Resolution Relating to

RESOLUTION _____

Sponsor(s): Councilors Bushor, Aubin, Knodell; Bd. of Finance

Introduced: _____

Referred to: _____

Action: _____

Date: _____

Signed by Mayor: _____

CONTRACT AMENDMENT - DOWNTOWN & WATERFRONT PLAN – TOWN PLANNING AND URBAN DESIGN COLLABORATIVE (TPUDC)

CITY OF BURLINGTON

In the year Two Thousand Thirteen.....

Resolved by the City Council of the City of Burlington, as follows:

That WHEREAS, in October, 2010 the City of Burlington was named as one of 42 national recipients of a Sustainable Communities Challenge Grant awarded by the U.S. Department of Housing and Urban Development (HUD) for the development of a Downtown and Waterfront Master Plan and Form-Based Code; and

WHEREAS, on September 12, 2011, the Burlington City Council authorized David E. White, Director of Planning & Zoning, to execute a contract for an amount not to exceed $175,000.00 with the Town Planning and Urban Design Collaborative (TPUDC) to develop the Downtown and Waterfront Master Plan; and

WHEREAS, the City now seeks authorization to execute the attached amendment to the above referenced contract with TPUDC in order to expand the scope of work to include the creation of additional illustrations for the Form-Based Code as included in the original contract; and

WHEREAS, the additional cost of $20,000.00, which will bring the maximum limiting amount of the contract to $195,000.00, is already included in the Department of Planning and Zoning's budget relative to the project; and

WHEREAS, this request to amend the contract received the unanimous support of the Board of Finance at their October 28, 2013 meeting;

NOW, THEREFORE, BE IT RESOLVED that the Burlington City Council hereby authorizes David E. White, Director of Planning and Zoning, to execute the attached amendment to the contract with TPUDC and all necessary documents attendant thereto, subject to the review and approval of the City Attorney.

lb/RWH/c: Resolutions 2013/P&Z – Downtown & Waterfront – Town Planning & Urban Design Collaborative (TPUDC) PlanBTV
10/29/13

* * * * * * * * * * * * *

ORIGINAL

DISTRIBUTION:

I hereby certify that this resolution has been sent to the following department(s) on

RESOLUTION RELATING TO

.....

.....

.....

Adopted by the City Council

....., 20.....

..... Clerk

Approved....., 20.....

Attest:

..... Mayor

Vol. ..... Page .....

* * * * * * * * * * * * *

AMENDMENT #2

AGREEMENT for PLANNING SERVICES

between the

CITY OF BURLINGTON

and

Town Planning and Urban Design Collaborative (TPUDC)

This AGREEMENT, originally entered into on the 19th day of September 2011, by and between the **City of Burlington, Vermont**, acting through the Burlington Department of Planning and Zoning, hereinafter called "the City," and **Town Planning and Urban Design Collaborative,** hereinafter called "the Consultant", shall be pursuant to all terms and conditions of the original contract except where identified below:

****

1. **Scope of work**: Tasks 5.4 and 6.1 of the existing scope of work to be expanded to include the creation of additional illustrations for the Form-Based Code, as well as the preparation of a stand-alone document for adoption.

2. **Time Schedule:** The period of performance for work under this Amendment 2 to the Agreement shall begin on April 30, 2013 and run to April 30, 2014.

3. **The Agreement Fee**
   Maximum Limiting Amount: The total maximum limiting amount (MLA) to be paid to the CONSULTANT and all sub-consultants hereunder for all services covered through this Agreement shall be increased from the original amount of one hundred and seventy-five thousand dollars ($175,000) to one hundred and ninety-five thousand dollars ($195,000).
   Payments: 10% ($19,500) of the total contract amount will be paid upon delivery and approval of final work products by the City.

****

WE THE UNDERSIGNED PARTIES AGREE TO BE BOUND BY THE TERMS OF THIS CONTRACT AS AMENDED ABOVE:

_____

David E. White, AICP, *Director of Planning & Zoning* Date

_____

Brian Wright, CNU, TPUDC Date

APPENDIX A - SCOPE OF SERVICES

Below is a detailed description of our proposed scope, which we look forward to refining in partnership with the City. Based on the budget, we have separated the scope into Core Elements and Enhanced Elements. The Core Elements meet, and in many cases exceed, the minimum requirements summarized in the City's Request for Qualifications and Request for Proposals. Enhanced elements represent one or more opportunities to generate a more robust deliverable should the City find any of the identified items to be of special importance.

Core Elements

The following broad tasks are suggested by TPUDC for the development of a community-driven vision plan and Form-Based Code for Downtown Burlington and the Waterfront.

PHASE 1.0 – PROJECT COORDINATION

For the completion of a successful project, the following tasks will be performed to begin the process of collaboration between the Client and the TPUDC team, to ensure that expectations and needs are managed and met.

TASK 1.1 – PROJECT KICK-OFF MEETING, CLIENT MEETING #1

The Project Kick-Off Meeting, with the City staff and key officials, will primarily serve as an opportunity for the Team to understand Burlington's needs and desires for this project. Additionally, this meeting will serve to discuss and refine the project's scope, process, schedule, and goals. This meeting will likely take a half day and cover a multitude of topics such as:

- Clarification and creation of Client/Team interface and collaborative structure
- Goals based on the Client's perspective
- Goals based on the Team's experience
- Delineation of study area
- Discussion of project schedule
- Discussion of local initiatives
- Client concerns
- Client aspirations
- Briefing on Activity 1, Existing Conditions Analysis
- Initial assessment of available and missing data
- Establishment of measures of success
- Presentation of collected base information and graphics
- Discussion of outreach objectives and strategy

The meeting will also cover project organization, staff coordination, and procedures for sharing information. Following the kick-off meeting, coordination between City staff and the TPUDC team will occur as a set of

milestones pertaining to public outreach, preliminary findings, design work, coordination of on-going issues, and feedback on draft materials. Routine coordination between on-site meetings will be facilitated through video conference (Skype), conference call, e-mail, or interaction over a private FTP site.

TASK 1.2: SITE RECONNAISSANCE & TOUR OF STUDY AREA

Following the Kick-Off Meeting, TPUDC will conduct the first reconnaissance tour of Burlington's Downtown, Waterfront, and the City as a whole with the Planning staff as our guide. This task provides an opportunity to discuss base information and field-review draft maps of existing conditions, opportunities and constraints.

TASK 1.3: PROJECT COORDINATION PLAN

TPUDC understands that the City of Burlington Department of Planning and Zoning will serve as the Client Representative and will be the entity to whom the Team will report. We also understand the importance of a clear chain of command and maintaining an open line of communication between the consultant and the Client. The Project Principal and Director will have a weekly "Check-In" conference call and meet with the Client, as requested. Meetings will be substantive on project delivery issues as well as collaborative on discussing strategy and moving essential project elements forward.

The Team will prepare a Project Coordination Plan which will include:

- A task-by-task work plan for achievement of each of the deliverables identified in the scope of work;
- A chart depicting project tasks, duration, critical decision points, public participation and stakeholder involvement, deliverables and their respective review periods and other elements;
- A listing of additional data needed for collection;
- A refined project management and responsibility matrix, including a listing of all project participants;
- Strategy for coordination and collaboration with groups involved in pre-existing planning studies and Activity 1;
- Client/Consultant/Stakeholder communication plan and contact lists;
- Data format, maintenance and file management plan;

The Team will submit the draft Project Coordination Plan to the Client for review and approval. Feedback will be incorporated and final document issued.

TASK 1.4: PUBLIC OUTREACH & ENGAGEMENT STRATEGY

Few issues are as crucial to a project as initiating and maintaining meaningful public involvement throughout the life of a project. The TPUDC team believes wide-spread public participation in developing a vision is key to the long-term success of any plan. We will utilize our strengths as one of the nation's leading consensus building firms, working closely with City staff to generate broad-based interest in the project. We will raise issues related

to density and growth and move the community toward a proactive dialogue around identifying the most loved parts of the City and how those areas relate to Burlington's unique character, scale, and quality of life.

The Public Outreach & Engagement Strategy developed by the Planning Commission is a powerful first step in generating widespread community involvement and participation. The TPUDC team will work with the City to meet the public participation goals identified in the document, engaging as many stakeholder groups as possible.

Identified Stakeholders include, but are not limited to the following:

- Mayor's Office & City Council
- Planning Commission (PC)
- Development Review Board (DRB)
- Design Advisory Board (DAB) & Historic Preservation Review Committee
- Conservation Board (CB)
- Board of Finance
- Department of Parks and Recreation
- Community and neighborhood leaders
- Neighborhood Planning Assemblies (NPA's)
- Business Community
- The Downtown Partnership
- Lake Champlain Regional Chamber of Commerce
- Greater Burlington Industrial Corporation
- Burlington Business Association (BBA)
- Burlington Town Center
- Church Street Marketplace
- Developers
- Vermont Agency of Transportation (VTrans)
- Lake Champlain Transportation Company
- Green Mountain Railroad
- Vermont Transit Lines
- AMTRAK
- Chittenden County Transportation Authority (CCTA)
- Campus Area Transport Management Assn. (CATMA)
- Local Motion
- Burlington Walk | Bike Council (BWBC)
- Local Authorities
- Burlington School District
- University of Vermont
- Champlain College

- Burlington College
- Students
- VT Department of Environmental Conservation (DEC)
- Vermont Water Quality Division
- Lake Champlain Basin Program
- Lake Champlain Islands Chamber of Commerce
- Chittenden County Regional Planning Commission
- Chittenden County MPO
- Boaters
- Coast Guard
- Waterfront Industry
- Tourists
- Arts and Entertainment Community
- City Arts
- Museums / Aquarium
- Intervale Center
- Burlington Food Council
- Downtown & Waterfront residents
- VT Dept of Economic, Housing & Community Dev.
- Vermont Housing Finance Agency (VHFA)
- Center for Communities & Neighborhoods (C-CaN)
- Champlain Housing Trust
- Burlington Housing Authority
- Burlington Committee for Temporary Shelter (COTS)
- Refugee organizations
- Disability organizations
- All other property and business owners in study area
- State representatives

The TPUDC team will expand on the Public Outreach & Engagement Strategy, outlining the elements and timing of meetings and public collaboration. The following information will be added:

- Final identification of stakeholders and timing of meetings associated with public outreach and collaboration;
- Methods and materials anticipated for use throughout the public outreach effort and for each audience;
- Method for collecting and summarizing public input;
- Strategy for use of print and broadcast media for public meeting announcements and provision of information.

TASK 1.5: PROJECT BRANDING

Project branding is an important component to a successful planning process. The Team will work with the Client from the onset of the planning process to develop a complete project branding strategy for the Downtown and Waterfront Plan to ensure the citizens know about the project and actively participate in the process. The team looks forward to engaging with the City in this creative process.

TASK 1.6: STAKEHOLDER INTERVIEWS

The Team will conduct on-site interviews with key stakeholders identified by the City staff. City staff should provide a list of individuals to interview and arrange all meeting dates, times, and locations in coordination with TPUDC. Candidates for stakeholder interviews may include heads of various City departments, significant property owners, neighborhood advocates, or real estate and Chamber of Commerce representatives.

TASK 1.7: POLICY-MAKER BRIEFING #1

The Team, in partnership with City staff, will conduct an informal joint project kick-off meeting with members of the City Council and the Planning Commission. After a brief presentation by the Project Principal, those in attendance will be asked for their opinions on issues and opportunities facing the City as a way to begin the dialogue with the Team.

TASK 1.8: CITIZEN WORKSHOP

A citizen workshop will serve as the official project kick-off for the general public. It will be used to provide an overview of the planning process, generate and share ideas for a long-term City vision, re-affirm the vision contained in the Burlington Legacy Project and Municipal Development Plan, and answer any questions.

Deliverables for Phase 1.0:

- Project Coordination Plan
- Expanded Public Engagement & Outreach Strategy

Interactions for Phase 1.0:

- Project Kick-Off / Client Meeting #1
- Policy-Maker Briefing #1
- Weekly Client / Consultant Call-Ins

PHASE 2.0: ANALYSIS & PREPARATION

To meet the goals of the project, the TPUDC team will inventory and evaluate physical data, plans, programs, and policies that could influence the Downtown and Waterfront Master Plan.

TASK 2.1: REVIEW, REAFFIRM & PACKAGE RESULTS OF ACTIVITY 1 — EXISTING CONDITIONS ANALYSIS

The TPUDC team will work closely with City staff to obtain and understand the results of all Activity 1 - Existing Conditions Analysis work. TPUDC will synthesize the results into a cohesive package to share with the public. However, the team needs a better understanding of the form and extent of the Activity 1 analysis before a more

specific approach for formatting and presenting the information can be generated.

TPUDC will communicate any additional data needs to the City early in the process, to ensure that once design work begins, all needed background information is available to the team.

TASK 2.2: REVIEW EXISTING PLANNING-RELATED DOCUMENTS

Current and completed planning documents, studies, and processes pertaining to Burlington and the study area will be reviewed to ensure that the Team's work builds upon existing knowledge. Such documents include: Zoning Codes, the Waterfront Revitalization Plan (1998), the Economic Development Plan (2005), the Housing and Community Development Action Plan (2010), the Municipal Development Plan, including the most recent Transportation Plan and Sidewalk Strategic Plan (2006), and the Burlington Legacy Project.

TASK 2.3: PREPARE BASE MAPS

Base mapping will be prepared by the Team for use during community outreach sessions and as the base for master planning design work. Team member Matt Noonkester is a GIS specialist who will work closely with the City to obtain available GIS base layers, including environmental constraints (floodplains, wetlands, hazardous material sites, community impacts, and historic properties) identified on local and State databases, as well as parcel lines, existing buildings, roads, and other pertinent data layers that will be needed by the team.

TASK 2.4: REGULATORY ANALYSIS

TPUDC will conduct a thorough zoning analysis to understand how existing regulations will need to be modified in order to successfully realize the shared vision for the future of Burlington. Director of Codes, Bill Wright, will begin conversations with the City in the early stages of the project to identify the preferred type of base code, administrative review procedures, and establish a strategy for integrating form-based sections into the existing municipal land use regulations.

Deliverables for Phase 2.0:

- Activity 1 Summary Package
- Base Maps
- Regulatory Analysis & Recommendations

Interactions for Phase 2.0:

- Preliminary phone calls related to FBC structure

PHASE 3.0: INITIAL PUBLIC OUTREACH

TPUDC feels strongly that a plan created by many hands produces a better outcome and leads to a code that has a greater likelihood of being adopted. To that end, TPUDC will begin work early on with City staff and the Planning Commission to execute the Public Outreach & Engagement Strategy.

Given the City's sincere interest in drawing substantial public involvement from a broad cross-section of the

community, it will be critical to build enthusiasm for the project well in advance of the intensive public design charrette. TPUDC suggests that at least the first three to four months of the project be dedicated to public outreach, and perhaps more time depending on the timing of priority milestones for the project.

TASK 3.1: PRINT MATERIAL

TPUDC will assist the City with the preparation of print materials, including posters, post cards, fliers. Our team's graphic designers will tie all print material back to the project branding developed during Phase 1.

TASK 3.2: MEDIA

TPUDC will help write press releases, conduct interviews for local media, and work with City staff to populate social media outlets, including the Front Porch Forum, Facebook, Twitter, Survey Monkey, and Constant Contact.

TASK 3.3: PRE-CHARRETTE STAKEHOLDER MEETINGS

TPUDC will work with the City to set up meetings with stakeholder groups prior to the charrette process to begin to identify critical issues and build buy-in to the process.

TASK 3.4: SPEAKER SERIES

During trips to Vermont, TPUDC Principal Brian Wright will be available to the City of Burlington for educational presentations pertaining to smart growth principles, form-based coding, and other relevant topics. TPUDC is also tied into the Congress for the New Urbanism (CNU) New England Chapter and the national CNU organization. Should there be an interest in specialized topics or hearing from representatives of other communities that have adopted Form-Based Codes, TPUDC will be happy to help arrange for these speakers.

TASK 3.5: SPECIAL POPULATIONS

Special efforts will also be taken to reach a diverse population, including refugee communities, understanding that this may involve the translation of marketing material into different languages. The team will also work with the City to engage stakeholders with special needs, the elderly, as well as students from all levels.

TASK 3.6: CAPACITY BUILDING

TPUDC will work with City staff, commissions, committees, and local stakeholders to build capacity, and engage in the kind of word-of-mouth marketing that is essential for building energy around the charrette process, generating attendance, and cultivating long-term project champions.

TASK 3.7: PRE-CHARRETTE STAFF TRAINING, CLIENT MEETING #2

TPUDC will meet with Staff to engage in a training to address questions related to the Form-Based Code, and to lay a framework for the charrette process and how the master planning work will inform the code preparation.

CREATIVE PUBLIC OUTREACH IDEAS:

- Add youth to Project Advisory Committee.

- Work with high school or college students to engage refugee groups and the elderly in storytelling to understand their past and identify hopes for the future.
- Brainstorm speakers that would resonate with the elderly and with refugee populations, with use of translators as needed.
- Engage broad cross-section of statekholders in measuring and documenting the dimensions and form of Burlington's most-loved places
- Hold a children's design workshop during the charrette.
- Have college students and avid bikers help in the preparation of the bike plan by riding the streets and providing direct user input.

Deliverables for Phase 3.0:

- Print materials
- Press releases
- Social media postings

Interactions for Phase 3.0:

- Pre-Charrette stakeholders meetings
- Educational presentations
- Staff Training, Client Meeting #2

PHASE 4.0: PUBLIC DESIGN CHARRETTE

TPUDC understands that the City of Burlington would like to conduct master planning and coding work through an open and public forum, so that all residents can have a voice in the future of the City. Our team shares this approach to planning and, in all our projects, performs design and master planning work in public, setting up studio workspace within the heart of the study area to facilitate dialogue and personal interaction between the design team and the community.

Though community engagement and outreach will occur over months, TPUDC strongly suggests that the design work will be compressed to take advantage of the opportunity for collaboration and sharing ideas between the team, the City and the public, with all hands on deck during an intensive multi-day event. Providing a forum for the exchange of ideas, the charrette offers the unique advantages of providing "real-time" feedback to the charrette team while giving a sense of authorship to those who participate in the process. It also ensures that information is not lost over months of public meetings.

The charrette schedule is organized to elicit the participation of all community members interested in the future

of growth and development -- whether they represent concerned neighbors, elected officials, or the general public. In our experience, the public charrette process has a higher probability of success than rezoning and master planning done behind closed doors and presented to the public after decisions have been made. There is no more efficient, cost-effective or proven methodology for successful land use planning than the charrette.

Prior to the charrette, the political process will be mapped out and a strategy created to include the regulatory agencies and approving officials in the process ensuring that the effort has the highest probability of success.

We understand that the City may be interested in breaking out the process by four topics including: Urban Form and Design; Civic Life and Cultural Facilities; Streetscape and Transportation; and Land Use and Environment. This focus work can occur through a variety of organizational approaches, including stakeholder meetings before and during the charrette on these topics or dedicating an entire day of the charrette to each topic.

TPUDC charrettes usually last 4 to 10 consecutive days. Based on the scope and available budget, TPUDC recommends a 7-day design charrette for the Burlington Downtown and Waterfront Plan. However, crafting any public process requires a thorough conversation with the local leadership. Therefore we expect the approach will need to be customized with the City to ensure a process that works best within the local political climate, schedules, and other unique conditions of the local context.

TASK 4.1: CLIENT MEETING #3

On the first day of the charrette, principals of TPUDC will meet with the Client to review the detailed schedule for the charrette week, reconfirm significant issues, and review expectations and goals.

TASK 4.2: STAKEHOLDER ENGAGEMENT

PUBLIC PRESENTATION & HANDS-ON SESSION

On the first evening, Project Principal Brian Wright will deliver an introductory presentation on traditional town planning, Smart Growth, and HUD's six Livability Principles. That same night the team will facilitate a hands-on design workshop where the public is invited to contribute their ideas, working over base maps to identify how they might like to see the City evolve in the future. This information is critical to the formation of plan alternatives, which will be generated during the first days of the charrette.

TECHNICAL MEETINGS

During the first two to three days of the charrette, formal and informal meetings will be held with various approving agencies and stakeholder groups. The input gathered from these meetings will help inform the generation of plan alternatives.

CHILDREN'S HANDS-ON DESIGN WORKSHOP

TPUDC can arrange for a Children's Design Workshop, giving local kids an opportunity to design part of their community. This could be arranged in partnership with the Echo Lake Aquarium and Science Center, with the

event occurring during a time that works best for local families. Work produced by the children will be displayed in the studio.

OPEN STUDIO

For the entire course of the charrette, the TPUDC team and participating City staff will be set up in a space centrally located within the study area, such as a first-floor vacant store front. The studio will function as an office, meeting room, and gallery, open to the public from morning through night. Because stakeholders differ in their times of availability, the open studio will ensure that everyone can find a time to engage in the process and contribute their ideas.

PIN-UP & REVIEW

Mid-way through the charrette, the Team will conduct a pin-up and review to present plan alternatives and gather feedback from the public. Based on feedback, a final plan will be prepared during the remaining days of the charrette.

WORK-IN-PROGRESS PRESENTATION

On the final evening of the charrette, TPUDC principal Brian Wright will give a work-in-progress presentation that describes the process to date, explains the elements of the plan, and presents other findings and products developed during the charrette. This is another opportunity for the public to provide feedback and shape the direction of vision.

TASK 4.3: TOUR OF STUDY AREA & SYNOPTIC SURVEYING

As part of the community outreach and engagement process, TPUDC will tour Burlington and the region to document the most loved places. The synoptic surveying work will involve measuring streets, lots, and buildings, which will provide preliminary or additional base information for the development of the code. TPUDC is happy to organize the synoptic survey work as a training opportunity so local leaders can repeat this field analysis exercise with others. We are also open to engaging UVM, St. Michaels, Champlain College, and Community College of Vermont students in this training as well.

TASK 4.4: MASTER PLAN

The TPUDC team will take a multi-disciplinary approach, with all members of our team working collaboratively to bring a diverse set of skills and perspective to the development of the plan. Burlington will gain from a rich flow of information and breadth of strategies to address issues facing the city, whether related to design, economic development, stormwater management, traffic and parking, civic space design, or waterfront user needs.

The Master Plan will illustrate the following items:

- New, existing, and rehabilitated buildings
- New parks and plazas, as well as enhanced design for any existing underutilized public spaces
- New street connections

- On-site and off-site parking
- Public facilities & civic buildings
- Urban agriculture, community gardens, other ag uses
- Locations for affordable housing
- Locations for artist lofts and artisan industrial space
- Strategies for addressing the limited access points into and out of the City
- Enhancements to linkages between downtown, the waterfront, and surrounding neighborhoods

In addition to the master plan, work will include studies of infill sites, civic space design, stormwater management strategies, parking allocation and management solutions, street sections for existing and proposed thoroughfares, before and after renderings, and birds-eye renderings. In addition, TPUDC will develop implementation strategies such as mechanisms for funding new development and supporting infrastructure, capital improvement planning, development assistance and incentives, and a monitoring process so the City can evaluate progress.

Of particular importance, because TPUDC is also leading the coding effort, the master plan will be code-ready, avoiding time delay due to potential rework, confusion, and discrepancies between the vision and the regulatory framework.

WATERFRONT USER ASSESSMENT & PLAN

The waterfront plan will provide a framework for guiding future development, clearly illustrating the goals and strategies identified during the charrette and laying the groundwork for turning Burlington's shoreline along Lake Chaplain into a world class waterfront.

Balancing water-dependent uses with the potential for more intense private residential and commercial development, as well as public access, will be a challenge as Burlington envisions a new, more vibrant future for the lakefront. Recognizing the importance of an integrated waterfront that meets multiple needs, master planning efforts in Burlington will seek to balance a complex range of objectives, such as providing public and water-dependent business access, protecting environmental resources, retaining viable waterfront economies, addressing water quality issues, and providing the infrastructure and support facilities required if water-dependent uses are going to be encouraged.

During the charrette Cooper Robertson will support the site analysis and design effort for TPUDC's coordinated user assessment, conducting site visits and meeting with stakeholders to understand the physical constraints, opportunities, and dynamics of the waterfront, including public and private facilities, access points and rights-of-way, parcels suitable for development, and support services. This analysis work will provide the vision and direction for the waterfront framework plan.

For the team to efficiently gather the needed baseline information, it will be critical for the City to help ensure that waterfront stakeholders attend scheduled technical stakeholder meetings during the charrette.

Nelson Nygaard will provide insight into Complete Street design to and from the waterfront. Strategies for reducing stormwater overflows and improving lake quality will be provided by Engineering Ventures and the Crabtree Group.

TPUDC will craft a combination of incentives and regulations to achieve the desired mix of waterfront uses and access to those uses. The Eisen Group will explore incentives, such as special value-assessments for water-dependent uses, tax deferral programs, density bonuses, expedited permitting for water-dependent uses, and harbor infrastructure improvements, to facilitate the implementation of the master plan. The team will also consider the impact of appropriate waterfront infrastructure/boating capacity and potential infill development to improve the property tax base, increase downtown consumer markets, expand water-based tourism, and minimize traffic impacts.

With regard to regulations, the team will work closely with the City to designate areas for special waterfront districts and ensure that the Form-Based Code effectively facilitates and drives both private and public investment.

PARK PLANS

Mahan Rykiel Associates will supplement the master planning efforts with detailed civic space plans that will inspire investment in the City's underutilized spaces. Their expertise can be used to revisit park designs for Battery Park, Waterfront Park, the Island Line Trail, as well as urban and neighborhood parks within the Downtown.

TASK 4.5: HOUSING STRATEGY

The TPUDC team will work with the City to develop strategies to address high development costs, permitting challenges, and the public opposition that may be hampering infill of vacant sites. The team will suggest a series of existing and creative new pre-approved building types that will be incorporated into the Form-Based Code as a strategy to reduce the burden of the approvals process and encourage housing types that will attract professionals, entrepreneurs and artists. These creative housing options, generated through the public process and integrated into the form-based code, will help to remove barriers to small increment development.

TASK 4.6 : LID RECOMMENDATIONS

Engineering Ventures and the Crabtree Group will work closely with the TPUDC team to explore Light Imprint Design strategies for accommodating green street retrofits, rain gardens, parks and open spaces that provide retention, detention and clarification during rain events, rainwater harvesting, parking lot green infrastructure retrofits, watershed analysis to identify opportunities for public and private green infrastructure investment, and green stormwater BMPs.

Should the City be interested, team engineers will also offer creative approaches for how to retrofit the District Energy (DE) hot pipe distribution system into the existing urban fabric of the Downtown.

TASK 4.7: PROTOTYPICAL THOROUGHFARE SECTIONS & PLAN

Existing thoroughfares and transportation policies will be evaluated and compared to the ITE's Designing Walkable Urban Thoroughfares: A Context Sensitive Approach, along with Vermont's new Complete Street initiative relating to the design of residential streets, traffic calming and creating a walkable environment. Connectivity will be stressed so that the various modes, including walking, bicycling, transit and automobile travel, can be balanced.

Nelson Nygaard will work closely with the rest of the design team to develop a menu of complete street sections that integrate all modes of transportation. Sections will look at sidewalk widths, trade-offs between bicycle lanes/cycle tracks/sharrows, lane widths and carrying capacity, parking, and street furniture provisions. These prototypical street sections will be keyed to a street plan for the City. Both the street sections and street plan will be incorporated directly into the Form-Based Code developed for the study area.

TASK 4.8: PARKING PLAN

Nelson Nygaard will work closely with designers and the economic team to generate a comprehensive parking plan that will accommodate future demand and minimize inefficiencies in the system. The comprehensive parking plan will focus on management and policy to inform the overall need for parking. A dynamic shared-parking model based on Urban Land Institute best practices will be used to explore the parking needs and peaks based on land uses and will inform and verify the performance of the final Master Plan and Form-Based Code. If needed, locations for structured or public surface lots will be evaluated and identified on the Master Plan. Adequate on-site parking will be provided for areas of new construction, and strategies developed for managing off-site parking where historic building patterns have failed to provide sufficient supply. The team will also review the fiscal implications of parking provision both as part of proposed developments or independently.

TASK 4.9: ECONOMIC DEVELOPMENT STRATEGY

The TPUDC team, with support from the Eisen Group, will generate a targeted economic development strategy that supports the Master Plan, transforming the analysis of market potentials into a clear set of financial incentives and other concrete strategies that will drive both public and private sector investment.

The Team will look closely at the real estate economics affecting infill development and the generation of a diverse range of housing options (including affordable and workforce housing), office, hospitality, and institutional /recreational uses, as well as incremental supportable retail. The Eisen Group will ensure that the economic and financial implications of the Master Plan are balanced and that barriers to development are considered and mitigated.

The economic development strategy will also specifically include policies and incentives to concentrate development within the downtown (as well as surrounding) neighborhood activity centers and expand and attract green industry and artisan industrial activity. A core component of the economic development strategy will be to better link the waterfront area to the traditional downtown core along Church Street and to Champlain College and the University of Vermont.

As part of the economic development effort, Nelson Nygaard will develop strategies for enhancing multi-modal commuting options and routes into and out of the City of Burlington to alleviate vehicular pressure on key parts of the roadway system and provide a more sustainable transportation approach for the region. This may include consideration of potential relocation of the Transportation Service Center from its current location, routes to better link separate activity centers, or other strategies.

TASK 4.10: ILLUSTRATIONS

The Team will provide a series of bird's-eye-views, street-level renderings and/or "before and after" illustrations, enabling the public to better understand the plan and provide feedback on the vision.

TASK 4.11: 3-D MODEL

The TPUDC team will work with the Client to make the distinction between the use of qualitative and qualitative modeling tools to support the planning process. In some instances, we might use Google SketchUp for quick illustrations to support concept development or massing studies. In other cases, we might use more qualitative tools such as ArcGIS 3D Analyst to measure and evaluate trade-offs between alternative development scenarios. We look forward to engaging in further conversations about creative strategies for illustrate the project in 3-dimensions.

TASK 4.12: FORM-BASED CODE

A form-based code is a critical tool for making a community's vision legal and binding, providing needed protection for municipalities, predictability for the public, and certainty for developers.

TPUDC will work with Burlington to identify the preferred type of code framework, calibrate the standards to reflect Burlington's unique character, draft custom administrative procedures, and merge the form-based code into existing regulations to ensure that the City ends up with a document that holds legal muster under state enabling laws and local challenges.

Team member Bill Wright is a co-author of the SmartCode & Manual, a model land regulatory planning, development, zoning and subdivision ordinance that enables and encourages Smart Growth development and redevelopment, and a commentary and annotated guide to the adoption, customization and implementation of the SmartCode. Bill has unparalleled expertise in analyzing existing land regulations, drafting creative and place-based standards, revising existing codes, and creating strategies for adoption and implementation. He brings to the team a unique understanding of the way in which important legal activities interface with planning.

TPUDC plans to prepare an initial draft of the Burlington Downtown and Waterfront Form-Based Code in conjunction with the planning work at the charrette. In this way, the Code can be informed by the plan as it progresses, as well as input received from community participation, discussions with staff and officials, review of existing studies, and direction from the evaluation of existing ordinances.

During the charrette, the team will also produce a draft Regulating Plan, informed by on-the-ground and

computer-based analysis of the character areas within the City. The team will work closely with City staff to identify rational transition lines between the Form-Based Code areas and conventional zones.

The Form-Based Coding effort will include:

- Code Format: Includes identification of major components, proposed organization, and outline.
- Regulating Plan: Includes conversion of existing classifications to revised classifications that reflect desired form. The map may include areas for a Downtown District, a Riverfront District, and Traditional Neighborhood Districts.
- Directions and requirements for community plans as well as building and lot plans.
- Building form standards based on study of local form and context.
- Public space standards.
- Thoroughfare standards.
- Administrative procedures: Streamlining and improvement of procedural and administrative provisions for project submissions and approvals.
- Definitions.
- User's Guide: Illustrated guide keyed to the Code for use by the City and applicants to help clarify the administration and use of the Code.

The way in which the code is written and organized can vary greatly depending on experience and coding philosophy. TPUDC believes in finding the cleanest and most simple approach to ensure easy user interface, complimented by our expertise in crafting creative custom standards that ensure the vision is built as anticipated.

USER INTERFACE

In an effort to simplify the transition to this new type of code, TPUDC is pleased offer the City of Burlington an extensive and fully illustrated User's Guide to assist the City and applicants in using the Code. In addition, and as indicated in Phase 6, TPUDC will also offer a Staff Training to begin the process of familiarizing those administering the code with the new process.

PUBLIC PROCESS FOR CODE DEVELOPMENT

With a detailed and clearly developed master plan in place, a Form-Based Code should be wrapped around that vision, with few questions remaining with regard to the desired form and character desired by the community.

To preserve the intent of the master plan generated through the intensive public design charrette, public engagement during the post-charrette code drafting phase will be minimal to ensure that the goals of the collective vision are not compromised by the voices of an outspoken few. The public process will resume in earnest after the final draft code has been completed. At that time, the Team will return to Burlington to present the final draft code and kick off a public process focused on education, testing the code against site specific realities, and ensuring that the development potential of every land owner is preserved and enhanced to avoid political or legal implications.

As opposed to hearings, TPUDC recommends conducting workshops and open houses where land owners can sit down with the team and ask specific questions about how the regulatory changes will affect their property.

Because coding is a highly technical process, and based on scenarios where coding has been done as a committee-based exercise to the detriment of the community vision, TPUDC strongly recommends the above approach.

TASK 4.13 – CLIENT MEETING #4

On the final day of the charrette, following the closing presentation, the principals of TPUDC will meet with the Client to debrief on the charrette week, receive feedback on the Master Plan, and reconfirm the schedule for the last phases of work.

TASK 4.14 – POLICY-MAKER BRIEFING #2

The Team, in partnership with City staff, will attend an informal joint meeting or individual meetings with the City Council and Planning Commission to discuss the outcome of the charrette.

Deliverables for Phase 4.0:

- Master Plan for Downtown & Waterfront
- Series of Building Types for Integration into FBC
- Prototypical Thoroughfare Sections for inclusion in FBC
- Thoroughfare Plan for inclusion in the Municipal Development Plan
- Parking Plan
- Economic Development Strategy
- Illustrations
- 3D Model
- Draft Regulating Plan

Interactions for Phase 4.0:

- Client Meeting #4
- Policy-Maker Briefing #2

PHASE 5.0: WORK PRODUCT REFINEMENT

TASK 5.1: SUBMIT DRAFT REPORT

Following the charrette, TPUDC will refine the work products based on feedback from the Work-In-Progress presentation and feedback from the Client.

The Team will assemble and submit to the Client one clear summary document that includes the Master Plan, supporting graphics, illustrations, analysis diagrams, implementation strategies, and all other charrette work products. Recommendations that relate to physical form will be clearly illustrated in the Master Plan and

notated in the report. Policy recommendations and other critical action items generated during charrette will be broken into short, medium, and long-term recommendations for success and included as an easy to read table within in the report.

TASK 5.2: SUBMIT DRAFT FORM-BASED CODE

Code writing will continue after the charrette. The team will work closely with City staff to ensure that the technical aspects of the code reflect the needs and desires of the City of Burlington, with the goal of evaluating all coding work against the clear vision established during the charrette.

Based on a series of document review and feedback loops between the TPUDC team, City staff, and Burlington legal counsel, the Team will submit a draft Regulating Plan and Form-Based Code to the City for review.

TASK 5.3: SUBMIT FINAL REPORT

The Team will address any comments received from the City and submit to the Client a final report.

TASK 5.4: SUBMIT FINAL DRAFT FORM-BASED CODE

The team will incorporate any feedback from City staff and legal counsel and submit a final draft regulating plan and code to the City.

TASK 5.5: PUBLIC CODE WORKSHOPS

At the time of completion of the final draft regulatory plan and Form-Based Code, the TPUDC team will return to Burlington to lead a public presentation on the code and a series of workshops with key stakeholder groups to answer technical questions related to the implications of the code.

TASK 5.6: CLIENT MEETING #5

The Team will hold Client Meeting #6 to review any final anticipated changes to the FBC.

TASK 5.7: POLICY-MAKER BRIEFING #3

The Team, in partnership with City staff, will attend an joint meeting or individual meetings with the City Council and Planning Commission to discuss the Form-Based Code and lay the groundwork for final approval of the Code documents.

Deliverables for Phase 5.0:

- Draft Report
- Draft Form-Based Code
- Final Report
- Final Draft Form-Based Code

Interactions for Phase 5.0:

- Client Meeting #5

- Policy-Maker Briefing #3

PHASE 6.0: CODE ADOPTION

TASK 6.1: SUBMIT FINAL FORM-BASED CODE

Based on information learned during the public code workshops and direction from the Client, TPUDC will make revisions to the regulatory plan and Form-Based Code and submit the final products to the City.

TASK 6.2: PRESENT FINAL PLAN AND CODE TO CITY COUNCIL, POLICY-MAKER BRIEFING #4

The Team will make a formal presentation of the Downtown and Waterfront Master Plan, Code and supporting documents.

TASK 6.3: STAFF TRAINING & CLIENT MEETING #6

TPUDC conducts Form-Based Code Staff Trainings across the Country and will bring this valuable resource to the City of Burlington. This training will be thorough and extensive, providing the staff with the information they need to process applications, answer questions from applicants, and generally reduce the learning curve associated with administering a new set of regulations.

Deliverables for Phase 6.0:

- Final Form-Based Code

Interactions for Phase 6.0:

- Presentation of Final Deliverables
- Policy-Maker Briefing #4
- Staff Training, Client Meeting #6

Enhanced Elements

The following optional services represent enhanced elements to the scope of services. One or more of these services could be added to the project at the request of the City.

PRE & POST CHARRETTE PAPERS

The team is able to offer a pre- and post-charrette paper that can be circulated as an insert in the local paper should the City be interested in the additional marketing.

COMPREHENSIVE PEDESTRIAN & BICYCLE PLAN

As part of the Core Elements, the TPUDC team will prepare a set of prototypical street sections, for inclusion in the Form-Based Code. A more extensive and fine-grained bicycleway and bike infrastructure plan can be developed for the City should this be of interest. This work will require bringing another consultant to the charrette and will therefore require additional funding

TRAFFIC IMPACTS

Nelson Nygaard will use a variety of tools to model and measure the impacts of vehicular trips expected to be generated from new and infill mixed-use developments, including those proposed along the priority connections between the waterfront and downtown.

Moving beyond base ITE calculations, Nelson Nygaard will use its proprietary URBEMIS trip estimating software. URBEMIS has been developed to more accurately account for trip generation in urban, mixed use settings with multiple transportation options, including enhanced pedestrian and bicycle environments. Trip generation results can then be evaluated against existing or proposed intersection or roadway capacity analysis. Typically completed in Synchro, analysis can also be expanded to review implications for other non-auto modes (pedestrian, bicycle, transit) at specific locations. Mitigation, including intersection redesign can be performed as required or desired, and may even be developed using VISSIM simulations complemented by SketchUp renderings to create tools the public can readily understand.

EXPANDED WATERFRONT SITE ANALYSIS

As part of the core elements, the TPUDC team will conduct site visits and stakeholder interviews during the charrette and use that information to generate the Waterfront Plan. The team would be happy to conduct a more thorough pre-charrette assessment involving more rigorous site analysis and additional stakeholder meetings/interviews as part of an enhanced scope.

PHOTO-SIMULATIONS & ENHANCED 3-D MODELS

Should the City be interested in photosimulations or more sophisticated computer-generated 3-D models, TPUDC is able to provide these services as part of the Enhanced scope.

UNIVERSAL DESIGN COMPLIANCE

TPUDC recognizes that the City of Burlington contains a high concentration of special needs housing. This combined with our general philosophy that urban spaces should be accessible to all people has led us to reach out to the Institute for Human Centered Design. Should the City be interested, this Boston-based organization will join our team to engage in a review of the master planning work for accessibility compliance and universal design for infill, civic landscapes, transportation, and the urban realm.