

ATTACHMENT A

SCOPE OF WORK

PROJECT UNDERSTANDING.

The goal of this Scope of Work is to produce an updated City of Vancouver (City) Comprehensive Plan and Updated Vancouver Municipal Code Title 20 (Title 20) that is thoughtful and intentional in responding to the shifting development, demographic, economic, and social trends facing the community. This will require a comprehensive and thorough re-assessment of the vision, goals, policies, and implementation strategy of the existing comprehensive plan, and present unique, creative, and innovative solutions to the issues facing the community. The City intends for this work to be a co-creative and iterative process with members of the community, with particular emphasis on elevating the perspectives of communities that have been historically underrepresented, excluded or negatively impacted from public decision-making processes.

OVERALL PROJECT ASSUMPTIONS.

This scope of work was developed based on the following overall project assumptions. Task-specific assumptions are included in each task.

- The City intends for the Comprehensive Plan update to be a co-creative process involving contributions of the public and City staff in the process and the resulting update. This and the multi-year length of the project result in the likelihood that the specific tasks and deliverables identified within this scope of work will require changes. The Consultant and the City recognize that modifications may be made upon mutual agreement both within the task budget and/or requiring use of Task 7 Contingency Funds.
- The project work will last approximately 36 months. The majority of the project work will be completed by the first quarter of 2025 with limited efforts such as follow up communications with plan stakeholders and the public, work needed to support the implementation phase of the project, utilization of additional time allotted to the City in the event of an extension being granted by the Department of Commerce, or other minor circumstances not identified herein, extending until December 31, 2025.
- Given the City's interest in a co-creative process with the community, the community and technical advisory groups and equity team referenced throughout this scope may ultimately have different names and interact in a variety of ways. This scope is intended to allow flexibility for the community to provide input into the structure and naming conventions for these groups while addressing the not-to-exceed level of effort required by the Consultant to support, facilitate, and participate with these groups throughout the project.
- The combined number of consultant team members and City Staff team members will not exceed half the number of participating community partners at any given meeting in order to achieve an equitable power dynamic at each meeting.
- The analysis completed throughout the project and the updated comprehensive plan policies and elements will developed to be consistent and generally compliant with applicable

Washington State Requirements under the Growth Management Act (GMA). However, the Consultant is not responsible for review of the plan by state agencies or others or for potential legal challenges to the City's actions taken to update the plan or development regulations.

- Under Task 2, each comprehensive plan element is described separately; however, all elements will be integrated and the analysis and work completed under each subtask will inform the other subtasks in Task 2.
- All baseline data, information, and existing planning reports and policies, for example GIS data or the existing comprehensive plan, will be provided by the City.
- All final work products will be provided in PDF, Excel, or shapefile format. Iterative work products may be provided in Microsoft Word, if desired.
- One (1) round of review by the City on all work products is anticipated unless further specified in this scope of work.
- Legal services are not being provided as part of this scope of work.
- City staff will be the point of contact on all project materials and will handle all media inquiries
- The City will provide any required project-specific email addresses

SCOPE OF WORK.

The following scope of work details the tasks that will be completed to update the City's Comprehensive Plan, Title 20 Land Use Code Update, and background technical documentation, and support of City community engagement activities.

TASK 1. COMMUNITY PARTNERSHIP, ENGAGEMENT, INVOLVEMENT, AND CO-CREATION.

The Consultant Team's approach to community partnership, engagement, involvement, and co-creation incorporates community voices throughout the planning process in order to develop a vision that identifies and promotes equitable and sustainable policy choices, that support a vibrant future for Vancouver. For Task 1, the Consultant Team will conduct the following tasks:

- Prepare a public involvement plan and equity strategy that outlines open and transparent two-way communication to engage equity-priority communities, key stakeholders, and the broader community.
- Develop a Community Profile that provides insight into representation of the community being served. This profile will be used throughout the project to inform other tasks and will be incorporated into the Community Atlas prepared in Task 2.
- Develop a Stakeholder Database, utilizing existing data and contact information from past community engagement efforts by the City, as a starting point.

- Establish project community and technical advisory groups, and an equity team to prepare a vision, inform the planning process and technical analyses, evaluate findings and policy language, and make recommendations for implementation.
- Prepare an Equity Framework to guide the planning process and ensure equitable outcomes.
- Form a network of compensated community partners to lead community working groups.
- Develop project-specific branding and communications materials, including a *Be Heard Vancouver* page to fully utilize the City's existing engagement platforms, and providing support with City website content.
- Engage the broader community through community workshops, events, and *Be Heard Vancouver*.
- Prepare a Community Engagement and Involvement Summary and Accountability Matrix that captures all comments, evaluations, and input throughout the process.

These tasks are further detailed in the subtasks below.

Task 1.1. PUBLIC INVOLVEMENT PLAN (PI PLAN) AND EQUITY STRATEGY.

The Consultant Team will work with City staff to develop a Public Involvement Plan (PI Plan) that will inform collaborative community partnerships representative of the City's diverse communities, identify and prioritize engagement with equity-priority communities, integrate the technical work completed in other tasks, and ensure equitable policies are incorporated into the final plan. The PI Plan will provide a framework for meaningful and comprehensive public engagement, as well as the outreach and participation strategies necessary to build trust, excitement, and support among residents and other stakeholders for the City's Comprehensive Plan Update.

The PI Plan will include the development of a community profile and stakeholder database representative of the community being served. The community profile and stakeholder database will inform the selection and development of the advisory groups, as well as help to guide the general outreach approach for the project. The community profile will include an evaluation of demographic data for priority equity communities based off of the City's Equity Atlas, key population groups and identity factors, which will inform prioritization of engagement activities and equity outcomes. This information will be included in a prioritization framework included in the PI plan that outlines how input and insights collected from different community groups and individuals will be prioritized and integrated into policy development. The PI Plan will also outline the strategies, tools, tactics, and timing of activities in conjunction with the project schedule and with the City's input and priorities established at kickoff. The Plan will further define traditional and digital engagement tools, specifically *Be Heard Vancouver*, and roles and responsibilities of advisory groups, community groups, stakeholders, and policy makers. The plan will define communications protocols and tactics and identify key interest groups that reflect a diverse range of Vancouver's voices to be part of community working groups (as described in other tasks), identify key stakeholders, business interests and project partners, and reflect the City-wide analysis included in the community atlas (as described in other tasks).

ASSUMPTIONS:

- The PI plan will be updated up to four times throughout the Project.
- Community profile will be based on existing data sources and no additional demographic information will be collected via survey or other method.
- Stakeholder database will be updated at least bi-weekly throughout the project and following each engagement activity.

DELIVERABLES:

- Draft and final PI plan and four updates
- Stakeholder Database

Task 1.2. PROJECT ADVISORY GROUPS.

The Consultant will work in collaboration with City staff to establish advisory groups that will intersect to create equitable community-based policies that will be incorporated into technical work and the planning process from project kickoff through delivery. The groups are anticipated to consist of the following. The final structure and naming conventions of the groups will be based on input from community members and City staff.

- Equity team
- Community working groups led by community partners
- Technical advisory group
- Technical working groups

The Consultant and City staff will work in close collaboration with the groups listed above to provide opportunities for continuous and meaningful input throughout the plan's development. The individual groups are described in the subtasks below.

Task 1.2.1. Equity Team.

The equity team will be facilitated by the Consultant and will include key members of the consultant team, City staff, and community partners (described in Task 1.2.2). The equity team will provide insight on issues and needs, guide approaches to public engagement and comprehensive plan development, inform technical analysis and focus areas, and review and consult on recommendations included as part of the final comprehensive plan. To support the equity team, the Consultant team will complete the following:

- Convene the equity team and prepare a schedule and cadence for equity team meetings. The equity team is anticipated to meet approximately monthly throughout the Project.
- Develop an Equity Framework that defines what equity means for the project and how success will be measured.
- Develop agendas, presentations, and summaries for each equity team meeting.

ASSUMPTIONS:

- The equity team will meet up to 24 times for 90 minutes each, throughout the Project.
- Up to 4 Consultant Team members will be on the equity team. All equity team members may not attend all meetings in order to achieve a balance at each meeting of community partners and Consultant and City staff.
- The Equity Lead, Radhika Nair, will facilitate and prepare agendas for the equity team meetings.
- One Consultant Team support staff will attend equity team meetings to take notes.
- Up to two Consultant Team technical staff may attend up to half the equity team meetings to provide information and continuity with the technical tasks.
- Materials for equity team meetings will consist of agendas and presentations. All other technical materials reviewed by the equity team will be prepared under other tasks.

DELIVERABLES:

- Draft and final equity framework
- Development of one (1) agenda and one (1) presentation per equity team meeting (24 total)
- Meeting summary from each equity team meeting

Task 1.2.2. Community Partners and Community Working Groups

Under this task, the Consultant will coordinate with City staff to develop relationships with community partners to provide consistent and meaningful input through all stages of the planning process. To identify the community partners, information from the community profile, stakeholder database, and key community interests outlined in the PI Plan will be used to inform targeted outreach with community partners representative of the City. The scope of work supports up to 10 community partners who will be able to pinpoint distinct characteristics and challenges from a grassroots level. We will identify potential community partners who understand the historical and current challenges of the City and who will aid in recruiting members to participate in community working groups. The community partners will be identified by two different means. Half the community partners will be identified from established relationships of the Project Team (City or Consultant). The other half will be selected from a community application process. The community partners will be part of the equity team described in Task 1.2.1. The community partners will play an integral role in the review of technical materials prior to distribution and presentations to the public, in addition to bringing forward ideas, developing policy concepts, and providing both recommendations and advisement to staff and the consultant throughout the plan development process. To support the community partners and community working groups, the Consultant team will complete the following:

- Develop a list of five community partners based on established Project Team relationships that represent the key neighborhoods identified in the PI plan. The list will be reviewed with the City as part of the kick off meeting.
- Develop an application form for City distribution to recruit five additional community partners that represent the key neighborhoods in the PI plan not covered by the previously identified community partners.

- Review applications and prepare a short-list of applicants.
- Meet with the City to review the applicant short-list.
- Coordinate and facilitate two introductory four-hour training workshops with community partners to introduce them to the Project, and establish expectations and roles and responsibilities.
- Coordinate and facilitate up to five, 1-hour meetings with community partners to co-create policy and debrief on community working group meetings.
- Coordinate up to 12 community working group meetings, online and in person throughout the project. These meetings will include the vision workshops as identified in Task 2:
 - Community working group meetings will be facilitated by community partners. The Consultant team staff will work with the community partners to set the agendas and provide technical support as needed.
 - Consultant team staff will prepare community conversation kits to be used at community working group meetings. These kits will include materials that describe the purpose and intent of the project, specific topic (i.e. land use, housing, climate, etc.) briefing papers (as applicable), facilitation guides, and sample questions to guide conversations. The kits are intended to be a resource for community partners to facilitate community working group meetings.
 - Consultant team staff will prepare up to two (2) informational project fact sheets to provide technical project information to the community working group upon request and identified need.
 - Community partners will recruit participants for the community working groups from their networks and communities.

ASSUMPTIONS:

- Up to 10 community partners will be identified. Up to 5 community partners will be part of the Consultant contract and identified by the Consultant Team and City staff. Up to 5 additional community partners will be identified through an open application process and will be compensated as vendors through direct expenses. Up to 65 hours for each community partner is included in this scope. The hourly rate for community partners will not exceed \$125.
- Consultant will coordinate and facilitate two 4-hour training workshops with Project Team and community partners to provide materials and education around executing vision workshops (described in Task 2) and other community working group meetings; training workshops will include up to 6 Consultant staff members and all community partners.
- Up to three Consultant team staff will attend, facilitate, and prepare summaries for five 1-hour meetings with community partners.

- Up to 12, two-hour community working group meetings will be held, six will be in-person, six virtual, and five will be open to the general public. The City will lead the community-wide meetings with support from the Consultant team and community partners.
- The community partners will be responsible for recruiting participants and facilitating community working group meetings, including the preparation of agendas and meeting summaries. Technical materials prepared under other tasks, will be provided by the technical team, as applicable.
- Community meeting participant incentives, such as coupons, grocery gift cards, etc., and expenses for parking, venue reservations and childcare at community working group meetings are included up to \$25,000.
- Consultant expense budget includes printing costs for community working group materials, community conversation kits, and factsheets.
- Up to 10 topic briefing papers will be prepared.
- One initial round of community conversation kits will be prepared. Kits will be updated up to two times throughout the project.
- Up to two Consultant team staff will attend the community working group meetings to provide support and technical project information.
- Up to 30 hours of material translation is included for community working group meetings.
- On site interpreters for community working group meetings are not included.

DELIVERABLES:

- One initial and two updated community conversation kits for use by community partners
- Draft and final briefing papers
- Meeting agendas, presentations and summaries for community working group meetings
- Meeting agendas and summaries for community partner meetings

Task 1.2.3. Technical Advisory Group and Technical Working Groups.

The technical advisory group will be a set group of approximately 10-12 technical experts, including City staff and outside partners, who review policies and analysis from a technical perspective. With the Consultant supporting as the lead, the equity team will manage the technical advisory group to ensure that equity is centered in Group discussions and recommendations. Up to 14 meetings of the technical advisory group are anticipated, which will be topic-focused (vision, land use, housing, economic opportunity, etc.). The Consultant will coordinated the technical advisory group's collaboration with the community advisory group and the equity team to define questions related to technical work and planning milestones. These will be used in discussions and inform survey questions that will be used in broader community outreach (tabling events and surveys through Be Heard Vancouver). The technical advisory group will also review draft policies and make recommendations.

The technical working group will be comprised of the Consultant team and City staff. Technical working group meetings will be focused on each plan element. Each meeting will include

technical team members, on an as-needed basis given the topic being discussed. Up to eight (8) technical working group meetings are anticipated.

To support the establishment and meetings of the technical advisory group and technical working group, the Consultant team will complete the following:

- Develop a list of potential technical advisory group members to be discussed with the City at Project Kick Off.
- Prepare invitations for the technical advisory group to be distributed by the City.
- Prepare a technical advisory group charter to identify the group's purpose, roles and responsibilities, and a timeline of meetings and potential topics. The draft charter will be reviewed with the group at their first meeting. Group input will be reflected in a revised charter for the group's endorsement via email.
- Prepare agendas, presentations, meeting summaries, and facilitate up to 14 technical advisory group meetings
- Prepare agendas, presentations, meeting summaries, and facilitate up to eight (8) technical working group meetings
- Meet with City staff once prior to each technical advisory group meeting to set agendas and prepare for the meetings.

ASSUMPTIONS:

- Up to 14, 2-hour technical advisory group meetings will be held with up to 4 Consultant team staff participating in each meeting.
- Up to 8, 2-hour technical working group meetings will be held with up to 6 Consultant team staff.
- The technical advisory group will be composed of City partners, decision makers, and key stakeholders.
- The technical working group will be composed of Project Team (Consultant and City) technical staff.
- Technical materials prepared under other tasks will be used to develop meeting presentations and materials.
- Prep meetings with City staff will be one hour and include up to four Consultant team staff.

DELIVERABLES:

- List of potential technical advisory group members
- Draft and final invitation
- Draft and final technical advisory group charter
- Meeting agendas, presentations and summaries for technical advisory group meetings and technical working group meetings

- Preparation of agendas, meeting materials, and meeting summaries for each meeting

Task 1.3. PROJECT BRAND AND IDENTITY.

The Consultant will create a project brand and messaging that will be used throughout the project to provide a consistent graphic identity on all publicly distributed materials including the Be Heard website, Community Conversation Kits, notices of events and meetings, and that will promote the project, inform, and build consensus. To prepare the Project brand and identity, the Consultant will:

- Conduct a brand workshop with city staff and the Strategic Plan Advisory Committee
- Prepare up to 3 project logos for the City and Strategic Plan Advisory Committee to review
- Prepare a final project logo, including fonts, colors, and icon library
- Prepare a Quick Reference Brand Guideline
- Prepare material templates, including factsheet, flyer, postcard, open house board, PowerPoint, and Word masthead for announcements

ASSUMPTIONS:

- Up to 3 Consultant staff will participate in the 2-hour brand workshop.

DELIVERABLES:

- 3 draft project logos and 1 final with fonts, colors, and icon library
- Quick Reference Brand Guideline
- Material templates

Task 1.4. BROAD COMMUNITY ENGAGEMENT.

In addition to the outreach described in the tasks above, the Consultant team will conduct outreach with the broader community through online and in-person activities. The Consultant will work with the City, advisory groups, and equity team to determine the specific outreach activities that are needed at each project milestone in coordination with the technical work included in other tasks. In general, broader community outreach will include the following:

- Community tabling events that will be organized and facilitated by the Consultant team staff. These events will serve to connect with community members where they are; at locations and times that are accessible and convenient for them. Tabling events will utilize existing City events such as the farmers market, movies in the park, and others.
- Development of a project-specific Be Heard Vancouver webpage.
- Regular updates regarding the Project on Be Heard Vancouver and on the City’s website.
- Development and promotion of 3 interactive surveys to garner community input on the Project on Be Heard Vancouver and through the City’s social media channels. Timing and content for each survey will be determined in conjunction with City staff, advisory groups, and equity team.
- Project updates and outreach through the City’s social media channels

ASSUMPTIONS:

- Up to 20 community tabling events with up to 2 Consultant staff and a Community Partner. Costs for event registration not included.
- Materials for community tabling events will be prepared in other tasks.
- City will provide Consultant log in credentials for Be Heard Vancouver.
- Consultant will prepare an initial page for Be Heard Vancouver and monthly updates. The Consultant will post to the site following approval by the City.
- Be Heard Vancouver materials will include messaging, quick polls, up to 3 community surveys, event announcements, and graphics for an average of 1 post per month.
- Consultant will prepare content and the City will post materials to the City's website.
- Consultant will prepare up to 24 social media messages (approximately 1 per month) (written content).
- City will post to social media channels and monitor feedback and provide Consultant with relevant questions or comments.
- Technical materials prepared under other tasks will be used to develop Be Heard Vancouver and social media messaging and content.
- Community-wide meetings are covered in Task 1.2.2.

DELIVERABLES:

- Initial establishment of Be Heard Vancouver webpage.
- Content updates for Be Heard Vancouver, including survey and quick poll language
- Content for social media posts
- Community survey summaries

Task 1.5. PLANNING COMMISSION AND CITY COUNCIL WORKSHOPS AND ADOPTION HEARINGS.

Throughout the Project, the Consultant team will support City staff with presentation development for updates on insights garnered from the public involvement activities, as well as the technical aspects of the project to the Planning Commission and City Council. The Consultant will also support the City through the adoption hearings at the conclusion of the project.

ASSUMPTIONS:

- Participation by up to two consultant team staff in Planning Commission and City Council work sessions and hearings (up to 20 total). Each meeting is assumed to be two hours or less.
- The City will prepare presentations for each work session and hearing using graphics and materials prepared in other tasks.
- The Consultant will support the City through the adoption process, but cannot guarantee plan adoption.

DELIVERABLES:

- Peer review of presentations

Task 1.6. ENGAGEMENT SUMMARY AND ACCOUNTABILITY MATRIX.

The feedback received throughout the community engagement process will be tracked by the equity team in an accountability matrix which will be used over the course of the project to document the public outreach process, track recommendations and decisions and record what action has been taken to address the feedback, if any. The community feedback will be used in the reporting and analysis of key project documents as identified throughout other tasks. All engagement activities will be tracked and at the end of the project, an engagement summary will be finalized that documents all engagement activities and summarizes findings from key community outreach activities. The accountability matrix will be included in the engagement summary to document the feedback heard over the course of the project and demonstrate how feedback was implemented. The accountability matrix will be designed in such a way that it can easily be utilized post-adoption of the plan effort to support accountability for follow up on implementation items, and be utilized by community members and staff to track progress on defined outcomes.

ASSUMPTIONS:

- The accountability matrix will be updated following each outreach activity.
- Two draft and one final engagement summary will be provided.

DELIVERABLES:

- Draft and final engagement summary and accountability matrix

TASK 2. COMPREHENSIVE PLAN UPDATE.

The purpose of the comprehensive plan update task is to create a shared vision that reflects the communities' voices, addresses vital needs, and leads to a vibrant future. The Consultant team will work with the City to create a living comprehensive plan document that is user-friendly, provides a clear and concise vision of the future, reflects the ideals of the community, integrates all plan elements, is data-driven, graphic-forward, and implementable. To achieve this goal, we have structured this task to include the following subtasks:

- **Task 2.1:** Community Atlas and Visioning
- **Task 2.2:** Land Use + Development
- **Task 2.3:** Housing
- **Task 2.4:** Equity
- **Task 2.5:** Climate, Environment, Community Health, Sustainability, and Resiliency
- **Task 2.6:** Economic Opportunity
- **Task 2.7:** Parks, Recreation, and Open Space
- **Task 2.8:** Transportation and Mobility
- **Task 2.9:** Infrastructure, Public Facilities and Services, Utilities, and Ports
- **Task 2.10:** Comprehensive Plan Document

While each element is included in an individual subtask, the development of the elements will be fully coordinated and integrated with the analysis from one task informing the other and policies developed in tandem. The analysis and policies developed for each element will be captured in the updated comprehensive plan document and guide the preparation of the Title 20 updates prepared in another task.

Task 2.1. COMMUNITY ATLAS AND VISIONING.

To establish a framework and foundation for the comprehensive plan, the Consultant will complete two tasks at the outset of the project that will inform the development of each plan element.

Task 2.1.1. Community Atlas.

It is imperative to begin the process with a clear understanding of the work that has been done, the underlying fundamentals of the community and a clear understanding of how the plan can best address critical issues and opportunities. The Community Atlas will be designed as a standalone document to be appended to the comprehensive plan. For this task, the Consultant team will complete the following:

- An inventory of past and current plans and studies.
- An existing conditions overview of demographics, housing, parks and opens spaces, infrastructure and transportation, and the built and natural environment, including identification of natural areas resilient to climate impacts, and vital habitats for pollinator and endemic as well as adaptive species and key migration routes.
- A community profile, including population and demographic data to inform the plan's equity focus, as well as an outline of the historical context and past actions that have led to inequities and disproportionate impacts. This information will be obtained from conversations with community partners and community working groups. An analysis of past racially disparate impacts in land use and housing policy may be delivered as a standalone document as determined appropriate by the Consultant and the City. The profile will also be built on previous work conducted during the Reside Vancouver Plan, Fourth Plain Forward Plan, the Heights Equitable Development Strategy, the City's Equity Index and Displacement Risk Assessment Tools, and the Transportation System Plan update.
- An evaluation of the existing comprehensive plan's centers and corridors by the principles of the 15-minute City.
- An audit of existing comprehensive plan policies and associated documents, including the Countywide Planning Policies and current GMA requirements.
- An evaluation of economic development trends.

ASSUMPTIONS:

- The community profile included in the community atlas will be prepared under Task 1 and will inform the PI plan.
- Information will be gathered from existing plans and data sources.
- City will provide the following data to support preparation of the Community Atlas:

- GIS data that includes:
 - Parcels
 - Land use and zoning polygons
 - Facilities point locations (fire stations, police stations, parks, recreation facilities, senior centers, libraries, etc.)
 - Street Centerlines, sidewalks, and bicycle and pedestrian paths and facilities
- Any visitation data related to public facilities
- Available traffic and/or turning movement counts
- Performance metrics related to public facilities (i.e. 1 fire station per xx number of residents or spacing requirement)
- Permit data over the last 5 years (or for a similar or longer timeframe), including type of permit and size of development
- Existing capital project list (completed and programmed), and additional capital project lists that are adopted by City throughout the duration of the project.
- Existing community profile information prepared during Reside Vancouver Plan, Fourth Plain Forward Plan, the Heights Equitable Development Strategy, and the City’s Equity Index and Displacement Risk Assessment Tools.

DELIVERABLES:

- Draft and Final Community Atlas

Task 2.1.2. Visioning.

Open and transparent communication with the community and stakeholders is essential in creating a useful plan that can be adopted and address future needs. The intent of the visioning process will be to create an overarching vision for the entire comprehensive plan and vision statements for each plan element. The Consultant will work collaboratively with the City and community partners to establish a grass-roots visioning process that seeks to understand the community’s vision and how that can be reflected in the urban form. The Consultant will use ArcGIS Urban and CityEngine to support the visioning process. For this task, the Consultant will complete the following steps:

- Participate in a vision kickoff meeting with City staff to address timing and roles and responsibilities for vision activities.
- Use the community conversation kits prepared in Task 1 as a guide to vision workshops with project advisory and working groups. Include information related to the land use framework and the principles of the 15-minute city.
- Participate in up to four meetings with City staff and the team completing the visioning work for the City’s Strategic Plan update.

- Prepare a base model in ArcGIS Urban for the City to input into CityEngine and to be used during the vision workshops, enabling workshop participants to see in real-time how their vision ideas would be reflected in the urban form.
- Host vision workshops with community working groups to seek input specifically from those historically excluded or underserved by planning processes.
- Host vision workshops with the project advisory groups.
- Conduct interactive vision surveys through Be Heard Vancouver
- Conduct vision exercises at community tabling events described in Task 1. The vision exercises would mimic the workshops conducted with the community working groups and advisory groups, using a tablet or laptop to provide real-time examples of participant vision.
- Preparation of a community vision and values document reflecting the information gathered during the visioning workshops, surveys, and tabling events and including vision statements for each plan element.
- Review and affirmation of the vision statements by the equity team.

ASSUMPTIONS:

- Up to 8 Consultant team staff will participate in a 4-hour vision kickoff with City staff.
- Up to 2 Consultant team staff will participate in up to 4, 1-hour meetings with City staff and the team completing the visioning work for the City's Strategic Plan update.
- Consultant will host up to 3, 2-hour vision workshops with community working groups (one of which will be open to the general public), and one 2-hour vision workshop with both the community partners and technical advisory group. Consultant time for participation in the workshops is included in Task 1.
- City staff will input information into CityEngine and Consultant team member will operate the CityEngine model during the vision workshops and tabling events.
- Community-wide outreach efforts are included in Task 1.

DELIVERABLES:

- ArcGIS Urban base model
- Draft and final vision workshop summaries
- Draft and final vision survey summaries
- Draft and final vision tabling event summaries
- Draft and final vision and values memorandum, including Vision Statements for each Plan element

Task 2.2. LAND USE + DEVELOPMENT.

The Land Use and Development element is the heart of the comprehensive plan and establishes the vision for the urban form and future development in the City. This task will build on the information gathered during the community atlas and vision tasks, to develop a land use and

development element that reflects the community's land use vision. The Consultant will work closely and collaboratively with the City and community to develop scenarios and solutions that integrate housing, parks and open space, transportation, resilient infrastructure, principles of climate mitigation and adaptation, and equitable outcomes into a strategy that aspires to create a 15-minute City.

During this task, the team will prepare land use and growth scenarios, establish appropriate residential densities, identify locations and strategic interventions that will aspire to the 15-minute City framework, while also addressing the need for annexation. The land use and development element will include the following key activities:

- Conduct a land use and parking analysis to inform the preparation and evaluation of land use scenarios. The analysis will include the following:
 - Overview of the land use trends over the past 20 years
 - Overview of existing land use makeup throughout the City and UGA
 - Overview of the performance and function of existing commercial, office, and industrial development
 - Evaluation of the current Vacant and Buildable Lands Model.
 - Parking policy and code review, including a parking analysis to identify the existing parking supply and demand within current conditions in the City.
- Prepare three land use scenarios to represent a 15-minute city, using ArcGIS Urban in combination with CityEngine and Unreal Engine. These tools create a dynamic model where we can test the impact of varying key development assumptions, community benefit options, and different zoning and development standards (e.g., use allowances, height, site coverage, FAR, parking standards, etc.). The ArcGIS Urban tool will also be used in providing metrics on the three land use scenarios. The metrics that the model will evaluate will be determined by discussions with city staff and the consultant team.
- Conduct a workshop with City staff and the project team to determine the ArcGIS Urban modeling metrics and prepare a modeling methodology memorandum.
- Complete workshops with the advisory groups (included in Task 1) to evaluate the land use scenarios and make recommendations for a preferred scenario.
- Seek feedback from the public through broad community outreach (described in Task 1).
- Prepare visualizations and graphics for each land use scenario.
- Meet with the City to review the feedback from the public and advisory groups and identify a preferred land use scenario and the alternative to be evaluated in the EIS (described in a subsequent task).
- Prepare an annexation blueprint update that considers the future transportation and infrastructure needs identified in those elements, as well as the City's equity and climate goals.

- Meet with the City and Clark County to discuss the annexation blueprint and updates that are needed to reflect the land use vision and preferred land use scenario.
- Prepare updated land use policies and land use element, including an updated comprehensive plan map, and recommendations for zoning map and code updates. The land use policies will reflect the integration of all other plan elements with specific policies focused around new growth centers and corridors (as identified in the preferred land use scenario), policies specific to downtown, policies that enhance the urban form, create interesting places, and complete, connected neighborhoods, policies that reflect the strategy and recommendations included in the updated Annexation Blueprint, as well as updated parking policies consistent with and supportive of the City’s Climate Action Framework/Goals and the land use vision. The land use analysis, scenario process, input, and updated policies will be included in an updated land use element.
- Identify draft implementation measures to support the updated land use policies, including strategies to achieve growth and density targets.

In addition to evaluating parcels of land within the City where new land development could feasibly occur within reasonable constraints, strategic evaluation of public right of way within key focus areas and nodes defined in the Land Use Scenarios will occur. This may include additional dedication of public right-of-way to optimize the City’s complete streets network to optimize mobility *and* accessibility from an active transportation standpoint, potential vacation of right-of- way for new development activity or green / resilient infrastructure needs, or to mobilize other community needs and priorities established during the community visioning process.

ASSUMPTIONS:

- Consultant will use ArcGIS Urban, ArcGISPro, and CityEngine to prepare three land use scenarios
- Regular meetings will be held with City staff to review and refine the land use scenarios and prepare for advisory group and public outreach activities
- Up to 6 Consultant team staff will participate in a 2-hour workshop with City staff to determine the ArcGIS Urban/CityEngine metrics.
- Following agreement from the City on the modeling methodology, metrics will not be updated.
- Licensing fees for the City to use ArcGIS Urban/CityEngine are not included.
- Following completion of the project, the ArcGIS/CityEngine models will be provided to the City.
- Public, stakeholder, agency, and advisory group meetings to review the land use scenarios are included in Task 1.
- Prepare up to 5 visualizations or graphics to represent each land use scenario.

- Up to 3 Consultant team staff will participate in a 2-hour meeting with City and County staff to discuss the annexation blueprint.
- The City will prepared the updated zoning map based on Consultant recommendations and to correspond with the updated comprehensive plan map.
- Draft implementation measures will be finalized in Task 4.

DELIVERABLES:

- Land Use Analysis Methods and Assumptions Memorandum
- Land Use Analysis Memorandum
- Three (3) Land Use and Growth Scenarios to represent a 15-minute city
- One map showing two-dimensional land uses and street networks, and up to 4 perspective sketches for each scenario
- Preferred Land Use Scenario model in ArcGIS Urban and corresponding map and visualizations
- Updated Comprehensive Plan Map and Future Land Use Designations
- Updated Land Use Policies and New Plan Element
- Updated Annexation Blueprint
- Draft Implementation Measures Addressing the Planning Framework

Task 2.3. HOUSING.

The need to produce more housing is one of the most significant challenges facing the Vancouver community and is a critical element in successfully advancing policy priorities focused on equity, climate action and community safety. More housing is needed to accommodate increasing growth, account for persistent, decades-long underproduction, and better accommodate diverse household and community needs of the whole community across the income spectrum. Our housing policy approach will focus on effectively bridging the gap in housing needs, customized to unique community conditions in Vancouver. To complete the Housing element, the Consultant team will complete the following tasks:

- Conduct a housing needs assessment, including:
 - An audit of the housing and community development elements to evaluate consistency with the current vision and housing needs.
 - A housing market analysis. The market analysis conducted in the housing need assessment is intended to serve two functions. First, the market analysis will evaluate housing market trends at sub-area geographies (either project study areas that will be used across other aspects of the project or sub-markets aligned with the residential real estate market) to provide a common baseline of information for city staff and stakeholders to understand recent residential market trends and current conditions. The market analysis will compare trends on rental prices, sales prices, permit activity, and housing production by type and income level across the sub-areas and compared to the City as whole. As part of this task, the Consultant will also engage with real estate

professionals who work across Vancouver to understand how these actors view market opportunities and challenges in the sub-areas and across the City.

- A pro forma feasibility analysis using the market analysis data. Pro forma inputs that will be collected during the market analysis include achievable rent by unit type, achievable sales prices by unit type, construction costs by development type, and metrics of expected financial returns. Collecting these pro forma inputs during this task allows us to contextualize project level pro forma inputs within the broader context of the housing market across Vancouver and integrate market data earlier into the vision and alternatives processes to be better aligned with community desired development patterns and types.
- An evaluation of the feasibility of various development types including middle housing, multifamily housing, and mixed-use development to test the effectiveness of development incentives to support desired housing outcomes and the future land use vision to be defined during this project. This analysis will utilize development *pro formas* using various prototypes and conducted at the parcel level to understand how different land use scenarios relate to housing production, housing diversity, and housing affordability goals across different areas of Vancouver. The parcel-based feasibility analysis will be conducted utilizing the most appropriate tools to support integration with the ArcGIS Urban platform that will be used in the land use scenarios analysis.
- Prepare a housing disparity study to assess disparities in the access to housing options, affordability, and homeownership opportunities. The analysis that will do into this study will disaggregate data by race/ethnicity and other key priority population characteristics to understand disparities in the access to housing options, affordable housing, and homeownership opportunities.
- Complete workshops with the advisory groups (included in Task 1) to review the housing analysis.
- Prepare updated housing policies and housing element. The updated policies will reflect the housing vision defined during the visioning task, the housing analysis described above, and incorporate new state requirements, included in HB1220, such as policies to accommodate emergency housing/shelters and permanent supportive housing. The updated policies will address key state requirements that call for housing elements to address provisions for moderate density housing options within urban growth areas (UGAs) and barriers to housing availability such as gaps in local funding and development regulations. The background, analysis, and updated policies will be captured in an updated housing element.
- Identify draft implementation measures, including strategies, a timeline for implementation, and performance metrics to help the City gauge progress toward achieving their housing goals and objectives.

ASSUMPTIONS:

- Housing analysis and updates will address the requirements of HB1220.
- Input from outreach activities described in Task 1 will inform housing analysis and policy and element updates.

- Implementation measures will be finalized in Task 4.
- **DELIVERABLES:**
- Housing Needs Assessment, Housing Trends and Development Feasibility Analysis Memorandum
- Housing Disparity Study
- Updated Housing Policies and Plan Element
- Draft Implementation Measures Addressing the Planning Framework

Task 2.4. EQUITY.

Vancouver's Comprehensive Plan will identify and elevate policies and practices that support equitable outcomes and promote wellbeing, vitality, prosperity, and quality of life for all community members. Equity will be a central focus for the Comprehensive Plan Update and will be guided by the Equity Framework established at the outset of the planning process by the Equity Team. This task focuses on outcome equity and equity analyses of the planning scenarios, policies, and implementation measures. To achieve equitable outcomes, the Consultant team will complete the following steps:

- Define equity outcomes and metrics as part of the equity framework described in Task 1. The Consultant Team will work with the community working groups, community advisory group, and equity team to define measurable outcomes for equity for the plan and preferred land use scenario. Broad engagement with the community and targeted engagement through the community working groups, with those who experience systemic inequities, will share power and give voice to perspectives that are often unheard in policymaking, and inform final policies that are developed as part of the plan that are reflective and encompassing of the priorities that are identified during this process.
- Complete an equity analysis and report that evaluates each plan element and policies consistent with the equity framework.
- Prepare anti-displacement and equitable development strategies. Consultant team will provide anti-displacement and equitable development goal and policy updates and strategies to support community stability, which will build on the research and work being done as part of the Heights Equitable Development Strategy project. This work will consider how anti-displacement and equitable development strategies can be scaled to city-wide and incorporated into the preferred development scenario.
- Prepare equity-specific plan goals and/ or policies to reflect the City's desire to center equity in the comprehensive plan.
- Prepare draft implementation measures. As part of the Capital Facility Plan, equity-based resource allocation would also be linked to strategies that involve infrastructure investment. Additionally, implementation measures will link to neighborhoods and elements highlighted through the Accountability Matrix.

ASSUMPTIONS:

- The most recent and available U.S. Census data will be used for demographic data.
- Community profile will be completed during the PI plan task.

- Input from outreach activities described in Task 1 will inform the equity analysis and policy development.
- A separate Equity element is included as a contingency item.
- Implementation measures will be finalized in Task 4.

DELIVERABLES:

- Equity definitions and metrics
- Equity Analysis Memorandums for Each Plan Element
- Anti-Displacement and Equitable Development Strategies
- Equity-Specific Goals and Policies (Or Plan Element)
- Draft Implementation Measures

Task 2.5. CLIMATE, ENVIRONMENT, COMMUNITY HEALTH, SUSTAINABILITY, AND RESILIENCY.

The updated comprehensive plan must provide a path that elevates environmental and community health and resiliency for a livable, sustainable Vancouver. To integrate climate, environment, community health, sustainability, and resiliency throughout the comprehensive plan and to create a new plan element, the Consultant will complete the following steps:

- Conduct climate, environment, community health, sustainability and resiliency analysis, including:
 - Identify element framework principles and outcomes, including themes from the community visioning, existing plans (e.g., Climate Action Framework and Shoreline Master Program), Commerce Climate Element Model, regional countywide planning policies and state policies (Health Environment for All (HEAL) Act), project kickoff meeting input, or other sources.
 - Develop greenhouse gas (GHG) reduction estimates for transportation related emissions and non-transportation related emissions.
 - Based on the Active Trip Potential analysis (completed during the transportation and multimodal analysis in Task 2.8), the Consultant will develop a climate-benefit analysis that identifies what reduction in emissions are possible based on plan implementation. This analysis will examine the current rates of active and short trips that can be served by active modes or electric micro-mobility and estimate the low and high annual emission reductions possible because of conversions of short trips to walking, biking, or electric micromobility. This analysis will be grounded in the current rates of short trips taking around a ½-mile area of the planned active network, and potential rates of conversion based on available literature, federal emission factors, travel survey results, and comparable jurisdictions. The results of this analysis will be communicated through an infographic showing a heat map of the number of short trips expected to be converted and the expected emission benefits of implementation.

- For non-transportation related emissions, the Consultant will apply the ICLEI Clear Path Software (used for Vancouver’s Climate Framework Plan) to evaluate the non-transportation GHG emissions by alternative. It will consider Clark PUD renewable energy strategies as well as the Climate Framework Plan strategies. This analysis will be used in the EIS evaluation as well as inform the climate evaluation for the comprehensive plan.
- Comprehensive Comparisons of GHG Emissions: Consultant will consider the use of the Active Trip Potential outputs and the results of the Clear Path tool, and factor that into the ArcGIS Urban program to come up with a comprehensive review of land use scenarios in terms of GHG emissions.
- Characterize suitability and vulnerability throughout the City, which includes identifying areas of the City and UGA that are constrained with hazards as well as areas suitable for development with important community assets, as well as areas within the City that are potentially impacted the most by localized impacts of climate change. Consultant team will develop spatial information leveraging the University of Washington Climate Impacts Group Tool created for Commerce’s model climate element, Washington Tracking Network Environmental Health Disparities, and others.
- Conduct high-level health impact assessment for each land use scenario. In partnership with local public health partners, the Consultant will prepare an evaluation of the potential health impacts of policy outcomes associated with identified plan goals, utilizing the Equity Framework identified in task 2.4 to evaluate differences and disparities between identified groups, as well as vulnerable communities identified under the Community Atlas task. Consultant team will identify vulnerable communities using demographic, health, and the community profile developed under the Community Atlas task (Task 2.1). In developing the Atlas, Consultant will consider data / metrics about people and place addressing climate exposure and community sensitivity and adaptive capacity, as well as consideration for environmental justice communities. The health impact assessment will qualitatively evaluate the impacts or improvements to potential indicators of community health (such as air quality, water quality, ambient noise, and modifications to the built environment and transportation network) between the land use scenarios . While preparing the assessment, Consultant will meet with the City staff and public health officials.
- Provide input on land use scenarios. The climate, environment, community health, sustainability and resiliency analysis will inform the recommended growth scenarios, density thresholds, and transportation and mobility improvements.
- Complete workshops with the advisory groups (included in Task 1) to review the climate, environment, community health, sustainability and resiliency analysis.
- Prepare new climate, environment, community health, sustainability and resiliency policies and element. Based on the steps described above and the Community’s vision, the Consultant will prepare new policies advancing climate, environment, community health, sustainability,

and resiliency to be included within a new plan element. The element will apply guidance and recommendations from the Commerce Element Model and address consistency with the City's current Shoreline Master Program.

- Identify draft implementation measures that include a prioritized list of actions and schedules with potential resources to be further refined during the Implementation task (particularly, the capital facility plan) and through ongoing community, stakeholder, and partner engagement (included in Task 1).

ASSUMPTIONS:

- City will provide access to ICLEI tool and data from existing GHG inventories.
- Up to 3 Consultant team staff will participate in one 2-hour meeting with the City to review the framework principles and to identify appropriate assumptions by land use typology to inform GHG analyses.
- Input from outreach activities described in Task 1 and analysis conducted as part of Community Atlas in Task 2.1.1 will inform the climate, environment, community health, sustainability resiliency analysis and policy and element updates.
- Health impact assessment of the land use scenarios will be done in coordination with City staff, Clark County Public Health, Southwest Washington Clean Air Agency, and other agencies with expertise. The assessment will be qualitative and rely on the analysis completed in this task and others. The health impact assessment will be captured in the climate, environment, community health, sustainability and resiliency analysis memorandum.
- The City will organize a meeting with the Consultant team, City staff, Clark County Public Health, Southwest Washington Clean Air Agency, and the Port of Vancouver. Up to 3 Consultant team staff will participate in one 90-minute meeting.

DELIVERABLES:

- Climate, Environment, Community Health, Sustainability and Resiliency Analysis memorandum
- New Climate, Environment, Community Health, Sustainability and Resiliency Policies and Plan element
- Draft Implementation Measures

Task 2.6. ECONOMIC OPPORTUNITY.

The Economic Opportunity element will build off and update the City's existing economic development policies, while incorporating equitable development and anti-displacement strategies from other City plans and initiatives, including Reside Vancouver, Fourth Plain Forward Action Plan, and the Heights District Equitable Development Plan. The Consultant will use their expertise and recent experience in Vancouver, including preparation of the Heights District Equitable Development Plan, to lead the Economic Opportunity element. This body of experience will help us identify feasible contextualized policies to advance Vancouver's economic opportunity objectives. For this task, the Consultant will complete the following:

- Conduct Economic Opportunity Analysis using the best available information from public and private data sources to assess the City and region's economic trajectory. This task will include a quantitative analysis of economic conditions and competitiveness, including measures of employment, growth and productivity, business creation and retention, entrepreneurship, investment flows, access to capital, distribution of wealth and income, and racial and geographic inclusion. Our analysis will center racial equity and geographic inclusion by focusing attention on data sources that we can disaggregate and, when appropriate, data we can focus on smaller geographic units. This information will be incorporated into the Economic Opportunity Element to provide context and inform the direction the City's economic development should take over the next 20 years (minimum).
- Provide input into land use scenarios. Like the analysis completed for the other plan elements, the economic opportunity analysis will inform the land use scenarios, including the integration of uses and the location, scale, and character of commercial and employment centers.
- Collaborative goal setting with the City, the community working groups, community advisory group, technical working groups, and technical advisory group to determine a preliminary set of goals, policies, and programs for the Economic Opportunity element (meetings are included in Task 1). The goals are a key place to name the importance of targeting economic benefits and improved outcomes for Vancouver's BIPOC communities, and our team will work with Vancouver to be clear and consistent about the City's commitment to racial equity. These goals will build off the vision established in Task 2.1 and will be evaluated by the equity team against the equity framework.
- Prepare updated economic opportunity policies and element. Consultant will identify policy changes that can lower barriers to employment growth, advance equitable access to economic opportunity, support existing businesses within Vancouver, reduce displacement, and increase the likelihood of employment growth that meets the City's economic development and equity objectives. This step will also include a review of other City plans and initiatives, including Reside Vancouver, Fourth Plain Forward Action Plan, and the Heights District Plan to identify new goals, policies and programs related to economic opportunity, equitable development and business stabilization that should be incorporated into the comprehensive plan. The economic opportunity analysis, goals, and updated policies will be captured in an updated Economic Opportunity element.
- Identify draft implementation measures. Consultant will develop draft implementation measures and a strategy to guide the City's economic development actions. We will review the Clark County Comprehensive Economic Development Strategy and implementation actions that have advanced. We will evaluate outstanding actions, specifically those designated for the City, and expand on how City staff and leadership can support implementation. We will also consider actions that partner organizations are pursuing to identify synergies and opportunities for collaboration. We will capture the implementation measures and strategy in an economic opportunity strategic plan to guide next steps and recommendations. The plan will highlight how City staff can support small businesses and entrepreneurs, specifically those owned by women and BIPOC. The plan will also include recommendations to consider for the next iteration of the Clark County Comprehensive

Economic Development Plan to continue the City's engagement and momentum with this work.

ASSUMPTIONS:

- Input from outreach activities described in Task 1 will inform the economic opportunity analysis and policy and element updates.
- Implementation measures will be finalized in Task 4.

DELIVERABLES:

- Economic Opportunity Analysis memorandum
- Updated Economic Opportunity Goals, Policies, and Plan element
- Economic Opportunity Strategic Plan

Task 2.7. PARKS, RECREATION, OPEN SPACE, AND COMMUNITY WELL-BEING.

Planning for the future must include parks, recreation, and open space areas that will contribute to community well-being. The Consultant will lead the development of the Parks, Recreation, Open Space, and Community Well-Being element to integrate parks and open space planning into the land use scenarios described in previous tasks. For this task, the Consultant will complete the following:

- Conduct parks, recreation, open space, and community well-being analysis. The analysis for this task will build on the ecological, parks, and open space mapping included in the community atlas and information included in the City's Parks, Recreation and Cultural Services Comprehensive Plan. The analysis will also be informed by the visioning included in Task 2.1.1 and will address how public rights-of-way can be considered in the analysis of available land for parks and open space. For this task, the Consultant will utilize the existing service areas for parks to identify potential gaps in facilities. We will evaluate existing park visitation data provided by the City and determine where future development could strain existing facilities based on the land use visions. Consistent with RCW 36.70a.070(8), the parks analysis will incorporate the analysis completed for the Parks, Recreation and Cultural Services Comprehensive Plan, including an estimate of park demand for the 20-year planning horizon (minimum), an evaluation of facilities and service needs, and an evaluation of intergovernmental coordination opportunities to provide regional approaches to meet demand. Additionally, we will evaluate current parks and recreation standards and determine if changes are needed to reflect the community vision and preferred land use scenario.
- Complete an estimation of future revenue growth from park impact fees based on current and forecasted development trends. We will compare existing funding sources and costs to determine funding gaps and identify implications for increases in overall impact fees across desired development and land use outcomes and identify potential new revenue sources that could potentially fill funding gaps. The funding analysis will be incorporated into the capital facilities plan.
- Provide input into land use scenarios. This task will provide input into the integration of new parks, urban plazas, and trail networks and identify areas for future critical natural

environments, open spaces, parks and greenway systems and their potential to create a meaningful “green network” that will knit neighborhoods together.

- Complete workshops with advisory groups (described in Task 1) to seek input into the desired park, recreation, and trail facilities and needed amenities.
- Prepare updated parks, recreation, open space, and community well-being policies and element. Consultant will prepare updated policies to support parks, recreation, open space, and community well-being. Detailed recommendations for this element will be created in collaboration with the land use / development and housing components and identified policies for growth centers and corridors to ensure that parks and open space types and proposed design standards align with the place types and character established in the preferred scenario, increase access for equity populations, and increase environmental performance. The analysis, input, and updated policies will be included in an updated Parks, Recreation, Open Space, and Community Well-Being element.
- Identify draft implementation measures. Draft implementation measures will be developed that address the planning framework, specifically measures relative to high-performance green infrastructure and ecological enhancement. This may include ecosystem diversity, stormwater management, heat island effect, tree canopy, human health indicators, and park space per capita by type ratios.

ASSUMPTIONS:

- Input from outreach activities described in Task 1 will inform the parks, recreation, open space, and community well-being analysis and policy and element updates.
- This task will not update the City’s Parks, Recreation and Cultural Services Comprehensive Plan.
- Implementation measures will be finalized in Task 4.

DELIVERABLES:

- Parks, Recreation, Open Space, and Community Well- Being Analysis Memorandum
- Updated Parks, Recreation, Open Space, and Community Well-Being Policies and Plan Element
- Financing and Funding Strategies Memorandum
- Draft Implementation Measures

Task 2.8. TRANSPORTATION AND MOBILITY.

The Transportation and Mobility element must integrate land use, urban design, engineering, modeling, public health, and safety to create a well-designed and equitable transportation system. Vancouver’s transportation system should provide safe and accessible streets for everyone in the City. The Consultant will lead this task for active transportation and micro mobility analysis and recommendations to inform an equity-centered approach to transportation and mobility. The Consultant will complete the following steps to prepare an updated Transportation and Mobility Element:

- Conduct transportation and mobility analysis, including:

- Development of a regional transportation and mobility model. The Consultant will work with the SW Washington Regional Transportation Council (RTC) and Portland Metro to conduct regional model runs to evaluate the land use scenarios described in the previous task. Evaluations are expected to include changes in vehicle trip demand, mode share, and vehicle travel patterns (roadway volume changes). The regional model results will be used to inform the GHG analysis, the transportation analysis in the EIS, and policies for the comp plan Transportation Element.
- An active trip potential analysis. The Consultant proposes the use of local travel demand models, Replica Places, or StreetLight Origin-Destination (OD) data to understand existing travel patterns with special attention on short trip distances that can be made as active trips. These short trip estimates will be compared to model estimates of existing active trip behavior in the study area to understand the gap between real and ideal. This analysis will produce two maps. The first map will be a composite choropleth map that reveals patterns of high and low demand, and the second map will be a desire line map illustrating corridors with high numbers of short trips that could conceivably be converted to active transportation trips. The corridor maps will use an advanced geospatial conflation technique that associates short and active trips to the corridor study segments based on every desire line’s number of trips, proximity, trip length, and parallelism (alignment) with the corridor study segments. These corridor demand scores will help identify where large numbers of active potential trips align with the desire lines of existing traveler activity.
- Complete workshops with the advisory groups (described in Task 1) to inform and review the transportation and mobility analysis and updated policies and plan element.
- Prepare updated transportation and mobility policies and element that specifically address active transportation modes, micro- mobility, reductions in auto-dependency, and support community- wide reductions in vehicle miles traveled (VMT). The analysis and updated policies will be included in an updated Transportation and Mobility Element.
- Identify draft implementation measures that address the goals and policies identified in the updated plan element. Potential actions include recommendations for updates to the Transportation System Plan, modified road standards, specific projects, and regulatory tools.

ASSUMPTIONS:

- Consultant will work with the SW Washington RTC and Portland Metro to complete regional transportation model runs to analyze traffic effects of land use scenarios prepared in Task 2.2.
- Up to 2 Consultant team staff will participate in 3 1-hour meetings with RTC and Portland Metro.
- City will provide land use alternative allocations by Transportation Analysis Zone.

- Consultant team will process model files received from RTC and summarize key performance measures including vehicle trip demand, mode share, and vehicle travel patterns (roadway volume changes).
- Existing traffic counts will be provided by the City.
- Up to 4 Consultant team staff will meet with the City for 2 hours to review the draft Transportation Analysis Methods and Assumptions Memorandum.
- Safety and other analyses from the City's Transportation System Plan update will be provided by the City.
- Input from outreach activities described in Task 1 will inform the transportation and mobility analysis and policy and element updates.
- Implementation measures will be finalized in Task 4.

DELIVERABLES:

- Draft and Final Transportation Analysis Methods and Assumptions Memorandum
- Draft and Final Transportation and Mobility Analysis Memorandum
- Draft and Final Active Trip Potential Analysis Memorandum
- Draft and Final Updated Transportation and Mobility Policies and Plan element
- Draft Implementation Measures addressing the planning framework

Task 2.9. INFRASTRUCTURE, PUBLIC FACILITIES AND SERVICES, UTILITIES, AND PORTS.

This element is necessary to support the growth and development goals founded in the vision of the plan and without them the City will not be able to achieve the outcomes embodied in the plan. The GMA also requires that capital facilities be in place or planned and funded to support the growth identified in the plan. This element will be led by the Consultant and will set the stage for the next 20 years of budgetary decisions (minimum), as the GMA requires that capital budget decisions are made in conformance with the plan. To prepare an updated Infrastructure, Public Facilities and Services, Utilities, and Ports element, the Consultant will complete the following subtasks:

- Conduct infrastructure, public facilities and services, utilities, and ports analysis that will include gathering and evaluating all related City plans and programs, including sewer, water and stormwater plans, fire and police strategic and capital plans, urban forestry plan the current and in process update to the Transportation System Plan and the Parks, Recreation and Cultural Services Comprehensive Plan as well as the plans of partner agencies such as WSDOT, Clark Public Utilities, school districts, C-Tran, Clark Regional Wastewater district, and other service providers within City limits and the urban growth area.
- Provide input into land use scenarios. The plans included in the analysis above will be evaluated for capital improvements to determine services standards, if they support the land use scenarios and if changes may be required to address the growth envisioned in the land use scenarios.

- Complete workshops with advisory groups (described in Task 1). The equity team will evaluate existing plan policies against the Equity Framework to determine updates that will be needed to address equity. Equity considerations can include whether siting or provisions of services impact historically underrepresented and underserved communities, as well as an assessment of how capital projects will provide equitable community benefits, specifically addressing investments in portions of Vancouver that have not seen the positive benefits of government spending, and whether increased service is needed to address historic disinvestment.
- Prepare updated infrastructure, public facilities and services, utilities, and ports policies and plan element. The Consultant will review the policies in the existing Public Facilities and Services element to determine if changes or updates are needed to reflect the community’s vision and the land use scenarios. Goals and policies will specifically align with and support the City’s Climate Action Framework and will consider improvements necessary to inform services that are resilient to the localized impacts of climate change and natural disasters that the community is susceptible to in the near term and long term. Updated policies and supporting analysis will be included in an updated Infrastructure, Public Facilities, Services, and Utilities element. This element will also include the capital improvements costs and funding sources from the existing plans.
- Identify draft implementation measures. This task will include identification of specific implementation actions the City and others will need to take to meet the goals and policies identified in the updated plan element. Potential actions include additional planning and updates of supporting plans, targeted investment strategies, funding opportunities, and evaluating different service methods.

ASSUMPTIONS:

- The Consultant will rely on existing capital facilities plans to complete this element. Updated plans are not included in this scope of work.
- A separate Ports element per RCW 36.70A.085 is not included in this scope of work.
- Input from outreach activities described in Task 1 will inform the Infrastructure, Public Facilities and Services, Utilities, and Ports analysis and policy and element updates.
- Implementation measures will be finalized in Task 4.

DELIVERABLES:

- Infrastructure, Public Facilities and Services, Utilities, and Ports Analysis Memorandum
- Updated Policies and Plan Element
- Draft Implementation Measures

Task 2.10. COMPREHENSIVE PLAN DOCUMENT.

The culmination of the comprehensive plan task is the preparation of an updated comprehensive plan document. The Consultant will lead this task and create a document that follows the project’s overall brand, reflects the community’s vision, and is easy to read and understand. The document will include all the updated elements described in the subtasks above, as well as

appendices to incorporate the full breadth of analysis and outreach conducted throughout the process. The document will include infographics and other visuals to tell the story of the comprehensive plan.

The comprehensive plan document will be designed for digital and hard copy display and include an executive summary to highlight key aspects of the plan for a broader, non-technical audience. The digital version of the plan will be hosted on the City’s website and integrate user-friendly navigation, interactive maps, and dashboards, as appropriate.

Early in the project, we will prepare a comprehensive plan outline and template so we can build the full comprehensive plan document as we complete the steps included in the subtasks above. The Consultant will prepare four drafts of the comprehensive plan document.

- Draft 1: Prepared for staff and equity team review
- Draft 2: Incorporating staff and equity team comments and prepared for technical advisory group review
- Draft 3: Final draft, incorporating technical advisory group comments and prepared prior to the adoption process described in previous
- Draft 4: Final, adoption-ready document incorporating comments and feedback from initial Planning Commission and City Council work sessions.

ASSUMPTIONS:

- The comprehensive plan outline and template established early in the project will be the base for the comprehensive plan document. No significant changes will be made following acceptance by the City.
- Up to 4 Consultant team staff will participate in 3, 2-hour meetings with city staff to review the comprehensive plan drafts and address redline changes.
- A standalone website to host the comprehensive plan document is not included.

DELIVERABLES:

- Comprehensive Plan Outline and Template
- Three Draft and One Final Adoption-Ready Comprehensive Plan Document
- Complete Set of Comprehensive Plan Appendices
- Comprehensive Plan Executive Summary
- Digital Document with Interactive Maps and Dashboards

TASK 3. LAND USE AND DEVELOPMENT CODE UPDATE.

Task 3.1. Title 20 Audit

The City’s existing Title 20 will be audited to provide input into the land use visioning process through the identification of regulatory and process barriers to implementation of the overall strategy identified in the Comprehensive Plan Update. The audit is an analysis that identifies technical and policy barriers that make it difficult to achieve the goals of the plan update (Land

Use, Development + Infrastructure, Housing, Equity and Opportunity and Climate + Environment). The audit will inform the planning process and the update to VMC Title 20.

To conduct the audit the Consultant will meet with City staff responsible for implementation of the land use code to develop a list of criteria and questions that will form the framework for the audit. The Consultant and Staff will then complete an independent audit based on the criteria and questions that will result in a list of initial areas to evaluate. This will help to inform the Community Atlas and Visioning process in a previous task.

The Consultant and City will establish a Technical Advisory Group to assist in the Code Audit and Title 20 update process. This group would include community stakeholders with a vested interest in land use and development within the City and may include developers, design professionals, non-profit housing providers, and general community members to provide input in the technical aspect of the code. The focus of this technical advisory group will be to evaluate the code for ease of use and how it will result in achieving the land use scenarios and not to provide significant input on policy choices that are part of Task 2. The technical advisory group will review and provide input into the initial audit work conducted by the Consultant and City.

Once the land use scenarios have been determined in a previous task, an additional audit will be conducted to evaluate regulatory and process barriers to achieving the identified land use scenarios. This will be completed by the Consultant and City and reviewed by the technical advisory group.

ASSUMPTIONS:

- The audit will focus on Chapters within Title 20 that will be subject to the update and identified in a following task but will include discussions of interlinkages with other VMC Titles and chapters in Title 20 as needed.
- The audit will consider how well the code meets the requirements identified in the RFP:
 - Contain clear and concise language, and clearly emphasizes the intent behind each regulation.
 - Provides a friendly user experience and can be easily and accurately interpreted by the public, the development community, community nonprofit organizations, and other applicable parties.
 - Be organized in a logical and efficient manner.
 - Utilize principles of form-based land use regulation, rather than traditional Euclidian methods that primarily focus on separation of land uses within key identified nodes of future growth, and other areas of the City as applicable and appropriate.
 - Contributes to high quality urban design outcomes in the community.
 - Accurately reflect the overall vision and goals instituted within the comprehensive plan.
 - Effectively mobilizes the plan’s short to mid-term implementation strategy.

- Comply with all applicable local, state, and federal laws and regulations.
- Identifies and resolves any overriding conflicts with existing regulations within the Vancouver Municipal Code.
- The Consultant and City will identify a list of potential technical advisory group members and the City will make a final determination and invite technical advisory group members to participate.
- Two review meetings will be conducted with technical advisory group members.

DELIVERABLES:

- Draft and Final Initial Title 20 Audit
- Draft and Final Updated Title 20 Audit

Task 3.2. Title 20 Update

This task will build from the previous audit to the development an updated Title 20 to be adopted with the comprehensive plan. The updated Title 20 will serve to implement the goals and policies established by the plan consistent with the requirements identified in the RFP. To complete the update the Consultant will:

- Conduct a workshop with the City and identify potential options to update the code using form-based code principles. The Consultant will prepare for the workshop by identifying precedent examples from other jurisdictions the selection of which will be guided by the audit findings and preparing three different approaches for consideration. This framework will address key provisions such as the structure, types of reviews available (i.e., design and site plan), special and conditional uses, special uses, where graphics can be used to support or take the place of code language, and specific development standards (e.g., parking, landscaping). Some code provisions would not be addressed to the same degree because of the specificity of state regulations (e.g., land divisions and SEPA) or recent/ current updates (e.g., Critical Areas) or other aspects that limit flexibility. The framework will be reviewed by the City and the technical advisory group and a final framework established.
- Using the findings of the audit, the selected framework, and the preferred land use scenario the Consultant team will develop the first draft of the code for staff review. This draft will contain all expected sections and preliminary language and identification of necessary figures and graphics to address form-based code principles.
- Draft 2 will incorporate City comments and will include completed graphics based on those identified in the first draft. This will be suitable for stakeholder input and public review during plan development. This draft will be subject to review and input by the technical advisory group and be used for review by advisory groups and the community through community partnership, engagement, and co-creation process.
- Draft 3 will be developed by the Consultant to include updates in response to stakeholder comments and public review, in consultation with the City. This will form the proposed Title 20 update that will be addressed in the SEPA review and presented to the Planning Commission as part of the public adoption process.

- Draft 4 will be completed after the review process addressing updates through the Planning Commission hearing. The draft will be presented to the City Council for adoption.

ASSUMPTIONS:

- The existing VMC Title 20 will be the baseline starting point for the update.
- The following chapters will not be considered for change in the updated Title 20 other than minor changes for consistency, potential reorganization, and exceptions as noted:
 - 20.100 Administration (all chapters except for changes that may be dictated by updates to other sections)
 - 20.220 Review Bodies (except for potential additions related to form based code)
 - 20.245 Conditional Use Permits
 - 20.250 Development Agreements
 - 20.285 Text and Map Amendments
 - 20.290 Variances
 - 20.300 Land Division (all chapters)(except for design or dimensional standards)
 - 20.670 The Heights (HX) Plan District (except for review for consistency with updates to other sections)
 - 20.680 Riverview Gateway Plan District Revised (except for review for consistency with updates to other sections)
 - 20.690 Section 30 Employment Center Plan District (except for review for consistency with updates to other sections)
 - 20.710 Archaeological Resource Protection
 - 20.740 Critical Areas Protection
 - 20.760 Shoreline Management Area
 - 20.820 Adult Entertainment
 - 20.830 Bed and Breakfast Establishments
 - 20.855 Essential Public Facilities (except for review for consistency with updates to other sections)
 - 20.860 Home Occupations (except for review for consistency with updates to other sections)
 - 20.880 Manufactured Home Parks
 - 20.884 Marijuana Businesses
 - 20.885 Temporary Uses
 - 20.890 Wireless Communication Facilities
 - 20.909 Escrow and Assurances
 - 20.910 Exceptions and Interpretations
 - 20.915 Impact Fees Revised
 - 20.960 Signs
 - 20.970 Solid Waste Disposal and Recycling

- The code audit may identify the need to provide more significant review and update of the excluded code sections. This may result in the need to modify the scope to include funds from the Contingency in Task 7.
- Up to 20 new graphics will be prepared for the code update.
- The initial workshop will be conducted in person, will be up to 4 hours in length and attended by up to 4 members of the consultant.
- Updates in response to the review of Drafts 2 and 3 will be minor in nature and will not require the development of new sections, changes in overall approach, new graphics or other similar efforts.
- The City will be responsible for evaluation of the Title 20 update for legal sufficiency.

DELIVERABLES:

- Workshop Agenda, Materials, Presentation, and Summary Notes
- Technical Advisory Group Meeting Agenda, Materials, Presentation, and Summary Notes
- Preliminary Code Framework
- 3 Drafts of Updated Title 20
- Final Draft Updated Title 20

Task 3.3. Development Impact Fee Structure

This task will complete an evaluation of the development-impact fee structure in the context of meeting the overall land use strategy and vision. The Consultant will leverage the feasibility analysis conducted in a previous task to test the sensitivity of development outcomes relative to the existing and potential development impact fee structures. This approach will allow us to develop an understanding of the relationship between fee structures and the market realities for various scales and types of development across different market areas in Vancouver. This will also allow us to identify the “tipping point” at which additional fees might make desired development types and land use outcomes more or less feasible and make recommendations that could support a tiered structure designed to support desired outcomes. Consideration will also be given on how impacts fees meet equity goals by considering effects on various types of housing and relative costs.

ASSUMPTIONS:

- This task covers evaluation of the existing impact fee program and does not include update or analysis for updating the fees.

DELIVERABLES:

- Impact Fee Analysis Technical Memorandum

TASK 4. IMPLEMENTATION.

The Consultant will develop a detailed strategy to implement the goals and policies established under Task 2 and that are not addressed by Task 3. Throughout the planning efforts in a previous tasks, the Consultant will develop potential implementation measures for each element of the comprehensive plan for each alternative based on the specific goals and policy measures developed. This will provide a list of potential implementation measures that will be used as part of the evaluation process.

Evaluating and identifying implementation measures will start with those identified in the current plan and applicable subarea plans as well as other implementation measures identified in relevant policy documents evaluated by the consultant as part of the Community Atlas. The Consultant will identify and evaluate the identified measures and determine whether they are still valid and available, whether they have been actively worked on, and whether they have been successful or have they fallen short in achieving plan goals. Some will be carried forward into the updated plan, while those that have fallen short will direct the need to investigate new or supplemental measures.

As goals and policies are identified in a previous task, potential additional implementation measures—beyond Title 20 in the previous task and the existing actions identified above—will be identified and evaluated. Evaluation criteria will be established based on the limits of City or partner agency powers, industry best practices, agency abilities and plans, ease of implementation, risk of success and failure, and consequences. Potential implementation measures could include:

- Direct funding of actions or using funding to influence outcomes
- Regulatory (beyond Title 20)
- Incentives for private investment actions or development
- Future planning efforts such as subarea or district planning and capital facilities plans

Potential metrics to measure success of the implementation measures will be included. The Consultant will develop an Implementation Technical Report that will include details and background on available implementation measures and application of the evaluation criteria. This will assist the City in making decisions on what implementation measures will be carried forward in the plan and to develop future work programs. This will be updated as the plan progresses and then used to inform either a specific element in the plan or implementation sections within the individual elements consistent with the process in a previous task. An initial draft will be prepared for city review and comment which will be addressed in the final technical report. A land use and housing dashboard will also be prepared for the final land use framework that is adopted in the plan, that will assist staff and members of the public to track long term progress towards implementation of the land use vision over time.

ASSUMPTIONS:

- This task will identify implementation measures but will not develop code or policy language, undertake the identified implementation or other similar efforts.

- Consultant will prepare the land use and housing dashboard using Microsoft Power BI or similar tool with data from other tasks. Data points to include in the dashboard will be developed in consultation with the City and will come from available sources. The Consultant will utilize available existing sources of data, as well as data and analyses that are generated during the plan update process. The Consultant will not collect additional data beyond this to support the dashboard unless specified in the scope of work. The City will provide ongoing updates to the dashboard.

DELIVERABLES:

- Draft and Final Implementation Technical Report
- Land use and housing data dashboard

TASK 5. ENVIRONMENTAL IMPACT STATEMENT.

Review of the City’s Comprehensive Plan Update and associated activities under the SEPA is both a legal requirement and a tool to assist the City in evaluating the environmental consequences of proposed actions as part of an informed decision-making process. As such, the SEPA process should be integrated into the project process, which is reflected in our approach. Both the GMA and SEPA include provisions for integrating the environmental review and the planning process and we have integrated this into our approach. For example, Task 2 anticipates development of different growth scenarios, and we propose to consider environmental impacts of the different alternatives in the evaluation of those scenarios. This step does not include a formal SEPA document but can serve to inform the SEPA review later in the process.

SEPA rules allow for the integration of the SEPA analysis into the plan document. We are not currently recommending this integration, as it can dilute the focus on the vision, goals, and policies of the plan.

Based on the scope and consequences of the Plan, an Environmental Impact Statement (EIS) is anticipated. The SEPA process is defined in Washington Administrative Codes and the Consultant will assist the City in meeting the requirements. This includes a public scoping process, completing environmental analysis and reflecting the findings in a Draft EIS that is published for public and agency review and comment and a Final EIS that responds to those comments. Key considerations under SEPA include defining the alternatives that will be assessed and the methods by which environmental impacts will be considered. The Consultant will work with the City to define these in a way that will result in efficient completion of the analysis taking advantage of existing information and other tasks in the process while still providing the necessary information to meet SEPA requirements and—more importantly—provide information to decision makers so they can understand the environmental consequences of different policy alternatives. The following summarizes key tasks and approach for completing SEPA.

Task 5.1. SCOPING.

During this task, the City and Consultant will complete the EIS scoping process including finalization of alternatives and determining the scope of the Draft EIS. The scoping process will

be integrated into the public outreach process for the overall project. Scoping will occur as early in the process as possible to help inform selection of alternatives and can occur as soon as alternative course of action can be determined. We will integrate the public scoping process into the evaluation of the different alternatives developed in a previous task. The Consultant will prepare a draft and final Determination of Significance (DS) and scoping notice for publication and distribution. The City will publish and distribute the DS (required public notices and on-line) per the requirements of WAC 197-11 360 and will be listed as the recipient for public comments as required by SEPA and GMA rules.

The 21-day scoping period on the DS will be scheduled to coincide with one of the public engagement activities identified in the tasks above. The Consultant shall provide a method to receive written comments on the DS to be collected by the City at the public event. The Consultant shall provide 2 technical staff at the event to provide information on SEPA and the scoping process.

Once the scoping period is complete, the City will provide the Consultant with an electronic record of all comments received. The Consultant shall review and summarize comments by issue area and develop a technical memorandum recommendation to the City on whether the scope for the Draft EIS as outlined in the DS and scoping notice should be modified.

The scope and costs for this task assumes that a maximum of 250 distinct individual comments shall need to be reviewed and only 50 substantive comments (those that address the content of the environmental review or alternatives) shall be considered in determining the final scope of the Draft EIS. Following the project scoping process, the City and Consultant will meet to discuss strategies required to complete the next tasks in the scope of work. The scope elements identified Task 5.2 shall be reviewed and revised if necessary to reflect any changes in the scope of the Draft EIS identified by the SEPA responsible official.

ASSUMPTIONS:

- A maximum of 250 distinct individual comments shall need to be reviewed and only 50 substantive comments.

DELIVERABLES:

- Draft and final Determination of Significance and Scoping Notice
- Technical Memorandum Summary; Public Comments and Recommendations (Responses) as part of Final Scoping Determination to Draft EIS Scope Assumptions

Task 5.2. DRAFT EIS.

The Draft EIS will be completed and issued such that the analysis, findings, and public process is integrated with the overall planning process. In this task, the Consultant will prepare a preliminary Draft EIS (PDEIS) for the City's review. Following incorporation of the City's comments, a PDF of the Draft EIS for the City to publish will be completed. The PDEIS will include all requirements as specified in WAC 197-11. An EIS is only required to address those aspects of the environment where a probable, significant, adverse impact to the environmental resource will occur. However, as a non-project action, it is difficult to dismiss elements of the

environment, and the task includes addressing all elements of the environment as defined by WAC 197-11-444 except for Environmental Health (noise, risk of explosion and releases or potential releases to the environment) and Energy and Natural Resources (which will be addressed in other elements).

The PDEIS will include technical evaluations and environmental consequences for each environmental element. Each section shall describe the affected environment (existing conditions); evaluate the project alternatives and compare them to the no- action alternative (i.e., not adopting an updated plan); determine direct, indirect, and cumulative impacts; and identify mitigation measures that are part of the plan or necessary to address identified significant adverse impacts. Each section will include discussions of the affected environment, environmental impacts (including direct, indirect, and cumulative), mitigation designed into the project, other potential mitigation, and significant unavoidable adverse impacts.

The EIS must be published and an opportunity to review and comment is required. A minimum 30-day public comment period is required, but a longer period is also allowed. The public review period will be integrated with the plan review process so that the public can comment both on the EIS and on the plan alternatives well. Required notices will be prepared and published, and all comments will be collected. Following the comment period, all comments received will be categorized by topic and substantive comments identified for consideration in completing the Final EIS.

For this task, the Consultant shall prepare a preliminary Draft EIS (PDEIS) for review by the City. Following incorporation of the City's comments, the Consultant shall provide a PDF of the Draft EIS for the City to publish. This scope of work assumes that only the following elements of the environment are relevant and shall be addressed in the PDEIS:

- Cover
- Fact sheet
- Distribution list
- Table of contents
- Summary
- Alternatives including:
 - No action (development under current plan/zoning)
 - Proposed project (high – low development impact scenario)
 - No other alternatives shall be considered)
- Affected environment, impacts, and mitigation including the following elements of the environment:
 - Built Environment
 - Natural Environment
 - Any additional items required because of the scoping process

The Consultant shall conduct technical evaluations and prepare the PDEIS sections for each environmental element as detailed below. Each section shall describe the affected environment

(existing conditions); evaluate the build alternatives and compare them to the no-build alternative; determine direct, indirect, and cumulative impacts; and identify mitigation measures designed into the project or necessary to address any identified significant adverse impacts. Each section shall include the following subsections:

- Affected environment
- Environmental impacts (including direct, indirect, and cumulative)
- Mitigation designed into the project
- Other potential mitigation
- Significant unavoidable adverse impacts

During drafting of the PDEIS the Consultant shall meet with the responsible official and technical staff for up to four (4) two-hour meetings to obtain information, review process, mitigation, development thresholds, and discuss methodology and other relevant topics. The following sections describe the elements of the environment for inclusion in the Draft EIS in more detail.

Task 5.2.1. BUILT ENVIRONMENT.

The Land Use section shall include land use and plans, housing, population, and employment, light and glare, aesthetics, and historic and cultural resources (parks and recreation shall be addressed in public services). For Land Use, the Consultant shall describe existing land uses within the City and evaluate the potential impacts on these resources resulting from the proposed plan.

The section shall address consistency with the GMA, County Wide Planning Policies, and other applicable land use plans. Key visual resources shall be identified and evaluated qualitatively for consistency with adopted designations or policies and aesthetics, and light and glare shall be evaluated qualitatively. This section shall also address potential impacts to population, housing, and employment by comparing population and developed capacity under existing regulations and those of the capacity of the proposed plan and overall projections for the Vancouver urban growth area. For historic and cultural resources, the Consultant will identify and characterize the major archaeological and historic built environment resources in the City. This summary will not identify every individual resource, but rather focus on select, primary archaeological sites or well known, historic built environment resources as well as existing and/or previously identified archaeological districts and historic districts. The plan alternatives will be evaluated for potential effects on these resources in consideration of federal, state and local programs. No field studies will be completed as part of these efforts.

The Transportation Section shall quantitatively address impacts to vehicular transportation levels of service and qualitatively address transit, bicycle, and pedestrian level of service, parking and the overall transportation system. Air and marine traffic will be discussed qualitatively. The Transportation System Plan will be used to develop thresholds and performance measures for the analysis. The Consultant will work with the City to identify an appropriate transportation model to evaluate the differences between the alternatives for effects on the overall vehicular transportation system and differences in transportation patterns. It is anticipated that the Regional Traffic Demand Model maintained by the Regional Transportation Council can be used to assess

the impact of the land use alternatives on the overall transportation system. Individual intersection level of service or similar evaluation will not be conducted.

The Public Services Section shall address fire, police, schools, parks and recreation, water, stormwater and sewer services and other utilities. Each service shall be evaluated to determine how land use alternatives will result in increased demand for the services and if the system is capable of serving the increase demand.

The analysis of schools shall consider potential changes to school aged populations based on land use changes and density compared to the baseline and the capacity and ability of existing schools serving the subarea to accommodate the change in school aged populations. School aged children per household shall be based on general assumptions used by the school district and the City as part of capital facility planning and school impact fee calculations. The Vancouver, Evergreen and Battle Ground school districts include portions of the City and will be included.

Assessment of parks and recreation impacts shall consider potential increased demand on parks based on potential residential population within the City. The total population of the city shall be compared against adopted level of service (acres of parks per population) standards in consideration of any changes associated with other tasks within this scope of work.

Water, Sewer, and Stormwater utilities shall be evaluated by developing anticipated increase in demand and determining whether existing infrastructure can accommodate the increased demand consistent with adopted levels of service and impacts on existing service. Information shall be based on other efforts in this scope and adopted City planning documents (i.e., City of Vancouver Capital Improvement Programs For Water, Sewer, SCIP, Surface Water). Qualitative analysis of private utilities (communication, electricity, etc.) shall be included. Assumptions shall be based on general planning standards and no modeling or engineering shall be completed as part of the effort.

NATURAL ENVIRONMENT

The Natural Environment Section includes earth, air, water, and plants and animals.

The Earth section will address City planning and building codes for geologic hazard area including erosion hazard areas, landslide hazard areas, and seismic hazard areas. Publicly available information and GIS data will form the basis of the Earth existing conditions summary. Impacts will be assessed based on existing maps and technical reports published by the U.S. Geological Survey (USGS), Washington State Department of Natural Resources (DNR), and the U.S. Department of Agriculture Natural Resource Conservation Service (NRCS)

The analysis of air (quality) shall be qualitative and shall summarize existing air quality based on published data sources, identify any major sources of air pollution within the City including an inventory of publicly available data sources on criteria pollutants, hazardous air pollutants, and other air pollutant levels within the community and qualitatively assess how the proposed land use alternatives could change air quality within the City while considering the existing regulatory framework. In addition, greenhouse gas (GHG) emissions will be quantitatively addressed using an appropriate model. Climate change considerations will be included.

The analysis of water shall address groundwater, surface water, flooding and water supply and the potential impacts to these resources. Impacts will be addressed qualitatively and no sampling, characterization or modeling shall be completed. Existing conditions and assessment of impacts will be based on existing published data (such as the City water quality report).

The analysis of plants and animals shall identify and consider habitats or species of importance (state or federal species listed as endangered or threatened, Washington State Priority Habitats and Species or City designated critical areas) that occur within the City and immediately surrounding area. Impacts of the alternatives on plants and animals shall be addressed qualitatively as to whether the alternatives would lead to impacts to these resources subarea with consideration of the existing regulatory framework. This analysis shall be conducted through available public data sources. No formal species surveys or impacts analysis shall be completed.

The PDEIS shall be provided to the City for review and comment in one round of revisions before the Consultant finalizes the Draft EIS. The Consultant shall review and respond to the comments, either incorporating them into the document or explaining why the comment did not result in a change. Upon resolution of the City comments, the Draft EIS shall be finalized as a PDF document and provided to the City for publication.

ASSUMPTIONS:

- The scoping process may result in changes to the scope of the analysis identified in this task. Modifications to the scope may require an amendment to this task or use of contingency funds.
- The existing conditions sections will be informed predominately through completion of the Community Atlas.
- City will contract with RTC to complete the regional traffic demand model runs and the Consultant will process the model runs.
- Information and analysis will be based predominately on existing published information except as specifically noted in the task above.
- The City will conduct one round of review on the PDEIS and provide a single set of consolidated comments from all reviewers.

DELIVERABLES:

- Preliminary Draft EIS
- Final Draft EIS

Task 5.2.2 Draft EIS ISSUANCE.

The City will issue the Draft EIS and it is anticipated that it will be circulated for a minimum 30-day comment period but will likely be longer to coincide with review periods for the plan update. During the public comment period the City will receive comments and may conduct a public hearing to receive comments. Any hearing will be coordinated with efforts included in Task 1

Prior to issuance the Consultant and City will meet to prepare for the issuance of the Draft EIS including schedule, logistics, information needs and Consultant attendance at any public hearing. The public review period and process will be integrated into the outreach process for the plan update identified in prior tasks.

ASSUMPTIONS:

- The City will be responsible for the formal publication of the notice of availability.
- The predominate form of publication will be electronically. The City will be responsible for preparing any hard copies or other media for distribution.
- Costs and resources for Consultant participation in the public review process are included in Task 1.
- The City will be responsible for receiving and compiling all public comments on the Draft EIS.

DELIVERABLES:

- Draft and final Notice of Draft EIS Availability Suitable for City Publication and Legal Notices and Distribution

Task 5.2.3 Draft EIS COMMENT REVIEW.

After receipt of compiled comments from the City the Consultant will analyze comments for significance and identify which comments may result in the need for additional technical work or analysis in the Final EIS and which comments can be provided with a response based on information already contained in the Draft EIS. If additional technical work is needed it will be described and additional costs identified.

Assumptions:

- Up to 100 substantive comments will be reviewed.
- No technical analysis will be completed during this effort.

DELIVERABLES:

- Summary memorandum identifying potential need for additional technical analysis
- Summary Matrix of Substantive Comments and Method of Response

Task 5.3. FINAL ENVIRONMENTAL IMPACT STATEMENT (FINAL EIS).

Following receipt of the comments on the Draft EIS, a Final EIS will be completed to consider the public and agency comments on the Draft EIS. The EIS will then be updated to reflect the potential ways in which comments can be addressed. The content of the Final EIS is dependent on the comments received but could include the need to conduct additional technical analysis. At a minimum, the comments must be addressed and a Final EIS issued. The Final EIS will consist of an update to the Draft EIS with the compiled public comments. Typically, the scope of work for a Final EIS is completed after the comment period is over and more certainty on additional

analysis is available. The Final EIS must be issued at least 60 days prior to the final action of adopting the plan. Consultant efforts associated with the Final EIS is dependent on comments received and could include additional technical analysis. A placeholder of \$50,000 has been included to complete the Final EIS. Formal deliverables and Consultant costs will be in a separate scope of work developed based on the comments received on the Draft EIS.

TASK 6. PROJECT MANAGEMENT AND ADMINISTRATION.

This task includes directing the daily activities of the consultant team, ensuring resources are provided to meet the project needs and monitoring progress consistent with contract requirements; for overall workflow and integration of the project team and primary client contract for contracting; overall work progress, project changes and any project issues.

Project management administration activities will occur for the duration of the project as necessary for the delivery and execution of all tasks contained in the scope or work and that work progresses according to the scope, schedule, and budget. Project management and administration will include:

KICKOFF MEETING.

An initial kickoff meeting will be conducted between the City Project Manager and Contract Project Manager and Deputy Project Manager upon receipt of the notice to proceed. This meeting is intended to prepare for the initial scope of work elements and to prepare for the larger kickoff meeting workshop.

KICKOFF WORKSHOPS.

The Consultant shall coordinate with the City to prepare for and conduct a detailed kickoff workshop to start the project and orient all project team members to the purpose of the project, how it will proceed, and other details. The workshop will start with an initial 1-hour meeting with the entire City project team and Consultant tasks consultant team followed by four, two hour breakout sessions based on the Tasks. The City and Consultant will agree to the disciplines and attendees for each breakout session based on the Tasks and anticipated workflow. The breakout sessions will be used to convey the importance of the project and confirm the overall goals so that everyone has a shared understanding and to generate the excitement and energy that will carry throughout the project. The Consultant will also seek to understand from the City the key issues, concerns, and ideas beyond those in the RFP. Project details such as the project management structure and plan, lines of communication, the process and schedule for all project elements, and our communication and engagement strategy will also be covered. This includes the community and stakeholder committee structure and how they work together, the process for establishing contracts with community partners, and launching the project on Be Heard Vancouver.

PROJECT MANAGEMENT PLAN.

The Consultant will develop a project management plan outline the scope of work/work plan, communication and authority, staff and client roles and responsibilities, schedule including key milestones, invoicing details, contracting, quality control plan, records retention, safety plan and

risk management plan for the project. The project management plan will specify the electronic platform that will be used by the City and the Consultant for maintaining access to draft and final deliverables, meeting summaries and minutes, progress reports and invoices and other communications between the City and Consultant. The Project Management Plan will be updated every six months throughout the project if needed.

PROGRESS MEETINGS.

The Consultant will prepare for and attend progress meetings every two weeks with the City throughout the duration of the project. The meetings will be conducted with the City's project manager to review progress, confirm next steps, and forecast scope or schedule changes. The Consultant will prepare a standing agenda for check-in meetings and summary notes for each meeting which will include a register of action items, deliverables, project meetings and summary of items discussed.

MONTHLY INVOICES AND PROGRESS REPORTS.

The Consultant will provide monthly invoices and progress reports to track progress against the scope and ensure budget resources are allocated efficiently. The progress reports will include the time period covered by the report, summary description of work performed, notice to the City raising any issues or concerns that could require a contract amendment/supplement, a summary of completed and/or upcoming project milestones, and action items needed from the City for project delivery.

SCHEDULE.

The Consultant will develop and maintain a project schedule throughout the project. The Consultant will develop and maintain a project schedule throughout the project (Microsoft Project format). The schedule will include all details that are identified in the work plan and correspond to deliverables, milestones, and project workflow. The schedule will be used to actively manage and monitor the work and will be formally updated at least four times.

ASSUMPTIONS:

- The City Project Manager will be responsible for overall management and direction for the project. The Consultant project manager is responsible for coordination and direction of the project team.
- Kickoff meeting will be conducted at City Hall.
- Four kickoff workshops will be conducted at City Hall and will last no more than 2 hours each.
- Progress meetings will be conducted every two weeks for the duration of the project, will be one hour in length, attended by two Consultant staff, and will be held at Vancouver City Hall or virtually.
- Progress meeting summary notes will be approximately 1 to 2 pages long.
- Invoices will include projects costs for the time period covered and total cost to date per task.

- The City will establish and maintain an electronic file and information sharing platform to share and access iterative and final work products, meeting summaries and minutes, progress reports and invoices, and manage communications between the City and the Consultant team. The Consultant will utilize this platform for the above purposes. The City will be responsible for all costs to utilize the platform and be responsible for establishment and maintenance needs.
- The project schedule will be updated up to 8 times during the Project.

DELIVERABLES:

- Draft and final project management plan.
- Kickoff meeting agenda and summary
- Kickoff workshop agendas and summaries (4)
- Agendas for check-in meetings.
- Summary notes from check-in meetings.
- Monthly invoices and progress reports.
- Microsoft Project schedule updated 4 times

TASK 7. CONTINGENCY.

Due to the project time period and potential for change as part of the public co-creative process this task provides a contingency to expedite additional work in support of the project. Work under this task includes budget for new task scopes to be developed and approved in advance by the City under a time and materials budget. Work under this task would not be undertaken without development of a formal scope approved in advanced by the City.

Assumptions:

- No work will be completed under this task without prior documented approval by the City.
- The City and Consultant will agree on a general cost for specific work under this task prior to initiating the work and this task represents 15% of the total of all other tasks.

Deliverables:

- To be mutually determined in writing by the City and Consultant