdez is a good place to raise a family?
- If you have children in school, how do you feel about the school system, teachers, administration?
- How do you feel about your elected leaders?
- Did you vote in the last City election?
- How do you feel about your City staff?
- Do you feel that City government is fiscally responsible?
- If you could add one or two entertainment options to Valdez, what would they be?
- Do you feel a sense of community here?
- What other public, recreational, or tourist attraction facilities would you like to see in Valdez?
- What things (shopping, dining, services) would you add to the mix in Valdez if you could?

- Tell us about your City services (utilities, phone, garbage, cable TV, emergency) and how well you feel you are being served?
- What are your thoughts on the “look and feel” of Valdez?
- What is your favorite summer activity?
- What is your favorite winter activity?
- Where or how do you obtain the things you need for your daily routine (groceries, dry goods, household products, furniture, appliances, automobile services, etc.) ?
- When you tell people you live in Valdez, what is their usual response?
- What do you tell people who ask you what it’s like to live in Valdez?



## Legislation Text

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**File #:** 16-0106, **Version:** 1

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**ITEM TITLE:**

Visioning and Redevelopment Program

**SUBMITTED BY:** Jenessa Ables, Port Operations Manager

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

**RECOMMENDATION:**

**SUMMARY STATEMENT:**

As you are likely aware, the City has gone through an extensive nation-wide search process to identify a consulting firm that will facilitate a Visioning-Redevelopment Program for the community. Kimley-Horn out of Orange, CA has been chosen. Representatives of the team will be in Valdez next week on a scope refinement trip. They will be meeting with community stakeholders Monday-Wednesday. We have scheduled a lunch with the Ports & Harbor and Parks & Rec Commissions this coming **Tuesday, September 13<sup>th</sup> from 11:30am-1:00pm in the City Council Chambers**. Please RSVP to let us know your availability as soon as possible.

The broad baseline scope provided to the consultant in the initial RFQ is below:

*The final scope of work will be negotiated between the successful firm and the City of Valdez. The following list includes minimum components of the multi-phased scope of work.*

- **Community Visioning & Branding Initiative Development & Implementation**
- **Comprehensive Marketing & Promotion Strategy & Initial Implementation**
  - *Visitors, Prospective Residents, Prospective Businesses, Events, Education, Facilities & Services*
- **Development of new Comprehensive Land Use Plan**
  - *Zoning Code Amendments, Architectural & Landscape Standards, Abatement*
  - *Community Flow & Wayfinding; Amenities*
  - *Creation of "Sense of Place"*
- **Prioritization of Capital Investment Options**
  - *Maintenance and improvement of existing facilities*

- **Strategic expansion plan based on service level requirements that will be demanded by new development and redevelopment activities.**
- *New investment opportunities*

As the team works to refine the scope they will be asking for stakeholders to consider the questions below. Please take time to read them to get the “juices flowing.” We certainly hope you can join us on Wednesday. Please email your RSVP answer as soon as you can.

- What do you think are the City’s best attributes/features (for residents and for visitors)
- What are the biggest challenges in the community
- What suggestions/ideas do you have to address these challenges or exploit Valdez’s positive attributes
- If you had a magic wand, describe your future Valdez
- What suggestions/advice to you have for our team.
- What is the best part about living in Valdez for you
- Where is the first place you take visitors
- What is it about Valdez that makes you proud to live here
- What’s the hardest part of living here
- Do you feel that Valdez is a good place to raise a family
- If you have children in school, how do you feel about the school system, teachers, administration
- How do you feel about your elected leaders
- Did you vote in the last City election
- How do you feel about your City staff
- Do you feel that City government is fiscally responsible
- If you could add one or two entertainment options to Valdez, what would they be
- Do you feel a sense of community here
- What other public, recreational, or tourist attraction facilities would you like to see in Valdez
- What things (shopping, dining, services) would you add to the mix in Valdez if you could
- Tell us about your City services (utilities, phone, garbage, cable TV, emergency) and how well you feel you are being served
- What are your thoughts on the “look and feel” of Valdez
- What is your favorite summer activity
- What is your favorite winter activity
- Where or how do you obtain the things you need for your daily routine (groceries, dry goods, household products, furniture, appliances, automobile services, etc.)
- When you tell people you live in Valdez, what is their usual response
- What do you tell people who ask you what it’s like to live in Valdez



## Legislation Text

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**File #:** 16-0197, **Version:** 1

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**ITEM TITLE:**

Discussion Item: Regrouping & Prioritizing Prior to Work Session with Council

**SUBMITTED BY:** Lisa Von Bargaen, CED Director

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

**RECOMMENDATION:**

None. Discussion item only.

**SUMMARY STATEMENT:**

The anticipated timeframe for Economic Diversification Interim Measures is about to sunset. The Commission has overseen the scope and contracts for several milestone tasks including 1) Baseline Socio-Economic Indicator Study; 2) Year-Round Mountain Recreation Site Study; and 3) Visitor Statistics Study. The Commission has also informally determined the best on-going route forward is to keep the Commission in place and hire a full time economic development staff person. The Commission has worked a number of issues in some or great detail. At this time though it is appropriate to re-group and meet with the Council to determine clear direction moving forward.

Staff has been trying to schedule a joint work session with the Council to have this discussion, but it is important the Commission have a clear and united voice going in to meet with Council. This is an opportunity to start that discussion within the Commission.

In addition to charting a way forward the Council would like to have a recommendation from the Commission about staffing. The City Manager has requested an economic development position for the 2017 budget. The Council has asked for the Commission to weigh in on this decision. Is a contractor (like we have had) or a dedicated FTE better? Is a position within Community & Economic Development answering to the existing director the right place for that staff person; or is it better to bring someone in at the Department Head level? How does the Commission envision the existing strategic initiatives worked by the Commission fitting into the newly proposed planning effort to be led by consulting firm Kimley Horn? What role will the Commission play in this planning effort?

These are just a few questions to get the conversation started. As a reminder, the existing strategic initiatives are:

- Promote housing affordability and availability

- Enhance senior and developmental disability services and opportunities
- Downtown beautification and redevelopment
- Improve marine-related facilities and industries
- Link and expand College programs to existing and new industries
- Reduce energy costs and increase access to power
- Improve year-round recreation and tourism opportunities



## Legislation Text

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**File #: 16-0252, Version: 1**

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**ITEM TITLE:**

Kimley Horn Update Report

**SUBMITTED BY:** Lisa Von Barga, CED Director

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

**RECOMMENDATION:**

None. Report only.

**SUMMARY STATEMENT:**

Kimley Horn (KH) provided a draft scope to the City on October 12<sup>th</sup> that outlines the visioning and branding aspects of the scope; and goes into a description of the comprehensive plan development and amendments to the zoning code. A copy of the draft scope is attached for Council reference.

The Review Team was able to meet to discuss the draft scope on October 30<sup>th</sup>. The review team outlined a number of questions and clarification points that have been submitted back to Kimley Horn to provide more detail. A response is expected very soon from KH and will be reported to the Council as soon as possible.

The Review Team recommended Kimley Horn be asked to move forward with two sub-tasks that require immediate attention - a Waterfront Master Plan and a Housing Needs Analysis. KH has been asked to provide a resume of experience related to these matters, specifically related to Waterfront Master Planning.

The idea of Kimley Horn assisting with facilitation of a Waterfront Master Plan has some concerned about their experience in this area; the ability of KH to get "up to speed" in a timely enough fashion for the master plan to include new harbor attributes; and concern about vast amounts of work already completed by more local consultants being wasted. All of these are valid concerns and should be completely addressed. As soon as KH has pulled together their resume on Waterfront Master Planning it will be reported out to the P&H Commission, Council and staff.

Staff anticipates bringing a refined scope back to the Review Team for additional scrutiny prior to action by Council. Scope approval and a budget should be before the Council in December so work can begin as soon as possible.

Draft – October 12, 2016

## Exhibit A

### VALDEZ VISION PLAN AND BRANDING

#### Scope of Work

#### General Note Regarding Organization of Written Scope

This scope includes three phases. Phase 1 has two parts, the Vision Plan and the Branding effort. Those two tasks will run simultaneously, but may or may not track the exact same timeline (that remains up for some discussion with the City). Also – the both the Vision Plan and Branding processes expect that there will be a “focus group” or a “steering committee” which will be our local eyes and ears as well as a sounding board throughout the process. The City may choose to appoint one committee to oversee both efforts, or these two groups may be separate. They may or may not overlap in their membership rosters. We are able to work within whatever arrangement suits the City.

#### PHASE 1A: VISION PLAN

**Scope Overview** – This scope of services has been prepared as a sequential outline of the process we propose for community engagement and preparation of the Vision Plan. We anticipate this process will include a series of “on the ground” visits to Valdez where members of the consultant team will have a presence not only to organize and facilitate interviews and workshops, but also to make ourselves available to the public at large should individuals wish to meet and provide input. It is anticipated that during these visits, the team will work in a **central location provided by the Client** and also be productive in the preparation of the various forms of analysis and documentation outlined herein. Following each of the proposed community visits is a period of “office time” for the consultant team to continue the preparation of documentation and prepare for the subsequent series of on-site meetings.

#### **TASK 1.0 - Advance Planning and Preparation of Community Engagement Strategy**

The Kimley-Horn team (we) will collectively meet and prepare for the community engagement process prior to the first on-site visit to Valdez. This will include the establishment of roles and responsibilities, as well as reporting protocols and overall project timeline, objectives and issues. We will prepare a written outline and approach to the engagement process, including schedules and expectations for the input and feedback loop anticipated throughout the duration of the project.

During this advance planning stage, we will also **gather readily available mapping and review available documents from the City**. We will prepare preliminary base maps and other graphics that will be utilized throughout the planning process.

We will schedule and participate in **bi-weekly conference calls with appropriate City staff** to review progress, discuss the engagement approach, and identify additional needs and concerns.

We will prepare a community engagement plan for the project, the intent of which is to ensure that we receive input from a broad spectrum of participants and otherwise promote the project. The plan will outline anticipated times when team representatives will be on the ground in Valdez, and identify key stakeholders, local interests, community events and meetings, and other work tasks that will take place during each visit. It will detail specific engagement tactics to be employed in maximizing participation opportunities, and will incorporate strategies for a web presence and social media. This schedule will be loosely based on known community events and meetings at which the team may

have a presence, as well as anticipated times when larger community workshops, steering committee meetings, and presentations to the Planning and Zoning Commission and the City Council should be held.

*Deliverables:*

- Written Community Engagement Strategy Plan
- Base Mapping

## **TASK 2.0 - Community Engagement and Background Analysis**

We will execute the community engagement program agreed to in Task 1.0 above. We anticipate that this program will play out over the course of 6-7 months and will entail the following work efforts:

**Task 2.1 – Site Visit 1:** This task will include 6 days on the ground in Valdez with up to 5 team members (scheduled in order to capture two consecutive weekends of stakeholder interviews as well as attendance at community events and field reconnaissance). During this visit, we will work with the Client to determine the makeup of the project “steering” or “executive” committee, and establish lines of communication and protocol for the project going forward. We will rely on the Client to establish and appoint the project “committees” through appropriate methodologies and to outline their “rules of engagement” and to assist in scheduling and facilitating committee meetings as necessary. This visit will include stakeholder interviews, focus group meetings, and a minimum of one community-wide facilitated workshop. Also during this visit, we will engage in the following additional work efforts:

- Community Walk (walking workshop)
- Youth Visioning Workshop
- Staff Visioning Workshop
- Visioning Charrette
- Advisory Committee Meeting #1 (community and branding committee)
- Stakeholder Interviews ((see also Phase 1B)
- Intercept Surveys with Residents, Business and Visitors
- Social Media (Website, Radio, etc.)
- Community Visioning Festival (Friday or Saturday Capstone)

**Task 2.1.1 - Site Reconnaissance / Document Review:** We will conduct an in-depth field reconnaissance of the community and its surroundings to gain a holistic understanding of the physical, social, and environmental context. The intent is to form a preliminary appraisal of community issues, identify topics to be targeted for further study during our detailed research and analysis tasks, and provide initial thoughts on development opportunities and constraints. As appropriate, we will engage in follow-up reconnaissance to record important site conditions and characteristics.

It should be noted there is a considerable amount of data and analysis previously completed by the city that will contribute to the planning process. The Kimley-Horn team’s intent is to utilize as much of this information as possible so as to not duplicate efforts.

**Task 2.1.3 - Site and Background Analysis:** Using readily available mapping and information provided by the City, along with the findings of the site reconnaissance conducted in Task 2.1.1, we will prepare a series of maps, diagram, tables, and charts with supporting narrative that clearly communicate our understanding and assessment of the site and its context. The intent of this task is

to ensure a well-rounded and comprehensive understanding of site conditions that will advise and instruct the planning process. This will generally include:

- Overview of Regional Context and Site Conditions, addressing both the natural and built character of Valdez
- Land Use & Housing Resources Analysis, assessing the distribution, character and condition of existing land uses, buildings and structures, including the community's housing resources. Additionally, we will identify existing land uses and land use policy, ownership patterns (public land ownership and other major land owners), projected and proposed development projects, etc.
- Community Resources Analysis, assessing civic, commercial, and cultural resources located within and near the community, and identify gaps in service provision. Our analysis will generally be qualitative and map-based
- Community Character Analysis, investigating urban structure and form, prevalent development typologies, and local and regional design character and traditions. Consideration will be given to how cultural and heritage values may influence the branding and identity of the community and its districts.
- Environmental Analysis, assessing the environmental and natural character of the community and its surroundings, including identification of environmental assets and constraints (e.g., floodplains), open space character and resources, land use suitability, and opportunities for natural resource and landscape conservation. Our analysis will generally be qualitative and map-based; as appropriate this assessment will incorporate the findings of the technical analysis provided by other members of the consultant team.
- Infrastructure Analysis, assessing the current condition of infrastructure elements including roads, City utilities (water, sewer, stormwater), and public buildings

Field work for this task will be conducted during the initial site visit, and finalized during the in-office time that follows. The Site Analysis Report will serve as an informational and resource document for the project team, as well as for community members and key stakeholders as the project moves forward.

*Deliverable:*

- *Site Analysis Report, presented in graphic and written format as mutually agreed with Client*

Additional work efforts following this initial site visit will be necessary to review and synthesize stakeholder input, and prepare the initial Site Analysis Report.

### **Task 3.0 – Community Engagement and Development of Community Vision Alternatives**

**Task 3.1 – Site Visit 2:** This task includes a second 6-day visit to Valdez with up to 4 team members scheduled over a time period similar to Task 2.1. Early in this visit, the Site Analysis Report prepared in Task 2.0 above will be presented to stakeholders, steering committee, Planning and Zoning Commission, and the City Council.

Subsequent to those presentations, we will conduct additional stakeholder interviews, focus group meetings, an additional community-wide facilitated workshop, and a follow up meeting with the project steering committee or other individuals or groups as may be identified.

Also during this second site visit, the project team will be conducting follow-up reconnaissance, further investigation of development opportunities, and conducting discussions regarding land use and community design. During the office time that will follow the second site visit, we will prepare a preliminary vision statement and narrative, development principles and concepts. These will serve as a baseline for preparing future Alternative Development Scenarios, which will identify, assess and prioritize development opportunity sites, focusing on vacant and underutilized parcels while taking into account infrastructure capacity.

**Task 3.1.1 –Alternative Community Vision Scenarios:** Relying on the Background Analysis and input received through community engagement, we will prepare up to three (3) Alternative Community Vision Scenarios for Valdez. These alternatives will draw upon the information and input gathered to date, and are intended to provide an exploration of the future potential associated with varying land use mix and density, community scale and character, and associated mobility, infrastructure, and open space strategies. As appropriate, additional focus will be given to consideration of alternatives for development of a commercial core for the community.

We will evaluate the economic potential of the development alternatives and various opportunity sites for their feasibility as near-term catalytic projects and/or potential locations for growth and development.

Additional office time following this second site visit will be necessary to review stakeholder and steering committee input, and to prepare the Preliminary Vision and Alternative Community Vision Scenarios.

**Task 3.1.2 – Interim Presentation:** We will prepare for and conduct a presentation of the development alternatives to the project steering committee, and to a joint meeting of the Planning and Zoning Commission and City Council. These meetings will include up to 2 members of the consultant team attending meetings over a 2-3 day period.

**Deliverables:**

- *Alternative Development Scenarios; three (3) maximum presented in a format suitable for Project Team, Client, and community review and evaluation*
- *Alternative Development Scenarios Evaluation Matrix*

**Task 3.2 – Community Vision Alternatives Report:** Following this interim presentation, we will evaluate the input received and further assess the strengths and weaknesses of each alternative according to land use suitability; market viability and economic impact; place-making potential; infrastructure capacity and costs; anticipated environmental impacts; etc. We will prepare a report that includes and summarizes as appropriate: 1) the Preliminary Vision & Community Principles; 2) Opportunity Site Assessment; and 3) the Alternative Community Vision Scenarios & Evaluation. This document will provide direction for preparation of the Vision Plan for the community as described in Task 4.0.

**Task 3.3 – Site Visit 3:** This task includes a third 4-day visit to Valdez with up to two team members subsequent to the submittal of the final Community Vision Alternatives Report. The intent of this visit will be to have a presence in the community, and gather any outstanding information that will inform the Vision Plan.

*Deliverables:*

- *Draft Community Vision Alternatives Report presented as an electronic file and in 8.5"x11" or other mutually agreeable format.*
- *Final Community Vision Alternatives Report presented as an electronic file and in 8.5"x11" or other mutually agreeable format.*

## **TASK 4.0 – Vision Plan**

**Task 4.1 Preferred Community Vision Alternative:** Based on the outcome of the review and evaluation of Community Vision Alternatives, we will prepare a draft Vision Plan based on the preferred Community Vision Alternative that describes and illustrates the favored concept for growth and change in the community, depicted through illustrative plan, , development yield analysis, explanatory diagrams, and other drawings and renderings as appropriate. The plan shall account for development potential associated with 5, 10, and 25-year planning horizons, and summarize the benefits to the community resulting from implementation of the preferred Vision. Additional detailed analysis with sketch concepts shall be given to the potential development of a commercial core for the community.

*Deliverables:*

- *Draft Community Vision Alternatives Report presented as an electronic file and in 8.5"x11" or other mutually agreeable format.*
- *Final Community Vision Alternatives Report presented as an electronic file and in 8.5"x11" or other mutually agreeable format.*

## **TASK 4.0 – Vision Plan**

**Task 4.1 Preferred Community Vision Alternative:** Based on the outcome of the review and evaluation of Community Vision Alternatives, we will prepare a draft Vision Plan based on the preferred Community Vision Alternative that describes and illustrates the favored concept for growth and change in the community, depicted through illustrative plan, , development yield analysis, explanatory diagrams, and other drawings and renderings as appropriate. The plan shall account for development potential associated with 5, 10, and 25-year planning horizons, and summarize the benefits to the community resulting from implementation of the preferred Vision. Additional detailed analysis with sketch concepts shall be given to the potential development of a commercial core for the community.

*Deliverables:*

- *Preferred Development Scenario, presented in a format suitable for Project Team, Client, and community review and evaluation*

**Task 4.2 – Draft Vision Plan Presentations:** We will prepare for and conduct a presentation of the draft Vision Plan to the project steering committee, and to a joint meeting of the Planning and Zoning Commission and City Council (based on a mutually agreed schedule). These meetings will include up to 2 members of the consultant team attending meetings over a 2-3 day period.

*Deliverables*

- *Draft Vision Plan presented as an electronic file and in 8.5"x11" or other mutually agreeable format.*

**Task 4.3 Final Vision Plan:** Based on input received in Task 4.2, we will prepare a Final Vision Plan that includes: 1) updated Vision & Development Principles and 2) the Preferred Development Scenario. The Vision Plan is intended to serve as a communications piece to engage community members and stakeholders, and as a point of reference as the planning process moves forward; it will be subject to further refinement through the process of preparing a more detailed Comprehensive Plan (reference Phase 2). Emphasis will be placed on presenting proposals for the overall physical development of the community. Detailed policy prescriptions, district development proposals, and implementation measures will not be addressed in this document, although the viability of the plan and its future implementation will be considered. Particular attention will be given to providing a highly graphic, user friendly document.

We will present the Final Vision Plan to a joint meeting of the project steering committee, Planning and Zoning Commission, and the City Council based on a mutually agreeable schedule. We anticipate a timeframe of 6-8 weeks following Task 4.2 above to complete the Final Vision Plan.

#### *Deliverables*

- o *Final Vision Plan presented as an electronic file and in 8.5"x11" or other mutually agreeable format.*

## **PHASE 1B: COMMUNITY BRANDING**

**Scope Overview** – Successful community branding must be a grassroots effort, involving those most rooted in your community. This process is ongoing. It starts with educating people on what branding is and what it can mean for them. It continues with focus groups, interviews and surveys designed to get people’s actual opinions about things. It soars when we help you put together a Friends of Valdez ambassador group that will initially work to inform the brand and eventually become the most vocal advocacy group for Valdez.

### **Task 1.0 – Community Engagement and Education**

We will work with the Client to establish a "Friends of Valdez" (Friends) working committee, which should consist of a group of 12-15 influential voices from across your community. This group comprises leaders representing diverse interests including students, matriarchs, historians, artists, parents, librarians, coaches, athletes, teachers, doctors, merchants, journalists, architects, bloggers, event planners – anyone with a valuable opinion and a love for Valdez.

This group may be appointed and engaged concurrent with the appointment and establishment of the Vision Plan steering committee described in Phase 1A, Task 2.1. The Friends group is likely not the same group as the steering committee, but may have some member overlap.

During the Branding: Site Visit, the Friends group will be assembled as a focus group. We will educate them on branding in general, brainstorm the possibilities for their group, and discuss how an ambassador group can promote the brand and remain independent. The Friends will then be charged with spreading the word about the branding effort in the community and to take the pulse of their constituencies.

Using the available hashtag #friendsofValdez, we will set up a platform that the group can use to discuss issues important to their constituencies. Your Friends of Valdez group is not working to “sell in” the brand, they are answering questions, addressing concerns and cultivating good ideas.

We will establish an Educational and Brand Story Web site which will serve as an online tool for Valdez residents and stakeholders to learn more about the branding effort, the current state of the process and to get involved either in the research stage or to become a champion after the launch of the new brand. In addition, this website transitions throughout the process from a purely educational site, to one that describes the core branding strategy after the strategic DNA statement is approved and then becomes a brand story website at the completion of your BrandPrint.

We will provide a general press release on what a community brand is and what it does. It will highlight the need for the public's help during the process and communicates the date, time and location of upcoming educational presentation(s). Not only does this start the public education process, it opens up lines of discussion with the press. If appropriate, we will also meet with members of the press during our site visit.

We will conduct one or more live PowerPoint presentations during our Branding: Site Visit to private and public sector stakeholder groups (determined and assembled by Valdez) for purposes of educating and furthering buy-in of the Valdez branding initiative. We will work with the Client to determine who these audiences are and what you want to convey. The presentation will be crafted to meet those goals. We will provide the Valdez team with a copy of the community branding PowerPoint presentation (with detailed notes), which will give you the ability to carry on the education and engagement via additional presentations, distribution to interested parties or placement on community websites.

#### *Deliverables*

- *Educational Website*
- *Educational Presentation*
- *Branding Initiative Press Release*

#### **Task 2.0 – Research**

During this task we will evaluate the environment, the competitive situation, stakeholder attitudes, community attitudes, current communications and the perceptions of target audiences and influencers. This includes:

- *Situation Analysis:* To establish the current lay of the land from the perspective of your critical partners, we both administer a questionnaire to each internal group or organization and meet with these groups to more fully understand your general history, political landscape, resources, competitors, etc.
- *Research, Planning, Communications and Media Audit:* We conduct a comprehensive review of any relevant research and planning documents. In addition, we review and analyze existing marketing materials, branding, logos and messaging from public and private sector partners as well as recent press related to Valdez.
- *Undercover Interviews/Ethnography:* North Star will send our ethnographer to spend approximately a month living in Valdez and being part of the community. During this visit, the ethnographer will conduct interviews to gain an in-depth qualitative understanding of how residents and visitors experience and think about Valdez. This effort will include reaching out to people that can be difficult to reach using conventional methods, by going to where they live, where they work and where they congregate. This approach involves asking open-ended questions and allowing respondents to speak in their own words in their natural environment

about their personal experiences with Valdez, what Valdez means to them, and how do they define their home.

- *In-depth Survey:* This open-ended right-brained survey challenges stakeholders to provide deeper comments and opinions. We administer the survey digitally and in paper form to the list provided by you, guaranteeing all your valuable stakeholders are able to participate. This tool extends your participant universe and allows you to layer trending opinions with in-depth perspectives.
- *Branding: Site Visit*
  - *Sales Review:* Conduct further in-depth review of how Valdez sells itself, formally and informally, to key business prospects, developers, professional candidates, students, potential home buyers, etc. We want to hear your presentations, see what they see and receive any materials they receive.
  - *Key Stakeholder Interviews:* Some of our most valuable nuggets for the purposes of defining your DNA and crafting your creative work come from these intensive one-on-one interviews with key stakeholders (including leaders from city department staff, real estate agents, park officials, elected officials, business community, schools, civic organizations, etc.). We also want to talk to articulate individuals who are passionate about Valdez (poets, coaches, ministers, historians, matriarchs, patriarchs and more). We know you want us to talk to everyone, so we continue the conversations via phone once we get back to the office. Because we can react to the information they give us with original questions, these interviews often lead us down exciting discovery paths not revealed by quantitative surveys.
  - *Focus Groups:* We will also assemble a range of perspectives during 2-3 focus groups during the site visit. Focus groups engage 12-15 at a time and can be organized by type (businesses, tourism attractions, etc.)
- *Online/Social Media Community Survey:* Using some of the themes identified in the in-depth survey, we will craft a quantitative survey posted online for community-wide participation. We promote this survey using traditional and social media.
- *Brand Barometer:* This proprietary research tool measures the likelihood of your residents to advocate Valdez for starting a business or quality of life, compared to other places in the United States. This will provide us with a benchmarking tool for measuring internal attitudinal change moving forward.
- *Influencer Perception Study:* Working from a combined list of site selectors, relocation executives, meeting planners, regional and state level executives in economic development and tourism as well as other external influencers you provide with a list we compile, we will conduct qualitative, in-depth interviews with professionals outside Valdez. These interviews uncover valuable 30,000 ft. perspectives.
- *Quantitative Perception Study:* This survey is conducted using a statistically significant random sampling of consumers and non-consumers in outside markets using existing inquiry records. Data will be cross-tabulated in a number of ways to reveal the most insightful patterns between consumer and non-consumer groups. For instance, perceptions and attitudes for those who have visited Valdez will be compared and contrasted to those who

have not visited and are reporting perceptions purely on reputation. This Consumer and Non-Consumer Awareness and Perception Study measures:

- Overall awareness and perceptions of Valdez.
  - Overall awareness and perceptions of the competition.
  - Measurements of Valdez's delivery of quality of life indicators.
  - Consumer experiences with Valdez.
  - Attitudes regarding Valdez's strengths and weaknesses.
  - Consumer opinions regarding what needs to be added or taken away.
  - Changes in consumer perceptions of Valdez after visiting.
  - Patterns of visitation activities associated with consumer's primary purpose of visitation.
- *Competitive Positioning Review*: A brand message and marketing strategy analysis to evaluate Valdez's position relative to the competition in the state and in the region.
  - *Tapestry® Consumer Profile*: Tapestry provides a visitor profile that is entirely unique to your consumers. Lifestyle, preferences, media usage, buying behavior and more, this report is useful for identifying potential growth visitor markets, budget allocation, production development and event planning.
    - *Who Report*: Consumer demographic and socio-economic classifications; this report also compares your consumers to the profiles of your community. In other words, are your residents like or unlike your visits?
    - *What Report*: Profile of consumer lifestyle and media habits such as media usage, household buying preferences, recreational interests, civic involvements, dining choices, retail preferences, lodging tendencies, travel behavior and more.
    - *Where Report*: Grid showing relative comparisons of feeder markets based on the highest concentration of consumers.
    - *Consumer Mapping*: Origin information from existing databases (inquiries, lodging properties, attractions, etc.)

#### *Deliverables*

- *Research report assembled and delivered following research and strategy prestantion in Task 3.0*

### **Task 3.0 – Insights and Strategy**

This task includes the analysis of all of the input received to date through the branding outreach and the vision planning processes, and the synthesis of that information into a succinct storyline. From this storyline, we will create a strategic DNA statement for Valdez, which will be a critical touch point for all branded activity moving forward.

Based on these insights, we will develop a guiding statement for your brand. This statement will serve as the touch point for all Valdez activity moving forward. Included in this DNA definition is:

- Target audience: For whom Valdez has the most appeal
- Frame of reference: Geographic context of Valdez
- Point of difference: What makes Valdez special
- Benefit: Why it should matter to the consumer

From the approved DNA statement, we will prepare a “Research and Strategy” Presentation, which will include a review of all relevant research, insights and recommended DNA Definition. We will preview this presentation with key branding committee members for purposes of editing and fine-tuning. We will then present the finalized presentation at a larger stakeholder meeting.

#### *Deliverables*

- *Research and Strategy Presentation*
- *Research report assembled and delivered*

#### **Task 4.0 – Creativity and Design**

This task encompasses the effort involved in transforming the insight and strategy developed to date into tangible creative products that embody Valdez. We will analyze the current creative elements used by the City of Valdez and highlight strengths and weaknesses therein. An in-depth creative brief and creative workshop guides this work. We will create alternative straplines, logos, color and messaging (with graphic standards). Additional deliverables will also be developed to express the new brand identity in the context of its future use.

We will conduct a creative workshop with the Valdez creative team that explores the roles of different creative elements and identifies creative preferences. The goal of this workshop is to hone in on the type of work you want without limiting the creative thinking of our writers, graphic designers and art directors.

We will provide a minimum of five different straplines along with rationales for the strengths of each line. We will conduct trademark and Google searches to ensure the availability of each line to ensure that it is available to you and not already trademarked or in use.

We will prepare a slate of 8-10 alternative logos, which will represent a range of options, for presentation to the Valdez creative team (3-4 people identified in conjunction with North Star). We will provide one round of revisions to the selected mark. Once the preferred logo has been chosen and perfected, we produce it with and without the state name and with and without the strapline in both vertical and horizontal lockups.

We will provide versions of the logo for each individual public sector organization. We will also provide the private sector with details on the framework to be used in any number of ways moving forward.

The logo will be prepared in both black and white and color versions. We will present two color palettes and visual looks for the logo, and will facilitate a meeting with the Creative Team to select one look to be applied to all subsequent deliverables.

We will prepare a graphic standards guide for the logo which will contain the necessary information for using your logo, color, typefaces, language, narrative and other key elements to ensure consistency across all mediums and from any organization. We will provide the Client with both digital and printed versions of this Guide and the final logo.

We will prepare a brand narrative based on Valdez’ DNA Definition. This narrative, celebrating what makes Valdez special, is described in artistic and compelling language for connecting emotionally with consumers. The narrative defines the community’s personality and tone of voice. It can be woven into ad copy, placed on websites, integrated into speeches and distributed to businesses to use in

their own communications about the place they call home. Sub-narratives for target audiences will also be provided.

We will prepare a brand narrative based on Valdez' DNA Definition. This narrative about what makes Valdez special is described in artistic and compelling language for connecting emotionally with consumers. The narrative defines your personality and Valdez tone of voice. It can be woven into ad copy, placed on websites, integrated into speeches and distributed to businesses to use in their own communications about the place they call home. Sub-narratives for target audiences will also be provided.

We will work with the Client to identify 10-12 custom deliverables that target your specific goals, and brings the logo, line, color, photography, narrative, graphic elements and much more to life in the real world, in locations such as:

- Community Portal Website
- Organizational Website Design
- Social Media Application
- Partnership Opportunities
- Print and Electronic Advertising
- Billboard Design
- Signage (gateways and wayfinding)
- Stationery
- PowerPoint Templates
- Merchandising
- Community Outreach

#### *Deliverables*

- *Camera-ready art for logo and line*
- *Graphic Standards Guide*
- *Design Templates for Communication Materials*

#### **Task 5.0 – Implementation Plan**

We will provide the Client with a detailed implementation plan that will cover the first two years of implementation with detailed explanations and examples of every recommendation. It will prioritize both long and short-term strategies and will be written to employ a variety of communication tools. This plan will address the following:

- Identification of specific goals and areas of emphasis for the logo in the first two years
- Marketing and Communication action plan – how should the brand influence marketing and communication efforts from the City, economic development, tourism and partner organizations
- Business partner integration and promotion – how does the logo integrate into everyday lives and local business operations
- Public Relations – we will create relevant story ideas that work together to build the brand message. This will include direction for how to leverage social media in the distribution of these stories and for interaction with your audiences.
- Staff Integration Recommendations – we will provide specific steps for integrating the brand internally in communications, materials, language, stationery, email signatures, etc. as well as ideas for generating excitement for and interest in your brand internally.

- Promotion & Assimilation Tactics: In addition to the above target areas, we will also provide traditional and nontraditional integration direction across the following tactical areas:
  - Online/social media
  - Guerrilla marketing
  - Targeted events/festivals
  - Policy
  - Sports
  - Environmental applications
  - Arts
  - Incentives
  - Exports
  - Awards
  - Education

### *Deliverables*

- *Two-year brand assimilation and implementation study*

### **Task 6.0 – Workshops and Training**

We will prepare a presentation that will cover the high points of the branding research and strategy and provide a thorough explanation of the foundational creative development, and the steps included in the action plan. We will deliver this presentation up to three times to the groups or committees of your choice.

We will conduct up to three training workshops within Valdez. This workshop will focus on brand education and on strategies participants can use to spread the word about the brand or integrate it into their own initiatives. These workshops will be tailored to suit the audience for each workshop (Staff/Partner Agencies, “Friends of Valdez” and Private Sector Partners).

We will conduct a special ‘Friends of Valdez’ workshop, to share the tools, ideas and designs to help them start spreading the word about their hometown.

We will collaborate with the Valdez team to assist in the planning and implementation of your initial roll-out.

### *Deliverables*

- *Final Presentation*
- *Workshop Guide*

### **Task 7.0 – Evaluation and Results Tracking**

This task includes work involved in answering two basic questions: 1) have responses to the brand among target audiences changed in the way that was intended; and 2) have these changes resulted in action that will achieve the desired objectives of the brand?

We will provide a 12-month follow up after a year of your brand implementation to discuss the successes enjoyed and hurdles that you are working to overcome. We provide suggestions and direction for next steps in your continual brand integration.

We will provide a Brand Barometer measurement after your first twelve months of implementation to track the progress of the community, based on the benchmarks established during the research phase of this project. This current national sampling mitigates swings in the economy and gives you the truest look at advocacy for Valdez and therefore the success of your first year's effort by one measure.

The purpose of this effort is to gain an in-depth understanding of the brand perceptions of the community among consumers. We have included up to 80 additional hours of effort over the course of the 12-month period after completion of Task 6.0 to answer questions and provide follow-up.

*Deliverables*

- *Brand Barometer score and comparison to benchmarks and national averages*
- *Observations and recommendations following first year of implementation*

End of Phase 1 Scope

### Phase 1A and 1B Schedule

For initial review and consideration, we have outlined a potential timeline for the project based on the tasks included in this scope of services.

Schedule items in *italics* represent milestones in the *Branding process*. Regular font represents milestones in the Vision Plan process.

Staff review of Scope and Fee:	October 13-19, 2016
Revisions and contracting paperwork	October 19-21, 2016
Target City Council Agenda	November 15, 2016
Advance Planning/Community Engagement Plan (CEP)	November 21, 2016 – January 6, 2017
<i>Branding Research and Education Begin</i>	<i>November 21, 2016</i>
Submit CEP to Client	January 6, 2017
Client review of CEP	January 6 – 13, 2017
Finalize CEP and Prepare for Site Visit 1	January 16 – 27, 2017
Site Visit 1	February 6 - 11, 2017
<i>Branding Ethnographic Studies in Valdez</i>	<i>February or March 2017</i>
Prepare Site and Background Analysis (SBA)	February 13 – March 17, 2017
Submit SBA to Client	March 17, 2017
<i>Branding – Northstar (NS) Site Visit</i>	<i>March 13-20 or April 10-17, 2017</i>
Site Visit 2	March 26 – April 1, 2017
Prepare Development Alternatives Report (DAR)	April 3 – June 2, 2017
Interim Presentations of DAR (in Valdez)	May 15 – 17, 2017
Finalize DAR	May 17 - June 9, 2017
<i>Branding: NS Research and Strategy Presentation in Valdez</i>	<i>Mid-July 2017</i>
Submit DAR to Client	June 9, 2017
Client review of DAR	June 9 – 30, 2017
Finalize DAR	July 3 – 21, 2017
Site Visit 3/DAR presentations (in Valdez)	July 24 – 28, 2017
<i>Branding: NS Creative and Action Process Begins</i>	<i>Mid-July 2017</i>
Prepare Draft Vision Plan with preferred DAR	July 31 – August 29, 2017
Submit Draft Vision Plan to Client	August 29, 2017
Client review of Draft Vision Plan	August 29 – September 11, 2017
Draft Vision Plan Presentations (in Valdez)	September 11 – 13, 2017
Prepare Final Vision Plan	September 13 – October 27, 2017
Submit Final Vision Plan to Client	October 27, 2017
<i>Branding: Final Presentation in Valdez</i>	<i>November 2017</i>
Final Vision Plan Presentations (in Valdez)	November 6-8, 2017
Follow up Coordination and Assistance	Ongoing

## **PHASE 2: VALDEZ COMPREHENSIVE PLAN, ZONING CODE AND DESIGN GUIDELINES**

### **Task 2.1 - Community Engagement**

The following engagement activities are anticipated for Phase 2:

- Community Workshop #1: Introduction to the Comprehensive Plan, Zoning Code and Design Guidelines Planning Process
- Task Force/Ad Hoc Committee Meetings (up to 5)
- Joint Study Sessions with City Council (up to 3)
- Workshop #2: Exploring Policies and Programs w/ Valdez Community
- Workshop#3: Community Review of Draft Plans
- Joint Study Session to review draft plans

### **Task 2.2 - Development of Comprehensive Plan Document**

The Valdez Comprehensive Plan will constitute the primary policy guidance document for the City. The Plan document will include the following topical chapters:

- Land Use
- Housing
- Mobility and Transportation
- Conservation and the Environment
- Community Resources and Facilities
- Community Design
- Open Space
- Recreation
- Economic Development
- Community Safety

Each of these chapters will provide policies, programs and actions for implementation in addition to maps, tables and graphics the illustrate community-wide polies, programs and implementing actions.

### **Task 2.3 - Comprehensive Zoning Code Update**

**Kick off Meeting** - The consultant team will conduct a kick-off meeting with appropriate City staff members to:

- Review the City's expectations for the Zoning Code.
- Refine and detail the project scope, budget, and schedule as necessary.
- Discuss problems and issues associated with present City land use and development regulations (including regulatory topics that need attention but are not fully addressed in current ordinances).
- Tour the City in order to gain further understanding of the development issues and opportunities and related Zoning Code amendments. Here we will be reviewing development projects to understand how and why they turned out the way they did.
- Review and discuss preliminary format and organization alternatives.

- Receive from the City documents relevant to the Zoning Code including, but not limited to, the existing Zoning Code marked up with staff comments, the City staff's fix-it wish list,

## **Document Review**

The consultant team will review all City documents relevant to the Zoning Code. This subtask will involve particular attention to highlighting the goals and policies of the Comprehensive Plan. We will also work with City staff to review the overall I Code to identify other provisions that should be included in the Zoning Code, or that will at least need to be understood so that no conflicts occur with the Zoning Code provisions.

## **Existing Code Forensic Assessment and Site Analysis**

The Kimley-Horn team will provide an initial forensic assessment of the existing Zoning. The assessment will evaluate content, stylization, organization, and overall function and readability of the document. This assessment will be useful in the initial outreach efforts and will provide the basis for the issues matrix and draft document outline.

## **Stakeholder Meetings**

This task would consist of a series of short meetings scheduled over one business day. The meetings will engage with individuals and groups identified by the City's project manager as key contacts within the community who can identify issues of public interest and concern relative to the City's development regulations and development review process. These meetings would begin with introductions of the attendees (consultants, City staff, neighborhood groups, Chamber of Commerce, local builder groups, community representatives, etc.) and continue with a brief explanation of the detailed work plan, schedule, and anticipated products associated with the Zoning Code. The consultants and City staff would then ask for comments from attendees regarding their specific Zoning Code experience and concerns, and suggestions on how to address them.

## **Code Update Task Force Meetings**

The Kimley-Horn team recommends the formation of a Zoning Code Update Task Force consisting of members of the City staff, elected and appointed officials. Representatives from Economic Development, Planning, Code Enforcement, Engineering and the city's policy-makers are important contributors to the development and implementation of the Zoning Code. Therefore, a core group of individuals would be assigned to provide more focused, technical discussion of the Zoning Code and Design Guidelines.

- Meeting #1 – Project Introduction and Purpose – introduce the project process and role of the Task Force. Discuss preliminary issues and opportunities with the update. Describe and discuss the Level I, II and III priorities as described in the April 19, 2016 Request for Proposals.
- Meeting#2 – Issues and Opportunities Identification – detail discussion of Zoning Code and Design Guidelines issues and opportunities, preferred amendments, organization, content and stylization of the Code and Design Guidelines documents.

## **Outreach Summary and Issues Identification and Summary Matrix**

Based upon the results of meetings with staff, our document review, and public outreach, the team will prepare an initial Summary Matrix of Zoning Code Issues. The matrix will identify the shortcomings of the existing Zoning Code, the revisions deemed necessary to correct these deficiencies, and where the revisions will be addressed in the Zoning Code. The matrix can be used

to track revisions to the existing Zoning Code and to assist in the preparation of a staff report when the time comes to adopt the Zoning Code and Design Guidelines. It is expected that the matrix will undergo significant revision as the project progresses toward completion.

*Deliverable*

- *Summary Matrix of Zoning Code Issues (one electronic copy)*

**Prepare Updated Code Outline, Table of Contents and Style Guidelines**

Based on the input received from staff, the team will prepare a draft annotated outline, style sheet, and sample chapter format to illustrate the intended format and style of the Zoning Code. After staff review, the team will discuss with staff any desired changes. The consultant team will work with City staff to provide information on the status of the Zoning Code project on the City's website.

*Deliverable*

- *Zoning Code format and style sheet; sample chapter in tentatively approved format (one electronic copy)*
- *Project update sheets (up to 10 one page documents) and one Public Review Draft in PDF format suitable for posting on City's website.*

**Planning Commission/City Council Study Session**

A joint Study Session with The Planning and Zoning Commission and the City Council is recommended at the conclusion of Tasks XX through XX. The Study Session will provide an opportunity for the City's decision-makers to provide comment/direction prior to amending the Zoning Code and creating the Comprehensive Design Guidelines documents. The purposes of the study session would be to review the overall objectives for the Zoning Code, the project work plan and schedule, the anticipated products of the effort, and the list of issues guiding the Zoning Code and Design Guidelines update preparation. The study session would also provide the opportunity for individual Commission and Council members to express their thoughts on the project, for the Commission and Council to discuss and/or add issues to the list for consideration, and for other citizens in attendance to provide their input.

*Deliverable*

- *PowerPoint Presentation and attendance and participation at the Study Session*

**Task 2.4 - Draft Code and Design Guidelines**

**Reorganized Code Document** The first step in this process is to prepare a comprehensive and completely reorganized document to prepare for the comprehensive update to the Zoning Code. This will include a complete reorganization of the document prior to the physical edits to the existing Code language.

We suggest preparation and delivery of the Administrative Draft of the new Zoning Code in segments, rather than in one deliverable, for City staff to review. We have found that it is easier for staff to give timely feedback and to review the overall content of the Draft Zoning Code when it is presented in segments. As an alternative, the consultant team will prepare the Administrative Draft Zoning Code as one comprehensive document, if that approach is preferable. The order and content of the segments can be tailored based upon City preferences. The following components are anticipated:

- A land use classification system that clearly identifies the uses that may be allowed in each zoning district. This classification system will serve to consolidate the City's current use categories and use descriptions by providing for uses that are not currently addressed and by

using clear terminology to define each allowable use. The classification system will employ up-to-date terminology, and an appropriate combination of specific and generic land use types, instead of a lengthy “encyclopedic” list of allowed uses that can quickly become obsolete. Definitions of all the land use types included within the classification system will also be provided.

- The zoning districts, the land uses allowed within them, and the type of ministerial or discretionary land use approval required for each use (some uses may be allowed with no land use permit, subject to compliance with applicable standards and obtaining any necessary construction permits). Special attention will be given to reviewing each zoning district with staff to ensure that specific allowable uses are appropriate in each zone and consistent with the updated General Plan.
- Development standards for each zoning district (e.g., building envelope standards, height limitations, setback requirements, site coverage requirements, etc.) organized in tables and graphically illustrated wherever possible
- Ensure consistency with the Comprehensive Plan land use designations and implementation of Comprehensive Plan policies. Careful review of land use policy programs and policies will be undertaken.
- Incorporate provisions and standards that expand upon and implement the goals and policies found in the City’s recently adopted Specific Plans addressing pedestrian oriented, transit-supportive development.

We will send each set of provisions to City staff for review as they are completed. Staff will be expected to provide their comments on the draft using Microsoft Word’s “track-changes” tools and speaking in one voice. We will then meet and/or conference call with City staff to discuss desired changes, and direction for the next step in the process.

### **Task 2.5 - Comprehensive Design Guidelines**

The Valdez Comprehensive Design Guidelines are a post-entitlement planning tool to ensure the provisions of the Zoning Code and Comprehensive Plan are implemented at the project level. While not a regulating document, the Design Guidelines should express the City’s intent for quality design in the City of Valdez.

The following considerations will be reflected in the Design Guidelines document.

- Organization, format, and table of contents
- Organization by use type and geographic location to coordinate w/ Comprehensive Plan and Zoning Code content
- Robust graphic quality and visual imagery
- Development of Users Guide and Design Review Checklist

The Comprehensive Design Guideline document will provide for intuitive organization, detailed table of contents by land use type, maximization of graphic descriptions, increased stylization, and readability.

We will send each set of provisions to City staff for review as they are completed. Staff will be expected to provide their comments on the draft using Microsoft Word’s “track-changes” tools and

speaking in one voice. We will then meet and/or conference call with City staff to discuss desired changes.

## **Task 2.6 - Zoning Code and Comprehensive Design Guidelines Review and Approval Preliminary draft Zoning Code and Design Guidelines.**

This task will include revisions to the contents of the administrative draft segments based on previous staff input, and preparation of the remaining parts of the preliminary draft Zoning Code and Design Guidelines, including a detailed table of contents, and the inclusion of all the graphics and illustrations needed for the new Zoning Code.

Graphics will be used throughout the Zoning Code and Design Guidelines wherever they may assist users in visualizing the meaning and applicability of development standards, or otherwise improving understanding or ease of use. The administrative provisions may incorporate flowcharts and other graphics if City staff and the consultant team determine that the illustration of procedures would be helpful. We will not artificially limit the number of illustrations/graphics to be included in the Zoning Code, but will instead provide graphics wherever they will be of use.

We will assemble a complete preliminary draft Zoning Code and Design Guidelines and forward copies to City staff for review and comment. Staff will be expected to provide their comments on the draft using Microsoft Word's "track-changes" tools and speaking in one voice. We will then meet and/or conference call with City staff to discuss desired changes.

### **Stakeholder Review of Draft Document**

The Kimley-Horn team will conduct one public workshop with stakeholders to review the Zoning Code and Design Guidelines and receive comments from the participants.

### **Task Force Review of Draft Documents**

The Kimley-Horn team recommends two meetings with the Zoning Task Force to review the document and provide comments to City staff before the release of the entire document package for public review.

#### *Deliverable*

- *Preliminary draft Zoning Code (one electronic Copy)*

### **Screencheck draft Zoning Code and Design Guidelines.**

A Screencheck draft Zoning Code and Design Guidelines will be prepared and provided to the City to verify that all requested changes to the preliminary draft have been properly completed, and that all final graphics are acceptable.

#### *Deliverable*

- *Screencheck draft Zoning Code (one electronic copy)*

### **Public Review Draft and Final Zoning Code and Design Guidelines.**

A Public Review draft Zoning Code and Design Guidelines will be prepared and provided to the City for review by the Planning Commission, City Council, and the general public during the workshop/public hearing process.

*Deliverable*

- *Public review draft and Final Zoning Code (one electronic copy)*

**Public Hearings**

Adoption of Comprehensive Plan

Adoption of Zoning Code

Adoption of Comprehensive Design Guidelines

**PHASE 3: CAPITAL IMPROVEMENTS AND IMPLEMENTATION STRATEGIES**

**Scope Overview** – Future development of projects in the community should be guided by a comprehensive implementation strategy plan and capital improvements program.

**Task 3.1 Implementation Strategy Plan**

Identification of Short, Medium and Long-term Implementation Strategies

Responsibilities and Actions Matrix

Capital Improvement Programming Plan

Capital Improvement Cost Analysis

**Task 3.2 Capital Improvement Projects**

Schematic Design Phase

Design Phase

Bidding Phase

Construction Phase

Program Management

***End of Scope***



## Legislation Text

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**File #:** 16-0312, **Version:** 1

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**ITEM TITLE:**

Kimley Horn Planning Services Project Report

**SUBMITTED BY:** Lisa Von Bargaen, CED Director

**FISCAL NOTES:**

Expenditure Required: N/A

Unencumbered Balance: N/A

Funding Source: N/A

**RECOMMENDATION:**

None. Report only.

**SUMMARY STATEMENT:**

After receiving the revised scope of work early this week from Kimley Horn for Visioning and Branding, and for Waterfront Master Planning, the Review Team was finally able to meet late Wednesday afternoon (December 14<sup>th</sup>) to meet and discuss the scopes of work. The Review Team is requesting two things:

- 1) Given the leadership transition facing the City, the Review Team would like to pause for a very short time to let the Council determine how they are moving forward with a new City Manager; and
- 2) The fees presented for the Visioning, Branding and Waterfront Master Planning represent very significant sums of money. The Review Team has asked staff to conduct fee structure due diligence.

In no way should this small pause be seen as a desire to stop or slow this process. The Review Team anticipates being able to bring a recommendation for contract work to the Council in the next few weeks once due diligence and new leadership planning have taken place.