

Section 2

SCOPE OF WORK

Step 1: Project Initiation & Outreach

To "kick-off" the planning process on the right foot, meetings and workshops will be conducted with key City staff, the Comprehensive Plan Ad Hoc Committee (CPAC), and Downtown Redevelopment and Improvement Phase II Ad Hoc Committee (referred to hereafter as the Downtown Ad Hoc Committee) are needed prior to undertaking other community outreach activities. After the "kick-off" to the planning process, our proposed outreach activities will help foster a stewardship for the Plan and the community as a whole.

1a: Kick-Off Meeting

Prior to our first meeting with the Ad Hoc Committees, key members of the Consultant Team will meet with key City staff. This first meeting will allow us to review and discuss matters with the City at the onset of the assignment. Regular and "as needed" conference calls, and meetings with City staff will be held throughout the planning process to ensure an open communication and exchange of ideas.

1b: Project Initiation Workshop – Comprehensive Plan Ad Hoc Committee / Downtown Ad Hoc Committee

Before actual work begins, a project initiation meeting will be held to set the foundation for the planning program and review and discuss the overall direction and policy issues facing the community. We recommend that participants in the project initiation meeting include City staff, key personnel from the Consultant Team, and members of the Comprehensive Plan Ad Hoc Committee and Downtown Ad Hoc Committee. The purposes of this meeting will be to: (a) review overall project objectives; (b) review and discuss the work program for the project; (c) outline and discuss project roles and responsibilities; and, (d) establish an overall schedule for the project and upcoming events.

Including both the CPAC and Downtown Ad Hoc Committee in the workshop will ensure that both committees start from the same understanding of the project and agree on how the Downtown Phase II Plan will fit within the Comprehensive Plan product and process.

The project initiation meeting will conclude with a Project Initiation Workshop. The workshop is intended to solicit the views of the Ad Hoc Committee and staff regarding their concerns and aspirations for the City of Hudson.

Step 2: Community Outreach (traditional and web-based)

Community outreach and citizen participation are the cornerstones of our proposed planning process. Anticipating high levels of participation from an active and engaged community, our proposed outreach process includes both traditional (face-to-face) and web-based activities to obtain the broadest levels of participation in preparing the Comprehensive Plan for the City of Hudson. Community outreach is included throughout the entire planning process, with this step providing the initial participation efforts and laying the foundation for the remaining steps.

2a: Press Releases, Notices, and Newsletter Articles

We will work with City staff to prepare special articles at key points in the planning process for the interactive project website we will create for the project, the City's website, local newsletters, and local media outlets. We suggest an initial article to describe the purpose and objectives of the Comprehensive Plan, as well as regular updates during the process.

2b: Community Workshop

This community workshop is the first of many face-to-face community outreach events scheduled throughout the planning process. The purpose of this first workshop is to allow residents to provide input before any plans or recommendations are formulated. The workshop will: (a) review the purpose of the Comprehensive Plan, the planning process to be undertaken, and the schedule for the project; and (b) secure local views on concerns, issues, and potentials within the community.

2c: Business Workshop

This workshop will be targeted specifically to business owners, managers, and Hudson's corporate citizens. The purpose is to establish a dialogue and obtain feedback from those members of the business community that have a unique insight and perspective and whose assistance and involvement is crucial to the Plan's ultimate success.

2d: Key Person Interviews & Focus Group Discussions

Key Person Interviews and Focus Group Discussions allow us to obtain first-hand insight into the community from a diverse array of perspectives. Confidential Interviews/focus group discussions will be conducted to obtain additional information regarding local issues and potentials. The Consultant Team will work with City staff and both Ad Hoc Committees to identify those individuals and groups to be interviewed. We recommend a broad sampling of interviewees who may possess unique perspectives or special insights into the community. Interviewees could include members of civic and community organizations, selected property owners, new or lifelong residents, builders and developers, local business leaders such as Allstate Insurance or FedEx, and other government and quasi-governmental bodies.

2e: Interactive Project Website (at no cost to the City)

We will design and host an interactive Project Website that is linked to the City's new website. We are committed to utilizing the internet to maximize the participation and communication between the City, both Ad Hoc Committees, and residents as it relates to the new Comprehensive Plan for the duration of the planning process and beyond.

This website can be used to post project schedules and meeting dates; display graphics, maps, and draft documents; address frequently asked questions; host a community discussion forum; contain on-line community surveys; and provide a variety of other features. The website will be the "one place" to go to for information regarding the updated Comprehensive Plan. Our websites are designed and hosted in house and provided free of charge for our projects.

2f: Social Networking & RSS

If desired by the City, we can integrate the project into the City's existing social media accounts. For those residents that use the Internet to stay informed, these tools are essential in keeping them connected with local happenings as it relates to the Plan. Social networking tools can help increase awareness of the Comprehensive Plan and process and assist in increasing the number of people participating in all outreach exercises, including traditional face-to-face meetings.

2g: sMap (On-Line Community Issues Mapping)

For no additional charge, we will provide sMap, a web-based community issues mapping tool, on the interactive Project Website. This award-winning tool, developed by Houseal Lavigne Associates, allows website visitors to identify, map, and comment on areas of concern and valued community assets. It simplifies the mapping process and familiarizes residents with all areas of the community in a fun, interactive, and effective manner. Input from residents allows us to create a composite map of community issues to assist with the identification and establishment of community goals and objectives.

2h: On-line Community Questionnaires for Residents & Businesses

To provide another means for community participation, we will prepare (1) a web-based questionnaire for residents of Hudson to solicit community-wide opinion on a range of topics and issues, and (2) a web-based questionnaire for business owners designed to gather information on those issues and concerns most important to the City's business community. These online surveys will be posted on the project website. At the close of the survey response period, we will review and summarize results as a gauge of community priorities and issues.

Step 3: Existing Conditions Analysis

This step will include the analysis of existing conditions and future potentials within the community. It will be based on information provided by the City, as well as feedback from community service providers and reconnaissance, surveys, inventories, and analyses undertaken by the Consultant. The emphasis will be on the identification of existing conditions that will be taken into consideration during the formulation of goals, objectives, and planning recommendations.

3a: City Studies, Plans & Reports

The City's previously prepared plans and studies with an influence on the new Comprehensive Plan will be assembled and reviewed, including the City's existing 2004 Comprehensive Plan, the 2013 Strategic Plan, 1995 Historic Core Land Use Plan, Parks Master Plan, Brandywine Creek Watershed Balanced Growth Plan, and other relevant documents, studies, and plans. This review of documents will determine: (a) recently adopted City policies which needs to be reflected in the new Comprehensive Plan; (b) changes within the community that have taken place since the previous plans were prepared; (c) inconsistencies between plans and reports; (d) the relevance of previously collected data; and, (e) gaps in data which must be corrected as part of this planning process.

3b: Zoning & Development Controls

All of the City's regulatory controls, including the Zoning Ordinance and map, subdivision regulations, boundary agreements, and annexation agreements will be assessed to identify strengths and weaknesses, and to determine how these controls may influence land use and opportunities for new development or redevelopment.

3c: Demographic & Market Overview

A firm understanding of the existing market and the community's potential is extremely important as a foundation for land use planning and development decision-making.

The demographic overview will include an analysis of recent trends in population, households, income, age and gender characteristics, and labor force and employment. A market overview and analysis will be conducted to determine the trends, supply, demand, and potential for residential and commercial uses. We will analyze Hudson's competitive position within the market, identify the issues the community is facing and will likely face, and create a foundation to assist with future land use designation and planning objectives.

3d: Existing Land Use and Development

An Existing Land Use Map will be prepared that inventories all parcels in the City and its planning jurisdiction. The map will then be analyzed to identify functional land use areas, compatible and incompatible land use arrangements, and other issues related to land-use and existing development conditions. This inventory and assessment will include detailed examination of residential neighborhoods, the Downtown, commercial areas, industrial/employment areas, and more. The City's recent Growth Management Residential Development Allocation System Annual Review Report will also be assessed to assist in documenting trends in residential development.

3e: Community Facilities

We will conduct an inventory and analysis of community service and infrastructure providers and owners, including Hudson City School District, the Hudson Library and Historical Society, the Fire Department, Hudson EMS, the Police Department, Public Works, the Parks Department, and more. Facilities and services will be evaluated with respect to age, condition, capacity, demand, and the need for future improvement. The Consultant will prepare a facilities survey questionnaire to be sent to all service and facility providers within the community. The Consultant Team will use the results of the survey, together with fieldwork and other research, to prepare a report detailing and mapping existing community facilities.

3f: Transportation, Mobility & Connectivity

An analysis of the City's existing transportation conditions will be undertaken. This will encompass the existing street system, bike and pedestrian facilities, public transportation, and the potential for commercial rail. Problems, concerns, and opportunities for improvement will be identified. The analysis will assist with the development of recommendations that would improve access and control, linkages and connectivity, and overall safety and efficiency. Our analysis will include discussions and consideration of other jurisdictional transportation efforts including state, regional, county, and other planning levels.

3g: Environment, Recreation & Open Space

This step will include the review, inventory, and analysis of the City's open space and environmental features, including all City parks, Summit Metro Park, areas of natural environment, water features, and other special natural and human-made features that add to the City's special image and character, including Hudson's numerous lakes, wetlands, and the Ellsworth Meadows Golf Club. Problems, concerns, strengths, and opportunities for improvement and incorporation will be identified.

3h: Existing Conditions Report

The results of the community outreach activities and the preceding works steps will be summarized and compiled into an Existing Conditions Report which will then be presented to the Comprehensive Plan Ad Hoc Committee and the Downtown Ad Hoc Committee. The report will outline detailed issues, opportunities, potentials, existing conditions, and trends to be addressed in the new Comprehensive Plan. The Existing Conditions analysis will answer the questions "Where are we now?" and "Where are we headed?" This will serve as a foundation for the future steps in the planning process.

3i: Comprehensive Plan Ad Hoc Committee & Downtown Ad Hoc Committee Meeting

Both the CPAC Committee and the Downtown Ad Hoc Committee will meet to review and discuss the Existing Conditions Analysis Report prior to proceeding to the visioning portion of the planning process.

Step 4: Community Vision, Goals, and Objectives

The purpose of this step will be to establish an overall "vision" for the future of the City of Hudson that can provide focus and direction for subsequent planning activities and serve as the "cornerstone" of the consensus building process. Based on the Vision and previous steps in the planning process, preliminary Goals and Objectives will also be prepared.

4a: Community Visioning Session/Charrette

The Community Visioning Session will involve the Consultant Team, City Staff, the Comprehensive Plan Ad Hoc Committee, the Downtown Ad Hoc Committee, elected officials, and members of the

community. The session will include both large group and small group working sessions to review and discuss conditions and potentials within the City. The large group will work together to identify issues and opportunities, and the small "breakout" groups will work together to develop "visions" for the future of the community. It will conclude with general agreement regarding the long-term role and character of Hudson and the projects and improvements that will be desirable in the future.

4b: Downtown Recommendations Framework - Ad Hoc Committee Meeting/Workshop

In conjunction with the community visioning session, a meeting/workshop will be conducted with the Downtown Ad Hoc Committee. Based on our analysis of existing conditions and community outreach, a memorandum outlining our preliminary Key Recommendations will be prepared that identifies our direction and framework for the Downtown Phase II Plan. The Consultant Team will provide the key recommendations to City staff and the Downtown Ad Hoc Committee. A meeting will be conducted to review and discuss the key recommendations before proceeding to the next steps in the planning process.

4c: Vision Statement

Following the visioning session, the Consultant will summarize the results of the group discussions, and will prepare a preliminary Vision Statement for the City of Hudson. The preliminary Vision Statement will be based on the Vision Session, feedback from the community outreach activities, and observations from the Consultant Team.

4d: Goals and Objectives

Based on previous steps in the planning process, preliminary Goals and Objectives will be prepared which will provide more specific focus and direction for planning recommendations.

4e: Staff Review

Prior to moving on to the planning phase of the process, the draft Vision, Goals, and Objectives will be distributed to City staff for review. These items will be modified prior to development of the preliminary Downtown Phase II Plan and Comprehensive Plan.

Step 5: Downtown Phase II Plan

This step will entail the preparation of a preliminary Phase II Plan for Downtown to provide more specific recommendations for the continued growth and development of this critical area of the City.

5a: Preliminary Downtown Phase II Plan

This step will entail the development of a preliminary Downtown Phase II Plan. The plan will address a variety of elements necessary to provide a more detailed planning analysis of Downtown Hudson, including: Land use and development; Community facilities and infrastructure; Transportation, mobility, and connectivity including connections to the First and Main and Historic Downtown Core areas; and Economic development strategies tailored specifically to the downtown. Illustrations, 3D renderings, development visualizations, and more will be utilized to provide the detail necessary to effectively communicate planning and development concepts and recommendations.

5b: Staff Review

Prior to drafting the final Downtown Phase II Plan, the preliminary plan will be distributed to City staff for review and modified based on staff comments.

5c: Final Downtown Phase II Plan

Once City staff, the Consultant Team, and the Downtown Advisory Committee have reached agreement on the preliminary recommendations the Downtown Phase II Plan, a final plan will be

prepared as part of the Comprehensive Plan. This Final Downtown Phase II Plan will include revisions to preliminary concepts as well as recommendations related to implementation such as: Phasing and implementation strategy including necessary amendments to the Land Development Code; and financial analysis including a financing strategy and cost-benefit analysis (including relocation and development costs of existing facilities).

Step 6: Community-Wide Plans and Policies

This step will entail the preparation of future plans for growth and annexation, land use, transportation and mobility, open space and environmental features, community facilities, urban design and community character, and community sustainability. These future plans will provide the "core" for the Comprehensive Plan and will reflect community input and the City's Goals and Objectives.

6a: Land Use and Development Plan

Based on the Goals and Objectives and work activities in Steps 1 through 5, a Land Use Plan will be prepared for the City and its planning areas. The Land Use Plan will include recommendations and policies for all land use areas in the City, including residential neighborhoods and uses, commercial areas, industrial land uses, and more. The Plan will provide land use designations for all areas of the City as well as the City's designated growth area. The Land Use and Development Plan will utilize text and highly illustrative maps and graphics to communicate planning concepts and principles.

6b: Growth Management Plan

An analysis of the areas that exist for possible future growth will be examined to determine opportunities, constraints, and obstacles that may exist regarding the growth of the community. This analysis will take into consideration existing rural areas and character, land uses and development, current plans and influences, availability of infrastructure, permitting caps, and more. Based on a growth management assessment and recommendations of the preliminary Land Use Plan, a Growth Management Plan will be created including recommended changes to the Growth Management Residential Development Allocation System.

6c: Transportation, Mobility & Connectivity Plan

Based on work activities in Steps 1 through 5, the preliminary Transportation, Mobility, and Connectivity Plan for the City will be prepared. The existing street system is well established in some areas of the community, but system recommendations can improve transportation options for residents, overall circulation, and additional collectors and arteries may be needed in Hudson's growth areas. The Transportation, Mobility, and Connectivity Plan will focus on the coordination and optimization of all modes of travel within the City, including vehicular, bicycle, walking, rail and transit services. The Transportation, Mobility, and Connectivity Plan will include specific recommendations for motorized and non-motorized travel, parking, circulation, and linkages between key areas of the City. The Transportation, Mobility, and Connectivity Plan will utilize text and highly illustrative maps and graphics to communicate transportation planning concepts, recommendations, and principles.

6d: Environment, Recreation & Open Space Plan

The Plan will identify strategies to protect, open spaces, parkland, and unique and sensitive natural resources. The Comprehensive Plan will recognize the importance of the City's open space and environmental features, and seek ways to use the river corridors as spine for recreation and economic development, enhancing these features as vital community assets.

6e: Community Facilities Plan

Based on work activities in Steps 1 through 5, the preliminary Community Facilities and Infrastructure Plan will be prepared. The Plan will identify and inventory all community facilities in the City and include recommendations and policies for municipal facilities and services, infrastructure, intergovernmental coordination and cooperation, and more. The Community Facilities and Infrastructure Plan will utilize text and highly illustrative maps and graphics to communicate planning concepts and principles.

6f: Economic Development & Implementation Strategy

An Economic Development & Implementation Strategy will be prepared which will describe the specific actions required to carry out the new Comprehensive Plan, including recommendations regarding zoning and other regulations, priority improvement projects and redevelopment sites, potential funding sources and implementation techniques, and general administration and follow-up to the Plan.

Step 7: Plan Documents and Adoption

Based on the previous steps in the planning process, the draft and final versions of the Comprehensive Plan document will be prepared for local review and consideration, including the Planning Commission public hearing and the presentation to and adoption by the City Council.

7a: Draft Comprehensive Plan Document

Based on the results of Steps 1-6, a draft Comprehensive Plan document will be prepared for local review and consideration. The Plan report will be designed not only to serve as a legal document for guiding land use and development, but also as a guide for establishing City policy regarding a variety of community components that collectively provide the community's overall quality of life. The Plan will also include the Final Downtown Phase II Plan that identifies specific projects and actions that need to be undertaken in order for the City to realize the Plan's recommendations.

7b: Staff Review

Prior to presenting the Draft Comprehensive Plan to the Comprehensive Plan Ad Hoc Committee, the Plans will be distributed to City staff for review. The Plans will be modified based on staff review before presentation to the CPAC.

7c: Comprehensive Plan Ad Hoc Committee Meeting

A meeting will be conducted with the Comprehensive Plan Ad Hoc Committee to review and reach agreement on the draft Comprehensive Plan before proceeding to the community open house and public hearing.

7d: Community Open House

Prior to the Public Hearing, a community open house will be held to allow residents to "drop in" and review preliminary plans and ask questions of the members of the Consultant Team. The Open House format provides an opportunity to see and learn about the City's new Comprehensive Plan before the adoption process begins.

7e: Final Plan Report to Planning Commission (Public Hearing/Presentation)

The Final Comprehensive Plan Report will be presented to the Planning Commission for public hearing. The Public Hearing provides an opportunity for residents and the community at-large to comment on the Plan and its recommendations prior to its adoption. Based on review and discussion, and based on public feedback during the public hearing, a revised Comprehensive Plan will be prepared for recommendation to the City Council.

7f. Final Plan Adoption

The Final Comprehensive Plan Report will be presented to the City Council for consideration and adoption. At the conclusion of the project, all of the background data and information compiled by the Consultant during the course of the study will be made available to the City.